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PARTICIPATION

National Identity, Media &
Technology

In Greece

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“Everything that can be counted does not necessarily count; everything that counts cannot necessarily be counted.”

A. Einstein

**For my parents, Fotini and George,
who gave me the opportunity to achieve my dreams**

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Executive Summary

This work aims to set a framework for governments in crisis to strengthen their identity power and regain the trust of citizens, via participation and new communication technologies. The contribution of this thesis to existing literature is the introduction of electronic governance and citizen participation as a means to restore national identity in a market for loyalties, instead of regulation and control of the information flow.

This work also introduces a comprehensive participation classification model and viral participation as a new academic term, which must be further researched. Based on the literature and field research on the development and promotion of participatory initiatives, a detailed participation communication strategy to achieve citizen engagement is suggested. Lastly, the business outline of a participatory initiative to address corruption in Greece is proposed and is subject to further modifications.

Key words: national identity, regulation, participation, new communication technologies, traditional and new media, electronic governance, inclusion, control, collaboration, communication, corruption, telephony.

Preface

The present thesis is a result of a two-year research project conducted between the United States (US) and Switzerland. As a graduate student at the Fletcher School of Law and Diplomacy, a Research Scholar at the Institute of Media and Communications Management at the University of St. Gallen, and a Fellow of the Hitachi Center of Technology and International Affairs, I developed knowledge around the various participation forms, and built a solid understanding of how those correspond to needs and relate to one another offline and online. The objective of this master thesis is to suggest how participation initiatives can be combined with existing and new technology, including media, to empower the community and respond to national crises.

Coming from Greece the selection of this topic is no surprise, and the present work is much more than an academic text. In a hyper-connected world, my primary objective is to establish and promote participatory governance in Greece using new communication technologies and the power of media. The communication gap between citizens and institutions is widely known, but my motivation is to come up with a new solution to tackle this long-standing issue.

My master thesis is a milestone toward the non-profit organization I am aspiring to launch in Greece –CodeForGreece.org– with the aim to address corruption in the government and corporate sectors through citizen participation. The pursuit of this goal is indeed a work in progress and to date several steps have been completed including the formation of the leading team, the value proposition and efforts to establish partnerships and collaboration ties with similar initiatives across the US.

The development and completion of this work would not be possible without the support and guidance from a number of charismatic individuals starting from my thesis advisor Christopher Tunnard; my professors Nicco Mele, Carolyn Gideon, Jennifer Lerner, and Alan Khazei at the Fletcher School of Law and Diplomacy and the Kennedy School of Government; and my co-workers Christian Hoffmann, Cristoph Lutz and Christian Fieseler at the University of St. Gallen, who helped me broaden my perspectives and integrate multiple aspects in this endeavor.

Most importantly I want to thank Andrew Rasiej, Anil Dash, Jen Palkha, Catherine Bracy, Helen Schneider, Shaady Salehi, Alex Costopoulos, Stephen Arbogast, Dave Binetti, Richard Parker, Alex Ioannidis, Georgios Diamantopoulos, Panagiotis Vlachos and Marios Belibassakis, who took time off from their busy schedules to hear my concerns about the future of governance, answer my questions about participation and digital platforms and help me redefine my thesis objective and professional endeavors.

Last but not least, I want to thank my family back in Greece, Fotini, George and Constantin, for always believing in me, my roommates Jen, Ale, Jessi and Prae for being understanding of my silence over the past few months, and my friends Faye, Natalie, Bikka and Massab for being supportive in this learning and synthesizing process.

Introduction

The Greek government has repetitively dominated the global media agenda since 2008. EU press releases, expert reports, news articles, blogs, posts and tweets

capture bits and pieces of the crisis, seek to identify causes, and provide scattered solutions. Political, social, and economic factors conspired to bring the country where it is today. The grand government objective is to make the country economically viable again. However, prosperity will be possible only if the government, citizens and media collaborate to overcome the crisis. That is why a digital interactive communication strategy is essential to bring all democracy stakeholders closer. After all human capital and Information Communication Technology (ICT) are highly relevant to growth (Romer 1986,1990; Lucas 1993; Vu 2011).

“Well – managed companies want to invest in countries governed by transparency and fair rules.” Nothing makes more sense from a corporate governance perspective than this statement, but five years into the Greek financial crisis, little has been done in this direction. The current instability in the Greek market discourages local and foreign investments, creating a vicious economic cycle and little room for progress.

While the local and international experts tackle the financial distress as the core crisis issue, the problem really lies beneath. The collaboration ties between government and citizens are absent, and therefore so is trust. Inevitably, excluding citizens from political decision-making is raising serious transparency concerns, causing frustration and greater instability, and making representative democracy obsolete. Therefore participation is proposed as a solution to reestablish trust and resolve this long-standing issue.

It must be clarified that participation is not only about politics and government matters, and even if it was, there is much more to it than the right to vote (Haruta and

Radu, 2009; Fishkin, 2009; Koontz, 1999). Participation is a holistic societal move that functions vertically, horizontally and nowadays virally, thanks to technology. For the first time in history, participation is possible and measurable, mainly because of the Internet that constantly evolves to offer new incentives to engage people.

New communication technologies are a means of information dissemination and a platform that makes participation easier to urge and monitor among active users. The social media impact is growing and can be a powerful tool in the hands of citizens to change the media frames - which prolong citizen demotivation by continuous negative priming that fragment the national identity – simply by creating trends of news framed differently online.

Over the past 20 years Greece has taken steps to allow significant media independence within the media-state relationship,¹ but the economic crisis increased the number of conflicting voices in the country, which consecutively threatened national stability. Based on recent events in the Greek media scene, such as the suspension of three journalists that openly criticized the government either by commentaries or by publishing private financial information of citizens who were suspicious of corruption and tax evasion in October 2012;² it is presumed that the government is looking to restore the status quo and reestablish the national identity.

Besides autocratic regimes like China or Cuba, even democratic governments seek to maintain unity and protect their national identity, especially in times of crisis

¹ In the Press Freedom Index for 2011/2012, Greece ranks 70th out of 179, indicating a satisfactory level of Freedom of Speech, Press and Information.

² Such suspension is constitutionally accepted in Greece given provision b under Article 14 on Freedom of the Press; which justifies action to mitigate insulting press publications against the President of Democracy (Greek Constitution, Article 14) Press Release: Greece: Press freedom under threat by government attempts to limit criticism on www.article19.org

and conflict, sometimes by limiting the freedom of speech. This paper by no means is advocating for the restriction of freedom of speech across the Greek media, on the contrary. However, to re-establish a common Greek identity and regain the trust of people to their country and governance, a new force must rise – the voice of active citizenship online. Nevertheless, given the information revolution, imposing new rules and strict regulation to control the information flow, is not an option.

Regardless of what the government intends for the pursuit of national identity, currently Greeks sporadically express their dissatisfaction protesting in the streets of Athens accomplishing little or no results. This research will demonstrate how Greeks can strategically use the Internet and technology, to express, and fight for their rights; while influencing the political and corporate decision-making as well as the media frames.

Overall, in the era of digital information and interactive communication it is implicit for governments across the political spectrum to adapt to the new status quo, integrate technology and become inclusive. This need becomes even more imminent for countries in crisis, like Greece. The process of integrating technology in governance will be a timely process, with several institutional and legal obstacles to surpass, and requiring the power combination of traditional and new media. The decision of citizens to take action is prerequisite and therefore must be encouraged.

Thesis Outline

The present thesis is divided in two parts and comprises of four chapters. The first chapter seeks to create a basis for the reader to understand why participation is the answer to better governance. Price's Market for Loyalties framework is revisited on the premises of new technology and citizen participation, and is used to analyze the current

situation in Greece. The model is extended to suggest how governments can reinforce the national identity using technology as a tool to encourage citizen participation in decision-making and influence media framing.

The second chapter is dedicated to the analysis of the different participation facets and how those relate and translate in cyberspace according to literature review. Chapter two is fundamental for the understanding of how electronic governance and citizen participation can be effective. A comprehensive classification model comprising the various participation clusters is proposed, to demonstrate how those relate and lead to the effective design of participatory initiatives.

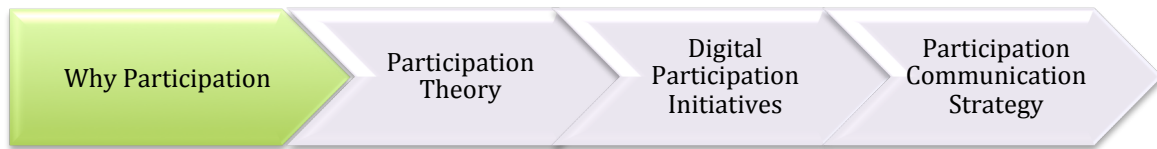
Chapter three signifies the transition to Part II and to the empirical part that will elaborate on three examples from the conducted field research across Boston, New York and San Francisco, sponsored by the Hitachi Center for International Affairs. The reviewed organizations for the purpose of this thesis are Code for America, Votizen, and Active Voice, but the lessons learned refer to the eleven initiatives reviewed in total.

According to the field research findings, the last chapter is laying out a participation communication strategy to be implemented by the government. A solid communication outreach is essential to raise awareness of participatory programs, educate citizens of their potential and set their expectations of what can and cannot be achieved. Last but not least, chapter four is closing with the business plan outline for CodeForGreece.org, which is the non-profit online-based organization I plan to establish in the coming years.

PART I



Chapter I



Market for Loyalties framework

The market model

Price's market for loyalties framework is selected to analyze the role of in and out-of-state actors in Greece according to neoclassical economic theory. Since the national information flow has changed drastically due to deregulation and new technologies, the cartel of imagery and the Greek identity are difficult to preserve with existing or new rules and regulations. In an effort to assist Greece construct a more coherent national identity, this thesis suggests citizen participation to governance as a means to manage multiple voices in the market and preserve a common national identity. Before analyzing the Greek market structure, it is important to understand the corresponding relationship between economic and state actors (Figure 1):

Figure 1: Economic Market vs Market for Loyalties

Economics	Market for Loyalties
Seller	Government/Power holder
Buyer	Citizen
Currency	Loyalty
Product	Identity

In a simple market economy there are sellers, buyers, currency and goods. Consumers buy products depending on their needs. The seller who has the only or the best product can demand higher price and thus it is only natural that sellers aim for monopoly rather than pluralism. Marketing and advertising boost the promotion of products in the market, whereas in a monopoly since there is no option, consumers buy into what is available regardless of the price.

The described economic model applies in governance with a few adjustments according to Price. The sellers are the governments or other power holders such as large corporations and media, and the buyers are the citizens. Governments and power holders produce identity based on myths, dreams and history and citizens buy into them with loyalty (Price, 2002). Like advertising, the media play an important role to convey identity-messages to the public. The less identities in the market the less the demand curve elasticity, which means less voices but more power for the predominant identities over citizens (Callister, 2006).

Price (2002) defines national identity as a set of political views and cultural attitude, which attributes power to the government structure if consistent among the population. By controlling the information flow of traditional and new media, governments and other power holders, increase the strength of their product and decrease the space for other identities to emerge in the same market. In cases where the political loyalty becomes weaker, governments democratic or not, typically seek to restore their power of influence and maintain the status quo via regulation.

Similar to economic monopolies, explicit control over media, interrupts competition and violates fundamental constitutional rights, such as freedom of speech, press or free access to information. In a market for loyalties where the control is shared implicit, the government has the option to “safeguard” basic rights by opening the cartel and increasing the number of market players under surveillance.

The concept of information access in democracies is constantly evolving, especially due to the Internet and the absence of defined regulation upon it; which also reduces the space for strict cartels. Except new technologies, globalization and international media pose another threat to the cartel of imagery and national identities, because domestic regulatory provisions cannot filter transborder broadcasting unless they ban it (Schejter, 2009). In a free market world it would be optimal to free the market for loyalties of control, and enable everyone to participate; but governments want to hold onto their power of national identity. Price suggests two options to protect stability and national identity to governments, either to raise the regulatory barriers, or to include new entrants to the cartel.

The national identity

Beyond Price’s cartel of imagery and the identity power, existing literature has repetitively pointed to the importance of a common identity to avoid conflict. When various identities contribute to the creation of interest groups in society instability is inevitable. Carey (1998) argues, *“the media play a central role in the formation of groups with the potential for conflict [...] Television, newspapers and internet are fundamentally responsible for the information and intensification of national and ethnic communities”*.

Intensified ethnic community interests may lead to national conflict. To reach this extreme, the formation of a group identity is necessary. According to Huddy (2003) such identity can be stirred among individuals by realistic or symbolic threats. Challenges of power or material resources are perceived as realistic threats and anything related to face, status and image as symbolic. Both aspects are interrelated.

Moreover, Ellis (2006) argues that, *“people will tolerate and remain relatively benign in the face of difficult and unjust economic conditions. They almost seem to accept their fate of poverty or struggle. But if their ethnic group is humiliated, slandered, or dishonored in any way they are capable of reacting with extensive violence.”* Individuals have a propensity to connect with others and build towards a common identity, strong or weak, around everything they can relate to, such as sports, origin, language, religion, political beliefs, race etc (Ellis, 2006).

Connected with Ellis's view, Stern (2003), in her study on religious militants identifies “alienation” as a cause of “in group” behavior and the formation of group identity; and she defines identify as a mix of both history legacy and future promise.

The Greek case

The market

Greece as a democratic member of the EU had no choice but to deregulate the state media monopoly and open up the media arena for private companies to buy their share of information flow (Price 2002) in 1989 (Law 1866/1989). The creation of several

independent television, radio, and print media besides very few state media³, led to the formation of a new cartel, which the government allowed to operate as it continued to control it in the name of national stability and the public good.

Some examples of the government control and regulation in a privatized media market are i) prohibition of media ownership concentration and censorship by article 14 of the Greek constitution, ii) protection of the freedom of expression as long as it complies with the state laws, iii) legal provision ensuring national television access by the majority of social groups to leverage public interest (Law 1730/1987), iv) continuation of satellite transborder broadcasting for government (as well as private) channels to countries with significant Greek diaspora (i.e. U.S. and Australia), or v) the exclusion of private operators from the development of broadcasting infrastructures until 1998. Evidently, the government from being the sole identity-producer, became part of the cartel, and thus the Greek market for loyalties shifted from a monopoly to a regulated oligopoly.

Despite the overarching government control over the range of market participants, privatization impacted sovereignty as it weakened the cultural connection (Price, 2002). The number of players in the Greek market expanded once more as the penetration of Internet increased in the Greek households. This new information source changed the market boundaries and called for additional regulation. The Greek Information Society program combined with the National Strategic Reference Framework 2007-2013 promoted the use of new media under the implicit control of the

³ The Greek government owns three television stations: ERT1, NET, ERT3 and five radio stations Second Program, ERA-3, NET Radio, ERA Sport, and Kosmos.

government. However, media convergence and the augmentation of voices online created a new momentum, particularly since bloggers started to convey a different news agenda.

While journalist unions and media industry organizations gained popularity, a consolidated national news agency arose from the merging of the Athens and Macedonian news agencies in 2006 to empower the government voice. For the most part, the competing media voices were coordinated as the politics between the government and private media companies usually implied self-censorship and content filtering to serve “public interest” and ensure smooth operations within the legal framework.

In times of national crisis this “de facto” alignment of the media and government is definitely not guaranteed, posing a serious threat for the national identity, and that is exactly what happened in Greece the financial crisis dawn in 2008.

The Greek identity

In a nutshell, in view of the financial crisis, the media priming sparked smaller community formations based on shared interests in the Greek market for loyalties. The newly formed communities gradually built an identity they could relate to, in view of the economic threat. Strikes and demonstrations started by identity groups to guard the rights of their peers instead of pursuing their own personal benefit or the public good. The main reason for this outburst was the citizen alienation from the government decision-making and the absence of future prospects vision.

When the economic crisis was on the country's doorstep, the identity crisis was not so intensified as people were still buying into the main government identity of being a historic nation with Mediterranean temperament and excused any government inefficiency as part of the culture. When problems appeared under the leadership of Kostas Karamanlis, and escalated during the government of George Papandreou; the media took charge and flooded the market with new identity sparks that diminished any future prospects.

At first, the informal government influence over the media prevailed, as media were critical but still self-censored to align with the government in power or the opposition, staying loyal to the polarized plural media and politics model (Hallin, Mancini 2004). It was not until the first corruption scandals were uncovered, when the media strove away from the government communication line.

The media priming and framing shook the national identity product and primarily openly held public officials responsible for the country's condition. Some of the popular cases at the time were the Siemens controversy, the Vatopedi scandal, the sex tape of the General Secretary of the Culture Ministry, the ferry contracts dispute and many more. The frame-of-blame was gradually redirected toward highly rewarded public personas, and then tacked the average citizen that was employed due to personal relations rather than merit.

From that point onwards, the media framing consistently focused on promoting the interests of the different socioeconomic groups, pointing out the inequalities between them. The market was afloat with identities and Greeks identified themselves

as part of groups with the members of which they shared the most in common. The voices in the market multiplied, as each sub-group began to organize protests for the pursuit of their rights. Many of those organized gatherings, later developed to violent demonstrations and riots that changed the scene of Athens from a historic destination to a battlefield.

There was time period when protests took place in the center of Athens every day, where various groups, from doctors, layers, marines, navy workers, taxi drivers to pharmacists, took over the streets of the capital for the pursuit of their own agenda. This division of Greeks in interest groups, not only impacted the Greek identity, but also strove the attention of the government and citizens away from the national needs, which should be the priority.

Despite the unrest, the traditional media justified the frame-of-blame in the name of truth, while driven by profit. The situation was of course amplified, when global media joined the Greek crisis coverage creating new identities within Greece and the EU under the threat of extra burden for their economies.⁴ Since neighboring states are affected when a state in their region is declining, the EU divide was between pro an anti Greek supporters, severely influencing the overall relation of the country with its peers.

In other times of crisis in Greece like in 1992 with the national issue of FYROM' (Ellis, 2006), or in 1995 with the Turkish violation of the Greek sovereignty and the Imia Crisis (Manis, 2009), the media framing strengthened the Greek identity and collaboration as it was developed on the basis of crisis and an imminent external threat

⁴ See Appendix 1 for the national and international media coverage analysis on Greece in 2011

to the Greek people. What is different in the current situation is that the threat is both external and internal, and is personified in the body of various market players including the government simultaneously. If it were only for the international media frame of Greece as the scapegoat for the global economic crisis, the Greek response would differ greatly. It is the conflicting group interests that paralyze unified action against the problem.

Beyond the power of official news agency broadcasts, similar to the Arab spring, in Greece since the beginning of the crisis, the Internet acted as a tool both for citizens and professional journalists to voice political frustration, share information and comment on government decisions as well as organize social gatherings and protests. From TV, to radio, to press, to the Internet, the voices and neophyte identities became stronger fortifying instability in the market for loyalties within and beyond national borders. After all, *“corporate media’s obsession with national histories perpetuates the primacy of national identity and the status quo in opposition to those “outside” its borders”* (Keeble et al. 2010).

Cooperation and coordination between media agencies could reduce tension in the country, but numerous challenges apply. Besides conflicting political interest, media in general, are inclined to cover events that include violence or conflict since these kinds of news have imminent impact and steer attention (Wolfsfeld, 2004). Crisis reporting is much more simplistic than peace (Wolfsfeld, 2004) since it just requires reporting in a certain tone of voice and a fair amount of mind capturing images, which generate profit

for the media conglomerates (Ellis, 2006). However, this trend can be changed if citizens learn to use social media strategically as the next section illustrates.

The role of New Communication Technology in the Market for Loyalties

The concept of citizen engaging to with new communication technology aiming to change the news agenda derived from the combination and further development of two theoretical frameworks: Wolfsfeld's (2004) Politics-Media-Politics cycle and Entman's (2004) cascading model.

Specifically, the Politics – Media – Politics cycle introduced by Gadi Wolfsfeld (2004), suggests an ongoing cycle where politics and media influence one another and reform the news agenda in response to the rising political interests and media frames. In Greece, where media follow the polarized plural model (Hallin, Mancini 2004), Wolfsfeld's cycle is definitely applicable, as the various media outlets seek to align with their supporting party interests.

Based on this theoretical basis, and taking into consideration the increasing social media popularity and how new communication mediums become integrated by traditional news agencies, it can be argued there is a strong interrelation between new and traditional media, that form a new cycle of influence: Media – Social Media – Media, which changes the flow of news and confirms the power of the public as a news source and eventually as a source of influence in politics. Currently the world is

witnessing the preliminary stages of this relation, but modern trends indicate this new cycle to be a powerful one in the future.

It must be clarified, that current social media reporting cannot replace the professional reporting, however, taking into account the rapid technology advancements, it is expected that crowd sourced transparency (Bertot et al, 2010) will allow individual reporting to gain more credibility in time. Another issue to consider is the fact that in the polarized plural model, it is expected that media will selectively avoid responding to certain social media news trends from the public, if those conflict with their interests and identities (Hallin, Mancini 2004). However, when it comes to powerful social moves, the stigma of ignoring news not conforming with the interests of a media outlet, would be much greater than the impact of reporting that piece of news.

To further support the idea of this new relationship of influence between social media and news agencies, the reversed cascading activation model of Entman (2004) applies. According to Entman, the cascade network acts top to bottom, meaning that the decisions taken by a political leader are cascaded down to the public in the following order: Administration, Other Elites, Media, News Frames, Public. However, the increasing online participatory governance initiatives gradually change the dynamics of Entman's model.

While previously politicians and media had the control of what and how was communicated to the public, nowadays the launch of interactive online communication channels between the government and media, is changing the rules of the game. Due to commercialization, the purpose of the media has always been to communicate aspects

of the truth on topics that would best suit their audience, in the name of profit and loyalty. The difference now is the abundance of information that allows people to choose what they want to read and media can easily research what their audience prefers or wants to hear, simply by analyzing their online behavior. Consequently, it is impossible from media to ignore what people state online in response to events, and thus it is implicit that news agencies adjust their frames to reflect the public opinion, in contrast to Entman's approach.

The rising question from this analysis is how active are the citizens as a whole in the formation of public opinion on line? Currently, not so much, as there are certain groups that tend to be more active than others, hence skewing what is perceived as the citizens opinion pulse. However, this issue is expected to change in the span of time, as the number of Internet users increases daily worldwide.

Regardless of the current drawbacks, the inclusive shift in the media coverage approach is already happening, and in effect has flipped the Entman's cascade model on its head by integrating the public opinion in their agenda. The social media spread is, without a doubt, rapidly growing, granting users more power to influence their immediate environment. People will start playing a more active role in the formation of political decisions, if they learn to utilize the available technology tools strategically.

In addition to individuals' online reporting behavior on a wide variety of topics, the actions of the social media leaders must be taken into account. Due to limited regulation in the Internet space, the giant Internet conglomerates have increasing identity power, and can take advantage of their monopoly to create or even boycott

social change using their cartel. Recently, the founder of Facebook, Mark Zuckerberg started the www.fwd.us initiative, to establish a comprehensive immigration reform in the US. To date, the page has twenty-six thousand supporters, which is a number much greater than the White House online petition⁵ gathered earlier on in 2013.

This example of Zuckerberg's social entrepreneurship vs the government's attempt to instill citizen participation in decision-making, is indicative of the social media appeal to the average Internet user, and how initiatives that are already online in prominent sites, such as the White House's, do not receive the expected attention. Generally speaking, formal institutional sites are not a part of the daily Internet user journey in cyberspace, and that is a serious drawback for the promotion of government owned online platforms. Therefore, besides the obvious need to link government initiatives with social media to raise awareness among citizens; it is essential to modify regulatory provisions and start treating Internet activity seriously. Social media is no longer a space for teenagers to fume and vent but the platform where everyone voices their opinion, reports on events, opposes decisions and shares content.

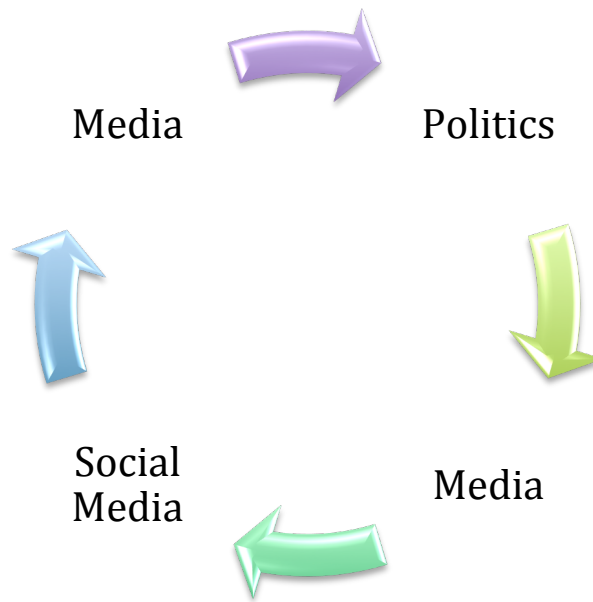
The impact of social media is inevitable and can be used to serve multiple purposes from the spark of new moves, the spread of ideas, to the promotion of national identity. It is important that Greeks understand the power of new media in the market and learn how to benefit from the proper use of the available tools. Staying focused on the analysis of the traditional outlets is not effective since the powers of TV,

⁵ <https://petitions.whitehouse.gov/petition/promote-entrepreneurship-and-create-jobs-giving-immigrants-stem-degrees-us-universities-green-cards/hnvkWQrs>

radio and press, although still strong, seem to be fading when compared to rise of social media.

The first step to make governance inclusive is the integration of new communication technologies. The future news broadcasts are expected to be a blend of politics, media and social media input (Figure 2), as long as people realize the potential they have in their fingertips.

Figure 2: New Media Cycle Politics – Media – Social Media – Media - Politics



Regulation vs Participatory Governance

Going back to Price's Market for Loyalties and taking into account the current facts on the ground, inevitably Greece has lost its power upon the information flow to the market power holders, which are the media, and the derived identity groups. The number of players in this market for loyalties has shaken the government identity power

and caused instability. According to Hirschman's (1970) model of exit, voice and loyalty; the first characteristic seems to prevail in the case of Greece. The citizen ties to the government have become so weak, people choose to leave the country and attain better quality of life elsewhere. If there were loyalty the current brain drain would be less intensified (Christides, 2012). Even if citizens have a voice, in the absence of loyalty they are not likely to use their right to expression and lead change, because there is no evidence of direct benefit in doing so.

As already described, governments who wish to maintain the power of their national identity, have the option to raise the regulatory barriers, or to include the new entrants to the cartel (Price, 2002). The previously mentioned journalists suspension from the national television service claiming constitutional provisions and existing regulation to stop critical comments⁶, is a proof of Price's argument that when government cartels lose power, the tendency is to turn to regulation. But since the Greek case is not so much a question of dominance but a question of common ground and unity, the Greek government should opt for the entrant inclusion option in the place of regulation. In other words, the solution is the encouragement of citizen participation.

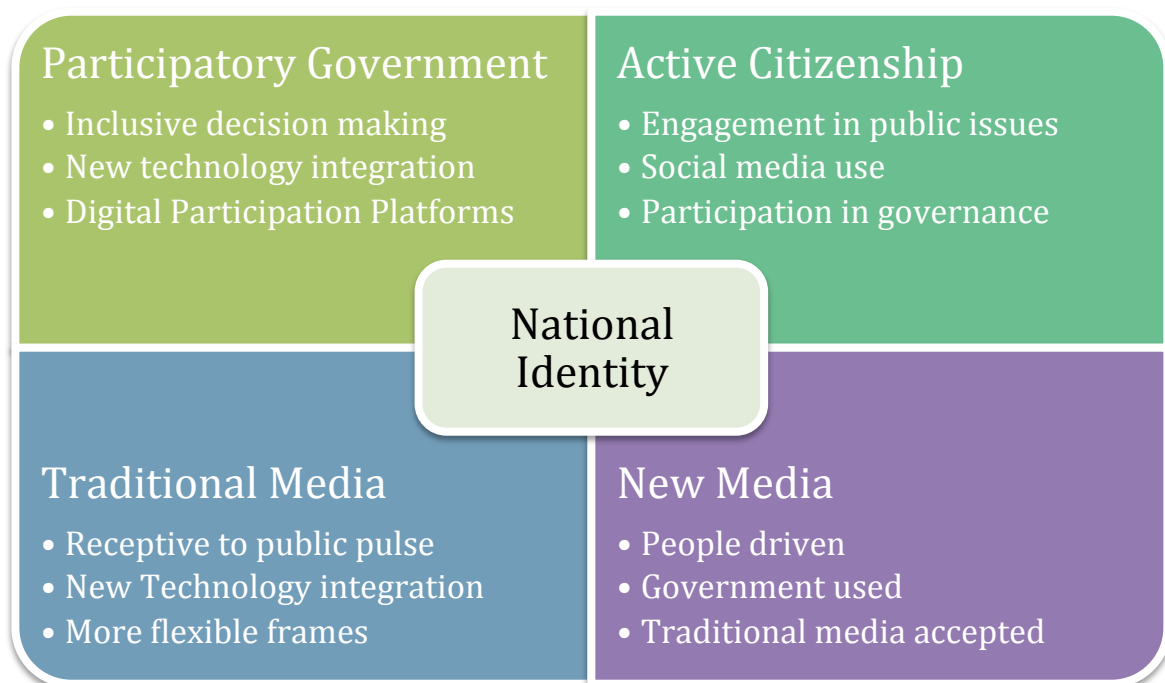
Furthermore, in the digital information age, regulation is evidently not the answer to the Greek identity problem. New media have become impossible to control and banning the Internet access is not an option within a democratic community of nations like the EU. Moreover, given the role of global media in the Greek cartel, any

⁶ See p. 9

national regulatory solution to preserve the national identity would be pointless, as mixed information messages from local and international news agencies would deepen the identity crisis. Such regulation would also be perceived as violating to the freedom of speech in a democratic country, and that would be against the nations democratic principles.

Even though the government cannot regulate the news content, the previous section demonstrated how people have the power to change the media frames with their online activity. The suggested framework for the pursuit of a strong national identity by inclusion requires the establishment of a participatory government, active citizenship, widely used new media and integrating traditional media (Figure 3).

Figure 3: National Identity Suggested Framework



Instead of trying to control what is said, the government should take action to come closer to its people and enhance this relationship by allowing participation to decision making. If citizens engage with government initiatives, the media frames will report on the relationship change. In addition, if citizens start trusting the government again, and use new media to share their view of the open government or their optimism for the future, then media frames are likely to change accordingly. Nevertheless, in a democratic environment the connection and collaboration of citizens and government should be the norm rather than the exception to the rule, and this is a great opportunity for the Greek government to change.

In conclusion, the key to maintaining a constant identity in a modern information society -at least when it comes to national issues- begins by fostering citizen inclusion instead of alienation. Offering people the opportunity to participate in governance and decision-making combined with traditional and new media influence, will be more effective than trying to manipulate the public opinion by limiting information or by regulating media ownership and news broadcasters.

The transition to participatory governance is a timely and complicated process, but it is now more attainable than ever, thanks to digital technology. The use of digital tools and platforms to enable citizen participation is widely known as electronic governance (e-governance). Therefore, the Greek government should implement e-governance to re-establish its identity producing power in the market for loyalties, and national stability.

Before outlining the specific requirements of implementing e-governance, it is essential to understand the notion of participation, its different facets and how those relate to one another, can create change and make an impact in the communities where people manage to align their action for the pursuit of a purpose. The next chapter is a result of a three-month literature review on offline and online citizen participation research and initiatives that will endow the reader with a generic but holistic understanding of participation and its application to everyday life.

Chapter II



Definition of Participation

Participation is increasingly appreciated over the recent years as it applies to several aspects of daily life, starting simple from the immediate societal circles i.e. neighborhood and individual voluntarism to assist a neighbor, and reaching more complex notions like the ideal of participatory democracy and citizen empowerment. Individuals, local communities, corporations or government authorities organize and lead such civil and civic participation initiatives.

Participation in this body of work is understood as *“the act of taking part in a wide range of social and civic activities,”* (Brodie et al., 2009) starting from patient participation to participating in a local sports game to utilizing electronic governance

services and relevant websites to participate in government and corporate decision making.

The reviewed literature points to different types of participation such as individual, social and public; (Brodie et al., 2009) different forms like closed, invited or created; (Gaventa 2007) which occur in different levels such as local, national or global (Gaventa, 2007; Brodie et al., 2009) and function either horizontally or vertically (Chanan, 2003) and may be formal or informal (Williams 1998), exclusionary or divisive (Putnam, 2000). Overall, participation is a broadly discussed term and the elements it really entails require further research and analysis to be defined, especially in the era of viral information transmission, and a new kind of participation: viral.

Individuals participate in numerous activities, which are launched and promoted every day within the same community, the same society and even more within the same country. Electronic voting (e-voting), a recycling initiative, or a community dancing group are a few of them and have enormous power to create and lead change if strategically coordinated. Measuring the impact of those participation initiatives regardless of their type is essential to achieve a holistic coordinated participation model.

People's engagement in different participatory activities is a fact, however the rational behind each action is different. Individual drives like values, ethics, or dignity vary greatly among people and most of the times are not quantifiable or easy to monitor. Therefore, the question about how to measure and evaluate the impact of participation remains yet unanswered. Thus, it is practically impossible to manage

participation initiatives strategically, a fact that led to Tom DeMarco's famous management quote that *"you can't control what you can't measure"*. (DeMarco, 1982)

Taking into account that participation is not a new trend, the purpose of this chapter is not an attempt to answer how to measure the impact of participation, but rather to add a different point of view in the existing literature on how to classify and understand the notion traditional and emerging participation forms nowadays. After the forms of participation are addressed, the next step, in chapter three is to examine existing participatory initiatives in the US.

Research Method

This participation analysis is based on literature review of the following areas: Individual, Community, Cultural, Corporate, Government, Digital and Technological participation forms and their respective subsections. These areas were defined, classified in three broader categories as vertical, horizontal and viral types, and were further studied within the framework of the reviewed literature. The literature research was conducted using online search tools such as Jstor, Ebsco, Proquest, Google, Google Scholar and other academic Internet databases such as Mendeley, the ACM Digital Library, the Social Science Research Network and the Academic Journals Database.

The searches included the terms: civil, civic, public, employee, shareholder, stakeholder, patient, vertical, horizontal, viral, exclusive, divisive, sport, technological, informational, legislative, administrative, participation, e-participation, literacy, e-literacy, empowerment, social media, digital divide, digital migration, digital era, digital natives, digital immigrants, online misrepresentation, decision making, direct and

indirect democracy, formal, informal, governance, voluntarism, activism, participation measurement, metrics, impact; either independent or combined in many different ways. Awareness of some terms or participation forms such as “patient participation” or the breadth of known forms like “cultural participation” was limited or nonexistent, thus upon their encounter specific searches were conducted to address them.

Key for the inception of the new participation classification model was the UK project “*Pathways through Participation*”⁷ and in particular the work of Brodie, Cowling and Nissen in collaboration with Paine, Jochum and Warburton who contributed an extensive literature review on “*Understanding Participation*” (Brodie et al., 2009). This review was used as the basis of this chapter and functioned as a source to the existing literature on participation. Many chapter themes emerged from the reviewed articles.

The topic of Participation is extremely broad and the existing literature is quite extensive, thus it is possible that some important studies may have been omitted during the research and thus are not considered in the literature analysis.

Literature Review

Defining participation is a complex task as it is determined by the setting in which it takes place and how people perceive it, either as principle or practice.ⁱ Most of the encountered definitions stress the dimension of people empowerment and control over government institutions. (Armitage 1988, Manga and Muckle 1997)

The core question the reviewed literature is trying to answer is the impact of participation. Many case studies and papers are based on quantifying and measuring participation in a specific domain or topic such as culture, sports, effective land use,

⁷ <http://pathwaysthroughparticipation.org.uk/>

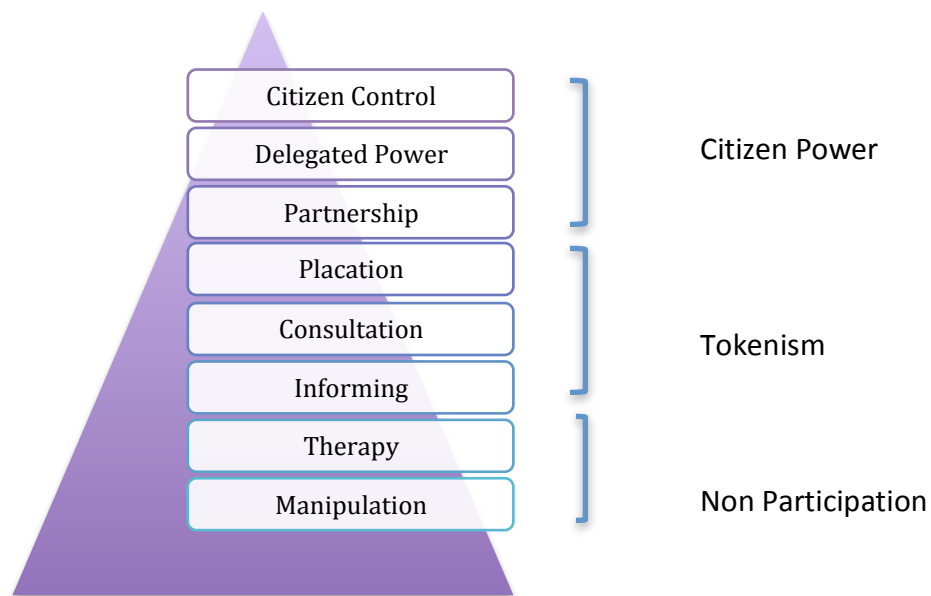
adult education, or HIV combat, (Williams, 2010; Lestrelin et al. 2011; Collins et al. 1997; Asthana and Oostvogels, 1999), but none introduce a generic measuring mechanism. All the reviewed papers acknowledge that measuring the results of active participation initiatives is very difficult especially since, all forms of participation and the interconnection patterns in between them are not clearly identified. (Quintelier, 2008)

Another repeated question, which is highly relevant to the purpose of this thesis, is about participatory initiatives and how those come into play regarding broader concepts such as an interactive relation between the community and individuals, the government and citizens or simply in the case of active individuals in their personal life. For example *consumer activism* or *political consumerism* could be interpreted as individual political participation. (Hoogle and Micheletti, 2005) It is therefore rare that the perception and classification of participation is clear or easily defined.

The majority of the reviewed literature focuses mainly on political or governance participation and its contribution to citizen empowerment. (Best and Krueger, 2005; Chong and Rogers, 2005; Wagle, 2006; Kuenzi, 2006; Howe, 2006; LaDueLake and Huckfeldt, 1998; Mohammadi et al., 2010, 2011) The latter is a concept that has been analyzed by Sherry Arnstein in the late 1960s. She proposed the ladder of citizen participation (Arnstein, 1969). With this model Arnstein emphasized on the fact that participating is different from actually having the power to lead change. Power redistribution is the key to consider participation as successful. Furthermore, without partnership and a common goal it is hard to attain profit of any kind.

In detail, Arnstein identified 8 types of participation that are considered either as non-participation, tokenism or citizen power. The bottom of the ladder refers to people who remain passive, accept information but have no real voice or impact on decision-making. Tokenism is the stage where citizens have a reciprocal relation with power holders in terms not only receiving information but also being heard. Having a voice does not guarantee impact on governance unless citizens reach the last level where they have the power to negotiate and pursue their benefit in collaboration with power holders. Below is the graph (Figure 4) illustrating the eight levels of participation in society as per Arnstein's view:

Figure 4: The ladder of citizen participation by Sherry Arnstein, 1969



It is important to note that Arnstein for the purpose of this analysis equated active with non-active participants, which is an extreme view since these two groups are defined by different demographics such as their social or educational status. The non-

participants are viewed as those with little or no interest in politics due to lack of knowledge or the acceptance of the status quo as permanent, whereas the active ones are the ones who perceive power as a given and feel that they can rule the masses.

This model has been a passe-partout for multiple cases where participation applied. It has been modified and readjusted to better meet the needs of each special case i.e. for youth and children participation. This need for readjustment is a first indication that participation has many more dimensions than politics that have or need to be explored.

Based on recent literature, nowadays the dynamics of participation have changed. Non-participation in governance does not necessarily indicate inactiveness. Individuals have different interests and may choose to allocate their time in different participation clusters such as culture, community or emerging areas like digital (Bennett, 1998; Eliasoph, 1998; Lichterman, 1996) as many studies indicated. Any area where citizens are active, to be analyzed from a participation perspective and the effects are significant for the community. Most areas somehow interrelate or overlap since the people who support them are usually involved in more than one initiative. Thus, every activity connects to community and consequently to government (Quintelier, 2008; Jochum et al., 2005).

Recently, governments are highly engaged in promoting participation initiatives, due to the increasing number of citizens across the world that demonstrated little or no interest in politics. (Jochum, et al., 2005) The “civic renewal” move is aiming to increase

the awareness and interest of citizens to participate in government and governance matters. (Ibid)

In addition, civil participation in one or more initiatives is a positive indicator that citizens are capable of being active in the government. The biggest obstacles to encourage citizens to become active in governance are the feelings of distance and distrust toward government. (Jochum et al., 2005) Research showed that people participate either on an individual or group basis, because they feel they can do things better on their own. (Jochum et al., 2005)

To achieve a balance between government, and citizen initiatives within a community, there has to be mutual understanding and an effort to increase awareness that partnership and collaboration between different entities is capable of achieving more than an individual or a group of people. Therefore, we return to the necessity of strategic coordination, which will be a timely but worthwhile process.

Classification Model

To understand how participation functions, the various participation aspects have been classified into two levels: categories and clusters. Each cluster is further segmented to more specific sub segments to address as many forms of participations as possible.

The seven identified participation clusters are: **Individual, Community, Cultural, Corporate, Government, Digital** and **Technological**. These clusters are grouped under three generic categories defined as **vertical, horizontal** and **viral forms** of participation. This additional grouping allows us to distinguish participation as a **hierarchical, social**

and **viral** function whilst acknowledging the interconnection and overlaps among the three. Below is an illustration (Figure 5) of the participation classification model this chapter suggests:

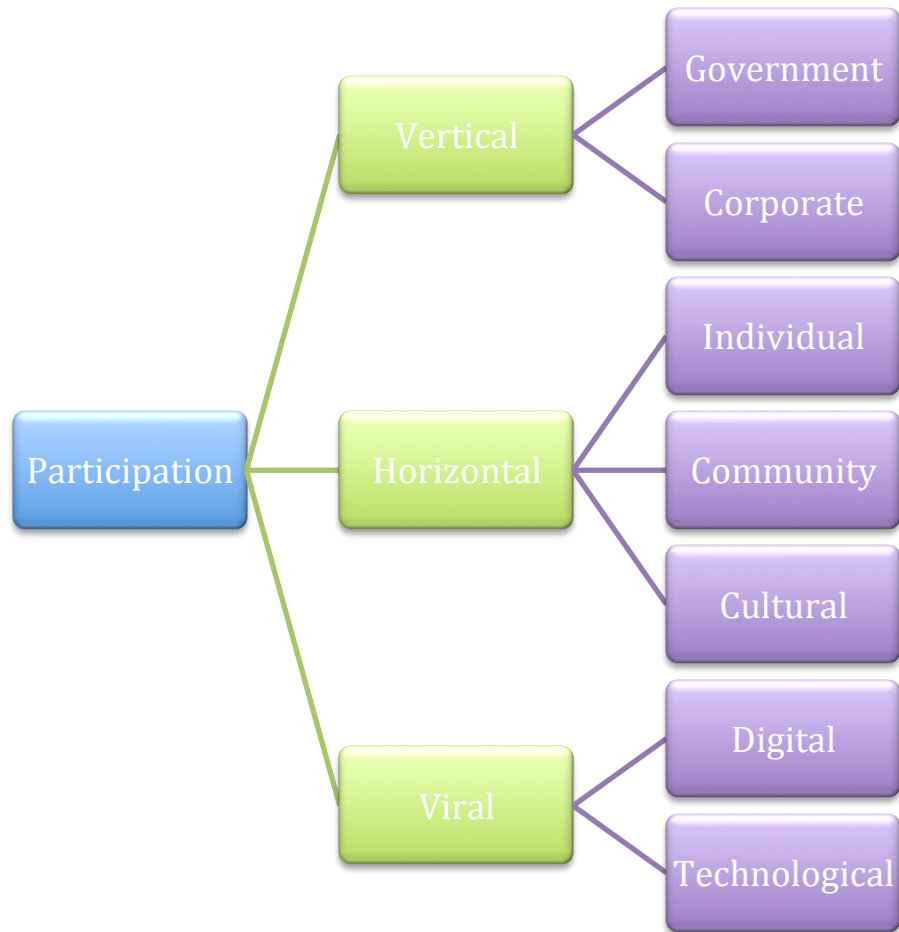


Figure 5 : Suggested Participation Classification Model

In the following pages, the breakdown analysis of the suggested classification model will begin with the analysis of the three categories and progressively touch upon each of the seven clusters and their respective sub segments, with the major emphasis being on vertical clusters.

Transitioning from Vertical to Horizontal to Viral Participation

In Government and Corporate clusters participation is **Vertical** due to the hierarchy order that has been established to maintain order (Chanan, 2003; Rowson et al., 2010). The vertical relationship is perceived as inequality (Blau, 1977). According to the foundation of Arnstein's ladder of participation, in this body of work argues that the flow of decisions can be top-down or bottom-up.

The top-down approach refers to a government structure that allows limited or zero citizen participation. On the contrary, the bottom-up approach presumes an active public that is interested in the political decision-making and voices its opinion or initiates groups and activities to raise awareness, to express support or opposition to policies/decisions and influence the government. For example if citizens or employees group for or against a policy, it is upon the government or corporate management to review, implement, adjust or reject the request.

Individual, Community and Cultural participation is **Horizontal**. (Chanan, 2003, Rowson et al. 2010). The idea of a horizontal relationship instead of inequality entails the notion of heterogeneity (Blau, 1977). One individual influences another; one community effects another, as happens with culture throughout history. Of course, this cross-border participation power does not only occur between the mentioned entities but also within them. Horizontal participation is usually less formal compared to Vertical and is found in limited or broader social level and it can be anything from a social gathering within the framework of a national holiday, a trade union or the organization

of a tree planting or beach cleaning (Eliasoph, 1998; Bennett, 2003; Deibert, 2000). These kinds of activities can be inspirational and motivational for other communities that may or may not choose to incorporate them in their own agenda.

Effective horizontal participation requires close relations and collaboration among the citizens so as to feed the interest of society not only in their immediate social sphere but also in government affairs. As a matter of fact, strong horizontal participation is considered to be a solid foundation for the growth of vertical participation but not the contrary (Quintelier, 2008; Jochum et al., 2005).

This statement is assuming that active citizens on a social level would be more likely to become more actively involved in governance issues and encourage their direct or even indirect social ties to join the effort. The contrary would not be possible due to the fact that government participation is harder to attain in the absence of horizontal ties (Chanan, 2003). Therefore, the interconnection between vertical and horizontal participation is evident. The existence of community participation does not exclude government participation but on the contrary, sets the ground for it.

The immediate impact of both Vertical and Horizontal participation is difficult to define or measure. For instance, nowadays voter abstinence is considered as a form of non-participation, whereas it can also be interpreted as a form of citizen expression towards politics and thus is participation. This example derives from the fact that traditional forms of participation are replaced by new (Gundelach, 1984). In such contradicting cases it is challenging to define participation itself, let alone its impact.

The notion of **Viral** participation is quite new and hardly ever mentioned in the reviewed literature. Therefore the introduction, definition and use of the term as a new participation function in this thesis, are valuable additions to existing literature. Viral participation is possible due to the World Wide Web and comprises vertical and horizontal participation initiatives online.

The term was inspired from viral emails that instantly propagate and engage more people in their spread. Viral participation is the engagement to government and social initiatives online. From public services, to petitions, to entertainment and gaming everything is represented online, and people can adjust their behavior online. The Internet drastically changed participation, since it extended the range of participation types from practical or physical to virtual.

This is the participation drive of the future, since social media in the developed and developing world, facilitate the viral spread of information, and the ability to respond or take action. Viral participation provides unlimited triggers to encourage more internet users to participate in a wide range of tailor-made causes, or current trends simply by using an electronic search engine like Google.

In the Arab Spring, one can easily identify the individual horizontal participation, which was expressed via social media and encouraged more people to join the move, and thus create a horizontal participation alert. The massive horizontal participation outcome changed the dynamics of the vertical government participation equilibrium, which resulted to the long awaited citizen empowerment vs. the government authority

in autocratic regimes. This interplay between vertical and horizontal participation is a result of viral participation.

Following the Arab Spring, more viral participation moves emerged like the global “Occupy” move, the Spanish “Indignados” and their equivalent Greek version “Aganaktismenoi” which stands for the ones who had enough. What the mentioned examples have primarily in common, is the fact that these moves started, spread and continued via the use of online mediums to raise awareness, organize meetings and mobilize thousands of people for a specific cause across the world. Obviously the objective might not have been exactly clear in all the mentioned examples, but since this is the beginning of viral participation, what one needs to consider is what would be the impact of these moves if those were better organized and promoted.

Besides its rapid and wide spread characteristics, Viral participation can be quantified and measured since the internet user activity can be monitored online, in contrast to the traditional forms of vertical and horizontal participation. (Best and Krueger; 2005) The potential of viral participation is enormous and institutions as well as individuals must prepare to manage it. Governments should focus to understand the power Internet and social media accumulate in the hands of people and introduce new ways to utilize it effectively, such as online participatory platforms for the pursuit of a common benefit.

In Vertical and Horizontal participation clusters, as this paper understands them, there is no need to classify individuals as passive or active because their spectrum is so broad that a citizen can be active in different ways, such as abstaining from elections or

dancing in a folklore team. However, in the case of Viral participation there is need for classification to passive and active users, due to the fact that lack of Internet access or skills may prevent the creation of content online and consequently participation. (White et al., 2011).

Figure 6: Participation Categories Matrix

Categories	Function	Advantages	Challenges
Vertical (Hierarchical)	Top-down, or	Empowerment	Inequality
	Bottom-up	Defined structure	Status quo
Horizontal (Social)	Connection Links	Collaboration	Heterogeneity
		Common benefit	Difficult to Measure
Viral (Digital)	Viral	Equal Opportunity	Digital Divide
		Measurable	Infrastructure

Now that a clear framework of the three participation categories has been established (Figure 6), the next objective of this chapter is to understand how the seven clusters and their respective sub segments interconnect and influence one another.

Participation Clusters

Vertical

Government

The first and most known participation cluster - at least in the literature - is that of the **Government** (also found as **public**, **civic** or **political** participation) (Brodie et al. 2009). The term “government participation” was selected in order to clearly distinguish

it from any kind of community participation, because the term “public” participation is very broad and often hard to differentiate from community participation, as this paper understands it.

Assuming that Democracy is the ideal political system, then it is expected that citizens have a significant role in governance (direct democracy). This expectation though is not reflected in reality. Until recently, in the best case scenario citizens were called to exercise their right to vote and relied on the capabilities of the elected representatives (indirect democracy). In earlier years, direct participatory democracy was beyond realistic as there were a lot of institutional and legal obstacles that prohibited the body of people from contributing to the political decision-making (Breuer, 2011). Bright exception is undeniably the case of Switzerland, which is the closest example to direct democracy and active citizen participation in the political decision-making since its 1848 federal constitution.

However, this view of direct democracy becomes more and more popular in countries like Australia or the UK and it is possible to attain with the support of online platforms in the post internet era. Governments, political parties, municipalities or politicians have started exploring the potential of (the) Internet and started utilizing information and communication technology (ICT) to provide services (**e-government**) and approach citizens to include them in the process of governance (**e-governance**).

E-government is about the provision of public services via the Internet facilitating the citizen’s life and reducing the amount of work in the government offices, (Jeong, 2007) like the online annual tax report submission. The flow of e-government

communication is one-way, from the Government to the citizens. On the other hand, e-governance covers the breadth of governance sub segments like **political, electoral, legislative** or **administrative** participation, which can be expressed by urging citizens to express their opinion on policy recommendations via a referendum. In the case of governance, the ultimate objective is the establishment of two-way reciprocal communication; from the government to citizens and vice versa. (Rossel, and Finger, 2007) Both E-government and E-governance fall under the cluster of digital participation, which will be described in a later section.

The results of this government and governance transition online are not yet ground breaking as the percentage of people who actually use the internet to take advantage of online public services and participate in governance is very low. The majority of people still tend to choose traditional ways to complete their tasks such as telephone, or the public service offices (Ebbers, Pieterse, Noorman, 2008). This is not a surprising citizen behavior taking into account digital inequality (White et al. 2011; Van Dijk, 2008; Hargittai 2008). Many citizens lack digital skills and even though they might have access to the internet their competence might not allow them to utilize the offered public services. Another scenario is that citizens may not be aware of the available options, or even they might not be eager to use modern communication media for such purposes. (VanDeursen, Van Dijk, 2008; Brandtweiner et al., 2010)

Within the scope of this thesis work, a significant number of Internet-based government participatory initiatives have been researched on a worldwide basis. The initiatives encountered, address a variety of governance aspects and are looking to

redistribute the power of decision making or at least take into consideration the opinion of citizens. Among the reviewed internet sites there were a few worth mentioning such as: The German "*Mehr Demokratie*" a non-party organization promoting democracy in the EU;⁸ the US "*Votizen*" an online network which allows voters to connect and promote their interests via social media;⁹ or the Australian "*Senator Online*" which is an internet based political party in Australia that enables direct citizen access to the parliament via an online poll.¹⁰

All three mentioned examples are defined by different goals but the main objective is to empower people and endow them with the ability to express their view on a **regional**, **national** or **local** level and enhance their living. These examples indicate possible participation spaces and how vertical and viral participation interrelate and complement each other.

It must be emphasized that people's empowerment is a gradual process and initiatives at this point are not expected to have radical results but to set the basis of a fundamental power shift in the long run. Especially in the Government cluster this is a "trial and error" period where authorities are testing appropriateness and efficiency and people are learning what they are capable of achieving when using the available online tools.

Taking into account the generation gap between Digital Immigrants and Digital Natives (Prensky, 2001), it is presumed that migrating to e-participation initiatives will

⁸ <http://www.mehr-demokratie.de/english-news-more-democracy.html>

⁹ <http://www.votizen.com>

¹⁰ <http://www.senatoronline.org.au/>

be challenging as behavioral patterns do not change quickly, but it is certain that the digital natives will further develop within the technological evolution they grew up in (Linton and Schuchhard, 2009). However, raising awareness of online mediums and usage of e-government and e-governance platforms among Digital Immigrants should be a government priority in the coming decades to address the digital divide (Block, 2004).

An excellent idea to raise awareness of online services and their usage was implemented by the British Broadcasting Corporation (BBC). BBC launched an online initiative called *“First Click”* which among others has a setting called *“Give an hour”* through which British citizens who with internet skills are encouraged to use an hour of their time to help someone become confident online.¹¹ Taking into consideration that BBC is a public media channel this initiative is aiming to educate citizens to use online settings that would enable them to participate in e-government or e-governance initiatives on the long run.

However, in the BBC example, the fact that one citizen is the example for another is a form of horizontal and not vertical participation. This thin differentiation line – described above – makes government participation harder to distinguish. Government participation is multi-dimensional as there are a lot more participation examples that can be classified under more than one cluster, since any initiative by a citizen that aims to “fix” something in society directly or indirectly serves a governance purpose.

¹¹http://www.bbc.co.uk/connect/campaigns/first_click.shtml

Therefore, coordinating government participation is difficult even if measuring techniques were available, due to the fact it is hard to decide which initiatives are related to government participation. If we chose to include only the ones authorized by the government then the spectrum would be narrow and the attention would be drawn away from the citizen power to start and continue initiatives that impact governance and cause change. Therefore, government participation is highly associated with community and individual participation, which are horizontal forms of participation.

Corporate

In the Corporate world the shift is similar, this time towards employees and shareholders (stakeholders) instead of citizens. The Corporate goal is to make processes more democratic and give voice and the ability to shape decisions to their stakeholders. Participation in the corporate sector has been studied as a means to improve business related processes starting from productivity to employee satisfaction. (Greenwood, 2007; Shetzer, 1993)

Up until recently, corporations principally followed a one-way vertical participation. The decision flow was mainly top down from management to employees, shareholders and third party affiliates, with a few exceptions where labor unions or shareholders strongly opposed corporate decisions and change was imposed.

From a corporate governance perspective, one might argue that empowering stake holders and engaging them into decision making can cause management confusion, but this is a false assumption especially for publicly owned companies or international organizations where rigid monitoring and defined priorities are expected (Utting, 2001). It is usually the family owned businesses, which are governed by family

members that may oppose intervention of any other stakeholder since their personal (family) interest might not coincide with the company interest stakeholders' support. (Villalonga and Amit 2004)

In addition, the size of the corporation is an important factor. International organizations with firm organizational structure can facilitate and successfully introduce multi-stakeholder participation initiatives, whereas in smaller corporations or privately owned businesses participation is not an immediate priority if at all considered, due to the necessity of consistent processes and regulations that may not be in place and are difficult to implement. (Utting, 2001)

Nevertheless, clearly shareholders provide the company capital and thus are essential per se. By increasing shareholder participation, the possibility they will continue supporting the company with their funds also increases. Similarly, employees maintain the company operations with their labor and taking into account their experience on everyday matters, their input and suggestions can improve the company functions or even ameliorate the working environment. Thus a mentality shift on a corporate governance level is fundamental for the effectiveness of participation initiatives in the corporate sector.

At this point the differentiation of employee participation from employee involvement is implicit. Participation is a collective form of activism on matters that affect the overall organization decisions and employee wellbeing, whereas involvement has an individualistic sense that aims only on the benefit of the employee body. (Kaler, 1999; Wilton, 2011) The corporate culture plays an integral part in this as is often

referred to as *“the factor of success in change”* (Martins et al, 2006), and management is accountable to nurture the stakeholder engagement to achieve effective participation.

Same as in Government there are different forms of corporate participation such as **Employee, Shareholder, Administrative** or even **Corporate Social Responsibility (CSR)**. On another level of analysis, if we examine each of those forms closer, we will find that segmentation continues. For instance, employee participation can **be operational, financial, delegatory** or even **informing** as a predecessor of active employee participation in the decision-making. (Kaler, 1999)

On an internal and external organizational structure the hardest stage is the shift from **consultation** to **co-determination**. Consultation means that management takes into consideration the employee or shareholders input but still makes a decision that does not necessarily embody the consultation core, whereas co-determination is about management coming together with the stake holders and decide collectively, instead of having the management informing about the decisions made. The idea of participative management dates back in 1939 (Lewin et al., 1939) and has been characterized later on as the *“third managerial revolution”* (Preston and Post, 1974).

Shifting to co-determination is challenging to realize in a corporate environment where hierarchy is responsible to set guidelines for the majority. (Kaler, 1999) Once a company is set to allow and promote participation there is a variety of participation initiatives that can be implemented in particular with the support of technology, starting from online information forums to virtual shareholder meetings (Van Der Krans, 2007).

Mutually, employees can be encouraged to participate using the company intranet with questionnaires and online thematic forums. (Wilton, 2011)

In contrast to government participation, corporate is easier to initiate, define and control. The company stakeholders (employees and shareholders) are more likely to **create** an initiative or actively participate to one if the management team **invites** them (Gaventa 2007, Brodie et al., 2009), compared to citizens

Market leading corporations already started to set the example in the corporate sector. For example Dell created a page on the company website called *“Investor Relations”* where shareholders are encouraged to stay connected with the corporation and keep up with the recent updates.¹²

Another example of employee participation in the decision making process comes from my professional experience with HSBC bank, where the management decided to renovate one of the establishments and the Facilities Department set up a blog where employees were called to submit their proposals on their “ideal work environment”. The management selected the most cost effective suggestions and then employees were called to vote via an online poll.

This open, democratic approach within corporations that comes into play is the evidence that participation momentum is acknowledged. Hence, corporations are trying to integrate stakeholders in the process of decision making, which besides being fair, democratic and constructive it is also increasing the company transparency and public profile. In addition, as far as it concerns the company public profile, CSR participation initiatives increase the employee and shareholder engagement whilst leveraging the

¹² <http://content.dell.com/us/en/corp/about-dell-investor>

company image in the community. Regardless of the CSR activity scope, CSR can also be characterized as community participation within a corporation. The benefits are dual as they appeal both to the corporation and its stakeholders (Greenwood, 2007) as well as society.

Horizontal

Individual

Individual participation really refers to the personal choices and decisions made by an individual in his or personal life. For example if an individual chooses to recycle, purchase recycled paper and fair trade products, sign petitions or donate money for a cause, he or she is automatically participating in a number of initiatives.

Even though these are examples that link to the everyday life of a citizen who may simultaneously act as a role model for his or her immediate circle of family, friends and acquaintances, these choices are not limited only to horizontal participation within a community, but also touch upon vertical participation and in particular the government and corporate clusters. For example, if an individual chooses to boycott a product for political or social reasons, this is an individual participation decision has both a government and corporate impact.

Individual involvement also has to do with the sense of responsibility towards public safety, which would be calling the police when there is a robbery or the fire brigade when there is a fire either in the neighbor's apartment or the nearby forest. (Jochum et al., 2005)

However, there is a difference between calling the police and becoming the police. Recently a woman in Germany created a page on Facebook asking people to

assist her find her rapist after the police efforts failed to arrest him.¹³ Even though in this case the police authorized this kind of action there are questions in regards to actually letting citizens pursue justice via their own means instead of the using the established authorities and whether this practice can turn out to be problematic in the future.

Patient participation in this work, is also classified under individual participation. Patient participation is understood as the process of involving a patient to the decision making of its doctor in regards to his or her medical condition and the treatment that must be followed (Guadegnoli and Ward, 1998). Guadegnoli and Ward conclude in their paper that patient participation is justified by their right to life and thus doctors' priority should be to inform the patient of the steps to be followed and allow the patient to contribute with his or her opinion.

Furthermore, research indicated that older people are keen to obtain more information about their condition but they are less likely to request an active role in decision-making. (Pinquart and Duberstein, 2004) It is debatable whether patients are in a position to judge for the status of their health as they lack fundamental knowledge but either way patients should have the right to be thoroughly informed about the risks or benefits involved in the process and participate in the medical decision making if they wish to. (Guadegnoli and Ward, 1998)

By allowing or encouraging patients to participate in their treatment and play a more active role, the image of medicine becomes less frightening and the relationship

¹³ Frau Jagt Vergewaltiger per Facebook <http://www.bz-berlin.de/aktuell/deutschland/frau-jagt-vergewaltiger-per-facebook-article1514658.html>

between the doctor and the patient is no longer paternalistic but becomes interactive. (Pinquart and Duberstein, 2004) Follow up research indicated that patient participation is not only beneficial for the patients as it influences the behavior of physicians also and makes them want to share more information than they would normally do with patients. (Cegala et al., 2007)

The shift to a more *“patient-centered style of communication”* (Cegala et al. 2007) is a result of the patients’ interest to participate and learn more about their medical condition and the therapy to be followed. Mutually, in an effort for individuals to attain a citizen-centered style of communication by their government or an employee-centered communication by the company they work for, the first step is to demonstrate active interest. This brief mention to patient participation is to demonstrate the various types individual participation and highlight the similarities between them. Starting with the example of a patient-centered approach, the first step towards a citizen-centered government communication is individual interest.

To conclude on individual participation and in particular on patient participation, it must be stressed, that none of the articles encountered during the literature research on patient participation address the impact of patient participation on medicine instead of the physicians attitude. That might be an interesting research area.

Community

Community participation (also found as **social**, or **civil**) is probably the most extensive and broad out of all the horizontal participation clusters (Brodie et al., 2009). To begin talking about community participation, the term community must be defined. A citizen community can no longer be determined based only on geographic boundaries

but on the connections among people. Communities are interlinked to each other via social networks that impact the behavior and wellbeing of their citizens (Rowson et al., 2010). An individual can be part of more than one community. Those can be anything from the neighborhood, student council, a group of friends that now live in countries other than their country of origin, an international business team or the population of a country.

In an ideal participatory society there are many centers of activity and the diversified talent is evenly allocated to address different issues (Reid, 2000). Of course reality is far from utopia but it is definitely moving on the right track. Citizens now more than ever have been collaborating to identify areas of development and launch initiatives to combat or promote issues, making their activity know via word of mouth and social media.

Self-help, mutual aid and philanthropy are three values that drive community participation (Brodie et al., 2009). The reviewed literature points at community participation as the foundation for people's empowerment to bring change. This change on a community level is closely associated with growth and development in a society (Korten, 1990, 1995; White, 1987; Max-Neef, 1991; Helligner, 1988; Smillie, 1991). As a matter of fact World Bank reports acknowledge the importance of community participation in a number of development projects starting from water irrigation systems, to enhancing women participation (World Bank, 1995, 1999, 2001, 2003).

On the other hand, there is literature that supports the decline of community participation in the form of organized initiatives such as labor unions (Putnam, 2000).

The absence of community groups is not equated with the absence of community participation. Group member interaction is said to have been replaced by online interactions, (Kraut et al., 1998; Smith; 1999) gradually turning citizenship to e-citizenship (Wellman 2002; Wellman et al., 2003). *“Networked Individualism”* is not the end of community participation but a new kind of connection among citizens that promotes communication through social networks instead of group members per se. (Castells, 1996; Wellman 2002).

Judging by the impact of networked individualism in the Arab Spring or the Occupy move, then it is easy to foresee a future where both kinds of community participation (real and virtual) will coexist and support one another. Nowadays, it is often the case that when an individual wants to organize a social gathering either for leisure or professional purpose, uses Internet tools to organize the group meeting. These tools can be anything from an online invitation, a Facebook Group, a post on a Blog or professional calendar software such as Lotus Notes. This evolution proves that it is possible to organize groups of individuals with the support of online tools that are widespread and easily accessible if basic Internet skills apply.

Voluntarism is the ultimate foundation of community participation and its reach. Moreover, *“membership of voluntary organizations makes people more likely to participate in politics in multiple ways”* (Quintelier, 2008). Volunteering to participate in the parent’s council, to host a tutoring session, to cook at a homeless shelter, to coach a children’s soccer team or to babysit the neighbor’s child are all forms of voluntarism. Community participation is also taking a part in a local drama team, to play in a sports

team, or to a dance group. Such formal or informal community gatherings are the foundation of “*community resilience and empowerment*”. (Rowson et al., 2010)

Of course participating in all the above-mentioned activities could also be for-pay and that would make a difference between informal and formal participation. Informal participation is hard to track and monitor such as taking the neighbor’s dog for a walk without pay. On the other hand, formal participation initiatives such as the work of a registered NGO which is recorded in annual reports, makes monitoring and measuring the impact of participation easier. (Williams 1998; Brodie et al. 2009)

Activism is another aspect of community participation; that is for example when a group of people starts a campaign against animal product testing or pro fair trade merchandise. These kind of initiatives can have a governmental or corporate impact and may prove people’s empowerment if the corporation or government take subsequent actions.

In 2011 TIME magazine selected “*The Protester*” as the person of the Year.¹⁴ Social movements such as protests are a form of community participation, which is heavily dependent on social networks and ties amongst their members (Snow et al., 1980). Now more than ever strong or weak ties among individuals can be established and maintained through the use of Internet and social media. Once more, “*networked individualism*” is fundamental for the connection of individuals online and in reality.

An interesting fact about these social media protests is the difference between mobilization and organization. The Arab Spring protests were tight to specific a specific

¹⁴ Andersen, K. (December 14, 2011) The Protester. Time Magazine http://www.time.com/time/specials/packages/article/0,28804,2101745_2102132_2102373,00.html

purpose and people brought in the pursuit of the objective and came together in the streets. However, these mobilizations have a “firework effect” given that when the objective is achieved, there is no follow up action. The lack of continuity highlights the necessity of organization to achieve greater results on an ongoing basis and the way to do that will be analyzed in the empirical section.

Inevitably, horizontal and vertical participation interrelate and affect each other. From a government perspective, in regards to promoting active community participation both vertically and horizontally within its region; information on social networks and analysis of the community’s strong and weak ties can be used to build a strategy to leverage participative behavior towards governance and volunteering to drive positive change in community. (Rowson et al., 2010) Given the multiple forms of community participation then it is easy to conclude the complex connection between government and community participation.

The multiplicity of participatory initiatives is both beneficial and challenging from a governmental perspective. Citizens take the lead to address community problems and take action to solve those on their own. This phenomenon is positive in cases where the community is working to increase the green spaces in its area for example.

On the other hand, community initiatives might be conflicting with the local or national authorities and cause problems. Recently, a German adult organized a social gathering at Lake Konstanz through Facebook, and a few thousand people said they would attend. The police found out about the event and prohibited the event from happening, in view of imminent damage hazard for the lake and other security issues.

However, on the originally scheduled event date 1 helicopter, 300 policemen and 150 people came to the meeting place despite of the warning. The police arrested 8 people and the 20-year-old “party” organizer was fined with 227,000 euros for the cost of police labor and destruction of public order.¹⁵

This story was an informal community initiative that caused a lot of unrest in local governance. Since these initiatives may be formal or informal – especially in the digital era - it is difficult to accurately estimate the seriousness of an event and prepare for it accordingly. This kind of evolution requires corresponding changes in the legal framework of a governance system, to ensure that citizens and authorities are aware and aligned.

Authorities must first learn and understand more about the participation momentum in their region and then establish the foundation to fine-tune them. It is certain that the core foundation will be differentiated from one state to another since literature points out to different participation ranges depending on the region individuals come from and the corresponding needs.

According to the reviewed literature, the best way to achieve collaboration between Government and people is to create partnerships with already established community initiatives to increase their engagement and validate their course of action. As a matter of fact, governments already started to recognize potential in this sector, and such collaborative schemes have already been established (Jochum et al. 2005). By creating ties with already existing successful community organizations it becomes easier

¹⁵ Bei Facebook verurteilt: Rund 227,000 Euro Strafe <http://www.bild.de/digital/internet/facebook-party/kostet-initiator-ueber-200000-euro-25383000.bild.html>

for the government to gain the trust and engagement of the people that are already involved with the organization and therefore makes it easier to expand.

On a similar basis for corporations, it is rational to establish closer connections with the respective labor unions or in-house organization to gain trust and engage employees.

Looking forward in the future, it is envisioned that different participation initiatives will be coordinated – at least on a national level - and their impetus will be properly utilized and distributed for a common purpose: An active civil society that aims high and works both for the individual benefit and for the state progress as a whole.

Cultural

The topic of cultural participation is not popular across literature. There have been a few data collection efforts by the UN and EU but no significant research has been encountered. Due to the fact that no specific definition was established in the reviewed articles, this paper understands cultural participation as any form of individual or group contribution to cultural activities from the continuation of customs, to the evolution of arts and entertainment. Language, religion, tradition, architecture and history are perceived as elements of customs. Music and arts (theater, dance, sculpture, painting and literature etc) are dynamic pillars of entertainment and of the community cultural identity.

Cultural participation is the most common among people since it consists part of daily life and does not necessarily require a lot of personal effort compared to community or government participation. In December 2006 UNESCO published *“Guidelines for measuring cultural participation”* and identified three types of cultural

participation: a) **attending/ receiving**, b) **Performance/production** and c) **interaction** across 8 categories: **Artistic and Monumental heritage, Archives, Libraries, Books and Press, Visual Arts, Architecture, Performing Arts** and **Audiovisual media/multimedia**. The objective of this survey was to examine the participation in western countries both among locals and ethnic minorities (UNESCO, 2006), The UNESCO paper excluded language from culture which I disagree with as other literature (Jiang,1999; Chappel and McGregor, 1996) considers language to be an indispensable part of culture.

This section of the thesis is dedicated to offering a better understanding of cultural participation to the reader, adding another participation distinction in the literature that I believe to be a very important addition to the existing literature.

“Attending or receiving” indicates that most people are exposed to some kind of cultural activity regardless of their intention to do so. ***“Performance or Production”*** proves that people chose to be actively involved and generate their own content contribution in culture either by performing in a play, writing a book, dancing in show, or playing a musical instrument. The last type is the most interesting as it brings forward the element of ***“interaction”*** which represents the trend of the post Internet era and e-participation.

People have the ability to use the modern media and create content that is easily transmitted and accessible by a wider audience with a single “click”. The ability to provide and receive feedback allows for active contribution of people to the preservation and formation of culture. Therefore, people are not just consumers of culture but also producers. The concept of **prosumers** (producers + consumers) is now

more popular than ever (Toffler, 1981), and for the first time people have the power to communicate their creations to a wider audience with ease. Culture is drastically evolving and changing based on the active contribution of people.

Viral

Digital

As it has already been mentioned, e-participation is the trend of the post Internet era. The cluster of Digital participation is crucial for Government, Corporate, Community, Cultural and Individual participation as it entails the aforementioned clusters and everything related to them online. The translation of participation in cyberspace is an extremely interesting phenomenon. All of the participation clusters are represented on the Internet via websites and participatory platforms.

Digital participation may be passive (non-content creating) or active (content creating). This grouping may also correspond to Digital Immigrants and Digital Natives respectively, (Prensky, 2001) but not always, since there are people who use the Internet and access online information but choose not to create content. This kind of activity is known as lurking (Soroka and Rafaeli, 2006).

Unlike vertical and horizontal forms, in viral and more specifically in Digital participation everyone has the right to participate and the sense of hierarchy or heterogeneity is less rigid since any individual can express and communicate equally in principle. In actual terms the digital divide is what creates inequality when it comes to Internet access or use (White et al. 2011, Van Dijk, 2008; Hargittai). For the purpose of this paper the cluster of participation is broken to three main sub segments: **Interactive**, **Networking** and **Informational** that are also analyzed further in sub categories.

Interactive digital participation is about communication. Online communication can only be active participation and it can start as simple as sending an email, develop to social media usage and become more complex by allowing users to actively participate to e-government and e-governance channels, or corporate stakeholder participatory sites, to interacting with news agencies.

Analyzing these aspects of interactive digital participation individually, email is obviously one of the primary forms of online communication and requires minimum Internet skills to attain. Social media at the moment are the “big hit,” as they offer various features to enable users to keep in touch with friends, to initiate new connections, create groups for fun or for a cause, or even look for a job. Also, social media provide users with a platform to post content - comments, pictures, articles, quotes, campaigns, songs, advertisements etc. Depending on the selected medium, the user can choose to make the content available publicly, to limited viewers or keep it private.

Evidently, with the support of technology it is easier to become a prosumer rather than remaining a passive consumer. Individuals on a personal or professional capacity, use such social media features by governments, by corporations, international organizations and many more entities, who among others aim to promote issues, to raise awareness of causes, initiatives or simply their brand name, to organize social gatherings either for entertainment or for an event or even a protest.

Social media foster the creation of social networks as they allow users to connect, interact and exchange information on their digital platform. The social

networks created online are neither solely defined by inequality nor by heterogeneity as they are fundamentally relational (Rowson et al, 2010) and information spreads virally from one online community to the other. Connecting communities virtually is a step to connect their members in reality or vice versa, existing group communities may choose to connect online to maintain contact easier.

The diversity of ways social media can be exploited keeps expanding and that means more power but also responsibility in the hands of people. The 2012 Olympic Games in London gave very vivid examples on ways social media can be used or abused. The International Olympic Committee (ICO) promoted the use of social media amongst the 10,800 athletes urging them to communicate the Olympic Spirit with their fans. However, the ICO established behavioral standards the athletes should align with. Among thousands of tweets, blogs and posts, two made a serious difference for the career of a Greek and a Swiss athlete, as those failed to comply with the set Olympic ideals.

The Greek athlete Voula Papachristou was disqualified from participating in the games, because she posted a racist comment on Twitter about the African immigrants in Athens.¹⁶ Following the disqualification of the athlete, a public outrage was expressed on the Internet. People posted articles, op eds, pictures of the athlete and expressed a variety of reactions online. Some even used their status updates to support the permission of the young athlete to participate in the games or the contrary.

16 Faulkner, K. McDermott, N. (July 26, 2012) Kicked out for a racist tweet: Greek triple jumper is banned from the Games after her African 'joke'. Dailymail
<http://www.dailymail.co.uk/news/article-2178836/London-2012-Olympics-Greek-athlete-Voula-Papachristou-banned-racist-joke-Twitter.html>

The point of this example is that interactive digital participation has a tremendous momentum and impacts the individual (Voula was disqualified because of a tweet that came across as racist), the community (Mostly Greeks -but not limited to- expressed their opinion on the issue), the country (the Government position was openly praised or criticized and that has political cost) and the overall public opinion (which in this case is wider since the Olympic Games are global and Greece is popular in the news lately).

Few days later, the second case came from the Swiss soccer player Michel Morganella who faced the same consequences. The athlete, in an attempt to express his frustration after the Swiss team had been defeated by the South Korean soccer team, tweeted a racist comment against his Olympic opponents which resulted to his disqualification from the Olympics and furthermore, his twitter page was also deleted.¹⁷

Both athletes definitely learned a lesson the hard way, but also taught the world that social media power can have severe consequences if abused. Both incidents raised issues on whether someone should be judged on its personal capacity when it relates to professional matters and vice versa, but what is more interesting is that the internet evolution is addressing a legal gap that needs to be addressed and create rules for such events.

When digital archives are controlled per topic it is easy to get a better feel of the public pulse and assist the government or corporate authorities to adjust their decisions, or provide relevant services. Government and corporate online initiatives are

¹⁷ Bond, A. (July 30, 2012) Swiss footballer sent home from Olympics in disgrace for calling South Koreans “mongoloids” on Twitter and saying they “can go burn” after 2-1 defeat. Dailymail <http://www.dailymail.co.uk/news/article-2181214/Olympic-football-2012-Michel-Morganella-sent-home-disgrace-calling-South-Koreans-mongoloids-Twitter.html>

aiming to address different issues and look to encourage participation by becoming more accessible online as it has already been mentioned in the respective cluster analysis.

News agencies, in an effort to keep up with the Internet revolution have adjusted their online interface and welcome comments on the published articles. Depending on the topic, comments become vibrant conversations of relevant information exchange. This kind of reader feedback is also capturing the public opinion pulse on a topic. However, this type of participation can sometimes be exclusionary, even though it is open to everyone; because the people who comment under specific themes are usually not the average population but the people who have an interest in the topic. (Best and Krueger, 2005)

In view of the US elections in November 2012, Twitter launched a political index (known as Twindex); which monitored the popularity of the election candidates, President Obama and Mitt Romney, according to the number and content of tweets per day mentioning either of the candidates' names.¹⁸ Nevertheless, Twindex was not capable of projecting the real pulse of US citizens neither of predicting the election result since its users tend to be younger and might support democratic beliefs, but on the other hand, republicans tend to be more active on twitter.¹⁹ In addition, not every US citizen used Twitter, and even if they did, it is not for fact that they would tweet about the elections. This example addresses once more the digital divide, which can be about lack of access or skills, but can also be about lack of access or interest to a

¹⁸ Moore, M. (August 1, 2012) Twitter Index tracks sentiment on Obama, Romney. USA Today. <http://www.usatoday.com/news/politics/story/2012-08-01/twitter-political-index/56649678/1>

¹⁹ Ibid

discussion. Assuming that such kind of inequalities will be addressed and reduced in the future, Twindex is a first step towards a more engaging and reflecting kind of digital participation in the future.

Continuing the conversation in the political campaign space, it is interesting to see the transition of social media use during the election time. For example, in the 2008 US election the Obama campaign was pioneering the use of social media to reach he audience and connect. The expertise built, changed the use of social media it the 2012 election to be more strategic and targeted. As a result social media where used combined with traditional campaigning methods, and it is safe to say that social media where used to boost the effectiveness of traditional media. This realization is bringing to light another perspective of how social media could be used, without this necessarily being a positive turnout, as it does not impact the irrational amount of money invested in political campaigning whilst social media could lesser the cost involved in the election process.

Networking digital participation is about the use of online channels for personal promotion. Personal promotion can be expressed in networking social sites. This is a great empowering tool as it enables access to professional contacts that it would be hard to contact under other circumstances. *“Social networks are effective at increasing participation by lessening the level of motivation that participation requires”*²⁰

What is interesting, in networking participation is that governmental branches, corporations, other organizations and businesses also join this type of social media in

²⁰ Gladwell, M. (2010) Small Change, The New Yorker
http://www.newyorker.com/reporting/2010/10/04/101004fa_fact_gladwell

order to be accessible by and have access to potential employees. This is another type of government and corporate participation that can be translated as an organizational effort to come closer to the people, which indicates the empowerment of social networks and social capital.

Informational digital participation is a very broad sub segment and it can be both active and passive. Active is posting information online whereas passive is reading information others have posted. However, the people who chose to take the time and edit or post a comment are very few, tend to have higher socioeconomic demographics (Best and Krueger, 2005) and the nature of comments made can be either constructive or abusive.

As **constructive e-participation** this paper considers any form of opinion expression or information contribution online. On the other hand, **abusive e-participation** is considered as any form of abusive tone or language towards the author or a topic addressed, or towards any of the other commentators. Wikipedia is a constructive e-participation example, embodying the evolution in the domain of information and the people empowerment, since everyone has the option to edit information on a topic. Of course there is a risk of misinformation and it is hard to control it especially when it comes to live online discussions. Abusive digital participation was encountered in the case of National Public Radio (NPR) in the USA where individuals attacked NPR staff and repeatedly challenged their professional competency even after their profiles had been blocked from posting on the NPR site.²¹

²¹ Shepard, A. (2011) Online Comments: Dialogue or Diatribe? Nieman Reports website, Harvard University <http://www.nieman.harvard.edu/reports/article/102647/Online-Comments-Dialogue-or-Diatribe.aspx>

Another interesting aspect of informational participation is the rating and evaluating sites that evolved “Word of Mouth” (WOM) which is *“the oldest means of exchanging opinions on various goods and services offered by markets”* (Goyette et al., 2010) to “Word of Mouse” (eWOM). WOM nowadays has a different kind of credibility as it is archived on the Web (Lecinski, 2011).

Many websites have been created to specifically evaluate products and services such as electronics and movies, known as comparison sites. Other commercial websites encourage their customers to evaluate their own product or service quality such as hotels and electronic merchants such as Amazon or eBay. In this way citizens have the power to choose based on user feedback. With the Internet evolution, the nature of WOM changed and it is not only about products. eWOM is reflecting the opinion of people on politics, on public personas, on innovation and many more.

For the most part, people tend to voice negative aspects of a service or a product and rarely take the time to leave positive reviews, creating an imbalance of information generation and raising issues around digital transparency and the way to actually receive reliable information online.

Regarding news and everyday facts, nowadays, besides professional journalists, anyone can write an article, blog, comment on news, tweet an event, report a crisis or post other information. However, this kind of information dissemination does not replace the need for professional journalism as it is usually not thoroughly investigated and tends to be biased according to the user’s personal beliefs.

The abundance of information sources sometimes makes it hard for the user to distinguish reliable from unreliable information. That is one of the digital participation challenges, since there is limited or no controlling. Similarly, when it comes to government or corporate participation, individuals or groups may create fake websites that encourage people to input information that will be used for fraudulent actions. This type of fraudulent activity is called phishing and is one of the negative aspects of digital participation.

As a result of phishing activities, e-commerce users lose trust on the Internet (Beatty et al. 2011) and refrain from using other electronic facilities that would enable them to manage their bank account or pay their electricity bill online. In addition, privacy issues come into play where people do not feel comfortable with the idea of inputting personal information on line (Scheonbachler & Gordon, 2002; Wang et al., 2004) The absence of trust is a serious drawback for the use of online services (Hoffman et al., 1999a; McKnight et al., 2002a; Urban et al., 2009) and furthermore for the engagement of people in online participation initiatives either governmental or non.

Once privacy and security online become less vulnerable, people are more likely to start using online services, starting from money transactions, to filing their income tax report or playing an online game with other individuals. (Morgan & Hunt, 1994; Culnan & Armstrong, 1999; Milne & Boza, 1999; Hoffman et al., 1999a; Jarvenpaa et al., 2000; Eastlick et al., 2006). The familiarization and use of online services is an excellent indicator of the user likelihood to become involved to online participatory initiatives.

Informational participation also includes content creation on YouTube or Vimeo. For example amateur musicians can record themselves performing and upload videos on the Internet. In this way they are promoting their work (networking) whilst providing another point of view to the listeners (informational) and contributing to culture by transmitting innovative music videos. This kind of freedom and creativity is raising several intellectual property rights issues, as the trend is to use existing material to create new. This momentum is likely to lead to the transformation of intellectual property rights laws as the new culture is promoting synthesis and recreation rather than inventing and patenting.

Needless to say that these kind of restrictions spread beyond the music industry as platforms like YouTube and Vevo are no longer limited to music since anyone can post a video with ideas or other kind of information that can be entertaining or practical for users. Some examples entail video tutorials on how to use SPSS, how to cook, or how to make your own website. This transmission of useful information leads us to the last participation cluster, which is about Technology and open source data.

Technological

Technological participation is not a recognized form of participation across the reviewed literature. It is equated with open source information, programming and application creation as well as new software development that are used to serve the everyday life of people. This kind of participation is different as not everyone is able to play an integral part but it does serve everyone, and can enable everyone to participate in different initiatives by providing the essential information.

“Code for America” is the new kind of public service organization.²² It consists of program developers, designers and entrepreneurs that focus on building network platforms to allow citizens to take action and improve their neighborhood. In this way the work of few enables the participation of many. Code for America is an open source organization, which means that anyone can take existing software and develop it to serve another need. In that way people who have the necessary know how can also contribute and address an issue that was not acknowledged by others in the field. This kind of technological initiative is creating the foundation for a new kind of government in the 21st century. Logically, if similar initiatives are implemented in different sectors the way we do things can change completely.

In terms of citizen empowerment, Ushahidi is an open source crisis-mapping platform that people can customize and adjust to meet needs.²³ As of today it has been deployed in countries like Kenya, DR Congo, Gaza, India, Egypt, Haiti, Afghanistan, Libya; or on a global basis to report crises such as the swine flu outbreak. This mapping tool would be useless without the participation of people who can contribute with a simple text message, video or email. Another example in a non –governmental level is “Arduino”, an open source electronics prototyping platform that allows people without any technical background to create tailor made devices to serve their needs.²⁴

An individual may create an application for a smart phone to facilitate the simple needs like keeping track of monthly expenditure, or complex like an application that transmit the heart condition of a patient on the phone of a cardiologist. This is a

²² <http://codeforamerica.org/>

²³ Pioneer online mapping tool comprising different technologies to allow participation <http://ushahidi.com/>

²⁴ This is an example of what futures site will be like, creative, interactive and educational <http://www.arduino.cc/>

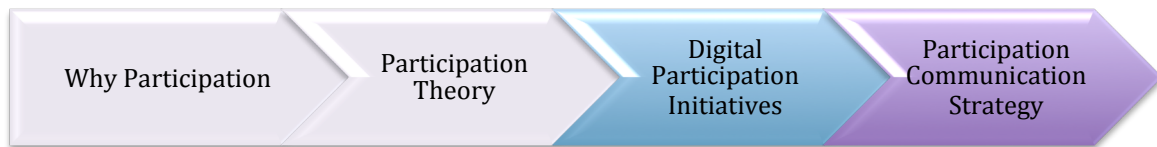
participation type that could be characterized as individual since the person is developing software for personal use or as community since making this available helps others and gives an example to be followed. In my perception though, this is what viral participation is all about. Creating something like an application in the predating Internet era would be impossible and any alternative would not be as easy and cost effective to transmit and reproduce.

It must be stated, that digital participation would not exist in its form, in the absence of technological. Despite the fact that technological participation seems to be exclusionary, the open source movement is a promise that soon more people will be able to join. Viral participation will foster vertical and horizontal clusters but will not replace them.

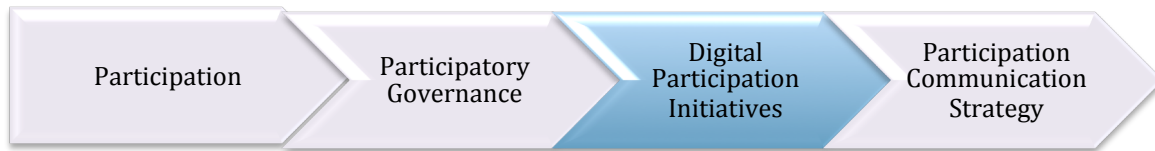
At this point it is clear that participation is a multifaceted term and if managed effectively can surely make a difference for society simply by engaging citizens in a wide range of activities. Nowadays the increasing popularity of new communication technologies and specifically of the Internet as a platform changed the rules of the game by making participation initiatives easier to introduce, monitor and manage under the viral participation category.

The third part of this thesis on participation, will examine specific viral participation start-up organizations that focus mainly to foster government engagement. By exception, there will also be one mention to horizontal participation organizations to explore how their work could be translated in the cyberspace.

PART II



Chapter III



Field Research Findings

The content of chapter three is solely a product of my own field research and personal view on civic participation initiatives in the cities of Boston, New York and San Francisco. The purpose of this empirical research was to develop a better understanding of social entrepreneurship and demonstrate how citizens can become informed, active and have an impact using technology. Internet platforms have constantly increasing capabilities thanks to the combination of existing and new technologies, and therefore there are infinite variations of online civic engagement organizations.

From eleven qualitative interviews with founders and team members,²⁵ three organizations were selected to address the different uses of existing and new technology and highlight the lessons from the field research and how those could be used individually or combined to address the needs of Greece. Similar to every change, engaging citizens and institutions in a new form of governance based on mutual understanding and collaboration for the common benefit, will be a timely process that requires consistency, persistent communication of the added benefits and substantial training to get stakeholders involved to online ventures.

²⁵ Personal Democracy Media, Activate, Dashes.com, Votizen, Storify, Code for America, Citi Year, Health Leads, Active Voice, City Year, Berkley Community Media

Code for America

As mentioned earlier, Code for America is an initiative that was established as a “*new non-profit*” organization that is a perfect representation of technological participation, where few web developers and technology experts are creating platforms to empower the community. Beyond technological participation, this initiative embodies all participation forms highlighting certain aspects at a time depending on the project.

The first time I encountered Code for America, was during the conduct of the literature review for this thesis. There were five aspects of this initiative that immediately captured my attention: the diversity of undertaken tasks, the direct involvement with the government, the immediate citizens participation, the open source program development, the evolving infrastructure to support and collaborate with new initiatives

In other words, this example presents a promising model where everyone can have a significant role in different parts of the process, starting from a community level and gradually reaching a local, state or even national stage. Of course this is a long-term, multilevel and complicated aspiration, but what matters most is the potential and the possibility to adjust this business model and address community issues beyond the United States.

With this idea in mind, I traveled to San Francisco where I met with the founder of this *new kind of public service*, Jennifer Pahlka. We started the conversation discussing the management model of autonomy, mastery and purpose by Daniel Pink and whether it would be applicable in governance over the course of the next decade. Per this theory, Pink advocates that people need self-direction (autonomy), they want to

get better at doing things (mastery) and they also want to contribute to a greater purpose. The purpose is to discover what gets people motivated, and this is what Code For America capitalizes on.

The purpose of becoming an active community member is a noble one, but is not an easy one to convey. In many countries including the United States, it is extremely challenging to shift the mentality of people toward simple participation forms such as voting, let alone more complex initiatives like participatory decision-making. This is a result of the hierarchical function of governance up until now, which makes citizens to believe their voice will have no impact.

People will be better prepared to contribute to governance if they begin by making a difference in their community first. Educating citizens to appreciate the power to choose where they want to make a difference, become better and contribute to the resolution of a problem for the common benefit, must start with smaller endeavors. In Boston the project to *Adopt a Fire Hydrant*, is an example of a small responsibility that teaches participants how to give back to the community allocating a little of their time. Simple tasks like this is a way to teach people how a small contribution can make a big difference for the community.

The greater question that raised from this conversation with Jennifer, is how much time do you really have to form behaviors in countries in crisis, like Greece, where the need of citizen action to change the status quo is imminent? In contrast to healthy democracies, where the average citizen needs an incentive to develop interest in politics or the overall governance, countries in crisis present a different scene.

As the recent protests from the Arab Spring, to Spain, Greece and the Occupy move have demonstrated, people who live under non democratic regimes or in countries in crisis, have a significantly stronger interest in politics and therefore are more likely to engage and contribute to a greater purpose aiming to ameliorate the political situation in their countries.

These uprising examples of recent history, present a great sample of what can be achieved by supporting the power of human capital with technology. However, the aftermath of those moves highlighted the difference between mobilization and organization. The aforementioned cases present a great example of citizen mobilization under a cause, but the absence of central organization concluded with citizen inaction.

This observation emphasizes the importance of organization for the pursuit of a sustainable participatory model that will lead to a better community infrastructure. This is where organizations like Code For America have a role to play. By providing an open source platform for everyone to contribute and continue adding new tools to address new needs, the people have the power to create a new kind of institution and shape the new kind of governance.

The new kind of governance idea is not to say that the existing government structure should be replaced. By facilitating active citizen involvement in non-governmental participatory incentives with community impact, citizens create a trend that will be followed by governments and captured by the media. This idea is not a novice concept taking into consideration the debut of social media and how from being

considered unreliable or unprofessional, they now constitute an information channel that is embraced and incorporated by institutions across the spectrum.

Votizen

Votizen is a political advocacy site, solely dependent on viral participation, digital and technological, that started out in 2010 at the west coast, in Mountain View, California. The three founders, Dave Binetti, Jason Putorti and Matt Snider aspired to create an online network of citizens – votizens – to take collective action and influence election results using social media. When votizens log on to the platform using their Facebook or Twitter Account, they can see which people in their network support the same political candidate and take the responsibility to prompt these voters to turn in their ballot.

In addition, the organization creates profiles of active supporters and shares those with the political candidates showing the commitment of people to their mission. In effect, Votizen can be described as a social media crowd sourced campaigning tool. Votizen, with more than a million users was definitely a well-established profitable online citizen participation initiative, recently acquired by Causes, an online social impact organization²⁶.

What is worth mentioning is that both Causes and Votizen built their popularity through other social media platforms. Causes started out on Facebook, and Votizen went viral on Twitter. Analyzing the organization's model, the main questions were how

²⁶ Constine, J. (2013) Causes Acquires Votizen to Democratize Democracy, Accessed May 5, 2013 <http://techcrunch.com/2013/01/10/causes-acquires-votizen/>

to convince people to share their political orientation and what is the benefit for the users campaigning on behalf of a candidate for no direct reward?

Dave Binetti, one of the Votizen founders agreed to have a telephone interview with me and answer my questions about this consumer technology company. The innovative proposition of Votizen could very well be described as the evolution of telephone polling. Migrating citizen activity to online platforms is the way to do things but as Dave attested *“forward thinking does not align with technical and practical capabilities.”*

Naturally, the entrepreneur replied to both of my questions with one example. The example was loyalty cards. People, who like to shop from a certain vendor, are happy to share their personal information in exchange of a loyalty card that will give them benefits in the long run. Compensation usually diminishes the concerns of sharing information. What causes distrust is when the voluntarily provided data is used in a way that was not described in the initial agreement. Say the data were shared with a third party company without the customer consent.

Votizen, although does not provide direct benefits to users like loyalty cards, it empowers citizens to advocate for their interests and political beliefs. The compensation is the pursuit of common good, and that in itself is a very powerful reward. In terms of privacy, Votizen is very meticulous about it and informs people in a comprehensive manner about how their information is going to be used. In addition, right after the acquisition of Votizen by Causes, the destruction of all user information was immediately announced on the website to ensure loyalty.

Economics are universal and this example portrays that citizens will do things as long as they benefit directly or indirectly. Indeed, the individual marginal benefit is smaller in large groups, but can be more if you partner each vote for instance, and will be substantial collectively. Evidently social media allow for collective impact and it remains to further exploit this potential to address a wide range of social issues.

Active Voice

Active Voice an organization based in San Francisco leveraging social change by the creative use of film to effectively communicate stories about commonly encountered social problems like racism, environmental issues, or health. This organization mainly embodies the horizontal participation facets, individual, community and cultural, and currently very little digital participation. The organization has online portals that mainly share content but allow limited interaction at the moment.

My interest in the organization is the fact it capitalizes on the power of existing and widely spread tools like TV - which are still widespread mediums compared to new technology across the world – to create social change. Studying extensively the digital divide during the literature review, it quickly became evident that relying completely on Internet platforms is not an effective solution to holistically address any community. There is still a large population percentage in the developed as well as the developing world, that has either never used or knows very little about new communication technologies. With this fact in mind, it is essential for governments to leverage their participatory profile utilizing both existing and new technology.

Beginning with the hypothesis that Active Voice is an excellent model to address the digital divide gap misinformation and achieve community engagement, in early

January I spent a few days working with the organization. The purpose of this site visit was to enhance my understanding of Active Voice's mission and identify how its services can be adjusted to meet governance as well as corporate needs.

Ellen Schneider, the founder of Active Voice, gave me an overview of the recent and current projects at the time. Each message delivery mechanism has a solid structure, developed around a narrative and tied to a social issue, which is then strategically communicated to create sustainable impact. Such examples are the films *Food Inc*, *The Visitor*, and *Shelbyville*, which were looking to raise awareness around the food industry, immigration laws, and community segregation respectively. Beyond the right message, Ellen highlighted organizational partnerships to be vital for the pursuit of long-term goals and hence a milestone for the sustainability of social change.

During the days I spent with Active voice, I had the opportunity to see how social change derives from the art of storytelling via the academy award winning film "*Lincoln*." Participant Media, the producing company of "*Lincoln*", in collaboration with Active voice worked to instill the discussion around racism in the modern era, by bringing communities together for a free movie screening. Not surprisingly there are several communities named after the famous American president across the US; and that was where the conversation started.

Eight communities agreed to participate in the initiative and bring their citizens together for an active discussion following the free film screening. However, this was not a simple task as different methods had to be used to raise awareness of the event, from direct calling, to the use of social media to newspaper and radio advertisements,

depending on the respective community particularities. A toolkit was developed and circulated to ensure the effective and consistent event promotion (Appendix 2).

Most importantly, what stroke me in this process is the fact that the municipal authorities from each of the eight Lincoln towns that agreed to participate in the screening, volunteered their time and did extra work for no additional compensation. In this case, this fact proves that racism was recognized as an issue in these communities and hence they saw value in promoting the dialogue. Similarly, it can be assumed that people will volunteer to support a number of initiatives faced by their community as long as there is an infrastructure that allows them to take action.

Within this framework of voluntarily addressing social issues, the eight *Lincoln* screenings on the 12th of February 2013, were indeed valuable on both a local and national level. On a local level, because the respective administrations learned to use several communication tools to reach the community members, and organize them to take part in an activity, setting the basis for future events. On a national level, because this organized simultaneous initiative demonstrated to these communities how to coordinate and create a greater impact than they would otherwise. It also attracted media publicity, which leveraged the dialogue on a much broader level.

The organized national media coverage combined with the power of social media helped to raise awareness of the movie screening and its messages beyond these eight communities, indicating once more the necessity of coordination between existing and new communication technologies. The *Lincoln* screening example is a pioneer of how to use relevant story telling material and raise awareness about the tackled issues,

and also to develop collaboration among several different communities for the same purpose.

It is also worth emphasizing that to ensure community attendance to this celebratory meaningful event, there had to be an incentive. As mentioned earlier, the screening was free, to guarantee as many people as possible joined the dialogue. This approach verifies incentives, and benefits as a core components of behavioral and social change. People must experience first-hand what community participation is, to understand the potential of human capital and become involved.

At the end of my short stay with Active Voice, my preliminary hypothesis that Active Voice is an excellent model to address the digital divide gap misinformation and achieve community engagement was indeed confirmed and the methods and tools used will be highly relevant for the promotion of digital participation initiatives by the government in the community.

Lessons Learned

The aforementioned examples give an overview of the diversity of initiatives in the market. The Code for America is seeking to provide a platform for people to take action and contribute on a community level; Votizen is empowering people to influence politics while Active Voice is working to create social change by increasing awareness via storytelling. The mission of these organizations is not mutually exclusive as there are definitely overlapping goals. The main learning point from this research is the necessity to combine existing and new practices to optimize the quality of life.

Based on the theoretical analysis in Part I, and the eleven practical examples researched; participatory governance is now easier to pursue using new technology and

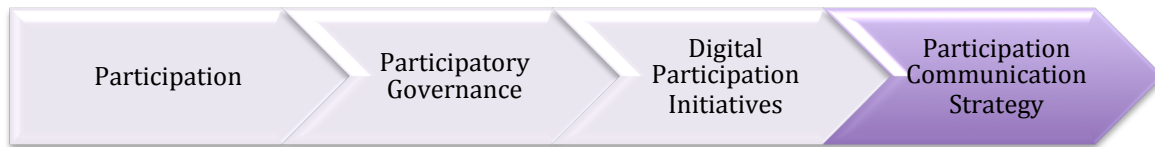
digital platforms, (West, 2004) and although building a solid infrastructure to foster digital applications is crucial, it is not prerequisite. To succeed in reinforcing a common identity the soonest possible, the Greek government must refrain from spending money on timely projects to expand the infrastructure. Instead, to attain e-governance as quickly as possible, the design of a robust communication strategy using technology already in place such as telephone, Internet and media is way forward.

If it were for the Greek government to begin by creating an organization with online presence to address any of the key issues currently faced via citizen participation, aiming to change the governance model and boost national identity, the following aspects need to be taken into consideration

- Service must be value adding for the user
- Simple interface
- Multiple participation channels
- Linked to a specific goal
- Users must be aware of how their information will be used
- Utilize existing and new technology tools
- Frequent update on project progress

Setting a solid e-governance foundation will be crucial for the success of any participatory initiative in the future. The last chapter will elaborate on the benefits and drawbacks of e-governance, and then develop a communication strategy to address the identified shortcomings, followed by the business plan of CodeForGreece, the proposed idea to establish transparency as the more imminent need in Greece.

Chapter IV



E-governance: benefits and drawbacks

The implementation of effective e-governance is an opportunity for the Greek government to change its perception as a corrupt obsolete institution to a modern participatory role model in the EU and beyond. In recent years Greece already begun to deploy technology to establish online government services; however, the prevalent scenario is the traditional one with limited or no citizen participation

Citizens mainly exercise the absolute minimum of their rights, like their right to vote, and then rely on the capabilities of elected representatives, rather than taking action, requesting information or utilizing the available tools. Before analyzing how participatory initiatives would work it is necessary to assess the Greek landscape highlighting the benefits of e-governance and implementation drawbacks. It will then be described how the government should increase its outreach to first engage citizens in the notion of participation and then ask them to be part of it.

Benefits

The Greek government should emphasize upon the foundation of interactive e-governance, because it will allow for political stability, better policies, effective services, transparency and citizen engagement to an inclusive information society.

Political stability

As already mentioned in Chapter I, alienation causes the formation of group identities. Thus, if citizen exclusion from political decision-making results to identity groups, riots and national turbulence; then a two-way government-citizen relationship would significantly alleviate the constant political turmoil. The promotion of active citizenship and crowdsourcing both offline and online are ultimate components towards the improvement of national governance, growth and identity.

Policy making

E-governance provides the space for decision - making upon policies that concern citizens and the public good, with holistic participation. People or entities interested in certain policy areas can access relevant information and the have the ability to shape the final policy contributing to better governance and laws that reflect upon the needs of the people. (Ferri, 2010)

Services and Transparency

Within the framework of e-governance, e-government services enhance the public offering to improve the citizen life, and reduce the cost of government work (Jeong, 2007). Faster and cost effective services, open government initiatives and public information, will increase transparency, accountability and trust (McNeal et al. 2008). Technology in this sense also contributes to the public confidence, as virtual communication and information from the government is constant (McNeal et al. 2008).

Citizen Engagement

In contrast to the one-way flow of e-government services, e-governance is about mutual communication. E-governance concerns the breadth of governance sub-segments from electoral, legislative to administrative matters and beyond. Urging citizens to participate in decisions that have an impact in their life will change their behavior from passive to active citizenship in the wider community in addition to politics. Government and community participation will increase the sense of belonging, mutual purpose and common identity amongst Greeks.

Drawbacks

The drawbacks of a digital strategy to increase collaboration and inclusion vary from trust issues, to national priorities, limited digital literacy to weak technological infrastructure in certain areas. Another obstacle is the shift of citizen mentality, especially of digital immigrants, to use a new service and familiarize with somewhat complex processes, when they are comfortable using another system already.

Trust

Despite the clear benefits of a closer government-citizen relationship, urging Greeks to embrace any government initiative at the moment will be challenging due to the lack of loyalty. Limited trust of citizens towards their government is a general phenomenon over the course of the last four decades (Putnam, 2000) that has also been attributed to the absence of participation engagement (Norris, 1999).

Trust issues also occur among citizens because of online safety and privacy threats and that might also be serious drawback for people to engage with government digital platforms. (Urban et al. 2000)

National Priorities

Currently the political attention is focused on the financial debt restructuring rather than the importance of e-governance. Moreover, since the country entered the economic deadlock, all e-government, digital literacy and broadband network expansion efforts were postponed to 2018, since spending money on technical infrastructure seems financially and strategically unrealistic at the moment.

Digital Literacy

Many citizens lack digital skills and even though they might have access to the internet their competence might not allow them to utilize the offered public services. Another scenario is that citizens may not be aware of the available options, or even they might not be eager to use new media channels for such purposes (VanDeursen et al., 2008; Brandtweiner et al., 2010). Hence, the priority is not a robust technological infrastructure, but the increase of digital literacy among Greeks.

Technological Infrastructure

Greece is far behind its EU peers in terms of wireless Broadband, and households continue to mainly operate with DSL Internet connections, leaving a large percent of the population disconnected despite the time, money and effort put in this project so far. Telephony on the other hand is well developed. In present, the mobile telephone

market is undergoing a crisis encountering significant revenue losses due to intense competition that lowered telephony prices greatly.

Moreover, Greece has very limited authority over the telecommunication companies;²⁷ and this makes the market dominating carriers OTE, Vodafone and Wind significant power holders, as it would not be impossible if all or either one of those went on a strike and left the country in information darkness.

Communication Strategy

Just a simple Google search for “*Strategy for Greece*” brings up more than 200 million results, the grand majority of which approach financial issues. This research illustrated how a change in the overall governance model is requisite for the resolution of the national problems, including the fiscal reform. Now is the time to change the face of Greek politics by enhancing and promoting the existing e-governance system to increase citizen participation.

Although the ultimate objective of this paper is to advise on the development of CodeForGreece.org, a platform to enable citizens to report corruption and increase transparency, leveraging this initiative must be based on a solid communication strategy educating citizens about the participation benefits, what to expect and the ways people can get involved.

In accordance with John Bernoff’s POST social strategy method, four main areas will be discussed in this section, to design the communication strategy that will take e-

²⁷ The majority of common carriers are private with the exception of OTE which is 10% government owned. The Hellenic Telecommunications and Post Commission (EETT) is the independent entity in charge of resolving and regulating market competition issues and has no power over the Telecommunication market either.

governance to the next level in Greece: the people, the objective, the strategy, and the technology to promote the initiative in the community.

The overarching aim of this social strategy is to assist the Greek government to implement technology across different disciplines and ameliorate its relationship with the Greek people. For the strategy to be effective it is imperative to start by understanding the needs and capacities of Greeks, set realistic objectives, and design the pillars accordingly. The question is not what the Greek government must do, but what needs to be accomplished given the facts on the ground.

People

According to research on EU and Greek statistic reports that was completed in December 2012, the following conditions define the outlook of Greeks towards technology and the Internet:

- 45% of Greeks never used the Internet,
- Intense usage gap between digital immigrants and natives,
- The Internet is mainly used as a search engine,
- DSL connections prevail while Broadband is available in large cities, and
- Smart phones and tablets have a high market penetration.

45% of Greeks never used the Internet

Looking at the Eurostat report on Internet use in households and by individuals in 2011, the Internet users across the 27 EU countries reached 73% on an annual basis. However, the same report indicates that Internet users in Greece are significantly lower than the EU average at 53%. What is striking is that Greece has the 3rd largest

percentage (45%) of citizens that have never used the Internet (Appendix 3, Figure 1) while the EU non-user average is only 24%.

Even though the percentage of Internet use in Greece has rapidly evolved over the past decade (Figure 7), there is still a lot of work to be done until the majority of Greeks become competent to participate and utilize the range of government services in place or to be created.

Figure 7: Weekly Internet Usage % in Greece from 2003 to 2011

2003	2004	2005	2006	2007	2008	2009	2010	2011
14	17	18	23	28	33	38	41	47

Source: Eurostat

Another issue that must be noted is that only 37% are everyday users, while 53% use it throughout a year (Figure 8). Such activity is not satisfactory to suggest that 53% of Greeks would utilize to e-government initiatives in place or to be created. It is possible but not likely.

Figure 8: Internet Usage types in Greece in % as of 2011

Every Day	Every Week	Within 3 Months	Within 12 Months	Never Used
37	47	52	53	45

Source: Eurostat

Intense usage gap between digital immigrants and natives

Furthermore, like in every other country, in Greece demographics like age, education level and gender matter in digital literacy. A 2011 analysis from the Hellenic Statistical Authority (ELSTAT) on the computer and Internet use per age groups verifies the digital divide as younger populations or “digital natives” tend to be significantly more active than older generations known as “digital immigrants” (Appendix 3, Figure

2). This trend is consistent with EU statistics. Moreover, the most active Internet users are those in the age group of 25-34, which are almost 30% of the total Internet users in the country. Not surprisingly the educated population consists 45.6% of the active users while the non-or lower educated are only 12.5%. Another interesting statistic measure indicates that males are more active Internet users (52.4%) than females (47.6%). Mutually these trends of highly educated individuals and more active male users are consistent with the EU.

The Internet is mainly used as a search engine

Most Greeks use the Internet for information searches at a rate of 74.9% and news reading at 72.9%. Other activities include: health and fitness services (58.5%), social media networking (54.3%), online encyclopedias, information on education (39.3%), online calling (31.8%), online chatting and commenting (28.8%), software (26.2%), job search (25%), e-banking (16.6%), participation to online government polls (9.6%), online courses (7.3%), and e-commerce (4.5%). Considering the largest user population in Greece ranges between the ages of 16 and 34, it is no surprise that the most visited sites are Facebook, Google, and YouTube.

While “digital natives” dominate large percent Internet usage, according to the metrics we can see a growing activity across various sectors that offer some kind of benefit to the user. That includes information, communication, or faster transactions for example. It is good to see that Greeks have slowly started to become active in public matters online and shift from passive to active Internet use. In fact, 2011 was the first time this variable was measured, and shows that Greeks became more sensitive toward government decision-making.

DSL connections prevail while Broadband is available in large cities

The existing literature points to a number of government efforts in early 2000 to increase connectivity in Greece, mainly via the Information Technology Committee operating under the Special Secretariat for Digital Planning at the Greek Ministry of Economy and Finance. The plan was to follow a 4-step strategy to become digitally viable over a 7-year horizon starting from 2006 to 2013. Since the country entered the economic deadlock those efforts were postponed to 2018 since spending 2.1 billion Euros on the broadband network expansion is unrealistic. Today, Greece is far behind its EU peers, and households continue to mainly operate with DSL Internet connections, leaving a large percent of the population disconnected despite the time, money and effort put in this project so far (Appendix 3, Figure 3).

Smart phones and tablet computers have a high market penetration

Until recently Greeks accessed the Internet from public sites like Internet cafés and hot spots, but gradually this tendency is shifting as households get DSL or in some cases broadband connections. However what is interesting is that 62.3% of the existing users access the internet on their laptop or tablet device and 46.4% use their mobile phones to surf the internet indicating high digital literacy (Appendix 3, Figure 4).

This shift is not surprising when considering the market growth of smart phones, netbooks, notebooks and tablets in Greece. Cellular penetration in 2011 was 139%; which is impressive but it is actually much lower than 2009 when it was 186%. What is striking according to an article in Wired Magazine in 2011 is that Greece ranks 16th among the 42 countries with the highest smart phone penetration per capita. At the moment, the mobile telephony market is undergoing a crisis encountering significant

revenue losses due to intense competition that lowered the telephony prices greatly. Recently one of the three principle telephony companies, Wind, faced serious bankruptcy issues, but is back in the game working on lower mobile broadband and higher quality service offerings.

Target Area

Based on the analysis of the Greek landscape and the technological competencies of the population, it would be practically impossible to address the the whole country at once, and stir participation drives. The innovative nature of electronic governance as the present body of work defines it, implies that the first participatory platform pilot is tested in smaller scale and, if successful, then municipalities can share best practices across the country depending on their resource availability. The design of digital strategy to serve national purposes - even on a smaller scale - is challenging and must be based upon practical evidence and representative citizen attributes.

According to 2011 statistics, 34.3% of the Greek population lived in the broader region of Attiki, out of which 60.2% were Internet users. Attiki is divided into four main districts: north, south, west, and central. Athens, the capital of Greece, is the central district of Attiki, and is the ideal place to test pilot e-governance initiatives. This suggestion is rationalized because approximately 750,000 Greeks live in Athens, the demographics are representative, the capital is the most technologically advanced region and where the majority of national services are located.

Objective

With an understanding of what are the national priorities and what is the technological literacy of the Greek people, the country needs a grand communication

strategy to primarily prepare Greek citizens to become active online, and then to incentivize them to engage to participatory governance platforms. Thus, the government objectives in a three-year horizon, from 2014-2017 should be to:

- Communicate the benefits of participation
- Increase the number of everyday Internet users by 20%
- Broaden the ways citizens participate in governance
- Create and promote the use of interactive Internet platforms
- Utilize existing technology without further expenditure

As the field research indicated, ease, efficiency, monitoring and mentality are subsequent pillars that must be individually and holistically addressed to achieve a viable participation model. Programs and platforms must be easy to use for everyone; otherwise people will be discouraged to invest their time and effort. To be efficient, each initiative must give something in return, a clear benefit not necessarily to the individual but to the public good, to motivate citizens to engage in causes as part of their daily routine. Additionally, efficiency implies the initiatives' results to be measurable.

In the absence of metrics managing such platforms would be impossible. Metrics will allow the government to make strategy adjustments and also communicate what has been accomplished with citizens at any given point. Lastly and most importantly, the mentality of people towards politics and technology must change. People must understand that politics and technology are not isolated and hard to approach. Of course, changing norms is not easy and that is why this is a longer-term objective.

Strategy

Communicate the benefits of participation

Communication is the key component for the establishment of participatory governance. Without strategic outreach it would be timely to raise awareness of the available sub-services and initiatives across Athens or later across the country, and in the absence of urge it is unlikely that people would engage on their own. To instill participatory behavior and advance digital literacy, the following must be implemented:

- Above and below-the-line marketing campaigns promoting the clear benefits of active citizenships and raise awareness of services already in place,
- Online interactive banners, surveys and polls must be ongoing to capture the citizen pulse and make adjustments accordingly, and
- Partnerships with NGOs to engage their network in government initiatives and spread the word of mouth.

The best way to achieve collaboration between Government and the people is to create partnerships with already established community initiatives to increase their engagement and validate their course of action. As a matter of fact, governments elsewhere already started to recognize potential in this sector and such collaborative programs have already been established (Jochum et al. 2005).

If the campaign is consistent and the promoted initiatives are targeted to meet the needs of Greeks then participatory governance will be feasible. The participation promotional activity will also attract the media attention, which will reinforce the government effort across the public. Nonetheless, it must be clarified that participation is not a mean to manipulate the public will, but a way to assist its expression and adjust

the national agenda accordingly. The government needs to listen and interact with citizens and it is crucial to demonstrate this intention.

Increase the number of everyday Internet users by 20%

Given the constant growth rate of Internet users (Figure 7, p.95) one would assume this should not be hard to achieve. But indeed it is because what matters is the type and frequency of use. The main reasons why people choose not to use the Internet are two: Lack of skills and interest. Cost of equipment and access follow, while the absence of broadband is by far the least important according to ELSTAT metrics. To increase the number of daily users from 37% to 57% the following must be addressed:

- Incentives for the development of digital skills,
- Awareness of Internet potential, and
- Favorable rates for existing and new Internet connection and equipment.

Broaden the ways citizens participate in governance

Provided that 45% of Greeks never used the Internet, building a strategy to foster participation depending only on the Internet would obviously be inefficient, as it would automatically exclude half nationals. Given this strategy is tailor made for Athens, the ratio of non-users is definitely lower but still significant. Thus, to address potential inequalities and ensure maximum participation opportunity, the government must introduce measurable alternatives to the Internet, including:

- Mass communication automated calling system providing information and collecting responses,
- Decision platforms where citizens can contribute with simple SMS,
- Develop applications to support mobile participation,

- Internet stations (i.e. tablet computers) at public service offices for citizens to use under staff or volunteer guidance, and
- Embed polls in news related webpages.

Promote the use of interactive Internet platforms

Across the literature on creating fiber digital community nations, the main question is how to bridge the technological generation gap and make e-participation the norm. Everyone recognizes this is a long-term process and has little or insignificant present impact, which can be extremely demotivating. Given the international trends on ICT it is essential to deploy all available technologies to achieve participatory governance now. Social media channels should be used to target younger audiences and instill a community sense that would gradually make them more active. On the contrary, such mediums would not be appealing to older populations, thus telephony and media should be deployed to engage them. Therefore, the outreach strategy consists of the following actions:

- Incentives for people to vote on specific decisions, to express on a topic that matters to them and to become involved in their community,
- Email strategy to urge existing internet users to become active citizens,
- Social Media campaign on the initiatives,
- Simplified online platform interfaces where people could log in using their SSN
- National and private news stations alignment – live, print, and online - to promote government participatory efforts and raise awareness among people of all ages,

- Focus on education and teach children and teenagers to use these services in school,
- NGO partnerships to communicate initiatives and urge people to become active either by participating online, visiting their nearest Citizen Service Center (KEP) to seek guidance or simply by using their phone applications or SMS settings,
- Design tailor made seminars on active citizenship for different focus groups, and
- Maintain online chat-rooms, and citizen-service phone representatives where people can discuss live with local authorities.

Utilize existing technology without further expenditure

The question rising here is whether the absence of Broadband is a drawback for the implementation of participatory governance in Greece. Surpassing the technical infrastructure issues in the country and emphasizing again on the people, research indicated that digital literacy is more difficult to instill in adult populations. In 2002, the National Action Plan for Employment in Greece begun to introduce Internet-based training modules to increase the digital literacy in adults but the effects of these efforts were not significant in elder groups. Given this fact, the answer to the question is absolutely not. Even if there was a network, the market is not ready to maximize its utility. Moreover, since this is a downside for private telecom companies who choose not to invest in such developments, the government should refrain from investing also.

The financial prospects in Greece leave no room for hope that robust Broadband network will be achieved within the next 10 years and that should not discourage public officials or citizens at all. To increase ICT strength and create new market activity with

private investment, the Government must remain focused to intensify Internet use among citizens and that will eventually create new market needs to steer the economy and eventually enhance broadband access in the long run. Meanwhile the strategy is to benefit from the use of the Telecom and Media infrastructures as described earlier.

Technology

To date, the Greek government has taken a substantial amount of initiatives starting from joining the open government partnership to creating the Digital Leap Venture Capital Fund. The government already made a broadband action plan and gave incentives to students to access the Internet (Diodos program) and also launched a digital awareness campaign. Several projects have been initiated, but now most of them have slowed down or stopped because of the financial crisis.

Crafting a strategy based on existing technology is possible despite the absence of large spending budgets. Based on the discussed government objectives and respective strategies, the use of Telephony, Internet and Media technologies is suggested, to promote participation, leverage the government-citizen relations and eventually bring social change in multiple sectors.

Telephony

There is huge telephony growth in Greece and in Athens. Following existing examples like the *Citizens Connect* smart phone application in Boston, applications to ameliorate small issues across the community are proposed. Given the amount of riots recorded over the years, it is recommended to develop crisis-mapping tool apps for the city where people can instantly report riots, fires, or other crimes to alert authorities and protect other citizens. Needless to say, the mentioned crisis mapping phone

applications will be linked to an online platform. Moreover, the municipality should launch a voting app for decisions that concern the area where people could track and monitor current and past activity.

Beyond applications for smart phones, Athens must consider those who use 1st generation mobile devices or only have a landline phone service. To reach and engage the owners of such telephone services, existing apps and online platforms must link to text message servers and process texts as Internet based entries. A base case technology is *Ushahidi*, which can receive and process SMS, MMS, and email as if they were of same nature.

For those who do not use mobile devices, usually the age group of 65+, an automated telephone system should be established to offer participation opportunity to all users on their community decisions and information on their neighborhood. A great tool is *OneCallNow* which facilitates information communication and response recording instantly.

Telecom companies provide both telephone and Internet service in the country, in the form of *triple-play* product offering including landline, mobile, and Internet. If telecom companies were to cut their service the network would be non-existent and that is a serious issue. On the other hand, telecom companies in their effort to increase revenues aim to sell more mobile and DSL Internet, which gradually increases the overall connectivity. Close collaboration with telecom companies will be added value for the promotion of participation as well as company revenues. On another note, speaking about the internet and telephony control by private companies it would be smart to

start exploring mobile mesh networks to ensure connectivity in case of emergency or crisis.

Internet

Step one is to create activecitizen.gr, a user-friendly simple interface to post all relevant information on initiatives and link it the respective projects. This website will have a Twitter feed and a live blog for people to start discussions and share information. Links to the sites of other NGOs and initiatives that support the Athens activecitizen.gr incentive should be provided in a separate tab to increase awareness of initiatives that people can engage with in their communities.

Coding and creating language for new applications is necessary but programmers can be expensive and has already cost the Greek government many thousands of Euros. In the era of open source it is not impossible to have citizens participate and create the changes instead of hiring an expert company. Crowdsourcing was proven effective in Wikipedia and I see no reason why it would not work for a government task set aside it is for participation. Crowdsourcing development of applications, software, and website pages for a public purpose is the best way technology can bring people and government together and collaborate. This opportunity can be communicated as a competition for an award. Living in a material world it is amazing how many things people do for the glory. Alternatively a group of tech savvy individuals can drive this move and educate others to participate following the steps of Code for America.

From a communication perspective the Internet as a platform is a fantastic marketing canvas and therefore Athens should look into advertising activecitizen.gr digital banners across its e-services and official pages. The banners should be interactive

urging site visitors to click on them and learn more. Information must be concise and the language simple. Failing to capture the attention the first time will postpone the mentality and behavioral change of citizens. Apart from online marketing emphasis is of course on online social networking platforms.

Social media can foster a space for fans and followers to learn, interact and share ideas and initiatives. It is implicit that the government links its activity to social media to raise awareness, as demonstrated by the case of Votizen and Causes that acquired millions of users via Facebook and Twitter. Online page momentum is not instantaneous and requires a lot of maintenance but that should be attainable with one or two staff members. Using Facebook and Twitter campaigns to is suggested to engage digital natives. Athenians should be invited to participate by creating and uploading their own YouTube video on what participation means to them. The best of the entries can be used as the advertising campaign of activecitizen.gr and later on can be used as promotional participation material in other municipalities in Attiki and the rest of Greece.

Independent organizations that look to empower communities using media like Active Voice, should be invited to support the initiative providing online tutorials on digital story telling. Storify.com is another type of digital storytelling and therefore a competition idea for teenagers is to monitor online reporting of local media on participatory actions like tree planting after a catastrophic fire, and make stories out of the news that will be evaluated and awarded on a bi-monthly basis.

Media

TV penetration in Greece is more than 100% meaning that every household has at least one TV set. Unlike the US, most TV channels in Greece are free of charge increasing the chances that the majority of people have access to the same information. Therefore an above-the-line campaign promoting how people can become involved on local TV airtime would have phenomenal results as almost everyone would see it and learn more about it. These kind of advertising should always be tight to call for action urging citizens to go online, text, call or visit their nearest public service office to learn more. This activity would allow the government to measure the effect of the campaign by the number of clicks, texts, calls or visits there were during the campaign.

What is important in this nature of advertising is continuity and consistency to become more influential. And though TV airtime is expensive to buy for private organizations, government advertisements that serve public purposes are free, offering another incentive to create such campaign. Similar logic applies to radio and newspapers. However, communication needs to be more targeted as radio stations and news agencies have very specific audiences thus frequent repetition may be more useful in stations with older audiences that may not see the campaigns that run online.

Print advertisements should be displayed in public places, magazines and newspapers are also part of the plan. The campaign motto should be engaging asking people questions, like “what would you do to make Athens better?” and “what would you do to engage people in your cause?” etc. The print ads will also call for action urging citizens to submit their ideas online, via text or telephone. Actions like this empower participation and at the same time build upon the citizen digital literacy skills. Curiosity

and interest can instill behavioral change and initiatives that call to action have such effect as they educate users to try new technologies.

Digital literacy

Connected with this view, the strategy to increase digital literacy should entail training seminars but should not rely heavily on them. Learning to use technology services is not a matter of theory but of practice. Incentives such as the described online competitions and idea sharing might drive more activity than personal drive. By placing Internet stations such as tablet computers at public service offices for citizens to use under staff or volunteer guidance, will also be an excellent first contact with technology especially for “digital immigrants” of older ages.

On the other hand, training sessions and technology related courses are implicit for younger generations. Like environmental awareness, digital literacy ought to start from the early stages of life. At this stage it is also appropriate to teach children how to actively participate in government and community. Furthermore since the whole purpose of this move is to make society participate as a whole, the *BBC Give an Hour* computer literacy campaign, which encourages one citizen to train another how to use digital platforms, is highly recommended.

Proposed Business Plan

Identifying the problem

Now that the strategy to promote participatory initiatives in the Greek Market is articulated, it is appropriate to take a step further and address what should be the first issue to be tackled. By a quick assessment of the current issues the public sector is faced with, as described in Chapter I, corruption seems to be the most serious problem because it distorts trust and increases the deficit and discourages new investment.

As a matter of fact, the EU loses €120 billion to corruption every year, and anti-corruption legislation has not achieved the desired results to date. The PIIGS (Portugal, Italy, Ireland, Greece and Spain) have serious deficits in public accountability. The link between corruption and ongoing financial crisis is evident according to *Transparency International*.

Greece is 94th among 176 reviewed countries and territories in the 2012 corruption perceptions index. With a score of 36, Greece has the highest corruption level across the EU, which is 19 places after Bulgaria, one of the latest EU entrants. The lack of transparency in both public and private sectors intensifies the economic crisis and discourages new investments.

Greece has a family controlled political and corporate scene. As a result there is a vague line between control and ownership, as well as between the pursuit of the common and individual benefit. The status quo led Greeks to a free rider mentality, where citizens rely on personal connections and corrupt relationships for the pursuit of their interests rather than merit.

In this climate, it is obvious that the rights on the minority stakeholders in the system are undermined creating and reinforcing another vicious circle of distrust and disloyalty towards the government, public officials, corporations and citizens amongst themselves.

The need for social change to minimize corruption is obvious and the European Commission presented an anticorruption plan in December 2012. However, this measure fails to address the longstanding problem of ineffective legislative policies. When institutions are corrupt is it at least utopic to expect that those will successfully implement anti-corrupt measures.

Transparency should be pursued from two lines, the legislative and the participatory, within the framework of the global Open Government move. A legal framework is indispensable however the implementation must be supported by bottom – up citizen participation to effectively “monitor” the efficient operation of the public and corporate sectors.

Suggested Organization Structure

Earlier on, in Chapter II, under Community participation, it was mentioned that it is often the case when the government instead of starting an initiative from scratch partners instead with existing organizations run by citizens. This is an easy way to establish collaboration between citizens and the government as the organization already has a support network that will be easier to become involved. Given the also described earlier in this chapter, lack of citizen trust to government initiatives, it might be best to follow the partnering strategy at first.

Through a partnership with a team of experts managing an anti-corruption strategy, the government will benefit from outsourcing one responsibility to the people staying true to the participation objective, and from the acquisition of specialized technical expertise that is currently rare. Therefore, the proposed anti-corruption business model in the next pages is developed to be run by citizens, but could easily be adjusted to become integrated by the government.

Current international anti-corruption initiatives, such as the Regional Anti-Corruption Initiative (RAI), the Partnering against Corruption Initiative (PACI), the Clean.Gov.Biz – OECD Anti-Corruption Initiative, or the European Commission efforts to address corruption throughout the EU, depend on new legislation and regulation while this method has already been proven ineffective as mentioned previously. In addition, existing models do not allow for citizen participation and have limited technological functions to empower the community

The suggested organization should be modeled after Code for America (Figure 9) with the mission of Extractive Industries Transparency Initiative, which aims to increase transparency in the transactions between oil extracting companies and governments, and the capacity of the online mapping platform Ushahidi that was discussed in Chapter II. The suggested organization name is CodeForGreece.org, and the service value offering will rely on the guidance and support of Code for America, a team of fifteen experts in policy, communication and program development (Figure 10), and on active citizen participation. The benefit of participating is the contribution to change the face of Greek politics from corrupt to sustainable.

Function

CodeForGreece.org will follow the guidelines and objectives of the open government data move, but will also provide policy suggestion to the government on a regular basis. Citizens will be invited to join the anti-corruption effort by reporting corrupt incidents across sectors using their mobile, computer, or phone.

Corrupt action is defined any situation where a local official, employee or other stakeholder requests for any kind of compensation for the performance of a task that would have a different cost otherwise.

Figure 9: Code for Greece vs Code for America

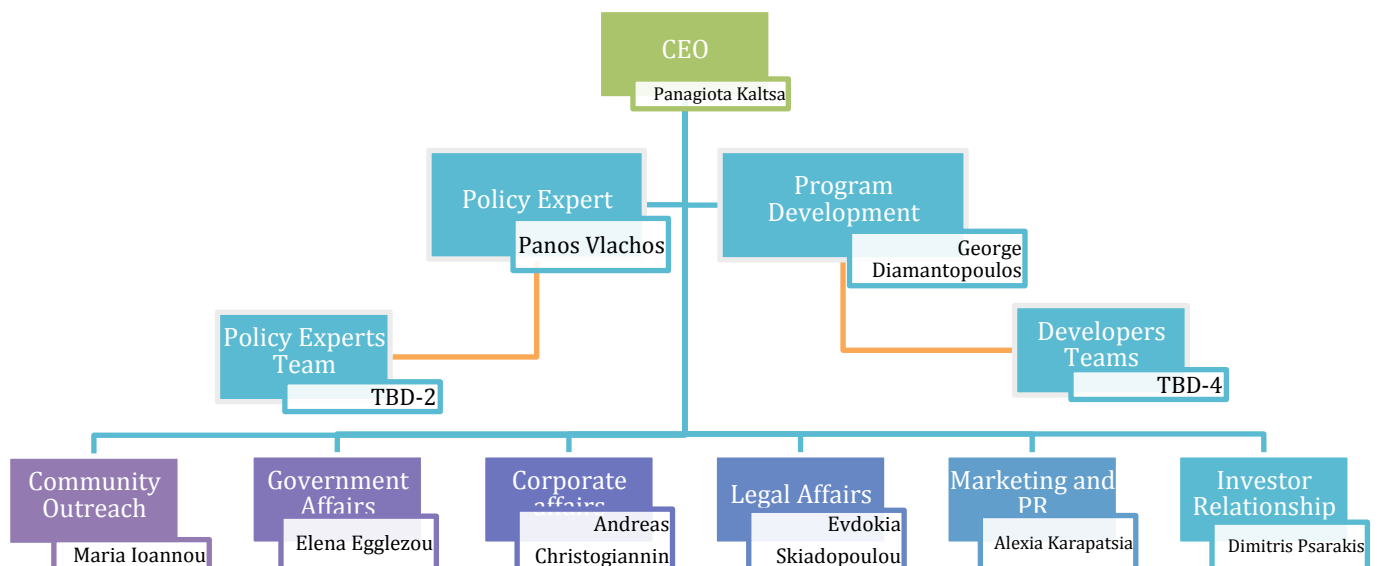
Code for Greece	Code for America
Addresses corruption across multiple sectors	Addresses multiple issues across the community
The anti-corruption reporting move will be driven by a dedicated team that will mobilize the community throughout Greece	Initiatives are driven by a team of fellows that work closely with specific municipal authorities that expressed interest
Social stigma for those who choose not to comply with the anti-corruption move	There is no penalty for the states who chose not participate

The data will be gathered and grouped by area and sector and will be populated on a heated corruption online map. The policy experts will draw conclusions from the data analysis and suggest policies to challenge corruption on a case-by-case scenario. The response to reported incidents would not be immediate as it is necessary to verify the validity of the reports based on crowd sourced transparency data to ensure fair evaluation of reporting.

The software development team, beyond the platform maintenance, will be working to support the partner network to join the open government move via the development of customized platforms for the organizations to publicly share their information on their website. Leading companies will be approached to join the move and set the example for others to follow and join the open move. On the other hand, the policy experts, in addition to their legal work, they will provide support to the partner network to change the language of their public financial reporting to become comprehensive and easy to understand by the wider public.

CodeForGreece.org's mission will be to change the nature of Greek Politics through citizen participation, challenge corruption by sector based on a citizen reporting system, and to make policy recommendation according to citizen reporting. Everyone above the age of 18 will be able participate and benefit from an evolving transparent environment, simply by sending an SMS, MMS, Email, making a phone call or by reporting corrupt incidents directly on the CodeForGreece.org platform.

Figure 10: The Code for Greece Experts Team



For the promotion of this initiative across the Greek Market, partnerships with like-minded organizations are fundamental. The support of the European Commission and Transparency International will be requested on an international level, while local partnerships will be pursued by inviting large corporations and institutions including the government, to join the move. Like in the case of EITI, there will be no penalty for the government or any corporation if they chose not to participate in CodeForGreece.org, but the social stigma will be much greater motivation to join voluntarily.

As mentioned in the Participation Communication Strategy, Athens is the ideal place to launch pilot participatory initiatives, and thus CodeForGreece.org will first launch in the capital. In the second year of operations other cities around Greece will be prompted to join the move according to their population, location and technology statistics. The third year of operation, the massive expansion plan will take place to address the needs of the country holistically (Figure 11).

Figure 11: The CodeforGreece.org Expansion Strategy

2014	Pilot launch in Athens and the broader region of Attiki.
2015	Municipalities will be selected strategically based on population metrics to prompt their citizens to embrace the initiative by utilizing available tools
2016	Rapid expansion strategy across the country

As mentioned in Chapter 4 measuring participation and measuring the effects of participation is challenging but essential thus CodeForGreece.org will be assessed on two levels:

1. **Number of recorded reports vs number of implemented improvements**

- All citizen activity is measurable and tracked on a online mapping tool
- Reports will be assessed with quantitative and qualitative criteria

2. **Number of policy recommendations vs number of regulatory changes passed**

- Recommendations will create a national corruption map that will highlight policy needs
- The policy experts team in collaboration with the European Commission and the Greek Government will work to implement the requisite changes

Last but not least, the organization financials. Although CodeForGreece.org is a non-profit organization based on the voluntary participation of citizens, significant capital is required to address the operation needs of the first three years:

Figure 12: The CodeforGreece.org Financial Forecasting

Item	2014	2015	2016
Office lease & Utilities	\$ 20,000	\$ 20,000	\$ 20,000
Hardware and office equipment	\$15,000	\$ 2,000	\$ 2,000
Platform development & maintenance	\$50,000	\$20,000	\$ 10,000
Marketing Promotion	\$100,000	\$80,000	\$ 50,000
Staffing	\$ 300,000	\$ 300,000	\$ 300,000
Total per year	\$ 485,000	\$ 422,000	\$ 382,000

Conclusion



Moving forward

Within the market for loyalties framework, aiming to strengthen the Greek identity and stop political unrest in the country, the Greek government must include the new entrants to the cartel. It has been analyzed why raising regulation would not work in the era of information revolution and how e-governance and citizen participation will mitigate conflicting voices in the market. The citizen use of social media can have tremendous impact on traditional media frames and thus must be encouraged.

Participation was defined, analyzed and categorized to establish a base of what are the participation facets, how are they encountered in the community, how are they interconnected and expressed offline and online. The classification model is a useful tool for the government to utilize when it comes to designing online participatory platforms. What is most important to keep in mind is that individuals as well as organizations are active in more than one forms of participation in daily life, but all of the participation forms are translated in the cyberspace where it is easier to monitor and measure.

In the process of implementing e-governance, the government must seek to learn from the examples of other governments; political parties, municipalities and politicians, corporations and private organizations that made ICT a priority to provide services, and approach citizens to include them in the process of decision.

Keeping in mind the Internet access disparity in Greece, the development of online participatory schemes is only part of the solution. The foundation of direct governance should be diversified and not heavily dependent upon one technology. The Greek government should innovate and build upon this politics transformation by introducing telephone as a core component of its participatory strategy.

While network neutrality requires regulation, Sandvig (2006) advocates for the identification of *“what public duties the Internet is meant to serve”* and the Greek government must focus on identifying what are those and develop targeted rather than generic platforms.

Furthermore, for a coherent national identity it is vital that e-governance outcome, policy changes and decision results are shared and communicated for the people to understand the impact of their participation. Using media to advertise and promote the utility of participatory tools and schemes is necessary to encourage participation. In addition, the application of behavioral economics and incentives within the framework of e-governance is central to gradually change citizen behavior from passive to participatory.

To increase ICT robustness and create new market activity with private investment, the Government must focus on the implementation of the suggested participation communication strategy and constantly work to increase the number of Internet users and ameliorate digital literacy among citizens. The new skills allow citizens to become active online and share their positive experiences about the country,

which will influence the media and eventually will create new market needs to steer the economy, such as the expansion of wireless broadband networks.

Throughout this research, corruption was the most common problem in the Greek community. CodeForGreece.org is a new approach to addressing corruption via citizen participation and technology rather than regulation. It is cost effective as every citizen is effectively an auditor. Everyone can participate and feel part of a holistic move. The sooner this organizing process starts, the sooner Greece will become transparent, and regain trust to its political officials and attract new investments

Needless to say that further research on all the mentioned development areas from how to link different technologies, to increase digital literacy to ICT, is prerequisite for a successful digital strategy to implement e-governance. Deploying participatory programs is the way to move forward for both national and corporate governance. Direct democracy and good governance will empower national identity and stability in the market for loyalties, changing the dynamics from regulation to inclusion.

Epilogue

“Everything that can be counted does not necessarily count; everything that counts cannot necessarily be counted” Einstein wisely stated. Participation whether measurable or not, definitely has an impact. The focus of governments should be on understanding the momentum rather than trying to control the citizen power.

Governments should emphasize in educating people to properly use governance e-services and consider marketing campaigns to raise awareness of the offered services.

In an contradicting balance between the developed and developing world where the first try to strive away from institutions and the latter to become institutionalized, the answer is to create a new kind of governance where people and institutions will be equal contributors in decision making for the common benefit and digital participation is the way forward. All institutions and people have to do is learn how to use it and make the most out of it.

As a social entrepreneur I see this crisis as an opportunity to re-invent the Greek system and establish a participatory governance model that will be driven by the people with the support of new and existing technology, in collaboration with the government toward a sustainable inclusive future. Undeniably the obstacles and drawbacks are many, but the change of institutionalism must start today. After all, *it is always too early before it is too late.*

Appendix 1

National and International Media Coverage analysis on Greece in 2011

1. National media and the Greek Crisis

Looking at the Greek media coverage over 2011 from an unbiased perspective, if it was to decode the frames used for news reporting, it could be argued that the media undermined the promotion of peace in Greece. On a daily basis the media broadcasted the unfortunate situation presenting the Greek people as the victim who had no chance to escape the doomed future. As Hallin & Papathanassopoulos (2002) describe *“Very often Greek news media are blamed by professional groups for creating a bleak image for the country and a negative mood which deepens the recession. Television and radio newscasts through commentary and choice of music have used fear appeals and highly pessimistic modes of reporting.”*

Headlines opposing the government and the austerity measures implementation or against the groups that appeared to benefit from certain government regulations to the expense of the others, combined with the outrageous reporting of rioting atrocities seemed to be the norm rather than the exception. As described in the previous section, the media power could positively impact the unity spirit amongst the Greek society if only the principles of peace journalism, or at least some, were implemented to broadcast the news on the economic crisis.

For the purpose of this paper and aiming to assist the reader to form a general idea of the climate created by the Greek media over the past year, the chart below indicates a random selection of titles from various newspapers translated as published

per month on the same date – the 16th. In this way the shift of events can be identified over the course of exactly one month from the previous date:

Date	Headline	Newspaper
1.16.2011	EU decides, Greece hopes Η Ε.Ε. αποφασίζει, η Ελλάδα προσδοκά	Kathimerini
2.16.2011	In recession without an exit plan Σε ύφεση χωρίς σχέδιο εξόδου	Kathimerini
3.16.2011	“Kingdome” of corruption in hospitals, inland services and urban planning offices “Βασιλεύει” η διαφθορά σε νοσοκομία. εφορίες, πολεοδομίες	Eleutheros Typos
4.16.2011	Greek bonds and stocks turned into garbage Έγιναν Σκουπίδια τα ελληνικά ομόλογα και οι Μετοχές	Auriani
5.16.2011	Sex, loans and collateral- rough terms for the next loan tranche and uncertainty after the “Strauss Kahn scandal” Σέξ, δάνεια και υποθήκες – Σκληροί όροι για την επόμενη δόση και αβεβαιότητα μετά το νέο σκάνδαλο Στρός-Κάν	Ta Nea
6.16.2011	Papandreou – Samaras: Poker over the Poll Παπαδρέου-Σαμαράς: Πόκερ πάνω από την κάλπη	Ta Nea
7.16.2011	“Black” August for the public servants “Μαύρος” Αύγουστος για τους δημοσίους υπαλλήλους	Eleutheros Typos
8.16.2011	Working men of 135 days Εργαζόμενοι 135 ημερών	Eleutherotypia
9.16.2011	Arrested in his summer house – Makis Psomiadis Συνελήφθει στην κατοικία – Μάκης Ψωμιάδης	Kathimerini

10.16.2011	Explosion in society, civil war in PASOK	Kyriakatiki
	Έκρηξη στην κοινωνία, εμφύλιος στο ΠΑΣΟΚ	Eleutherotypia
11.16.2011	PASOK upside-down to resolve succession	Adesmeutos typos
	Άνω-κάτω το ΠΑΣΟΚ με την διαδοχή	
12.16.2011	The “mnemonium” failed and ruined the country	Auriani
	Το μνημόνιο απέτυχε και κατέστρεψε τη χώρα	

On the examples demonstrated above, the use of metaphoric entailments to create sentiments of fear, uncertainty and frustration is evident. The government image is portrayed as weak, incapable to make a decision, corrupted, hurting the interest of the people, unable to attribute justice. The EU seems to be defining the decisions made for Greece overpassing the country's sovereignty. Along the other headlines found over this research another national issue that appears more and more often in the news is that of unemployment and the inability of Greek households to pay their bills and cover their basic needs.

The element of randomness in the political decision making process is also evident; given that there is no proof of specific planning, direction or future after the crisis. Further more, on the grounds of priming theory, it may be argued that the continuous emission of protestors' images, riots and conflicts with police forces in the center of Athens by the Greek media may have provoked more demonstrations. The repetitiveness of the same topic agenda in similar frames and language slowly not only built upon the creation of interest groups but also contributed in the loss of trust towards the Greek government and Greece as a whole even by its own people.

What if the frames were different?

After the September 11th collapse of the World Trade Center, patriotism in the US increased severely, not only because of the tragedy of the many innocent lives that were lost but also because the media promoted a sense of unity that lasted for a long period. Instead of war images from Afghanistan the US media channels focused on the demonstrations of love and empathy towards the victims and their families. No one was ever as proud to be an American. The US media after 9/11 created a political wave that focused the public attention on the incident and the importance of the people being united before the terror threat. This wave justified the war necessity and did not question it for a long time.

Further exploiting the potential of creating political waves and how those could be used for the promotion of pacific messages would be a valuable asset. In the same context, the Greek media could develop frames that promote the unity of Greeks before crisis and seek to develop a sense of responsibility in every citizen to contribute with understanding and maturity towards what must be done to overcome the economic crisis instead of blaming everyone and reacting with no apparent objectives.

Greek media could collaborate towards the creation of a political wave that would leverage the relationships between people and urge them to confront the crisis as a nation and not as individuals without a general identity. Although this suggestion might come across as unrealistic or unfair, it is better to try to impact reality promoting peaceful means rather than repetitive violent acts that have no positive outcome. Though, any hypothetical attempt by only one or two media agencies would not make

any difference, since the power or the rest combined would make the small peace effort vanish quickly.

At this point it must be noted that there is a currently forming theory which wants protests to be the new way of people communicating their positions to the world. As a matter of fact, it is worth mentioning the recent issue of TIME magazine which selected “the Protester” as person of the year, with the sub line “from the Arab Spring to Athens, from Occupy Wall Street to Moscow”.²⁸ The question arising is whether this is really a new era in politics or a trend that was created through media and more specifically through social media.

2. International Media and the Greek Crisis

On a similar pattern to those of the Greek media, the international media at first approached the Greek crisis with sympathy, which gradually turned into wide coverage using highly emotional or critical wording to define the political and economic deadlock Greece had gotten into. Due the vast majority of news releases all over the world, in order to approach this issue for the present assignment, I focused on the newspaper publications of the Financial Times issued since September 2011.

Going over the headlines and researching for articles related to Greece a “normal distribution” curve of news over the course of 3 months, was acknowledged. What is meant to be said it that in news coverage about Greece started with very few references on page 8 or 9 which with geometric sequence increased from the beginning of October reaching a high peak in the beginning of November and since then the

²⁸ Time issue of December 26, 2011 | Vol. 178 No. 25

coverage on started to fade away to the extent that in mid-December is almost nonexistent.

Researching further into the published articles and news stories over the predefined period of September – December, more relevant frames were identified in the FT pages. The primary frame was that of Greece failing and affecting the performance of international markets. Other dominant ones were those of the Greek default and its relevance to the Euro default, the return to drachmas or the Greek expelling from the EU. Of course the Greek governance was commended as strategy less, incapable, or weak. On another level it was noticeable that the default of Greece was interrelated not only with the euro currency default but also with the “end of the EU”.

Date	Financial Times Headlines
9.28.2011	Cracks in Greek bail-out
10.2.2011	Strikers hit Greek rescue Effort
10.03.2011	Greece’s cabinet agrees to large cuts
10.4.2011	Dexia holds emergency talks
10.15.2011	Investor threat to Greek bail-out
10.22.2011	New alarm over Greek Economy
11.04.2011	Greek PM drops referendum
11.07.2011	Greece coalition

Every publication about Greece was inevitably connected with the EU political leaders, the international rescue effort and which questioned the responsibility of the

EU to save Greece or to let it fail. Like in the case of Greek media coverage on the crisis, the international media coverage had a similar impact. The news as illustrated, created interest groups within the EU and across the world that either supported or objected the prospect of Greece staying within the EU. This approach caused a lot of tension not only on a high international political level but also on a social level as it raised the perception of “other countries” carrying the burden of the Greek inability to manage their own financial matters.

After the selection of the interim government in Greece, the international coverage has soothed down, because any news on Greece are no longer the “hot selling” issue. On the contrary, other EU countries appear to become “popular” in the international news coverage. New frames arise focusing more on Italy and Spain and their potential default and impact on the EU as well as the Global economy. Equally, there are references to Ireland and Portugal but those are not so consistent and as frequent as the ones for the “Mediterranean states”.

Date	Financial Times Headlines
10.10.2011	Time is short for Eurozone
10.17.2011	G20 calls for speedy EU package
10.19.2011	Spanish debt costs soar ahead of election
10.24.2011	Pressure on Italy in Eurozone struggle
10.28.2011	China set to aid Euro bail-out
11.2.2011	Race to save Eurozone deal
11.10.2011	Confidence fears test Italy

Looking through these frames it is questionable whether the international media coverage on Greece was really about the country itself or if it was a pattern that signifies a radical change or even the end of the EU. Is Greece really the prodigal son of the EU or just a scapegoat that was used to take down an international institution? That is a question that could be answered only through deep research, which is not within the objectives of this assignment, but it is definitely worthy of examining in the future.

Appendix 2

Lincoln Event Planning Toolkit

Stand Tall: Live Like Lincoln
Lincoln Community Screenings
February 12, 2013

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INTRODUCTION

Abraham Lincoln, the 16th president of the United States, has become an American icon of courage, leadership, diplomacy and moral fortitude. On February 12, 2013, eight American towns named after Lincoln will take part in a national event celebrating his legacy. Featuring exclusive screenings of Steven Spielberg’s *Lincoln*, each town will use Lincoln’s story as a jumping off point to examine the meaning of “standing tall,” explore our complex histories and reflect on the importance of leadership and civic engagement. Pinpointing a complicated and pivotal moment in our nation’s history, *Lincoln* also opens opportunities to discuss and reflect on the meaning of freedom and equality, how far we’ve come as a nation, and the challenges we still need to overcome. This toolkit is designed to help communities use the film as a springboard to explore local histories, celebrate local leaders and discuss how we can all stand tall in our own way.

USING FILM TO SPARK DIALOGUE

Film can be a very useful tool to bring people together, inspire problem solving, spark new partnerships and generate collective action. Films—especially those that feature complex and fascinating characters—can reach people on an immediate and emotional level, opening them up to new ideas and possibilities. Character-driven films such as *Lincoln* provide a common text from which to start a conversation, and can put a human face on social, cultural and civic issues. Film can also be used to:

- Heighten the visibility of your organization
- Raise awareness of an issue
- Attract new allies/members/supporters of your organization
- Spark networking, especially with other groups in the community or nearby towns
- Provide a platform for community members to share their thoughts, ideas, concerns, etc.

How can you use *Lincoln* to spark dialogue in your community? Read on to find out!

PLANNING A SUCCESSFUL “STAND TALL” EVENT

The key to a successful event (it’s really no big secret) is being prepared! This step-by-step guide will help you think through all of the planning and preparation needed to put on a great event.

1. Define the goals of your screening

In addition to watching a popular and entertaining film, your “Stand Tall” event will allow your community to reflect together on Lincoln’s legacy and the tough decisions he made in the film. We hope an event like this can inspire renewed and improved civic participation and leadership in your town, whether that’s a discussion about how to be more involved in local government, or organizing a day of service. As the event organizer, if you work for a civic institution, what are the longer-term goals of your work, and how can this screening event align with helping you achieve those goals? Perhaps this is a way to put your town on the map for surrounding cities, or a chance to give an update on important community developments. Identify how you’d like your community to change for the better, and together we can think about how this film screening can support that change.

2. Locate and confirm a venue

There are various things to consider when picking the right venue for your community screening.

- **Size and Capacity:** If your town does not have a local movie theater, you’ll first have to identify a space large enough to accommodate the desired number of audience members (200-250 people, but in some cases, fewer).
- **Accessibility:** Next, you’ll want to consider if the venue is in a location that the general audience can easily access. Is it an inclusive community-oriented space? Is it centrally-located in town, convenient, is there parking available?
- **Layout:** Does the space have a reception area or is it big enough to have a space for mingling? This is not essential, but can be helpful in facilitating interaction and conversation.
- **A/V Equipment:** Does the space have suitable screening and audio equipment available? This includes a screen (or white wall), projector, laptop or dvd player, speakers, and all of the right cords that connect them. If not, additional planning and arrangements will be necessary (the equipment you need can be included in your stipend budgets).
- **Other considerations:** Access for people with disabilities, heating, comfortable chairs, etc.

3. Determine the format and schedule of the event

Your screening event should contain these basic elements, but of course it is up to you to set the exact schedule and format according to what works best with your venue and community.

Activity	Timeframe	Purpose/Details
Pre-screening Reception (optional)	1 hour	Builds excitement for the screening event. (Tips and ideas for the pre-screening reception on Page 4: “Think fun and dream big!”)
Film Introduction	5 minutes	Gives context to the event. Details and talking points for the introduction are on Page 9.
<i>Lincoln</i> Film Screening	2.5 hours	Given the winter date of the screening, and the length of the film, we encourage to start the screening no later than 6pm.
Post-screening Discussion	30 minutes	Featuring your designated panelists and speakers, you want to have a great facilitated conversation but also be respectful of people’s attention spans and backsides!
Post-screening Reception (optional)	1 hour	People may want to gather for dinner or at a nearby bar, or linger in the space to discuss further thoughts and ideas about the film.

4. Frame the event and post-discussion

What kind of conversation do you want to facilitate that relates to Lincoln’s legacy, civic engagement and leadership in your town? Think about the problems, issues and concerns in your town, or conversely, the positive developments you see. Could this event be a productive and safe platform to discuss something relevant to your community? There are many different directions that your community conversation can go—below are just a few examples:

- a. Discuss Lincoln’s legacy in your town and connect it to modern day
- b. Explore local divides or conflicts, and discuss opportunities for bridge-building
- c. Celebrate different types of leaders in your community (faith leaders, teachers, young people, service workers, government officials, etc.)
- d. Highlight a program or group that is doing great work in the community that others may not know about
- e. Discuss how your town has changed over time, and how leadership roles have shifted accordingly

5. Identify an emcee

Successful events often have a charismatic emcee to move the program along. Invite a significant leader or local personality to introduce the film (such as the mayor, or a local radio host or announcer, high school principal, etc.)—or of course, the lead organizer

can do it! If you have an emcee, either make sure they can give context on the broader campaign, or designate a different person to talk about this during the introduction. The emcee could also be the moderator of the post-screening discussion, but doesn't have to be.

6. Recruit partners and speakers

Lincoln raises themes that are relevant to many community institutions and organizations. In an effort to spread the word and engage people across your town, reach out to different groups who can link up to the event as partners. The more partners you have on board, the broader the support and sense of community you'll be able to cultivate. And, the more likely the event will be publicized to different parts of the community, and provide a good mix of attendees to the event. Leaders of your partner groups/organizations can also serve as panelists for the post-screening discussion. The goals of your event and the type of conversation you want to have can also help you determine who to reach out for partnerships. Panelists should be leaders in the community, and represent a varied selection. They could include representatives from:

- School administration
- City government
- Libraries
- Historical Society
- Churches
- League of Women Voters
- Kiwanis Clubs
- Rotary Clubs
- VFW
- Nearby national or state parks

7. Think fun and dream big!

During the pre-screening reception, think of ways you can make the event more fun and entertaining—give out or sell popcorn and concessions, have local performers play period-era music, invite Lincoln fans to share their collections of Civil War paraphernalia. Have a raffle or a giveaway item such as a coupon to a local state monument, or an item people can wear like a pin, stove pipe hat, peel-on beard, etc. Get enthusiastic volunteers to dress up in period dress, or give a prize to the person who can most accurately recite the Gettysburg Address. Consider festive patriotic or period-appropriate decorations or a station where students can write letters to Lincoln (or the mayor) in pen-and-ink. Local partners can also set up tables promoting their work, with their own fun additions.

8. Track RSVPs

We strongly recommend gathering RSVPs to this event, especially if your venue has limited seating. Here are tips that should help you through this process:

- In your flyers and ads promoting the screening, request that people call or email ahead of time, to reserve a seat. The responses will help you gauge interest in the event.
- It is important to set a deadline for RSVPs a few days before the actual event (for the Feb 12th event, we recommend Sunday, February 10th). If you get fewer responses than expected, you will still have enough time to reach out to more people, and if there are more than expected, you can notify people in advance that they may not be guaranteed a seat.
- If your community is active on the internet, consider creating a Facebook event (see the Social Media section on Page 7 for more details), or an Eventbrite (eventbrite.com) event.
- If you don't have the capacity to collect RSVPs, you can advertise that the event has limited seating that will fill on a first-come first-served basis.
- On the night of the screening, have an alphabetically-ordered guest list handy to keep track of who comes, and how many unexpected people show up. This will give you an idea of how responsive your community is to RSVPing ahead of time. Don't put all your faith in the RSVP list, there will always be no-shows (could be up to 30% drop-off), but people who did not RSVP will also show up. Tracking ahead of time just gives you an indicator of what to expect.

LOCAL PROMOTION AND PUBLICITY

Since you're putting so much effort into planning this great event, you also want to make sure people attend! One of the best things you have working in your favor is that admission is FREE. Also, *Lincoln* is a new and popular movie that has been nominated for 12 Academy Awards®. A main selling point should be that it's a great community event and collaboration, and a special opportunity to be screening the film. However, the screening is on a weeknight (*Lincoln's* 204th birthday!), and people may be deterred by cold weather. It's your job to make sure people understand the event is not to be missed!

There are different ways to promote an event, each with a different function. Read through the categories outlined below, and pick a few tactics based on what you think will be most successful in your community. Feel free to ask Nicole from Active Voice for any additional explanation or tips (nicole@activevoice.net).

Flyer & Poster Distribution

- Use our flyer template and add in your specific event details. Distribute it to partner organizations, and hand out at events and/or meetings that occur prior to

your *Lincoln* screening (church services, city council meetings, club meetings, PTA meetings, etc.).

- Go to local stores or businesses near the venue to post your flyer. Find public areas with high foot traffic—such as grocery stores, community centers, schools, churches, parks, libraries or nearby universities—that would get a lot of eyes on the flyers.
- Consider sending out the flyers in a mailing to people’s home addresses, or find some volunteers to do a door-to-door flyer drop-off.

Calendar Listings

- Add your event to local community calendars and websites. Newspapers, weekly and monthly magazines, chambers of commerce and tourism organizations, and even area TV or radio stations often have community calendars that are free advertising for events like this. Email or call to let them know about your event.

Web

- Announce the event on your organization/group’s website. Leading up to the event, it should be on your homepage! If appropriate, we encourage you to create a section on your website with event information, a link to the *Lincoln* movie trailer, and links to Active Voice and Participant Media. Active Voice will provide you with the language and photos to post.

Email Blasts

Email all of your contacts about this upcoming event. There are up to three email blasts you could send out, listed below. For each, encourage people to forward the emails to the contacts in their networks.

- 1) The first email blast announces the event and provides details on the date, location, etc. (sent out as soon as possible)
- 2) The second email is a reminder and provides any new specific details or special features/speakers/activities, etc. (sent a few days before the event)
- 3) After the event, you can share key takeaways from the discussion as well as specific call to action prompts. The last email should share information about what this activity meant for the community and how you can continue contributing.

Active Voice will provide you with template language for these emails, stay tuned!

Partner Promotion

- Make sure that your partner organizations and groups are kept in the loop with your promotion materials and flyers, so that they can promote the event widely as well. Ask the director of the groups to send out an email blast, using the provided templates. Make sure you give them a good amount of lead time to promote the event. Pass on any tips from this toolkit as well!

Phone calls and face to face conversation

Telephone promotion calls can be useful, especially in communities with older residents. This could be a good use of any volunteers who want to help with promoting the event.

Press

Participant Media will publicly announce the “Stand Tall” campaign on February 4th, 2013 subject to filmmakers’ approval. Prior to this date, Active Voice will provide you with a template press release that you can customize for your event, and forward to all local and state newspapers. Please do not release any press releases prior to January 29th, 2013. For specific press inquiries and situations, please contact Nicole from Active Voice at nicole@activevoice.net.

Social Media

If your town is well-connected on social networks like Facebook and Twitter, they can be very powerful promotion tools. Facebook Events are great for getting information out to your online community, especially younger audiences. If your organization does not have a Facebook page, this could be a reason to start one. Active Voice can give you a step by step tutorial on creating a Facebook page and/or Twitter account if you’d like help getting started. For those who are active in social media, here are some tips!

- Get Connected on Facebook & Twitter: “Like” *Lincoln*, Active Voice and TakePart.com (the digital division of Participant Media) on Facebook and “Follow” them on Twitter.
 - *Lincoln* the film: Tweet @LincolnMovie; facebook.com/LincolnMovie
 - Active Voice: Tweet @active_voice; facebook.com/activevoices
 - TakePart.com: Tweet @TakePart; facebook.com/takepart
- Connect with the other Lincoln towns that are active on social media. Support and stay up to date on the actions of your fellow Lincoln towns.
- Create a Facebook event, and post about the event on your Facebook page. After you create the event page, preferably under your official Facebook community page (if you have one), you should aim to use this tool as a platform where you can share relevant information beyond the film, start discussions, and continue to raise awareness of the issues you’ll discuss in the post-screening discussion.

Sample Facebook Posts

- “LINCOLN is coming to Lincoln! See the film for FREE on Feb 12 at [location], followed by a discussion about what it means to stand tall.”
- “A movie night with President Lincoln! Come to [location] on Feb 12 to see the new film for FREE and meet other local leaders in the community.”

Be sure to mention if refreshments will be provided, especially if it’s free. At the end of each post, share an image from the film, a link to your Facebook event, or a link to the host organization’s website.

Twitter Recommendations

- Tweet once a day in the two weeks leading up to the event (if possible). Tweets must be short, concise and simple. Use the event hashtag: **#StandTall**
- Tag @LincolnMovie or #LincolnMovie as much as possible, for wider visibility.
- As a promotional tactic, identify local tweeters who may have a wide reach (radio personalities, civic leaders, etc.) and tag them in your posts, to encourage them to retweet.
- Sample posts:
- #StandTall with us on Tues 2/12 @ [location and time] to see the new @LincolnMovie for FREE. [a few words about food and activities] @TakePart @active_voice (insert Facebook event link)
- See the new #LincolnMovie on Tues 2/12 and #StandTall with your community! @TakePart @active_voice
- Special screening of @LincolnMovie on 2/12—join us for [food, activities, etc] and a discussion on how to #StandTall @TakePart @active_voice

As with a Facebook page, if you do not have a Twitter account this is an excellent opportunity to create one. Even if you do not plan to use it afterwards, you may be surprised and change your mind after the event. Ask Active Voice for assistance should you have any questions!

Grassroots Marketing Checklist

Having trouble keeping it all straight? Here's a to-do list to make sure you're right on track:

- ✓ Customize and distribute a flyer with the flyer template provided to you from Active Voice
- ✓ Contact other organizations in your community or nearby towns to co-host and promote the screening
- ✓ Send out an e-mail blast using the template provided by Active Voice
- ✓ Post about your *Lincoln* screening event on your organizations' website
- ✓ "Like" and "Follow" *Lincoln*, Active Voice and TakePart.com on Facebook and Twitter
- ✓ Create a Facebook event (*optional)
- ✓ Post a link to the *Lincoln* movie trailer on your Facebook, Twitter page and/or website
- ✓ Customize and distribute a press release after January 29th
- ✓ Track RSVPs

Active Voice will provide the following resources to aid you with promotion:

- Flyer template
- Press release template
- Email blast template language

- Poster image
- *Lincoln* title art header
- Active Voice and Participant Media logos
- Images from the film

All of these resources, along with a link to this toolkit, will also be stored together on an online site for easy access.

TECHNICAL LOGISTICS

You will receive a copy of the *Lincoln* DVD (or Blu-ray, if applicable) just a few days before the screening date. A tech-check run-through is highly recommended! Schedule a test all of your equipment (including screen, speakers, projector, laptop/dvd player, etc.) at the venue where the film will be screened, and make sure there are no sound or picture quality issues. Active Voice will send you additional information on technology specifications and tips, but making sure the DVD set-up works perfectly is a key step that should not be overlooked or left until the day-of the event. After the screening event, DVDs must be returned to the Active Voice team. Needless to say, no copies may be made!

FOR NIGHT OF SCREENING

Before the event starts, huddle with your local partners and panelists to get everyone on the same page regarding your introductions and post-screening discussion.

- ✓ Set up any tables or display materials
- ✓ Assign one or two people to greet people as they arrive, and distribute programs, materials, etc.
- ✓ Assign a time keeper to keep you on track for the pre- and post-screening presentations
- ✓ Check-in with your photographer to make sure he/she understands the goings-on of the event (Active Voice will send a spec sheet and further details for the photographer prior to the event)
- ✓ Designate a “social media captain” to tweet during your event!

Guest Arrival

Place a sign-in table at your entrance to keep track of how many people attended your event. Use your RSVP list, and capture the names and emails of new people. (Maybe have two volunteers run this, or high school students, etc.) If you have a free giveaway, this can be a distribution point. Or perhaps with check-in, they get a ticket for their complimentary snack.

Talking Points: Introductory Remarks

Keep it to five minutes or less. These formalities should be celebratory and not too lengthy. Guests should be welcomed and integrated as core components of the event:

their presence is important to communicate the message of the event beyond the walls of the screening!

- Introduce your organization and why you think the event is important to your community.
- Mention that your town is one of eight towns selected to participate in the “Stand Tall” campaign.
- Encourage people to stick around for the discussion afterwards.
- Thank any significant partners, supporters, etc.

Talking Points: Post-Screening Discussion

- Appointing a discussion moderator is recommended to ensure that all points are addressed in the time you have scheduled for discussion.
- Invite speakers to express their thoughts based on the predefined key points.
- You (or the moderator, in some cases) can set the stage with relevant statistics or anecdotes about what’s happening in your community as a way to localize the story even more.
- If you’re doing a simple discussion, ask your speakers to introduce themselves, their organization, and how their work is similar to what was just seen in the film. And then open it up to questions from the audience.
- If you’re doing a formal panel discussion, talk with Nicole about ideas on how to frame the discussion.
- **Active Voice will send you additional discussion prompts and panel tips that you can share with your moderator prior to the event.**

Other Resources & Night-of-Screening Documents

Active Voice will provide the following resources to aid you with night-of-screening logistics:

- Sign-up sheet template: don’t miss a great opportunity for your organization to collect names and e-mail addresses to continue the conversation and to grow your base.
- Photo release “Notice to All Attendees” sign template: to be displayed prominently at all entrances to the screening location space.
- *Lincoln* materials: Active Voice will send you additional materials specific to the film that we’ll ask you to display and/or distribute to audiences. Provide materials about your own organizations and programs as well!

SUSTAINING THE MOMENTUM

The conversation doesn’t need to end when your event is over! Especially since you won’t have a lot of time for audience interaction, we hope that the event can be a pathway for additional activities and conversations that can keep Lincoln’s legacy alive and encourage dialogue, community action and civic engagement. Think about what

you'd like to see happen before Lincoln's next birthday, and use that as a goal for next year.

Suggested Follow-Up Activities

- Write about your experience as part of this campaign for the TakePart blog (ask Active Voice for details)
- Start a film series that celebrates Lincoln's legacy and invite community discussion (ask Active Voice for suggestions)
- Encourage local faith communities to host a series of talks about the meaning of "standing tall"
- Motivate local clubs to tie Lincoln themes into their regular meetings
- Work with schools to get young people involved in community service projects
- Start an oral history project that records the history of your town
- Consider the creation of a blog where people can post about how they applied the movie takeaways to their local community. Alternatively, instead of a blog, communities can use a social media platform to collect feedback and stimulate discussions.

Keeping Social Media Buzz Alive

Event pictures should be posted on your website or Facebook page to show off what a successful event you put on! Use social media to thank the participants, sponsors and speakers for contributing. With Twitter, don't forget to use the hashtag #StandTall

Lincoln Town Partnerships

Active Voice is hoping that the eight Lincoln towns will continue to stay in touch beyond the *Lincoln* film screenings. Beyond having had the shared experience of hosting screenings as part of this national event, you also have Lincoln's legacy in common. Many of your towns were founded around the same time. Stay connected with each other to share tips on future events, get feedback on upcoming activities, or even consider forming some sort of national alliance or collaborative project to raise your towns' profile on a national level. Perhaps you can re-convene next year, or will consider visiting each other's towns and attending each others' Lincoln-themed events. Partnerships and collaborations between the eight Lincoln towns would be an amazing long-term outcome.

GOOD LUCK, WE'RE HERE FOR YOU!

Active Voice is here to listen to your ideas, support your plans, and offer advice and guidance to you as needed. Do not hesitate to contact us! We are always happy to hear from our partners across the nation.

ABOUT THE “STAND TALL” TEAM

About Participant Media

Participant Media (participantmedia.com) is an entertainment company that focuses on documentary and non-documentary feature films, television, publishing and digital content about the real issues that shape our lives. For each of its projects, Participant creates social action and advocacy programs to transform the impact of the media experience into individual and community action. Participant’s online division and Social Action Network is TakePart (takepart.com). Participant was founded by Jeff Skoll in 2004 and Jim Berk serves as CEO. Participant’s films include *The Kite Runner*; *Charlie Wilson’s War*; *An Inconvenient Truth*; *Good Night, and Good Luck*; *The Visitor*; *Food, Inc.*; *The Cove*; *The Crazies*; *Countdown to Zero*; *Waiting for “Superman”*; *Fair Game*; *PAGE ONE: Inside The New York Times*; *The Help*; *Contagion*; *Last Call at the Oasis*; *The Best Exotic Marigold Hotel*; *Lincoln* and *Promised Land*.

About Active Voice

Active Voice (activevoice.net) tackles social issues through the creative use of film. We believe that real progress requires real connection, and that film has a unique power to bring people together in meaningful ways. Every day Active Voice helps filmmakers, funders and communities start the conversations and relationships that lead to lasting, measurable change. Since our inception in 2001, Active Voice has influenced local, regional and national dialogue on issues including immigration, criminal justice, healthcare and education.

About the Film

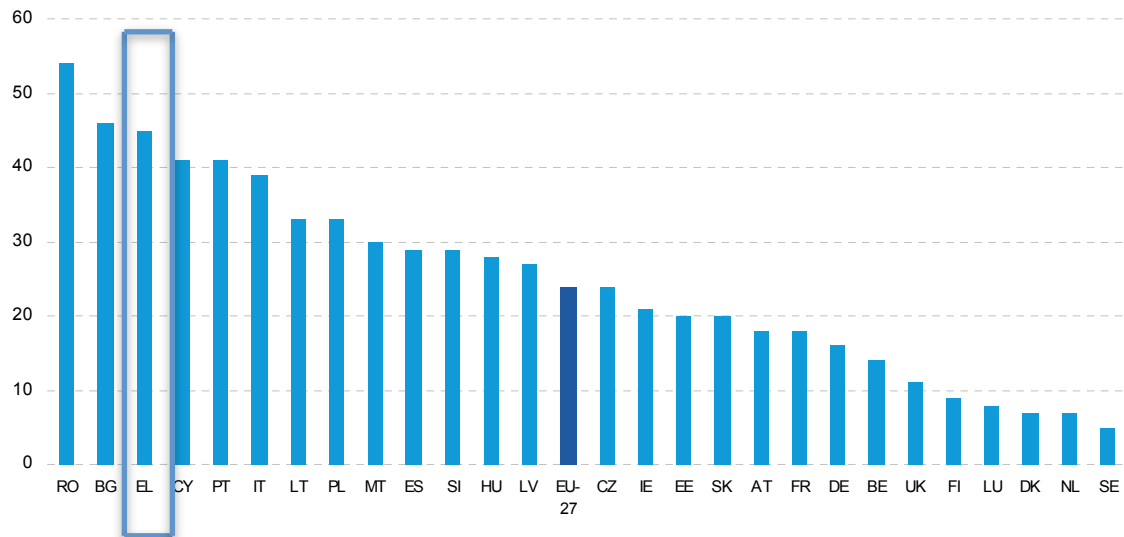
Steven Spielberg directs two-time Academy Award® winner Daniel Day-Lewis in *Lincoln*, a revealing drama that focuses on the 16th President’s tumultuous final months in office. In a nation divided by war and the strong winds of change, Lincoln pursues a course of action designed to end the war, unite the country and abolish slavery. With the moral courage and fierce determination to succeed, his choices during this critical moment will change the fate of generations to come.

Starring Daniel Day-Lewis, Sally Field, David Strathairn, Joseph Gordon-Levitt, James Spader, Hal Holbrook and Tommy Lee Jones, *Lincoln* is produced by Steven Spielberg and Kathleen Kennedy, with a screenplay by Tony Kushner, and is based in part on the book *Team of Rivals: The Political Genius of Abraham Lincoln* by Doris Kearns Goodwin. The film is a DreamWorks/Twentieth Century Fox production in association with Participant Media.

Appendix 3

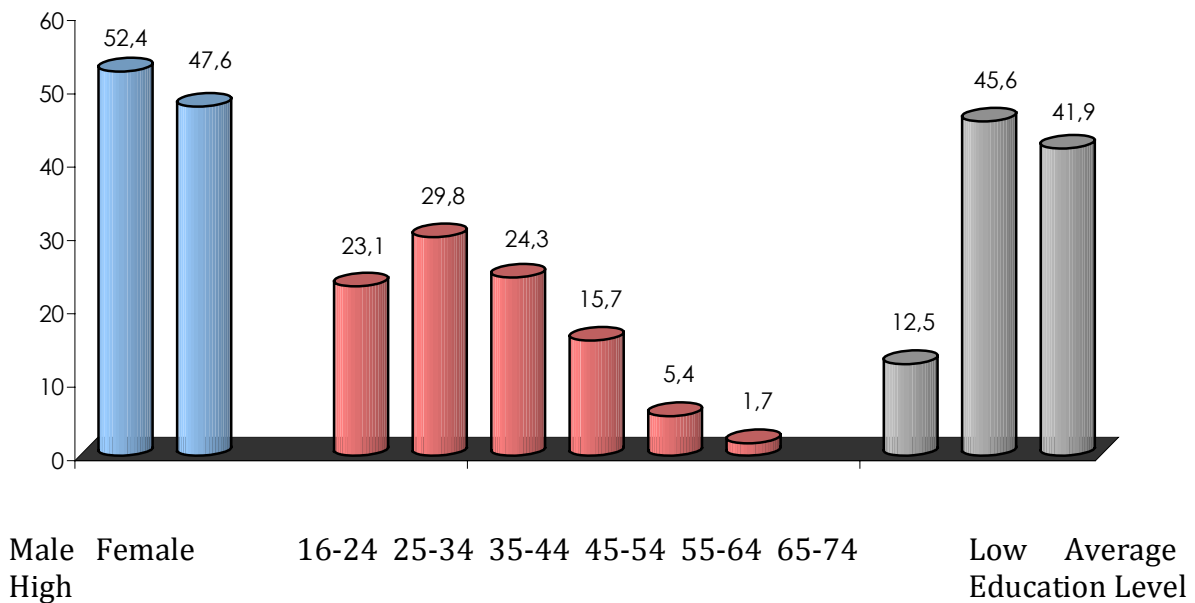
Hellenic Statistic Graphs from Chapter 4

Figure 1: % of individual who have never used the Internet in the EU in 2011



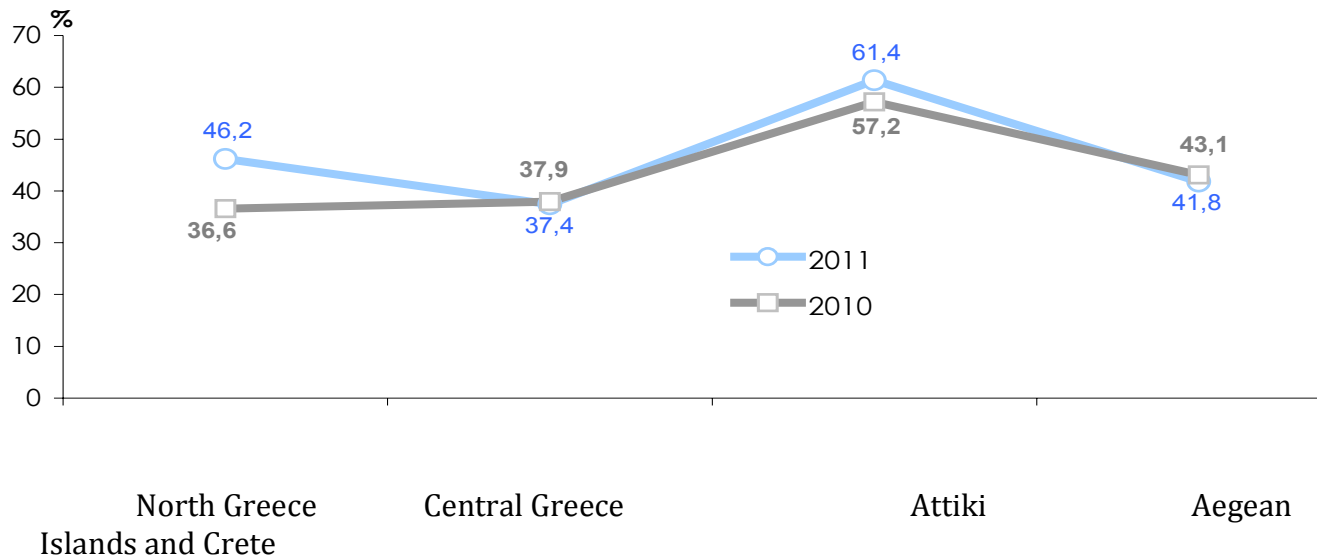
Source: Eurostat

Figure 2 – % of Internet use per gender, age and education in 2011



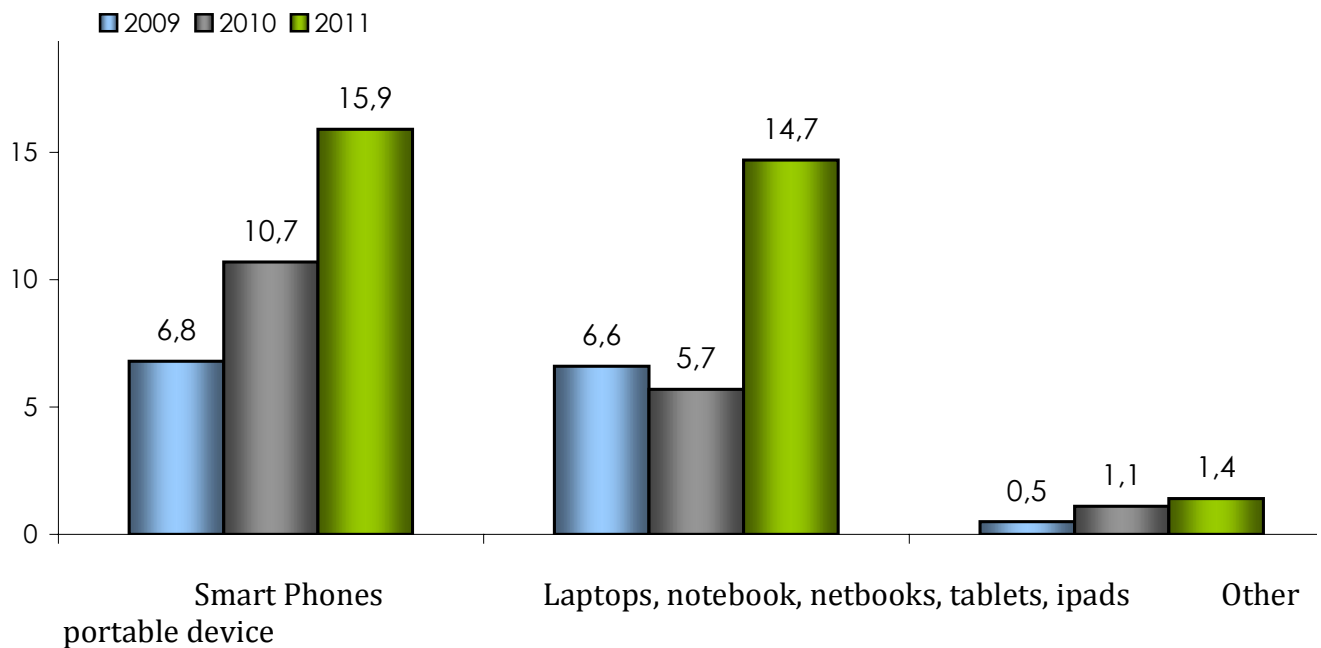
Source: ELSTAT

Figure 3 –Internet Access in 4 main areas of Greece in 2010 and 2011



Source: ELSTAT

Figure 4- % of Internet access from mobile devices from 2009- 2011



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