



Web-COSI “Web COmmunities for Statistics for Social Innovation”

www.webcosi.eu

SEVENTH FRAMEWORK PROGRAMME

ICT-2013.5.5 Collective Awareness Platforms for Sustainability and Social Innovation
Coordination and support actions (Coordinating actions)

Grant Agreement Number 610422
FP7-ICT-2013-10

Deliverable 4.5

**Workshop to create new and develop existing methods for creating critical mass
usage of data for driving social entrepreneurship initiatives
19th February 2015, Legatum Institute, London**

i-genius

February 2015



This project has received funding from the European Union’s Seventh Framework Programme for research, technological development and demonstration under grant agreement no 610422

Contract Number: 610422

Project Acronym: Web-COSI

Work Package 4

Deliverable 4.5

Title: Workshop to create new and develop existing methods for creating critical mass usage of data for driving social entrepreneurship

Partner in charge: i-genius

Type: Other

Date of delivery: 19th February 2015

Due date of delivery (DoW): 28th February 2015

Author of this report: Tommy Hutchinson, Colin Douay, Guillaume Beaud

Deliverable 4.5

Workshop to create new methods and develop existing methods on creating a critical mass on the usage of data for driving social entrepreneurship

Summary

The report describes the outcomes of the workshop organized by i-genius within the activities of the EU FP7 Web-COSI project. It aimed to analyze the data usage for driving social entrepreneurship with a view to creating new and develop existing methods for critical mass usage of data for driving social entrepreneurship. The event considered the views of experts from academia, think tanks, statistical analysts and social entrepreneurs and covered a varied of stages of the lifecycle of social businesses; namely, usage of data to, ‘get started’, foster ventures, measure impact, and how best to understand the overall phenomenon of social entrepreneurship.

The workshop was viewed as highly successful by the participants and its deliberations were live streamed and video made available on the Web-COSI website.

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Introduction

Europe2020 strategy is pushing to create a favorable climate for social enterprises recognized as key stakeholders in the social economy and innovation. Social enterprises seek to serve the community's interest (social, societal, environmental objectives) rather than profit maximization. They often have an innovative nature, through the goods or services they offer, and through their organization or production methods. They often employ society's most fragile members (socially excluded persons) and contribute to social cohesion, employment and the reduction of inequalities. Two cornerstones of social entrepreneurship are: i) the ever-increasing need for social services, for example in the health and nursing sectors — due not least to the demographic changes arising as a consequence of an increasingly ageing society; ii) the potential of social ventures to increase global competitiveness with new jobs, which are often to be found in the 'green' and 'white' economy.

Web2.0 technology offers a great potential to collect and use data among stakeholders and involving the public to give individuals a voice, empowering the essence of the social entrepreneurial approach which is the partnership between the social entrepreneur and the community she or he serves. Technology lowers the cost of and barriers to listening to the voice of individuals in disadvantaged communities, responding to their needs, and aggregating large amounts of data to measure overall effectiveness and shape policy interventions.

In February 2015, i-genius organized the workshop for Web-COSI on creation of new methods and developing existing ones to create a critical mass on the usage of data for driving social entrepreneurship. It looked at such methods from the perspective of social entrepreneur practitioners whilst drawing on the analytical expertise of academics and researchers.

The workshop considered four key areas:

Data usage for Getting Started

Data usage for Fostering Ventures

Data usage for the measuring of Impact

Data usage for better understanding the overall phenomenon of social entrepreneurship

This report examines the outcomes of the dialogue on each of these areas. It views them in particular from the perspective of social entrepreneur practitioners, but draws heavily from factors which influence social entrepreneurs such as the role of government, accessibility of finance, availability of data currently available both official and unofficial, technology and education. Above all, it seeks to better understand the motivation of social entrepreneurs on their usage of data, what models they currently use and what new models either exist or could exist to better improve the eco-system for supporting social entrepreneurship.

1. The aim of the workshop

1.1 To better understand the motivations and influencing factors which drive social entrepreneurs and social entrepreneurship.

Social entrepreneurship is a highly diverse vocation and phenomenon. The workshop looked at two critical areas in the lifecycle of such ventures; those who are getting started and those which are more mature and are in the midst of fostering their enterprise. The workshop looked at the differing needs of each and capacity in terms of resources in areas such as time, money and other resources. To achieve success in better understanding these elements, the workshop heard in particular from individual social entrepreneurs and those who are well placed to provide expert observation on such factors, such as consultants and academics.

1.2 To better understand the data and statistical needs of social entrepreneurs.

Having obtained a better understanding of the motivation, needs and influencing that affect the development of social entrepreneurs, the workshop sought to assess these in the context of their needs vis-a-vie data and statistics. This looked at areas such as what are the data needs of social entrepreneurs to commence their business; typically looking at data needs to better understand their market or the social need their business is trying to address. It looked at what are their data needs to support the development of their venture, covering areas such as raising finance, obtaining public procurement contracts and measuring their level of success or 'impact'.

1.3 To better understand the statistical models social entrepreneurs currently deploy in pursuing their activities and what new data and statistical models or areas of focus could be deployed to support the growth and development of social entrepreneurship.

Social entrepreneurs use data in a variety of ways. Some are passive recipients of data produced by others (official or non official), some are producers of their own data with a view to better understanding their market or internal performance; whilst others use data, either self produced or received from other sources to better operate in their market. The variety of techniques for obtaining data and the usage of data is wide. The workshop heard from social entrepreneurs, academics, and experts in the usage and analysis of data to obtain a broad understanding of the manner in which data is currently deployed by social entrepreneurs.

1.4 To highlight and broaden the understanding to a wide audience and to lay the groundwork for future related activities as part of the Web-COSI project.

The workshop was designed to be heard by many more people online via the live streaming, video recording and social media postings/engagement. The video recording of the workshop was later uploaded onto the site. The discussions of the workshop is summarised in this report and the key insights will be fed into subsequent events such as helping to shape the online survey, a report and mapping exercise, four focus groups, a EC policy seminar, awareness video and the final conference.

2. Set up of the activity and its execution

2.1 Scope of the workshop

Initially the title, agenda and target audience for the workshop was agreed between the organizer, i-genius, and project coordinator, Istat. The title ‘Usage of data to drive social entrepreneurship’ was selected to allow for the covering of the broad dimensions of the topic. The workshop examined the overall use of statistics for social purposes, and then looked in detail at the four key areas of the study – data for getting started, fostering ventures, impact measuring and the overall phenomenon of social entrepreneurship. It concluded by drawing on lessons learnt and future recommendations.

The sessions looked at the topic principally from the viewpoint of social entrepreneurs and how they engage with the wide variety of data usage, both official and unofficial. An important element was examining how the usage of data may change overtime, what models are being used or could be used in the future.

The Agenda

Examined four areas:

- 1) data on the citizens’ problems and needs to drive the start of the social venture;
- 2) data to foster the venture on-going;
- 3) data to evaluate and measure the impact of social ventures;
- 4) data to measure the overall phenomenon of social entrepreneurship.

See Annex for full details.

2.2 Speakers

The Legatum Institute, who are experts in the measurement and interpretation of data, were ideally placed to provide intellectual input and setting for the overall context for workshop. The speakers for each of the four areas of examination described above were selected to ensure as diverse a representation as possible in terms of area of expertise, experiences, and target audiences.

2.3 Communication and outreach

The workshop was hosted by the Legatum Institute who provided excellent venue facilities. The Web-COSI website hosted:

- Live streaming and later video recording of workshop
- Agenda, speaker’s profiles, twitter handles and hashtags
- Slide presentations

Personalised invitations were sent to participants and the event was widely publicized via:

- i. Web-COSI and i-genius newsletters (over 16,000)
- ii. Social media channels on Facebook, twitter, linkedin

3. The presentations and the debate

3.1 Summary of the discussion

Session 1: Welcome and prosperity index:

After welcomes from Sian Hansen, Executive Director, Legatum Institute and Tommy Hutchinson, Founder & CEO, i-genius, Donatella Fazio, Web-COSI scientific co-ordinator, Istat, provided an overview of the project and Stephen Clarke, Legatum Institute, showcased how they compile the Prosperity Index and its usage in measuring wellbeing.

Session: 2: Usage of data in initiating social businesses ‘Get Started’

Oswin Baker (Rockpool) emphasized the importance of considering impact from the outset, the need for replication and the importance of ‘keeping it simple’. Richinda Taylor (Eva Women’s Aid) spoke on how there was a lack of suitable official (police) data on recording domestic violence, hence they created their own and work with Teeside University to fine tune the research. Jide Johnson (Aniboxx) illustrated the use of video and animation which helped raise £150,000 via crowd funding (Indigo platform) for salt-to-fresh water producer, Desolanator and how the use of tracking online donors enabled them to expand and adjust their marketing strategy over a period of time.

Session 2: Forster social business ventures

Martyn Oliver (3SC) spoke candidly about their work in delivering public procurement initiatives including impact bonds related to offender management and youth unemployment and the need for statistics to be ‘rebut, reliable, efficient’ to produce. He also spoke of the ‘disconnect between policy and commissioning’ and the limitations in measuring public policy outcomes in important areas like ‘self-esteem’. Ann Fazakerley, London School of Hygiene & Tropical Medicine (PEEK project) also raised money via crowd funding and won a series of awards but like many social enterprises, the challenge now is to produce a coherent business model supported by evidence based data.

Session 3: Under Evaluate and measure impact

Steve Coles (Intentionality) illustrated the changes in the UK brought about by the Social Value Act and the importance in being able to benchmark impact against peers. It is also important to align your data gathering exercise to benchmarking for public reporting and the need to keep the exercise simple and focused on a limited number of outcomes. Prof. Olinga Ta’eed (Centre for Citizenship Enterprise and Governance) is developing www.seratio.com to use open sourced social media algorithms combining data and sentiment to provide in-time impact measurements of listed companies enabling benchmarking to be easy to grasp and track.

Session 4: Better understand and communicate the overall phenomenon of social entrepreneurship

Tommy Hutchinson (i-genius) demonstrated how definitions and assumptions can skew the outcomes. Chris Durkin (University of Northampton) said social entrepreneurs are often experimenting and being disruptive so measuring outcomes is difficult and rarely a primary aim,

especially if they have limited resources. They are good at understanding their market but less good at communicating their impact to the wider world. He said if 'we can measure small initiatives, we will be ahead of the curve' in demonstrating scalability. Andrew Rzepa (Gallup) use a series of tools such as EP10 to measure a series of individual strengths and weaknesses in the entrepreneur's talent make-up, from which they are able to track who is more likely to succeed. This can benefit the user and help guide resource allocation when used for selection purposes. Focusing on measurable strengths delivers huge gains compared to the marginal gains from concentrating on weaknesses. In the discussion, Oswin Baker pointed out that social entrepreneurs are less interested in traditional exit strategies for their ventures than mainstream entrepreneurs.

Session 5: Summary and close

Donatella Fazio (Istat) summarized the discussion and expressed the need for data to be more exposed alongside narrative story-telling. Qualitative data is as necessary as quantitative. There is a need for a more common language and a glossary would be helpful. Tommy Hutchinson (i-genius) thanked the speakers and participants (and live audience) for their great effort in addressing the complex topic and he informed them of the future activities under the social entrepreneur strand of Web-COSI, namely, four focus groups, report, EC seminar, video and invited all to the final conference, at OECD, Paris.

4. The main results and the open issues

4.1 Gain a good understanding of social entrepreneur's motivations on why they use data and what constraints they operate under.

This is a key foundation into any study on data usage models. The main reasons cited in the workshop were around raising finance, including crowd funding, measuring impact in order to demonstrate value (often linked to securing contracts) and to better understand the market in which they operate, often resorting to producing their own data if official data is inadequate. Limited resources are a major restricting factor on the degree of sophistication of data usage and the priority it is given, especially in start-ups.

4.2 Gained a good understanding of models being used and approaches taken to designing new ones for the future.

The workshop illustrated the usage of models used for campaigning in areas like crowd funding but also for the need to measure impact and provide proof of concept. These were the three key areas. But there is a gradual move towards sophisticated measuring against peer activity particularly in the development of indices and even possibly in time measuring tools.

4.3 Expanded the dialogue to a wider audience

The workshop brought together leading experts in the field and was Livestreamed throughout the day via you tube to a global audience. The total number of viewers was 170 and there was a high number of hours of live viewing of total hours 60.8. Key moments and statements were recorded on twitter, facebook and five newsletters were posted prior to and post the event.

4.4 Lay the foundation for future Web-COSI activities related to social entrepreneurship and civil society.

The workshop built on the activities carried out in year one, namely the first OECD workshop and the webinar by Lunaria on the role of civil society. It was the first activity under Web-COSI that

focused exclusively on social entrepreneurship and helped shape the future activities including a report, survey, focus groups, and EC policy seminar. It will also assist the the Workshop and Report to be developed by Lunaria in April and August 2015 on civil society methods for societal innovation in the field of collecting statistics on well-being. There are also documents being produced by Istat.

5. Conclusions/Next steps

The workshop was possibly one of the first high level events that focused on the linkage between social entrepreneurs and data/statistics. The workshop successfully brought to the fore the key issues that affect social entrepreneurship with regard to usage of data and statistics. The use of a coherent data pool and models are still at its infancy but social entrepreneurs are experimenting and innovating in a highly practical and applied manner.

The main conclusions were as follows:

5.1 Recognise the growing need for social entrepreneurs to have timely qualitative and quantitative data analysis in ways similar to civil society as a whole. Social entrepreneurs are often closer to their market or the social problem they are trying to address than policy makers or other authorities. This perspective gives them a unique perspective in the interpretation of data and the production of their data is usually finely attuned to measuring impact and solving specific problems.

5.2 There are limitations to what can be expected by policy makers from social entrepreneurs on the production of data. There is a need for social entrepreneurs to retain their focus and where possible, simplify the processes that consume their data usage.

5.3 There is a greater need for multi party players such as universities, think tanks and governments to co-ordinate their activities and engage social entrepreneurs in the gathering and interpretation of data. Such multi party approach also provides greater trust around the data in question making it less easy to manipulate.

5.4 Encourage the digitalization of data collection and making it publically available for others. Social entrepreneurs, especially early stage, are heavily resource limited but are in most cases doing good tasks. Their usage of data is in most cases less commercially sensitive than mainstream businesses whose data usage may be mainly for market advantage rather than combating a social problem.

5.5 The exploration of widening narrow impact measurements towards broader wellbeing could be beneficial in many cases and also the recognition that many social projects will have a beneficial affect outside the direct need for the project, for instance, the creation of employment or volunteering may be outside the narrow scope of a particular project but its benefit is real and should be measured.

5.6 Social entrepreneurship is a relatively new concept in the arena of public policy and many differing definitions apply. A move towards a more a common language or glossary would help speed the interpretation of statistics and help wider public understanding.

5.7 The participants said they enjoyed the workshop and fully engaged throughout the day. It successfully met the objectives of wide online viewing and engagement and general social media coverage.

The next steps for the Web-COSI project in direct relation to social entrepreneurship are:

A number of next steps will be taken to follow on from this first workshop:

- The report and mapping exercise.
- Online survey covering areas of prioritisation.
- Four focus groups in various parts of the EU to explore qualitative issues relating to the project which will be in Amsterdam, Vilnius, Riga, Ljubljana
- EC policy makers seminar in Brussels
- Video for enhancing public awareness
- Working with all partners to produce a successful final conference

Annexes:**1) Agenda****10.00 – 10.20 Welcome and opening address**

Sian Hansen, Executive Director, Legatum Institute
Tommy Hutchinson, Founder & CEO, i-genius

10.20 – 10.30 Web-COSI overview

Donatella Fazio, Web-COSI scientific co-ordinator, Istat

10.30 – 11.00 Collating and usage of wellbeing data

Stephen Clarke, Research Analyst - Prosperity Index, Legatum Institute

**SESSION 1 DATA TO ASSES SOCIAL NEEDS TO SET UP AND FOSTER THE VENTURE.
*INTERACTING WITH CITIZENS***

11.00 – 12.30 Usage of data in initiating social businesses ‘Get Started’ Oswin Baker (Rockpool) and Richinda Taylor (Eva Women’s Aid), Jide Johnson (Aniboxx)

Forster social business ventures: Martyn Oliver (3SC), Ann Fazakerley, London School of Hygiene & Tropical Medicine (PEEK project)

12.30 – 14.00 Lunch**SESSION 2 DATA TO EVALUATE THE SOCIAL IMPACT AND TO UNDERSTAND THE SOCIAL ENTREPRENEURSHIP PHENOMENON. *INTERACTING WITH CITIZENS***

14.00 – 15.30 Evaluate and measure impact - Steve Coles (Intentionality) and Prof. Olinga Ta’eed (Centre for Citizenship Enterprise and Governance)

Better understand and communicate the overall phenomenon of social entrepreneurship – Tommy Hutchinson (i-genius), Chris Durkin (University of Northampton) and Andrew Rzepa (Gallup),

15.30 – 16.00 Conclusions and Closing remarks

Tommy Hutchinson
Donatella Fazio

2) List of participants

Name	Organization
Tommy Hutchinson	i-genius
Barry Crisp	i-genius
Guillaume Beaud	i-genius
Colin Douay	i-genius
Donatella Fazio	Istat
Katherine Scrivens	OECD
Stephen Clarke	Legatum Institute
William Friar	London School of Hygiene & Tropical Medicine
Ann Fazakerley	London School of Hygiene & Tropical Medicine
Jide Johnson	Aniboxx
Kirsty Petkova	Student
Sian Hansen	Legatum Institute
Oswin Baker	Rockpool
Richinda Taylor	Eva Women's Aid
Martyn Oliver	3SC
Olinga Ta'eed	Centre for Citizenship Enterprise and Governance
Steve Coles	Intentionality
Dr. Phyllis SantaMaria	Learning Without Borders
Chris Durkin	University of Northampton
Andrew Rzepa	Gallup
Ewa Wadolkowsha	EU - RA
Rupert Douglas-Bate	Global Map Aid
Novella Bottini	Legatum Institute
Harriet Maltby	Legatum Institute
Solene Dengler	Legatum Institute
Matt Smith	Centre for Entrepreneurs
Nathan Gamester	Legatum Institute
Joana Alfaiate	Legatum Institute

3) Presentations

Donatella Fazio, Web-COSI Scientific Co-ordinator, Istat – [View Presentation](#)

Tommy Hutchinson, Founder & CEO, i-genius – [View Presentation](#)

Oswin Baker, Founder, Rockpool – [View Presentation](#)

Richinda Taylor, CEO, Eva Women's Aid – [View Presentation](#)

Steve Coles, Managing Director, Intentionality – [View Presentation](#)

Chris Durkin, Associate Professor, University of Northampton – [View Presentation](#)

Andrew Rzepa, Senior Consultant, Gallup – [View Presentation](#)

Jide Johnson <http://www.aniboxx.com/>, and Prof. Olinga Ta'eed www.seratio.com illustrated from their websites and Martyn Oliver presented verbally.

Additional points made during the presentations

Stephen Clarke (Legatum institute):

- Collating and using well being prosperity index: 89 variables over 6 years
- Well being data: objective (life expectancy) and subjective well being (feeling of safety working at night) can be complementary and not necessarily always contradictory
- Collating data by survey usage
- Data to improve the life of citizens
- Cross country data/intra country data/micro-data (data tracking by Gallup) is interesting for governments to measure social needs
- Trends and drivers are important, not only data at a precise time
- Interesting to see how politics use data beyond material benefits

Oswin Baker (Rockpool):

- More work is needed with social entrepreneurs because to turn data into action. They know what they want to change but don't really know how to measure the size of problem and its impact
- Start-up social entrepreneurs often act as one man bands carrying out all the activities of providing, analyzing and usage of the data themselves
- Social entrepreneurs tend to be closer to local and personal issues than mainstream businesses
- 280 000 SMSE in the UK → ¼ seeking for external finance, why do SE fail to secure funding? 1/3 of the SE don't get the funds they apply for
- Social entrepreneurs often view failure as a double edged leading paradoxically to a conservative model
- Social entrepreneurs use data to measure social impact in order to legitimize their action and to secure funding but they also collect data to provide a feeling of greater security/self worth
- Outsourcing data collection and analysis would enable more social entrepreneurs to more focus on their social goal

Richinda Taylor (Eva's Women's Aid):

- Small growing charity addressing part of the needs of 1.2 million women abused per year in UK, 400 000 sexually assaulted, 70 000 rapes

- Needed to find data to better understand the dimensions of the problem
- Rely on others data that the SE can exploit and enrich (both official and non official data, qualitative and quantitative)
- Ask police, meeting professionals, demographic data, university research data, surveys, interviews, testimonies
- Data useful in communicating to the media
- Fostering the police's role by providing data
- No data for 60+ year olds on domestic violence
- Is subjective data more efficient? Important to study socio economic background of victims
- Use Caada domestic abuse index
- Recognize there are barriers to data collection e.g. non reporting of sexual abuse, victims can view sexual as normal
- Difficulties in advertising their service

Jide Johnson (Annibox):

- Supported Desolenator - water quality, solar panels turning saline water into clean water on the Indigogo platform for crowd funding by using animation videos to attract donors. "Turning a 4K video to a 150K with video and data"
- Youtube video, web analysis (analyze, strategize, and optimize). Section of the web analyzed and social media measured
- Industry and audience research was necessary to understand the issue and other successful water resource projects
- Wista platform provided data from the first video which helped refine the campaign for a more successful second video which became a huge success
- Measuring audience, high peak times
- Return on investment pretty is pretty sure when business strategy

Martyn Oliver (3SC):

- 3SC managed complex public sector management contracts
- Increasingly public services are being given to social enterprises
- Considerable innovation taking place in management of public services
- Governments desire evidence before taking risk of commission
- Many social projects have hard measurable solutions but some degree of measurement is necessary
- Many social enterprises operate as consortium
- Typically, they underestimate the investment required to achieve the target
- Compare against other successful projects to demonstrate to stakeholders the return on investment
- Only financed if not overly risky and strong degree of certainty of economic gain
- Need for commissioners to be better educated about social projects
- It is hard to measure various qualitative aspects of projects that are hard to measure

Ann Fazakerley (PEEK project)

- More people in Kenya have access to mobile phones than have access to clean water (survey)

- Portable Examination Kit → 5000 people in 5 years curable and preventable blindness
- Crowd funded on Indigogo platform
- Media coverage played a strong role (BBC; Metro...)
- Aid from African Development Bank
- App. Geographical data of the patients + data on the disease of the clients

Olinga Ta'eed (Centre for Citizenship Enterprise and Governance)

- Correlation of financial value and social value (social earning ratio to be put on the stock exchange)
- Sophisticated data system are costly and time delays undermine quality of the solution
- Benchmarking important for SE
- XBRL analysed by algorithm, data renewed every 10 seconds (live data)
- “If you can measure it, you can beat it”
- “Mission to translate complex inputs into a simple singular measurement of true intangible outcomes”
- Rapid and SIMPLE data
- Sources: open sources, social media, feedback from mobile phones (understanding the sentiments of people)

Steve Coles (Intentionality):

- Measurements of impact include: outputs, outcomes, outcome-based, financial valuation (SROI/CBA), wellbeing
- Overall well-being approach is appealing
- Need for creating new methods of measurement and developing the existing ones
- Need for open public data and simple gathering from proxy sources
- Social enterprises focus on outcomes and outputs (hard measures) but soft issues like engagement and community spirit are also important

Tommy Hutchinson (i-genius)

- How one defines social entrepreneurship can greatly alter the perception of its size and focus
- Many official measurements are considerably outdated and need to be regularly updated if they are to be useful
- Number of not-for-profit versus for profit social businesses
- Trend towards the latter
- EC rightly chose to use a broad inclusive definition in its Social Business Initiative

Chris Durkin (University of Northampton):

- System of social enterprises were designed for short-term relief but has now become long-term embracing complex social problems
- Problem of connecting people/enterprise
- Service design increasingly important → more personal products by social enterprises
- Problem: social enterprises become fund-driven rather than need-driven to survive; they have two different spheres consumers/funders
- How to measure impact? Best practice is social impact matrix considered the best by EC
- Too much emphasis on failure
- Need for a common language (glossary perhaps?)

Andrew Rzepa (Gallup):

- Identifying and supporting the entrepreneurial talent
- 3 billion people want to work but 1.2 do work
- SME real generators of jobs (50% in these)
- 3 enduring facts about top performers: have the right talented people, are well supported, play to strengths rather than focus on weaknesses
- Entrepreneurial strengths finder: identify talent, foster it, create the right environment for it to develop
- Innate business talent of some people

4) Biographies of Presenters and support team

Sian Hansen is the Executive Director of the Legatum Institute. She is leading the Institute to fulfil its mission in promoting prosperity through individual liberty, free enterprise and entrepreneurship, character and values. In her role, she is responsible for overseeing planning, implementation and evaluation of programmes and services that contribute to that mission and reflect the priorities of the Board. Previously Sian spent seven years as the Managing Director of the UK think tank Policy Exchange; an educational charity promoting research and discourse on public policy. Sian is a Non-Executive Director of the JP Morgan Income and Capital Trust plc. and is a Non Executive Director on the Advisory Board for Cerno Capital PLC. She also sits on the board of the Centre for Entrepreneurs and is a Commissioner of The Women's Refugee Commission (USA). She was formerly Head of Sales for Asian Equities at Société Générale. Prior to this she was an equity analyst and broker with Enskilda Securities in Europe.

Tommy Hutchinson, Founder and CEO of i-genius studied economics at Leeds before being elected National Treasurer and head of the international department of the National Union of Students and was appointed the first Chair of the European Students Bureau (ESIB). He then worked for ten years in the City of London as a aerospace analyst, European markets analyst before becoming Political Adviser to the NatWest Group. He stood for the UK Parliament as the Labour candidate for Chingford and Woodford Green in the 1997 general election. Leaving NatWest, Tommy became Director of the Industry Forum developing relations between the business community and governments in UK, Brussels and USA and led two delegations to the World Trade Organisation in Geneva. He later chaired a youth charity and created a series of social businesses in events, media and marketing before founding i-genius, the largest world community of social entrepreneurs with projects in over 30 countries (including European Union) and members in over 200 countries. Tommy is also Co-founder of the Global Centre for Healthy Workplaces. He is Visiting Fellow at Liverpool Hope University, honorary adviser to Hunan University (Changsha) and trustee of Maytree Respite Centre for the suicidal. He co-authored a booklet entitled 'A risky business.'

Donatella Fazio is Senior Statistician at Istat is Head of the "R&D Projects" Unit in the Directorate of Development of Information Systems and Corporate Products, Information Management and Quality Assessment. She is the scientific coordinator for the Consortium of Web-COSI project. She has an excellent experience of EU research policies and strategies in the official statistical field. She has participated to several international projects carrying out research on various fields. The main topics recently treated include the integration of official and non-official statistics, the role of Web 2.0 platforms and networks to implement new ways of collecting data, Big Data for statistical production, new measurements on well-being and societal progress, the Modernisation of European Enterprises and Trade Statistics (MEETS). Currently, she coordinates two SSH FP7 projects, funded by the DG Research and Innovation: BLUE-ETS – *Enterprise and Trade Statistics* and e-Frame – *European Framework for Measuring Progress*. She is the manager of the European Network on Measuring Progress hosted on the Wikiprogress.org platform (OECD). Donatella is a senior expert in communication and dissemination strategy of International research projects. Member of Organising Committee of various international conferences. Speaker/chair/rapporteur/facilitator of international workshops and conferences. Speaker at the 4th OECD World Forum, "Measuring Well-Being for Development and Policy Making" – 16, 19 OCTOBER 2012, New Delhi.

Stephen Clarke is a Research Analyst in the Prosperity Index team. He contributes to the production of the *Legatum Prosperity Index*TM, particularly in providing econometric analysis. His academic interests include econometrics, international political economy, global regulatory policy, finance and US public policy. Before joining the Legatum Institute, Stephen spent a year completing an MSc in Public Policy with a dissertation examining internet censorship across different countries. Since completing his MSc he has completed a number of further courses in advanced econometrics. He has also worked for the think tank Civitas, where he authored a book on the banking systems of Germany, Switzerland and the UK. Stephen holds an MSc in Public Policy from University College London and a BA in Modern History and Politics from the University of Oxford.

Oswin Baker has researched people's views and experiences of service delivery for over two decades. He has personally led hundreds of research projects and analysed hundreds of thousands of survey responses as well as conducting thousands of interviews and focus groups. Specialising in hard-to-reach and seldom heard communities, Oswin began his career at the youth homelessness charity Centrepoin before moving to the Institute for the Study of Drug Dependence (now Drugscope), where he edited *Druglink*, Britain's leading drug policy magazine for four years. Since then, he has been a director at Ipsos MORI and headed up the research functions at the National Treatment Agency for Substance Misuse and at Dr Foster Intelligence, the leading health informatics agency, before setting up rockpool research associates three years ago. Rockpool has a simple aim – to help our clients in the public, private and third sectors to change lives by turning information into action. We do this through our network of associates who have decades of expertise in research, evaluation, social marketing, behaviour change, risk management and organisational functioning.

Richinda Taylor is Chief Executive Officer of EVA Women's Aid, a registered Charity based in Redcar and Cleveland supporting women and children who are, or have been, subject to domestic abuse and/or sexual violence. With 30 years experience of working in Local Authorities and the Criminal Justice system, Richinda has a wide range of skills, knowledge and qualifications to bring to the Chief Executive role. Since taking the post in 2013, Richinda has expanded and developed the services available following several successful and significant bid applications, and positively raised EVA's profile in the region and beyond with regular Radio and TV appearances, both locally and nationally. Having Management roles in the Public sector for over ten years, in the Probation Service and Youth Offending Services, Richinda's first venture into the Voluntary sector has been challenging yet immensely rewarding, with strategic planning and management being where her main skills and interests lie.

Jide Johnson is Animation Director / Video Marketing Consultant & Founder at Aniboxx. Just before Jide finished studying animation, he was scooped up by leading Soho production house THE MILL, where he trained as a Junior 3D animator on such shows as Primeval for ITV and Merlin for BBC 1. He soon set up his own successful award winning production company, Aniboxx, and has never looked back, growing to a team of 7 dynamic creatives in video production and marketing. Aniboxx has clients such as Google, Skype, O2, PWC, Sony Playstation & MR Men... just to name a few. Jide is not only passionate about video production, but the exposure and dissemination of their videos. His favourite tag line in advertising is: "Content is King, but Distribution is QUEEN and she wears the pants."

Martyn Oliver joined 3SC as finance director in 2010, and has been chief executive for 3 years. Prior to 3SC Martyn was Head of Financial Management at RNIB. Martyn has also worked at a senior level in the NHS, has taught at a university and been a debt collector. A qualified accountant,

Martyn also holds an MA in 20th century English literature and is a Fellow of the Royal Society of Arts.

Steve Coles is the Managing Director of Intentionality CIC, a social enterprise and well-being consultancy specialising in social impact measurement and working with a hundred social enterprises a year. Steve is a Non-Executive Director of Justlife CIC, a member of the SROI Network and of the Social Impact Analysts Association, and is a Fellow of the RSA. Until June 2013, Steve also worked as the Social Enterprise Development Manager for The Salvation Army in the UK and Republic of Ireland where he oversaw the expansion, development or inception of various social enterprises across the country. He has an MBA from Imperial College Business School, London during which he specialised in social enterprise and well-being.

Professor Olinga Ta'eed is Director of the Centre for Citizenship, Enterprise and Governance (www.cceg.org.uk) and Professor of Social Enterprise at the University of Northampton Business School. He is attributed with the of the Social Earnings Ratio (S/E Ratio), the so called “God metric ... the most rapidly adopted social impact metric in the world” [Vatican press, January 2015]. Olinga works internationally, is head of EU SEiSMiC Social Value and EU PROCUREMENT Social Value and Transparency in Supply Chains groups. In the UK his SERATIO platform (www.seratio.com) has become the go to metric for the Social Value Act 2012 and the Modern Slavery Act 2015. In April 2015 he is launching the international journal, ‘*Social Value and Intangibles Review*’, as Executive Editor, and 10 conferences on Social Value in London, Milan, New York, etc.

Chris Durkin, Associate Professor in the School of Social Sciences at the University of Northampton, Head of the Northampton Institute of Urban Affairs, a member of the School’s senior management team and course leader for an M.A. Social Innovation, a social venture builder programme. My primary focus is on social innovation and the opportunities it provides for addressing social problems in creative and innovative ways; currently I am the University lead for a major European Union project entitled ‘Enabling the Flourishing of Social Entrepreneurship for Innovative and Inclusive Societies’. I also have research interests in social entrepreneurship, social care and community development. I am a fellow of the Royal Society of Arts, a registered social worker and worked for over twenty years as a social worker before joining the University in 2002. I co-edited a book on Social Entrepreneurship: - Robert Gunn and Chris Durkin (Eds.) (2010) Social Entrepreneurship: A skills approach. Bristol: Policy Press.

Andrew Rzepa, M.B.A. Senior Consultant for Gallup responsible for Government consulting division in Europe and guides clients in the delivery of large-scale research projects with global impact. He leads the Gallup team that assists the Food and Agriculture Organization of the United Nations on the ‘Voices of the Hungry’ project, which tracks global food security. Andrew serves as a member of the Measuring National Well-Being Technical Advisory Group within the Office for National Statistics and acts as an advisor for a number of large global organisations including the UNISDR and Special Olympics. Rzepa regularly briefs governments, nongovernmental organizations, and global thought leaders on topics ranging from wellbeing to global migration. Andrew has presented thought leadership from Gallup’s worldwide research at the Houses of Parliament in London, OECD in Paris, and United Nations in New York. Prior to Gallup, Andrew served as a management consultant to FTSE 100 and DAX 30 listed companies across a variety of sectors, working from offices in Brussels, Manchester and Hong Kong. Rzepa obtained a master’s degree in business administration concentration in international consulting from Manchester Business School. He is a non-practicing solicitor having qualified to the roll of solicitors of England and Wales in 2006. He holds a bachelor of laws and a master of laws degree in International and European law from Durham University.

Biographies of consortium members

Barry Crisp, i-genius Director of Media and Communications. Specialist in online marketing, digital media, social media and consumer engagement communications with combined success in education and business training both in the UK and Japan. Bringing added organisational value and return on investment he has worked on local and international projects from small to large campaigns across a range of industries with a particular focus on social and environmental related businesses, education, well-being and workplace health. Barry gained the accolade of best film student at Middlesex University under Joose TV's Creative Director, developed international youth engagement strategies for One Young World, was adviser to Japan Board of Education in re-writing the national English curriculum and a winner of the Oxford Health Alliance's Fit City competition in redesigning urban landscapes in Sydney, Australia (and adviser on the summit youth panel and resulting network, 3Four50). Barry currently manages and co-ordinates the marketing strategy and digital communications for Web-COSI, Global Centre for Healthy Workplaces and i-genius. He also is the author of Replug YOU – a pocket guidebook for busy people seeking work-life balance and a holistic well-being solution for mind and body.

Kate Scrivens is Wikiprogress Manager and has 11 years' experience at the OECD, working in the Public Affairs and Communications directorate as a campaign manager, and since 2008 in the Statistics Directorate as a researcher working on issues of progress and well-being. Kate has been closely involved in the OECD's work supporting 'beyond GDP' statistics, first through the Global Project on Measuring the Progress of Societies, which she represented at conferences and workshops around the world, and in the last three years as a member of the Better Life Initiative research team, where she has written papers on societal progress indicators, vulnerability and resilience, the measurement of social capital, as well as contributing chapters to the flagship 'How's Life?' publication. Kate has a Masters in International Political Economy from LSE and has a strong interest in the role of civil society in influencing national and international policy, which was the topic of her masters dissertation. Kate is responsible for managing the team working on Wikiprogress and the associated Web-COSI deliverables.

i-genius consultants

Colin Douay Jerne, European studies, Kings College London

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