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Antenna for Social Innovation

**The top 10 inspiring and
acclaimed social innovations
from around the world**

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Contents

1 Summary

2 Introduction

3 What is social innovation?

- Definitions
- Characteristics
- Sources

4 Social innovation in a societal context

5 Challenges facing social innovation

6 Social innovation hotspots

- Academic centres
- Organisations and foundations
- Government
- International sharing platforms and communities

7 Top 10 social innovations

- Project summary
- Enda Inter-Arabe
- 100K Cheeks
- Malo Traders
- Fundación Ana Bella
- Action for Happiness
- Tiyatien Health
- The Green Valleys
- Zero Waste, Sustainable Architecture, Renewable Energy
- Health Leads
- Big Society

8 Discussion and conclusion. Looking forward

9 References

1

Summary

6

As a research group dedicated to the investigation and development of the wide range of issues related to social innovation, ESADE's **Institute for Social Innovation** is ideally placed to provide a platform for knowledge sharing. Our aim is to provide an antenna, receptive to the newest and strongest signals coming from those at the forefront of social innovation. The antenna exposes the innovative thinking and activities of 10 inspiring social innovations promoted by the hottest global centres of social innovation and entrepreneurship around the world.

The notion of social innovation is not new, but its spread throughout the world at different levels of society has brought it to the forefront of all aspects of society, government, business and civil society and their NGO representatives. We develop our understanding of social innovation based on the discussion of a number of influential academic articles and practitioners' guides and report on the key issues and debates related to the subject.

Among the 10 projects we have selected are seven 2010/2011 award or fellowship winners recognised by teams of experts at organisations such as Ashoka, the Skoll Foundation and NESTA for their entrepreneurial work in developing viable solutions to social problems. Two projects have received high-profile support from key social innovation centres, the Young Foundation and the Stanford Center for Social Innovation. We also include one further high-profile innovation worthy of recognition for its scale and ambition.

Insights into these inspiring and forward-thinking initiatives provide examples of what can be done, how this is being achieved, and who is involved. Thus, by using practical examples of real and achievable innovations, the Antenna for Social Innovation maps the social innovation landscape and highlights and diffuses the most recent global changes and trends in this fast-changing arena.

List of abbreviations

ASIX	Australian Social Innovation Exchange
CASE	Center for the Advancement of Social Entrepreneurship
CRISES	Centre de Recherche sur les Innovations Sociales
CSR	Corporate Social Responsibility
NEF	New Economics Foundation
NESTA	National Endowment for Science, Technology and the Arts
NGO	Non-Governmental Organisation
NMDP	National Marrow Donor Program
OECD	Organisation for Economic Co-operation and Development
SEKN	Social Enterprise Knowledge Network
SIX	Social Innovation Exchange
TED	Technology, Entertainment, Design
UN	United Nations
WEF	World Economic Forum

2

Introduction

10

The rise of new social problems like climate change, in addition to the persistence of issues such as chronic disease and inequality, demand innovative thinking to find solutions which have eluded the tried and tested methods of old. In our global society, advances in technology mean that pictures from around the world are a part of our everyday lives, and business, government and civil society are increasingly presented with the challenges of resolving these complex problems. Social innovation is a compelling and essential means of developing new ways of addressing these social issues.

Socially innovative thinking takes numerous different forms coming from inspiring individuals, dedicated research groups, business, academia, NGOs, government and social movements and a diverse range of collaborations and alliances between and within these groups. There are a vast number of projects, each and every one of them an inspiring example of how to respond to the many social problems, local, national and global, with which we are faced. This wide array of innovations has inspired, in turn, a large literature, both at academic and practitioner level with the aim of drawing attention to the effectiveness, ingenuity and diversity of what has been shown to be possible.

We draw on this wide knowledge base to summarise the discussion on social innovation, its definition, characteristics, sources, social context, and challenges and to outline our understanding as well as the doubts and questions that are raised along the way. We go on to give a broad overview of social innovation hot spots around the world before moving on to identify some of the most outstanding and intriguing innovation projects currently being developed.

To list all the projects we have come across during the process of investigating this report would be overwhelming to the reader, with seemingly endless options of ways and motivations to innovate socially. Rather, the focus of this report is to investigate the key innovation hubs around the world, internationally renowned for the work they are doing, and to highlight some of their recent and exemplary examples of social innovation. We map the key characteristics of innovation for each case including their cross-boundary collaboration and partnerships, their geographical presence and key social innovation characteristics.

We offer this selection to give an up-to-date report of recent much-applauded innovations to inspire and create awareness of what is possible.



What is social innovation?

There is much discussion about the meaning of social innovation, what it is and what it is not. While some choose broad definitions, others are more focused and specific. Similar sounding terms such as social entrepreneurship, philanthropy, and social enterprise are also used in this context, adding to the confusion or perhaps the richness of this subject area.

Definitions

Current definitions of social innovation vary in their scope; even the notion of 'innovation' alone has been disputed and led to various different definitions (Storey 2000). The Skoll Centre at Saïd Business School, University of Oxford, offers the simple and open, "new ideas that work in meeting social goals" (Mulgan et al., 2007: 8), which is very similar to the broad definition provided by the Social Innovation Exchange (SIX), "the development and implementation of new ideas (products, services and models) to meet social needs" (SIX). Clearly, social goals are needed to meet social needs, and this is done by working with new ideas.

The notion of implementation mentioned by SIX was also important in the first definition used by the Stanford Center for Social Innovation in 2003, describing social innovation as, "the process of inventing, securing support for, and implementing novel solutions to social needs and problems" (Phills et al., 2008: 36). However, this is redefined in 2008 as, "a novel solution to a social problem that is more effective, efficient, sustainable, or just than existing solutions and for which the value created accrues primarily to society as a whole rather than private individuals" (Phills et al., 2008: 36). The focus on social needs and problems is the same as above, however this goes further to include a means of supporting new projects and introduces more specific criteria: effectiveness, efficiency, sustainability and fairness. In addition, the importance of innovation including both the product and process is emphasised (Phills et al. 2008).

The Skoll Centre develops their broad definition mentioned above providing a narrower alternative, which highlights the importance of the social nature of the goals of those organisations involved, “innovative activities and services that are motivated by the goal of meeting a social need and that are predominantly developed and diffused through organisations whose primary purposes are social” (Mulgan et al., 2007: 8). This broadens the view of social innovation acknowledging that more than one organisation could be involved.

The Young Foundation working with NESTA also emphasises the fact that multiple actors and cooperation constitute a key factor, seeing social innovation as the meeting of social needs and the creation of new social relationships or collaborations thus focusing on innovations that “are both good for society and enhance society’s capacity to act” (Murray et al., 2010: 3).

What is crucial in all these definitions is that social innovation is a response to a clear social problem or need, and that it involves something new or novel. The different definitions vary in their focus, some mentioning relationships or collaborations while others comment on products and services, new models, or as in the case of Stanford, more particular criteria.

Social entrepreneurship, social enterprise, and philanthropy are also terms that are often associated with social innovation. Phills et al. (2008) aim to clarify social entrepreneurship stating that it concentrates on the qualities of individuals who set up projects or organisations, while social enterprise focuses on the organisations. This is contrasted with the processes, mechanisms and outcomes that characterise social innovation.

While there may be some frustration at the lack of one specific and universally accepted definition, the variety expressed above allows for a range of interpretations within a broadly accepted understanding of contributing to overcome a social problem. Social enterprise and entrepreneurship are clearly very closely related terms and form part of the wider notion of social innovation, which incorporates individuals, their organisations and their processes and outcomes. By keeping this wider view as a guide for our research, we consider social innovation in its broadest form.

Characteristics

Without one fixed definition, a further look at what characterises social innovation in the view of the main academic and practitioner centres is valuable. We identify a number of characteristics that are considered desirable.

Mulgan et al.’s (2007) notion of social innovations being hybrids, bringing together existing elements in new ways, as well as the ideas of boundary spanning and new relationships, are becoming increasingly recognised in the innovation literature. Their ‘connected difference’ theory based on these three elements is just one of a number of perspectives on this issue. The idea of crossing boundaries and creating new combinations in collaboration, process and product is an important characteristic of social innovation.

Open innovation refers to the sharing and exchange of knowledge between individuals, departments and organisations, and recognition of the fact that there are experts outside as well as inside any project team or organisation (Enkel et al., 2009). This is demonstrated in the title of Murray et al.’s, “The Open Book of Social Innovation”. The sharing of ideas can bring many advantages to social innovators and is reflected in platforms such as Social Innovation Exchange (SIX), where social innovators post ideas and are open to feedback and suggestions from outside their project team.

The sustainability of a social innovation is an important characteristic leading to its long-term operation and therefore greater reach in addressing a social problem. Financing is critical in achieving this and can be supported through new business models and combining different sources of revenue (Phills et al. 2008). The ability of a social innovation to sustain itself is an important element for its success.

The social impact and global potential of a social innovation is an important characteristic in combating a social problem or meeting a need. While some projects have a local aim for a particular need, others have more global reach. Innovations that could be adapted to have greater geographical impact are likely to have greater social impact and thus contribute to a more widespread social change.

This leads us to two further characteristics of social innovations, their scalability and replicability. The scaling up of local innovations has been the centre of much debate and it is important to establish exactly what it is that is to be scaled (Mulgan et al., 2007). Effective demand and capacities to grow, such as management, governance and financing, are at the heart of scalability.

A common characteristic of social innovations is their low-cost base, often necessary because the final outcome is designed to be widely accessible or is targeted specifically at those with low incomes. While social innovations can be profit-making, the main focus of these projects is social value rather than economic profit-maximisation (Mulgan et al. 2007; Phills et al., 2008).

Finally, recognising the constantly changing and evolving social issues faced by societies around the world is important for social innovations. As needs change so must solutions, and innovations can benefit from incorporating this into their development and growth so as to reach their maximum potential.

Sources

Social innovations can be generated by a variety of sources. Mulgan et al. (2007) identify three main sources; individuals, movements, and organisations. Individuals known for their social innovations are often seen as heroes and stories of their accomplishments used to inspire others, examples are Michael Young or Muhammad Yunus. Movements for change such as feminism and environmentalism are well known but other newer and smaller movements exist around the world and are an important source of social innovation. Finally organisations, either existing or emerging, play a role in generating new ideas.

There is no one source of social innovation, nor is there only one sector that works towards resolving social problems. The third sector, business, government and academia can be added as drivers and highlight the extent of the multiple sources of innovation (Murray et al., 2008).

Furthermore, Murray et al. (2008) put an emphasis on citizens, households and consumers as having a proactive role in social innovation. They see a switch from a push-through to a pull-through economy, which is oriented towards consumer demand and a 'just-in-time' approach. This citizen base is reflected in the appearance and growth of open innovation platforms such as SIX and other grassroots innovation projects.

4

Social innovation in a societal context

20

Issues such as climate change, disease and inequality are global and persistent social problems that characterise our world. Despite numerous attempts, policies and movements by public and private sectors to contribute to their eradication, there has been little success (Murray et al., 2010). There are also issues arising due to societal changes such as a higher life expectancy and aging populations, increasing diversity in cities and countries, more long-term health conditions, and happiness (Mulgan et al., 2007). It is in this context that social innovation has taken a central role in the search for solutions.

An important step towards addressing social problems and changes has been a move in recent years towards collaboration and cooperation between different parts of society (Phills et al. 2008). The increased awareness of CSR in the private sector and its promotion by governments and organisations such as the UN, indicates an acknowledgement that only by working together can the most complex issues be addressed. NGOs have also become key partners in collaborations, finding ways to generate their own revenues in the face of government cuts or turning to companies for sponsorship or partnership. These shifting roles and relationships are seen as critical to the growth of social innovation.

Another traditional boundary that is becoming the focus of much research into innovation is that between the knowledge generated in the academic world and its practical implementation in the not-for-profit or business sectors. Collaboration is increasingly seen as a means of bringing together diverse knowledge bases in order to achieve successful innovation and is reflected in research regarding the triple helix of academia, industry and government (Etzkowitz and Leydesdorff, 2000), the notion of “Mode 2” a socially distributed and trans-disciplinary paradigm of knowledge production (Nowotny et al., 2003), and the role of networks as a “means for gaining access to resources, for creating legitimacy and for organizing for innovation” (Moensted, 2006: 242).

Murray et al. (2010) go further and suggest the emergence of a social economy characterised by technology and the spread of networks, information infrastructures and networking tools; and an increasing emphasis on culture and values where people and their relationships come first rather than systems and structures. This social economy does not provide standardised solutions for complex problems, but attempts to move responsibility to the local level creating active rather than passive consumers. System innovation can therefore underpin and facilitate a wide range of other local innovations.

As well as the notion of hybrids, Mulgan et al. (2007) include operating across boundaries and new and shifting social relationships as two further elements, which come together in a ‘connected difference’ theory of innovation. From this perspective, a ‘system’ of innovation is tied together by a range of individuals or organisations acting as boundary spanners or brokers. These bridging roles bring together the resources to create lasting social change and play more important roles than the entrepreneurs or innovating groups themselves.

Boundary spanning in collaborations is also discussed by Moensted and Bou (2011), who describe management as being ‘stretched’ across boundaries of authority and knowledge. They suggest persuasion and motivation of partners is necessary for success. They add that varying motivations and the number of participants as well as their diversity can pose challenges to management. The notion of an innovation broker to span boundaries can be found in the literature and a variety of roles have been associated with this including a knowledge orchestrator, mediator/arbitrator, and sensemaker (Bou 2011).

5

Challenges facing social innovation

24

Evidently any society-wide change is going to face challenges. Barriers to change include issues such as a fear of a short term drop in efficiency, a loss of benefits to those with vested interests and sunk costs in the status quo, routines and habits developed through norms and values, and relationships with networks which impede change (Mulgan et al., 2007). These are barriers that are deep-seated in society, where our social system and the assumptions it grows from have become a part of our mindset and are not easy to change.

More specifically, social innovation faces the challenges of lack of promotion, inability to adapt and scaling up from a small innovation to reach implementation at a wider level (Mulgan et al., 2007). While in business there is support for innovation through technology subsidies, venture capital and other private investment, both business and government support for social innovation tends to be weaker. More recent government cutbacks mean that today this situation is increasingly true. Phills et al. (2008) also see financing as a critical mechanism, claiming that boundary spanning can improve access to financial support.

Adaptation to a changing environment or a growing innovation is essential and failure to do so can affect success. Also, the lack of adaptability and flexibility of structures and systems can mean that it is hard or impossible to get social innovations off the ground.

The boundary spanning nature of many social innovations also means that conflict can arise from different mindsets and the degree of cognitive proximity (Boschma 2005). Carlile (2004) develops a framework for understanding the types of boundaries; pragmatic, semantic, and syntactic, across which knowledge must be managed and challenges to collaborators addressed. To overcome the challenges associated with boundary spanning, Carlile (2004) recommends establishing a shared syntax, a means of specifying differences, negotiations to transform knowledge, and an iterative approach.

6

Social innovation hotspots

28

Social innovations are being thought up, developed and applied all over the world at local, national and international levels. This vast number of projects demonstrates the popularity of social innovation and its global reach. We focus our attention on those projects featured by central hubs of social innovation investigation, collaboration, support and diffusion. These hotspots vary in nature from academic centres to NGOs and foundations, government and open innovation platforms. We mention here some of the innovation hubs that stood out in our research.

Academic centres

Academic centres are clearly visible and play a key role in the field of social innovation. Our report has already highlighted several centres, the Skoll Centre at Saïd Business School, Oxford and The Stanford Center for Social Innovation at the Stanford Graduate School of Business. However, there are other centres around the world, which are working on this topic. These include the Institute for Social Innovation at ESADE, Spain, and Harvard's Social Enterprise Initiative, both part of the Social Enterprise Knowledge Network (SEKN), which links together 10 of the leading business schools in Spain, Latin America and the US.

The Center for the Advancement of Social Entrepreneurship (CASE) at Duke University promotes entrepreneurial activities aimed at making a social impact through its research, training, knowledge application and engagement with community organisations. At INSEAD in France, the Social Innovation Centre's research, education and outreach programmes serve to advance theory, and to inspire and facilitate social innovation and collaboration.

The Centre de Recherche sur les Innovations Sociales (CRISES) is an interuniversity research centre, which brings together seven key universities and research centres in Canada. The centre focuses on the study and analysis of innovation and social change.

Academic hubs are invaluable for their extensive research and attempts to bridge boundaries with other organisations, government and businesses. Training and the dissemination of knowledge through dialogues, papers and conferences are vitally important to the development and support of social innovation. Not only are these centres active independently, but their wide-ranging networks enable sharing of best practice with other social innovation hubs.

Organisations and foundations

Foundations are key social innovation hubs and form a wide range of boundary-spanning partnerships as well as providing financial support for social innovation and entrepreneurship.

As mentioned earlier, the Skoll Foundation partners with Saïd Business School as well as CASE and other organisations such as Ashoka and the Acumen Fund, to drive large-scale change and address social problems. The Young Foundation, headquartered in the UK, has generated and supported a wide range of social innovations such as the Open University and Which?, and has diverse partners and collaborations with government, community and international projects. In addition to investing and partnering, they are also a research centre investigating the changing needs of society and are involved in the Global Innovation Academy and Fastlaners.

Foundations and organisations exist around the world in the social innovation field and the work they do to promote entrepreneurs and innovative projects in terms of creating awareness and the financial support many of them offer is invaluable. Other names that stood out during our research include Ashoka and their Changemakers site, the Schwab Foundation, the Kellogg Foundation, Root Cause, Echoing Green and the Unreasonable Institute.

Government

Innovation hotspots also include governmental organisations. An example of this in the UK is NESTA, which invests in innovative start-ups, informs policy and inspires members of the community to work towards solving future challenges.

Euskadi Innova, funded principally by the Basque Government, is a strategy shared by different organisations and groups with the aim of making the Basque Country a benchmark for innovation in Europe.

International sharing platforms and communities

Open innovation spaces and online sharing platforms are becoming increasingly popular and are putting more and more social innovators in contact with each other. SIX, initiated by the Young Foundation is a clear example of this, and in 2008 the Australian Social Innovation Exchange was launched and currently the Social Innovation Europe Initiative is being developed. As part of the Skoll Foundation, Social Edge was set up in 2003 to host a global community of social entrepreneurs.



Top 10 social innovations

Up to this point we have reflected on some of the central themes and discussions in the field of social innovation, including definitions, characteristics, sources, the social context and the challenges it faces. We have also commented on some of the strongest and most influential hubs of social innovation around the world.

Building on the work of those at the forefront of social innovation, we select 10 inspiring social innovation projects, which have recently been carried out by the most active social innovation and entrepreneurship centres around the world. These projects and their leaders have won awards or fellowships or have attracted particular attention and recognition for their innovative responses to social problems both locally and globally. Based on our earlier discussion, we provide an at-a-glance overview of each innovation and its key characteristics and then go on to elaborate on the details of the projects, their successes to date and future prospects.

Each innovation is mapped geographically in terms of its operating base. The collaborations and partnerships that form part of the projects are shown in terms of their overlap between public, private and third sectors, identifying the type of boundary spanning involved. Details are given on the mission and founding date as well as on the hub that features the particular project. We then go on to consider its key characteristics, whether the project involves some form of open innovation, its global potential, whether it is financially self-sustainable, and the scope of its social impact. Finally, we identify the principal innovation at the heart of the project.

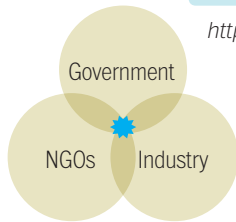
Our research is based on the Internet and on keyword searches as well as in-depth investigation into renowned social innovation centres following up links to partners, collaborators and a vast array of individual project websites. We adopt a qualitative approach in the selection of our top ten projects based on the criteria identified.

Project summary

Project	Operating base	Innovation hub	Recognition 2010/2011
Enda Inter-Arabe	Tunisia	Schwab Foundation	Joint winner of the 'Social Entrepreneur of the Year' for Middle East and North Africa
100K Cheeks	US	Stanford Center for Social Innovation	Promoted as the Haas Center CommonWealth Challenge
Malo Traders	Mali	Unreasonable Institute, Echoing Green	Elected as Unreasonable Institute and Echoing Green Fellows
Fundación Ana Bella	Spain	Ashoka, ESADE	Elected Ashoka Fellow. Selected as a participant in the Momentum project
Action for Happiness	UK	The Young Foundation	High profile project set up by the Young Foundation's Chief Executive fully supported by the Foundation
Tiyatien Health	Liberia	Echoing Green, Changemakers	Elected Echoing Green Fellow. Joint winner of the Rethinking Mental Health Competition
The Green Valleys	UK	NESTA	Big Green Challenge joint winners
Zero Waste	Brazil	Changemakers	Joint winner of the Sustainable Urban Housing Competition
Health Leads	US	Skoll Foundation	Joint winner of the Skoll Awards for Social Entrepreneurship
Big Society	UK	NESTA, Young Foundation	Nationwide innovation attempt. Potentially paradigm changing.

Enda Inter-Arabe

<http://www.endarabe.org.tn/>



Mission To improve living conditions for low-income families through inclusive financial services

Founding date 1990

Global potential Replicable

Location Tunisia

Financing Self-funded, sustainable since 2003

Featured by Schwab Foundation

Social impact Local and national

Open innovation Yes, product innovation based on evolving client needs

Innovation Inclusive microfinancing for vulnerable populations

One of three winners of the Schwab Foundation 'Social Entrepreneur of the Year' award for the Middle East and North Africa region in 2010 and featured on the Schwab Foundation's social entrepreneur home page, Hamida Essma is co-founder of Enda Inter-Arabe. Focused on microfinance, enterprise development, financial inclusion, women's empowerment and rural development (Schwab Foundation), it works to foster independence through financing rather than the dependence mentality often created by government and charity financing.

Enda Inter-Arabe is present in over 60 locations in Tunisia, works with more than 160,000 clients and, with a loan repayment rate of 99%, is one of the highest rated microfinance institutions in the world since its microcredit programme launch in 1995. As well as loans for business and agriculture, Enda also supports home improvement and education, provides training and other business development services and supports discussion groups on social issues.

Set up originally by Essma and her husband as an NGO, this microfinance institution became financially and operationally self-sufficient in 2003. As well as offering inclusive financial services, the organisation is also built on the principles of social responsibility, good governance and transparency as well as respect for the environment and working to empower and finance women.

The target customers for Enda Inter-Arabe are those who are vulnerable and self-employed and lack the necessary resources, knowledge and capabilities to access other sources of financing or training. Almost three-quarters of target clients are women and, in 2008, 30% of its branches were in rural areas.

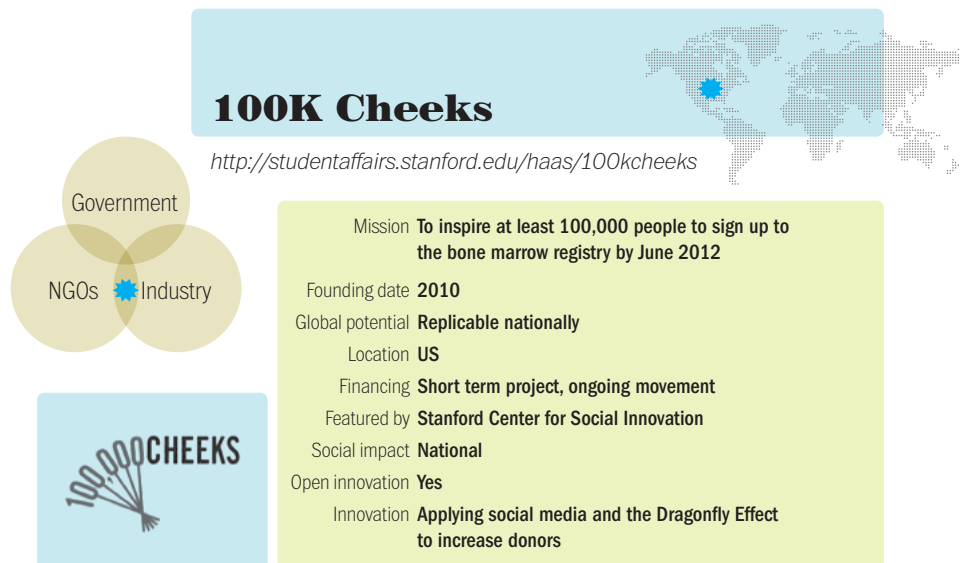
One of Enda Inter-Arabe's success factors is that it places great emphasis on the clients and their needs, continuously innovates and develops loan products accordingly. In 2007, a home improvement loan was developed in response to the problem of a lack of decent housing in some areas, and its impact on particularly vulnerable populations (Enda Inter-Arabe).

Enda Inter-Arabe also cares about its staff, providing education, training and career coaching. With over half of its staff working in their first job at Enda, the organisation's successful capacity-building has created a pool of middle-management talent. As a result, 90% of its staff is from villages and low-income neighbourhoods where Enda branches have been set up (Schwab Foundation).

Enda Inter-Arabe works with a number of different partners and networks to achieve its goals. These include government development programmes such as the Fund to Develop Export Markets and the National Agency for Employment and Independent Work, as well as individual business consultants and specialists in a variety of subjects who collaborate with discussions on social issues. International partners include the Citi Foundation, the European Union, the UK and Netherlands embassies and various other NGOs.

In a recent interview featured by the World Economic Forum and the Schwab Foundation, Essma describes how recent events in Tunisia have affected the organisation. Although some were sceptical of its political independence, staff and clients have worked hard to defend Enda and reaffirm its position as a people's institution. Adapting to the situation and with its clients interests' at heart, gift payments to any client who had lost a family member were made and around 20% of loan repayments were rescheduled to help those who had suffered in the demonstrations and violence. Essma also comments on a recent visit from the Ministry of Finance to discuss Enda's work as they develop best practice and new legislation (WEF).

Over 1 million people have benefitted from over 712,000 loans from Enda since 1990 and, according to studies, one new job is created for every four clients. Enda Inter-Arabe's significant impact and socially innovative and responsible approach at all levels of the business are truly creditworthy, as it continues to address social issues in Tunisia. Its successes to date, its financial and operational sustainability and broad network of partners indicate the future potential of this organisation to continue to support and promote entrepreneurship in vulnerable populations in Tunisia.



The 2010-2011 Haas Center CommonWealth Challenge at Stanford University is the launch pad for this social innovation called the 100K Cheeks project. Featured and promoted by this hub of social innovation, the aim is to promote the registration of bone marrow donors among communities that are underrepresented on the bone marrow registry (Stanford University).

The project was inspired by a Stanford undergraduate, Sameer, who went on to become a successful entrepreneur. Unexpectedly, he was diagnosed with leukaemia and required a bone marrow transplant to survive. In the US, the National Marrow Donor Program (NMDP) is an NGO, which keeps a registry of donors. However, certain parts of the population are much better represented than others. While Caucasians have an 80% chance of finding a matching donor, only 1% of individuals registered are South Asian, meaning there is a 1 in 20,000 possibility of finding a match.

Friends of Sameer and another friend in the same situation, Vinay, rallied together to gather support and rapidly increase the number of South Asian donors. Despite achieving their goal and finding matches for both friends, relapses several months after the transplants meant that both lost their lives.

The Haas Center for Public Service picked up the challenge, looking for students who would build on the initial work done to increase the number of marrow donors of underrepresented parts of the community. The students taking part in the challenge come from a variety of countries and backgrounds and are a multi-disciplinary group.

A number of partnerships and collaborations are involved in this student-based social innovation. Part of the design company IDEO is OpenIDEO, a platform for open innovation focused on social issues, which allows individuals and groups to promote their projects and search for solutions and suggestions from other social innovators. Be The Match Foundation and Registry (formerly the NMDP) are NGOs working to support all patients in getting the bone marrow transplants they need. By collaborating and joining forces with these partners, 100K Cheeks can build and promote its drive further.

The involvement of the Haas Center for Public Service at Stanford as an academic partner takes various forms. Firstly they are promoting the issue as part of their CommonWealth Challenge, which gives students the opportunity to take advantage of resources like financing, knowledge and expertise. Professor Jennifer Aaker developed the Dragonfly Effect, which forms the basis of the innovation. The focus is on the use of social media to mobilise large-scale action using personal stories to engage and connect with others (Dragonfly Effect).

The low-cost base of using social media enables the initiative to reach a wide audience with relative ease. Promotional materials have been developed to send to partners, companies and colleges to continue to disseminate and spread information. Drives can therefore be replicated around the country.

This social innovation has a specific end date, so in this way it is not an ongoing project. However, once partnerships have been formed and awareness raised, work can be continued by individuals or organisations involved in the movement.

What stands out about 100K Cheeks is the multi-disciplinary and multi-sector collaboration involved in this social innovation. The power of engagement, creating a common purpose and a specific goal, provides the impetus for action. A wide variety of support is drawn upon, from academic to non-profit to business, multiple backgrounds and expertise can be harnessed through an open innovation approach to grow a social movement and ultimately save lives.



In addition to winning fellowships at the Unreasonable Institute and Echoing Green in 2011, this social innovation has won a number of other grants and prizes for innovation and entrepreneurship. Set up by Mohammed Ali Niang and Salif Romano Niang, it aims to fight malnutrition and poverty in Mali by helping farmers to increase their incomes through improving the production process to reduce rice wastage and by enriching the rice they produce with nutrients.

Food and nutritional insecurity are key issues in Mali. Figures from the Ministry of Health show that over 80% of children under 5 suffer from anaemia, and half of deaths are related to malnutrition (Unreasonable Institute). Despite the fact that Mali is a rice-producing country, much of its harvest, enough to feed 580,000 people a year, is wasted due to poor storage or other factors. As a result, rice is imported, meaning that it can be of low quality and at the mercy of fluctuating market prices. Inspired by rice wastage in Mali in 2008 when food prices surged, the Niang brothers decided to work towards a solution.

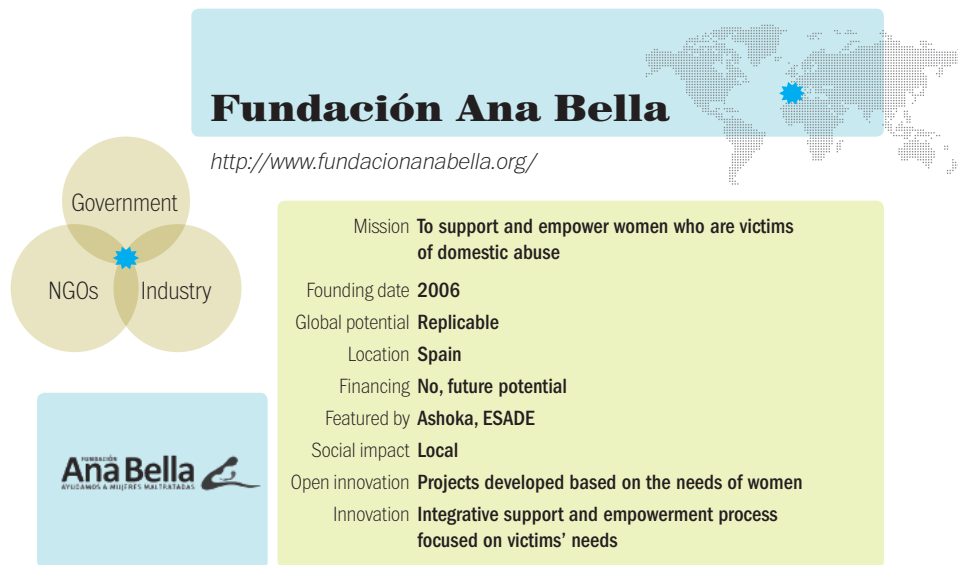
The focus of their project is to help small-scale farmers make more money from their crop by minimising the risk of post-harvest losses by around 10% and providing support throughout the process including purchasing, storage, processing and marketing. Malo Traders takes the whole process into account from the harvest of the crop to the consumers' plate, and aims to ensure a better income for farmers. By ensuring an efficient process, the project guarantees an affordable product cost, lower than imported or local non-fortified rice. In this way, the founders aim to empower a new generation of farmers with

the ability to produce enough rice for the country and potentially become a rice exporter rather than be dependent on imports.

Not only does the project help to avoid wastage, it also encourages farmers to fortify their product with vitamins and minerals, thus helping to improve nutrition. This involves the use of Ultra Rice, a 2009 Tech Award Laureate developed by an international NGO focused on improving global health and well-being, PATH. The implementation of this cost-effective fortification technology would result in a more nutritious product helping to combat malnutrition in Mali. Furthermore, by increasing production and nutritional quality, Malian rice can be supplied to agencies for humanitarian relief.

Although still at its early stages, Malo Traders has received a wide range of support and recognition for its project. Some capital has been raised, meaning that the project has office space, cash and service offers and this work continues to get the project off the ground. A feasibility study involving a range of stakeholders from a variety of sectors in Mali and Senegal indicates that the model is both financially and culturally viable.

The next steps for Malo Traders involve recruiting food engineers and acquiring expert advice on operations and logistics as well as building an international board of advisors. This will enable them to move towards their goal of setting up a rice mill in a key rice-growing area in southern Mali. This inspiring project uses an innovative approach and technology to combat both malnutrition and food wastage and is potentially replicable in other key rice-growing areas.



For three decades Ashoka has been identifying and supporting leading social entrepreneurs and offering access to a global network. They provide support at three levels, that of the individual entrepreneur, the group and building sector infrastructure. Each year Ashoka elects a number of Fellows, leading entrepreneurs who are developing innovative solutions to social problems. The criteria for this selection includes whether the entrepreneur has demonstrated creativity and entrepreneurial quality as well as the 'newness' and social impact of the idea (Ashoka).

One of several Fellows elected in 2011 is Ana Bella Estévez. Fundación Ana Bella works towards supporting women who are victims of domestic violence in a number of ways. The first of these is to provide a positive image of women who have survived physical and psychological abuse and built a new life rather than the stories often told in the media of women who have lost their lives. Networks are created by women who have survived domestic violence in order to support and empower those who are currently victims. Changemakers has also recognised the work done by Fundación Ana Bella in this area.

Since 2006, the foundation has provided temporary accommodation for women who need to escape their home environment. Children are also welcome and the lodgings provide a safe and supportive environment and an opportunity to integrate with others. Five homes are now available for women to stay in thanks to the support of a large number of donors including foundations, associations, businesses and the local council.

In order to help strengthen and support women who have so far not reported the abuse they face, Fundación Ana Bella helps them to find work. This forms part of the empowerment process and also promotes the skills and strengths of victims.

One way in which Fundación Ana Bella enables women to work is through Catering Solidario, which has also been selected as one of ten of the most promising social enterprises in Spain by the Momentum, a collaborative project organised by ESADE and BBVA (Momentum Project). Set up in 2007 and financed by the Servicio Andaluz de Empleo (Andalusian Employment Service), women are trained to provide catering services and waitressing to businesses and organisations offering Fair Trade and ecological produce. Although based in Seville, it offers its catering service in other areas such as Málaga, Huelva, Cádiz and Badajoz.

Not only does Catering Solidario serve to provide employment opportunities to women, it also promotes social products and businesses involved in the Fair Trade movement. In this way, the foundation is contributing to more balanced trading relations, fair prices for producers, ending exploitative labour, environmental protection and responsible consumption.

Further employment opportunities are offered through cleaning services and working in TiendeSita Solidaria (Solidarity Shop), a meeting point that sells and promotes Fair Trade products, crafts, books, jewellery and homemade food. Between 2008 and 2010, Fundación Ana Bella provided work for 74 victims of domestic abuse and helped over 1,200 women.

While this project is not yet financially self-sufficient, the management training and €50,000 funding provided by the Momentum project, together with the international exposure through becoming an Ashoka Fellow, indicate the great potential of this organisation. By promoting the positive and inspiring image of those who have survived domestic violence, and offering a range of different support mechanisms from accommodation to friendship and employment opportunities, Fundación Ana Bella provides a holistic and innovative response to the problem of domestic violence and abuse.



Action for Happiness is a social movement set up in 2010 and launched in spring 2011 by Geoff Mulgan, Chief Executive of the Young Foundation along with Richard Layard (Professor of Economics at LSE) and Anthony Seldon (Master of Wellington College). While not an award winner, the particularly high profile of its founders in the social innovation domain and its full endorsement and promotion by the Young Foundation make it an interesting and potentially highly influential project. The aim is to build a happier society by providing information, inspiring people, enabling positive action and creating public debate and awareness. To date around 14,000 members have signed up to the movement from more than 114 different countries (Action for Happiness).

The project was initiated to address happiness and wellbeing, two areas which are currently being researched by academics and scientists at national and international levels at the request of various governments like France and the UK and organisations such as the OECD. This has led to reports such as the one from the Commission on the Measurement of Economic Performance and Social Progress (Stiglitz et al.) suggesting that economic growth alone is not enough to ensure social progress.

Further research and scientific knowledge from the field of positive psychology delves further into issues of happiness and well-being making this a very relevant topic in today's society. One of the aims of Action for Happiness is to provoke a major public debate on the issue and to provide information, inspiration and the facilitation of action through sharing. There is a clear social aim for the innovation and the

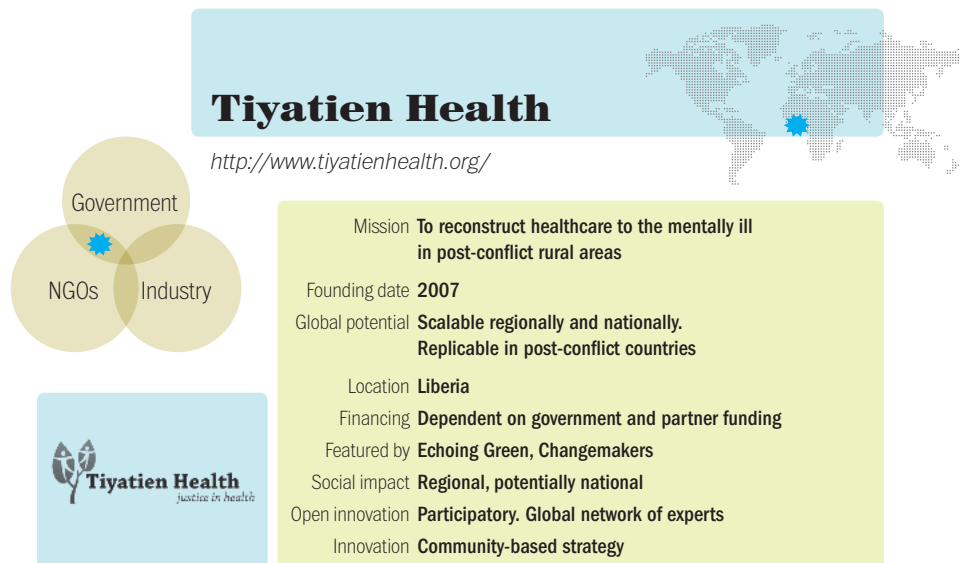
movement strives to create social value in the face of a challenging problem.

The main focus of Action for Happiness is to connect people to form local groups to take action. To facilitate this the movement serves as a platform for linking people and groups together by contacting those in the vicinity of a current or start-up group and providing a 'groups and events' page. Various websites are suggested, which support groups thus putting technology centre stage in the process of growing and developing the movement. The website offers a search engine to find local groups and actions. This sharing of ideas and actions highlights the strong open innovation approach of the movement.

Action for Happiness is currently part of the Young Foundation and is funded by them. However, it is setting up its own organisational status to become an independent charity. While this means that the project is dependent on funding from outside and does not generate profit, the nature of the innovation as being a social movement places much of the responsibility for action on the part of the members of the movement. This low-cost structure that is facilitated by free Internet group communication sites and the zero-cost nature of the actions suggested on the site, contribute to the sustainability and growth of the movement.

The movement clearly states that the achievement of its goals will depend upon bringing together a wide range of organisations. Current partners range from scientific bodies to charities and include MIND, The British Psychological Society, Netmums, National Council of Voluntary Organisations, TimeBank, Business in the Community, Relate, the National Children's Bureau, The Children's Society, the National Union of Students, the National Trust, and Citizens UK. Other partners include the BBC, which promoted the movement in January 2011 by running the Happiness Challenge over seven days.

What we find particularly inspiring about this social innovation is its simple, grassroots, open innovation approach to addressing a significant society-wide issue. The problem it addresses has recently entered into the public debate and represents a potentially enormous shift in priorities at national and international levels. For generations there has been a focus on economic measures and success, however this movement could be the beginning of a significant paradigm change, which would fundamentally change perceptions of satisfaction, success and the future.



Winning a place on the Echoing Green Fellowship programme in 2011 as well as the Changemakers 2009 Rethinking Mental Health competition demonstrates the promise that this social innovation has shown since its creation in Liberia in 2007. Tiyatien (tea-ya-tine) was set up to deal with the health situation in rural areas in post-war Liberia where around half of the population lives.

The founders, Dr Rajesh Panjabi and Weafus Quitoe, initially set up the HIV Equity Initiative in partnership with the Liberian Ministry of Health, the first and the largest public care programme for HIV/AIDS for rural areas. Supported by the Global Fund this programme was developed by training non-medical community members to administer antiretrovirals and, in doing so, built the foundations for a community-driven model. The aim is to scale-up this project in southeast Liberia (Changemakers, Tiyatien).

Building on their successful and trusted model of training community health workers, in 2009 Tiyatien Health started to target mental health issues, depression and epilepsy, which are prevalent in post-conflict areas. Mental illness is typically stigmatised in the community and many misconceptions are held making sufferers extremely vulnerable. Through the use of community health workers, over 10,000 visits can be made annually to sufferers of these conditions with over 2,000 being referred for curative or preventive care.

In addition to providing healthcare to rural areas, the project also involves the training of members of the community to serve as non-medical health workers. This helps to reduce stigma associated with

mental illness and also provides jobs in an area where unemployment is as high as 85%. This has led to Tiyatien Health being one of the principal employers in its area of operation.

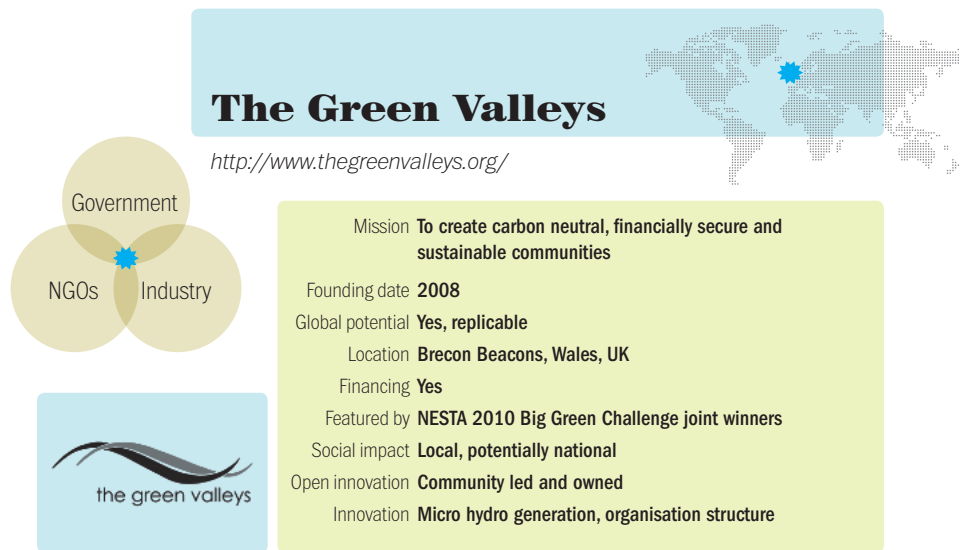
Due to the prevalence of mental illness in Liberia as a result of years of war and violent conflict, Tiyatien Health has used its success and partnership with the Liberian government to address mental health issues further. Collaboration with senior health officials has facilitated the development of a National Mental Health Policy adopted in 2009. The government has continued to develop its plan to improve health care in Liberia with the objective of becoming a model of post-conflict recovery leading to healthcare reform in 2010-2011. Tiyatien Health is at the forefront of these reforms.

Partnering and collaboration have been key to the success of this innovative approach to healthcare. The Liberian government has played a central role and the Global Fund has been engaged since the beginning of the project with Tiyatien Health playing a role in the team that secured funding of \$78 million for Liberia. The project is also supported by other organisations such as Partners in Health, Ashoka and Merlin. Furthermore, a global network of health experts has been built around the organisation. These include professionals and researchers at a range of institutions in the US.

It is essential for this project to be in close contact with the local community and to understand their needs and concerns. The community-led approach bridges the gap between health centres and those in need of treatment, particularly in rural areas where distance can mean that treatment is unavailable.

Tiyatien Health has ambitious plans for growth over the next few years including the treatment of other conditions such as substance abuse, diabetes and asthma, the building of clinics with sustainable energy supplies and the sustainable expansion of their area of operations. Essential to the continuance of this project is financial support and the ongoing collaboration with the Liberian government in order to prioritise healthcare issues.

The development of this community-led model is not only having a major impact locally, but can serve as a valuable resource for other post-conflict countries desperate to rebuild their healthcare provision. The social impact of such replication offers the opportunity to reach a great number of those in need.



NESTA set the Big Green Challenge in 2008 offering a prize of £1 million to the most promising projects. The aim of the challenge was to encourage community responses to climate change and to reduce local CO₂ emissions. From 355 original groups, 100 were shortlisted and given a year to develop their ideas and put them into practice. Finally, in 2010 three winners were announced to share the prize fund. We highlight one of those winners here.

The Green Valleys project is centred on the Brecon Beacons in Wales, UK. It aims to generate renewable energy and support local initiatives to reduce CO₂ emissions. Micro-hydro power is the main source of the energy generation and involves building small, discrete community-owned installations in rivers. The energy generated is then sold back to national providers and the money earned is used for other projects. Just one of these installations is set to generate 82% of the electricity needed by the community (NESTA).

The project brings a range of local expertise together to address the renewable energy generation process from start to finish. It implies assessing the feasibility of the projects, acquiring permissions as well as constructing, financing and managing micro-hydro power installations. By taking a step-by-step approach, the Green Valleys makes energy generation accessible and a realistic option for members of the community.

The second aim of the project is to use the proceeds of energy generation to reduce the carbon footprint of the community by developing and investing in other key projects. These include creating a sustainable woodland management system to produce wood fuel,

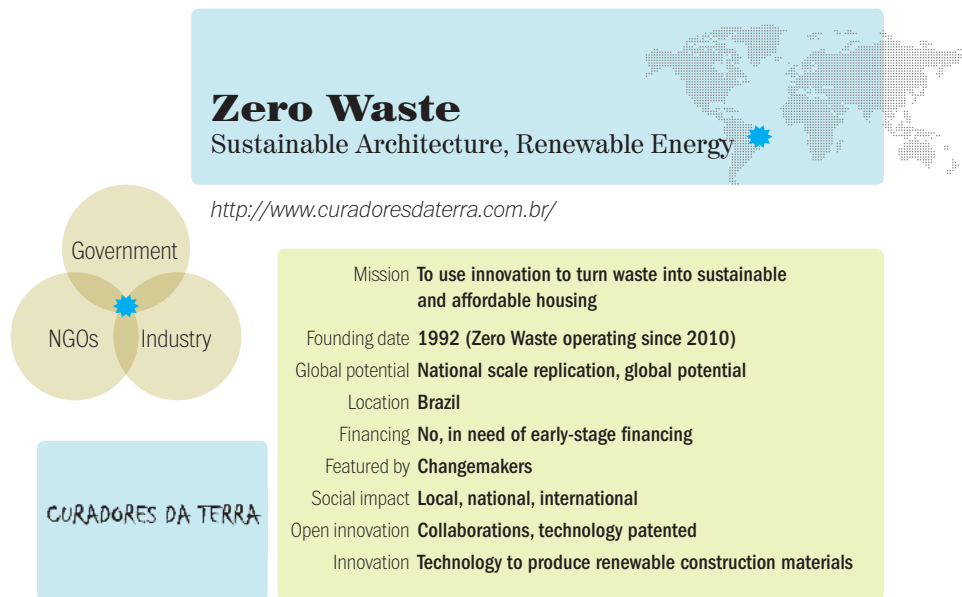
establishing another potential stream of income. Investment in other community projects such as car-sharing clubs, biodiesel clubs, community gardens and allotments also contribute to reduce the local carbon footprint further.

The development of the project took a grassroots approach. The project manager, Grenville Ham, spent a lot of time with the local communities giving around 60 presentations and lectures to explain the project and gain support, resulting in an inspired audience and numerous volunteers who wanted to be involved and help out with the project. Empowerment of the local community to create their own innovative ideas is a key factor of this project.

The Green Valleys supports a modular approach to the expansion of its project with each community supplying its own skills and leadership. In this way a sense of community ownership is instilled and solutions are developed to fit local needs in the most appropriate way. A project such as this has great potential and can be replicated in any community where renewable energy can be generated. Indeed it is already being implemented in other areas of Wales with 10 installations to date. The Green Valleys, acting in a consultative role, provides advice on community engagement and supports the development of new ideas and open innovation.

The project is registered as a community interest company meaning that any profits made are to be reinvested in the company. In addition to the community installations, the Green Valleys also works on private installations although as a not-for-profit organisation the emphasis is always on low-cost solutions to maximise the benefit to the community in the long term. Prize money awarded by NESTA as well as the various sources of income, mean that Green Valleys can be self-sufficient and financially sustainable.

As recognised by NESTA, this project is already making a real difference in the local community where it was developed. It is community-led allowing for a range of open innovation and is replicable to other communities. With the potential to significantly reduce the local and regional carbon footprint, this social innovation makes an important contribution to addressing the pressing environmental issues we face.



For three decades Ashoka has been identifying and supporting leading social entrepreneurs and offering access to a global network. They provide support at 3 levels, that of the individual entrepreneur, the group and building sector infrastructure. Changemakers is a collaborative community that works on finding solutions. It hosts a number of competitions each year with the aim of connecting social entrepreneurs with those who have the resources needed to support innovators and their ideas. There is a wide range of ventures and competition winners, which would all be worthy of mention here. However, we shall highlight one of the most recent winners, the Zero Waste Project in Brazil.

Curadores da Terra (Earth Curators, also known as Verdever) is an NGO that was set up in Brazil in 1992 to provide a holistic approach to preserving the environment focusing on sustainable architecture (Curadores da Terra). Working with both rural and urban communities, Curadores da Terra have several projects focused on water and land at various locations in Brazil. Their recently launched Zero Waste project is in its early stages and aims to address two key social problems faced in cities, the accumulation of waste and a lack of housing.

In order to achieve their goal, Curadores da Terra has developed an innovative new technology, which enables the creation of house-building materials and energy from waste. The construction materials can then be used to build housing that is sustainable and affordable while the energy produced can be sold to produce returns for investors. In partnership with RAD Ambiental, they have created an

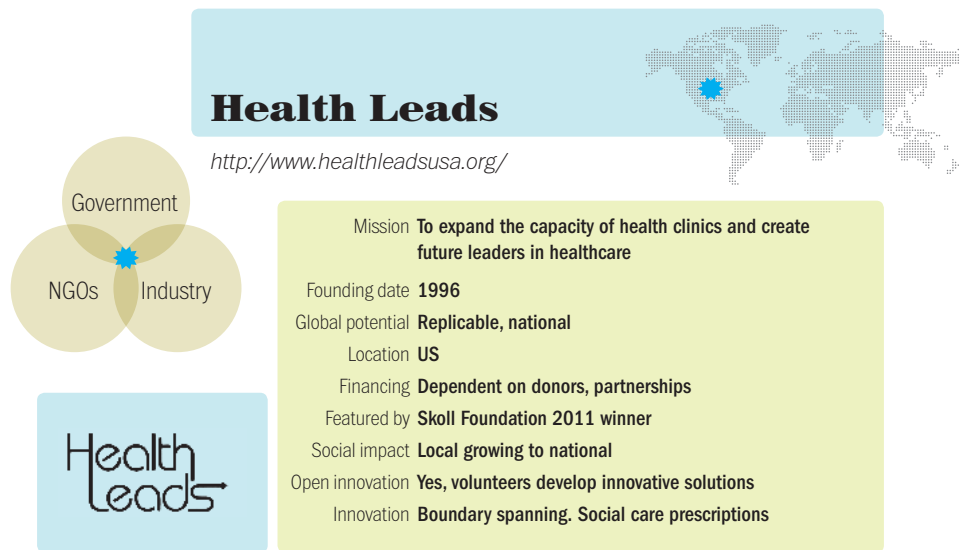
industrial plant named the 'Clean Plant', while another partnership with Florestamento Nobre produces the organic resins necessary for the process. Their local processing and manufacturing plant also means that transport costs and carbon emissions are limited (Changemakers, Zero Waste).

As well as the social impact of the outcome of the project, clean waste disposal and affordable housing, the process will provide economic and social opportunities along the way. These range from formally employed waste pickers to 'clean' construction workers, to those working in harvest plants for the production of the organic resins. Furthermore, plant shareholders can benefit from returns in selling the electricity that is generated back to the cities.

One of the key elements of this project is the importance of collaboration and partnerships. These partnerships with private companies like RAD Ambiental and Florestamento Nobre along with others such as the Brazilian Institute for Sustainable Development, several universities and the government have allowed the development of technology, the scaling of production, the first steps towards the implementation of a pilot project and the drafting of three Zero Waste laws, which could be replicated on a national scale.

Although the technology for the project has been patented, at this early stage of development Zero Waste needs capital to build two pilot plants. The recognition received from winning a Changemakers award and the project's promotion within this online community will raise its profile to an international level. Furthermore, the founders plan to present the project at the UN and participate in the Rio +20 World Summit in 2012 and the World Cup and Olympics in 2012 and 2014 respectively.

Although it has not yet been fully implemented, Zero Waste is an inspiring social innovation in terms of both its outcome and its process, and demonstrates how vital cross-sector collaborations and partnerships are to developing and scaling up an idea. The US \$10,000 awarded by Changemakers in collaboration with the Rockefeller Foundation will go some way towards getting this project underway, and its innovative new technology as well as its aims of sustainability through energy sales are encouraging. Upcoming events in Brazil could provide the ideal platform for raising awareness on an international level to scale up this project nationally and inspire replication in other countries faced with similar urban waste and housing problems.



The Skoll Foundation, set up in 1999, is the root of a hub of activity focused on entrepreneurship and innovation. Each year, the Skoll Foundation announces awards to top social entrepreneurs around the world. In 2011 the four winners of these awards focus on health, water and education. We have selected just one of these winners which, despite having been established for some time, was renamed in 2010 marking a new stage in the organisation's growth.

Health Leads is based on the recognition that poverty is a persistent cause of recurrent illness. The mission of this organisation is to bridge the gap between healthcare and other essential services to reduce poverty and improve health. In addition to necessary medication, doctors in hospitals where Health Leads teams are present are able to prescribe other treatments such as food, housing or job training. These prescriptions are then dealt with by groups of young volunteers who collaborate in the hospitals and work to investigate the social services available in order to provide patients with the resources available.

The project currently has 22 desks in numerous health clinics, nurseries and paediatric departments in six US cities. In 2009, 660 volunteers were trained and worked to reach 6,000 families.

Volunteer teams are principally made up of college students who are keen to commit time and energy to navigating the often complex and bureaucratic system of services. Volunteers are trained before starting to work with families, carrying out tasks such as finding the number of a particular social worker who can help, dealing with language difficulties or finding spaces available in day care for children. They

participate in reflection sessions to share best practice and develop new initiatives and, in 2010, 83% of the graduates involved in Health Leads started working or studying in the health or poverty fields. This contributes to Health Leads' goal to develop future leaders in health who can revolutionise the care given.

The progression of many of the Health Leads graduates into healthcare jobs means that this social innovation has great potential for replication across the country. Some graduates return to the clinics where they volunteered and others go on to initiate new Health Leads projects in new places. This also moves towards making Health Leads' work sustainable as innovative ideas start to spread and become common practice.

Health Leads offers a low-cost solution to address the health issues related to poverty in the US. As an NGO it is financed by donations from corporations, foundations such as the \$1.2 million award from the Skoll Foundation in 2011, and individuals. Also essential to its success are the partnerships Health Leads has formed with both hospitals and universities to ensure the appropriate resources, expertise and guidance to volunteers.

Volunteer reflection sessions enable the sharing of best practice and ideas, which can lead to the generation of new initiatives. With the involvement of healthcare professionals in partnership with the project, this open sharing of ideas creates great potential for further open innovations.

The innovative role that this organisation plays in linking resources to needs is an impressive example of boundary spanning as well as the brokering role that plays such a key role in innovation research. While government has made services available to those who need them they often fail to reach their destination due to barriers such as language, lack of time or knowledge. By bridging the gap between healthcare and other social services, a greater impact can be achieved than by working independently.

While Rebecca Onie, the founder of Health Leads, claims that this work builds on the innovation, thinking, and work of others, her role in making Health Leads a success is worthy of high praise. It signifies the recognition that health is not only an issue in developing countries, but that in the developed world with its advanced healthcare there are many who still lack basic support.



Launched on the 18th May 2010, Big Society is an innovation initiated by the UK government with the aim of transferring power from government to communities on a massive scale to enable individuals and organisations to address local issues and the social problems they face effectively. While not typical of the other social innovation projects mentioned so far, and somewhat controversial in nature, the sheer scale of this idea and the participation of several innovation hubs in the project have led us to include it here.

The Big Society is what might be termed a system innovation and is an attempt to make fundamental changes to the power balance in society. There are three main components to the Big Society. The first of is 'empowering communities', which will be done by exchanging top-down planning for local decision-making. Secondly, 'opening up public services' will allow services that are currently government-run to be delivered by businesses, charities or other organisations. Finally, 'promoting social action' will encourage citizens to play a more proactive role in their communities and society as a whole (Cabinet Office).

The Office for Civil Society is taking the responsibility of delivering a number of key programmes such as the Big Society Bank, National Citizen Service Pilots, Community Organisers, and Community First. Other sectors will also be involved. Indeed, the aim is to decentralise and not to centralise power. Businesses are being encouraged to step forward to take ownership of numerous public services, and NGOs or the so-called third sector, are discussing and developing their role in this nationwide social innovation process. The involvement of all these key sectors is indicative of the increasing blurring of boundaries between different parts of society.

However the focus of the Big Society is exactly what its name suggests, on society. Co-production is to play a key role whereby individuals and organisations take an active part in the process of identifying problems and openly developing their solutions by drawing on the strengths and resources of others. Local knowledge is considered to be critical in developing solutions, which are ideally adapted to specific circumstances and needs (NEF 2010). The development of social networks as a result of this collaboration is seen as a way of strengthening communities and increasing well-being.

The sustainability of the Big Society is another critical feature of this innovation. The focus is to create a new system for the future and this has to be one that is environmentally, socially and economically sustainable.

It is hoped that financial sustainability can be achieved through a reduction in demand and an emphasis on volunteering, thereby lowering costs. In addition, a shift in values will serve to reduce the dependence on economic growth and achievement.

This social innovation is an enormous and inspiring initiative with grand aims, "It is time to look for new ways of getting things done: time to build a new, sustainable well-being system that is fit for the 21st century." (NEF 2010; pp. 15)

It encapsulates many of the issues that have been discussed in this report and stands out due to the sheer scale and ambition of the project with its ultimate goal of system and culture change.

Evidently, a project such as this will face important challenges. As we discussed in our 'challenges facing social innovation' section, vested interests, sunk costs, routines and habits are deeply embedded in society and are powerful impediments to change. Furthermore, the shift to a Big Society is accompanied by significant government spending cuts, thus reducing the overall financing available in the society. There are many questions about how to ensure that wealth and skills are shared to lead to a more equal distribution rather than a widening gap between 'haves' and 'have nots'. Political scepticism also plays a role, with many seeing this innovation as a way to distract public attention from spending cuts (Bastianel 2011), making it controversial as well as ambitious.

Our antenna, serving as the receiver of the strongest social innovation signals in the world today, would be incomplete without the inclusion of this large-scale and far-reaching project and which, depending its outcome, could be a model for future international replication.

8

Discussion and conclusion. Looking forward

The research carried out for this report involved a broad exploration of the field of social innovation. Literature from academic sources as well as renowned practitioners and social innovation promoters around the world, demonstrates the great interest and hot debate, which this area has provoked and inspired. What is evident is that social innovation, while hard to pin down to a definition or specific shape or form, has gained momentum. Perhaps its most significant characteristic is that it does not conform to the traditional definitions, systems, processes and boundaries with which we are familiar and this is precisely its essence and attractiveness.

While we have attempted to take a systematic approach to detecting the strongest and most recent signals coming from the key social innovation hubs around the world, we clearly cannot claim to be representative in our selection. There is a tendency to focus on projects and hubs that communicate in English, Spanish and French. However, this clearly favours some geographical zones over others.

Furthermore, each of these hubs is working hard to promote as many social innovations and entrepreneurs as possible in order to have the greatest social impact. Rather than featuring one winner there are commonly shared prizes and awards, with promotion and exposure to an international community of entrepreneurs and financiers being as much of a goal as the prize money itself. In all cases we have had to make a choice and many other innovations worthy of mention could equally have been included in our selection.

What has been truly inspiring has been the sheer volume of projects, individuals and organisations, which are working towards resolving social problems all over the world. Whether they are local support groups or paradigm-changing national or international projects, it is overwhelming to read of the commitment, passion and drive held by so many people to contribute to making the world a better place. We look forward to seeing what the future holds for the projects featured here and to seeing what new ideas await us in the years to come.

9

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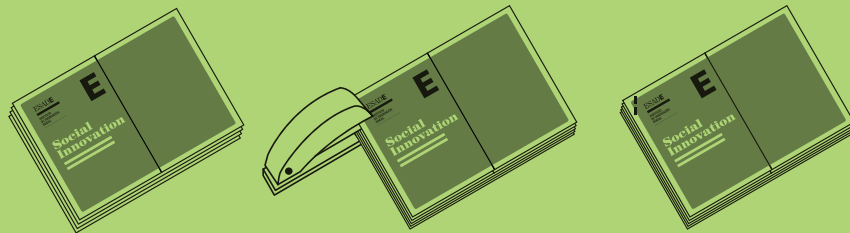
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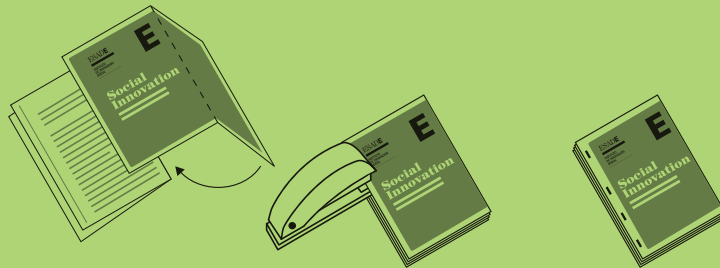
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