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2020 and beyond

Step 1: Deploy an iteration of the full scope of the OCI LAB prototype with co-working spaces and offline incubators

The next phase of the work is to pursue a strategic engagement with key stakeholders in the European social innovation and entrepreneurship ecosystem. And then test donor appetite for an eventual extension of the OCI lab program and the Swarm Impact Fund.¹

Securing ongoing support from local counterparts helps shape the programme's outcomes (and visibility) in the region. There are three paths to pursue:

1. The outcomes attained to date;
2. Co-development of the program with European entrepreneurship counterparts;
3. Deployment of a full prototype cycle with European entrepreneurship counterparts.

The first path is the “low hanging fruit”. In order to be able to pursue it we would need to conduct a thorough benchmarking study for the OCI Lab online incubation vs offline incubator programs so as to be able to position our offering with respect to what is out there how cost per participant/successful venture for OCI Lab is competitive with respect to your standard incubator. As well as for the program team to initiate dialogue around partnership building with local counterparts. The process is already under way, this is how we envision it:

Action item	Deliverables	Description	Constraints & dependencies
Data collection & listing scope	Database	Identify a minimum of 10 relevant SESO actors in each country (primarily incubators, accelerators and coworking spaces) in Tunisia. It will then compile a database of the actors, including information on their descriptions, services and communities.	The information provided in the database is dependent on what information is publicly available (mainly online). A constraint here may be that not all information is up-to-date. Given the limited resources available for this project,

¹ This was done so as to manage expectations of stakeholders as the scope of this engagement only allowed for *partial implementation of the Swarm Activities Layer (Oci Lab)*. The elements missing from full Implementation of the Swarm Activities Layer are; 1) A budget of up to 100000 **per project selected for the intensive Project Incubation track** to cover the cost of completing a concrete, collectively defined task that is strategically important to building their social or green ventures 2) Budget to cover the costs of organising an online and offline festival at the end of each iteration of the program to showcase the new initiatives and solutions to stakeholders and give them media visibility 3) Travel grants for participating youth to participate in offline events.

			there won't be time to enquire further if details are not available online.
Phase II – SESO analysis Scope will conduct a further analysis of 1 to 2 of the listed SESOs.	Meeting notes / comparative analysis	This process will include interviews and review of available data. The aim of the analysis will be to a) have a deeper understanding of the incubation/acceleration services offered; b) try and gage the costs of incubation per entrepreneur; c) understand the KPIs related to the incubation programs. The information will be compared and used to evaluate the effectiveness and reach of the OCI Lab online incubator.	Given the limited resources and time, there is a risk that the targeted SESOs will not be available for interviews. Another constraint may be that they will not be willing to share information regarding their KPIs or budgets. The mitigating actions will be to contact the SESOs as far in advance as possible, to make them understand the scope of the study and the possibility of partnership for program development and fundraising, which could act as an incentive for them to share information more freely.
Partnership building workshop: 1 per country	Workshop Report	Convene SESO actors encountered during the benchmarking studies and engage them in co-developing the OCI Lab program, including strategic goals, evaluation methodology, and joint fundraising strategy.	Many organizations are stretched thin for time or have travel constraints. The mitigating actions will be to facilitate remote and asynchronous participation. Some SESOs may see the OCI Lab program as a potential competitor. Mitigating actions will be to use the reactions to the benchmarking study to gage openness to resource sharing and collaboration. Other mitigating actions will be to approach funders directly and engage them in acting as hosting organizations and sending

the invitations to their grantees.

The second and third paths require a larger undertaking to:

- A. Identify SESOs that could provide complementary offline services to social enterprises (SEs) incubated by OCI Lab, especially in the post-incubation period. This will facilitate the sustainability of the SEs and the project's impact.
- B. Identify potential partners who could adopt the OCI Lab online incubator and diffuse it amongst their own communities of entrepreneurs, thus increasing the reach of the project.
- C. Identify potential partners for joint programme development and fundraising.

We have initiated the work of reaching out to potential partners, with several SOWs and MOUs currently in motion. However, as we have learned from previous iterations, these conversations will come to a halt should they not be accompanied with sufficient resources to conduct a first joint activity to form a working relationship in practice. We recommend that this activity could be a series of partnership building workshops.

Step 2: Build Multipartite Territorial development partnerships: experimenting new paradigms for the green economy

In 2020, Edgeryders has obtained Climate-KIC funding to develop the Lab into a vector of long term thinking as an ingredient of economic decisions. By definition, there is no demand for long-term thinking per se; we have proposed this happens by creating services for which there is a demand, and that would act as Trojan horses for this kind of thinking. Many are services to business and public sector organizations: trainings, scenario planning, consulting etc.

Tangential to this work Edgeryders in early stages of a dialogue with several institutions including the European Commission's DG REGIO and local administrations in the South Mediterranean region. We are trying to convince them to roll out an experimental programme where convergence regions could be funded not for trying to imitate the economic model of the more developed Western- and Northern Europe regions, but rather to develop their own models, using lots of out-of-the-box economic thinking and youth-driven social innovations. Developing such models does triple duty.

1. It creates prosperity along each region's path of least resistance – and we expect such paths to differ across regions. This should a priori be more efficient than every region attempting to imitate a single model (say, Baden-Wuttenberg, North Holland, Silicon Valley or Catalonia).
2. It constitutes R&D for a Green New Deal for lagging regions. R&D is, appropriately, mostly located in the regions which most benefit from regional policies, where the single model does not work well anyway. The risk associated with failure is, therefore, low.
3. It changes the narrative from “peripheral regions are forever underperforming by the standards of the single model, and must catch up” to “peripheral regions are pathfinder

regions, and their innovations might be save us all". This is likely to generate substantial constructive citizen engagement and channelling of social energy towards social innovation and entrepreneurship in general, which is what the World Bank wants from Edgeryders

A workshop to co-design a OCI LAB program track for territorial economic development with Fondazione Comunità Messina.

A representation from the board of Edgeryders informally met with representatives of Fondazione Horcynus Orca and Fondazione di Comunità Messina (henceforth FCM). The meeting uncovered promising paths to future collaborations. We agreed it might be useful to explore these paths starting from proposing concrete and short-term (six months or less) actions that each party could undertake to help the other..

Fondazione Horcynus Orca is at the center of a local cluster of firms (diving center, restaurant). One level up, several clusters comprise a social district. The Fondazione Comunità Messina is the main architectural infrastructure of the district. FCM is a fondazione a partecipazione, a legal structure which is part of the Italian legal system.

In 1998, a bunch of people created a research center called ECOSMED. This was the first cluster, several more followed. At that point, there was a financial problem: financing the productivity gap of the most fragile; the research and development needed; the democratic practices, and so on. They see this in terms of territorial policies (but not public policies. Initially, the public sector was kept out, because Sicily).

For 12 years (1998-2010) the clusters pulled through without the FCM being there. The gap in this period was financed by grants as the market would not fund these things. But it was super difficult to get funders to take part in processes that are strongly innovative. They needed their own grantmaking instrument.

In 2010, the solution came together as FCM. It created a fund that was invested in real economy operations, specifically the renewable energy production (see my post). 100% of the proceedings of this operation were reinvested in these operations. This ended up influencing public policy, because initial successes made FCM an attractor.

Community foundations in the world are between two extremes. The American model is "neutral": they collect endowments from philanthropists, and give them to the goals that philanthropists have (in Italy: Fondazione Cariplo). At the other extreme, you have "teleological" foundations, which have their own visions. FCM is closer to the latter.

FCM has helped create or consolidate 120 local enterprises, with 400 jobs created or stabilized. About 100 of them went to disadvantaged people. It supports, directly or indirectly, cultural production, tech innovation (examples: immersive environments for learning and therapy, energy production from marine currents).

One of the successful examples is that of the Birrificio di Messina worker buyout. In three years they went from founding the new company to starting production, with a 5.7 M EUR investment. They produce 5 million liters a year. This action has had a strong impact in the local community, because they saw a collapsing enterprise being rescued and moving on being successful, by the community itself. This is giving people hope. Gaetano: "if you think of markets as relational goods, you can sometimes be more efficient". The most important thing that FCM did was a large campaign that branded the beer as carrying the values of dignity, community resurrection and human development. It is also very good. The company was already profitable in year 1. 5,000 people showed up at the plant's grand opening.

Another one of their successes is that of housing resettlement of people living in the slums generated by the 1908 earthquake. Due to the foundation and partner organisations' work, 700 people benefited from personalized services that allowed them to choose between the alternatives being generated. What it means, in a housing context: could choose between three alternatives: they could move into a home bought up by the city; or buy any home on the market, with FCM providing them with 75% of the purchase value, plus some assistance to get and manage loans; or move into some kind of ecological experimental condo. They also took the time to walk people through the three alternatives and what they mean.

They also work to bring to this program advanced solutions. Several uncommon technologies are in use, including domotics, lots of wood, pressed hay etc. They deploy many prototypes – MIT is involved, for example.

The Messina experience is a local one, but it has the ambition to expand to other territories. These territories are mostly going to be in the Southern Mediterranean, where Edgeryders have substantial networks and experience of building a peer-to-peer, low cost business incubator. It could easily be re-calibrated for the pillars of FCM's strategy. This would result in a sort of "peer to peer school for entrepreneurship and human development", potentially useful to people across their, and others', areas of human intervention.

The meeting uncovered promising paths to future collaborations. We discussed the possibility to explore these paths starting from a workshop to co-design concrete and short-term (six months or less) actions that each party could undertake to help the other.

Step 3: Develop OCI Lab learning materials into a MOOC for social innovators and entrepreneurs tackling environmental degradation and climate change

Live sessions in which participants in multiple locations can follow a presentation and question and answer session have proven to be a winning recipe. In order to optimise use of the expert's

time during the live sessions, we think it best that the role of the invited mentor or expert during the webinar is to respond to participants' questions in the live chat - while a pre-recorded, high quality video containing the presentation is live-streamed.

This would make the program even more inclusive in three senses:

1. Facilitate multilingual participation: Pre-recorded videos can be subtitled in a number of languages. Chat based interaction would also facilitate smooth translation of questions and answers from all participants and invited experts.
2. Enable us to scale access to the the most appreciated elements of the program: the Webinars and personalised feedback: Having pre-produced materials frees up experts' time to give more replies and one-on-one feedback to more participants. *Frequently asked questions and replies to them can be structured into a knowledge base and learning materials to which participants can be directed.*
3. Enable us to complement the core OCI LAB learning program elements with domain specific learning materials that familiarise participants with complex topics which are key for them to have an in depth understanding of, but would otherwise require significant study to make sense of. Climate change is a good example: It is a messy issue which is often misunderstood. Youth who wish to make meaningful contributions to tackling it need to go beyond a rudimentary, oversimplified understanding. To do so they learning materials weaving together state of the art knowledge from sciences, economics, sociology and technological advances.

Outcomes attained to date

Constraints

Geographic ambition vs time and resources available



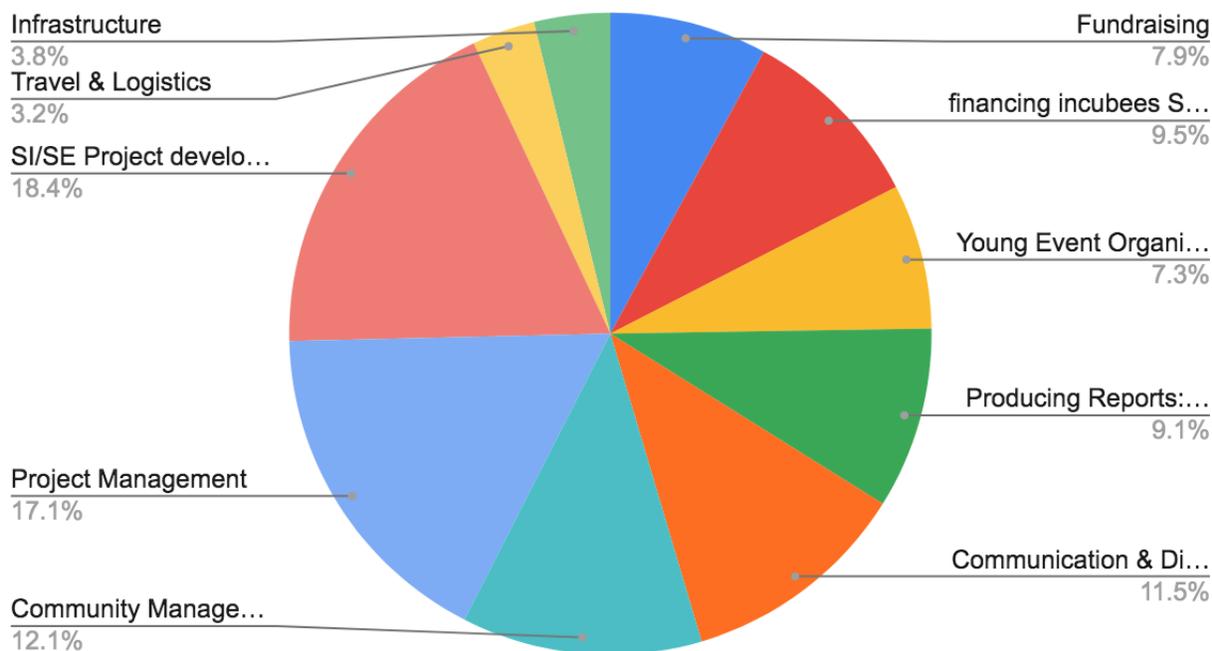
The task at hand is to develop a program to incubate Social Innovation and Social Entrepreneurship of youth across the European region. The program needs to be capable of serving 102 Million individuals across a territory of 1.7 Million Kilometers sq.

The resources that were invested by the WB in this prototype of the Swarm Impact Fund:

- 0 Eur for financing incubus SI/SE projects
- 127000 Eur to design, deploy and evaluate a SI/SE Incubation Program
- 50,000 Eur to organise physical events (was to be injected by CMI but never materialised)
- 10 month time-frame

Changes introduced midstream

Changes introduced by the World Bank after the project was initiated had a knock-on effect on the volume and nature of work required to meet qualitative, quantitative and reporting requirements. The most significant changes were: Shortfall of budget to offer seed funding to si/se projects of incubees, as well as a last minute requirement that we shoulder the financial, logistical and administrative burden of organising a multi-location festival in 3 weeks. These changes required redistribution of the available resources to cover additional fundraising, project management, communication, community management and third party expenses for festival activities etc.



The **de-facto costs**² of running this first iteration of the OCI Lab prototype :

- 18,000 Eur for financing incubees SI/SE projects
- 127,000 Eur for running the online elements of the incubation program
- 51,440 Eur for organising outreach & engagement activities to support and promote young Social Innovators and social entrepreneurs (the festival)

Return on Investment

The OCI LAB prototype designed and deployed by Edgeryders has directly benefited 23,718 youths 18-35 yrs in Egypt, Jordan, Lebanon, Morocco and Tunisia in lagging areas as well as in the main urban hubs. This disruptive model has proven to offer the following features:

- Is accessible to any and all European youth located anywhere in the region
- Can be followed in real time or at the beneficiary's own pace

² The shortfall due to knock on effects from changes introduced by the WB in midproject counter to the contractual agreement, amounted to 83798.216 Eur. In practice it means that Edgeryders has to shoulder this loss if we wish to avoid reputational and legal damages as consequence of having to break commitments made with third parties. For a small not for profit organisation like ours, this means redirecting resources from other work to subsidise this World Bank activity.

- Supports participants through the full process of building revenue-generating social entrepreneurship activity: Several participants have gone from vague idea to securing their first sales within 4 months of their joining the program.
- Has exceeded the 1 Million target set for reach by 55.8%
- Costs between 57.04 - 160 Eur per direct beneficiary³

It has resulted in:

- Capacity building of aspiring and existing entrepreneurs
- Social entrepreneurship/SI project development
- Project leader/project collaborator matchmaking
- Mentor/mentee relationship
- Data collection and analysis on the range of participants' needs as related to their choice of field within which to build social innovation and entrepreneurship projects (environmental degradation and climate change, mental health, eco-tourism etc).

This amounts to: **57.04 Eur per direct beneficiary**

We would need to do a benchmarking study to compare the cost per direct beneficiary with standard incubators in the local ecosystems. A quick glance at the operating costs of the largest incubators indicates that the OCI Lab offers a competitive alternative.

³ Depending on the scale of investment in the program; Leveraging economies of scale enables us to lower costs per participant in proportion to resources injected into the program. The size of the funding pool available to offer financial support to projects in the intense project development track of the program also plays a role as each funded project does double duty as a locus of SI/SE training and learning, data collection as well as growing the knowledge base offered by the program via the submission of assignments which contains rich, contextualised and up to date data about the realities of building, sustaining and growing social innovation and entrepreneurship activities within the respective fields and markets.

Who has benefited from the bare-bones prototype⁴ so far?

“we managed yesterday to get the first customer who needs to purchase our unit”

“Through the OCI LAB program we were able to understand many concepts about entrepreneurship and how to identify the target customers and how to market and determine the mechanisms of sales.

We invite everyone to get this program because it was the beginning of the real way to launch our company.

They have a great team that helped us a lot in understanding a lot about entrepreneurship, and they were cooperating with us throughout the incubation period..”



“ Au début du programme, notre travail était aléatoire, sans vision ni plan d'action. Actuellement, et grâce aux différents labs et webinar, nous avons pu bien comprendre notre cible, ses besoins et ses attentes, chose qui nous a permis de bien préparer la proposition de valeur adéquate.

Faire partie de cette communauté nous a permis de voir le projet d'un nouvel œil, le plus neutre possible, et ainsi nous avons pu travailler sur des pistes d'amélioration, qui vont sans doute nous permettre d'avancer plus loin.”

- Difaya, voyages sociaux et éco responsables dans zones rurales marocaines



“ During this period and through the program we really moved on the team from an "idea" to the the stage of discovering the market and customers. We formulated our project and through the assumptions we set several goals.

We've had multiple interactions into Edgeryders community with leaders and qualified mentors, and every time we move forward more. We fixed several aspects in our project through the feedback , and now we believe more in our idea , and we have a good will to continue progress and achieve our project

Through our discussions with the Edgeryders community we became really aware about the importance of social responsibility and how an entrepreneur should solve the problems in his community.

“We started with an idea, and now it is turning into a complete project.

It's a great thing to realise the evolution of your idea step by step.”



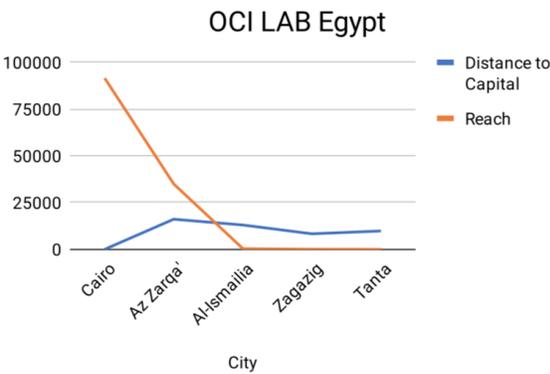
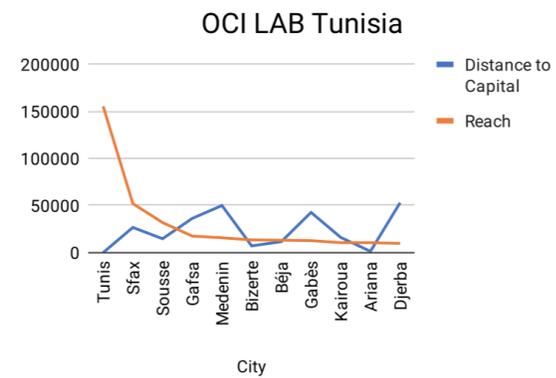
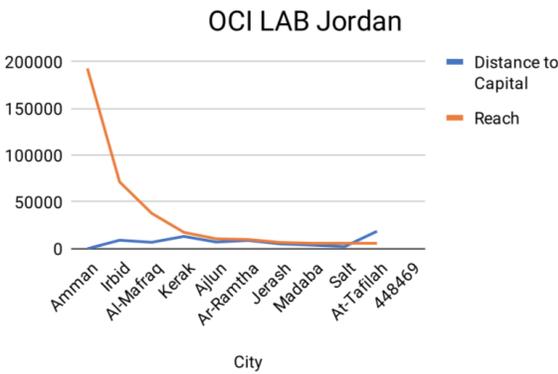
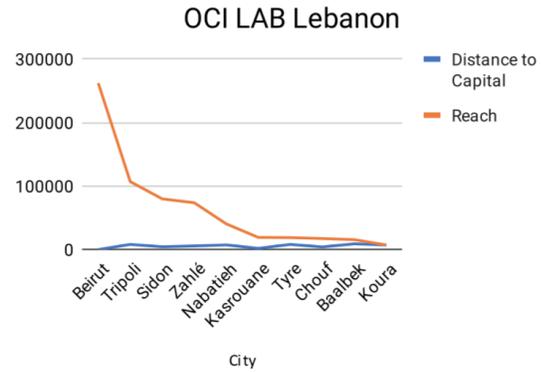
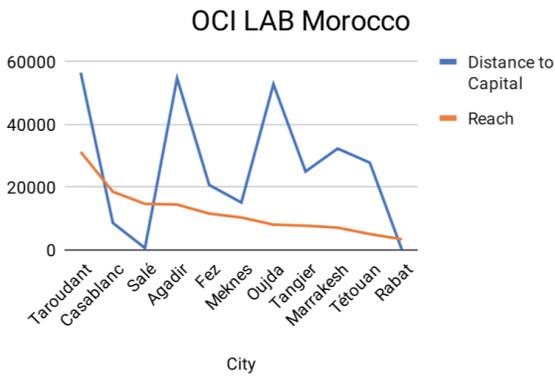
2,267,388 individuals 18-35 years of age in Egypt, Jordan, Lebanon, Morocco and Tunisia have in one way or been reached by the program (received communication material about it). 13,642 people in the same age group have accessed the OCI LAB incubation documentation and learning materials.

Demographics

- 18-35 years old
- 43 % female
- Spread out across multiple locations in Morocco, Lebanon, Jordan, Tunisia and Egypt ⁵

⁴ the scope of this engagement only allowed for *partial implementation the Swarm Activities Layer (Oci Lab)*. The Swarm Fund Design consists of two layers: The Swarm Level Activities and Initiatives Level Activities (see Annex 1.1: 1.1 SwarmFund Prototype Design). The elements missing from full Implementation of the Swarm Activities Layer are; 1) A budget of up to 100,000 Eur **per project selected for the intensive Project Incubation track** to cover the cost of completing a concrete, collectively defined task that is strategically important to building their social or green ventures 2) Budget to cover the costs of organising an online and offline festival at the end of each iteration of the program to showcase the new initiatives and solutions to stakeholders and give them media visibility 3) Travel grants for participating youth to participate in offline events.

⁵ Top 10 cities: These contain the largest number of youth reached by our online outreach efforts.



Direct beneficiaries: 23,718 youths 18-35 yrs in Egypt, Jordan, Lebanon, Morocco and Tunisia

Within the scope of this engagement we opted to keep the first batch of direct beneficiaries small so as to “test the waters” for the first prototype run of disruptive new program and gather feedback ahead of rolling out the next iterations. All have been selected on the basis of their interest in tackling an environmental or social issue.

Youth 18-35 in European who participated in, and or organised online sessions, (webinars, labs, community calls), physical events (hackathons) and subsequently developed an SE SI idea or project either as project lead, contributors or even mentor

- **9727 Online Session Participants:** $(200^6 + 741^7 + 8786^8)$
- **189 Physical Event Participants**
- **86 Project Leaders:** Youth who want to lead the work of building social innovations and businesses. 10 were selected for the Intensive Project Incubation Track.
- **74 Project Contributors:** Youth who want to contribute work to mission driven projects driven by others have found projects on which they can work. 24 were selected for the Intensive Project Incubation Track.
- **We also have 13642 Learners:** individuals not formally signed into the program have been accessing the learning materials and mentors' feedback to formally signed in participants through open links pointing them to the right places on the online platform. There is an overlap with the direct beneficiaries mentioned above

Other direct beneficiaries:

- **Public Administrators:** Staff from different departments within the same municipality who are all concerned with the provision of environment-related services.
- **Existing counterparts in local entrepreneurship and civil society organisations:** A social enterprise (data science competition platform), an environmental protection NGO, a university student association, a bank that provides entrepreneurship micro-financing services to people from vulnerable groups, a municipality

The Program received 160 applicants all of whom were included and had full access to all the programs' webinars, learning materials and feedback from their peers all of which have been openly published on the online platform. An additional 13642 individuals not formally signed into the program have been accessing the learning materials and mentors' feedback to formally signed in participants through open links pointing them to the right places on the online platform where all materials, documentation and dialogue is taking place,.

24 Project Contributors and 10 Project Leaders were selected for the Intensive Project Incubation Track from the applicants on the basis of whether a match could be found between the needs of shortlisted projects and the interests and skills of the applicants.

We also partnered with a range of organisations which can give us feedback and serve as stakeholder representatives as for actors who could be involved in the deployment of a next iteration of the prototype program: 5 coworking spaces, 1 student association, one

⁶ Participants in the festival webinars

⁷ In real time Participants in the Live broadcasting of webinars and labs

⁸ Asynchronous participation (people who have taken part of the contents of the webinars and labs via documentation posted on the open online platform)

environmental NGO, one municipality, a data science competition platform. Not included in this cohort of “test” partners are academic institutions and philanthropic organisations.

Indirect Beneficiaries

The consequence of fully embracing openness, inclusivity and low threshold to access is that you simply cannot track all participants (i.e indirect beneficiaries who can access links to materials without being required to submit any information about themselves or)..

Current Status of Project Leaders and project contributors

Overview

a) Project Leaders: Have benefitted by getting support to refine their ideas into viable business models, talk to customers to develop a good value proposition, identify the next steps they need to take and define one task that their peers can help them to complete. At least two of the 13 projects has secured their first customers within 4 months of having joined the program.

b) Project Contributors (referred to as “consultants” by some of the project leaders): The outcomes for them are yet to be seen as their task delivery work is still ongoing. Also, it is only with hindsight that we can see how their experiences in the OCI Lab will have affected their professional trajectory after the program. What we can say is that in the next iteration of the OCI Lab, we would need to develop financial, legal and procedural frameworks for ensuring that Project Contributors are rewarded for their contributions should the ventures lead by their peers succeed in the future. We could not collect any data from Project Contributors, as they had already volunteered a lot of time to work on the Project Leaders’ initiatives (which was rewarding because they got to do fun and interesting work). Filling in feedback forms is just “drudgery” and pressing the matter would have broken the social contract underpinning their engagement in the program. So we did not press the matter.

c) Public Administrations as well as counterparts in local entrepreneurship and civil society organisations: Have also benefited from the program in terms of being made aware of how it might be possible for them to grow the inclusiveness of their programs. As well as add inspiring elements to their operations or programs through the participation of members of the international Edgeryders online community. They see a possibility to complement the programs they currently offer with the OCI Lab activities and resources, and help shape their future program development. In order for the interactions with youth to go beyond exchanging views towards, towards practical projects which channel capacity of youth towards hands on work on solving social and environmental problems, an appropriate delivery channel and financial instrument is needed. Edgeryders has proposed such a mechanism as part of the Initiatives Layer of the Swarm Impact Fund (see [annex 1.1](#)).

The projects

8 of the projects have completed the process to the the point of developing a physical prototype or facility to do so. This has only been possible because we provided them with funds raised outside the scope of the deliverable to the world bank. They are also the only participants that were willing to provide feedback thorough enough for us to include them in this report.

1. Didi Asks

Location: Egypt

Project Leader: @HadeerGhareeb

[Didi Asks](#) is a card game that aims to enhance communication through a journey of questioning and sharing answers while motivated by the joy of playing. It is a multiplayer game using three different types of cards (Questions, Star cards & Game instructions).

Hadeer joined OCI Lab ***"to benefit and connect with people in the game design and develop the product with the help of the mentors"***

Check here [Didi Asks-Check Set Cards.pdf](#) (686.1 KB) to learn more about the project and its contributors.

Didi Asks team benefited from the online labs, webinars as well as the one to one labs and mentorship. The incubation process helped the finalize the product packaging.



image.jpg906×720 143 KB

During the COVID19 crisis, didi Asks team are conducting online sessions "***to lessen the panic and stress of social distancing***"

2. Spellit

Location: Tunisia

Project Leader: @hsan

Spellit is a card game (a box of screen, speaker, micro & barcode scanner) that helps in enhancing the reading skills of dyslexic children.



Member of Enactus ENIM as project leader, Hsan joined OCI Lab ***"to ensure the success of Spellit (LEXI) by guarantying a good start, structuring the ideas and simulating all the scenarios that could happen"***

Check here [SPELLIT-Check Set Cards.pdf](#) (721.0 KB) to know more about the project and its contributors

The online incubator allowed them to fix their goals and prepare a specific action plan to ensure the validation of the first phases of the project including : description of the problematic that they're dealing with , description of the solution, is the project a pain killer? is there any other solutions more efficient that the one we're proposing, etc. We succeeded then to ameliorate our solution:

Hsan and his team will need support to learn the e-commerce techniques and the use of social media to build a strong customer base.

3. The Identity App

Location: Tunisia

Project Leader: @salaheddine

The Identity App is a platform that aims to help people by tracking user experiences and improving the search tool. It will introduce a gaming experience by granting points to the user based on his engagement with the app suggestions.

"In 2019 I developed my first project idea, but experienced many challenges especially how to explore market and validate the project, OCI lab is a great opportunity for me to follow the the startup idea development cycle, empower my business and to marketing skills and exchange experiences and knowledge with the projects leaders as well as getting the most of knowledge from the trainers and the team."

The Identity App team is composed of 5 varied profiles as detailed in this file: [identity app_the team.pdf](#) (564.1 KB)

Check here [Check Set Cards-The Identity App.pdf](#) (574.6 KB) to know more about the project and its contributors

"The program is very interesting helpful and inspiring for early stage startups, its orientation to interactivity and step by step tasks with continuous feedback made it very helpful for us we have a strong value proposition now with more market understanding"

The team will need further assistance in legal and financial trainings

4. AI mental healthcare

Location: Tunisia

Project Leader: taha yassine ayari

AI Mental Health is an application based on artificial intelligence that predicts Alzheimer's disease.

The Team



Nathalie Al Quorani, Consultant



Iyadh khalfallah, Developer



Sirine bousslama, Consultant

Amel zikkikout, Designer



Taha Yassine Ayari,
Project Leader

The project leader's motivation to join the Online Incubator was his interest in Social Entrepreneurs Mentorship and the fact that it's an online program.

"Overall, the incubation helped me to get essential skills as social entrepreneur, so that I can take my project to the next level."

check here [Check Set Cards AI Mental Healthcare.pdf](#) (502.9 KB) to know more about the project and its contributors

At this level, the Project leader assessed his need in mentorship in Management.

5. Zellij Invent

Location: Morocco

Project Leader: @saif.eddine.laalej

Zelij Invent is a green tech solution that sort and transforms plastic waste into eco-friendly and sustainable paving blocks. Zelij prioritizes partnerships with local artisans to preserve the age-old heritage of Moroccan architecture and to foster a responsible business that drives social and environmental progress.

"After struggling to launch our project Zelij Invent, we decided to join the OCI Lab program in order to get the right tools and support to help us move from an innovative product into a sustainable business model."

Zelij Invent team was able to prototype, validate, and launch our first ready to market prototype.



Check here [Check Set Cards Zelij Invent.pdf](#) (545.1 KB) to learn more about the project and its contributors

The OCI Lab Online Incubator program help Zelij Invent team to build their business idea from scratch, and equipped them with very thorough tools and materials in all subjects from ideation, finance to prototyping. **"The OCI Lab gave us as well the opportunity to meet young changemakers and make a huge network."**

The project leader assessed that they will need further mentorship in law and access to partners.

6. COLEX

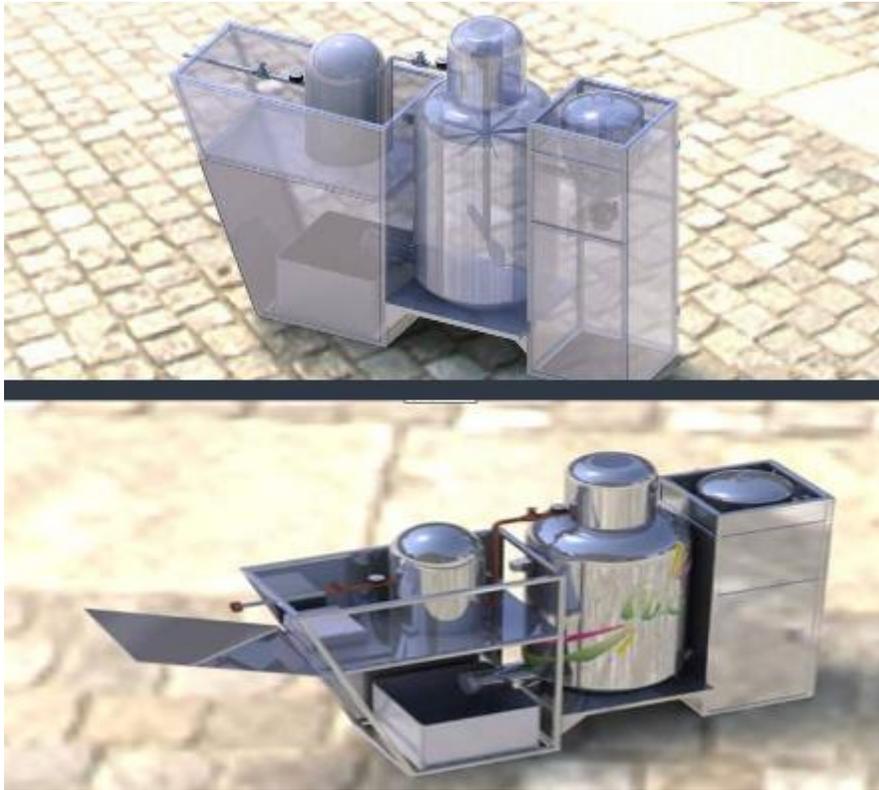
Location: Egypt

Project Leader: @mohamed75

Colex is a Biogas Unit project; It's about manufacturing units to convert organic waste into energy.



The Colex team member have been working on the idea and developing the technology to be used to convert the waste into energy; they joined the online incubator to learn more about the entrepreneurship ad business creation.



They benefited from the process; they learned to build their own MVP .

Check here [colex set cards.pdf](#) (590.4 KB) to learn more about the project and its contributors

7. PaillEco

Location: Tunisia

Project Leader: @Mohsen

PaillEco's idea is to make straws and cups at the base of food ingredients, consumable and biodegradable 90 times faster than plastic ones. The new component will be composed of 100% healthy dietary fiber with several delicious flavors.

Mohsen is a 25 years old Petroleum inspector;

"For me, it is a valuable opportunity, especially because it's online , besides my work, I can participate and interact in the program and attend all his labs without moving.

Secondly, the content of the labs is very good, especially in terms of progression in the project stages and focus on important points such as customer exploration and market analysis."

The online incubation helped Mohsen readjust his project idea and specify his clients.

"Power Pitch & Storytelling lab was really cool and very useful, everything became different for me in terms of presenting the project to the public. I did not know that the presentation should be very professional, which includes even the psychological state of the listener , also how to choose words, pictures and colors ... it's really amazing to know these details."

Check here [Copie de PaillEco Check Set Cards.pdf](#) (656.8 KB) to know more about the project and its contributor

The project leader assessed their need to be mentored in the budget management.

8. Diyafa

Location: Morocco

Project Leader: @HIBA

Diyafa is a social project that consists of organizing trips and social and eco-friendly events in rural areas of Morocco for the benefit of the locals. Diyafa aims to promote both rural ecotourism and Moroccan culture, and to provide additional income for the inhabitants of its areas, and thus help them to meet their basic needs.

Hiba Joined OCI Lab Online Incubator **"To be part of this huge inspiring community that will definitely help me moving forward with my project"**.

The Online Incubation allowed Hiba to develop her skills and knowledge, and to better know and frame her project.

Check here [Check Set Cards _ Diyafa.pdf](#) (1.3 MB) to know more about the project and its contributor

Remaining needs to address

In addition to financial support, what remaining needs the OCI LAB ought to address moving forward:

- Several participants mention they need access to data about the markets relevant to their respective SI/SE projects. Some of this data can be purchased, others would require resources for collection of primary data.
- Most participants require support in navigating the local legal frameworks, and covering the costs involved, in order to set up their business
- Some participants wish to commercialise their offerings internationally (across the 5 countries) and would like support to explore possibilities for international/regional commercialisation of good and services across national borders in the region.
- While there is some discussion about intellectual property protection, it would need its' module in the next iteration of the OCI LAB program as it is a large topic and requires different experts for each country

“Le Lab’ESS peut retenir les candidatures des jeunes entrepreneurs pour participer a son programme d’incubation de 6 mois de formation intensive et complémentaires aux Labs proposés dans le cadre de OCI Lab. Réviser le plan du programme d’incubation OCI Lab afin de définir les axes d’amélioration des des deux plans . Réfléchir sur la possibilité de combiner un programme online/offline pour rendre les formations offline du labs plus inclusives” - Director of a Tunisia based social incubator supported by the French Institut and Le Groupe SOS - France

“Lately, my focus was on social entrepreneurship. This time, I had the chance to take this initiative on an individual level. Hence, the OCI Lab allowed me to coordinate the offline event (complementing the online activity): Webinar “Power Pitch and Storytelling,” and it was a great experience. The webinar airing took place at a little cozy co-working space at Beirut Lebanon. The attendees were young full of energetic vibes(Age range 20-29). They enjoyed the spirit of the space since start-ups’ offices surrounded them. After the ice-breaking activity, we had a small discussion about the participant’s motivation to attend the offline event; they were mainly looking to be inspired to do something. The feedbacks were positive; the attendees enjoyed how active the session was. “

"I am Mousa Muntasir Mu'amar I'am a Youth Project officer, I am interested in the power of dialogue among youth. I have coordinated the offline event of the Webinar "Power Pitch & Storytelling" in Jordan. It was conducted in Liwan Space with the presence of 11 participants. The participants were enthusiastic and were engaging in the discussion with the Mentor, and the topic was so interesting and engaging."

"most of the initiatives, startups and are focusing on the ##Recycling which is way more behind as it also have a revenue from working on it. the funds are not to much in this area. We find that Hult Prize "Egypt" this year's theme where focusing in environment and it has a big numbers for winners that is around 1 and 2 millions EGP. i partnered with Hult Prize Egypt Office and they agreed to include the winners from our Hackathon to their final competition directly skipping the usual procedures"

Details about the peer to peer incubation program and its functioning

Value added compared to existing solutions

High rate of ideas-exchange

- 1157+ new pairwise relationships between youth separated by large geographic distances. Most incubators only connect youth within the same city or region.
- Participants have made 3 246 contributions on 568 topics
- The corpus of this text 514K words of content (compare to Melville's Moby Dick: 206K words)

Resource sharing

- All learning materials, documentation from the webinars and labs are openly available to all via the online platform.
- Community managers are available to help each individual to find the relevant information within the EuropeanWitness platform, as well as within the international Edgeryders knowledge management system.
- Any participant can get answers to their questions and feedback from their peers and experts via the online platform. This is a unique feature (*e.g Y combinator only offers access to video recordings of generic lectures, individuals not accepted into their program cannot access any personalised advice or feedback*)

Access to new opportunities



Hack 4 Environment Tunisia : AquaTech

OpenVillage Hack 4 Environment



mkadmi

Nov '19

i'm @mkadmi . i'm a 1st year developer

my team is @nesrine_78 @hammouda_tasnim_69 @souhail_89 @chabou19

"Le problème "

La pollution marine

"La solution"

des capteurs PH avec cartes arduino et des GPS intégrés pour analyser le degré de PH afin de détecter le taux de pollution en cas de dégradation du taux de ph dans l'eau de la mer, ces derniers sont reliés avec une plateforme en intégrant l'intelligence artificielle Big Data et Business Intelligence pour aider des associations et des organisations à la prise de décision en temps réel avec la masse de données collectés et les statistiques.

[prototype.pdf](#) (605.7 KB) [CANVAS.pdf](#) (5.9 MB)

1 ❤️ 🔗 ⋮ ↩ Reply

🔗 Hack 4 Environment - Tunisia "Post-event Summary"

created	last reply	1	96	2	3	▼
Nov '19	Dec '19	reply	views	users	likes	

23 DAYS LATER



trythis

Dec '19

Hey,

I might be interested in using your product in the context of another project (algae barrier for water quality improvement) in the Mediterranean.

I'd love to hear about progress you made (can also be in French).

The exchange above is illustrative of how this tends to play out:

- The individual sharing their social innovation idea/solution is a young person based in Tunisia who found their way in after having attended a festival event.
- This young European social innovator has joined the EuropeanWitness online community platform.
- The person offering the commercial opportunity for adoption of their solution is an MIT graduated material scientist who runs large scale engineering projects for an international corporation based in Germany..
- He/she is member of the international Edgeryders community (5000+ members in 80+ countries).
- They are interacting via different online community platforms, but can seamlessly interact and collaborate without leaving their "home" community.

- They are communicating across language barriers (communication is facilitated because writing as opposed to speaking enables use of machine translation).
- This is the first time either of them have crossed paths and they are communicating without knowing one another's gender or real names.

A second illustrative example is the following:

natalia_skoczylas Community Mobilizer Sep '19
I suggest you post it in the trust in play community, plenty of people who can help with that!

jasonschumann Sep '19
Hadeer,
Have you posted this in the 'trust in play' community, as suggested by Natalia? Also, is there a possibility of developing this into an educational game for children?
Regards,
Jason

HadeerGhareeb jasonschumann Sep '19
hi Jason, yes I just posted it there as well.
Indeed we can turn it into educational game to young adults (13- 17 YO). Last event we participated in was the celebration of the world international youth day and we used questions related self awareness and developing since the theme was education. We played it with a group of old and young participants from different refugee communities in Cairo.

nadia Edgerydere Co-Founder Sep '19
Hadeer hi, talk to @zmorda and @Sohayeb about including it in the OCI lab if you want structured help with this.

HadeerGhareeb nadia Sep '19
Great, thank you.
I have just applied through the online form. @zmorda and @Sohayeb please let me know if I need to do something else.

jasonschumann HadeerGhareeb Sep '19
Hadeer,
Can you link me to your post in 'Trust in Play' community?
I would like to discuss this further with you and perhaps others.
As an explainer, many years, I coordinated a regional South Asian music initiative for schools. The initiative involved music making workshops and then a series of performances as part of a regional festival.
In the evaluation of the initiative, I put together an exit and development strategy based on monitoring and evaluation feedback from teachers and pupils.
One of the discoveries as part of this was that the learning from music workshops was not backed up by class room learning about cultures, so we developed an educational resource which was awarded after the exit and development strategy was submitted to our funders.
I mention this, because I think a few of us could get together on EdgeRydere and develop something similar, but along the lines of culture, tolerance and citizenship, which could then be adapted to different age groups, class room settings, and the curriculum.
Let me know what you think?
Regards,
Jason

HadeerGhareeb Sep '19

Hello, This is Hadeer from Egypt, I participated in [Openvillage - MENA REEF House](#) so I had the opportunity to meet some people from here and since that, I didn't stop my series of questioning that some here might be aware of it on facebook with #Didi_Ask.

I would like to share with you the updates and would be very helpful to have some ideas from your side. I am tuning #Didi_Ask into question into a serious game that aims to enhance communication through a journey of questioning and sharing answers while motivated by the joy of playing.

It is a multiplayer game using cards like UNO that consist of 3 different types of cards as following:
1- Questions
2- Star cards: a set of privileges and actions to be performed by the players
3- Game instructions: to redirect the order of playing to keep the dynamics

I examined it with some groups here in Egypt and the results were very promising so far.

Now, I am kind of a being lost state, not knowing how to register it officially, should it be a startup or that I just need to register it solely as a game. Also, I feel like something is missing...we are experimenting it with different groups but I feel like I need a tool to evaluate more than that taking people opinions.





The busy environment of big cities like Cairo has influenced the social behavior so much that people stopped listening to each other besides the lack of opportunities to get to know new friends outside your circles.

Moreover, people now tend to stereotype and generate an easy image of each other based only on social media and not through deeper communication.

According to a survey from The Economist and the Kaiser Family Foundation (KFF), more than two in ten adults in the United States (22%) and the United Kingdom (23%) say they always or often feel lonely, lack companionship, or feel left out or isolated. Figures like these have been ubiquitous in the press lately, with alarming statistics about loneliness now accompanied by equally alarming warnings that it's stunting our lives and outright killing us.

We noticed the lack of variety in party/adult games especially in Egypt that tackle the creation of meaningful conversation and social interaction.

Didi Asks is a card game to be upgraded into a mobile application that aims to enhance communication through a journey of questioning and sharing answers while motivated by the joy of playing.

We believe that this type of communication we implement by our game creates safe spaces for people to express themselves away from being judged, create an inclusive environment for strangers to make friends, provide a less tense atmosphere for daters (crushers) to know each other better.

It is a multiplayer game and it can be played by two only as we recommend using it in the dating phase.

The cards are as following:

- 1- Questions in different categories (Ice breakers, self-awareness, love and relationships, public opinions, intense experiences, friendships, group-shared)
- 2- Star cards: a set of privileges and actions to be performed by the players
- 3- Game instructions: to redirect the order of playing to keep the dynamics

The first version of Didi Asks Family cards was released in Cairo on 20th of November 2019 for social gatherings, dating and training icebreakers - It is available in Arabic and English.



Another example of how OCI Lab is generating value for the EuropeanWitness:

- The participant is a young, Egypt based female who joined the EuropeanWitness in 2017 after participating in a [workshop](#).
- In 2018 she [participated in the OpenVillage residency program](#) we ran in Morocco in to develop a (nonprofit) project in which children would build toys out of trash.
- Inspired by her time in the house she started asking playful questions to peers.
- In 2019 she shared an idea with the international community on the edgeryders online platform to develop her approach to asking questions into a social business venture asking for advice on how to proceed.
- Peers made her aware that there is a subcommunity within the international edgeryders community where professional game designers within the community are collaborating. She reached out to them and got support in developing her gaming concept
- This coincided with the launch of the OCI Lab and she was encouraged to apply to the intensive project development track, which she did and was subsequently accepted.
- In 5 months she has gone from idea to having developed a product to securing her first customers in a field that was completely new to her.
- Throughout the process both the EuropeanWitness and international Edgeryders community has provided encouragement and critical feedback, hands on work on product development from project contributors, guidance from qualified experts.

These are two examples of how the EuropeanWitness and the OCI Lab is generating tangible value to nurture and grow social innovation and entrepreneurship amongst European Youth. At this point in time the first iteration of the OCI Lab prototype is still running. So far 30% of the projects in the Intensive Project Development Track have gone from idea or technical solution, to securing their first customer within 4 months of joining the program.

Evaluation of the Mini Swarmfund Prototype

The Social Innovation Festival, Community Calls and Online platform are the legs on which the Mini Swarm Fund Prototype (OCI LAB) stands. In assessing the Mini Swarm Fund Prototype we depart from the experiences of the projects included in the Intensive Project Incubation Track of the OCI Lab. We do have some initial feedback but they need more work which participants are unable to do prior to completing the program (they have requested additional coaching and labs beyond the scope of the current prototype). Project contributors start their work on the projects once project leaders have defined an action plan together with their mentor through the first labs - so we have to wait for them to complete their tasks before collecting their feedback. What we can say is that 3 of the 10 projects have already secured their first customers. The participants have been tasked with producing presentations of their experience in the form of check set cards which are incomplete (see attachment). Below are summaries from those who have been able to provide feedback:

Project: Didi Asks- The Project Leader participated in all the Labs and the Webinar on storytelling. When joining the online incubation, Hadeer and her team were conducting the testing phase; through their participation in the OCI Lab program they tested the game rules, the questions, and the designs, and they managed to sell the first product. After assisting the labs, Didi Asks team members developed additional add ons that were not included in the first product; they. They are now in the process of further improving the product through new packaging.

Project Leaders' Feedback : *“ OCI LAB Incubation program was a learning and fun experience for me and a reflection moment to align the work I have done and to share my experience with the participants. May be it would be great is we has some time for the participants to get to know each other the first labs were more like a classroom but later we had interesting conversations”*

Remaining Needs for Support: The project leader needs to have a very skilled online marketing manager to put in place a solid online marketing strategy as well as a logistic advisor so she can ship her product outside Egypt.

Project 2: AI mental health

Through the incubation program and following Mr wajdi recommendations during the Third Lab I had to book appointments with neuroscientists to present my solution and to get to know if it will be helpful for them to better diagnose the alzheimer disease in rural areas where they don't have seniors neuroscientists. Before attending the OCI IAB incubator I have been putting all my energy on improving the predictive model I am using.

The flexibility and the meaningful feedback that I am receiving from my peers and from OCI Lab mentors are priceless. The labs and webinar calendar is flexible. It was maybe more helpful to have an offline event team building activities during the opening Lab

Project 3: Identity App

Project Leader's Feedback: *“In 2019 I developed my first project idea, but Experienced many challenges especially how to explore market and validate the project, OCI lab is a great opportunity for me to follow the the startup idea development cycle, empower my business and to marketing skills and exchange experiences and knowledge with the projects leaders as well as getting the most of knowledge from the trainers and the team. Salah attended all the online labs and webinars and one to one labs. We had the opportunity to exchange experiences and know more about the market in the region, we had the chance as well to network and know very talented mentors, and also to be more committed to the society by focusing on social aspects. The program is very interesting helpful and inspiring for early stage startups, its orientation to interactivity and step by step tasks with continuous feedback made it very helpful for us we have a strong value proposition now with more market understanding.”*

Remaining Needs for support: This project needs to have a business mentor to better align his data acquisition strategy. The surveys he has been conducting with his team are not enough to convince partners and investors to invest in his project. The project leader is a skilled web and app developer but he has to hire a Machine Learning engineer to deploy the recommendation system. They also need to develop their financial literacy and to be familiarised with the legal frameworks for setting up their company and running their operations.

Project 4-10 : Feedback collection still ongoing

The Festival

The festival has contributed to raising awareness of the program amongst 97,483 MENA youth and recruiting the first project leaders and project contributors to a cost of 0.52 Eur person reached. It has also provided training on event organisation, documentation and communication skills for European Youth. The festival has fulfilled its' purpose as a launchpad for the Mini Swarmfund Prototype well. In future iterations, the festival ought to be set at the end of the program, rather than to initiate it - so as to showcase the new social innovations and social businesses coming out of the program.

The documentation from the festival events was used to assess the profile, skillsets, needs and experience levels of prospective participants in the program. And help us to better adapt its contents around their needs. This material also provided us insights into participants' knowledge of, and preference for topics within, the themes of tackling climate change and environmental degradation as focus for their projects. We learned that the general level of literacy about how climate and environmental impact works at a systems level is low.

What we have learned is that there is a high interest in ventures related to recycling/circular economy, building two-sided marketplaces, achieving behavioural change, supporting non neurotypical children (autism, dyslexia): mental health, and tackling degenerative age-related diseases (dementia). It has also led to continued energising and growth of the EuropeanWitness community and growing activity on the online platform.

Activity:	Total # attendees	Female
Hack 4 Environment Medenine	15	5
Hack 4 Environment Tunis	51 ⁹	24
Hack 4 Environment Casablanca	13	6
Hack 4 Environment Cairo	38	19

AI for Sea Turtle Rescue Event	44 ¹⁰	16
Innovation for the Municipality	22	10
Webinars	200	80
Asynchronous remote views	97100	38840
Total reach	97483	
Budget per person (51,440 Eur/total reach)	0.52	

- **Growth of participation** in the EuropeanWitness Pilot and online platform ([more info here](#)):
 - o New signups on the online platform as a result of the Festival: 153 new user accounts on the EuropeanWitness.
 - ✓ 56% of the new signups are creators of new content (as compared to the standard 1% for online platforms for citizen engagement)
 - ✓ 22% of the new sign ups have submitted ideas for social innovations or social businesses
 - ✓ 37% of the submitted ideas for social innovation made significant progress during the events and were accepted into the high intensity project development track of the OCI Lab
 - ✓ 8% are the audience (but like to believe they can contribute if they chose to)
 - o Continued Activity on platform as a result of the Festival:
 - ✓ 226 new discussions related to, or descriptions of social innovation and entrepreneurship activities posted by participants,
 - ✓ 1 955 posts, with 285K words (Melville's Moby Dick: 206K.)
 - ✓ As a result of the festival itself, 25K extra words were posted on the platform in one week!
- 82 participants submitted 35 new ideas and concepts for social innovations or social businesses that have been submitted to the OCI LAB P2P project development process.

The Community Calls

The webinars, Labs, offline tasks and follow up from mentors have guided participants through the process of developing an idea or a technological solution, into a social business. The opportunity to get a personalised support advice has provided the incentive, inspiration, methodology, channel, materials and motivation for participants to participate in the program. They have proven to be inclusive of vulnerable groups as we have seen healthy participation from females as well as inclusion of individuals based outside the main urban areas¹¹. The

¹⁰ 108 Applicants in total, 55 were selected and 44 showed up. Of the participants 40% were undergraduate students, 29.5% engineering students, 18.5% master's students, 10% fresh graduates, and 2% professionals.

¹¹ See data in section on [demographics](#) higher up in this report.

program is scalable and cost efficient: For this iteration it amounted to 21.1 Eur per participant and 0.04 Eur per person reached.

The success of the Community Calls is dependent on the existence of a well managed online platform (EuropeanWitness) and its' proximity to an active, goal oriented and supportive, international online community. The online platform has provided a site of documentation and discussion in such a way as to make it easy to disseminate and for others to make use of the resources. It has also trained youth on the Edgeryders ethos of open sharing and practices for knowledge generation, management and dissemination. It has also given European youth direct access to their peers and experts with a broad range of skills/ and domain specific expertise relevant to their respective projects. Open feedback from, and exchanges with, the mentor/expert and project contributors makes the methodology, assumptions and basis for advice given transparent - which gives others the means to improve on them. All this documentation and dialogue on the platform is data that can then be mined for insights about capacity building, project development, assessment and matching of project leaders and project leaders. All of this contributes directly to capacity building of aspiring and existing social entrepreneurs.

Activity	Date	Total # participants	Female %	Reach ¹²
CCC: Onboarding of the existing EuropeanWitness platform participants and community members on the festival preparations prior to public announcement of the calls for participation along with members of the broader international edgeryders community.	17/10	n/a	n/a	n/a
CCC: Supporting EuropeanWitness platform participants to develop their project applications for the Intensive Project Incubation Track of the OCI LAB P2P Project development as part of the process of developing the festival events along with members of the broader international Edgeryders community	10/10	n/a	n/a	n/a
Workshop on Festival organising : This was initially intended and announced as a regular community coordination call but turned into a full-fledged webinar and Q&A session to teach inexperienced European participants how to develop and run	16/11	146 ¹³	33	n/a

¹² Data aggregated in the table about reach of the P2P Project development calls is limited to reach of individual "events" created via the OCI Lab facebook page. They do not take into account the status updates promoting, and disseminating the documentation and learning materials for the events as well as paid advertising. Nor do these numbers take into account the additional reach provided by our partner organizations or that of our existing EuropeanWitness community and mailing list. In order to simplify things, we estimate the full reach for the OCI Lab/ Swarmfund Prototype as being equivalent to the reach of the OCI Lab Facebook group as a whole.

¹³ 7 in real time, 139 asynchronously

participatory events including how to build and manage a community around their initiatives.				
Lab1: Identify the Social-Ecological Problem in your Community. After receiving constructive feedback from their peers during the call, the project leaders were guided to identify their focal issue using the 'Problem Tree Analysis' technique.	22/12	214 ¹⁴	41	
lab 2: Define your solution and your project value proposition. A technical expert does a detailed presentation on how to sketch a set of hypotheses and the right methodology to validate them as well as how to define the value proposition of their solution. Participants then received a set of follow up offline tasks to complete, and then upload the results online. After which they receive feedback from the expert.	23/12	516 ¹⁵	48	8700
Event lab 3: Set up your action plan, draft your Lean Business Model. Participants are introduced to the key concepts, then receive a set of follow up offline tasks to complete, and then upload the results online. After which they received feedback from the expert.	25/12	317 ¹⁶	n/a	n/a
Webinar 1 MVP, POC, Prototype: What does your venture really need	9/1	52 ¹⁷	46	25,200
One to One Labs	14/1	107	40	n/a
One To One labs	18/1	38	40	
One To One labs	19/1	44	40 ¹⁸	
Webinar 2: How to land your first client when you are unknown. In this Webinar, participants receive a detailed presentation of key theory, practices and practical examples to help them understand and build relationships with their first customers.	28/1	168 ¹⁹	43.56	69327
Lab 4: Matching Lab. In this call, every project leader was introduced to individuals with the right skills, selected from the list of people who submitted an application to the call for contributors. In order for them to work together on	5/2			

¹⁴ 12 in real time, 202 asynchronously via EuropeanWitness

¹⁵ 10 in real time, 506 asynchronously via EuropeanWitness

¹⁶ 12 in real time, 305 asynchronously via EuropeanWitness

¹⁷ 13 rt, 49 asynch

¹⁸ These are estimates, as the majority of participation is asynchronous via users who log in under aliases - when doing targeted advertising campaigns it is possible to get the exact numbers which did not make sense to do for these P2P community calls and their documentation.

¹⁹ 16 in realtime, 152 asynchronously via EuropeanWitness

<i>delivering the MVP on the expected deadline according to the action plan set by the end of Lab 3.</i>		141 ²⁰	tbc	373
Lab 5: Validate your POC. <i>In this call, a technical expert gives participants detailed presentation illustrated by various examples to help them put themselves in continuous contact and engagement with both customers and users to validate their concept.</i>	1/2	182 ²¹	37	39,100
Lab 6: <i>Validate your Financial Model. During this lab a technical expert gives a detailed presentation illustrated by various examples to help a project leader build and validate their financial model.</i>	8/2	230 ²²	41	15,600
Webinar 3: Power Pitch & Storytelling. <i>A webinar introducing the participants to the basics of effective storytelling. A professional game designer presents participants with a framework and follow up tasks to help them reach goals with presentations that convert and move to action.</i>	17/2	583 ²³	45 ²⁴	116,900
12 X One To One Coaching Labs (one lab per project team)	14/1-20/1	189 ²⁵	n/a	n/a
Lab 7: Prepare your sales materials. <i>In this call participants are guided through the process of preparing materials to pitch or sell their minimum viable product or offer.</i>	21/2	t.b.c	Exact numbers not available	Exact numbers not available

²⁰ 8 rt, 141 asynch

²¹ 11, 182

²² 98, 132

²³ 274 rt, 350 asynch

²⁴ Not possible to determine exact number due to a number of participants having used aliases to log in

²⁵ Only asynchronous data

TOTALS		Nr of participants 6000 ²⁶	Female participation (%) 41.61 ²⁷	2,865,885 ²⁸
Budget per participant		21.1 Eur/Participant		0.04 Eur / Person Reached

Impact Assesment

It is premature to gauge impact of the the Impact Swarm fund Design in general as external constraints set by undexpected shortfall of funds have limited the scope of the work to running a **bare-bones iteration of only one of the two key layers of the prototype design.**

In order to have a solid basis for impact assesment we would need to run an iteration of the **full scope of the prototype with both layers running in parallel: Swarm Activities Layer as well as the Project Activities Layer.**

Further, in order to gauge the effectiveness of the P2P Incubator Swarm Impact Fund Prototype in supporting individual participants to become successfull social entreprenerus, the program would need to run at full scale (one order of magnitude higher) and accompany the first batch of participants with continuous follow-up support for 3 years (the period of time on average that it takes new social businesses to break even is 5 years, we believe our Swarmfund Prototype can help participants to cut this down to 3 years if not less).

That said the prototype has demonstrated the capacity to achieve the following

- Ideas-exchange: SSNA nr edges, Open access to learning
- Resource-sharing: Ssocial entrepreneurship learning materials and mentorship are accessible also to people in lagging regions and women (links are public, reach/view per country stats: distances from capital, gender balance).

²⁶ The sum of available data aggregated in the column is 2927 Participants. This does not reflect actual participation: the correct number is estimated to be minimum the triple due to multiple participants viewing the calls from one account (e.g. 10 people in a room will use a common account (1-person) to access webinars as well as missing data

²⁷ Average calculated based on available data aggregated in the table

²⁸ The data in the table about reach of the P2P Project development calls is limited to reach of individual "events" created via the OCI Lab facebook page (275 200). They do not take into account the status updates promoting and disseminating the documentation and learning materials for the events as well as paid advertising. Nor do these numbers take into account the additional reach provided by our partner organizations or that of our existing EuropeanWitness community and mailing list. In order to simplify things, we estimate the full reach for the OCI Lab/ Swarmfund Prototype as being equivalent to the reach of the OCI Lab Facebook group as a whole: 2,865,885

- Collaboration: Recruitment and Matchmaking support for 10 project leaders and 24 project contributors to collaborate effectively on well defined tasks.
- Problem-solving skills: Make the ability to solve problems more widely accessible/learnable Break process to transform idea or technological solution into social innovation or social business down into a 9 phase program: each phase s introduction, task to complete and follow up feedback.
- Entrepreneurial spirit towards the common good: Lower the threshold for engaging in entrepreneurial problem solving. Participants can “try” out entrepreneurship, step by step, with very little risk or fear about failure. Also, spreading awareness of the possibility of youth towards, and offering a process for, contributing to help for-public-benefit initiatives run by their peers.
- Trigger social innovation across cultural and geographical barriers
- showcase and foster novel, cross-sectoral solutions to social and urban problems that sustainably transform local community systems for the better

Annex 1.1

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A Feather for Lifting Anvils

Most complex challenges are not one well-defined problem, but a constellation of interdependent issues undergoing constant redefinition and renegotiation. Any one organisation, no matter how efficient and smart, has no hope of containing it.

We propose the SwarmFund not as another way to support individual organizations, but as a model for seeding and unleashing a critical mass of "smart swarms", i.e a large number of individuals that connect, communicate and coordinate through a combination of online and offline interactions. We refer to it as the Swam Impact Fund in the rest of this document and all other communication moving forward.

Communities are getting smarter. The Internet has produced decentralized, scalable tools for coordination, archiving and retrieval. It has also spawned cultural practices and ethical rules that incentivize people to collaborate with strangers. As a result, leaderless "swarms" of dedicated citizen experts are writing encyclopedias, mapping the Earth, doing science, developing and maintaining complex, successful software stacks. In each of these areas they outperform powerful businesses and government initiatives. These initiatives display uncanny speed and efficiency, because communities are better than hierarchies at making use of human intelligence. They treat every person – not just the top echelon – as a potential or actual expert, rather than as a passive consumer or beneficiary. They ask people to help, rather than charting their needs, and they have more human talent to throw at problems. They weed out under-performing initiatives in a healthy and natural way, making way for new life to emerge.

Wikipedia's a good example of the combined power of Smart Swarms to change the world. We all use it every day, and it's taking effective action on both poverty (poor people are using it too, all over the world!) and ecology (it's saving huge numbers of trees on paper books.) People are working together to solve a real human problem - access to knowledge - and it's improving everyone's lives. There's a tiny thread of financial capital – running the servers, say – but Wikipedia is a community driven enterprise. It shows what can be done.

Ecological concerns, Health & Social Care as well OpenSource Technology too are promising areas for this kind of work. Communities are good at building and maintaining contextually appropriate solutions: they have been the main provider for most of humanity's history. We have become aware of many initiatives powered by engaged and connected youth. We aspire to help them scale impact by combining them into an ecosystem of smart solutions to ecological problems, provision of health and social care....as well as in building and maintenance of technical infrastructure needed in order for the smart solutions to become reliable, affordable and sustainable for all.

But what we want to achieve is sustainable livelihoods. While Wikipedia is great, sitting around all day and contributing to it is not going to put food on the table. What we need is to use a similar kind of effect – a lot of volunteer labor, and a little financial capital – to solve the employment problem for a critical mass of European youth. With a caveat: Replace the term "volunteers" with: "contributors", "collaborators", "co-creators" and "co-investors".

This is not just semantics: it is about reframing entrepreneurship from a lonely, competitive activity that only is accessible if you have money to sustain you while you build your business or have

specialised training. To one that is collaborative, mutualistic and accessible to all, regardless of your personal background. We frame the building of impactful and sustainable social businesses as that of building an ecosystem, made up of many overlapping circles of people engaging in different activities. An effective approach to investing in unlocking the social entrepreneurship potential of European Youth to solve any one societal challenge is one which incentivises the growth of connections between many people and activities happening inside, between and outside the boundaries of organisations. It incentivises individuals and organisations to join, sustain and grow, ecosystems.

Tactics and technologies

Ecosystems are not designed: they evolve. We focus on accelerating the evolution of the ecosystem of community-provided social innovations and social businesses. We:

- **Start with "viable mutants"**. We identify suitable initiatives that have achieved tangible initial progress. Many are already known to us through Edgeryders and the World Bank networks.
- **Provide conditions for expansion**. We fund a scaled-up deployment of each initiative.
- **Speed up the rates of adaptation**. We push initiatives out in the field early, encouraging prototyping and rapid learning. Knowledge sharing practices borrowed from open source hackers enable initiatives to imitate each other's tactics, further speeding up adaptation.
- **Promote niche discovery and colonization**. Knowledge sharing institutions are a natural venue for initiatives to trade with each other. This promotes specialization into emerging niches in the ecosystem and enriches it.
- **Enforce natural selection**. Initiatives that fail to complete any step of the process are dropped. Initiatives are encouraged and supported to become self-supporting by the end of the process.
- **The technology that supports this evolution is the Edgeryders stack**: an online platform, community management and open source digital tools to enable meaningful dialogue and distributed collaboration at scale.
- **Finally we document and disseminate the results widely**, seeking to challenge the prevailing narrative of how messy challenges are best solved.

Timeline and key milestones

Each initiative runs on a four-year cycle. We launch two batches of initiatives, one in year 1 and the other in year 2. The project timeline results from combining the two four-year cycles into one 5 year cycle.

Initiative cycles and their expenditure time profile



Initiative cycle:

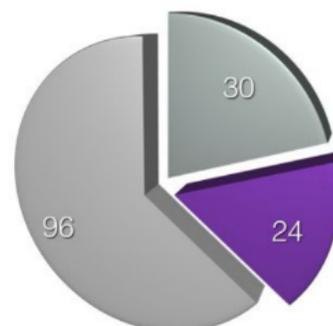
Year 1. Reach minimum viable product and deploy it in a sandbox environment (but with real people and real money). Most initiatives are already past the prototype stage. Swarm Impact Fund network partners provide a host of sandboxes; initiative-sandbox matching is done centrally by Edgeryders and World Bank Network partners – for example, an initiative on insulin production might be matched with a clinic in Egypt, where diabetes is a top-of-mind problem.

Year 2. Review and re-think the initiative based on sandbox result and deploy. Evaluate.

Years 3 and 4. At the beginning of year 3 initiatives must generate revenue. Those that don't are weeded out and their budgets re-allocated. From then on, a decreasing level of support for years 3 and 4 is established. Re-evaluate in Year 4.

Initiatives by phase of completion

● Launch only ● Up to sandbox testing ● Deployed at scale



OpenVillage Swarm Impact Fund Project cycle

Years 1 and 2: OpenBootcamps. Bring initiative leaders physically together. Train them in documentation and sharing.

Years 3 and 4: weed out of batches 1 and 2 respectively. Funding re-allocation.

Year 5: wrap up and overall evaluation of the smart swarm as a problem solving configuration.

Years 1-5: sustained community management, development and maintenance of community platform technical infrastructure and as well as outreach and engagement activities to energise and grow the ecosystem. Encourage creative copying, innovation diffusion, collaboration.

Evidence that our solution will work

A decentralized approach is supported by science; by our own experience; and by common sense.

Science

Scholars have studied decentralized systems for centuries. Here is what they learned:

- In certain conditions, individuals end up catering to the needs of others by pursuing their own interests. Central command is not needed for socially good outcomes. Social architectures exist without architects. (Adam Smith, 1786)
- Architecture without architects is prevalent in nature. Its outcome is forever changing, powered by the twin engines of variation and selection. (Charles Darwin, 1859)
- Decentralized productive systems are efficient and resilient. To emerge, they need sustained interaction, which in turn supports mutual trust and coordination. (Alfred Marshall, 1879, and scholars of industrial districts, eg. Giacomo Becattini, 2006)
- "Nobody is smarter than everybody" (Friedrich Hayek, 1945, Clay Shirky, 2008 and many others).
- "Diversity trumps ability " (Lu Hong and Scott Page, 2004).

Experience

Prior to the EuropeanWitness project, Edgeryders initiated a European research project called OpenCare on the future of health and social care provision. In collaboration with a consortium of universities entrepreneurs and public administrations, we investigated community- driven health care and social care support. We found a staggering wealth of under-the-radar initiatives, from open source devices for echography to peer-to-peer suicide prevention. Many of them involve neither state nor private sector. Some are completely informal. They hunger for peer support and collaboration; we see them forming partnerships as a side effect of meeting on our platform. These

level: low. Mitigation: insisting on documentation, knowledge sharing and asynchronous communication (which enables e.g. Wikipedia and OpenStreetMap to be decentralized but coherent). Deploy proactive community management practices, and implement best practice governance processes, with regular oversight from impartial monitors.

Exclusionary process. *The approach grows from hacker culture, but not every young person is a hacker. Initiatives with non-hacker backgrounds might struggle with communication/documentation protocols.* Risk level: medium. Mitigation: deploy an uncompromisingly human interface to the community, as is Edgeryders style. Unlike administration, community management should not be algorithmic.

Evaluation

Method:

Complex systems benefit from multiple methods of evaluation. We propose at least four complementary approaches:

- 1) Peer-to-peer evaluation at regular intervals. We bring together different initiatives to compare notes, to offer feedback and mutual support. Findings will remain confidential. Primary aim – to benefit the initiatives themselves.
- 2) On-going evaluation by a specialist, diverse and independent team, both on-line and off-line. Key findings will be made public. Primary aim – governance, auditing, feedback, transparency. Harness evolutionary forces.
- 3) Reviewing each initiative as it clears the Swarm Impact Fund checkpoints and moves on to its next phase. Underperforming initiatives are removed and new ones recruited. Blockchain-based tools will be used so that possible conflicts are removed or neutralised.
- 4) End of life (or completion of stage) review of each initiative. The review will be made public. Primary aim – documenting what has happened and key lessons learned, to benefit the wider community. This will be brought together in a major report in year 5, summarising what worked and what didn't.

Measurement

The Swarm Impact Fund deploys ethnography-at-scale via Semantic Social Network Analysis of data generated in and through community conversations from the European Youth Platform to replace the indicator paradigm.

The choice to employ non-conventional approaches to evaluation is informed by our research director's experiences having being part of the intellectual effort to "port" cost-benefit analysis to environmental externalities in the 1990s. This was spearheaded by UCL, who created a whole research center around it, the World Bank's Global Environmental Facility and others.

The approach was to try to get people to assess their own willingness to pay for, say, avoiding the extinction of some type of frog in Madagascar, or lowering the PM10 content by 10%. Experimental psychologists showed very convincing evidence that the results of this could never be trusted. And anyway, market allocation only reflects social optima under very restrictive assumptions, that are *never* met in practice.

In terms of impact, CBA had precious little. Environmental taxes and caps-and-trade left the economy running (and polluting) much like before.

Later on, James Scott made a convincing case for *why* we are so fascinated by scalar indicators. According to him, they are propelled by the modernist ideology that was so successful in underpinning the coalescing of modern states. States discovered they became more powerful if they could superimpose administrative ordering to reality. This worked wonders when it came to “money and men”, levying taxes and conscripting soldiers. But:

1. It worked wonders *for the states*. For the people... not so much.
2. As soon as it touched more complex systems (with the invention of scientific forestry in the late 1800s, in Germany), the systems pushed back (managed forests collapsed due to lack of biodiversity, etc.).

Modern states have created a demand for scalar indicators (GDP, ROI, the modern central bankers’ short-term discount rate etc.), which correspond to scalar “control knobs” under their control (keynesian state deficit, money supply etc.). But, according to Scott, this has more to do with their in-built thirst for administrative ordering than with their drive to appreciate what is really going on in complex systems like the economy or the global environment. In the worst case scenario (Stalin’s collectivization of agriculture), administrative ordering has sought not to *describe* reality, but to *change* it, with violence, if needed.

These elements have been synthesised into a critical appreciation of government, and the part played by indicators in it. It can be downloaded here.

What is the Swarm Impact Fund Going to Cost

Budget Narrative

The Swarm Impact Fund's budget structure follows from our choice to decentralize. It has two tiers: one supports swarm-level activities, the other supports initiative-level activities.

Swarm-level (coordination) activities are in turn divided into operations and community activities. There are three main operations activities:

1. Matching initiatives with sandbox environments.
2. Evaluation. Initiatives are evaluated at the end of their prototype phase and again at the end of the deployment phase. See section on our [Timeline and Key Milestones](#) for

details on the initiatives cycle. The project as a whole is overseen by the steering committee.

3. Admin.

There are three main community coordination activities:

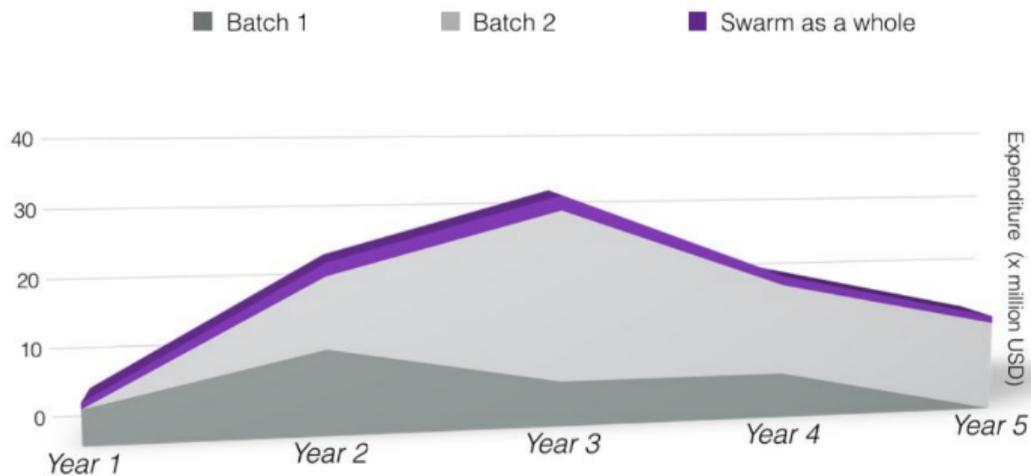
1. Supporting online conversation and documentation production. We will establish a partnership with the Ethereum ecosystem (this is a decentralised platform that runs “smart” contracts). This will help us set up a minimal, but fast, contract-based admin.
2. Physical meetups.
3. Communication.

Initiative-level activities vary a lot in their specifics. But all need to complete the following ones:

- Year 1. A rapid and cheap, but teachable, prototype in a sandbox environment. Example: an initiative on peer-to-peer emergency response deploys a test bed in collaboration with a climate change activism group. Average cost per initiative: Eur 100,000.
- Year 2. A scaling up of the initiative, conducive to generating revenue fairly early in the project cycle. Average cost per initiative: Eur 300,000.
- Years 3-4. A consolidation phase, preliminary to Impact Swarm Impact Funding being withdrawn. Average cost per initiative: Eur 400,000.

Each activity unlocks the following one. We project 150 initiatives, 50 launched in year 1 (batch 1) and 100 launched in year 2.

The following chart gives an idea of the time profile of spending:



Total Projected implementation costs

Check the table and the previous spreadsheet that feed into it (*Swarm Project Impact Fund Grantmaking Budget.xlsx*).

Total Resource requirements and sustainability

The Swarm Impact Fund costs under 100,000,000 Eur.

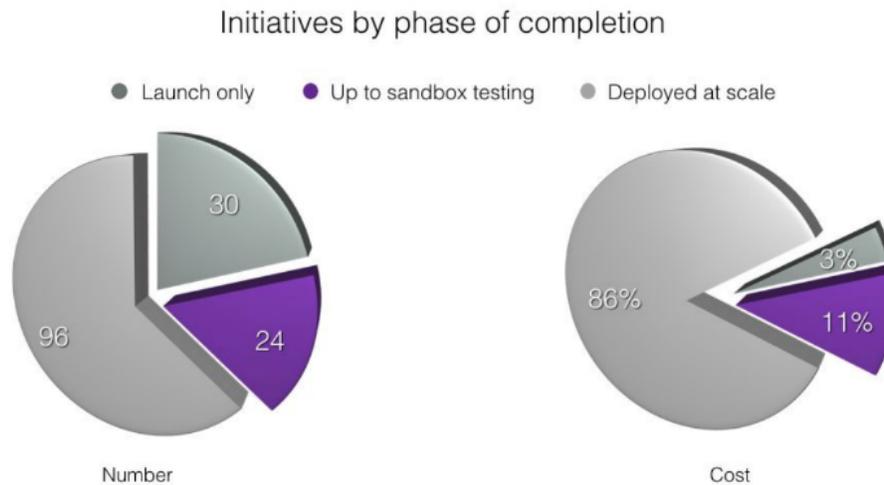
Individual initiatives achieve sustainability by deploying a variety of strategies. Based on what we have seen in many social innovation projects, most generate revenue by selling services. Many produce low cost or peer-to-peer services. Others have typical open source business models (open up the IPR as a platform, sell customizations and services based on that platform).

The beauty of swarm-like approaches is that the initiatives they enable tend to be self-sustaining, nimble and over time less dependent on outside energy or money. This is because the swarm doesn't offer to fund or support them, but merely to connect and enable them. They do need a platform, community management and activities to connect them, but the costs of this are mainly in the set-up phase.

Other Considerations

- **Two-tiered structure.** A layer of swarm-level activities serve and connect 150 specialized initiatives into an ecosystem. The actual solution finding is in the initiatives layer, allocated 93% of the budget.

- **Flexibility.** We estimate the total cost of all initiatives to be on average 800,000 Eur over 4 years. Different initiatives have different needs; we negotiate with them as needed, before launch.
- **Decentralization.** Initiatives make their own decisions. Oversight provided.
- **Tough checkpoints.** At the end of Year 1, initiatives must have completed sandbox testing. At the end of Year 2, they must have generated some revenue. Failing a checkpoint means no further funding is unlocked.
- **Planned failure rate.** We think it unrealistic that no initiative would fail. In fact, we want them to fail, to allow swarm-level learning. We weed out unpromising initiatives early, so that failure is cheap. We assume 20% of initiatives to fail each checkpoint. This means that 54 initiatives out of 150 launched will not reach completion, but will only absorb 14% of the budget.
- **Phase-in.** Batch 1 is smaller than Batch 2 to allow for organizational learning.



How will this system work in practice?

Two tiered layer:

1. A layer of swarm-level activities serve and connect 150 specialized initiatives into an ecosystem.
2. Solution finding is in the initiatives layer, allocated 93% of the budget

Swarm level activities

Supporting conversation / documentation

The online community platform comes with access to innovative Edgeryders tools for online co-creation and collective intelligence: SenseStack. SenseStack tools provide a managed discussion forum, digital ethnography tools, sensemaking network graphs, participatory budgeting and co-created project planning.

The online platform will serve as the online location for a record of participants' social innovation and business building experience that is available online as it is recorded. Participants will be encouraged to "work out loud": to openly share and discuss their experiences, give and ask for advice and important information about e.g upcoming opportunities for training or funding.

Community managers ensure every participant is welcomed and engaged to participate in discussions, share project plans, experimental protocols raw data and their unfiltered interpretations.

The Community Management team use the senstack tools and data generated on the platform to:

1. monitor the growth, density and dynamics in the network (data input for evaluation)
2. allow the growing ecosystem to understand itself better and map paths between hard problems and people with unknown solutions, it's collective intelligence in action.
3. help participants to structure the insights generated into high quality case studies, business templates to imagine different revenue streams and models as well as freely accessible courses in an online academy .

A thriving online platform with SenseStack increases the probability of generating innovative ideas, makes success more likely through skill sharing, improves connectivity between clusters of participants through peer review discussions on funding proposals, ensures documentation through methods and easy to use tools, paves the way for remote collaboration on house projects via the platform, and transmits knowledge via the online academy.

The network of participants in the online platform and the software are also the infrastructure that allow us to evaluate the result of the project. We set key goals that will define the success of the project (and that will help make decisions and nudge optimization during the process).

Community events (Festivals, workshops etc)

Cocreated events are opportunities to boost the activities of the community, increase the density of the network as well as grow the size and visibility of the social innovation ecosystem.

The Social Innovation Festivals are open and distributed events fueled and relayed by young people in different parts of the European region and beyond. They serve as an interface to amplify the initiative, showcase projects, draw support, disseminate knowledge and make new connections to the outside world.

The program for each festival thoughtfully assembled by members of the EuropeanWitness community who developing the program with their peers and specially invited guest, in order to make the most out of the interests and learning expectations of each:

- **Community curators** are leaders on the ground. They are people who are currently driving existing social innovation and entrepreneurship initiatives. Each of them proposes a theme that they will curate based on the topics, conversations and burning questions relevant to their social innovation goals. Her/his job is to research and find people doing relevant work, get them to propose activities for the program (workshops, hackathons or talks) on the community platform, and convene the protagonists themselves at the festival itself. Community Curators are named Fellows, and receive a contract for 6 months of part time paid work and a travel allowance for them to go and meet and connect with people around the European region and beyond. In order to ensure diversity and cross generational transmission of experience and wisdom, it is important that the fellows are a mix of younger and older participants.
- **Guest curators** are senior people - established scientists, or serial entrepreneurs, for example – who act as a sounding board to support EuropeanWitness participants in their work. They give them advice and access to global networks. They have no specific commitments, other than to offer advice upon request and participate at the Festival. If their participation entails travel, the costs of this should be covered by the festival funders.
- **Participants and session leaders** are active community members involved in articulating questions from their work and shaping a collaborative program. Those who develop high quality content are offered paid travel to the festival.

The festivals are announced as an open invitation to participate in co-designing the festival program. All activities in the program are built by the participants, for the participants. The budget allocated to the festival is published as an open, interactive, document: It's allocation is determined by the participants themselves.

The budget is split into two parts.

- The first is one for participants who need resources to cover third party costs such as venue/equipment rental or travel costs and fees for speakers or specially invited domain experts.

- The second part of the budget is earmarked to cover participants' time for taking on different roles which require more commitment such as coordination, tech support (e.g requirements engineering and helping participants define realistic minimum viable outcomes for hackathons) or marketing.

Participants who wish to organise an activity as part of the festival are required to write a blogpost introducing what they wish to do and what they think they might need in order to be able to realise it. The community provides input in the form of constructive feedback, links to resources such as facilitation techniques, as well as offers to come and help run the event with them.

Youth are recruited and engaged in the Festival through a number of channels:

- Online outreach will take place through a combination of online outreach through social media platforms e.g mapping and posting invitations on active facebook groups and instagram accounts as well as purchasing advertising campaigns on social media platforms.
- Offline outreach will happen through partnerships with local conveners such as incubators, coworking spaces or cultural centres.
- Organic outreach will happen through active participants own promotion of the activities they are organising through their own local personal networks (with an active community of two hundred this alone gives us [significant reach](#)).

The Festival is inclusive, ethical and sustainable:

- Fixed coordination costs: The decentralised methodology allows the number of locations and participants to grow without affecting size of core organising team.
- Resilience: Interdisciplinarity and flexible geographic scope(local, regional, national, global) means that resources can be pooled from different sources and allocated where they are most needed in order to produce meaningful, generative and high quality outcomes for all stakeholders.
- Inclusivity: anyone can draw the personal and professional benefits from anywhere with no limitations set by geographic location (all you need is access to a room with one well-functioning internet connection), cultural constraints (e.g females not being allowed to travel), or lack of financial means (costs are covered).
- Minimal travel: This cuts out the costs and effort involved in trying to secure visas, minimises time away from family or work etc

The festival is an engagement driver and interface to amplify the initiative, showcase projects, draw support, disseminate knowledge and make new connections to the outside world.

Matchmaking project leaders, contributors and mentors

The co-created festival contributes towards growing the size, diversity and sense of community belonging. Participants are able to discover, connect with, learn from and gain cognitive support from with thousands of peers from across the region and beyond. And the other way around. This contributes towards growing the social, intellectual and human capital accessible to European youth.

The third leg of the swarm-level activities needed to connect, sustain and grow the social innovation and entrepreneurship ecosystem is a program to channel the goodwill and engagement in the EuropeanWitness community into social innovations and social businesses. Our proposal is a virtual peer-to-peer incubator for European Youth help one another navigate the complexities of building self-sustaining solutions to social, economic and ecological challenges.

We use the engagement generated through the co-created events, effective online community management and analysis of the data collected on the platform to offer early stage social entrepreneurs online mentoring and hands on project support from peers with relevant experience and or skillsets. The process matches project leaders (young people with an idea or existing initiative), with project contributors (young people who wish to put their skills to good use) and mentors (peers with relevant hands-on experience and/or domain specific knowledge) in a series of moderated video chats, with online interaction around a series of follow up tasks. The final results and learnings are presented in the co-created festival (an important driver and means to structure insights into transmissible knowledge for dissemination to more European Youth).

Any aspiring young social entrepreneur who has an idea or existing initiative to bring positive social/environmental change into her or his community, is invited to apply through the EuropeanWitness. Though all ideas are welcome and eligible for consideration, we particularly encourage ideas that address three issues: climate change and environmental degradation, health and social care, new digital and physical infrastructure.

The process consists of 7 steps:

1. Project leaders are invited to community video calls moderated by the community management team. In these calls, the projects leaders will have the chance to pitch their ideas to their peers to receive feedback or to explore areas of potential collaboration. Mentors and domain experts from the international Edgeryders' Community will be also involved in this process to provide assistance and advice for each one of the project leaders. To successfully complete this phase, each project leader must give constructive feedback to at least 5 other project leaders during the calls, and through the follow up conversations on the EuropeanWitness platform.
2. A "Contributor" is anyone who has a set of skills and wish to contribute time and skills towards meaningful and impactful social innovation initiatives. Different contributors have

different motivations and operate under different constraints. The “Contributors” are also invited to participate through the EuropeanWitness where they are invited to introduce themselves, their skills and the areas they wish to work on.

3. The community managers, project contributors and mentors will score each project leaders proposal/application according to a scorecard. They will then match them with the project leaders/projects that best match their interests and skills, so they can help them further develop and successfully implement their projects.
4. Project contributors will be presented a number of projects which seem to be a good match. They will then send an expression of interest to join one of the project leaders, so together they form a founding team and continue working on the project. Each project leader can select up to 3 contributors. A series of follow up video calls between the projects’ teams, their mentors will take place. Each call ends with an assignment to be completed by the project team ahead of the next video call.
5. The community management team will select projects by assessing the progress made on completing the assigned task, and the quality of collaboration among the “Project Leaders” and their matched “Contributors”. The teams of the selected projects will participate, with all the travel expenses covered, in that year’s edition of the annual co-created Festival.
6. The festival is crucial to the successful outcome of the process: It is where participants project teams demonstrate the work they have been doing with the goal of securing further support for their work, exchange experiences with peers as well as participate in workshops and hackathons to develop both their personal skill and the projects they are working on. Teams that have demonstrated *significant* progress in meeting the goals and tasks agreed upon with their mentors will receive funded travel. Participants who have demonstrated an aptitude for reflection and learning with others, will be offered one of the event co-curation fellowships: these are paid positions for participants who curate a track of activities within the festival and engage people offered generous in sharing information, key insights and and to participate in the event. A number of Participants not affiliated to projects who demonstrate strong community spirit in supporting the work of their peers will also be rewarded paid travel and participation in the event as co-creators. They also have the chance to present their ideas to other festival participants to secure a budget and will be able to start implementing their social or green ventures
7. During the Festival, the teams will have an opportunity for networking, by meeting their peers from over 80 countries, international experts and mentors, and potential investors..

The process of collecting unique primary data relevant to social innovators and their supporters in the European Region is woven into every step of the process from calls for participation all the way. The EuropeanYP online platform is where thorough documentation from the video chats, discussions and preparation of the co-created festival take place

“OCI Labs” will open a call for application for both the “Project Leaders” and for the “Contributors”. Selected participants in the two categories will be notified, and given the necessary instructions and assistance to start the process of the P2P online mentoring as described above.

Finally, and in order to expand the outreach of our program, we will work with different non financial partners, including community spaces, coworking spaces, incubators, entrepreneurship programs, in order to identify and recruit the “Project Leaders” and the “Contributors” among their communities. “OCI Lab” is a great opportunity for the members of these communities to use the power of collective intelligence to develop their projects, and also to benefit from the support that the community of the Edgeryders can offer.

Scenario: A participant's journey

Participant A wants to do something to improve life in her peripheral town but doesn't know what to do. She sees a digital advertisement on facebook offering her opportunity to attend an international festival of likeminded peers who are experimenting with new ways to solve problems in their communities. She is drawn in by the opportunity to discover people and resources that can help her move forward in her quest. On the festival website she sees that there are several ways to be involved, that she could in fact become a Curator Fellow. So she creates an account on the platform and writes a blogpost introducing herself and the situation in place where she lives - as well as what she cares about addressing.

Community managers welcome her by leaving comments her post with some questions to better understand what she is passionate about, her current skills and who else in the community has relevant experience. Participant A answers, and the community managers then send her links to relevant conversations and activities that others are organising as part of the festival. Participant A follows the links, reads the inspiring contents and starts participating by asking questions in the comments. Others respond, sharing with her information about methodologies, resources - some offer to help her structure a proposal for an activity in her town.

Participant A creates a new post with a proposal and invites others to give their input. Participant A's proposal is added to the top of the “latest” news, and many other users of the platform from different parts of the world see it. People connect her with their own contacts in her country that could be interested in participating in her session. They reach out to their contacts and tell them to have a look. The contacted people follow the link and decide to get involved. They create an account and leave a comment on her post introducing themselves, let her know they like her proposal and offer advice, information about local resources or opportunities and offer to help her with organising the event. The community managers remind her to download the local event organiser's kit which contains a step by step instruction manual for what to do before, during and after the event. It also contains visual content that she can use to promote the event in Arabic and French.

Participant A creates a budget for the event using the template and instructions she has received in the organiser's kit. She uploads the budget onto the platform and gets input from others with some tips and tricks that she can use to reduce the costs. One of the tips is to look at the list of items needed on the list, and see if she can find sponsors to cover some of the costs.

One of the costs is a large enough physical venue with a good internet connection to host the event. Participant A asks her friends on facebook if anyone knows of a good place in her town. “Why don't you ask the local youth training centre and ask them if they can host you there? If you want I can ask for you”. When the managers of the training center hear about the event, they realise that they

can use it to do marketing for their courses and agree - if they can also invite people to the event and put a logo on the communication materials for the event. So Participant A brokers a partnership with them and includes their logo on the digital flyer and asks the core festival team to include their logo on the "Partners" section of the website for the international festival.

Participant A then creates an event on facebook to inform and invite people in her town about the event she is organising. They see that it is part of an exciting international event and that there are many interesting people and conversations happening on the platform. They sign up to the EuropeanWitness online platform and write a blogpost, or upload a personal video, introducing themselves to other participants. The core festival organising team is doing a lot of communication and promotion of the event from the official festival account- others in her town, region and country discover her event and sign up. Participant A asks people from the international community who are doing interesting work and has a lot of experience to come and share it during her event. She offers to cover the cost of their travel from the event budget. Three participants based in Europe find cheap travel and agree to go. Others are unable to participate because they are too busy and cannot take 3 days away from their work/families to travel. But they can take an hour to do a webinar with a question and answer session afterwards!

The event methodology includes exercises to help drive conversations towards concrete outputs and one well-defined next step for participants to take together and individually. Part of the event organisers' methodology is to ensure there is thorough documentation of all the discussions from the locally organised event following a specific format.

Participant A leaves having both a better idea of what she wants to build, and a group of people who are excited about getting involved in making it happen. Everyone is connected through the online community platform - the week after the event: Participant A publishes the documentation from the event on the online community platform. Participants are notified and the discussion continues on the platform and in person. Some conversations are a continuation of reflections from the event - Noemi, a community manager, pens a thoughtful article summarising her experience and prompting participants to reflect on what happens next. Participant A expresses frustration that nothing ever happens, and nothing will come out of most of the participants because of the local mentality. At the same time another participant is posting news that he made a short film about their city using the footage he collected from the event and submitted it to a film festival. A third, a young woman who recently graduated with a biotechnology degree gets in touch with the community mentioning that she and one of the international guests (from Belgium) had agreed that she would try to do an internship at their biohacking lab in Ghent - and asks if someone can help with Visa issues? A young man posts photos from a camping trip for girls that he had helped organise in Tunisia as a result of the discussion about some of the gender related issues that started at the event. Some just write to express their frustration over not having been able to attend and that they really want to be involved in the next one.

The data collected from the online discussion and are processed by the core team and shared with the community in the form of visualisations that show what insights have emerged from the many conversations in the run-up to, during and after the co-created festival. They use it to build support for the participating youth's ideas and insights. The scientifically rigorous methodology and tools give weight to the experiences, insights and ideas of EuropeanWitness - participants can and do use it to develop, validate and defend their ideas and innovations.

After the co-created event, Participant A decides she is ready to move forward with turning her ideas into a new business. She signs up to a new EuropeanWitness program of online peer-to-peer matchmaking, mentorship and project incubation from concept to implementation. The idea is to connect people with ideas and people with skills together, make them complete a set of tasks designed to help them quickly move from discussion to hands on collaboration - with access to mentorship from more experienced peers who follow them throughout the process. The program takes place through a series of 6 online video calls coordinated by the community management team, with work on completing a set of tasks in between each video call. Participant A applies as a project leader. She is matched with a Mentor from the international online community who had participated in the co-created event she organised in her town.

After repeated conversations with her mentor and peers in the EuropeanWitness community, Participant A makes a decision to go ahead, get a loan from a local bank and set up her venture. The community that she convened around the event stepped up to help with setting it up, advocating for it and providing much needed encouragement. As soon as the doors open, Participant A has a steady stream of local customers frequenting the cafe she has set up inside the space to generate revenue for it.

She joins one of the regular community video calls managed by the community management team and mentions how things are going in the new space. Hugi, a Sweden based community member is in the same call and mentions that he is starting to organise a hackathon to experiment with a bleeding edge technology as part of building his next venture. One month after the call, Hugi and Participant A report back to the rest of the community that Hugi will be running the hackathon at Participant A's new space in Medenine. Part of the deal is that Hugi will provide some training for local youth on the new technology by including them in the hackathon. Hugi finances the travel and time of 10 technologists from different parts of Europe to go to Medenine for 5 days to do the hackathon. Participant A and her team help them manage the logistics, finding accommodations and ensuring the space works well for their needs. After the event, the stream of local customers and participants in the events held in Participant A's space grows. She is succeeding in engaging local talent to animate the space with engaging activities.

In the meantime Participant A has been discussing setting up a fabrication lab (fablab) in the space with equipment that local youth can use to build prototypes e.g 3-D printers, because she is realising she needs to expand her offering. She writes a post on the EuropeanWitness telling people what has happened since her last post and asks the online community for help/advice on how to get started.

Again, members of the broader online community share information and advice, connecting her to open source libraries, suggestions for strategies and business models to sustain such a space and offers to connect her with possibly useful contacts.

Through this process the EuropeanWitness community of social innovators and entrepreneurs has been doing what Venture Capitalists usually do – they have been evaluating her project, help her to define clear tasks and give Human Capital or Social Capital – to get, and help her project stay, off the ground.

Now imagine this process happening at the scale of hundreds of thousands of Participant As in the European region.

What enables all of this are: A thriving online community of likeminded peers, excellent community management and coordination, and resources to cover cost of coordination work, fellowships and third party costs for the co-created festivals.

What enables it to achieve impact at scale on meeting SDGs is coupling it with an appropriate funding mechanism for the longer term work on deploying and building the revenue sources for activities on initiatives that come out of the Swarm level.

Initiatives Layer Activities

Circular network bartering backed by fiat money

Imagine how it could change life for innovators trying to get great new ideas off the ground if they could get 50 or 100 hours of free, skilled help at the most critical stages of their projects, helping lift the projects off the ground and creating sustainable employment for their founders, and more?

The Swarm Impact Fund idea is to “finance” new positive, local projects using the collective power of an extended social network, with a social structure and technologies designed to enhance participants’ ability to make wise decisions in a timely and business-like manner.

Participants pre-commit resources – promising time and energy to the Swarm Impact fund. A funded project can then take their grant – of peers’ and time and resources – and ask their peers for help.

Participant A can approach her fellow community member Participant B, and say “I’ve got a Swarm Impact grant for 40 hours of time and I was wondering if you could help me build a cheap 3d printer for the fablab?” and then Participant B could say “well, I’ve got 6 hours on balance here, so yes, what do you need done?”. When Participant B has done all the hours he has promised to the Swarm Impact Fund on one project or another, Participant A and fellow community members who are technologists confirm the work has been done to specifications and that the time taken to do so is reasonable - if it isn’t he is asked to justify the allocation of time in more detail.

Once he has done this, the Swarm Impact fund covers the cost of the time he allocated either in fiat money or through awarding him a residency in one of the innovation houses where he can live for up to 3 years with room and board heavily subsidised while he works on a social innovation project of his choice. The choice is Participant B’s to make.

He has paid his “membership dues” and received the “membership benefits” but, of course, if he feels like doing more voluntarily, he can. Participant A can do the same - claim resources to cover her own time in money, or choose to contribute her budget of time and skills to help a fellow EuropeanWitness community member move their own project forward.

There are several reasons for doing things this way.

- It is critical to reduce the costs, complexity and administrative burden involved in setting up a new social venture as they are currently a huge time sink and source of risk for potential entrepreneurs.
- We break the catch 22 of not being able to get paid (money) because you haven't built anything yet as a first time entrepreneur - while not being able to build anything because people will not work on the venture of a first time entrepreneur (too risky) without being paid upfront.
- We incentivise focus on actual hands on work of getting a social innovation and social business off the ground and keeping it there. As opposed wasting time of youth on activities with low return on investment for most participants: putting together slides for pitching competitions, writing lengthy funding applications etc. It makes no sense for someone who has deep technical skills to build an AI solution for small scale farmers to reduce cost of processing coffee to spend months writing forms instead of writing code.
- Building of a dense network of trust relationships. European Youth hunger for connections that can give them access to new information, knowledge and opportunities. Similarly resources travel along networks and so if we wish to change how information and resources flow, we need to change the shape of the networks so that they serve them.

Houses for cocreative social innovation and entrepreneurship

Participant A, Participant B and others who have taken on, and successfully completed tasks and showcased their progress and results at the festival are now offered a project residency fellowship in the form of free room and board for up to three years in one of the community innovation houses: These are spaces that mix co-living, co-working and entrepreneurship incubation in small, fast moving autonomous communities with shared digital infrastructure. In each house participants co-create a nurturing environment for innovators to be able to work on the projects that they love, while living and having fun with peers who have different perspectives and values. The participants consist of teams of Project leaders and Project collaborators. They are hosted in the house in a calm environment to think, learn and work together.

Every house defines, based on the needs of the immediate surroundings, a core project for the common good. It could vary from waste disposal, to energy innovation, to robotics or software development. During three years the house has access to a set amount of funding from the Swarm Impact fund, distributed as they see fit after peer review, for development of projects in this field. If necessary, a house can switch its focus as the community grows and new needs emerge.



People running projects will live and work together in the house with subsidized rent and can apply for project funding while in the program. The amount of funding allocated to each house (and in extension to cover the cost of time of the living and working in it) is proportionate to the number of projects that manage to become financially self-sustaining within the 3 years.

These houses should be safe places for grassroots innovation, gyms for entrepreneurship, like the caravanserai of the Silk Road, places where you will meet other travellers, speak different languages and share information and ideas.

Co-entrepreneurship is nurtured in the houses through a blank canvas approach:

- Autonomy. House residents themselves decide which projects make sense.
- Transparent co-creation. Projects are planned on an open online platform. Guided processes with questions to consider. Openness allows for co-creation in the planning stage.
- Peer-guided funding. Funding decisions are peer-reviewed by members of the other houses before money is paid out.

A Stack of technologies and practices for online co-creation and collective intelligence

Our houses and participants will be connected through the EuropeanWitness platform, with access to innovative Edgeryders tools for online co-creation and collective intelligence: SenseStack. SenseStack tools provide a managed discussion forum, digital ethnography tools, sensemaking network graphs, participatory budgeting and co-created project planning.

Digital ethnography of online conversations allows the growing community to understand itself better and map paths between hard problems and people with unknown solutions, it's collective intelligence in action.

We use these tools and the data generated to monitor the growth, density and dynamics in the network. SenseStack increases the probability of generating innovative ideas, makes success more likely through skill sharing, improves connectivity between clusters of participants through peer review discussions on funding proposals, ensures documentation through methods and easy to use

tools, paves the way for remote collaboration on house projects via the platform, and transmits knowledge via the online academy.

Our online network and the software are also the infrastructure that allow us to measure the result of the project. We set key metrics that will define the success of the project (and that will help make decisions and nudge optimization during the process):

- the density of the network for every house, how they connect with other people and other houses, highlighting the strength of the network.
- accumulated success rate of projects in the house, rather than per project basis. If a core house project fails, house is incentivised to quickly reroute people and resources into another one. Financing is not tied to you working on “your” specific project.
- quality of the documentation of what happens in the house and projects, and ethnographic coding of how concepts, participants, challenges and solutions correlate.

SenseStack will be made available to the community together with access to the Edgeryders Academy, a peer to peer archive of online courses for social entrepreneurs.

Shared Blueprints

Every house will start with an ignition period of 4 months where we will share the blueprint for the startup phase (SenseStack, Festival Blueprints, Away team mentorship and the Edgeryders Academy). Courses are produced by project participants and by Edgeryders experts through a collaborative effort.

On the community online platform there will be case studies, discussion, research and business templates to imagine different revenue streams and models.

Main activities of the house in the ignition phase are divided in two areas, the house lead will focus on find integrative funding for the space and imagine activities that could bring revenues to integrate the fixed costs, while the project community manager will instead focus on organizing open courses, events and open call to start the nurturing of local entrepreneurship around the chosen area of entrepreneurship.

Network density increases as more connections are made, both to the local community and to the international community of participants, activists, expert advisors and investors.

Festivals to ignite, connect and engage

Festivals are another important piece of the house ignition period, and are opportunities for the local community to get in touch and interact with the global stakeholder that the Edgeryders community could reach, but also to bring together other social entrepreneurs and organize live teaching

session and co-creative workshops. Each house contributes resources to help cover the costs of organising the annual co-created community festival.

Edgeryders has a track record of community co-created events and since our foundation we've used festivals as opportunities to boost the activities of the community and increase the density of the network.

Roadmap

The components of Swarm Impact Fund have been designed in such a way as to enable multiple partners and funders to contribute resources to and benefit from the outcome of the process. The key enabler, and most difficult to secure financing for, is the Swarm Activities level. That is because it is dedicated to ecosystems building we have designed it to be able to operate while the initiatives layer is fundraised for and built.

The road ahead for the coming period is split into two parallel tracks. The first is prototyping a full cycle of the Swarm Level infrastructure (we are calling it the Open Collective Intelligence Lab). The second is building a network connecting a number of global organisations and funders who can champion and draw resources to the initiatives layer of the Swarm Impact Fund.

Prototyping the Swarm Level infrastructure (OCI Lab)

We are calling small scale prototype of the Swarm Level Infrastructure the Open Collective Intelligence Lab so as to distinguish it from a prototype of the full scale Swarm level and initiatives layer of the Swarm Impact Fund. The prototype covers the following cycle:

1. online conversation and matchmaking
2. structured peer to peer project mentorship and incubation through video chats and follow up tasks
3. co-curation of *program* for social innovation festival²⁹

The Program Description

Open Collective Intelligence lab is first P2P virtual incubator to support aspiring young social entrepreneurs in the European region. We believe in the power of collective intelligence to stimulate innovation and creativity, and to help navigate the complexity of challenges .

Hence, "OCI Lab" will offer to these early stage social entrepreneurs an online P2P mentoring, through community calls and conversations on Edgeryders' platform, all moderated by "OCI Lab" team.

Any aspiring young social entrepreneur, originated from one of the following countries of the European region (Tunisia, Lebanon, Morocco, Egypt and Jordan), who has an idea to bring a positive social/environmental change into her or his community, is invited to apply through Open Village Platform. Though all ideas are welcome and eligible for consideration, but we particularly encourage ideas that address climate change through innovation and technology.

In first stage, the selected social entrepreneurs, also called projects' leaders in this program, will be invited to community calls moderated by "OCI Lab" Team . In these calls, the projects leaders will have the chance to pitch their ideas to their peers to receive feedback or to explore areas of collaboration. Mentors and Experts from the Edgeryders' Community will be also involved in this process to provide assistance and advice for each one of the projects' leaders. To successfully complete this phase, each project leader must give constructive feedback, with the guidance of the "OCI Lab" Team to at least 5 other projects during the calls, and through the follow up conversations on the Edgeryders' platform.

In the second stage, "OCI Lab" will connect the successful projects' leaders from the first stage, to "Contributors". A "Contributor" is anyone who has a set of skills and wish to take part in one of the incubated ventures. The "Contributors" are invited to apply also through the Edgeryders-Open Village platform where they are required to briefly introduce themselves, their skills and the areas they wish to work on. The "OCI Lab" team will match them later with the projects leaders so they can help them further develop and successfully implement their projects. Aside from the rewarding experience of contributing in meaningful and impactful projects, the "Contributors" will apply to join one of the project leaders, so together they form a founding team and continue working on the project. Each project leader can select at least one and up to 3 contributors. Follow up calls between the projects' teams and the Edgeryders' mentors and experts will take place in order to continue on providing the needed support.

In the final stage, "OCI Lab" team will select 4 projects by evaluating all projects, the progress made and the quality of collaboration among the "Project Leaders" and the matched "Contributors". The teams of the selected projects will participate, with all the travel expenses covered, in the Social Innovation Festival that will be held in April 2020 (subject to confirmation from the World Bank implementation partner). During the Festival, the teams will have an opportunity for networking, by meeting their European peers, international experts and mentors, and potential investors. All selected teams will also have the chance to pitch their ideas in front of the Edgeryders Community to secure a budget of up to 100000 to cover the cost of completing a concrete, collectively defined task that is strategically important to building their social or green ventures.

"OCI Labs" will open a call for application for both the "Project Leaders" and for the "Contributors". Selected participants in the two categories will be notified, and given the necessary instructions and assistance to start the process of the Peer to peer online mentoring as described above.

Finally, and in order to expand the outreach of our program, we will work with different non financial partners, including community spaces, coworking spaces, incubators, entrepreneurship programs, in order to identify and recruit the “Project Leaders” and the “Contributors” among their communities. “OCI Lab” is a great opportunity for the members of these communities to use the power of collective intelligence to develop their projects, and also to benefit from the support that the community of the Edgeryders can offer.

1.Applications on OCI Lab website	2.P2P Mentoring Community calls	3.Feedback on the EuropeanWitness	4.Festival	5.Funding
Project Leaders Up to 500 application	Up to 25 community calls	6 feedback comments per project	Up to 8 participants	15 K Eur pool budget for prototyping and market research studies for 15 projects
=> Up to 100 application per country	Up to 5 calls per country		=> Up to 3 participants per country	
Up to 15 applications selected for the calls	Up to 6 participants per call		=> 2 to 3 participants per project	
=> Up to 15 application per country selected	Up to 15min per participants (5 for pitch, 10 for mentoring)		1 project per country	
Contributors Up to 200 application				
=> Up to 50 application per country				
Up to 25 applications selected for the calls				
=> Up to 20 application per country selected				
Mentors - Up to 50 application				
Up to 15 applications selected for the calls				

Building a network of global organisations and funders to back the Swarm Impact Fund.

Our strategy is two pronged:

We propose to leverage the institutional reach of the World Bank to engage program managers in a series of activities with the objective of defining a shared convention for funding swarm entrepreneurship for social impact. We could frame the work in terms of convening a forum for building global consensus on how to manage, finance and report on social entrepreneurship initiated and sustained by networks of connected individuals and community. This could perhaps be done within the context of the Social Innovation Festival in 2020. Ideally, the World Bank could act as a convener and host for a co-design workshop

We also propose to reaching out to and engage possible funders by partnering with (hyper)local organisations and engaging them in hosting a local activity in the official program of a global festival. One example is to approach local co-working or cultural spaces that rent meeting venues and offer them a small budget to host, help organise and draw participation to an event in their venue. They in turn will have local media contacts and be in the extended networks of local program managers and representatives for philanthropic or institutional funders.

The Grantmakers template document for building a shared and collaboratively maintained repository of information about what grantmakers and other funders are currently prioritising. The work of engaging participation in EuropeanWitness community members updating and growing the grantmakers pipeline will require dedicated community outreach & engagement efforts as well as allocation of community management time to this task.

In parallel we recommend building a new fund for financing the initiatives layer. Some of the components of the

Circular Network Barter: *Edgeryders chief technology Officer has innovated a prize-winning software to send value to anyone, denominated with a numeraire, but both transferred and received in real-world products and services, with network barter managing the conversion between sender offers and recipient needs. The algorithm is ready, some programming is required to integrate it into the EuropeanWitness technological infrastructure and community management process. Also, some online training materials would need to be developed in English, Arabic and French to enable widespread adoption.*

Co-creative social innovation and entrepreneurship Houses: *In 2018 EuropeanWitness prototyped an innovation house in Sidi kaouki, a seaside village outside Essaouira in Morocco. The experience was instructive. We learned that there is a strong demand for new models of communal living and working amongst European Youth, both male and female, and that it is possible to design*

and deploy socially acceptable mixed gender spaces for these purposes. We also learned that combatting climate change and environmental degradation is a high priority issue amongs European youth and that this consideration needs to be integrated into the offer of these houses. The third insight was that there is need for a structured, continuously ongoing program of peer-to-peer mentorship and project incubation from concept to adoption and that the co-created events are a crucial element in driving participants to get involved in such a program.