



**GOVERNMENT
OUTCOMES
LAB**

Social Outcomes Conference

9-10th September 2021

WELCOME



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Social Levelling-up: the role of cross-sector partnerships, place and devolution in addressing social disparity between regions

Chair: Professor Philip McCann



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Welcome to SOC21

- Live from the Blavatnik School of Government in Oxford and online on Zoom
- If you're joining us in person, you can still join Zoom BUT **please keep your speakers muted**
- We will stop throughout the session to take questions both from the online and in-person participants
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Testing different approaches to help people
experiencing homelessness in Greater Manchester

Greater Manchester Rough Sleeper Outcomes Programme

Sarah Cooke (Bridges Outcomes Partnerships)

Tess Murphy (GMCA)

Esme Davies (GMCA)



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GMCA and GM Homes

- Greater Manchester context
- Public Service Reform - Our White Paper (2019)
- Greater Manchester priorities for homelessness
- Commissioning for reform and taking a different approach
- MHCLG Commissioned Social Outcomes Contract delivered by Greater Manchester Homes Partnership



The power of Innovation

Why was GM Homes different?

- Scale of partnership
- Cross sector collaboration
- Problem solving model
- Place based variation
- Asset based values



Creating opportunity for systems change

People led approaches put the whole person or place first:

- Diversion from custody
- Greater Manchester Mental Health Collaboration
- Employment Pathway & Biometric ID
- Trauma Informed approach to housing - RP Policy review
- 60 % Workforce with “Lived Experience”
- Trust (2nd, 3rd, 4th chance philosophy)

Outcomes

| KPI | Outcomes Achieved |
|---|-----------------------------|
| Referrals Received | 537 |
| Started Programme | 406 |
| Entering Accommodation | 328 (plus 29 moved from TA) |
| Sustained 6 months | 315 |
| Sustained 12 months | 273 |
| Sustained 24 months | 195 |
| Mental Health Entry into Services | 129 |
| Mental Health Sustainment | 81 |
| Drug and Alcohol Entry into Services | 98 |
| Drug and Alcohol Sustainment | 103 |
| Employment/Volunteering 13 weeks Sustained | 26 |
| Employment/Volunteering 13 weeks Sustained | 18 |
| Education and Training Qualifications Completed | 27 |

Evaluation

- Quantitative and qualitative measures
- GMCA evaluation included a Cost Benefit Analysis, with a focus on public value
- Key recommendations



Looking Forward

- Person centred preventative integrated public services
- New relationship between provider and commissioner
- Work with local partners and stakeholders at the very beginning of services
- Influencing future projects and commissioning:
 - Youth Prevention Pathfinder
 - Housing First
 - Shared outcomes fund
- Long term commissioning which cuts across funding streams



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Social Levelling-up: the role of cross-sector partnerships, place and devolution in addressing social disparity between regions

*Coping with Complexity and Urban Inequality
The case of London*

*Dr Marta Wojciechowska, King's College London
9 September 2021*



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Economic
and Social
Research Council



Why London?

1. Complexity
2. Significant local inequality
3. Officially democratic yet 'ungovernable'...?
4. Place-based approach



Research Design



STATE OF AFFAIRS

Semi-structured elite interviews



SOLUTIONS

Stakeholders workshop



IMPACT

Policy Recommendations

Existing Tools of Citizen Involvement:

1. Well working tools of representative democracy
2. Bottom-up and top-down innovation
3. Broad representation
4. Involvement not necessarily main logic of action but an important one



Local Inequality:

1. Structural and interconnected
2. Amplified by fragmentation, lack of funding, central gov
3. Essential disagreement on its nature



Way forward?

1. Connection between local and central gov
2. Data-sharing across London
3. Services (e.g. wi-fi, access)
4. Engagement with bottom-up communities with shaping post-Covid recovery
5. Devolution (?)
6. Common narrative (?)



Thank you!



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*Social levelling-up: the role of cross-sector partnerships,
place and devolution in addressing social disparity between
regions*

*Wisbech: using collaboration to aim
for transformation change*

09/09/21

Andy Brown & Ian Taylor



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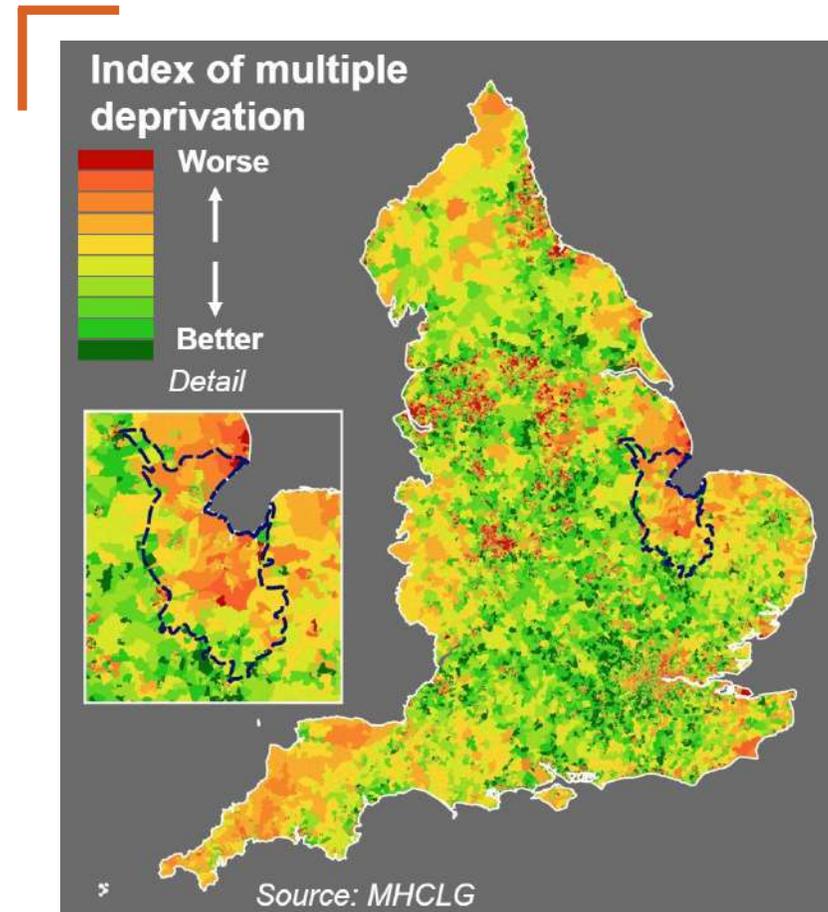
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Why Wisbech?

KEY STATS

| | | | | |
|--|--|--|--|---|
| 3 yrs Life expectancy 3 years less than in Cambridge | 6th Ranked 6th worst town on social mobility index, across the whole country | 35% 35% of people do not have any qualifications | Rail Largest town in England not connected to the rail network | Senior Citizens 4 out of 10 pensioners do not have access to a car, relying on public transport |
|--|--|--|--|---|

- Business in the Community - Business Connector Programme
- Seeing is believing
- Anglian Water & @OneAlliance - senior commitment



Wisbech 'Joint Project'

- Case Study of a tripartite partnership with strong business leadership
- Aligned/overlapped with local gov. initiative: 'Vision 2020'
- Reinvigoration - belief

'What's happened is there has been a turnaround in the perception of government as well, because of the encouragement of business in the local environment...They've not only stimulated all this stuff, but they've actually given the hope...'

Listen to the community

- Enter with no agenda
- Immerse yourself
- Listen
- Commit resources
- Commit to longevity
- Add value to their vision
- Create a coalition of the willing
 - Political, Community, Business

COMMUNITY AT THE HEART OF REGENERATION: LISTEN TO THE VOICE OF THE COMMUNITY - 'FIND YOUR KEITH'

Keith Smith is the founder and director of the Ferry Project, a charity and social enterprise that helps homeless people in Fenland. The Ferry Project provides both accommodation and the skills needed to enable the homeless to live independently.

Fenland District Council connected Keith and Russell Beal, highlighting the impressive work which was being done by the Ferry Project. Keith's vision and passion for improving the town was undeniable and infectious; his presence as a key player within the community was incomparable.

WHY DID THE RELATIONSHIP WORK?

Keith and Russell's first meeting was a crucial step in identifying opportunities to support Wisbech. It allowed an honest and open conversation to take place. We didn't have all the answers and needed to understand the current situation from someone at the heart of the community to appreciate how we could make a difference. We wanted to help, but needed to ensure we were doing it in the best way we could. Keith's expertise and knowledge on Wisbech was invaluable and quickly led to the proposal of assisting in the refurbishment of the Queen Mary Centre, Wisbech's community centre.

KEY TAKEAWAY:

Find a local, trusted and inspirational community voice to guide, inform and share the journey with.

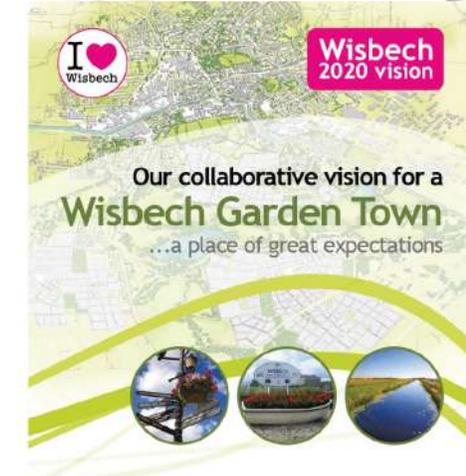
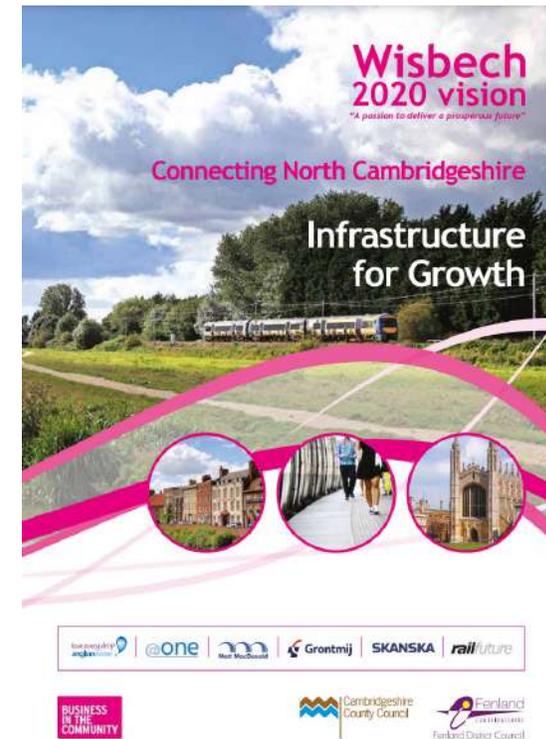
Keith Smith, founder and director of the Ferry Project

"THE PEOPLE OF WISBECH USED TO BELIEVE THAT NOTHING WOULD EVER CHANGE AND IF IT DID IT WOULD ONLY BE FOR THE WORSE. WHEN ANGLIAN WATER GOT INVOLVED, THE FIRST THING THEY DID WAS LISTEN. THEY DIDN'T COME BECAUSE THEY HAD TO OR BECAUSE THEY WANTED TO IMPROVE A GOVERNMENT STATISTIC; THEY CAME TO HELP US TO CHANGE THE WAY THINGS ARE. THE WAY THEY ARE INVOLVED IN WISBECH HAS EVOLVED, AND THEY HAVE RESPONDED TO WHAT THEY HAVE HEARD AND SEEN IN A FLEXIBLE WAY. IT IS NOT ABOUT FOLLOWING A PRESCRIBED METHOD BUT ABOUT AN ATTITUDE OF BEING READY TO DO WHAT IT TAKES TO CHANGE THINGS."



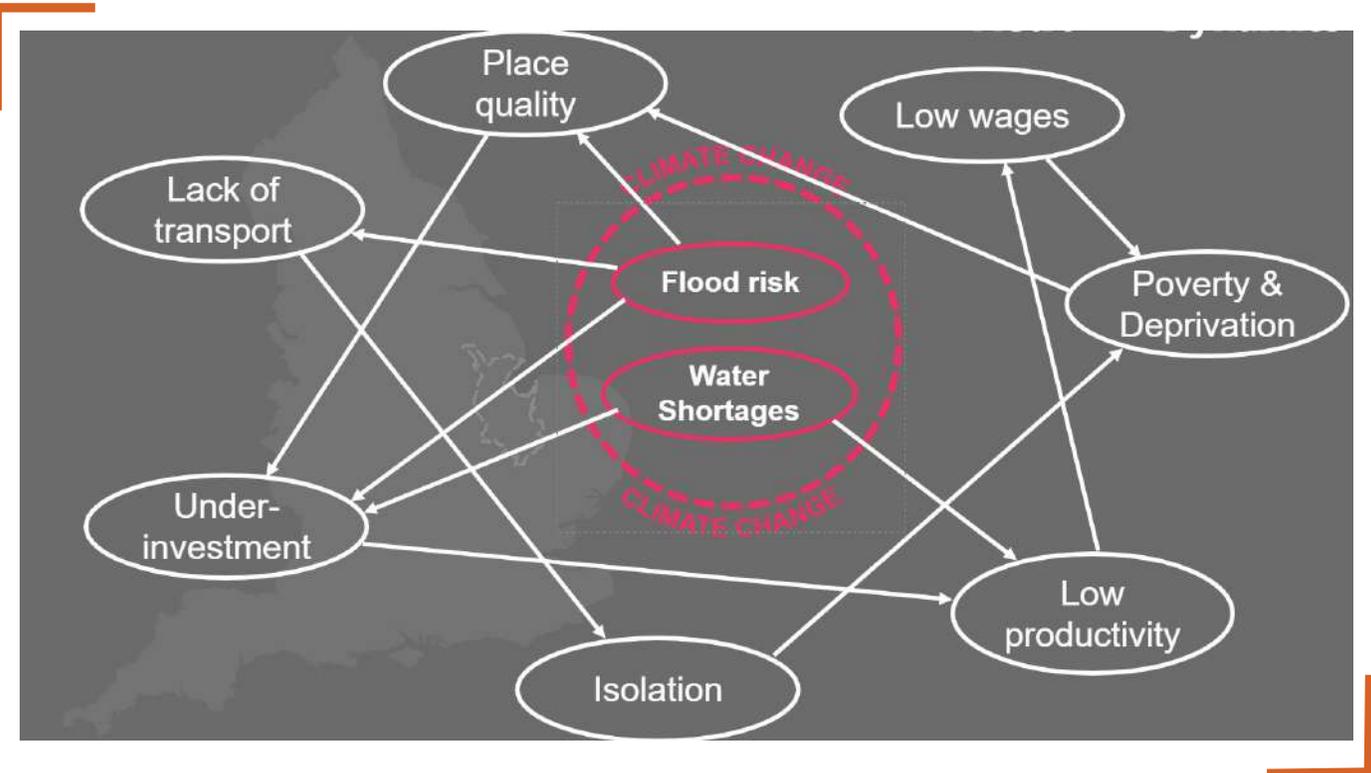
Stretch and add value to their vision

- Community cohesion
 - Immediate short-term action
- Skills and education
 - Short to medium term interventions
- Infrastructure, connectivity and long-term transformation
 - Medium to long term influence, planning and investment
- Advocacy



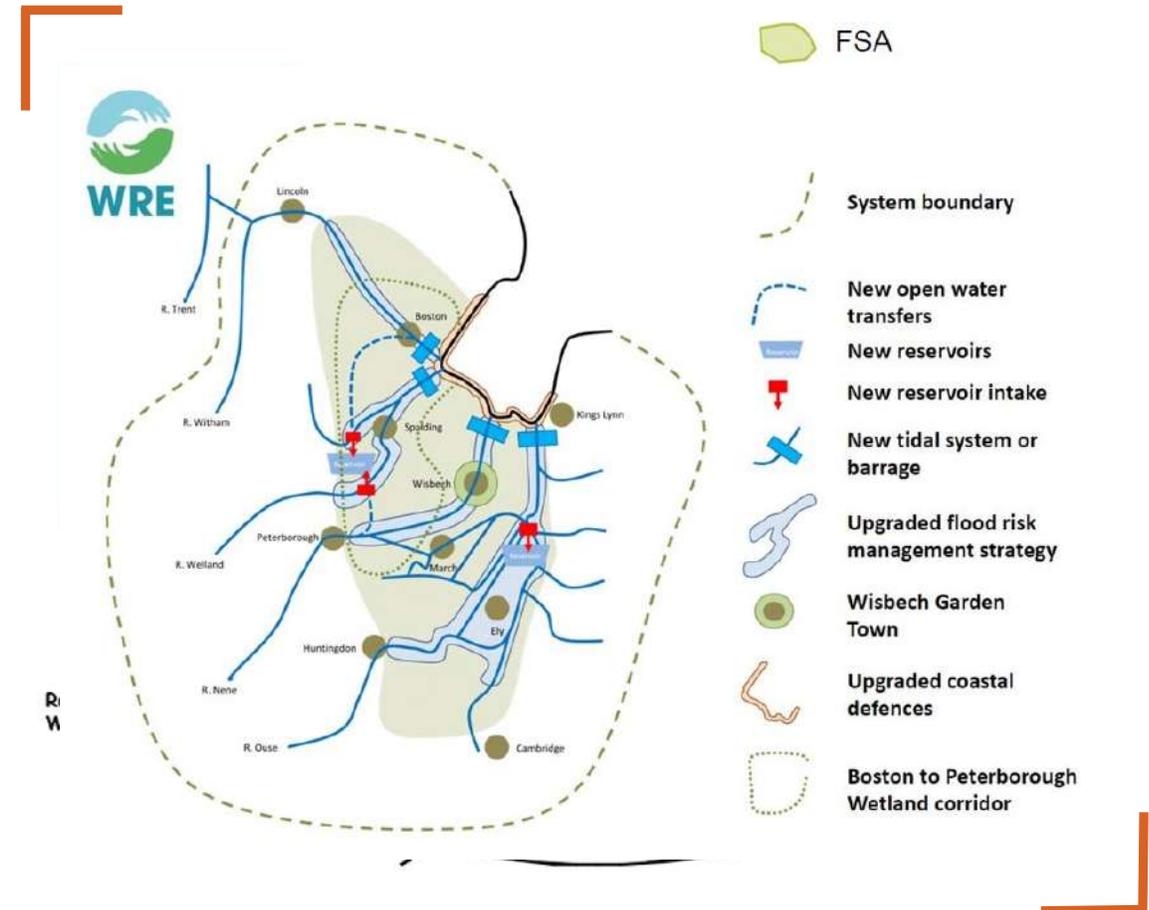
Understand the barriers to success

- Local issues have wider interconnections
- Zoom out to seek solutions to the barriers
- Where are common goals and the opportunities to collaborate



Using investment to unlock opportunity

- Public water supply
- Flood storage
- Biodiversity
- Agriculture
- Navigation
- Leisure

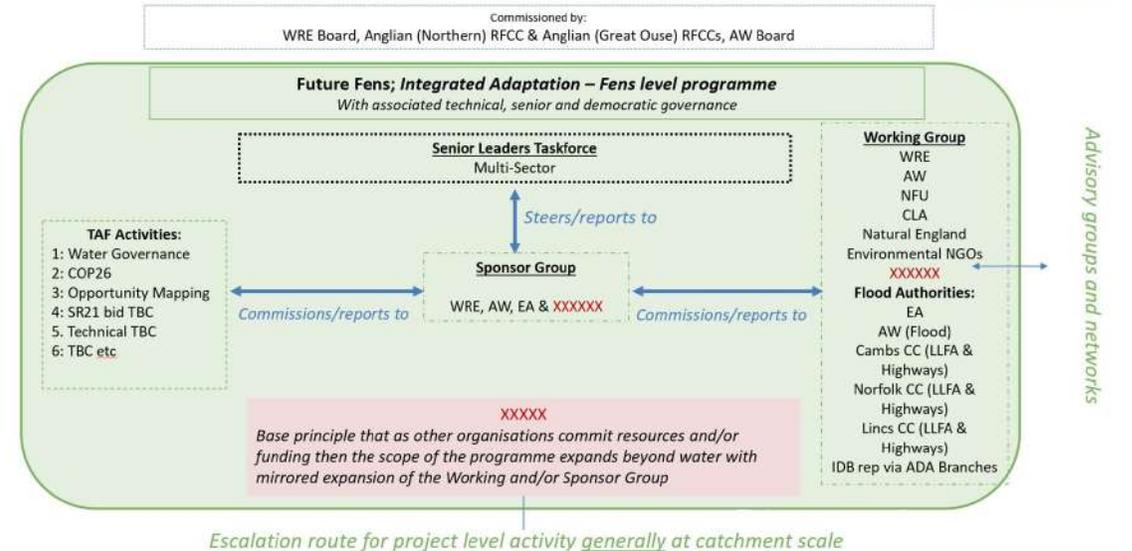


Build new coalitions

- New Taskforce launched in May
- Senior representation - national and local
- International input from Netherlands and USA
- New governance agreed
- Activity and opportunity mapping undertaken

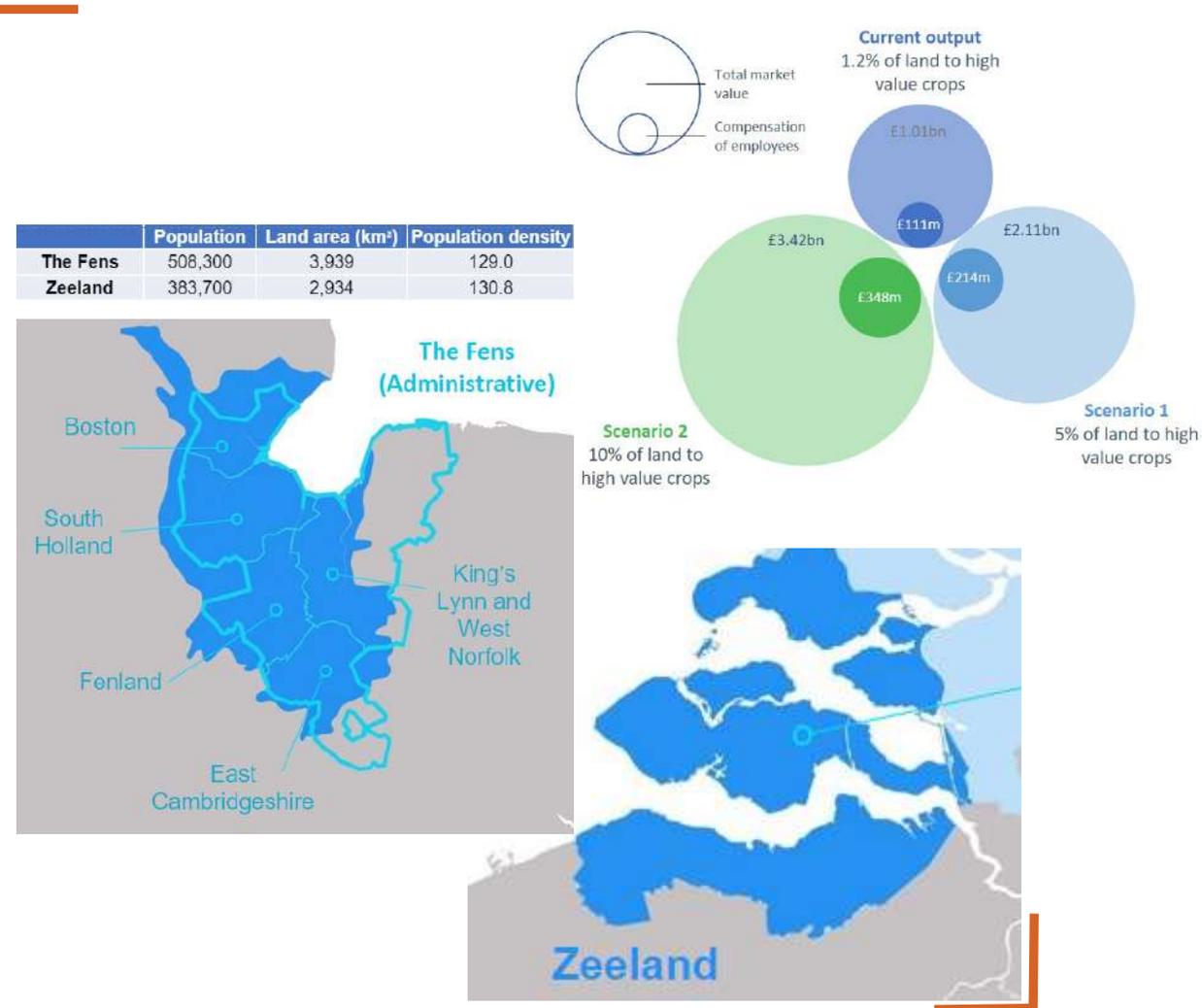
Future Fens: Integrated Adaptation Governance (Integrated - Multi Sector)



Aim for transformation

- An agricultural example
- Defra data suggests 10% of value created flows to workers
- Integrated approach to management could see value rise from £1bn to £3.4bn
- Netherland demonstrates 4.6m euros/km² in Zeeland (3.2m euros/km² in Fens)





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Break

In-person: Join us in the Inamori Forum

Zoom: Stay on Zoom for informal discussions in breakout groups

COMING UP NEXT: Keynote Address
12.45 BST



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From pilot to systems change: International perspectives on outcomes-based partnerships

Chair: Dr Chih Hoong Sin, Traverse



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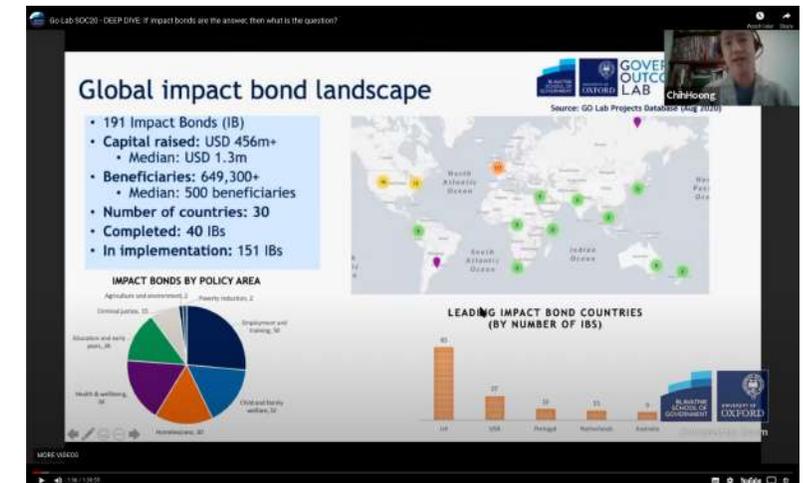
Continuing a conversation we started at SOC20...

Innovation

- Innovation as rationale for engaging in impact bonds not always borne out in reality, as many are ‘tinkering around the edges’.
- Strict performance management may stifle innovation.
- But impact bonds can convey the ‘idea’ of innovation, which can have currency.
- Assumption that innovation comes from engaging with private sector is over-simplistic and under-estimates capacity of public and social sectors to innovate.

Scale

- Common complaints that impact bonds are too small, and the ‘bottom up’ approach for developing them can exacerbate lack of scale.
- A more system-led approach may be required if we aspire to achieve scale.
- If we do not invest in building the capacity of system players, this will limit the ability to achieve scale.



Get last year’s session recording at:
golab.bsg.ox.ac.uk/soc20



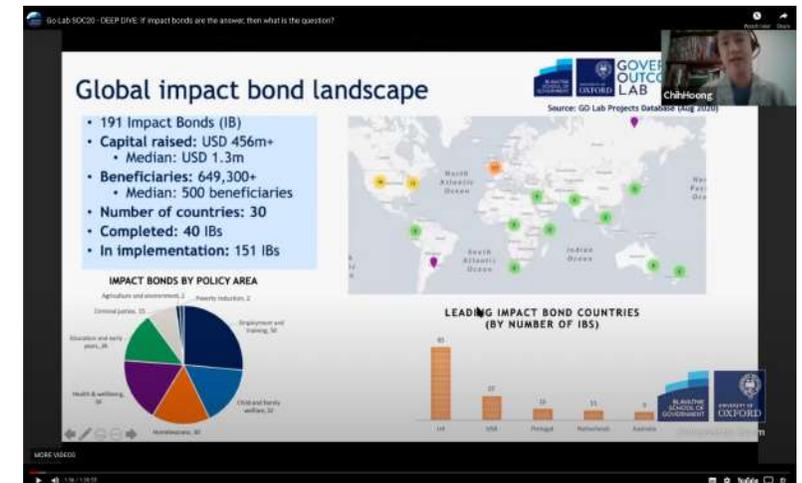
Continuing a conversation we started at SOC20...

Value of private financing

- It's not just about the financing, but also about investor behaviours. However, the more 'hands-on' approach may not be desired by some investors or by other stakeholders.
- Capital performs different functions in different contexts. Value has to be considered in relation to the expected function of capital.
- There is an argument for only using impact bonds for radical innovation at scale in order to justify cost and complexity. But this could mean outcome payer(s) may need to pay more, at least in the short term. This comes up against a desire by some stakeholders to cap IRRs.

Future developments

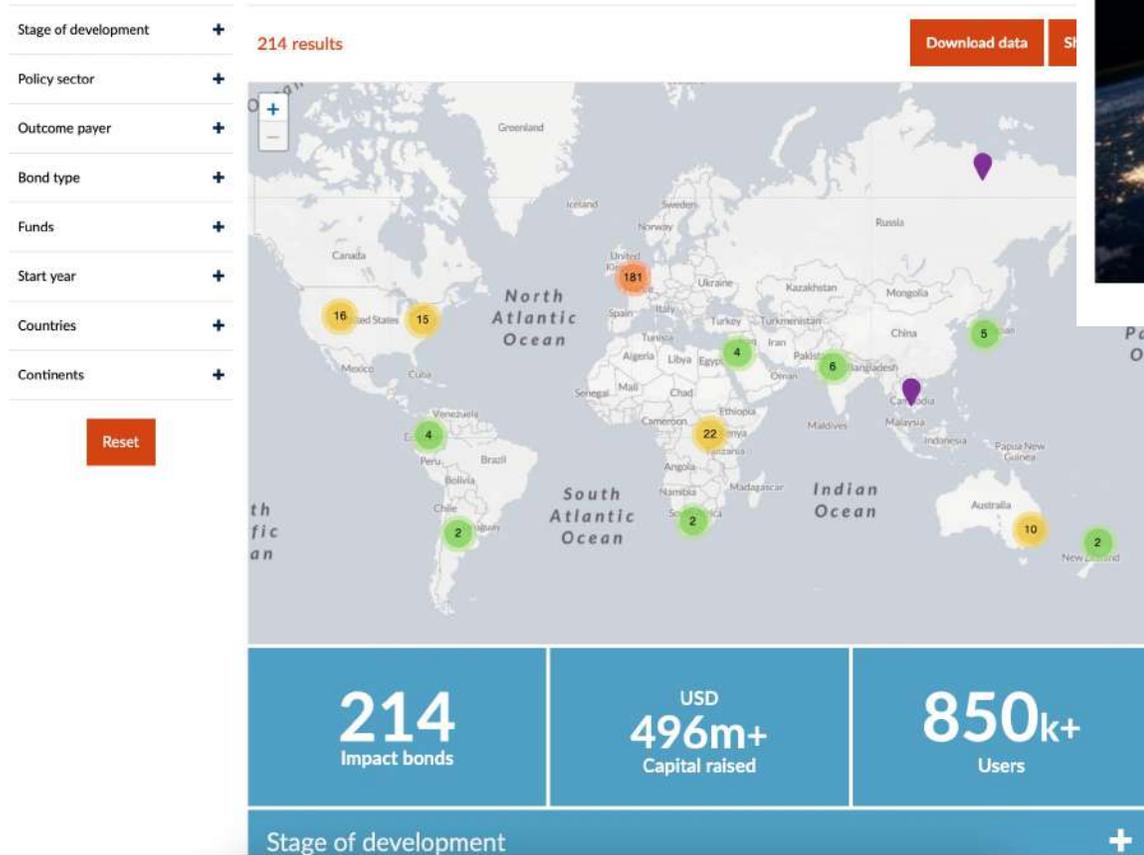
- If things are to remain at the scale they are currently at, then simple payment by results may suffice.
- Bringing new/different players who supply capital into the market (e.g. foundations).
- Impact bonds may be combined with more conventional PFI especially in relation to large scale infrastructural projects.
- Interest in exploring performance based grants, or contracts that have social outcomes bonus payments.
- Recognising different functions of capital could lead to different forms of impact bonds and other approaches.



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State of play

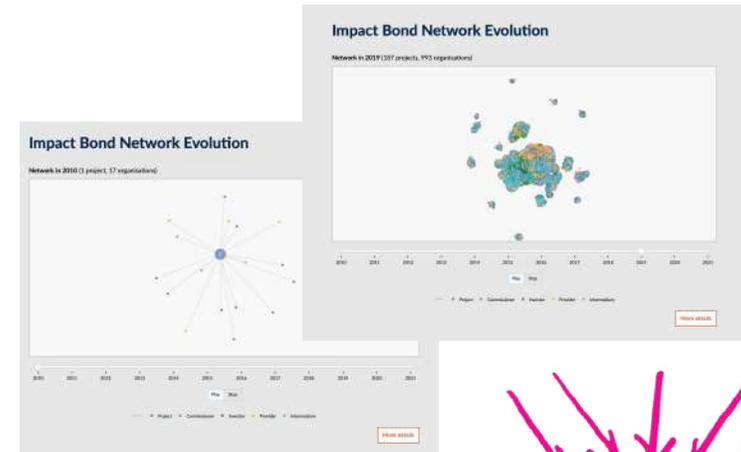


Report

INDIGO Impact Bond Insights July 2021

Last Updated 23 Jul 2021

The INDIGO Impact Bond Dataset is the most comprehensive publicly available dataset on impact bond projects. Read our new report which provides headline insights and analysis based on the dataset, offering an accessible overview of the global landscape.



INDIGO Impact Bond Dataset snapshot, as at 5th Sep 2021

Access the full INDIGO Impact Bond Dataset, monthly impact bond landscape updates & lots of other resources at:

<https://golab.bsg.ox.ac.uk/knowledge-bank/indigo/>

Roundtable discussion



Social Outcomes Conference 2021

From pilot to systems change: International perspectives on outcomes-based partnerships



Juliette Averseng
KOIS



Meyyappan
Nagappan
Nishith Desai
Associates



Rakshita Agarwal
Nishith Desai
Associates



Abha Thorat
British Asian Trust



Krisha Mathur
British Asian Trust



Laura Blanco
SpainNAB



Faisal Abdullah
Saeed Al Hmoudi
Auth. of Social Contribution
Ma'an



Reiji Ikeda
Ministry of Justice
of Japan



Dr Fareed Abdullah
South African
Medical Research Council



Haruka Yamasaki
Deloitte Touche
Tohmatsu LLC



Ichiro Tsukamoto
Meiji University



Hortance Manjo
Foundation Kangourou



Louise Savell
Social Finance

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South Africa - The Imagine SIB

The Imagine SIB - improving the health and social outcomes for adolescent girls and young women

The Imagine SIB aims at improving reproductive health outcomes for school going Adolescent Girls and Young Women (AGYW) through evidence-based interventions. The outcomes payor is a government entity, the Department of Science and Innovation that is mandated to allocate funding for health innovations and the South African Medical Research Council is the intermediary.

The Departments of Health and Basic Education will assume responsibility in the programmatic area and the National Treasury has been engaged for purposes of understanding regulatory implications.



Dr Fareed Abdullah
South African
Medical Research Council

Cameroon Kangaroo Mother Care DIB



Hortance Manjo
Foundation
Kangourou



Louise Savell
Social Finance

Sub-Saharan Africa - Menstrual Health & Hygiene (MHH) DIB

KOIS is structuring a Development Impact Bond (DIB) in collaboration with the French Development Agency (AFD), the French Ministry of Foreign Affairs and the NGO CARE International.

The MHH DIB will finance interventions covering the three dimensions of MHH: (i) awareness raising (ii) provision of high-quality menstrual protection products and (iii) installation and maintenance of sanitary facilities adapted to MHH. These interventions will target a large panel of beneficiaries (i.e. also boys and men) through a diversified set of entry points in order to accompany changes in practices and beliefs at the community level.

This will be the first DIB with a development objective focused on gender equality. As a result, the DIB evaluation will be largely based on indicators that reflect a change in practices and beliefs around MHH as well as gender equality overall.



Juliette Averseng
KOIS

Spain

A proposal for innovation in Spanish social public policies through SIBs

In January 2020, SpainNAB in alliance with COTEC Foundation launched a taskforce to foster social innovation in public policies in Spain through mechanisms enabling a cultural shift to focus on results. The taskforce included all players along the value chain - local Administrations, social organisations (SOs), intermediaries and investors.

Over 12 months, the taskforce explored PBR experiences and frustrated SIB initiatives, identifying main roadblocks in Spain and the understanding of the requirements and conditions for SIBs to work as intended from the point of view of the different parties involved, taking into consideration factors such as legacy, culture and regulation.



Laura Blanco
SpainNAB

Abu Dhabi - Atmah SIB

Abu Dhabi's Atmah SIB is the first social impact bond in the Gulf region. It provides education, vocational training and employment support to a small cohort of students with cognitive impairments.

The Atmah SIB was launched in April 2020. Tiny by international standards, the Atmah SIB involved 25 beneficiaries and had an initial 15-month duration (recently extended by 3 months). Yet its size belies its significance.

The SIB is intended to facilitate macro-level changes, in a context that is unfamiliar with social outcomes approaches. It is used as a vehicle to familiarise key players in the local ecosystem towards an outcomes orientation, and helps identify ways through which system-level gaps may be plugged. The SIB structure enabled project partners from different sectors to work under a new outcomes-focused framework, leveraging in different skills sets and resources.



**Faisal Abdullah
Saeed Al Hmoudi**
Auth. of Social Contribution
Ma'an

India

India is the leading impact investment and outcome funding market in South East Asia and the developing world.

As practitioners at the forefront of social finance and outcome funding transactions in India, we possess deep experience in relevant transactional, advisory and policy work.

We are currently working on the largest and most complex impact bond attempted in India which is focused on delivering livelihood outcomes in the context of Covid-19. We have seen structures fail due to antiquated laws, tax inefficiencies, high transaction costs, lack of risk appetite from outcome funders, regulatory clarity and inadequate government support.



**Meyyappan
Nagappan**
Nishith Desai
Associates



Rakshita Agarwal
Nishith Desai
Associates
Incoming L.L.M.
candidate, University of
Cambridge (2021-22)

India - Skilling Impact Bond

Designing for uncertainty: designing an impact bond during a pandemic and the choices we faced

The British Asian Trust has worked with partners from Government of India, impact investors and philanthropic donors to design a first of its kind impact bond that would support the government to address the livelihoods challenge and improve the outcomes for the livelihoods sector.

The programme brings together the government's nodal skilling body and key actors from the private and philanthropic sectors. The impact bond aims to identify and test innovative skills training models and reach approx. 45000 beneficiaries over 4 years. This would include supporting the service providers to shift the focus from outputs (trainings) to outcomes (placement in jobs and retention in jobs) and supporting service providers to improve efficiencies and reduce dropouts through the value chain of skilling to on-the-job retention. Through engaging a diverse range of partners, and a strong knowledge and learning strategy, evidence of efficacy and impact will be created and disseminated to develop the wider ecosystem.



Abha Thorat
British Asian Trust



Krisha Mathur
British Asian Trust



Japan

The data management for the real world

In Japan, the Pay-For-Success contracting has increased at a regional level for the past couple of years. At the national level, a pilot SIB programme for the learning support of juvenile delinquents will be implemented this year.

The data management for monitoring and evaluation would be crucial to develop from a pilot programme to the system. For example, the government's annual report, "White Paper on Crime", provides various statistical data and information on the crime trends and offender treatment.

From my experience as a government researcher, measuring real-world impacts is fraught with difficulty. I will be sent the Government Outcomes Lab from Jan 2022. My challenge is to create a knowledge source on evaluation methodology to accelerate offenders rehabilitation using the SIB scheme.



Reiji Ikeda
Ministry of Justice
of Japan

Japan

Adaptation of Impact Bond into Urban Development Policy in Japan

In Japan, IBs have been created in particular, social policy domain since 2015. In more recent years, Ministry of Land, Infrastructure, Transport and Tourism (MLIT) has tried to adapt the contracting model of IB for prospective area such as urban development with the aim of economic revitalization.

To compare with existing IBs in the UK and the US, MLIT focuses on not only cost reduction but also creation of multiple values. Aspirations for outcomes are not compartmentalized and are often overlapping; usually covering environmental, social and economic objectives at the same time. With this greater focus on outcomes, IBs are considered as one of the promising means through which to we may be achieve multiple values. “Urban Development Impact Bond ” (UDIB) is taken as a practical example of these attempts and social backgrounds.



Haruka Yamasaki
Deloitte Touche
Tohmatsu LLC



Ichiro Tsukamoto
Meiji University

Roundtable discussion

- Scale of ambition
- Pathways
- Enablers and barriers



| | | | | |
|---|--|---|---|---|
|  <p>Juliette Averseng KOIS</p> |  <p>Meyyappan Nagappan Nishith Desai Associates</p> |  <p>Rakshita Agarwal Nishith Desai Associates</p> |  <p>Abha Thorat British Asian Trust</p> |  <p>Krisha Mathur British Asian Trust</p> |
|  <p>Laura Blanco SpainNAB</p> |  <p>Faisal Abdullah Saeed Al Hmoudi Auth. of Social Contribution Ma'an</p> |  <p>Reiji Ikeda Ministry of Justice of Japan</p> |  <p>Dr Fareed Abdullah South African Medical Research Council</p> | |
|  <p>Haruka Yamasaki Deloitte Touche Tohmatsu LLC</p> |  <p>Ichiro Tsukamoto Meiji University</p> |  <p>Hortance Manjo Foundation Kangourou</p> |  <p>Louise Savell Social Finance</p> | |

Share your comments and questions on the Zoom chat (online) or raise your hand (in-person)



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Transforming Public Procurement?

**Issues of Culture, Outcomes, Transparency, and Learning in the UK
Government's Post-Brexit Public Procurement Law Reform Proposals**

Chair: Michael Bowsher



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Procurement for Prosperity: Lebanon's path towards efficiency, social value and transparency

Public Procurement Law 244 / 2021

Lamia MOUBAYED BISSAT & Basma ABDUL KHALEK
Ministry of Finance - Lebanon

Roundtable on Transforming public procurement? Issues of culture, outcomes, transparency, and learning in the UK Government's post-Brexit public procurement law reform proposals

UNIVERSITY OF OXFORD – GOVERNMENT OUTCOMES LAB
SOCIAL OUTCOMES CONFERENCE
9 SEPTEMBER 2021

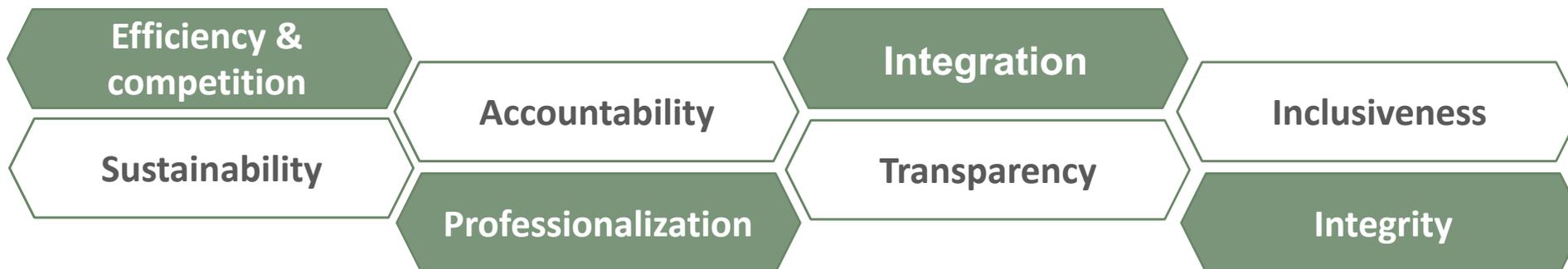
A modern procurement law in line with intern'l standards

POLICY PROCESS

- **Evidence-based** exercise to identify the level of performance of the current procurement system through the **MAPS** Assessment
- Leveraging on previous laws and draft laws prepared at the national level to **preserve national efforts**
- Based on the **UNCITRAL Model Law** on Public Procurement (2011) and the **OECD Recommendation** on Public Procurement (2016)
- Benchmarking against other **MENA countries'** procurement laws, namely Jordan (2019), Egypt (2018), Palestine (2014) and Tunisia (2014)
- **Technical guidance & assistance** from the World Bank and the EU-OECD SIGMA joint initiative.



PRINCIPLES



OBJECTIVES

- Applying competitive methods as a general rule
- Providing for equal opportunities to participate in public procurement
- Providing for fair, equal and equitable treatment of all bidders and contractors
- Ensuring integrity & professionalism of procurement proceedings to enhance control & accountability
- Promoting local economy development, national employment and production, based on the best value for spending public funds



Consultative process & stakeholders' engagement

- **120 hours of discussions at Parliament** organized over a whole year
- **+45 consultation sessions** with policy makers, civil society, representatives of the public and private sectors & of the donor community took place to ensure ownership & buy-in on the Law
- **22 institutions** provided substantive written feedback for enhancements
- **100 institutions involved** at the national level (Public, Private, CSOs) to mapping the current system
- **Efforts to mapping** procurement processes against all intervening government institutions + gap analysis
- **Regular communication and outreach** with media and influencers to keep them informed and engaged, sustain dialogue & nurture constructive feedback



New governance model: the matter of trust



Public Procurement Authority

- An independent **regulatory body** assuming a **regulatory & monitoring** role, inexistent in the current system.
- **Proposing public policies** related to public procurement
- Granted with **financial & functional autonomy** & necessary resources to act with full objectivity.
- Undertakes the organization, supervision, control and development of the quality management of public procurement.
- Manages and owns the **central electronic platform**; consolidates & publishes **procurement data**
- Proposes **standard documents & forms**, offers **guidance tools & help desk**



Review & Complaints Authority

- An independent **procurement review body** that follows specified procedures to make decisions
- Issues decisions during **pre-contractual stage**, in a **fair, transparent & timely manner**.
- Specialized body with a **power to impose temporary corrective** measures (suspending tender procedures or the implementation of any decision issued by contracting authority) or cancel decisions issued illegally.
- **Cancellation measures** include removing discriminatory technical, economic or financial specifications that may limit competition.
- Possibility of **appealing its decisions** before the State Council (administrative court).

The way forward: sustaining reform gains & achieving value

RESOURCE MOBILIZATION

POLICY ADVISE

MONITORING & EVALUATION

STRATEGIC COMMUNICATION & CONSENSUS BUILDING

Vote & issue the public procurement law

Issue priority secondary legislations

Develop guidance & standard forms

Establish Public Procurement Authority

Establish Review & Complaints Authority

Validate strategic reform action plan

Form a technical committee for reform implementation

Validate capacity building strategy

Develop & deliver training & awareness pgms

Validate e-procurement strategy

Design, launch & test central electronic platform & train on its use

Update regulatory environment

- Implement a wider range of award procedures
- Develop the speedy and competent handling of complaints

Issue complementary sec. legislations

Develop & implement continuous training pgms & certification

Prepare for introduction of e-procurement

Introduce Sustainable Public Procurement

Develop & test risk mgmt. methodology & tools

Conduct pilot internal audit & issue reports

June - July 2021

Short Term

Medium Term

Dec 2023

PUBLIC PROCUREMENT LAW
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Institut des Finances Basil Fuleihan



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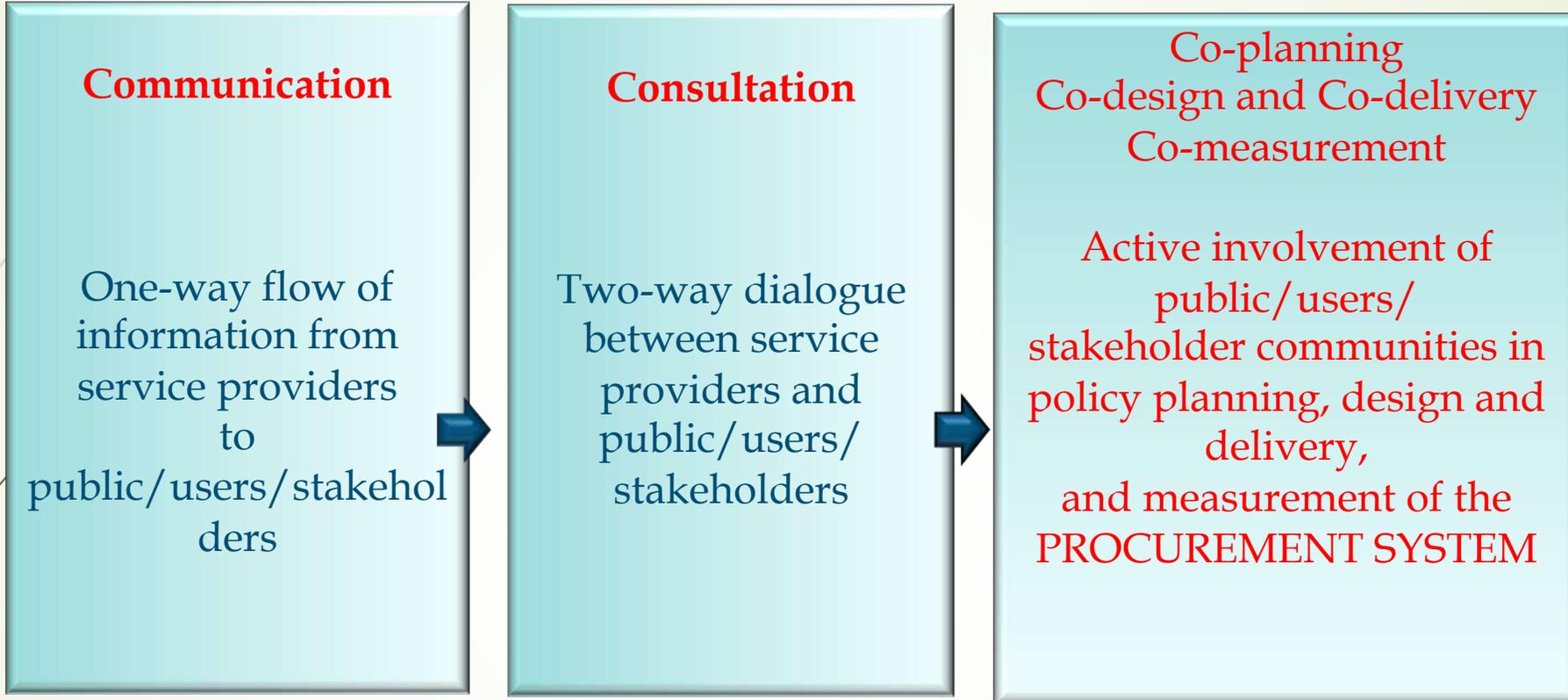
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InstituteOfFinance

From top down
and producer
driven

Bottom Up &
Citizen driven



Strategic Procurement
&
Commissioning

New Devices/
mechanisms needed to
engage
stakeholders
from design stage to
outcomes

ADDING
SOCIAL VALUE



GOVERNMENT OUTCOMES LAB

Break

In-person: Join us in the Inamori Forum

Zoom: Stay on Zoom for informal discussions in breakout groups

COMING UP NEXT: Keynote Address
12.45 BST



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**GOVERNMENT
OUTCOMES
LAB**

Social Outcomes Conference

9-10th September 2021

WELCOME



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Welcome to SOC21

- Live from the Blavatnik School of Government in Oxford and online on Zoom
- If you're joining us in person, you can still join Zoom BUT **please keep your speakers muted**
- We will stop throughout the session to take questions both from the online and in-person participants
- Do use the Zoom chat to introduce yourselves and to share your thoughts and questions; on Zoom, make sure we can see your name & organisation
- All sessions will be recorded and shared on the GO Lab website
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- GO Lab team is ready to help you both online and in-person



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The GO Lab



Established in 2016

Partnership between UK Government & University of Oxford

We investigate government's role in unlocking fruitful cross-sector partnerships to improve social outcomes

Stage of development + 214 results Download data Share data

Policy sector +

Outcome payer +

Bond type +

Funds +

Start year +

Countries +

Continents +

Reset

214 Impact bonds

USD 496m+ Capital raised

GO Lab-CIPFA Value for Money (VfM) Toolkit

Public Money & Management

ISSN: 0954-0962 (Print) 1467-8302 (Online) Journal homepage: <https://www.tandfonline.com/loi/rpm20>

Walking the contractual tightrope: a transaction cost economics perspective on social impact bonds

Clare FitzGerald, Eleanor Carter, Ruth Dixon & Mara Airoidi

To cite this article: Clare FitzGerald, Eleanor Carter, Ruth Dixon & Mara Airoidi (2019) Walking the contractual tightrope: a transaction cost economics perspective on social impact bonds, Public Money & Management, 39:7, 458-467, DOI: [10.1080/09540962.2019.1583889](https://doi.org/10.1080/09540962.2019.1583889)

To link to this article: <https://doi.org/10.1080/09540962.2019.1583889>

GOV.UK Coronavirus (COVID-19) | Guidance and support

Research and analysis Evaluation Strategy for the Life Chances Fund

Overview of the evaluation approach that supports learning around a series of Social Impact Bonds funded via the Life Chances Fund.

The first five years

Growing knowledge and improving practice in cross-sector partnerships for better social outcomes

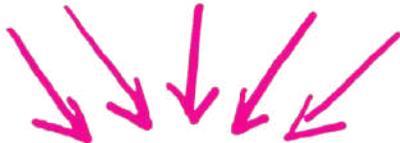
DATA SET Outcomes Fund Directory

Explore outcomes funds around the world

Last updated 25 Jun 2021

UKaid from the British people

The basics Knowledge bank Toolkit



<https://golab.bsg.ox.ac.uk/about/>

Programme



GOVERNMENT OUTCOMES LAB

Home › Community › Events › Social Outcomes Conference 2021

The basics Knowledge bank Toolkit Community

Social Outcomes Conference 2021

ONLINE EVENT 9-10 SEPTEMBER (BST) Oxford, United Kingdom

Set my timezone

We are excited to welcome you to this year's Social Outcomes Conference, the annual convening of the world's leading researchers, policymakers and practitioners working to improve social outcomes.

#SOC21

| | |
|---|---|
| 12:45 - 13:00 (BST) Welcome to Social Outcomes Conference 2021 | + |
| 13:00 - 14:45 (BST) Keynote address by Professor Joseph Stiglitz and panel discussion | + |
| 14:45 - 15:30 (BST) Break | |
| 15:30 - 17:00 (BST) Concurrent deep dive sessions | x |
| 15:30 - 17:00 (BST) International Public Management Journal special issue symposium | + |
| 15:30 - 17:00 (BST) Together or apart: how should non-state work with the state to improve social outcomes? | x |

Information for in-person participants

Register

Theme: Government, business and civil society collaboration in places

Together or apart: how should non-state work with the state to improve social outcomes?

Join online

Governments around the world have been augmented by non-state actors to provide much needed public service provision to communities. Whether businesses acting responsibly or civil society organisations doing what they can, there are variations in the level of collaboration with government. So how should relations be managed between government and non-state actors and what factors affect these relations? Trust, incentives, value systems, efficiency and division are all important elements highlighted in the presentations. The studies featured in this session examine five engaging papers by expert researchers and practitioners (find more details on each paper below)

Join online

PROGRAMME

- Keynote: Professor Joseph Stiglitz
- 2 x Big Picture sessions
- 3 x Roundtable discussions
- 9 x Deep Dive sessions
- Public talk: Professor Karthik Ramanna & Dr Dambisa Moyo



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Our speakers

Five core themes

Outcomes-based contracting

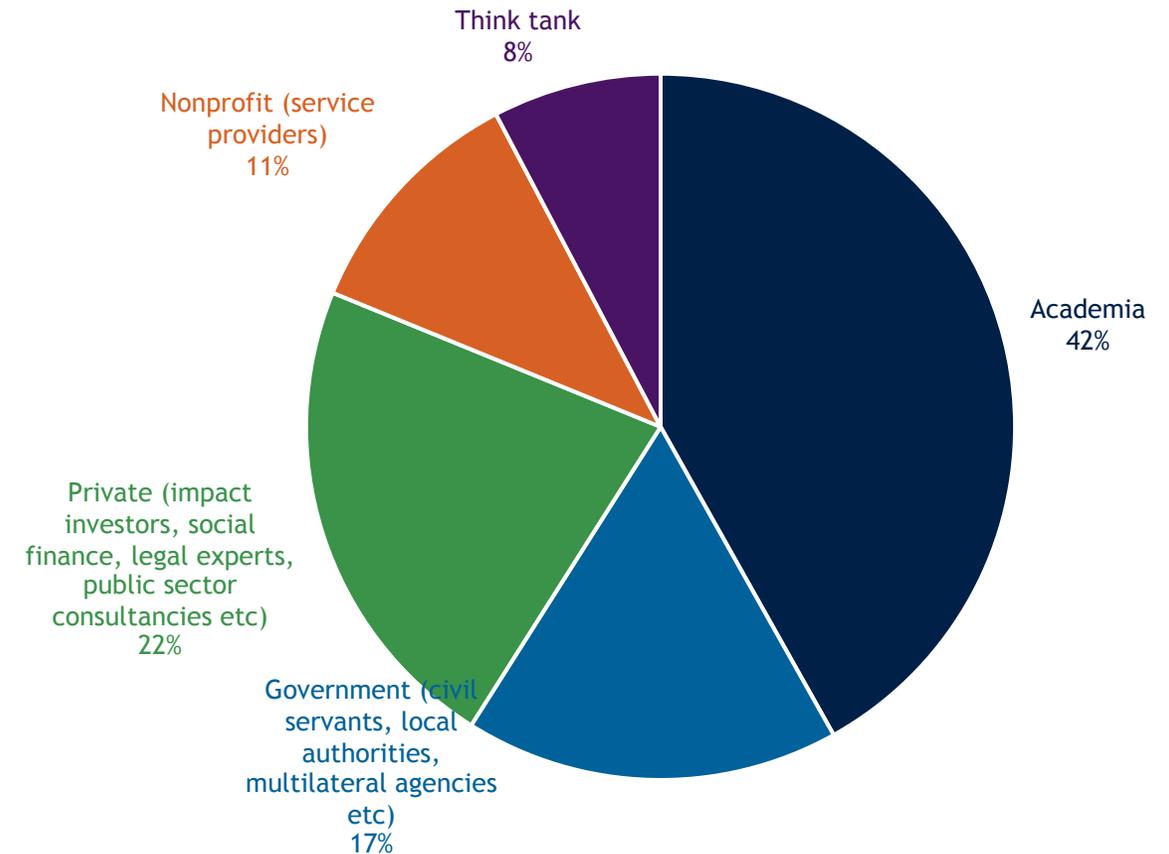
Social value and procurement

Government, business and civil society collaboration in places

Measuring outcomes and social value

Outcomes orientation

115+ SPEAKERS IN 25 COUNTRIES



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Our audience

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slido.com
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Keynote: Measuring what counts in order to make markets work for people

Professor Joseph Stiglitz, Columbia University



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Keynote

Social Outcomes Conference 2021

Measuring what counts in order to make markets work for people



Professor Joseph Stiglitz
Columbia University

Panel discussion



Avnish Gungardudoss
Instiglio



Beata Javorcik
European Bank for
Reconstruction and
Development



Rodney Scott
University of New South
Wales



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Break

In-person: Join us in the Inamori Forum

Zoom: Stay on Zoom for informal discussions in breakout groups

COMING UP NEXT: Deep Dive sessions
15.30 BST



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GOVERNMENT OUTCOMES LAB

NEXT SESSIONS

from 15.30 BST

| | | |
|--|--|--|
| Together or apart: how should non-state work with the state to improve social outcomes? | INDIGO Hack & Learn Show and Tell | International Public Management Journal Special Issue Symposium |
| Chair: Sam Windett, GO Lab Visiting Fellow of Practice | Chair: Dr Eleanor Carter, GO Lab | Chair: Dr Clare FitzGerald & Alex Fraser, King's College London |
| Online & Lecture Theatre I | Online & Lecture Theatre II | Online & Seminar Room |



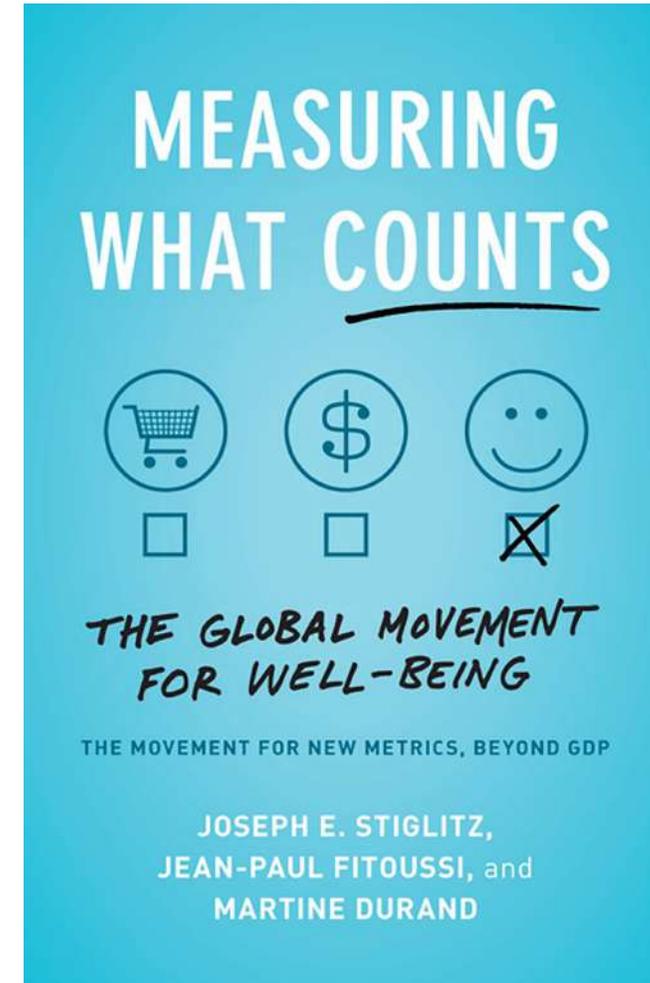
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Joseph Stiglitz | Measuring what counts (2019)

- Overviews the past decade's movement to develop a new 'dashboard' of metrics, beyond GDP
- Aims to guide policy-makers in the use of these alternatives
- Summarises and builds upon the 'Stiglitz Commission' at the Organisation for Economic Co-operation and Development (OECD)



Stiglitz Commission on the Measurement of Economic Performance and Social Progress (OECD)

- Commissioned in 2008, by French President Nicholas Sarkozy
- Key objectives:
 - Identify limits of GDP as an indicator of social progress
 - Consider alternative measurement tools, and assess their feasibility
 - Discuss how to present such new statistical information in an appropriate way
- Urgency of reform heightened by the economic and social crises of recent years - did our measurement systems fail us?



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International Public Management Journal Special Issue Symposium

Chairs: Clare FitzGerald and Alec Fraser



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GOVERNMENT OUTCOMES LAB

End of Day I

In-person: Join us in the Inamori Forum

Zoom: Stay on Zoom for informal discussions in breakout groups

See you tomorrow from 9am BST



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Together or apart: how should non-state work with the state to improve social outcomes?

Chair: Ian Taylor



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**GOVERNMENT
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Together or apart: how should non-state work with the state to improve social outcomes?

Responsible Business: A Challenging Opportunity
09/09/21 - Ian Taylor



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Responsible Business

- Responsible business is where a company tries to have a positive impact of society
- Partner with the state
- Facilitating responsible business is a way that government can deliver efficiency to society

Efficiency

‘Since, fundamentally, businesses are a way of organising the efforts of people to produce and distribute goods and services as efficiently as possible, it is proper that all stakeholders in society constantly consider how to maximise that efficiency’

– Responsible Business: A Challenging Opportunity

Efficiency

- How to organise to utilise resources?
- Adam Smith: profit maximising firms in markets benefit all society
- Joseph Stiglitz: Markets are almost never fully efficient
- Necessitating government intervene to correct failures

A new epoch



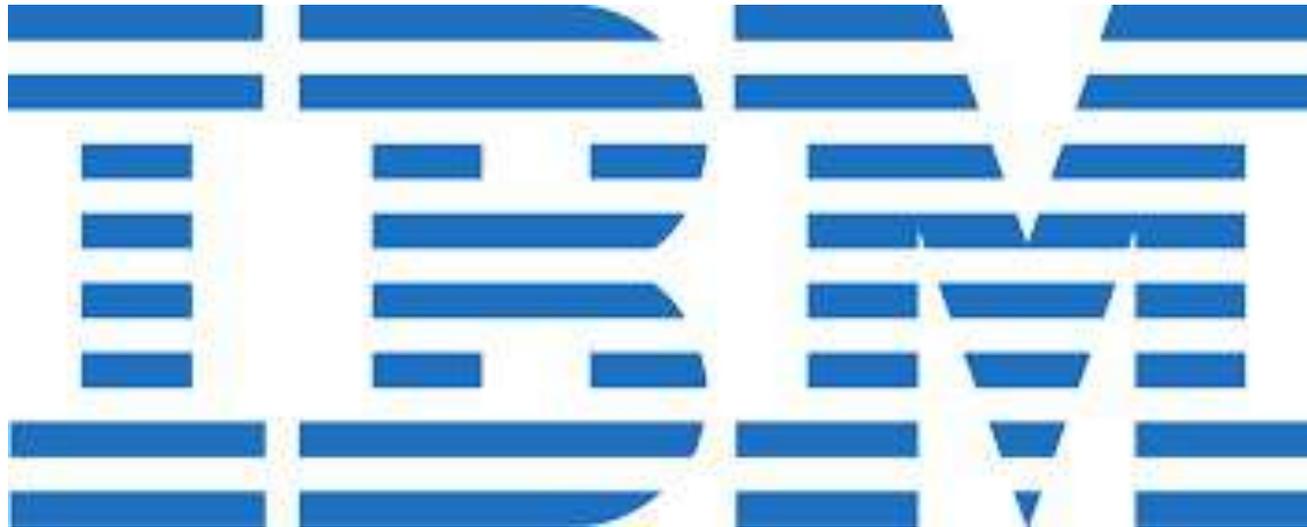
180 major US
companies:
Businesses should have
purpose

Drivers

- 70% want investments to avoid harm and achieve good for people and the planet
 - Department for International Development, 2019
- 74% of UK consumers said a company's social and ethical behaviour influenced their purchasing
 - IPSOS Mori 2003

Huge Potential

2019: £708.1m



Government Role

- Empirical evidence indicates that the regulatory threat from governments drives socially positive activities
- Governments are also theorised to mitigate power imbalances between actors working with big business

Threaten efficiency



Education

- Galbraith identified market free flow of capital allocation operates with ‘manifest uncertainty and inefficiency’ in relation to education
- Removing this impediment can improve long term efficiency
- Paul Collier has identified superiority of business involvement in Germany and Switzerland

Wisbech 'Joint Project'



Wisbech: Education

- Anglian Water: worked with local government
- Novel involvement in local school, which saw massive Ofsted improvement 2014-2020
- Supported ailing tertiary education and introduced apprenticeship scheme

End

Responsible Business: A Challenging Opportunity

<https://golab.bsg.ox.ac.uk/our-projects/responsible-business-challenging-opportunity/>



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Together or apart: how should non-state work with the state to improve social outcomes?

One business - two approaches to reducing recidivism: private, public and third sector collaborations in the UK and in Italy

9th September 2021 Jessica Mellor-Clark & Nadia Boschi



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Driving value through being values based

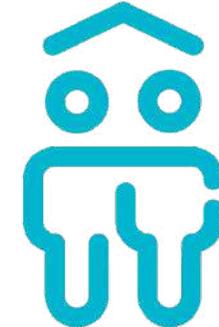
“The time is not far off when companies will have to justify their worth to society, with greater emphasis being placed on environmental and social impact than straight economics”

Dick Dusseldorp,
Lendlease Founder, 1973



WE ARE A
1.5°C
ALIGNED
COMPANY

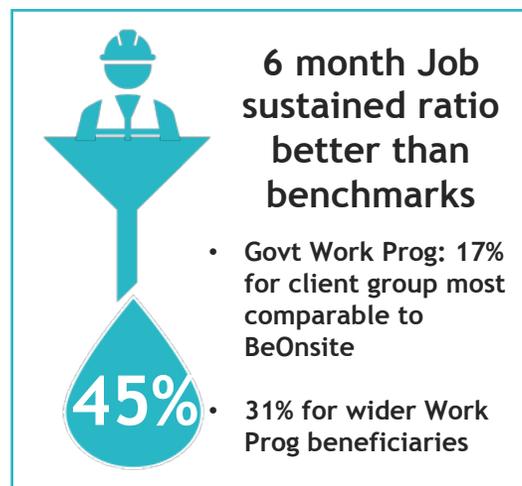
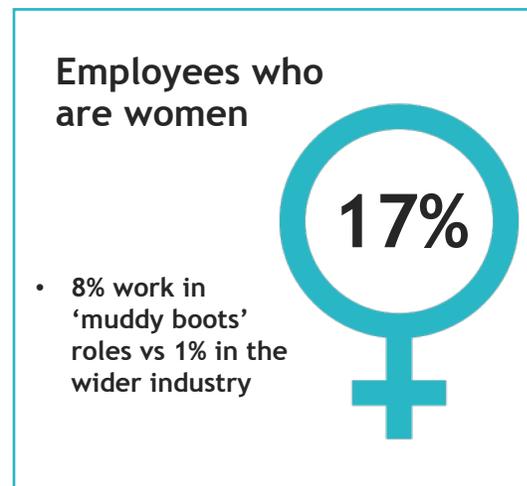
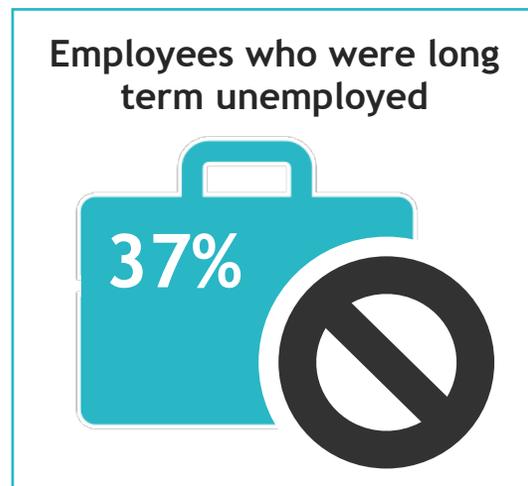
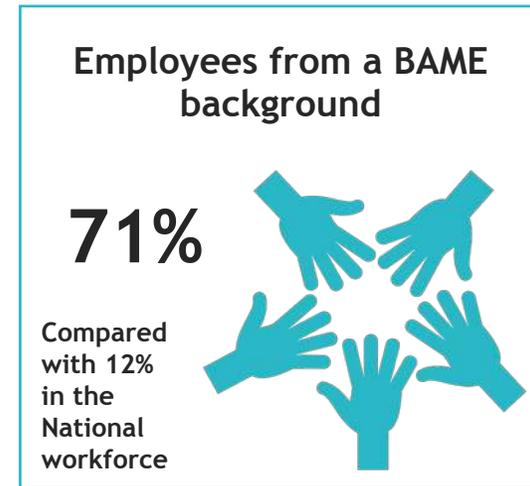
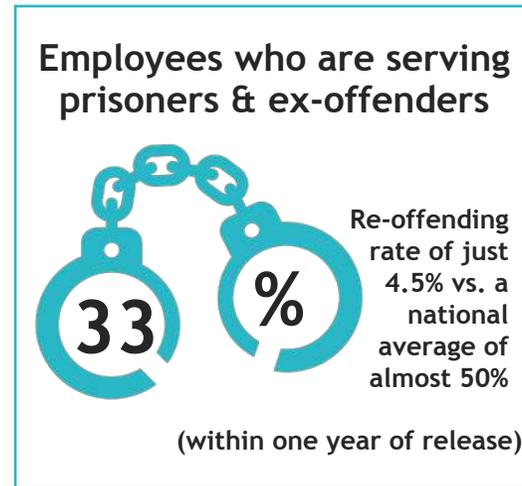
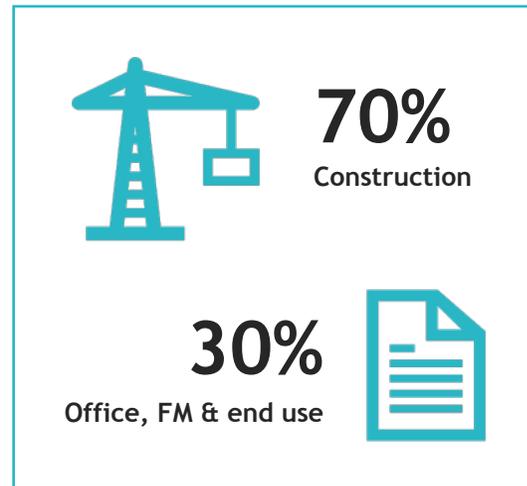
NET ZERO CARBON
SCOPE 1&2 BY 2025
ABSOLUTE ZERO
BY 2040



\$250M
SOCIAL
VALUE
BY 2025

ASSESSING SHARED
VALUE PARTNERSHIPS
BEYOND PROJECT AND
ASSET OBLIGATIONS

BeOnsite: Performance



BeOnsite: Delivery Model

Identify Jobs
within Lendlease projects & the supply chain



Source Candidates
through a network of local referral partners



Select Candidates
from bespoke BeOnsite selection events



Pre-Employment Training
tailored to prepare candidates for identified roles



Onsite Work Experience
that provides real world experience & further training in the role



Enter Employment
directly with BeOnsite & secondment into the identified job



Supported Employment
with BeOnsite or directly with supply chain

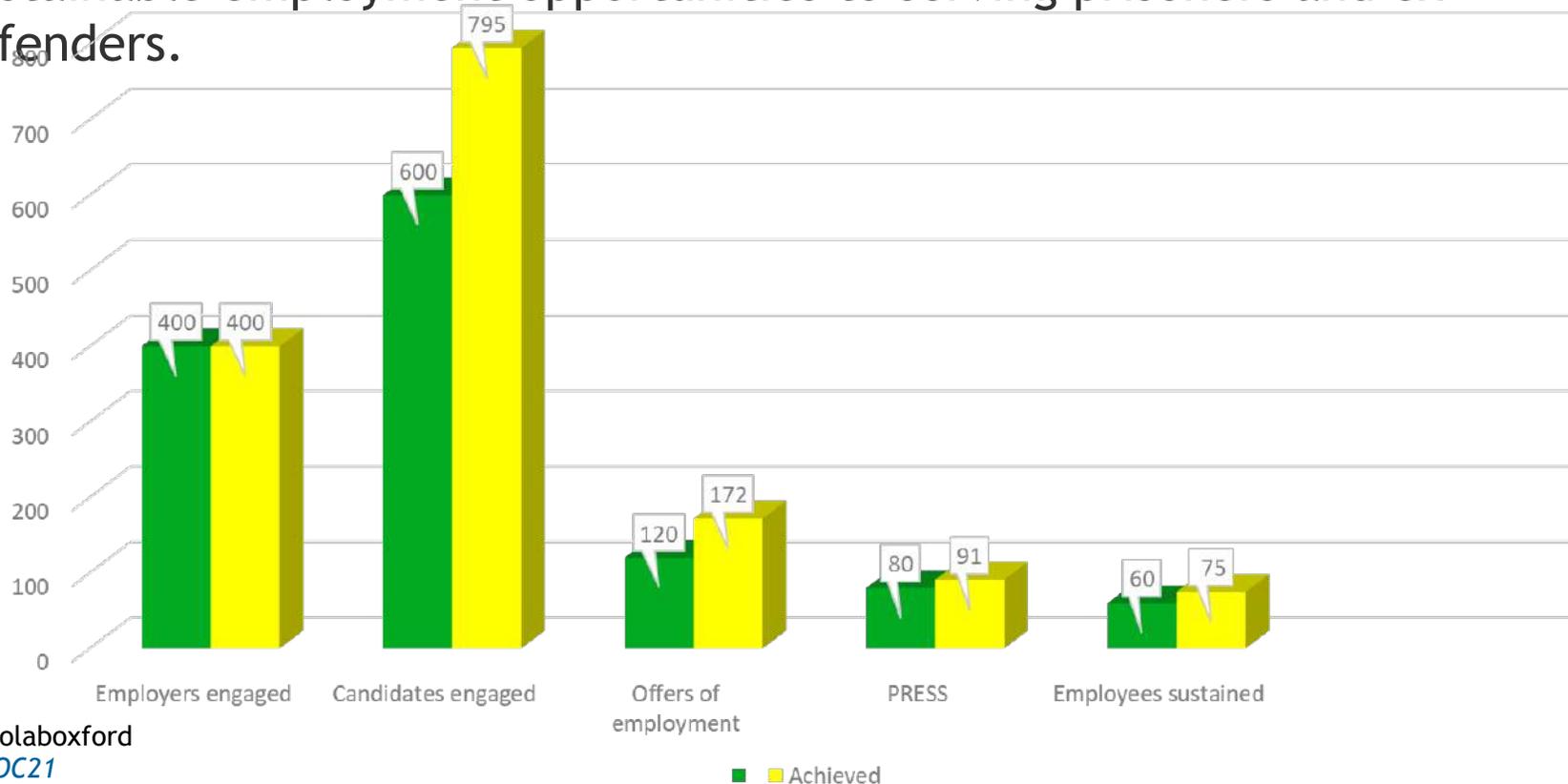


Employee Independence
sees the individual sustained in employment outside of BeOnsite support



Mind the Gap: Outcomes

BeOnsite has recently delivered a £1 million three-year contract from CITB to reduce skills gaps and reoffending by working with construction industry partners and rehabilitation specialists to offer sustainable employment opportunities to serving prisoners and ex-offenders.

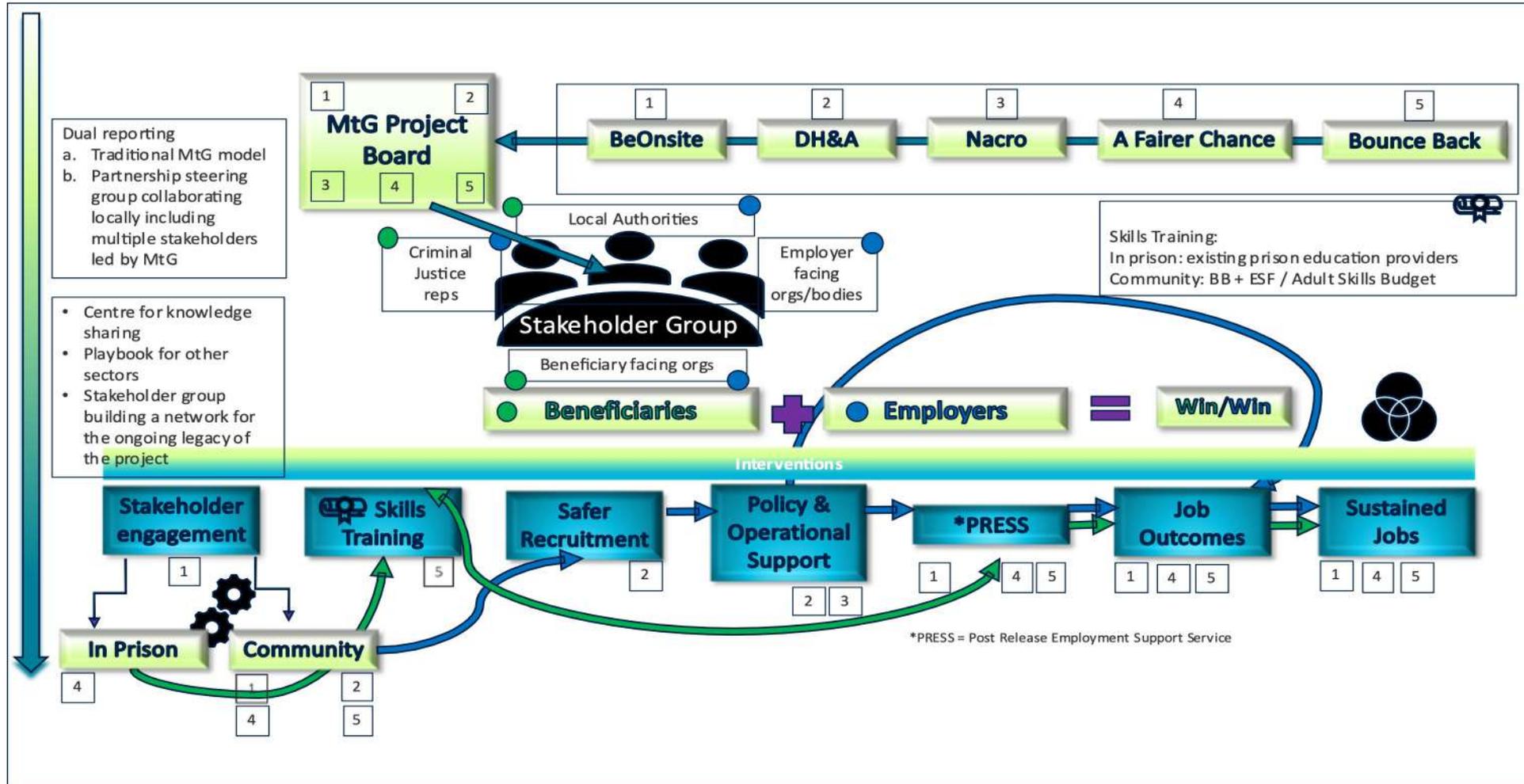


“Too often, employers shy away from taking a chance on ex-offenders because they think the risks outweigh the potential gains.

The attitude displayed by organisations like Lendlease towards ex-offenders and their dedication to getting the right people - no matter who they are - to work for them is a breath of fresh air.”

Rt Hon David Gauke MP, former Lord Chancellor and Secretary of State for Justice at the 1st Anniversary of Mind the Gap, House of Commons, 21st May 2018

Mind the Gap: Structure

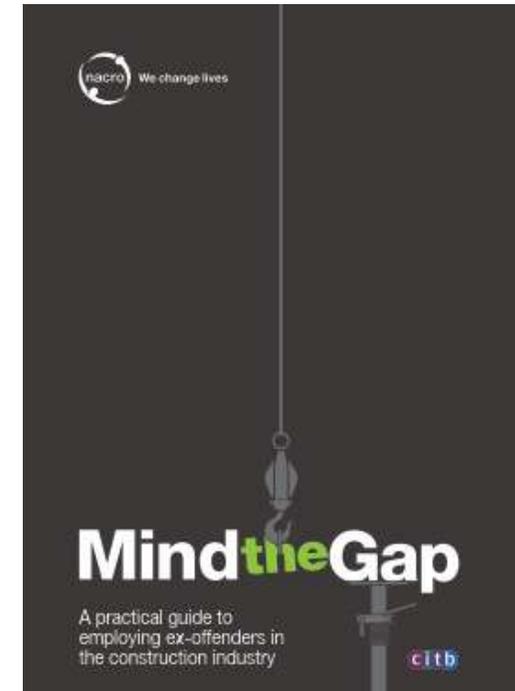


Practical Guidance

- Detailed, practical employer guidance to employing those with convictions. This document has been downloaded hundreds of times and dovetails with current Ministry of Justice strategy on employing prisoners and ex-prisoners.

«... I have read the Mind the Gap report and thought it was very useful and informative - a rare and valuable resource.»

Professor Martin Loosemore, UNSW, Sydney



Practical Guidance

- A range of guides to support Jobcentre Plus and DWP work coaches.

Collaboration across stakeholders and construction employers supporting this customer group is valued by DWP and we would be happy to continue this to other areas of the Country to share the good practice gained through working with Mind the Gap.....sharing best practice and changes in legislation that impact on this customer group....Without our links to Mind the Gap we may not necessarily have been aware of these changes.

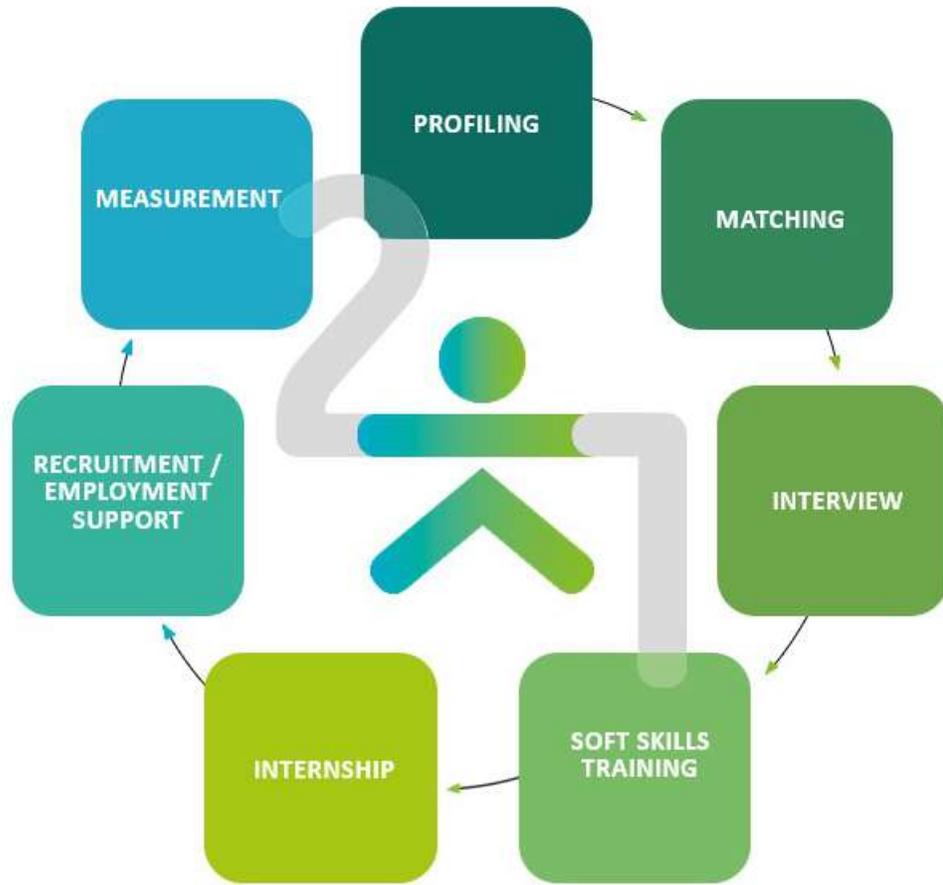
**DWP - Ex-offenders, Drugs and Alcohol Policy:
Children, Families and Disadvantage Directorate**



Programma 2121

| Component | Key aspect | Distinctive elements of the engagement |
|-------------------|--|--|
| <p>WHO</p> | | <p>A committed and widely shared value public -private partnership:</p> |
| <p>AIM</p> | <p>Enhance social inclusion of offenders that qualify for Art. 21 law 354/75 through the promotion of training and job placements in the construction industry</p> | <p><i>Objectives are:</i></p> <ul style="list-style-type: none"> ▪ To further the sense of responsibility and debt payback of the subjects involved towards Society ▪ To train and provide professional skills to help offenders develop a career ▪ To reduce the risk of re-offending |
| <p>WHY</p> | <p>Create social value</p> | <ul style="list-style-type: none"> ▪ It links with the Milanese culture of work as an instrument of redemption and to confer dignity ▪ It demonstrates the convergence of public and private interest in creating social value ▪ It differs from other employability projects because it focuses on tailored industry-led training and supports participants in developing employability skills via paid internships (i.e. in offices or construction sites) ▪ A voluntary social clause supporting Programma 2121 is included in all Lendlease Italy request for proposals which is intended to help transform attitudes within the supply chain |

DELIVERY MODEL: PROCESS



Results: MTG



Evaluation: Programma 2121

Data collected through the program include: *Impact on the judiciary system* (e.g. re-offending rate); *Impact on inmates* (e.g. number of inmates attending customised training), *Impact on industry* (e.g. fiscal benefits).

| Stakeholder | Outcome |
|---------------|--|
| Participant | <ul style="list-style-type: none"> Improved self-esteem Feeling of dignity Increased aspirations Improved financial position Improved family relationships Increased hope Increased quality of life Increased social connections |
| Family member | <ul style="list-style-type: none"> Improved financial position Improved family relationships |
| Government | <ul style="list-style-type: none"> Cost savings from reduced offending |
| Wider sector | <ul style="list-style-type: none"> Increased inclusiveness in hiring process Improved knowledge about effective offender programs |

| High level estimate social value (AUD\$) | | | | |
|--|---------------|-----------|---------|-----------|
| | FY19 & before | FY20 | FY21 | FY22 |
| Investment | | \$ 47,169 | 192,307 | |
| Investment in kind | 165,000 | 33,333 | 98,361 | |
| Estimated social value | 20,000 | 510,000 | 830,000 | 1,020,000 |

| Social value assessment from activities up to June 2021 (AUD\$) | | |
|---|-----------|-------------|
| | Base case | Range |
| Total social value estimate | 2.39m | 2.04m-2.75m |
| SROI ratio estimate | 4.5 | 3.8-5.1 |

Main reflections & insights

- Partnership approach is critical
- Collective stakeholder responsibilities
- One leader
- Adopt new models of partnership
- Stakeholder groups are key

“I am glad to include Mind the Gap as a strategic partner to the West Midlands Combined Authority as part of identifying and supporting disadvantaged client groups as part of our Industrial Strategy and Regional Skills plan. The thinking and support that Mind the Gap bring to the WMCA will be key regarding the current and upcoming significant construction projects including HS2, Smart Motorway development, Commonwealth Games and additional housing stock required to be built.”

*Shaun Hall,
Construction Skills Project Manager, West Midlands
Combined Authority*

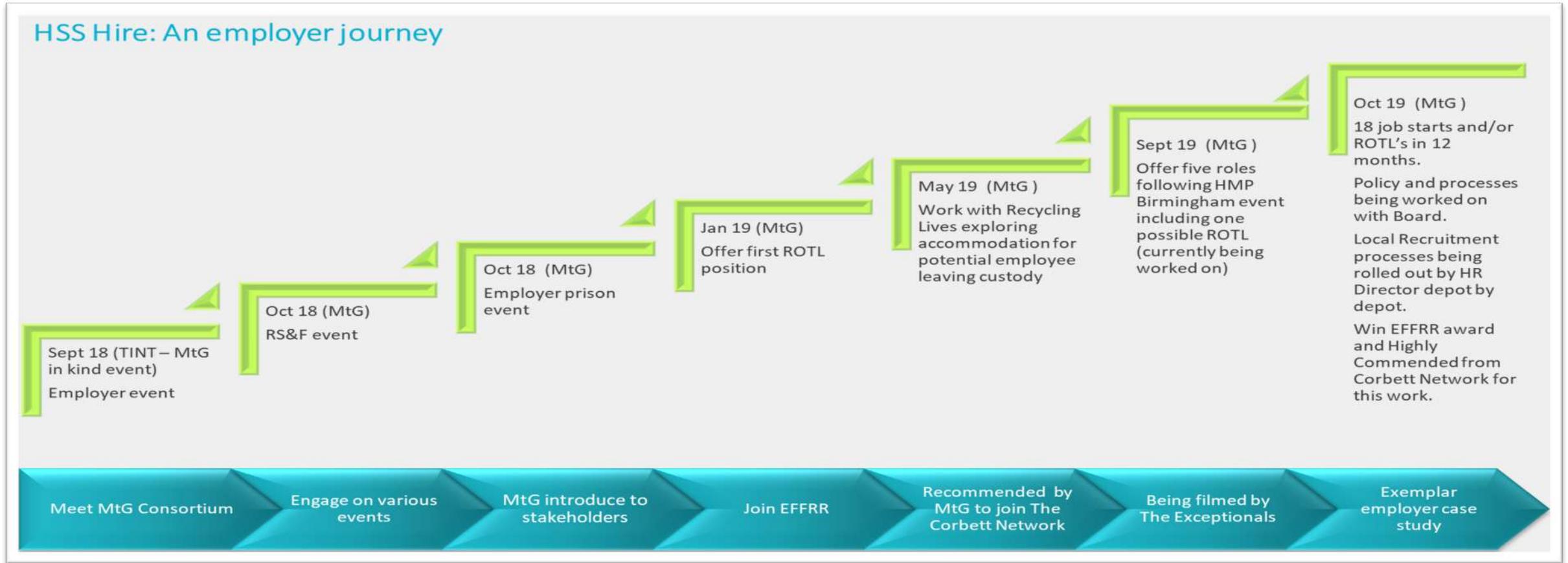
Practical implications

- Collaborative working lies at the heart of both projects. Joint action plans leading to a shared purpose are realized by understanding what each member can facilitate, how they work best together and understanding co-dependencies: all leading to more meaningful interventions and outcomes. Detailed measurement and tracking of deliverables are key.
- MOJ figures highlight just 27% of people entered employment on release from prison in 2015. For the prison leaver using a whole system model, with key stakeholders working in concert, ensures both candidates and employers benefit from bespoke guidance and support. Through these best-practice models the individual has the highest chance of establishing a career, a huge step in turning away from crime.

“My employer has not taken an external candidate for a management role for over six years. They have never employed a serving prisoner, anywhere in the world but they have offered me a key account manager job covering the South of England.”

**Mind the Gap beneficiary,
September 2018**

HSS Hire: A case study



An opportunity or a threat?

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News Opinion Sport Culture Lifestyle More

Business Economics Banking Money Markets Project Syndicate B2B Retail

Food & drink industry

UK food firms beg ministers to let them use prisoners to ease labour shortages

Meat processors and others say they must have more day release workers as they cannot find enough staff

THE TIMES Today's sections Past six days Explore Times Radio Log in Subscribe

Shops, farms and restaurants turn to prisons to fill staff shortages



A lack of drivers and pickers has meant that some supermarkets are struggling to keep shelves filled
MATTHEW HORWOOD/GETTY IMAGES

BBC Jessica Mellor-... Home News Sport Weather iPlayer Sounds

NEWS

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Business Your Money Market Data Companies Economy Global Car Industry Business of Sport

Prisoners to plug worker shortage in meat industry

By Michael Race
Business Reporter, BBC News

1 day ago Comments

INDEPENDENT PREMIUM

INSIDE BUSINESS

Now prisoners called on to fix food shortages and make Brexit great again!

Imagine 'prisoners will be needed to ease labour shortages in food industry' on a Brexit bus. But it's happening as the UK's chronic labour shortages start to bite, forcing restaurants to close and threatening the economic recovery, writes **James Moore**

Privacy Policy Feedback Follow 22.1M Tuesday, Aug 24th 2021 12PM 13°C 3PM 14°C 5-Day Forecast

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Restaurants are now recruiting PRISONERS to ease worker shortages caused by Brexit and pandemic



**GOVERNMENT
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Together or apart: how should non-state work with the state to improve social outcomes?

Want outcomes – is it the role of government or NGOs?

*9th September 2021
Vidhya Sriram*



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Savings Groups

Savings groups are self-directed informal financial cooperatives designed for unbanked or underbanked populations.

Members of these groups meet regularly to save together and take loans from those savings, allowing the group's deposits to earn a return.

Members save weekly in small amounts, have access to credit on flexible terms, and a basic form of insurance.



Savings Groups and the Role of Governments



CARE undertook a study in East Africa to assess the current and future state of SGs as a vehicle for WEE by assessing:

Who is best placed to **scale SGs** so they can achieve maximum impact for women and girls in Africa; and

How can we effectively **transform savings groups into** integrated platforms for government service delivery and **WEE?**

Hypothesis Areas



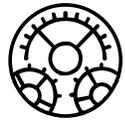
The role of the public sector

We hypothesize the public sector will become a primary driver of SG scale up



The role of the private sector

We hypothesize the future of SG promotion could include a strong roll for the private sector



The role of technology

We hypothesize technology will play an increasing role in the efforts of all scaling champions



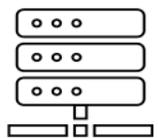
The role of INGO's

We hypothesize INGOs will shift from traditional role of group promotion to supporting 3rd parties



The role of Women's Rights Organizations

We hypothesize WROs will be interested in playing a substantive role in SG scaling efforts



The role of Service Layering

We hypothesize that Savings Groups will increasingly serve as an entry point and platform for service integration and service layering

Findings



The role of the public sector

Public sector programs aim to adopt SGs through social protection programs, but lack coordination



The role of the private sector

Have interest in linking but not forming groups. Lack incentives to tailor products/services to SGs



The role of technology

Barriers for women but increasing role



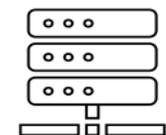
The role of INGO's

Will continue to form groups but transition to role of TA to scalars



The role of Women's Rights Organizations

Have interest and skills, but not the resources to scale



The role of Service Layering

Layering of health and livelihoods services is limited

Savings Groups and the Role of Governments



- Direct investments from development actors
- Diverse governments and their ministries are beginning to prioritize SGs in strategies and programmes
- Technical assistance across spectrum (policy, programmes & sustainability)
- Convening and coordination
- Defragmentation of the sector and models
- Evidence building and digitization

How Governments can Advance WEE Through SGs



Governments must have a basic desire to leverage savings groups as a unit of intervention for WEE

Develop an agenda around targeting savings groups to achieve WEE outcomes, typically driven by a government-sponsored anchor program

Create a defragmented ecosystem for reaching groups, including linking of government services to groups

Coordinate a whole of government approach to linking program design/budgets to working with savings groups



**GOVERNMENT
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Together or apart: how should non-state work with the state to improve social outcomes?

Broken Pieces: A Qualitative Study of the Uncoordinated Response to COVID-19 in India'

9th September 2021

Rahul Shukla

Tarika Jain



@golaboxford
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Introduction

States join Centre in saying no one died due to oxygen shortage: Who said what

Health ministers of several states have issued statements in support of the Centre and claimed no one died due to oxygen shortage in their states. This included health ministers of opposition-ruled states.

Source: [India Today](#), 21 July 2021.

India Covid: Delhi hospitals plead for oxygen as more patients die

By Vikas Pandey
BBC News, Delhi

Source: [BBC](#), 2 May 2021

Healthcare facilities used 90% of the O2 supply as opposed to the usual 15%.

OTHER STATES

No patient has died due to oxygen shortage in Maharashtra, State government tells Bombay High Court

SPECIAL CORRESPONDENT

MUMBAI , MAY 19, 2021 22:04 IST
UPDATED: MAY 19, 2021 22:04 IST

Aurangabad Bench of court directs the Centre to prepare a buffer stock of oxygen.



Source: [The Hindu](#), 19 May 2021

May 2021 - 26m cases.

2nd highest in the world.

Over 400,000 deaths

| | |
|----------------------------------|-----------------------------|
| Maharashtra 4.3m cases | Delhi 1.03m cases |
|----------------------------------|-----------------------------|

Methodology

- Semi-structured interviews conducted over Zoom between 28 May and 30 April 2021.

| | Maharashtra | Delhi |
|---------------|-------------|-------|
| Organizations | 22 | 17 |
| Individuals | 8 | 13 |

- Case Studies : Maharashtra and Delhi using media reports
- Comparative study: Zhejiang province of China (Cheng et al, 2020)

Two Cases: Delhi and Maharashtra

| Indicator | Delhi | Maharashtra |
|------------------------------|--|--|
| Concentration of NGOs | Over 300 | Around 100 |
| Federal war | Complex political dichotomy | Active role by local bodies. Unrealistic policies by Centre. |
| Major Issues | Insufficient medical supplies. | Insufficient medical supplies. Migrant crisis. |
| Preparedness for second wave | Not prepared because of division of government bodies. | Limited existing crisis management infrastructure due to annual floods |
| Bureaucratic handling | Confused | Clear line of operations. |

Comparison with China

| Indicator | Delhi and Maharashtra, India | Zhejiang, China |
|----------------------------|------------------------------|-----------------|
| Collaboration | ✗ | ✓ |
| Independence of operations | ✗ | ✓ |
| Preparedness | ✗ | ✓ |
| Co-opting social media | ✓ | ✗ |
| Location and population | Dense | Dense |
| Industrialization | High | High |
| Migrant Population | High | High |

Trust Deficit

1. Government's dominance over bureaucratic decisions
2. Absence of preparedness for adequate relief
3. Lack of clear bureaucratic communication
4. Preexisting environment of mistrust between the government and community-based organisations.
5. Competition between private organizations and NGOs for the fatigued funding
6. Federal war

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**GOVERNMENT
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Together or apart: how should non-state work with the state to improve social outcomes?

Organizational imprints under pressure: The role of value systems in engaging with external institutional demands

09.09.2021 Dr. Sebastian Seidel



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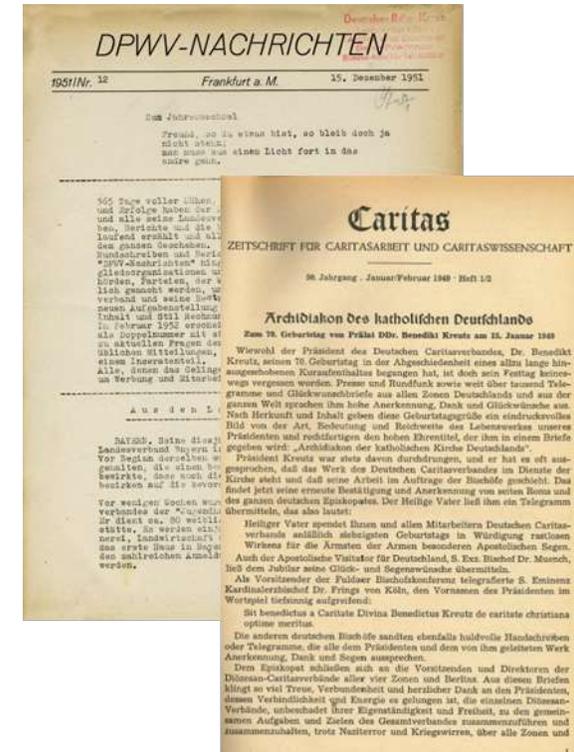
German Welfare Associations

- Six German Welfare Associations
- Founded between 1848 and 1924
- 1.5-2 million employees
- 1.5-3 million additional volunteers
- 120.000 facilities
- 38 billion EUR annual revenue
- proselytizing bodies
- Different foundational backgrounds and value systems



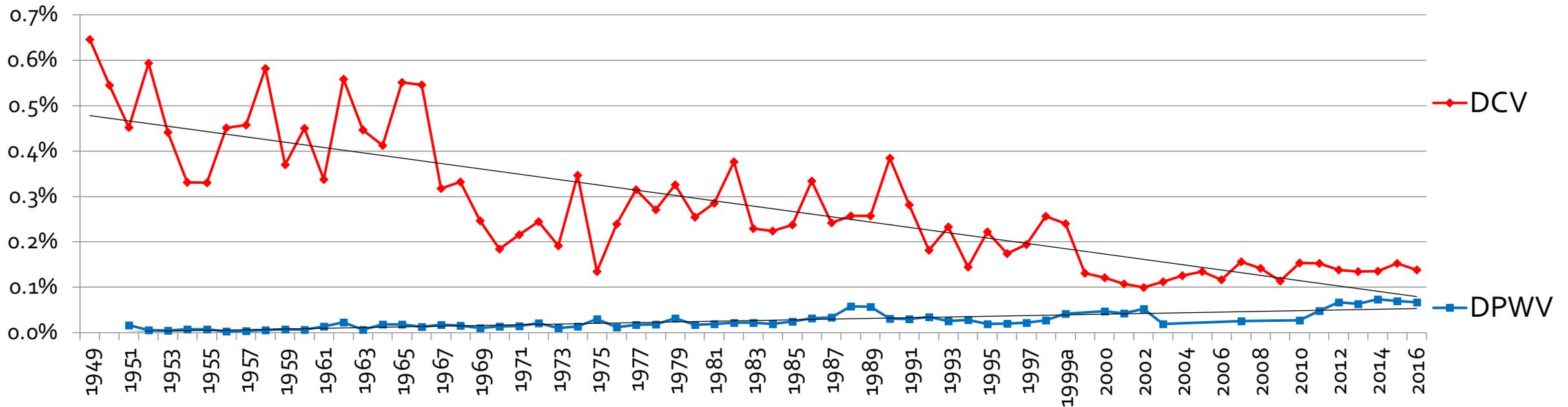
Method and Data

- Corpus Analysis
- Dictionary to measure Value Systems and Episodes
- Digitized Membership Magazines 1949 - 2016
- Ca. 57.000 pages in total
- Material by the organizations about themselves in relative coherent format



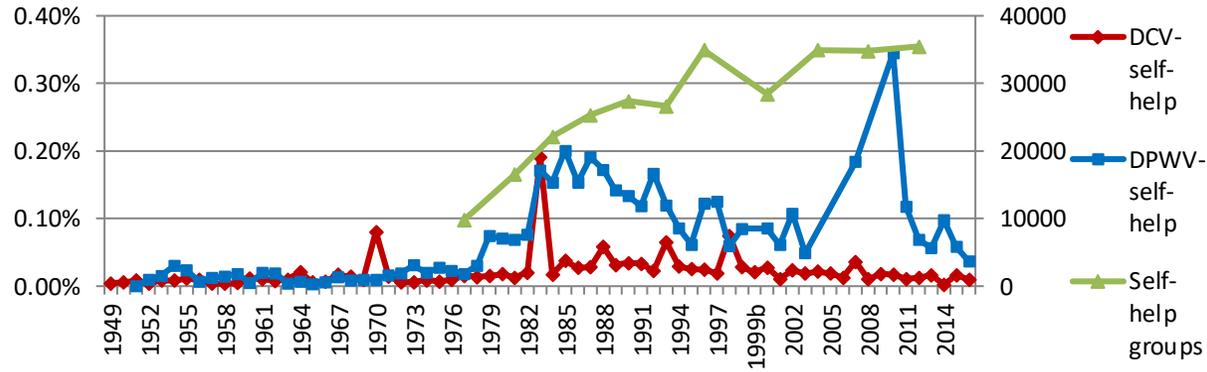
Value Systems

- “consistent imprinted perceptual frameworks that *normatively shape and influence behavior*”
- Catholicism in Caritas (DCV)
- Pluralism in the Paritätischer (DPWV)

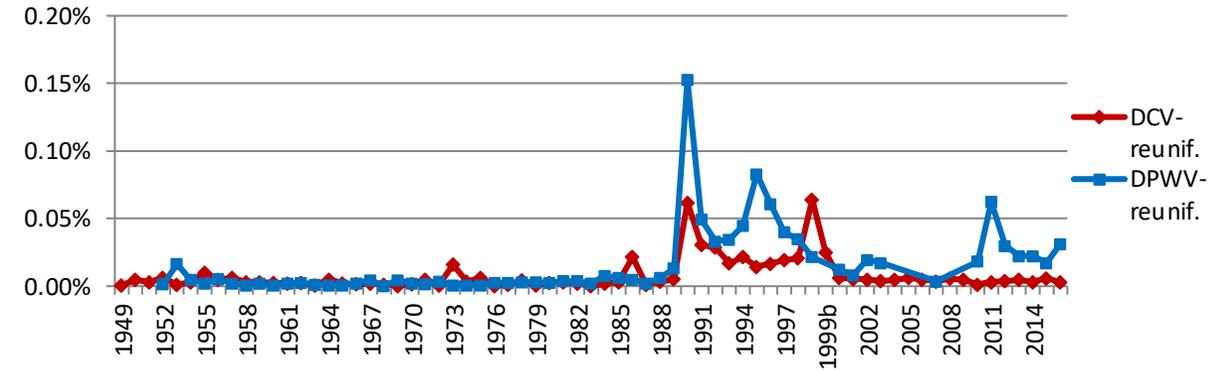


Organisations and Society

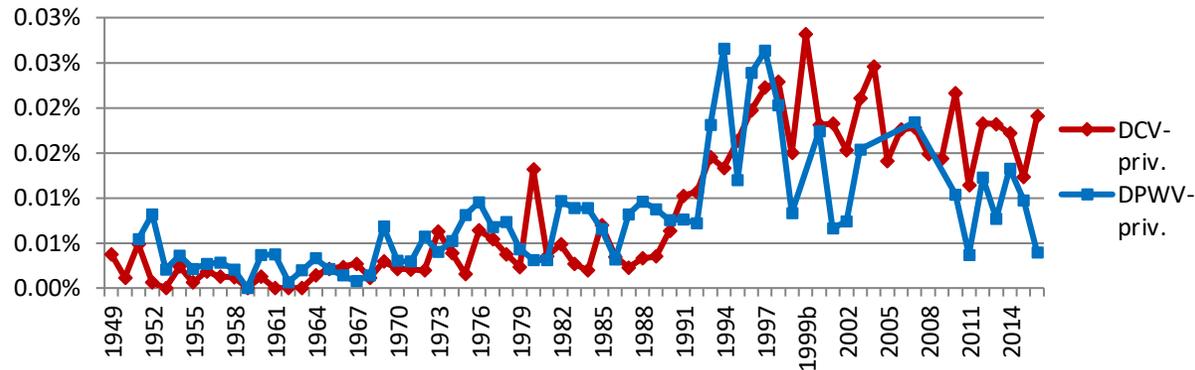
Self-help



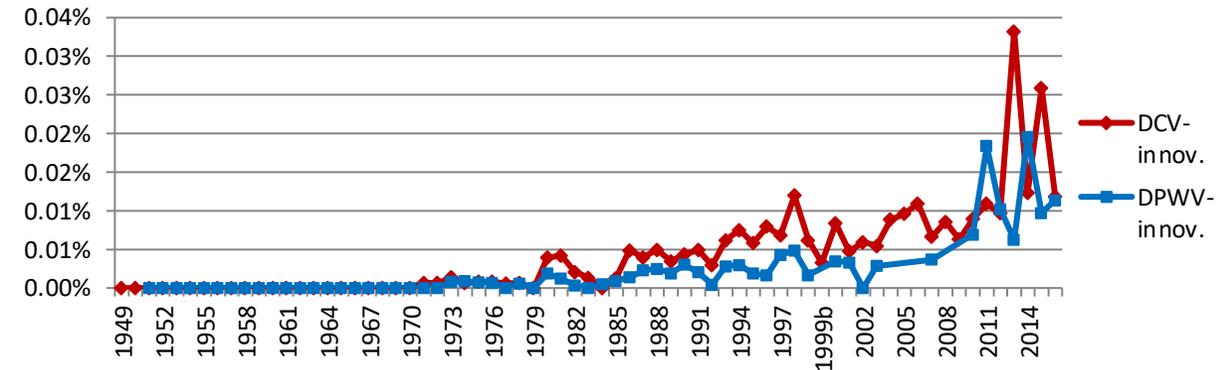
Reunification



Privatization

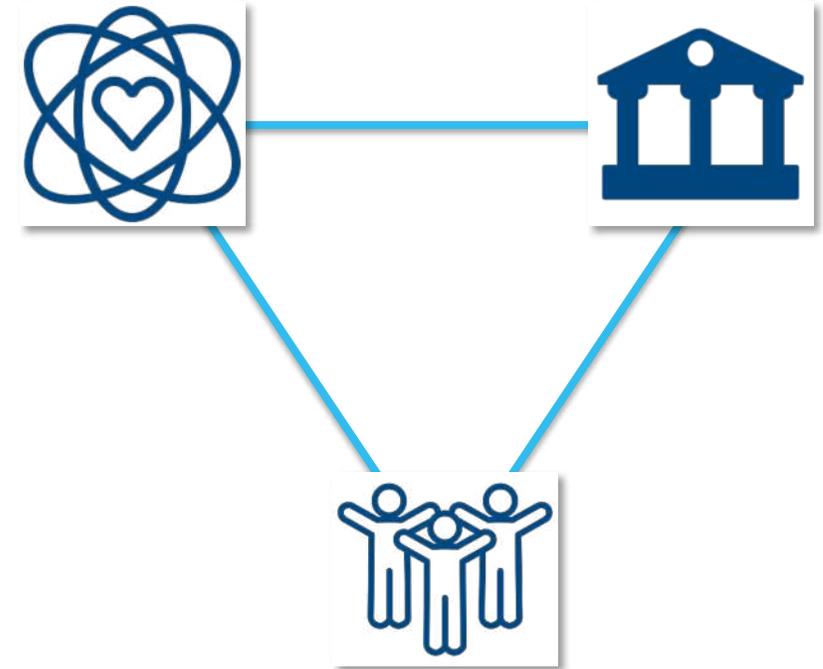


Social Innovation



Organisations and State Actors

- Reciprocity between Welfare Associations and Society
- Deeply rooted in German Social System
- Self-image of being between market and state
- Protected as proselytizing bodies
- Denominational organizations extra privileges
- Exclaimed/lived Value Systems play a role
- Challenge: making regulatory changes





GOVERNMENT OUTCOMES LAB

End of Day I

In-person: Join us in the Inamori Forum

Zoom: Stay on Zoom for informal discussions in breakout groups

See you tomorrow from 9am BST



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INDIGO Hack & Learn Show and Tell

Chair: Eleanor Carter



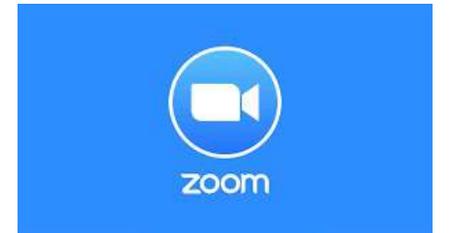
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Close of Day 1

Thank you all for joining us today!
We'll be back live tomorrow at 09:00 BST

Find the Zoom links at: <https://golab.bsg.ox.ac.uk/SOC21>



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Social Outcomes Conference

9-10th September 2021

Welcome to Day II



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**GOVERNMENT
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Adventures in awarding social outcomes contracts

Chair: Anne Davies



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Break

In-person: Join us in the Inamori Forum

Zoom: Stay on Zoom for informal discussions in breakout groups

COMING UP NEXT: Big Picture Session

Art & science: making sense of the global evidence on outcomes-based contracting approaches

11.15 BST



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**GOVERNMENT
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Children's services in Europe: using social impact bonds to commission preventative services

Chair: Michael Sanders



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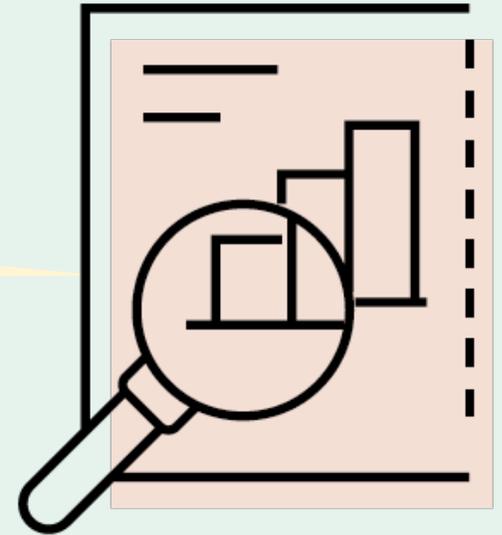


Tied to the mast

social outcomes contracting as an implementation strategy for achieving proactive partnerships

Mission

SHIC catalyses the transformation toward proactive services, focusing improved social and health outcomes. Short-sightedness, misguided incentives and diffuse targets are met with new forms of collaboration, models of financing and improved capacity to measure outcomes for society as well as individuals.



/agenda

1. SOC as implementation strategy: developments of social investments in Sweden, & SHIC:s role as intermediate
2. How we do prevention: case from Hässelby-Vällingby
3. What's next? From single interventions to providing a backbone structure for prevention and proactivity

Our beginning

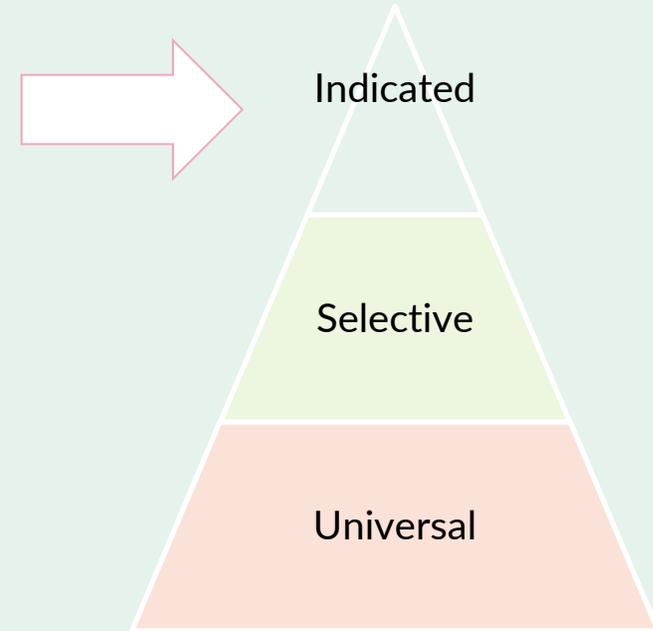
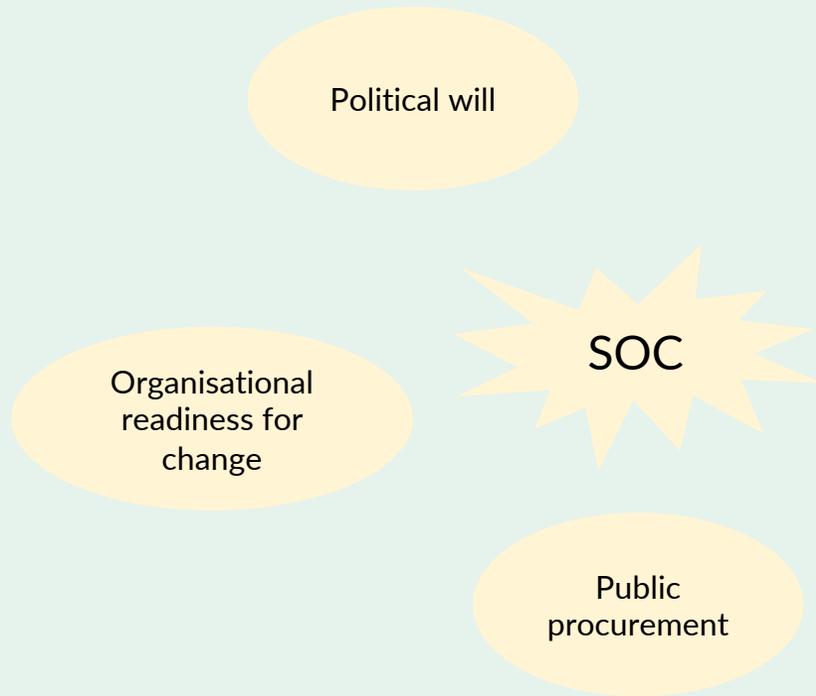
- Need for new ways to support implementation of outcomes focused services
 - Limited local government capacity to drive social investment
- Experimenting with the SOC model using a stringent business case
 - Cashable savings for local authority → early intervention



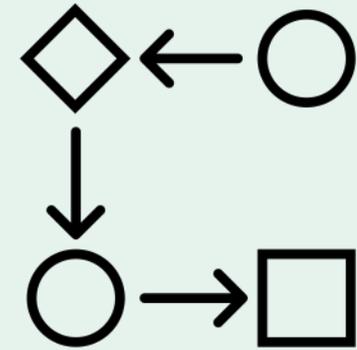
Observations after the first 5 years

- Economic incentives limited as implementation driver
- Financial risk sharing and outcomes evaluation hard to communicate
- Need to redefine SOC as a holistic implementation strategy
 - Facilitate organisational change in public sector
 - Increase understanding of dependencies





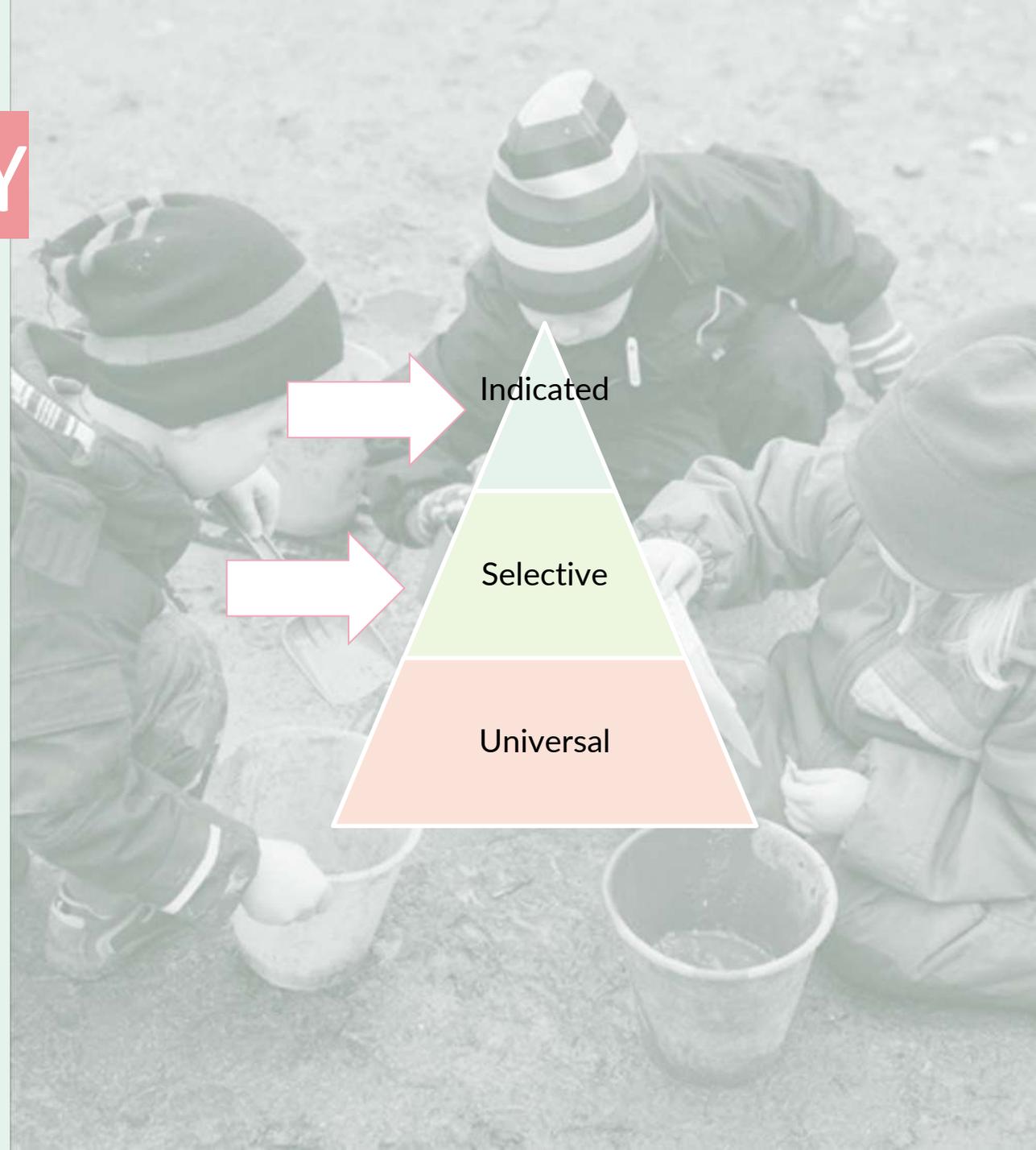
/how we do prevention



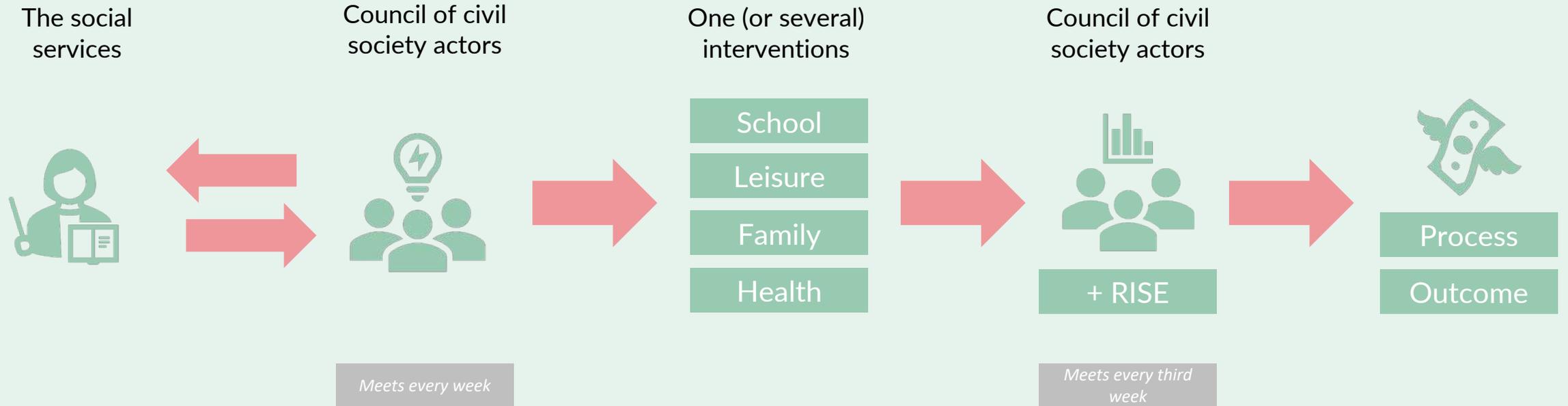
HÄSSELBY-VÄLLINGBY

- Project together with the social services within Hässelby-Vällingby district administration
- They experienced a large increase in reports
- Individuals with minor problems had to wait a long time for interventions due to lack of suitable interventions
- Families tended to decline the proposed intervention due to low trust for the social services

New interventions and forms of proactive approach and collaboration was needed



How it works

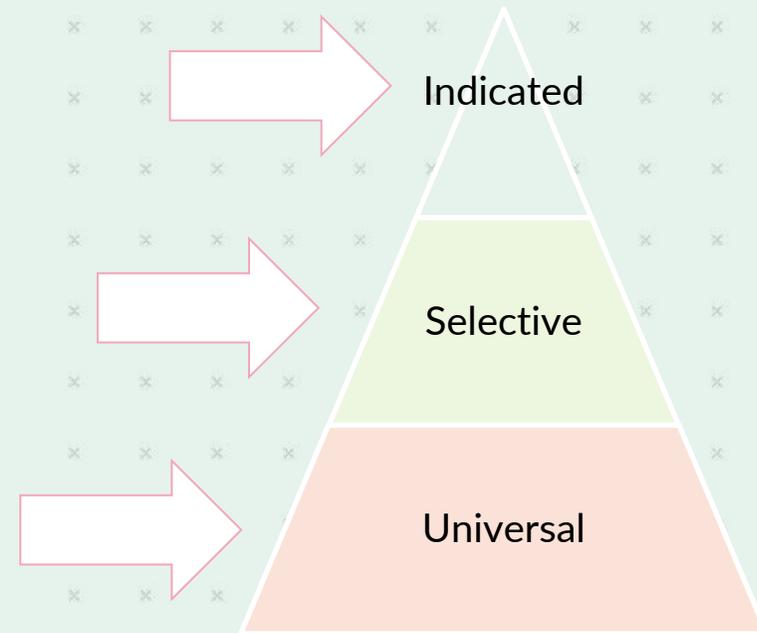


/What's next?

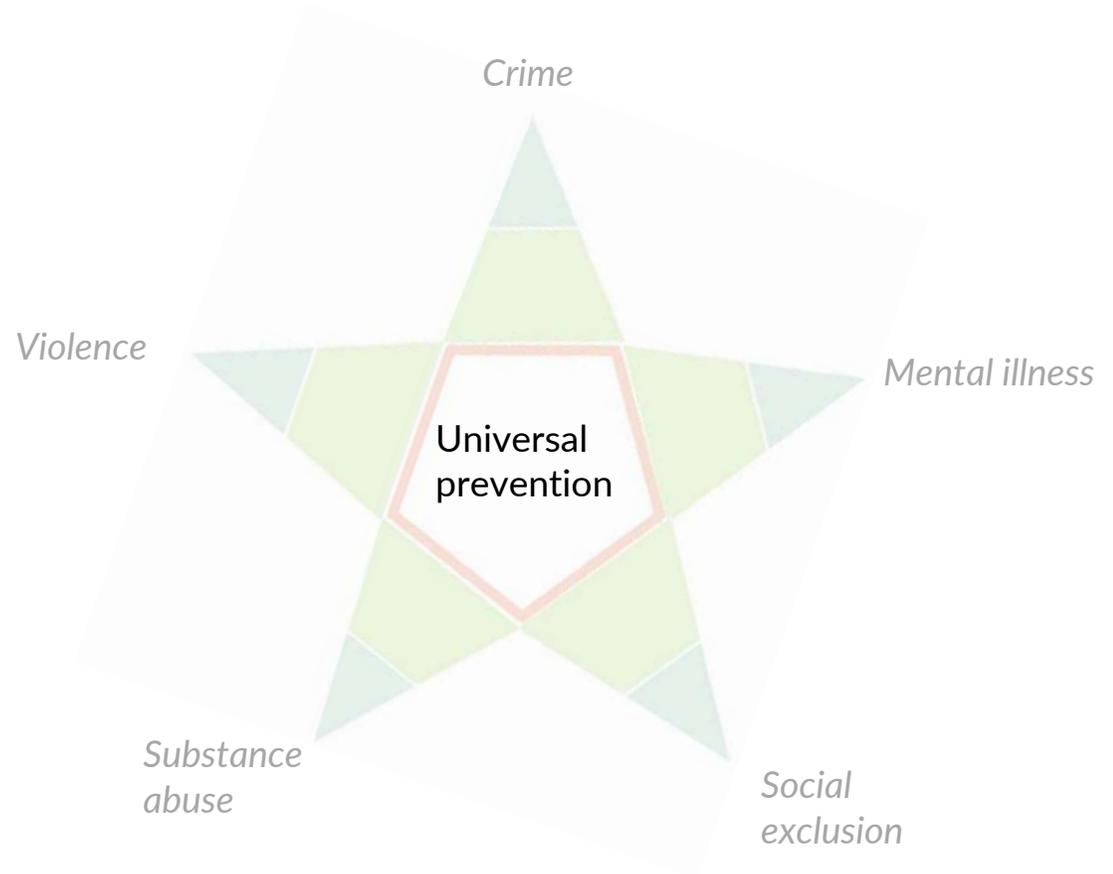
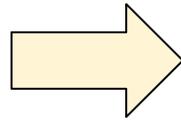
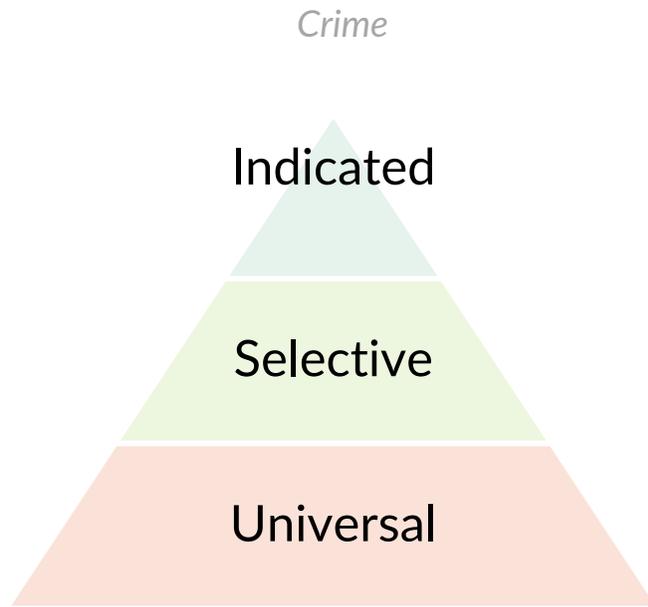


What's next?

- SOC/SIB works best for a defined target group
- Interventions to an already defined problem is, per definition, reactive
- How far can we push the model in terms of prevention and proactivity?
- **From single interventions to long term prevention and proactivity**



From single interventions to a long term prevention and proactivity



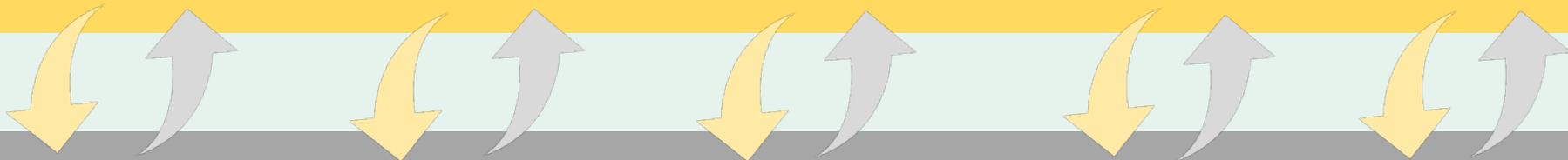
Hypothesis: placed based interventions?

COLLECTIVE IMPACT HUSBY

INHABITANS/CITIZENS' COUNCIL



LOCAL ACTORS



BACKBONE ORGANISATIONS

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TAMPERE.
FINLAND



Social Impact Bond (SIB) Tampere – a future for young people aged 15–17 who are in alternative care

Esko-Pekka Järvinen, Project Manager
Tampere Junior Development Programme
City of Tampere, Finland

Social Outcomes Conference 2021, University of Oxford
Children's services in Europe: using social impact bonds to commission preventative services
10th September

Greetings from Tampere!

- The third largest city in Finland
- 240,000 residents
- The largest inland city in the Nordic countries measured by population



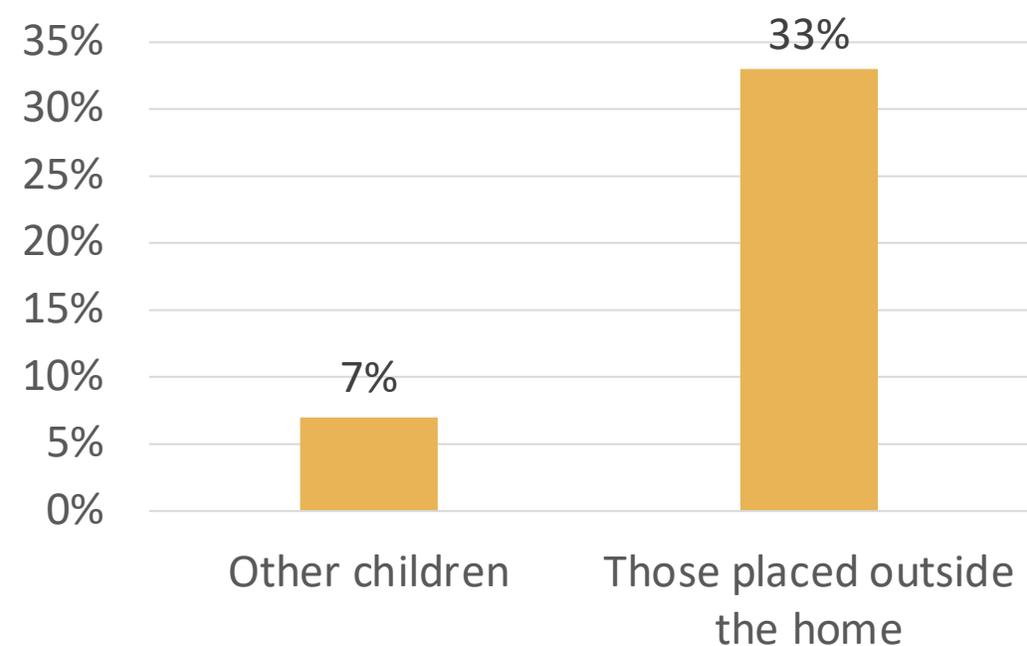
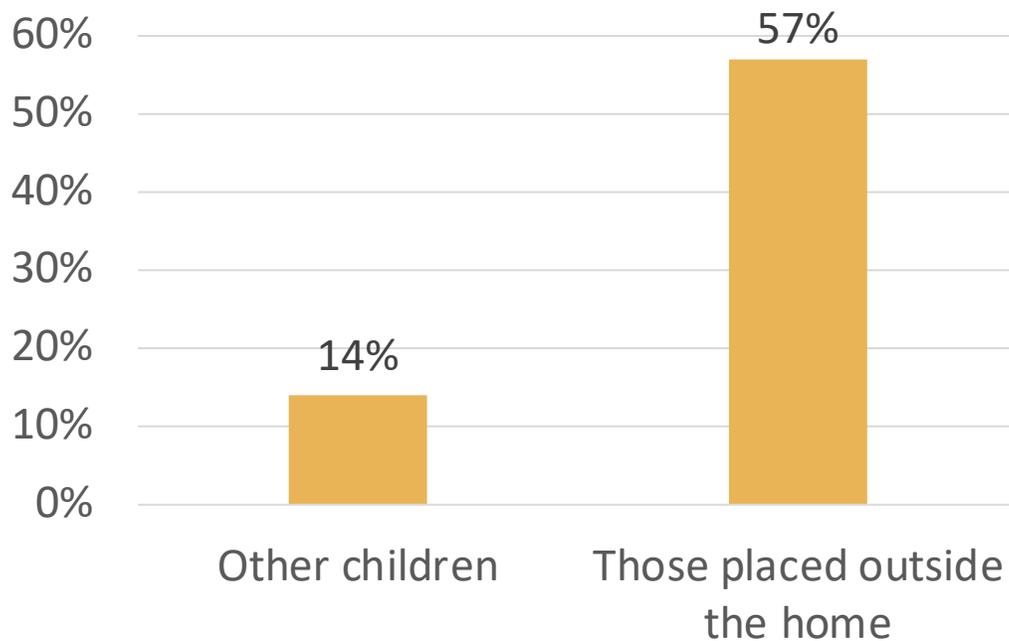
Starting points for the SIB project



- In Finland, **only half** of the young people who are in alternative care earn a degree after **comprehensive school**.
- A similar phenomenon can be seen in other Nordic countries.
- A special characteristic of Finland is that young people who have been in alternative care have a **weaker attachment to employment**.
- It would be important to support the education of children placed outside the home, but in Finland, there seem to be very **few special support measures** aimed at solving this problem.

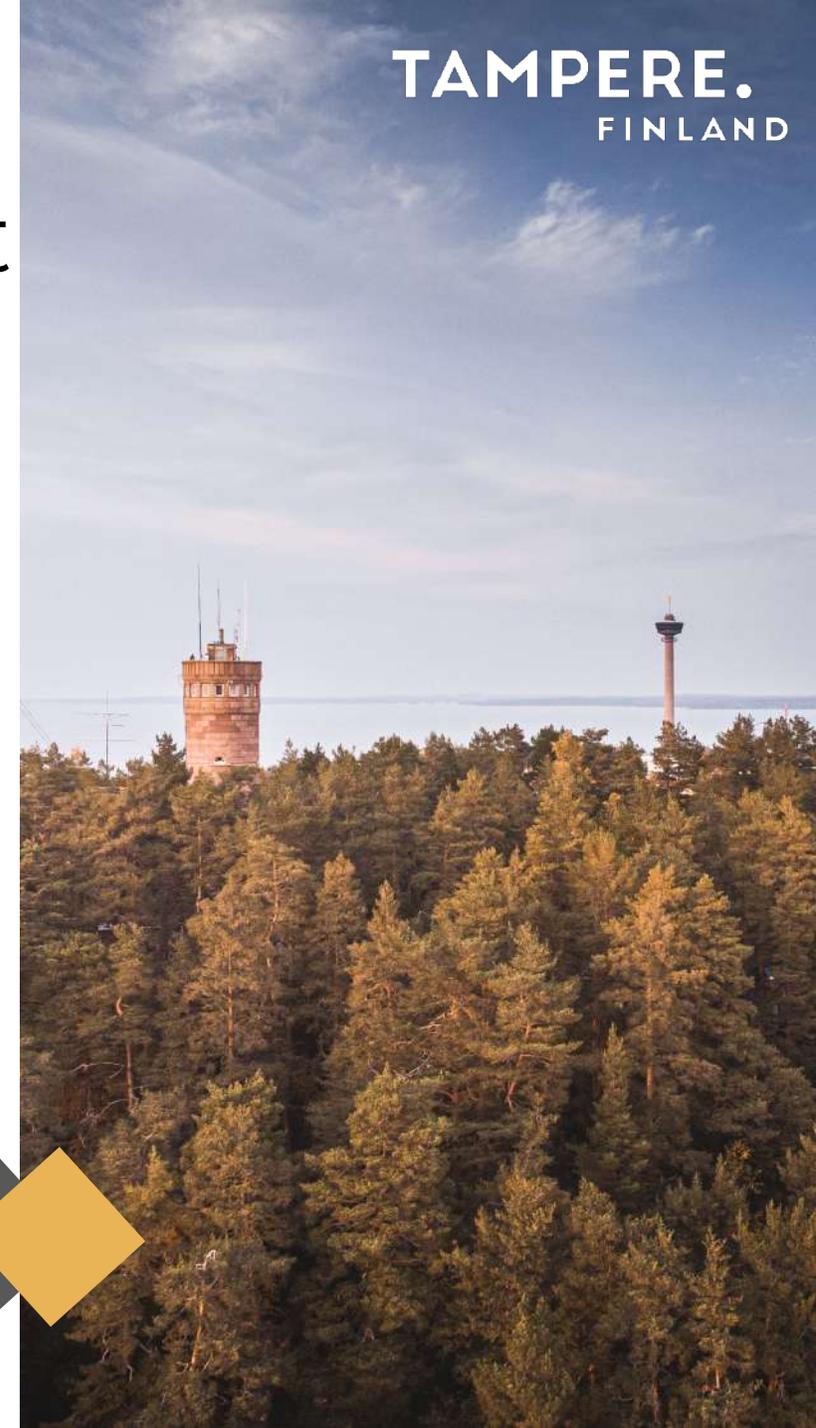
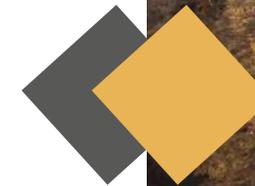
Taking young people into care – effects on school path and employment

Placement outside the home is connected to interrupted school paths and being outside of education and employment



Young People SIB Tampere project

- The City of Tampere has obtained impact investments to promote the education and employment of young people aged 15–17.
- The implementation period is 10 years (2020–2030).
- Longitudinal research on the project is conducted by the Finnish institute for health and welfare (THL).
- The project investor is FIM Private Equity Funds Ltd (four main investors).
- The project is managed by the Tampere Junior Development Programme.



Target group of the Young People SIB Tampere project

- Young people aged 15, 16 and 17 (born in 2003–2005) living in Tampere who were placed in child welfare institutions or families at the end of 2020.
- The target group includes 185 young persons.
- 111 young persons were placed in child welfare institutions and 74 in families.
- In Tampere, 2.3% of the young people aged 15–17 have been taken into care.





Objectives of the Young People SIB Tampere project

First objective

- 80% of the target group have earned a secondary degree by the year in which they turn 25.

Second objective

- 80% are either working or studying in a higher education institution during the year in which they turn 25.

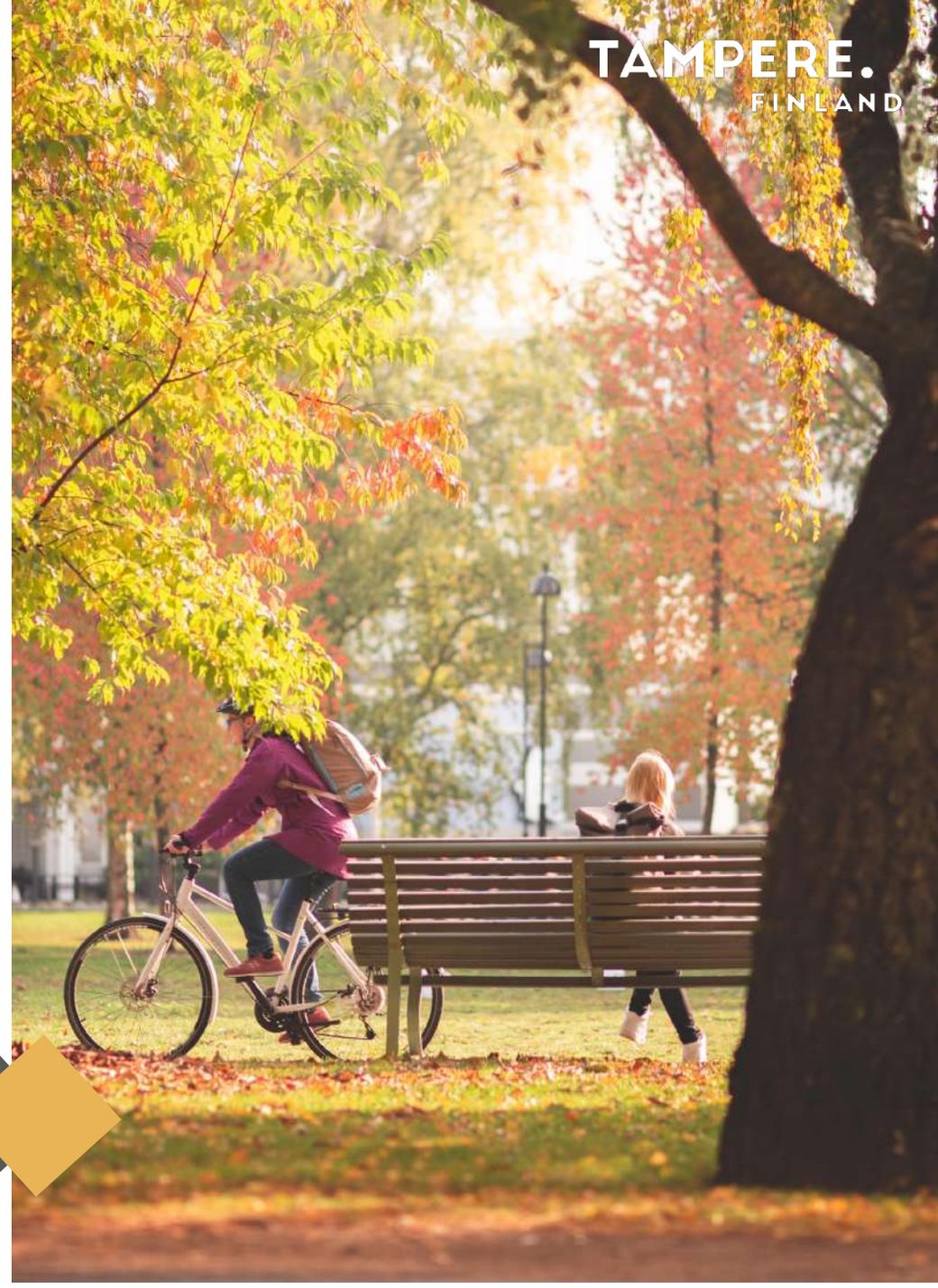
- The services produced in the project **do not replace any statutory services** that the municipality is obliged to organise for a young person.
- Participation in the project is **voluntary** for a young person
- The young people will be entitled to the services of the project until the end of the calendar year during which they turn 25.
- A young person can sign up for the project as late as the age of 24.
- A young person who signs up can receive the services regularly or occasionally.

A young person's
participation in the
project



SIB young people and segmentation

- Young people growing up in alternative care form a heterogenous group.
- The young people included in the SIB project have been divided into **four segments based on certain criteria**.
- Based on the objectives, the project has defined key variables to be used as a basis for segmentation
 - Average grade of the latest comprehensive school certificate (below 7 – 7 or above)
 - Mental health problem (yes – no)
 - Criminal background (yes – no)
 - Form of placement (institution – family).



Impact and tracking of the SIB project



Outcomes payment to the fund

- Degree (secondary or tertiary degree)
- Earned income
- Based on four different segments
- Annual payment based on previous year's data

These are also tracked

- Use of social, health and employment services
- Welfare information about the young people, received from service providers
- Finnish institute for health and welfare study on the impact of the project



Young people need someone to walk beside them

Identified service needs

- Everyday life skills
- Studying and working life skills
- Operational environment
- Motivation, belief in the future
- Supporting families.

View from a young person in SIB project

"I think your work has been OK all the time – we've always managed to get things done somehow, or I've received help if I've needed it."

Thank you!

Esko-Pekka Järvinen

esko-pekka.jarvinen@tamperefi

Project Manager

Tampere Junior Development Programme

City of Tampere, Finland



**GOVERNMENT
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The use of social impact bonds in children's social care: A comparative analysis of project justifications and design considerations in the Life Chances Fund

Tanyah Hameed & Dr Eleanor Carter

*Social Outcomes Conference
10 September 2021*



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Overview

- 1) Background on children's social care in England and growing use of social impact bonds in this area
- 2) Overview of research approach - Why are local government commissioners pursuing SIBs? How similar are the designs and outcome contract specifications?
- 3) Findings and reflections from recently published research on seven children's social care projects in England

Background: Children's social care in England

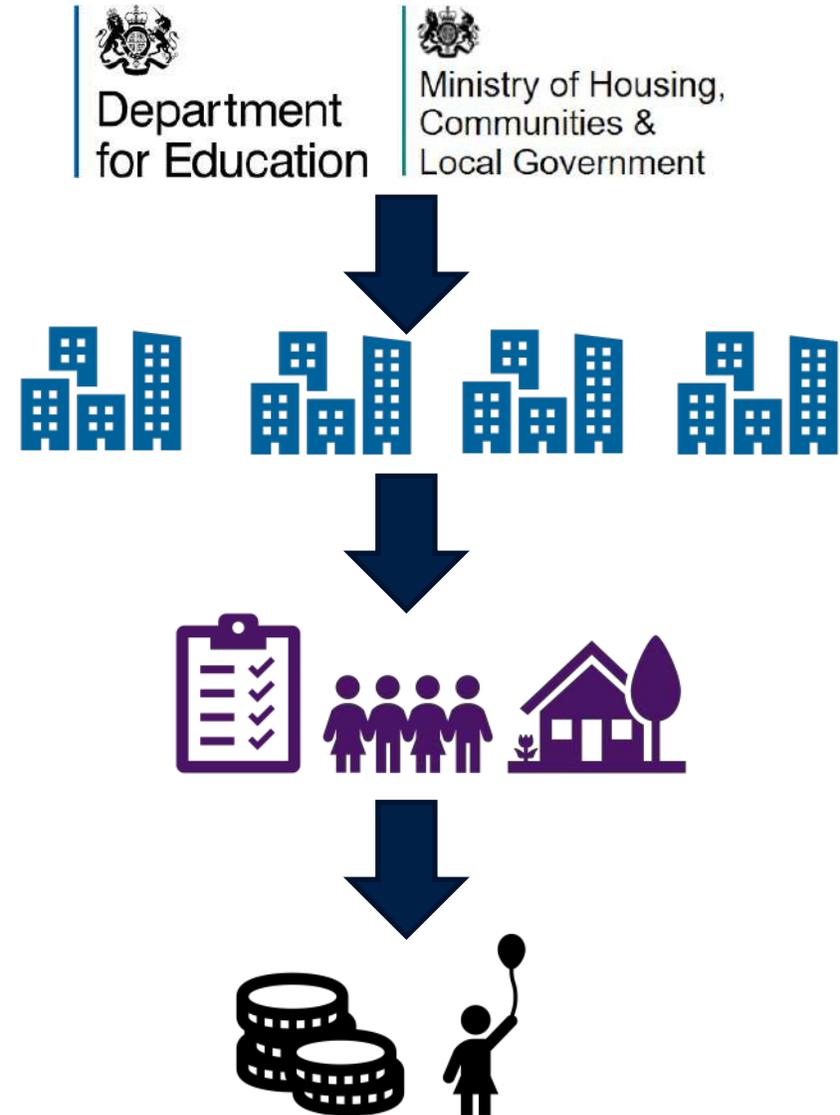
Central government sets policies, legal frameworks & provides funding to local authorities

Devolved area of policy- local authorities are the point of referral & have the independence to set their own protocols, in accordance with national guidelines

Upon referral, local authorities assess the case and decide on appropriate action which could include:

1. Provision of appropriate services (classifying the child as a "child in need")
2. Putting a child under a child protection plan
3. Taking the child into statutory care (foster care or residential care)
4. Taking no action

Rising demand and financial pressures over the past decade, and calls for significant reform (*The Munro Review of child protection, 2011*)



Growing use of impact bonds in children's social care in England

- UK central and local governments are experimenting with innovative cross-sector contracting and investment tools to respond to complex social problems.
- Social impact bonds (SIBs) are one such tool, pioneered in the UK in 2010.
- In September 2021, there were 88 SIBs in the UK, 21 of which were projects within child and family welfare:
 - \$27 million+ committed in investment,
 - Aim to reach >11,000 service users,
 - 17 in implementation, 4 completed
- Rapid increase in CSC SIBs after the launch of the Life Chances Fund (a 'top up' outcomes fund in England, backed by UK central government)

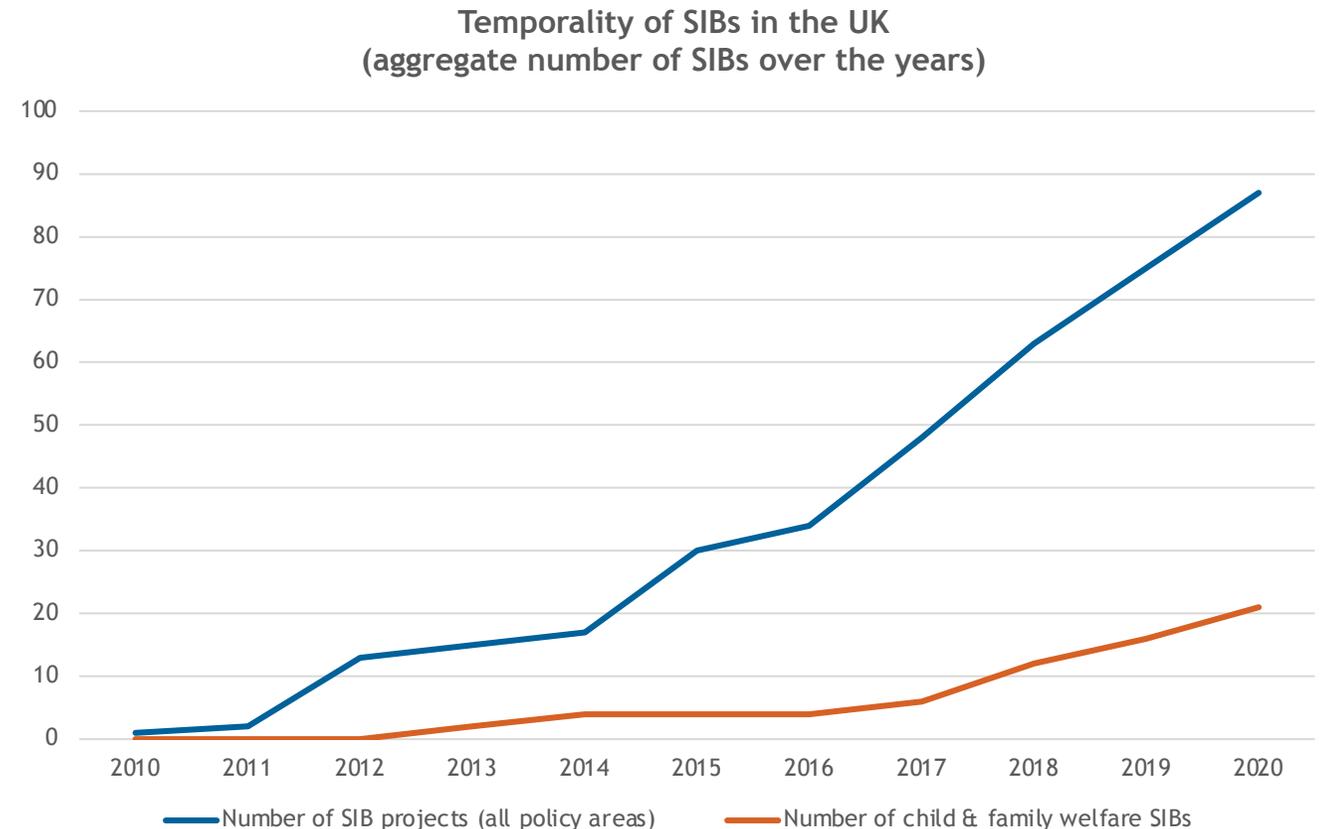


Figure 1: Adoption of SIBs in the UK. Source: INDIGO, 2021

Research overview

- This paper investigates social impact bond (SIB) projects aiming to improve social outcomes for children and young people in England.
- It is the most detailed comparative investigation of SIBs within children's social care to date.
- Based on a deep-dive evaluation study for UK government, focussing on seven children's social projects funded by the Life Chances Fund (a 'top up' fund dedicated to paying for outcomes, backed by UK government) in England.

Key questions:

- What is the rationale offered by local government commissioners for pursuing a social impact bond (SIB) compared to alternative commissioning approaches in children's social care?
- What are the design considerations within the SIB design process (cohort specification, outcomes metrics, approach to pricing outcomes etc)?
- To what degree is there standardisation in the design choices?

Qualitative methods using primary & secondary sources

- Insights from detailed, in-person research workshops where researchers collaborated with local government SIB development teams
- Jointly mapped development journeys, timelines, theory of change for each project + provided space for reflection
- Unique access to administrative documents & detailed project data
- Documentary analysis

7 IB sites (6 launched)
39 participants across the seven SIB projects, from departments such as commissioning, finance, legal, procurement and children's services

Research sites



The seven project sites include:

- Integrated Family Support Service (Staffordshire)
- Fostering Better Outcomes (Cheshire West and Chester)
- Outcomes Based Contract for Children at Risk of Care (Suffolk)
- Pyramid Project (Staffordshire)
- Strong Families Resilient Communities (Lancashire)
- Vulnerable Child Project/Stronger Families (Norfolk)
- DN2 Children's Services Social Impact Bond (Nottinghamshire, Derby)

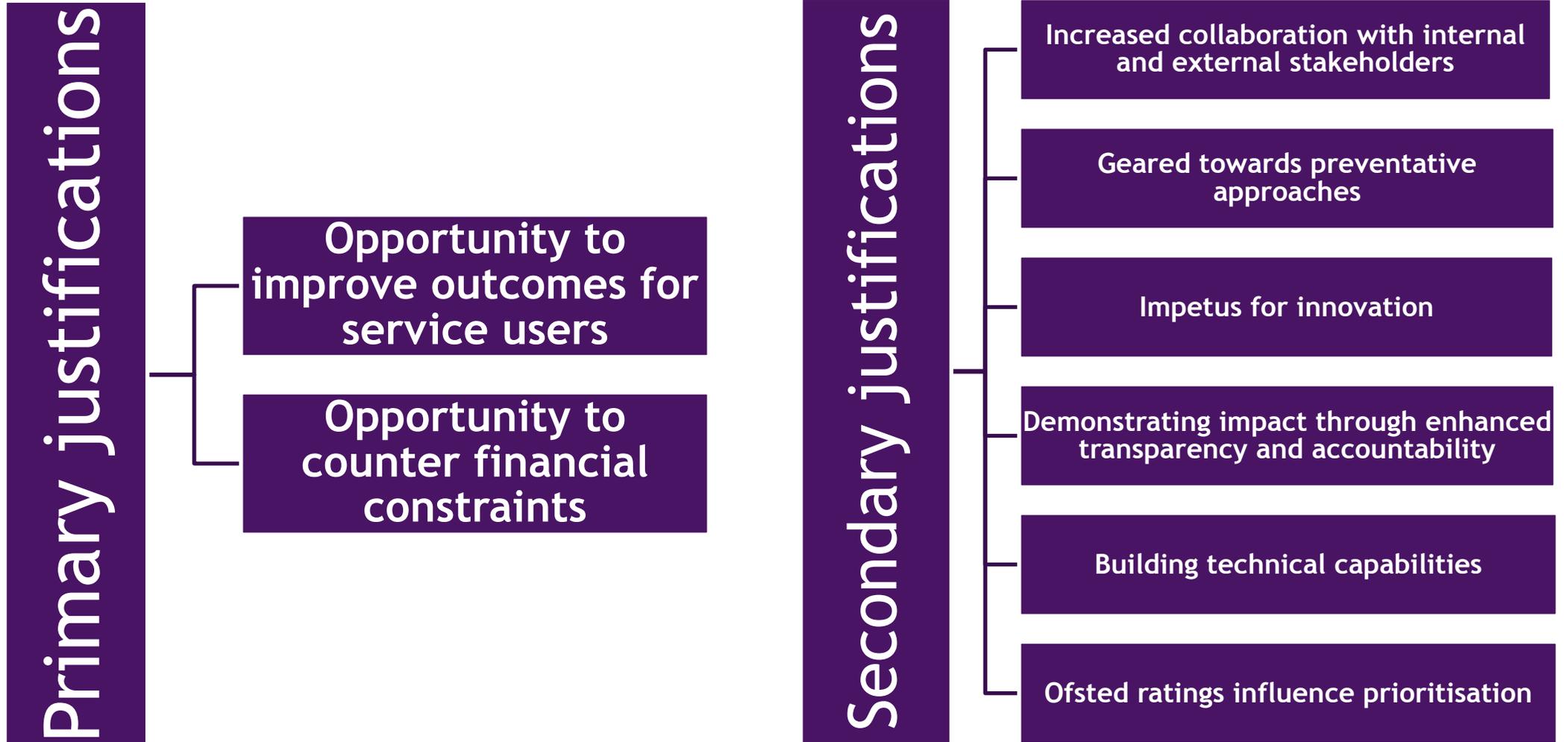
Figure 3: Geographical locations of the children's social care projects studied, based on interpretation of data from DCMS data portal by GO Lab researchers

Context: Pressures on children's social care in England



Figure 4: Pressures on children's social care in England, based on interpretation of interview data by GO Lab researchers

Summary of primary & secondary justifications for using SIBs



Framing for analysing development processes

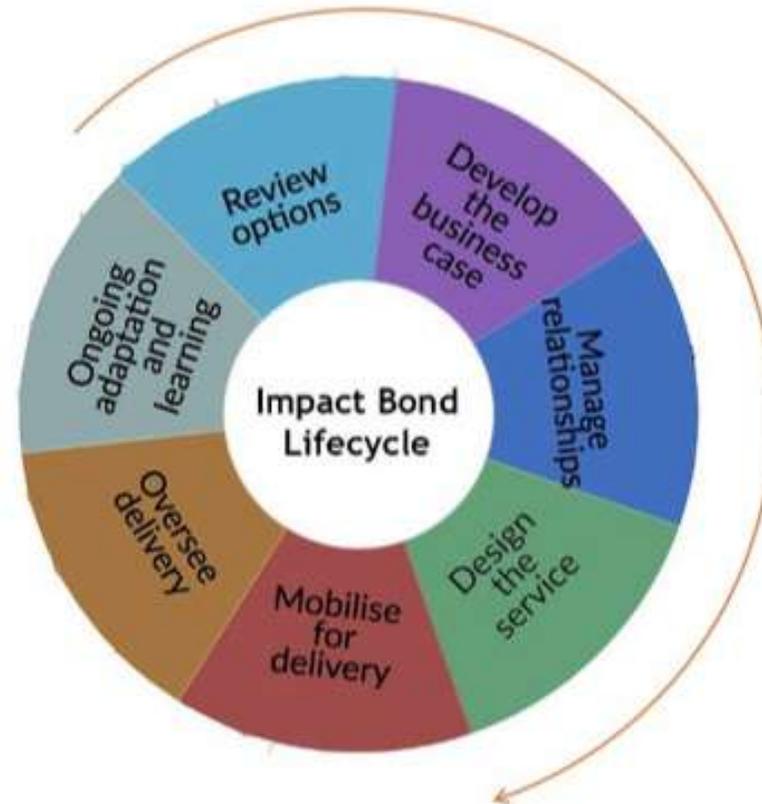


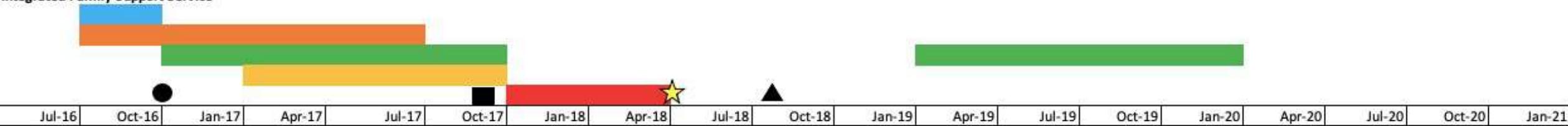
Figure 5: Government Outcomes Lab's Impact Bond Lifecycle

Development processes: Iterative, non-linear & unique for each project

SIB PROJECT DEVELOPMENT TIMELINES



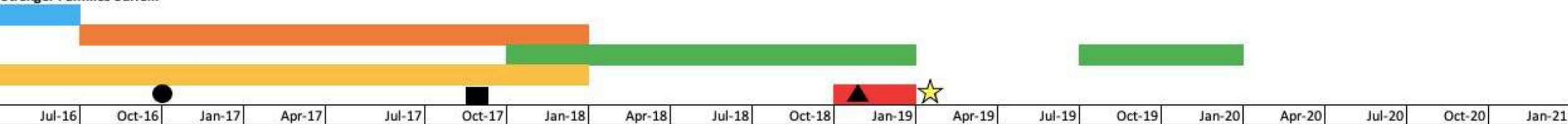
Integrated Family Support Service



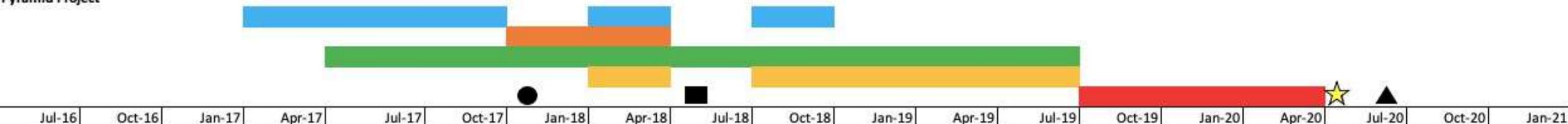
Fostering Better Outcomes



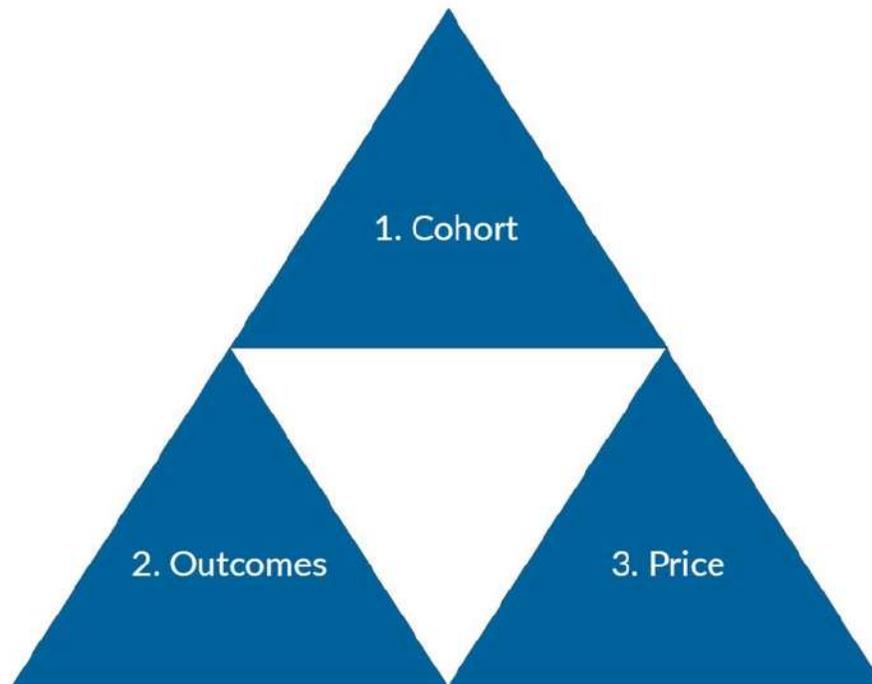
Stronger Families Suffolk



Pyramid Project



Framing for analysing design considerations

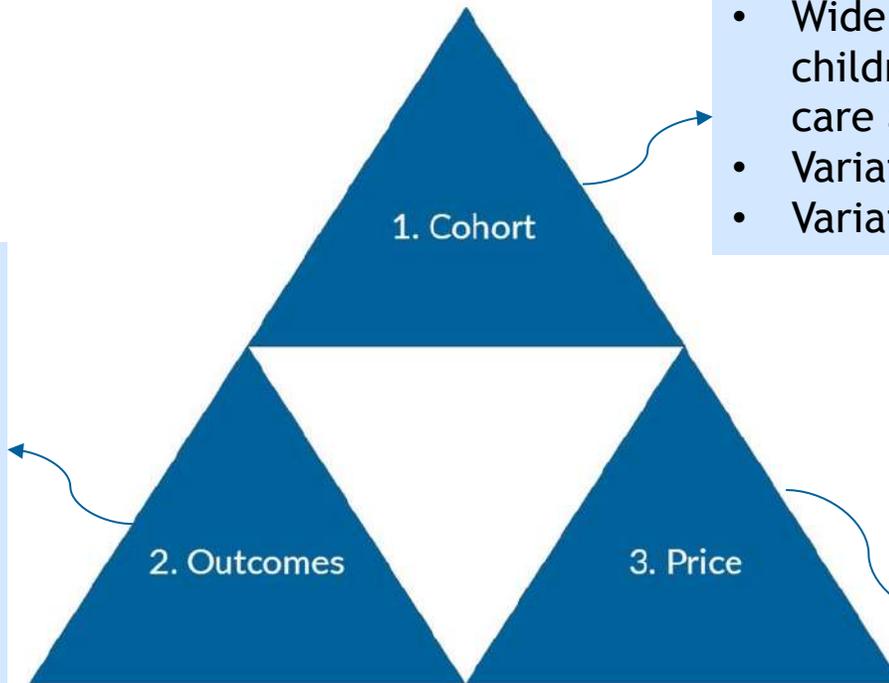


- 1. Tightly defined eligible cohort**
 - Clear, objective data
 - Understanding of how far participants are from desired outcomes
 - Independent referral/identification mechanism
- 2. Alignment between payable outcomes and policy objectives**
 - Logical link between activity, outputs and outcomes
 - Adequate period of time for tracking
 - A way to tell if the effect has 'struck'
- 3. Accurate price-setting of outcomes**
 - Robust estimate of likely level of benefit vs what would happen anyway (deadweight)
 - A way to get confidence that any outcomes are caused by the intervention (attribution)
 - Suitably long outcome tracking-period

Figure 6: Government Outcomes Lab's Outcomes specification triangle for designing a robust outcomes contract within a SIB framework (reproduced from FitzGerald et al., 2019)

Analysing design considerations across the 7 projects

- Most projects target several types or 'buckets' of outcomes e.g., prevention, engagement, 'step down,', reunification, sustainment
- Number of payment triggers vary from 2 - 9 across projects
- Local authorities vary in level of specification around the exact intervention



- Wide range of cohorts, usually including both children & young people at risk of entering care and those already in care.
- Variation in age ranges, from 5 to 17
- Variation in cohort sizes from 30 to 1835

- Projects varied in payment frequencies
- Designed to spread out payments, sustain cash flows while also allowing enough time to demonstrate impact
- Clear payment caps used in most cases

Summary of findings

This study found that participants within seven of the newly launched SIBs in England were driven by demand and financial pressures when choosing to opt for SIBs.

- Driven by an opportunity to improve outcomes for service users, by driving up service quality through a focus on outcomes and addressing gaps in provision by expanding service offers.
- Also saw an opportunity to counter financial constraints, with external upfront sources of funding and the LCF top-up seen as de-risking and incentivising experimentation with new commissioning models.

Despite diverse demand and financial pressures, the logic of care was a recurrent theme across the seven SIB projects.

- Providing holistic, wraparound support to service users and filling service gaps were priorities. Improving social outcomes was at the heart of using social impact bonds.

Overall, low degree of standardisation in design across projects and distinct development journeys.

- Almost all work with a range of children and young people and target multiple outcomes through a combination of intervention approaches.
- Specification of cohort, outcomes, interventions and governance structures is driven by local demand pressures and priorities.
- Development processes were iterative, non-linear and unique for each project. Relationship management and procurement feature prominently.

Conclusion

The debate around social impact bonds remains polarised and more evidence is needed to tease out its added value as a commissioning tool.

However, local governments in England appear to be using SIBs as a pragmatic fix, e.g., in the face of demand and financial pressures within children's social care.

Practical insights from commissioners and other stakeholders in the field can shed light on new policy tools beyond theoretical debates.

More data sharing and transparency will remain key in boosting evidence.

- 
- Preventative rather than curative approach
 - Investment in long term outcomes and tracking these for longer periods than usual
 - Involvement of new, diverse & collaborative partners
 - Flexibility in service delivery (esp during COVID)
 - Enabled diverse design choices to be employed, which corresponded to logics of care and helped address service gaps/boost service quality in line with local priorities

Thank you!

The main research report and technical annexes for this research can be found on gov.uk:
<https://www.gov.uk/government/publications/life-chances-fund-social-impact-bonds-in-childrens-social-care>

You can find more of our work and publications on our website: <https://golab.bsg.ox.ac.uk>

Contact:

tanyah.hameed@bsg.ox.ac.uk

eleanor.carter@bsg.ox.ac.uk

Government Outcomes Lab
Blavatnik School of Government
University of Oxford

Theoretical background: financial valorisation of future in care policies



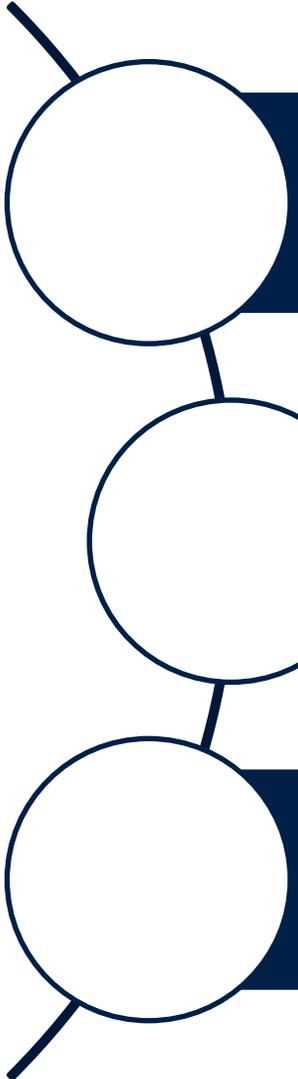
Over the past decade, SIBs have travelled from the UK across globalizing networks and transnational jurisdictional boundaries, that often underpin ‘global fast policy regimes’ (Peck and Theodore, 2011).

SIBs provide a means of managing impacts and measurements, while providing a vehicle through which investments, returns and financial risks can be channelled. (Cabinet Office Centre for Social Impact Bonds, 2015)

However, there are concerns around financialization and commodification of social services. Neyland et al (2017) suggest that social problems have “seemingly transformed into an investment proposition.”

Silver and Clarke (2014) suggest that, “The reach of financial capitalism is increasing through the development of SIBs. Marginalised people are converted into commodities and re-packaged as derivatives by investors plying their trade in the new marketplace of inequality.”

Theoretical background: financial valorisation of future in care policies



In children's social care, concerns that 'children at-risk' have been converted from a cost to an "investment proposition", and from an intractable problem of government to a source of returns for private investors. (Mitropoulos and Bryan, 2013) (Bryan and Rafferty, 2014).

Creaming (focusing on the easiest service user cases) and parking (abandoning the difficult service user cases) can also occur (The Guardian, 2013).

Contrary to expectations, social impact bonds can act as 'anti-market devices' by ruling out competition and protecting parties against the usual investment risks (Neyland et al, 2017).

UK: Growing use of impact bonds in children's social care

- Semi-marketized system, where payment by results and outcomes contracts are market tools used to fix the dysfunctional care system in England.
- While the number of local commissioners involved has increased, the number of other stakeholders (especially intermediaries & investment fund managers) has seen more limited growth
- Despite growth in the number of SIB projects, the market is quite limited when it comes to choosing who to work with- a reflection of the wider UK SIB market.

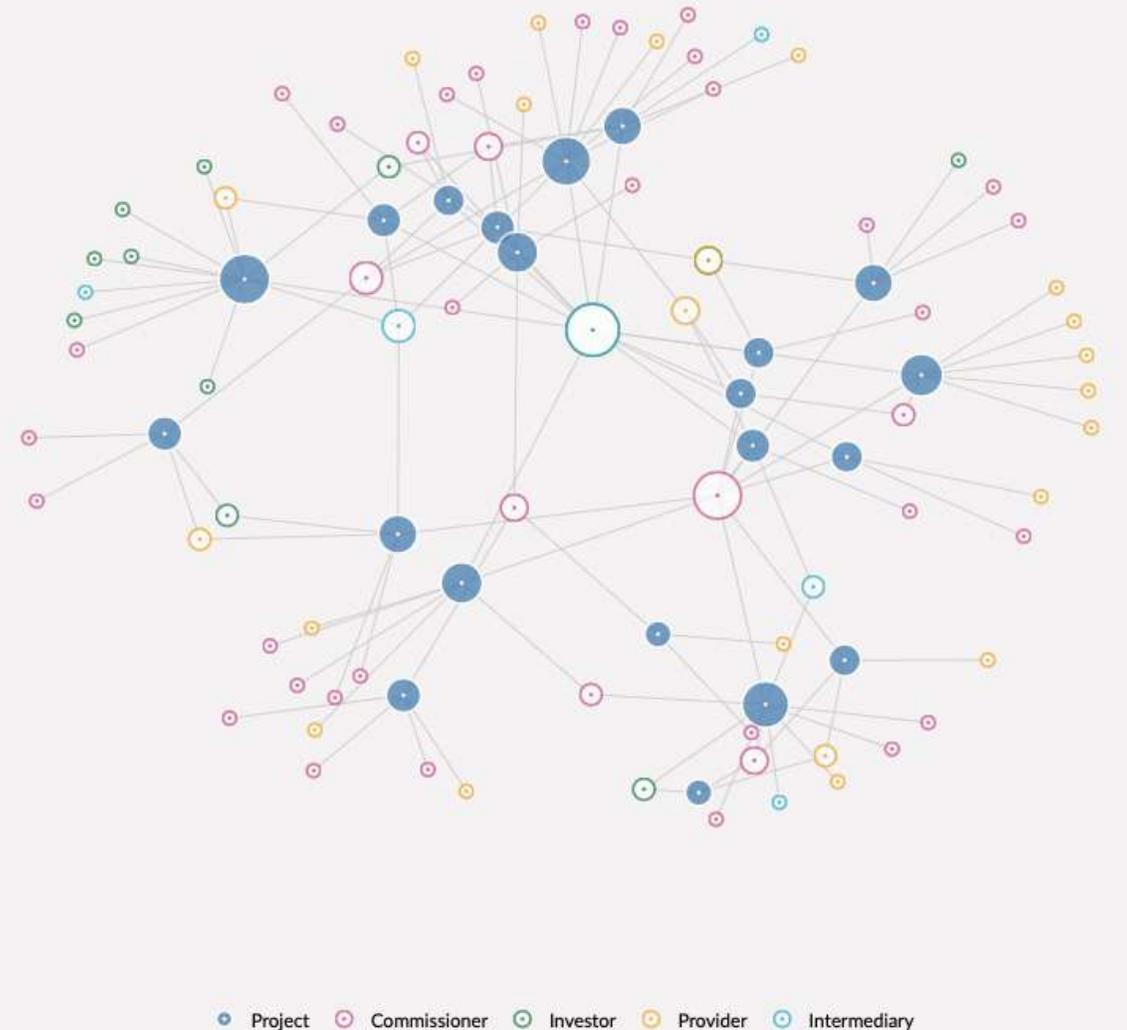


Figure 2: Network map for child and family welfare SIBs in the UK. Source: INDIGO, 2021



Pan London

Family Therapy / Positive Families Partnership

Raphael Cadenhead (Functional Family Therapy Supervisor, Positive Families Partnership)

Jonathan Gill (Programme Manager, Positive Families Partnership)

Mila Lukic (Board member, Positive Families Partnership)

Positive Families Partnership



Raphael Cadenhead

Functional Family Therapy Supervisor, Positive Families Partnership

Community we work with:

Supporting children, young people and their families

Outcome funders and referral partners:



Project timescales:

Operational delivery: February 2018 – December 2021

Tracking period until June 2023



Jonathan Gill

Programme Manager, Positive Families Partnership

Results so far:

410 families supported across 10 boroughs

91% success rate in keeping children out of care

Delivery partners:



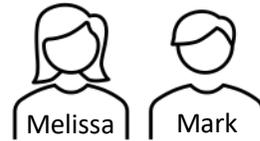


There are groups of people and families, for whom many services have failed

Example: Melissa and Mark* have experienced a series of difficulties, and are now in a precarious position

Family history:

- Childhood trauma growing up
- Witnessing domestic violence as a young child
- On the edge of being removed from family into local authority care
- Mum (Melissa) struggling to cope
- Mark losing contact with family



Family's current circumstances:

- After starting secondary school in south London, Mark had been absent for months
- Mark was arrested several times and removed from the flat after damaging his family home
- Mark has been physically aggressive at home
- Melissa is unable to cope
- Melissa is at the point of placing Mark into care

Positive Families Partnership was focused on understanding underlying problems, and implementing high quality, pooled therapy resources tailored to individual families.

As a result, each borough could offer excellent, early intervention services to families with children at risk of placement into care. Services became bespoke, local solutions for each family.



Objective: Do whatever it takes to help Melissa and Mark repair and improve their relationship; supporting them to remain as a family unit and avoid care.



Positive Families Partnership developed a series of Design Features and Delivery Pilots

Insight from front-line professionals and families catalysed an array of innovative solutions

Choice of interventions

Enabled two family therapy services (MST and FFT) to be delivered together as complimentary services

Voice of the family

Captured detailed insight and feedback from families which was used to adjust practice

Pooled resource across London

Expanded borough partnership from 5 to 10 boroughs hence able to offer cost effective early intervention services across London

Alignment with education / justice / health

Identified ways of aligning and pooling support for families across different systems

Alignment with other services

Worked with other delivery teams within local authorities to build an effective continuum of care for families

Remote delivery

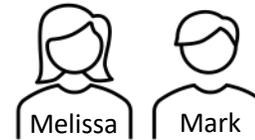
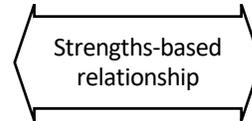
Adjusted services and enabled remote and hybrid delivery in order to continue support to families and boroughs throughout the Covid pandemic

Post therapy support

Increased post therapy support to families, helping ensure sustainability and excellent outcomes

Clinical oversight adaption

Adapted the delivery model for FFT to best meet the requirements in London



- Highly skilled therapist
- Personalisation funds for families

Positive Families Partnership: Design Features and Delivery Pilots deep dive

1.
Voice of the family

2.
Post therapy
support

3.
Clinical oversight
adaptation

Voice of the family in intervention implementation

1.
Voice of the
family

2.
Post therapy
support

3.
Clinical
oversight
adaptation

Data collected

- Post therapy mental health questionnaires administered by MST/FFT
- Living situation, school attendance, youth offending concerns

Data purpose

- Feedback of pre and post questionnaire scores to family members to see the positive changes which promotes sustainability
- If no change or worse, handover plans for further support are made
- Demonstrate impact of intervention by showing the change in pre and post questionnaire scores in cohorts

Voice of the family in intervention implementation

Allowing a family to see the changes in their wellbeing

1.
Voice of the
family

2.
Post therapy
support

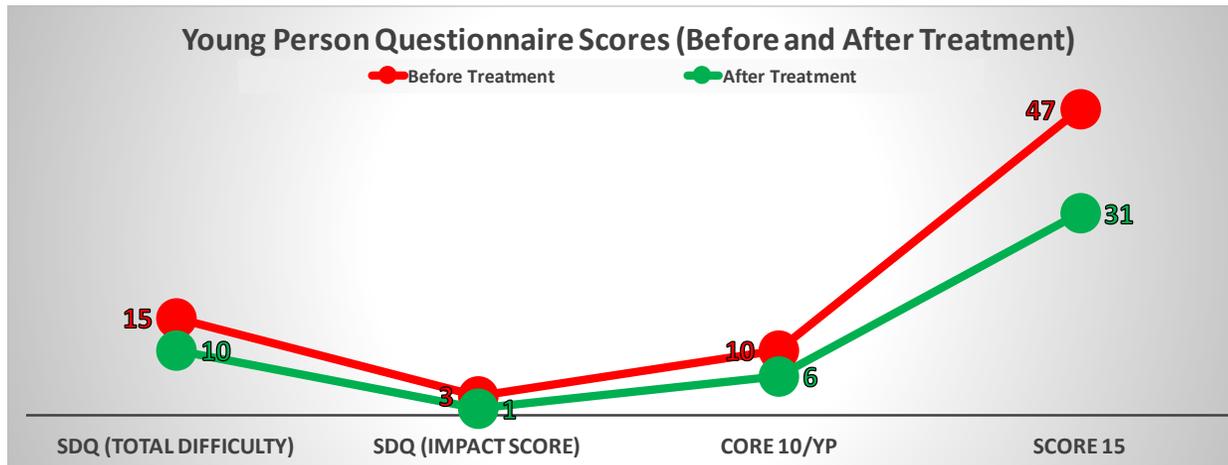
3.
Clinical
oversight
adaptation



Young Person Outcomes

| | SDQ (Total Difficulty) | Clinical Ranges | SDQ (Impact Score) | Clinical Ranges | Core 10/YP | Clinical Ranges | Score 15 | Clinical Ranges |
|-------------------------|------------------------|------------------|--------------------|-----------------|------------|--------------------|----------|---|
| Before Treatment | 15 | Slightly Raised | 3 | Very high | 10 | Low Level Problems | 47 | Family Functioning Difficulties in clinical range |
| After Treatment | 10 | Close to Average | 1 | Slightly Raised | 6 | Low Level Problems | 31 | Close to Average for Community range (26) |

Young Person Questionnaire Scores (Before and After Treatment)



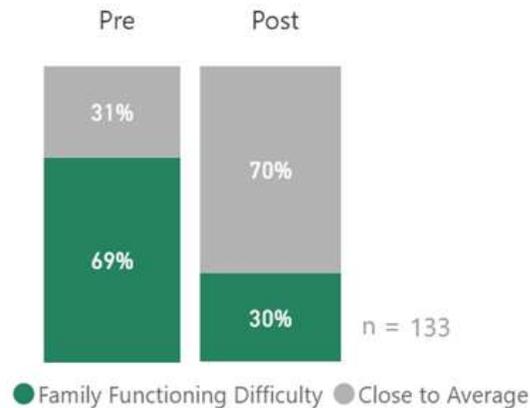
- Clinical questionnaires provide therapists and families with an understanding of mental wellbeing and family functioning.
- The change between pre and post questionnaire scores allow family members to discuss change and to be aware of ongoing risk factors.

Voice of the family in intervention implementation

Displaying the impact of the intervention on the general wellbeing of the family across a borough cohort

Family Functioning

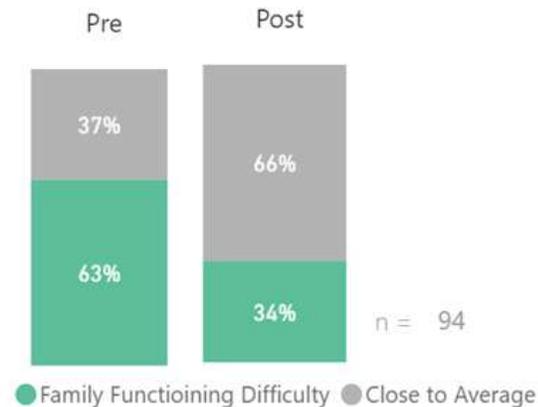
Carers experiencing family functioning difficulties



Carer – Score 15

- 133 carers completed the Score 15 questionnaire before and after therapy
- 39% decrease in family functioning scores that are cause for clinical concern

YP experiencing Family functioning difficulties



Young Person – Score 15

- 94 young people completed the Score 15 questionnaire before and after therapy
- 29% decrease in family functioning scores that are cause for clinical concern

- Across project and borough cohorts, we can assess if mental health risk factors have reduced post therapy.

- For example, through the Score 15 questionnaire for family functioning, we can indicate an improvement in family cohesion and communication after therapy.

Post therapy support

1.
Voice of the
family

2.
Post therapy
support

3.
Clinical
oversight
adaptation

Data collected

- Young people's care status for 2 years post MST/FFT completion

Data purpose

- To show the sustainability of outcomes, and the long term impact of the intervention
- To allow boroughs to calculate care cost avoidance
- To review post completion support including booster sessions

Post therapy support

Post therapy support, including booster sessions

Insight

- For example, tracking period data suggests that FFT booster sessions (additional therapy sessions provided after FFT completion) are valuable in avoiding a relapse of family breakdown in the tracking period.
- In the tracked time post a booster session (on average 1 year) 98.8% of time was spent out of care compared to 90% for the overall cohort and 52% for a comparison group.

| | |
|---|---------|
| <i>Number of Cases</i> | 29 |
| <i>Average tracking period recorded after first booster session</i> | 50% |
| <i>Cases entering care after first booster session</i> | 3 (10%) |
| <i>Percentage out of care rate after first booster session</i> | 98.8% |

Impact

- As a result of this analysis, PFP put greater emphasis on providing access to booster sessions, highlighting the option of support to families and Social Workers.
- We will be the first FFT team to keep a therapist and supervisor employed after the end of project in order to provide this ongoing support.

Clinical oversight adaptation

1.
Voice of the
family

2.
Post therapy
support

3.
Clinical
oversight
adaptation

Data collected

- Start to end of therapy stability rates
- Reasons for early closures
- Therapy adherence scores
- The utilisation of therapist caseloads
- Case throughput
- Safeguarding and engagement risks

Data purpose

- To assess the efficiency of the service
- To ensure adequate capacity
- To ensure quality of service delivery
- To reassure stakeholders of a firm quality assurance system is in place for the intervention delivery
- Address risks early and plan accordingly or decide on closing a case in a timely manner

1.
Voice of the
family

2.
Post therapy
support

3.
Clinical
oversight
structure

Clinical oversight adaptation

Introduction of 2 FFT supervisor model

Insight

- Data collection of service delivery showed insufficient case management oversight of the FFT supervisor in year 1 (cases not closing in time, allocation of cases delayed).

Solution

- Discussions with FFT LLC developers to introduce a 2 supervisor model with 2 hubs but remaining one team.

Impact

- 2 supervisor structure gave the supervisors enough time to hold cases, clinically supervise their staff and to case manage the referrals efficiently.



Positive Families
Partnership

THANK YOU!

QUESTIONS



Positive Families
Partnership



GOVERNMENT OUTCOMES LAB

Break

In-person: Join us in the Inamori Forum

Zoom: Stay on Zoom for informal discussions in breakout groups

COMING UP NEXT: Big Picture - Art & Science:
making sense of the global evidence on
outcomes-based contracting approaches
11:15 BST



@golaboxford
#SOC21



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**GOVERNMENT
OUTCOMES
LAB**

Measuring impact: Trade-offs and accountability

Chairs: Georgina Camp and Stéphane Saussier



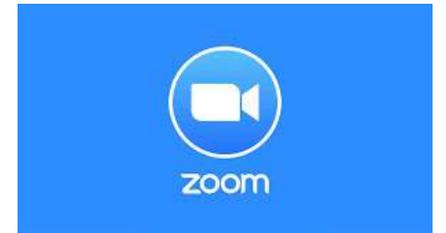
@golaboxford
#SOC21



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Welcome to SOC21

- Live from the Blavatnik School of Government in Oxford and online on Zoom
- If you're joining us in person, you can still join Zoom BUT **please keep your speakers muted**
- We will stop throughout the session to take questions both from the online and in-person participants
- Do use the Zoom chat to introduce yourselves and to share your thoughts and questions; on Zoom, make sure we can see your name & organisation
- All sessions will be recorded and shared on the GO Lab website
- Programme, slides and Zoom links all on the GO Lab website
- GO Lab team is ready to help you both online and in-person



golab.bsg.ox.ac.uk/soc21





DETERMINING OUTCOMES AND SETTING TARGETS WHILE BALANCING COUNTERFACTUAL RISK IN THE IMAGINE SOCIAL IMPACT BOND.

Lieve Vanleeuw, Nevilene Slingers, Michelle Stewart, Marieta de Vos, Fareed Abdullah

IMAGINE: A SOCIAL IMPACT BOND FOR YOUNG WOMEN



- A comprehensive **school-based programme** including sexual and reproductive health services to improve outcomes by empowering AGYW through **behavior change** and access to **treatment** and **care**.
- Reaching **5800 AGYW** (per year) in **14 schools** across 2 priority sub-districts in South Africa over **2,5 years**.
- Delivered via a **social impact bond** that mobilises social investment to provide working capital and pays out on the successful achievement of pre-agreed HIV and pregnancy outcomes.
- Working capital will be provided by social investors and outcome funding is committed by the South African Department of Science and Technology



basic education

Department:
Basic Education
REPUBLIC OF SOUTH AFRICA



science & innovation

Department:
Science and Innovation
REPUBLIC OF SOUTH AFRICA



health

Department:
Health
REPUBLIC OF SOUTH AFRICA



IMAGINE METRICS DESIGN

- Needs to be feasible and appropriate
- Satisfy a multitude of stakeholders: 1) social investor, 2) the outcomes funder, 3) various stakeholders in the South African government, 4) the implementer

3 LEVELS OF METRICS



Payment mechanisms [PayMech]

- The outputs and proxy outcomes measured and tracked quarterly that will trigger outcome payments
- Independent Verification Agent



Key Performance Indicators [KPI]

- Management information tracked and reported quarterly that has an expected minimum level of performance
- Performance Manager



SIB Evaluation

- Data collected to evaluate the effectiveness and efficiency of the intervention, the financial mechanism, and the SIB model in the South African context.
- MRC Evaluation team

COUNTERFACTUAL RISK

- Risk to both outcomes funder/s and investors generated by not having an accurate assessment of what would have happened in the absence of an intervention is high and could lead to outcomes being over- or under-valued
- Lack of data for the specific age group, gender and geographic location

15–19-YEAR-OLD GIRLS IN 2 SUB-DISTRICTS

- HIV prevalence
- Proportion of HIV+ girls started on ART
- Rate of unplanned pregnancy
- Proportion of pregnant girls attending ANC before 20 weeks gestational age
- Use of hormonal contraceptives
- Use of PrEP
- Rate of sexual activity

HANDLING THE COUNTERFACTUAL RISK

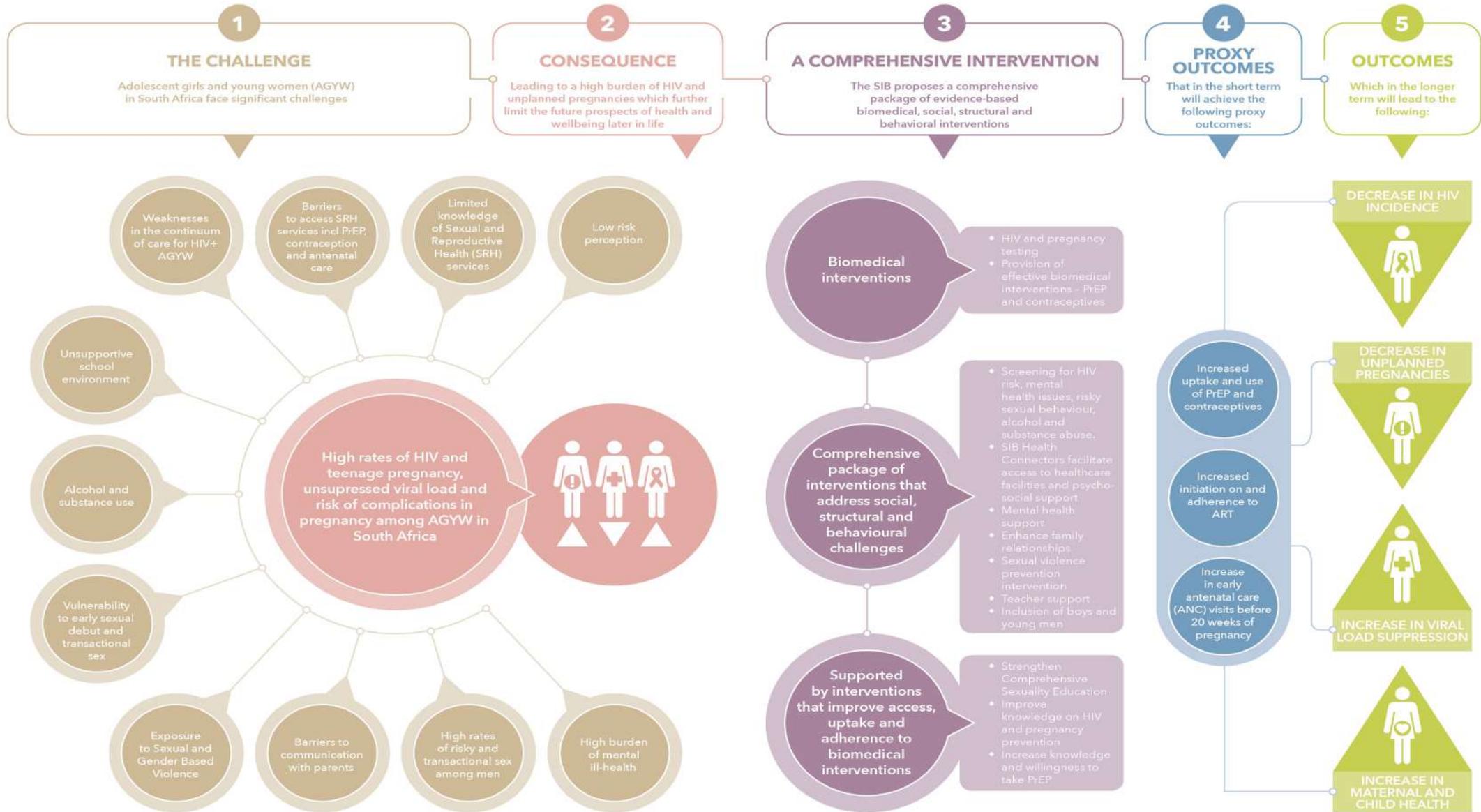
- Commissioned research
- Spreading the risk between outputs and outcomes
- Due diligence by the investor and outcomes funder
- Baseline study
- PMC

COMMISSIONED RESEARCH

- including 7 original studies, 1 systematic review, 3 reviews of official health data, and 2 evaluations of similar programmes
- To 1) better understand the challenges of adolescent girls and young women aged 15 to 19 years old in school, 2) develop and test interventions for this target population, 3) inform the counterfactual against which targets were set
- The results informed the programme's Theory of change and the counterfactual for both contextual and outcome indicators

SIB THEORY OF CHANGE

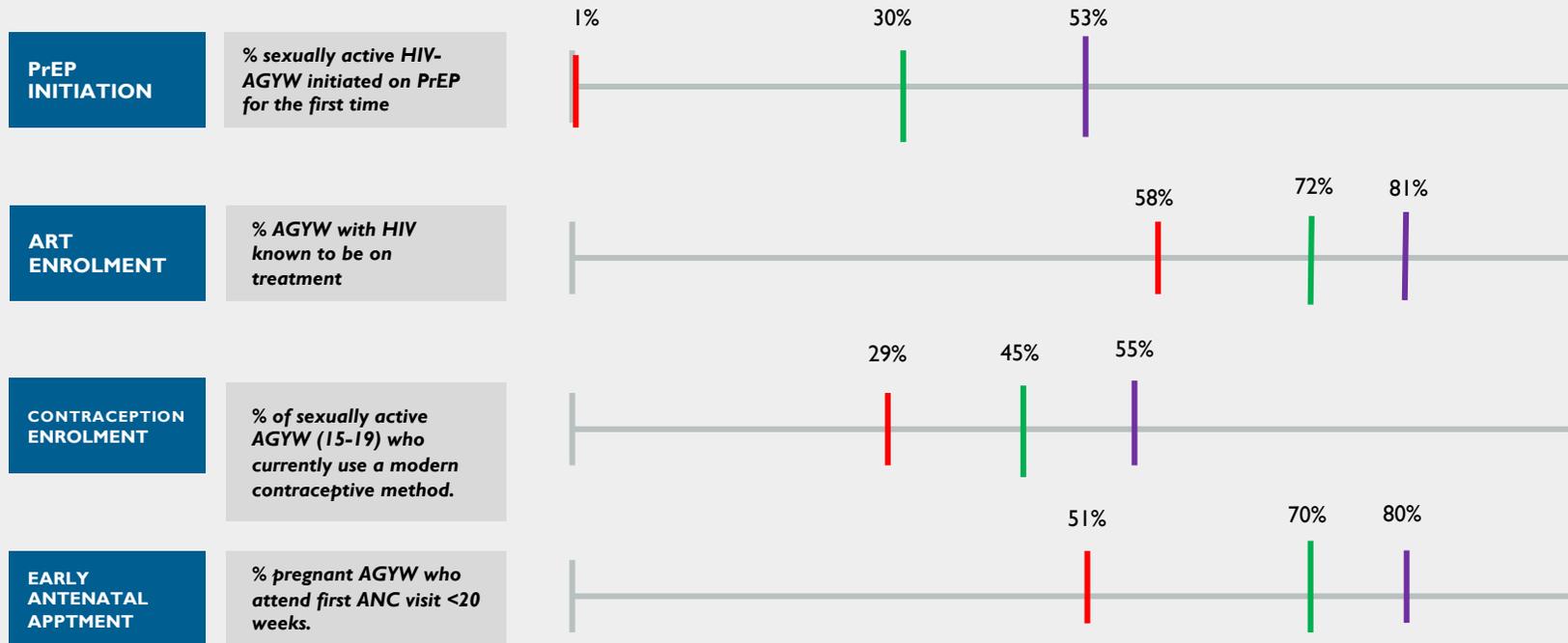
HOW THE SIB AIMS TO ADDRESS THE CHALLENGES AGYW FACE IN SOUTH AFRICA



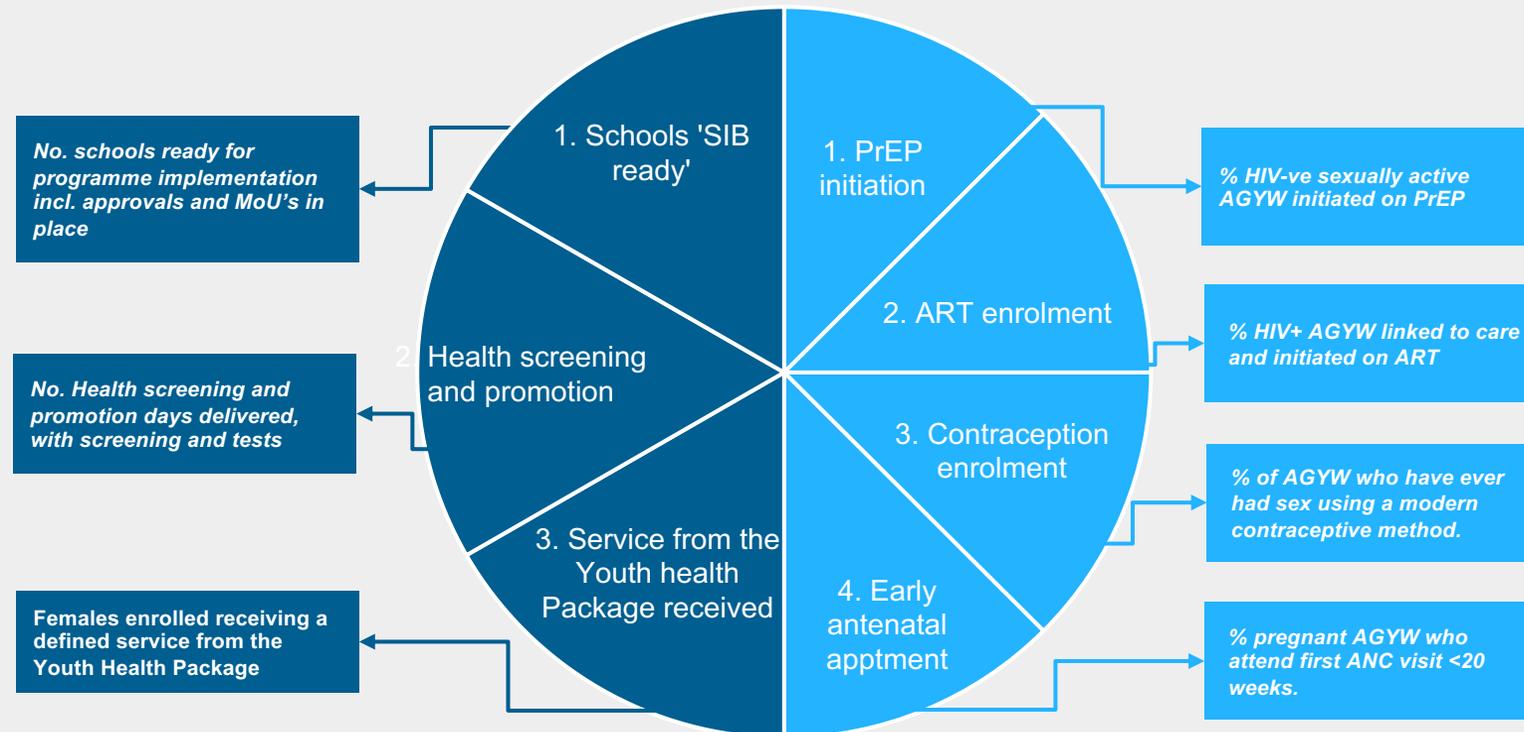
| INDICATOR | NUMERATOR | DENOMINATOR | COUNTERF ACTUAL* | BASE CASE TARGET** | UPPER CASE TARGET | SOURCE |
|--|---|---|---------------------|--------------------------|-------------------------|--|
| CONTEXTUAL INDICATORS | | | | | | |
| HIV prevalence | HIV+ females 15-19 years old | Females 15-19 years old | 6.1% | | | District HIV Estimates |
| Ever had sex | females 15-19 years old who ever had sex | Females 15-19 years old | 40.7% | | | HERstory study |
| Currently sexually active | Females 15-19 years old that are currently sexually active | Females 15-19 years old that have ever had sex | 82.8% | | | HERstory study |
| Teenage pregnancy rate | Deliveries to females 10-19 years old in facilities | Females 15-19 years old | 5.4% | | | District Health Barometer |
| OUTCOME INDICATORS | | | | | | |
| PrEP coverage | HIV- females that are currently sexually active and started on PrEP | HIV- females that are currently sexually active | 1% | 30% | 53% | NDOH |
| Initiation on ART | HIV+ females started on ART | HIV+ females | 57.65% | 72% | 81% | District HIV Estimates |
| Contraceptive use (other than condoms) | females that used a contraceptive other than condoms to prevent pregnancy at last sex | Females that have ever had sex | 29.08% | 45% | 55% | HERstory study |
| Early antenatal booking (before 20 weeks) | Pregnant females that attend their first ANC visit before 20 weeks gestational age | Pregnant females attending ANC | 50.8% | 70% | 80% | Govender et al, 2020; Ebonwu et al, 2018 |

OUTCOME BASELINES AND TARGETS

| = COUNTERFACTUAL BASELINE
 | = BASE CASE PERFORMANCE TARGET
 | = UPPER CASE PERFORMANCE TARGET



SPREADING THE RISK BETWEEN OUTPUTS AND OUTCOMES



SCIENTIFIC REVIEW

- Comprehensive due diligence process undertaken by both investor and outcomes funder before entering into an agreement
- Review of data and sources that informed the counterfactual
- Scientific review of the Imagine programme
- Financial review of the SIB financial model

BASELINE STUDY

- SAMRC evaluation team
- Two cross-sectional surveys, two years apart, among AGYW aged 15 years and older in the intervention schools
- The first cross-sectional survey (August 2021 – March 2022) will produce the baseline rates for primary, secondary and other outcomes
- The second survey, two years later (August 2023 – March 2024), will provide measures for these same outcomes, which will be necessary to measure impact.

PROJECT MANAGEMENT COMMITTEE

- Includes representatives of the social investor
- Provides oversight and monitors performance towards targets
- Meets monthly to review achievement towards targets
- Reviews verification of quarterly targets and makes recommendations about payment of outcomes funding
- Results from the baseline study and its impact on the counterfactual and targets will be discussed here

CONCLUSION

- The Imagine SIB requires a complex and multi-level metric system without overburdening implementation
- The counterfactual risk in the South African context is high because of a lack of data for this specific age group
- The Imagine SIB developed practical ways to counter the counterfactual risk

**Organisational learning and the resilience of
causal theories underpinning impact investment:
action research using the Qualitative Impact Protocol (QuIP)**

James Copestake

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University of Bath

and Bath SDR Ltd

SOC 21 Oxford, 10 Sep 2021

Introduction: a normative framework for impact investment

Consider impact investors seeking social goals alongside commercial goals.

Their aspirations are underpinned by a causal map (if only implicitly) linking their actions **X** to outcomes **dY**.

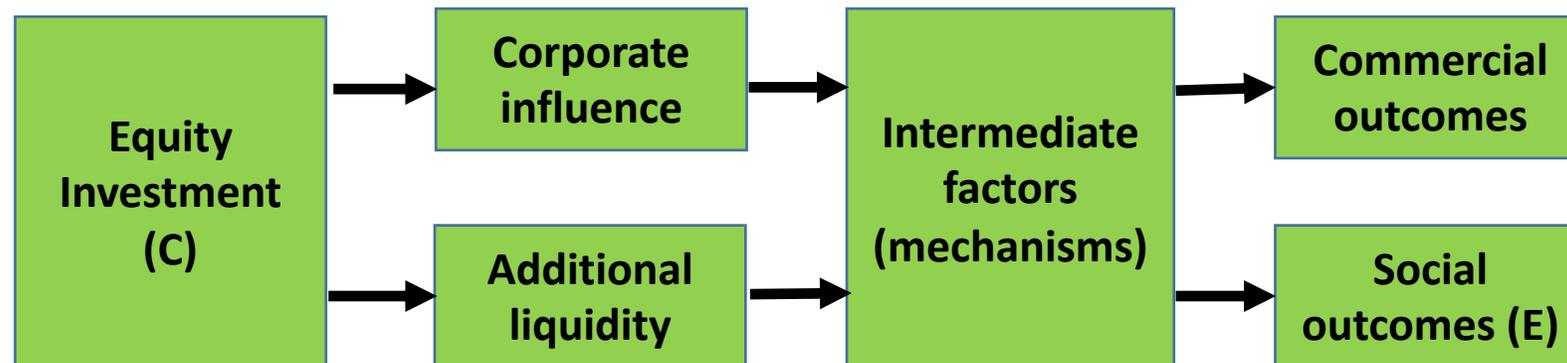
A foundation for assessing performance is to monitor **Y** over time and hence measure **dY**.

Serious impact investors also need evidence to confirm that their actions **X** are indeed contributing to **dY**.

But how to collect sufficient evidence cost-effectively to address this attribution/contribution question?

What is a causal map?

A diagram in which nodes ('factors', comprising at least one Cause and one Effect) are joined by arrows ('links') that signify that one or more people believe in some sense that C has a causal influence on E.



Causal maps are special kinds of mental model - useful simplifications of reality.

Causal maps and organization theory

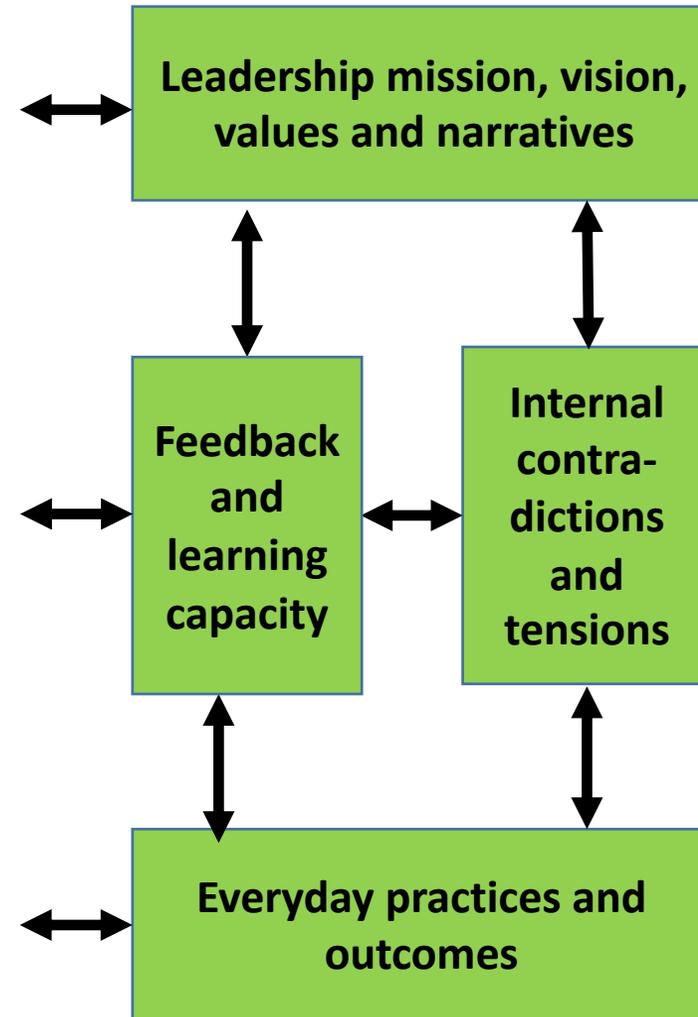
Discursive institutionalism - organisations rely on shared narratives about what they do, how and why.

Isomorphism - Organization can build legitimacy by conforming to wider social norms about this.

Decoupling – Tensions emerge between these normative mental models and their actual practice.

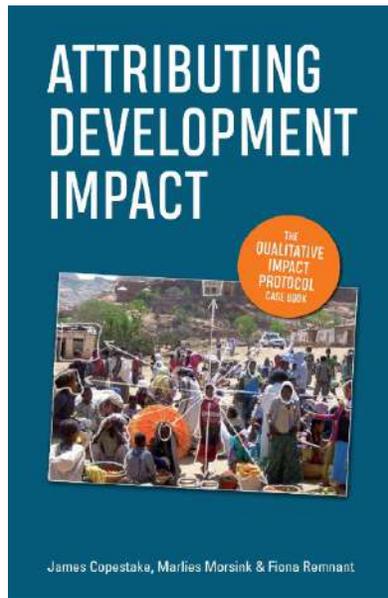
Learning organisations - invest in understanding to address these evolving internal disjunctures.

But doing so well is technically and politically difficult.



QuIP: the action research process

Design and pilot testing (2012-15) DFID/ESRC funded collaborative action research to design and test a qualitative approach to impact evaluation, piloted in Malawi and Ethiopia.



Commercial testing (2016-) Set up Bath SDR Ltd as a social enterprise to deliver QuIPs in a wider range of contexts. Over fifty studies commissioned in over 20 countries.

Embedded action research (2016-) Ongoing learning and publication on how to do impact evaluation better, including “*Attributing Development Impact: The QuIP case book*” (2019) - bit.ly/QuIP-OA

What is the QuIP?

Self-reported attribution

Narrative interviews and focus groups (8 – for women and men)

Double **blindfolding** to mitigate confirmation bias

Confirmatory and exploratory coding of reported causal claims to construct causal maps



Purposive case selection to capture diversity (to include variation in low and high repayment of loans at branch and client level)

Use of **causal map** software to produce aggregated visualisations of coded causal statements

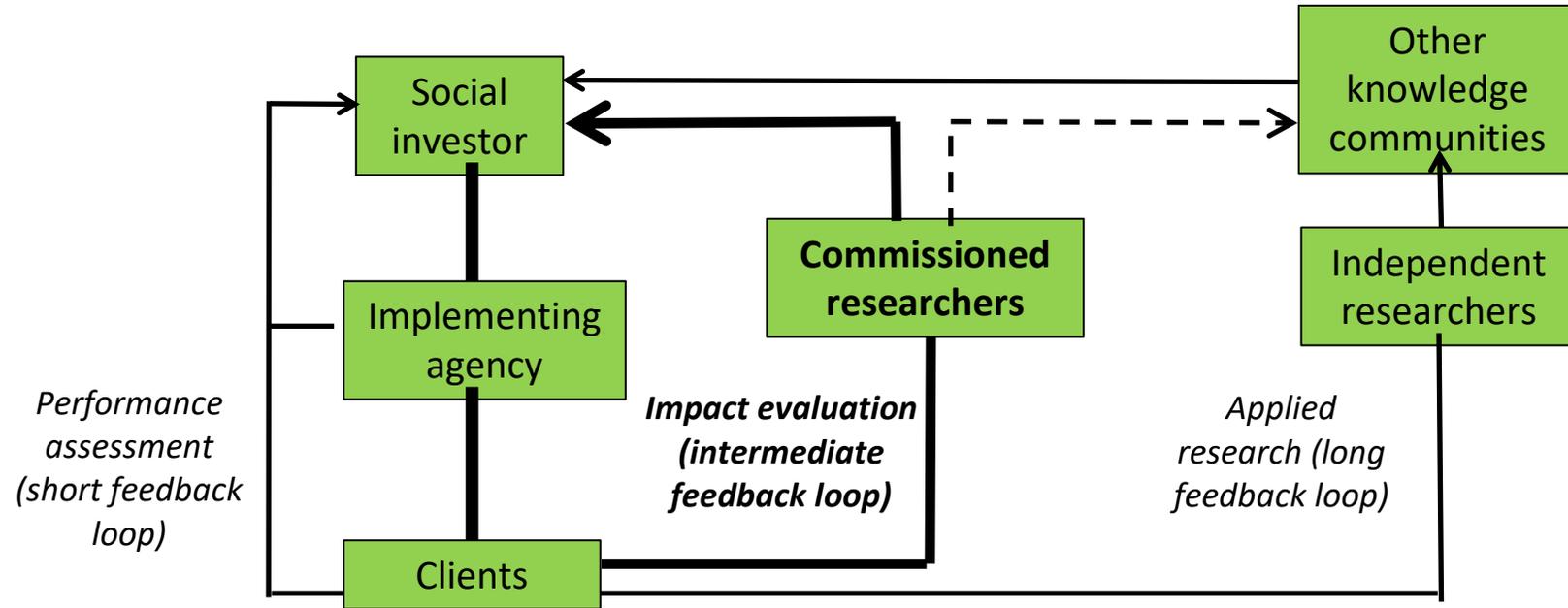
Commercial application (www.bathedr.org)

| | |
|----------------------------|-------------------------------------|
| Child nutrition | Medical & midwife training |
| Climate change adaptation | Microfinance |
| Community mobilisation | Rural livelihoods |
| Early famine response | Value chain improvement |
| Factory working conditions | Sexual & reproductive health rights |
| Housing improvement | Organisational development |

Countries



Organisational context of QuIP studies



Types of knowledge generated

Validate case study
specific theories of
change

Generalise to other contexts
(mid-range theory and
organisation wide causal
maps)

Wider
generalisation
(general theory)

Data coding and analysis

Highlight causal claims in narrative transcripts



There have been changes to the crops I grow both for sale and for consumption. I have expanded both the cash and food crops cultivation in the last 2 years. I have also received fertilisers from government and this has contributed to improving the outputs from my crops particularly the cocoa. Increased in cocoa production also helps me to make good investments in the production of other crops like the plantains and cassava. Income from the sale of crops have seen an improvement as well. This is due to increased production resulting from good agricultural practices and support from extension officers. There is also another group/organisation that supports my farm with pollination but I don't the name of the group. This has also contributed to increased production and corresponding increased in come from sales. The decision to grow crops is mainly driven by their income prospects and as well the need to produce to feed the family.

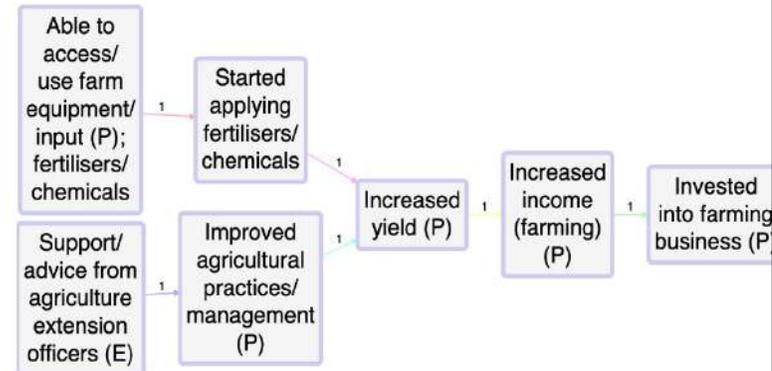
Aggregate and filter by respondent characteristics

Add **factor** labels for factors and outcomes

Type to select or add factor(s) at the start

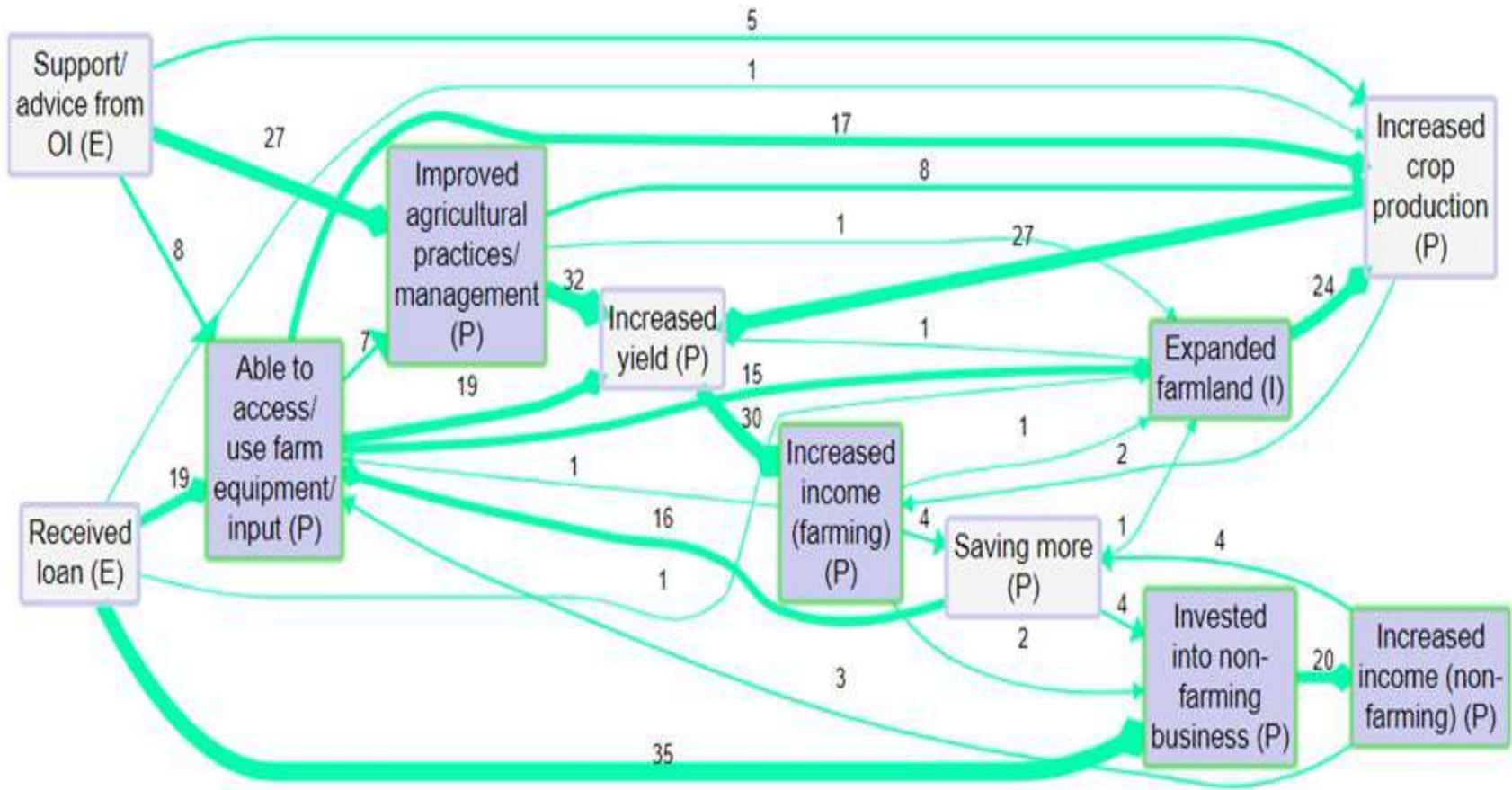


Type to select or add factor(s) at the end



Add **attribution** and **sentiment** labels.

Generating causal maps (with citation counts)



Maps generated with bespoke software – www.causalmap.app

Ongoing research

| Issue | Problem | Solutions |
|---------------------------------------|-------------------------------------|--|
| Self-reported attribution | Confirmation bias | Double blindfolding |
| Synthesis of rich narrative text data | Opaque data analysis | Inductive (exploratory) and deductive (confirmatory) coding. Interactive causal maps |
| Robust generalization | Cherry picking of cases and sources | Transparent case selection informed by large 'n' data on context, outcomes (ideally) and prior theory of change. |
| Effective data use | The re-docking problem | Close engagement with organizations' structures, cultures and learning processes |

Social Outcomes Conference 2021

Deep Dive session: 'Measuring impact: trade-offs and accountability'

9-10th September, University of Oxford



The social return on investment model: a systematic literature review

Lavinia Pastore

Luigi Corvo

University of Rome "Tor Vergata"

Open Impact – research spin off



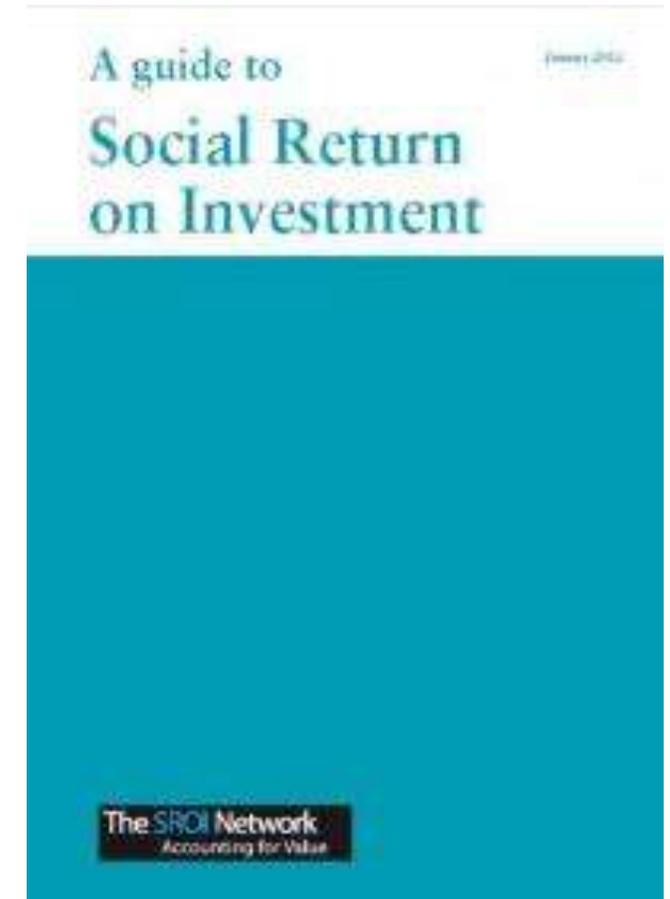
TOR VERGATA
UNIVERSITÀ DEGLI STUDI DI ROMA



Purpose of the research

- **Social return on investment (SROI)** has been **highly questioned** in the academic field in regard to its **practical and conceptual limitations**.
- The aim of this study is exploring the levers that could maximise the potentiality of this measurement system.

state
of the
art



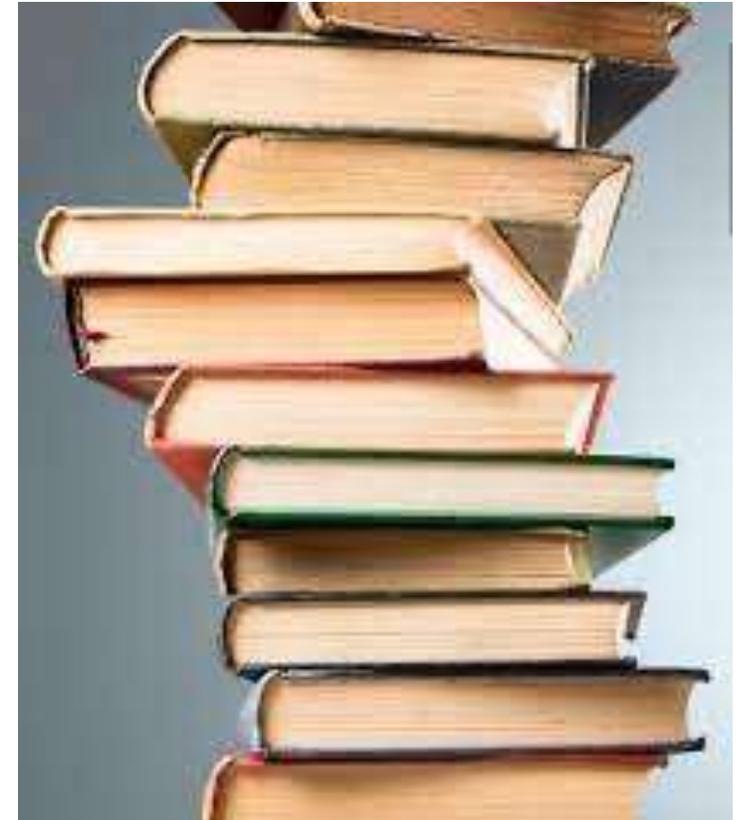
Methodology: Academic Literature Reviews

LITERATURE REVIEW - The analysis is only on the **academic literature**

- Book and grey literature were used to set the research agenda but not included in the literature review
- Analysis of other literature reviews on the topic
 - *Manetti (2014)* on the usage of SROI by Social Enterprises;
 - *Maier et al. (2015)* focus on the merits and limitations of SROI as a method for evaluation research;
 - *Watson and Whitley (2017)* on the different social impact assessment methods;

 - **specific sectors** such as (for instance)
 - health (Banke-Thomas et al. 2015; Hutchinson et al. 2019)
 - sport (Gosselin et al. 2020).

METHOD: Preferred Reported Items for Systematic Review and Meta-Analysis (PRISMA)



PRISMA 1990-2020

identification

- **four databases**, *Web of Science, Scopus, JSTOR* and *EBSCO*
- **Key words:** “Social Return on Investment” or “SROI”

screening

- **589 articles** included in the dataset
- **174** duplicates were removed from the dataset and, in case of ambiguity, papers were fully read by all the authors, leading to the exclusion of **63** additional studies and a dataset of 352 articles

eligibility

- **352 articles analyzed with 6 criteria:** (1) Field; (2) Topic; (3) Study design; (4) Year of publication; (5) Language; (6) Publication status
- Testing articles for eligibility resulted in **77 papers** not meeting the eligibility criteria

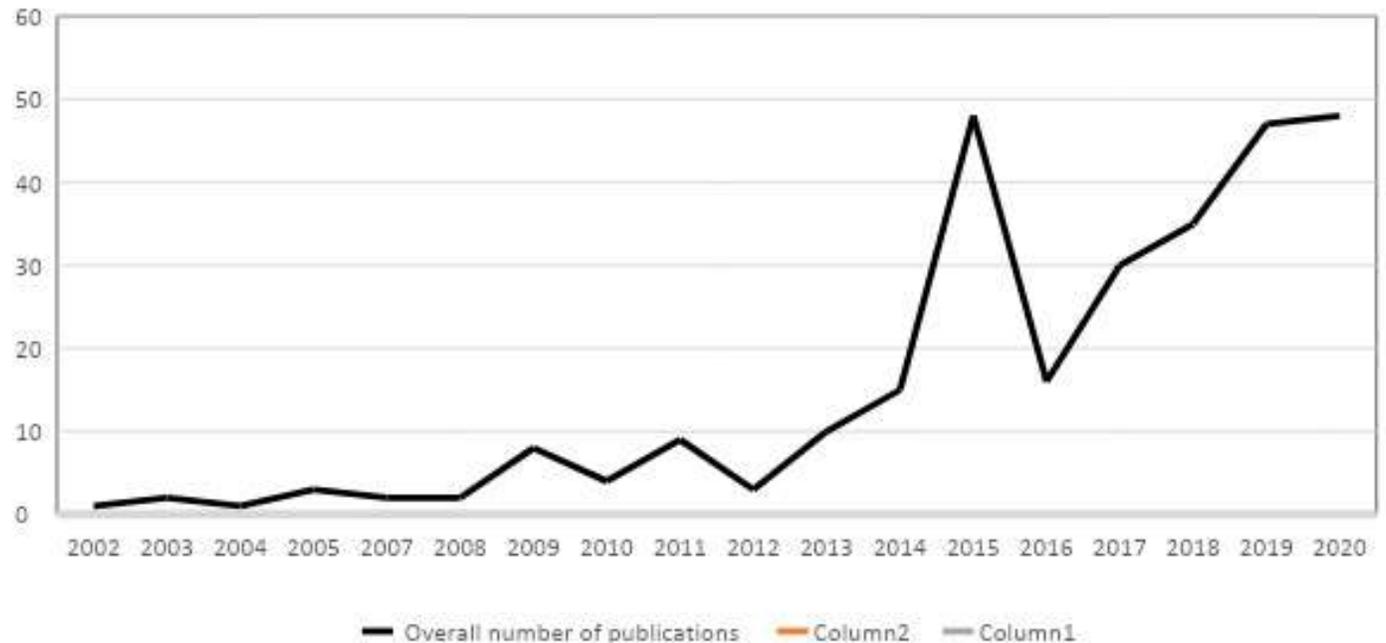
Included

- The full-text of each article was carefully read by each author which allowed the addition of nine papers, reaching a final number of **284 studies included in the dataset analysed.**

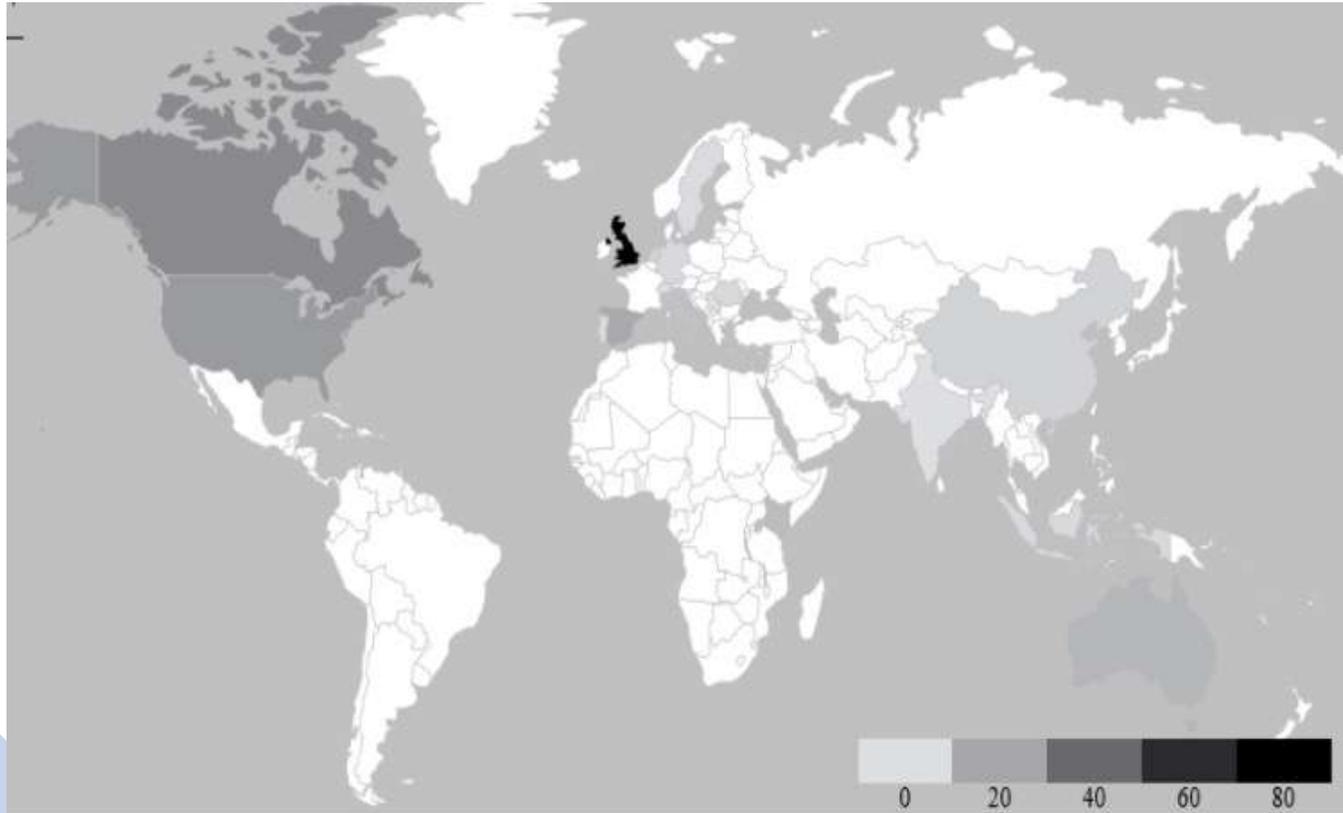
Findings

Temporal academic evolution of SROI and sectors

- **25% (75 articles) - health sector**
- the remaining publications pertain to very disparate areas of research, such as:
 - Construction
 - waste management
 - sewerage
 - sport and recreational activities
 - job and skill training
 - others



Findings



Source: Authors' own elaboration

| Method | N. of papers |
|---------------------------|---------------------|
| Qualitative method | 101 |
| Quantitative method | 26 |
| Mixed method | 157 |
| TOTAL | 284 |
| Author/s' approach | N. of papers |
| Optimistic | 221 |
| Cautionary | 63 |
| TOTAL | 284 |

The first set of limitations is related to

- The **high subjectivity** in the choice of **financial proxies** (Goudet et al. 2018; Walk et al. 2015) especially to “soft outcomes” such as well-being and self-esteem (Willis et al. 2018);
- Subjectivity is still a **factor blurring** the clarity of this method - **different individuals working on the same data can produce different final SROI ratios** (Cooney and Lynch-Cerullo 2014).
- The **lack of standardisation** still remains the main obstacle to the implementation of the SROI model and it is principally due to the absence of benchmark data, metrics, and social performance indicators, which inevitably leads to a condition of “information asymmetry” (Hazenberg et al. 2015) and limited comparability (Hervieux and Voltan 2009; Maier et al. 2015).

Solutions for the first set of limitations

- Chandoevrit et al. (2014) recommend that the value of outcome indicators should be nationally and internationally collected in a systematic way
- Nicholls (2017) adds that a clearer normative approach would be beneficial to SROI analysis.
- Bosco et al. (2019) claim that the SROI methodology is highly sensitive to the context in which it is implemented, therefore the findings are hard to generalise;
- Maier et al. affirm that “a SROI analysis that is objective, in the sense of avoiding value judgements, is impossible” (2015, 1819);
- Klemelä (2016), claiming that SROI should be considered as a multidimensional, discursive, legitimating means to manage organisations and prove that they are able to do valuable things (Nicholls et al. 2012).

The subjectivity obstacle can certainly be reduced but not completely removed.

The second set of limitations refers to the *lack of resources*:

- SROI analysis is a **costly and time-consuming process** (Hummels 2012; Millar and Hall 2013; Watson and Whitley 2017).
- Carrying out a comprehensive SROI analysis has considerable cost implications in terms of resources for training and labour required (Wood, C., & Leighton, D. 2010). Moreover, the lack of financial and human resources is strictly linked to the lack of standardisation of the SROI implementation process (Jackson and McManus 2019; Yates and Marra 2017),
- The availability of resources is usually directly proportionate to the dimensions of the organisation or programme. Therefore, in the case of small organisations or programmes with no standardised procedure to follow, the implementation of the SROI analysis can lead to an incomplete or untruthful analysis of the social impact generated by the activities carried out.

Solutions for the second set of limitations

- Jackson and McManus (2019) recommend the **provision of training courses** both for organisations' stakeholders and SROI analysts in order to overcome the lack of skills and, consequently, to maximise the potential of the SROI model.
- The dissemination of knowledge and skills should be more substantially endorsed by government; firstly, by making more financial resources available and, secondly, through the issue of **policies and guidelines** that should guide organisations that are interested in assessing the social value of their activities, without owning the necessary skills and resources, to productively implement the SROI method

Conclusion and future research agenda

SROI potencial

- *legitimation tool*

The value of SROI itself depends on its ability to legitimate the existence and functioning of its target organisation, which could be an organisation, association, or project (Klemelä 2016; Luke et al. 2013; Maier et al. 2015; Manetti 2014);

- *strengthening tool*

The most affected by the impact created through the activities carried out. The objective of actively involving stakeholders in the SROI analysis is twofold: firstly, understanding what is important and therefore including it in the SROI analysis (Nicholls et al. 2012) and, secondly, consolidating the relationship among stakeholders who are usually no part of the assessment process within the organisation;

- *management and communication tool*

SROI has the ability to increase the internal **managerial awareness** of the crucial importance of the social impact yielded by carrying out activities and, therefore, to stop focusing exclusively on financial returns (Hervieux and Voltan 2019).



Reconciling different motives for measurement in the design and evaluation of measurement tools

Golab 2021

Joy MacKeith



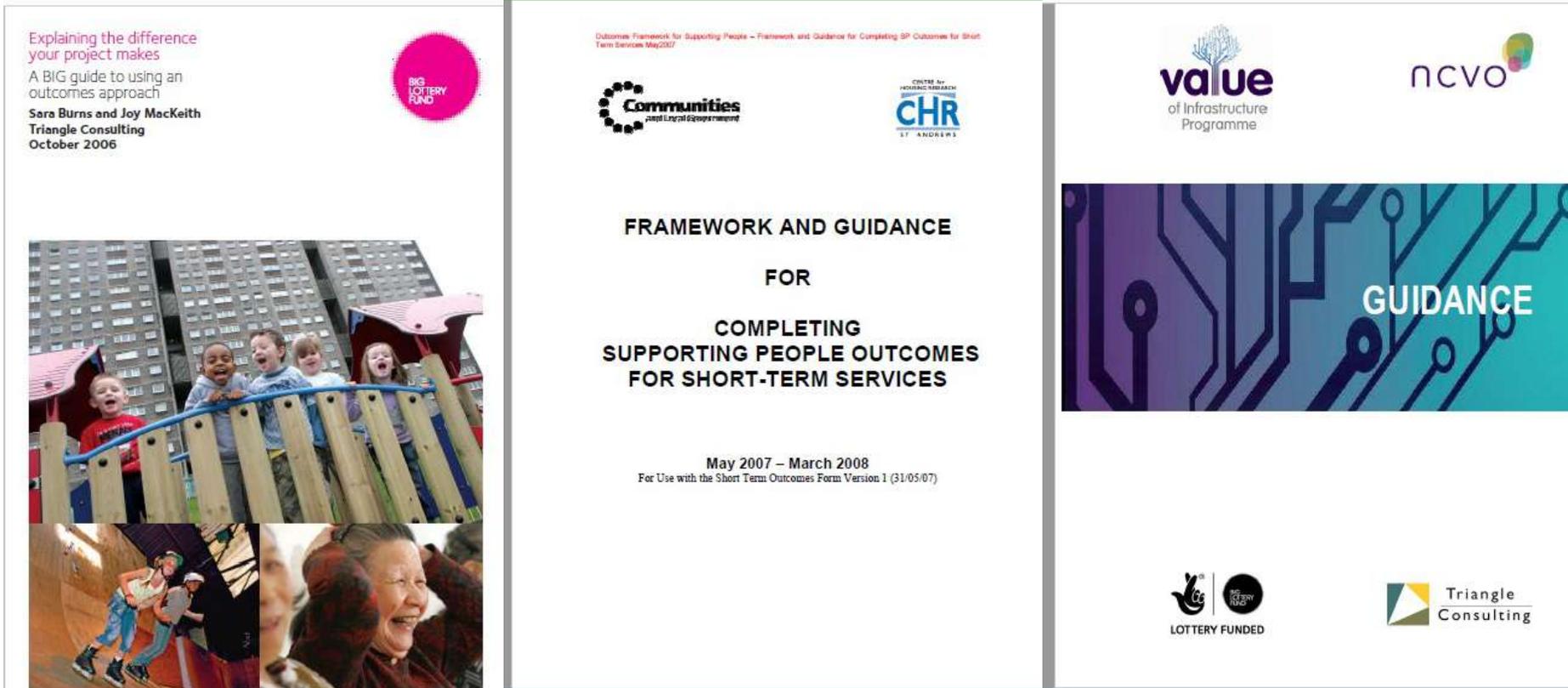
Overarching frameworks take an overview

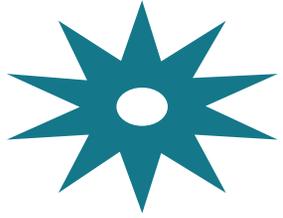


This is a service provider and service user eye view



My Experience





Outcomes
Star™

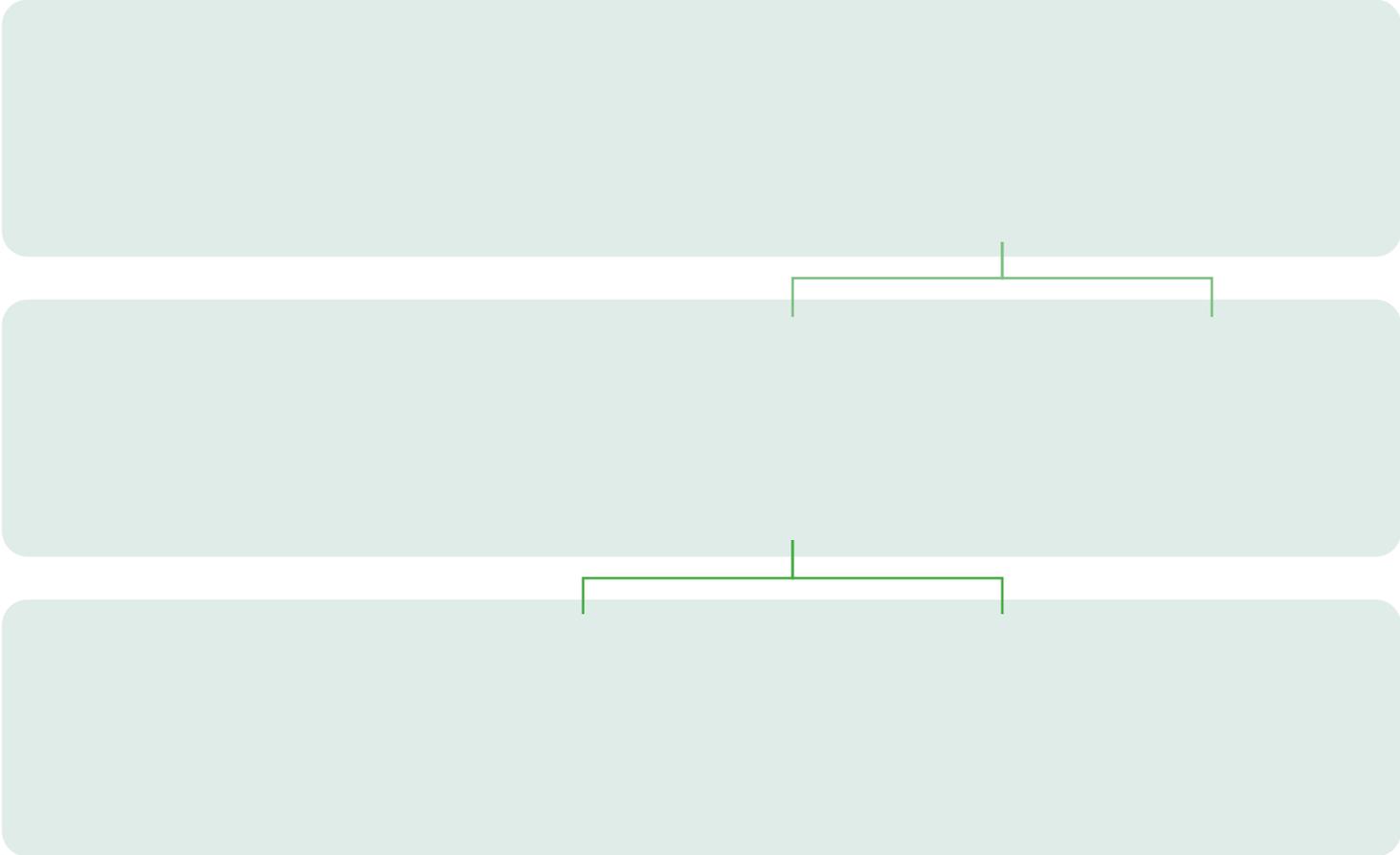
44 versions created with 100 collaborators

150 workshops with over 100 staff and service users

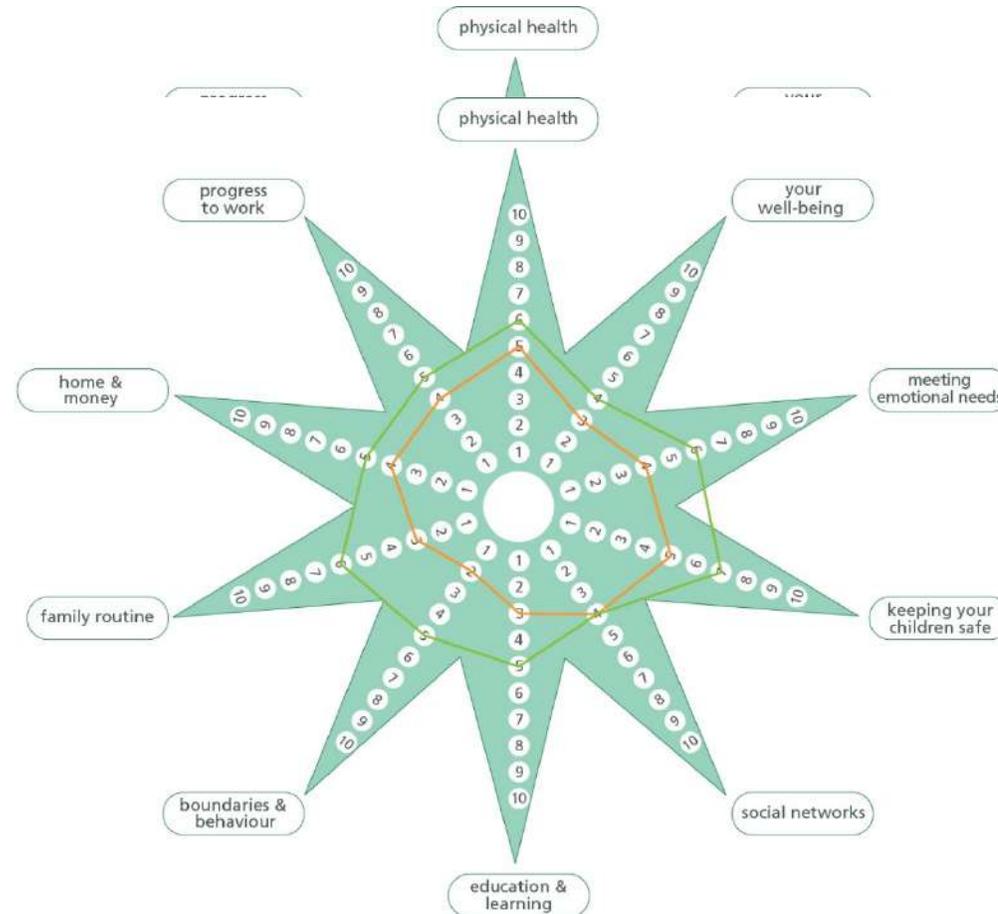
1000+ organisations trained and supported

1.4 million completions

The benefits of measurement



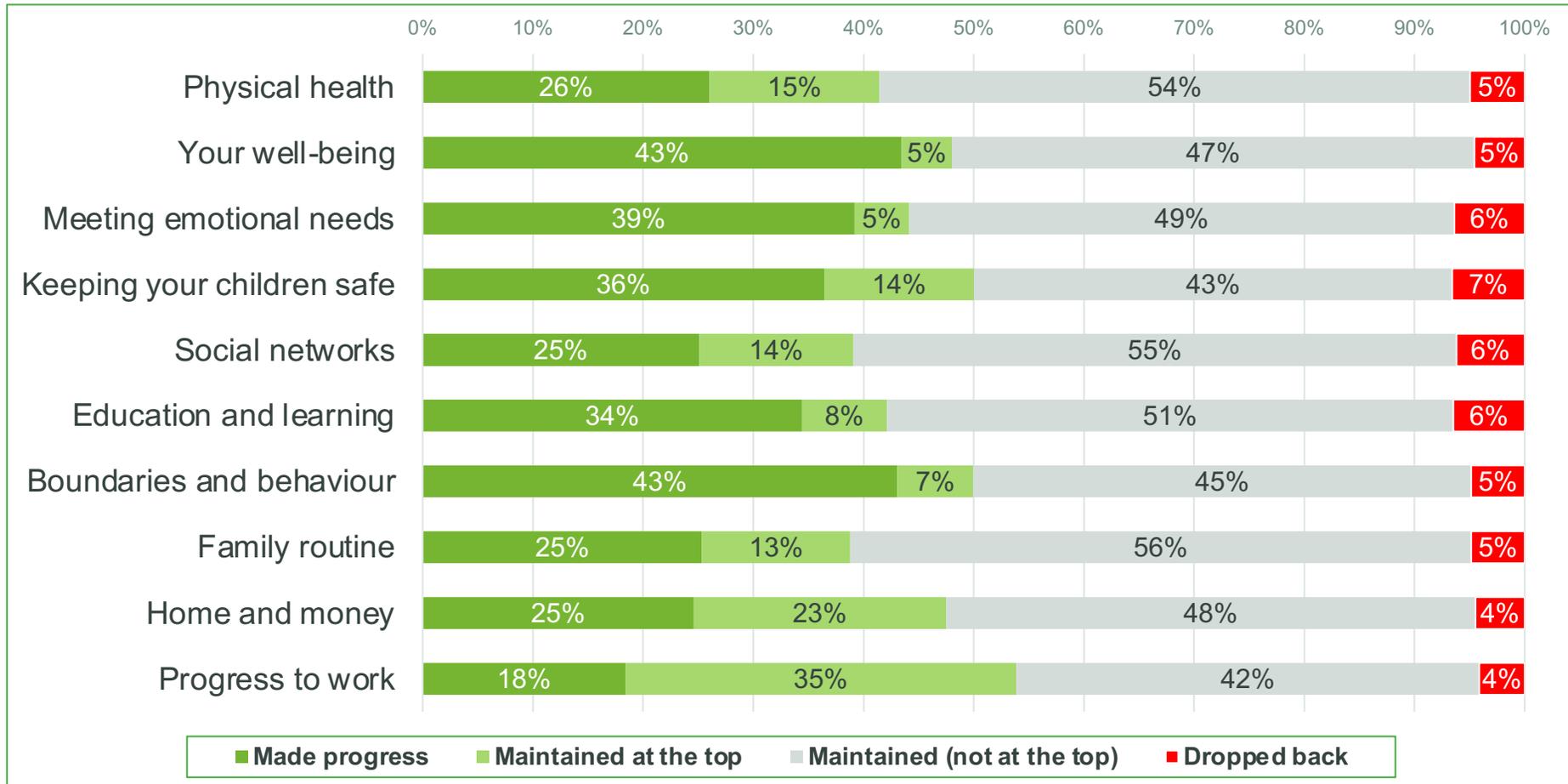
Improving: service user learning



Family Star Plus™ © Triangle Consulting Social Enterprise Ltd
Authors: Sara Burns and Joy MacKeith
www.outcomesstar.org.uk

Improving: service learning

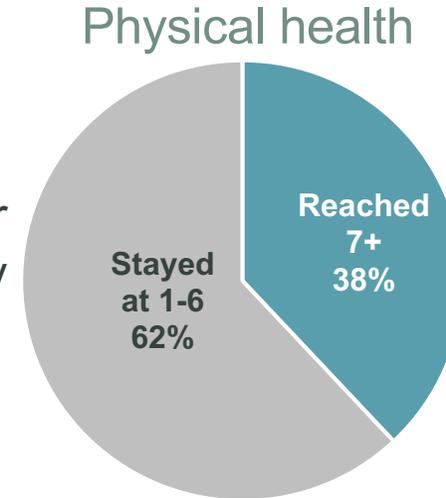
In each outcome area, are people making progress?



Proving

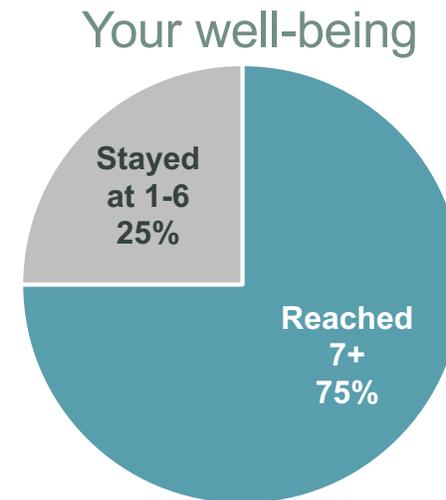
Physical health:

75 parents (38%) who had issues around keeping their children healthy progressed to giving their children what they need to be healthy (with support if necessary)

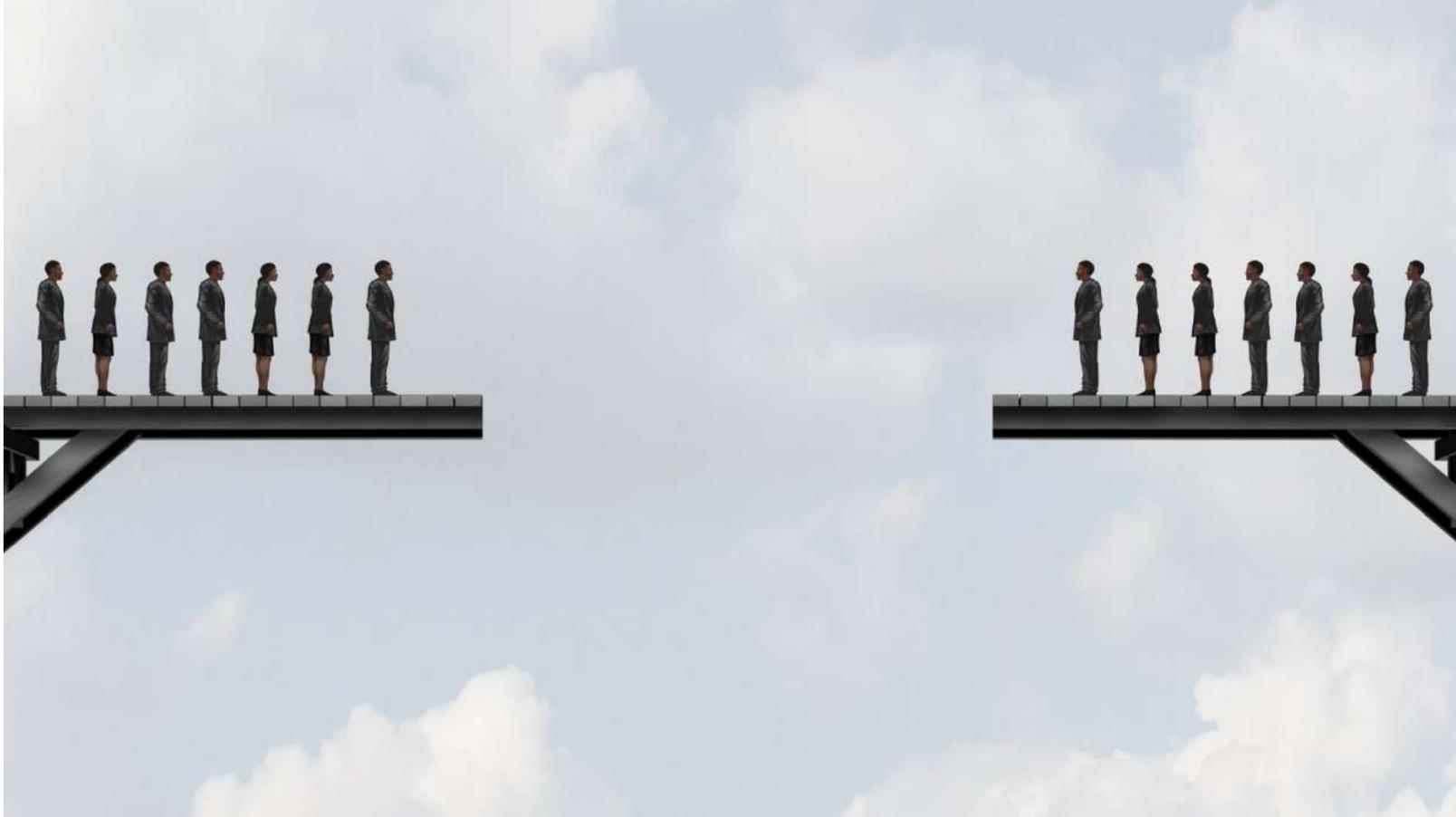


Your well-being:

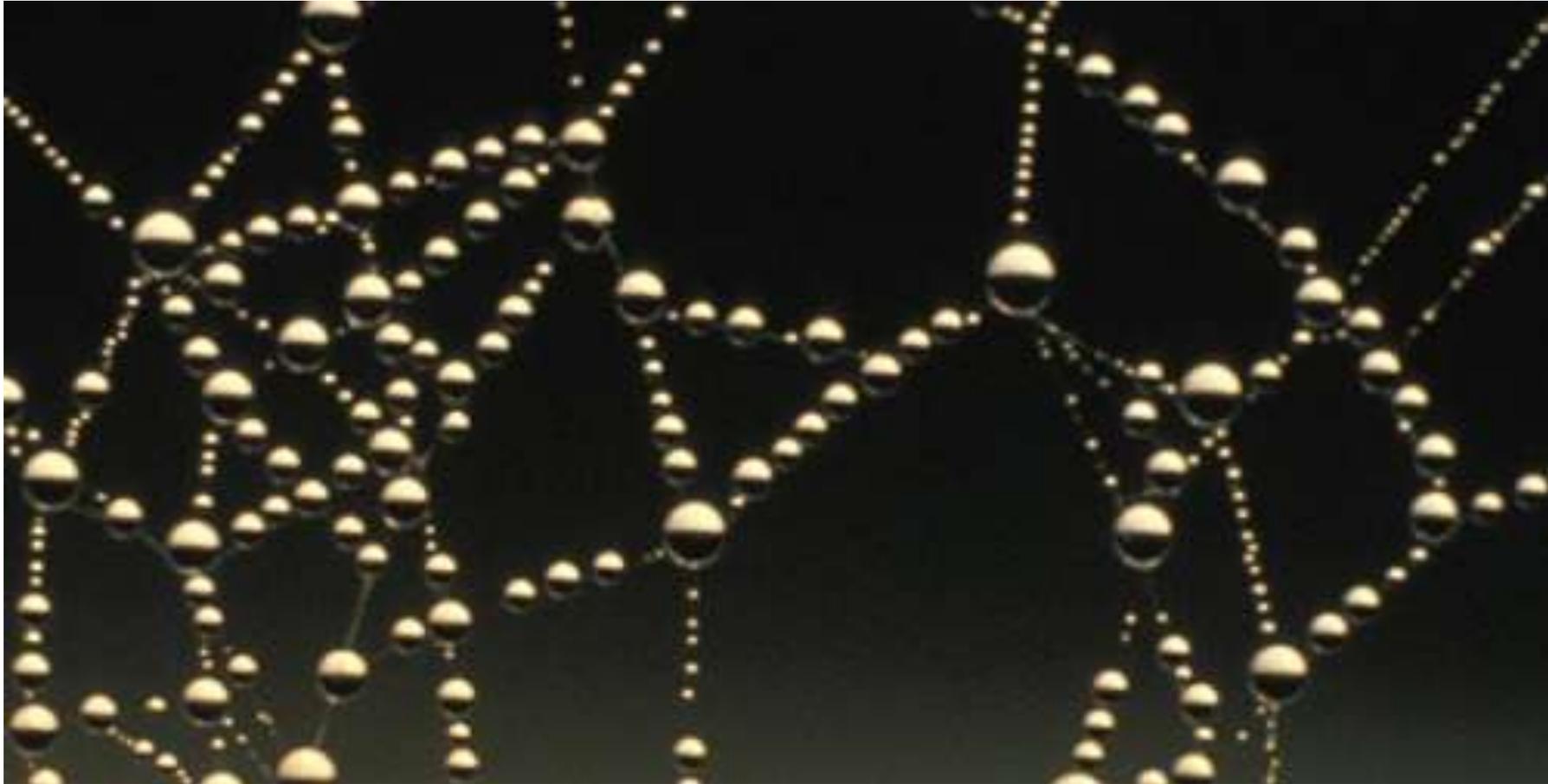
150 parents (75%) who had issues around their well-being progressed to being able to manage their well-being (with support if necessary)



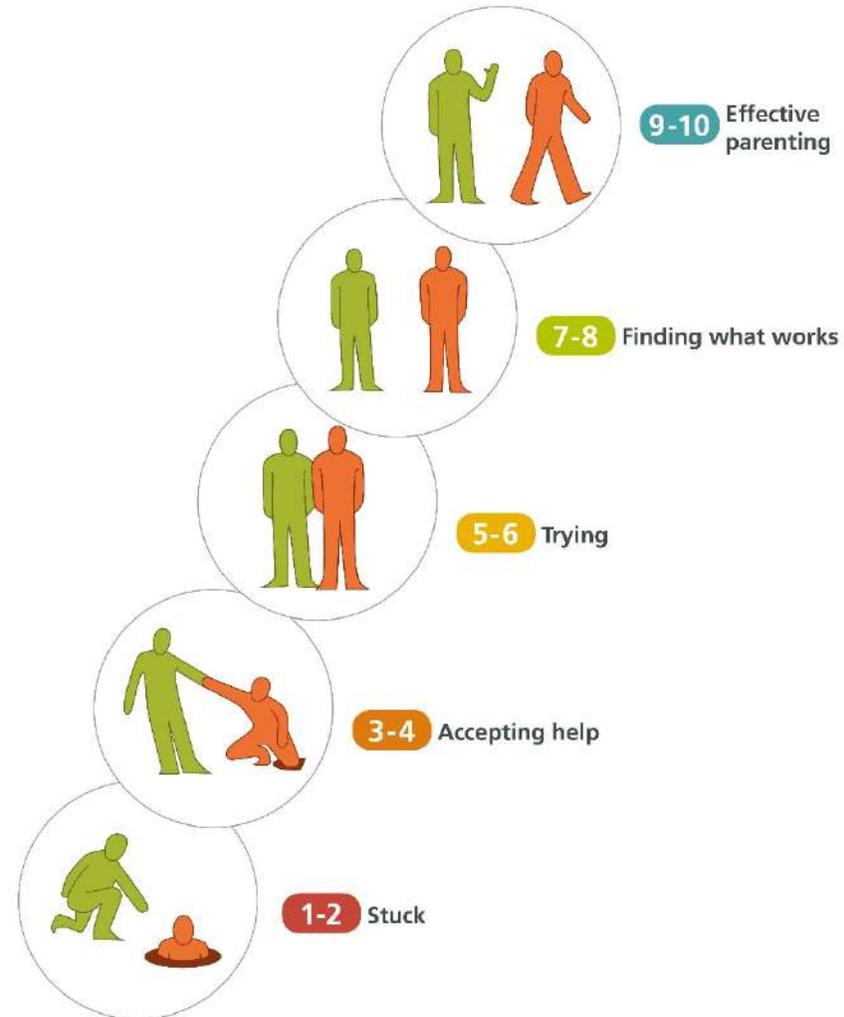
Benefits of a multi-purpose tool



A golden thread connecting front-line, management and funders



Tool design: Proving and Improving in harmony



Tool design: Proving and Improving in harmony

Key points

- At 1 and 2 there are significant concerns about your children. People may be doing things to help and from 3 you go along with their support
- At 5 there is an internal shift towards taking responsibility
- By 8 you meet your children's needs well enough, with support
- By 10 you can learn and improve without support from a specialist family support service

9 - 10 Effective parenting

My children can do well in my care and I don't need support from a service

7 - 8 Finding what works

I am finding ways of meeting my children's needs but still need support

5 - 6 Trying

I try to do things to meet my children's needs but it's hard

3 - 4 Accepting help

I am concerned about my children and go along with some support

1 - 2 Stuck

Other people are concerned about my children but I don't want to talk about it

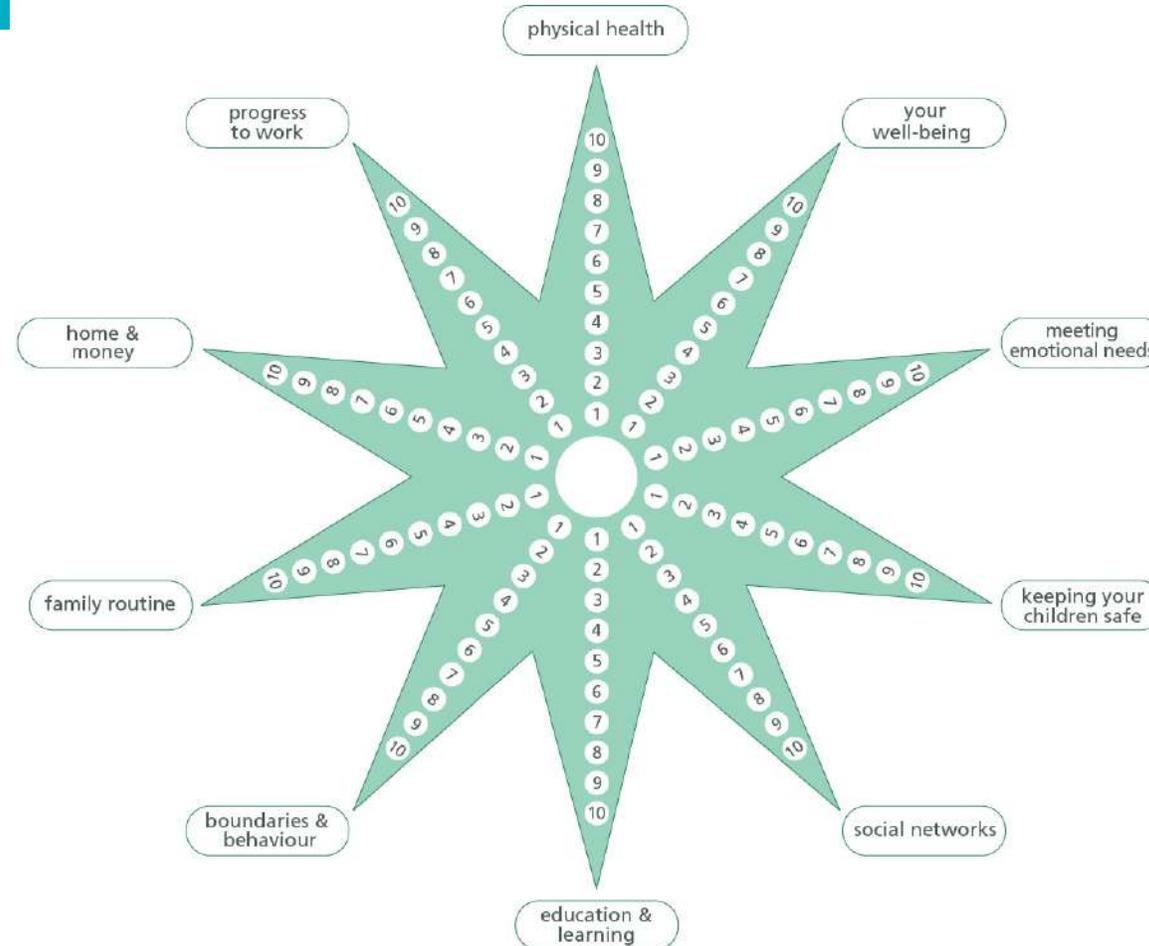
Want to use this Star?

Visit www.outcomesstar.org.uk

Contact info@triangleconsulting.co.uk

or 020 7272 8765

Tool design: Proving and Improving in tension



Family Star Plus™ © Triangle Consulting Social Enterprise Ltd
Authors: Sara Burns and Joy MacKeith
www.outcomesstar.org.uk

We need a more rounded approach to validation

| Purpose | Questions | Criteria |
|--|--|--|
| Proving | Does it measure what it sets out to measure? | Validity |
| | Does it measure reliably? | Reliability |
| Improving: service learning and development | Is it suitable for use in every day service delivery? | Usability |
| | Does the data reflect the change process for service users? | Relevance |
| | Does it pick up the changes that people make in their time in the service? | Responsiveness |
| Improving: service user learning and development | Does it empower service users to make and sustain changes? | Effectiveness (service user empowerment) |
| | Does it help build a working alliance and focus conversations on the right things? | Effectiveness (key-work collaboration) |

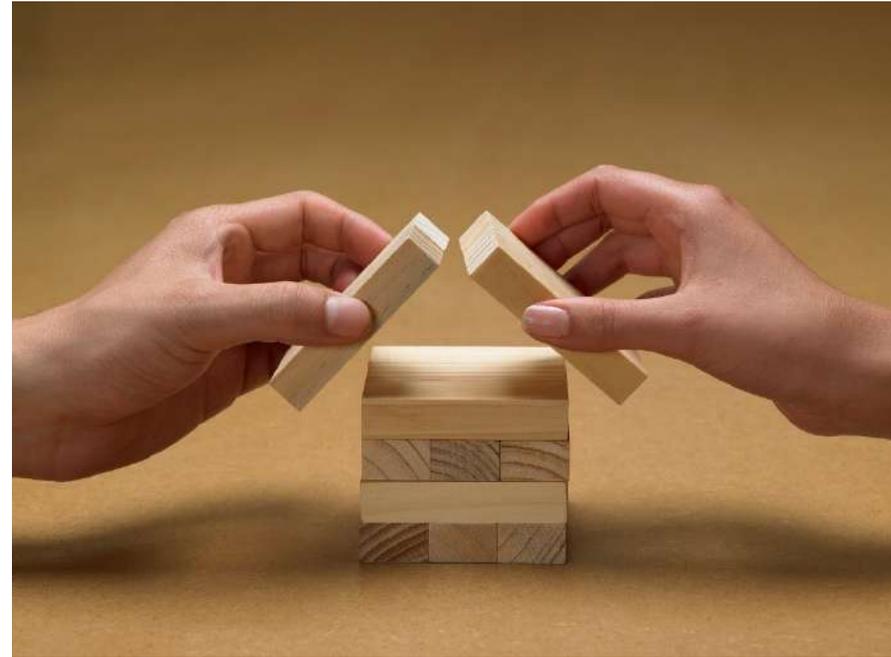
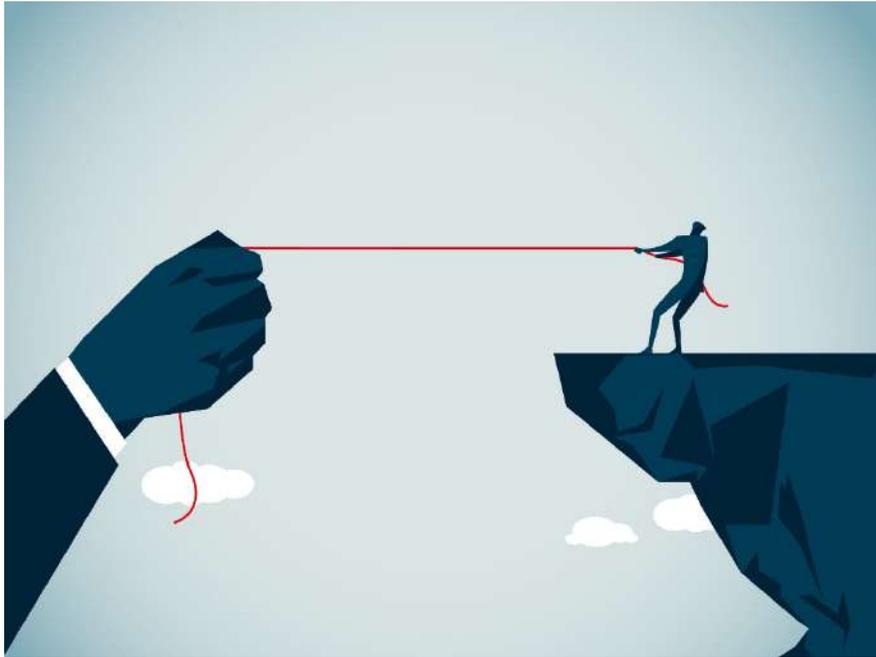
Which is the best car?



Proving and Improving in practice

Outcomes based accountability

Learning based accountability



Enabling Help:

How social provision can work better for the people it serves



Register to receive your copy:

www.outcomesstar.org.uk/enablinghelp

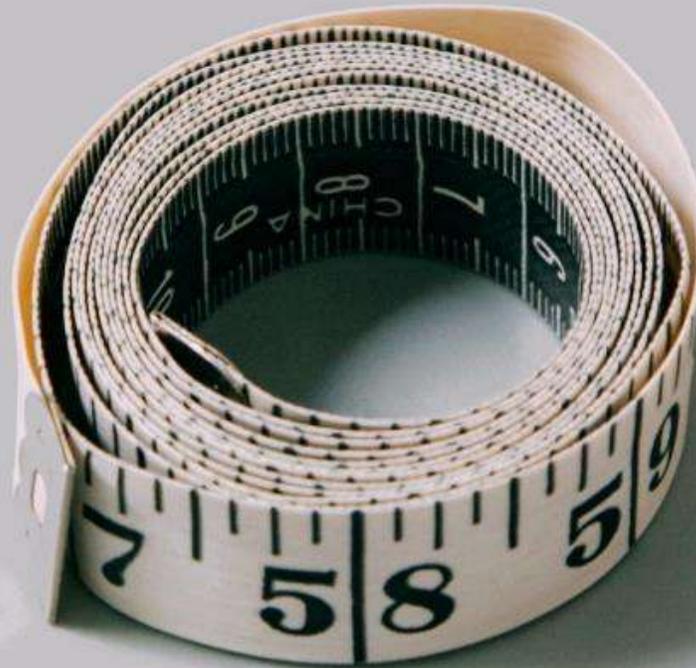
How to improve social outcomes through measurement

Ana Pimenta

PhD Candidate @ Univ. Autónoma de Madrid: Economics & Business
Impact Manager @ Social Capital Foundation and Blink CV

Social Outcomes Conference 2021
Oxford University

10th September 2021



PURPOSE

- Innovative measurement and accountability frameworks are key to develop and fund Outcome Based Contracts (OBC)
- **Too many frameworks** for measuring impact and no generally accepted one
- No framework satisfies all **six key characteristics for a robust framework**:
 - Comparability
 - Accountability
 - Completeness
 - Simplicity
 - Optimum
 - Impact risk



THE SDGs

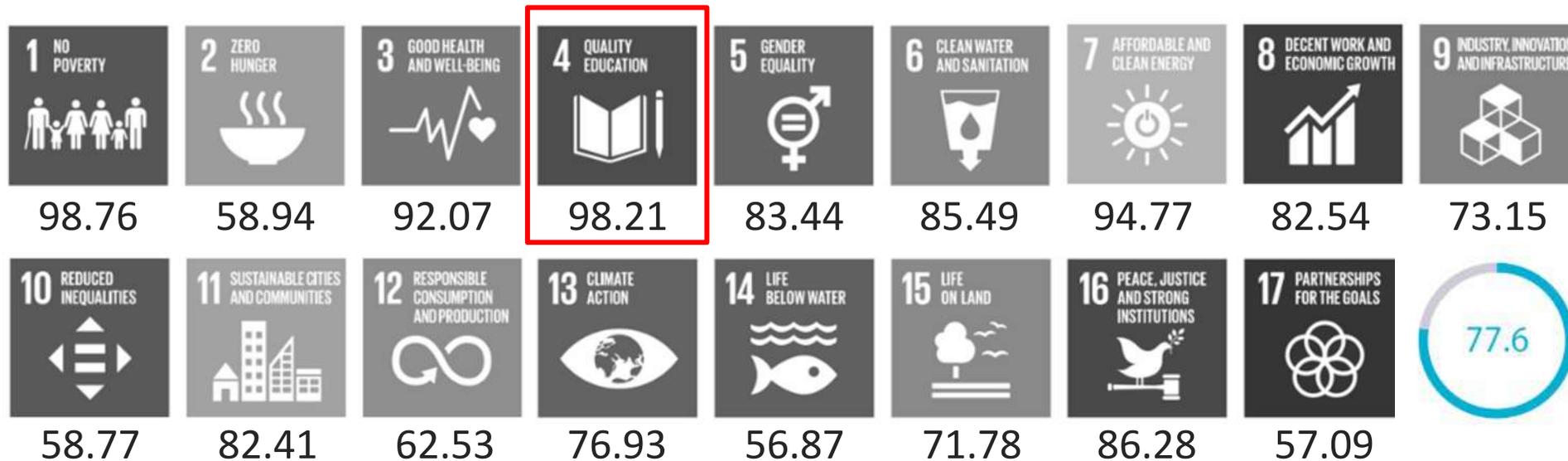
- Impact investors and other stakeholders are aligning their strategies with the Sustainable Development Goals (SDGs)
- Set clear, transparent and common social and environmental priorities for all

The SDG Index

- Created in 2016 to assess where each country stands regarding the 17 SDGs
- Includes 85 global indicators + 30 additional indicators for OECD countries
- Offers standard indicators, a **uniform measurement unit** and boundaries
- Comparability with less personal opinions and increase on simplicity



THE SDG INDEX CALCULATION



| SDG | Indicator | Optimum | Lower | Official score | Normalized score |
|-----|--|---------|--------|----------------|------------------|
| 4 | Net primary enrollment rate (%) | 100.00 | 53.80 | 98.59 | 96.95 |
| 4 | Lower secondary completion rate (%) | 100.00 | 18.00 | 98.59 | 98.28 |
| 4 | Literacy rate (% of population aged 15 to 24) | 100.00 | 45.20 | 99.66 | 99.39 |
| 4 | Participation rate in pre-primary organized learning (% of children aged 4 to 6) | 100.00 | 35.00 | 99.32 | |
| 4 | Tertiary educational attainment (% of population aged 25 to 34) | 52.20 | - | 35.08 | |
| 4 | PISA score (worst 0-600 best) | 525.60 | 350.00 | 492.00 | |
| 4 | Variation in science performance explained by socio-economic status (%) | 8.30 | 21.40 | 15.92 | |
| 4 | Underachievers in science (% of 15-year-olds) | 10.00 | 48.00 | 19.56 | |
| 4 | Resilient students in science (% of 15-year-olds) | 46.60 | 12.80 | 41.12 | |

Average SDG 4

98.21

RESEARCH QUESTION

How the SDG framework can be adapted to measure and evaluate **impact** ?

A NEW PROPOSAL: THE SDG INDEX +



Uses the traditional SDG Index as a base for calculation



Transforms the output and/or the outcome into units of SDG



Assesses all benefits (contribution) in relation to the costs (investment)

SDG Index + calculation



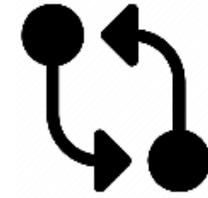
SDG Indicator

Lower secondary completion rate (%)

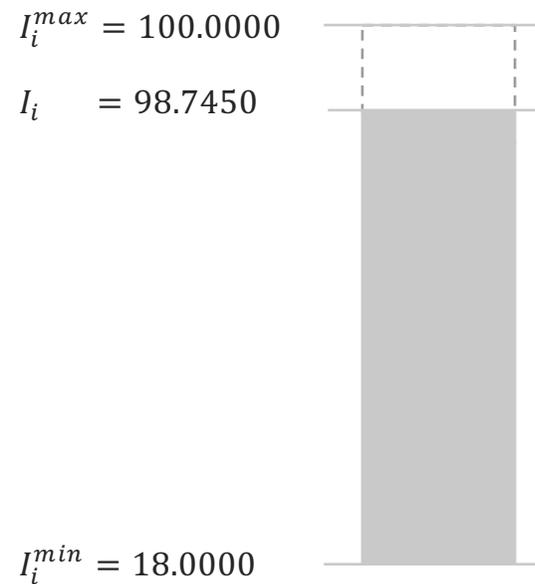


Output

10,000 women



Normalisation
and
contribution



SDG Index + calculation



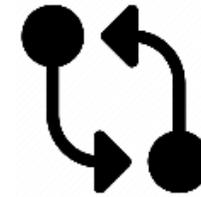
SDG Indicator

Lower secondary completion rate (%)

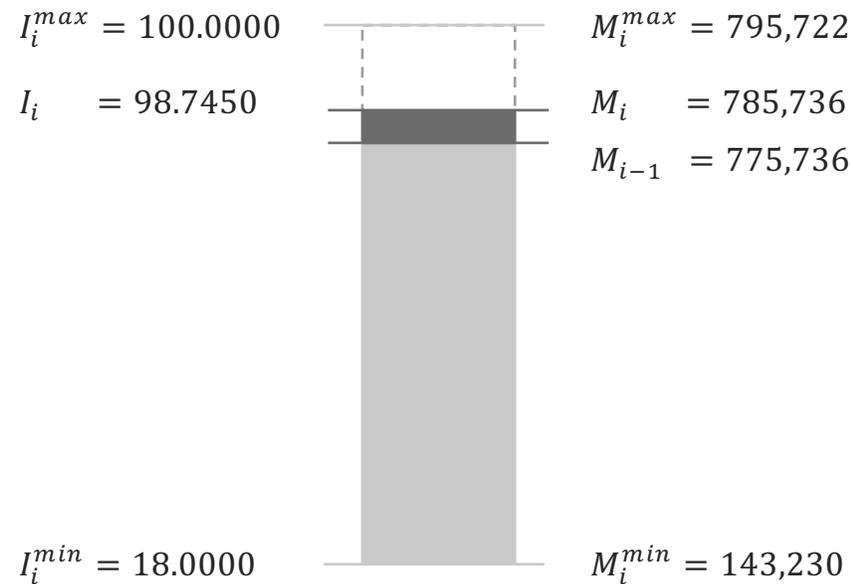


Output

10,000 women



Normalisation and contribution



SDG Index + calculation



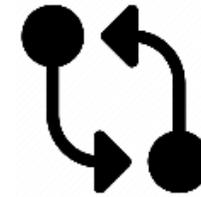
SDG Indicator

Lower secondary completion rate (%)



Output

10,000 women

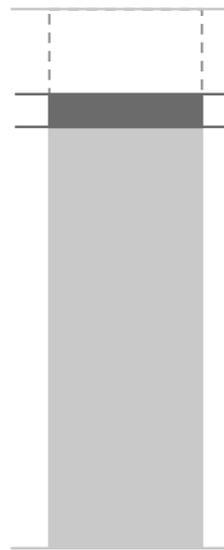


Normalisation
and
contribution

$$I_i^{max} = 100.0000$$

$$I_i = 98.7450$$

$$I_i^{min} = 18.0000$$



$$M_i^{max} = 795,722$$

$$M_i = 785,736$$

$$M_{i-1} = 775,736$$

$$M_i^{min} = 143,230$$

$$\rightarrow M'_i = 98.4695$$

$$\rightarrow M'_{i-1} = 96.9369$$

▶ Contribution

- $C_{indicator} = 1.5326$
- $C_{goal} = 0.1703$
- $C_{country} = 0.0100$
- $C_{world} = 0.0001$



77.4 B€

necessary to generate 1 unit of world SDGs

3 real social impact bonds projects

1 project already implemented
2 projects being implemented



1. Reduce recidivism and get better housing for young adults (Belgium)
2. Create jobs and improve education for high risk ex-offenders (UK)
3. Increase the quality of life of informal caregivers (Portugal)

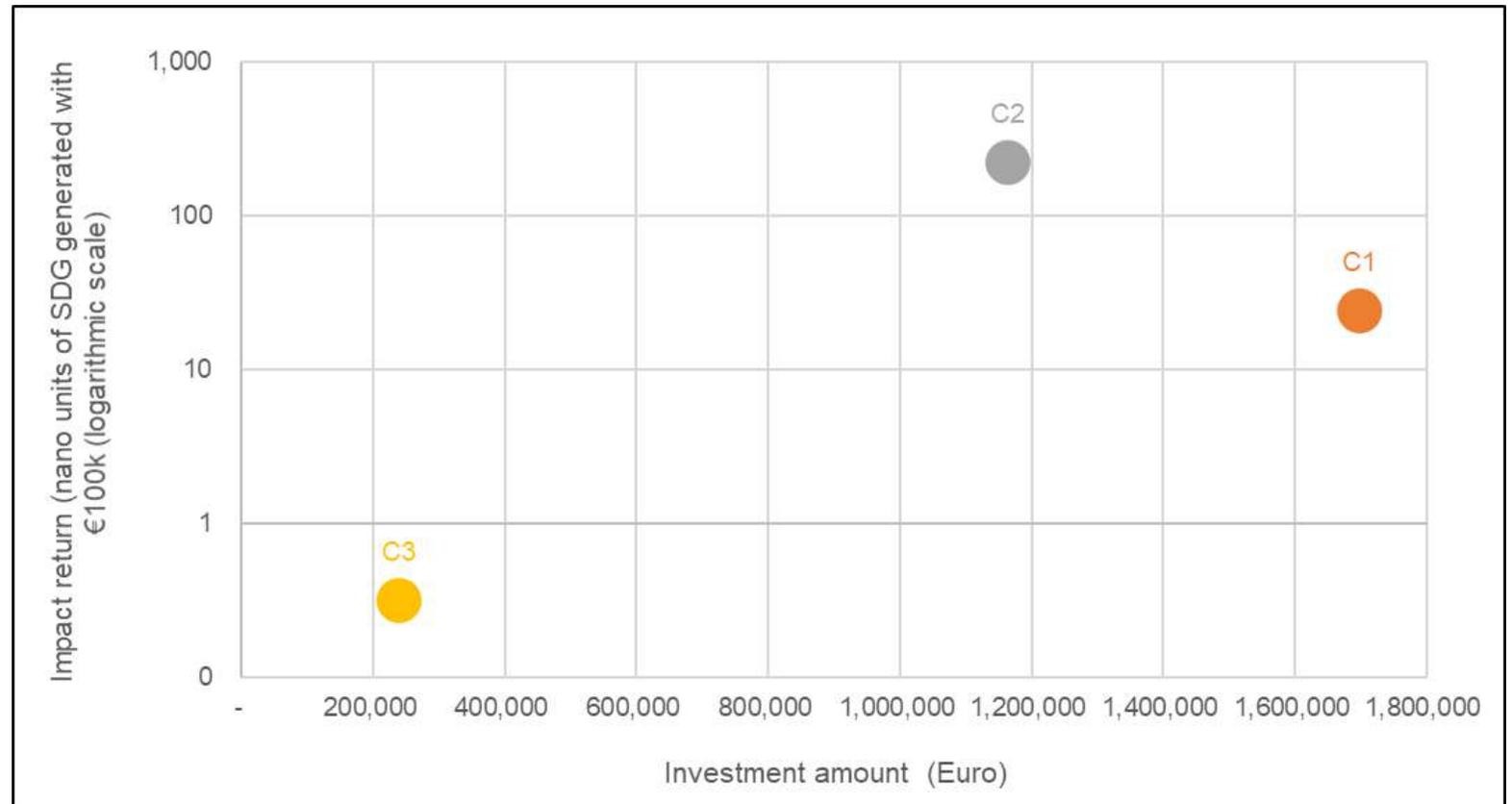


Data from:
Oxford INDIGO (2021)

Empirical analysis:

Main results

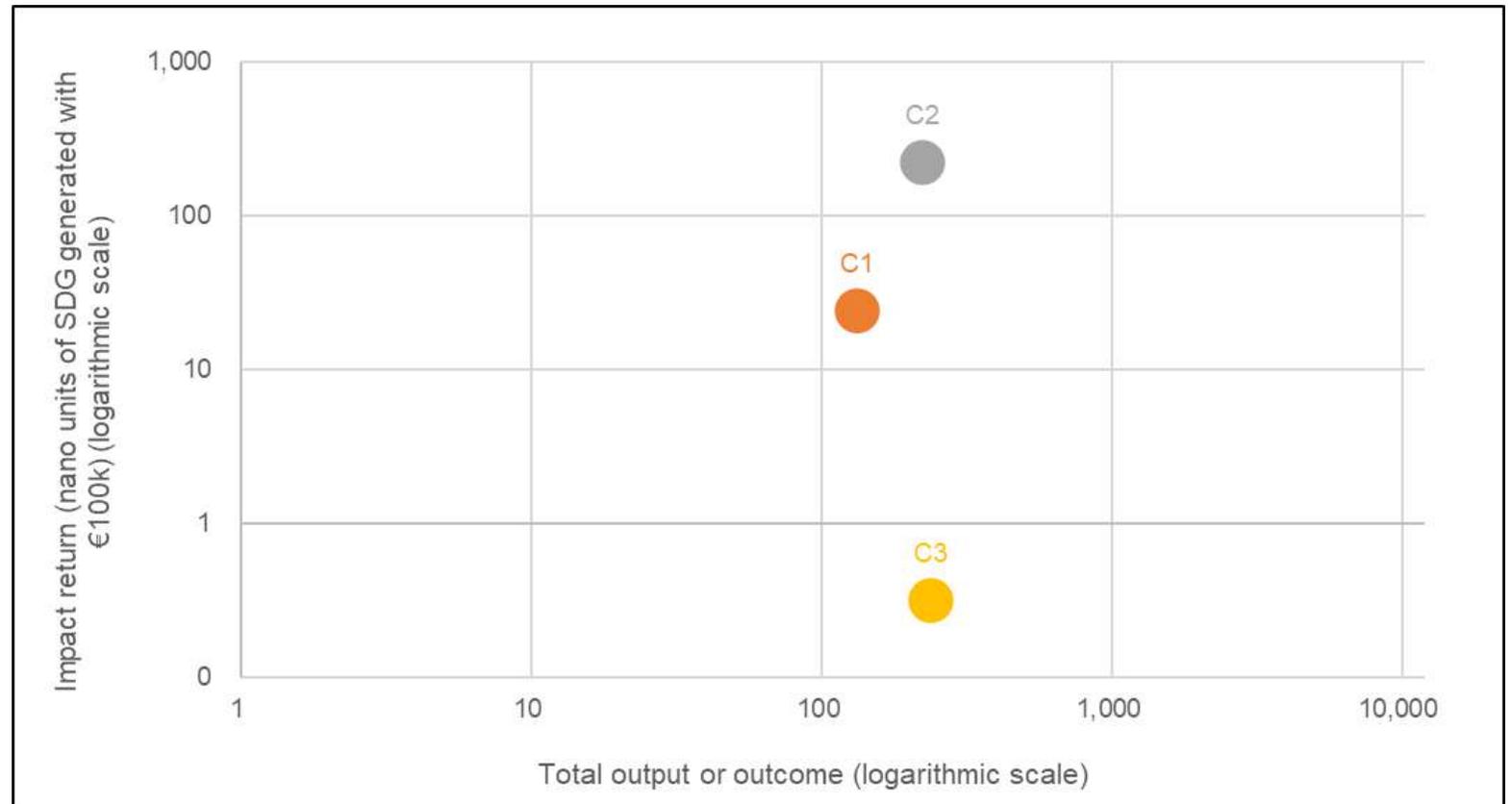
Higher investment may not result in higher impact return



Empirical analysis:

Main results

Higher output or outcome may not result in higher impact return



CONCLUSIONS

- The **SDG framework can be adapted to measure impact** for Outcome Based Contracts (OBC)
- Making proper use of its strengths and introducing few modifications, this new proposed framework, SDG Index +, **can satisfy all the six key attributes**

Main contributions

- Advance the impact measurement for the impact investing field in Academia
- Improve the way impact investors measure and manage their impact
- Demonstrate that monetisation is not the only way of measuring impact that can be complete and fully comparable





thanks!

Do you have any questions?

anapimentta@gmail.com

+34 603 229 915

<https://www.linkedin.com/in/anaipimenta>

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**GOVERNMENT
OUTCOMES
LAB**

Art & science: making sense of the global evidence on outcomes-based contracting approaches

Chair: Professor Carolyn Heinrich,
Vanderbilt University



@golaboxford
#SOC21



golab.bsg.ox.ac.uk/soc21

Welcome to SOC21

- Live from the Blavatnik School of Government in Oxford and online on Zoom
- If you're joining us in person, you can still join Zoom BUT **please keep your speakers muted**
- We will stop throughout the session to take questions both from the online and in-person participants
- Do use the Zoom chat to introduce yourselves and to share your thoughts and questions; on Zoom, make sure we can see your name & organisation
- All sessions will be recorded and shared on the GO Lab website
- Programme, slides and Zoom links all on the GO Lab website
- GO Lab team is ready to help you both online and in-person



golab.bsg.ox.ac.uk/soc21



Big Picture

Social Outcomes Conference 2021

Art & science: making sense of the global evidence on outcomes-based contracting approaches



Carolyn Heinrich
Vanderbilt University



Chih Hoong Sin
Traverse



Dr Eleanor Carter
Government
Outcomes Lab



James Ronicle
Ecorys



Jessica Lopez Taylor
World Bank



Jonathan Ng
USAID

History of Outcomes-based Contracting in the Public Sector



- Four decades of knowledge-building and experience with outcomes-based public sector contracting
 - Challenges and complexities are well-documented, including:
 - Aligning diverse public and private interests and goals
 - Developing technical/operational skills required for managing complex contracting structures with an outcomes orientation
 - Assembling data and infrastructure for monitoring and analysis
 - Managing political and strategic demands of partnerships
 - Attending to informal aspects (e.g., culture, norms and ethics)

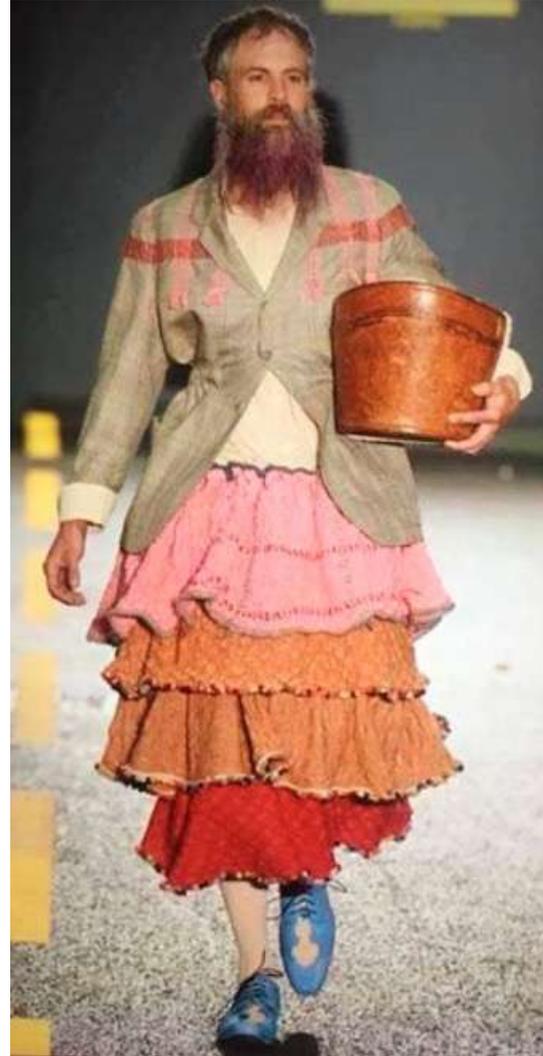
New Models for Outcomes-based Contracting



- We have raised the bar for outcomes-based contracting in the last decade
 - Push to **contract on strong evidence-based models** and achieve high model fidelity for programs/service delivery
 - Aim to better **incentivize innovation and efficiency** in programs/service delivery
 - Ambition to define impact measures and **contract on well-defined, longer-term outcomes and impacts**
 - Quest to **strengthen public sector capacities** and **develop prototypes** for successful outcomes-based contracts

How are we doing?

The aspiration
(i.e., your prototype)
...



The reality
(in practice)
...

The patchwork quilt of outcomes-based contracts



Why a systematic review?

*“Instead of just **mooching** through the research literature, consciously or unconsciously picking out papers here and there that support our pre-existing beliefs, we take a scientific, systematic approach to the very process of looking for scientific evidence, ensuring that our evidence is as complete and representative as possible of all the research that has ever been done.”*

Ben Goldacre, 2012

Our participatory systematic review process



Define questions and conceptual framework for the review



Search for and screen studies



Describe studies and appraise them for quality and relevance



Produce a systematic map, policy resources and synthesis

Our participatory systematic review process



Define questions and conceptual framework for the review

Policy advisory group help to shape a priority set of questions - not just 'what works'



Search for and screen studies

Devised inclusion criteria - papers that offer an empirical contribution and investigate a form of social outcomes contracting



Describe studies and appraise them for quality and relevance

Search strategy: 12 bibliographic databases; grey literature web search; 'call for evidence'; and search of specialist sites



Produce a systematic map, policy resources and synthesis

11,233 papers identified.
Screen and filter to identify the most relevant (2,082)

Broad map and series of reviews

Systematic map



Broad map and series of reviews

Systematic map



Narrower review questions



World Bank REACH education synthesis

Subset of mapped papers used to support a series of discrete syntheses



Synthesis 2...



Broad map and series of reviews

Systematic map



Narrower review questions



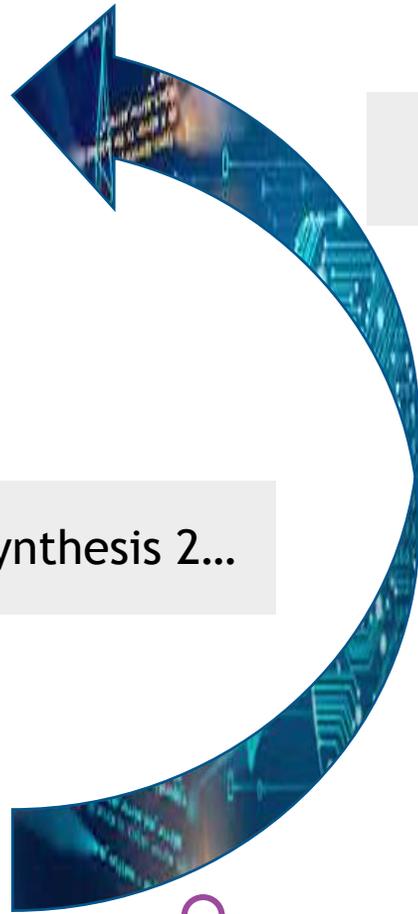
World Bank REACH education synthesis

Subset of mapped papers used to support a series of discrete syntheses



Synthesis 2...

Machine learning



New studies published



Systematic Review Heatmap Prototype

| Filter category | Research quality appraisal | | | Study design | | |
|---|----------------------------|---------------|-----------------|--------------|-------------|--------------|
| | Few concerns | Some concerns | Larger concerns | Mixed | Qualitative | Quantitative |
| Country of intervention income | | | | | | |
| High | 1 | 4 | 3 | 1 | 7 | 2 |
| Medium | 0 | 1 | 0 | 0 | 1 | 0 |
| Low | 0 | 1 | 0 | 0 | 1 | 0 |
| Outcomes funder type | | | | | | |
| Registered company, partnership or commercial association | 0 | 0 | 0 | 0 | 0 | 0 |
| Registered non-profit organisation, charity or foundation | 0 | 0 | 0 | 0 | 0 | 0 |

Policy sector

| | | | | | | |
|-----------------------------|---|---|---|---|---|---|
| Employment and training | 0 | 1 | 2 | 1 | 1 | 1 |
| Child and family welfare | 0 | 0 | 0 | 0 | 0 | 0 |
| Health | 0 | 1 | 1 | 0 | 3 | 0 |
| Homelessness | 0 | 2 | 0 | 0 | 2 | 0 |
| Education | 0 | 1 | 0 | 0 | 1 | 0 |
| Criminal justice | 1 | 0 | 0 | 0 | 0 | 1 |
| Agriculture and environment | 0 | 0 | 0 | 0 | 0 | 0 |
| Poverty reduction | 0 | 0 | 0 | 0 | 0 | 0 |

Sustainable development goals

| | | | | | | |
|--|---|---|---|---|---|---|
| 1. No poverty | 0 | 2 | 0 | 0 | 2 | 0 |
| 2. Zero hunger | 0 | 0 | 0 | 0 | 0 | 0 |
| 3. Good health and wellbeing | 0 | 3 | 1 | 0 | 5 | 0 |
| 4. Quality education | 0 | 1 | 1 | 0 | 2 | 0 |
| 5. Gender equality | 0 | 0 | 0 | 0 | 0 | 0 |
| 6. Clean water and sanitation | 0 | 0 | 0 | 0 | 0 | 0 |
| 7. Affordable and clean energy | 0 | 0 | 0 | 0 | 0 | 0 |
| 8. Work and economic growth | 0 | 1 | 2 | 1 | 1 | 1 |
| 9. Industry, innovation and infrastructure | 0 | 0 | 1 | 1 | 0 | 0 |
| 10. Reduced inequalities | 1 | 0 | 1 | 0 | 2 | 1 |
| 11. Sustainable cities and communities | 0 | 0 | 0 | 0 | 0 | 0 |

| Agent type/classification | | | | | | |
|--|---|---|---|---|---|---|
| Registered non-profit organisation, charity or foundation | 0 | 4 | 1 | 0 | 4 | 1 |
| Registered company, partnership or commercial organisation | 0 | 0 | 1 | 0 | 1 | 0 |

Available Resources:

[Policy sector](#)
[Health](#)
[Study design](#)
[Qualitative](#)

3 results

INDIGO-SRES-T17220

Reconnections Social Impact Bond: reducing loneliness in Worcestershire An in-depth review produced as part of the Commissioning Better Outcomes evaluation

Research quality appraisal: Larger concerns

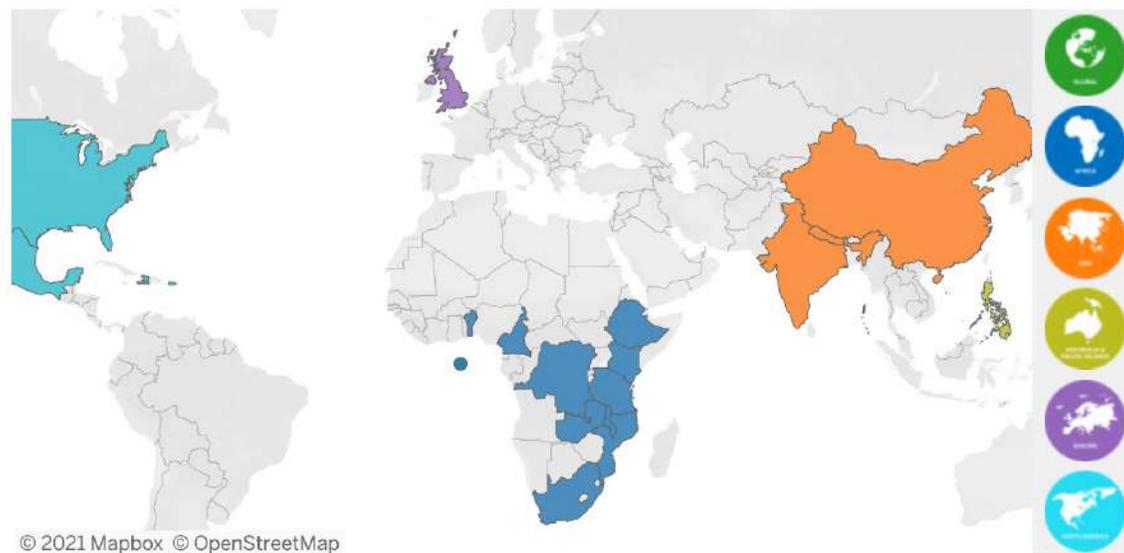
Study design: Qualitative

INDIGO-SRES-T16528

Invitation to collaborate and develop tools



Click on a country to filter the table of articles below by that country - click a second time to unfilter the table. More information about the article and a link (when publicly available) are also provided in the table.



| Intervent.. | Title | Regio.. | Countri.. | |
|----------------------|--|---------|---------------------|---|
| Alliances & Networks | Building Analytic Capacity, Facilitating Partnerships, and Promoting Data Use .. | Global | No Specific Country | lick for Article Information & Link |
| | Research stakeholders' views on benefits and challenges for public health | Africa | Kenya | lick for Article Information & Link |

Big Picture

Social Outcomes Conference 2021

Art & science: making sense of the global evidence on outcomes-based contracting approaches



Carolyn Heinrich
Vanderbilt University



Chih Hoong Sin
Traverse



Dr Eleanor Carter
Government
Outcomes Lab



James Ronicle
Ecorys



Jessica Lopez Taylor
World Bank



Jonathan Ng
USAID



GOVERNMENT OUTCOMES LAB

Break

In-person: Join us in the Inamori Forum

Zoom: Stay on Zoom for informal discussions in breakout groups

COMING UP NEXT: Deep Dive sessions
13.30 BST



@golaboxford
#SOC21



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GOVERNMENT OUTCOMES LAB

NEXT SESSIONS

from 13.30 BST

| Shifting narratives and logics for the use of social impact bonds | Outcomes for institutional reform | The integration of the user voice in outcomes-based contracts and beyond |
|---|---|--|
| Chair: Dr Eleanor Carter, GO Lab | Chair: Giulio Pasi, European Commission | Chair: Professor Tim Reddel, The University of Queensland |
| Online & Lecture Theatre I | Online & Lecture Theatre II | Online & Seminar Room |



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**GOVERNMENT
OUTCOMES
LAB**

Shifting narratives and logics for the use of social impact bonds

Chair: Eleanor Carter



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Welcome to SOC21

- Live from the Blavatnik School of Government in Oxford and online on Zoom
- If you're joining us in person, you can still join Zoom BUT **please keep your speakers muted**
- We will stop throughout the session to take questions both from the online and in-person participants
- Do use the Zoom chat to introduce yourselves and to share your thoughts and questions; on Zoom, make sure we can see your name & organisation
- All sessions will be recorded and shared on the GO Lab website
- Programme, slides and Zoom links all on the GO Lab website
- GO Lab team is ready to help you both online and in-person



golab.bsg.ox.ac.uk/soc21



Our speakers



Celeste Brubaker
Village Enterprise



Mathilde Pellizzari
FAIR (ex-iiLab) &
Centre de Sociologie de
l'Innovation, Mines
ParisTech



Vincenzo Buffa
Audencia Business
School and
University of
Angers



Vanessa Picker
University of Oxford



Richard Johnson
GO Lab Visiting
Fellow of Practice



Mathilde Pellizzari

PhD Candidate and Research Officer, FAIR (ex-iiLab) & Centre de Sociologie de l'Innovation, Mines ParisTech

Trials of implementation in social impact bonds: Contrasting orientations in the formation of SIB policies in France, Colombia and Chile

*Social Outcomes Conference
September 10, 2021*

Mathilde Pellizzari

PhD candidate at FAIR (ex-iiLab)
Centre de Sociologie de l'Innovation
i3, CNRS UMR 9217
Mines ParisTech, PSL University
mathilde.pellizzari@mines-paristech.fr

Literature review: promises and threats of SIBs

Literature review: promises and threats of SIBs

SIBs have practical merits and limitations

Are SIBs efficient and for what kind of public policy objectives?

- ▶ *Dayson et al., 2019; Edmiston & Nicholls, 2018; Le Pendeven, 2019; Warner, 2013*

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SIBs are a symptom of wider transformations in political economy

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SIBs embody a financial rationale

Focus on financial valuation and the agency of investors

- ▶ *Neyland, 2018; Williams, 2020*

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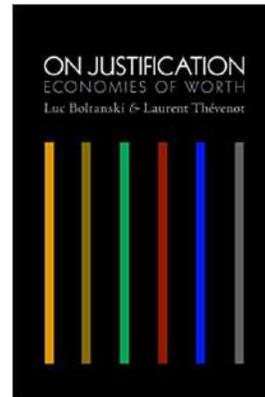
What about the diversity of SIB arrangements and the *situated* political implications ?

Approach

Pragmatist approach

Trials

Boltanski &
Thévenot (2006),
Latour (1987,
1988)

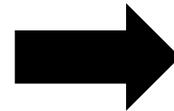
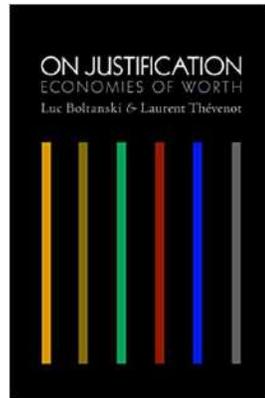


Approach

Pragmatist approach

Trials

Boltanski &
Thévenot (2006),
Latour (1987,
1988)



Trials of implementation

SIBs transform through trials of implementation: they are put to test in the process of becoming explicit and resilient (see Muniesa and Linhardt, 2011).

Methodology



- 51 semi-structured interviews
- Participant observation:
 - Consultancy activities part of the industrial doctoral research contract with FAIR (iiLab)
 - Field visits
 - Institutional meetings
- 100 related documents

Three SIB models & trials of implementation

Chile: Technocracy, accountability

Chile: Technocracy, accountability

“*[The state] has to take an active role, not so much to define the implementation and how this is going to happen, but rather to guarantee that there aren't bad practices. [...] Our role is to define a methodology that would be as robust as possible so the State doesn't forget, but at the same time doesn't influence the results, because this depends on the performance of the implementers.*

Head of Division for public-private cooperation,
Ministry of Social Development

Chile: Technocracy, accountability

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By Carlos Figueroa — Personal work, CC BY-SA 4.0,
<https://commons.wikimedia.org/w/index.php?curid=83296406>

Colombia: Evidence, impact investment market

Colombia: Evidence, impact investment market



Colombia: Evidence, impact investment market



SIBs.CO

¿CUÁNTO HA INVERTIDO EL GOBIERNO IMPLEMENTANDO PROGRAMAS DEDICADOS A PROMOVER EL EMPLEO DE LOS COLOMBIANOS?

¿QUIÉNES SON LAS PRINCIPALES ENTIDADES QUE FINANCIAN LOS PROGRAMAS?

En los últimos años, el gobierno nacional ha financiado programas de empleabilidad por cerca de **\$1,3 billones de pesos** y ha atendido más de **600 000 personas**. Sin embargo, es difícil estimar cuántas personas han sido beneficiadas de manera exclusiva ya que una persona puede ser atendida por más de un programa¹.

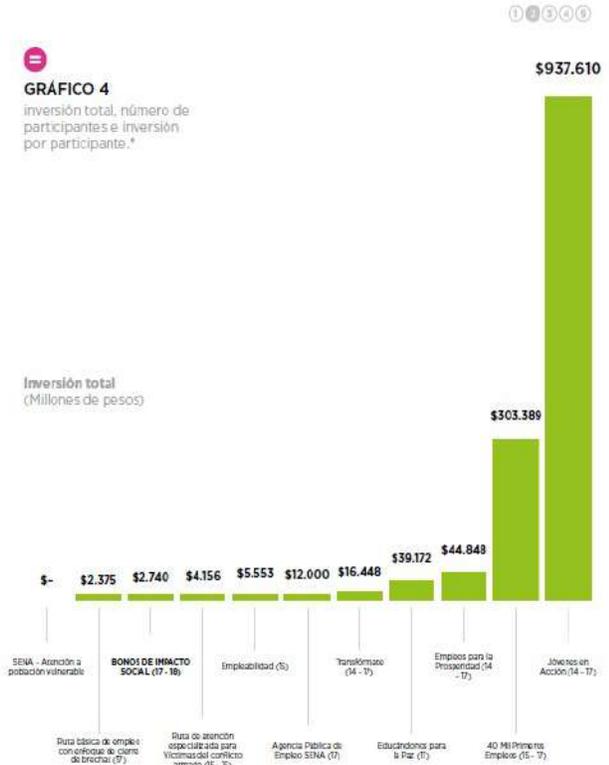
La inversión per cápita puede variar entre menos de **\$100 000** por participante a **más de \$6 000 000** dependiendo del programa.

La inversión de los últimos dos años para los programas de empleabilidad seleccionados asciende a **\$1,3 billones de pesos** y ha logrado atender más de **600 000 colombianos**, lo que equivale a una inversión promedio per cápita de más de **\$2 000 000**. Sin embargo, teniendo en cuenta la dificultad de los programas en consolidar los registros administrativos es difícil estimar qué porcentaje de personas ha sido atendido por uno o más programas de empleabilidad.

A pesar de que todos los programas buscan mejorar las condiciones de empleabilidad de su población objetivo, las actividades e indicadores de éxito en cada uno de ellos varía y, en consecuencia, cuantificar los costos per cápita de las intervenciones no es una tarea sencilla.

¹ Información recolectada para la Inversión realizada por los once programas entre las vigencias 2013 a 2017.

20



* En paréntesis los años evaluados para cada programa con base en la información reportada por las entidades.
 ** Se desconoce el presupuesto destinado al programa del SENA, dedicado a atención a población vulnerable.
 *** Se desconoce el número de personas atendidas a través de la ruta básica de empleo con enfoque de cierre de brechas.

21

France: Anti-market, 'reasonable' return

France: Anti-market, 'reasonable' return



France: Anti-market, 'reasonable' return



4. Nous considérons que les contrats à impact social doivent restreindre les amplitudes de gains et de pertes des apporteurs de fonds, afin d'éviter d'une part des pertes trop importantes des financeurs, et d'autre part qu'en cas de succès, la puissance publique ne soit amenée à des dépenses inconsidérées. De plus, les **contrats à impact social**, pour trouver leur place dans le

Code of ethics, iiLab, <https://iilab.fr/charte-ethique/>

Conclusion

SIBs have only a few standardized features, this is why the models vary over time and space.

Conclusion

SIBs have only a few standardized features, this is why the models vary over time and space.

**SIBs are politicized mechanisms.
Trials of implementation reveal
situated political implications of their
development.**

Thank you for your attention

Mathilde Pellizzari

mathilde.pellizzari@mines-paristech.fr



Vincenzo Buffa
PhD Candidate, Audencia Business School and
University of Angers



Celeste Brubaker
Vice President Impact, Village Enterprise

Development Impact Bond



DIB Overview

First pay-for-success financing for poverty alleviation in Africa

Total \$5.32M DIB | \$4.28M Outcome Fund

Committed investment
\$2,325,000

Impacted
95,000+
lives

Started 4,766
Businesses/
481 Savings Groups

Trained 14,100+ new
entrepreneurs (75%
women)



Financial Return



Social Return

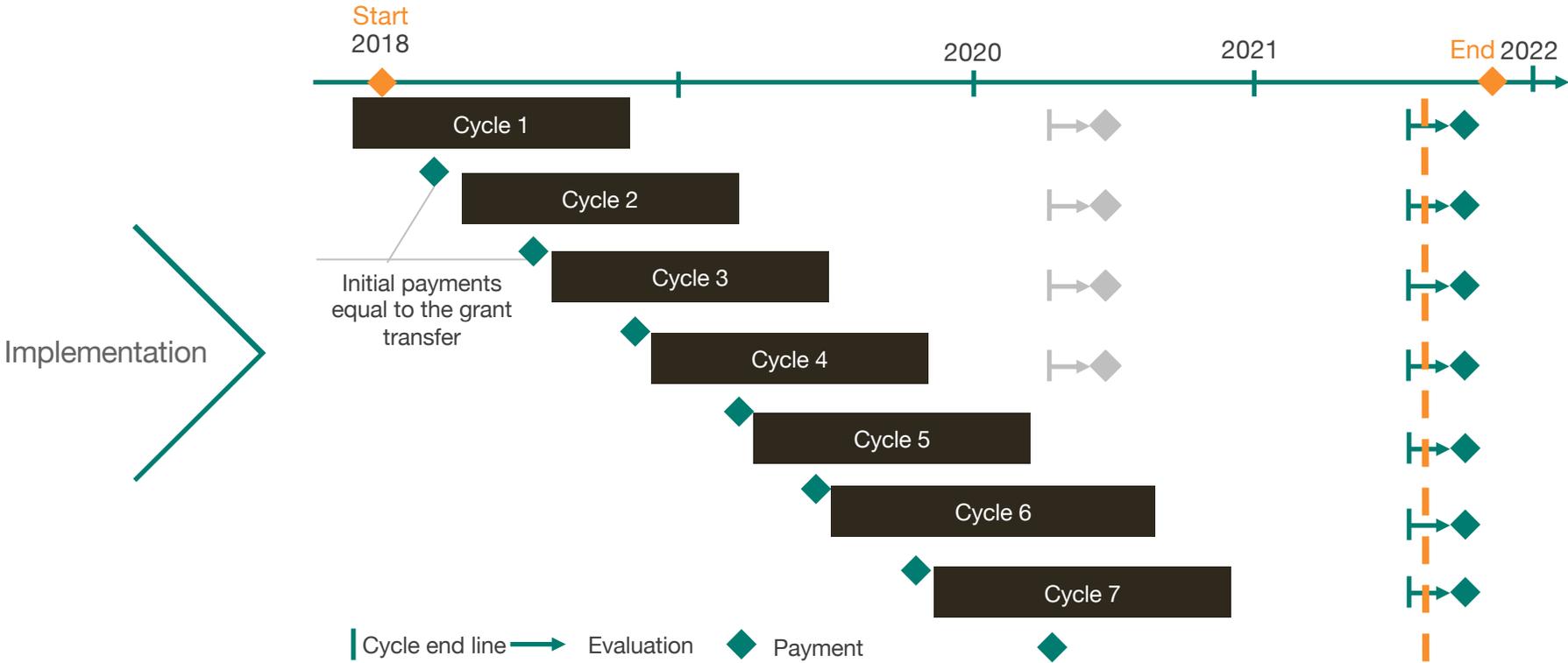


RCT Evidence



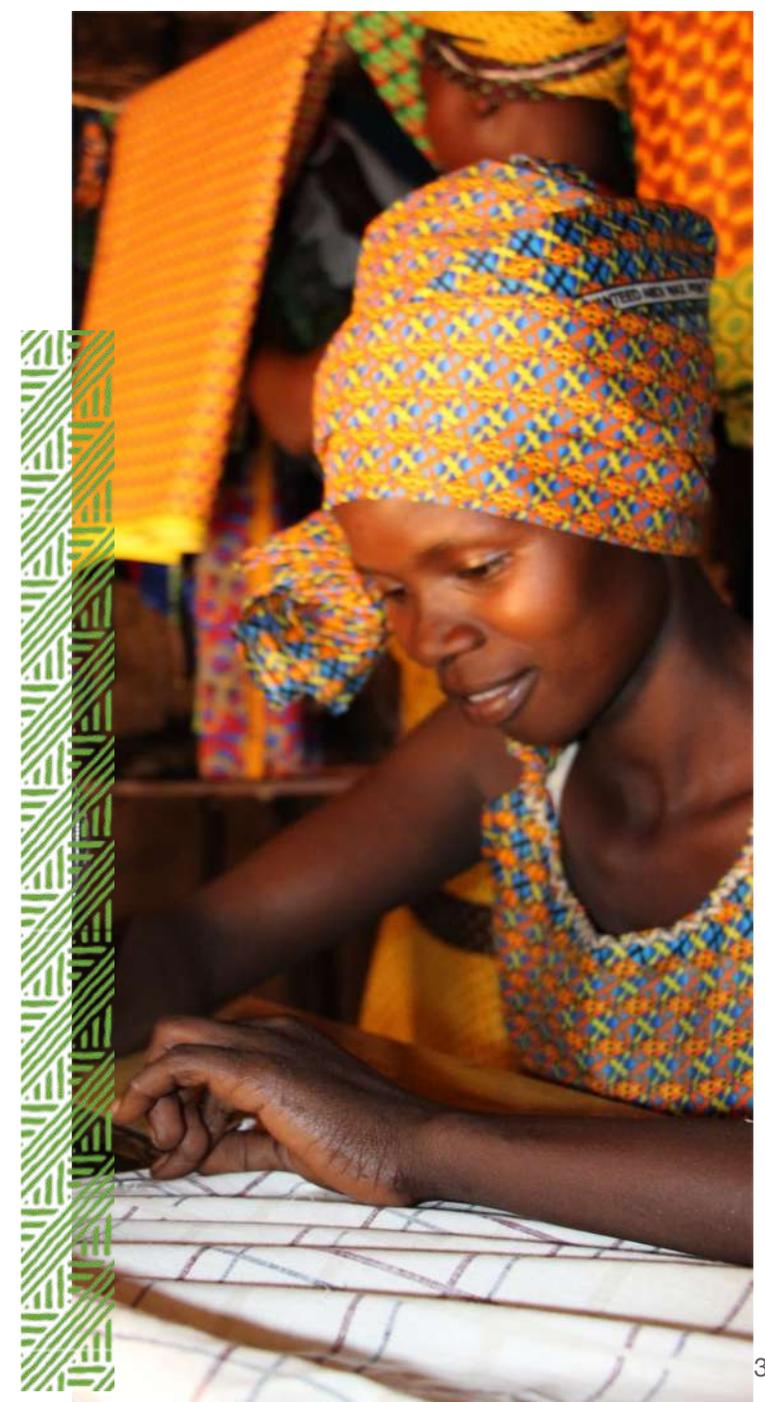
DIB Implementation

| | | | | | | | | |
|---|---------|---------|---------|---------|---------|---------|---------|-----------|
| | | | | | | | | |
| Number of businesses with low transfer | 280/279 | 380/376 | 380/377 | 380/458 | 520/556 | 520/556 | 520/554 | 2980/3156 |
| Number of businesses with high transfer | | 230/228 | 280/275 | 280/280 | 280/278 | 280/274 | 280/275 | 1630/1610 |



Reflections on the DIB Value

1. Improved program impact by focusing on outcomes and having the flexibility and incentives to innovate to achieve results.
2. Increased Village Enterprise capacity by rolling out improved systems and programming lessons to the entire organization.
3. Aligned stakeholders with program participants' welfare.
4. Increased Village Enterprise's visibility and positioning at the forefront of thought leadership in result-based financing and global poverty alleviation.



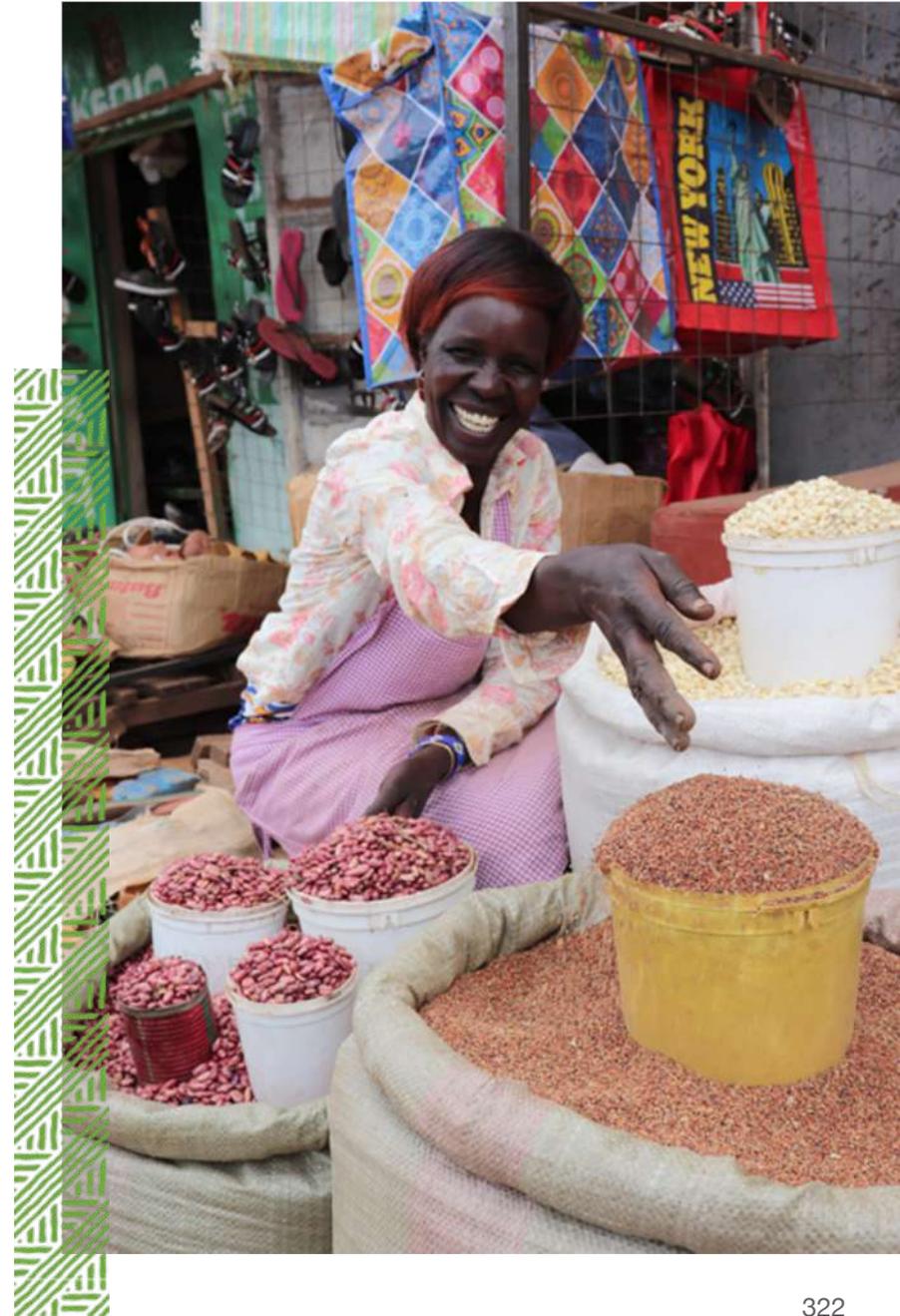
Questions?



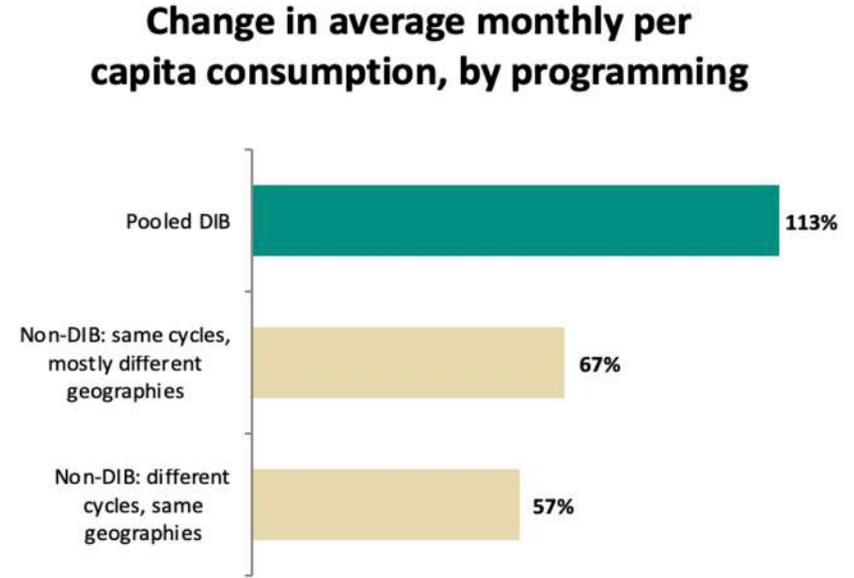
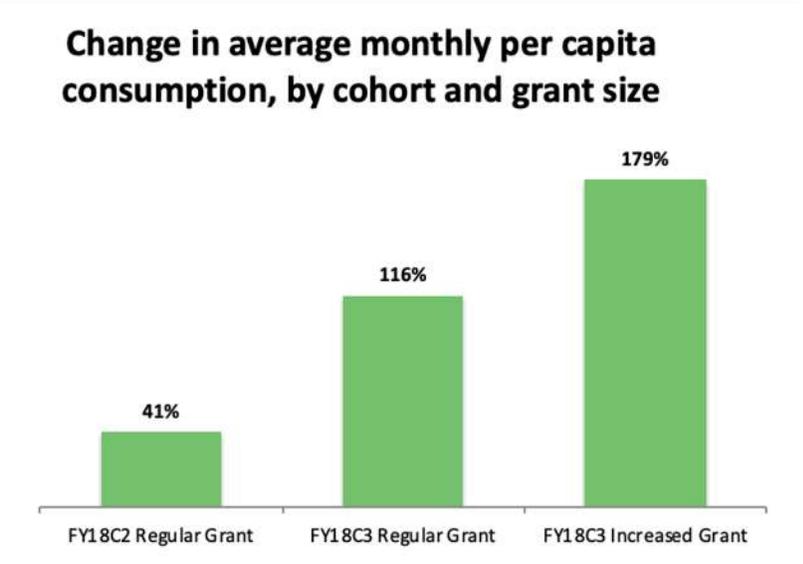
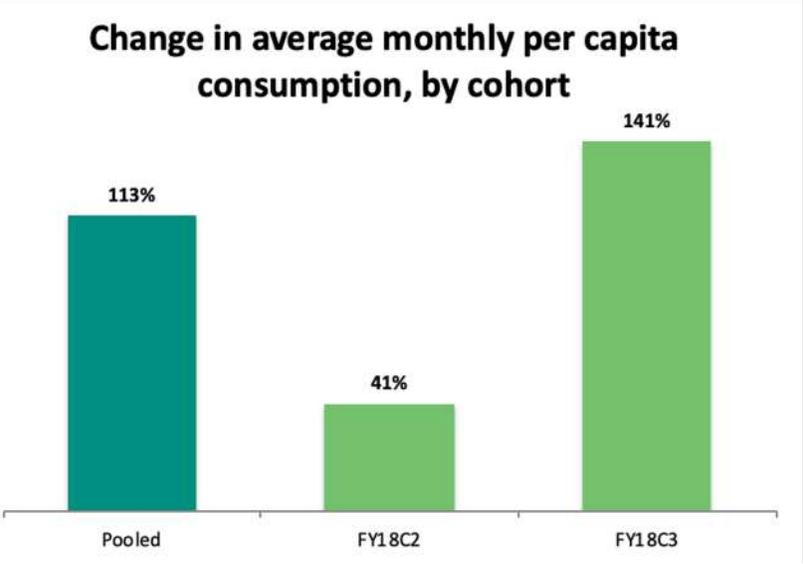
Top Lessons

Building upon the learnings from our pilot, key iterations include:

- RCT metric verification introduced evaluation risk and was not conducive to learning and iteration within the project lifecycle.
- Governance structure led to inequitable balances of power.
- Costs to set up and run the DIB were high.



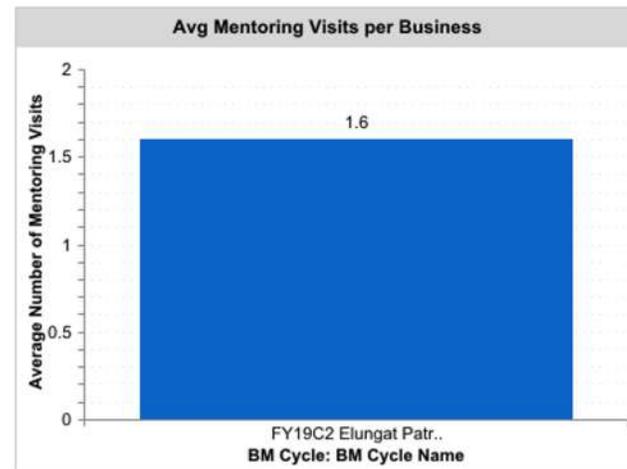
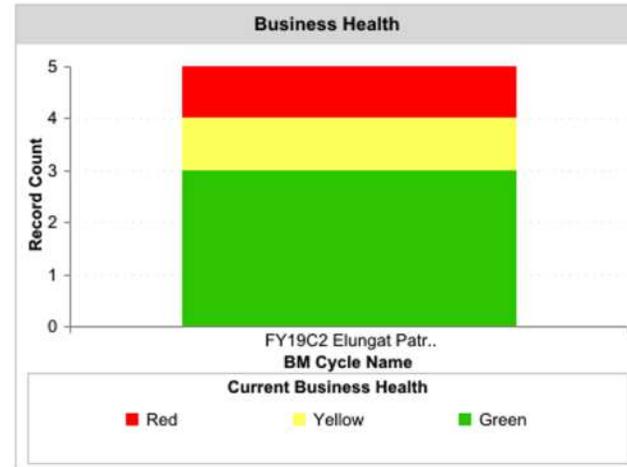
DIB Driving Impact*



*Based on internal data collected for first two cohorts in Spring 2019 (pre-Covid)

Business Mentor Dashboard Widgets

Filter By: Fiscal Year contains FY19 Cycle contains C2



| Business Group ID | Business Group Name | Village |
|--|---------------------|---------|
| BM Cycle Name: FY19C2 Elungat Patrick Ongurio (5 records) | | |
| Current Business Health: Red (1 record) | | |
| 051351 | Etijotoibakor | Ongurio |
| Current Business Health: Yellow (1 record) | | |
| 051345 | Olooba | Ongurio |
| Current Business Health: Green (3 records) | | |
| 051335 | Oboose | Ongurio |
| 051337 | Einerkaswam | Ongurio |
| 051350 | Atamata | Ongurio |
| Grand Totals (5 records) | | |



| Business Group: Business Group ID | Business Group Name | Number of Mentoring Visits |
|---|---------------------|----------------------------|
| BM Cycle: BM Cycle Name: FY19C2 Elungat Patrick Ongurio (20 records) | | |
| | | avg 2 |
| 051335 | Oboose | 2 |
| 051336 | Amorata | 3 |
| 051337 | Einerkaswam | 1 |
| 051338 | Eganganaros | 1 |
| 051339 | Aoja | 2 |
| 051340 | Teete | 1 |
| 051341 | Acoa | 2 |
| 051342 | Akorainos | 1 |
| 051343 | Aica | 2 |
| 051344 | Original | 1 |
| 051345 | Olooba | 0 |
| 051346 | Hope | 2 |
| 051347 | Ajokis | 2 |
| 051348 | Ebumainos | 1 |
| 051349 | Aminanaros Ngora | 3 |
| 051350 | Atamata | 3 |
| 051351 | Etijotoibakor | 1 |
| 051352 | Edicane | 1 |
| 051353 | Eswamataagongongu | 1 |
| 051354 | Aupainos | 2 |
| Grand Totals (20 records) | | avg 2 |





Vanessa Picker
PhD Candidate, University of Oxford





Mapping and understanding the global diffusion of social impact bonds (SIBs) over time: an analysis of Twitter data

Vanessa Picker

Department of Social Policy and Intervention, University of Oxford

10th September 2021

Objective of Twitter study

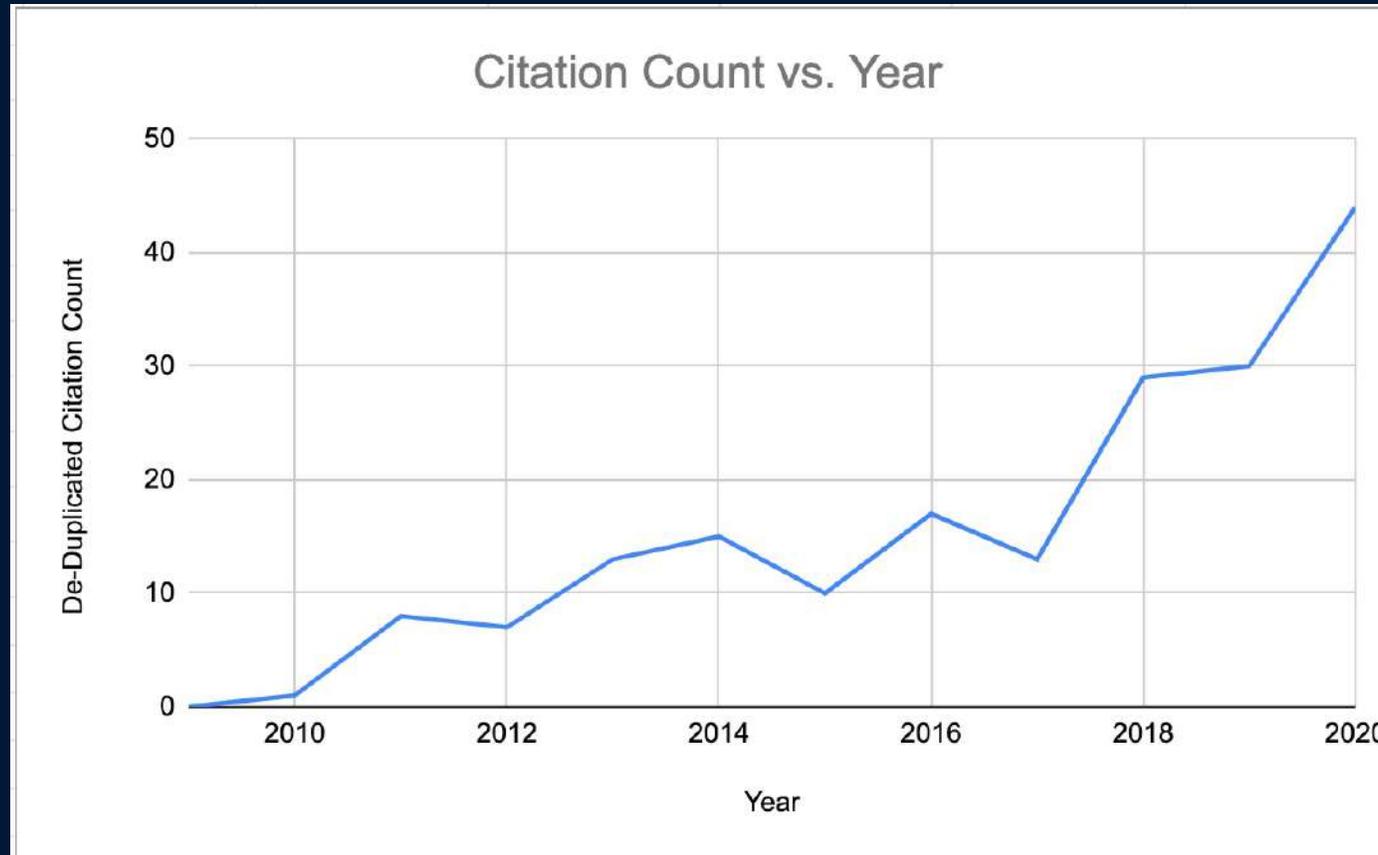
To quantitatively and qualitatively analyse the available Twitter data in order to understand how the idea of a SIB has been socially constructed, to be a legitimate reform to pursue, over time.



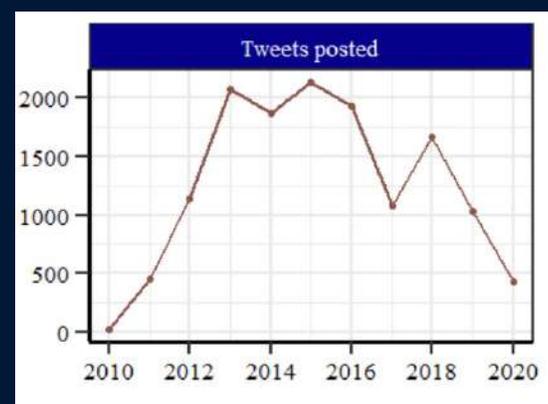
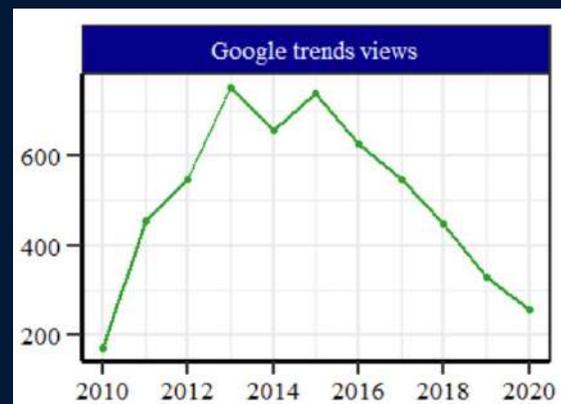
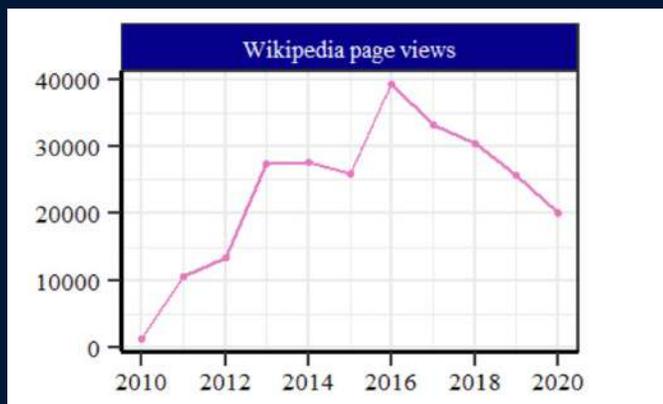
Methods used

- Dataset built using Twitter's Full Archive Search API
- Consists of all tweets posted between 2010 – 2020 that included a relevant SIB hashtag
- 13,816 Tweets in total (7,703 original, 6,113 retweets)
- Statistical analysis conducted in R (entire dataset)
- Complemented by in-depth qualitative analysis of the data (random 10% sample)
- Discourse analysis of most highly retweeted tweets (283 qualifying tweets, accounting for 2,211 retweets)

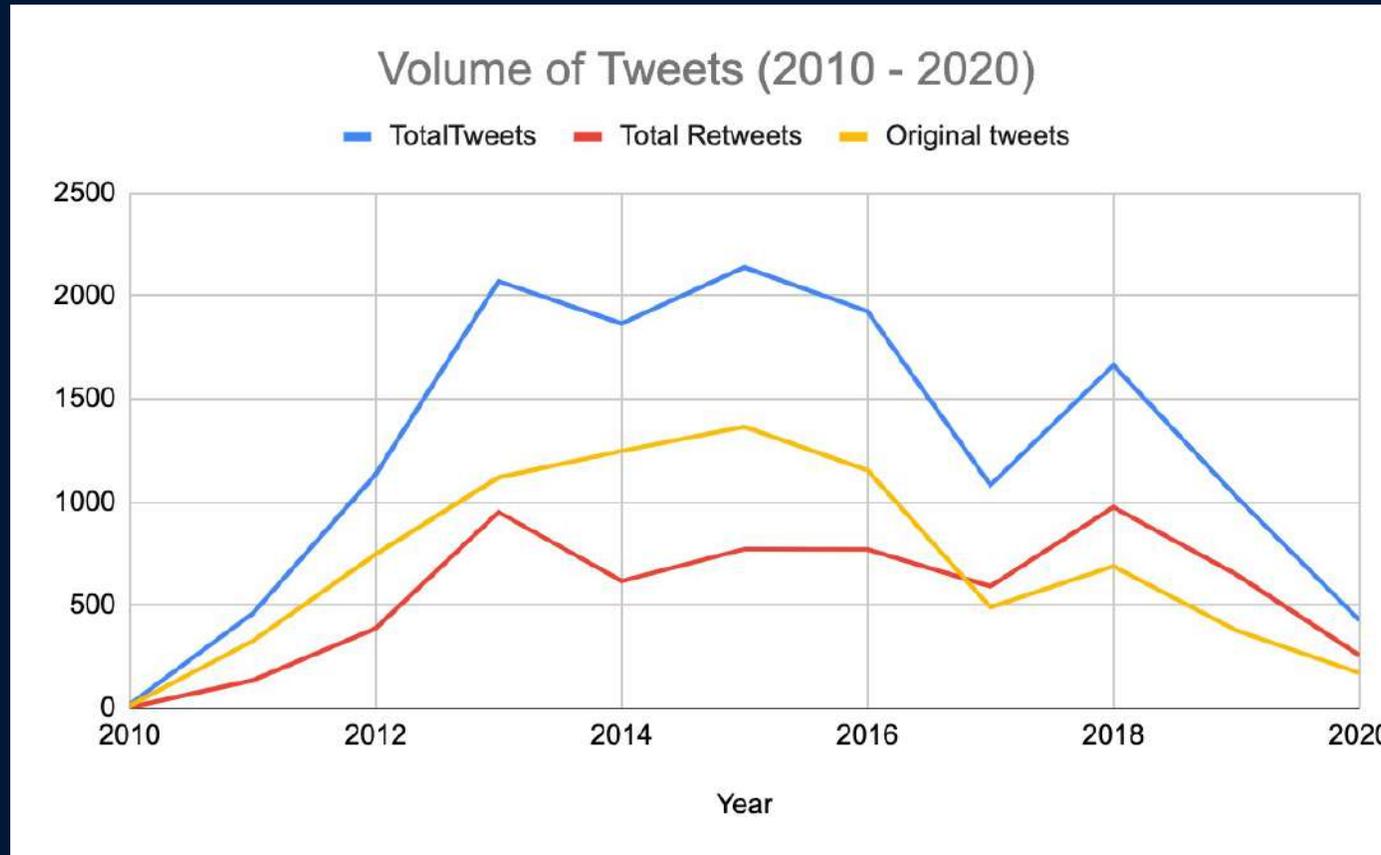
Annual citation counts have continued to grow



But other sources of data paint a different picture – and should not be overlooked



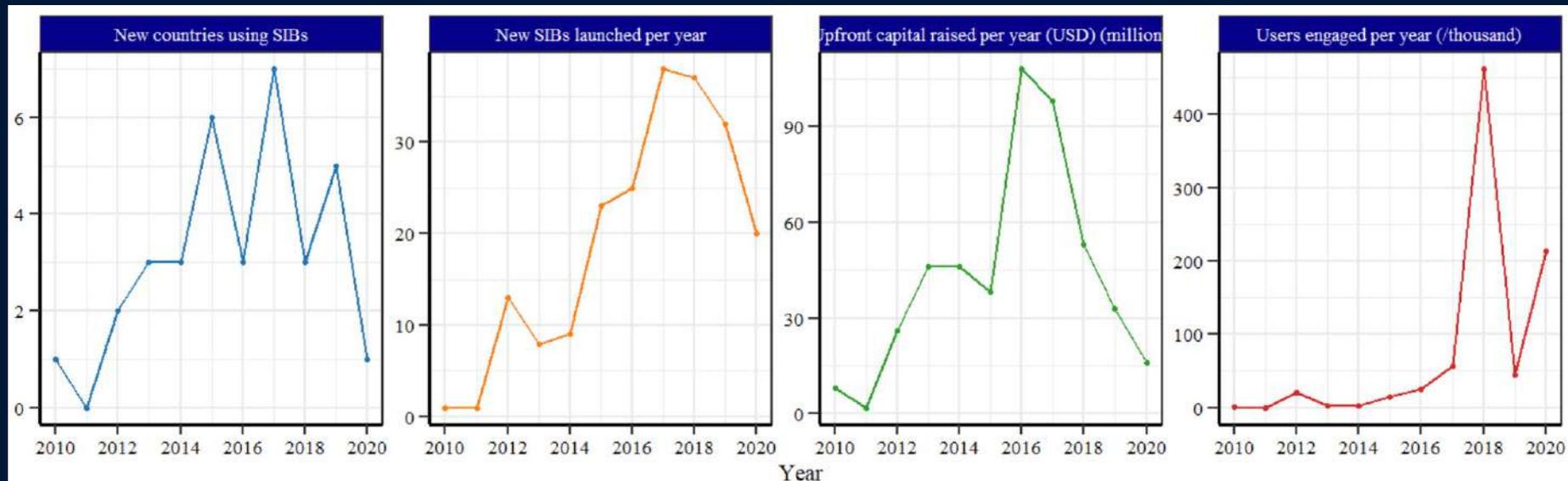
The Twitter data provide a stark example of online interest continuing to decline



What does this mean?

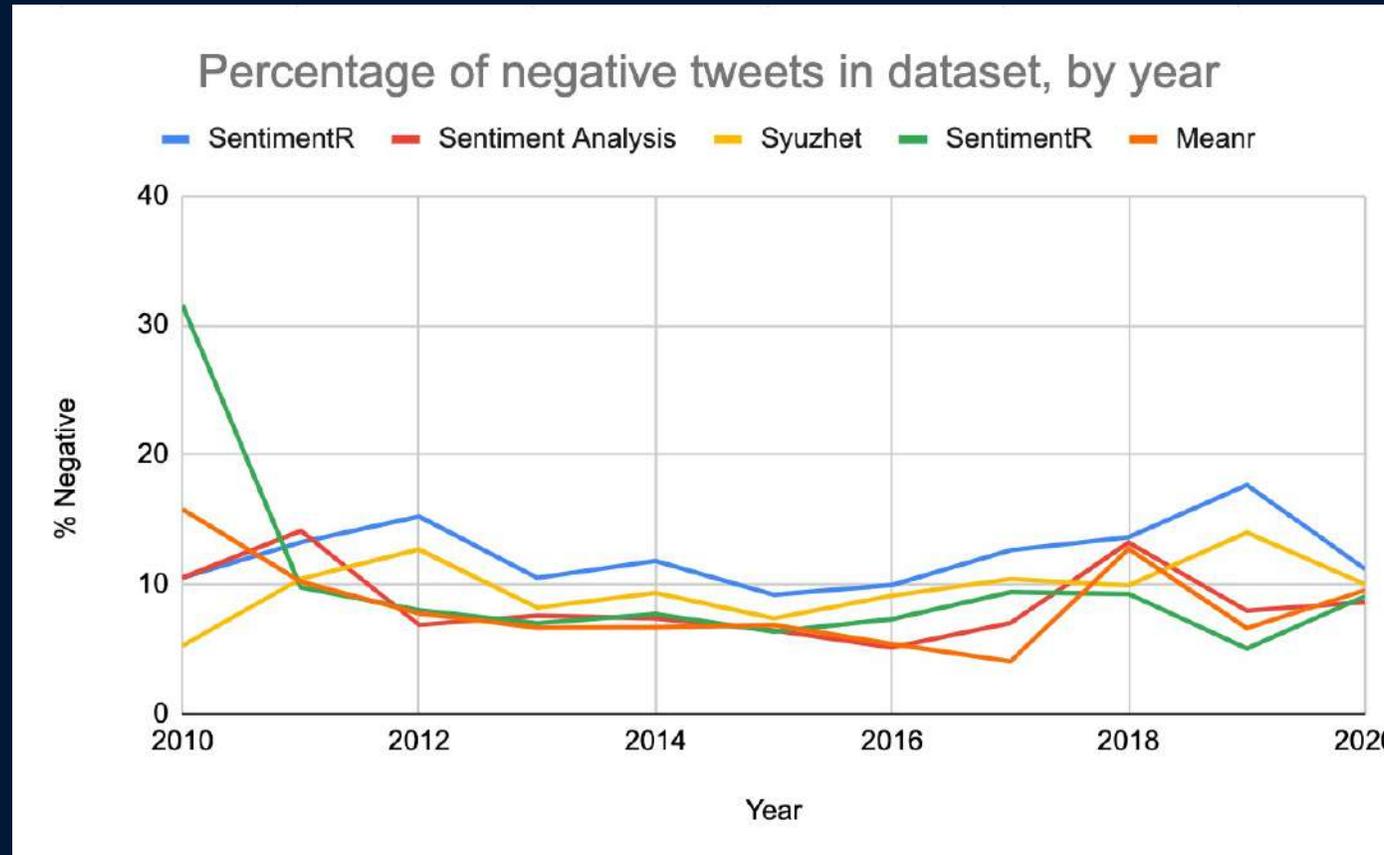
- - Has the idea has become accepted to the point that we no longer need to talk about it as much (i.e. no longer considered new)?
- - Has it been a passing 'fad' or 'fashion' which has already peaked in momentum?
- - Has there been a significant change in terminology (e.g. increased usage of terms like 'social outcomes contract' rather than SIB)?
- - Was there simply a time-lag in terms of interest from the academic community?
- - Or have comms teams changing, are less resources devoted to publicising the idea etc?

SIBs usage also appears to have been declining - has this been a passing fad/fashion?

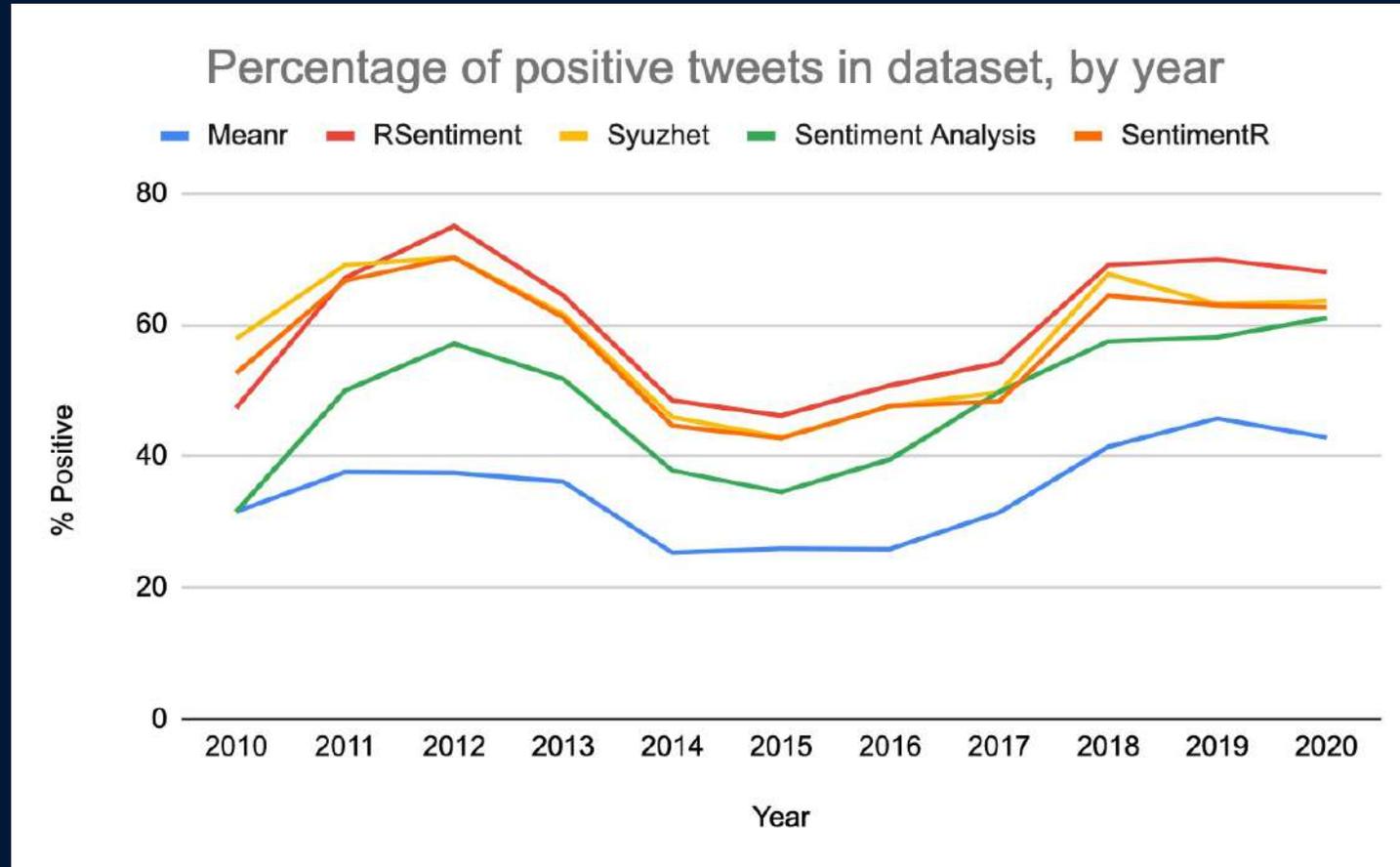


HOW HAVE SENTIMENTS CHANGED OVER TIME ON TWITTER?

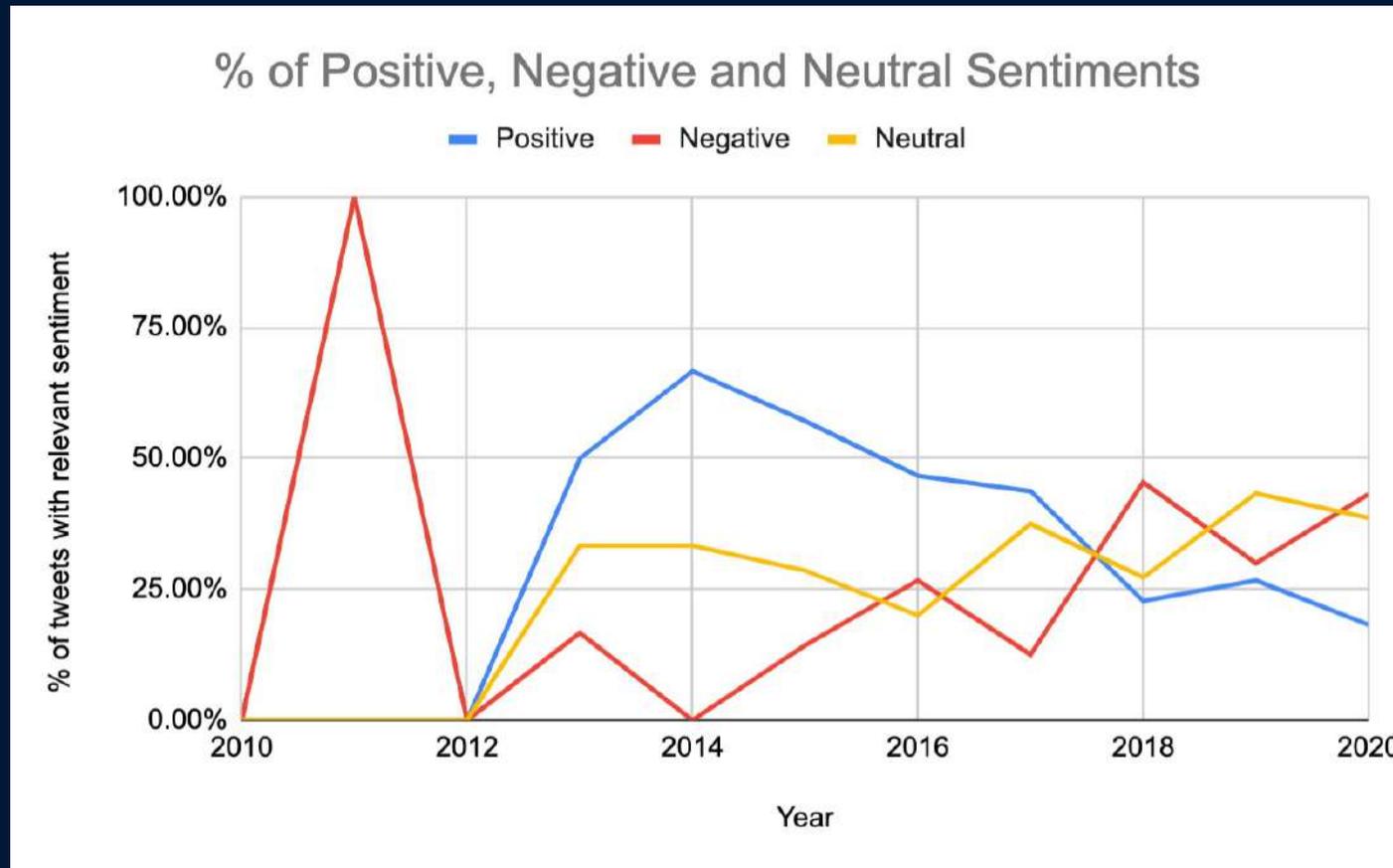
Negative tweets seem to have been drowned out, across the 10+ year period



Higher variation in classification of positives – but some general trends we can learn from



Different trends observed in the academic literature – negative sentiments increasing, positives decreasing



- As negative findings have accumulated over time in the academic literature, there has not been a growth in the tweeting of ‘it doesn’t actually work’ ... in fact, positive sentiments have been on the rise again



Have we already moved on?

- *“Like clothing and automobiles, administrative doctrines are subject to the ever-present search for new styles, fashions and fads. The search is to replace the dated style of ‘yesterday’s management’ by a new look doctrine, with accompanying special argot” (Spann, 1981, 14).*
- *“Given our culture’s fascination with change, individuals often find advantages in hooking their wagons to some rising enthusiasm” (Best, 2006,, p 92).*

WHAT HAS BEEN SHARED IN THE MOST RETWEETED TWEETS?



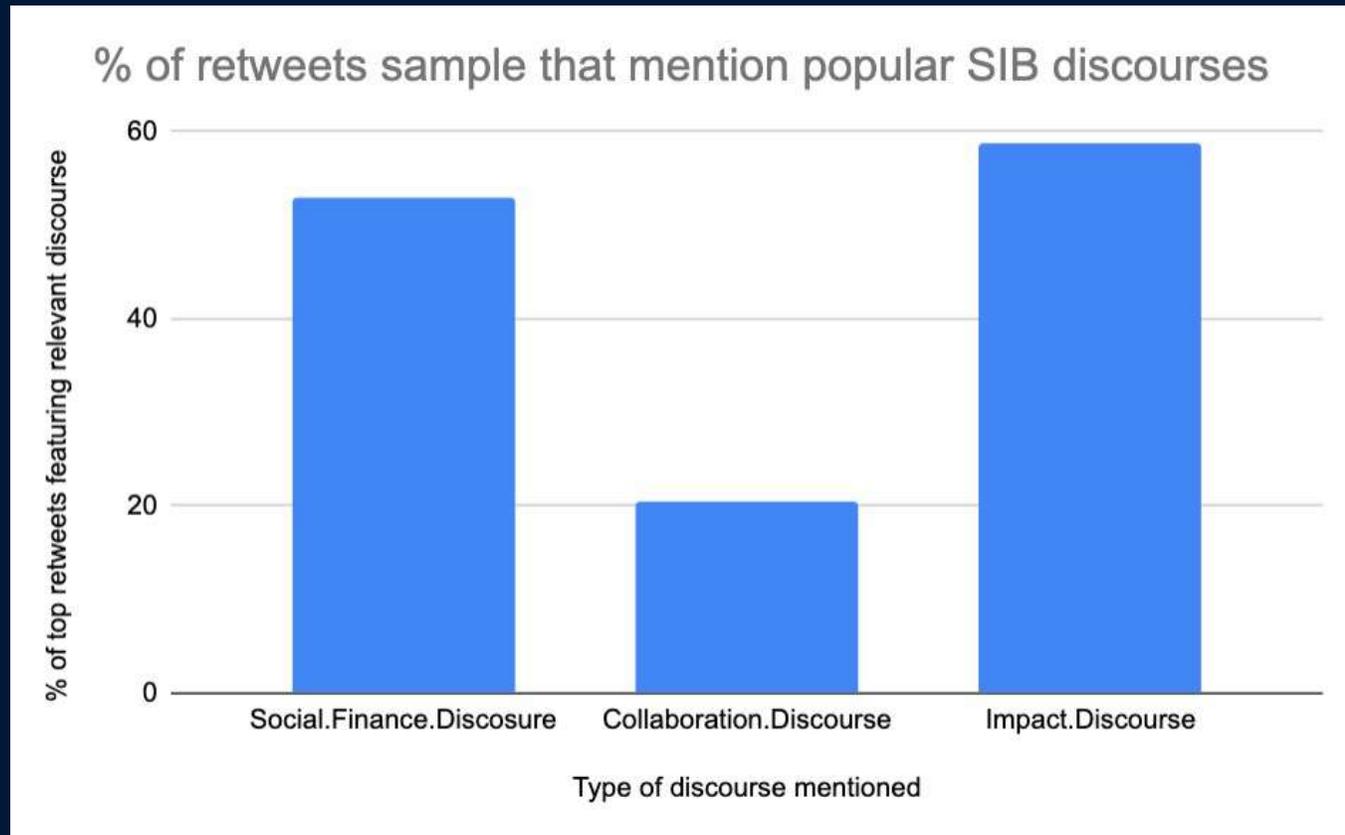
UNIVERSITY OF
OXFORD



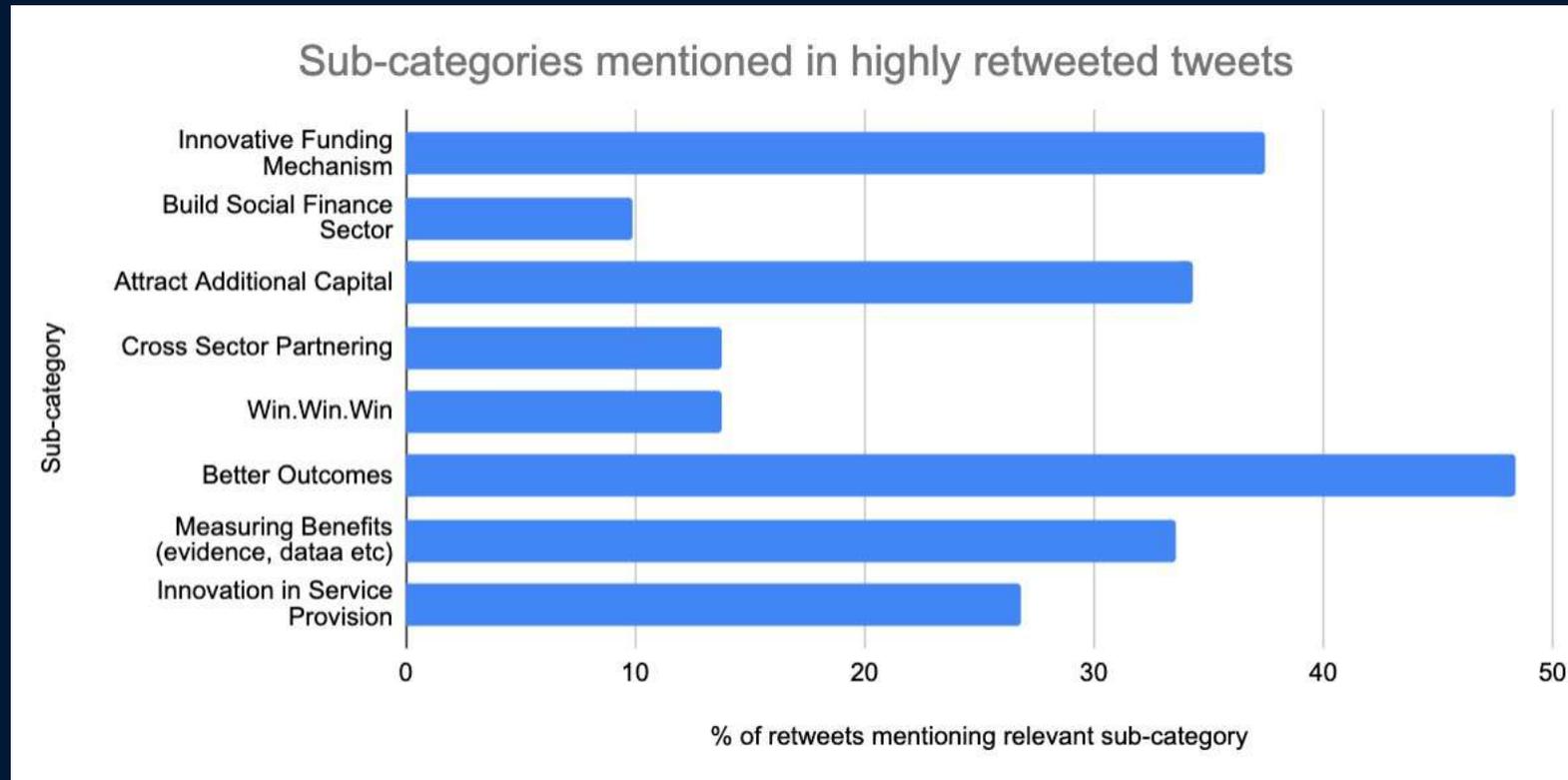
Department of Social Policy & Intervention

10 September 2021

Discourse categories from previous studies feature heavily in the top retweets



This is further demonstrated when looking at the sub-categories featured in the top retweets



Cautionary themes also emerged in the top retweets

| Number of top retweets mentioned in | Cumulative number | Theme |
|-------------------------------------|-------------------|--|
| 11 | 94 | Marketising vulnerable people |
| 10 | 66 | Profit motives prioritised |
| 6 | 35 | Excessive hype |
| 5 | 34 | Evaluation challenges (e.g. attribution issues; SIB effect unknown etc) |
| 4 | 25 | Promised benefits don't always eventuate (e.g. risk not always transferred) |
| 3 | 18 | Unintended consequences |
| 3 | 18 | Erosion of trust |
| 3 | 16 | Evaluation and practical challenges (high cost etc) need to be bridged |
| 2 | 15 | Not a new innovation |
| 2 | 14 | Power dynamics (investors wielding excessive power and using to their advantage) |

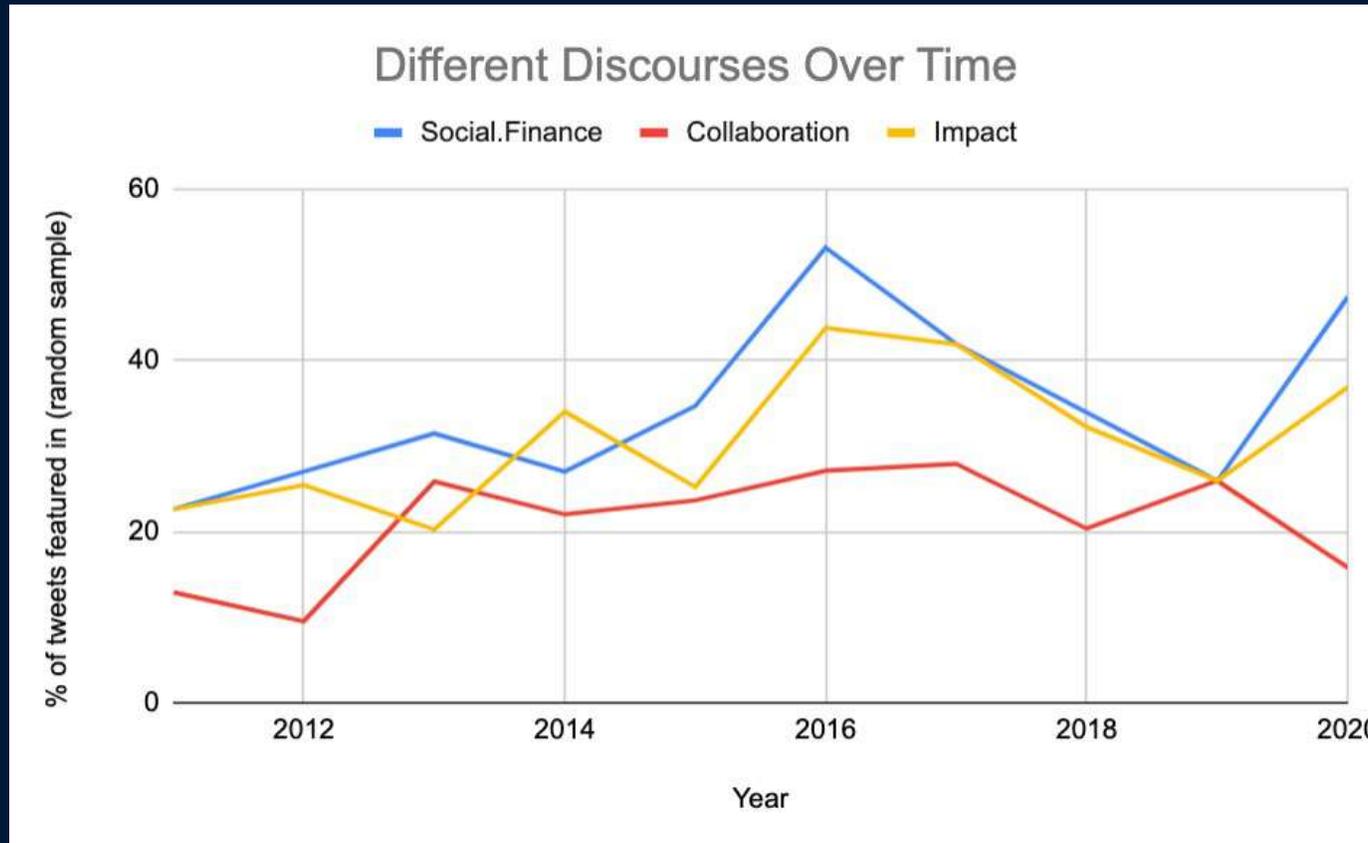
Robust academic studies and impact evaluations are rarely mentioned in the top retweets

| Publication Type | Number of top retweets mentioned in (/283) | % of top retweets mentioned in | Cumulative number (/2211) | Cumulative % |
|---------------------|--|--------------------------------|---------------------------|--------------|
| Practitioner report | 31 | 10.95% | 198 | 8.96% |
| Evaluation report | 15 | 5.30% | 110 | 4.98% |
| Journal article | 9 | 3.18% | 54 | 2.44% |
| Government report | 5 | 1.77% | 33 | 1.49% |
| Book | 2 | 0.71% | 20 | 0.90% |

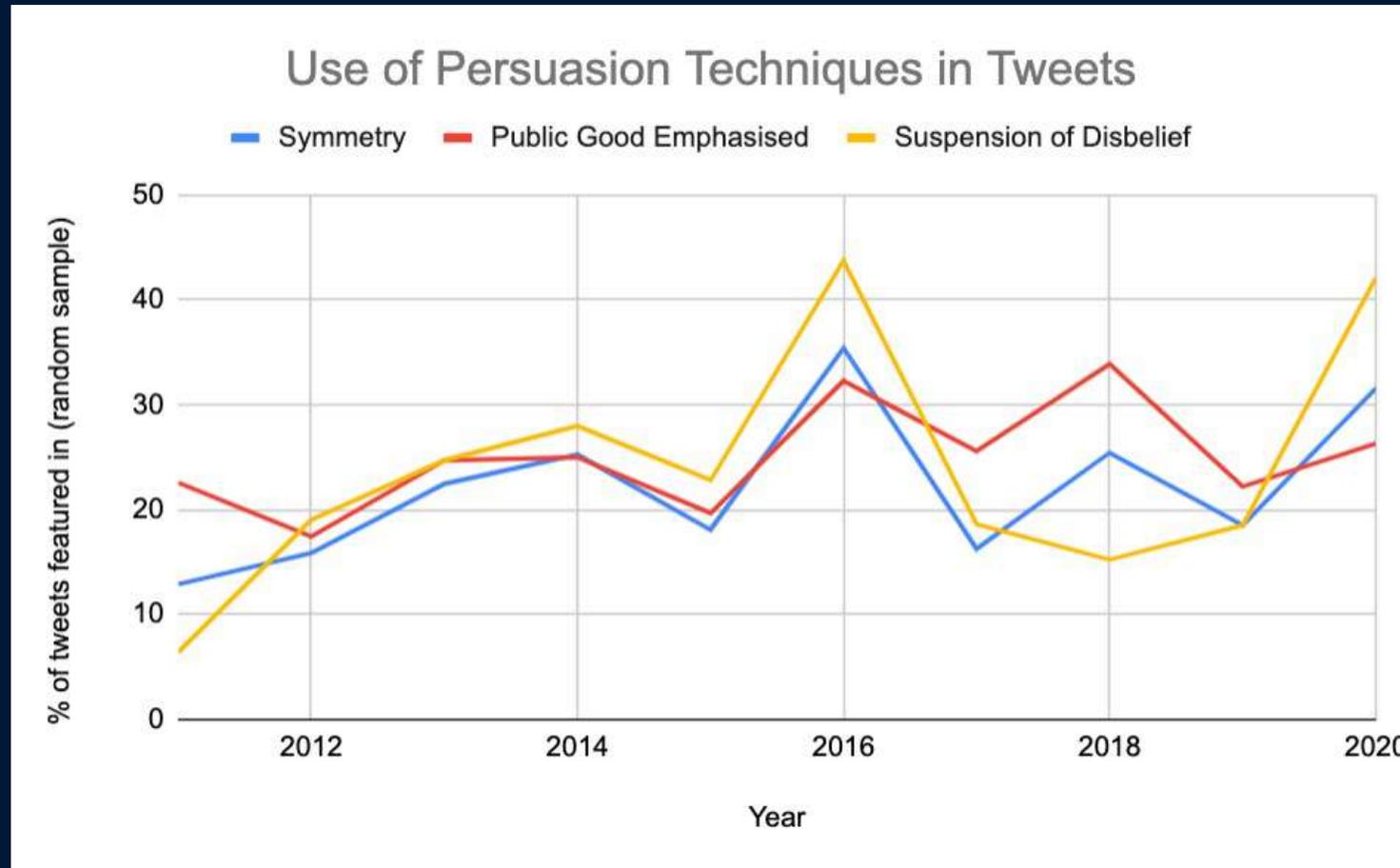
And the 'events' mentioned suggest we set things up with great enthusiasm and don't look at the results

| Category | Number of top retweets mentioned in (/283) | % of top retweets mentioned in | Cumulative number retweets mentioned in(/2211) | Cumulative % |
|---|--|--------------------------------|--|--------------|
| Launch of a SIB | 41 | 14.49% | 321 | 14.52% |
| Public event - conference, roundtable, workshop etc | 44 | 15.55% | 303 | 13.70% |
| Grey literature released | 39 | 13.78% | 265 | 11.99% |
| Announcements about other enabling factors (e.g. pass of legislation) | 15 | 5.30% | 88 | 3.98% |
| Results announced (all) | 12 | 4.24% | 86 | 3.89% |
| Announcements regarding SIBs videos, documentary etc | 15 | 5.30% | 85 | 3.84% |
| Launch of SIBs Fund or SIBs Fund update | 9 | 3.18% | 70 | 3.17% |
| Academic research released | 7 | 2.47% | 40 | 1.81% |
| Meetings between stakeholders re SIBs | 6 | 2.12% | 38 | 1.72% |
| Results announced (impact evaluations only) | 2 | 0.71% | 15 | 0.68% |
| Public awards | 2 | 0.71% | 10 | 0.45% |
| Other procurement updates | 2 | 0.71% | 10 | 0.45% |

Social finance and impact discourses also dominated the random sample – plotted over time



But it's not just narratives that have shifted over time ...



STUDY STRENGTHS, LIMITATIONS & OPPORTUNITIES



Strengths

1. First SIBs focused study to use social media data
2. Large dataset compared to existing studies in this field
3. Enables comparison of sentiments, topics discussed etc over time
4. Allows for the application of novel data analysis methods
5. Builds on previous methods (e.g. citation tracking) that may provide misleading insights
6. Makes full use of available online social media data

Limitations

1. SIB tweets that did not use relevant hashtag would not have been included in dataset
2. Data for 2021 not currently included and impact of COVID-19 not accounted for
3. Manually coded sentiments not double screened & variation in results from pre-built packages
4. 280-character limit, sometimes broken links, limited detail
5. Well-documented biases (especially selection bias) from Twitter data, possible bots etc

Possible future studies

- Further refinement of sentiment classification models, to account for nuances of this field (training a model with larger sample of manually coded tweets, ideally double coded)
- Comparison of Twitter data sentiments with other online data sources (e.g. Reddit)
- Network analysis of Twitter data
- Regression models that combine online data with INDIGO data (e.g. looking at whether Twitter 'noise' has impacted SIBs uptake)

- *“Administration, like religion and politics, is a field marked by multiple and competing doctrines about the road to salvation.*
- *What counts as heresy and what as orthodoxy is variable and problematic.*
 - *The supersession of one ruling doctrine by another occurs through a rhetorical process, not by the marshalling of incontrovertible evidence from exhaustive examination of data.”*
- *(Hood, 1991, xi)*



Thank you

Email: vanessa.picker@spi.ox.ac.uk



Our speakers



Celeste Brubaker
Village Enterprise



Mathilde Pellizzari
FAIR (ex-iiLab) &
Centre de Sociologie de
l'Innovation, Mines
ParisTech



Vincenzo Buffa
Audencia Business
School and
University of
Angers



Vanessa Picker
University of Oxford



Richard Johnson
GO Lab Visiting
Fellow of Practice



GOVERNMENT OUTCOMES LAB

Break

In-person: Join us in the Inamori Forum

Zoom: Stay on Zoom for informal discussions in breakout groups

COMING UP NEXT: Big Picture Session

Using public procurement to build back better?

15.45 BST



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GOVERNMENT
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Outcomes for institutional reform

Chair: Giulio Pasi, European Commission



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Social Outcomes Conference

Deep Dive: Outcomes for Institutional Reform

Chaired by Giulio Pasi, European Commission

10 September 13:30 - 15:00 BST

Speakers



Giulio Pasi
European
Commission



Rama Iyer
WPP India CSR
Foundation



Avnish
Gungadurdoss
Instiglio



Qazi Muhammad
Zulfurnain Ul Haq
Habib University
Karachi



Max French
Newcastle Business
School, Northumbria
University



Javier Fuenzalida
Blavatnik School of
Government,
Oxford University

In this deep dive session we'll be joined by an international panel to discuss how outcomes-based approaches perform in situations of complexity and unpredictability. Find out more: <https://golab.bsg.ox.ac.uk/soc21>



SCAN ME



#SOC21

Welcome to SOC21

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- Do use the Zoom chat to introduce yourselves and to share your thoughts and questions; on Zoom, make sure we can see your name & organization
- After the panel discussion we will welcome audience questions - please share your questions in the chat or raise your hand (virtually or in-person)
- All sessions will be recorded and shared on the GO Lab website
- GO Lab team is ready to help you both online and in-person



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Panel discussion

MAIN THEMES

- The role of theories-of-change
- Intentionality and motivation
- Path dependency and goal mis-alignment
- Reform at the front-line

Chair and panellists



Giulio Pasi
European
Commission



Rama Iyer
WPP India CSR
Foundation



Avnish Gungadurdoss
Instiglio



**Qazi Muhammad
Zulqurnain Ul Haq**
Habib University
Karachi



Max French
Newcastle Business
School, Northumbria
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Blavatnik School of
Government, Oxford
University

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COMING UP NEXT: Big Picture -
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SOC21 Deep Dive

The Integration of the User Voice in Outcomes-Based Contracts and beyond

10 Sept 2021 (Day 2) 13:30-15:00 British Summer Time



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Welcome to “The integration of the User Voice in OBC and beyond”



13:30 Welcome by chair (Tim Reddel, University of Queensland)

13:40 Introductory presentations by the panel:

Hilary Olson and Mila Lukic , PhD Candidate and Research Assistant at Sol Price Center for Social Innovation, University of Southern California; Co-founder and CEO, Bridges Outcomes Partnerships

Victoria Jones, Programme Director, Norfolk Carers Partnership

Tapiwa Munthali, Technical Coordinator, CARE International Malawi

Jen Warner and Steve Hindle, Social Impact Investing Consultant; Social Impact Bond Performance Manager, The Elton John AIDS Foundation

14:00 Panel discussion

14:30 Audience questions and comments

14:50 Round-up and close

Admin!



Please display your name on your Zoom window if possible.



Please keep your microphone muted except when invited to speak. You may have your video on or off.



Please use the Chat to type questions or to indicate that you would like to ask a question – the moderators will collate the questions and participants for the Q&A). Please also use the Chat to raise any technical issues. In-person questions will be taken in the Q&A by the offline room captain.



This session is being recorded and will be available online.



Feel free to Tweet using our handle @golaboxford with the hashtag #SOC21.

“The integration of the User Voice in OBC and beyond”



13:30 Welcome by chair (Tim Reddel, University of Queensland)

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Co-Creation and Strengths-Based Working in Social Outcome Contracts: New Ways to Create Socially Innovative Solutions to Pressing Social Needs?

Hilary Olson, Mila Lukic, Gary Painter, and Rob Murdoch

Social Outcomes Conference

The Integration of the User Voice in Outcomes-Based Contracts and Beyond

September 10, 2021

Case Studies (Fox et al., forthcoming)

Research Question: In what ways can co-creation and strengths-based services facilitate early-stage innovation within SIBs?

Methods: Case studies of 4 UK SIBs managed by Bridges, including semi-structured interviews with program stakeholders and documentation review

Findings

- Strengths-based working used in all SIBs, but user voice incorporated more through co-production/personalization than throughout all SIB stages
- Early-stage innovation via on-the-ground adaptation by front-line workers and pilot testing approaches to address larger system gaps/barriers
- SIBs design should include service provider autonomy, individualized rate cards, and flexible funding

Research was completed in the following four projects



Community we work with:

Strength based support for young people who are homeless and not in employment, education or training.



Community we work with:

Individuals with multiple and complex histories, leading to experiences of entrenched homelessness and rough sleeping



Community we work with:

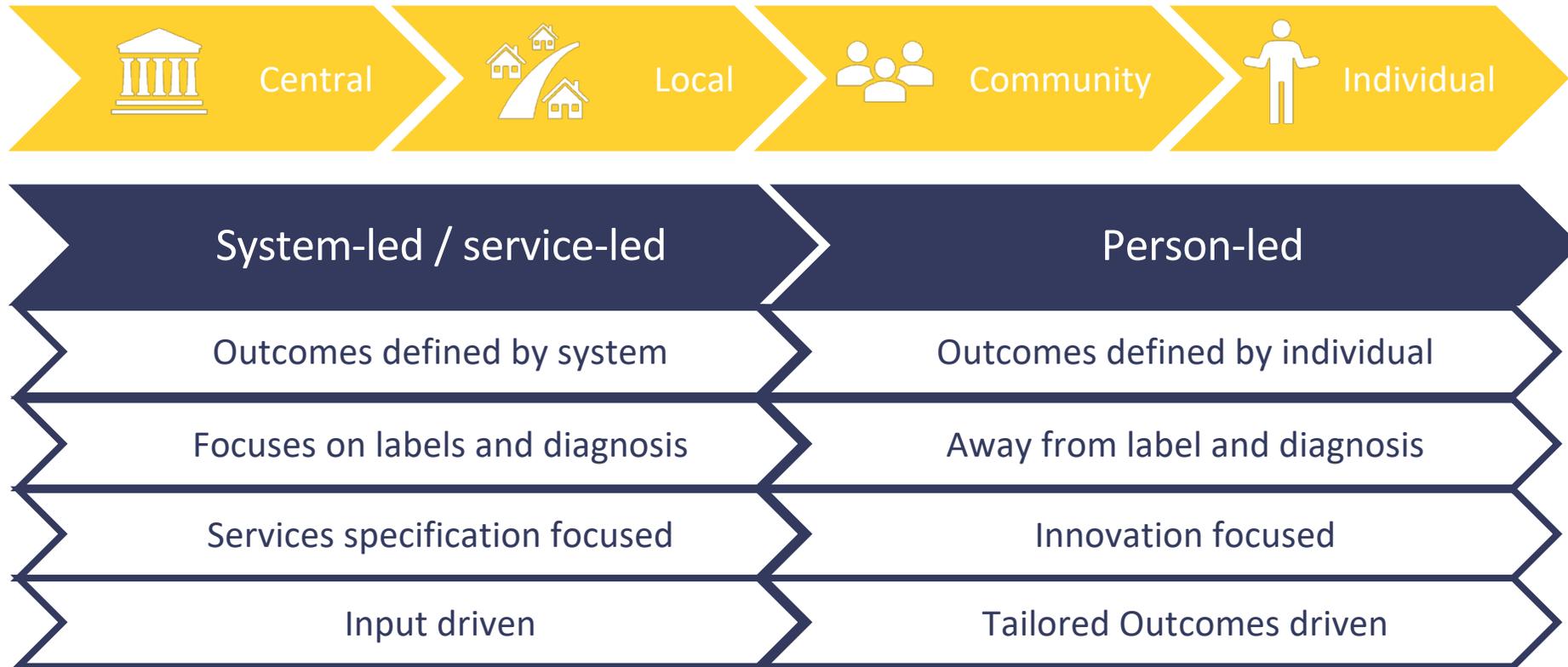
Empower and enable individuals to sustain their home, return to employment or education and achieve independence



Community we work with:

Supporting adults with long-term health conditions in North East Lincolnshire

These projects aim to create a space to be flexible, innovative, imaginative and truly person-centred 7



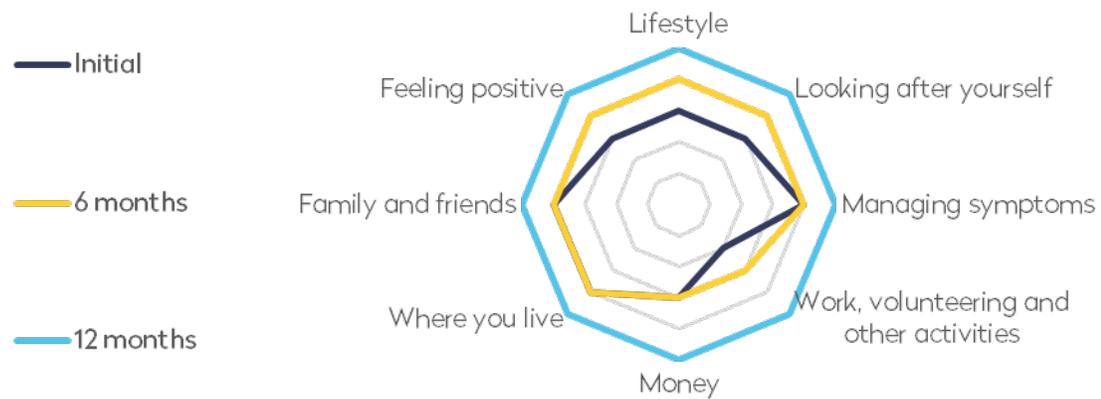
How it started



How it is going



Impact

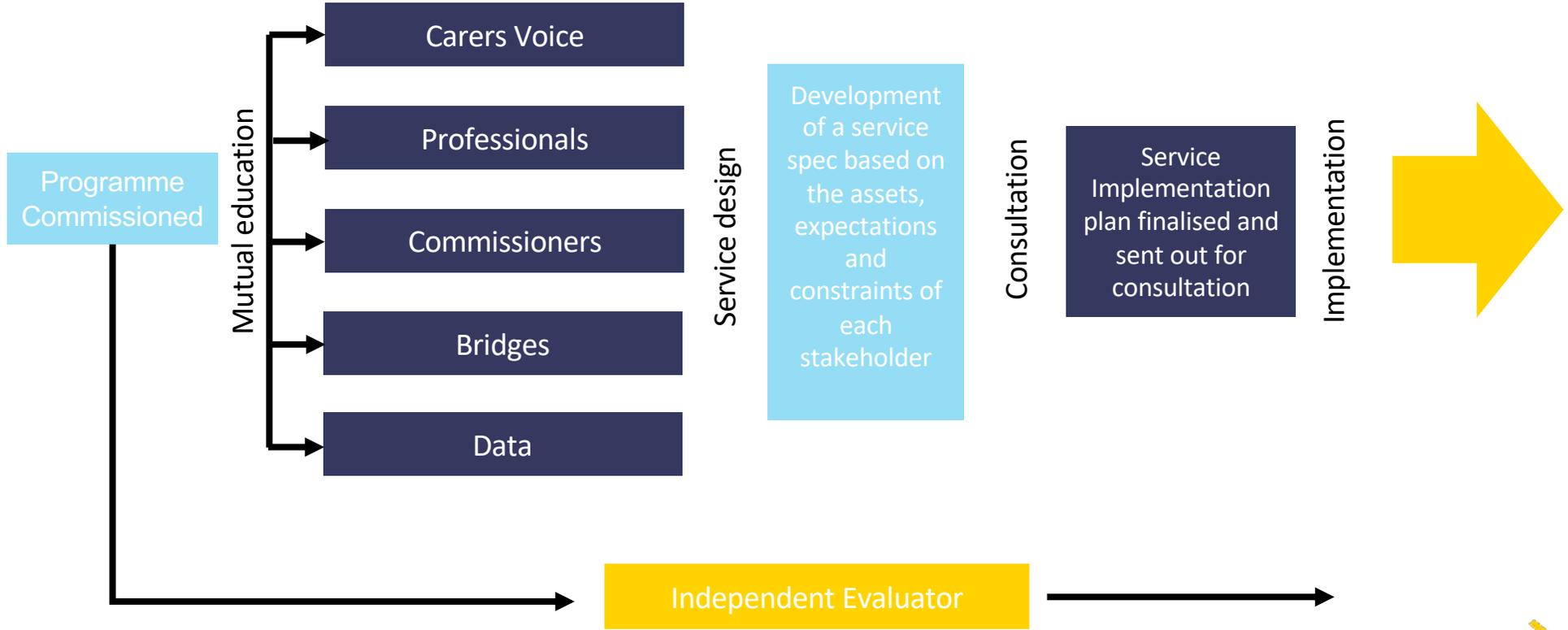


PERU Policy Evaluation
& Research Unit

USC Price
Sol Price School of Public Policy

 **BRIDGES**
OUTCOMES
PARTNERSHIPS

| COLLABORATIVE DESIGN The Beginning | | | |
|--|---|--|--|
| Involve the local community in service design (and delivery) | Co-create services with those who actually experience or deliver them | Bring different departments together to enable more 'joined-up' services | From contractors to partners: a new kind of relationship |



COLLABORATIVE DESIGN

The present

| | | | |
|---|--|---|---|
| Involve the local community in service design (and delivery) | Co-create services with those who actually experience or deliver them | Bring different departments together to enable more 'joined-up' services | From contractors to partners: a new kind of relationship |
|---|--|---|---|



COLLABORATIVE DESIGN

The present

Equality

- Looking at the assets of each participant and valuing them equally, sharing these asset with all stakeholders
- Developed guidelines for Coproduction
- Building close working relationships

Diversity

- Looking at current representation and developing a strategy to target underrepresented groups
- Identifying barriers to participation and replicating examples of good practice
- Educating existing participants about the importance of diversity
- Improved data capture to monitor diversity

Accessibility

- Widening the reach through improved channel planning, catering for those with different needs
- Reducing the exclusivity of existing Coproduction Structure through widening participation opportunities by deconstructing the 'exclusive club' and isomorphism
- Removing the barriers to participation (technology, timing, structure & format)

Reciprocity

- Closing the feedback loop, tracking the flow of information (Tracker/actions/ownership)
- Developing understanding through shared learning (Ongoing developmental workshops)
- Setting clear parameters and managing expectations through appropriate information sharing (Request for input forms/guidelines)



Youth Led Accountability: How young people in Malawi are supporting government accountability in COVID-19 using the Community Score Card.

September 2021

Community Score Card

What is the community score card?

When is it used?

Social Accountability during the pandemic

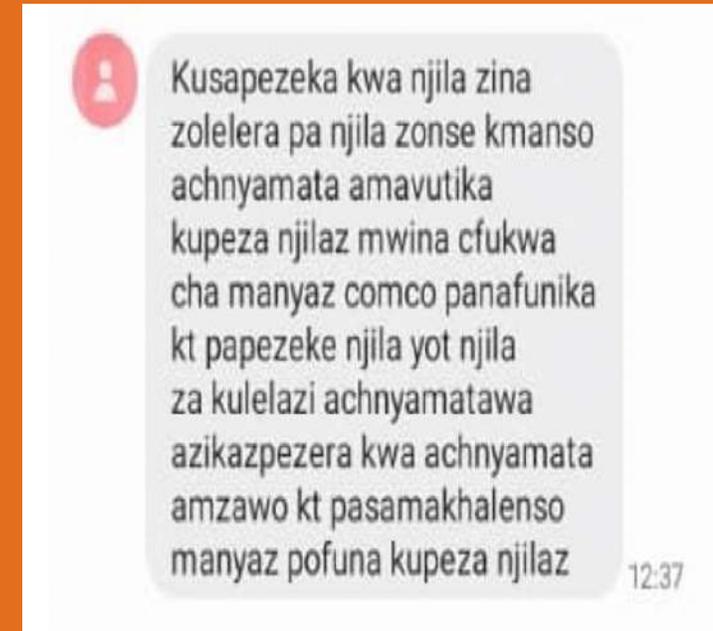
How is it used?

Youth led social accountability

Remote CSC

Remote Community Score Card (COVID-19 Adaptation):

- Creation of a **USSD platform** that allowed users to participate in CSC processes via SMS
- **Stakeholder groups** (women, men, youth, community leaders) + service providers provided real-time feedback on health and COVID services via SMS
- Mobilized partners (esp. youth advocates) to reach out to their peers and invite them in effectively **expanding the dialogue**
- Synthesized feedback and organized **call-in radio dialogues** between community members, frontline service providers and district health officials – aired nationwide



Highlighting user voice and the results

- The CSC helped over 600 health workers influence high level decisions affecting approximately 400 thousand people
- Increased family planning budget instead of decreasing it
- Real-time sharing of data
- Connecting the local to national level policy, decision making and budgeting
- Launch of PPE distribution
- Digital CSC enabled connection of 73 community representatives in a rigorous discussions in Ntcheu, Malawi to connect to their local government to express concerns and build a bridge even when they couldn't get there in person

THANK YOU





ELTON JOHN
AIDS FOUNDATION

THE ZERO HIV SOCIAL IMPACT BOND (SIB)

IN COLLABORATION WITH



DETAILED ETHNOGRAPHY PROVIDED FOUNDATION FOR SIB

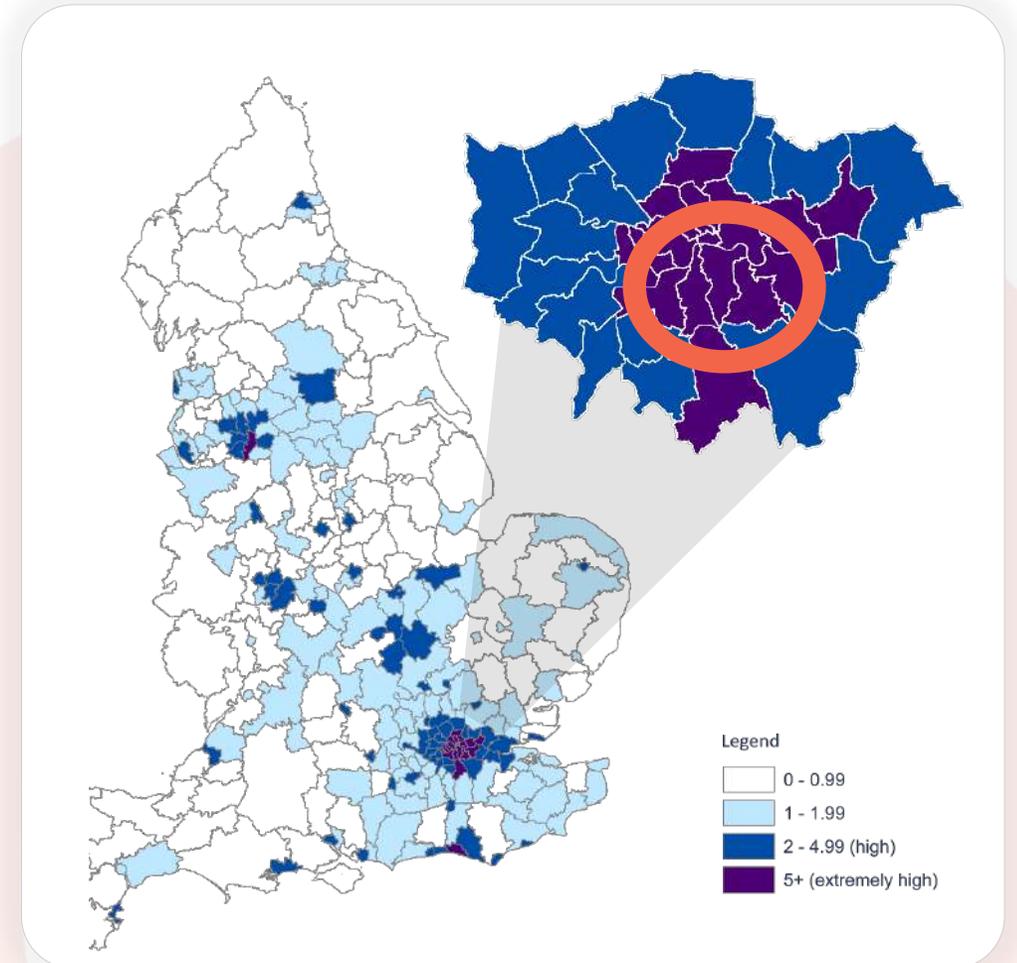
Addressing HIV in the UK is a **longstanding priority** for our Foundation.

In the early 2010s, we **saw stagnation in reduction of HIV**, with late diagnosis rates remaining high.

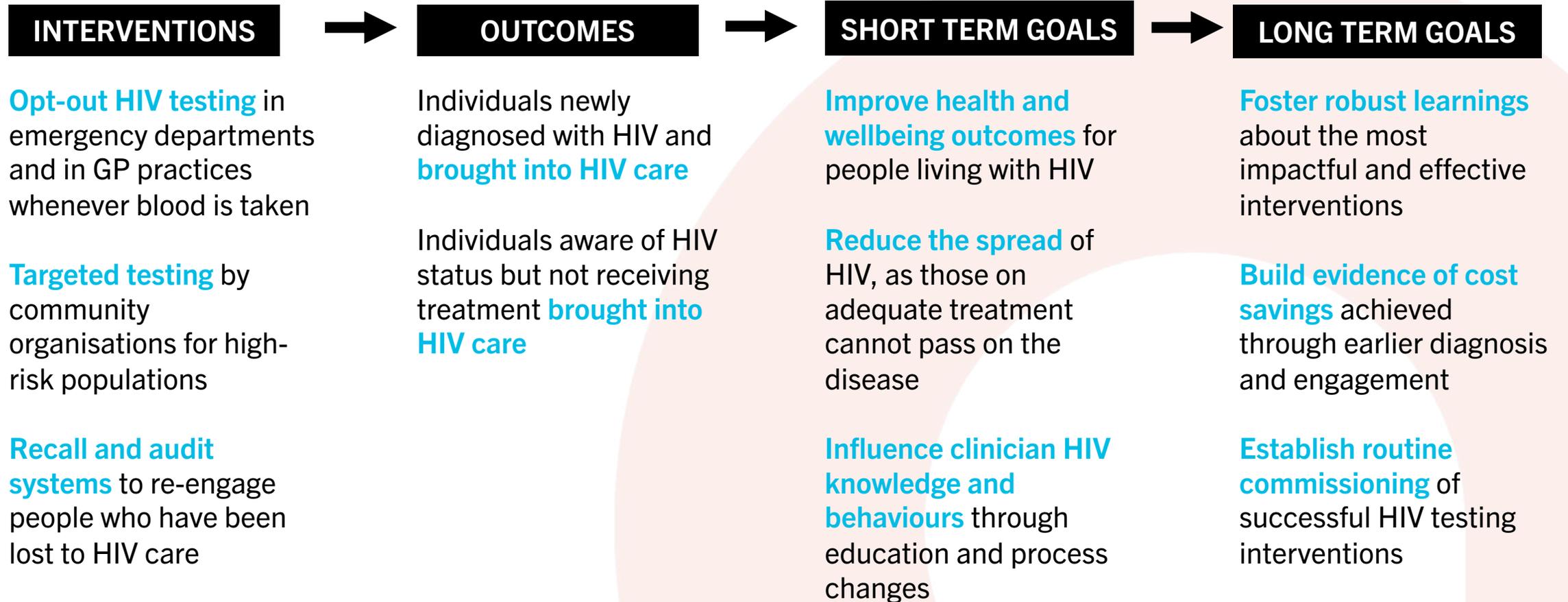
To reach individuals being left behind, we conducted an **ethnographical study** of undiagnosed individuals living in living in three London boroughs with extremely high HIV prevalence: **Lambeth, Southwark and Lewisham**.

We learned that reaching that population would include:

- **Universal testing** in acute and primary care, and
- **Targeted testing** through community groups for **high-risk populations**



THEORY OF CHANGE BUILT UPON ETHNOGRAPHIC FINDINGS, LINKING INTERVENTIONS TO IMPACT



USER VOICES HAVE INFORMED PROGRAMME IMPLEMENTATION

Since November 2018, **over 170 people have been newly diagnosed with HIV** and started treatment, and **over 190 have reengaged back into HIV care**.

The outcomes-based payment model incentivised providers to have a laser like focus on the needs of people living with HIV and strengthened the impact of consultation with people to understand their needs. Particularly shown in feedback about what support was needed:

- to enable vulnerable people who had been given a positive diagnosis to actually attend the HIV clinic to start treatment. Feedback included **requesting money for transport / food** to improve reengagement and **emphasising peer support and accompaniment** to clinic.
- for vulnerable people aware of their diagnosis but out of treatment to restart treatment, some of whom had complex needs which required repeated negotiation by health care professionals.

Key user input has improved program implementation, including:

- **High acceptability** of interventions, with over 75% of people with a blood test in ED also taking an HIV test.

THE USER VOICE HAS INFORMED POLICY AND PRACTICE

User telling their stories have been essential to changing clinician behaviour, challenging stigma, and supporting our policy recommendations.

We have elevated user voices to inform the HIV Commission Report, All Party Parliamentary Group on HIV/AIDS, and the English Government's National HIV Action Plan.

*“Without [the SIB], I would never have known I was positive, as I **wouldn't go and have the test done out of the blue.** I was in a stable relationship and the thought of HIV didn't even cross my mind once.”*

– Woman newly diagnosed through ED testing

*“Had I not changed to a new GP, or I **had been in a hurry that day,** HIV may have taken a large chunk of my life away. Push the testing. Although there is currently no cure, it can be totally eradicated by getting HIV positive people on treatment. **Tell them my story,** encouragement will save lives and unnecessary suffering.”*

– Man newly diagnosed through GP testing

Panel Discussion

— some overarching questions

- How does the SIB design might help to facilitate the integration of the user voice?
- At which stage of the programme and in which form shall the user voice be integrated?
- How can the user voice be better integrated with other approaches, especially data, in the design of SIBs?
- How can we ensure that the user voice affects the national or local policy design?



Audience comments welcome! Please share your experiences and reflections on these questions in the Chat. We will pick up your comments in the Q&A after the moderated discussion.

Thank you all for participating. We hope to see you at the SOC21 closing public talk 10 Sept 6pm BST

The poster features a background image of a conference room with people seated at tables. Overlaid on this is a semi-transparent white box containing the event title and date. To the right, a dark blue box titled 'Speakers' contains two circular portraits of the speakers, with their names and titles listed below. At the bottom, there is a dark blue banner with white text, a QR code, a Twitter icon, and a hashtag.

Social Outcomes Conference

Politicians in the board room? How government should handle responsible business

10 September 6pm BST

Speakers



Dr Dambisa Moyo
Global economist and best-selling author



Professor Karthik Ramanna
Professor of Business and Public Policy

Join us for an engaging talk between two outstanding thought leaders on the government's role in a world where business claims to act in public, as well as private, interests.
Find out more: <https://golab.bsg.ox.ac.uk/soc21>



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15.45 BST



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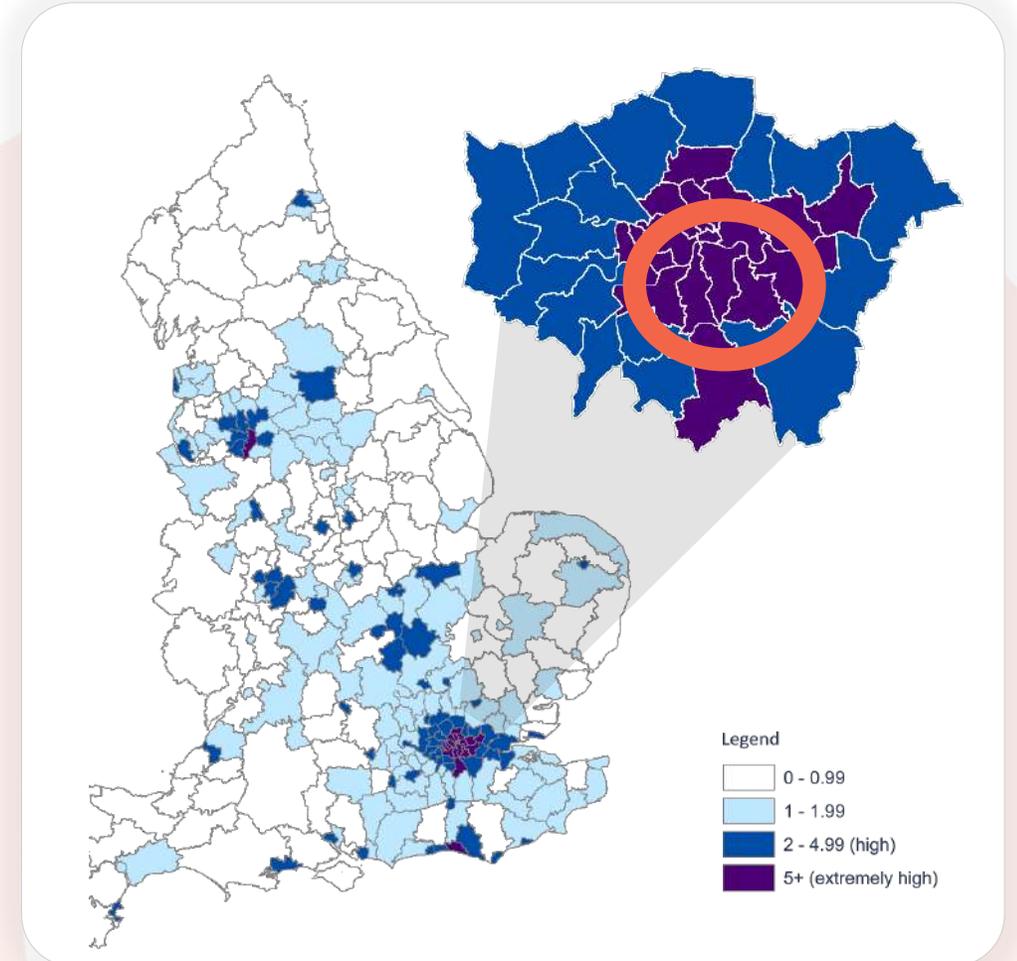
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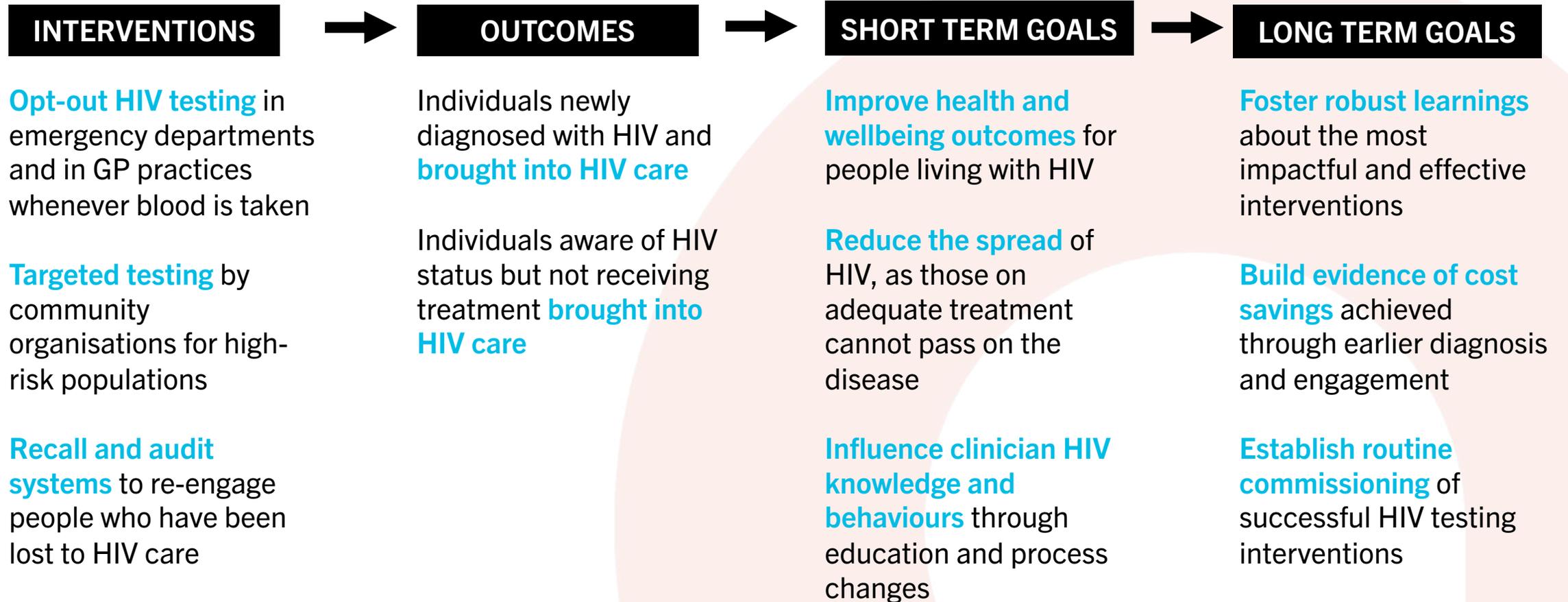
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**GOVERNMENT
OUTCOMES
LAB**

Using public procurement to build back better?

Chair: Christopher McCrudden



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Thank you for joining SOC21



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GOVERNMENT OUTCOMES LAB



SAVE THE DATE: SOC22

8 - 9th September 2022



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18.00 BST



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Politicians in the board room?

How government should handle responsible business

Dr Dambisa Moyo

Global economist, author, and
corporate board member

Professor Karthik Ramanna

Professor of Business and Public Policy
Blavatnik School of Government

Moderator

Nigel Ball

Executive Director
Government Outcomes Lab

Thank you!

See you at the Social Outcomes Conference 2022

Please give us your feedback:
slido.com/SOC21