



# GOVERNMENT OUTCOMES LAB

## Evidence and insights from the experience with payment by results across Latin America

Hosted by the Government Outcomes Lab & the Latin American Payment by Results Network

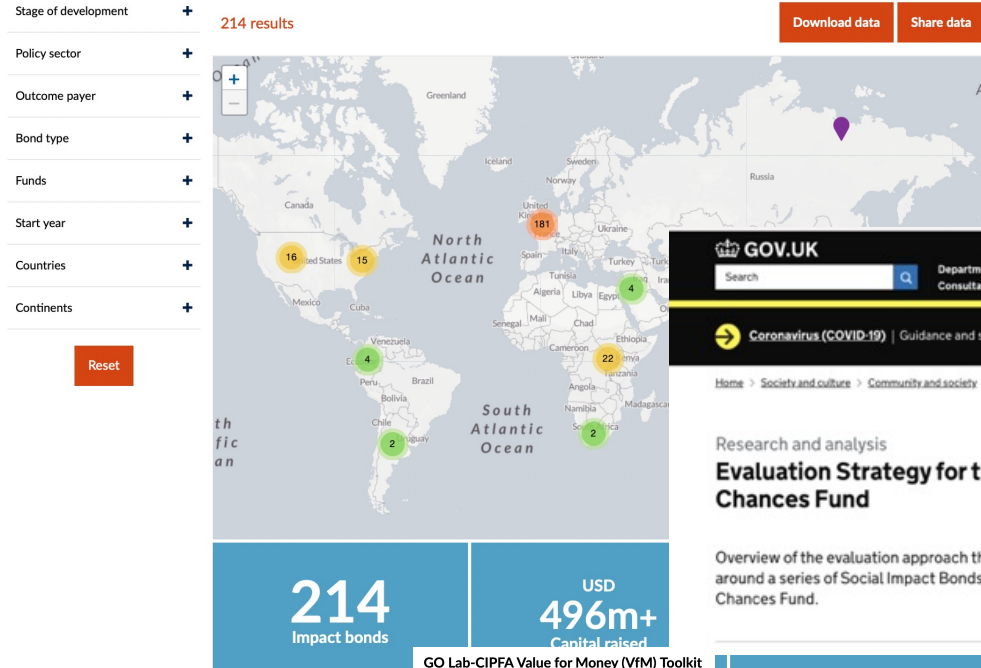


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# The GO Lab



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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.

GOVERNMENT OUTCOMES LAB

**The first five years**

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

Public Money & Management

ISSN: 0954-0962 (Print) 1467-8302 (Online) Journal homepage: <https://www.tandfonline.com/loi/ptmm20>

## 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>

GO Lab-CIPFA Value for Money (VfM) Toolkit

DATA SET  
**Outcomes Fund Directory**  
Explore outcomes funds around the world

Last updated 25 Jun 2021



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

# Agenda:

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- Welcome to the session (15.30 - 15.35 UK time)  
Chair: Mara Airoidi
- State of play and emerging evidence on the use of outcomes-based approaches in Latin America (15.35 - 16.10)
- Panel discussion (16.10 - 17.25)  
Co-chaired by Mara Airoidi and María Laura Tinelli
- Concluding remarks (17.25 - 17.30)  
Final words by Daniel Uribe Parra
- Close (18.00)

# State of play and emerging evidence

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María Laura Tinelli  
Acrux Partners

# State of play and emerging evidence

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Juliana Outes  
Data Steward, GO Lab,  
LATAM overview




Egerton Neto  
LSE MPP Student,  
Lessons from Brazil



Mayra Gramani  
Research Assistant, GO Lab,  
Lessons from Brazil

# INDIGO

Better data for better social outcomes



INDIGO is a community of peers from different countries and policy domains with an interest in sharing data about projects that seek to address complex social problems.

# Impact Bond Dataset

Welcome to our Impact Bond Dataset, which is part of [the INDIGO initiative](#). Here you can explore our interactive map to find out data on impact bonds in their various stages of development around the world. You can discover the different policy areas impact bonds are working in as well as their timelines and networks. We collect data for publication and offer commentary on a rolling quarterly basis at [our INDIGO Peer Learning Group](#).

**Data Definitions:** The data definitions associated with this dataset are detailed in the [INDIGO Data Dictionary](#).

Project explorer
Organisations
Funds

Stage of development +

Policy sector +

Outcome payer +

Bond type +

Funds +


Start year +

Countries +

Continents +

Reset

214 results



Download data

Share data

214

Impact bonds

USD

496m+

Capital raised

850k+

Users

# Impact Bond Dataset

- 6 impact bond projects in Latin America
- Capital raised: more than 4 USD million
- Engaged service users: more than 3,000 service users

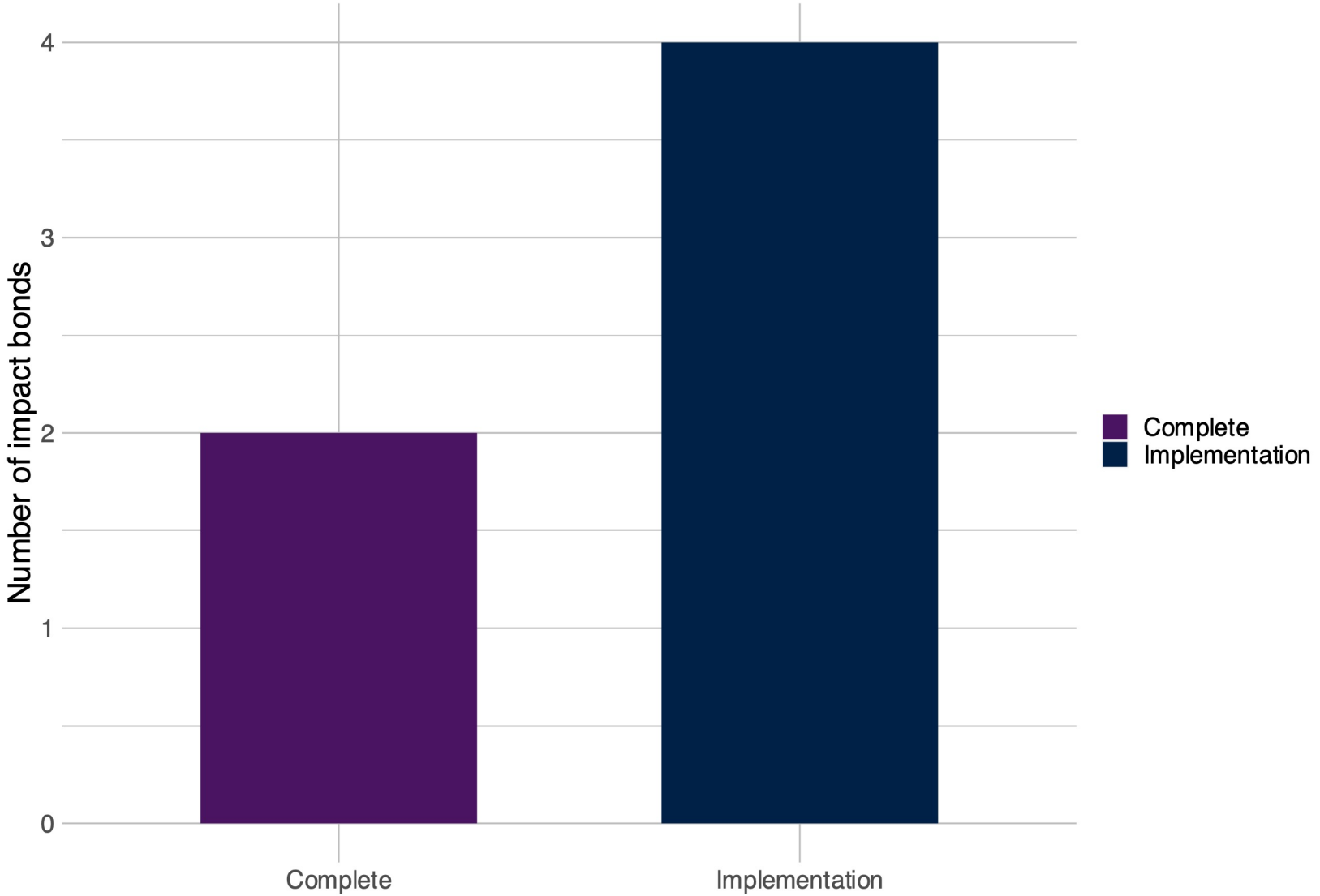
# Impact bonds in LATAM



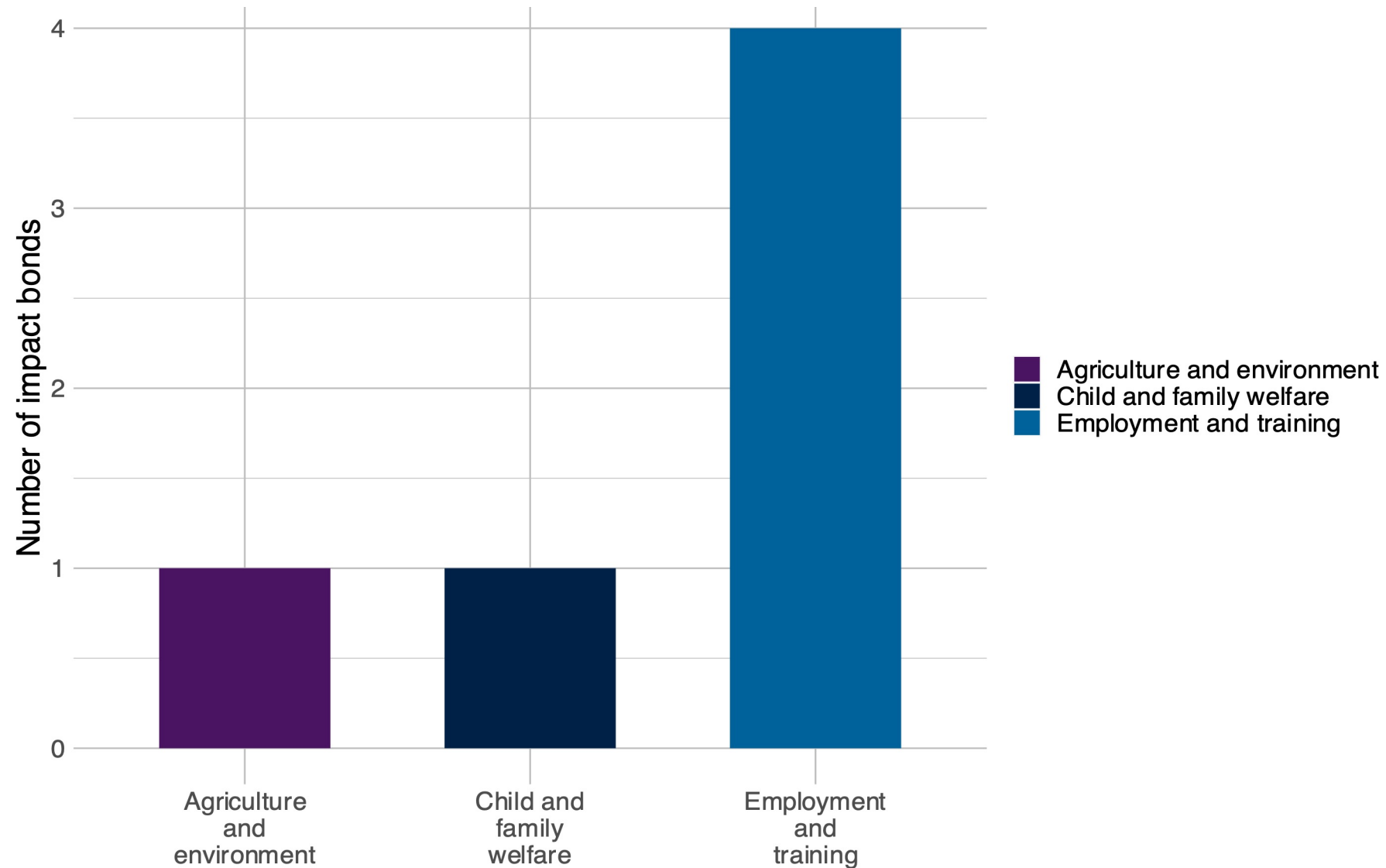
- **Argentina:** ‘Proyecta tu futuro’ Impact Bond (INDIGO-POJ-0001)
- **Chile:** ‘Programa Primero Lee’ Impact Bond (INDIGO-POJ-0021)
- **Peru:** Ashaninka Development Impact Bond (INDIGO-POJ-0059)
- **Colombia:** ‘Cali progresa con empleo’ (INDIGO-POJ-0022), ‘Empleando futuro’ (INDIGO-POJ-0023) and ‘CREO - Crecemos con empleo y oportunidades’ (INDIGO-POJ-0211)



# Stage of development



# Distribution across policy sectors

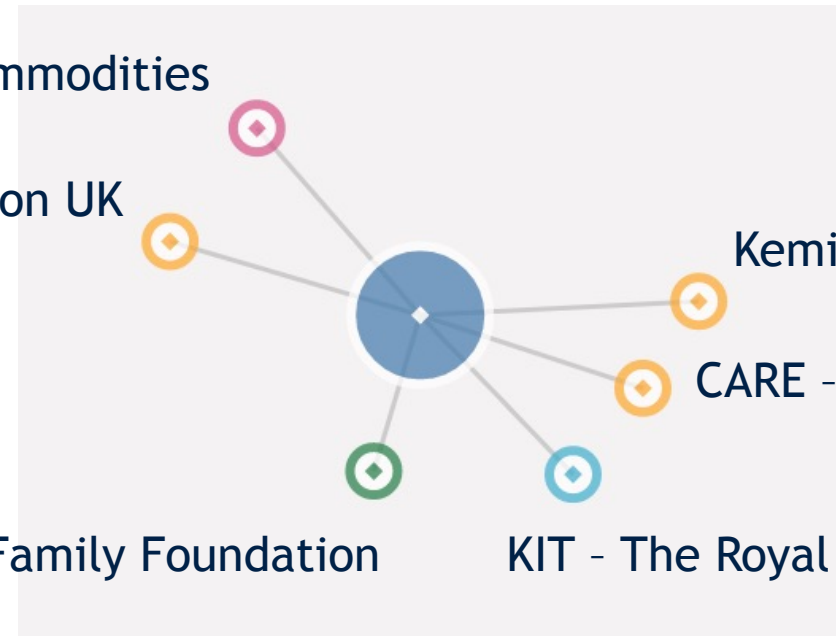


# Organisation networks

## Asháninka Impact Bond: Peru sustainable cocoa and coffee production

The Common Fund for Commodities

Rainforest Foundation UK



Kemito Ene Cocoa Cooperative

CARE - Central Asháninka del Río Ene

The Schmidt Family Foundation

KIT - The Royal Tropical Institute

◆ Project    ◆ Commissioner    ◆ Investor    ◆ Provider    ◆ Intermediary

# Organisation networks



# Are we missing any projects?

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- If you know of an impact bond project that is not included in our dataset or you think our data might be outdated, please let us know ([indigo@bsg.ox.ac.uk](mailto:indigo@bsg.ox.ac.uk)).
- At the moment, our dataset only includes impact bond projects. In the future, we would like to expand it and have data on other types of outcomes-based contracts.
- We are not suggesting that this is all that happened in the region. We know there are more outcomes-focused project, payment-by-results initiatives, etc. Many learnings come out of projects that were designed but did not launch.

# Lessons from the Brazilian experience I

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## The debate about SIBs in Brazil

- The ‘National Strategy on Impact Business and Investment’ (ENIMPACTO).
  - Board members from the public sector, think tanks and private sector.
- The “Contratos de Impacto Social” (SIB) bill - PL 338/2018.

## São Paulo State educational bill: first of its kind, failed to be launched

- Goal: to reduce the dropout rate in public schools by 8% in comparison to a control group.
- Main reason for failure: pressure from teachers’ unions against the project alleging 1) breach of ethical standards on the SIB’s methodology; 2) “privatization” of the public educational system.

## Recommendations for future projects

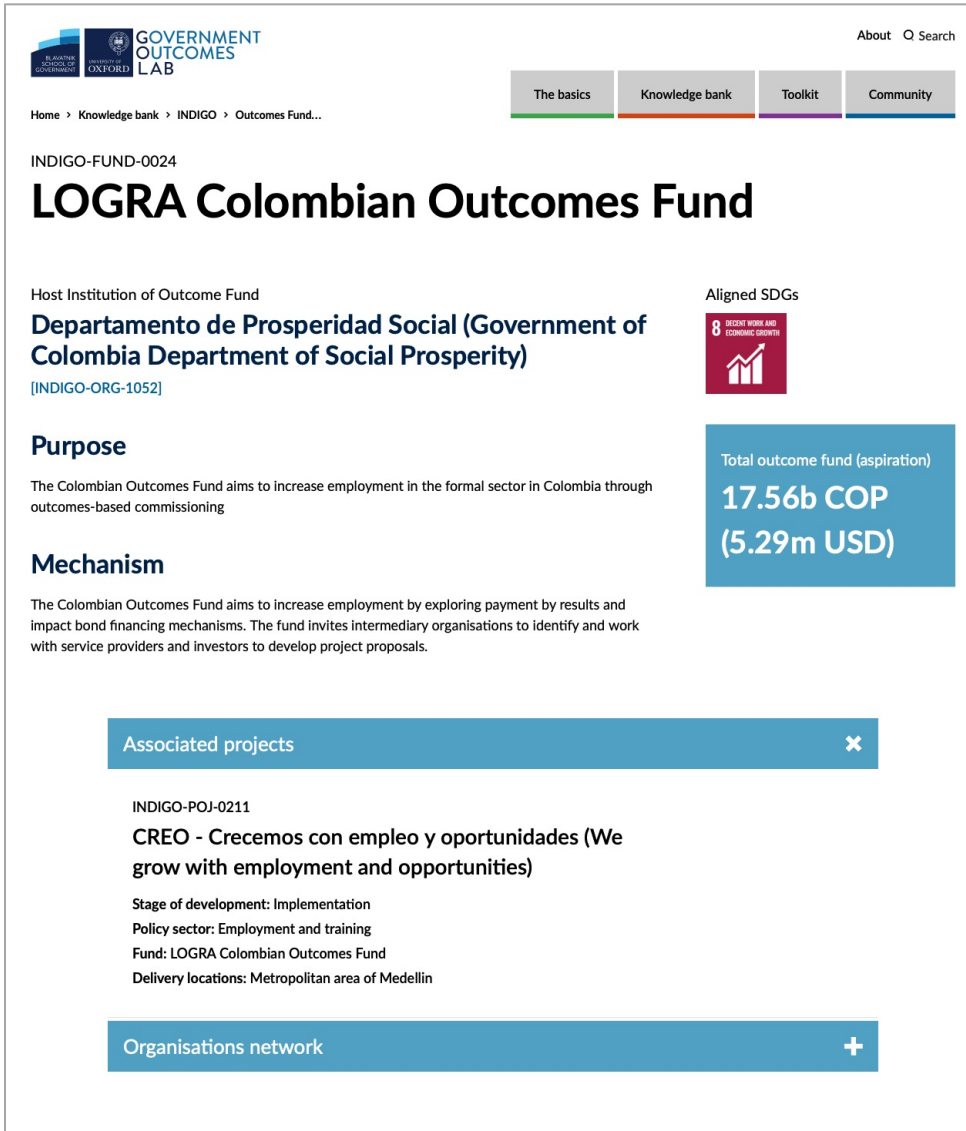
- Stakeholder engagement: the targeted population should be included in every step of a SIB.
- Transparency and clear communication.
- Broad national discussions: the debate about SIBs, including the bill PL 338/2018, should go beyond financial market stakeholders. Civil society representatives should be included too.

# Lessons from the Brazilian experience II

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- Fundação CASA SIB: intended on reducing criminal reoffending of teenagers
- Challenges for SIBs in Brazil
  - Culture of punishing innovation
  - Lack of outcomes-based culture and knowledge
  - Legal and Financial structuring challenges
- Recommendations on how to move forward
  - Foster collaboration between different stakeholders to create an innovation inducing ecosystem
  - Promote collaboration and knowledge sharing between the private and social sector
  - Foster local debates about SIBs
  - Create a network of practitioners
  - Create local repository of innovative practices

# Our Outcomes Fund Dataset



Home > Knowledge bank > INDIGO > Outcomes Fund...


INDIGO-FUND-0024

## LOGRA Colombian Outcomes Fund

Host Institution of Outcome Fund  
**Departamento de Prosperidad Social (Government of Colombia Department of Social Prosperity)**  
[INDIGO-ORG-1052]

**Purpose**  
The Colombian Outcomes Fund aims to increase employment in the formal sector in Colombia through outcomes-based commissioning

**Mechanism**  
The Colombian Outcomes Fund aims to increase employment by exploring payment by results and impact bond financing mechanisms. The fund invites intermediary organisations to identify and work with service providers and investors to develop project proposals.

Aligned SDGs  


Total outcome fund (aspiration)  
**17.56b COP**  
**(5.29m USD)**

Associated projects

INDIGO-POJ-0211  
**CREO - Creemos con empleo y oportunidades (We grow with employment and opportunities)**  
Stage of development: Implementation  
Policy sector: Employment and training  
Fund: LOGRA Colombian Outcomes Fund  
Delivery locations: Metropolitan area of Medellin

Organisations network

- Data on purpose, SDG alignment, mechanism, host institution, size and associated projects.
- 17 outcomes funds across the world
- One of them is in LATAM
- Two outcome funds in pre-launch phase (Chile and Colombia)



# Panel discussion

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## Co-chairs:



Mara Airoidi,  
GO Lab Director



María Laura Tinelli,  
Acrux Partners

# Panel discussion

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## Panellists representing outcome payers:



Adolfo Diaz Valdez,  
Buenos Aires SIB,  
Argentina



Carolina Mafyoli,  
Department for  
Social Prosperity,  
Colombia



Patricio Mayr,  
Fundación Mustakis,  
Chile

# Panel discussion

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## Panellists representing investors:



Constanza Gorleri,  
Banco Galicia,  
Argentina



Beth Collins, Catholic  
Relief Services Impact  
Fund

# Panel discussion

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Panellists representing  
service providers:



Carlos Estivill,  
Fundación Pescar,  
Argentina

Panellists representing  
intermediary organisations:



Marta García,  
Social Finance

# Closing remarks

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Daniel Parra Uribe,  
Fundación Corona,  
Colombia

# Social Outcomes Conference 2021

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**9-10<sup>th</sup> September**  
**Online & at Blavatnik School of Government**

[golab.bsg.ox.ac.uk/soc21](http://golab.bsg.ox.ac.uk/soc21)

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Annual convening of the world's leading scholars, policymakers and practitioners working to improve social outcomes

16 sessions covering 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

Keynote address by  
Nobel Prize Laureate Joseph Stiglitz

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#SOC21