



GOVERNMENT  
OUTCOMES  
LAB

# Social Outcomes Conference 2023

## WELCOME



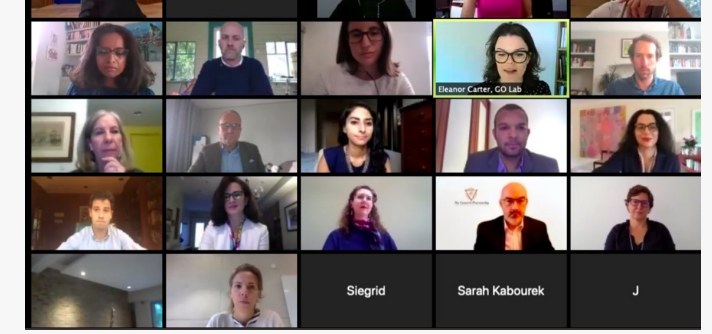
@golaboxford

#SOC23

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



# Welcome to the Social Outcomes Conference 2023



# About the Government Outcomes Lab



GOVERNMENT  
OUTCOMES  
LAB





# Latest GO Lab publications & resources



PUBLIC MANAGEMENT REVIEW  
<https://doi.org/10.1080/14719037.2023.2244501>

 **Routledge**  
Taylor & Francis Group

 OPEN ACCESS  Check for updates

## Contractual acrobatics: a configurational analysis of outcome specifications and payment in outcome-based contracts

Clare FitzGerald <sup>a</sup>, Stefanie Tan <sup>b</sup>, Eleanor Carter <sup>c</sup> and Mara Airoidi <sup>c</sup>

<sup>a</sup>Department of Public Services Management & Organisation Group, King's College London, King's Business School, London, United Kingdom; <sup>b</sup>North American Observatory for Health Systems and Policy, Institute of Health Policy, Management and Evaluation, Dalla Lana School of Public Health, University of Toronto, Toronto, Canada; <sup>c</sup>Government Outcomes Lab, Blavatnik School of Government, University of Oxford, Oxford, United Kingdom

### ABSTRACT

Outcome-based contracting (OBC) seeks to improve public services by paying for service outcomes rather than service activities. This article explores the link between how outcomes are contractually specified and how much is paid for their achievement. Using fuzzy-set Qualitative Comparative Analysis, we test a framework for assessing the strength of outcome specifications in 34 UK-based social impact bonds, a particular form of OBC. Results show that contract features which define intended participant cohorts and include deadweight estimation approaches help constrain suppliers' ability to appropriate value and thus reduce the likelihood that public managers pay for social outcomes of questionable value.



# The GO Lab team



**Dr Mara Airoidi**  
Academic Director



**Dr Eleanor Carter**  
Research Director



**Andreea Anastasiu**  
Executive Director



**Juliana Outes Velarde**  
Senior Data Steward



**Dr Felix-Anselm van Lier**  
Postdoctoral Research  
Fellow



**Franziska Rosenbach**  
Senior Research Associate



**Michael Gibson**  
Research & Policy Associate



**Ian Taylor**  
Research & Policy  
Associate



**Dr Harry Bregazzi**  
Postdoctoral Research  
Associate



**Ruairi MacDonald**  
Research Associate



**Emily Hulse**  
Research Associate



**Ozioma Paul**  
Systems & Data  
Analyst



**Jessica Reedy**  
Policy Engagement &  
Comms Associate



**Srinithya Nagarajan**  
Policy Engagement &  
Comms Associate



**Matheus Assunção**  
Research & Policy  
Associate



**Madhu Chauhan**  
Data Analyst



**Eve Grennan**  
Data Analyst



**Dr Elaine de Gruyter**  
Postdoctoral Research  
Associate



**Nikki Lucenario**  
Policy Engagement  
& Comms Assistant



**Gloria Wawira**  
Policy Engagement &  
Comms Assistant



**Dr Jonathan Davies**  
Project Officer



**Jorge Ikawa**  
INDIGO Data Steward  
(LatAm)



**Petro Rousseau**  
INDIGO Data Steward  
(South Africa)

# GO Lab Fellows of Practice



**Abhik Sen**  
United Nations



**Daniella Jammes**  
Freshfields Bruckhaus  
Deringer LLP



**David Parks**  
The Skill Mill  
Limited



**Jason Stockwood**  
Grimsby Town  
Football Club



**Siegrid Holler**  
Instiglio



**Richard Puleston**  
Essex County  
Council



**Jeffrey Matsu**  
Chartered Institute  
of Public Finance  
& Accountancy



**Emma Hanley**  
Kirklees Council



**Liam McGroarty**  
UEFA



**Raffaella de Felice**  
Global Steering Group



**Sarah Cooke**  
Kirklees Better  
Outcomes Partnership



**Milena Castellnou**  
Education  
Outcomes Fund



**Nevilene Slingers**  
South African Medical  
Research Council



**Jonathan Ng**  
US Agency for International  
Development



**Tiphanie Au**  
International Centre for  
Missing and Exploited Children  
(ICMEC) Australia

## CALL FOR NOMINATIONS

### Visiting Fellows of Practice 2024

Nominations are now open to join the GO Lab's Visiting Fellows of Practice programme. Applications due on 19 September 2023.



# SOC23 - Programme

**Keynote:** Professor Mark Considine,  
University of Melbourne

3 x **Big Picture** sessions

13 x **Deep Dive** sessions

**Book Launch:** Social Economy Science

**Public talk:** Dame Margaret Hodge in  
conversation with Prof Carolyn Heinrich



[golab.bsg.ox.ac.uk/soc23](http://golab.bsg.ox.ac.uk/soc23)



## Social Outcomes Conference 2023

[Overview](#) | [Programme](#) | [Information for in-person participants](#) | [FAQs](#)

[Book your in-person ticket](#)

### Day 1

Thu 14 Sep 2023

### Day 2

Fri 15 Sep 2023

- ⌚ 08:30 Registration opens +
- ⌚ 09:15 Welcome to the Social Outcomes Conference 2023 +
- ⌚ 09:30 Keynote address by Professor Mark Considine & panel discussion +
- ⌚ 11:15 Break
- ⌚ 11:45 Concurrent deep dives ×
  - ⌚ 11:45 Deep dive 1.1 Comparative perspectives on building sustainable ecosystems for social outcomes contracting +
  - ⌚ 11:45 Deep dive 1.2 Procuring outcomes - still knotty? +
  - ⌚ 11:45 Deep dive 1.3 Participatory approaches in research and implementation of services and public policies +
- ⌚ 13:15 Lunch
- ⌚ 14:15 Concurrent deep dives ×

# SOC23 - Themes & speakers

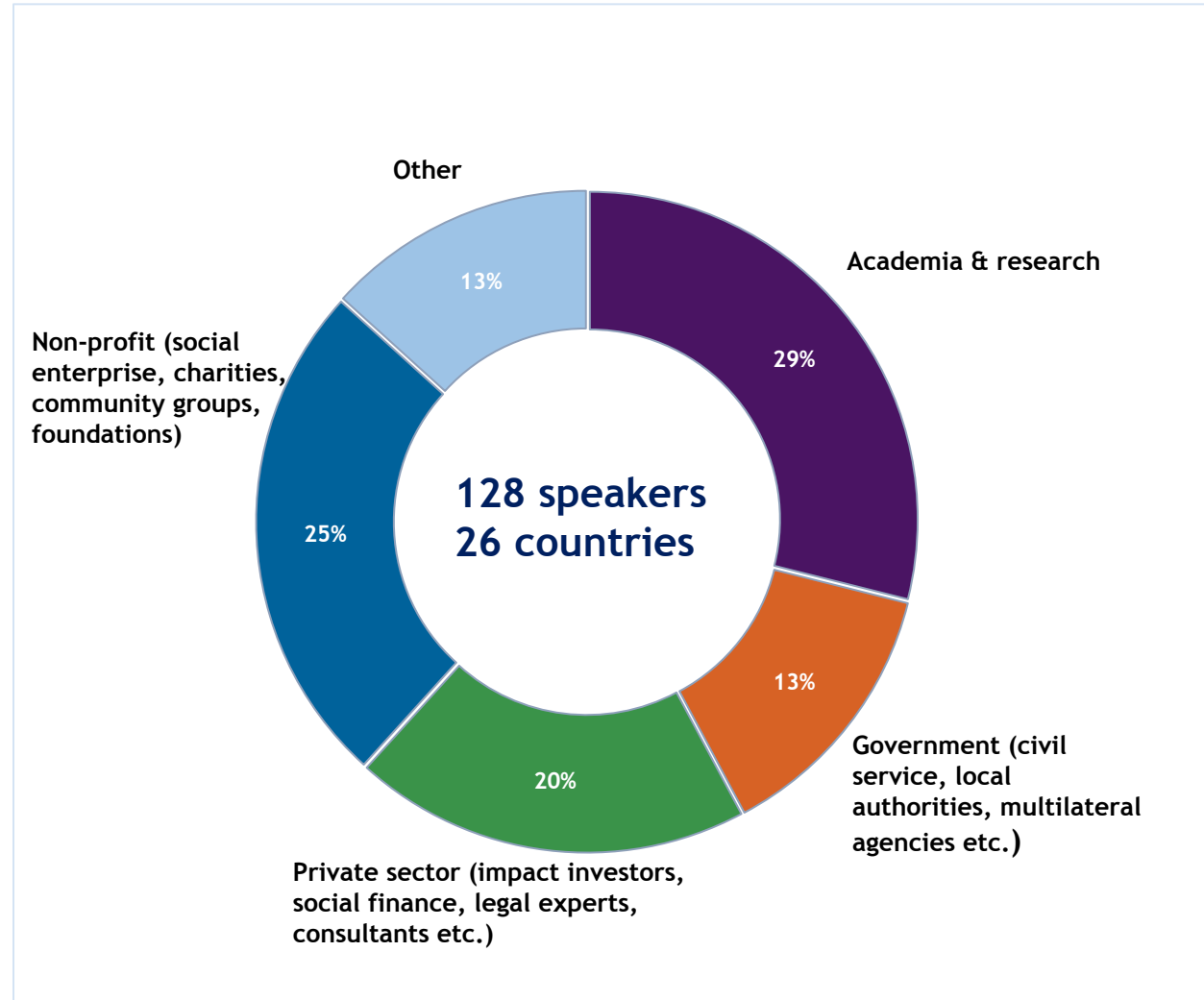
Relationships and Trust

Disrupting Voices

Power and Ethics

System Change

Innovations



# SOC23 community

Join at  
**slido.com**  
**#SOC23**

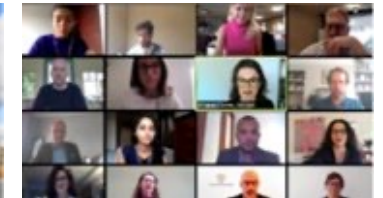


# Welcome to SOC23



GOVERNMENT  
OUTCOMES  
LAB

- Live from the Blavatnik School of Government in Oxford and online on Zoom
- If you are 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, please 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 are all on the GO Lab website.
- The GO Lab team is ready to help you both online and in-person.



[golab.bsg.ox.ac.uk/soc23](https://golab.bsg.ox.ac.uk/soc23)



@golaboxford

#SOC23



[golab.ox.ac.uk](https://golab.ox.ac.uk)

Social Outcomes Conference  
**Keynote: Understanding  
the ‘eleven secret herbs  
and spices’ - how do we  
improve effectiveness in  
multi-agent public  
services?**



**Professor Mark Considine**  
University of Melbourne



# **“Eleven secret herbs and spices” How to improve performance in multi-agent public services**

**Mark Considine**

# The Mechanism Puzzle

“The social sciences are light years away from the stage at which it will be possible to formulate general-law-like regularities about human behaviour.

Instead, we should concentrate on specifying small and medium-level mechanisms for human action and interaction.”

Jon Elster, *Solomonic Judgements*, 1989.

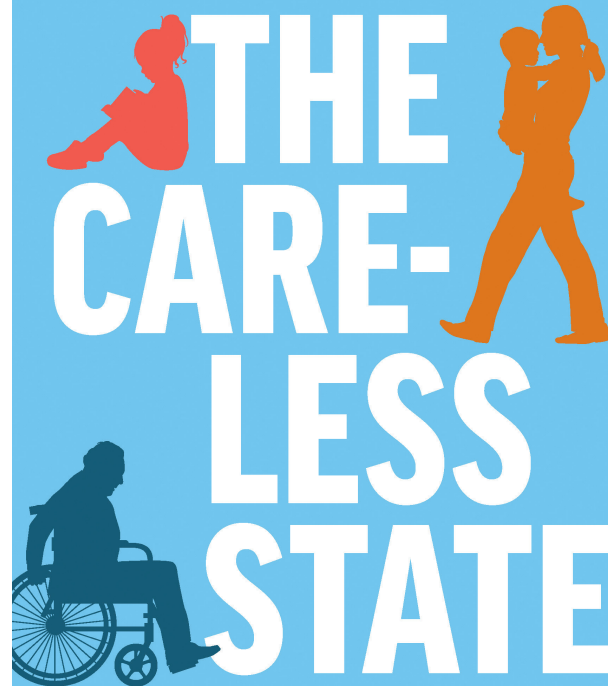
# Steering the ship of state



# Governance & Complexity

- The culture-shift away from “Bureaucracy”
- Advocates wanting “choice and control”
- Governments wanting smaller government/smarter solutions
- The convergence on markets and market mechanisms
- New problems in steering, regulating and improving multi-agent systems.




MARK CONSIDINE



# THE CARE- LESS STATE

REFORMING AUSTRALIA'S  
SOCIAL SERVICES

# Most Commonwealth-funded services are outsourced

		Employment support Workforce Australia	Disability care National Disability Insurance Scheme	Aged care	Child care
		Outsourced	Outsourced	Mixed (mostly outsourced)	Outsourced
	Objectives	Workforce Australia's <a href="#">objectives</a> are to: <ul style="list-style-type: none"> <li>• help people find sustainable employment</li> <li>• help businesses find candidates with the skills they need</li> <li>• support those who need it the most.</li> </ul>	The National Disability Insurance Scheme (NDIS) aims to deliver sustained improvement in participant outcomes, including participation in employment and social community activities.	<a href="#">The aged care system</a> aims to promote the wellbeing and independence of older people (and their carers) by enabling them to stay in their own homes or assisting them in residential care.	Early childhood education and care services <a href="#">aim to</a> meet the education, care and development needs of children, and meet the needs of families including through increased workforce participation.
	Metrics	<ul style="list-style-type: none"> <li>• Exits from service and income support</li> <li>• System driving outcomes effectively</li> <li>• Market competition</li> <li>• Tailored services, especially for people with complex disadvantage</li> </ul>	<ul style="list-style-type: none"> <li>• Participant and scheme outcomes</li> <li>• Participant and stakeholder sentiment</li> <li>• Financial sustainability and integrity</li> <li>• Scheme and agency performance</li> <li>• Market performance</li> </ul>	<ul style="list-style-type: none"> <li>• Accessibility — including timely and affordable services</li> <li>• Suitability to meet the needs of clients</li> <li>• Quality and safety.</li> <li>• Equitable and efficient delivery</li> </ul>	<ul style="list-style-type: none"> <li>• Australian Early Development Census (Childhood development domains)</li> <li>• National Quality Framework</li> <li>• Participation and use</li> </ul>
	Services	<ul style="list-style-type: none"> <li>• Workforce Australia offers provider assistance for individuals on income support with mutual obligations.</li> <li>• Workforce Australia also includes: <ul style="list-style-type: none"> <li>› online tools, resources and training for people not on income support</li> <li>› support for business and industry</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• The NDIS funds a broad range of services for scheme participants. The largest support categories are: <ul style="list-style-type: none"> <li>› core daily activities</li> <li>› social and community participation</li> <li>› therapy services</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Aged care services include: <ul style="list-style-type: none"> <li>› in-home care</li> <li>› residential care</li> <li>› short-term care such as respite care</li> <li>› flexible care (e.g. transition care)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Child care services include: <ul style="list-style-type: none"> <li>› Centre based day care</li> <li>› Family day care</li> <li>› In home care</li> <li>› Outside school hours care</li> </ul> </li> </ul>
	Users	<b>454,000</b> <a href="#">Workforce Australia Services users</a> as at 30 June 23 (635,000 including online services, noting there is overlap)	<b>590,000</b> <a href="#">active NDIS participants</a> in Q3 FY22/23	<b>407,000</b> home and residential care consumers at 30 June 2022.	<b>1,403,850</b> children from 985,490 families as at Q4 2022
	Providers	<b>43</b> generalist and specialist <a href="#">employment service providers</a>	<b>160,000</b> <a href="#">active providers</a> in Q3 FY22/23	<b>3,300</b> <a href="#">aged care providers</a> on 30 June 2022	<b>14,187</b> <a href="#">approved services</a> (December quarter 2022)
	Cwth Expenditure	<b>\$1 billion</b> <a href="#">Workforce Australia</a> expenditure in FY22/23	<b>\$36.7 billion</b> <a href="#">NDIS expenditure</a> in FY22/23	<b>\$26.9 billion</b> <a href="#">Aged care services expenditure</a> in FY22/23	<b>\$10.6 billion</b> <a href="#">Child Care Subsidy expenditure</a> and a \$355 million 'support for the child care system' in FY22/23
	Funding Model	<ul style="list-style-type: none"> <li>• Tender process to select a panel</li> <li>• 3-year <a href="#">licences</a> to operate</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">Individualised fee-for-service funding</a></li> </ul>	<ul style="list-style-type: none"> <li>• Service provider subsidies</li> <li>• Capital grants</li> <li>• Consumer co-payments and means-tested fees</li> </ul>	<ul style="list-style-type: none"> <li>• Fee for service, with Commonwealth subsidies.</li> <li>• Grants for providers to implement inclusion programs</li> </ul>

# Choice – The elephant in every room

- Choice as a response to inflexible bureaucracy
- Choice as a desire to exercise (and withhold) consent
- Choice as a comparison of options
- Choice as “choice and control” for users
- Choice as a burden
- Choice as a shifting of risk
- Choice is not Voice.





# Mechanism Defects

- High cost tenders and service disruption
- 'Sealed bids and locked doors'
- Be careful what you pay for..
- Classification wars
- Star Rating
- Choice outside the closed door
- Human and other capital
- Making everyone a rent-seeker

# Employment Services: Five 'Experiments'

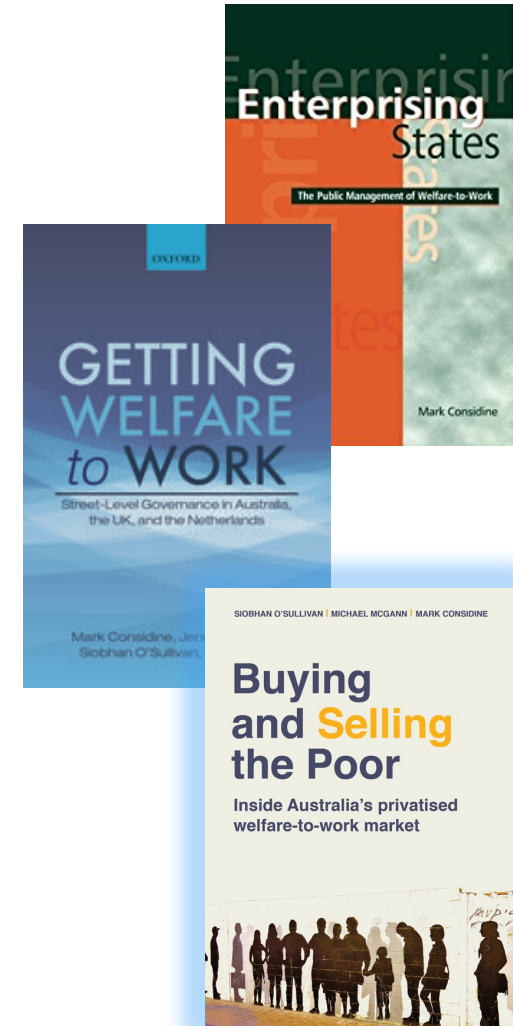
- The Working Nation reforms
- The emergence of Job Network
- Job Services Australia (JSA)
- The *jobactive* model
- A new Workforce Australia

# Our Research on Welfare to Work

RESEARCH PROJECTS	REFORM PERIOD
<ul style="list-style-type: none"><li>Welfare to work (late 1990s)</li></ul>	WORKING NATION
<ul style="list-style-type: none"><li>Activating States (2008-2011)</li></ul>	
<ul style="list-style-type: none"><li>Increasing Innovation and Flexibility in Social Service Delivery (2011-2015)</li></ul>	
<ul style="list-style-type: none"><li>From Entitlement to Experiment: The new governance of welfare-to-work (2015-2019)</li></ul>	
<ul style="list-style-type: none"><li>The new digital governance of welfare to work (2021-2024)</li></ul>	



Our research is proudly supported by our industry partners



# Working Nation – Outcome Focus

- \* Late 1990s. – Keating Govt
  - Contestability for public services
  - Case Management for LTUs
  - Separate regulation
  - Funded training programs
  - Mutual Obligation - light
  - Job Seeker Classification & 'streams'
  - Payment by attachment/results

## Job Network – Efficiency focus

- 2000s – Howard Govt
- Three contracts over several years
- Training programs cut
- More services given to non-govt agents
- Employment National created & then closed
- Star Ratings
- Work for the Dole – Mutual Obligation - heavy
- 2009 - Modified as Job Services Australia (JSA) – Rudd Govt

## Jobactive – Scale focus

- 2015 (Abbot Govt)
- Larger geographic areas and longer (5 year) contracts
- More of payment linked to sustained job outcome – 26 weeks
- Increase in larger, international firms, decrease in local NGOs etc
- Promise of less regulation.

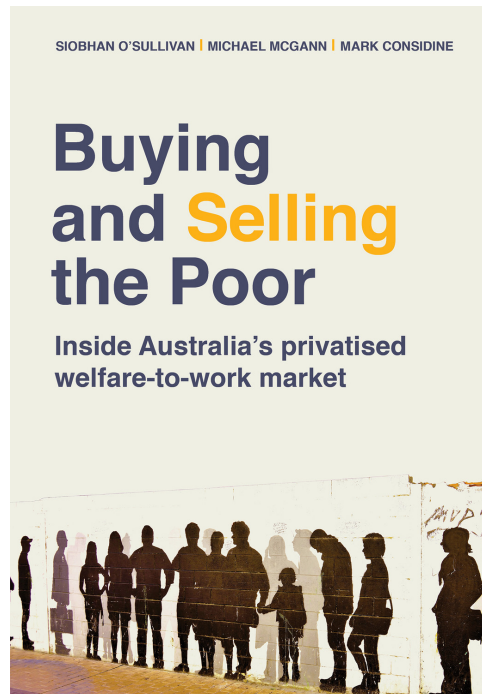
# Workforce Australia – Digital focus

- 2022- Morrison Govt
- First 12 months online
- Call centre back-up
- Data-driven advice
- Classification of at-risk cases
- LTUs receive Intensive Assistance
- Star Ratings no longer
- Points-Based Activation

# Lessons

Despite overall low performance, some agencies have consistently had better success in working with their 'hardest-to-help' clients.

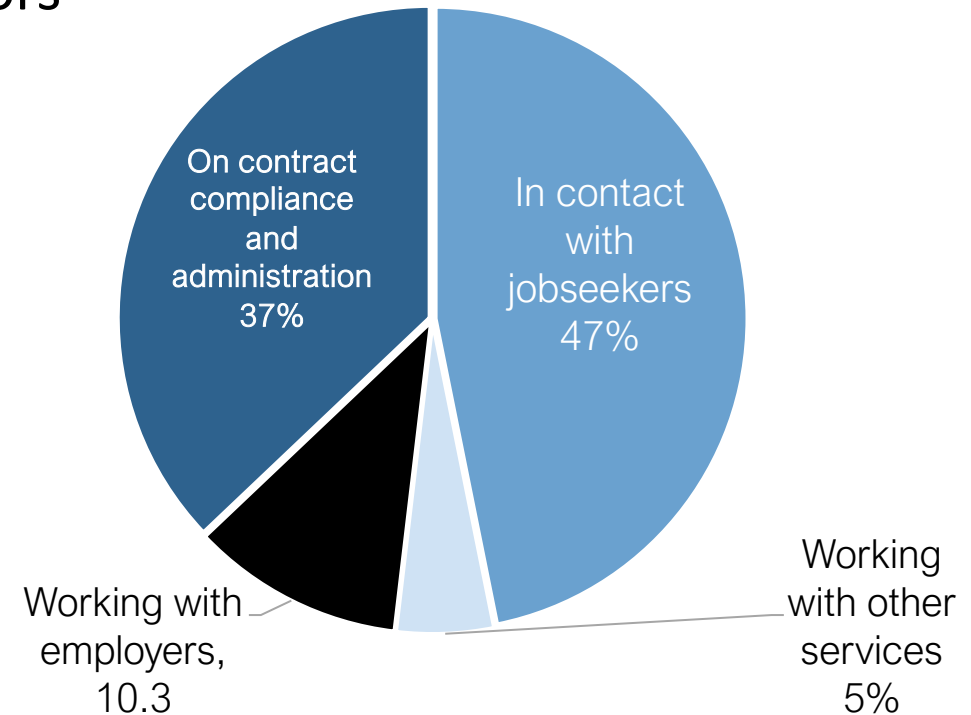
- What did we learn from the practices of those job agencies?



# Administrative nature of frontline work

(Lewis et al., 2017)

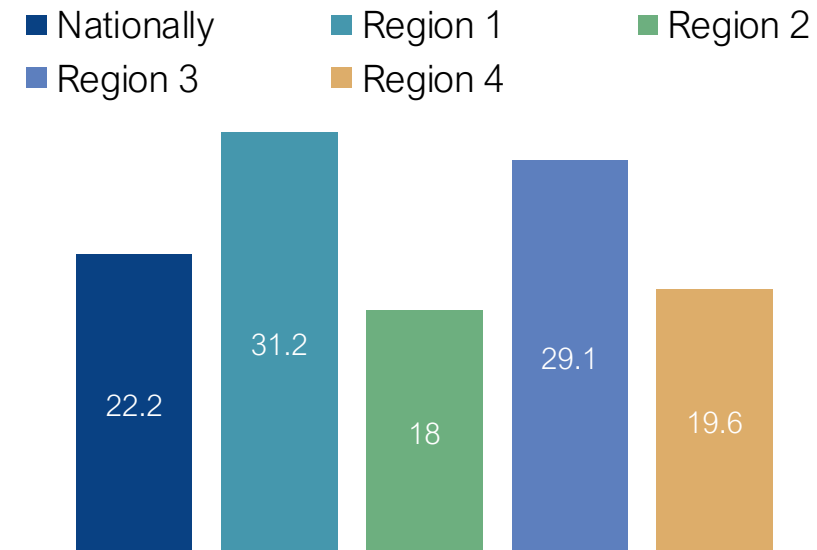
- System counselling
- Troubleshooting administrative errors



# Suspended Activation

Tensions between mutual obligation and jobseekers' chaotic lives

- 29 jobseekers (27%) granted medical/personal crisis exemptions
- Most (21) received long-term (+ month) or multiple



Suspensions (%Stream C) due to incarceration, medical exemption or personal crisis on 31 December 2017

# Category Manoeuvres

	Work-capacity reductions		Up-streaming	Up-streaming (to DES)	
	Attempted	Successful	Successful	Attempted	Successful
A	5	5	2	3	
B	2	2	2	10	5
C	2	1	3	8	2
D			2	1	

## UP-STREAMING

- We quite often get a lot of Stream A jobseekers that the girls will see and go 'That's not an A' ... They'll be talking to them quite quickly about medical issues and saying, 'Come back with some evidence and show me.' (Manager, Site A).
- 'We are very, very good at identifying a Stream A that should be a Stream C' Manager, Site D)

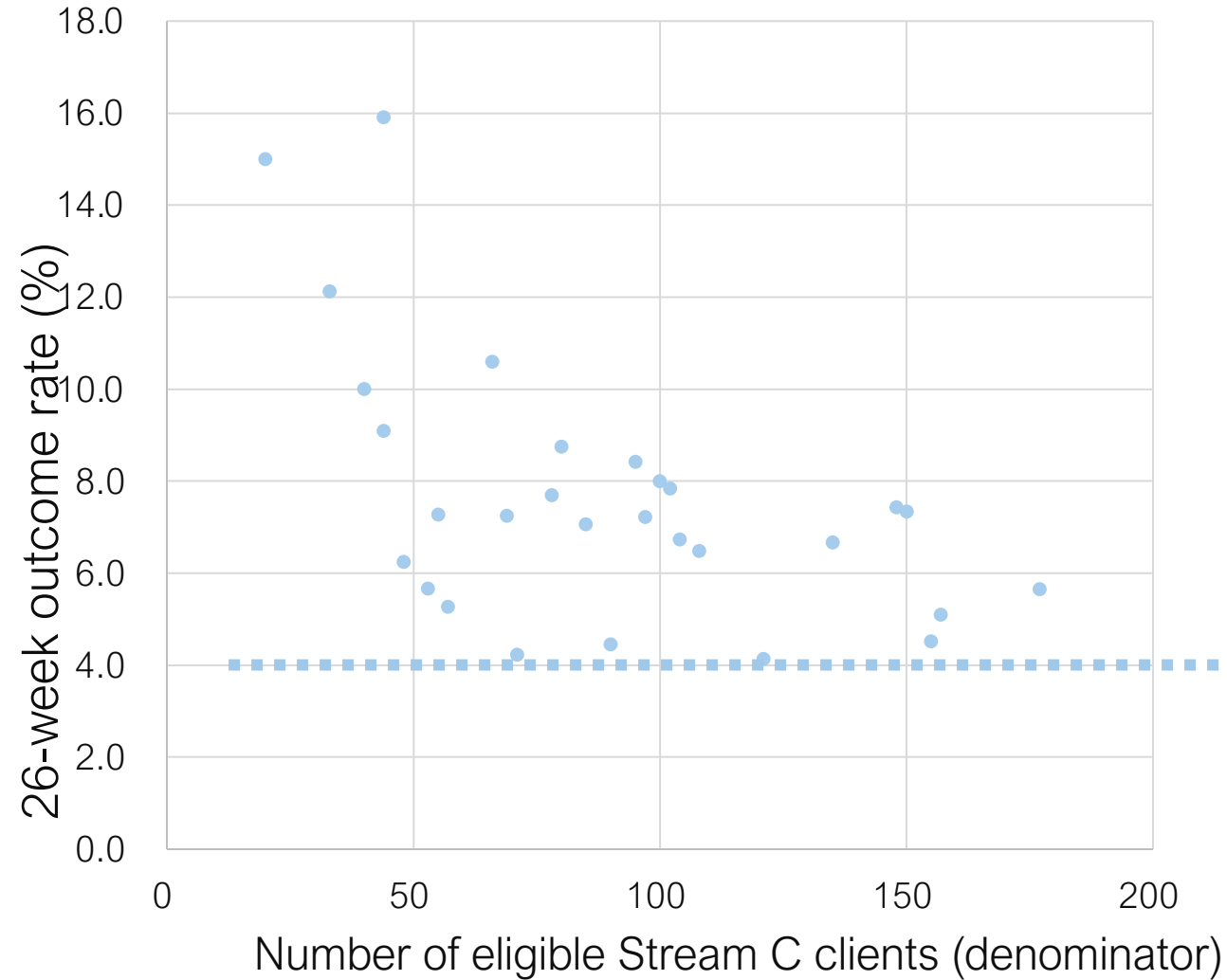
## WORK-CAPACITY REDUCTIONS

- 'He's pick-packing in some jewelry company here locally. Ex-heroin addict, ex-offender but has been at this job for quite some time. So, in order to get an outcome me and [counsellor]– we were trying to reduce his capacity (Consultant, Site C)

## OUT-STREAMING

- 'So that worked ... getting her reassessed, because she was not serviceable whatsoever' (Consultant, Site B)
- 'She's just got a lot going on ... and I personally don't think she's in a position to work. I think DSP is a good path, or DES ... I've let her deal with [counsellor] just to get this DSP, all the documentation ready,' (Consultant, Site C)

# Performance



PERFORMANCE  
A MATTER OF  
MARGINAL GAINS

*Threshold for being  
'high performing' about  
4.2%*

# Mechanism Observations

- Pricing for different risk-cohorts proves problematic
- Category games proliferate
- Averaged outcome payments not evidence-based
- Low trust, low visibility service generates fraud
- Clients don't get what their category determines
- Star ratings only measure relative performance
- Time-limit contracts promote low-cost staff investments and limited flanking services.

# Build a Transparent Service Model

- Support agents with experience and a strong service culture
- Foster place-based agents & specialist networks
- Keep a government agent in the mix
- Purchase services according to a recognized service model
- Require transparency in return for roll-over options
- Publish everyone's results regularly – contract for improvement
- Foster frontline expertise with independent validation
- Include the voice of the clients.
- Use regulator to foster problem-solving.

# Research Partners

- Jenny Lewis, the University of Melbourne
  - Siobhan O'Sullivan (dec), the University of Melbourne
  - Michael McGann, the University of Melbourne
  - Sarah Ball, the University of Melbourne
  - Phuc Nguyen, the University of Melbourne
- 
- Els Sol, University of Amsterdam
  - Dan Finn, the University of Portsmouth

# Solutions





Mark Considine

# Panel discussion



**Aman Johal**  
Big Society Capital



**Ben Jupp**  
NHS England



**Dr Joe Abah**  
DAI Global



**Professor Ole Helby Petersen**  
Roskilde University



**Dr Eleanor Carter**  
University of Oxford

**Chair**

# Coffee break

UP NEXT:  
Deep Dives from 11.45 BST



Check out the programme  
& choose your session



#SOC23

BLAVATNIK SCHOOL OF GOVERNMENT & ONLINE



# GOVERNMENT OUTCOMES LAB

Thank you!

We would love your feedback!



@golaboxford



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



# GOVERNMENT OUTCOMES LAB

## Deep Dive 1.1

# Comparative perspectives on building sustainable ecosystems for social outcomes contracting

Chair: Dr Chih Hoong Sin



@golaboxford

#SOC23

golab.ox.ac.uk



# Session engagement

- Live from the Blavatnik School of Government in Oxford and online on Zoom
- If you are 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, please 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 are all on the GO Lab website.
- The GO Lab team is ready to help you both online and in-person.

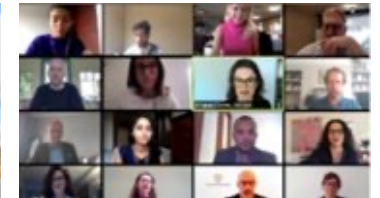


@golaboxford

#SOC23



golab.ox.ac.uk



[golab.bsg.ox.ac.uk/soc23](https://golab.bsg.ox.ac.uk/soc23)



# Continuing a conversation we started a couple of years ago...

At SOC22 we asked *how is the impact bond model stretched and flexed?*

- Systems in & around impact bonds/social outcomes contracts
- Data & performance management
- Shared purpose

(Re)Watch the session: [golab.bsg.ox.ac.uk/soc22](https://golab.bsg.ox.ac.uk/soc22)

At SOC21 we asked *how do we move from pilot to systems change?*

- Scale of ambition
- Pathways
- Enablers and barriers

(Re)Watch the session: [golab.bsg.ox.ac.uk/soc21](https://golab.bsg.ox.ac.uk/soc21)

At SOC20 we asked *if impact bonds are the answer, then what is the question?*

- Innovation
- Scale
- Value of private financing

(Re)Watch the session: [golab.bsg.ox.ac.uk/soc20](https://golab.bsg.ox.ac.uk/soc20)



# Meet our panellists

---



**Dr Chih Hoong Sin**  
**Chair**



**Raffaella De Felice**  
Global Steering Group



**Ruben Koekoek**  
Social Finance NL



**Fernando Domingos**  
Sao Paulo School of Business Administration



**Samar Bajaj**  
Michael & Susan Dell Foundation



**Kanu Maeda**  
PFS promotion office, Cabinet Office, Japan



**Ian Dewae HOGENT,**  
University of Applied Science Ghent. Research Center for Sustainable Organization



**Maria Paulina Gómez**  
Fundación Corona



@golaboxford  
#SOC22



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



Fernando Domingos is Assistant Professor of Strategy at Sao Paulo School of Business Administration, Fundação Getulio Vargas (FGV) in Brazil. His research interests are focused on impact-oriented initiatives.

Before joining FGV, Fernando was a postdoctoral research associate at the Blavatnik School of Government (University of Oxford), where he worked on the evaluation of social outcome contracts. He holds a PhD in Economics (Insper, 2021, with a visiting period at HEC Paris, 2019-20).



**Dr Fernando Domingos**

Assistant Professor, Sao Paulo  
School of Business Administration,  
Fundação Getulio Vargas

María Paulina Gómez is lead manager of SIBs.CO with more than 10 years of experience in managing and implementing programs for social and economic development, as well as in designing and implementing public policies and results-based projects.

She is passionate about building alliances and multi-stakeholder relationship strategies, developing dialogue methodologies and participatory approaches.



**Maria Paulina Gómez**

Lead Program Manager,  
Fundación Corona

Samar is part of the India programs team and leads projects across education and livelihoods. She partners with mission-driven organizations to scale high-impact initiatives and drive lasting systems change.

Before joining the foundation, Samar spent over 10 years as a consultant at The Boston Consulting Group (BCG) and Ernst & Young (EY). She has worked across multiple sectors including media, consumer internet, FMCG & retail. In her corporate role, she focused extensively on researching & measuring consumer behavior and is now applying these techniques to real-world social problems.

Samar studied Economics at Lady Shri Ram College, Delhi University and holds a Dual Master's Degree in Public Administration (MPA) from the London School of Economics (LSE) and Sciences Po, Paris.



**Samar Bajaj**

Director (India), Michael &  
Susan Dell Foundation

Maeda is Deputy Director of Cabinet Office of Japan, which leads cooperation among relevant Ministries and Agencies. He did his MA in criminology and criminal justice and worked as a psychologist in juvenile assessment facilities in Japan.

Before the current position, he has led the Public-Private-Partner project with local cities and correctional facilities that intend to decrease recidivism and to revitalize communities.



**Kanu Maeda**

Deputy Director, PFS  
promotion office, Cabinet  
Office, Japan

Ruben Koekoek is co-founder and managing director of Social Finance NL. He introduced the first Social Impact Bond in the Netherlands in 2013. Before he started Social Finance NL, he worked at ABN AMRO for more than 8 years. Ruben is involved in 10 of the 15 SIBs launched in the Netherlands.

Ruben holds a Bachelor and Master in Economics (cum laude) at the University of Amsterdam. Besides his work for Social Finance NL, Ruben serves as the chairman of the Jewish Humanitarian Fund.



**Ruben Koekoek**

Managing Director, Social  
Finance NL

Ian is a Researcher at Research Center for Sustainable Organizations - University of Applied Sciences Ghent.

The broad focus of his work is on sustainable business models that makes the creation of a better world a natural act; supporting organisations in the transition to an optimal positive impact on an ecological, economic and social level; conducting research into the development of tools to realise a transition to a more sustainable organisation; guiding organisations to map sustainability in an integrated manner.

Ian was responsible for initiating, designing, structuring and the implementation of the first Social Impact Bond in Flanders, Belgium. He is currently working on a study to simplify the implementation of SIBs, in collaboration with local authorities and policy makers.



**Ian Dewae**

HOGENT, University of Applied  
Science Ghent. Research Center  
for Sustainable Organization

Raffaella is Head of Knowledge and Community at the Global Steering Group (GSG). Prior to GSG she was Secretary General of the Italian NAB and Advocacy Officer at Human Foundation. She supported the empowerment of the Italian social sector through the promotion of tailored policies. An example is the support in designing the Social Innovation Fund approved in the 2018 Italian Budget Law.

Passionate economist, engaged in designing innovative financial models for addressing social challenges. She wants to build a more sustainable and fair economic system and she strongly believes that creating a robust impact investing community around the world is a considerable step towards that direction.



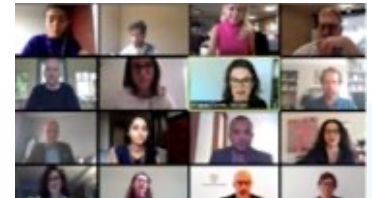
**Raffaella De Felice**  
Head of Knowledge Management  
and Community, Global Steering  
Group for Impact Investment

# Roundtable discussion

Two core questions:

What are we talking about when we say 'sustainable ecosystems'? What is this 'ecosystem'?

What is being or should be sustained, and how?



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



@golaboxford  
#SOC22



golab.ox.ac.uk

# Lunch

UP NEXT:  
Deep Dives from 14.15 BST



Check out the programme  
& choose your session



#SOC23

BLAVATNIK SCHOOL OF GOVERNMENT & ONLINE



# GOVERNMENT OUTCOMES LAB

Thank you!

We would love your feedback!



@golaboxford



golab.ox.ac.uk



# GOVERNMENT OUTCOMES LAB

## Deep Dive 1.2 Procuring Outcomes - still knotty?

Chair: Professor Anne Davies  
University of Oxford



@golaboxford

#SOC23

golab.ox.ac.uk



# Session engagement

- Live from the Blavatnik School of Government in Oxford and online on Zoom
- If you are 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, please 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 are all on the GO Lab website.
- The GO Lab team is ready to help you both online and in-person.

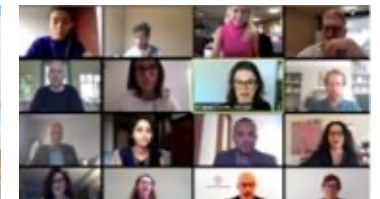


@golaboxford

#SOC23



golab.ox.ac.uk



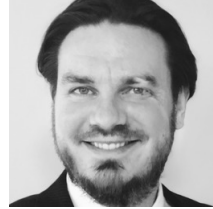
[golab.bsg.ox.ac.uk/soc23](https://golab.bsg.ox.ac.uk/soc23)



# Meet our panellists



**Prof Anne  
Davies**  
Oxford Law  
Faculty  
Chair



**Ruairi  
Macdonald**  
University  
of Oxford



**Simon  
Collinson**  
City-REDI



**Russ  
Wood**  
Latitude  
Network

**Maria  
Lungu**  
Florida  
Atlantic  
University



**Jonathan  
Bland**  
E3M



**André  
Quandra**  
Sciences  
Po



**Fabiola  
Conti**  
Sciences  
Po



**Shira  
Tzachor**  
JDC Israel



**Yehonatan  
Almog**  
PMO Israel



**Mohit  
Bahri**  
GDi  
Partners



**Madhunika  
Iyer**  
GDi  
Partners



@golaboxford  
#SOC22



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





UNIVERSITY OF  
BIRMINGHAM

Professor Simon Collinson  
Founding Director of City-REDI & WMREDI



## Innovation Procurement as a Lever for Shaping Regional Economic Growth Outcomes

Deep dive 1.2 - Procuring outcomes - still knotty?  
Oxford GOLAB - Social Outcomes Conference 2023

CITY  
**REDI**

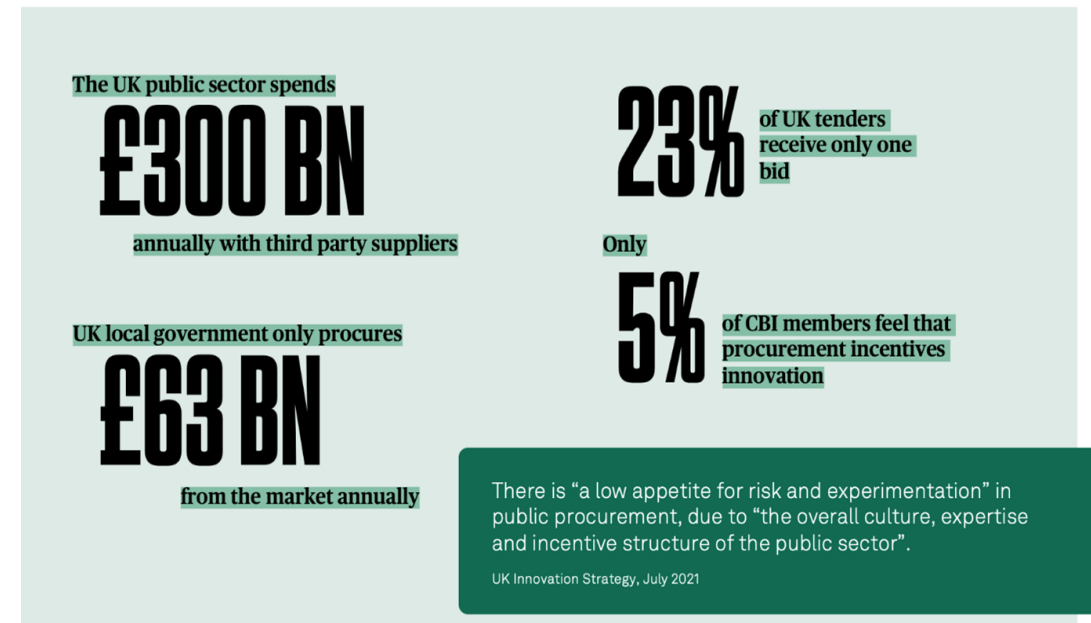
WM  
**REDI**

# The City-Region Economic Development Institute (City-REDI) and WMREDI at the University of Birmingham.

- The largest research institute of its kind in the UK, working with local and national government, doing engaged research on the drivers of regional growth; regional innovation systems; university R&D, technology transfer, commercialisation and absorptive capacity; firm-level productivity and innovation; inclusive growth pathways / levelling-up.

## Innovation Procurement research in partnership with:

- The Connected Places Catapult, Innovation Procurement Empowerment Centre (IPEC). Malcolm Harbour, Sam Markey, Nick Woodward and team.
- University of Manchester: the Consortium for Research in Innovative and Strategic Public Procurement (CRISPP). Elvira Uyarra, Raquel Ortega-Argiles, Marianne Sensier and team.
- Birmingham team: Pei-Yu Yuan, Fumi Kitagawa, Chloe Billing, Simon Collinson and others.



Engaged research with stakeholders focused on these long-term goals:

- Proactive deployment of £300+ billion UK public sector procurement spending to help encourage more inclusive and sustainable growth in regional economies.
- A strong focus on innovation procurement. Using public spending power to stimulate locally-appropriate innovation in supply chains. E.g., for the development, adoption and diffusion of net-zero solutions.
- ...Requires changes in procurement practices, based on research and intelligence about the likely impacts of different kinds of approaches in different places.
- ...Likely to need regulatory changes, improved skills and more capacity at the local level.



## Two parallel projects as illustrations...

1. With the Centre for Local Economic Strategies (CLES) and 8 'anchor institutions' in the Birmingham city-region with a combined budget of around £4bn and a workforce of over 40,000.
  - Estimates that if the 8 were to increase procurement spend with Birmingham based businesses by 1.8% per year, this would add £23.4m per year to the city economy and create nearly 800 new jobs.
  - But there are significant operational constraints to taking this step.
2. CRISPP work on the public procurement of innovation (PPI) using Tussell database, mapping patterns of government spending and links with innovation performance.
  - Is showing some correlations between procurement practices and regional growth characteristics.
  - Also revealing wider institutional differences and some better practices, with clear impacts, in other countries.



September 2023

# Outcomes-Based Infrastructure



Making our social infrastructure work harder for outcomes

CONFIDENTIAL

Russ Wood

# How OBI was born

## The Challenge

- Council had approved significant spend on local community infrastructure - to be managed through traditional procurement means [*infrastructure team*]
- Community services team identified areas of deep and entrenched disadvantage in the region where this infrastructure was to be built [*community services team*]
- **How can we bring these two processes, systems and cultures together?**

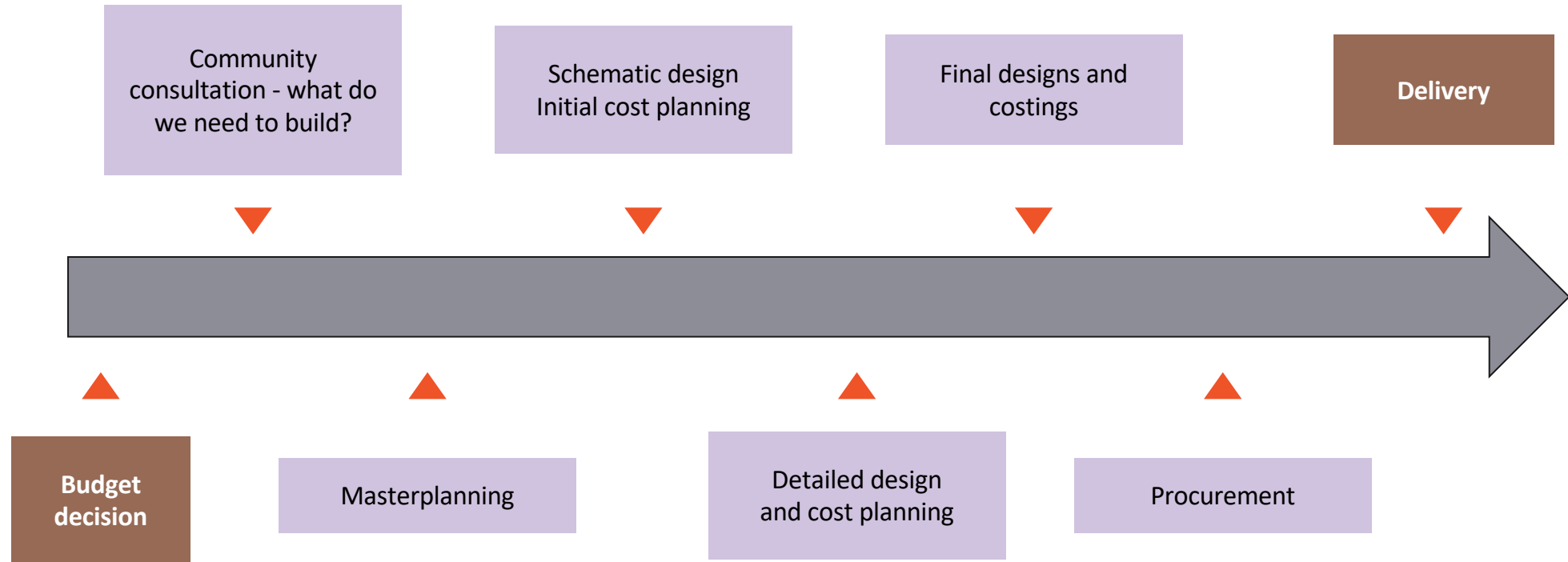


## The Opportunity

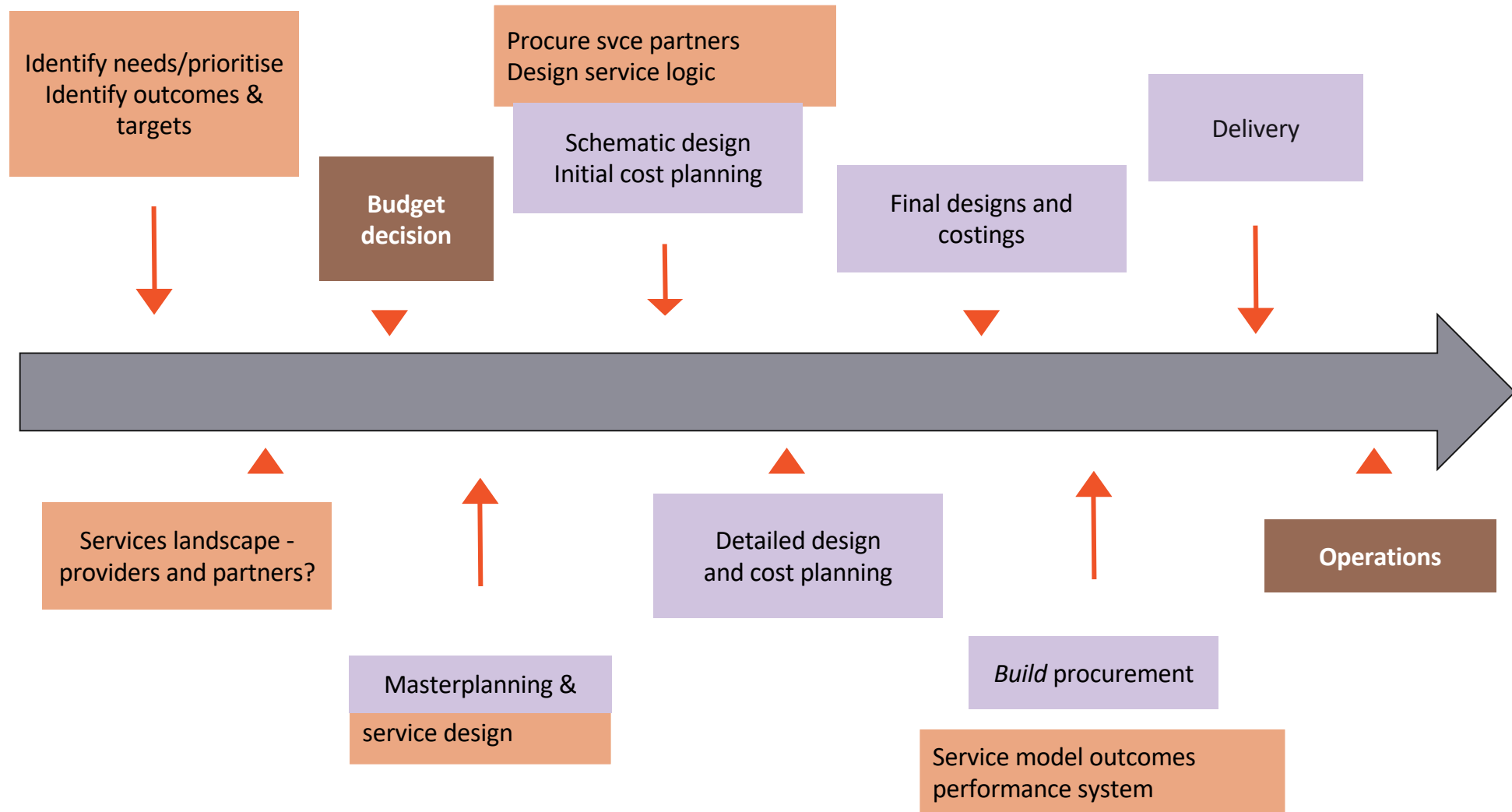
- Can we leverage this investment to deliver measurable improvements in areas of community need?



# Traditional public infrastructure delivery



# OBI delivery



# How do these compare? Case Study

		Typical Leisure Centre Development	Brimbank Leisure & Wellness Centre
	Gym and change facilities	✓	✓
	Waterslides Splashpads Swimming pools	✓	✓
	Co-located services relevant to local need providers	?	✓
	Integrated outcomes framework and performance plan	✗	✓
	Community outcomes written into rental agreements	✗	✓

# Implications

So what are the implications?

- Breaking down silos takes **leadership** - both the 'push' (individuals driving change) but also the 'pull' (governance structures that deliberately bring teams together)
- OBI works best where **complex social needs** exist and where place-based solutions are likely to help
- You must start with the **cohort and need**. This is not only the basis for the outcomes frame and performance-management but it also uncovers who your service partners need to be
- In the context of large infrastructure funding the costs of this process are immaterial
- Infrastructure teams, including architects, are often greatest supporters. It **clarifies and focuses** and promotes innovation and efficiency in procurement and delivery (including value-management)



<https://bawc.brimbank.vic.gov.au/>





**Maria Lungu**

**PhD Candidate**

**Cross-Border Public Procurement in the SADC Region: Challenges,  
Opportunities, and Policy Implications**

**Florida Atlantic University**

SADC: Regional economic community in Southern Africa.

Objectives: Enhance cooperation, integration, and economic mobility.

Limited procurement opportunities, and frameworks limited to SADC community often with penalties for extending procurement outside SADC

Research Purpose: Investigate expanding SADC procurement beyond the region.

### Content Analysis

Strategic plans, committee reports, minutes, press releases, member state reports, website, working group documents, legal frameworks, interviews.

# Literature Review

## Globalized Economy & Regional Cooperation:

- SADC faces a critical juncture in a globalized economy.
- Contemplating an ambitious expansion of procurement activities.
- Sparking an inquiry into feasibility and implications.

## Expanding Procurement Activities:

- Growing need to extend procurement beyond regional boundaries.
- Leveraging resources for economic development.
- Fostering unity and collaboration among African nations.

## Challenges of Expanding Regulations:

- Challenges and uncertainties in covering the entire African continent.

## SADC in the Context of Foreign Direct Investment (FDI):

- Member states seeking FDI for economic growth and globalization.
- FDI creating employment and enhancing competition.

## Procurement on Smaller Scale:

- Example: Local produce procurement in Zambia.
- Constraints: Irrigation, stringent standards.
- Necessity of evolving procurement systems.

## Neglected Areas in Procurement Systems:

- Emphasis on enhanced expertise and effective decision-making.
- Focus on development and regulatory expansion.

# Research Questions

1. Whether SADC, a regional bloc with established procurement regulations can extend its procurement regulations to non-member African countries, considering the potential benefits and drawbacks for both the organization and the broader African context?
2. What are the potential benefits and drawbacks of SADC expanding its procurement operations to other African countries, both for SADC and the target countries?
3. What legal, regulatory, and institutional frameworks would need to be developed or modified to facilitate procurement expansion for SADC?
4. How can SADC ensure transparency, fairness, and accountability in its procurement processes when dealing with a broader range of African countries and what strategies can SADC employ to build trust and collaboration with non-member countries while protecting its own interests and those of its member states?

# Results

## Challenges of expanded procurement

1. **Legal and Regulatory Divergence**
2. **Capacity Building**
3. **Political Sensitivities**
4. **Resource Constraints**
5. **Risk Management**

## Policy Recommendations:

1. **Economic Integration**
2. **Infrastructure Development**
3. **Market Access**
4. **Increased Competition**
5. **Phased Approach (align with regional goals)**
6. **Stakeholder Engagement**
7. **Transparency and Accountability**
8. **Capacity Building**
9. **Legal Framework**
10. **Risk Mitigation**
11. **Monitoring and Evaluation**



# **Designing an oversight framework for the European Union's public procurement and investment procedures to prevent social washing and other misleading practices**

Fabiola Conti and André Quadra

This report is the result of a six month joint research project and cooperation within the Master of Public Affairs at Sciences Po Paris and officials from the European Commission.

Every year, over 250 000 public authorities in the EU spend around 14% of GDP on the purchase of services, works and suppliers. That's around €2 trillion per year.

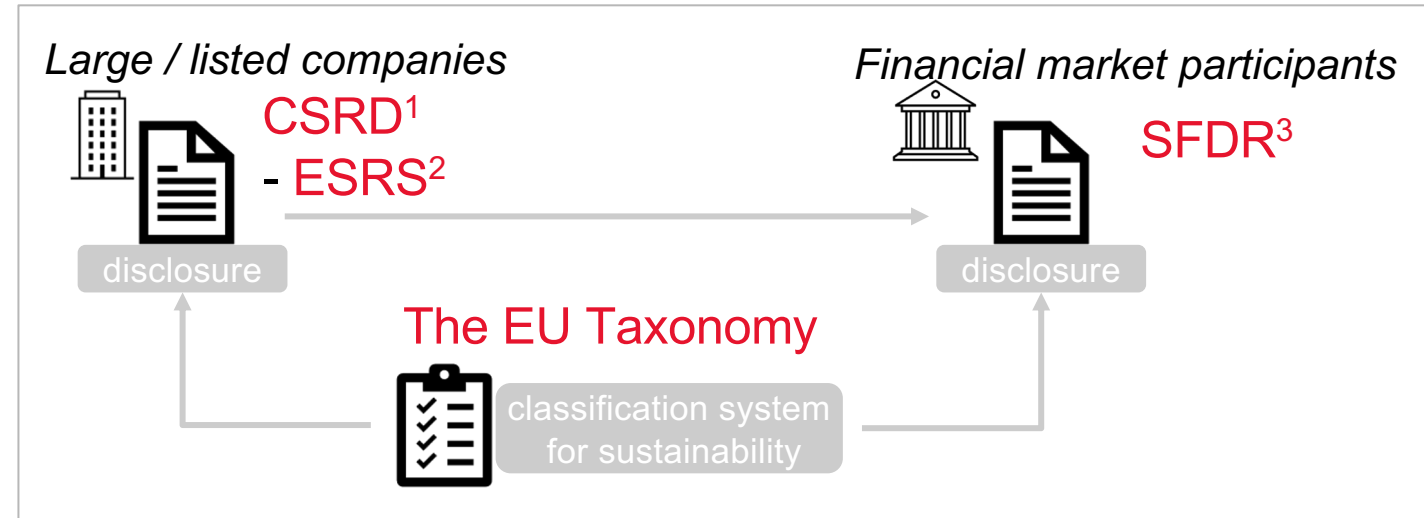
One of the challenges for Social Procurement (and procurement processes in general) in the EU is to have SMEs and social enterprises participation to the bidding process.

Given the sheer of volume, Public Procurement has a crucial role in creating social outcomes. Our research aimed to harmonise how Social Sustainability is measured in the EU to prevent social washing and facilitate SMEs and Social companies access to Public Procurement.

## The EU's context of social responsible framework

### Why the EU plays a role?

- Building social economy is an important agenda for EU: “Social Economy Action Plan”
- Market leader: EU total GDP represents 15.4% of global GDP (2019)



*EU Regulations and directives on Social Impact for the private sector*

### What the EU has done?

- EU is one of the most developed regions for social impact investing
- Yet, no harmonisation on public procurement

## EuSL - EUnified Social Label



**SCOPE:** facilitate the access of social companies and SMEs to public procurement to reinforce competition by creating an identification based on standardised values.

Voluntary Labelling system with incentives  
Two Levels: Silver and Gold  
3 years long certification

Silver, focused on ESG  
Gold, focused on outcomes

# Overview of the framework



## With Incentives

prioritised access to Social Procurement, financial and reputational incentives



## Voluntary

promotes responsible behaviour and engages the market



## Labelling system

proven to be valid at the EU level, recognisable and grants harmonisation



## Pass or fail

without point disclosure, to avoid manipulating the system



## Open to all actors

used by companies, but can be used also by consumers for their choices



## Minimum safeguards

to grant an initial screening and compliance with international regulations

## Conclusion



**Still knotty? YES!**

but by easing the access to Public Procurement to SMEs and Social Companies certified in Social Outcomes, the system could benefit and aim for an entanglement.

# Procurement of social services in Israel:

- Yehonatan Almog
- A new generation
- Division Head, Improvement of Social Services, Office of the Prime Minister
- Shira Tzachor
- Program Director, JDC Israel



Social Procurement



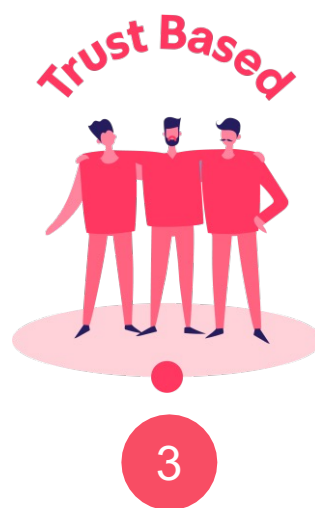
אגף ממשל וחברה  
Department for Governance  
and Social Affairs  
قسم الحكم والمجتمع



Numbers

<b>\$6B</b>	<b>~1M</b>	<b>250</b>	<b>800</b>	
Annually	Service recipients	Health, education and social services	Service providers	
				40% For profit

## Levers for Effective Procurement





## What it means?

The service implements continuous learning and improvement processes to achieve its goals



### Main goals

- The service aims towards well-defined outcomes
- The service has detailed M&E strategy and applies data-driven contract management



### How to implement:

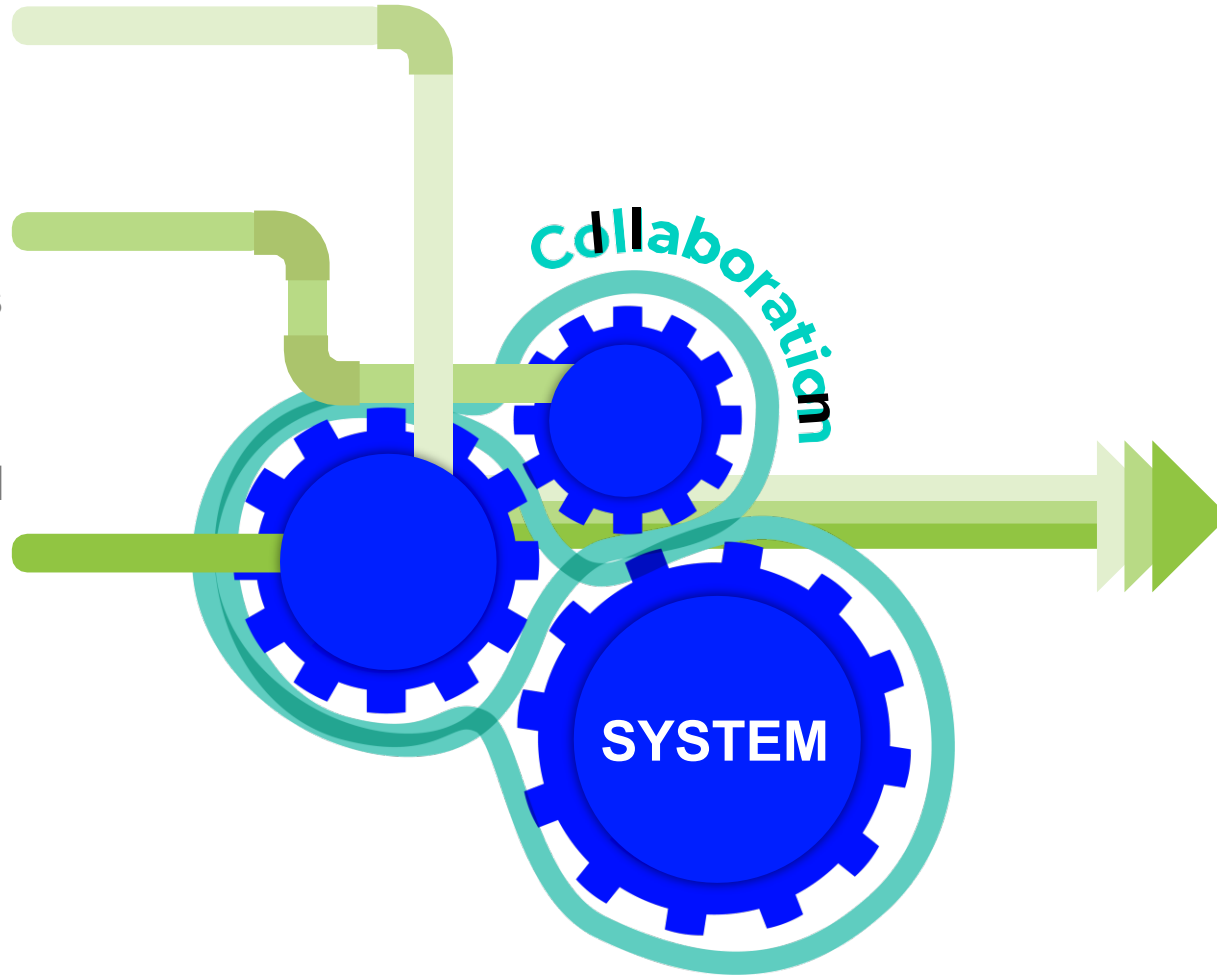
- Theory of change and logic model
- Outcome measures
- Information system
- Data usage plan and routine
- Outcome-based incentives

## System Change

Policy and  
methodology  
development

Data and  
infrastructures  
creation

Human capital  
and capacity  
building



**Richer & diverse  
perspectives**

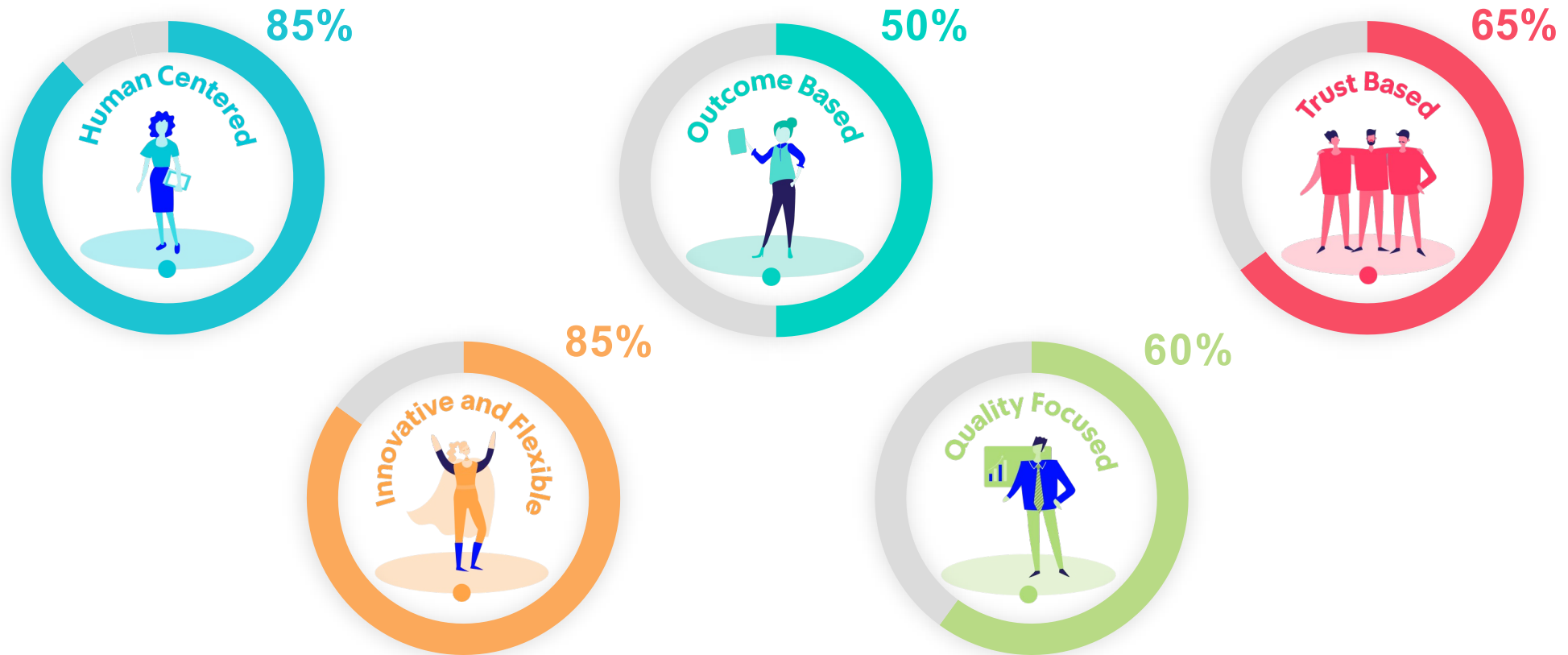
**Out of the  
box solutions**

**Enhanced trust**


**EFFECTIVE  
IMPLEMENTATION**

# Example Dashboard (in development)

% of tenders meeting requirements to a great extent



**Better system** ➡ **Better services** ➡ **Better Lives**



# NITI AAYOG'S OUTCOME BASED FUNDING FOR IMPROVING LEARNING OUTCOMES

Social Outcomes Conference, 2023  
Deep dive 1.2

September 14, 2023

# PROGRAM ORIGINATED FROM CHALLENGE OF UNDER-UTILIZATION OF EDTECH INFRA IN PUBLIC SCHOOLS

## Current situation

Since 2004 Govt has allocated  
**\$ 2 bn**  
to set up **ICT in public schools\***

**86,000** public schools have  
got **ICT infrastructure in India** till date

\* Govt and govt aided schools, Source: UDISE+ report, 2021-22. Calculated as number of ICT Labs multiplied by and grant guidelines under ICT@School

Focus largely on ICT  
Infrastructure provisioning



# PROGRAM ORIGINATED FROM CHALLENGE OF UNDER-UTILIZATION OF EDTECH INFRA IN PUBLIC SCHOOLS

Current situation

**LIMITED ACCOUNTABILITY FOR USAGE**



**LED TO LITTLE / NO IMPACT ON LEARNING**

*Risk of underutilization of this massive infrastructure is borne by the government*

Since 2015, philanthropy-led innovative outcomes-based practices took shape in the country...

NITI's program is the first step towards making 'Government' the outcome-funder

The opportunity



# TAKING NOTE OF OUTCOME-BASED CONTRACTING IN INDIA, GOVERNMENT OF INDIA'S POLICY THINK TANK, IN COLLABORATION WITH DELL FOUNDATION, LAUNCHED THIS PILOT PROGRAM

---

Outcome funder



Knowledge and technical partner



Performance manager



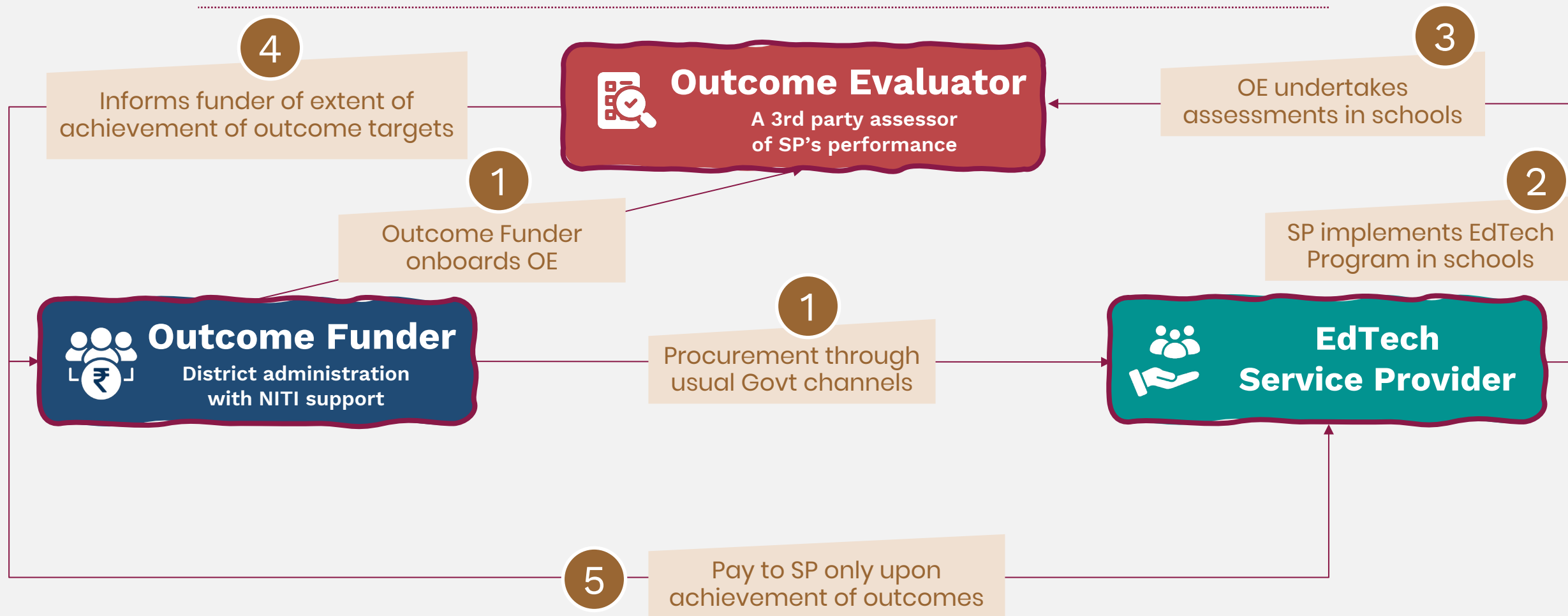
Research Partner



Outcome Evaluator



# DESIGNED WITH GOVERNMENT AS OUTCOME FUNDER, PROGRAM AIMS TO IMPROVE ACCOUNTABILITY OF SERVICE PROVIDER TOWARDS DRIVING OUTCOMES



With an aim to..



Increase accountability of Service Provider towards student learning outcomes

# PROGRAM AIMS TO DELIVER 2 ADDITIONAL YEARS OF LEARNING GAIN IN PARTICIPATING STUDENTS OVER CONTROL STUDENTS, BY CREATING INCENTIVES FOR SERVICE PROVIDER (SP) TO DELIVER LEARNING GAINS

Outcome is improvement in learning levels of students, and not just usage and infra creation

Outcome  
metric

**Additional “Years of Learning Gained” (YLG)**  
amongst the participating students

YLG targets

Outcome target  
– 2 YLG

End of Year 2

Outcome target  
– 1 YLG

End of Year 1

*By end of year 2, it is expected that students learning through EdTech shall gain 2 additional years of learning compared to other students*

**Year 0**  
(Set-up and infra provisioning)

Learning gains is achieved through enhanced accountability of SP, by aligning incentives to student learning gains

**Risk of under-performance is borne by SP**

30%

Paid only on achievement of Year 2 learning target, i.e. 2 additional YLGs

20%

Paid only on achievement of Year 1 learning target, i.e. 1 additional YLG

50%

Paid on set-up of fully functional ICT labs

Fixed

Variable

# POST SUCCESSFUL PROCUREMENT, THE PROGRAM HAS BEEN LAUNCHED IN ALL 280 SCHOOLS...

Labs have been installed  
in all **280 schools**



**2,500+ teachers** have been  
trained

**70,000+ students** started usage



# ...THE JOURNEY SO FAR IS FILLED WITH MANY LEARNINGS FOR THE ECOSYSTEM

## Context of the procurement

**29 states**  
**766 districts**

### Uttar Pradesh

*More populous than UK,  
Germany and France  
combined*

**District** level procurement

Contract of **\$ 1.2 mn** per district

## Challenges in the procurement

**1**

Limited capacity to undertake procurements with quality as selection criteria

**2**

No prior experience in managing outcomes-based funding contracts

**3**

Large contract value

**4**

Limited bandwidth

# KEY DIFFERENCES IN THIS PROCUREMENT WERE....

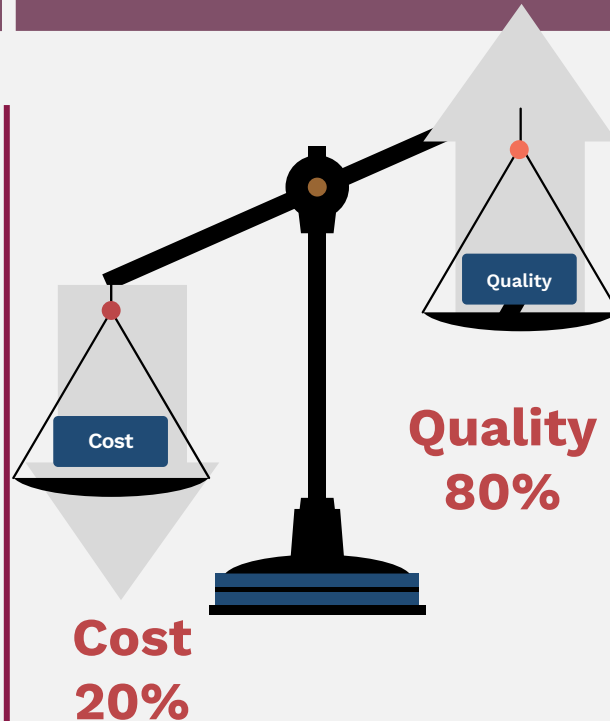
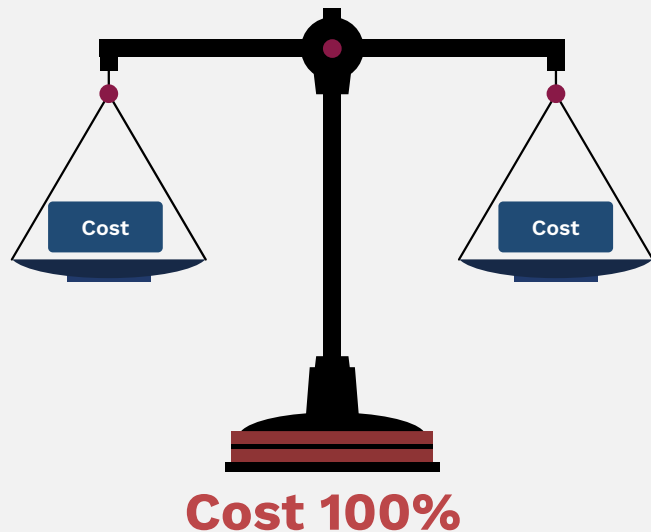
...vs other Govt procurements

## Focus on quality

Largely, Govt procurement is focused on...

L1: Selection of lowest cost bid

However, in this program, a large focus was on quality

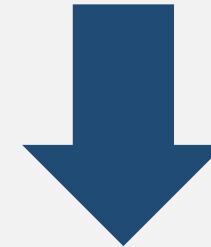


To ensure selection of quality product and achieve learning outcome target

...vs other Outcomes based procurements

## Limited flexibility

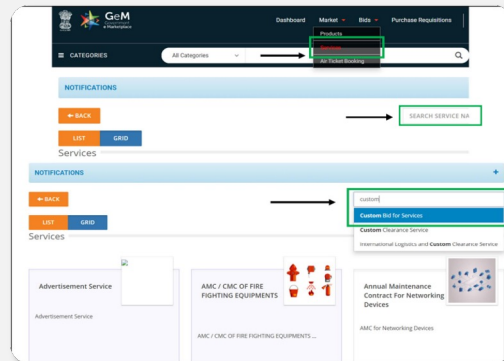
Despite many unknowns, once terms of RfP are defined there is no flexibility to change any condition, incl outcome targets, scope or the payment schedule



Design of comprehensive RfP

# CAPACITY BUILDING IN THE GOVERNMENT FOR OUTCOME BASED PROCUREMENT

## Technical capacity building through centralized inputs



GeM procurement guidebook

SCORE CALCULATION SHEET : OUTCOME BASED FUNDING FOR IMPROVING LEARNING LEVELS IN ASPIRATIONAL DISTRICTS				
Evaluation	Bidder 1	Bidder 2	Bidder 3	Bidder 4
<b>Technical Evaluation</b>				
Technical Score Based on Bid Form	46.25	66.25	65.375	65.375
Technical Presentation Score	12.625	12.625	12.625	12.625
<b>Total Technical Score obtained by the bidder</b>	<b>58.875</b>	<b>78.875</b>	<b>78</b>	<b>78</b>
Maximum Tech Eval Score	78.875	78.875	78.875	78.875
<b>Financial Evaluation</b>				
<b>Total Bid Price</b>	<b>80,000,000</b>	<b>85,000,000</b>	<b>70,000,000</b>	<b>65,000,000</b>
Lowest Bid Price	65000000	65000000	65000000	65000000
<b>Final Bid Evaluation Score</b>				
<b>Overall score of the bidder</b>	<b>0.760</b>	<b>0.953</b>	<b>0.977</b>	<b>0.991</b>



Technical scoring framework

OFFICE OF DISTRICT MAGISTRATE,  
DISTRICT <Name of the district>,  
GOVERNMENT OF UTTAR PRADESH

E-Tender  
FOR  
Implementation of Outcome Linked Personalized Adaptive Learning  
Program (PAL) in select schools for classes 3-8  
(Including supply & commissioning of hardware,  
PAL software and field services)



Model RFP

Table 2: The table comprise of essential features of adaptivity and personalization that should be seen in a PAL product			
<b>Adaptivity -</b> Is the product adaptive? For yes it should have at least 1.1 and/or 1.2; 1.3 is good to have 1. Learner's profile 2. Learner's performance 3. Learner's interaction			
Question	Suggested Action	The product is not a PAL if	The product is a PAL if
(For verification as per Technical Evaluation Table A.1.1) <b>1.1. Learner's profile</b> Is a diagnostic test present to determine the level of the learner? Does a product suggest a learning pathway based on the results in the diagnostic test?	At the beginning of the demo. 1) Ask the representative to show the diagnostic test 2) Ask them to show what happens based on the responses of the test Example: <b>Case 1:</b> What happens when all the answers are correct? Does the product recommend content / assessment that is at a higher level? <b>Case 2:</b> What happens when most of the answers are incorrect? Does the product recommend content / assessment that is at a lower level?	Diagnostic test is not present OR Diagnostic test is present but the responses of the learner are not considered in deciding the learning pathway	Diagnostic test present at the beginning and the learning pathway is decided based on the responses in the test.
(For verification as per Technical Evaluation Table A.1.1) <b>1.2. Learner's performance</b> Is the product adaptive based on the learner's performance?	Action for evaluator: Select 2-3 LU at random across 3 subject grade combinations as per content availability stated by the bidder (as per Appendix L-1, a.). Ensure that there is a representativeness from different topics. For each chosen LU: 1) Ask the representative to perform the following actions from one profile (one login account) in the chosen LU. Action for Profile 1: Provide correct responses in assessments for most of the questions. Check if the product adapts, i.e.	The product does not adapt in one or more LU i.e. in both the logins, the sequence and assessment questions (and / or the content) remain same.	The product adapts based on the learner's responses in all the LUs. Across these 2 logins, the sequence and kind of assessment questions (and / or the content) will be different



Workshop by IIT-B on  
evaluating PAL software

## Administrative capacity



Performance  
management team

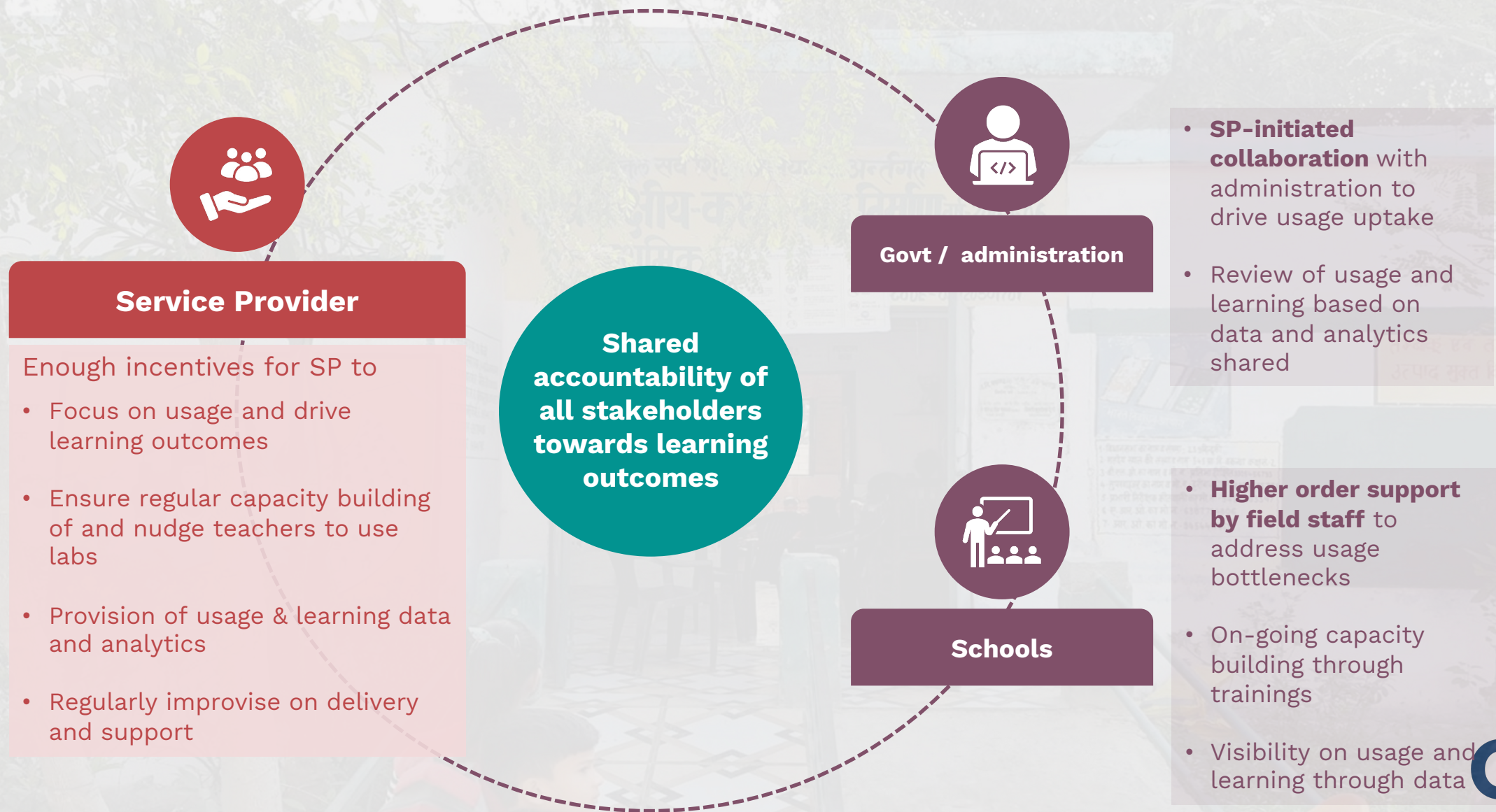


Additional capacity in  
each of the 4 districts



www.gdipartners.in

# WITH WELL ALIGNED INCENTIVES IN THE PROGRAM....



# ....WE HOPE THAT LEARNING FROM THE PROGRAM SHALL KICK-OFF ADOPTION OF OUTCOMES-BASED PROCUREMENT IN INDIA IN FUTURE

From Input driven procurement...

*...focus on cost and provisioning of infrastructure*



...to Outcomes focused procurement

*...to focus on real life outcomes through quality-led procurement*





# THANK YOU

# Lunch

UP NEXT:  
Deep Dives from 14.15 BST



Check out the programme  
& choose your session



#SOC23

BLAVATNIK SCHOOL OF GOVERNMENT & ONLINE



# GOVERNMENT OUTCOMES LAB

Thank you!

We would love your feedback!



@golaboxford



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



# GOVERNMENT OUTCOMES LAB

## Deep Dive 1.3

# Participatory approaches in research, services and policy

Chair: Vanessa Lefton  
Policy Lab UK



@golaboxford

#SOC23

golab.ox.ac.uk



# Session engagement

- Live from the Blavatnik School of Government in Oxford and online on Zoom
- If you are 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, please 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 are all on the GO Lab website.
- The GO Lab team is ready to help you both online and in-person.

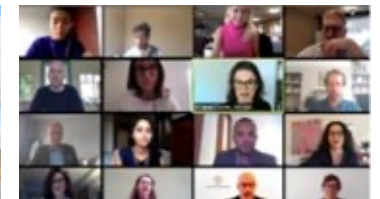


@golaboxford

#SOC23



golab.ox.ac.uk



[golab.bsg.ox.ac.uk/soc23](https://golab.bsg.ox.ac.uk/soc23)





**Vanessa Lefton**

Ethnography Lead Policy Lab UK

Policy Lab's mission is to **radically improve policy making** through design, innovation and people-centred approaches

## Aim for today

To discuss the ‘WHY’, the ‘HOW’, and the ‘GAPS’,  
in participatory approaches across research,  
service and policy design.



@golaboxford

#SOC23

golab.ox.ac.uk



# The panel



**GOVERNMENT  
OUTCOMES  
LAB**



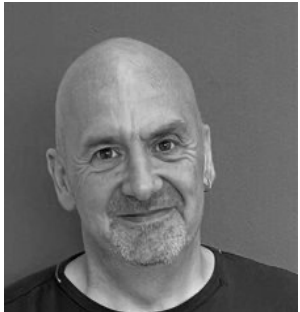
**Victoria Busby**  
Kirklees Better  
Outcomes  
Partnership



**Mohamed Hassan**  
Refugee Led Research  
Hub, Refugee Studies  
Centre, University of  
Oxford



**Sunny  
Dhadley** SUIT



**Michael Peoples**  
Kirklees Better  
Outcomes  
Partnership



**Prof Gary Painter**  
University of  
Cincinnati



**Macarena  
Cea Martinez**  
Fundación  
Luksic



**Assoc Prof  
Patsy Kraeger**  
California State  
University Bakersfield

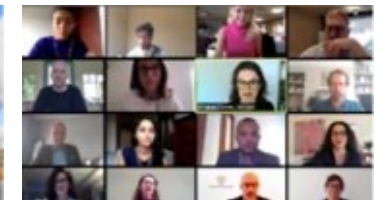


@golaboxford  
#SOC23  
golab.ox.ac.uk



# Session engagement

- Live from the Blavatnik School of Government in Oxford and online on Zoom
- If you are 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, please 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 are all on the GO Lab website.
- The GO Lab team is ready to help you both online and in-person.



[golab.bsg.ox.ac.uk/soc23](https://golab.bsg.ox.ac.uk/soc23)



@golaboxford

#SOC23



[golab.ox.ac.uk](https://golab.ox.ac.uk)

# Co-production

“A relationship where professionals and citizens share power to plan and deliver a service, research or a policy, together.”



@golaboxford

#SOC23

golab.ox.ac.uk



# Participatory policy design ladder

*Shifting power  
dynamics  
towards the  
citizen*



Non-participation

Desk research

Consultation

Ethnography

Co-design

Co-production

Inform

Educate

Enquire

Engage

Involve

Collaborate

Delegate power

Citizen led



CALIFORNIA STATE UNIVERSITY  
**BAKERSFIELD**

2023 Oxford Social Outcomes Conference  
September 14, 2023

**PARTICIPATORY COMMUNITY PHILANTHROPY:  
A PATHWAY FOR REDUCING SOCIAL (IN)EQUALITIES**

---

Patsy Kraeger, PhD, California State University

Rhonda Phillips, PhD, FAICP, Chatham University \* (co-author, not presenting)

# Community Philanthropy

- **Forms of community philanthropy** can include: grassroots philanthropy, engaged philanthropy, participatory philanthropy, horizontal philanthropy, social justice philanthropy, indigenous philanthropy, **place-based philanthropy**, and co-production (Ruesga, 2011; Lynn & Wisely, 2006; Fowler & Wilkinson-Maposa, 2016; Suarez, 2012; Mottiar & Ngcoya, 2016; Aspen Institute, 2014; Ostrom, 1999; Pestoff, 2006; Phillips, 2018 a and b as cited in Kilmurray, 2015, pp.5-6).
- All of these forms involve some level of **reciprocity and trust**.
- All these forms might build what Mattessich and Monsey (1997) call social capacity, or the **ability of the community to work together effectively for change**.

# On the Table : Chicago Community Trust



THE CHICAGO  
COMMUNITY TRUST  
AND AFFILIATES

- On the Table philanthropy is a program developed by the Chicago Community Trust in 2014 to bring community members together via a series of community conversations over meals in a single day.
- “At the inaugural On the Table, nearly 1,100 mealtime conversations were held at private residences, backyards, local restaurants and other community locations. In total, more than 11,500 Chicagoland residents of all ages, from all walks of life and socioeconomic circumstances, engaged in thought-provoking discussions to shape a public agenda to build and maintain communities that are strong, safe and dynamic” (Chicago Community Trust, 2022).
- Conversations informed funding by the CCT

# On the Table: Bringing Community to the Funding table

Annual event held in cities with Knight Ridder newspapers funded by the John S. and James L. Knight Foundation in partnership with local community foundations in 10 cities in 2018 with local Community Foundations. Two million dollars was provided by Knight to expand the program.

Each city will schedule one day when they will convene thousands of residents to share both a meal and ideas on how to make their city a better place to live and work, while identifying opportunities to address local challenges such as affordable housing, climate change, race relations, and urban design and public space improvements.

Data and insights from On the Table help to inform many strategic plans and grant-making for both community foundations and city governments. Data is also shared with local decision-makers, organizations and residents to encourage them to collaborate on actions that can improve the quality of life in their city

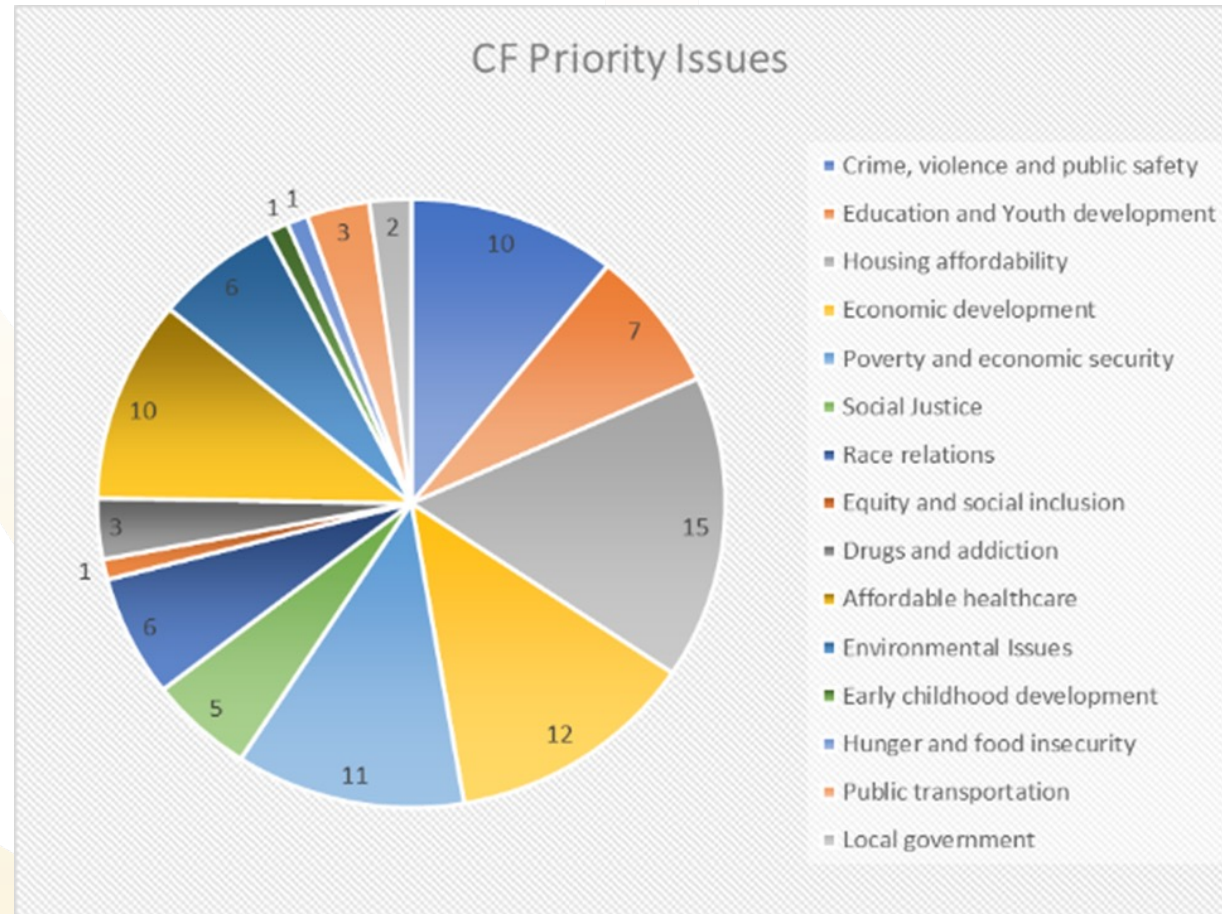


 John S. and James L.  
**Knight Foundation**  
*Informed and engaged communities.*

# Methodology: Descriptive Statistics

- 10 Community Foundations (CF) in Knight Ridder newspaper cites in the United States with funding for the On the Table event developed by the Chicago Trust, a CF to examine community priorities for funding.
- We used descriptive statistics to examine categories of funding by percentages for the top three identified areas across the 10 community foundations .
- Descriptive statistics are brief informational coefficients that summarize a given data set, which can be either a representation of the entire population or a sample of a population.
- We examined the Community Foundation's required annual IRS Form 990, Return of Organization Exempt From Income Tax for 2019 grantmaking to U.S. nonprofits.
- We then examined the mission and programming of the funded nonprofits to categorize funding areas according to the US National Taxonomy of Exempt Entities (NTEE) developed by the National Center for Charitable Statistics (NCSS)
- We compared funded programs to issues areas identified for tax years 19 and 2020 from the 2018 events.

# 15 Priority Areas Identified across 10 communities



# Top 3 Priority Areas Percentage of Funding

10 Community Foundations where Knight Foundation invests/Knight Ridder newspaper locations for the 2018 day long OTT Event	Economic Development % of funding	Social Justice % of funding	Youth % of funding	Total CF Funding for the 2018 period
Akron CF	70%	15%	15%	\$2.5 million USD
Blue Grass CF	51.20%	9.70%	38.70%	\$1.1 million USD
Central Carolina, Carolina CF	66.60%	16.70%	16.70%	\$160 thousand USD
Chattahoochee CF	56.00%	4.00%	40.00%	\$6.2 million USD
Gary CF	66.60%	0%	16.70%	\$160 thousand USD
Miami CF	N/A	N/A	N/A	N/A
Palm Beach & Martin	32%	35%	0%	\$6.2 million USD
Philadelphia CF	54%	11%	35%	\$1.2 million USD
Silicon Valley CF	47%	0%	22%	\$1.5 million USD
	27%	9%	64%	\$53 million USD



# Conclusion

---

Millions of dollars of funds were dispersed into local communities using citizen priorities for funding as evidences by foundation annual tax filings.

Participatory practices successfully meet community needs.

Participatory practices remove power differences in community funding.

New tools are not necessarily needed as the SDGs themselves are validated by the community.

We further suggest to consider global change from a local perspective which can be aggregated for change at the state, regional and national levels when we use systems measures for change.

We recognize that the *On the Table model* was to encourage local community voice on important issues from a participatory aspect.

We have shown that this model can also be used as a starting place to look at both community well-being and tracking the role of community foundations as strong institution or community catalysts for partnership.

*\* Research is forthcoming in 2024 in a peer reviewed book chapter, chapter 20, Kraeger, Phillips & Akanu in Kraeger, P. Islam, R. & Phillips, R. (Eds) Social (In)Equality, Community Well-being and Quality of Life, Edward Elgar Publishing*  
**ISBN:** 978 1 03531 244 3.



# Establishing Refugee Leadership in Humanitarian Practise

A Case Study: Refugee-Led Research Hub (RLRH)

By: Mohamed Hassan (on behalf of RLRH team)

September 13, 2023



**REFUGEE-LED  
RESEARCH HUB**



# Refugee-Led Research Hub (RLRH)

- Supports scholars with displacement backgrounds to be leaders in knowledge production and decision-making in research and humanitarian practice.
- Has 3 pillars: Academic, research & professional pillars.
- Has a diverse team with lived experience of displacement.
- Takes a unique approach to decision-making through the core team.
- Strives to enable evidence-based policies and best practises.

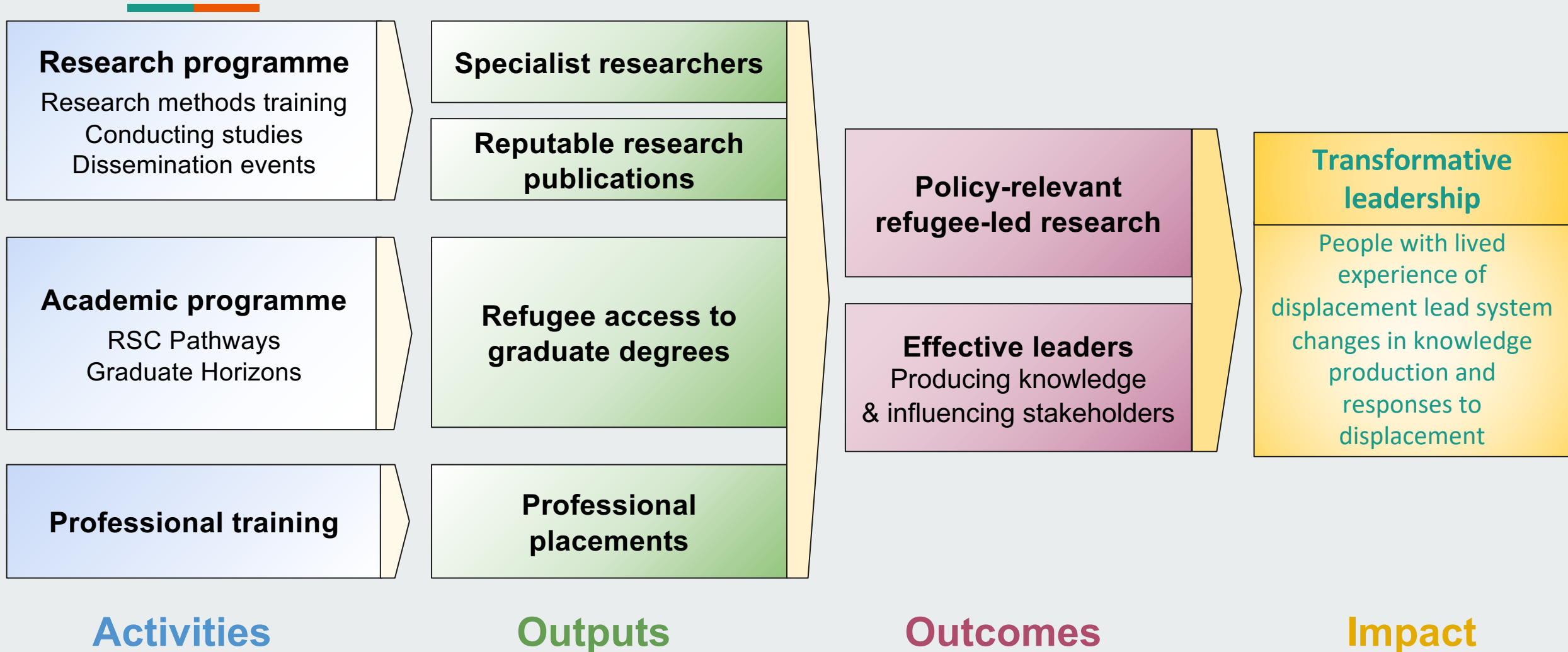




# Barriers to Refugee Leadership

- Tokenization
- Lack of pathways to professional opportunities
- Limited involvement in research decision-making
- Structural imbalances between outsider researchers and refugee researchers

# Theory of Change





# Establishing Refugee Leadership

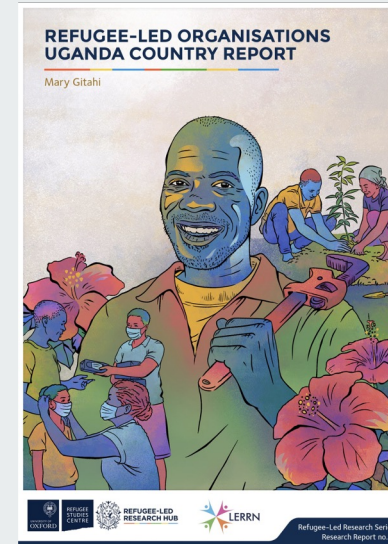
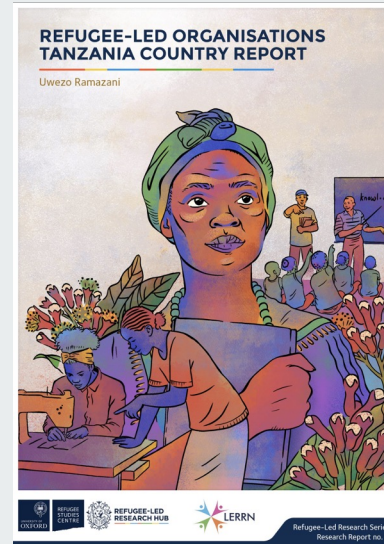
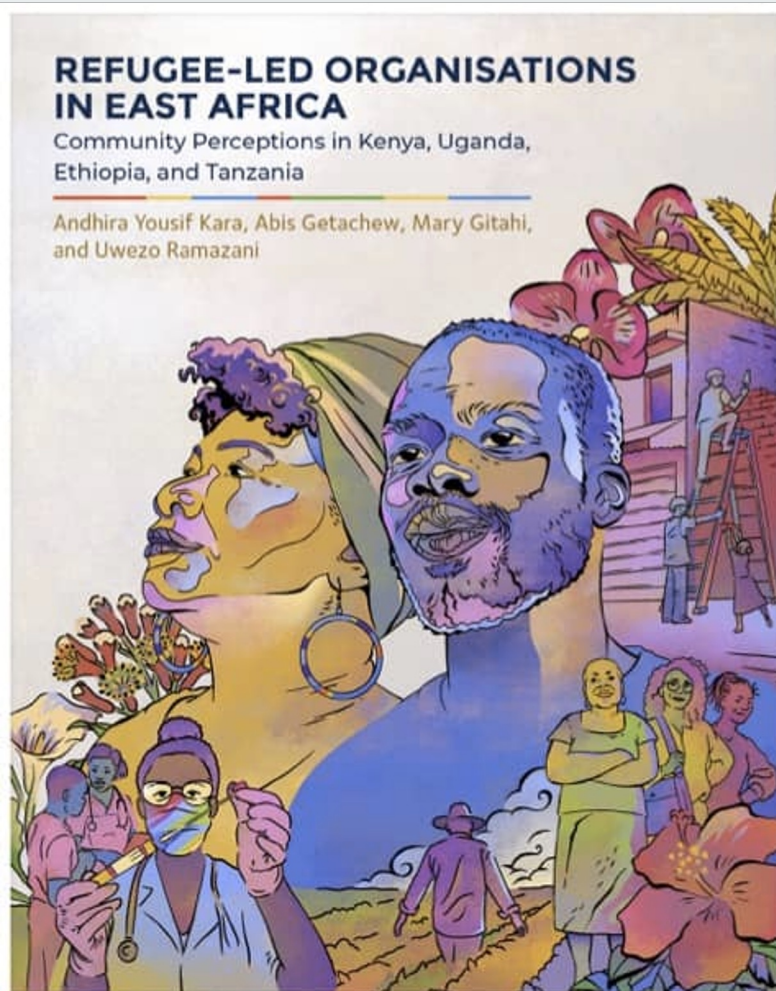
- Intentional hiring of refugee researchers with lived experience of displacement
- Clear decision-making pathways led by refugee researchers
- Power imbalances: Core team of refugee researchers make key decisions, monthly meetings for accountability



## Recommendations For Change

1. Active hiring of refugee researchers, clear inclusive decision-making structures
2. Transfer skills through training and professional development
3. Set exit strategies for non-refugee researchers, cede spaces to refugees
4. Donor's role: Loosen research grant restrictions, support refugee-led research
5. Publisher's role: Seek content from refugee authors, provide support in the formulation and editing process

# Previous RLRH refugee led research



## Refugee-Led Organisations in East Africa: Community Perceptions in Kenya, Uganda, Ethiopia, & Tanzania

*Andhira Kara, Abis Getachew, Mary Gitahi, Uwezo Ramazani*

*Regional report & four country reports [available online](#).*

# Deploying Social Innovation Models for Anti-Racist Practices: Lessons from Homelessness Research in Los Angeles

Victoria Ciudad-Real, PhD student, UC Irvine  
Saba Mwine-Chang, MFA, Managing Director, USC  
HPRI

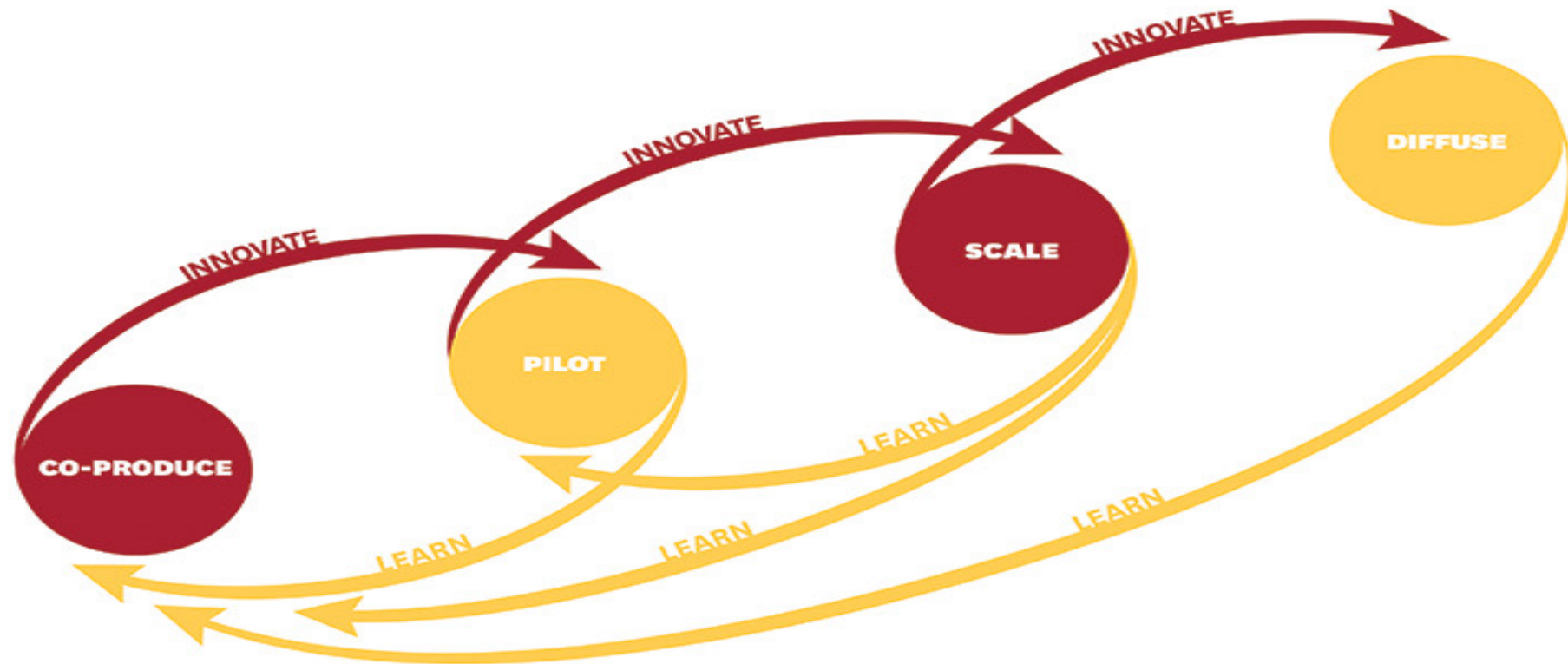
Gary Painter, Ph.D., UC Lindner

SOC 2023  
Oxford

**Social Innovation** – “an iterative, inclusive process that intends to generate more effective and just solutions to solve complex social problems”  
(Beckman, Painter, and Rosen, 2020)

# Social Innovation and Anti-Racist Practices

## SOCIAL INNOVATION PROCESS



- **Anti-racism** is defined as the opposite of racist, as it actively recognizes racism and seeks to undo inequities produced by it (Kendi, 2019).
- **Anti-racism** is facilitated with a definition of equity that seeks not only equitable outcomes, but also equitable processes to produce those outcomes (Race Forward, 2022).

- **Main structural drivers of Homelessness in Los Angeles**
  - Institutional Racism
  - Housing Supply constraints
  - Increasing Housing cost burden

- Iterative power building through co-production (Rosen and Painter, 2019) with broad stakeholder groups (research, policy, practice, lived expertise)
  - Centering Black and Brown Voices
- Collective Impact/Action Network
  - New measures for success emerged through our Race/Equity Committee
  - Developed a Shared Language, Shared History, and shared culture

# Why Social Innovation?

- Complex (“wicked”) problem
- Racism is one of many causes that interacts with other risk factors and can hamper any interventions
- Social innovation processes are well aligned with process that can address racism

# Questions?

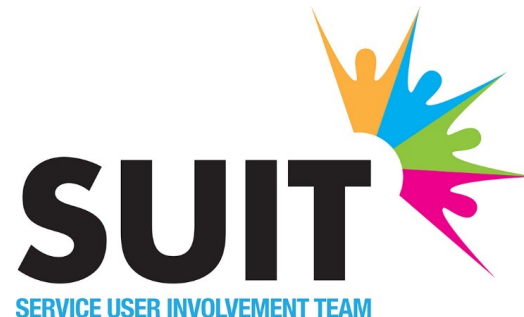
[paintegd@ucmail.uc.edu](mailto:paintegd@ucmail.uc.edu)

[paintegd@ucmail.uc.edu](mailto:paintegd@ucmail.uc.edu)

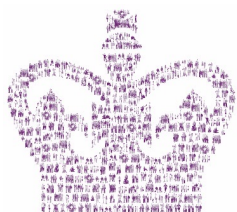


# The Power of Lived Experience in Improving Outcomes

**Sunny Dhadley** FRSA



# 1. How We Listen Matters



**The Queen's Award  
for Voluntary Service**

*The MBE for volunteer groups*

## 2. Solutions Exist



## 3. Evidence

- Bespoke methodology.
- Measure impact.
- Data capture and manipulation.
- Validity.
- Weapon for Influencing.
- Manage resistance.



- Over 10k individuals.
- More than 43k interventions.
- 72 areas of needs met.
- £20.78 intervention cost.
- 000's ETE
- Social change in practice.

Connect With Me  
**Linked**  TM

Sunny Dhadley FRSA

Social Outcomes Conference 2023

Macarena Cea > Director of Development and Evaluation

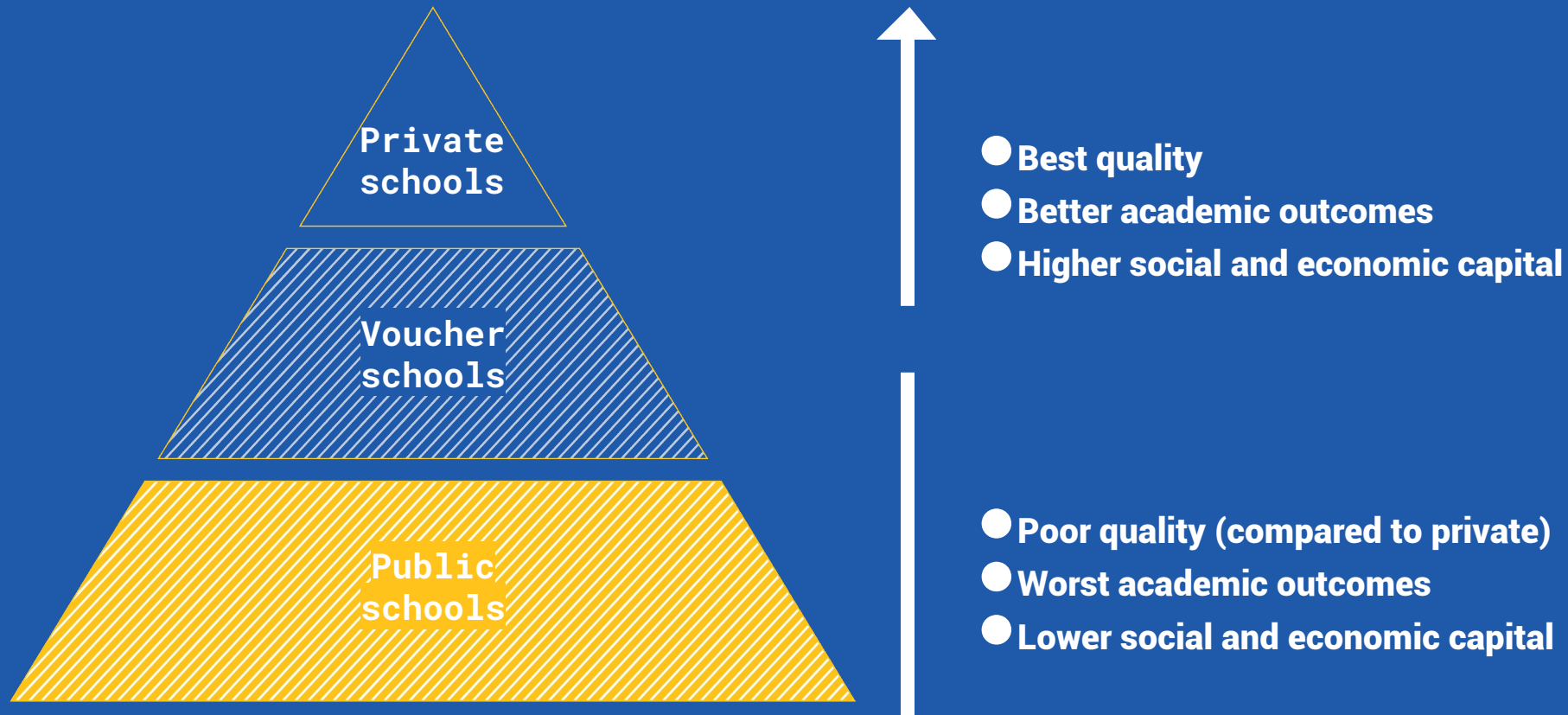
# Overcoming Information Asymmetries: End-user experiences in educational initiatives in Chile



# Case of Chile



Asymmetries of information deepen due to Chilean structural inequalities

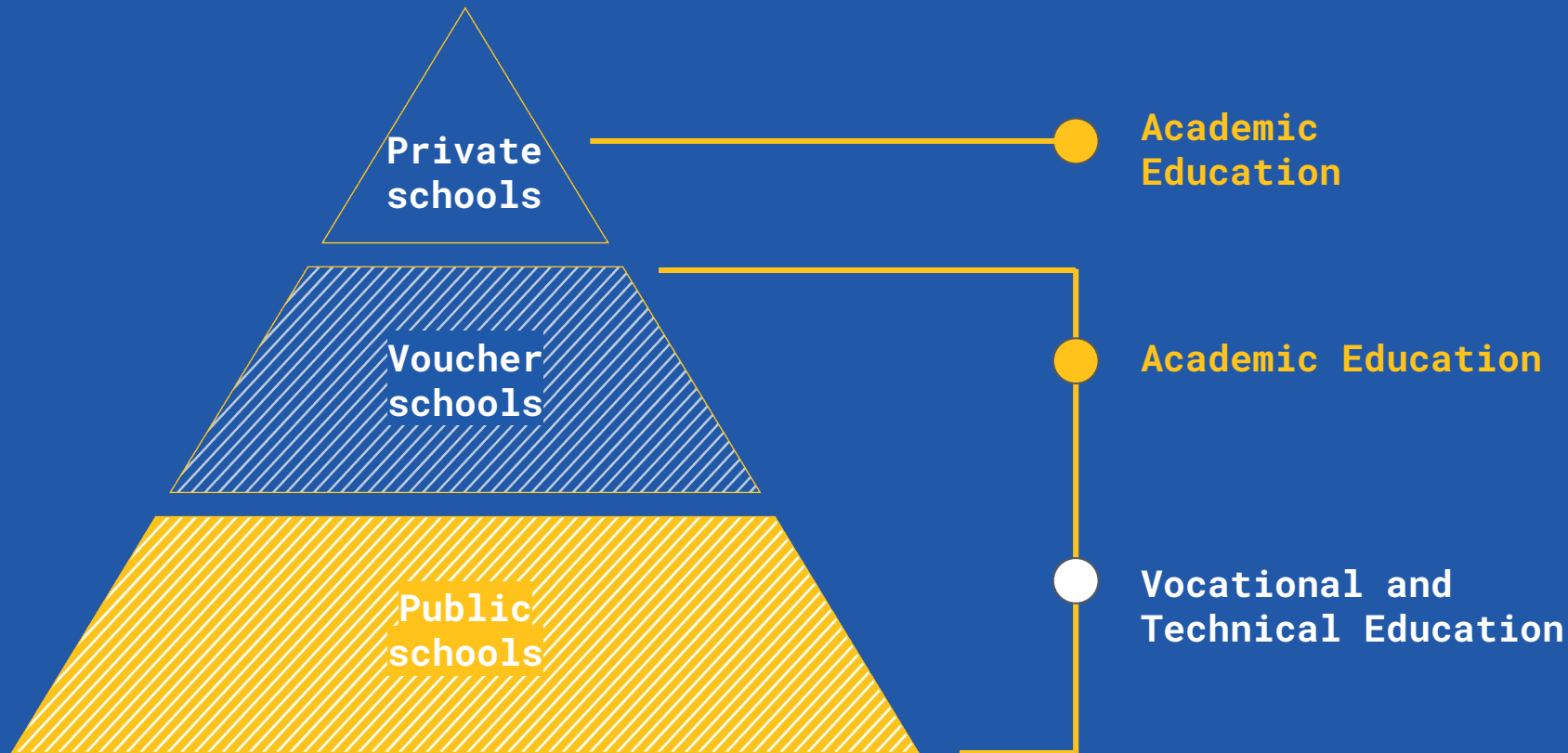


Stratified secondary Education

# Case of Chile



Asymmetries of information deepen due to Chilean structural inequalities



Stratified secondary Education

# Information Asymmetries



## Information Gap

### Individual Decision

Selection  
of  
schools

Access to  
higher  
education  
institutions

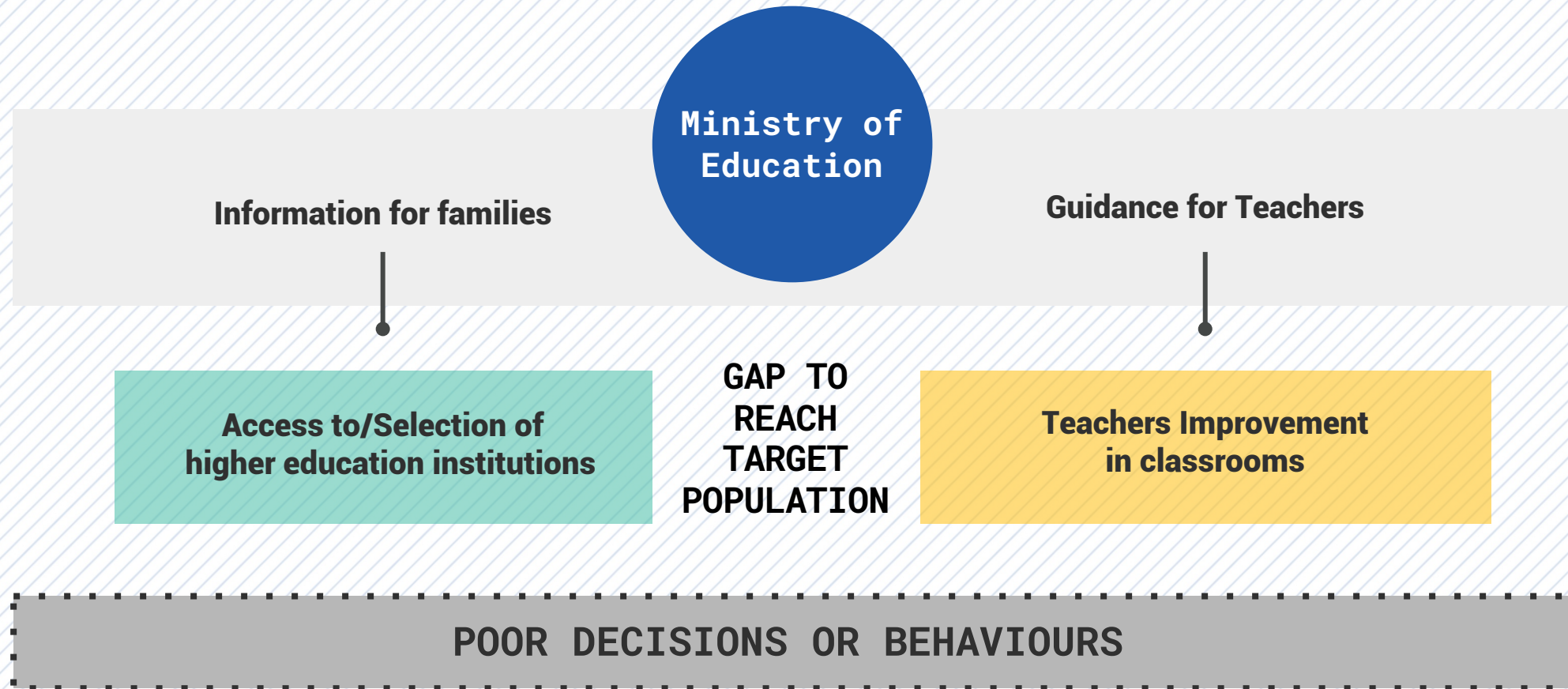
Selection of  
higher  
education  
institutions

### Organizational Behaviours

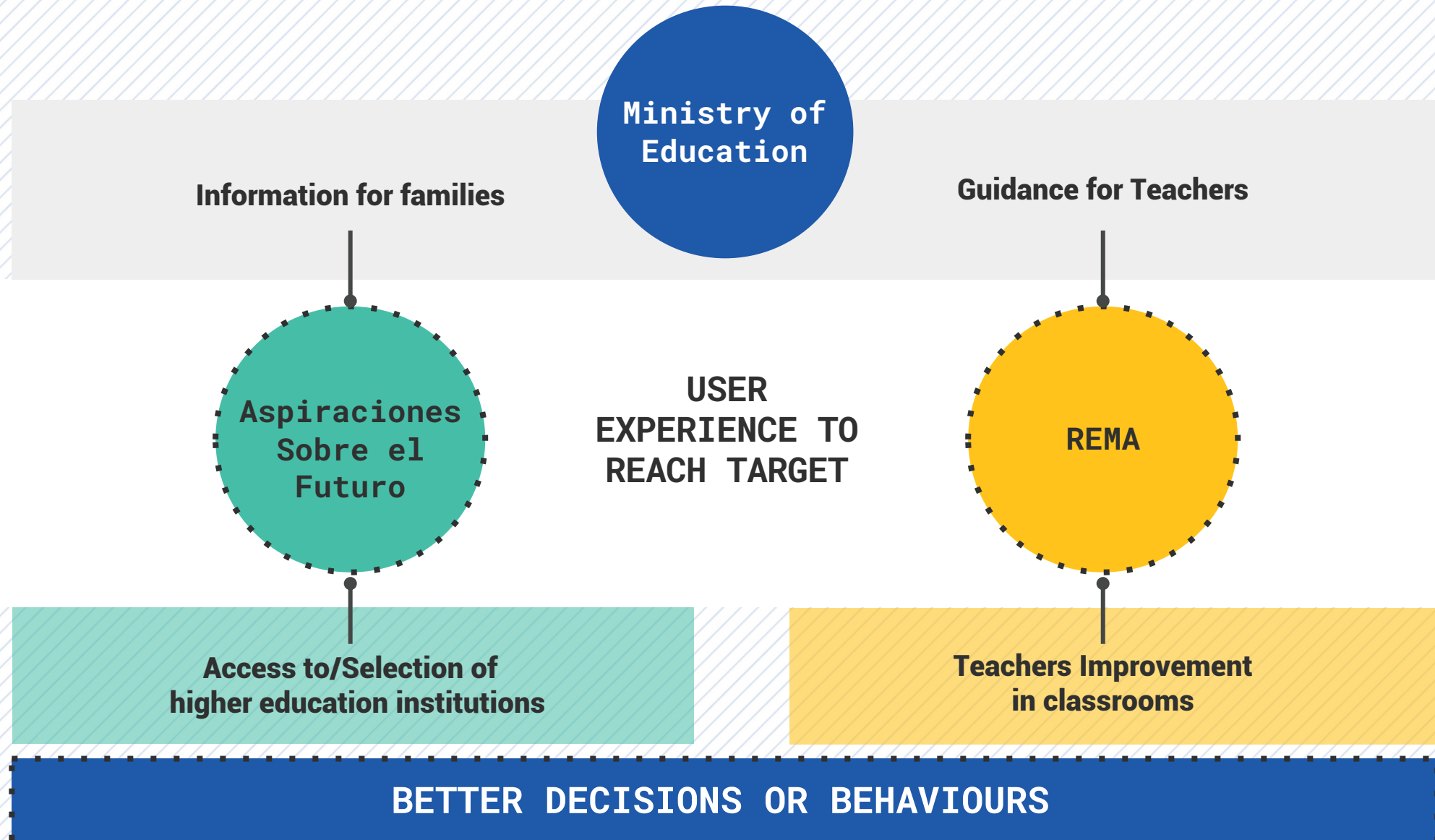
Vocational schools implementing  
Ministry of Education public policy

Educational systems suffer of “information gap” due to asymmetric information

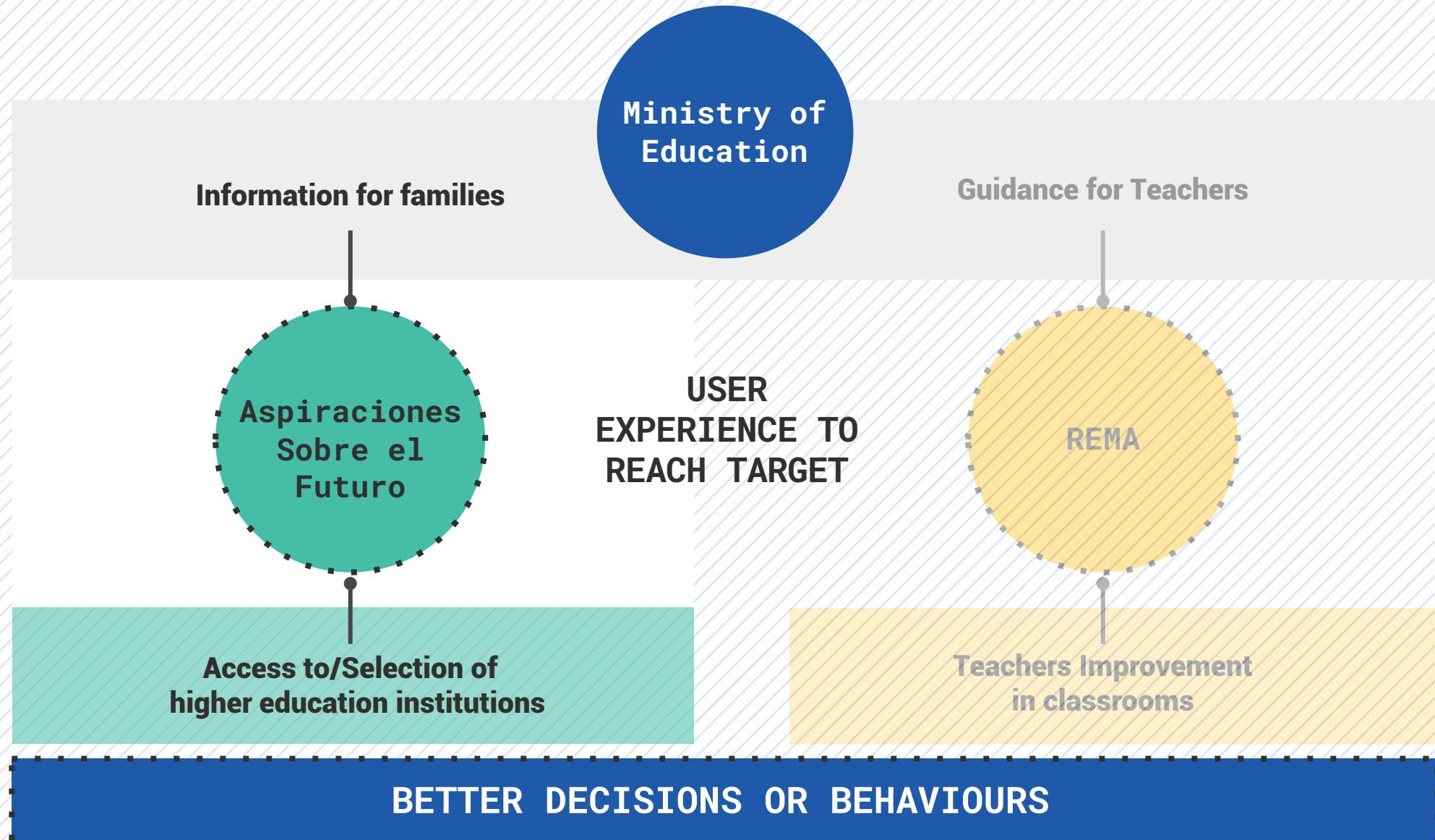
# Information Asymmetries



# Information Asymmetries



# Information Asymmetries



# Information Asymmetries



Information Gap

Individual Decision

Organizational Behaviors

Selection  
of  
schools

Access to  
higher  
education  
institutions

Selection of  
higher  
education  
institutions

Vocational schools  
implementing Ministry of  
Education public policy

—●  
**Our  
programs**

Educational systems suffer of “information gap” due to asymmetric information

# Information Program



Participatory Approach >



Aspiraciones  
Sobre el  
Futuro

1

Individual survey  
and tailored  
brochure for  
students



Students taking the survey > Authorization provided to use image

USER EXPERIENCE TO REACH TARGET

# Information Program



Participatory Approach >



**Aspiraciones  
Sobre el  
Futuro**

1

Individual survey  
and tailored  
brochure for  
students

2

Mentoring  
program for a  
group of  
students



Participants of "Aspiraciones Sobre el Futuro" > Authorization provided to use image

**USER EXPERIENCE TO REACH TARGET**

# Information Program



Participatory Approach >



**Aspiraciones  
Sobre el  
Futuro**

1

Individual survey  
and tailored  
brochure for  
students

2

Mentoring  
program for a  
group of  
students

3

Personalized  
reports to  
institutions



School's staff and Fundación Luksic's members> Authorization provided to use

image

**USER EXPERIENCE TO REACH TARGET**

# Better decisions or behaviours



## Aspiraciones Sobre el Futuro

12.8

percentage points higher  
probability of registering and taking  
the college admission exam.

10.3

percentage points higher  
probability of applying for funding.

4.7

percentage points higher  
probability of enrolling in higher  
education.



Delivery of tailored brochure > Authorization provided to use image

Social Outcomes Conference 2023

Macarena Cea > Director of Development and Evaluation

# Overcoming Information Asymmetries: End-user experiences in educational initiatives in Chile

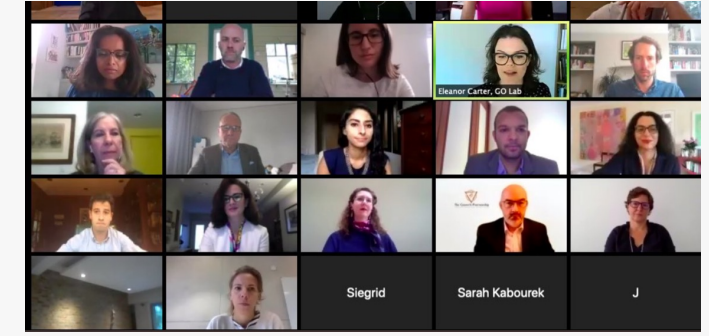


# Lunch

UP NEXT:  
Deep Dives from 14.15 BST



Check out the programme  
& choose your session



#SOC23

BLAVATNIK SCHOOL OF GOVERNMENT & ONLINE



# GOVERNMENT OUTCOMES LAB

Thank you!

We would love your feedback!



@golaboxford



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



# GOVERNMENT OUTCOMES LAB

## Deep Dive 1.4 Public sector reform: Insights from the Life Chances Fund & beyond

Chair: Kathy Hall  
Blavatnik School of Government



@golaboxford

#SOC23

golab.ox.ac.uk



# Welcome to SOC23



GOVERNMENT  
OUTCOMES  
LAB

- Live from the Blavatnik School of Government in Oxford and online on Zoom
- If you are 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, please 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 are all on the GO Lab website.
- The GO Lab team is ready to help you both online and in-person.



[golab.bsg.ox.ac.uk/soc23](https://golab.bsg.ox.ac.uk/soc23)



@golaboxford

#SOC23



[golab.ox.ac.uk](https://golab.ox.ac.uk)

# Public Sector Reform

## Chair



**Kathy Hall**

**Chief Operating Officer,  
Blavatnik School of  
Government**



@golaboxford

#SOC23

[golab.ox.ac.uk](https://golab.ox.ac.uk)





## Meet our panellists



**Kathy Hall**

Blavatnik  
School of  
Government

**Chair**



**Aman Johal**

Big Society  
Capital



**Dr Eleanor  
Carter**

University of  
Oxford



**James Magowan**

UK Government

Department  
for Culture  
Media & Sport



**Lee  
Whitehead**

Manchester  
Metropolitan  
University



**Val Keen**

UK Government

Department  
for Levelling Up,  
Housing  
& Communities



@golaboxford

#SOC23

[golab.ox.ac.uk](https://golab.ox.ac.uk)





Department  
for Culture,  
Media & Sport

September, 2023

# Life Chances Fund

# How the Life Chances Fund works

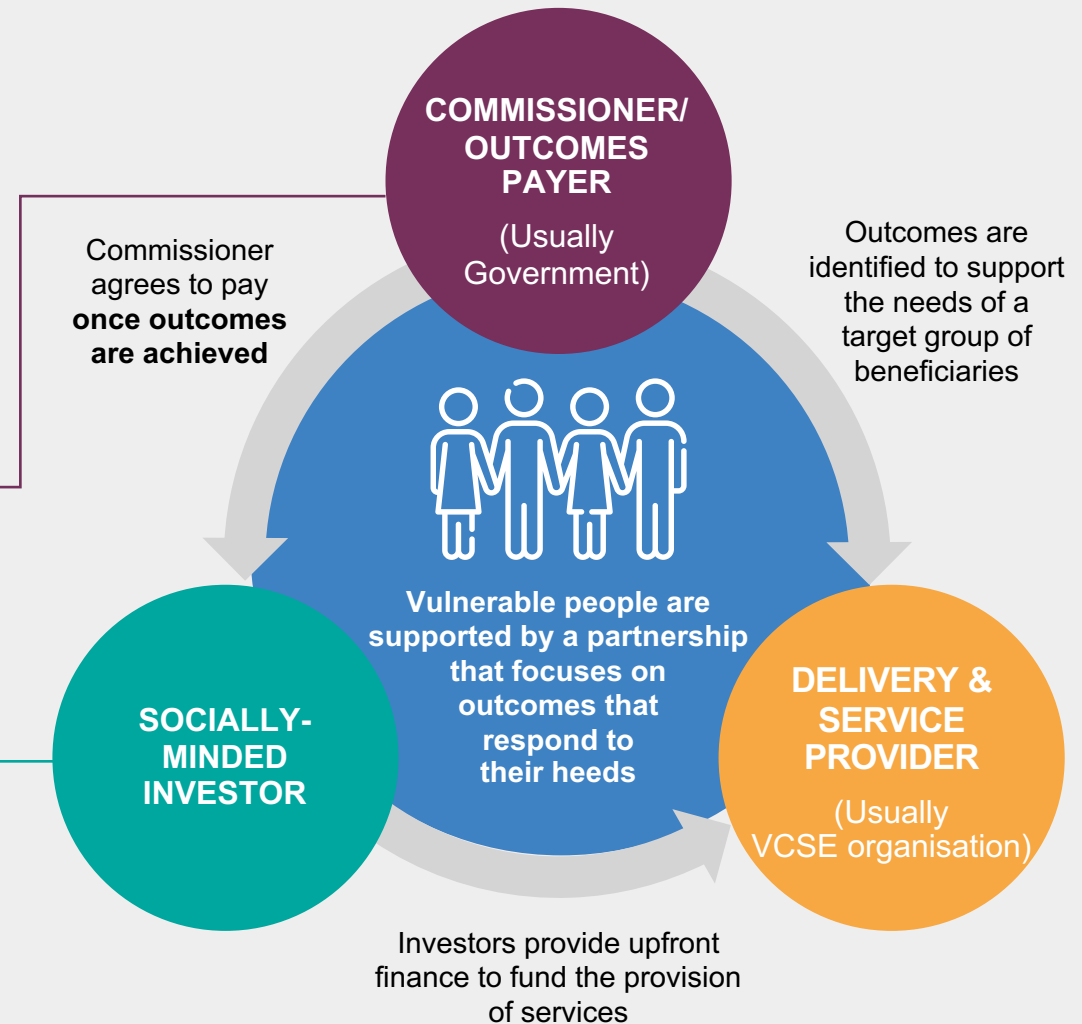
The Life Chances Fund was launched in 2016 as a 9 year programme to **test the effectiveness of** social outcomes partnerships **over other forms of commissioning**. The LCF uses **outcomes-based commissioning** approach that means that govt. spends its money on the things it really cares about: direct, measurable impact on people's lives.



to

Non-DCMS spend is sourced locally and is always 50%+ of the total outcomes payable. Local authorities, Sports England, employers and philanthropists are co-funders to projects.

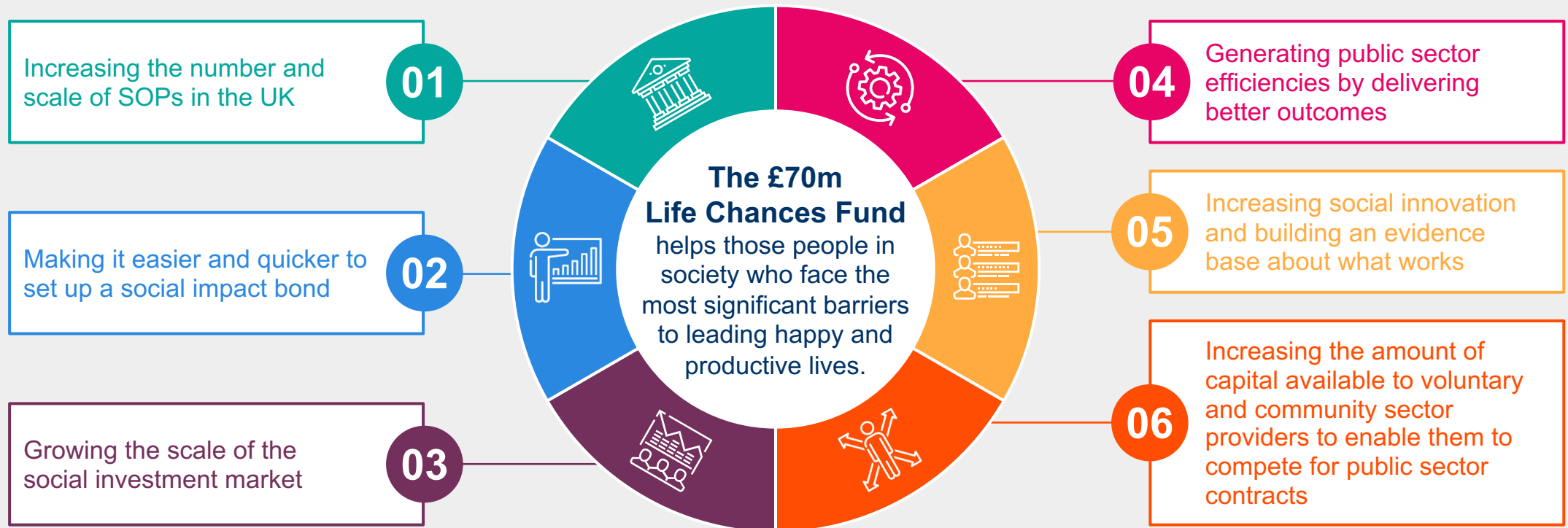
Investors provide capital to pre-finance projects, at risk of them not-performing. They are repaid **only** when outcomes are achieved.





# The Overall Objective

...of the LCF is to help people in society who face the most significant barriers to leading happy and productive lives. At launch, the specific goals of the programme were:



In the course of delivery and evaluation of the LCF, several additional benefits have been achieved in e.g. the development of relational -based local contracting that enables more agile and accountable partnership working (explored further in learning and legacy section).



# Why use Social Outcomes Partnerships?

**Traditional public service commissioning struggles to address entrenched social challenges. SOPs offer an alternative approach to improving outcomes for some of the most vulnerable in society.**



## The problem:

Fragmented and siloed service delivery does not meet the needs of people with complex needs

Lack of data and outcome measurement to demonstrate impact of services and value of VCSE sector

Payment for service/output models do not always represent value for money



## SOPs offer an alternative approach through:

Creating the space for partnership working and delivery of innovative and person-centred services

Rigorous focus on impact and outcomes over inputs

Data-driven approach with a high degree of performance management

Linking funding to achievement of outcomes and improving financial discipline (by leveraging funding and expertise of social investors)



**SOPs also offer an opportunity to support the role of the VCSE sector in procurement and public sector delivery through:**

- Greater measurability of impact
- Driving efficiency and reducing wastage through a focus on outcomes



# Refining How SOPs Work

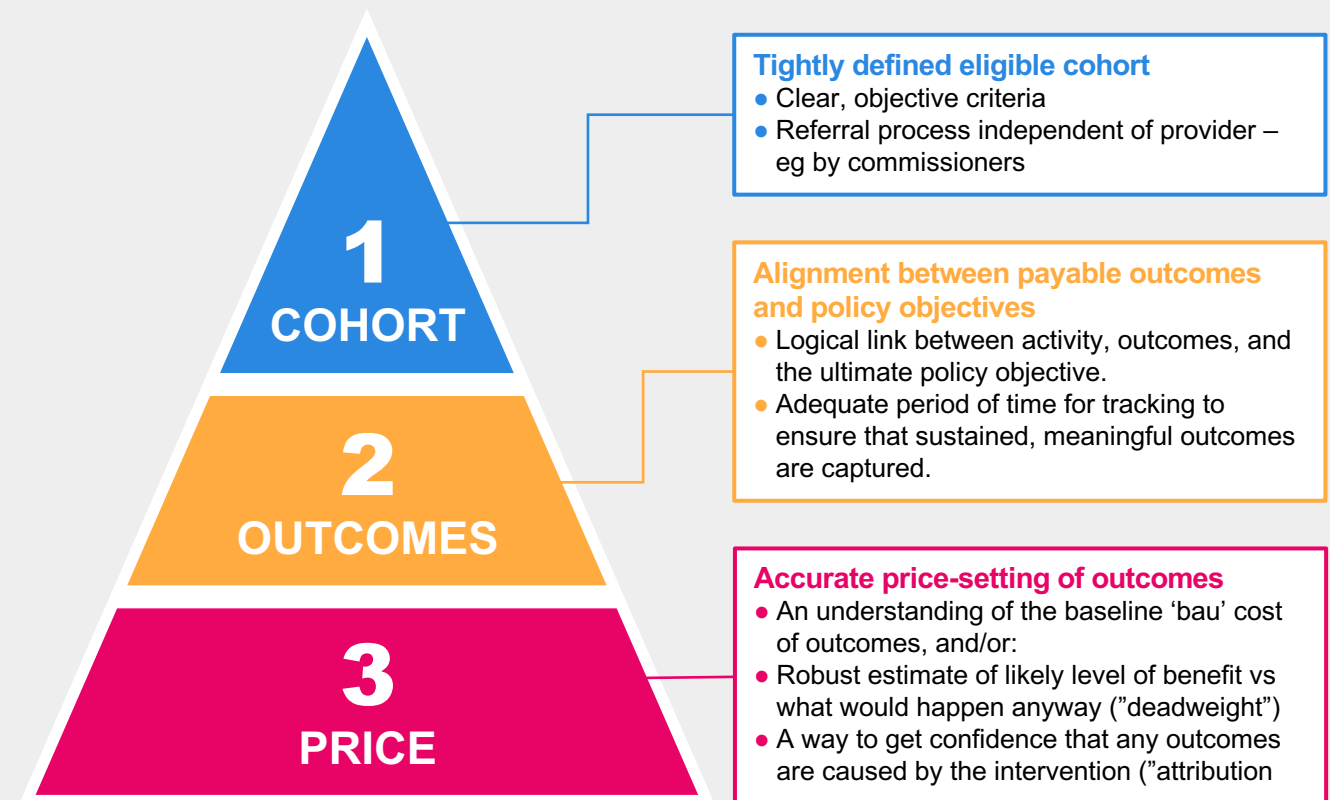
- Earlier SOP Funds paved the way for the Life Chances Fund, using central top-up £ to leverage local contribution:

**Social Outcomes Fund:**  
**£20m**  
fund deployed over 36 months  
by the Cabinet Office funded  
**7 SOPs**

**Commissioning Better Outcomes Fund:**  
**£40m**  
fund up to 2023 deployed by  
TNL Community Fund  
**19 SOPs**

- **From this work and other OBC we gained Key Learning:**

Well run outcomes based commissioning needs:

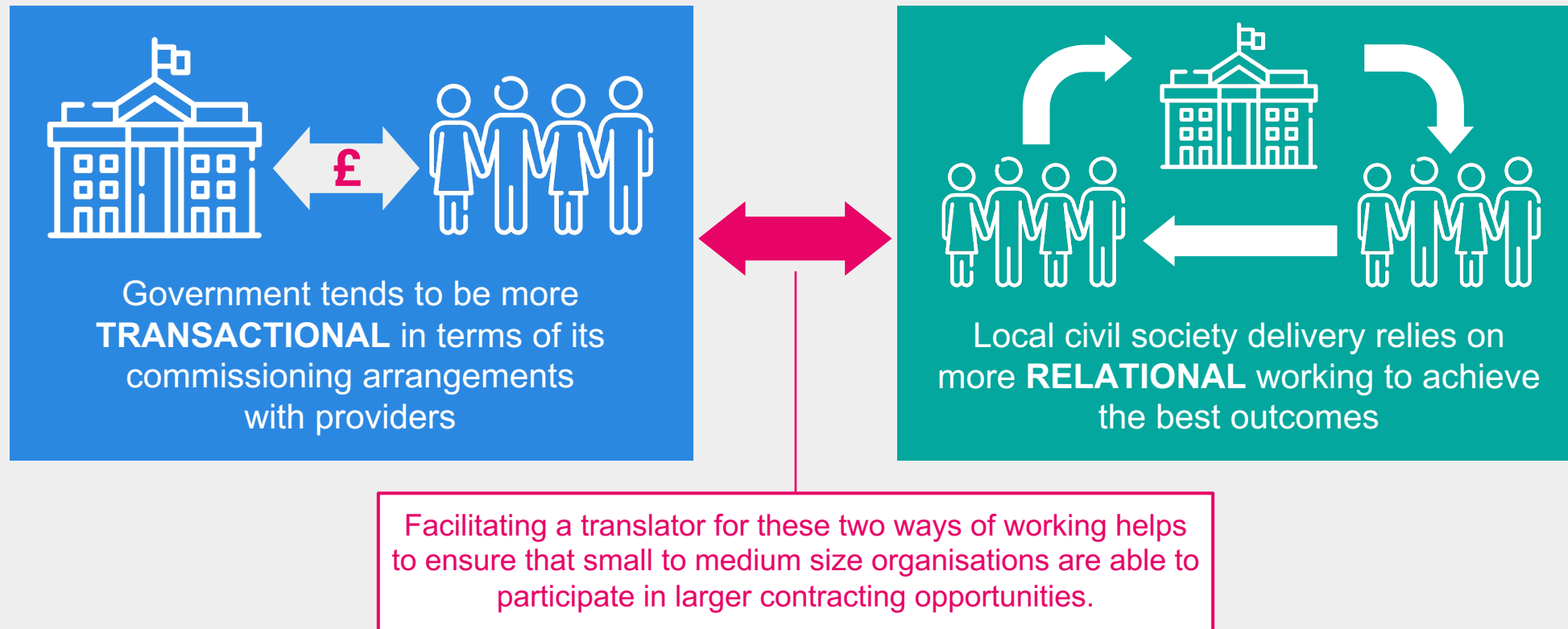




# National and Local Alignment

Finding ways by which to align national and local policy intent is not easy.

In many instances, the commissioning approaches that work best locally are hindered by the disconnect with the approach that central government commissioning operates.





# Stimulating Local Approaches

- **Promoting collaboration** between local and national actors can be achieved in top up funds, where central money acts as a 'proxy' for central govt. savings, aligning this with local money.

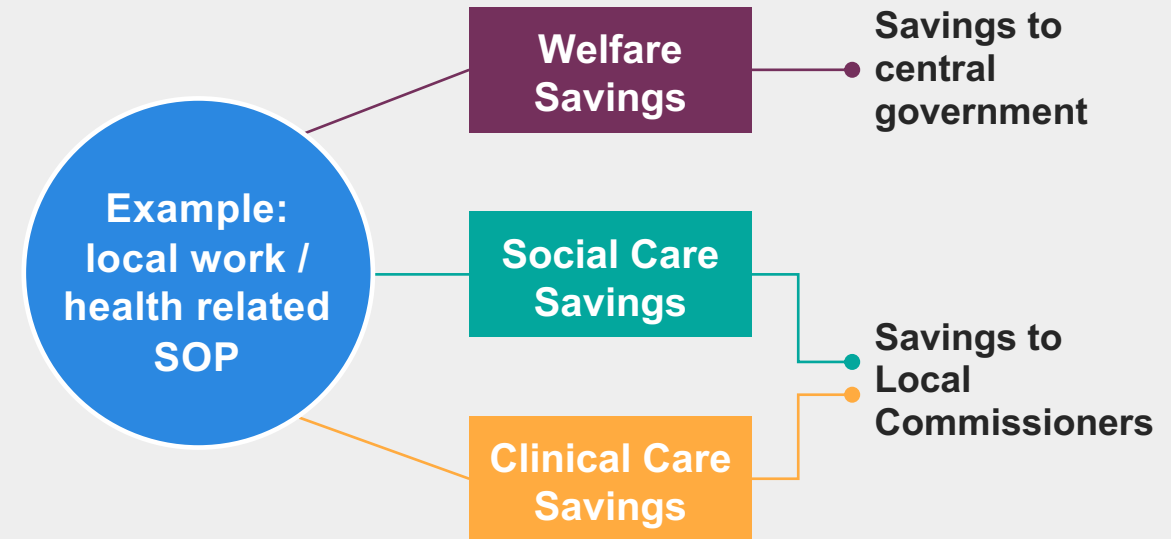


Many of the most effective cost-saving measures are those that seek to tackle **complex social issues** that generate costs (and hold potential savings) for more than one commissioner.



**Top-up** funds aim to stimulate local commissioners to adopt SOPs. The top-up element acts as a proxy for savings that are realised in central government.

This allows **local commissioners** to only pay for savings that affect their budgets.





# LCF Partners

## • Programme Partners



Department  
for Culture,  
Media & Sport



**COMMUNITY**  
FUND



**GOVERNMENT  
OUTCOMES  
LAB**

## • Project Partners



**29**  
Projects



**78**  
Local Commissioners  
(Outcome Payers)



**62**  
VCSE Provider  
Organisations



**10** Social Investors  
**7** Investment  
Intermediaries



# Evaluation

The LCF evaluation strategy aims to gauge the impact on people's lives, value for money and the benefits of using a SOP. It is being done over three levels of work:





# GOVERNMENT OUTCOMES LAB

## Life Chances Fund Insights for Public Sector Reform

14<sup>th</sup> September 2023

Dr Eleanor Carter and GO Lab research and data team



@golaboxford



golab.ox.ac.uk

# Modelling a new way of working

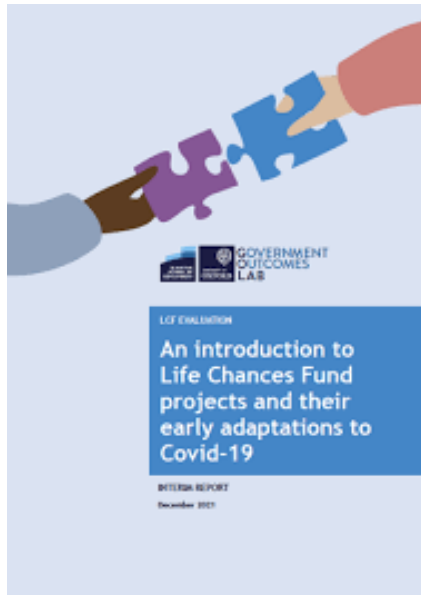


Long-term collaboration between policy team and dedicated research group to shape a learning agenda

Data stewardship to support an emergent data collaborative

Space for local-level evaluation, adaptation and learning

# Adaptive learning partners



- Research team and policy team co-design research questions and evaluation approach (prior to project launch)
- Surface early insights and adapt questions and methods iteratively
- Developing ‘research assets’ not just publications

# Data stewards

Small-scale, innovative  
'pilots' with limited/non-  
existent management  
data

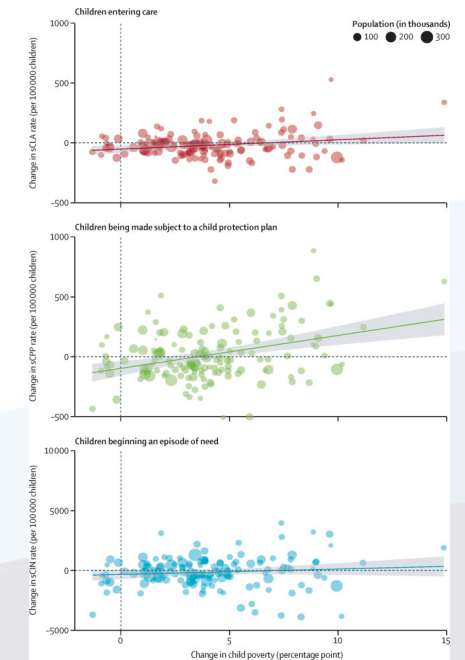


Figure is not representative and was lifted from The National Lottery Community Fund

Data collaborations which bring  
together data from various sources  
to solve problems for the public  
good.



Good quality, granular  
data - administrative  
data; survey data; census



# Radical openness around data and adaptation

- Measurement that is locally attuned but also legible to HM Treasury
- Accountability across project delivery teams but also outwards to citizens
- A radical level of transparency - can feel exposing but ultimately charts a new path to build confidence in the quality and impact of services



# GOVERNMENT OUTCOMES LAB

## Panel Discussion



@golaboxford

#SOC23

golab.ox.ac.uk





# GOVERNMENT OUTCOMES LAB



@golaboxford

#SOC23

golab.ox.ac.uk





# GOVERNMENT OUTCOMES LAB

## Closing Remarks



@golaboxford

#SOC23

golab.ox.ac.uk





# GOVERNMENT OUTCOMES LAB

Thank you!

1c51d90d-ba08-4fd3-  
826c-57cc4adce79f

We would love your feedback:



@golaboxford

#SOC23

golab.ox.ac.uk





# GOVERNMENT OUTCOMES LAB

## Deep Dive 1.5 The greatest goals - procuring sustainability at the edge of our ability?

Chair: Professor Jane Lynch  
Cardiff University



@golaboxford

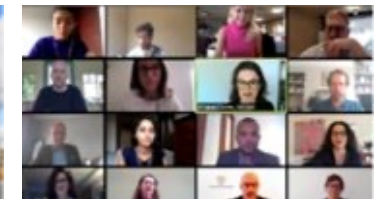
#SOC23

golab.ox.ac.uk



# Session engagement

- Live from the Blavatnik School of Government in Oxford and online on Zoom
- If you are 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, please 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 are all on the GO Lab website.
- The GO Lab team is ready to help you both online and in-person.



[golab.bsg.ox.ac.uk/soc23](https://golab.bsg.ox.ac.uk/soc23)



@golaboxford

#SOC23



[golab.ox.ac.uk](https://golab.ox.ac.uk)

# The panel



**GOVERNMENT  
OUTCOMES  
LAB**



**Jane Lynch**  
Cardiff  
University  
**Chair**



**Abby Semple**  
Public  
Procurement  
Analysis



**Jo Mitchell**  
Government  
of Scotland



**Steven Parker**  
Open  
University  
Business  
School

**Joyce Liddle**  
Northumbria  
University



**Jo Meehan**  
University of  
Liverpool School of  
Management



**Thomas Hale**  
Blavatnik  
School of  
Government



**Noleen Bohill**  
Belfast  
City  
Council



**David Vannoni**  
University of  
Turin



**Ian Morris**  
Peterlee  
Town  
Council



**Danille Pettigrew**  
Scotland  
Excel



**Anne Davies**  
Oxford Law  
Faculty



@golaboxford

#SOC23

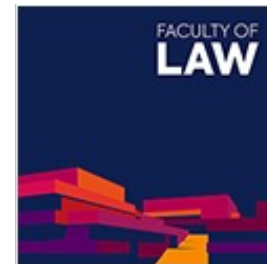
golab.ox.ac.uk



# Accountability for "social value" in procurement

A.C.L. Davies  
Elinor Buys  
James Ruairi Macdonald

[2023] Public Law 214



# The accountability perspective

- Who sets social goals? Is there democratic input?
- Is contractor compliance with social goals monitored and enforced? How?
- Is information about social value commitments and performance against them publicly available? Can we evaluate this policy?



GOVERNMENT  
OUTCOMES  
LAB

# The rise(?) of net zero regulation

Thomas Hale

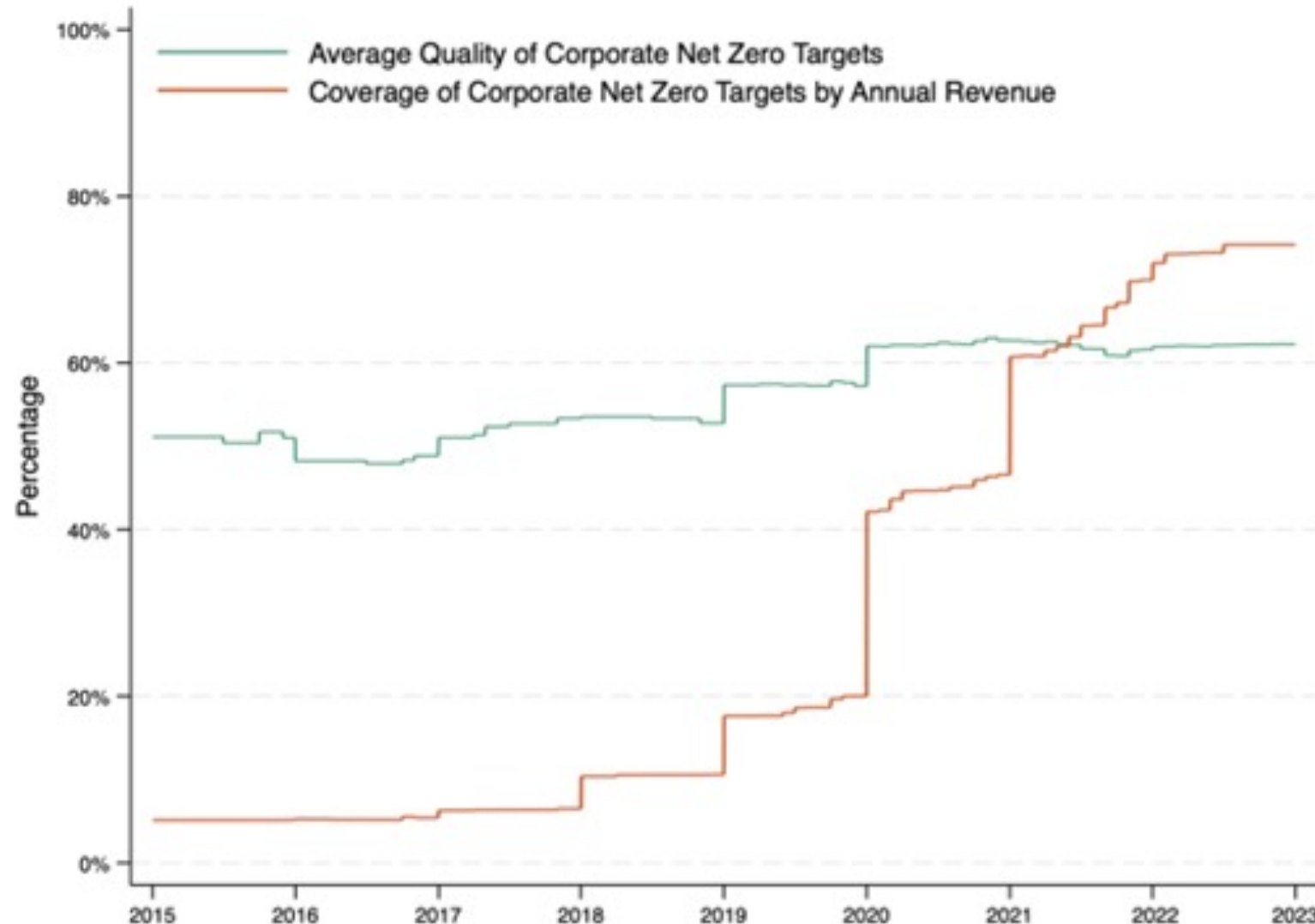


@golaboxford



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

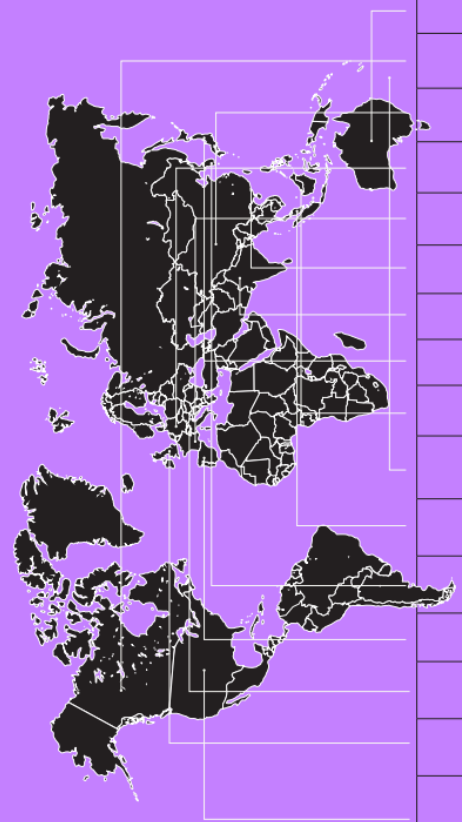
# Corporate net zero targets: Rising quantity, flat quality



# Spread of net zero regulation

**Table 3:**

The emerging net zero regulatory landscape

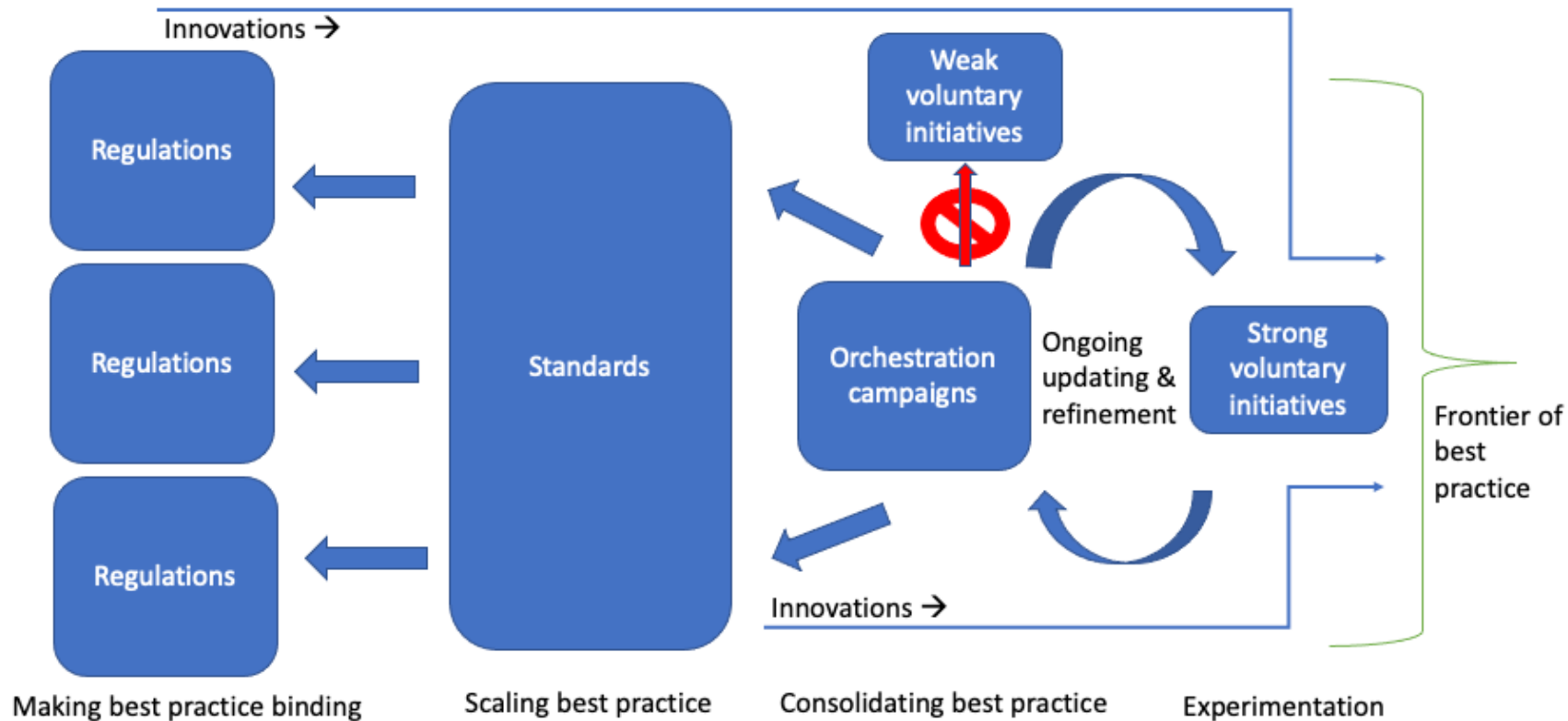


JURISDICTION	DISCLOSURE	CLAIMS	PROCUREMENT & PRODUCT STANDARDS	TRANSITION PLANS
Australia	2018: Regulator recommends climate-related disclosure			
Canada	2021: Mandatory ESG reporting planned from 2024			
China	2022: Mandatory ESG reporting (including emissions) for heavy polluting companies and investors, recommended for all companies			2021: The "N+1" framework will lay out sector-specific targets for China's path to peaking emission and carbon neutrality
European Union	2023: Mandatory ESG reporting	2022: Regulator proposes specific requirements for terms including "carbon/ climate neutral"	2020: Regulator establishes taxonomy for green products	
France	2021: Mandatory disclosure of fossil fuel related activities	2021: Specific requirements for terms like "climate/carbon neutral"		2021: Mandatory disclosure of Paris Agreement alignment strategies; emissions targets to be updated every 5 years
Hong Kong	2022: ESG and climate-related funds must disclose key information			
India	2023: Mandatory ESG reporting for 1000 largest listed companies			
Japan	2022: Regulator recommends climate-related disclosure			
Malaysia	2022: Regulator recommends climate-related disclosure			
New Zealand	2023: Regulator mandates climate-related disclosure for large financial institutions			
Singapore	2021: Regulator recommends climate-related disclosure			
South Korea	2021: Regulator recommends ESG disclosure; mandatory from 2025 for large companies and from 2030 for all companies			
Spain	2021: Mandatory disclosure of climate-related risks			2023: Creditors must publish decarbonization targets
Switzerland	2023: Mandatory climate-related disclosure			
United Kingdom	2022: Mandatory climate-related risk disclosure	2021: Regulator publishes guidelines on environmental claims	2021: Government conditions procurement on net zero alignment for suppliers bidding for contracts over £5m/year	2023: Regulator requires transition plans for large companies and financial institutions
United States	2022: Regulator proposes mandatory disclosure of climate-related risks	2022: Regulator updates guidance on environmental market claims	2021: Government targets net zero for all procurement by 2050 2022: Regulator begins process of defining standards for voluntary carbon markets	

## A “conveyer belt” governance system for net zero

<----- More binding, harder to update, less influence for pro-climate voices----->

-----Less binding, easier to update, more influence for pro-climate voices ----->



# Local Government Procurement in English Regions: Organisations, Collaborations and Mechanisms

Steven Parker (OU) and Joyce Liddle (NNU)

- › Journal paper in draft for special issue.
- › Paper considers public procurement practices in English regions (North East, East Midlands and London) focusing on the interface between local government and a variety of regional and national stakeholders.
- › Analysed documents in the public domain (n = 25).
- › English regions and local government – history and policy.
- › Regional context.
- › ***RQ – What variations exist in the local government procurement landscapes, platforms and priorities within and between English regions.***

## Conceptualising regions and Local Government Procurement in England

- 1) Local Professional Buying Organisations as a regionally aligned model: stretch out to other regions and anchor organisations in a region may not use them.
- 2) Proximity and reaching out: tensions between local social value and purchasing nationally.
- 3) Local government procurement as type: organisations, collaborations and mechanisms.

## Theoretical Lenses of Local Government Procurement in the Regions

- (1) *Spatial*: Regional, local and national; bridging, bonding and linking.
- (2) *Institutional*: Convolved with a range of levels and spheres.
- (3) *Collaborative*: Sharing of procurement objectives as collaborative advantage and hybridity.
- (4) *Mechanisms*: contractual and legal processes as boundary objects.

# Discussion and Conclusion

- The paper is a starting point to consider local government procurement in three English regions. We found the landscape to be convoluted, raising questions about the degree to which procurement in place (such as a region or a mega-city) can be hermetically sealed.
- We provided a theoretical framework including *spatial*, *institutional*, *collaborative* and *procurement mechanisms* perspectives.
- A key tension identified was between financial value and local social value.
- The findings speak to broader considerations on the relationship between centralism and fragmentation: to assist policy learning it may be beneficial to understand how local government procurement is conducted in regions and mega-cities in other nation states.

***Thank you!***

# Social value narratives: “once upon a time....”



## Professor Jo Meehan

Professor of Responsible Procurement  
Director of the Centre for Sustainable Business  
**University of Liverpool Management School**

[liverpool.ac.uk](http://liverpool.ac.uk) | We are the original redbrick

 [jomeehan@liverpool.ac.uk](mailto:jomeehan@liverpool.ac.uk)

 [uk.linkedin.com/in/profjomeehan](https://uk.linkedin.com/in/profjomeehan)

# Legitimised stories = power to shape futures....for who?





UNIVERSITY OF  
LIVERPOOL

Management  
School

# Conclusions: Shift accountability for outcomes



# Procuring Sustainably at the Edge of our Ability?

Jo Mitchell  
Scottish  
Government



# Scotland's journey of achieving sustainable procurement outcomes 2002-2022



- Alignment with National Outcomes
- Supporting Policy and Legislation
- Collaboration and Networking
- A top-down commitment to continuous improvement
- Provision of support and training enabling consistency
- Future proofing of outcomes – a focus on local needs
- Developing the Supply Chain
- Embedding and integrating sustainable procurement in the contract management process
- Reporting processes and requirements

[Scotland's journey of achieving sustainable procurement outcomes 2002-2022: independent review](#)

[Meet the contributors: Scotland's journey of achieving sustainable procurement outcomes \(2002-2022\) on Vimeo](#)

## Transferring Learning – Climate and Procurement

- Climate and Procurement Forum
- Starting with Capability
- Sustainable Procurement Tools  
([Sustainable Procurement \(sustainableprocurementtools.scot\)](https://sustainableprocurementtools.scot))
- Prioritise Hotspots
- Scalability – Developing consistent wording for use in procurements
- Monitoring and Reporting

See: [Public procurement – taking account of climate and circular economy considerations: SPPN 3/2022](#)



# The Problem with Net Zero

Credible climate  
commitments in  
public contracts

Abby Semple, LL.B. Ph.D.

14 September 2023

GO Lab Social Outcomes  
Conference

# Two questions

1. **Is it legal to consider a company's net zero commitments as part of a tender procedure?**
2. **Should it be?**

**Note:** This is not about the **credibility of net zero commitments** (as important as that is). It is about whether are not they are **relevant** in the award of public contracts, or **detract from more specific commitments**.

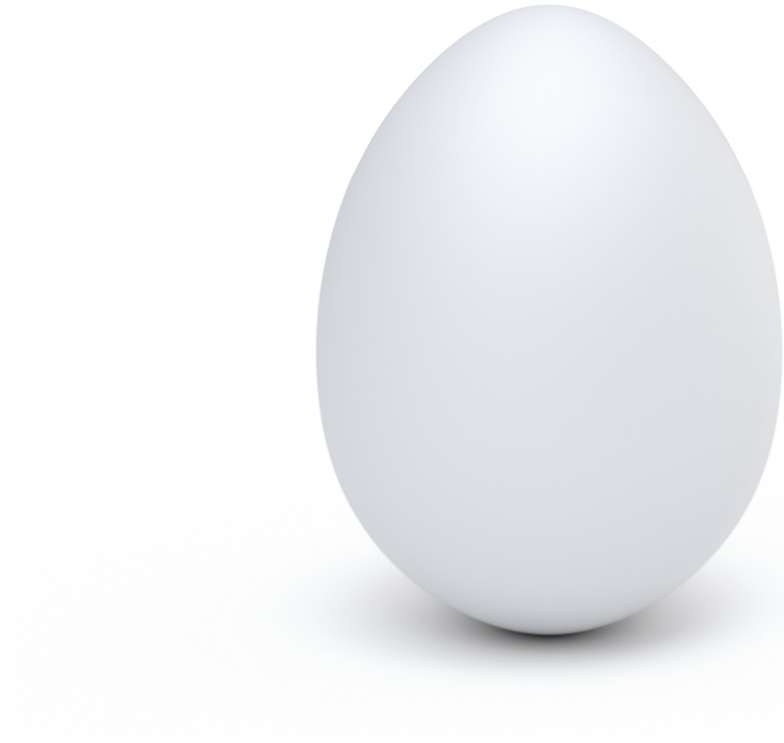
## Answers

1. **Under EU law:** No (due to **the link to the subject-matter requirement**) **Under UK law:** Maybe. PPN 06/21 mandates carbon reduction plans for major contracts. Procurement Bill requires award criteria to **relate to the subject-matter of the contract** – no exceptions have (yet) been set out in regulations – may be addressed in Procurement Policy Statements (?)
2. **No**

# Why?



**Vs.**



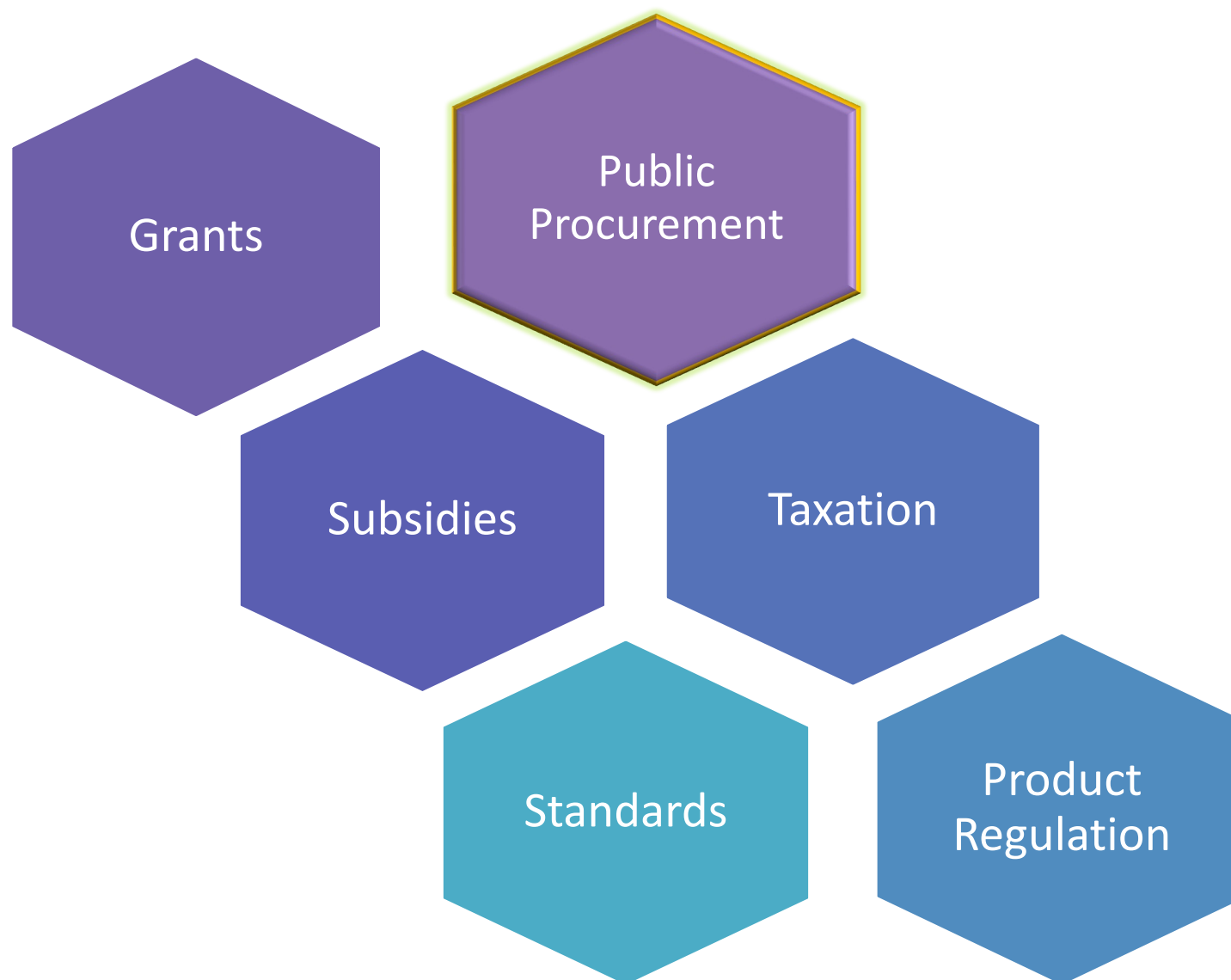
# Implications

- Offsets are also likely to be outside of the link to the subject-matter principle – unless they are part of the goods, services or works being delivered
- Scope 3 emissions can be taken into account if they are directly linked to the goods, services or works being purchased (life-cycle principle)
- Focusing on the **impacts** of the solution being procured, rather than the **corporate policies** or record of the contractor, is more likely to encourage **environmental innovation within public contracts**

**Example:** If a local authority is procuring housing, the focus should be on the life-cycle emissions associated with that housing, not the overall emissions of the contractor.

# An alternative approach

1. What is the **environmental impact** of activities under public contracts? (and are these under the control of Tier 1 contractors?)
2. **Do public contracts have the scope to influence that impact?** (if government is a small customer, it may still be influential – and if it is a large one, its influence may still be limited)
3. If so, how? (Possible answers: by **influencing the contracted activities**, or by **influencing the companies more broadly**)

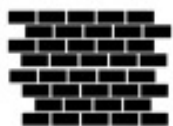




**Focus** - Discussion of *paradigm shift* towards regulating 'what to buy' based on the Public Procurement Directives, and many sectoral pieces of EU legislation (i.e. Batteries, Clean Vehicles, Energy, Raw Materials etc.)



**Relevance** – highly important for Green, Social and Sustainable Public Procurement in light of EU Green Deal and Sustainable Development Goals



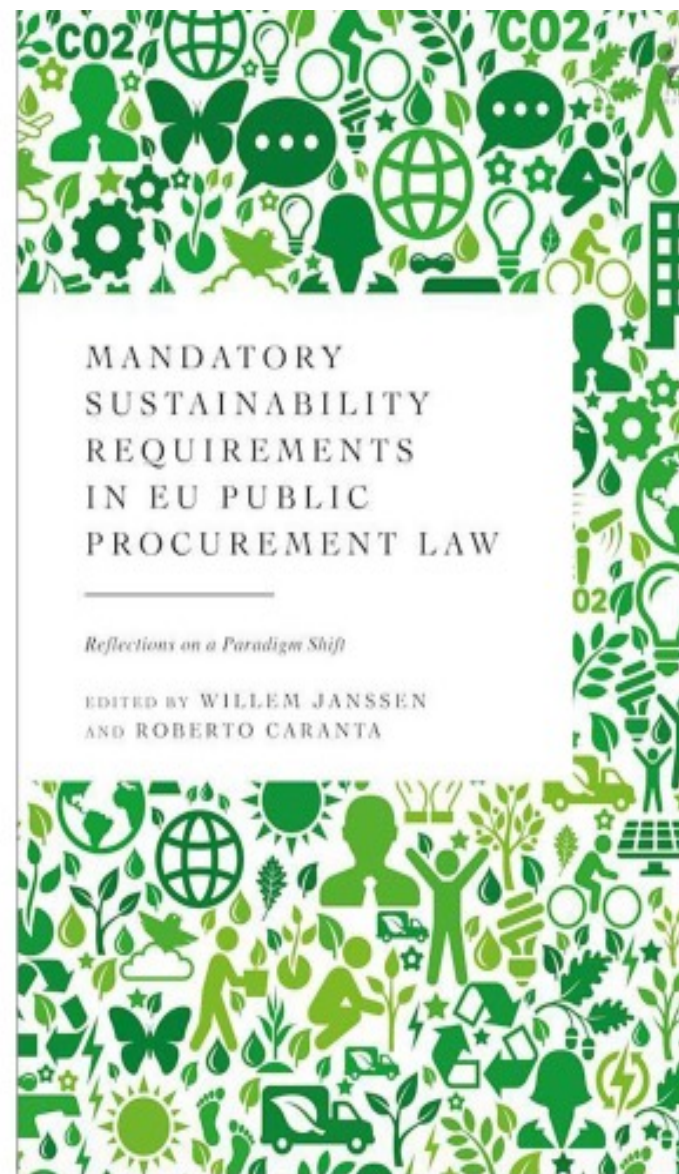
**Foundations of the paradigm shift** - legal analysis complemented by economic and public purchasing viewpoints



**Sectoral and country studies** - transport, food, clothing, and construction plus Italy, the Netherlands, Spain with lessons learnt



**Target audience** - professionals working with public procurement law in academia and practice + those involved with public policy objectives (climate change and social injustice)



# Mandatory Requirements in Sustainable Public Procurement: The Economic Perspective

Davide Vannoni & Enrique Carreras

University of Turin

August 30, 2023

- 1 Why is this important?
- 2 Our Research Questions
- 3 Main Insights from the Economic Literature

# Why is this important?

- **There is an increasingly positive view on Sustainable Procurement**
  - This is especially true for environmental goals
  - From simply allowing it, there has been a progressive shift towards a widespread recommendation to use it
- **However, adoption across sectors and EU members remains unsatisfactory and unequal**
- **This uneven implementation is causing a push for mandatory requirements for European contracting authorities**
  - A concrete example of this is the EU Green Deal's push to convert voluntary green criteria into mandatory rules
  - This adds to some sector-specific mandatory requirements already in force in IT, vehicles, energy and construction
- **However, the economic framework for choosing between rules and discretion in public procurement, particularly to achieve sustainable development goals, lacks clarity in theory and practice.**

# Our Research Questions

What's the stance of the economic literature on:

## 1 Effectiveness and Cost-Benefit:

- Are Sustainable Procurement policies effective for environmental and social goals?
- How do they compare with other more conventional regulatory approaches?

## 2 Mandatory vs. Discretionary Rules:

- What are the pros and cons of mandatory/discretionary rules?
- How do enforcement frictions affect the pros and cons of this policy?  
(difference competence levels and potentially corrupt public officials)

## 3 Differences between green and social goals:

- How do green and social policies differ in objectives and outcomes?
- Can different sustainability aspects be tackled better with mandatory/voluntary frameworks?

# Main Insights from the Economic Literature

## 1 Effectiveness and Cost-Benefit:

- Sustainable public procurement may be a “second-best” approach
- Green measures can be effective but cost-effectiveness could be not optimal
- For social measures, effectiveness is more debated, with some positive and some negative examples

## 2 Mandatory vs. Discretionary Rules:

- Both approaches have a place based on sector and conditions
- Economists are generally in favour of the latter, which is more flexible
- However, inefficiencies and/or corruption could call for mandatory rules

## 3 Differences between green and social goals:

- We argue that green and social measures should be discussed separately.
- The more important social issues, such as respect for human rights, health, and safety, should be mandatory by law, for all
- Other aspects are better addressed through voluntary frameworks.

“Economic perspectives can provide useful insights (even if sustainable procurement is considered a second-best policy), but the decision to go for more stringent procurement policies should consider moral, legal, and societal obligations.”

## Thank You!

### Take a look at our new book

"Mandatory Requirements in Sustainable Public Procurement: Reflections on a Paradigm Shift"

Edited by Willem Janssen, Roberto Caranta.

Published on Bloomsbury.

### Contact Information

For inquiries and more information:

Davide Vannoni: [davide.vannoni@unito.it](mailto:davide.vannoni@unito.it)

Enrique Carreras: [enrique.carreras@carloalberto.org](mailto:enrique.carreras@carloalberto.org)

# Coffee break

UP NEXT:  
Big Picture session from  
16.15 BST



Check out the programme  
& choose your session



#SOC23

BLAVATNIK SCHOOL OF GOVERNMENT & ONLINE



# GOVERNMENT OUTCOMES LAB

Thank you!

We would love your feedback:



@golaboxford

#SOC23

golab.ox.ac.uk



# Coffee break

UP NEXT:  
Big Picture session from  
16.15 BST



Check out the programme  
& choose your session



#SOC23

BLAVATNIK SCHOOL OF GOVERNMENT & ONLINE



# GOVERNMENT OUTCOMES LAB

## Deep Dive 1.6 Navigating collaborative governance – strategies, dynamics and impact

Chair: Prof David Van Slyke  
Syracuse University



@golaboxford

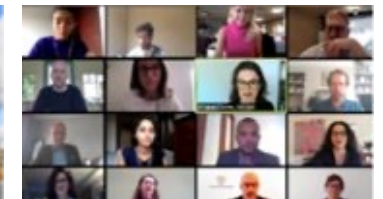
#SOC23

golab.ox.ac.uk



# Session engagement

- Live from the Blavatnik School of Government in Oxford and online on Zoom
- If you are 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, please 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 are all on the GO Lab website.
- The GO Lab team is ready to help you both online and in-person.



[golab.bsg.ox.ac.uk/soc23](https://golab.bsg.ox.ac.uk/soc23)



@golaboxford

#SOC23



[golab.ox.ac.uk](https://golab.ox.ac.uk)

# The panel



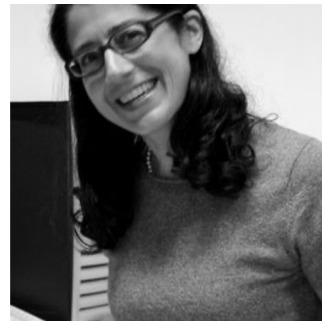
**Tomas  
Bokström**  
Research  
Institute of  
Sweden



**Vincenzo Buffa**  
University  
of Angers



**Dr Brian Ohl**  
Maxwell  
School  
Syracuse  
University



**Dr Benedetta  
Trivellato**  
University of  
Milano -  
Bicocca



**Guy Neale**  
PA  
Consulting



@golaboxford

#SOC23

golab.ox.ac.uk



COLLABORATIVE GOVERNANCE

# The SOC model as a potential vehicle to create trust

Lessons from a partnership between City of Stockholm and charities

Tomas Bokström

September 2023

# Why a social outcomes contract with charities?

- Reach families and children with low trust of social services
- Establish support and network that could continue after the end of intervention commissioned by social services
- Widen the supply
- Better knowledge of what works

# The SOC

**Project period:** 2020-2022

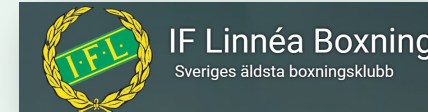
**Target Group:** 50-70 children, age 11-15, actualised by the social services because of risk of anti-social behaviour and substance abuse

**Key Outcome:** Change a negative trajectory (operationalised by school performance and wellbeing)

**Intervention areas:** Tutoring, social/leisure activities, parental support, motivation

# The collaboration

- Five charities were procured
- After the procurement contract was awarded, a co-design process to finish the SOC model
  - Decision making on assigning the right support to each individual
  - How to allocate resources (basis for activity and outcomes payments)
  - The monitoring and governance
- The intervention council – meetings to collectively decide on what support to offer



# Incentives and collaboration

- Reimbursements in three phases
  - 50 % if the child/family **accepts** support
  - 30 % if the child/family reaches short term **process outcomes**
  - 20 % **outcomes pool** is shared between the charities if 50 % of the target group achieve the key outcomes



## Incentives logic

- Choose the right actor
- Motivate
- Internal quality
- Collaborate

# Lessons

- **Collective decision-making** challenges the practises of social services
- High turnover, initial mistrust from some social workers on professionalism of the charities
- Combination of structure, outcome focus, and incentives is beneficial for collaboration
- The **charities were more successful** in reaching the target group
- Short pilot, more time needed to reach full potential of collaboration (and evaluation)
- **Organisational capacity and inexperience** of data-driven and systematic work is a barrier
- **Strategic support** needed from the LA - the children's unit of the social services cannot be responsible for pushing the model forward

---

# Metagoverning through hybrid governance tools: an alternative to the “shadow of hierarchy”?

never stop *daring*

Vincenzo Buffa (Audencia Business School, Université d'Angers)  
Elvira Periac (Audencia Business School)  
Benjamin Le Pendeven (Audencia Business School)

# 1) Problematization

## Issue of steering in non hierarchical contexts in public action

### Development of non-hierarchical contexts in public action:

Ex.:

Involvement of civil society in co-production of public policies,

Different levels of public actors – local, national, international- in a public policy,

Inter-organizational networks to deliver a public service,

Involvement of business actors in a public policy,

Etc.

= Called “Governance”, Network governance”, “Collaborative governance”, Coproduction of public policies etc.

# 1) Problematization

## Who steers public action in non-hierarchical contexts? How?

### Concept of **Metagovernance**

- Way of organizing non-hierarchical forms of organization in public action (Klijn & Koppenjan, 2016 ; Torfing et al, 2012)
  - **Network management**
  - + a broader **political steering perspective** (Sorensen and Torfing 2017)

Metagovernance has been mostly investigated as

- an **action performed by public authorities** (Gjaltema et al. 2020)
- **directed toward networks** (Baker & Stoker, 2015; Bristow et al., 2008; Doberstein, 2016; Thuesen, 2013; Vabo & Røiseland, 2012),
- to **maintain under control the networks involved in public policy** (Hooge et al., 2022)

# Problematization

## Challenges in current conceptualisation of steering in non hierarchical contexts:

- Some studies suggest the **creation of hybrid forms of governance** (Berthod et al., 2017; Gjaltema et al., 2020)
- Few empirical studies on the **evolution of steering in time** (Defacqz et al., 2021; Randma-Liiv et al., 2015; Issett et al., 2011)

## Research question:

*How does metagovernance emerge and develop over time?*

*What position and dynamics do the uses of different modes of governance have in this development?*

## **2) Case study**

### **Social Impact Bonds (SIBs)' development in France 2016-2022**

#### **Definition of SIBs:**

A funding mechanism in which a private investor, through a contract with a public commissioner, finances the implementation by private or associative service providers of social intervention, based on rigorous outcome evaluation. In exchange, the investor receives the payment of financial interest if the previously defined results are achieved (Fraser et al., 2018).

# 3) Data collection

Data Source	Interviews	Participatory observation	Secondary Data
Data Items	28 semi-structured interviews	7 years of regular implication in the French SIB ecosystem (in total)	57 documents
Data Description	13 public agents, 4 investors, 4 intermediaries, 1 evaluator, 6 social providers	<p><u>2015-2017</u>: one author was involved in the policy discussions about SIBs (meeting, etc.)</p> <p><u>Since December 2019</u>: 2 authors have collaborated with one French Public Agency engaged in the SIB development (meetings, collaboration about the policy, projects selection, coordination, etc.)</p> <p><u>March 2021-now</u>: 2 authors work with the same French Public Agency to mature the SIBs projects (meetings, interaction with the all SIBs ecosystem in France, etc.)</p>	<p>3 policy and thin-tank reports about the SIBs</p> <p>15 Press articles</p> <p>2 call for tenders when the French State decided (twice) to outsource part of the SIB-management at the central state level</p> <p>4 call for SIBs projects</p> <p>And others</p>
Analysis Insights	<p>Role of the public agencies and managers</p> <p>Ecosystem evolution</p>	<p>Tools, practices, procedures, objectives and achievements</p> <p>Interactions among ecosystem</p> <p>Deep knowledge of the different stakeholders for a while (allows to go beyond the “cold” responses in interviews)</p>	<p>Contextual understanding</p> <p>Details of the NPM / market mechanisms</p> <p>decisions in official documents</p>

# 4) Findings

**4 characteristics observed in the development of SIBs in terms of steering:**

- Initiative of SIBs within a network of actors
- Stimulation of a political leadership by the network
- Difficulty to structure a « classic » administrative governance
- Development of hybrid governance tools

# 4) Findings

## a) Initiative of SIBS within a network of actors:

Idea of SIBs for France was developed and supported by a network of bankers, professional associations, experts, scholars:

Visible at different moments and events :

- Task force after G8 2013
- Expert reports (2019, 2021)
- Partnerships between professional association and scholars to support launch of calls for projects,
- Partnership between public organisations and expert to structure practices and standards
- Etc.

**= Network governance**

# 4) Findings

## b) Stimulation of a political leadership by the network:

Strong role of political leadership in SIBs development:

- Importance of political high level decisions for launching SIBs at different stages (Presidency, Prime minister, Ministries etc.)
- Political events at different stages (launching, contracts signatures etc.)

... But intermittent political steering:

- Several changes in the positioning of political steering (several ministries, change in persons etc.)
- Regular calls from the network to trigger more political leadership

**= Political leadership cyclically provoked by the network participants**

# 4) Findings

## c) Difficulty to structure a « classic » administrative governance:

- Difficulty in building a classic bureaucratic model
  - Small team in charge of SIBs in Ministry of Finance
  - Political leadership not always in the same ministry as administrative team in charge (break in the political-administrative link)
- Difficulty in building a « New Public management » model of administrative governance:
  - Failure in trying to develop dedicated external structures to support the SIBs (center of expertise ; outcomes funds)

**= Lack of development of an administrative structure**

# 4) Findings

## c) Development and support of hybrid governance tools:

Example of hybrid tools supporting the development of SIBs:

- Call for projects :

Mix hierarchy (classic bureaucracy) + Non hierarchy (market and network coordination modes)

- Administrative expert reports :

Mix hierarchy (bureaucracy) + non hierarchy (network)

- Development of standards, models of contracts:

Mix hierarchy (bureaucracy) + non hierarchy (market)

**= Support by the hybrid tools instead of structure**

# 5) Discussion

## An alternative view of metagovernance :

- Our research contributes to the theory of the metagovernance as a combination of modes of governance (hierarchy, market, and network).
- We highlight the potential interest in supporting governance arrangements with a dynamic metagovernance, relying on the emergence and combination of several management tools.
- We consider metagovernance as a process. Here, metagovernance is not given at the beginning of the process but, on the contrary, emerges along the process of the IB development.

# **Budgeting for Collaborative Governance:**

## **A Theoretical and Empirical Analysis of Budget Allocation Processes**

**Brian Ohl, Joanne Kim, Tina Nabatchi**  
**September 14<sup>th</sup>, 2023**



# Introduction

## ■ Budget Allocation

- The process of determining how the resources of government should be divided and distributed among various policy, organization, and/or program priorities

## ■ Collaborative Governance

- “The processes and structures of public policy decision making and management that engage people constructively across the boundaries of public agencies, levels of government, and/or the public, private and civic spheres in order to carry out a public purpose that could not otherwise be accomplished” (Emerson, Nabatchi, and Balogh 2012: 2)

# Key Analytical Concepts

## ■ Collaborative Governance Regime (CGR)

- “A particular mode of, or system for, public decision making in which cross-boundary collaboration represents the prevailing pattern of behavior and activity” (Emerson and Nabatchi 2015, 18)

## ■ Collaborative Platform (CP)

- “An organization or program with dedicated competences, institutions and resources for facilitating the creation, adaptation and success of multiple or ongoing collaborative projects or networks” (Ansell and Gash 2018, 20)

## ■ Collaborative System (CS)

- The institutional context in which collaborative governance occurs (Annis, Carboni, and Nabatchi 2020)

# Research Questions

1. Theoretically, how does budgeting for collaborative governance fit into existing frameworks?
2. How are budgets allocated for collaborative governance regimes?
  - a. What are the roles of collaborative platforms and collaborative governance regimes in budget allocation?

# Motivation

- Exploring funding dynamics may yield insight into the vertical relationships between CPs and CGRs (Ansell and Gash 2018)
- Collaborative advantage involves the generation of synergies among heterogeneous partners to achieve outcomes that individual entities could not achieve on their own
- Involvement of collaboratives in budget allocation processes may lead to specifically tailored funding for collaborative purposes and promote/lay the groundwork for collaborative advantage

# Theoretical Framework: Actors and Principles

Budget Allocation Type	Key Actors	Normative Principles	Strategic Principles
Executive & Legislative	Chief Executive, Legislators, and their staffs	Elected officials determine legally binding appropriations, a linchpin of democratic governments	Bird's-eye view to adjudicate competing policies
Collaborative Governance	Collaborative Governance Regimes	Cross-sectoral/boundary issues require collaboration	Collaborative advantage

# Data and Method

## ■ Atlas of Collaboration database

- Large-*n* database on collaborative governance
- 242 externally directed CGRs operating within 13 CPs across 5 policy areas in Oregon
- **Sample: 195 CGRs under 9 CPs**

## ■ Qualitative and Archival research

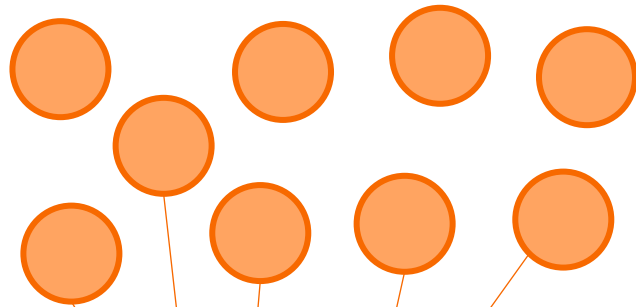
- Oregon Revised Statutes, Oregon Secretary of State Administrative Rules
- State agency reports, budget documents, meeting minutes

# Collaborative System in Oregon

## State of Oregon

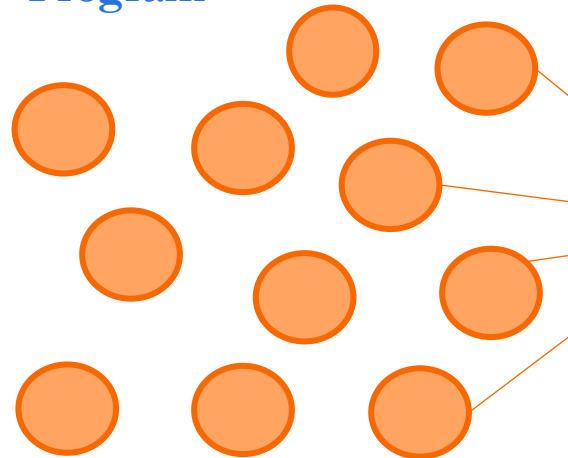
(Legislation, Rules, Budget Processes, etc.)

### Oregon Workforce and Talent Development Board



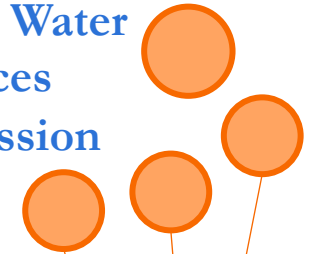
9 Local Workforce Development Boards

### Office of the Governor's Regional Solutions Program



11 Regional Solutions Advisory Committees

### Oregon Water Resources Commission



4 Place-based Water Planning

- Collaborative System
- 9 Collaborative Platforms
- 195 CGRs

# Summary of Findings

CP	CGRs	Role of CP	Role of CGRs
Oregon Health Policy Board	Coordinated Care Organizations	Identifies priorities and oversees	No official role given.  Opportunities for input during public meetings.
Oregon Watershed Enhancement Board	Watershed Councils	Requests budget and administers grants	
	Focused Investment Partnerships	Requests budget and administers grants	
Oregon Water Resources Commission	Place-Based Water Planning	Identifies priorities	
Early Learning Council	Early Learning Hubs	Coordinates programs	
Dept. of Education STEM Investment Council	Regional STEM Hubs	Requests budget and administers grants	
Oregon Criminal Justice Commission	Local Public Safety Coordinating Councils	Requests budget and administers grants	<b>Establish priorities, and review and recommend implementation projects</b>  <b>Offer input on allocation formulas</b>
Office of the Governor	Regional Solutions Advisory Committees	Provides staffing	
Oregon Workforce and Talent Development Board	Local Workforce Development Boards	Develops allocation formulas	

# Discussion

- CPs actively participate in budget allocation at the program and organization levels
- CGRs have limited engagement at the organization and program levels
  - Public meetings
- Vertical relationships between CPs and CGRs:
  - Contract and grant relationships facilitate collaborative endeavors
  - Distinct hierarchy of roles (i.e., CPs typically determine program priorities and budgets while CGRs collaborate to carry out prioritized activities)

# Conclusion

- Limitations and future research
  - We rely on archival documents
  - Future research could involve in-depth interviews
  
- Our findings provide a starting point for discussions about what types of budget allocation processes support collaborative advantage

# Thank you

Brian Ohl ([bjohl@syr.edu](mailto:bjohl@syr.edu))

Joanne Kim ([jkim307@syr.edu](mailto:jkim307@syr.edu))

Tina Nabatchi ([tnabatch@syr.edu](mailto:tnabatch@syr.edu))



# Facing pain to reach gain in co-creation

Daniela Cristofoli, University of Milano-Bicocca

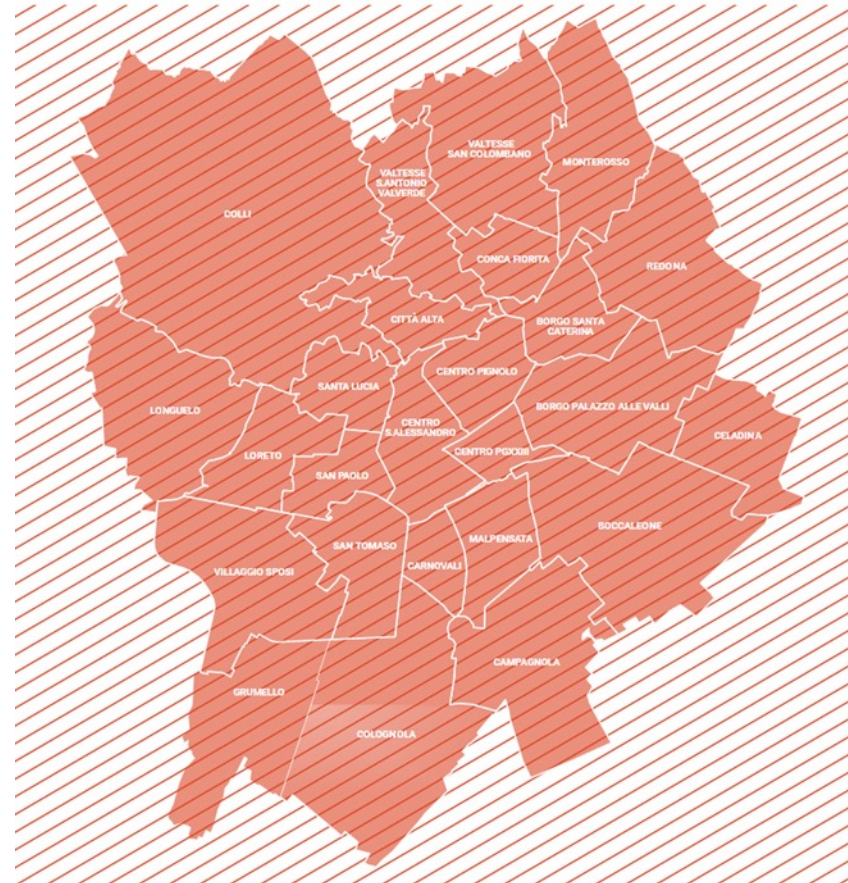
Alessandro Sancino, University of Milano-Bicocca and Open University

Fulvio Scognamiglio, Open University

Benedetta Trivellato, University of Milano-Bicocca

# Paper as part of a wider research

- 22 ‘Neighbourhood Networks’ (NN) in the Northern Italian city of Bergamo
- Established in 2015 by the Municipality
- Bring together public, private and non-profit actors – including individual citizens – to tackle local problems and seek innovative solutions.
- *Why do some NNs “perform” better than others?*



## Current paper (4 networks)

- **Starting point:** extensive literature on the determinants of network success with role of network structure, context, coordination tools and mechanisms, governance forms, management, trust, culture ('**macro-foundations** of network success').
- Less attention given to the '**micro-foundations**': role of individuals with their values, personality traits, attitudes, emotions, cognitive biases, etc.



- **AIM OF THE PAPER** is to explore which factors may contribute to cope with the tensions and conflicts that inevitably arise in a collaboration process, thereby leading to successful co-created solutions rather than stalemate.

# Method

- Multiple case study: 4 NNs (2 low-performing and 2 high-performing based on a measure linked to goals attainment that includes size, number of meetings per year, and number of implemented projects and activities).
- Data collected through **documentary analysis and interviews** with NNs key players. [Survey also administered but results not used for this study].
- Data collection focusing on:
  - structural characteristics and network partners
  - network mechanisms
  - network management and leadership
  - affective states and emotions linked to participation in the network
  - interviewees' perception of their network's performance in terms of strengths and weaknesses

# Results

	NNA	NNB	NNC	NND
Density	•	•	•	•
Subgroup	•	•	•	•
Centrality		•	•	•
Governance modes	Shared	Shared+lead	Shared+lead	Shared+lead
Formalized coordination, integration, control mechanisms	•	•	•	•
Personal relationships	•	•		•
Network Management	Coordinator and Municipality Representative	Coordinator and Municipality Representative	Municipality Representative	Coordinator and Municipality Representative
Network leaderships	shared	shared	shared	shared
Leaders' emotions	+	+	-	-
Network performance	SUCCESSFUL	SUCCESSFUL	UNSUCCESSFUL	UNSUCCESSFUL

# (first) considerations

- **Leaders' emotions** and **network outcomes** appear to be closely linked...though this link may be difficult to disentangle (positive/negative reciprocal dynamic).
- Positive or negative **network-level emotion** does emerge as a combination of affective factors that members bring into the network > **cycle** where emotions influence decisions and behaviours (also re conflicts) which then influence emotions.
- However, such (positive/negative) **cycle** is **not necessarily self-reinforcing** > network leader(s) may play a role > **Shared leadership** – as opposed to individual leader as highlighted by current literature – appears to play a role.
- Emotional states brought by leaders appear to generate positive/negative **emotional energy** which affects tensions and conflicts (↓/↑), and acts as a propeller/curb on network activities and outcomes (**contagion?**)

*Thank you!*



# The Collaborative Cohort

---

**Leaders' experience of multi-layered relational  
dynamics in collaborative transformation**

**Bringing Ingenuity to Life.**  
[paconsulting.com](http://paconsulting.com)

---

In public sector collaborative transformation, senior leaders' time is finite and relational politics is rife. Which political relational dynamics and what interventions should leaders prioritise to increase the likelihood of achieving transformation goals?

---













Set a vision and strategy,  
with space

---



# Assign clear and accepted authorities

---



# Capture the benefits of creative tension

---



# Full recommendations

---



01

Set a vision  
and strategy,  
with space

02

Assign **clear**  
and **accepted**  
**authorities**

03

**Focus on**  
**behaviour**  
over structure

04

**Prepare** for  
political shifts  
**through**  
**adaptive**  
**design**

05

**Capture** the  
benefits of  
**creative**  
**tension**

06

**Train hard,**  
**collaborate**  
**easy**



# GOVERNMENT OUTCOMES LAB

## Discussion

led by Prof David Van Slyke



@golaboxford



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

# Coffee break

UP NEXT:  
Big Picture session from  
16.15 BST



Check out the programme  
& choose your session



#SOC23

BLAVATNIK SCHOOL OF GOVERNMENT & ONLINE



# GOVERNMENT OUTCOMES LAB

Thank you!

We would love your feedback:



@golaboxford

#SOC23

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





# GOVERNMENT OUTCOMES LAB

## Deep Dive 1.7 Pursuing better social outcomes in fragile and conflict-affected states

Chair: Harry Bregazzi  
University of Oxford



@golaboxford

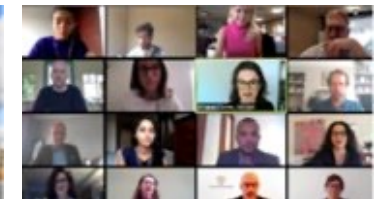
#SOC23

golab.ox.ac.uk



# Session engagement

- Live from the Blavatnik School of Government in Oxford and online on Zoom
- If you are 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, please 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 are all on the GO Lab website.
- The GO Lab team is ready to help you both online and in-person.



[golab.bsg.ox.ac.uk/soc23](https://golab.bsg.ox.ac.uk/soc23)



@golaboxford

#SOC23



[golab.ox.ac.uk](https://golab.ox.ac.uk)

# Working with CSOs and NGOs in Afghanistan to provide Primary Health Care Services

Lessons learnt in a  
Fragile country



# Key messages from the Experience of NGO Contracting in Afghanistan

- 1) **Large Scale Contracting** → 30 million people
- 2) **Long term experience** → 20 years of implementation experience
- 3) **Impressive results** given the insecurity.
- 4) **Pay for Performance (P4P) further strengthened contracting**: P4P increased service delivery by a median of **21 percentage points** across 10 key services.

Provide  
NGOs with  
**autonomy**

Focus on  
**performance  
management**  
not just contract  
management

Clearly  
identify  
**priority  
services**

Ensure contract  
packages are  
**large enough**  
to capture  
economies of  
scale

# OUTLINE

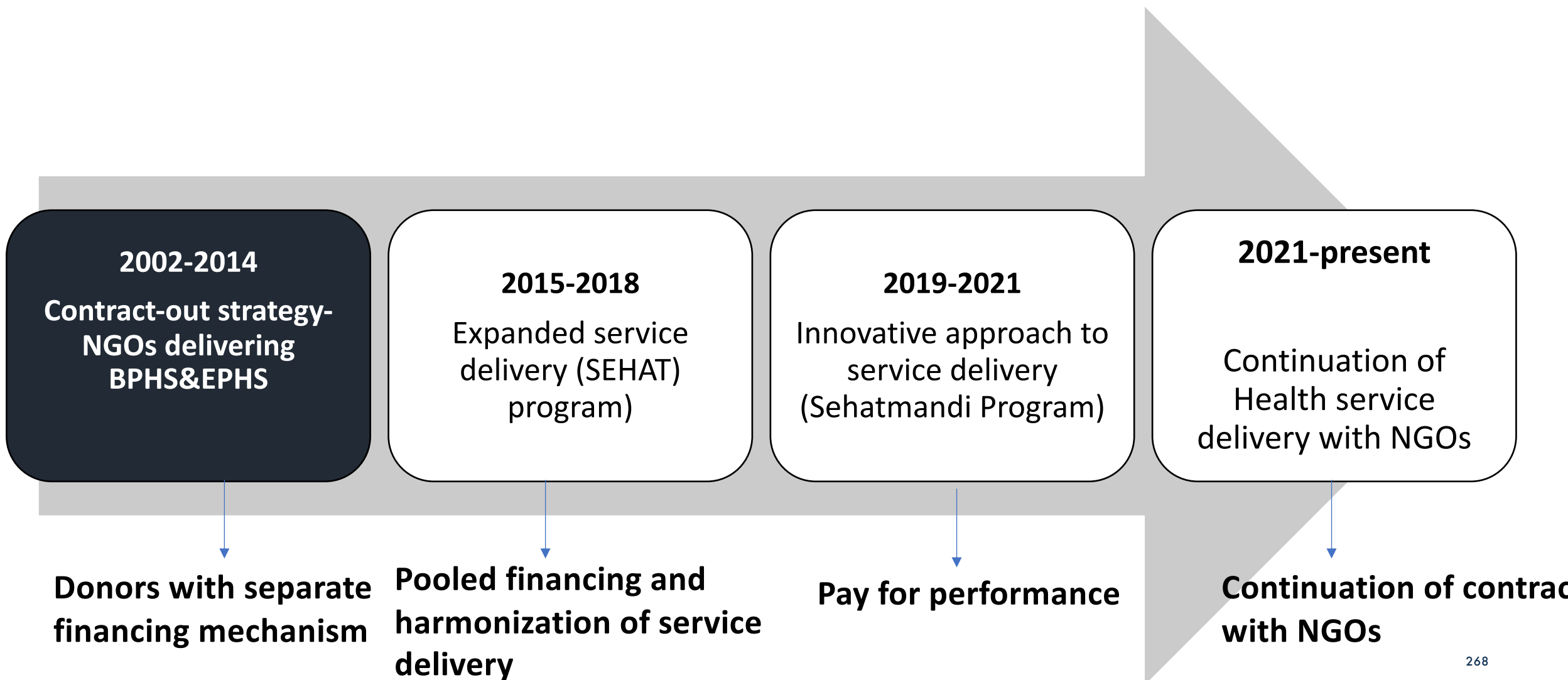
1. Afghanistan context and background
2. Major health system reforms including contracting
3. Introduction of Pay-for-Performance contracts
4. Conclusions

# 1. Context & Background - Afghanistan in 2002



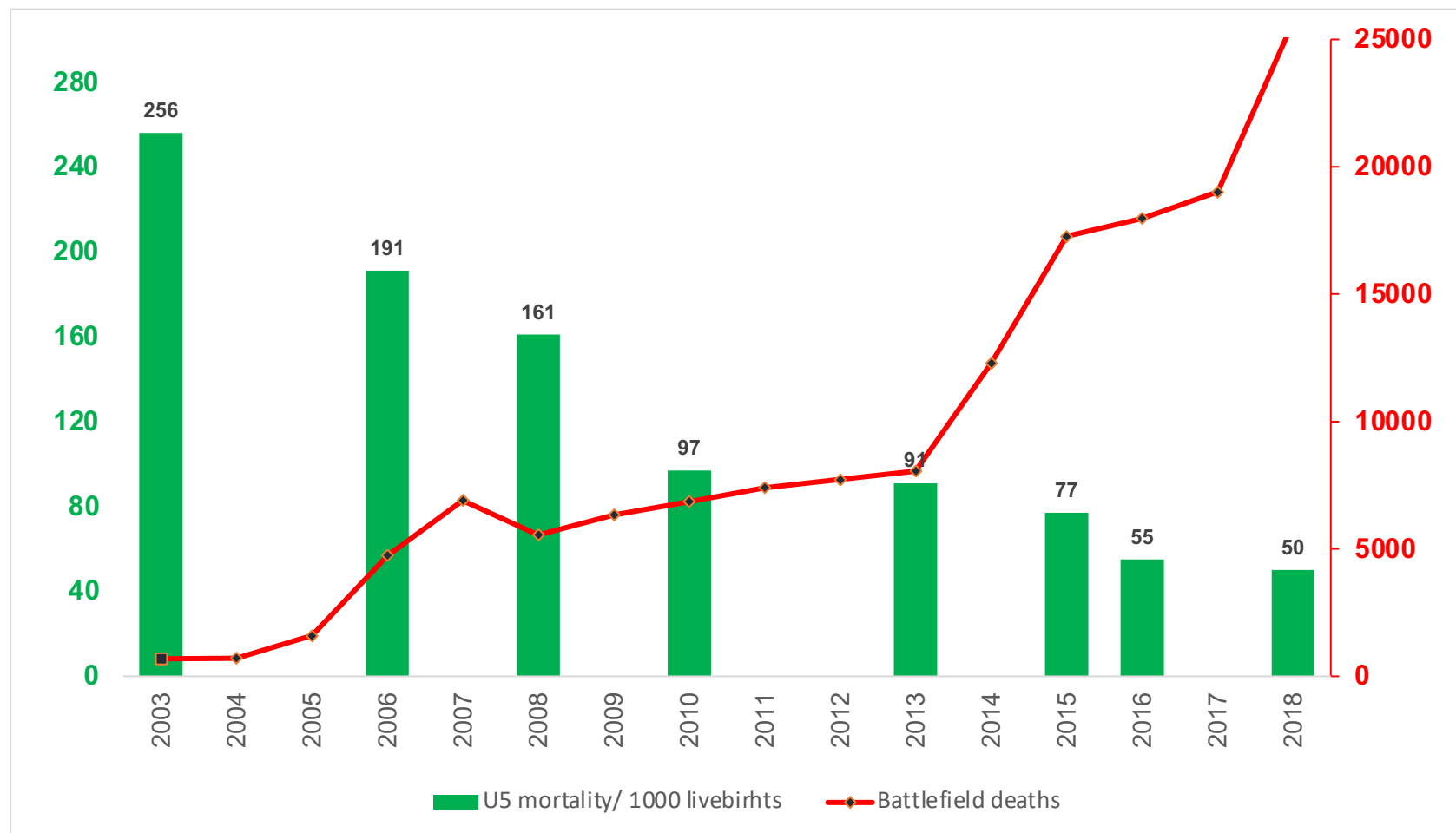
- Very **poor** country, 14% female literacy
- Very **poor health outcomes**, U5MR estimated at 257/1000 in 2002 but little credible data
- **Little physical infrastructure** -
- Health workers afflicted by the "**3 wrongs**"
  - wrong gender - wrong skills - wrong location
- MOPH had little capacity to steward or run health system
- **Little coordination** of NGO activities, but NGOs ran 80% of health centers.

## 2. Major health system reforms since 2002



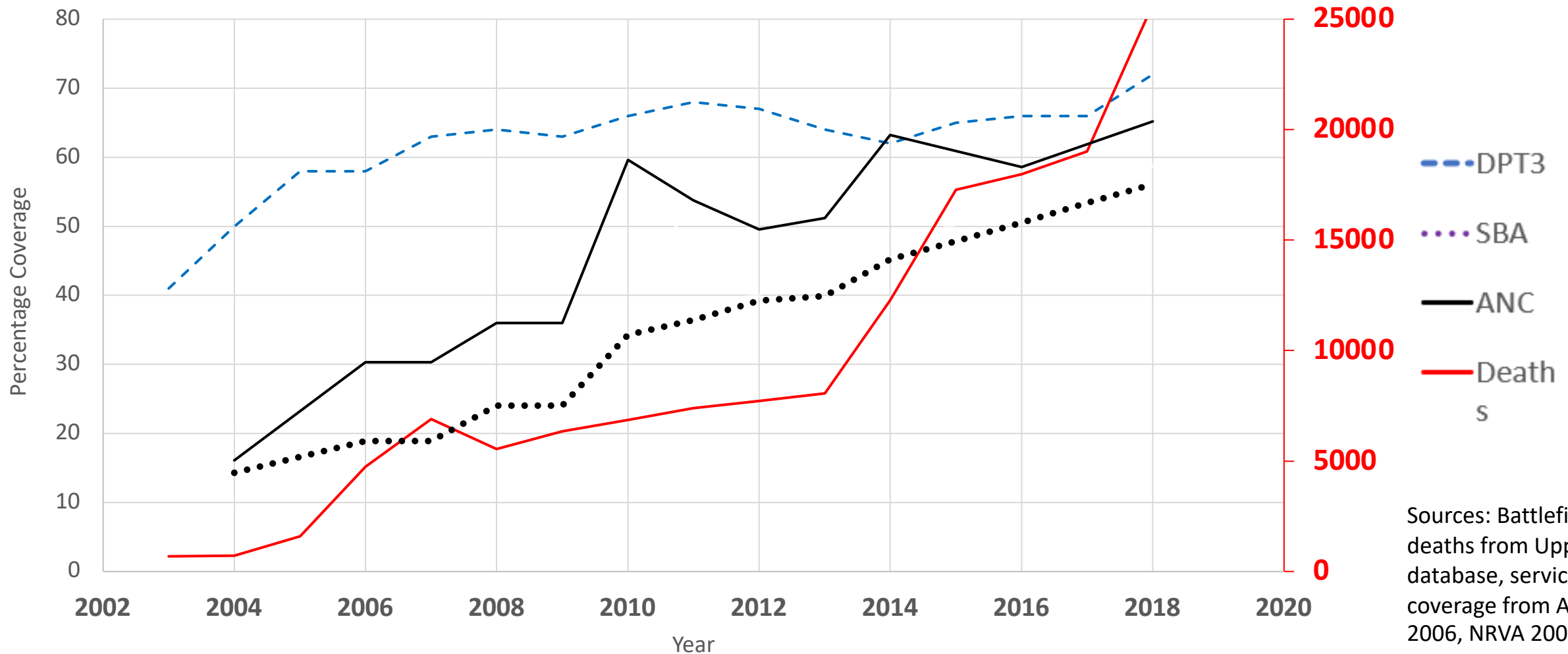
# Resilience of Contracting with NGOs: In Afghanistan

## U5MR (Left Axis) has declined despite worsening security



Sources: battlefield death from Upsala database , U5MR from AHS 2006, NRVA 2008, AMS 2010, NRVA 2013, AHS 2015&2018, DHS 2015-16

# Coverage of services (left axis) has increased even as Battlefield Deaths (right axis) has gone up



Sources: Battlefield deaths from Uppsala database, service coverage from AHS 2006, NRVA 2008, AMS 2010, NRVA 2013, AHS 2015

# Standardized packages of services and contracting with NGOs

- ▶ Standardized **packages of services**: Basic Package of Health Services (BPHS) & Essential Package of Hospital Services (EPHS)
- ▶ Strengthened **government stewardship**: Established contract management unit in the Ministry of Public Health
- ▶ Contracted local CSOs through **competitive bidding** process
- ▶ Investment on rigorous **Monitoring & Evaluation** (M&E)
- ▶ **Innovations** to enhance supply and demand for services (i.e community midwife education).

# Contracting with NGOs

- ▶ **Competitive selection** of NGOs based on **quality and cost based selection** (QCBS)
- ▶ MOPH contracts NGO services for **a defined geography – whole province**
- ▶ Contracts **managed by MOPH**
- ▶ **Clear objectives**, payments increasingly linked to 3<sup>rd</sup> party assessment of results.
- ▶ **Lump sum** contracts to maximize flexibility and encourage innovation
- ▶ Initially 3/4 of contracts won by **INGOs**, now 70%+ are **local NGOs**

# Sehat, Sehatmandi, MOPH-SM



What was contracted for?



How were contractors selected?



How were contractors paid?

Pre-P4P

Sehat (2015-2018)

31 BPHS contracts and 16 separate EPHS contracts

Competitive “quality and cost-based selection”  
**75/25**

Up to **20%** of contract value linked to performance against targets.

P4P

SEHATMANDI ( 2019-2021)

Combined BPHS and EPHS

Competitive “quality and cost-based selection” where the- “**lump sum**” **80/20**

A **fixed tariff** for each verified service provided.  
**P4P accounted** for an average of **60% of total contract value**

Counterfactual

MoPH SM

Combined BPHS and EPHS

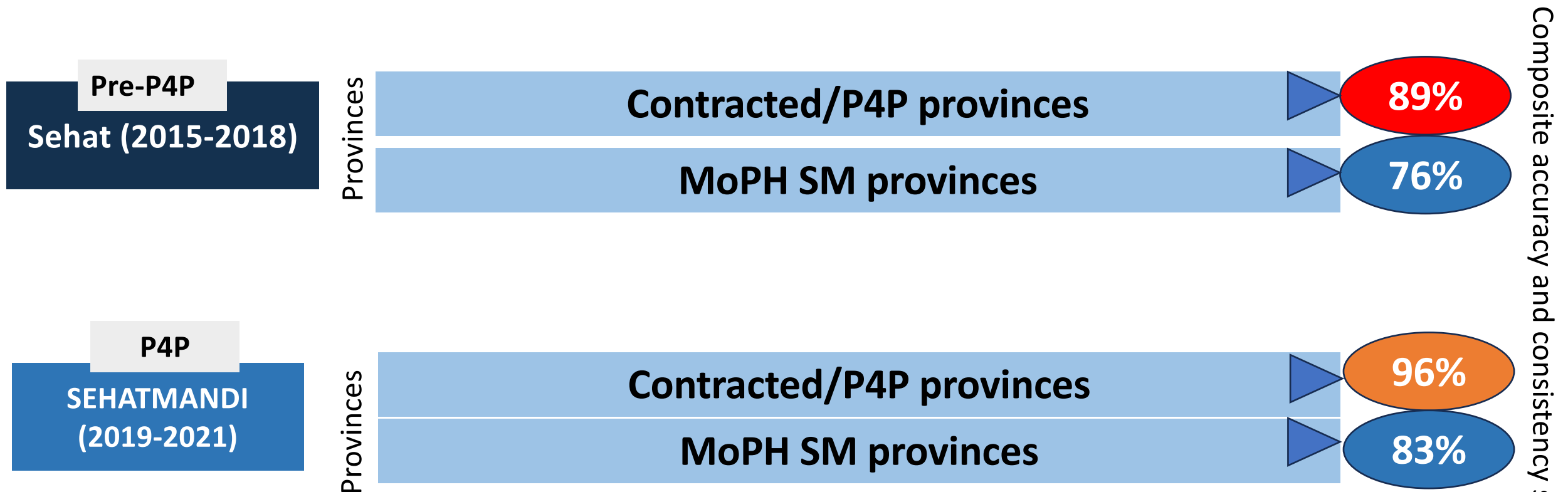
Individual **consultants** selected competency based

**No performance payment**

## Example of how P4P worked

Service Provided	Tariff (Afs.)	6 monthly Results	Verification by TPM	Payment (Afs.)
Institutional delivery	1,200	3,000	90%	3,240,200
Penta3	200	10,000	80%	1,600,000
OPD <5	140	10,000	90%	1,260,000
Etc.				
Total (P4P)				6,100,000

# Verification showed greater than 90% consistency and accuracy in P4P Provinces – Lower in MOPH-SM provinces

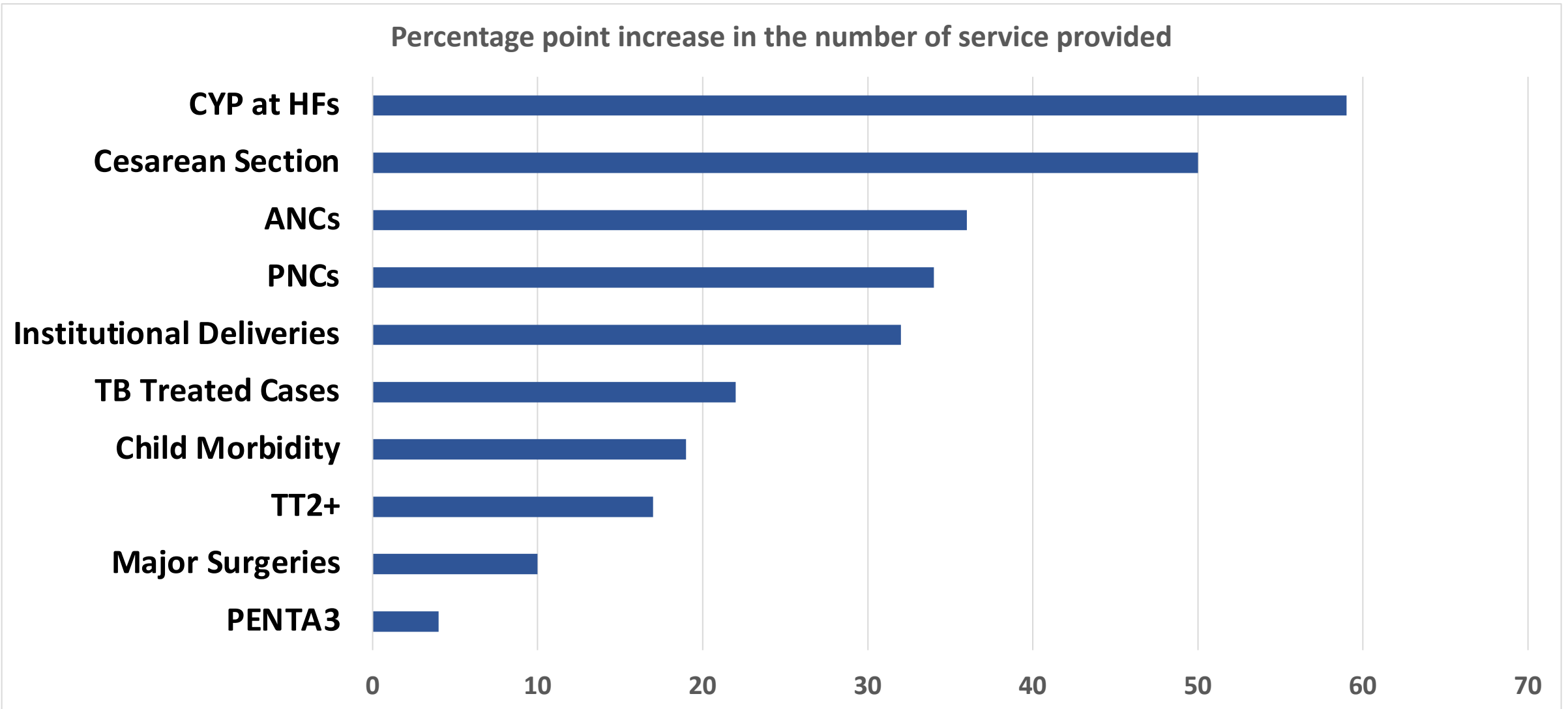


a: Consistency between HMIS reports & HF records; b: accuracy of HF records by interview of random sample of patients; c: a x b

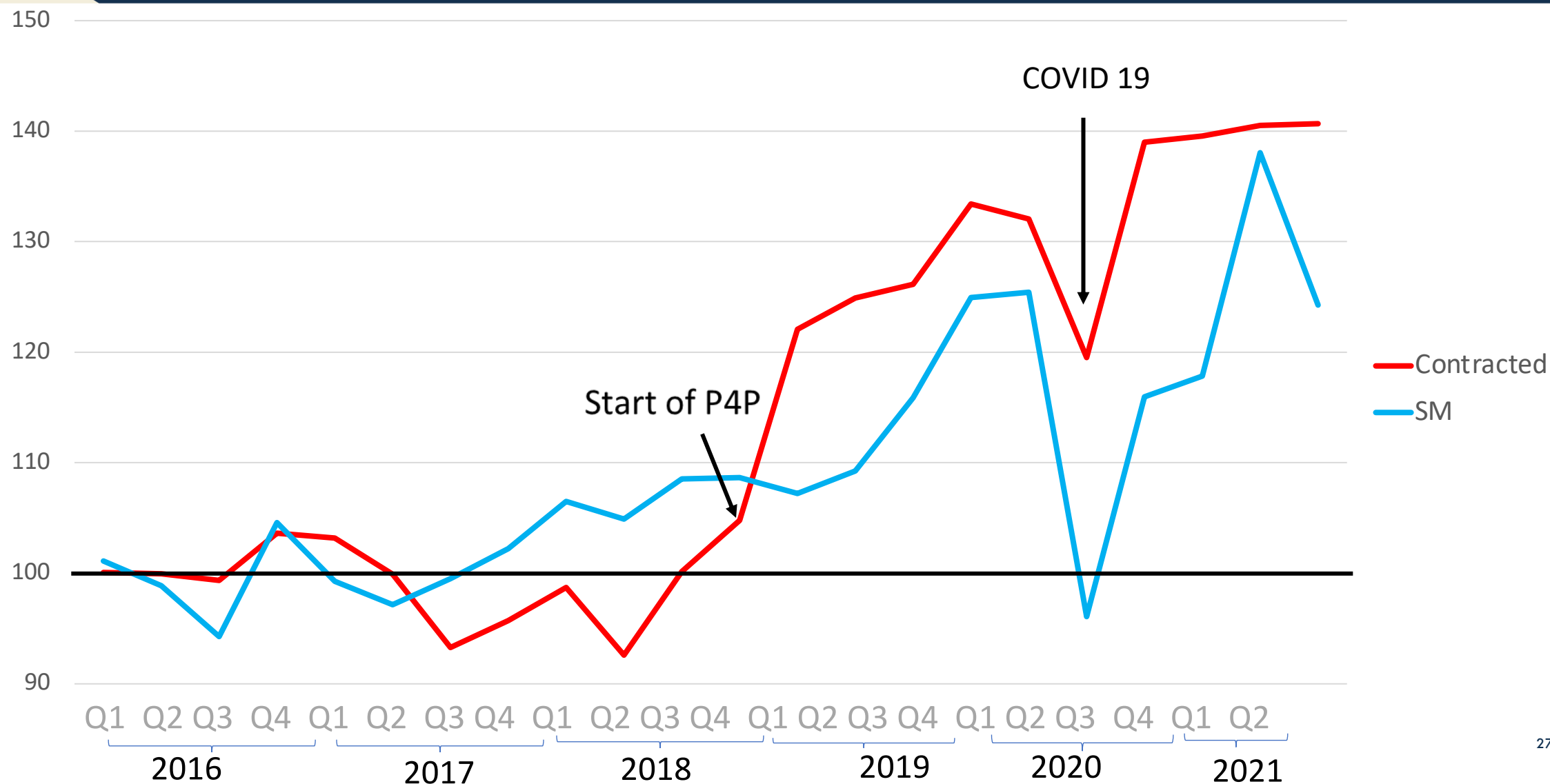
## Course correction- Regular (Quarterly) Performance Review

- P4P indicators:
  - minimum → target → cap
- HMIS Verification score, reported by TPM
- Quality of care:
  - Balance score card, minimum standards of services (TPM)
  - Performance improvement plans (Technical departments of MOPH)
- Timely payment of salary to staff
- Timely reporting and response

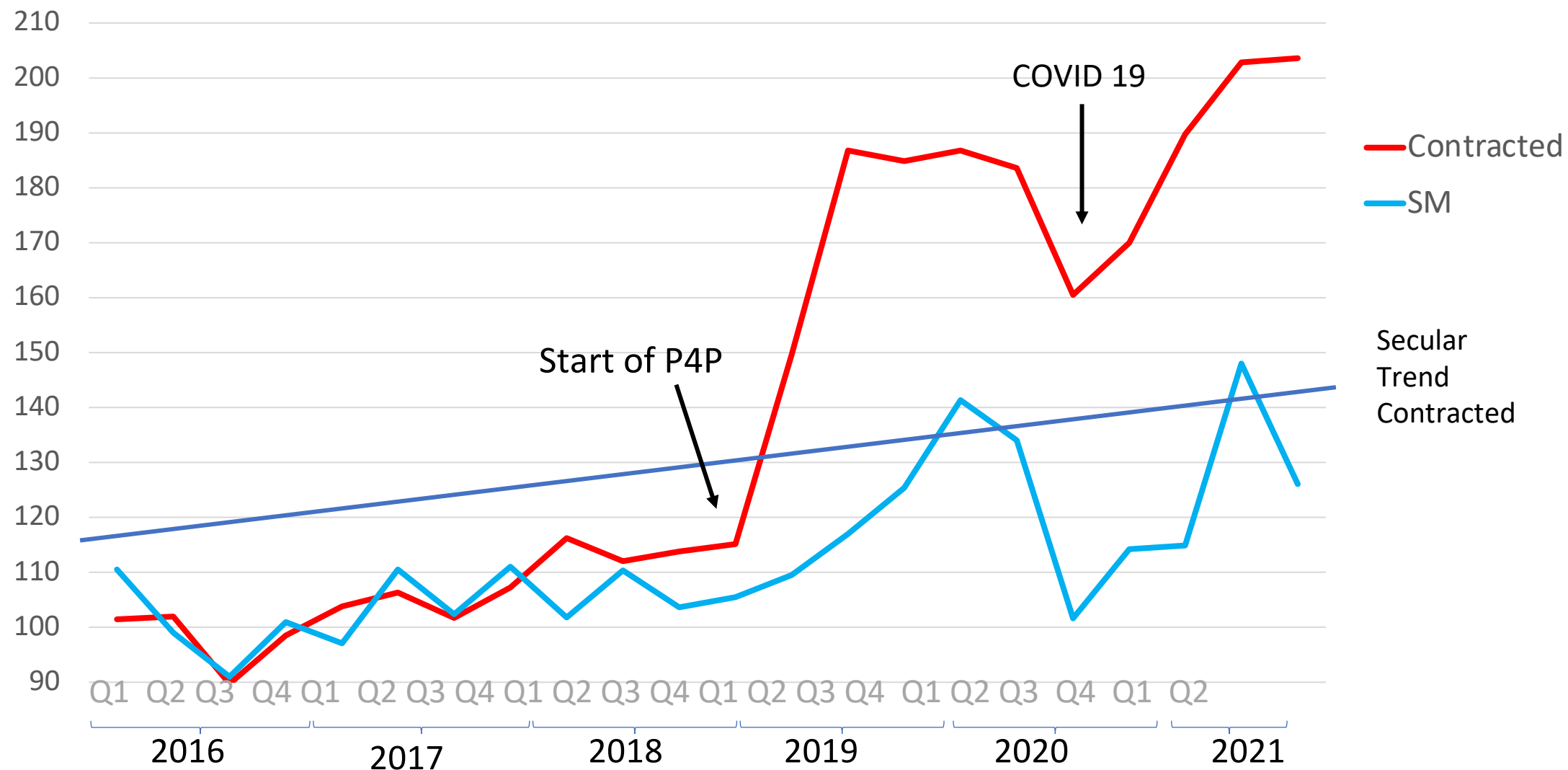
P4P increased service delivery by a median of 21 percentage points across 10 key services.



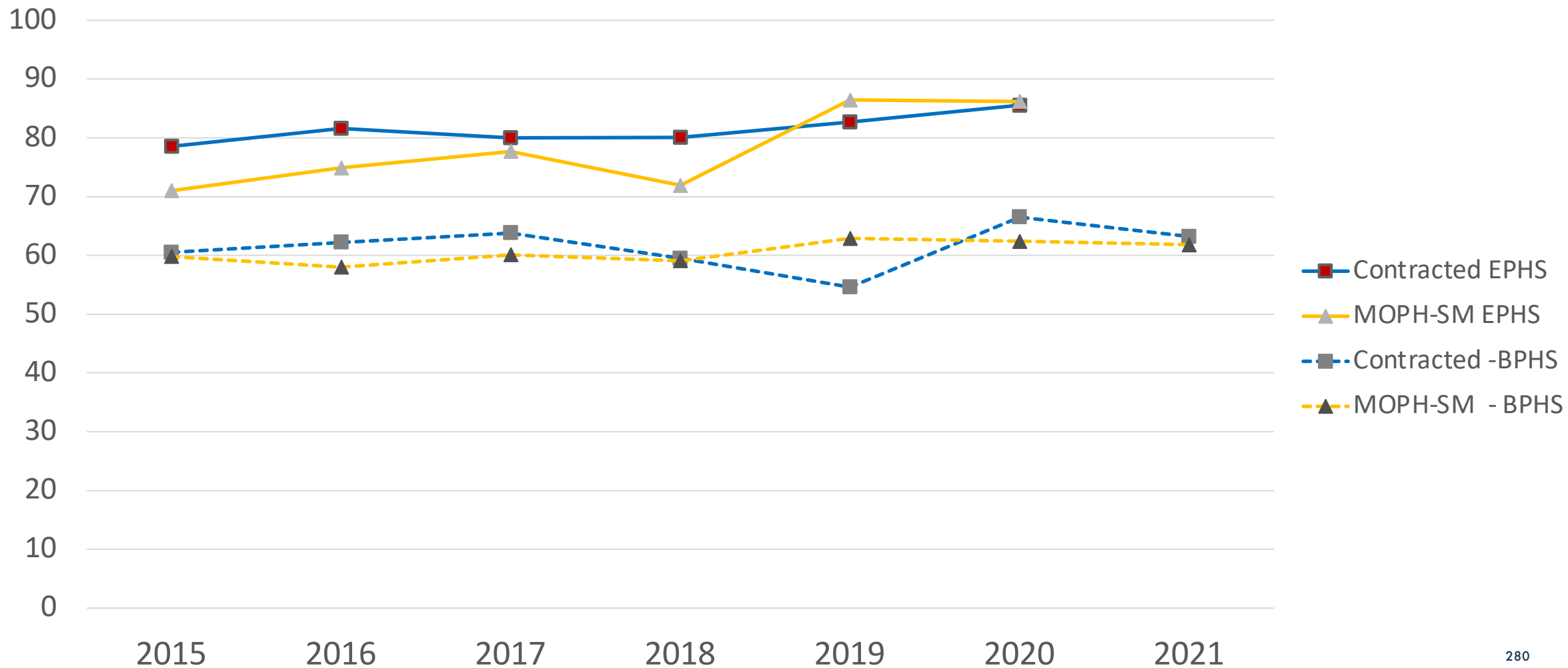
## ANC Visits in Contracted & SM Provinces, Median 2015 = 100



## Couple Years of Protection: 2016 median = 100



# Mean Balanced Scorecard Scores (out of 100)<sup>a</sup> for BPHS & EPHS in Contracted/P4P and MOPH-SM Provinces



# Conclusions

**Large Scale Contracting for almost 20 years:** Long term experience covering about 30 million people – has been robust even after Taliban returned

**Impressive results given the insecurity.**

**P4P further strengthened contracting:** P4P increased service delivery by a median of **21 percentage points** across 10 key services. MOPH managed provinces increased service delivery by a median of **8 percentage points**.

Provide NGOs with **autonomy**

focus on **performance management** not just contract management

clearly identify **priority services**

Ensure contract packages are **large enough** to capture economies of scale

**Thank you**



# **Finance for Jobs (F4J)**

## **Youth Employment Development Impact Bond (DIB)**

**Sept 2023**

# The F4J DIB

- Aims to achieve sustained employment for Palestinian youth by providing tailored, demand-driven employment programs.
- Services include in-class and hands-on skills training, internships, coaching/ mentoring, job placement support, and in-work support.
- It is the only results-based employment Program in Palestine, with independently verified results.



# Outcomes Funders



## Deloitte

Jobs Verification Report



Jobs claims

Outcomes Payment

Local Service Providers:  
Training & job placement Services



Working capital  
& performance  
management

**Finance for Jobs  
Consulting Services**

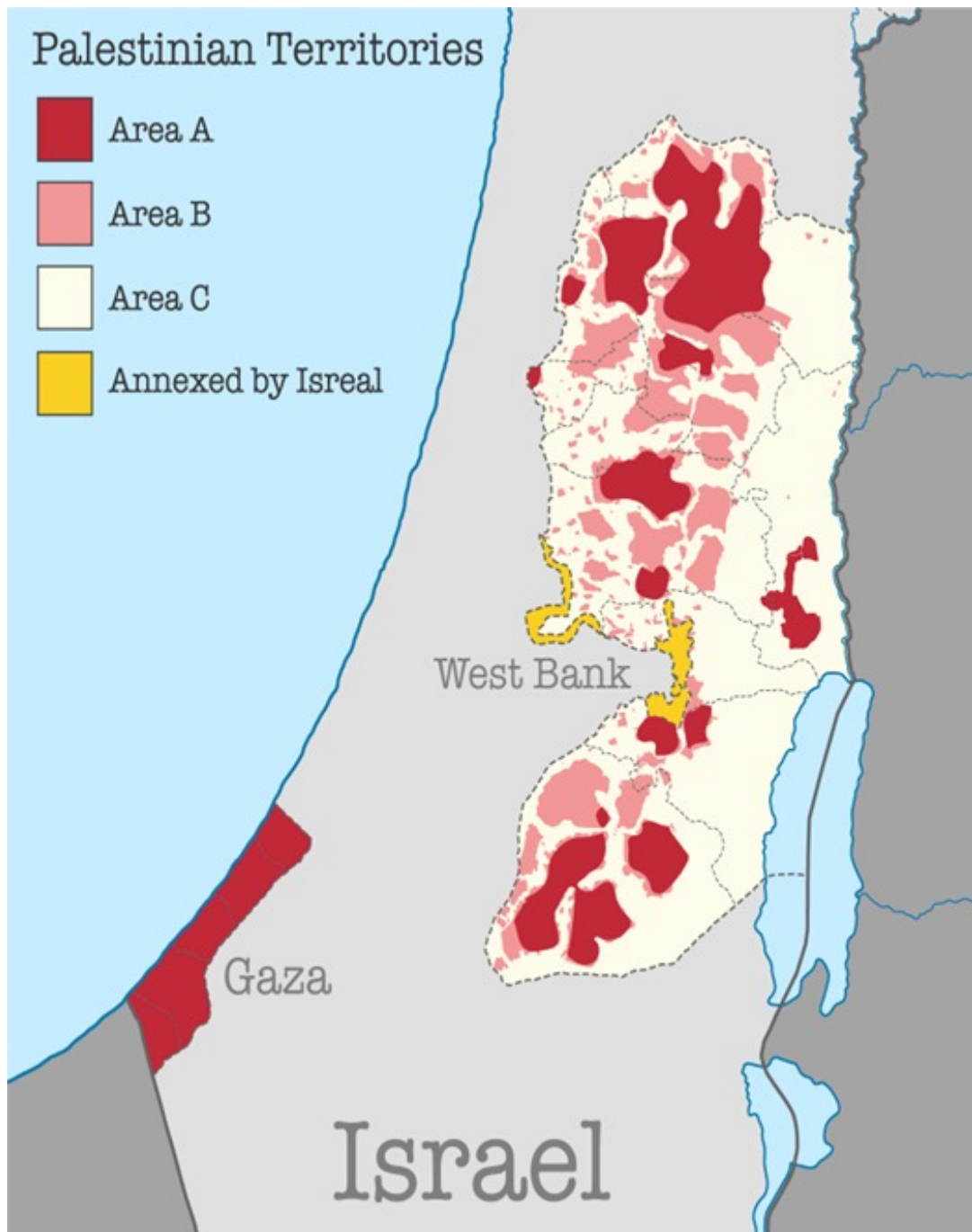
# Social Investors



# The occupied Palestinian Territories

- The Palestinian population in the West Bank (incl. East Jerusalem) and Gaza strip suffers high costs of living, high unemployment, poverty, political instability, military incursions, town blockades, and various socio-economic challenges.
- The oPT is dependent on donor funding, with local desire for higher accountability for results of such funding.
- In 2021, donor aid fell to 1.8% of GDP, compared to 27% of GDP in 2008, the same applies to donor budget support.





# The Swiss Cheese State

- The West Bank is divided into 3 administrative areas, per the 'temporary' 1995 Oslo accords:
  - A. Area A: under Palestinian Authority,
  - B. Area B: under joint control,
  - C. Area C: under Israeli control,
- *The West Bank is under Israeli military Occupation, and surrounded by the separation wall, with checkpoints hampering movement between cities.*
- Area C is over 60% of the West Bank area, its population has little access to official education and health services, and are more distant from the labor market in main cities, and have to rely on illegal employment in Israeli settlements.

# Gaza is a different story!

- Palestine has 2 local governing authorities, one in the West Bank and one in Gaza.
- It has no control over its economy, tax revenues, or borders, especially in Gaza, which has been under complete blockade since 2005.
- Gazan population suffers frequent devastating wars, extreme poverty and population density: with an area of 360 km<sup>2</sup>, less than 6% of the Palestinian area (1967 borders), Gaza houses 40% (2.2M) of Palestinian population (5.4M) in the West Bank and Gaza.



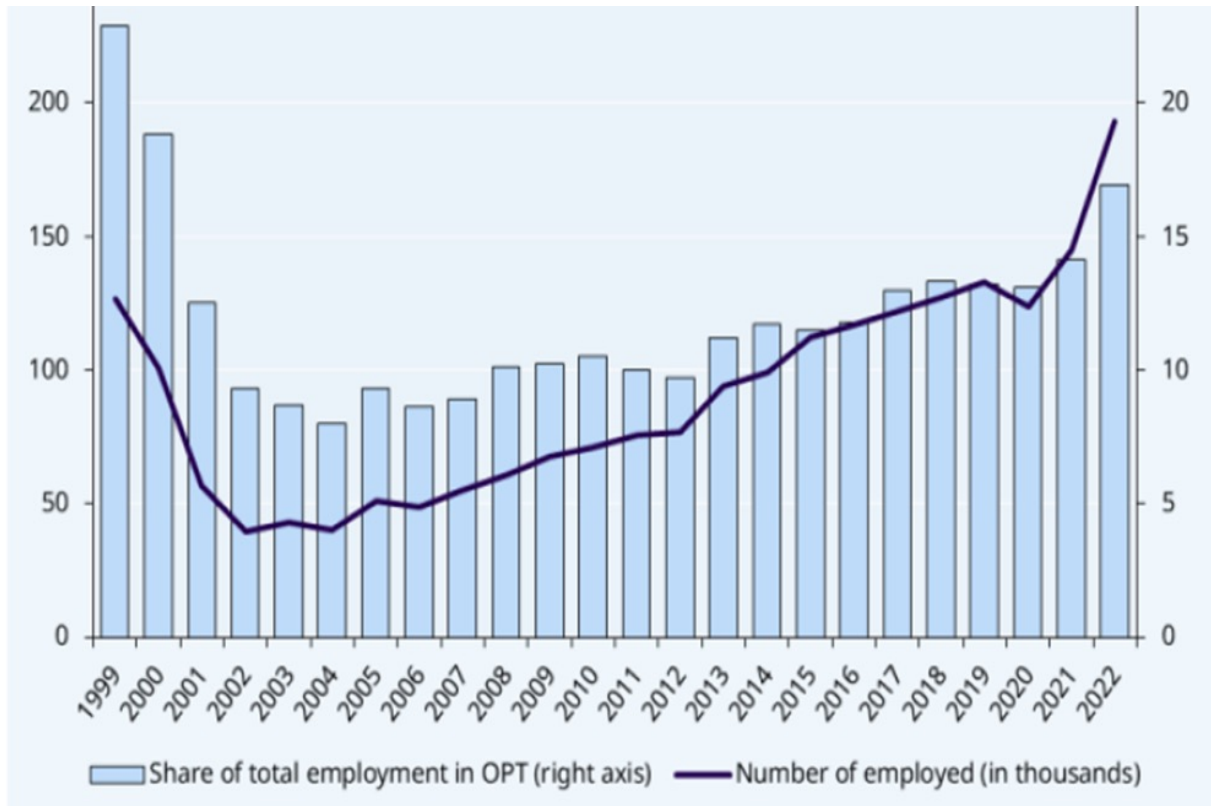
# The informal economy

- Over 65% of employment is without any formal contracts.
- Unemployment is highest among educated youth, taking an average of **18 months** to find employment for those who do.
- Over 40% of employed people in Palestine do not earn the minimum wage (19% in WB, and 89% in GS).
- Gaza has triple the unemployment rate in the WB (45% vs 13%).
- For Gazan educated youth, unemployment is 2.5 times that in the WB (74% vs 29%).



# Employment in Israel

- Despite the harsh working conditions in Israel and its settlements, Palestinian employment in Israel grew to 200K (17% of employed Palestinians), which hinders Palestinian private sector growth.
- This is due to 1) geographical proximity, 2) limited work opportunities in Palestine, and 3) serious wage gap.



# Women in Palestine

- Women labor force participation rate is only 17%, despite their much higher educational enrolment rate and accomplishments (62% of those in higher education are women).
- Women suffer double the unemployment rate for men (40% vs 20%).
- The same applies to the youth unemployment gender gap (61% vs. 34%).



# Main DIB Facts

- The DIB targets 1,250 unemployed Palestinian youth, with minimum of 30% female participation.
- Through 9 local Service Providers, the DIB works with employers in multiple sectors to serve youth from various educational backgrounds.
- DIB Outcomes Contract (OC) was initially \$5M.
- Service Delivery launched in June 2020, along with covid-19, which was a serious threat to physical training delivery and employment potential.



# The C-19 response

- DIB Services were moved online, via hybrid trainings.
- Prioritized services in the Health sector (Nurses and doctors jobs).
- An online centralized data system allowed service delivery and its verification to proceed despite complete curfews.
- Due to its success, the DIB value was increased to \$6.25M and extended until Q1 2024.



# The Tariffs and the youth journey

- Tariffs are the price paid by the WB to the SPV for each delivered KPI, designed to encourage employment, not training; at a weight of only 20% of overall tariffs.
- Of the \$6.25M, the SPV can only achieve up to 2.3M (37%) for training outputs, pushing it further to deliver jobs, not training.
- Female employment tariffs have a 15% premium compared to male tariffs.
- The youth journey is designed to encourage SPs performance, it ties performance to payments, with interim payment to support their cashflow.
- To reduce their financial risk in case of weak employment results, the SPV pays SPs 25% of contract amount for jobs outcomes vs. 75% for training outputs, with an upside for overperformance, to incentivize focus on jobs.

Payment per person	WB to SPV	
Acceptance to programme	3%	20%
Training Start	5%	
Training Completion	12%	
Job start	18%	80%
3-month job sustainment	26%	
6-month job sustainment	36%	
Total	100%	

# DIB Results to Date

- The DIB celebrates employing 570 youth and aims to exceed 650 jobs overall by DIB end.
- Women make up 40% of all achieved employment.
- DIB graduates earn -on average- over 50% over the minimum wage in Palestine.

Trigger	Target (WB)	Results to date	Female %
Acceptance	1,240	1,254	46%
Training Start	1,165	1,224	47%
Training Completion	1010	1012	49%
<b>Job start</b>	<b>520</b>	<b>568</b>	<b>39%</b>
3-month job sustain.	425	496	39%
6-month job sustain.	370	415	37%

## All jobs are real:

- 1) all individuals (and jobs) are uniquely identified and independently verified,
- 2) **NO** subsidies paid to employers or youth, in contrast to local practice.
- 3) **NO** internships or indirect jobs counted as jobs.

*\*Targets per World Bank's Results Framework.*

*\*\*Results update: July 2023.*



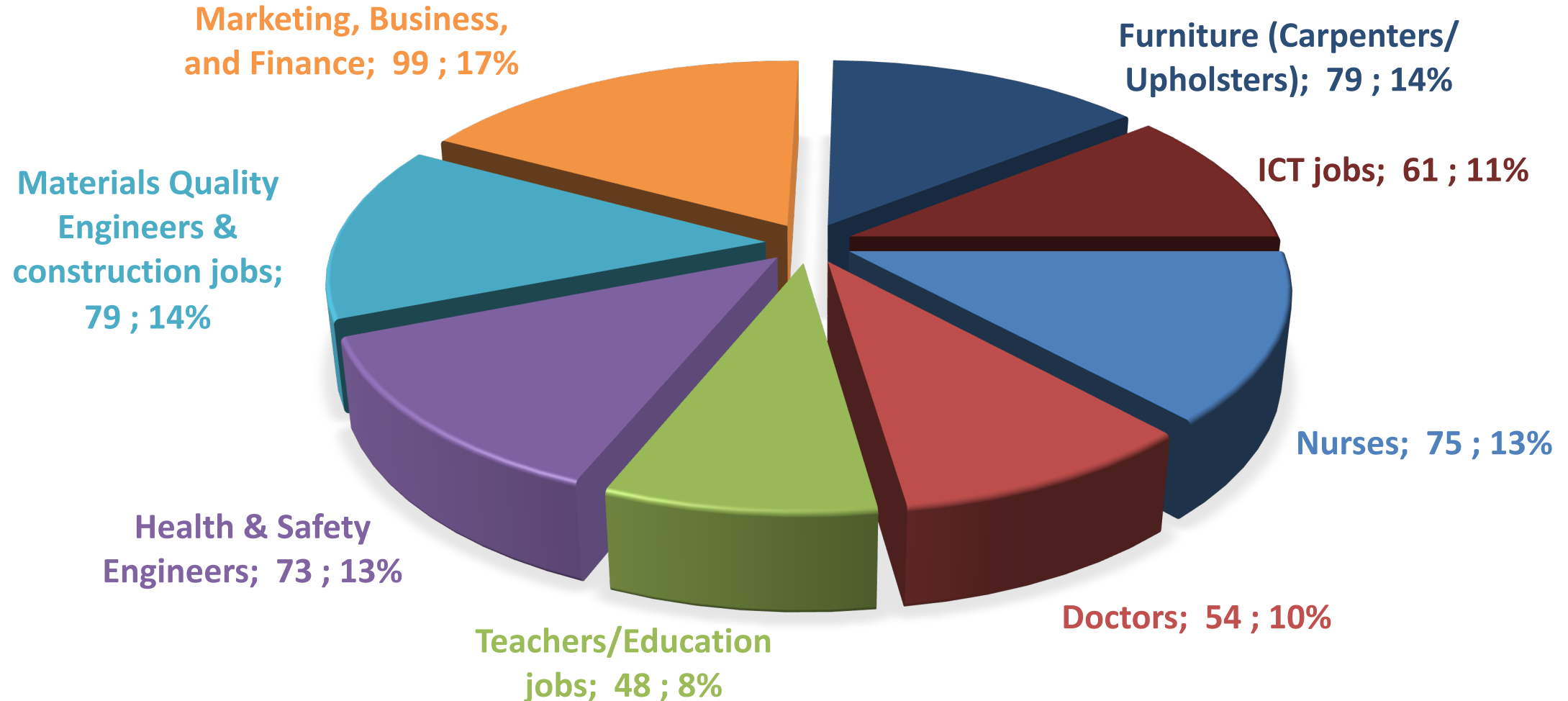
## Expansion to Gaza

- In April 2023, *the DIB reached its Outcomes Contract cap.*
- Due to their local commitment, social drive, and desire to learn, investors decided to continue to fund services until June 2024 (beyond the OC end date), and ***pilot service delivery in Gaza*** with 3 of its projects.
- The pilot aims to provide insights on the Gaza's employment potential for future interventions.

## F4J DIB Jobs: a diverse jobs portfolio

Total documented jobs = 568

*\*There are over 30 additional jobs that still lack documentation.*





# Lessons learned & Future Plans



## Lessons Learned (1)

1. Localizing the DIB design was critical, employers' role was integral throughout the DIB; successful projects responded to employers' staffing needs.
2. The DIB invested in a portfolio of multiple job types and sectors, serving youth from diverse backgrounds, and avoided focusing on one sector or job type.
3. Large-numbered employment opportunities do not exist in Palestine, jobs are scattered with small businesses; SPs worked with all of them to help youth.

# Lessons Learned (2)

4. Independent verification of job claims provides integrity and accountability, but must be tailored to Palestine's informal economy.
5. DIB internships are short, focused and minimally paid. Long duration, high-paid internships are a perverse incentive for employers and are misused in the country, similar to employment subsidies.
6. A good DIB graduate is an empowered youth who is able to find a job on their own, and even move to better jobs.
7. What is a good job? It depends on the situation and conditions of the youth who need those jobs.
8. The DIB has kickstarted the DIB market in Palestine and the region.



# Lessons Learned (3)

9. Although investors carry the risk, results-based contracts with SPs shifted their focus from training activities to job outcomes, with signs of a cultural shift in successful SPs.
10. Small and less bureaucratic Service Providers, that have a project champion, showed strong results, responding to employers' needs, and the volatile field/political situation.
11. Group training alone is not enough, individualized services are key to youth employment, especially case management and job placement support.



# Future plans

- Strong demand continues from youth and private sector employers.
- A **second DIB** is being planned with the WB for \$6M to launch in early Q2 2024.
- DIB 2.0 will further expand to Gaza and target more marginalized groups, e.g. females above 29, less educated populations, etc.
- Partners aim to scale DIB 2.0 further, through additional outcomes funding from other donors, to allow more efficient delivery and tariffs.





**Additional information**



# Role of the Outcomes Funders

- Provide Outcomes funding, overall guidance and strategic direction.
- Commission services delivery through the social investors, determine the DIB target beneficiaries, overall parameters of the service and its value-add characteristics.
- Review all proposed Service Provides Proposals, provide feedback, during the co-design phase, and final no-objection.
- Contract and pay for 1) Independent Verification Services, and 2) Independent Impact Evaluation.

# Role of Investors

- Investors, through their SPV, take the financial risk of delivery, provide upfront working capital, provide implementation oversight, based on a data-rich and a centralized real-time data management system.
- Investors strengthen SPV governance and accountability and challenge the DIB team (and Services Providers) to maximize job outcomes, while allowing for flexibility in Palestine's rapidly changing and fragile context.
- The Board has an independent Chair, to keep the focus of investors on maximizing jobs for youth.
- Local investors connect with local stakeholders, bring local labor market knowledge and help navigate local systems and help ensure cultural appropriacy.





## Role of the DIB Manager

- All interventions must provide additionality and value-add to be funded. They should solve a problem for employers and/or Youth. All interventions go through an iterative co-design process with the DIB management team.
- The DIB has multiple “Performance Managers” who help SPs stay focused on delivering sustainable jobs through frequent follow-up.
- The centralised data system is frequently updated with live-data, facilitating performance management, and allowing immediate response to field challenges.

# Role of Service Providers

- SPs bring together youth, training providers, and employers in one program.
- Service delivery is done in cohorts to allow lessons learned to be incorporated into future trainings/ projects.
- SPs manage the whole youth journey from recruitment/acceptance, throughout training, individual services, then employment, and on-the-job support.
- They work closely with the DIB manager to ensure compliance with Outcomes Funders and IVA requirements.



# Funded projects

	Organization	Project/Sector/Job Type
1	Education for Employment (EFE-P)	Nursing & Health sector employment Program
2	Juzoor for Health & Social Development	Intern Doctors Program
3	Palestine Engineers Association (PEA)	Health & Safety Specialists (for construction & industrial facilities)
4	Center for Continuing Education at Birzeit University (CCE/BZU)	Teachers and education sector employment Program
5	Palestine Construction Industries Union (PCIU)	Materials Quality Assurance Specialists & Construction-related jobs
6	Palestinian Vision (PalVision)	Commercial & Business Skills Employment Program
7	Juhoud for Community and Rural Development	Furniture Sector employment Program: (TVET training in Carpentry, upholstery, furniture design, etc.)
8	Palestinian Information Technology Association of Companies (PITA)	Tech Savvy Program: employment in the ICT sector
9	Education for Employment (EFE-P)	Employment in Finance, microfinance, value chain, etc.

# Outcomes Funders



The World Bank (WB), through a grant to the Ministry of Finance (MoF), managed by DAI Global, commits to paying investors for pre-defined employment outcomes for young Palestinians, only if achieved and independently verified.



# Social Investors through Finance for Jobs Consulting Services

**Finance for Jobs  
Consulting Services**



*DIB design & advisory services*



صندوق الاستثمار الفلسطيني  
Palestine Investment Fund

*Investing for Impact*



**European Bank**  
for Reconstruction and Development

**FMO**

Entrepreneurial  
Development  
Bank



**SEMILLA DE OLIVO**  
IMPACT INVESTING

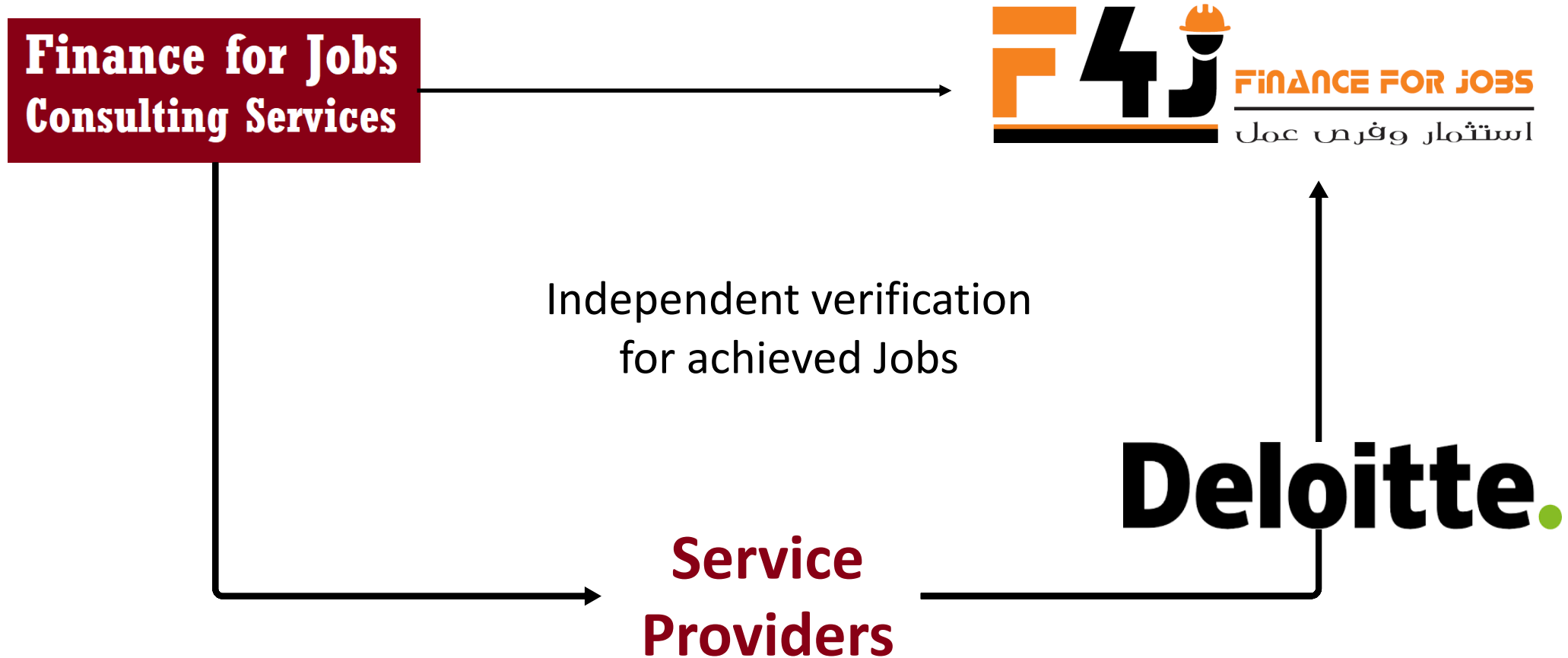
Through the DIB management company (SPV), social investors provide the upfront 'working capital' required by local Service Providers to deliver employment services. The DIB was designed and initially supported by Social Finance UK.

# Local Service Providers



Coordinate with employers and private sector to identify employment opportunities, understand the skills gap, and provide training and job placement services.

# Independent Verification of Achievements



# Coffee break

UP NEXT:  
Big Picture session from  
16.15 BST



Check out the programme  
& choose your session



#SOC23

BLAVATNIK SCHOOL OF GOVERNMENT & ONLINE



# GOVERNMENT OUTCOMES LAB

Thank you!

We would love your feedback:



@golaboxford

#SOC23

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





# GOVERNMENT OUTCOMES LAB

## **Firming up the handshake: exploring the potential of formal relational contracting in the public sector**

Chair: Dr Felix-Anselm van Lier  
University of Oxford



@golaboxford

#SOC23

golab.ox.ac.uk



# Firming up the handshake

## Introduction



**Chair:**  
**Dr Felix-Anselm van Lier**

University of Oxford



@golaboxford

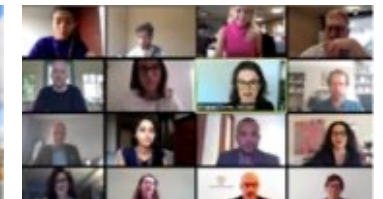
#SOC23

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



# Session engagement

- Live from the Blavatnik School of Government in Oxford and online on Zoom
- If you are 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, please 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 are all on the GO Lab website.
- The GO Lab team is ready to help you both online and in-person.



[golab.bsg.ox.ac.uk/soc23](https://golab.bsg.ox.ac.uk/soc23)



@golaboxford

#SOC23



[golab.ox.ac.uk](https://golab.ox.ac.uk)

# Part I: Contracting for Public Value



**Prof Carolyn Heinrich**

Vanderbilt University



**Dr Eleanor Carter**

University of Oxford



@golaboxford

#SOC23

golab.ox.ac.uk



# *Contracting for Public Value*

## SOC23 session:

Firming up the handshake:  
exploring the potential of  
formal relational contracting  
in the public sector

Eleanor Carter and Carolyn  
Heinrich

Collaborators: Nigel Ball, Michael  
Gibson, and Deanna Malatesta

---

# Centering public value in outcomes-based contracts

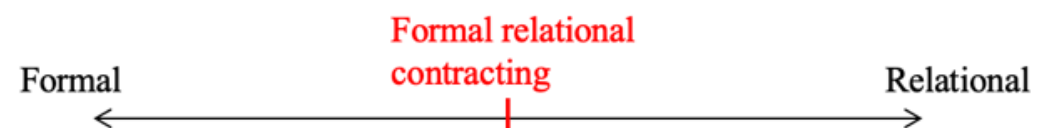
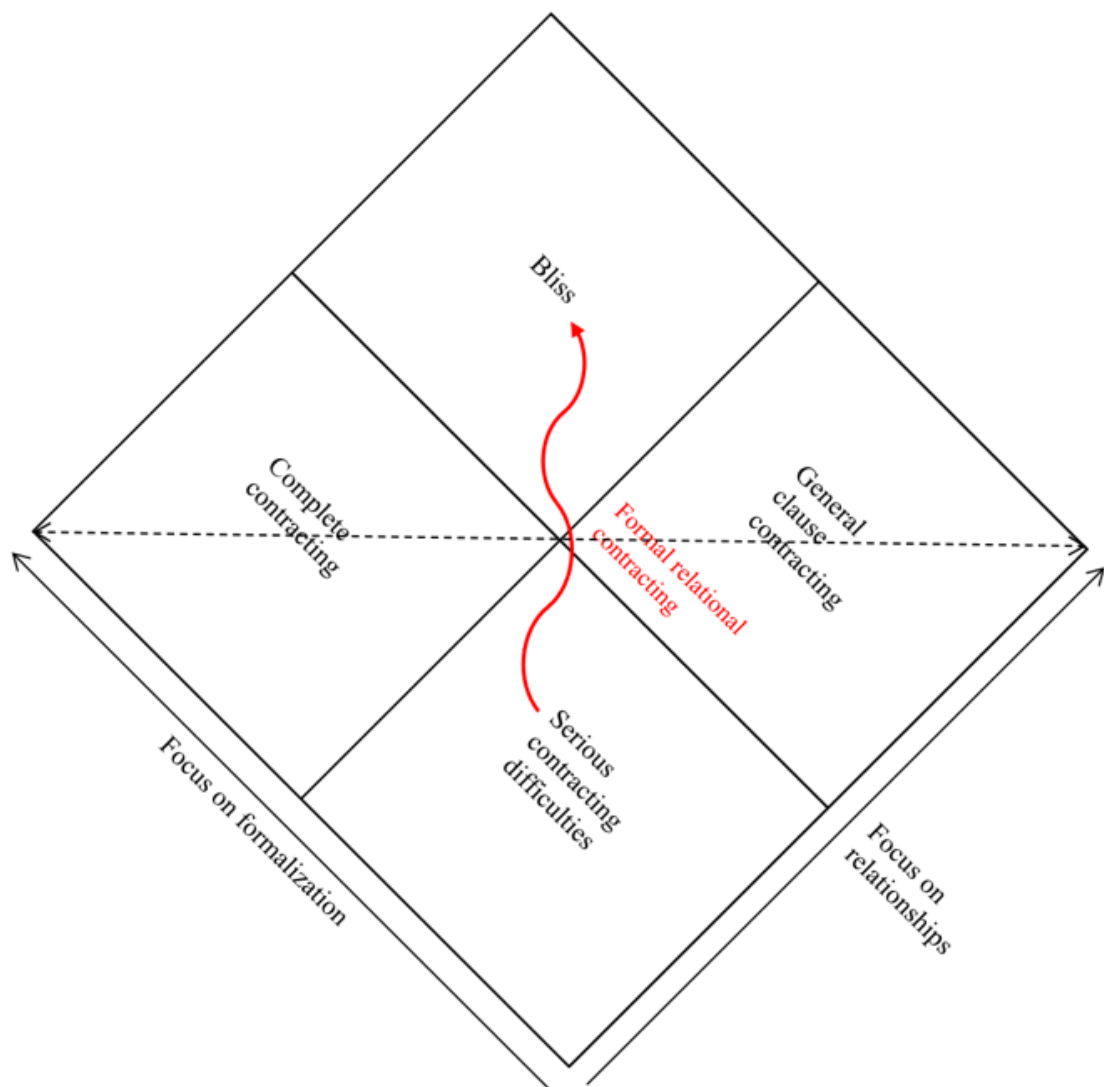
- How can public-private partnerships (PPPs) be better designed and managed to produce more value for the public in social services delivery?
    - Public and private partners working together in a PPP need to agree on goals and outcomes that are collectively valued by the public
    - They need to specify the “public value” they intend to create, i.e., what is good for and valued by the public, and operationalize it in the PPP contract design
    - Government is often a co-creator of public value and no longer the sole institution with “public value obligations”
- 



# The promise of a “formal relational” approach

- Maintaining a focus on public value throughout the life of a PPP requires reliance on both formal and relational mechanisms of governance
  - The “formal relational contract” is a promising new form of contractual arrangement for PPPs
    - Specifies mutual goals and governance structures in the context of a legally enforceable contract, while also fostering trust and cooperation to provide a foundation for keeping the contracting parties’ interests aligned over time
- 



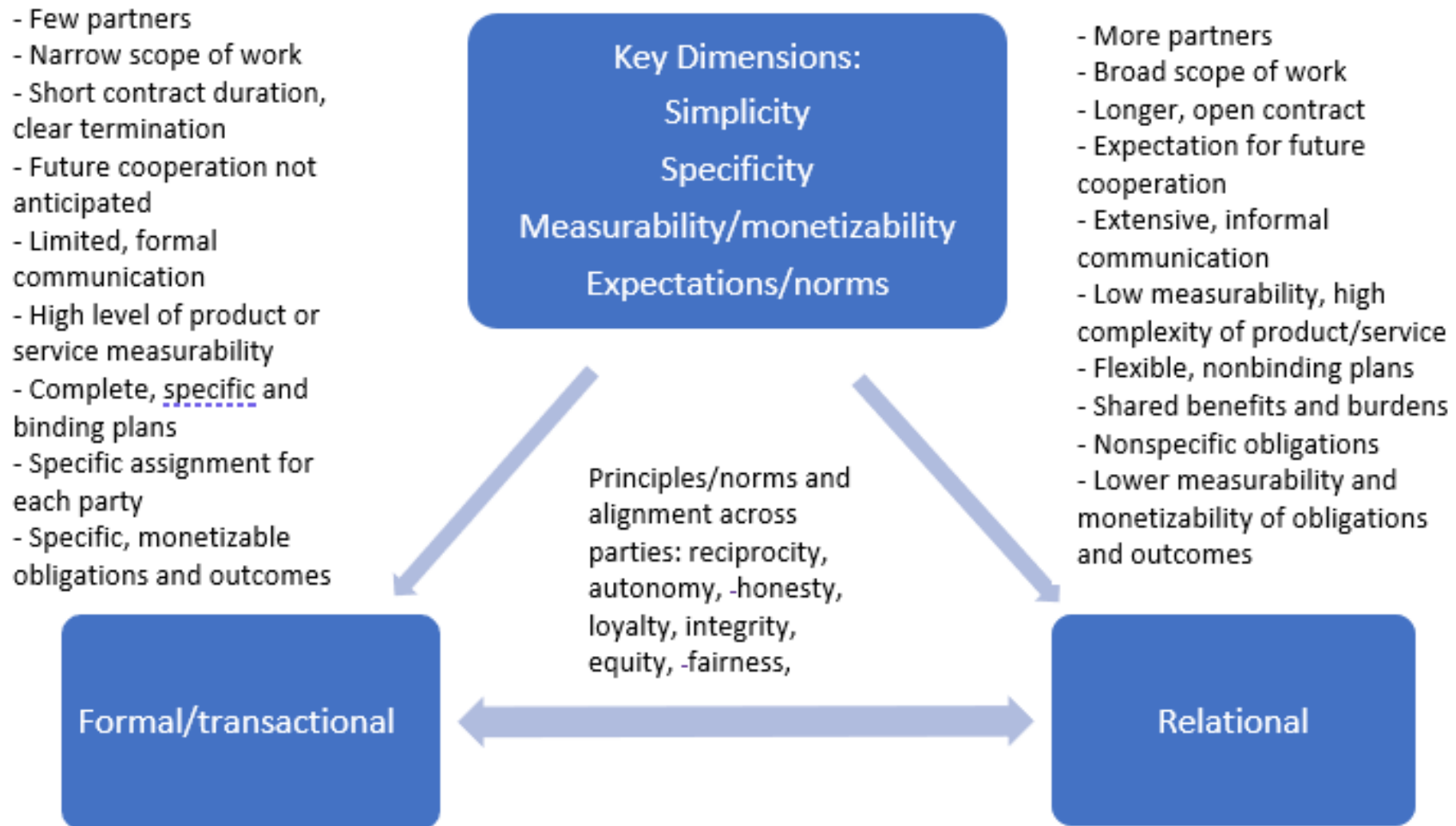


# How might formal relational contracts work in practice with a public sector partner?

- How should formal contracts incorporate relational norms to increase the chances that PPPs succeed, while simultaneously ensuring that they can be legally enforced by the courts?
  - To what extent will the byzantine maze of public rules and regulations that aim to promote transparency, efficiency, and fair and open competition limit opportunities for cultivating a relational approach in PPPs?
- 



# Dimensions and factors influencing the spectrum from formal to relational





## Part II: Panel Discussion



**David Van  
Slyke**

Maxwell  
School of  
Citizenship  
and Public  
Affairs



**Tim Cummins**

World  
Commerce &  
Contracting



**James Magowan**

UK Department  
for Culture Media &  
Sport



**Maria-Laura  
Crespo**

NZ Ministry of  
Social  
Development



**Dr Fareed  
Abdullah**

South African  
Medical  
Research  
Council



**Liam Sloan**

Public Digital



@golaboxford

#SOC23

[golab.ox.ac.uk](https://golab.ox.ac.uk)



## Part III: Where next?



**Michael Gibson**

University of Oxford



@golaboxford

#SOC23

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



# Coffee break

UP NEXT:  
Book Launch from 18.00 BST



Check out the programme  
& choose your session



#SOC23

BLAVATNIK SCHOOL OF GOVERNMENT & ONLINE



# GOVERNMENT OUTCOMES LAB

Thank you!

We would love your feedback:



@golaboxford



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



# GOVERNMENT OUTCOMES LAB

## Book Launch: Social Science Economy - transforming the economy and making society more resilient

Chair: Professor Mario Calderini  
Politecnico di Milano



@golaboxford

#SOC23

golab.ox.ac.uk



# BOOK LAUNCH



**Professor Mario  
Calderini**  
Politecnico di  
Milano  
**Chair**



**Bayo Adelaja**  
Do it Now  
Now



**Dr Eleanor  
Carter**  
University of  
Oxford



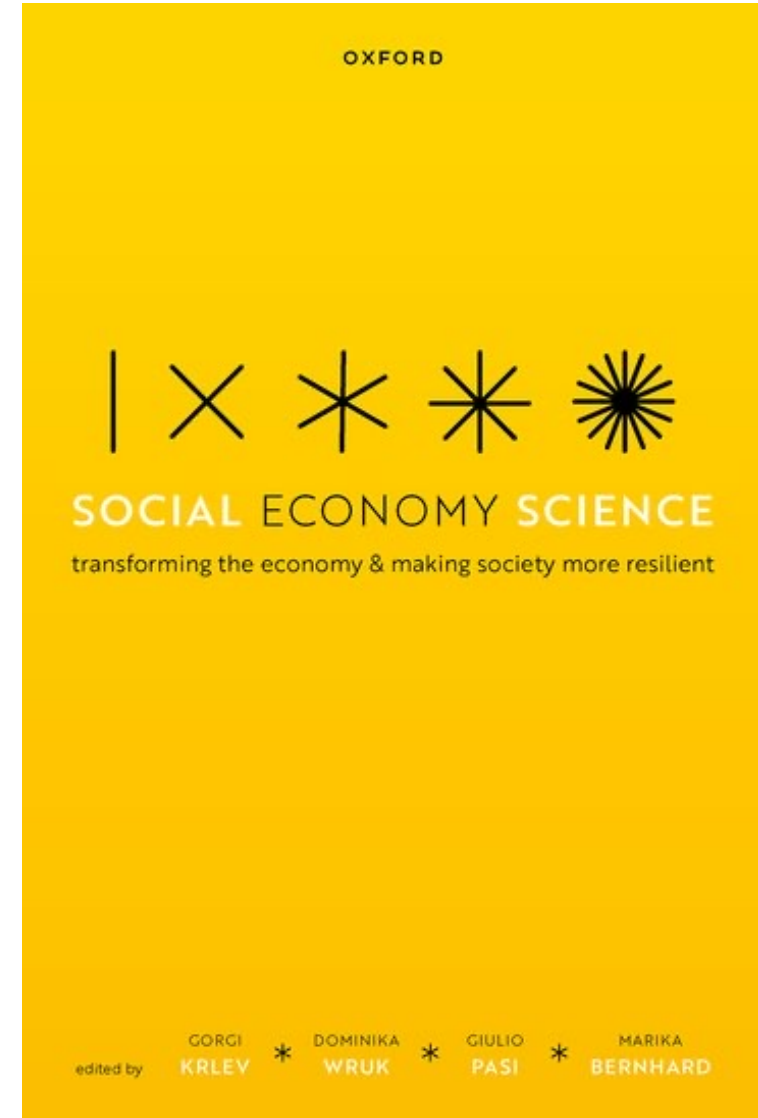
**Dr Gorgi Klev**  
ESCP Business  
School



@golaboxford

#SOC23

golab.ox.ac.uk





# GOVERNMENT OUTCOMES LAB

Thank you!

We would love your feedback:



@golaboxford



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