



# GOVERNMENT OUTCOMES LAB

Social Outcomes Conference 2024  
5-6<sup>th</sup> September

## WELCOME TO DAY II



@golaboxford



golab.bsg.ox.ac.uk



**GOVERNMENT  
OUTCOMES  
LAB**

# Welcome to the Social Outcomes Conference 2024 - Day 2



**#SOC24**  
BLAVATNIK SCHOOL OF GOVERNMENT & ONLINE



# Welcome to SOC24

- 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.



# Good morning

Croissants & Collaborations  
1<sup>st</sup> Floor &  
Deep Dives from 9.15am



Check out the programme & choose your session





# GOVERNMENT OUTCOMES LAB

## Deep Dive 2.1 Exploring outcomes funds: Evidence & lessons learnt from around the world

Chair: Andreea Anastasiu, University of Oxford



@golaboxford



golab.bsg.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.



# Meet our panellists

---



**Dr Eleanor Carter**  
Government  
Outcomes Lab



**Neil Stanworth**  
ATQ Consultants



**Miléna Castellnou**  
Education  
Outcomes Fund



**Juanita Peñuela  
Avila**  
Education  
Outcomes Fund



**Lucy Luo**  
Australian  
Department of  
Treasury



**Judi Drown**  
Social Impact  
Investing Policy  
Team, Australian  
Department of  
Social Services

# Our discussion

---

Part 1. Exploring outcomes funds: insights from evaluation & practice on the ground in different geographies - *brief presentations & audience reflections*

Part 2. Discussion:

- Key considerations in the design & implementation of outcomes funds
- Governance & the different roles within an outcomes fund
- Sustainability; embedding learning within wider systems

Join at  
**slido.com**  
**#SOC24**





# Audience question

*What is your level of expertise / knowledge when it comes to outcomes funds?*

Join at  
**slido.com**  
**#SOC24**





# GOVERNMENT OUTCOMES LAB

## Understanding Outcomes Funds

Dr Eleanor Carter, University of Oxford



@golaboxford



golab.bsg.ox.ac.uk

# Understanding outcomes funds

There is no standard or agreed definition as to what constitutes an ‘outcomes fund’.

An outcomes fund is an approach that enables several outcomes-based contracts to be grouped in a portfolio to be developed and supported in parallel (or in close succession).

An outcomes fund is defined by three characteristics:

1. Dedicated funding to pay for social outcomes
2. Intention to issue multiple separate outcomes-based contracts
3. Open to the involvement of impact investment

**21 outcomes funds launched globally to date, and more in the pipeline!**



DATA SET

## Outcomes Fund Directory

Explore outcomes funds around the world.

[golab.bsg.ox.ac.uk/knowledge-bank/indigo](http://golab.bsg.ox.ac.uk/knowledge-bank/indigo)

**Understanding  
outcomes funds**  
A guide for practitioners,  
governments and donors



# GOVERNMENT OUTCOMES LAB

## Outcomes Funds in the UK

Neil Stanworth, ATQ Consultants



@golaboxford



golab.bsg.ox.ac.uk

# Audience question

*What do you see as the main advantage(s) and disadvantage(s) of an outcomes fund approach?*

Join at  
**slido.com**  
**#SOC24**



# UK Outcomes Funds



# Types of fund (simplified!)

## Central policy-led Funds

- Developed centrally by government
- 100% funding of outcomes
- Defined policy objectives
- Prescribed outcomes and rate card
- Funded 37/93 UK SOCs

## Local top-up Funds

- Developed locally (often with grant support)
- 15-30% top-up funding
- Led by local priorities
- Project - specific outcomes and rate cards
- Part-funded 56/93 UK SOCs

# Case study - the CBO programme

- 62 Development Grants
- 25 projects co-funded
- Evaluation centred on nine in-depth reviews

46,337 users engaged  
Average 75% of Median plan

80,408 paid outcomes  
Average 83% of Median plan

43.3m paid for outcomes  
Average 90% of Median plan

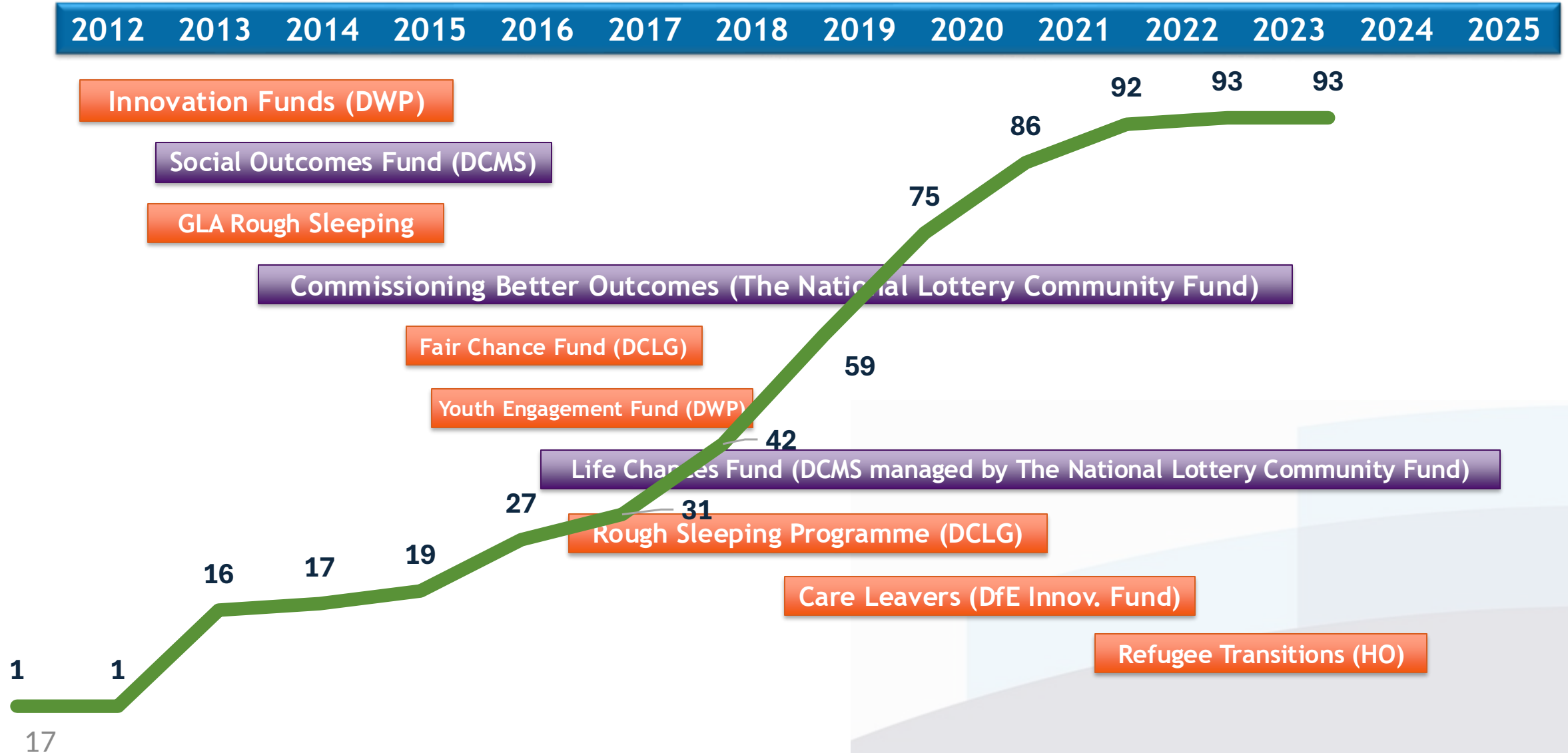
£11.6m returned on £11.3m invested  
Average Money Multiple 1.01  
81% of Median plan

## Legacy

- 5 out of 9 review projects recommissioned in some form
- Wider legacy from e.g.
  - Zero HIV (HIV testing)
  - Mental Health and Employment Partnership (IPS Grow)
  - End of Live Care Integrator (Macmillan £36m End of Life Fund)



# Funds mapped to projects



# Another Fund? Pros and cons

## Benefits

- Directly encourage SOCs (if you believe SOCs are a good thing)
- Encourage innovation and disruption (especially top-up funds)
- Bang for buck: top-up funds lever local funding for only 15-30% direct funding

## Disadvantages

- Directly encourage SOCs (if you don't believe SOCs are a good thing)
- Have complex and often confusingly different rules
- Encourage dependency and prevent SOCs “standing on their own feet”
- Central funds can blur accountability between centre and localities



# GOVERNMENT OUTCOMES LAB

## Exploring Outcomes Funds: Benefits, Challenges, and the Path Forward

Milena Castellnou & Juanita Peñuela Avila, Education Outcomes Fund



@golaboxford



golab.bsg.ox.ac.uk

# Audience question

*For the sustainability of an outcomes fund, is the role of an intermediary necessary?*

Join at  
**slido.com**

**#SOC24**





# GOVERNMENT OUTCOMES LAB

## The Commonwealth Outcomes Fund

Lucy Luo & Judi Drown, the Australian Government

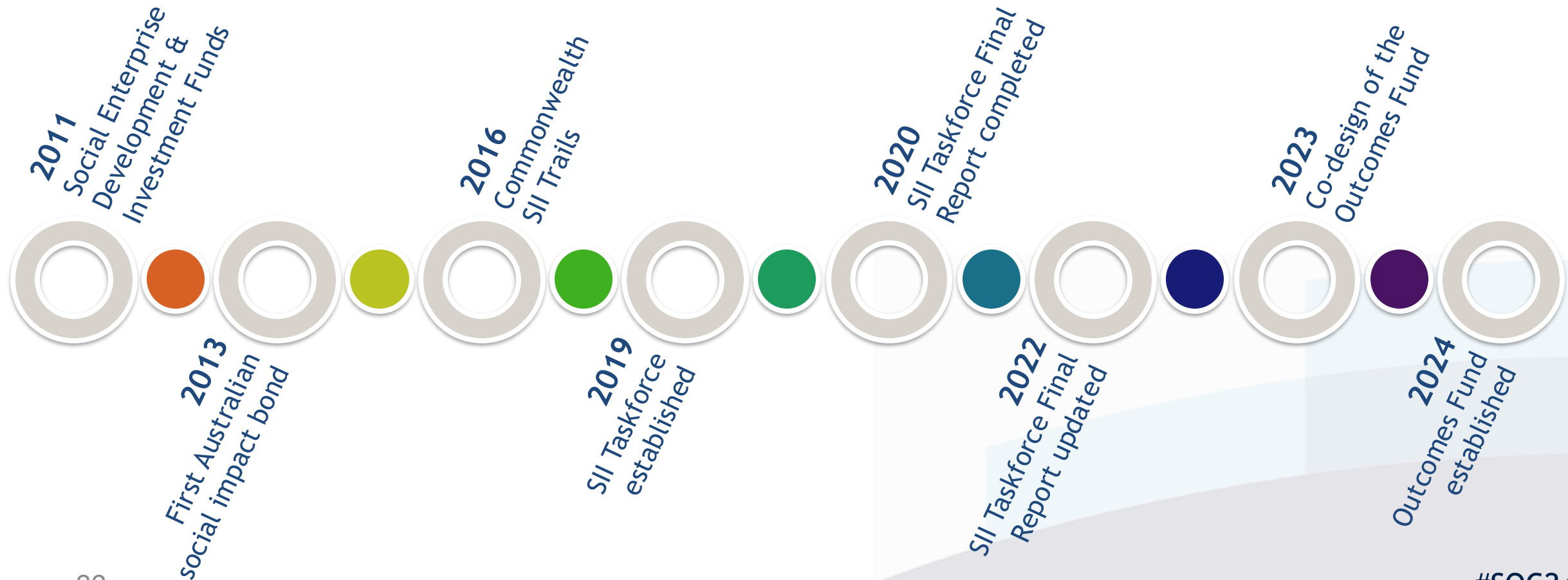


@golaboxford



golab.bsg.ox.ac.uk

# Social Impact Investing (SII) policy in Australia - a timeline



# The Co-Design Process

In 2023, the Australian Government co-designed the \$100 million Outcomes Fund, consulting over 100 key stakeholders across sector.

## Opportunities

- Targeting complex forms of disadvantage
- Support projects to deliver results and measurable outcomes
- Adopt strong continuous improvement and evaluation practices
- Scale programs that work and where there is an evidence base
- Build SII capability

## Challenges

- Nascent market and limited capability
- Federated model, with constitutional limitations
- Differing levels of SII experience across states and territories
- Limited timeframes to deliver outcomes
- Availability and access to data to measure outcomes

# The Commonwealth Outcomes Fund



## Key Features

- Long term, to operate for ten years
- Seeks impact in **3 focus areas**:
  - Supporting **positive outcomes for families and children** to prevent cycles of intergenerational and community disadvantage.
  - **Overcoming barriers to employment** and broadening opportunities to support people and communities facing concentrated unemployment through inclusive employment models.
  - **Supporting people facing or experiencing homelessness** through improved access to prevention and early intervention services.
- Administered in 3 expression of interest rounds, with state and territory governments and direct to market



# Audience question

*What are the key (ideal) features that you think should be incorporated in future outcomes funds?*

Join at  
**slido.com**  
**#SOC24**



# Discussion

---

- Key considerations in the design & implementation of outcomes funds
- Governance & the different roles within an outcomes fund
- Sustainability; embedding learning within wider systems



# Opportunities to continue this conversation

- Get in touch with Emily in the GO Lab team if you wish to share your experience and/or research on **scaling up and evaluating outcomes fund**
- Join one of our upcoming **Engaging with Evidence** webinars



# Coffee break

UP NEXT:  
Share & Learn from 11.30am





# GOVERNMENT OUTCOMES LAB

Thank you!

We would love your feedback!



@golaboxford



golab.bsg.ox.ac.uk



# GOVERNMENT OUTCOMES LAB

## Deep Dive 2.2 Cross-sector services in fragile settings: crisis, collaboration, and results

Chair: Dr Isabella Bunn, Regent's Park College



@golaboxford



golab.bsg.ox.ac.uk

# Welcome to SOC24

- 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.



***Insights from using results-based approaches to transform how services are delivered to improve outcomes for refugees and migrants***

*Sebastian Chaskel*

*September 2024*





# Global Migration and Displacement Trends



## Overview

**281 million** migrants worldwide, **169+ million** migrant workers\*

**117+ million** people are displaced\*:

**35.3 million** are refugees

**10.6 million** are asylum-seekers and others in need of international protection

**71.2 million** of these are internally displaced persons (IDPs)\*:

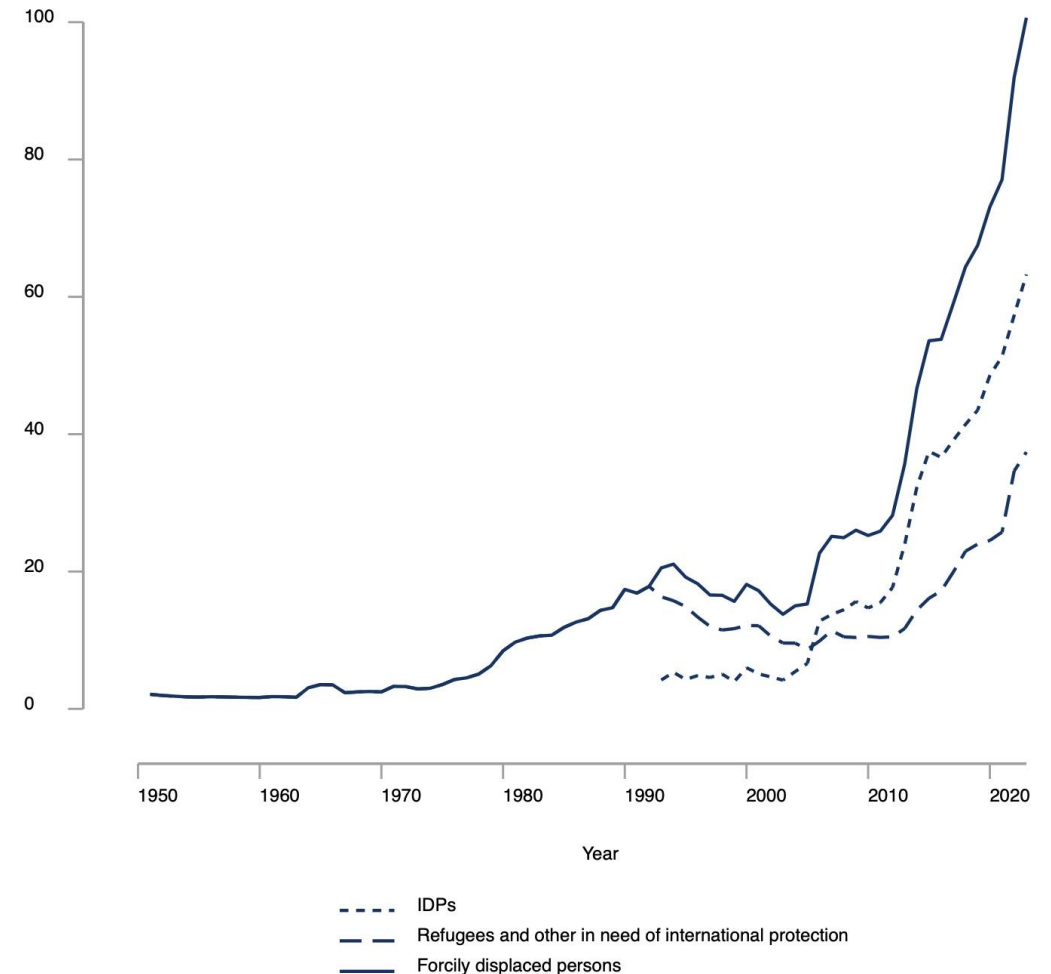
**62.5 million** due to conflict and violence

**8.7 million** due to natural disasters.

Virtually **all IDPs** and **75 percent of refugees** are based in low- and middle-income countries.

Colombia hosts roughly **7 million IDPs** and **3 million Venezuelan migrants and refugees**.

## Forced Migration Trends



Source: UNHCR (2024). Refugee Data

## Migration as an opportunity



Migration presents both **challenges and opportunities for countries.**

By implementing **effective management strategies**, countries can **mitigate potential negative impacts while maximizing the positive benefits** that migration can offer.

## Socioeconomic integration



By transitioning from **short-term emergency aid to long-term integration policies**, destination countries can address labor market shortages, promote economic prosperity, and improve outcomes for the well-being of migrants and host communities.

# Challenges for achieving socioeconomic integration

There are two types of challenges:

## Implementation Challenges



### Effective program targeting

Delivering programs to migrants and refugees requires proper targeting, which is challenging as official databases may not include those on the move or who have recently moved. Their demographic data may also not be available.



### Identifying optimal integration policies

Interventions designed for the general public may not reflect the best design for migrants and refugees. Migrants and refugees may require adapted interventions that reflect their needs and characteristics.



### Scaling up successful interventions

Scaling effective programs, for any population, is challenging as the impact may be diluted and the cost-effectiveness observed in smaller-scale initiatives may not be replicated.

## Financial Challenges



### Competition for international humanitarian and development funding

Numerous global crises have intensified competition for funding, as countries and organizations vie for resources amid diverse development priorities and crisis responses. Some situations are vastly underfunded.



### A gap between humanitarian and development funding

A significant funding gap exists between the immediate humanitarian needs of migrants and refugees and the long-term programs necessary for their integration and self-sufficiency.



### Lack of domestic funding for migrant and refugee population

Destination countries frequently underprioritize funding for migrant and refugee populations due to political costs or budgetary constraints.

# The potential of Results-Based Financing

## RBF as a tool to address certain funding and implementation challenges

**Results-Based Financing (RBF)** presents an opportunity to attract funding, improve program cost-effectiveness, and address implementation challenges.



**Leads to the adaption of program for migrant/refugee populations**

Offers flexibility to frontline implementing agencies to **tailor programs** to the needs and characteristics of the migrant population.



**Addresses coordination issues to enhance localized policies**

Promotes **collaboration among stakeholders** to create a unified and coherent approach. This involves strengthening governments, service providers, community-based orgs (CBOs), and refugee-led orgs (RLOs) response to **overcome bottlenecks and barriers** to integration.



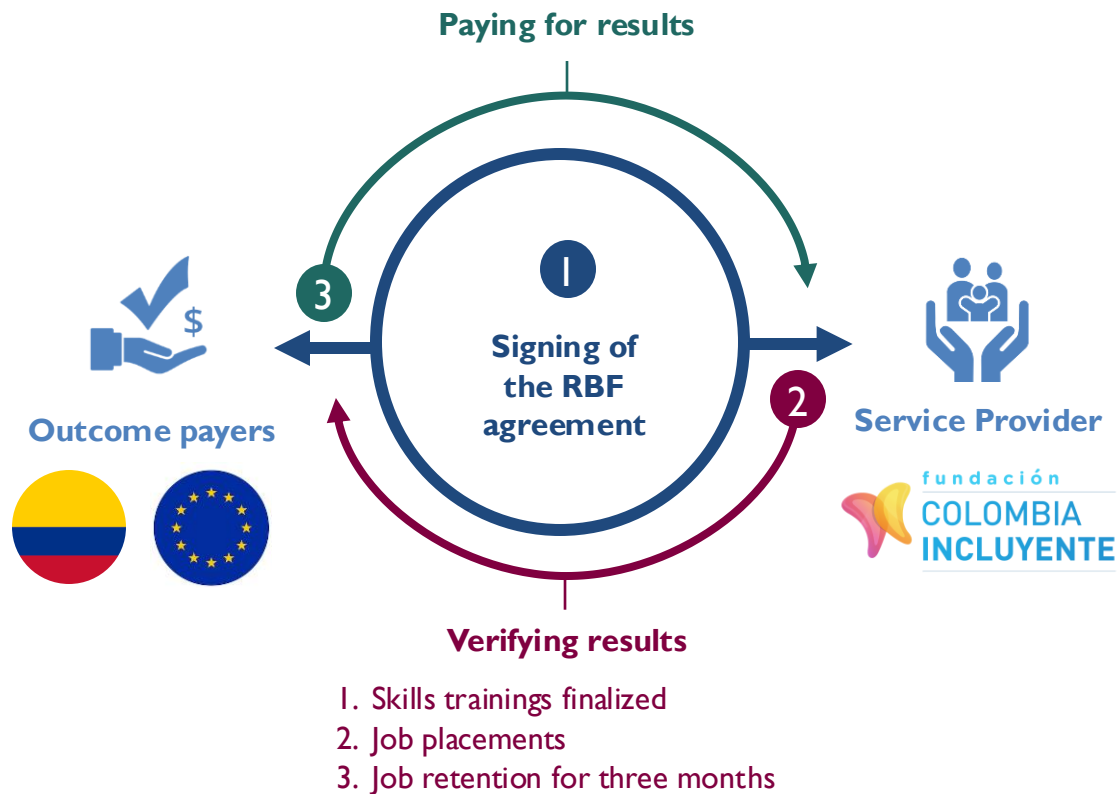
**Creates a culture of learning and adapting**

Requires setting in place **strong monitoring and evaluation** as well as **performance management** practices to allow implementing agencies to adapt programming based on results.

# RBF program to incentivize employment for migrants

## The case of *Empléate sin fronteras* in Colombia

Colombia faces substantial challenges in integrating Venezuelan migrants into the formal workforce. Discrimination, skill mismatches, and inadequate job-seeker support hinder their economic inclusion. To address these challenges, the government launched *Empléate Sin Fronteras*, which offers skills training, job placement assistance, and post-placement support to Venezuelan migrants and host community members.



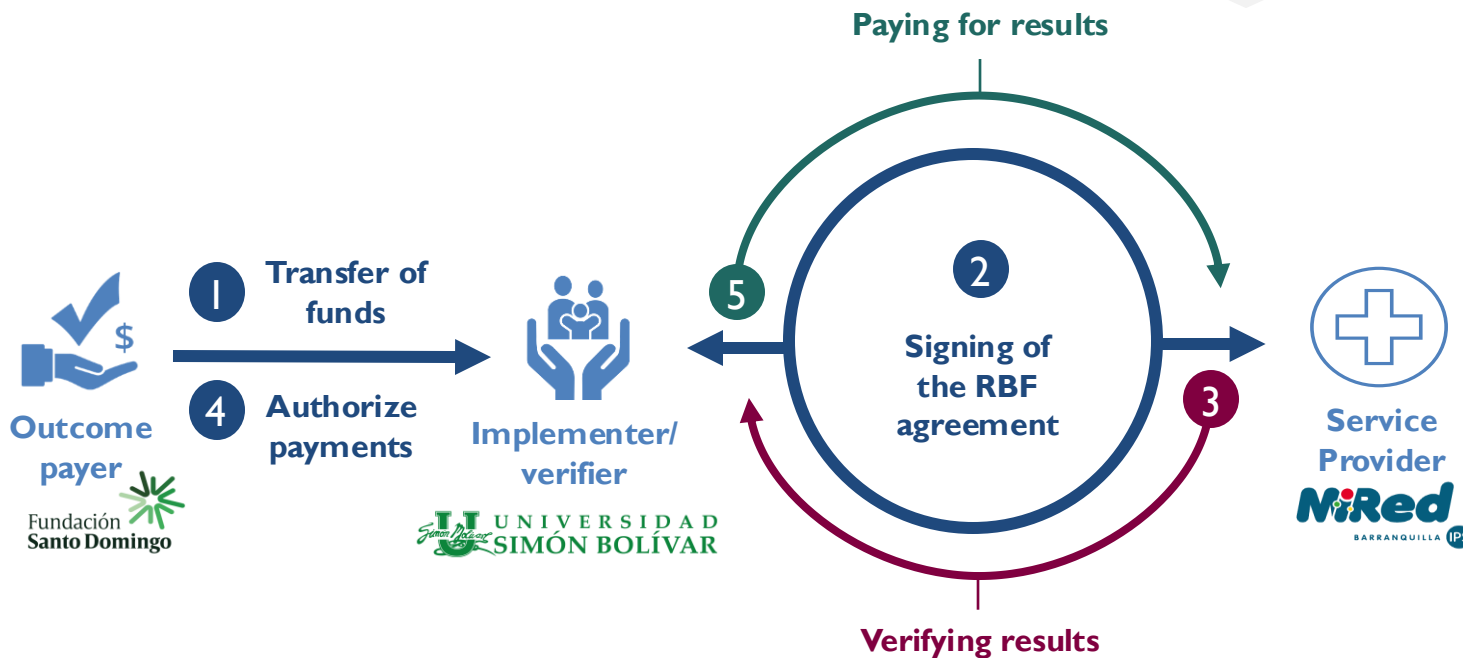
### Results and success factors:

- 1,061 vulnerable individuals were successfully placed in formal jobs (reflecting a 90% success rate). The program addressed **coordination challenges** by connecting vulnerable job seekers with employers and encouraging outreach to both migrants and residents through a performance-based contract.
- However, the **program's targeting criteria**, specifically the requirement for social welfare identification, excluded most migrants, limiting its effectiveness. This highlights the need **to adjust interventions** to better serve migrant populations.
- This program highlighted **the importance of governments implementing innovative funding strategies** to improve the living conditions of vulnerable migrant populations and local communities,

# RBF program to improve maternal healthcare for migrants

## The *Voy a Ser Mamá* program in Barranquilla, Colombia

Colombia's 2.8 million Venezuelan migrants face high maternal morbidity and mortality due to limited healthcare access, especially for those with irregular status. In Barranquilla, where maternal mortality is nearly double for Venezuelans, USAID's Local Health System Sustainability Project (LHSS), also known as *Comunidades Saludables*, partnered with Fundación Santo Domingo and the Mayor's Office to provide comprehensive maternal health services to irregular migrants.



1. Pregnant women receiving 4+ prenatal checkups
2. Pregnant women undergo timely screening for syphilis and HIV
3. Pregnant women provided with micronutrients
4. Pregnant women receiving 2+ specialist check-ups after being diagnosed with high obstetric risk (HOR)

### Expected results and success factors:

- Although the program is still in its early stages, there are **initial signs of an increase in prenatal checkups and screenings** among pregnant women with irregular immigration status.
- The program seeks to improve the service provider's offerings and **tailor their approach** to effectively engage and enroll migrant women in prenatal care.
- The program's outcomes will help guide **future improvements in healthcare services for vulnerable populations**. The lessons learned may also be expanded with support from national or local authorities.

# Key Takeaways

1

## **RBF is particularly useful for new programs and populations**

- RBF is especially useful when working with new programs or unfamiliar populations. It enables data collection, piloting, and flexibility in adapting and innovating based on real-time learning to achieve desired outcomes for the socioeconomic integration of migrants and refugees.

2

## **Keep it simple: No need for new instruments to improve efficiency**

- Simple RBF designs like Performance-Based Contracts (PBCs) are an efficient, straightforward, and “low-hanging fruit” approach to improving management practices, promoting data-driven policymaking and a focus on results. They are quicker to put together and have a clearer path to scale than other instruments.

3

## **Adversity drives innovation**

- The arrival of migrants and refugees challenges governments to achieve greater cost-effectiveness. This leads to innovation and improved performance management, which benefits the population as a whole.

**Sebastian Chaskel**

Associate Partner

[sebastian.chaskel@instiglio.org](mailto:sebastian.chaskel@instiglio.org)

 @InstiglioInc







OUTCOMES  
FOR **CHANGE** FUND

# Outcomes and Fragility: The OCF Haiti Case

---

September 2024



# The Outcomes for Change Fund is the first large scale results-based fund in fragile state. It aims to change the narrative on results and aid effectiveness in Haiti

Despite significant aid inflows...

## US\$ 13.5B

In Official Development Aid (ODA) funding from 2010-2020

...significant development challenges remain

### 40%

of lack basic health and sanitation services

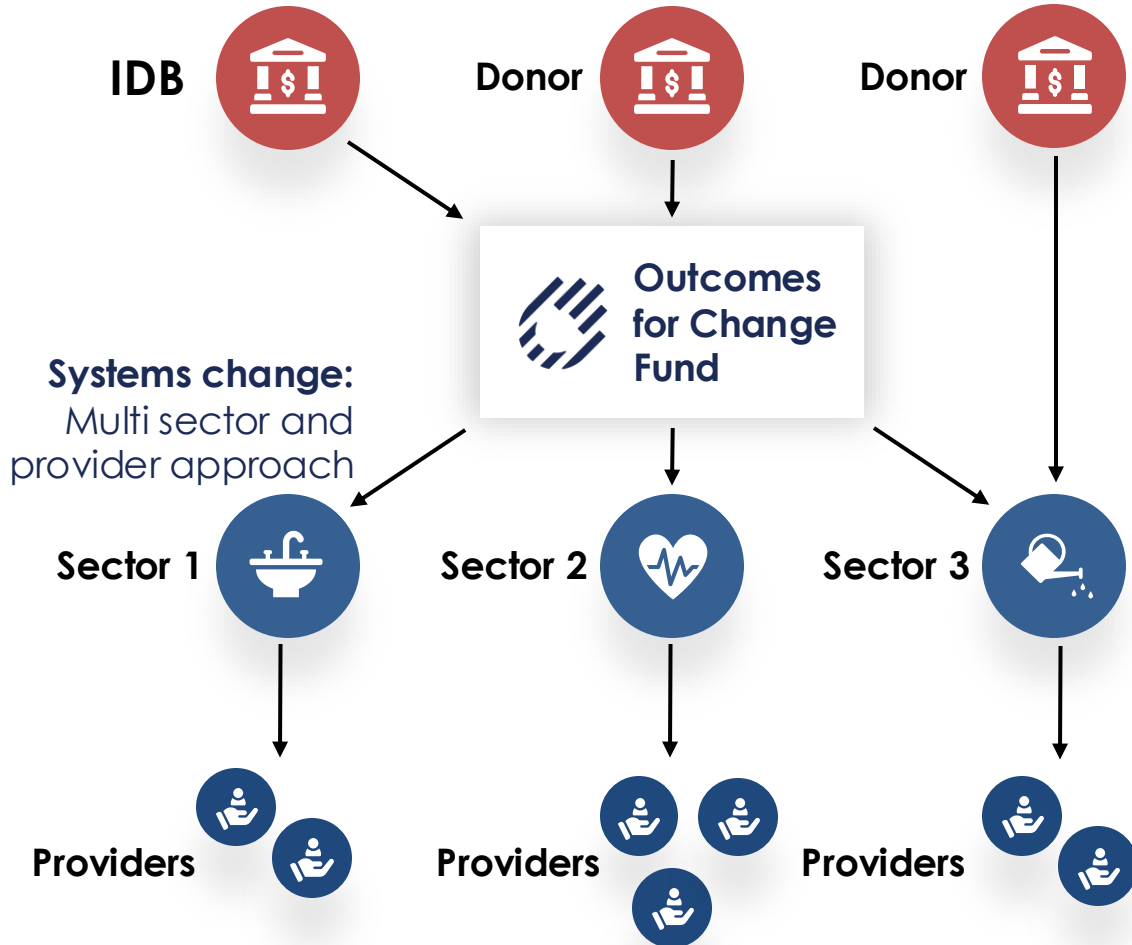
### 62%

of Haitians are literate

After decades of AID not delivering results and challenges on government delivery, we are testing a new approach of pooling resources to launch **high-impact** projects that **deliver outcomes**

# The Outcomes for Change Fund aims to change the narrative on financing results and aid effectiveness in Haiti

## Our approach



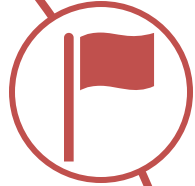
## Three Outcomes Finance Projects already launched in Year 1

**SOIL**  
*Paying for Sanitation Success*

**Haiti Food Systems Alliance**  
*Sustainable Agriculture + Food Security*

**C2C**  
*Maternal and Child Health*

# Some challenges we have faced specific to a fragile setting



**Safety and movement**, versus given political crisis and security situation



**Local leadership and outmigration** creating challenges to retain key staff, partners and leaders



**Collecting data** and establishing a verification system



**Aligning donors** around an approach focused on outcomes. Also, general AID fatigue in Haiti.



**Capacity constraints**, including the Haitian government and local implementers vs INGOs

# What we are seeing and learning



**In challenging contexts,  
outcomes-based financing reorients  
the conversation around what matters**

- Accountability for results with flexibility for local partners to respond to unexpected changes
- Increased effectiveness of work




**High-stakes outcomes contracts  
incentivize rapid institutional growth  
and overperformance**

- Improved data use in daily decision making
- Greater responsibility for the organization's outcomes
- 30%+ overperformance in some indicators




# Some unique features of the Outcomes for Change Fund that we've incorporated for the Haitian context

 1. **Programmatic approach:** multiple contracts, in multiple sectors.

 2. **Rapid testing and learning:** Start small, learn and scale with recontracting

 3. **Adapting to Haiti's realities on the ground:** Focus on interventions suited to a fragile context

 4. **Strategic Partnerships for systems change:** engage donors, Haitian government, diaspora

 5. **Vision for scale and sustainability:** Using OBF to drive impact and cost efficiencies

# Other topics we are exploring

---



## Engaging the diaspora

- Partner with existing Haiti diaspora organizations
  - Fundraising and pre financing opportunities
  - Advisory board and networking
- 



## Role of Haitian government

- Engaging and coordinating with public priorities
  - Accessing public funding / building partnerships
  - Public contracting and IDB public sector financing
- 



## Growth opportunities

- Engagement with other multilaterals and donors in Haiti
  - Entering new sectors (education, workforce, environmental services)
  - Scaling impact of effective models and cost effectively
  - **Pooling efforts with more Donors!!**
-



OUTCOMES  
FOR **CHANGE** FUND

# Questions?

**Jean Emmanuel Desmornes**  
*Discovery Officer, IDB Lab*  
[jdesmornes@iadb.org](mailto:jdesmornes@iadb.org)

**Zach Levey**  
*CEO, Levoca*  
[zacharyl@levoca.org](mailto:zacharyl@levoca.org)



In partnership  
with





## Coffee break

UP NEXT:  
Share & Learn from 11.30am





# GOVERNMENT OUTCOMES LAB

Thank you!

We would love your feedback!



@golaboxford



golab.bsg.ox.ac.uk



# GOVERNMENT OUTCOMES LAB

## Deep Dive 2.3 Data into evidence, and evidence into practice: putting data at the centre of decision-making

Chair: Juliana Outes Velarde, University of Oxford



@golaboxford



golab.bsg.ox.ac.uk

# Welcome to SOC24

- 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.





Join at  
**slido.com**  
**#7189 655**



# Transforming data into better management

---



**Dr. Julia Mensink**  
Acumen



**Nitya Daryanani**  
British Asian Trust

# Transforming data into better implementation

---



**Benoit Renard  
Tiko**



**Tomas Bokström  
RISE Sweden**



**Valery Wichman  
Pacific Regional**

# Transforming data into better learning

---



Dr. Divya Nambiar  
Oxford Policy  
Management



Phalasha Nagpal  
Oxford Policy  
Management



Dr. Sabina Alkire  
OPHI







# GOVERNMENT OUTCOMES LAB

## Q&A



@golaboxford



golab.bsg.ox.ac.uk

# Coffee break

UP NEXT:  
Share & Learn from 11.30am





# GOVERNMENT OUTCOMES LAB

Thank you!

We would love your feedback!



@golaboxford



golab.bsg.ox.ac.uk



# GOVERNMENT OUTCOMES LAB

## Learning from the Life Chances Fund projects: impact & ways forward

Chair: Jessica Reedy, University of Oxford



@golaboxford



golab.bsg.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.



# Meet our panel



Ashley Mccaul  
Think Forward



Joe Prendiville  
AllChild



David Parks OBE  
The Skill Mill



Faye Moloney  
Norfolk County Council



Jess Reedy  
GO Lab  
University of Oxford  
Chair

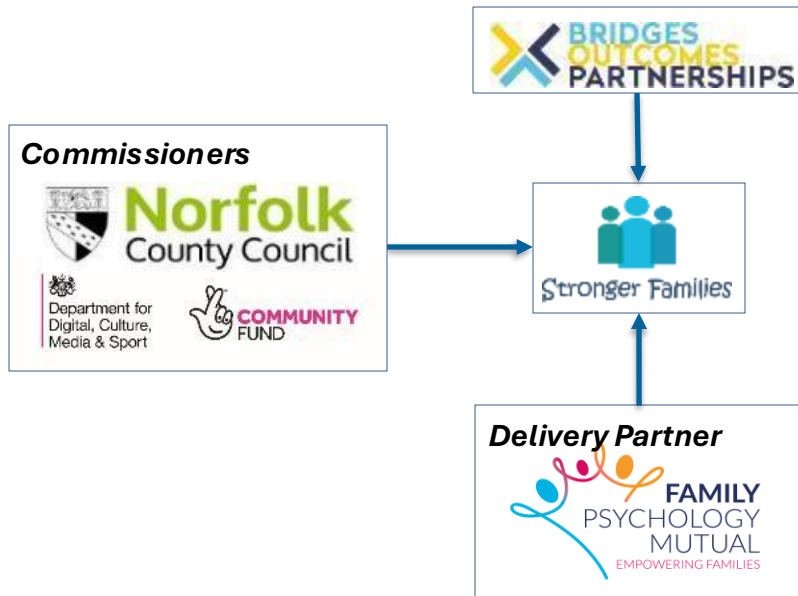
- Managing complexity
- Mechanisms for building shared accountability
- Approach to ensuring sustainability & legacy

# The Life Chances Fund





# GOVERNMENT OUTCOMES LAB



## Stronger Families Partnership Faye Moloney, Norfolk County Council



@golaboxford



golab.bsg.ox.ac.uk



# Evidenced outcomes and impact of supporting families together



279

Families completed/on track to complete Functional Family Therapy/Child-Welfare Adaptation



525

Siblings of children on a trajectory to care have also been supported

91%

Young people who have engaged with the service have remained within their family homes and their families



*Spending*

195,882

Days with their families (days out of care)



£39k

Approximate cost avoided during the 18-month tracking period per successful edge of care intervention

£53k

Approximate cost saved during the 18-month tracking period per successful reunification intervention

# Shared accountability, collective care & Legacy



**Tom Jefford, Co-CEO Family Psychology Mutual**

“Successful implementation is about adapting to the local context without corrupting the integrity of the project that you are seeking to deliver”

**Robbie Smyth, Impact & Operations Director Bridges Outcomes Partnerships**

“The success of this partnership is because of the relationships, trust and shared accountability for outcomes. The legacy remains as the relational impact on each organisation, team member and, most importantly, family supported by the service”



# GOVERNMENT OUTCOMES LAB

## AllChild/ West London Zone

Joe Prendville, AllChild



@golaboxford



golab.bsg.ox.ac.uk



# GOVERNMENT OUTCOMES LAB

## The West London Zone project

Joe Prendville, AllChild



@golaboxford



golab.bsg.ox.ac.uk



# GOVERNMENT OUTCOMES LAB

## DFN-MoveForward

Ashley McCaul, ThinkForward



@golaboxford



golab.bsg.ox.ac.uk



# GOVERNMENT OUTCOMES LAB

## The Skill Mill

David Parks OBE, The Skill Mill



@golaboxford



golab.bsg.ox.ac.uk



THE QUEEN'S AWARDS  
FOR ENTERPRISE:  
PROMOTING  
OPPORTUNITY  
2021



THE QUEEN'S AWARDS  
FOR ENTERPRISE:  
SUSTAINABLE  
DEVELOPMENT  
2021



# Davie's Theorem <sup>©</sup>

$$\sum_{i=0}^s \epsilon^8 x(i) \binom{s}{i} b^{t+m}$$

$I^n \geq$

---

$$R(\alpha + \theta + \lambda) \propto \epsilon$$



# Discussion



Ashley Mccaul  
Think Forward



Joe Prendiville  
AllChild



David Parks OBE  
The Skill Mill



Faye Moloney  
Norfolk County Council



Jess Reedy  
GO Lab  
University of Oxford  
Chair

- Managing complexity
- Mechanisms for building shared accountability
- Approach to ensuring sustainability & legacy

# Opportunities to continue this conversation

- Explore the Social Impact Gallery
- Dive deep into our Knowledge hub
- Join one of our upcoming **Engaging with Evidence** webinars



**ALLCHILD** Formerly known as West London Zone

ALLCHILD supports thousands of children at a tipping point of need, in some of the UK's most disadvantaged neighbourhoods, by intervening early to build the social, emotional and academic skills they need to flourish. Working closely with communities and local public and voluntary services, ALLCHILD both delivers interventions and proactively coordinates them so that children engage in support that is relevant to their unique strengths, needs and local context. For local commissioners, the model is a shortcut to delivering more preventative approaches even in a crisis environment: a means to go out and identify children and families in need, a tool to build a local network of cross-sector partnerships and get services to people much earlier, and a mechanism for strategically utilising interagency in the system.

**THE CHILDREN WE SUPPORT**

90% households affected by poverty. 97% at risk of poor academic outcomes. 85% facing complex challenges. 60% at risk of exclusion.

**OUR MODEL OF SUPPORT**

- A Link Worker for every child.** We have a team of trained adults who are based in each child's school. They see children every day, identifying root causes, guiding them through the 2-year programme of support, and delivering direct interventions.
- Bringing in expert support.** ALLCHILD contracts specialist parents, bringing them into schools to work with the children that need the most support, providing interventions from therapy and counselling to sports and tuition.
- Coordinating local partnership.** We harness the collective power of our community, bringing together the right specialist support for children at the right time - involving the local authority, charities, schools, families and teachers.
- Working with the family.** Link Workers work with parents and carers, planning support that meets for the whole family and holding them accountable for their own needs.
- Strengthening communities.** ALLCHILD draws on community assets, joins together local services and invests into local VCSE to drive a lasting change for each community.

**OUR IMPACT**

- £21k of additional income generated per child per year.
- 81% of parents report their child's mental health improved.
- 55% of children improved their reading and maths scores.

**OUR GROWTH**

64 In these challenging times for Local Authorities, our partnership with ALLCHILD (since 2017) helps us to deliver on our ambition for a local system of support that not only intervenes early to prevent the challenges faced by our children and families from escalating, but sends a message to local community and voluntary services to do so - and so there is a wider benefit for the system too, as it helps bring different pieces together, operating on what the child or young person needs. There is no way we could be delivering this level of targeted and intensive support at this price without ALLCHILD. **99**

**KEY INNOVATIONS**

- Leveraging philanthropy and outcomes funding.** ALLCHILD combines public and private funding by securing commissioned contracts from public sector commissioners including Local Authorities, schools and central government, and leveraging philanthropy via fundraising. This funding model delivers more resources towards prevention than any one party can afford on their own. Outcomes-based funding allows ALLCHILD to deliver ambitious interventions with long-term impact.
- Breaking silos.** By securing funding from different parts of the local system, e.g. education, public health and Early Help, ALLCHILD joins up siloed services and aligns local ambitions, to deliver shared outcomes.
- Co-design and co-delivery.** ALLCHILD co-designs each local programme with community leaders, services, schools and communities, leading to delivery to local contexts and needs and bringing together local systems of support.
- Early identification.** ALLCHILD employs a unique methodology to proactively identify children who would otherwise fall under the radar for targeted support by utilising social, emotional and academic data, teacher judgements and school insights.

**ThinkForward**

4.8% of young people with learning disabilities get into paid work, compared to 80% of their peers. Our work aims to tackle this issue.

**OUR WORK**

- ThinkForward works with young people with mild to moderate learning disabilities to support them into sustained employment.
- Young people benefit from one-to-one coaching and exposure to the workplace through insight days with a variety of businesses.
- We work closely with our business partners to ensure they provide accessible employment opportunities for our young people.

**IMPACT**

- Of 118 young people who were work-ready and of employable age, 80.5% transitioned to employment, education, or training.
- 71% of this group were in paid employment.
- Social return on investment: £3.22 for every £1 spent

**LEARNINGS**

- Our coach-led approach adds the most value.
- Young person engagement together with parental engagement and active employer partnerships is what makes our programmes successful.

Find out more: [QR Code]

Think Forward Coaching Connecting Inspiring People

# Social impact poster gallery & lunch

UP NEXT:  
Deep Dives from 1.30pm





# GOVERNMENT OUTCOMES LAB

Thank you!

We would love your feedback!



@golaboxford



golab.bsg.ox.ac.uk



# GOVERNMENT OUTCOMES LAB

## Academic Paper Workshop

Chair: Michael Gibson, University of Oxford



@golaboxford



golab.bsg.ox.ac.uk

# Welcome to SOC24

- 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.



# Social impact poster gallery & lunch

UP NEXT:  
Deep Dives from 1.30pm





# GOVERNMENT OUTCOMES LAB

Thank you!

We would love your feedback!



@golaboxford



golab.bsg.ox.ac.uk





**GOVERNMENT  
OUTCOMES  
LAB**

# Social impact poster gallery & lunch

**UP NEXT:  
Deep Dives from 1.30pm**



**#SOC24**  
BLAVATNIK SCHOOL OF GOVERNMENT & ONLINE



# GOVERNMENT OUTCOMES LAB

## Deep Dive 2.4 Disrupting the narrative: global perspectives to inspire leading outcomes practice

Chair: Dr Chih Hoong Sin



@golaboxford



golab.bsg.ox.ac.uk

# Welcome to SOC24

- 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.



# SOCIAL OUTCOMES CONFERENCE 2024

## DEEP DIVE 2.4 DISRUPTING THE NARRATIVE: GLOBAL PERSPECTIVES TO INSPIRE LEADING OUTCOMES PRACTICE

Join us for this session where we'll explore pioneering initiatives in social outcomes partnerships worldwide offering invaluable insights beyond conventional Western paradigms



Paola Fonseca  
VIVA Idea & GAIL  
Latin America



Mustafa Karabaş  
Istanbul Regional  
Development Agency



Dr Tal Arazi  
Myers-JDC-Brookdale  
Institute (MJB)



Christopher Gee  
Institute of Policy  
Studies



Margarida Anselmo  
Maze - Impact Portugal



Jessica Reedy  
GO Lab  
University of Oxford

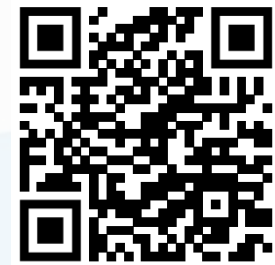


Chih Hoong Sin  
Independent Advisor  
Chair



# Welcome to SOC24

- 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.



# Chair



## Dr Chih Hoong Sin

### Independent Consultant

*Dr Chih Hoong Sin has been supporting a number of UK Outcomes Funds (e.g. Life Chances Fund, Refugees Transitions Outcomes Fund), and is expert advisor to Governments and stakeholders in Abu Dhabi and Japan, and to international agencies like UNESCO and WHO on outcomes contracting and impact investing*

# SOCIAL OUTCOMES CONFERENCE 2024



## DEEP DIVE 2.4 DISRUPTING THE NARRATIVE: GLOBAL PERSPECTIVES TO INSPIRE LEADING OUTCOMES PRACTICE

Join us for this session where we'll explore pioneering initiatives in social outcomes partnerships worldwide offering invaluable insights beyond conventional Western paradigms



Paola Fonseca  
VIVA Idea & GAIL  
Latin America



Mustafa Karabaş  
Istanbul Regional  
Development Agency



Dr Tal Arazi  
Myers-JDC-Brookdale  
Institute (MJB)



Christopher Gee  
Institute of Policy  
Studies



Margarida Anselmo  
Maze - Impact Portugal



Jessica Reedy  
GO Lab  
University of Oxford



Chih Hoong Sin  
Independent Advisor  
Chair



5-6 September 2024 Oxford & Online #SOC24

# Meet the Panel



## Paola Fonseca

### VIVA Idea & GAIL Latin America

*Chair for Latin America at the Global Alliance of Impact Lawyers, she leads initiatives that use law to drive sustainable development and positive social impact. Paola collaborates with legal professionals in Latin America & worldwide to advance sustainable corporate models and impact investments, contextualising Global North regulations in Latin America.*



# Meet the Panel



## Margarida Anselmo

### Maze Impact

*Margarida is a partner & director at maze, an impact investment company created in 2013. She leads the outcomes-based commissioning work at maze & had been involved in both national and international projects, across areas as diverse as education, employment, health, and social protection. She is an Assistant Professor at Nova School of Business and Economics where she teaches impact investment.*

# Meet the Panel



## Mustafa Karabas

### Istanbul Regional Development Agency

*Mustafa is a senior expert at the Istanbul Development Agency, leading Turkey's pioneering outcomes contract funded by the government. With degrees in International Relations, & Energy, & 23 years of public sector experience, Mustafa has held roles at the Turkish Ministry of Industry and Technology, UNIDO, & the Istanbul Development Agency.*

# Meet the Panel



## Dr Tal Arazi

### Myers-JDC-Brookdale Institute

*Senior Research Scholar and Outcomes Team Leader, the Myers-JDC-Brookdale Institute (MJB), and Israel's leading center for applied social research. Her main research areas are: outcomes measurement, interorganizational interfaces, law and ethics in social work, child abuse and neglect, and domestic violence.*

# Meet the Panel



## Christopher Gee

### Institute of Policy Studies

*Christopher Gee is Deputy Director and head of the Governance and Economy Department at the Institute of Policy Studies, National University of Singapore. He works with partners to facilitate the development of an outcomes-based public services delivery ecosystem in Singapore.*

# Discussion

1. The roots of ‘disruption’
2. In opening up this non-alignment between initial understanding/ expectation vs. actual experience, where are some of the fractures?
3. What do these fractures draw attention to, and what are implications for knowledge, policy and practice?

# Coffee break

UP NEXT:  
Big Picture from 3.30pm





# GOVERNMENT OUTCOMES LAB

Thank you!

We would love your feedback!



@golaboxford



golab.bsg.ox.ac.uk



# GOVERNMENT OUTCOMES LAB

## Deep Dive 2.5 Empowering voices, bridging gaps: innovative approaches to locally-led development and cross-sector collaboration

Chair: Katie Kelly, New Local



@golaboxford



golab.bsg.ox.ac.uk



# Welcome to SOC24

- 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.



# Welcome

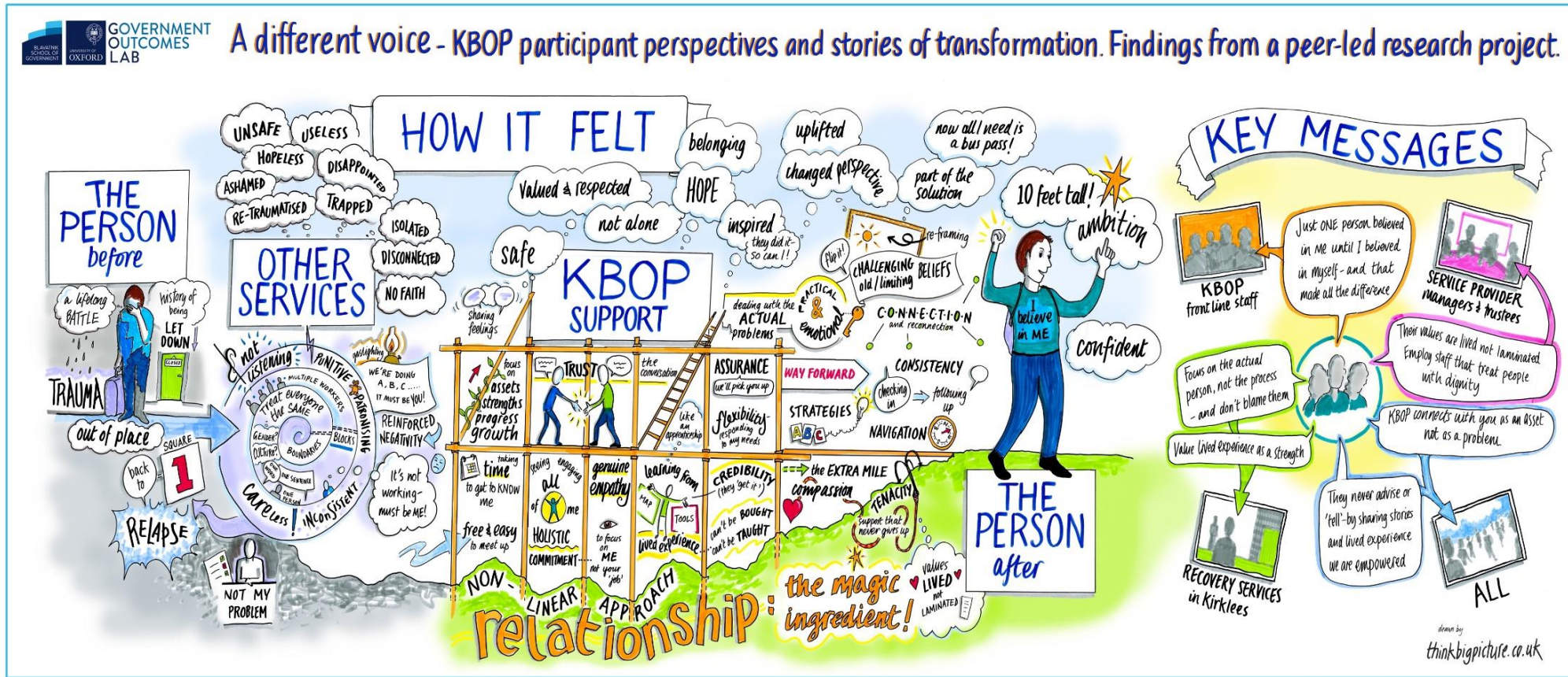
---

What  
would you  
like to get  
out of this  
session?

Join at  
**slido.com**  
**#uservoice**



# The KBOP Peer-led Research Project



# Issues in traditional service delivery



- Services reinforcing limiting beliefs and low self-esteem at a time when being most vulnerable.
- Reinforcing harmful social norms and structures.

# A person-centred delivery approach



This didn't feel like 'services,' it felt like collaboration.

It felt as though I was in charge of my own actualisation. My voice and experiences were always front and centre.

This was consistently affirming. I was empowered regain trust in my own judgement and stop internalising harm from traditional services.

I was working with people who understood, I was in the company of living proof.

# Call to action

---

- Person centred, strengths-based, *lived* connections and lived experience feels like: I'm growing you, you're growing me and in turn, we are growing our wider community. The transformative nature feels permanent. It's yours to keep and build on forever...
- Needs investment, training and properly embedding throughout organisations from top to bottom

# Outcomes based approaches for locally led development

Key insights from Educate Girl's Project Maitri



educate girls

# Project Maitri and the Locally Led Development Collective

6%

The percentage of  
bilateral funding that  
went to NGOs registered  
in the Global South in  
2021

## The Locally Led Development Collective



## Project Maitri in Bihar





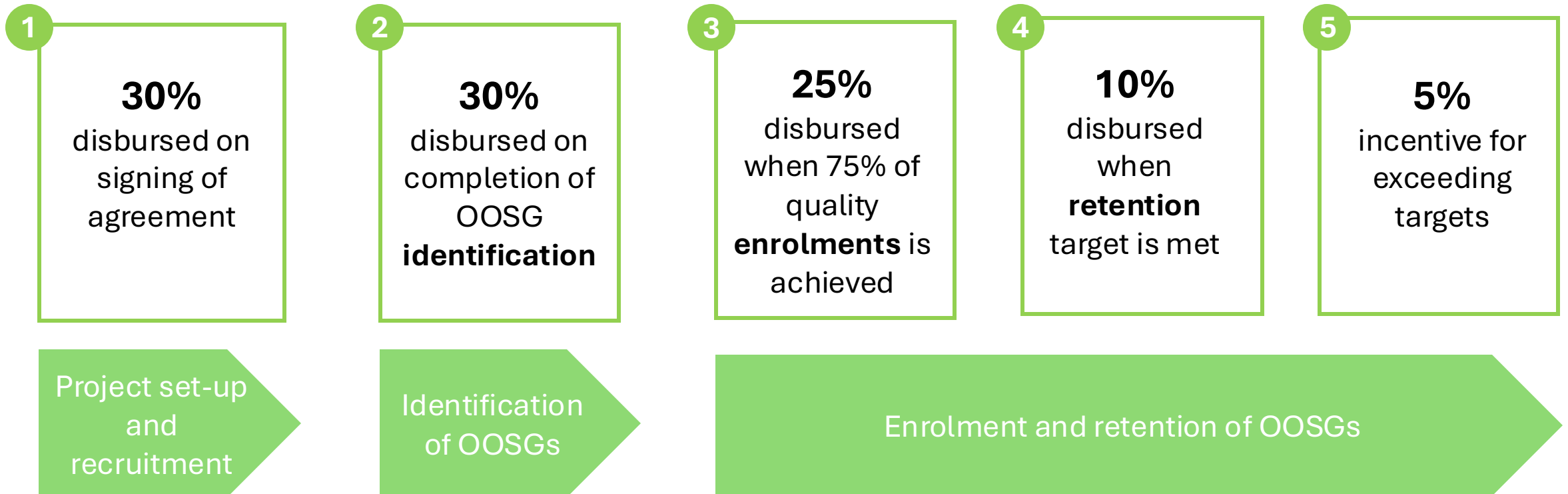
# Scaling girls' education outcomes



- **Ambition to meet the scale of the need faster**
- **Experience of outcomes-based approaches driving impact**
- **Commitment to driving locally led change and leadership**
- **Desire to de-risk investments and build the ecosystem in most disadvantaged States**



# Educate Girls pays local community-based organisations for 5 key outcomes



Note: Outcomes 1-4 are audited by an independent verification agency on a termly basis

# Project Maitri enabled local CBOs to adapt delivery to their local context & leverage EGs experience

*“We have learned a lot about how to collect, collate, manage, analyze, and present data. This has been a **significant learning experience**, which we have now **applied to our other areas of work as well.**”*

*“This balance between **clear targets and flexible implementation** was crucial for effectively addressing the unique challenges of the project and achieving the desired outcomes”*

**MVSK – Local CBO Partner**

**AIDENT – Local CBO Partner**

Maitri Partners at a Master Trainer Session



# Project Maitri demonstrated the potential of OBA for locally led development



Flexible delivery and local decision-making



Data and performance management



Outcomes-based payments and incentives



Better outcomes

Strengthened accountability

# Amplifying Not-for-Profits' Voices in Outcomes-Based Contracting in India- An ISDM Perspective

---

Dr. Ria Sinha, Research Lead  
*Centre for Innovative Finance and Social Impact*  
*Indian School of Development Management*

# Status of OBC in India

- Back in 2015, the Swachh Bharat Mission was a large-scale performance-based programme, in which states were given incentives for meeting certain performance standards set around the reduction and sustenance of an open defecation-free environment and improved waste management in rural areas.
- The market for Outcomes based Financing (OBF) have witnessed a gradual rise both globally and in India with OBF comprising less than 1% of the total market share in India.
- Presently there are 6-7 cases of DIB implementation in India, examples of which include Educate Girls, Utkrist Impact Bond, Skill Impact Bond, LiftEd, Quality Education India DIB, Back to School DIB to mention a few.
- The ongoing efforts to standardize outcome budgeting at both the Union and State levels further underscore the government's commitment to improving transparency and accountability through such models.
- This has necessitated the rise of more outcomes based collaboration among private actors and witnessed some influence in the policy through initiation of the Social Stock Exchange.

# Lessons Learnt from OBF

The lessons learnt from OBF Implementation in India have been massive



1  
OBF is not for every NPO- NPOs which have a certain absorptive capacity will be in a position to bear the cost and effort (Eg. Anecdotal Evidence from certain NPOs leadership suggests that it led to very high attrition due to highly competitive work environment)

2  
Clearly defined, measurable, and achievable outcomes are crucial. Ambiguity in defining outcomes can lead to difficulties in measuring success and attributing results to the program

3  
Strong data collection and monitoring mechanisms are essential to track progress accurately and make necessary course corrections in real-time.

4  
Requires ownership from the government and local governments to scale up intervention

5  
Developing the legal contracts is a very important consideration here, since this has serious cost implications on the overall structure

6  
Among many things, having a proof of concept, a scalable intervention is needed in order to onboard OBF contracts.

# Concerns & Challenges encountered by NPOs

Defining clear, measurable outcomes and establishing robust data infrastructure are two of the most critical hurdles.

Excessive focus on outcomes might lead to leaving out the most vulnerable populations in want of speedy delivery of outcomes.

Excessive metrification: risk of reducing complex social issues to narrow metrics, potentially overlooking the broader needs of vulnerable and disadvantaged populations. For example, an education program might prioritize attendance over the quality of learning or emotional well-being of students.

Pressure to achieve outcomes can often lead to unethical practices in data management and might have an adverse impact on beneficiaries.

Focus on short term outcomes rather than long term impact- This is major because of the nature of interventions and the drive for driving short term outcomes for funding. However with this approach, the focus on the root social causes may be jeopardised.

In many cases, the lack of reliable data and the complexity of measuring real-world outcomes have limited the scalability of these contracts.



# CIFSI's Role in amplifying NPOs voice



The Centre of Innovative Finance and Social Impact, a Centre of Excellence (CoE) at ISDM aims to make a paradigm shift in this donor driven funding narrative of securing funds for social purpose organisations (SPOs).



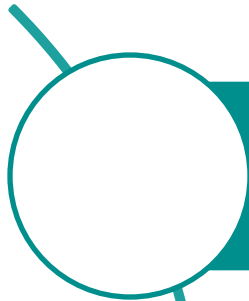
This can happen through mainstreaming innovative financing, referring to a set of financial solutions and mechanisms that create scalable and effective ways of channelling private money from the global and domestic financial markets towards solving pressing social problems.



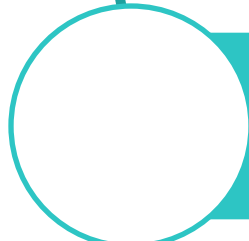
CIFSI's work underscores the need for equal participation of NPOs alongside other stakeholders to tailor contracts to projects and organisational needs through creating relevant knowledge for the social sector, developing capacities of NPOs and influencing practice

# CIFSI's vision and objectives

CIFSI aims to **enable more private capital to flow into the social sector to bridge the SDG gap**, by mainstreaming innovative finance that drives greater social impact



Empower and enable SPOs to utilise innovative forms of financing to better leverage private capital for fulfilling the sector's funding requirements



Enable SPOs and funders to assess the impact of SPOs and projects/ initiatives, that will ultimately support their need to raise more private capital



Engage with regulatory bodies to strengthen the regulatory environment of financing for the social sector

# CIFSI's mission

## Create knowledge

- Create and disseminate high-quality actionable knowledge on innovative finance and impact assessment to drive social impact

## Influence practice

- Drive funding and social impact assessment tools, approaches and practices, through convenings, events, workshops, learning modules, etc. with evidence generated by the Centre

## Create communities of research and practice

- Develop collaborations, build partnerships and networks, create communities that build the knowledge in the domain and enable SPOs to better leverage private capital and evaluate the impacts generated

# CIFSI's approach

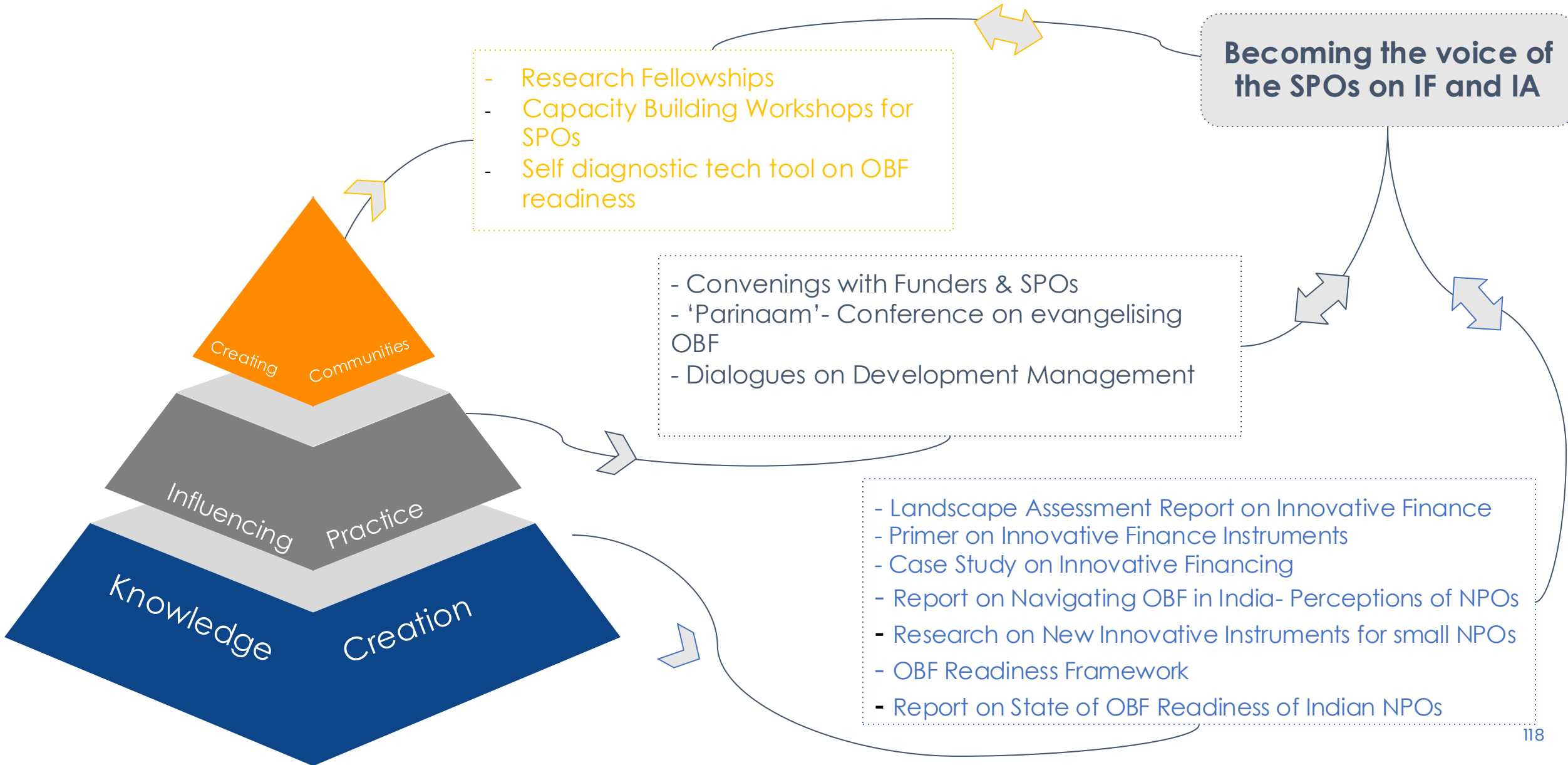
The Centre has adopted an **outcomes based eco-system approach**, emphasizing on collaboration, coordination and integration across multiple stakeholders to accomplish three major goals



# Core components of CFSI's Approach

- **Evidence based decision making** through creation of relevant knowledge on Innovative financial instruments relevant for NPOs, OBF Readiness Framework and Challenges & Practices in Impact Measurement
- **Strategic Collaborations and Partnerships**
  - ✓ Knowledge Partnerships
  - ✓ Practice Partnerships
- **Creating Communities of Research and Practice**
- **Capacity Building of NPOs and Funders**
- **Systems Thinking**
- **Engagement with Regulatory Agencies**

# Driving CIFS's Mission (1/4)



# Driving CIFS's Mission- Knowledge Creation (2/4)

Innovative  
Finance

1. Landscape Assessment Report on Innovative Finance titled '**Bridging Perspectives- Innovative Finance Insights from India**' launched at DoDM 2023
2. **Primer** on IF instruments prepared for SPOs, published on the website
3. **Research Report on** Navigating OBF in India- Perceptions of NPOs
4. OBF Readiness Framework and Tool
5. State of OBF Readiness of Indian NPOs
6. Research on New Innovative Instruments for small NPOs

Social Impact

A pioneering research on Challenges & Practices of Impact Measurement

Knowledge

Creation

# Deepdive-Outcomes Readiness Framework and Tool

- **Project brief**

- The initiative seeks to create a tech tool for NPOs in India that allows them to self-assess their level of readiness for achieving scalable outcomes and directs them to relevant resources that can enhance their preparedness. This aims to promote a focus on outcomes across all aspects of NPOs' operations, create a level playing field for NPOs to participate in outcomes-based financing (OBF), and accelerate the adoption of OBF in India.

- **Aim of Tool**

- Refine the existing Outcomes Readiness Framework, distinguishing essential organisational capabilities from those specifically required for outcomes readiness.
- Expand the framework's applicability beyond the education sector to other fields like skills development.
- Enable NPOs to assess their readiness and access resources that enhance preparedness, promoting a focus on outcomes and accelerating OBF adoption across the sector.

- **Partners**

- British Asian Trust
- Indian School of Development Management
- ATMA

- **Forthcoming Publications:**

- Framework on Outcomes Readiness (OR) for NPOs
- Self-diagnostic tech tool for OR
- State of the sector report on OR of NPOs (with 100 NPOs)



# Driving CIFS's Mission-Influencing Practice (3/4)

Innovative  
Finance

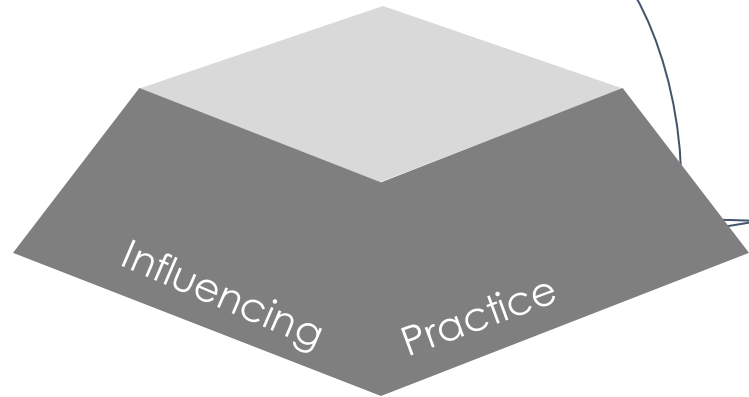
1. Capacity Building workshops for NPOs on understanding OBFs & equip them with tools and knowledge to navigate IF
2. Collaborations and convenings with various strategic partners

Social  
Impact

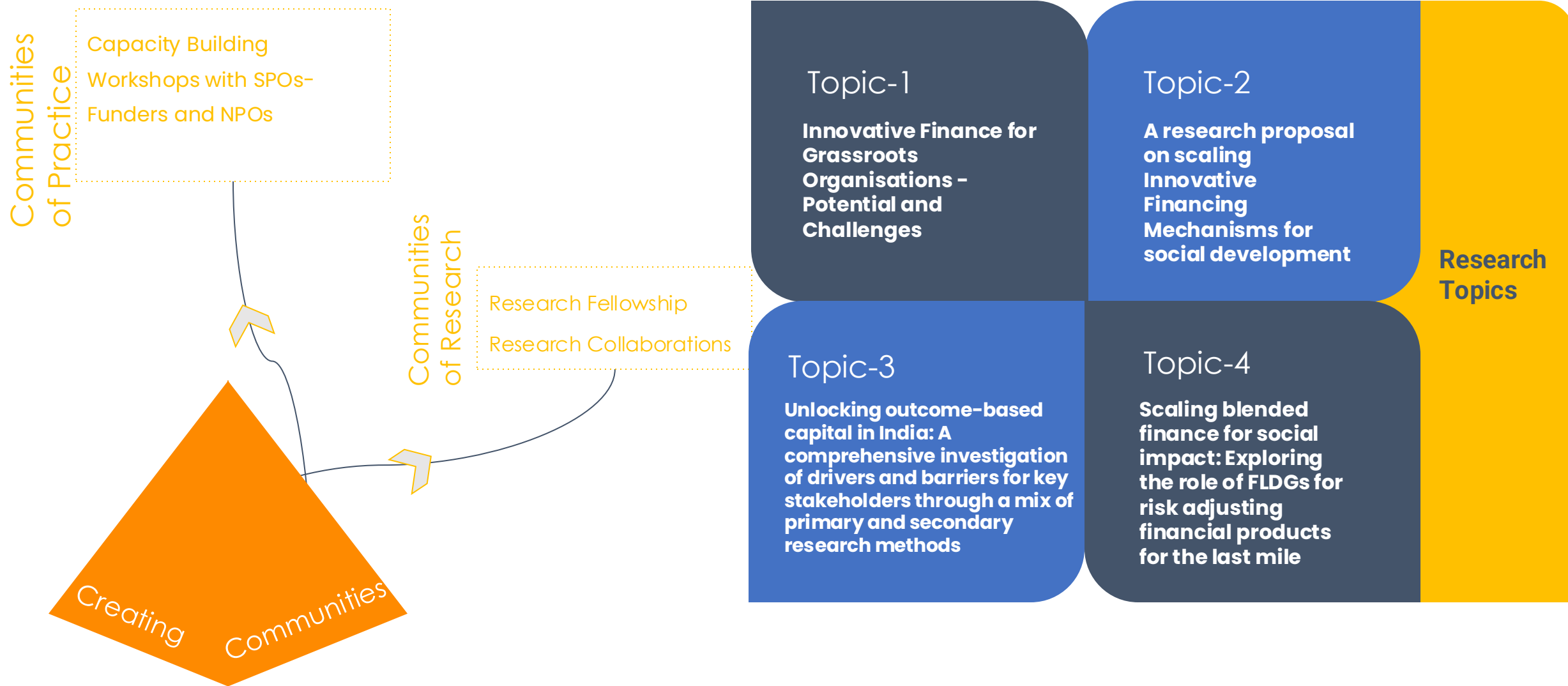
Initiated conversations with organisations on measuring true/ organisational impact

Regulatory  
Environment

In partnership with SEBI, CIFS created an eligibility portal for the Social Stock Exchange:  
<https://sseindia.in/eligibility/>



# Driving CIFSI's Mission -Creating Communities of Research and Practice (4/4)



# The role of governance in building trust & delivering outcomes

Social Outcomes Conference  
September 2024

# Our session - Why are we here?

## Key themes

- How can innovative contracting practices contribute to long-term, trust-based relationships?
- How can we bridge gaps - break the silos that dominate our service and funding landscape?
- How do we build and embed the trust that allows the widest range of voices to feel not just welcome but with a stake in the process?

## My contention

The way we organise ourselves - giving people a place and the space to contribute - is critical to a successful partnership in complex, multi-party and cross-sector environments.

Do this well - with transparency and accountability - and trust is built. But where roles and expectations aren't clear, trust is eroded.

## Russ Wood

- Decade of direct experience in outcomes-based contracting and funding (incl Social Impact Bonds) across Australia
- Twenty years'+ in social, health and welfare services, particularly in cross-party governance and service delivery environments and where social and health challenges are deeply entrenched
- Advisor to two Cabinet Ministers
- Federal, State and Local public service experience
- Currently a Co-Design and Engagement lead with our national disability insurance agency

# **Two Australian examples**

# Homelessness

## Scenario

- State Government recommissioning - shift from 75 individualised contracts to 5 region-wide alliance structures
- Full end-to-end homelessness services from crisis to short-term accom
- Multi-party consortium ('alliance') self-organised. No increase in funding. No outcomes framework or outcomes contracting framework

## Key Features

- Agencies came together with a vision to create something new
- Everything was negotiated from scratch - how to work together, service model design and data collection
- No separate entity created - funding was to be allocated to individual agencies, not the consortium



# Homelessness

## What worked

- Strong bond among agencies from day one
- Shared vision to recreate and redesign a broken system
- Over time this shared purpose led to a strong shared identity
- Dynamic, driven and highly-capable alliance lead ('CEO')
- Well-designed and documented service model as a blueprint



## What didn't

- Each agency retained budget (couldn't easily be shifted to changing priorities)
- Each agency's legacy data systems remained in place - shared data was at the margins
- All staff, while identifying as 'alliance' were employed by 'home' agency
- Strong political/bureaucratic reporting overlay made managing performance challenging





# Aboriginal employment

## Scenario

- Unemployment among Aboriginal Australians particularly in regional areas is extremely high
- Outcomes-based commissioning exercise to provide a sustained uplift in employment levels
- Consortium formed to negotiate contract and deliver outcomes - private sector and NFP parties

## Key Features

- Each party had a distinct role in the delivery of the services/outcomes
- MOU was signed with each party (not a separate contracting entity)
- 'Lead' partner provided significant financial muscle through negotiations

# Aboriginal employment

## What worked

- Discrete roles in the process played to each agency's strengths
- Clear and commonly-held mission focus
- Each agency had significant experience and deep connections to aboriginal communities and to this target group
- Highly-committed Govt partner and sophisticated and experienced consultant team



## What didn't

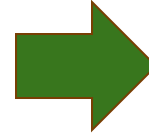
- Lack of experience in outcomes contracting across consortium - varying levels of operating sophistication
- Parties had not worked together previously and the lack of a separate agency meant 'goodwill' was going to be required for success
- Outcomes payments (risk) was challenging in a multi-party environment - linked to challenges of measurement and ascribing appropriate accountability to each party



# Summary & Call to Action

1

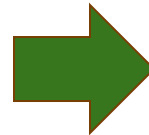
There must be a **shared, common and clear** view of what 'success' looks like - what is good 'performance'? How is it to be defined and measured per party?



**Success  
Performance metrics**

2

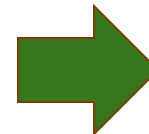
There must be a governance system that allows the parties to **manage to that performance level**, clearly identifying where performance needs to improve to achieve agreed outcomes.



**Manage to what success  
looks like**

3

To **incentivise this self-guided action**, there must be something 'on the line' (skin-in-the-game'). Generally financial returns but not necessarily just financial

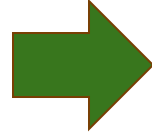


**In-built incentives**

# Summary & Call to Action

1

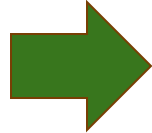
Success  
Performance metrics



Transparency

2

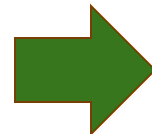
Governance  
Manage to success



Accountability

3

In-built incentives

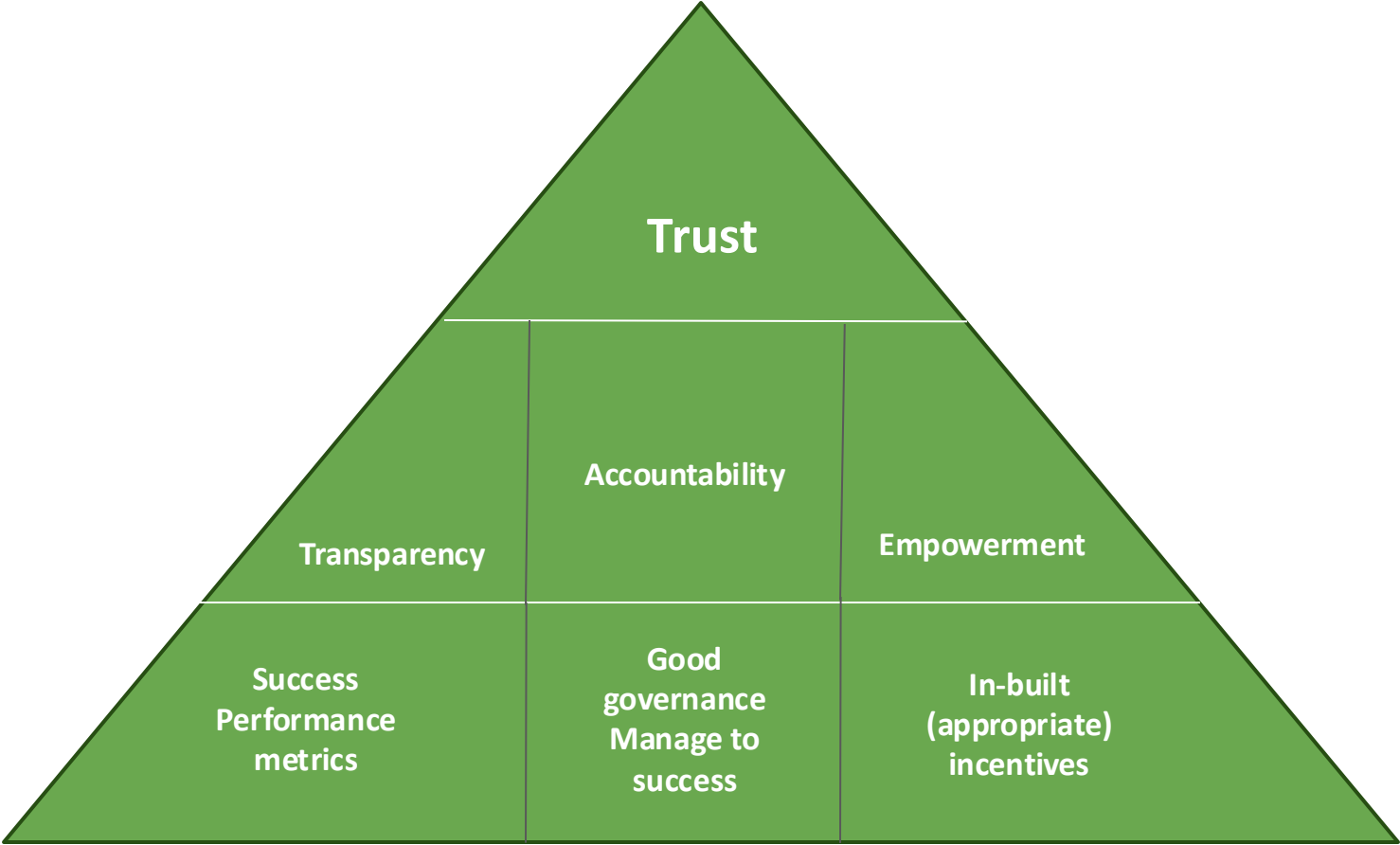


Empowerment



Trust

# Building trust in complex service environments



# Follow-up & References

Toward Home Alliance

<https://towardhome.org.au/>

Russ Wood

e: [russ@bushblockconsulting.com](mailto:russ@bushblockconsulting.com)

l: <https://www.linkedin.com/in/woodruss/>

# At the Speed of Trust: Cross-sector Collaborations to Center Community Voice in Research and Practice

Dr. Kristina M. Patterson  
Georgia Southern University  
kpatterson@georgiasouthern.edu





# Police investigating 'large' fight at Statesboro High

Updated: Oct 8, 2021, 10:40 AM

Published: Oct 7, 2021, 4:24 PM



At least a dozen students were involved in what Bulloch County Public Safety/Emergency Management Agency Director Ted Wynn called a "large altercation/fight" Thursday afternoon at Statesboro High School.

Home > Local News

## Statesboro Village Builders Youth Initiative seeking volunteers/partners for September launch

Mayor McCollar is asking for businesses, churches, organizations and individuals to join this effort targeting youth



DeWayne Grice  
Aug 13, 2022 8:20 PM



Large crowd attended the Statesboro Village Builders presentation on Saturday Credit: Grice Connect

- Focusing event (Kingdon, 1984)  
- open policy window
- Policy entrepreneur (Kingdon, 1984; Mintrom and Norman, 2009), sponsor and champions (Crosby and Bryson, 2005)
- Ongoing opportunities for community participation – planning and implementatino
- Community Driven Goals
- Flexible structure



DEPARTMENT OF PUBLIC  
AND NONPROFIT STUDIES



# Statesboro earns Visionary City award from GMA



“Statesboro's Village Builders Initiative is an exemplary model of resource allocation and community empowerment, addressing essential needs and fostering sustainable development in underserved areas.”



DEPARTMENT OF PUBLIC  
AND NONPROFIT STUDIES

Be the **future** of  
our community

DISCUSSION TOPICS



Education

Early Childhood & Adult Literacy



Health

Access to Healthcare



Financial Stability

Affordable Housing & Childcare

Data Walks are interactive sessions in room. Each station focuses on different Health, and ALICE (Asset Limited, Income constrained) information and guide discussions to

Join us for a **DATA WALK!**

Your input is crucial, and together, we can leverage insights from the recently published ALICE report to enact positive change.

Let's work together to ensure Bulloch County community members receive the support they need to thrive.

APRIL 25, 2024

6 - 8 PM  
LUETTA MOORE PARK  
121 M...  
\*DIN

MAY 4, 2024

**\$1,500**

**EMPOWER BULLOCH  
MINI GRANTS:**

**BUILDING A BETTER FUTURE  
FOR BULLOCH COUNTY**

United Way SEGA is offering **10 Mini-Grants** to support programs and projects that address crucial needs in our community based on United For ALICE Bulloch County Data and insights gained from community member discussions at recent Data Walk Events.

**CONGRATULATIONS TO OUR 10 MINI-GRANT RECIPIENTS:**

- Children's Literacy
  - Restoring the Breach
  - Roosevelt Cone, Jr. Scholarship Foundation
  - Our Girls Rock, Too!
  - Altrusa Club of Statesboro
- Food Insecurity
  - Feed the Boro
  - Caring & Sharing Home for Boys
- Financial Stability
  - Foundations Resource Center
- Health
  - The Button
  - Behavioral Pediatrics Resource Center
- Job Training
  - Youth Career Commission

**EXCITED TO EMPOWER BULLOCH COUNTY**

We can't wait to see the positive impact that these grants will have on these programs and our community!

Thank you to everyone who applied and expressed interest in working together to make Bulloch County even better.



United Way  
of Southeast Georgia



Georgia Partner

# Your Voice Matters: How the data walk is making an impact in Bulloch

Zamaria Ball recounts her experience at last week's Data Walk at Luetta Moore Park. Organized by United Way and Georgia Southern, these data walks are being used to identify the common issues and challenges facing our community by listening to and learning from the people who are actually experiencing them. YOU can join the next one this Saturday at the Boys & Girls Club. Lunch will be provided!

Zamaria Ball

May 1, 2024 6:19 PM



# Framework for Research and Practice

- Authentic Relationships
- Policy entrepreneur (Kingdon, 1984; Mintrom and Norman, 2009)
- Champions – “Actitioners and Pracademics”
- Hyperlocal media partner
- Backbone organization (Turner et al, 2012)
  - Government – legitimacy but slow, less flexible
  - Nonprofit organization – trust but narrow focus
- Engage the community in a meaningful way
  - Recognize barriers
  - Build supports
  - Expectation of impact (Fung and Wright, 2003)



DEPARTMENT OF PUBLIC  
AND NONPROFIT STUDIES

# Call to action

- Build authentic relationships.
- Have concrete goals, but flexible structure.
- Include ongoing, meaningful, broad community participation.



DEPARTMENT OF PUBLIC  
AND NONPROFIT STUDIES

wbs

WARWICK BUSINESS SCHOOL  
THE UNIVERSITY OF WARWICK

# For the Change Makers

Dr Haley Beer and Mark Scott

*GOLAB Conference - September 2024*

**Privilege & freedom:  
Obstacles to engaging  
vulnerable communities**

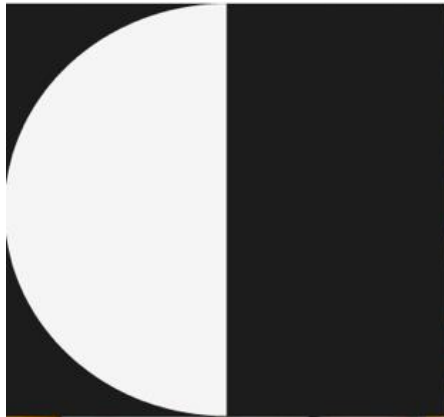


Image Credit: From the Heart Theatre



Image Credit: Niall McDiarmid



Image Credit: Niall McDiarmid

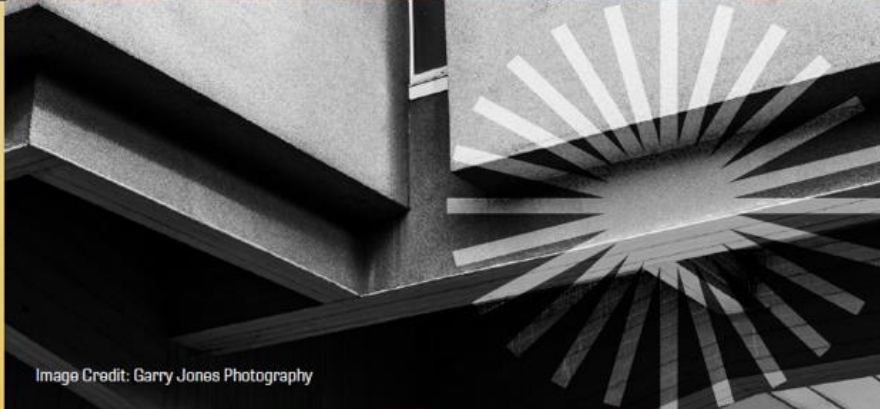


Image Credit: Garry Jonas Photography



Image Credit: Anthony Luvera



Image Credit: Niall McDiarmid



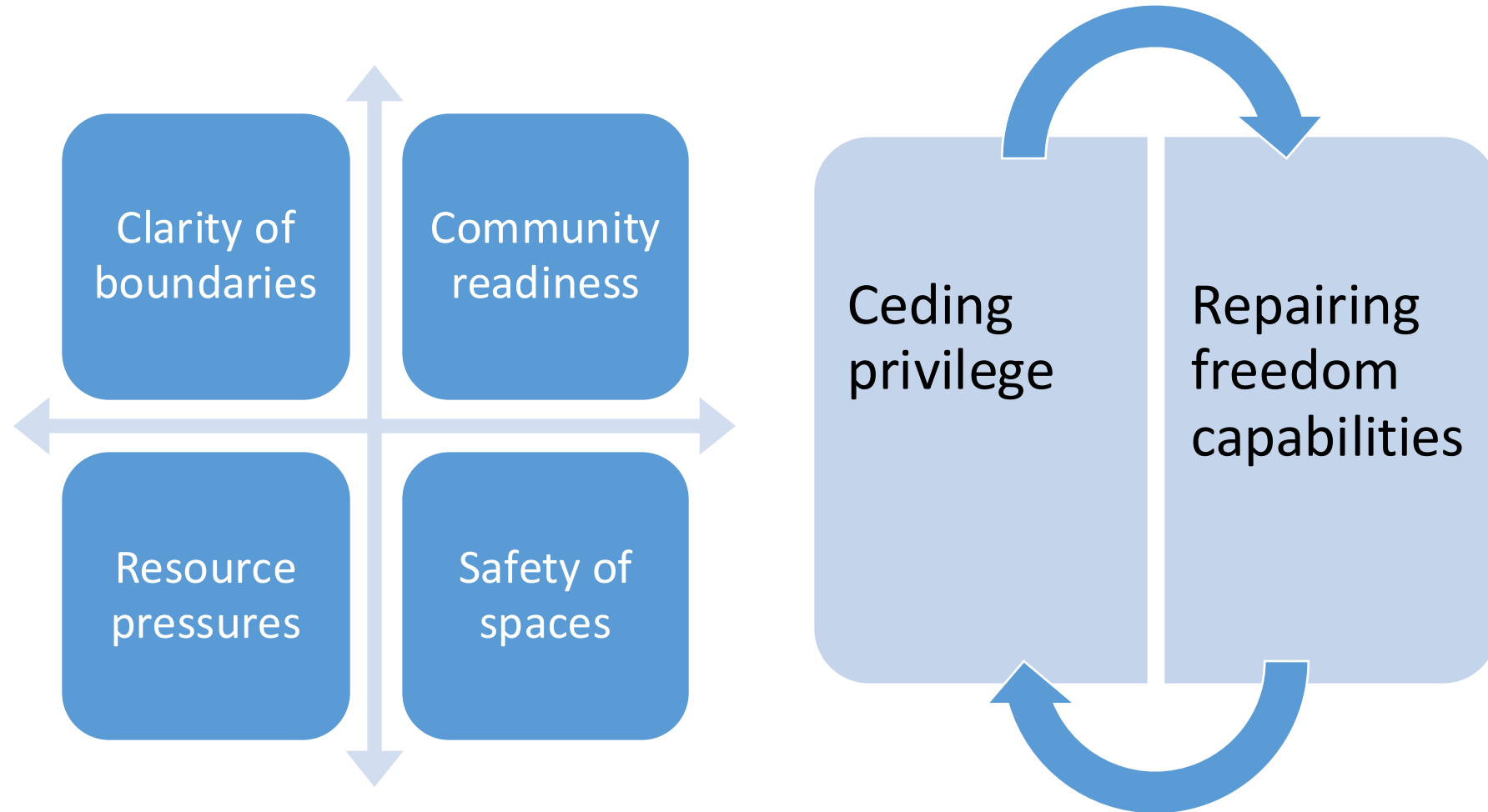
Image Credit: Niall McDiarmid



# Place-based social outcomes



# Main findings – obstacles & solutions





# Call to action

- Take time to understand local 'world of concerns' (Creed et al., 2021): previous traumas, trust imbalances, and ambitions.
- Do not assume engagement: dedicate resources to repair and have clear boundaries.
- Understand what forms of privilege are at play in the setting where you intend to make change happen: work with the privileged to help them become responsible for helping.



# Reflections

---

From what  
you've  
heard  
today, what  
will you do  
differently?

Join at  
**slido.com**  
**#uservoice**



# Coffee break

UP NEXT:  
Big Picture from 3.30pm





# GOVERNMENT OUTCOMES LAB

Thank you!

We would love your feedback!



@golaboxford



golab.bsg.ox.ac.uk



# GOVERNMENT OUTCOMES LAB

## Deep Dive 2.6 Deep Dive 2.6 The public sector in relational contracting: contracting by the People, for the People

Chair: Michael Gibson, University of Oxford



@golaboxford



golab.bsg.ox.ac.uk

# Welcome to SOC24

- 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.



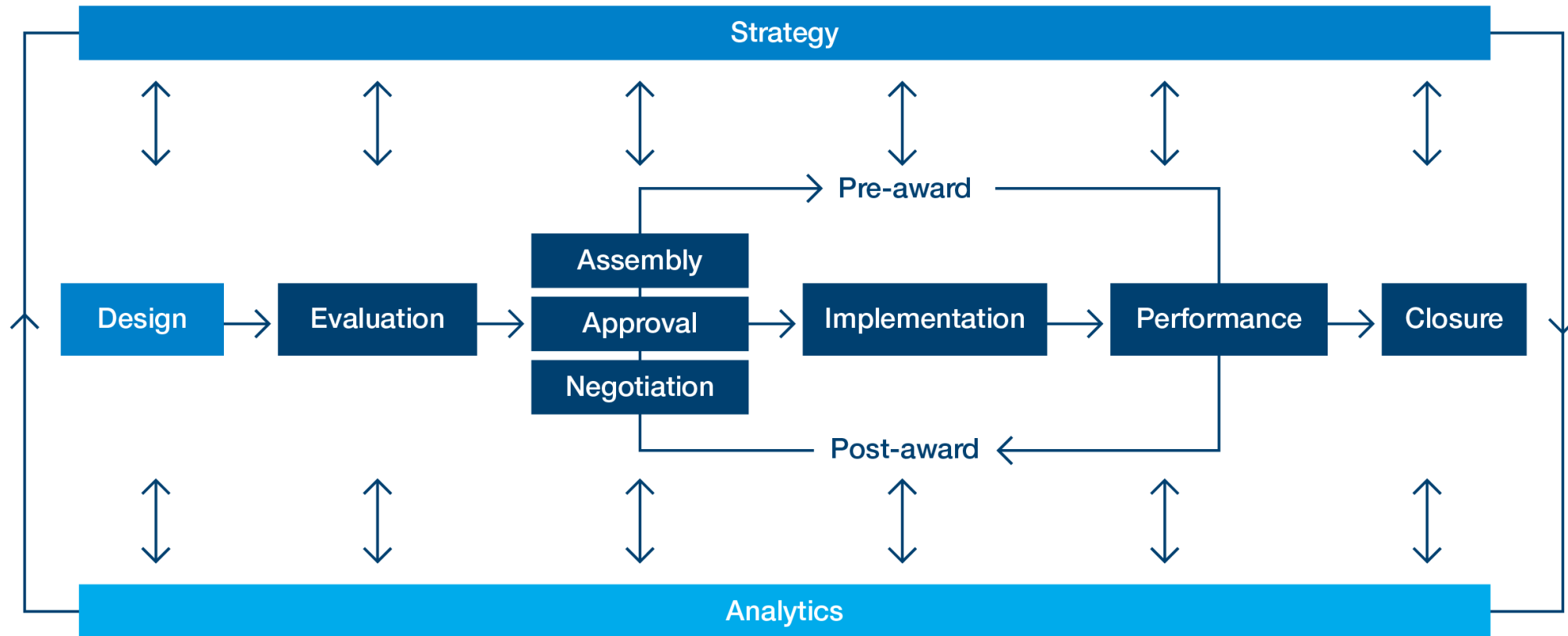
# The background

- Relational contracting is attracting growing interest and (in a variety of forms) gaining increased adoption
- Market conditions have altered procurement priorities and driven greater focus on ‘collaboration’
  - Security of supply
  - Cost reduction
  - Innovation
  - Transparency
- ‘Price’ is now in fifth place (*‘Enhancing collaboration through effective Relationship Management’ WorldCC 6/24*)



# Our Context -The contracting lifecycle

“Contract don’t deliver outcomes – people do!”







# World Commerce & Contracting

“Relational contracting emphasizes long-term partnerships, mutual benefits, and adaptive-problem solving mechanisms.”

*(‘Relational View on Economics – Challenges to a New Paradigm’ Springer, 2024)*

---

Understanding barriers  
to relational contracting

So why is this a problem for the public  
sector?

- 
- Long-term Partnerships vs. Competitive Bidding
    - A need for alternative methods of evaluation and validation of value
  - Mutual benefits vs. my interests
    - A need for greater openness, transparency, data sharing and adaptability
  - Adaptive problem solving vs. risk transfer
    - A need to share responsibility for outcomes

### **Barriers to change**

- Inadequate or non-existent systems
- Culture of secrecy
- Fragmented roles and responsibilities
- Classical legal and Treasury theory
- Past experience
- Perception of 'the rules'





# GOVERNMENT OUTCOMES LAB

## Human resources for relational contracting

Ole Helby Petersen, Roskilde University



@golaboxford



golab.bsg.ox.ac.uk

# Human resources for relational contracting

Ole Helby Petersen  
Professor, PhD  
Director of the Center for Research on Public-Private Collaboration  
Roskilde University, Denmark

The logo for Roskilde University (RUU) is displayed in white, bold, sans-serif capital letters. It is positioned in the upper right corner of the slide, partially overlapping the image of a flowering tree. The letters are large and clear, with the 'R' and 'U' being particularly prominent.A large, mature tree with dark bark and dense white blossoms stands in a grassy park area. The tree is the central focus of the image. In the background, there is a small pond, a path, and other trees under a clear blue sky. The overall scene is bright and sunny, suggesting a pleasant day in a park or campus setting.

Department of Social Sciences and Business  
Roskilde University, Denmark

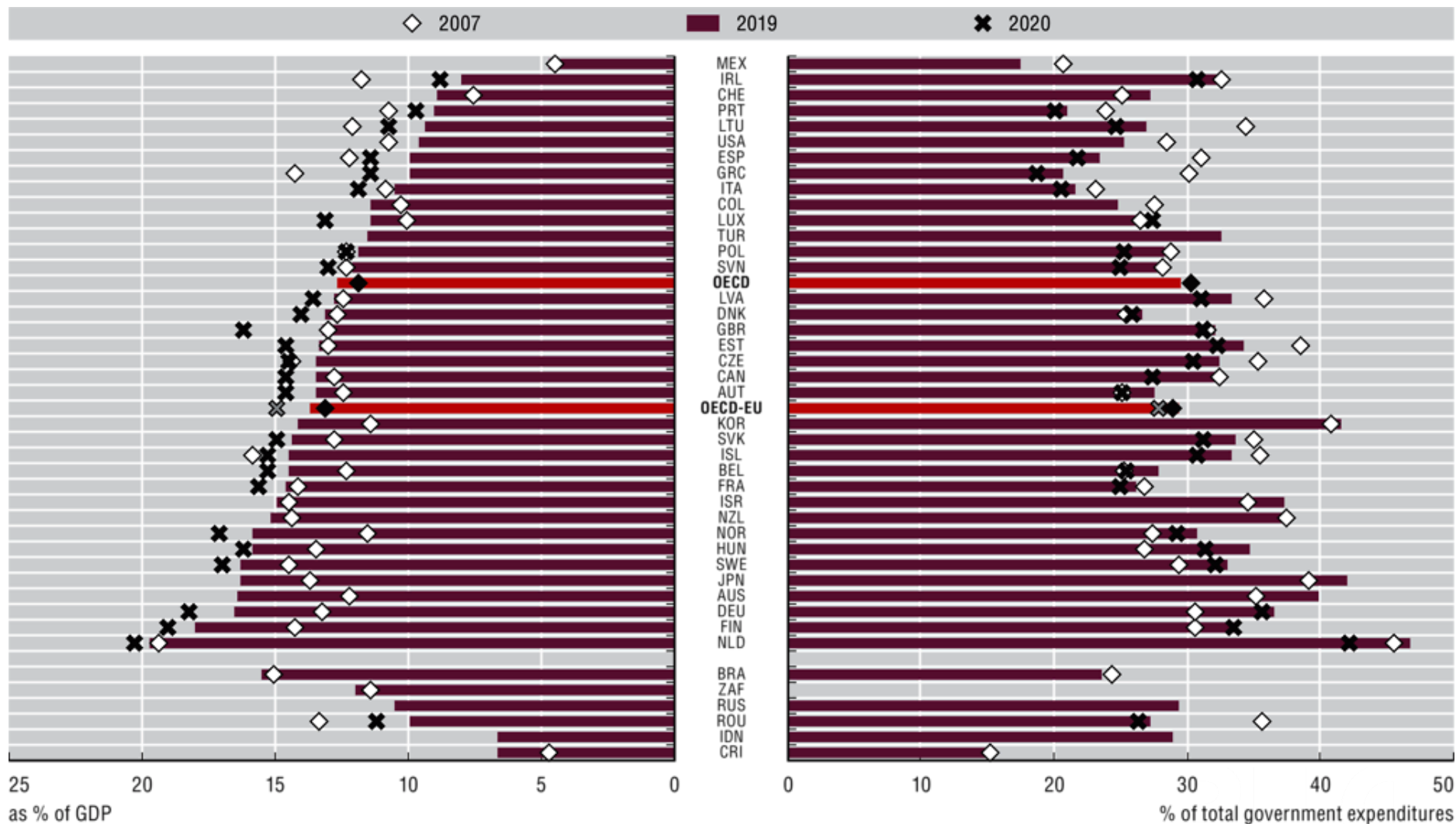


# Agenda

1. The role of human resources in contracting
2. Developing relational contracting skills through training
3. Insights for public sector contract practice

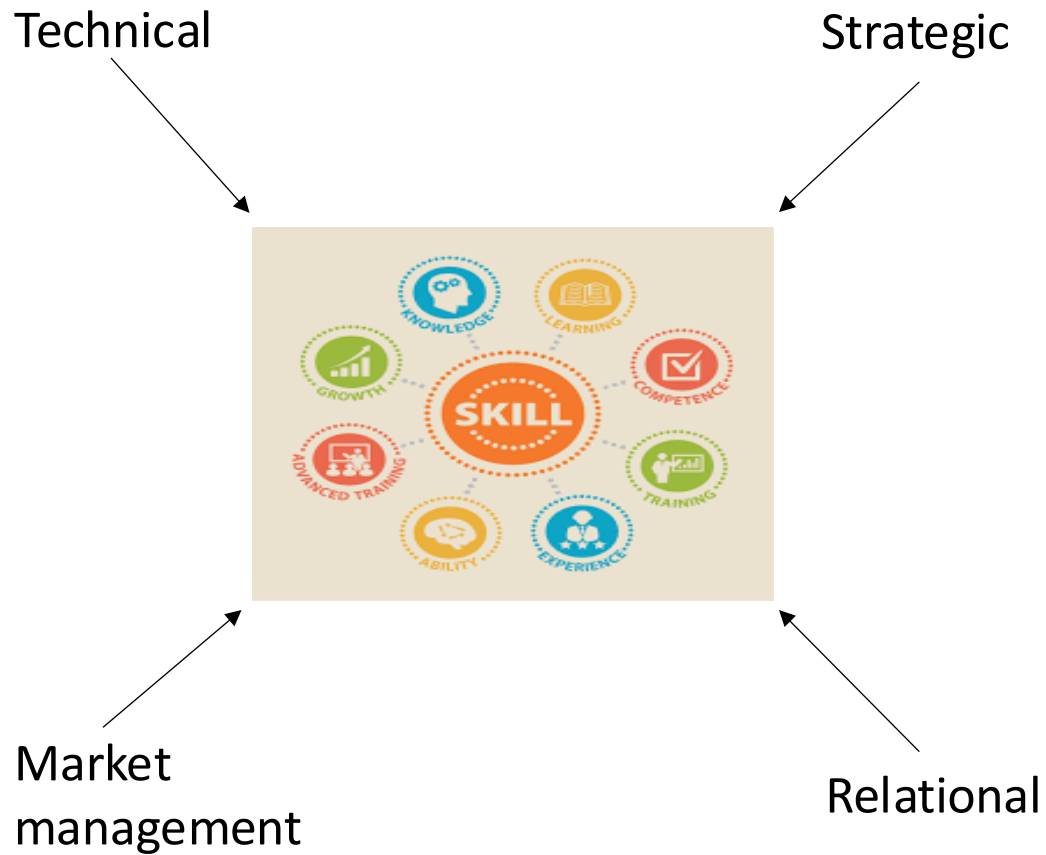


# Human resources are important because...



Source: OECD National Accounts Statistics (database)  
<https://doi.org/10.1787/888934258363>

# Human resources in public sector contracting





# Developing relational contracting skills through training



Independent Research Fund Denmark (IRFD) 5-year research project



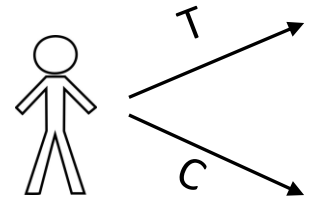
Developing relational contracting skills and measure performance in field RCT – training in formal-relational contracting to public contract managers



Combining behavioral economics, public management, psychology and law



Mindset (win-win), repeated play/interactions, relationship and trust building, risk sharing – positive and negative, contract revisions, and conflict resolution





# Insights for public sector contract practice



- Mindset change – “what’s in it for me” to “what’s in it for we”
- Significant behavioral change: Decision games, self-efficacy, contract cases, and tendered contracts
- Pre-award highly formal contracting vs. post-award relational contracting – contract management despite the written contract
- Relational contract competencies are widespread in contract management practice but need to be brought into the pre-award phase



Thank you!



# GOVERNMENT OUTCOMES LAB

Pursuing trust-based relationships in a highly opportunistic environment:  
An economic analysis of administrative disputes in the French water sector

Justine Le Floch, IAE Paris Sorbonne



@golaboxford



golab.bsg.ox.ac.uk



**Pursuing trust-based relationships in a  
highly opportunistic environment:  
An economic analysis of administrative  
disputes in the French water sector**

**Justine Le Floch**  
IAE Paris Sorbonne - Paris I Panthéon-Sorbonne

# Administrative disputes in the French water sector

## Why does it matter ?

### Long-term, trust-based relationships

- Current development of outcome-based contracting in the sector (Lille ; Brive)

### Contract for the people

- Private companies (PPP) provide water to almost 60% of the French population

### Formal relational contracting: Long-term, trust-based relationships?

- But whose trust are we talking about?
- Who should we include when it comes to governance innovation? How?





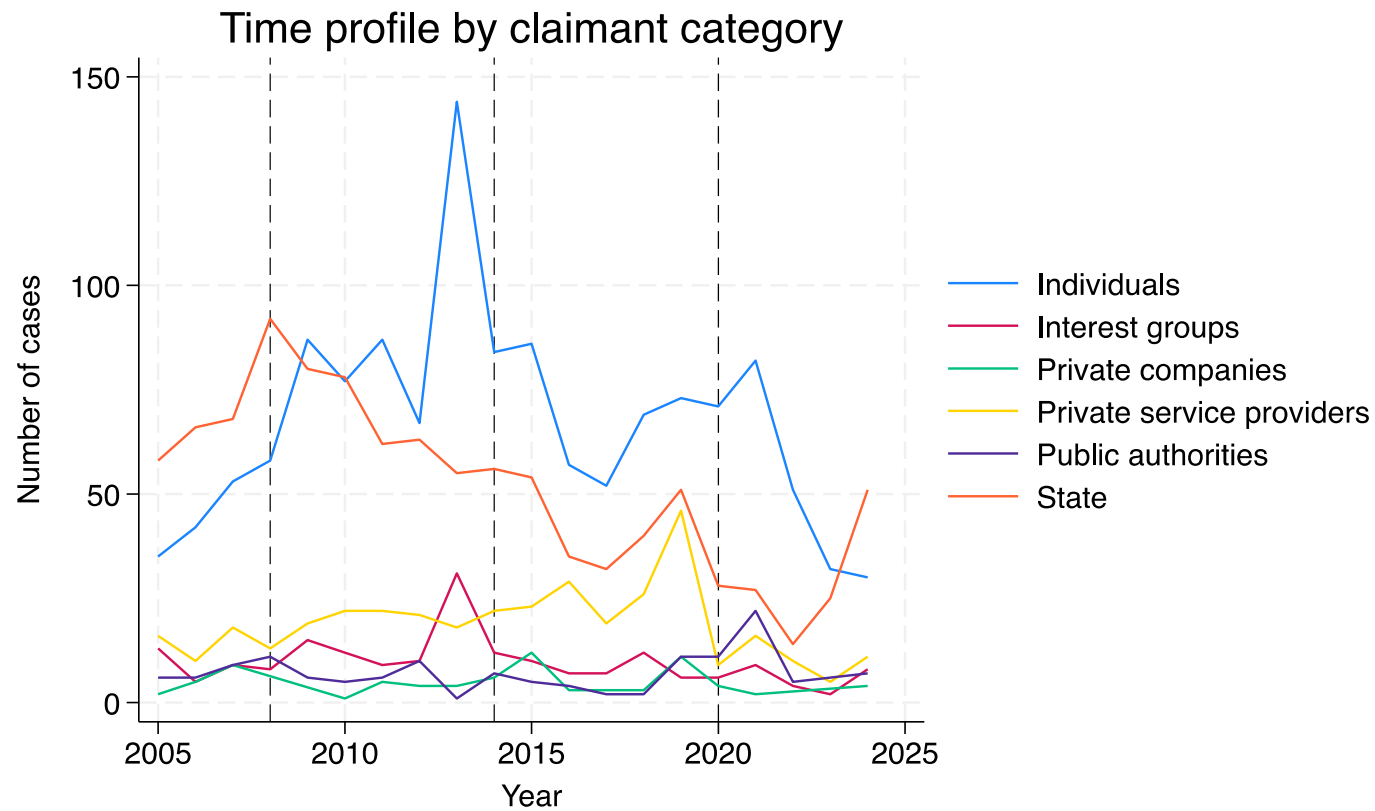
# Administrative disputes in the French water sector

166

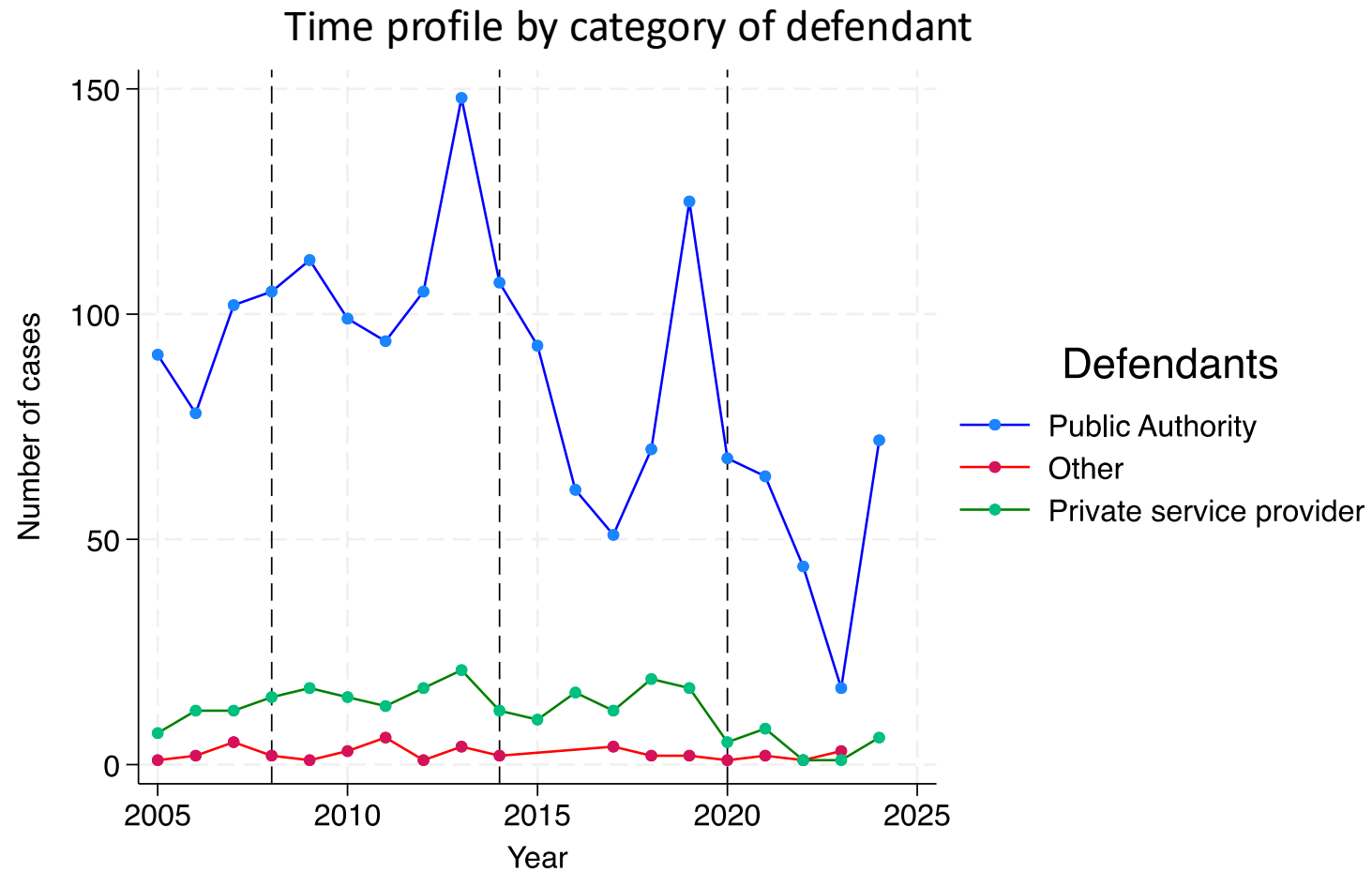
- Using litigation as a proxy for the trust enshrined in these contracts;
- Focusing on the French water and wastewater sectors
  - Long history of cross-sector partnerships ;
  - Political debates around water management for centuries.
- 2005-2024: More than 7.000 cases related to French water and wastewater management;
  - Around 3.000 related to public procurement and concessions in these sectors.



# A political agenda ?

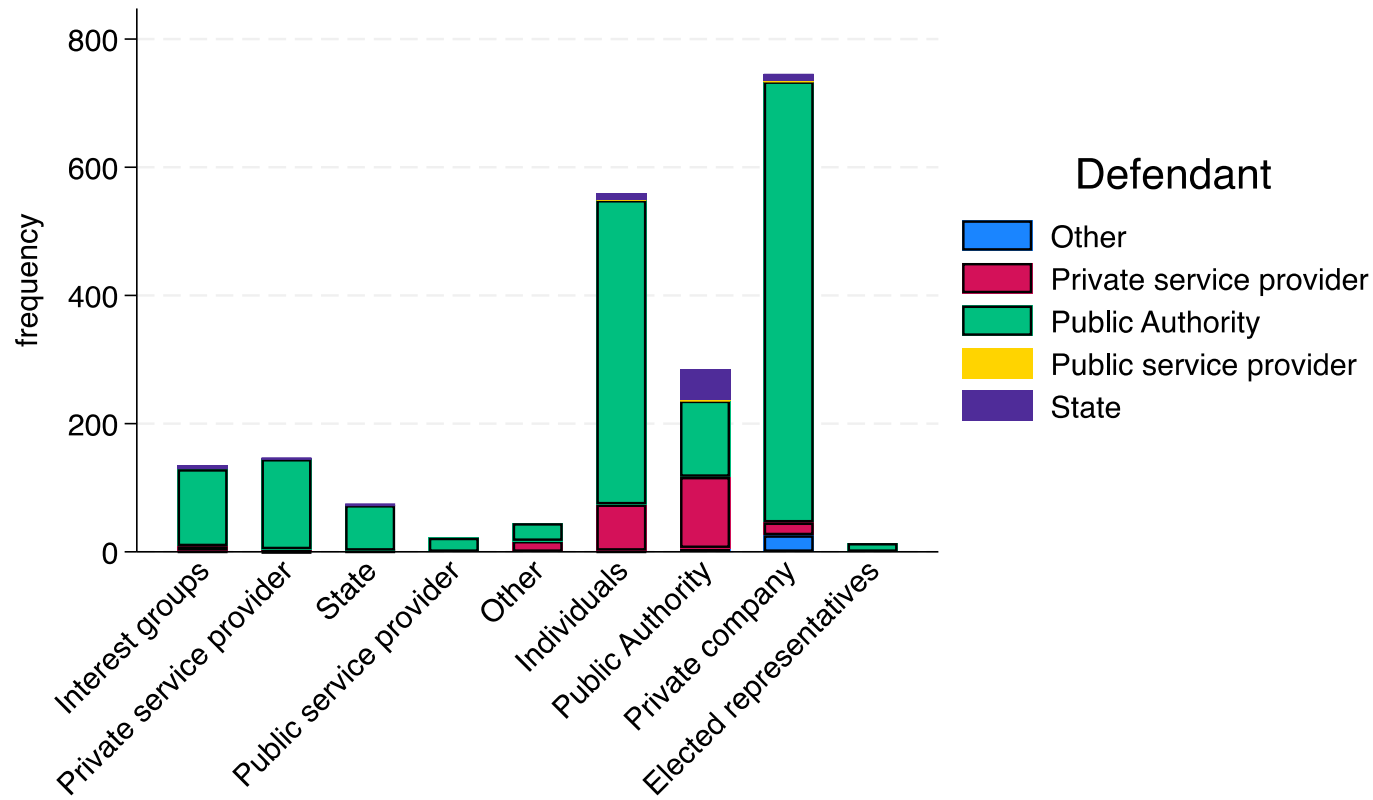


# A political agenda ?





# Who is seeking to attack these contracts?



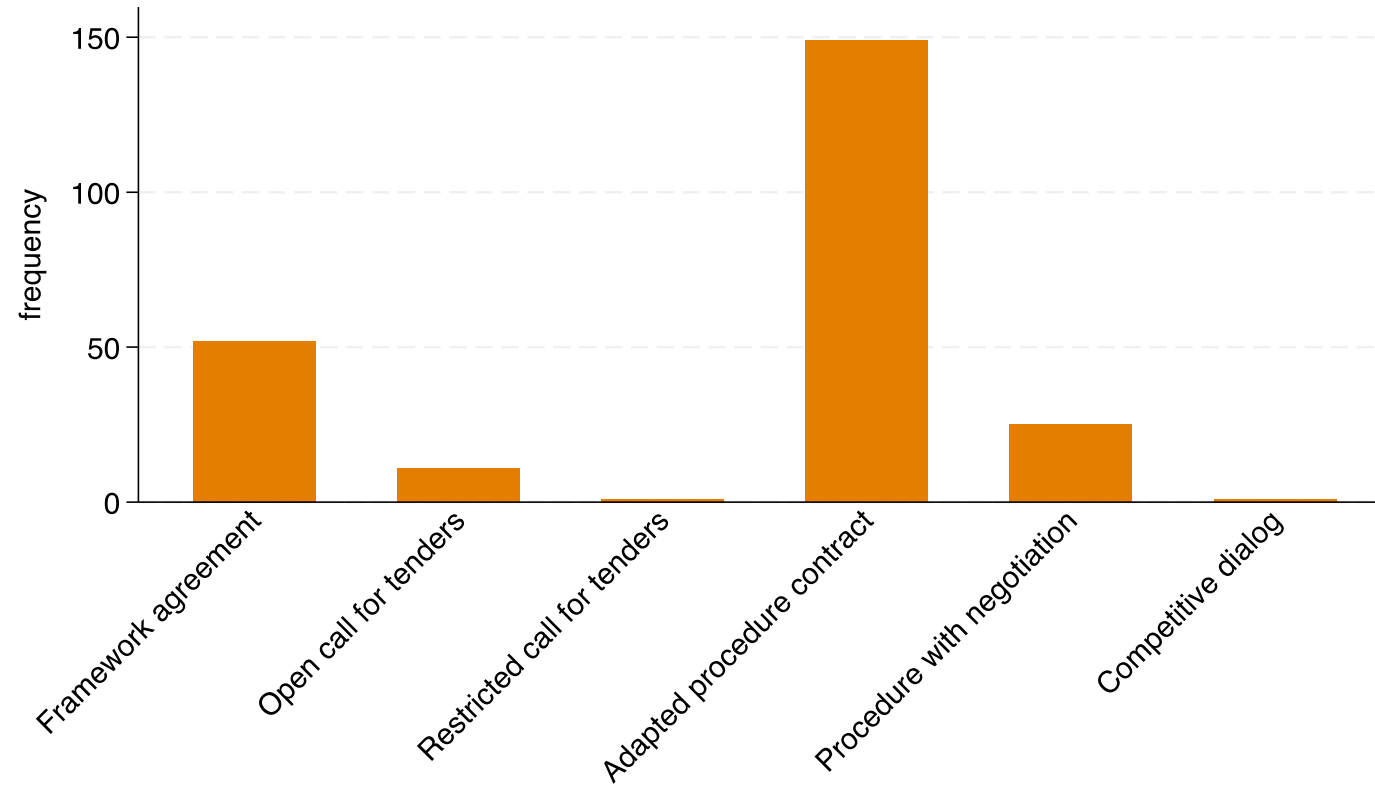


**Formal relational contracting:  
What does it look like and how  
does it prevent courts?**

During the tendering process



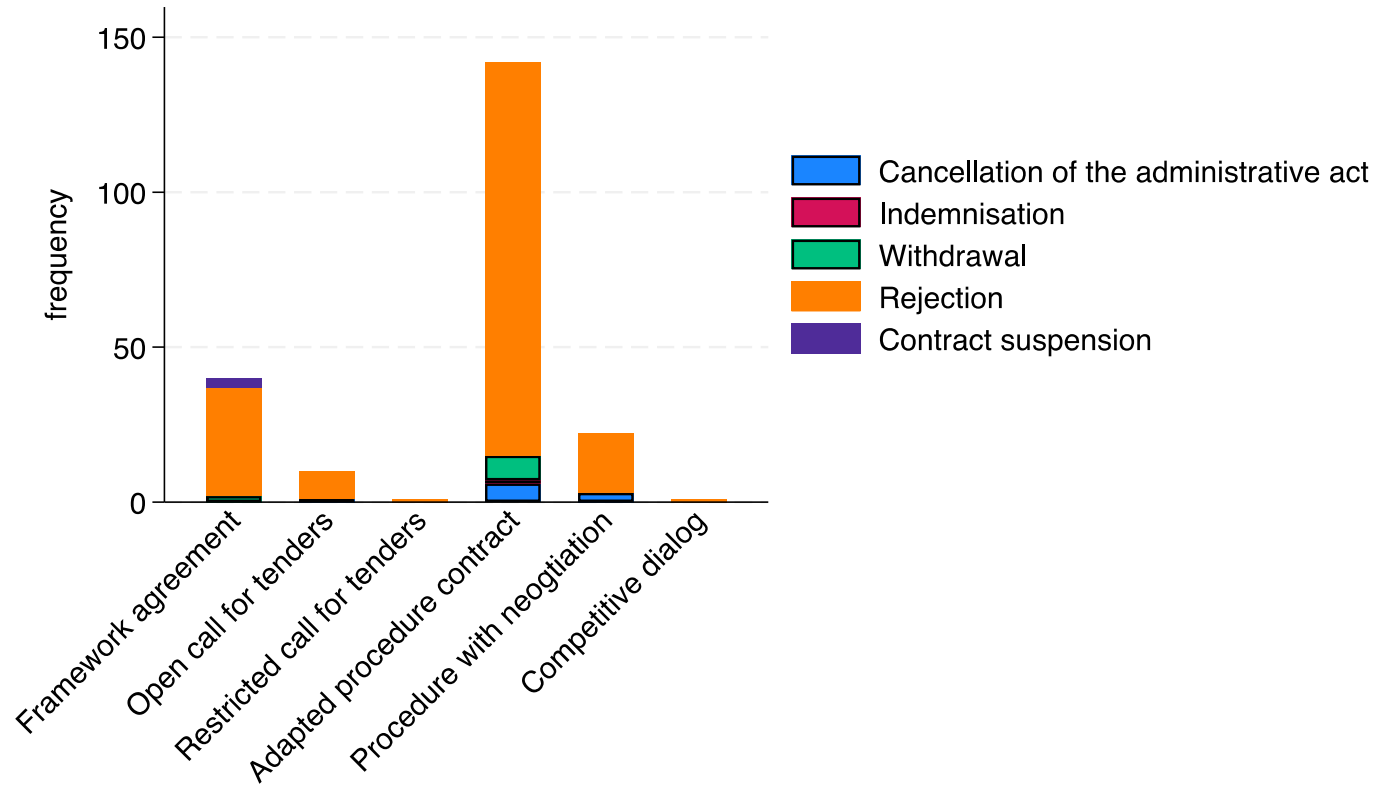
# During the tendering process



Cases brought to courts depending on the type of procurement procedure



# During the tendering process



Decision of the courts depending on the type of procurement procedure



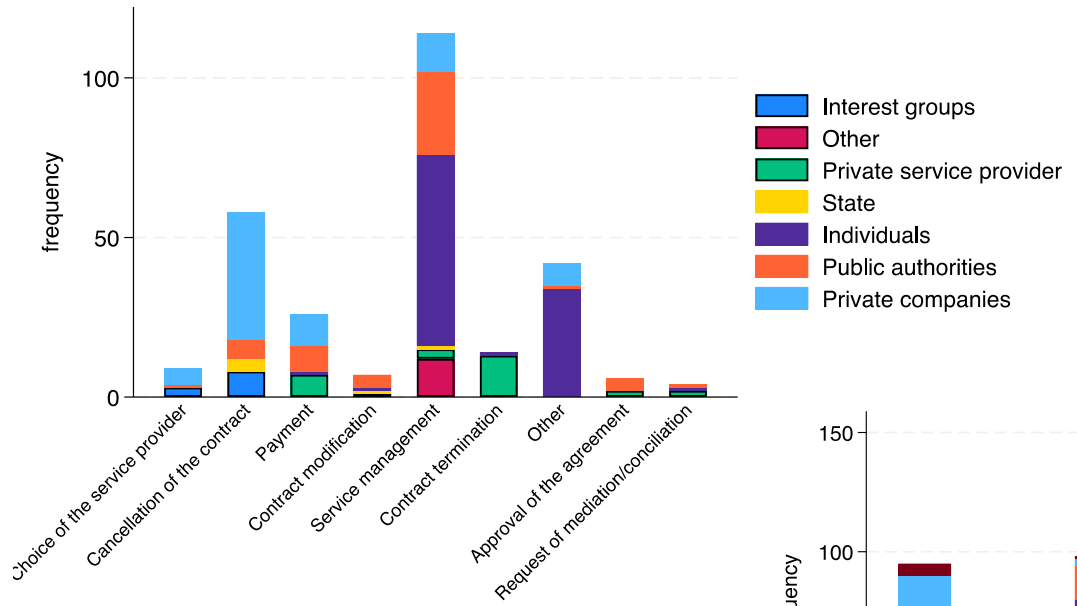


**Formal relational contracting:  
What does it look like and how  
does it prevent courts?**

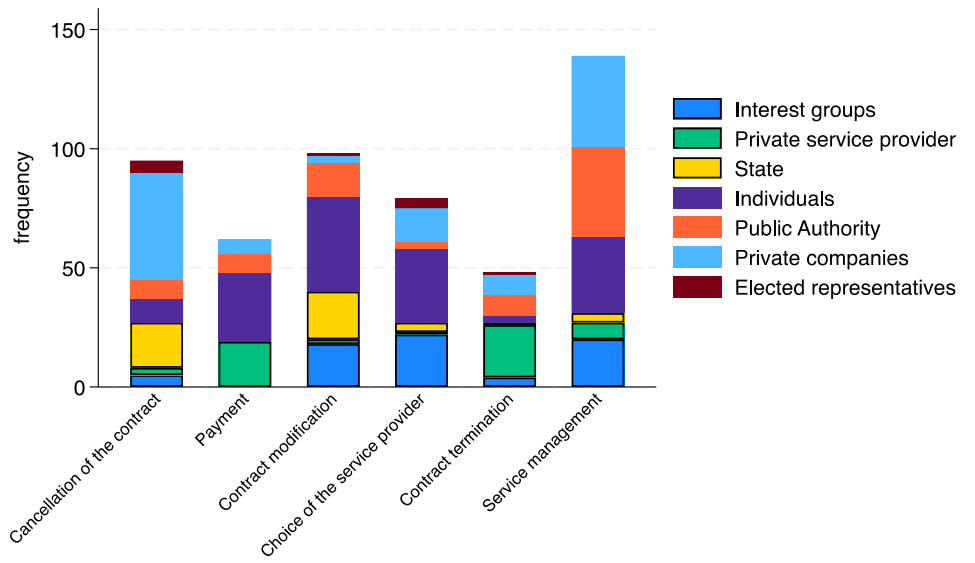
During the execution of the contract



# During the execution of the contract



Cases brought to courts that included some elements of formal relational contracting



Cases brought to courts that did not include elements of formal relational contracting



« Most people recognise that a higher level of trust between the partners should help to make sure partnerships run as intended, and might reduce the threat of termination, arbitration or court » (Ball & Gibson, 2022, p.9)



# To conclude

- The most relational and flexible procedures for tender tend to be the most challenged ones...
- ... even if there is a high chance that the request will be rejected. However, it still increases transaction costs ;
- During the execution of the contract, having some formal relational contracting elements works (lower chance of political contestability as well as termination and procedures in courts).





# Next steps

- Does the political contestation influence the cases ?
- Does the length of the contract influence the number of cases ?
- Private interest vs. common good



QUESTIONS?



Une grande histoire de management

**Justine Le Floch**

Justine.le-  
floch@iae.pantheonsorbonne.fr



# GOVERNMENT OUTCOMES LAB

## The importance of a rights-based approach to public sector contracting

Philip Armitage, JUSTICE



@golaboxford



golab.bsg.ox.ac.uk

# The Working Party



- Chaired by Sir Gary Hickinbottom and made up of procurement and public law experts
- Took evidence for one year from senior politicians, civil servants, lawyers and charities/ front line advice organisations across UK.
- Sub-groups focused on specific legal areas; social care/ benefits / homelessness / prisons and immigration detention
- Looked at all stages of outsourcing process: early preparation, procurement, drafting the contract, contract oversight and accountability/ transparency.

# Individual Rights



- Public authorities have legal obligations to protect the rights of individuals who use public services, irrespective of whether they have been contracted to other providers
- Working Party focused on how individual rights could be better protected when services are outsourced
- Individual rights include:
  - a. Public law rights from common law, such as procedural fairness, proportionality & reasonableness
  - b. European Convention on Human Rights
  - c. Equality Act 2010
  - d. Right to good administration, developed by ombudsmen



## Working Party's Findings

- A failure to focus on the public authority's legal obligations to individuals: a "hands off" approach when outsourcing difficult problems
- Failure to take a holistic view of value for money, with too much focus on short-term cost saving rather than quality
- A lack of pro-active contract management and oversight to ensure services are functioning properly and to understand their impact on individuals
- Limited transparency: inaccessible and poor quality data and over-reliance on self-auditing by providers
- Insufficient accountability: not using independent oversight bodies sufficiently and individuals finding it difficult to enforce their rights

# Recommendations



Build on some of the important reforms in the Procurement Act

- Increase early consultation with service users and stakeholders to better assess services. An early Rights Impact Assessment should identify rights issues.
- Value for money should be assessed in a holistic, rights-compliant way
- The contract should ensure rights compliance and clarify responsibilities for the parties. Model Contract Guidance should show public authorities' best practice for medium/high risk contracts
- Contracts should be more pro-actively managed, including the greater use of independent auditing and oversight bodies.
- Greater pro-active transparency of contracts and provider performance. Individuals should be given information about and access to independent oversight and complaint bodies.

Full report can be found at [www.justice.org.uk/our-work/administrative-justice-system/outourcing-and-administrative-justice/](http://www.justice.org.uk/our-work/administrative-justice-system/outourcing-and-administrative-justice/)



Philip Armitage, Public and Administrative Lawyer, JUSTICE  
[parmitage@justice.org.uk](mailto:parmitage@justice.org.uk)





# GOVERNMENT OUTCOMES LAB

## Relational Grantmaking

Jonathan Ng, USAID & GO Lab Fellow of Practice



@golaboxford



golab.bsg.ox.ac.uk

---

# Relational Grantmaking

**Jonathan Ng**

GO Lab Fellow 2023 | 2024

SOC24, 6 Sep. 2024

---

# Overview

## 1. What is Relational Grantmaking?

A type of Relational Contracting.

## 2. Why Grants are (Arguably) Better

3 Reasons.

## 3. How to Make it Work?

Think inside the box.

*The main focus will be on U.S. Federal Grants. Any opinions are only those of the presenter, not USAID or the U.S. Government.*

# 1. What is Relational Grantmaking?

- Grants are contracts (in the legal sense)
- Why care about grants? For the US:
  - USG spent \$1.1 trillion in FY23\*
  - USAID spent \$16.3 billion in FY23\*

## 2. Why Grants Are (Arguably) Better

- **Grants are inherently relational**
  - **Contracts:** “the principal purpose of [a contract] is to acquire property or services for the direct benefit or use of the United States Government”  
*(i.e., there is a quid pro quo)*
  - **Grants:** “the principal purpose of the relationship is to transfer a thing of value to the [grantee] to carry out a public purpose”  
*(i.e., funder + recipient = shared goal)*

# Why Grants Are (Arguably) Better

- **U.S. Federal grant law is more flexible**
  - U.S. Federal grant regulations (2 C.F.R. Part 200) are more like a set of principles, not rules (unlike contracts)
  - Lots of Agency discretion
- **Disputes are rarely litigated**
  - Instead, dispute/appeals process established by each Agency
  - USAID example

### 3. How to Make it Work?

Work within the  
existing ~~system~~  
bureaucracy.



# Coffee break

UP NEXT:  
Big Picture from 3.30pm







# GOVERNMENT OUTCOMES LAB

Thank you!

We would love your feedback!



@golaboxford



golab.bsg.ox.ac.uk



# GOVERNMENT OUTCOMES LAB

## Big Picture: Beyond pilotitis: rethinking narratives and actions to institutionalise outcomes

Chair: Andreea Anastasiu, University of Oxford



@golaboxford



golab.bsg.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.



# Meet our panellists



**Dr Amel Karboul**  
Education Outcomes  
Fund



**Nicole Pflock**  
Instiglio



**Radana Toner**  
Foreign,  
Commonwealth and  
Development Office



**Raffaella De Felice**  
GSG Impact



**Aneta Wierzynska**  
The Global Fund



**Andreea Anastasiu**  
GO Lab  
University of Oxford  
Chair

# Continuing a conversation we started a few years ago...



**Social outcomes contracts & system strengthening**  
A conceptual framework Working Paper - September 2022  
*Louise Savell - Director, Social Finance*



**Innovation from within:  
Making big ideas stick within  
bureaucracies >**

Join Dr Harry Bregazzi in conversation with Aneta Wierzynska and Jonathan Ng (2024 GO Lab Fellows of Practice) as they share fresh perspectives on embedding innovation within the traditionally rigid and risk averse public sector.

**Big Picture: Turning the oil tanker - can outcomes-based partnership really catalyse lasting change?**

# Today's discussion

---

- Where are the examples of successful practice in ‘institutionalising outcomes’? What can we learn from the practice so far?
- What are some key elements or approaches that we might have overlooked so far that we should turn our attention to?
- Do we need to create the incentives for a **burning platform** for change or focus on **incremental change** within bureaucracies?

Join at  
**slido.com**

**#SOC24**



# Audience question

*What does institutionalising  
outcomes mean to you?*

Join at  
**slido.com**  
**#SOC24**





***A failure to impress? Why has replicating outcomes funds been (much) slower than we hoped?***

**Radana Toner**

Foreign, Commonwealth &  
Development Office (FCDO)





***Scaling and institutionalizing results-based financing within aid institutions: lessons, strategies, and next steps from the MCC, The Global Fund, FCDO and the Swiss Development Cooperation***

**Nicole Pflock**

Instiglio

# Audience question

*Where have you seen examples of successful practice?*

Join at  
**slido.com**  
**#SOC24**





## *Scaling social impact through innovative finance: lessons learned and perspectives*

**Dr Amel Karboul**

Education Outcomes Fund



## *Unlocking potential: Scaling outcomes-based programmes in government*

**Raffaella de Felice**

GSG Impact

# Audience question

*What will make the biggest difference in helping us move beyond pilots when it comes to outcomes-based approaches?*

Join at  
**slido.com**  
**#SOC24**





## *Innovation from within: Making big ideas stick within bureaucracies*

**Aneta Wierzynska**

The Global Fund & GO Lab  
Visiting Fellow of Practice



# GOVERNMENT OUTCOMES LAB

Thank you!

We would love your feedback!



@golaboxford



golab.bsg.ox.ac.uk

# Public Talk

Starting after a short  
break at 5.30pm promptly





# See you next year!

4 - 5<sup>th</sup>  
September 2025





# GOVERNMENT OUTCOMES LAB

## POWER TO PEOPLE AND PLACES: WHAT DOES IT TAKE TO DELIVER SOCIAL CHANGE FOR A MORE EQUAL BRITAIN?

In Conversation with Andy Burnham, the Mayor of Greater Manchester



@golaboxford



golab.bsg.ox.ac.uk

# Welcome

---

- Live from the Blavatnik School of Government in Oxford & online on Zoom
- If you are joining us in-person, you can still join Zoom **BUT please keep your speakers muted.**
- We will take questions both from the online and in-person participants.
- The session is being recorded and will be shared on the GO Lab website.

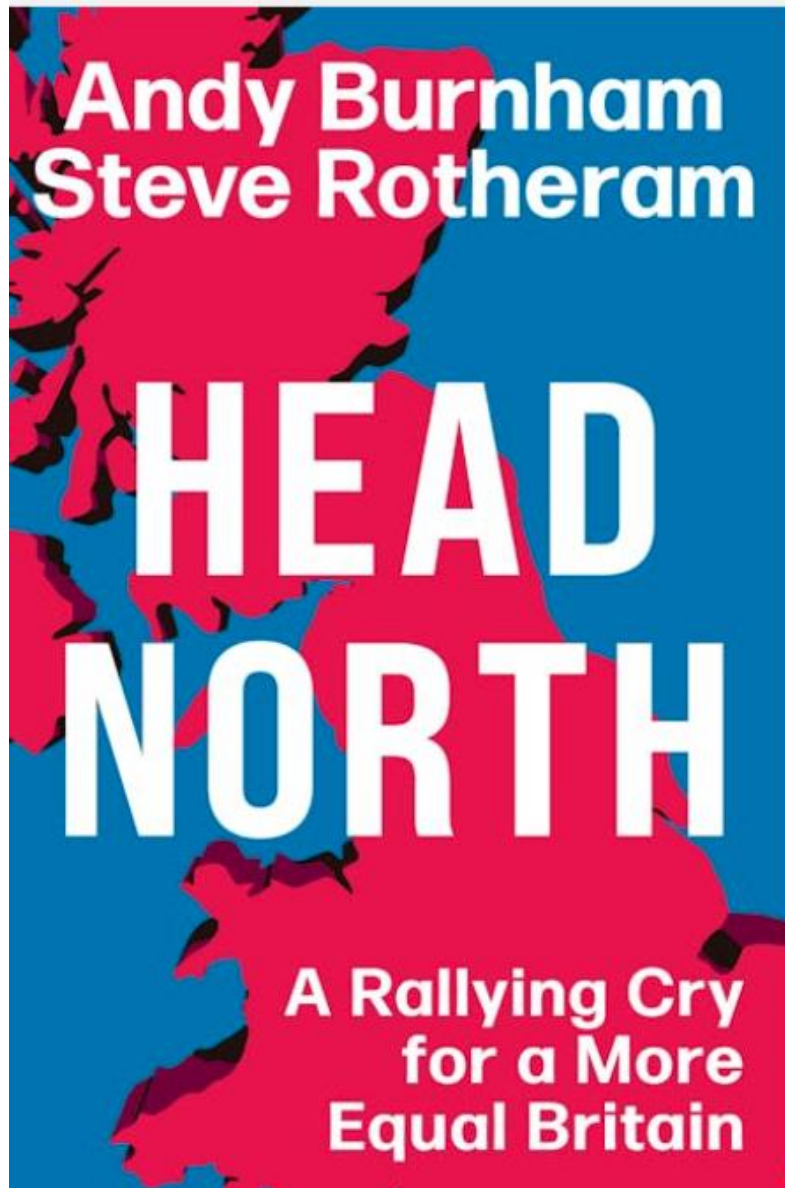




**Power to people and places: what does it take to deliver social change for a more equal Britain?**

**Andy Burnham**

The Mayor of Greater Manchester



- Why is Britain one of the most unequal countries in the world? What will it take to ‘rewire’ Britain?
- What role for place-based partnerships in delivering outcomes at local level?
- When it comes to giving more power to local people and places, what can other places (in the UK and globally) learn from Greater Manchester?



# GOVERNMENT OUTCOMES LAB

**Power to people and places: what does it take to deliver social change for a more equal Britain?**

**Andy Burnham**

The Mayor of Greater Manchester



@golaboxford



golab.bsg.ox.ac.uk



# GOVERNMENT OUTCOMES LAB

**Power to people and places: what does it take to deliver social change for a more equal Britain?**

Audience Q&A



@golaboxford



golab.bsg.ox.ac.uk



# GOVERNMENT OUTCOMES LAB

Thank you!



@golaboxford



golab.bsg.ox.ac.uk





**GOVERNMENT  
OUTCOMES  
LAB**

# Celebration Gala

Join us in the Inamori  
Forum & online



**#SOC24**  
BLAVATNIK SCHOOL OF GOVERNMENT & ONLINE

# See you next year!

4 - 5<sup>th</sup>  
September 2025

