



GOVERNMENT OUTCOMES LAB

Social Outcomes Conference 2025
4-5th September

WELCOME TO DAY II

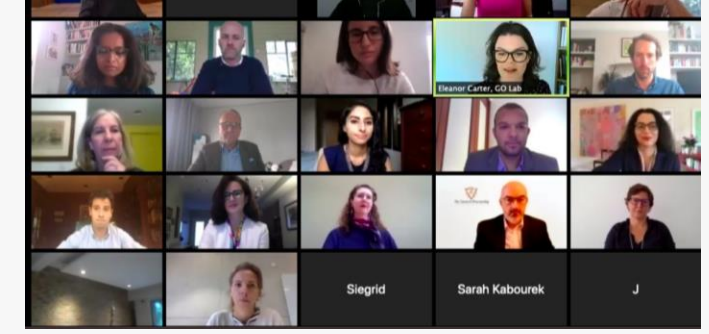


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Welcome to the Social Outcomes Conference 2025 - Day 2



SOC25 at a glance

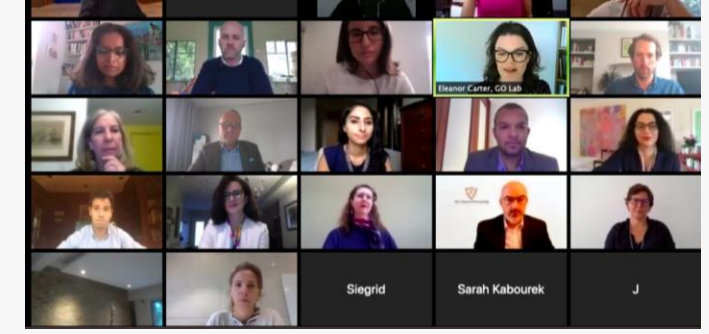
- Live from the Blavatnik School & online via Zoom
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- We will use **Slido** for questions from both online and in-person participants.
- Hybrid sessions will be **recorded** & shared on the GO Lab website, alongside the programme and slides.
- The **GO Lab team** is ready to help you both online and in person.



Good morning

IN PERSON **ONLY**:
Croissants & Collaborations
1st Floor & Basement Floor

ONLINE RECONVENE AT:
Big Picture sessions 10:30



Check out the programme & choose your session

Croissants & Collaborations

(in person only)

Basement Floor

Connecting the local with impact at scale

Time: 08:35-10:00

Location: Seminar Room 4 (Basement floor)

Facilitators: Dr Benedetta Trivellato (University of Milano-Bicocca), Ian Morris (Peterlee Town Council), Jess Reedy (University of Oxford), Sanjana Haribhakti (British Asian Trust), Miléna Castellnou (Education Outcomes Fund), Dr. Pratibha Narayanan (Involve Learning Solutions Foundation)

Nurturing social outcomes markets

Time: 08:35-10:00

Location: Seminar Room 2 (Basement Floor)

Facilitators: Cooper Renfro (Social Finance), Matheus Chacur (Common Good Marketplace)

Croissant, Code & Contracts: Using AI Responsibly for Social Outcomes

Time: 08:35-10:00

Location: Seminar Room 1 (Basement Floor)

Facilitators: Dr Felix-Anselm van Lier (University of Oxford), Saema Jaffer (UK Parliament), Damien Ribbans (Transcove / Noise Solution), Paul Atfield (Education Outcomes Fund)

Making theoretical savings real: The case for building preventative spending into budget rules

Time: 08:35-10:00

Location: Seminar Room 3 (Basement Floor)

Facilitators: Dr Cressida Gaukroger (Independent researcher), Dr Elaine De Gruyter (University of Oxford), Bruno Schettini (State Secretary of Treasury of Rio de Janeiro), Jeffrey Matsu (CIPFA)

First Floor

Regulatory frameworks for outcomes-focused partnerships

Time: 08:35-10:00

Location: Group Working Room 5 (First Floor)

Facilitators: Paola Fonseca (VIVA Idea, GAIL, UN University for Peace), Siegrid Holler (Instiglio)

Life Chances Fund project learn and share session

Time: 08:35-10:00

Location: Executive Education Seminar Room (First Floor)

Facilitators: Dr Jonathan Davies and Maria Patouna (University of Oxford), Freddie O'Farrell (AllChild), Sarah Cooke and Iciar Ania (Bridges Outcomes Partnerships)

Outcomes funds 2.0

Time: 08:35-10:00

Location: Group Working Room 9 (First Floor)

Facilitators: Andreea Anastasiu (University of Oxford), Can Atacik (Alethina Impact), Stephen Chandler (Education Outcomes Fund)

How can we create a health system with a focus on outcomes?

Time: 08:35-10:00

Location: Group Working Room 4 (First Floor)

Facilitators: Ruben Koekoek (Social Finance NL), Jake Segal (Social Finance)

#SOC25

BLAVATNIK SCHOOL OF GOVERNMENT & ONLINE

Coffee break

UP NEXT:

Big Picture Sessions 10.30am

Lunch and Poster Gallery 12pm



Check out the programme & choose your session



#SOC25

BLAVATNIK SCHOOL OF GOVERNMENT & ONLINE

Big Picture sessions

(10:30 start)

Big Picture

Impact economy - the what, the how, and the why

Time: 10:30 - 12:00 (Friday)

Location: Tun Razak Lecture Theatre (Basement Floor)

Big Picture

From metrics to meaning - rethinking data infrastructure for adaptive public service

Time: 10:30 - 12:00 (Friday)

Location: Lecture Theatre 1 (Basement Floor)

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BLAVATNIK SCHOOL OF GOVERNMENT & ONLINE



GOVERNMENT OUTCOMES LAB

Big Picture: Impact economy - the what, the how, and the why

Chair: Dr Chih Hoong Sin, Independent Advisor
on outcomes contracting and impact investment



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Jessica Reedy

University of Oxford

Session engagement

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Keynote



Ruth Hannant

Department for Culture,
Media & Sport

UK Government



Jessica Reedy
University of Oxford



Dr Gorgi Krlev
ESCP Business
School



Michiru Toda
Japan Social Innovation
and Investment
Foundation



Sooinn Lee
Enuma Inc.



Dr Chih Hoong Sin
Independent
Chair



Dr Chih Hoong Sin
Independent Consultant

Meet the Panel



Dr Gorgi Krlev

ESCP Business School

Meet the Panel



Michiru Toda

Impact Economy Lab,

Social Innovation &
Investment Foundation

Meet the Panel



Sooinn Lee

Enuma

Social impact poster gallery & lunch

UP NEXT:
Deep Dives from 2pm



#SOC25

BLAVATNIK SCHOOL OF GOVERNMENT & ONLINE

Deep Dives (14:00 start)



Deep Dive: Scaling Results-Based Financing in maternal health: Lessons from Zimbabwe and South Africa

Time: 14:00 - 15:30

Location: Seminar Rooms 1+2 (Basement floor)

Chair: Emily Hulse (University of Oxford)

Speakers: Inge Barmentlo and Trish Fadza Mukunyadzi (Cordaid), Stacey Ann Pillay (The Healthy Brains Global Initiative), Stefanie Tan (University of Toronto)

Deep Dive: Where next for international development and humanitarian aid?

Time: 14:00 - 15:30

Location: Seminar Rooms 3&4 (Basement floor)

Chairs: Dr Harry Bregazzi (University of Oxford)

Speakers: Marcelo Marzouka (Sunbird Finance & InvestPalestine: Impact Advisors), Dr Evan Borkum (Mathematica), Samhita Ayaluri (Global Community Engagement and Resilience Fund (GCERF), Jemima Hodgkinson (FCDO)

Deep Dive: Building Blocks - Data and Outcomes in Education Systems

Time: 14:00 - 15:30

Location: Tun Razak Lecture Theatre (Basement floor)

Chair: Dr Mara Airoidi (University of Oxford)

Discussant: Dr Rachel Hinton (FCDO)

Speakers: Louise Albertyn (Education Outcomes Fund), Dr Dhir Jhingran (Language and Learning Foundation), Maria Florencia Guertzovich (Grupo Politeria)

Deep Dive: Reimagining employment support through outcomes-based employment initiatives and relational practice

Time: 14:00 - 15:30

Location: Lecture Theatre 1 (Basement floor)

Chair: Eleanor Carter (University of Oxford)

Discussant: Mark Considine (University of Melbourne)

Speakers: Michael McGann (University of Melbourne), Tanyah Hameed (Social Finance), Dr Stuart Theobald (Krutham), Dr Elaine De Gruyter and Maria Patouna (University of Oxford)

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GOVERNMENT OUTCOMES LAB

Big Picture: From metrics to meaning - rethinking data infrastructure for adaptive public service

Chair: Dr Mara Airoidi, University of Oxford



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Dr Felix-Anselm van Lier
University of Oxford



Dr Nevilene Slingers
South African Medical
Research Council



Stephen Aldridge CB
Ministry of Housing,
Communities and Local
Government



Rob Wilson
Manchester
Metropolitan University



Dr Mara Airoidi
University of Oxford
Chair



Join at
slido.com
#SOC25



Social impact poster gallery & lunch

UP NEXT:
Deep Dives from 2pm



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**GOVERNMENT
OUTCOMES
LAB**

Deep Dive: Scaling Results-Based Financing in maternal health: Lessons from Zimbabwe and South Africa

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Structure



Presentations of case studies followed by QandA

A Journey: the institutionalisation of Results Based Financing into Zimbabwe's Health system: the process and lessons learned



Mm awa nnete: A path to perinatal mental wellbeing in rural South Africa through outcomes-based innovation



Response by Stefanie Tan



Panel

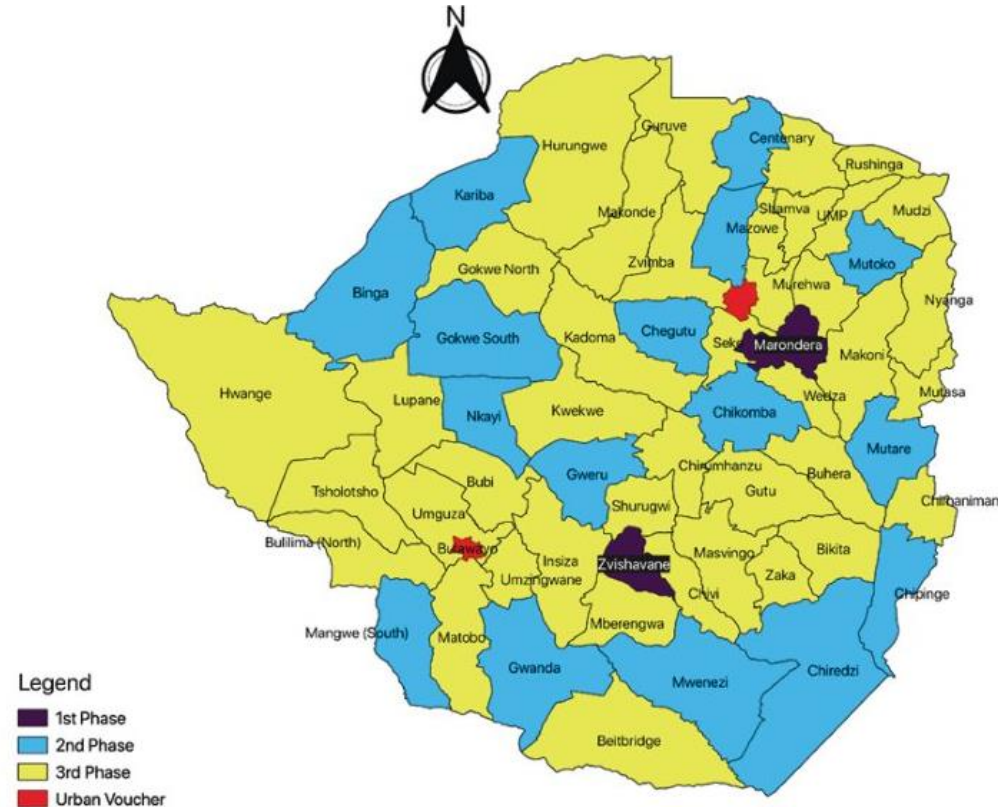
INSTITUTIONALISING RESULTS-BASED FINANCING (RBF) IN ZIMBABWE'S HEALTH CARE SYSTEM

CARE. ACT. SHARE. LIKE CORDAID.



OUTLINE OF PRESENTATION

- What is Results-Based Financing?
- RBF in Health Care in Zimbabwe
- Results (2011-17)
- Institutionalisation Process (2017-24)



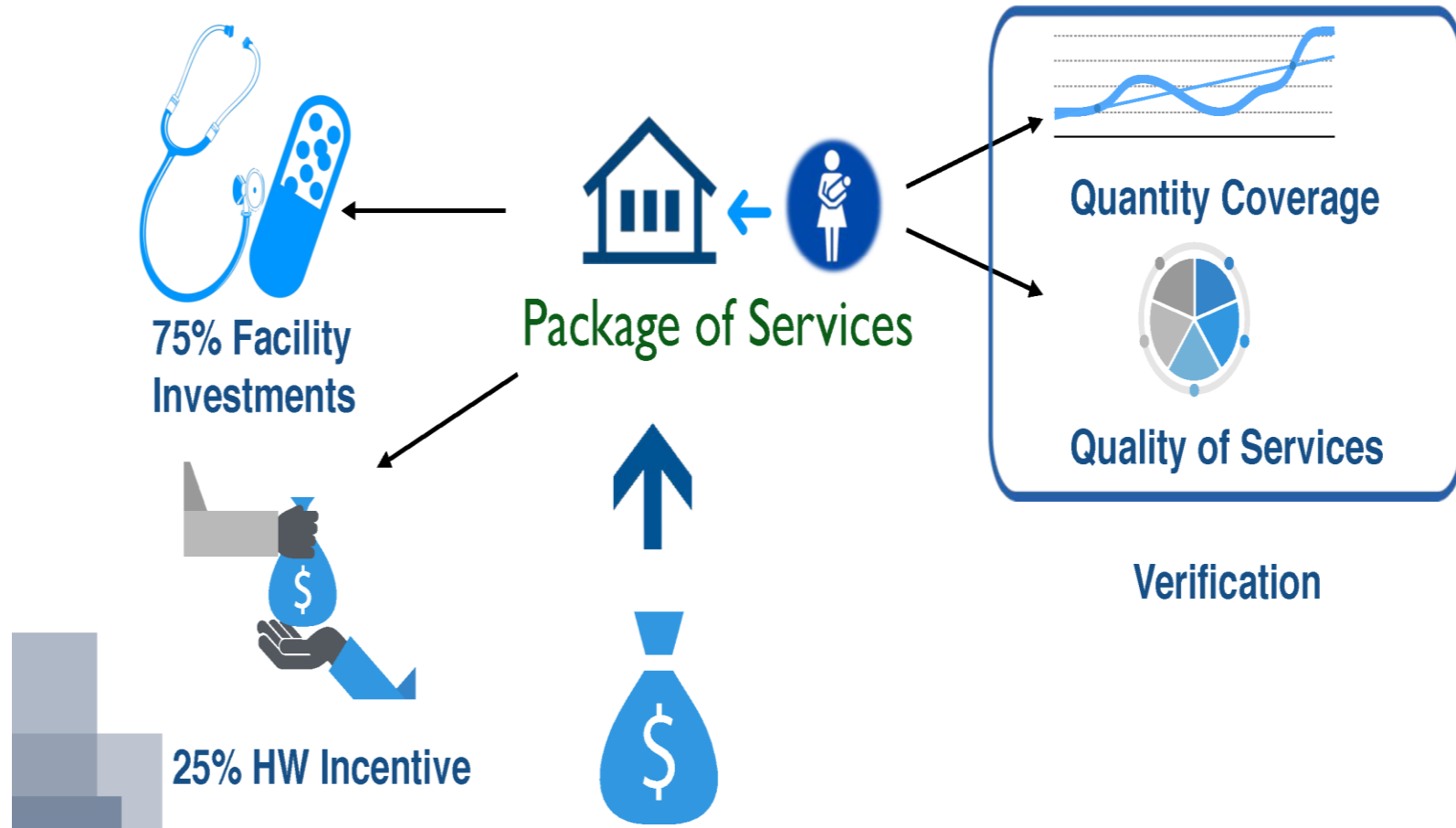
ZIMBABWE COUNTRY CONTEXT

- ❖ Population of 15.2m people (Census, 2022)
- ❖ More than 9.2 m population live in poverty due to economic instability (Borgen Project 2025)
- ❖ Maternal Mortality Ratio, dropped from 651 in 2015 to 212 maternal deaths per 100,000 live births in 2024 (ZDHS 2024)
- ❖ Neonatal Mortality Rate increased from 29 in 2015 to 37 births per 1000 live births in 2024 (ZDHS 2024)

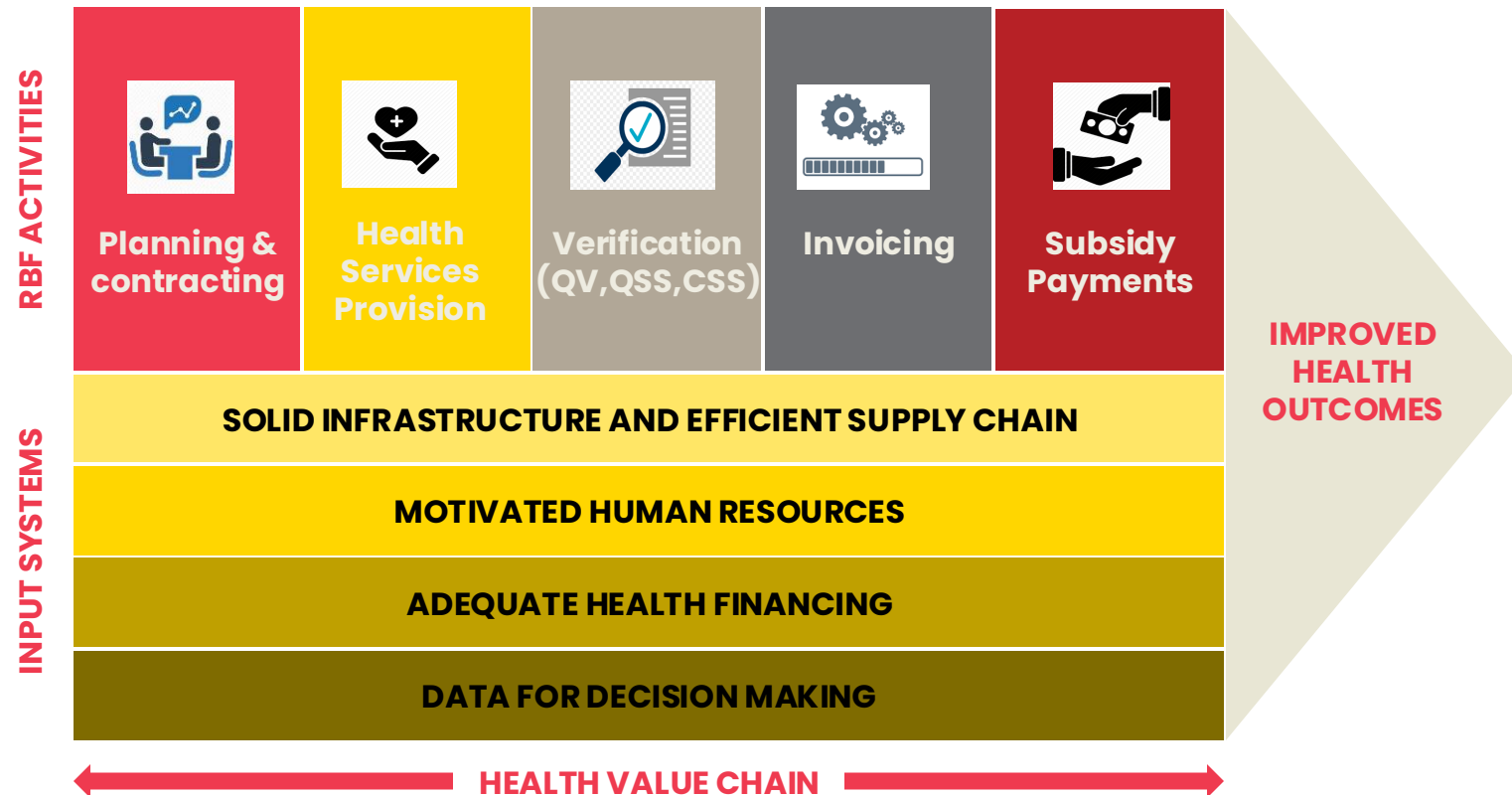


THE RESULTS-BASED FINANCING APPROACH

“RBF is a health system strengthening approach intended to improve the efficiency of a system inputs with the objective of improving health service coverage and quality”

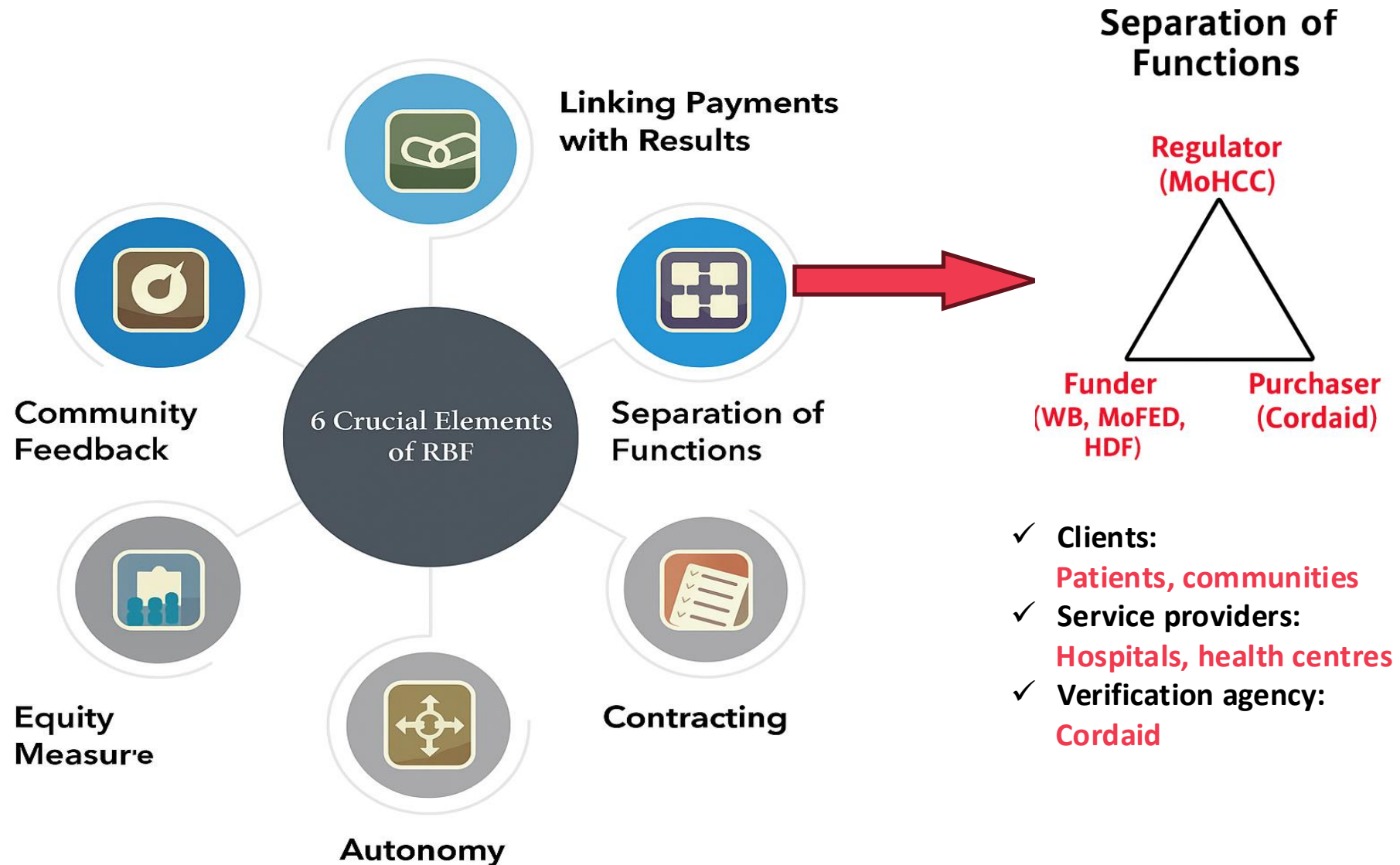


THE RBF APPROACH AS A CATALYST FOR A SYSTEM'S INPUTS



INPUT & OUTPUT FINANCING WORKING TOGETHER: RBF STRENGTHENING FUNCTIONING OF SYSTEM

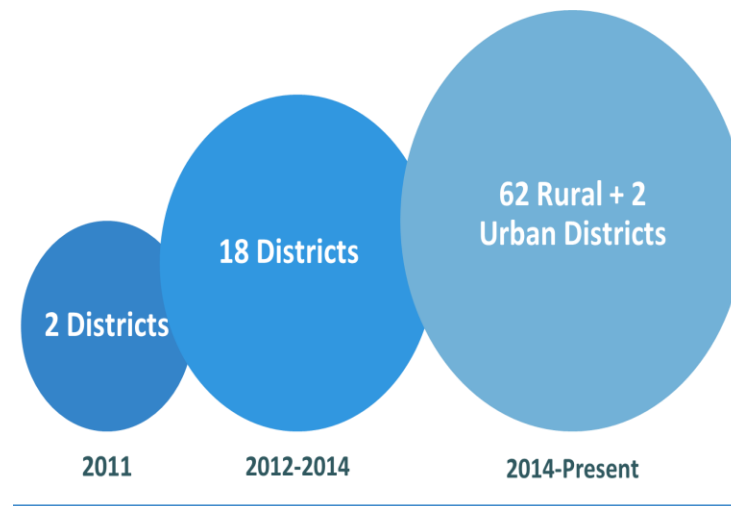
SIX CRUCIAL RBF DESIGN ELEMENTS



RBF IN ZIMBABWE (2011 TO 2017)

Country Context at Inception (2011)

- ❖ Decline in public sector financing
- ❖ Increasing household out-of-pocket health expenditure
- ❖ Decline in household incomes
- ❖ Poor Health coverages and outcomes



- RBF aligned with National Health policy: equity in access to quality health services
- RBF aligned with GoZ's Results-Based Management Strategy & Results-Based Budgeting Pilot
- Initial focus on reproductive, maternal & child health, later broader: HIV, Malaria, TB, NCDs
- 2011: piloted in 2 front runner districts (Zvishavane, Marondera), World Bank funded
- 2012, after evaluation: scaled up to 18 districts, World Bank funded
- 2014: further scaled up to the remaining rural districts, HTF/HDF funded

RESULTS OF RBF IN ZIMBABWE: 2011 – 2017

- More accurate reporting and management of health data
- Autonomous planning, procurement & investments
- Improved working environment: infrastructure & availability of equipment
- Stronger health staff motivation and teamwork
- Better client satisfaction and community participation
- Higher service availability & utilisation (i.e. improved population coverage)
- Improved quality of health care, including correct referrals between facilities



- | | |
|------------------------------------|-------------------------------|
| ✓ 1st antenatal visit | from 11% (2012) to 30% (2017) |
| ✓ Institutional delivery | from 69% (2012) to 81% (2017) |
| ✓ Long term family planning | from 1% (2012) to 13% (2017) |
| ✓ Quality of care | from 75% (2014) to 81% (2017) |

MOHCC'S DECISION TO INSTITUTIONALISE RBF

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RBF INSTITUTIONALISATION PROCESS



RBF ROLES BEFORE & AFTER INSTITUTIONALISATION

Role	Before institutionalisation	After Institutionalisation
Regulator	MoHCC Head Office, Provincial Medical Director (PMD), District Medical Officer (DMO)	MoHCC Head Office, PMD & DMO
Fundholder	Cordaid & UNICEF	Directorate of Finance of Ministry of Finance and Economic Development (MoFED)
Purchaser	Cordaid & Crown Agents	Project Coordination Unit at the Ministry of Health and Child Care (MoHCC)
Governance	National Steering Committee	National Steering Committee
Funder	World Bank & Health Development Fund	Ministry of Finance and Economic Development
Verifier	Field Health Officers of Cordaid & Crown Agents	Community Health Nurses, District Health Information Officers
Counter verifier	University of Zimbabwe	Health Professions Authority
Service Provider	Hospitals and Health Centers	Health facilities

LESSONS LEARNED



- ✓ **Strong government ownership and political will**
Reflected by RBF budget lines in the national Blue Book (country budget)
- ✓ **Phased approach in institutionalisation enables smooth transition**
Adopting facilities under institutionalisation in a phased approach allows the government to absorb the financial burden and avoid payment delays
- ✓ **Continuous capacity building is needed**
High staff turnover in the health sector requires continuous capacitation to ensure health facilities maintain qualitative results
- ✓ **Layering approach**
to continue & to be phased out in approaches ensuring program continues to run effectively while moving toward financial sustainability

THANK YOU!

CARE. ACT. SHARE. LIKE CORDAID.





Maternal Mental Wellbeing Programme

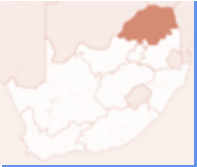
5 September 2025

Contents

- 01** Background
- 02** Discovery phase
- 03** Results chain
- 04** Program overview
- 05** Progress to date



Background



Many mothers in Limpopo are struggling with their mental health:

2nd
highest teenage
pregnancy rate in
South Africa

Prevalence of antenatal
depression is reported to be

31%



Two thirds of women have
experienced gender-based
violence



Women have a high prevalence of new HIV
infections (67%), with many diagnoses made
during pregnancy

Mothers in rural, peri-mining communities face a confluence of socio-economic hardships, socio-cultural pressures, and inadequate support systems.

Strategic partnership



- Invests strategically to catalyse systemic change.
- Provides technical input and guidance on:
 - Program design
 - Program execution



- Leads ground-level delivery of the pilot.
- Provides technical and contextual expertise.
- Reports to the monthly performance board.

Healthy
Brains
Global
Initiative



- Provides technical support for contracts, service design, and performance management processes.
- led the timely delivery of design phase outputs, including contract drafting and performance expertise.
- Chairs monthly performance boards to drive optimal Pilot performance.
- Collaborates with RTC to develop and agree on performance improvement plans.
- Validates deliverables to inform payment decisions.
- Shares lessons learned on contracting, performance management, and Pilot outcomes.
- Supports fundraising to expand the program's scale and scope.

Discovery Phase

During our discovery phase with 54 mothers, health workers and community members, we learnt:

- ✓ **Mothers need support** with relationships, pregnancy preparation, navigating new motherhood, combating isolation, building emotional awareness, and reclaiming their identity and aspirations.
- ✓ Health workers and community carers need **non-stigmatizing language** and **simple, practical** tools to engage mothers about their wellbeing.
- ✓ **Adolescent mothers** face unique emotional journeys and require **tailored support** at critical moments.

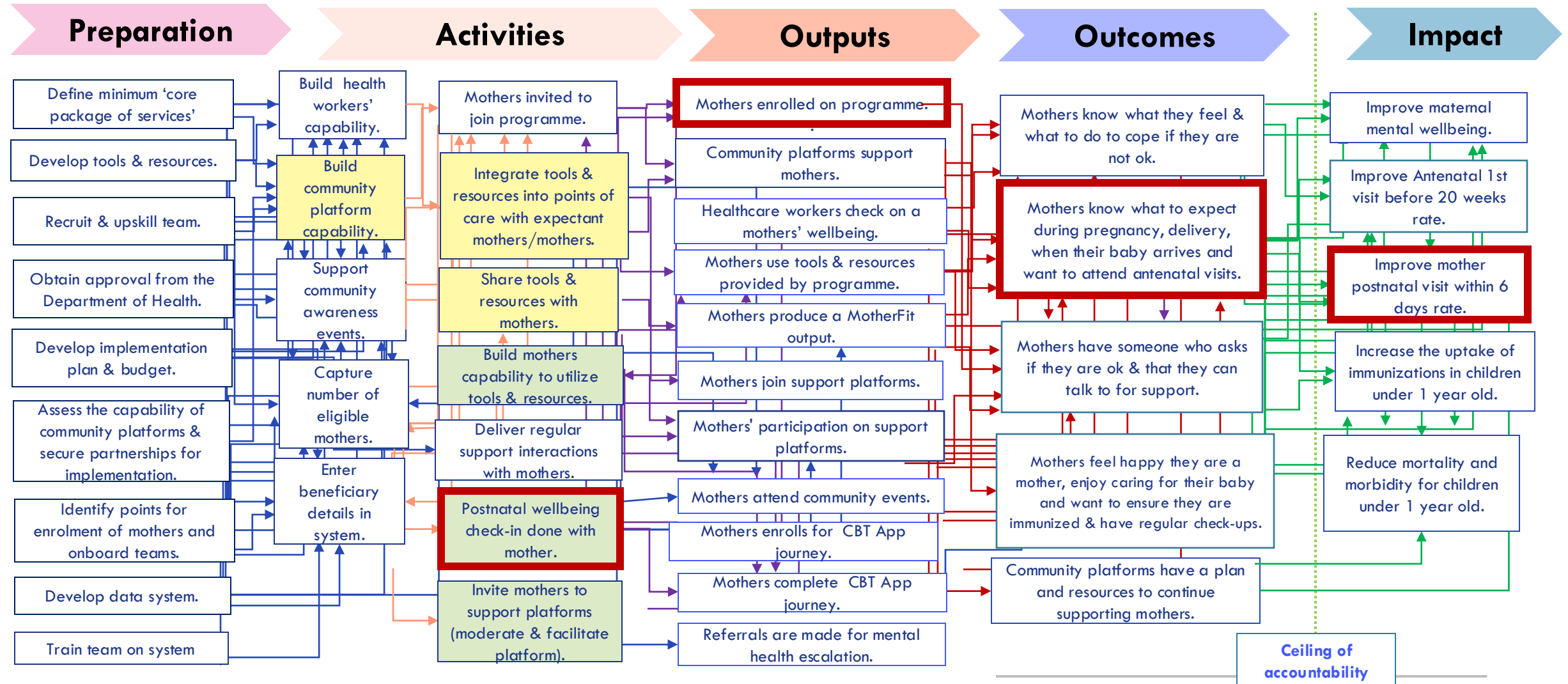
The emotional journeys of mothers in Limpopo, South Africa

20 years & younger	PRE CONCEPTION	EXCITED CONFIDENT I DON'T KNOW	older than 20 years	PRE CONCEPTION	VULNERABLE
	ANTENATAL (0-3 mts)	ASHAMED AFRAID JUDGED		ANTENATAL (0-3 mts)	OVERWHELMED AFRAID ANGRY
	ANTENATAL (3-6 mts)	ANGRY HELPLESS LOST		ANTENATAL (3-6 mts)	CONFUSED AFRAID UNLOVED
	ANTENATAL (6-9 mts)	EXCITED LONELY NUMB		ANTENATAL (6-9 mts)	VULNERABLE CONFUSED DISAPPOINTED
	BIRTH	SCARED HELPLESS STRESSED		BIRTH	GRIEF STRESSED PAIN
	POSTNATAL	REGRET OVERWHELMED ANGRY		POSTNATAL	EXHAUSTED FRUSTRATED ISOLATED
	WELL-BABY	STRESSED ALONE ANXIOUS		WELL-BABY	HAPPY FULFILLED BELONGING

Mothers defined what their wellbeing needs are & the outcomes that matter to them the most.



Results Chain



Outcomes-based funding drives innovation, accountability, and shared value: ensuring **mothers**, **communities**, and **partners** can achieve meaningful, measurable impact together.

Core intervention



Mma wa nnete means *real mother*



Health workers are equipped to identify & respond to their own emotions & support mothers to do the same.



Mothers receive culturally appropriate guidance to prepare for pregnancy, birth & motherhood.



Mother Champions are based in the community to support mothers & connect them to care.



Facilitate digital communication groups for knowledge sharing & peer support.



Resources

Cuddle box:

helps a mother prepare psychological for the arrival of her baby & provide guidance to build the mother-baby bond after birth.

Cuddle Box

Why? Being pregnant and the idea that you will be responsible for a new baby can be overwhelming. You can help your mind by preparing a box of practical items for the baby. This will help you start connecting with your baby and preparing mentally for their arrival. It will also be useful to help you connect with your baby when they are born.

When your baby is born, you use these items with your baby, and it will help:

- your baby learn what is its body and what is not – where its body ends,
- the baby understand its position in the environment,
- grow your confidence and bond with the baby,
- improve the baby's sense of touch,
- build the baby's language,
- develop the baby's muscles.

Playing with your baby is important for their health.

When?

Before bath time or time between housework is a good time to use to prepare your cuddle box.

What to collect?

- ☒ Ear Buds
- ☒ Cotton Wool
- ☒ Vaseline
- ☒ Baby Cream
- ☒ Face Towel
- ☒ Mirror

While using the items:

- Talk to your baby softly and gently – name body parts as you interact with your baby.
- Make eye contact with your baby.
- Hum and sing quietly.

How to use the cuddle box items when your baby arrives.

Ear Buds

- Gently press eardrum at end of each finger
- Gently press eardrum at end of each toe
- Gently draw a line along each finger from middle of the hand to the end of each finger

Cotton Wool

- Can be used both wet and dry
- Wipe over skin
- Name body parts as they are touched with cotton wool – e.g. elbow, knee, nose, cheek, chin

Face Towel

- Can be used both wet and dry
- Wipe over skin and name body parts as you wipe
- Use to cover your face and then uncover your face (peekaboo)

Mirror

- Let baby look into the mirror – talk to the baby about what he/she sees
- Let baby touch the mirror to try understand what they see

Tummy Time

- Lie your baby on a blanket/towel on their tummy
- Place a small soft object like a rolled-up towel or cloth in front of baby
- Place a rolled-up towel or cloth to the side of baby
- Clap hands at each side of baby

Vaseline

- Rub onto face, hands, feet
- Name body parts as you rub – cheeks, fingers, hands, arm etc.

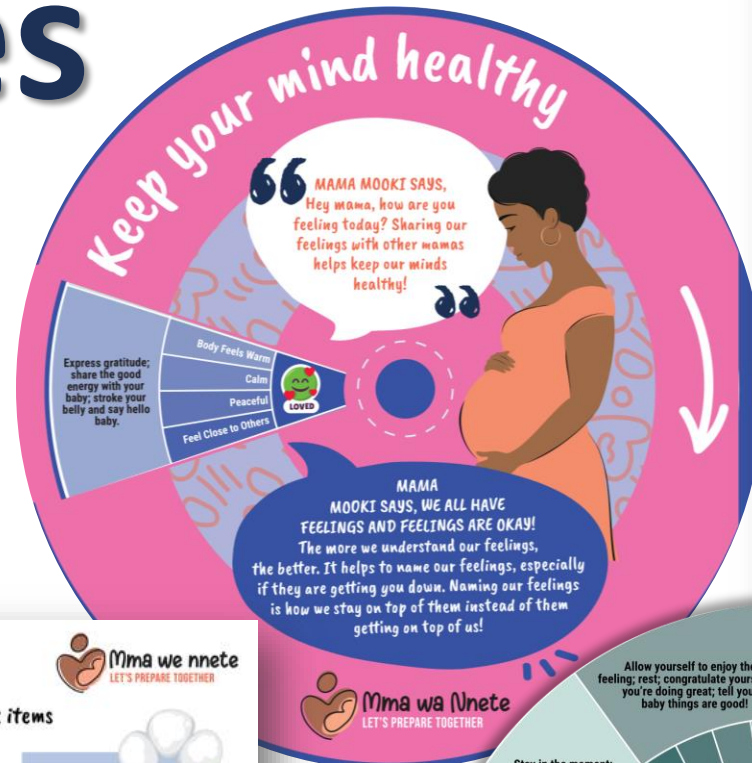
Baby Cream

- Use to rub the baby – arms, legs, body

Additional bonding opportunities

- Breastfeeding
- Skin-to-skin contact
- Wrapping up the baby
- Rocking the baby

Created in collaboration with educational psychologist Janet Brown.



Hello!
I'M MAMA MOOKI!

Becoming a mum can be one of the best... and one of the scariest things you can do. Having the support of people in your life that you trust is how you'll do this. These are people that encourage you when you feel stressed and remind you that you're doing your best- and that your best is always enough.

I am one of them and I'm here for you! You are not alone.
This is my advice on what to expect when you're pregnant.
We will walk this journey together!

Mama Mooki Booklet:

to share what pregnant girls & women can expect & locally relevant guidance on how to navigate this.



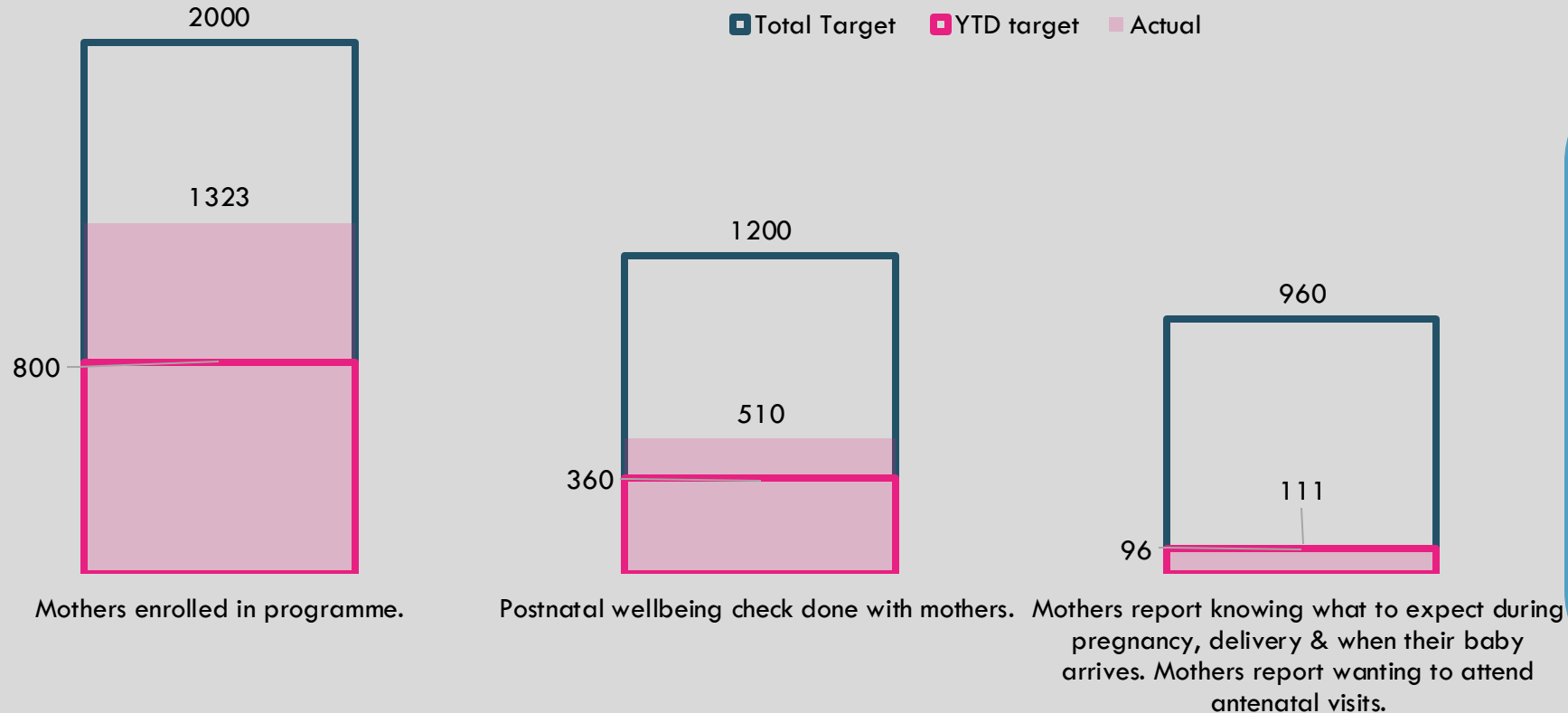
Emotional wheel:

to identify & manage emotions.

Results



Performance vs Paid Targets



Will only be evaluated in Q4 as this is an average increase on annual number.

150
Mothers' postnatal visits within 6 days of delivery.

At the start of the 2nd quarter of implementation the project is ahead on the first three paid targets.

Outcomes

155 can **name their feelings** and **identify a coping strategy** using the emotional identification tool.



96% of respondents

111 know **what to expect** during pregnancy and childbirth and are **motivated to attend antenatal visits**.



93% of respondents

161 report that they **feel someone cares** about their wellbeing.



95% of respondents

29 of mothers report they **feel connected to their baby**.



100% of respondents

Mothers are achieving the outcomes they defined as important to them.

What is next?

The opportunity for change

There is **growing political will**, emerging **research & innovation** across Africa. If harnessed, these efforts can transform the life & life chances of mothers, children & communities.

In South Africa alone, investing in maternal mental health could also save USD 2.9 billion annually by reducing public health costs and increasing maternal productivity.



Integrating mental health into maternal health is a priority action area in South Africa's National Mental Health Policy Framework and Strategic Plan (reinforced by related policies and guidelines). Despite the enormity of the need and the potential for gain, the reality of how to practically provide mental wellbeing care to mothers is still challenging.

Trying to mirror solutions from the Global North will not work – lacking cultural fit and given the limited funding and resources that can be deployed.

Mma wa nnete offers emotional support, practical advice, and a sense of community, connecting me with others who are going through similar experiences. I enjoy group discussions, expert sessions, and social events, which can provide valuable insights and help me build relationships with others. Whether online or in-person, these groups can be a great way to feel supported and connected throughout my pregnancy journey!

- Participating Mother

To continue to deliver in Limpopo, reaching

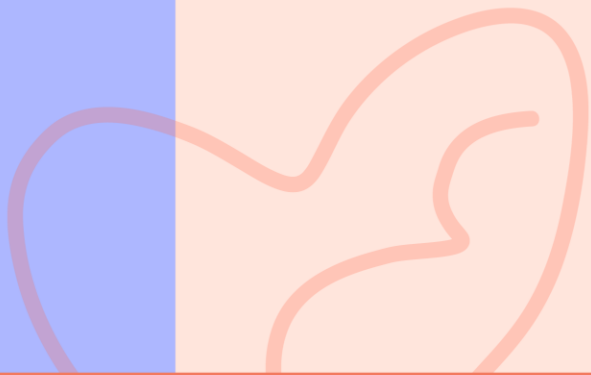
3,500
new mothers,

at a cost of
\$114
per mother.

Scaling to reach new communities and countries will come with additional set-up costs but quickly achieve the same level of cost-efficient impact.

Together, we can ensure no mother walks her journey alone.

THANK YOU



Mma we nnete
LET'S PREPARE TOGETHER





GOVERNMENT OUTCOMES LAB

Audience Q&A



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Health systems reform and resilience: Advancing health through cross-sector partnerships

Stefanie Tan

Assistant Professor, Institute of Health Policy, Management and Evaluation, University of Toronto

Social Outcomes Conference | 5 September 2025

**A key policy priority
worldwide is developing
resilient health systems
to withstand future
emergencies**



**Structural
resilience**

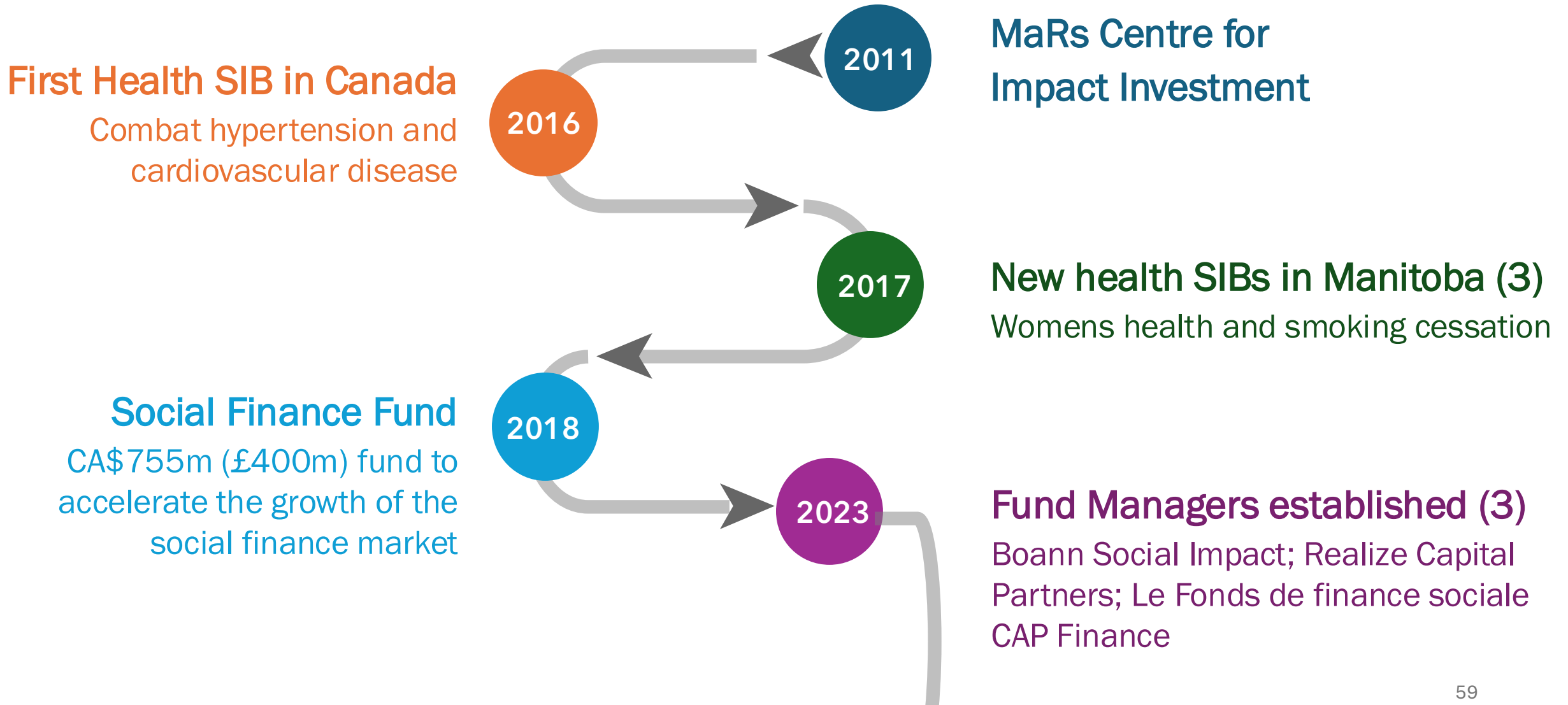


**Organizational
resilience**



**Adaptive and
transformative
resilience**

Canada's journey with outcomes-based contracts in health



Restoring the Sacred Bond

- Improving antenatal care in First Nations communities
- Partnership with Government of Manitoba (PC-led 2016-2023) and Southern First Nation Network of Care

Activate Program

- Encouraging healthier diets and exercise
- Partnership with Federal Government and Public Health Agency of Canada delivered by the Heart and Stroke Foundation of Canada

Fostered resilience:
Interim results suggest projects enabled flexibility and collaboration.

External shock:
Projects not renewed after change in government

Enabling conditions and challenges for embedding RBF and building health system innovation and resilience

Leadership and political commitment to RBF and evaluation

Partnerships that promote flexible and creative responses

Empowering bottom-up implementation

Collaboration across health and community settings

Fragmentation in health systems

Lack of political will and external shocks

Human resources for health



GOVERNMENT OUTCOMES LAB

Case studies' response



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Final Q&A



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Coffee break

UP NEXT:
Big Picture from 4pm





**GOVERNMENT
OUTCOMES
LAB**

Deep Dive: Where next for international development and humanitarian aid?

Chair: Dr Harry Bregazzi, University of Oxford



@Government Outcomes Lab



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Session engagement

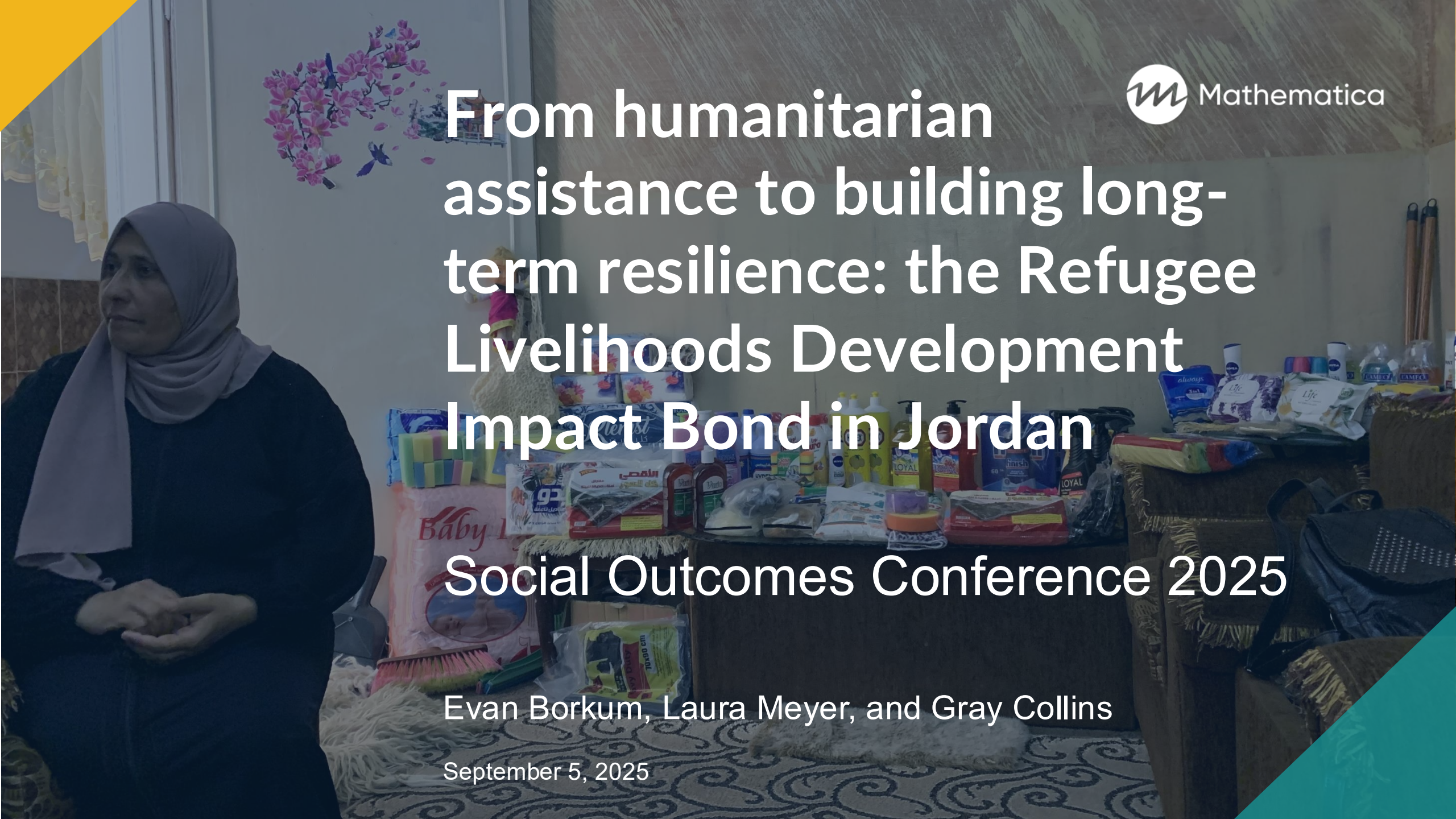
- Live from the Blavatnik School & online via Zoom
 - **In person:** you can still join Zoom, but please keep your audio off.
 - **On Zoom:** introduce yourself in the chat and make sure your name and organisation are visible.
- We will use **Slido** for questions from both online and in-person participants.
- Hybrid sessions will be **recorded** & shared on the GO Lab website, alongside the programme and slides.
- The **GO Lab team** is ready to help you both online and in person.





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From humanitarian assistance to building long-term resilience: the Refugee Livelihoods Development Impact Bond in Jordan

Social Outcomes Conference 2025

Evan Borkum, Laura Meyer, and Gray Collins

September 5, 2025



Context for the DIB

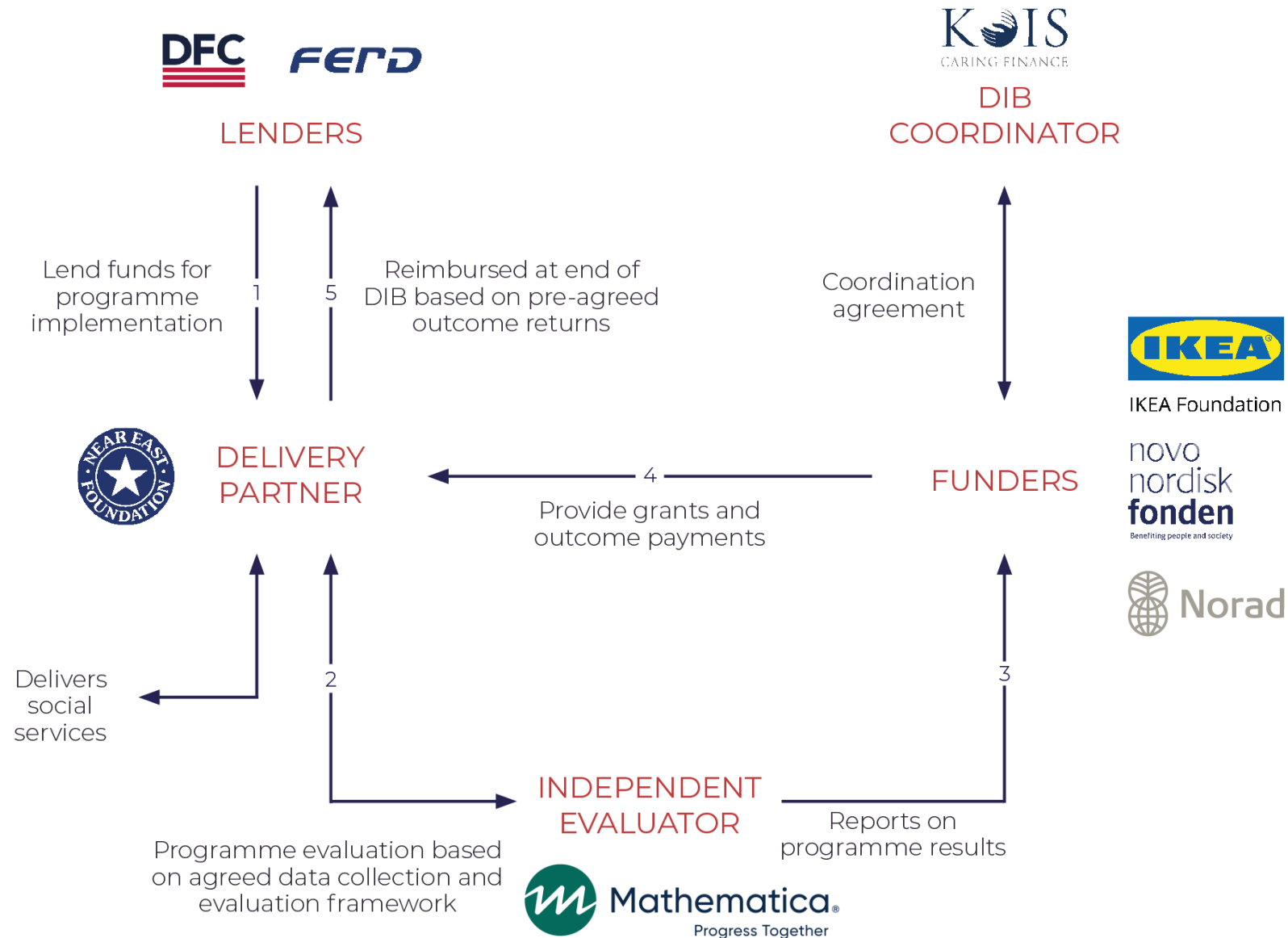
- The Syrian civil war, which began in 2011, generated the world's largest refugee crisis since the Second World War
- As of 2024, Jordan hosted about 620,000 registered Syrian refugees, most living in urban host communities
- The refugee response eventually moved from short-term humanitarian support to a long-term, development-oriented approach to build self-reliance and resilience among Syrian refugees and vulnerable host communities
- However, despite improvements by the start of the 2020s, many refugees have still been unable to attain secure livelihoods



The DIB-funded livelihoods program

- A micro-entrepreneurship program, built on similar work conducted by NEF in Jordan and Lebanon since 2013
- NEF partnered with local CBOs to identify participants and deliver the program to three cohorts in five locations across Jordan
- 5,660 total program participants: 83% women, 30% refugees, 23% youth, 12% existing business owners
- Core program components:
 - 5-day business skills training, culminating in a business plan
 - Cash grants, awarded to 6 in 10 participants (588 JOD or PPP \$2,187 on average)
 - Post-grant support via mentorship and small-group coaching

Structure of the \$9.8 million DIB





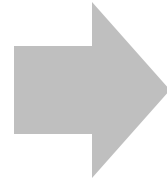
Evaluation approach

1. **IGA validation:** IGA survey with 600 grantees per cohort, 10 months after grants were disbursed (*Primary payment metric: percent of grantees with active IGAs after 10 months*)
2. **Impact evaluation:** Matched comparison group design using survey data to compare outcomes of 757 Cohort 1 participants after 23 months to 890 similar Cohort 3 participants who had recently started the program (*Secondary payment metric: impact on household consumption after 23 months*)
3. **Qualitative study:** Focus groups with Cohort 1 and 2 program participants and key informant interviews with implementers

Findings: The program model set up participants for initial success in establishing and managing profitable businesses

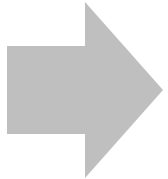
Activities and Outputs

- NEF and their partner CBOs used **data-driven adaptive management** to improve services over time.
- **CBO engagement was an important part of the program's success.** CBOs helped to support recruitment and built participant trust in the program; CBOs in turn benefitted from capacity building.
- **The core business skills training, cash grants, and post-grant mentoring provided a strong foundation** for microenterprises.
- **Qualitative data pointed to some possible improvements** to facilitate success in the grantmaking process.



Short-term Outcomes

- **The business skills training helped participants develop critical business skills.** Most grantees reported implementing small business management best practices that are correlated with strong business outcomes.
- **About 10 months after grant disbursement, almost all grantees' businesses were still active (IGA metric value: 98 percent)**
- **The vast majority of businesses were earning positive profits,** generating average take-home incomes of 98 JOD per month (PPP \$339) for household use.



Findings: This led to positive impacts on wellbeing after two years, although some groups benefitted more than others

Medium- and long-term outcomes

- 
- **Grantees' businesses served as sustainable sources of income.** About three-quarters of grantees' businesses were still active after two years.
 - **Average annual household consumption was 10 percent higher** for Cohort 1 participants who completed the program two years prior than in a comparison group of future participants (636 JOD; PPP \$2,366). **(Consumption metric value: 0.22 standard deviations)**
 - **However, more disadvantaged groups such as women, refugees, and poorer households experienced smaller impacts**, reflecting greater barriers to entrepreneurship
 - **Impacts on consumption were almost exclusively driven by grantees.** Cohort 1 grantees experienced 15 percent higher consumption than the comparison group (945 JOD; PPP \$3,515), with little impact for non-grantees.

The program was highly cost-effective, with an estimated 10-year benefit-cost ratio of 2.16 based on household consumption benefits



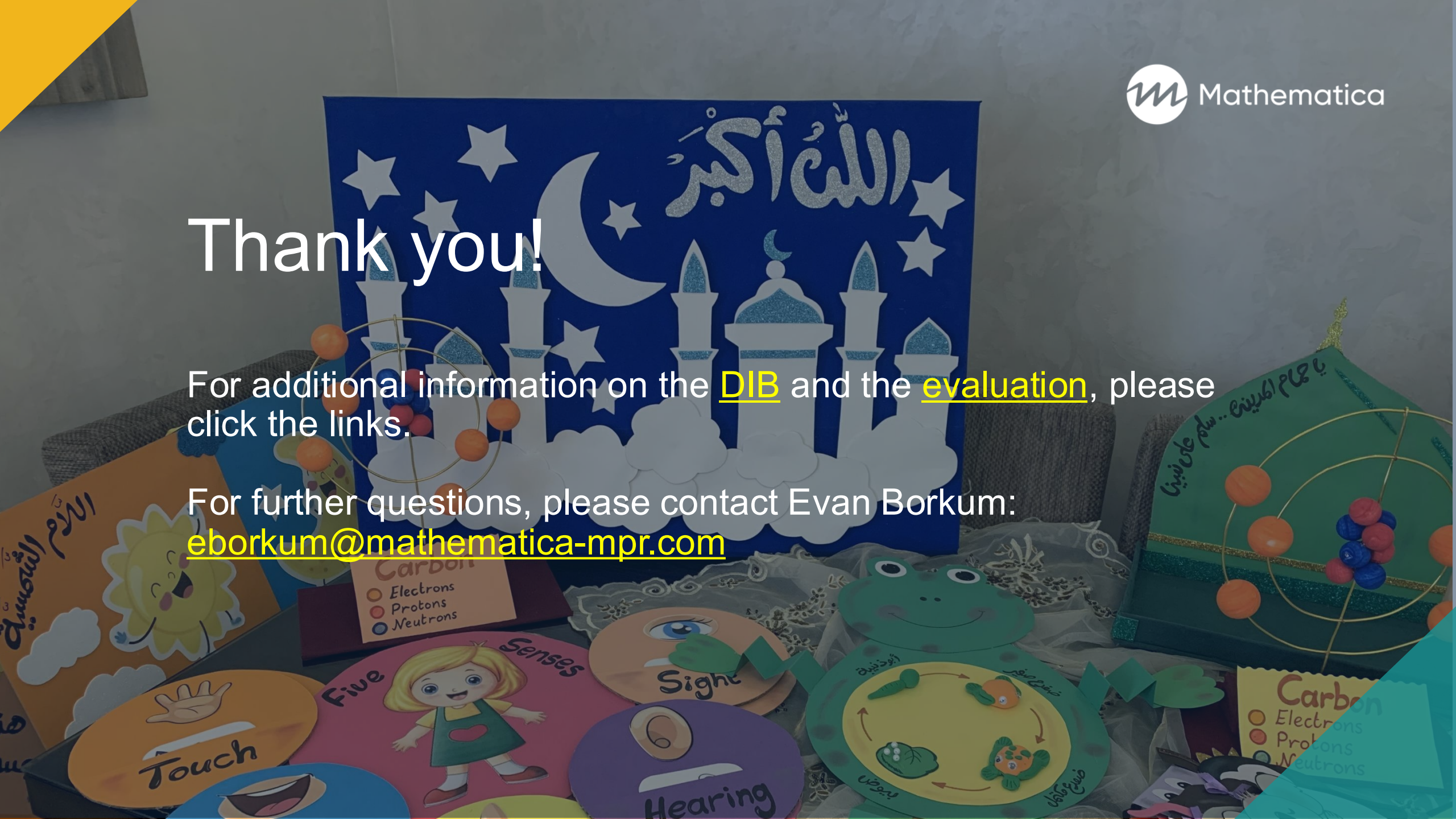
Selected conclusions and recommendations

- ✓ **Consider results-based funding models** that can bring together private and public partners, provide stable funding, and offer flexibility for implementer-led innovation
- ✓ **Carefully select and build the capacity of local CBOs** to serve as vital partners throughout implementation
- ✓ **Include meaningful cash grants** in entrepreneurship programming to help participants overcome financial constraints
- ✓ **Provide additional, targeted supports** to subgroups such as women and refugees who face more barriers to income-generating activities—both during and after the program
- ✓ Recognize that **entrepreneurship offers a promising path out of poverty for some** but is not a catch-all solution

Thank you!

For additional information on the [DIB](#) and the [evaluation](#), please click the links.

For further questions, please contact Evan Borkum:
eborkum@mathematica-mpr.com



The use of Development Impact Bonds in Palestine: first experiences and future possibilities

Marcelo Marzouka

Legal Director, Sunbird Finance

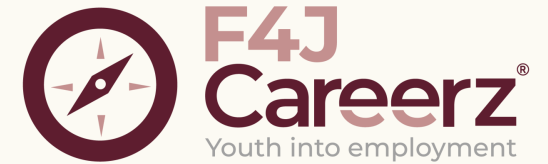
LL.M candidate, Georgetown University Law Center

Social Outcomes Conference 2025, University of Oxford
September 2025



F4J & F4J Careerz

Finance for Jobs (F4J) Youth Employment Development Impact Bond (DIB I & II)



- Aim: **Sustained employment for Palestinian youth** by providing tailored, demand driven employment programs.
- In-class and hands on skills training, internships, coaching, mentoring, job placement support, and in work support.
- Sole **results-based** employment program in Palestine, with **independently verified results**.

The occupied Palestinian Territories

Context

- High costs of living.
- **Unemployment:** 31% (WB, April 2025) / 45% (Gaza, Sept. 2023).
 - Informality: Over 65% of employment is without formal contracts.
- **Poverty:** Over 40% of employed Palestinians didn't earn the minimum wage (2023).
- **Political instability**, military attacks, town blockades.
- The oPT is dependent on donor funding. **Demands for higher accountability.**
- In 2021, **donor aid fell** to 1.8% of GDP, compared to 27% of GDP in 2008.

Investors



**The Palestine F4J
Impact Bond (DIB I)**

Palestine Investment Fund (PIF)



Sovereign wealth fund of the State of Palestine, established in 2003 with a **paid-in capital of USD 625 million**.

As of December 31, 2024, PIF manages approximately **USD 920 million in assets**, having **distributed over USD 1.1 billion to shareholder** since inception.

Plays a central role in mobilizing private capital for sustainable development, acting as both investor and enabler.



VISION STATEMENT

Develop A Self-reliant,
Independent, And Vibrant Economy,
Ensuring A Prosperous Future
For Palestine.



MISSION FOCUS

Foster sustainable economic growth
by leading development of critical
infrastructure, empowering key
industries, attracting strategic
investments, and operating as a
high-performing organization that
delivers long-term value.

F4J DIB I

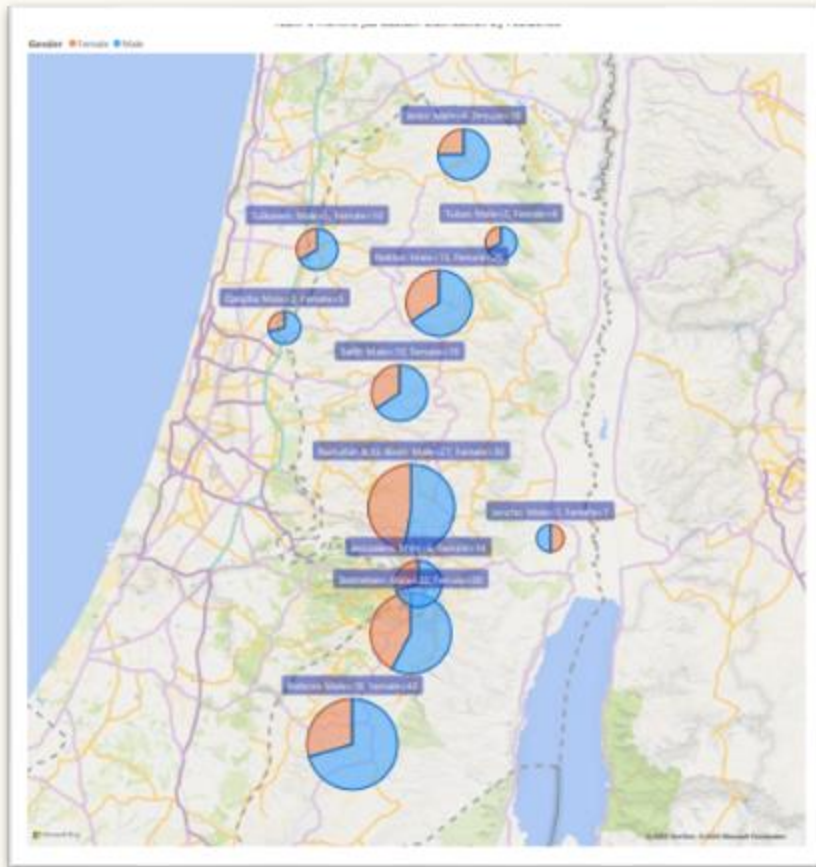
Results

	World Bank Goal	Results (April 2024)	Women's participation
Acceptance to programme	1.240	1.380	47%
Training start	1.165	1.350	48%
Training completion	1.010	1.087	51%
Job start	461	658	41% (vs 30%)
3-month job sustainment	370	604	41%
6-month job sustainment	322	546	39%

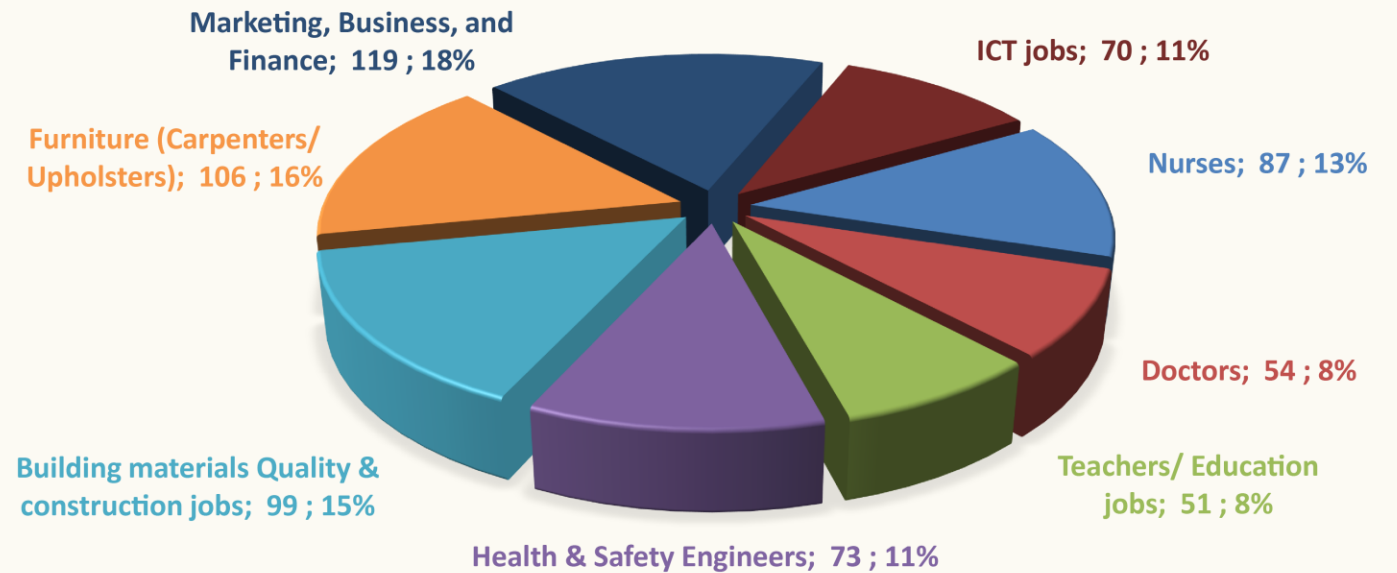


F4J DIB I

Results: Diverse Jobs portfolio



F4J DIB Jobs: a diverse jobs portfolio



F4J DIB I

Expansion to Gaza



- In April 2023, the DIB reached its **Outcomes Contract cap**.
- Investors decided:
 - (i) **continue fund services** until June 2024 (beyond the OC end date).
 - (ii) **pilot services in Gaza** with 3 projects.
- **Interrupted.**
- **BUT** remains as a **path for future: results-based, accountability and local involvement.**

F4J DIB I

Lessons learned: adaptation & endurance

- DIB invested in a **portfolio of multiple job types and sectors**, serving **youth from diverse backgrounds**.
- Successful projects responded to **employers' hiring needs**.
- DIB internships are short and focused.
- **COVID-19:**
 - Hybrid training;
 - Prioritized health sector;
 - Online centralized verification system.



F4J DIB I

Lessons learned: DIB virtues for resource use

- World Bank payments to the SPV are tied to **KPIs**, designed to **encourage employment**.
 - Payments for training support cashflow.
- **Female employment** tariffs have a **15% premium**.

Payment from 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%	

F4J DIB I

Lessons learned: DIB virtues for resource use

- **Efficacy:**
 - No subsidies to employers or youth.
 - No internships or indirect jobs counted as jobs.
- **Efficiency:**
 - **Decreased bureaucracy.**
 - **Investors carry financial risk.**
 - SPs shifted focus from training activities to job outcomes.
- **Transparency & Accountability:**
 - **Independently verified jobs:** must be tailored to Palestine's informal economy.
 - Encourages **local employers' and SPs' roles.**

F4J DIB I

Lessons learned: new sources of funding

- **Investors:** Upfront working capital; take financial risks; implementation oversight and governance.
- **Outcomes funders:** strategic direction; review SP proposals; pay for verification services and impact evaluation.

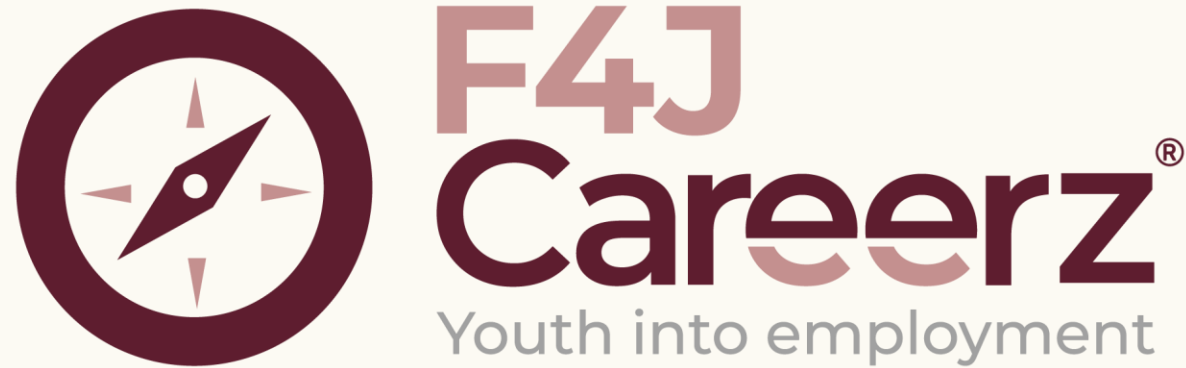
Diaspora engagement.



- **Local stakeholders:** Key local market knowledge.
- **DIB manager:** strategic co-design, implementation and monitoring for value-add.

F4J DIB I

Transition to DIB II: F4J Careerz



Coffee break

UP NEXT:
Big Picture from 4pm





GOVERNMENT OUTCOMES LAB

Deep Dive: Building Blocks - Data and Outcomes in Education Systems

Chair: Dr Mara Airoidi, University of Oxford



@Government Outcomes Lab



golab.bsg.ox.ac.uk

Session engagement

- Live from the Blavatnik School & online via Zoom
 - **In person:** you can still join Zoom, but please keep your audio off.
 - **On Zoom:** introduce yourself in the chat and make sure your name and organisation are visible.
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Building Blocks - Data and Outcomes in Education Systems



**GOVERNMENT
OUTCOMES
LAB**



Dhir Jhingran
Learning and Language
Foundation



Louise Albertyn
Education Outcomes
Fund



**Maria Florencia
Guerzovich**
Grupo Politeria



Mara Airoidi
University of Oxford
Chair



Dr Rachel Hinton
UK FCDO



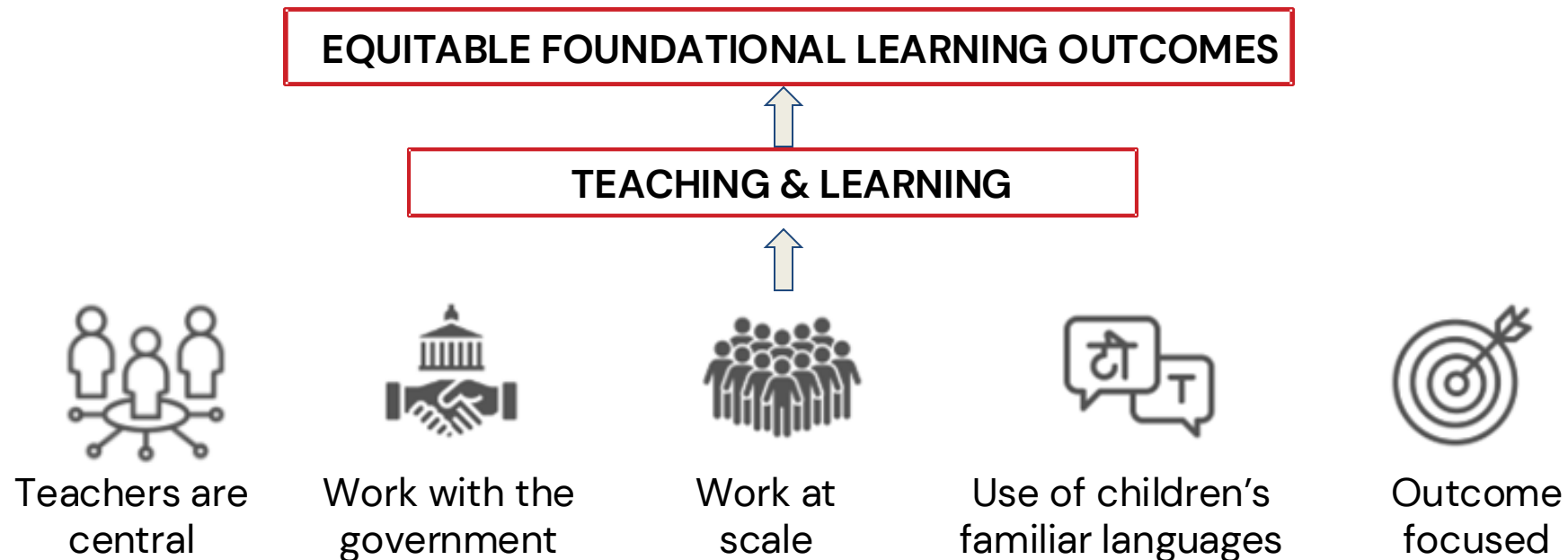
From Data to Decisions: Unlocking the power of FLN Data for Systemic Change

Social Outcomes Conference 2025
Language and Learning Foundation

About Language and Learning Foundation (LLF)

Our Northstar:

By 2030, improve learning outcomes of 60M children and reduce learning disparities in early childhood and primary grades.



INDIA'S FLN MISSION

NIPUN Bharat Mission

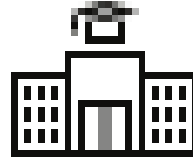
- Foundational Literacy and Numeracy (FLN) for all children by Grade 3 across all Indian states
- 200+ million children in the target group
- System transformation at unprecedented scale
- Foundation for all future learning



Despite Unprecedented Data Collection...



Massive investment in
monitoring systems



Regular large-scale data
collection from schools



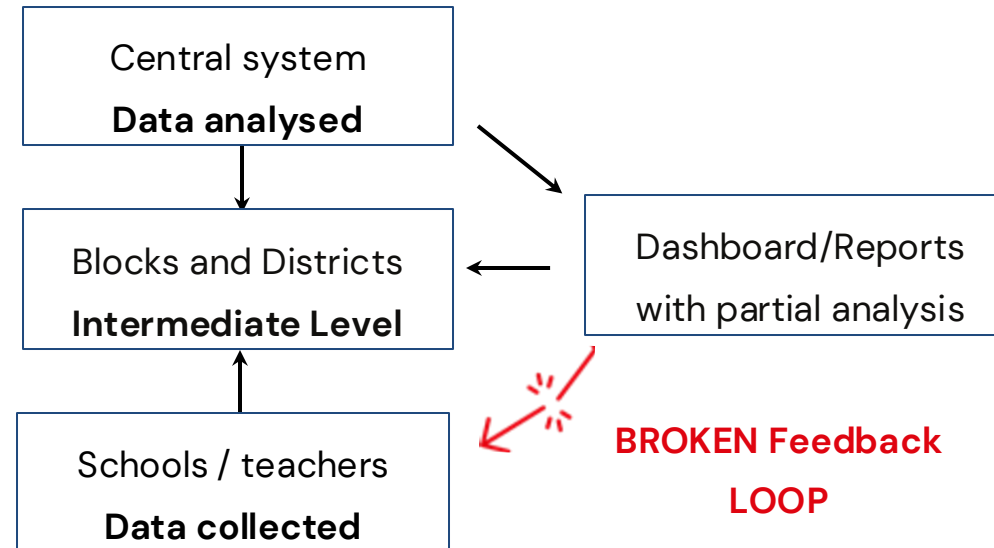
But... data is not improving
classrooms, the feedback
loop is broken



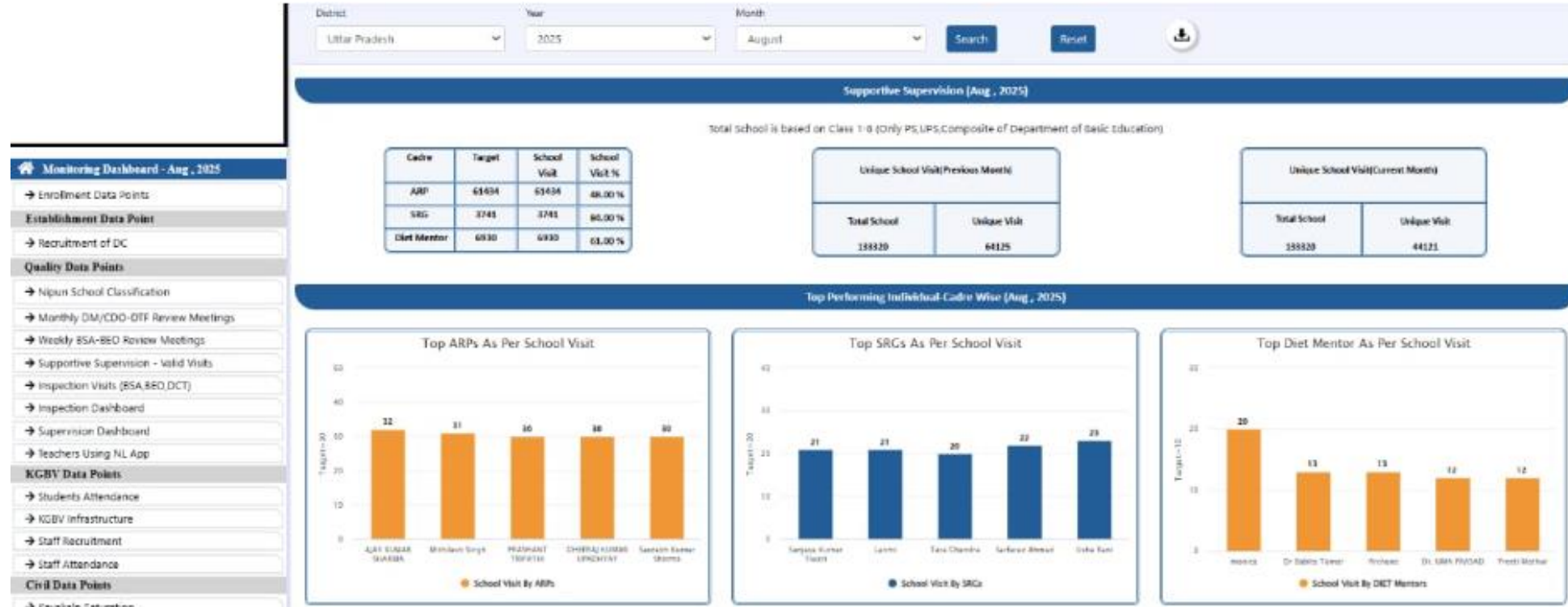
Middle Tier best placed to
act on data is overburdened
with admin tasks



3 million data points flowing into
state system in just **one month**
(Uttar Pradesh)



Data Collection $\neq$ Data Use



Uttar Pradesh Dashboard



How do we bridge this gap?

Our learnings from working with
multiple state governments on FLN
implementation

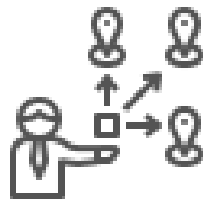
What's working well



Regular monitoring of **teaching practices institutionalized nationwide**



Digital infrastructure enabling **real-time data entry and transmission**



Classroom visits
becoming a standard
practice



Standardized metrics
improving data quality
and consistency



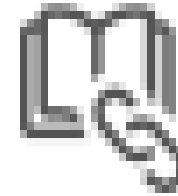
Routine observations
by block- and district-
level officials

Existing challenges



Emphasis on quantity over quality

monitoring focused on compliance
(number of schools visited)



Weak linkage to academic improvement

programmatic/administrative data
prioritized over classroom practices



Data inflation

pressure to report 80–90%
target achievement



Absence of feedback loop

teachers rarely access or
utilize the data



No timely analysis

large data volumes generated
but with minimal insights

Classroom Observation Data Analysis of 5 Districts, September 2024

	Usage of Sadarshiksha	Usage of Shikshan Yojana	Usage of Shikshan Samagri	% of Print Rich Displayed in Class	Student Centric Class Rating	Group Activity & Peer Learning	Home Work	Remedial Teaching	Lekhan Karya	Filling of NIPUN Talika	Overall rating
Meerut	73%	80%	80%	70%	60%	86%	94%	78%	93%	66%	7
Jhansi	71%	80%	83%	73%	60%	84%	91%	72%	90%	63%	7
Lucknow	65%	80%	86%	79%	60%	83%	96%	81%	96%	73%	7
Rampur	88%	82%	79%	73%	40%	89%	97%	78%	98%	69%	7
Sultanpur	67%	79%	84%	68%	60%	89%	94%	70%	94%	60%	7

Improvement Efforts

Strategy 1: Focus on fewer, better data items

Prioritize data that informs teaching



From 70+ indicators
to key actionable
metrics

Strategy 2: Training for data use (not just collection)

Focus on feedback, not just data entry



Training on classroom
observation and FLN
best practices

Strategy 3: Institutionalizing data review

Translate insights into action



Data dashboard review
as a standing agenda in
district/block meetings

Way Forward

Changes still needed

The strategic shifts we're advocating for:



1. Focus on HITS (High Impact Teaching Strategies)

Measure what matters for classroom instruction/learning



3. Establishing teachers as partners

Drive change through shared understanding, not top-down directives



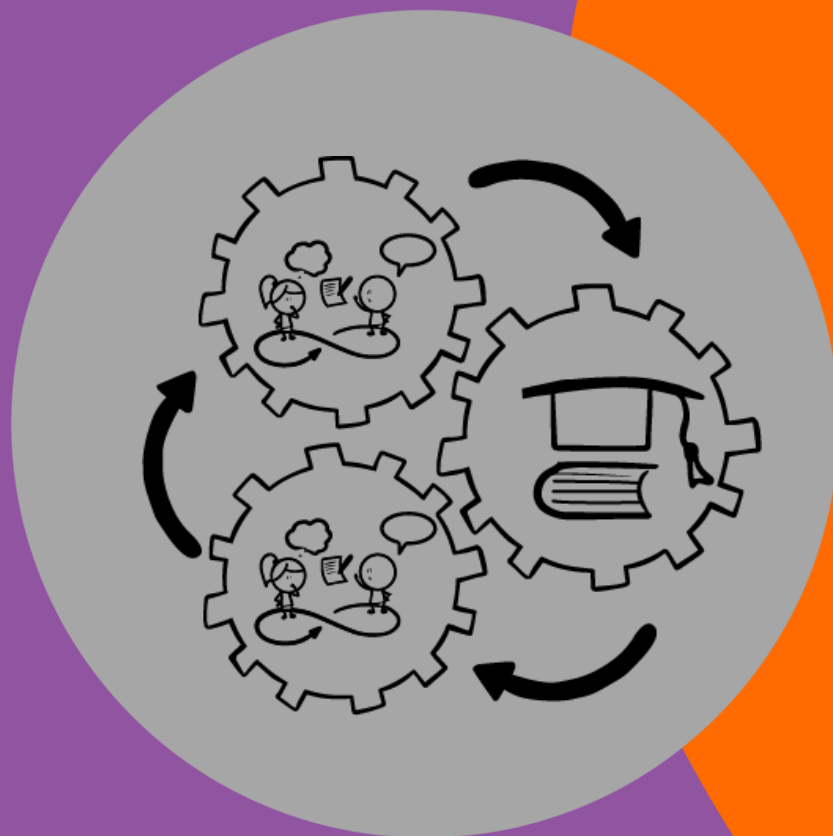
2. Trust in formative assessments and school-based follow up

Enable teachers to act on assessment insights for immediate instructional adjustments



4. Redefine Mid-Tier mandate

Mid Tier builds ownership and accountability for learning outcomes



LAYERING SOCIAL ACCOUNTABILITY INTERVENTIONS TO STRENGTHEN LOCAL EDUCATION SYSTEMS

An ex-post evaluation of two World Vision Dominican Republic Projects

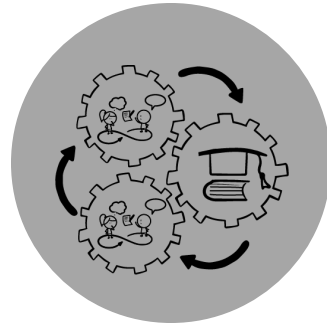
Florencia Guerzovich & Tom Aston

September 2025

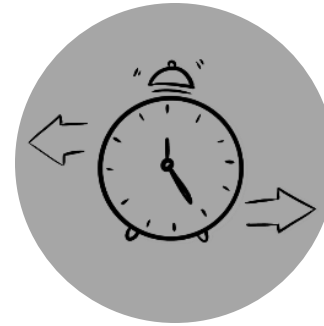
THIS CASE IS ABOUT



Understanding why and how to leverage social accountability as an **add-on that affects how school-based management works**, contributing to learning outcomes



Understanding the causal connection between **school level systems strengthening** (i.e. stakeholders are better able to use the system to solve problems and generate outcomes) and **policy outcomes** (i.e. scale up)



Working in a **politically savvy** way with **short-term cycles** for “slow” outcomes



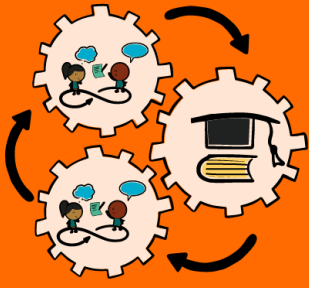
Incentivizing and supporting **useful monitoring, evaluation, learning and storytelling** for assessing complex, system-strengthening outcomes



When stories of progress in a collective journey are understood with a short-term post disbursement mindset, investment decisions lack systems-awareness

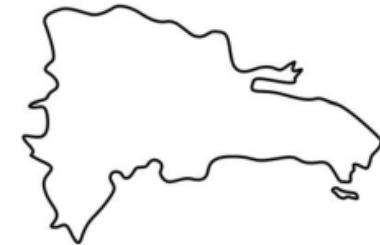
It pays-off to re-balance the global education evidence portfolio to address critical blindspots for decision-making

KEY FINDINGS



HOW DID TWO SOCIAL ACCOUNTABILITY PROJECTS CONTRIBUTE TO STRENGTHENING THE EDUCATION SYSTEM?

WHERE?

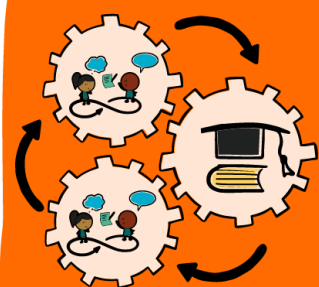


CONTEXT

DOMINICAN REPUBLIC SINCE THE LATE 1990s

- Low quality education is a constant
- Key stakeholders are moving across the system all the time
- Short term reform efforts are everywhere

KEY FINDINGS



**HOW DID TWO SOCIAL
ACCOUNTABILITY
PROJECTS CONTRIBUTE TO
STRENGTHENING THE
EDUCATION SYSTEM?**

WHAT?

FINDING

TWO APPARENTLY SILOED WORLD VISION
PROJECTS:

READ +



=



COMMUNITY
COMPONENT
USAID - FUNDED
2016 - 2020

WORLD BANK/
GPSA - FUNDED
2019 - 2023

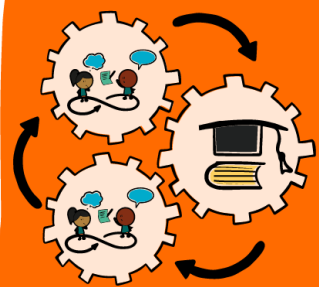
ADDED UP TO
SUM OF
THEIR PARTS

KEY FINDINGS

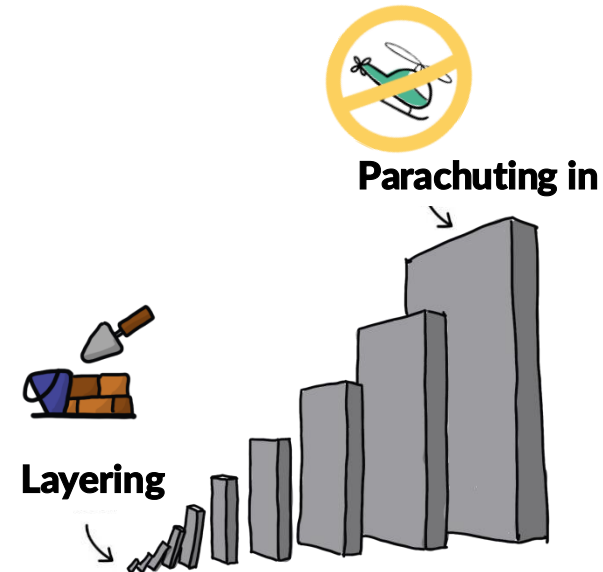


HOW?

Layering a strategy that works within the parameters of a system by placing new interventions on top of old ones in the hope that their **interactions** gradually shift the way the system functions over a period of time



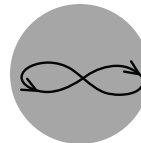
HOW DID TWO SOCIAL ACCOUNTABILITY PROJECTS CONTRIBUTE TO STRENGTHENING THE EDUCATION SYSTEM?





Social Accountability

ensures that communities are leading agents in their development story by:



Improving the quality of goods and services, making providers more responsive to citizens' needs



Primarily through monitoring and oversight of those goods and services



Citizens' collective efforts to hold power-holders to account



Providing a concrete mechanism to rework social contracts and strengthen local systems

KEY INSIGHT 1

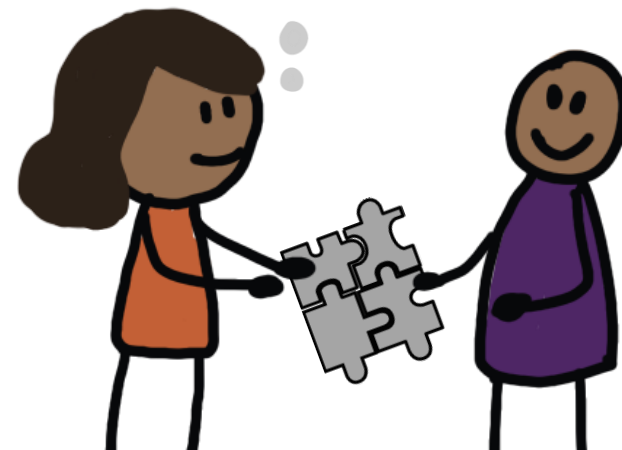
Many factors assumed to support learning are not present in the local education system

- ✗ Parents engagement
- ✗ Participatory school based management functions
- ✗ Continuity of short-term wins & more

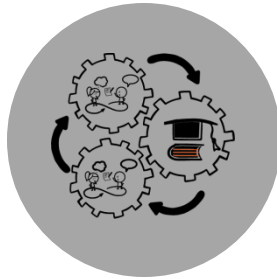


World Vision

Collaborative social accountability as an investment - address relational challenges through collective action and [problem solving](#)



PROCESS



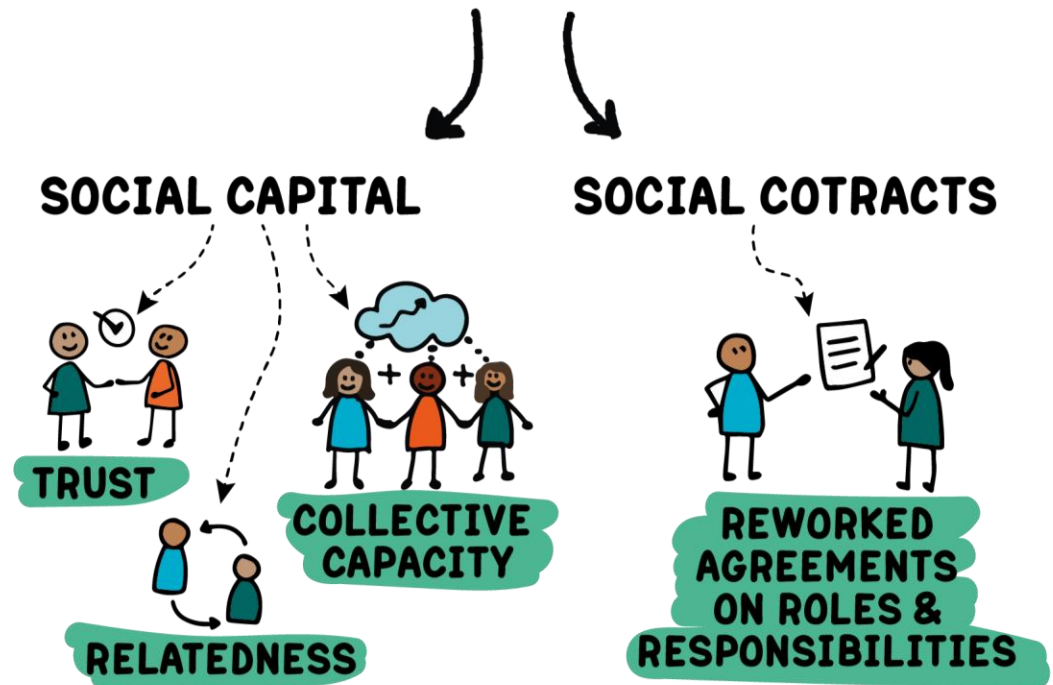
Communities seem to value these outcomes

Stronger (+functional)
System



Responsive Service Delivery

STRONG FOUNDATION



KEY INSIGHT 2



Layering Social Accountability in the Policy Process



World Vision's projects contributed to the co-production of a Protocol between authorities and civil society – this is a milestone that few social accountability interventions can claim.

The Protocol does not replace existing rules but makes productive adjustments to a pre-existing policy.

Relationships with staying power over time had an outsized influence to unlocking and sustaining positive outcomes.

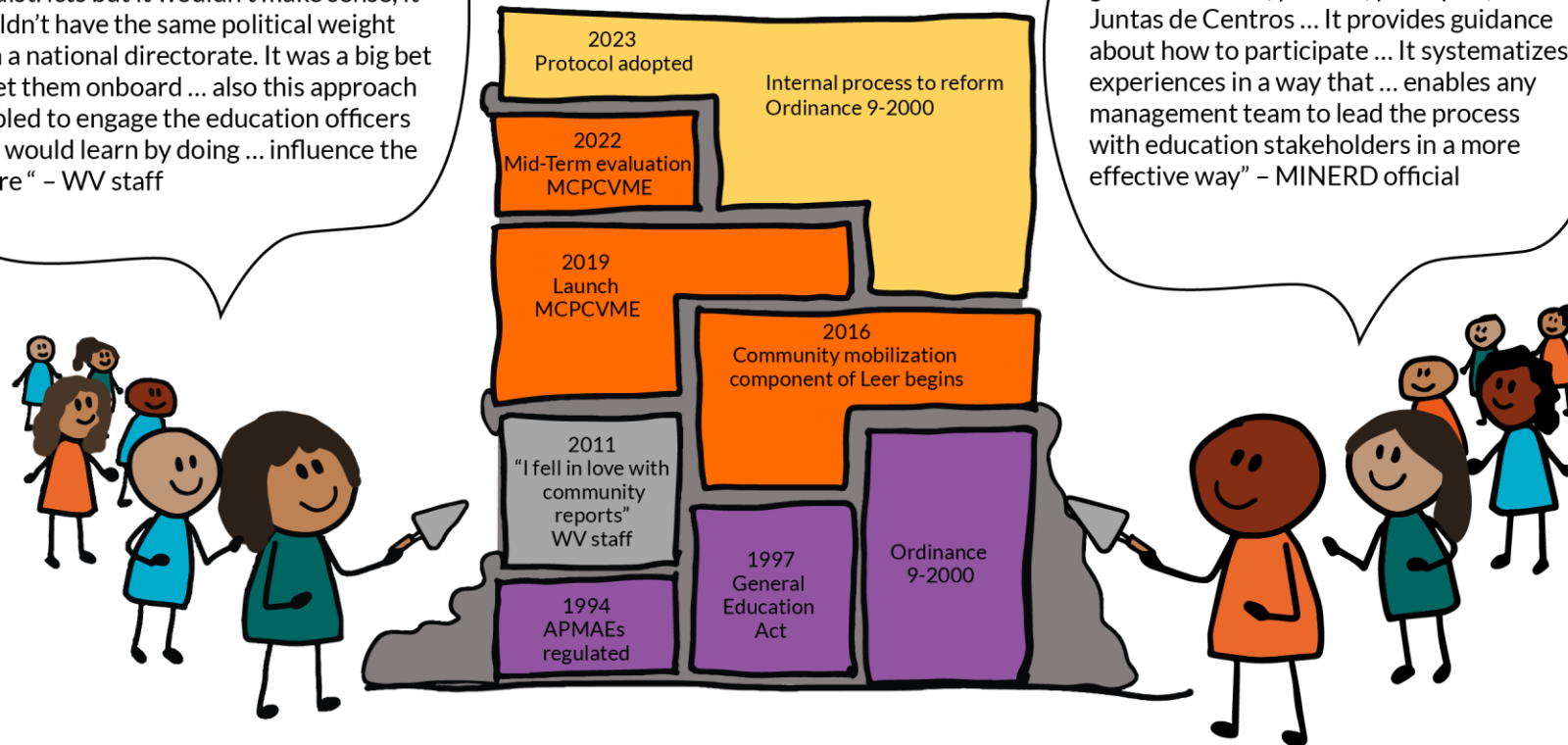
KEY INSIGHT 2

**You don't build “a medieval cathedral” on your own,
Don't expect a single style, or to achieve all in a single
project cycle**

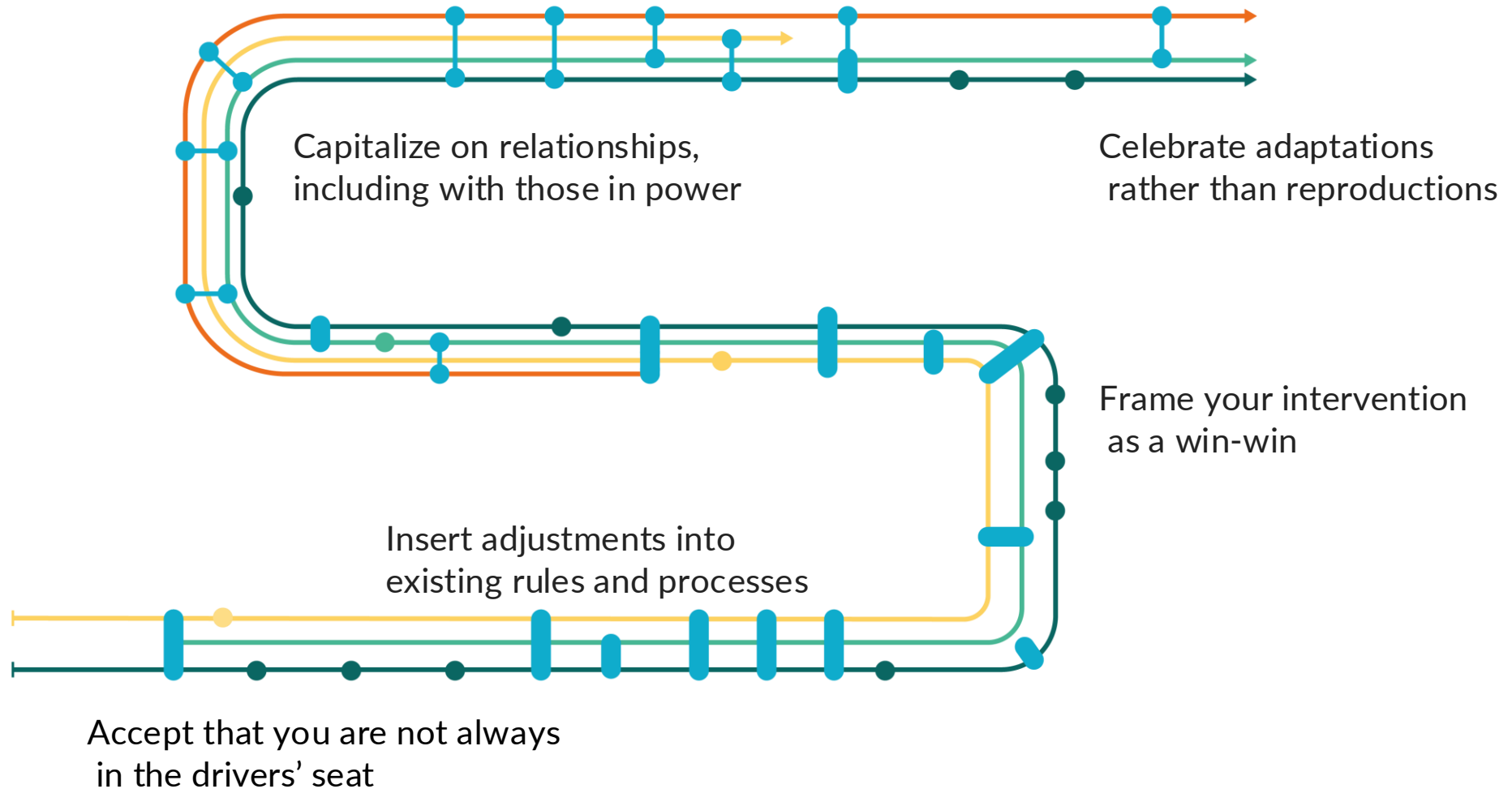


“[WV] need [the MINERD staff] for at least two reasons: we could have done it with the districts but it wouldn't make sense, it wouldn't have the same political weight than a national directorate. It was a big bet to get them onboard ... also this approach enabled to engage the education officers who would learn by doing ... influence the future” – WV staff

“[The Protocol] shows a path to follow... It guides teachers, parents, principals, and Juntas de Centros ... It provides guidance about how to participate ... It systematizes experiences in a way that ... enables any management team to lead the process with education stakeholders in a more effective way” – MINERD official



KEY INSIGHT 2



RECAP



The evaluation's main finding is that systems strengthening is a story of the contribution of actors, relationships, and relational infrastructures to complex outcomes.

These "bricklayers" include a small number of loosely networked, closely connected actors in civil society, donors, experts, and reformers in government who changed positions in the system during the period studied.

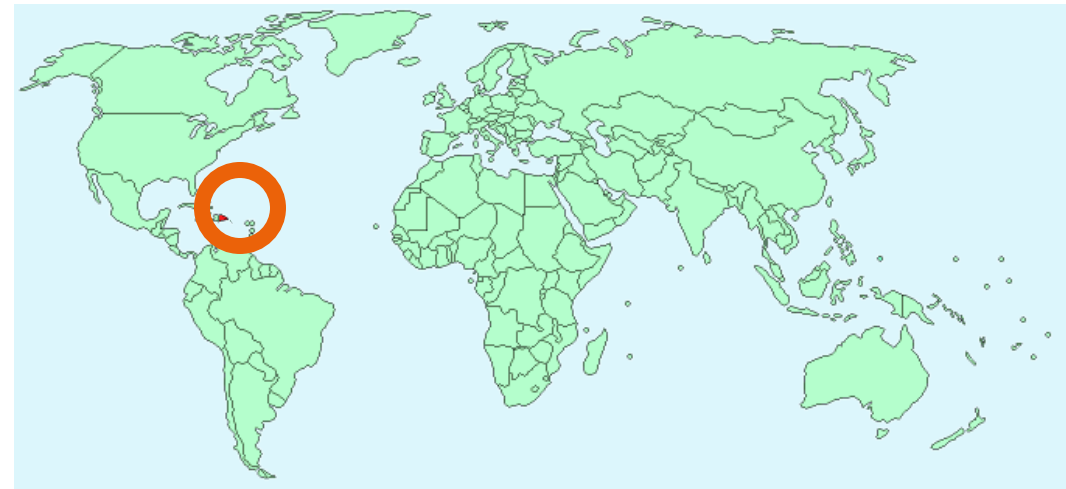
Collectively "bricklayers" have staying power and embark on a process that they know will take others and time, but that illustrates how social accountability projects can be a vehicle to strengthen a democratic system that delivers

WHERE might Dominican lessons about layering TRAVEL?

Other causal pathways might fit
other education systems better

Transferable to similar political economy settings:

- Hierarchical education systems
- Frequent changes with electoral cycles due to political clientelism and short-term reform cycles
- Strong blockers
- Middle-income staffing & fiscal space



What if I want to monitor outcomes over time in real-time?



Source: Adapted from Wadeson and Guerzovich, 2023

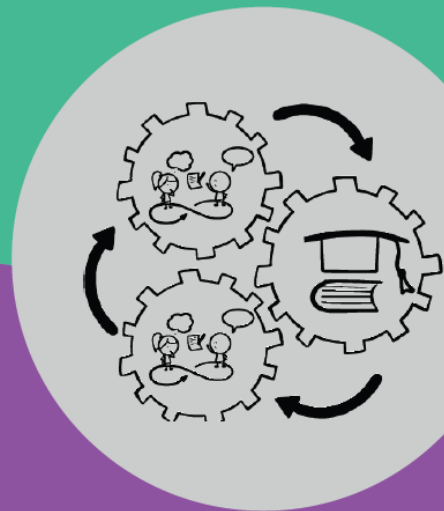
READ MORE



Ex-post evaluation of USAID- and World Bank-funded social accountability programming in the Dominican Republic

Layering **Social Accountability** Interventions to Strengthen Local Education Systems

September 2024



Florencia Guerzovich
Tom Aston



<https://www.wvi.org/layering-social-accountability-interventions-strengthen-local-education-systems>



METHODS

METHODS

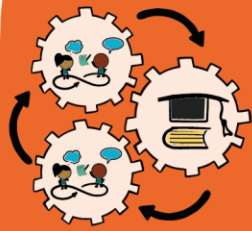


This is a theory-based exercise using a systems lens, **bricolaging, process-tracing** and other relevant methods such as **comparative analysis**



The evaluation was conducted between **April and July 2024**.

It was sponsored by **World Vision-US Accelerator Fund** and the cases, tools, and approaches reflect the desire to build the evidence base for the organization's social accountability approach as well as **support innovation in monitoring, evaluation, and learning (MEL)** for stronger local systems' programming.



HOW DID TWO SOCIAL ACCOUNTABILITY PROJECTS CONTRIBUTE TO STRENGTHENING THE EDUCATION SYSTEM?

CONTEXT

DOMINICAN REPUBLIC SINCE THE LATE 1990s:

- Low quality education is a constant
- Key stakeholders are moving across the system all the time
- Short-term reform efforts are everywhere

FINDING

TWO APPARENTLY SILOED WORLD VISION PROJECTS:

READ

+



ADDED UP TO
SUM OF
THEIR PARTS

COMMUNITY
COMPONENT
USAID - FUNDED
2016 - 2020

WORLD BANK/
GPSA - FUNDED
2019 - 2023

NEW APPROACH TO EX-POST EVALUATION CHAPTER 2

1. Put front and center the people & relationships that are:
 - The interventions
 - The thread that ties the system together
2. Bring intertemporality
3. Think of outcomes as moving and modulating targets that contribute to systems strengthening thanks to their coherence



GLOSSARY

Layering: is a strategy that works within the parameters of a system by placing new elements on top of old ones in the hope that their interactions gradually shift the way the system functions over a period of time

Resonance: Change happens by finding resonances with system change makers through deliberation, compromise & coordinated collective action

BRICKLAYERS EXERCISE THEIR AGENCY BY LAYERING SHORT-TERM PROJECTS & REFORM EFFORTS ON TOP OF EACH OTHER

At the school level, layering was used to strengthen relational infrastructures as well as to recombine and rearrange social accountability tools methodological principles and practices



Layering helped to dynamize, stretch and provide new meaning to existing laws regulating participation in school-based management

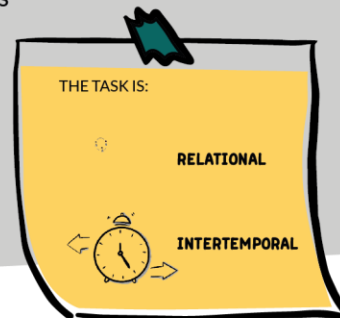


Contributed to strengthening school-based management, new practices in some schools communities (i.e. emergent outcomes which are effectively adaptations of the original input original intervention, CHAPTER 3)

Strengthening the system was about enhancing the functionality and leveraging the plasticity of some of its parts

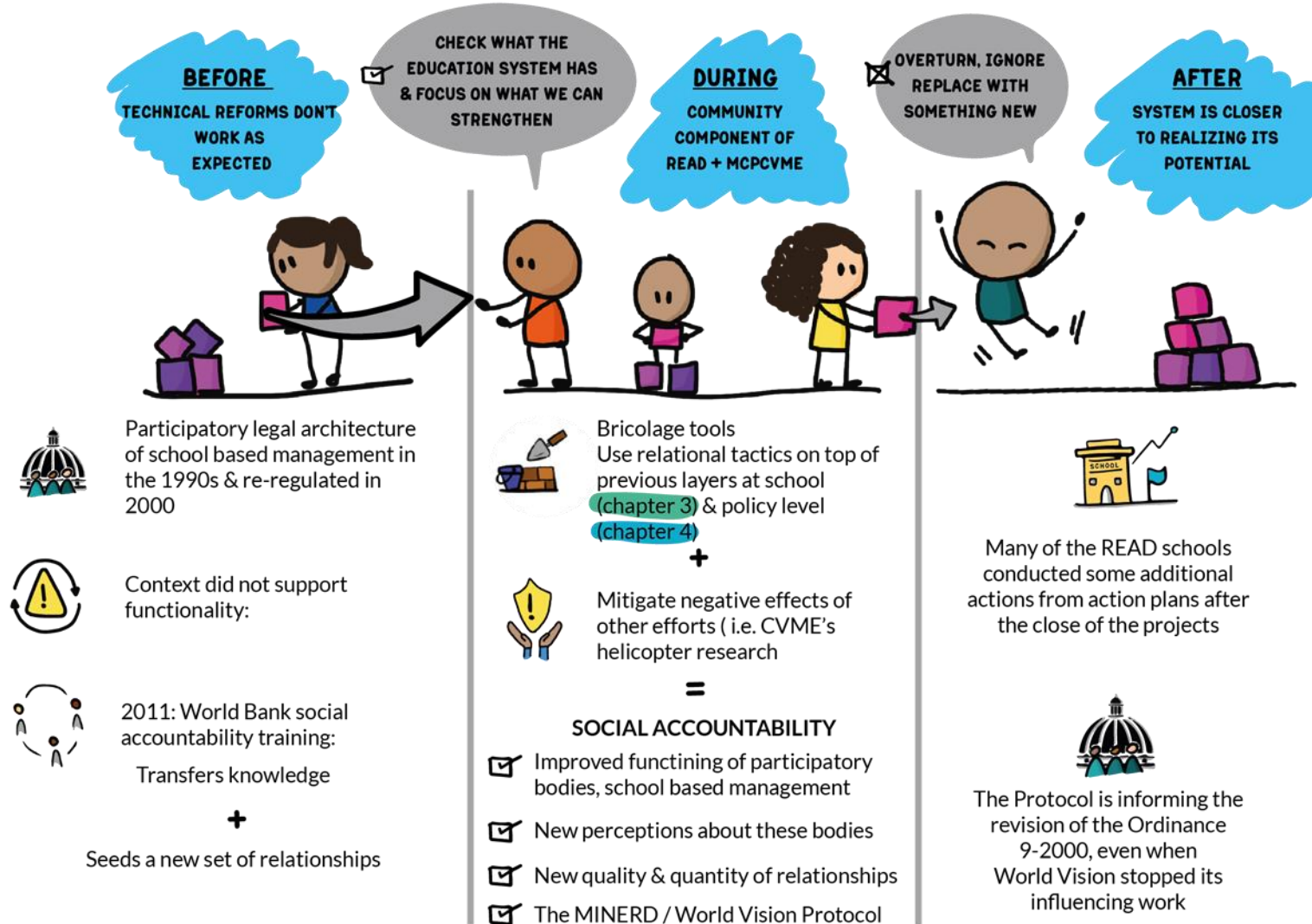


Key MINERD authorities and staff re-imagine and reach an agreement about how existing participatory structures might be put to work better in practice. Those agreements are codified in a MINERD / World Vision document that continues to inform discussions about reform efforts (CHAPTER 4 for Resonance at work via layering)



BRICKLAYERS (WV STAFF + PARTNERS) LAYERING

DIRECTION & FUNCTION TO SCHOOL-BASED MANAGEMENT REGULATION



SOCIAL ACCOUNTABILITY INTERVENTIONS CONTRIBUTED TO EDUCATION SYSTEM STRENGTHENING VIA A RELATIONAL AND INTERTEMPORAL PROCESS

FOR EVALUATORS ASSESSING

1+1 = 3 ? *over time!*

- Consider theory-based methods for casual evaluation of systems strengthening
- Refocus from interventions as tools & methods to interventions as people & relationships that bricolage and use those tools & methods
- Grapple with contexts where change, continuity, predictability, uncertainty & ambiguity coexist
- Cathedral thinking might help: a collective movie with moving targets and changing leading actors, rather than a single win attributed to a single actor
- Zoom in & out of casual hotspots to look at the loose connective tissue between micro and macro levels (chapter 2)

KEY INSIGHT 3



Smart Investments?



TRADITIONALLY

Data/ Tool / methodology as solution

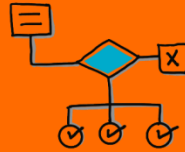
Model fidelity and control, whether investments fit with political dynamics or not

Short-term results, provided all things remain constant

Expect lack of sustainability and resilience as people and things change



Interventions



"Good" results



Time-horizons



Good results revisited

BRINGING TIME IN

Local agents as problem-solvers leveraging their relationships

Adaptation and compromises strengthen abilities and capacities for local networks to advance what they find useful

Allow for emergence and potential for longer-lasting results

Capitalize on the power of relationships and networks

ACKNOWLEDGEMENTS



World Vision-US Accelerator Fund sponsored this evaluation. We are grateful to Lauren Van Enk, Holta Trandafil, Michael Greer, Donald Mogeni, Roger Mitchell, Elicaury Bautista Bido, German Agudelo, Yusbelky Nuñez, Floraida Melo and others at World Vision team for their support and insights. Wanda del Pozo provided invaluable support for this project. We are also grateful to the contributions of staff from the World Bank and USAID and representatives of the Foro Socioeducativo *and* Universidad Autónoma de Santo Domingo. We are grateful to everyone who shared their experiences and insights for this piece of work, especially the principals, APMAE and *Junto de Centro* members in schools we visited: Mauricio Baez, El Quemado, Danilo Ginebra, Anibal Ponce, Alma Rosa Chotén, Club Rotario Km 4, and Los Conucos, and government staff (*técnicos*) in the districts visited and the Vice-Ministry for Decentralization. We are grateful to David Jacobstein and Andrew Meaux for useful feedback and encouragement. Deborah Eade and Juan Rizzo helped with editorial tasks and Aline Lorusso Busse and Deniz Ozgur with design support. All errors are the authors' own.

AUTHORS



Florencia Guerzovich is a consultant, thought leader, and systems convener with over 20 years' experience in working to embed evidence and learning governance and development strategies and programming from the global to the local levels. Florencia has led impact and learning work at the World Bank's Global Partnership for Social Accountability, Transparency and Accountability Initiative and collaborated with Open Society Foundations (OSF), Pact, and World Vision, among others, introducing adaptive management, political economy approaches, and applying portfolio/systems lenses to Monitoring, Evaluation, and Learning (MEL) and research. She also designs and delivers innovative upskilling activities through act4delivery.

Florencia has a PhD from Northwestern University in Political Science and Government and is a Member of the Independent Evaluation Panel of the Global Fund to Fight AIDS, Tuberculosis and Malaria, a Collaborating Researcher of Grupo Politeia, University of the State of Santa Catarina. She is Argentinean and lives in Brazil.

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Tom Aston is a Monitoring, Evaluation, and Learning (MEL) consultant with 18 years' experience. He is on the editorial advisory board of *Evaluation* and is an Honorary Associate at the Institute of Development Studies (IDS) at the University of Sussex. He was a Governance Advisor for CARE International (2012–2018) for Latin America, the Middle East and North Africa (MENA), and a Learning Advisor on the Partnership to Engage, Learn and Reform (PERL) program (2020–2021) in Nigeria. He led the principles strand in the global MEL contract for the UK government's Conflict, Stability and Security Fund (CSSF) and recently led several evaluations for the International Budget Partnership (IBP), World Vision, the World Bank, and has a current evaluation on anti-corruption for the Open Society Foundations (OSF). He has a PhD in Development Planning from University College London (UCL), with a thesis on the political economy of social protection in Bolivia.

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Coffee break

UP NEXT:
Big Picture from 4pm





**GOVERNMENT
OUTCOMES
LAB**

Deep Dive: Reimagining employment support through outcomes-based employment initiatives and relational practice

Chair: Dr Eleanor Carter, University of Oxford



@Government Outcomes Lab



golab.bsg.ox.ac.uk

Session engagement

- Live from the Blavatnik School & online via Zoom
 - **In person:** you can still join Zoom, but please keep your audio off.
 - **On Zoom:** introduce yourself in the chat and make sure your name and organisation are visible.
- We will use **Slido** for questions from both online and in-person participants.
- Hybrid sessions will be **recorded** & shared on the GO Lab website, alongside the programme and slides.
- The **GO Lab team** is ready to help you both online and in person.





Join at
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The Role of Incentives in Outcomes-Based Finance for Employment: The Jobs Boost example

▮ Stuart Theobald
5 September 2025

Understanding OBF Value

Conventional View: "Selective Efficiency"



- OBF eliminates waste by only paying for successful outcomes
- Value comes from avoiding payment when programmes fail
- Focus on choosing OBF over traditional grant funding

This Paper's Argument

The bigger value driver is **incentive effects** on implementation partners that reduce unit costs of outcomes and drive innovation.

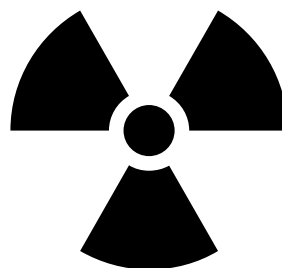
Shown through example of the Jobs Boost Outcomes Fund



Optimal Risk Allocation Framework

Risk should be allocated to the partner best able to...

Influence the
likelihood of the
risk materialising



Manage the cost
impact if it does
materialise

Absorb the cost if
it does materialise

Key Insight: Implementation partners are often better positioned than the state to manage operational delivery risks, leading to lower overall programme costs. But tail risks are expensive for implementation partners and may be lower cost for state to carry. Objective must be to minimise cost by allocating risks optimally.

The role of surplus

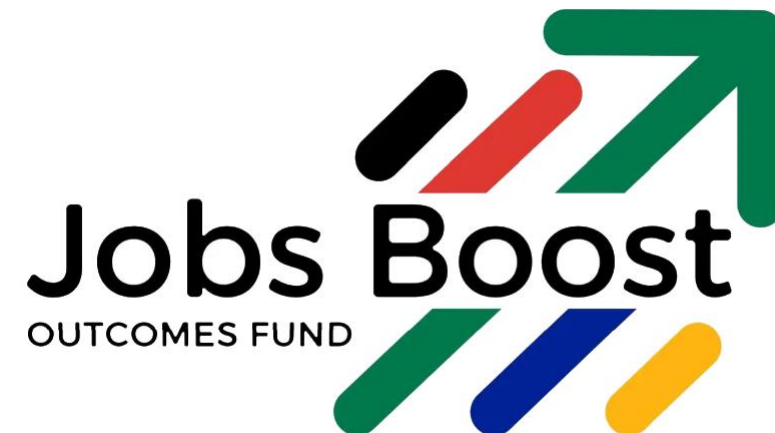
Why Surplus Matters

- OBF fixes outcome payments but leaves delivery methods open
- Partners can generate surplus by reducing delivery costs
- Both for-profit and non-profit providers have incentives to optimise
- Creates reward for taking risk

Critical Point: Surplus generation drives innovation and efficiency, but must be balanced against quality delivery through clear performance standards and competitive procurement.



Seeing it in action: Jobs Boost



\$18m

First phase total
budget

100

Initial expressions of
interest

12

Partners selected

5,400

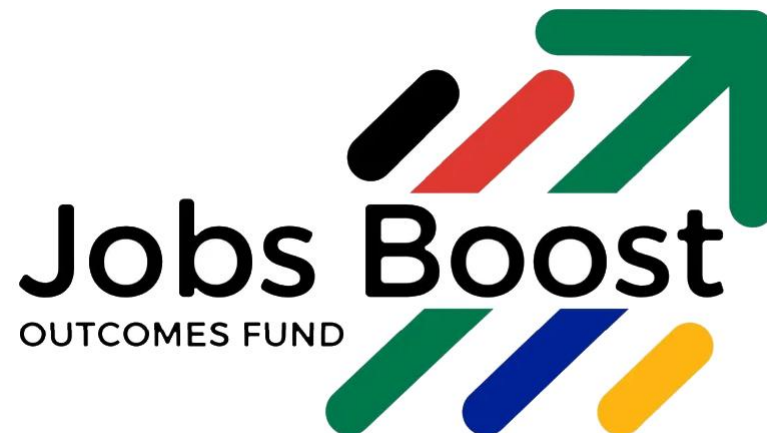
On track to reach
fourth milestone.
7,000 jobs created.

Key Feature: Competitive procurement with 163-question evaluation combining price and capability assessment.

Price discovery of outcomes

Input-output rules

- Eligible candidates: deprivation indicators
- Eligible jobs: full time, 12-month minimum



R35,757

Lowest cost per job

R164,802

Highest cost per job

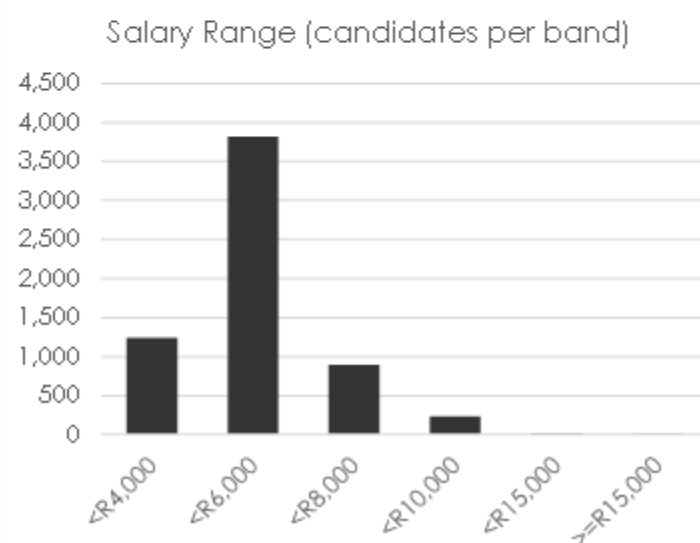
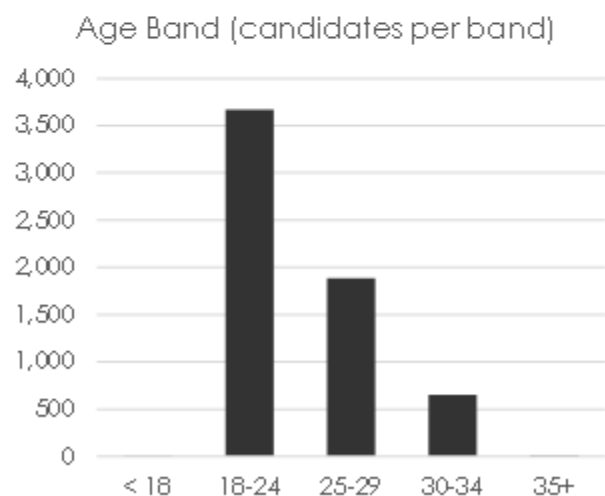
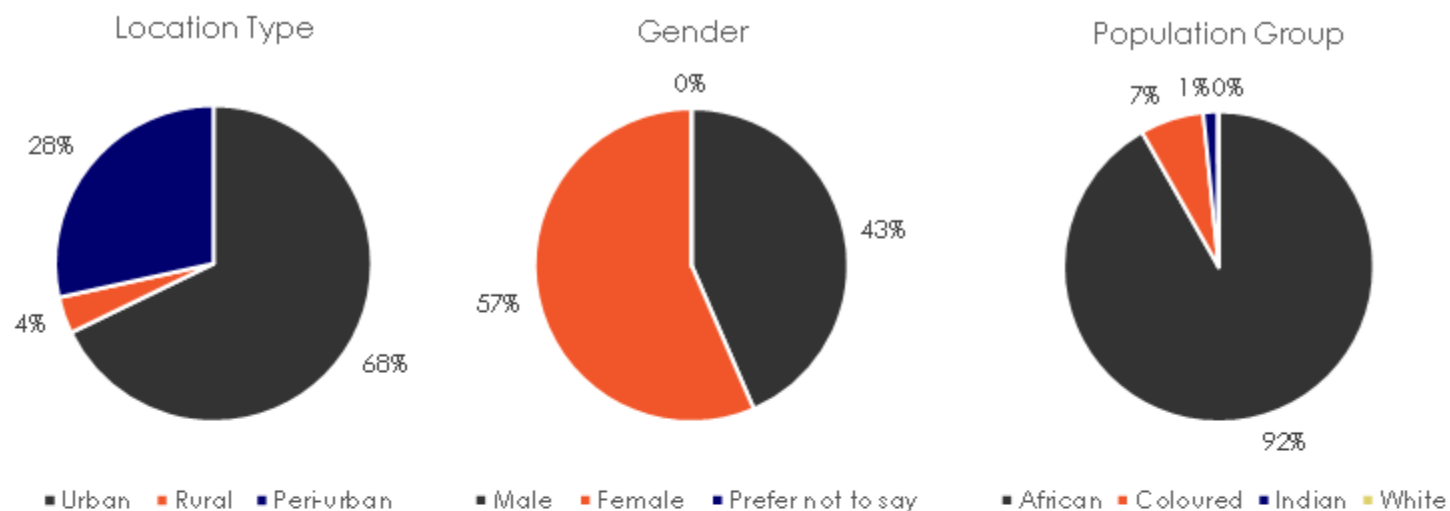
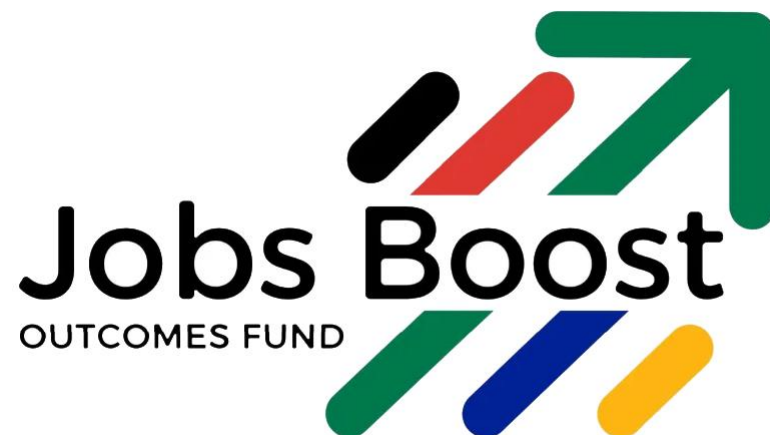
R53,135

(c. \$3,000)
Average cost per job

Key Patterns

- Lower prices for less skilled roles (retail, delivery, hospitality)
- Higher prices for technical roles (IT, artisanal trades)
- Rural programmes more expensive due to delivery costs

Demographics



Risk allocation: real world examples

Three examples of partners who failed to achieve outcomes. In all cases outcomes could be reallocated to other partners, protecting overall programme delivery:

USAID Withdrawal

External funding of employers frozen - unpredictable risk, but service provider could minimise costs through swift response.

Black swan risk, but SP minimised cost

Staff Turnover

Service provider lost key staff. Lobbied to amend to grant-style funding, but OBF structure forced behavioural change and ultimate success.

Shows behavioural impact of OBF

Market demand shift

Strong incentives to reduce risk of failing to obtain job. But market shifted and non-qualifying informality was the only option.

Shows power of incentive to ensure placement



Implications for OBF design in employment

For Policymakers

- Focus on incentive architecture, not just payment mechanisms
- Use competitive procurement to harness efficiency incentives
- Design risk allocation frameworks that optimise overall costs

For Implementation

- Balance price pressure with capability assessment
- Include programme-level risk management (budget reallocation)
- Enable knowledge sharing while maintaining competitive dynamics

Bottom Line: OBF's transformation potential lies in creating ecosystems of incentives that fundamentally alter service delivery approaches.





THE UNIVERSITY OF
MELBOURNE

Reimagining employment support through ... relational practice

Social Outcomes Conference 2025

Presenters:

Dr Michael McGann (with Dr Emily Corbett)

Context: ‘Double Activation’ in Employment Services



1998



2009



2015



2022

- 1 in 4 providers exited from market with **incumbents** losing existing contracts in 80% of regions
- Initial three-year licence with annual reviews and **business re-allocations** every 18-months
- Providers ‘incentivised’ via prescriptive contracts and **standardised Payment-by-Results**

Payment Point	Moderate Barriers	High barriers
Registration	\$1,200	
4-weeks employment	\$500 (full)	\$1,000 (full)
12-weeks employment	\$1,000 (full)	\$3,000 (full)
26-weeks employment	\$2,000 (full)	\$5,000 (full)
Progress payment	\$750 (claimable every 24 months)	

Source: Workforce Australia
Services Exposure Deed

Workforce Australia

Home

Jobs

Obligations

Education and training

Coaching and support

Hi,

Last login Fri, 28 Jun 2024 02:28 pm

Keywords

Location

Search 253,473 Jobs

Warning Zone - 2 Demerits

You did not attend your appointment with your provider

[View details in participation history](#)

Due in 13 days.

Apply to a minimum of 2 jobs

You have applied for 0 jobs. To meet your minimum job search requirement you must apply for 2 jobs.

Report job application

Explore jobs

Due in 13 days.

Points reporting due

Number of points left to report: 35

Days remaining: 13

Last day to report your points for this period: 15/07/2024

Report points

Your points

[View points history](#)

16 June to 15 July 2024

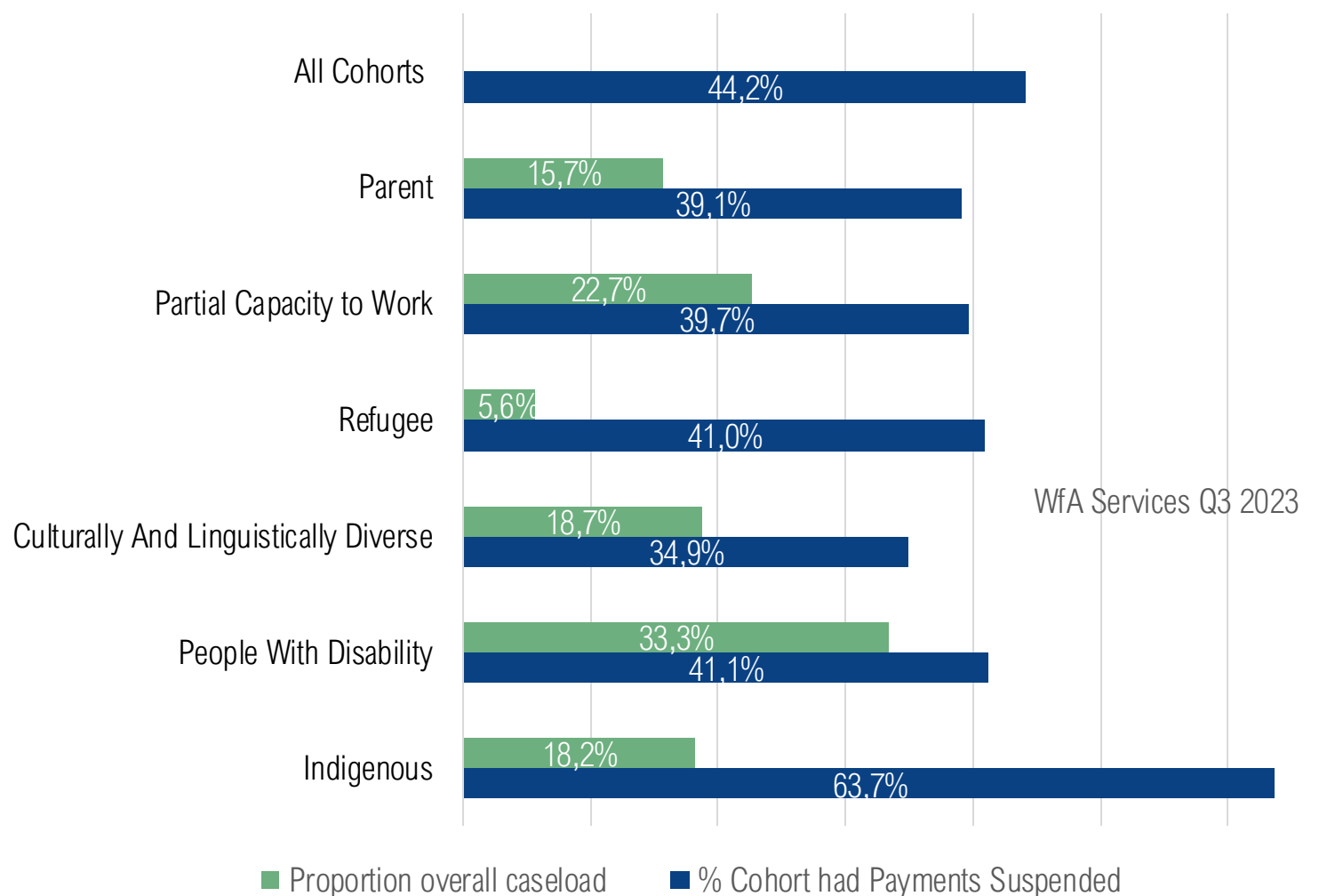
0 / 35 points

You have 13 days to report 35 points. You must apply for a minimum of 2 jobs which earns you points towards your points target.

[Learn more about points.](#)

Report and earn points

Source: Compiled from <https://www.dewr.gov.au/employment-services-data/resources/tcf-public-data-july-september-2023>



Outcome Rates July 2022 – Sep 2024

	12-Week	26-Week
Total	22.5%	18.2%
5+ yrs system	18.2%	13.9%

“... we have an inefficient outsourced fragmented social security compliance management system that sometimes gets someone a job” (Select Committee 2023: xi)



Delivering trauma informed and relational practice in welfare-to-work market?



- Based on understanding trauma's impact on people, families and communities.
- Recognises signs of trauma, applies principles of TIC to actively resist re-traumatisation.

Ethnographic Research

- Fieldwork at multiple sites
- Interviews with consultants, counsellors, team leaders
- Observations of client meetings
- Following ~20 participants per site for 24 months
- In-depth interviews with additional 20 participants per site



From transactional (compliance) to relational (care) practice

- ❑ “it's all about relationships (...) Someone's coming in, they're down on their luck and they just want to have a vent and **you can be that person they vent to (...)** just **giving someone a safe space and being heard**” (Consultant)
- ❑ “I came out of a very bad work situation. I'd been bullied (...) Having mental health issues and looking for a job can be quite difficult, and **just to have someone to debrief with about what you were going through** was really helpful”. (Participant)

Relational practice as (exhausting) emotional labour

- ❑ “My day-to-day life, I don't smile much. I'm a very just, like kind of straight face (...) If I had that though, in that seat, it's probably gonna come across aggressive (...) So, **I know that I need to be laughing, be smiling (...)**” (EC)
- ❑ “**adapting every day, day in, day out to different personalities** per appointment, and switching gears (...) It can be emotionally a lot, cause you go home, **you're exhausted**” (Consultant)

Mitigating compassion fatigue and burnout

- ❑ “that's one of the real challenges of moving to trauma informed practice. Because it says you need to be empathic. You need to be compassionate. How do you maintain boundaries to keep yourself safe (...) and avoid being burnt out?” (Leader)



(Structural) Challenge of Relational Continuity

- Providers on short contractual lease (ongoing threat of business reallocations)
- Sectoral **annual employee turnover rate of over 40%**
- 45% of staff with <2years experience in sector (Select Committee 2023; Maguire 2016)



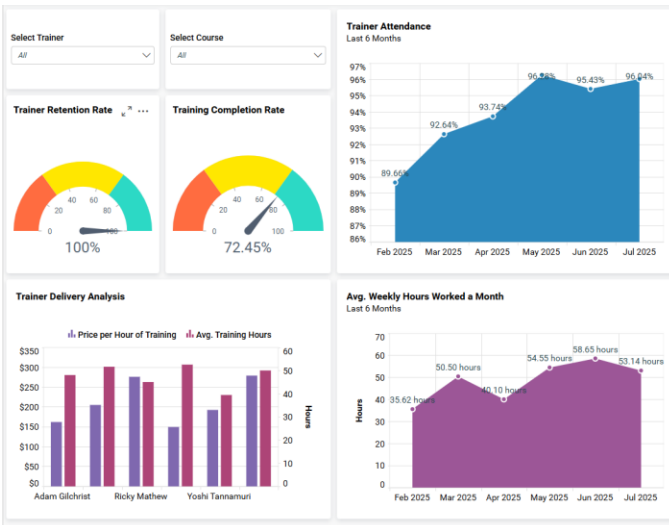
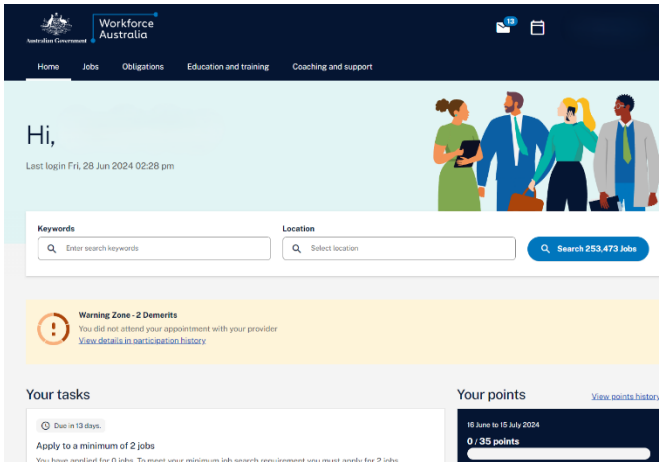
- “the caseload that I took over was, **let’s say, ‘unmanned’** for a little while (...) A few of them actually said to me, “you’re hanging around, aren’t you?”, because **they don’t want to have to retell their story**”. (Consultant)
- “I’ve been with this one particular consultant for maybe a year and a half (...) Previous to that, there was a lot of different consultants. It was changing all the time, and I found it was a little bit negative because then you’d need to explain yourself again and go through all your history, and then you’d have to build that relationship and that rapport again” (Participant)

Double Activation



Relational Practice?

- “The contract doesn't explain or recognise that there's generally a reason for someone's behaviour and it's not what's just sitting there on the surface. That you've got to scratch and go beyond ...”
- “the government require someone to do job search and basically they start at 100 points (...) But we absolutely flipped it (...) we started from zero ... So, **we tailor their points to what they're actually capable of, not what the department says.**”



- “We need to get back to a balance of **being trauma-informed and performance-based** (...) We’re informed, but we're also performing (...) because **we do have a contract to deliver**”
- “My caseload is more of that stuff [training, health] than getting them into a job straight away. **That's probably where I struggle** a bit (...) I won't change the way I do that side of things because **it will work in time, but that may not be until 6 or 12 months.** But for it to be sustainable, that's how it needs to go”.

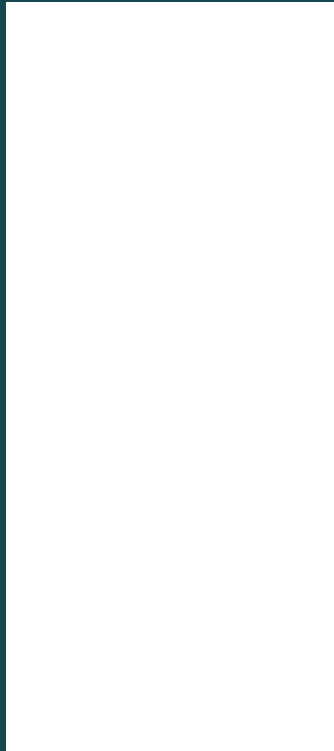


Co-production and youth inclusion: Emerging insights from Connected Futures

Social Outcomes Conference 2025



Tanyah Hameed, Social Finance



Agenda for today

1

Social Finance’s work
around employment and
skills

2

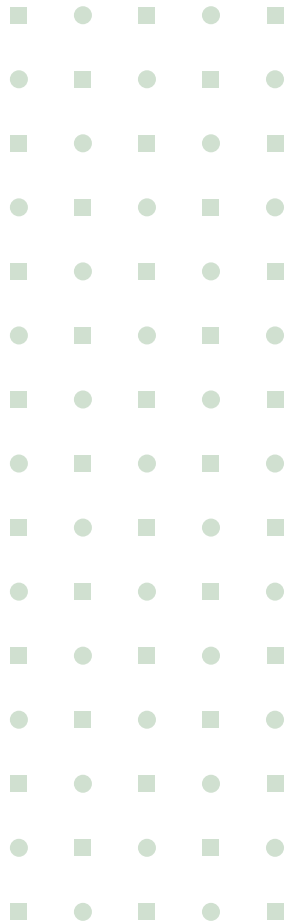
Introduction to Connected
Futures and our role on the
programme

3

Emerging best practice on
co-production from
Connected Futures

4

Summary of key takeaways



Our work on employment & skills seeks to support people facing barriers to work, and builds on govt priorities



1

Developing **strong, integrated employment & health systems** across the country to support people experiencing barriers to work due to unmet needs



Govt agenda around reducing economic inactivity- *Get Britain Working* white paper, *Keep Britain Working* review, Inactivity Trailblazers



2

Strengthen systems for young people transitioning between education and employment to prevent a “cliff-edge” of support and help tackle the NEET crisis



8 Youth Guarantee Trailblazers launched



3

Improve the **landscape of skills provision** in the country, to enable people with barriers, gain the right skills for the workplace, and re-skill when falling out of work due to health barriers or other conditions



Formation of Skills England, launch of *Industrial Strategy Review*.

We are the Learning Partner to 9 areas across England as part of our work on the Connected Futures programme

Connected Futures

£21m programme launched in 2022, funded by **Youth Futures Foundation** (What Works Centre for youth unemployment).

9 partnerships focusing on **place-based, systems change** approaches to support young people at risk of becoming **NEET** (not in education, employment or training)

3 phases of the programme:

1. Discovery and exploration of the issue
2. Developing and testing solutions
3. Implementation, delivery and evaluation of a systemic intervention



Our role on the programme



As the Learning Partner, we support systems thinking across **partnerships, action researchers & Youth Futures Foundation**



Organise and facilitate communities of practice sessions, peer-to-peer sessions, workshops and events to encourage **peer learning**.

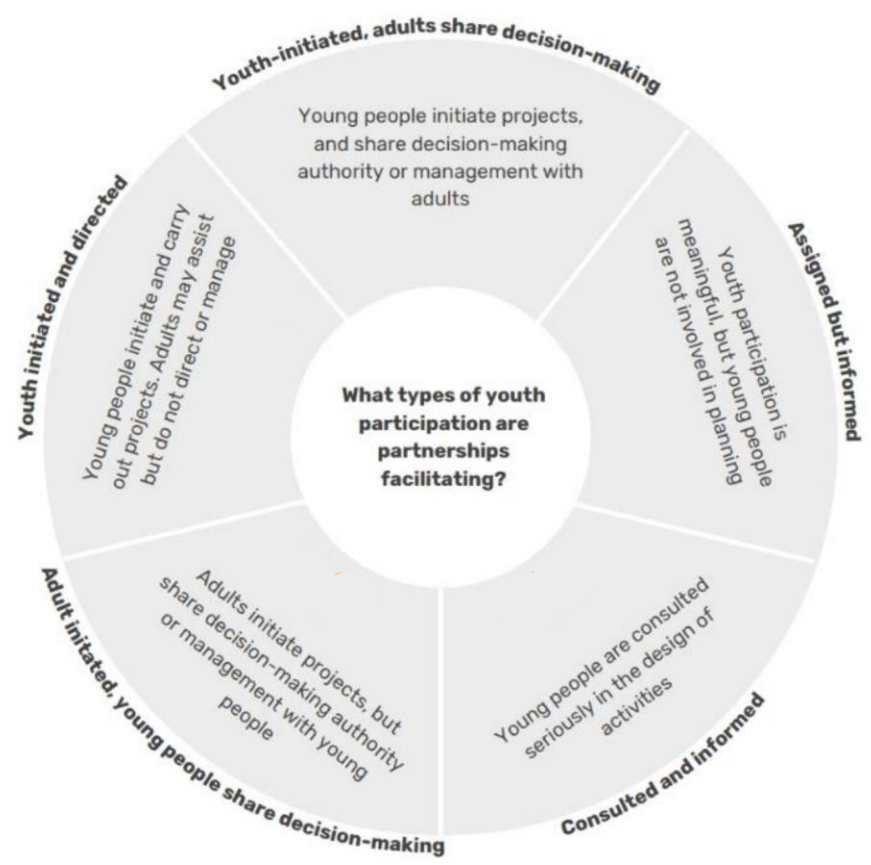


Capture and share **'live' learning** on key themes: systems change, co-production, employer engagement, transitions and national policy links to local systems.

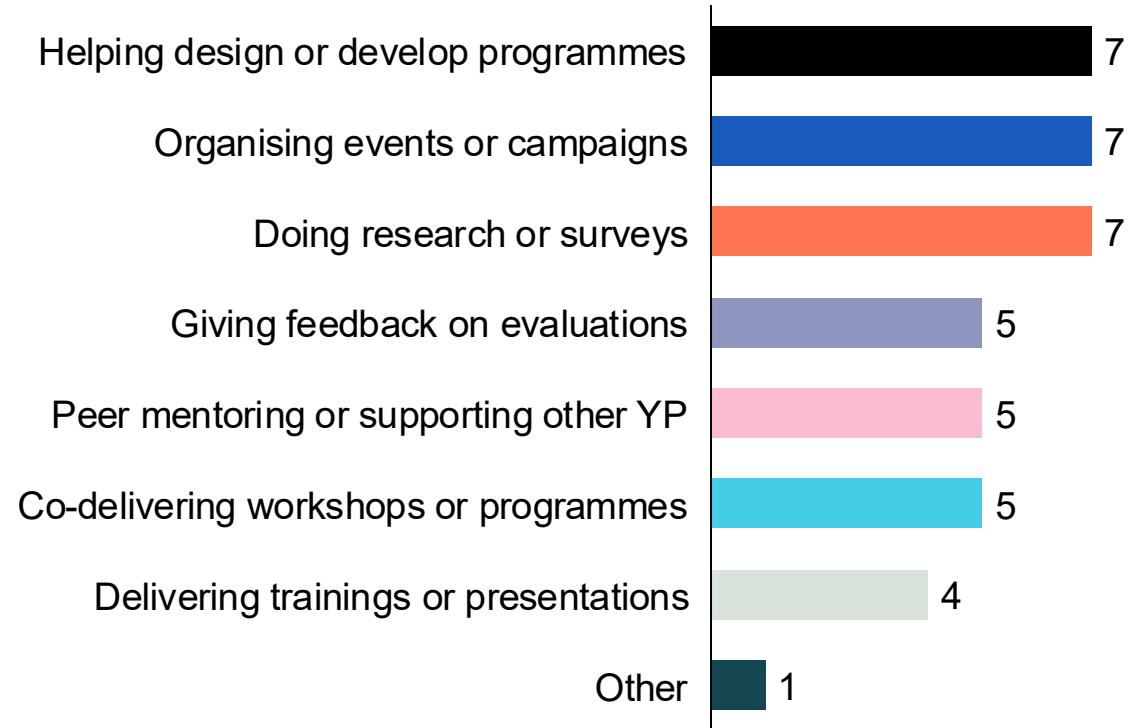


We **join the dots** between emerging research, practice, and policy, to amplify the impact of the programme and influence better outcomes.

Youth Futures’ Youth Participation Wheel frames co-production on a spectrum, and involves a range of activities



What kind of activities are young people involved in across the programme?*



We explored 4 key questions around co-production and summarised emerging best practice from the programme



How can we engage
hidden young voices?



How can we support YP
to act as ambassadors of
systems change?



What are the
considerations around
co-producing research
and learning with YP?



What is the best practice
around embedding
wellbeing into co-
production?

1. Best practice: How can we engage hidden voices?



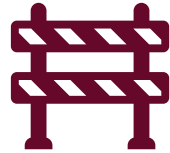
BUILDING BLOCKS

Social norms and trust

Cultural expectations

Logistical barriers and accessibility

Outreach and communication



BARRIERS

- Young people don't feel valued
- Lack of trust in the system
- Peer pressure + family pressure
- South Asian young people are not used to disagreeing with elders
- Lack of culturally appropriate services
- Accessibility of place & transport costs
- Limited time to engage & competing priorities e.g. exams
- Unclear asks, and lack of explanation on "why" behind engagement
- Inconsistent engagement



BRIDGES

- Create "affinity spaces" to socialise away from project
- Invite parents to sessions or 1:1 sessions
- Providing feedback in a 'you said/we did' format
- Burnley: Create local partnerships across parents, adults and elders and youth forums for South Asians
- Leeds & Bradford: Work with community advisors
- Inclusive physical spaces e.g. Lewisham's Hub and the Warren in Hull
- Evening meetings & reimbursement for travel
- Blackpool: Dedicated resourcing/ roles to support YP
- Burnley & Walsall: Partnering with experts with lived experience to conduct outreach

2. Best practice: How can we support young people to act as ambassadors of systems change?

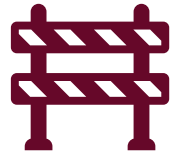


BUILDING BLOCKS

Recruitment

Roles and capacity

Training and upskilling



BARRIERS

- Churn of young ambassadors
- Stringent requirements when recruiting young people through LAs

- Some YP prefer to be less involved
- Challenging to strike the right balance between flexibility & support

- Young people may need help to understand the system, look at the bigger picture and think systemically



BRIDGES

- Focus on interviews instead of references
- Lewisham: Youth-led recruitment of Youth Advisors
- Blackpool: Use 'alumni' to ensure continuity

- Give YP specific and defined roles within the partnership to aid clarity and engagement
- Some YP might prefer advisory roles over leadership

- Lewisham: Trauma informed training
- Systems change training & facilitating discussions with middle managers on their experiences

3. Best practice: What are the considerations around co-producing research & learning with YP?

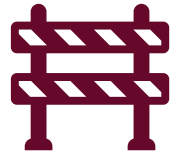


BUILDING BLOCKS

Involvement in appropriate research activities

Research training and support needs

Feedback loops



BARRIERS

- Need to consider technical requirements, research ethics and safeguarding, as well as YP's interests
- Training and ongoing support needed around research methods
- Need to make sessions engaging
- Need to create opportunities for YP to sensecheck learnings without imposing more technical analysis on them



BRIDGES

- Brent/Burnley/L'ham: Theory of change workshops
- East Midlands: Focus groups, creative outputs
- Blackpool: Presentations at workshops and events
- Lewisham: Training for YP to act as peer researchers and learn best practice around interviews
- Inspiring Futures: Running preparatory sessions
- Lewisham and Burnley: Run workshops with YP to sensecheck findings and ensure YP understand how their insights are being used

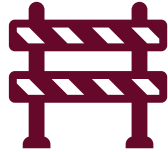
4. Best practice: How can we embed wellbeing into co-production?



BUILDING BLOCKS

**Psychological
safety and trust**

**Relationship–
centred practices**



BARRIERS

- Safety and trust look different for different young people
- Need to address young people's feelings around anxiety, uncertainty, and unequal power

- Engagement and co-production may be limited if professionals don't get to know young people as full humans
- Need to acknowledge that 'adults/professionals' aren't the experts, or know the whole 'truth'



BRIDGES

- Consent culture: Encouraging young people to say "no" and showing authenticity and enthusiasm for what they genuinely care about
 - Compensating young people fairly and adapting around school, study, or wellbeing needs.
 - Not just involving youth at the input or output stage, but rather collaborating with them throughout
-
- Spaces solely for youth advisors ("affinity spaces"): spaces helps build confidence and clarity before engaging in mixed-age spaces.
 - Flexibility: Some young people prefer one-to-one input over being vocal in public spaces.
 - User Manuals: Help articulate individual preferences, needs, and boundaries.

There are 4 key takeaways from emerging best practice

1

Get to know young people as individuals.

Understand their preferences, support needs & establish psychological safety

2

Design co-production roles based on YP preferences. Provide training, flexibility & cultural support to help them succeed.

3

Create affinity spaces for YP to prepare & connect before engaging with adults. Use physical spaces to create hubs & collaboration.

4

Anticipate churn & variation in engagement. Use word of mouth for outreach, make activities fun/creative & involve alumni.



Thank you!

Tanyah Hameed

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—

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GOVERNMENT OUTCOMES LAB

Kirklees Better Outcomes Partnership Understanding the Effects of Person-Centred Service Reforms in Housing Support

Maria Patouna & Dr Elaine De Gruyter



@Government Outcomes Lab



golab.bsg.ox.ac.uk

Housing Support in Kirklees

Commissioning & Financial Model

Legacy Model (Pre-2019)

- Fee-for-service contracts
- No link to verified results or outcomes
- Process-oriented monitoring

KBOP (2019*-)

- Outcomes-Based Contract (OBC) under the Life Chances Fund
- Payments tied to verified outcome achievement

Approach to Service Delivery

Legacy Model

- Standardised floating support services
- Fixed-duration support
- Focus on tenancy sustainment

KBOP Model

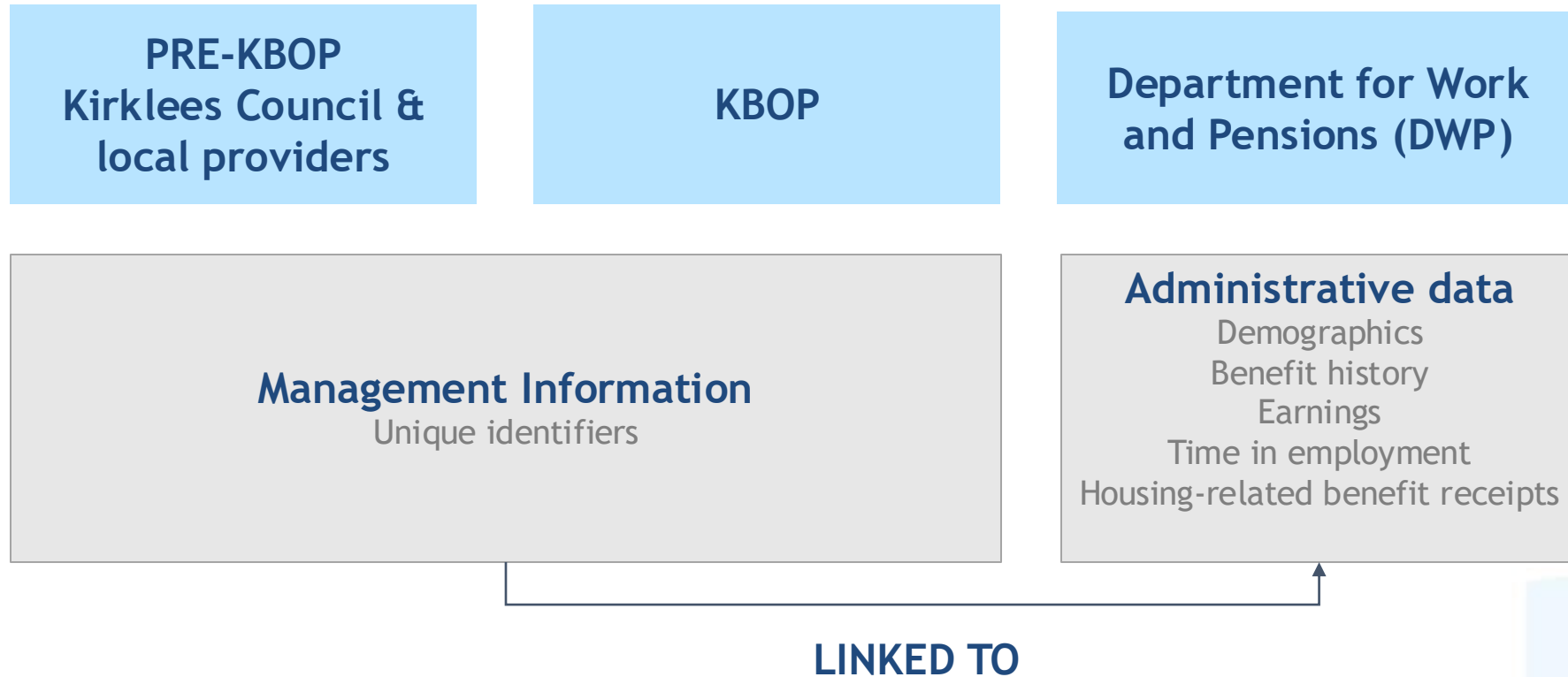
- Person-centred, asset-based approach (PTS framework)
- Tailored support: no fixed length or intensity
- Focus on improvements in wellbeing, mental health, substance misuse recovery, housing stability, employment and education

*Although KBOP launched in September 2019, our treatment group is defined from July 2021 onwards. While the asset-based model was fully embedded by March 2021, this period overlapped with significant COVID-19 disruption to delivery and labour market conditions. The July cut-off aligns with the lifting of restrictions and ensures participants experienced the fully implemented service reform.

IMPACT EVALUATION

Did KBOP improve employment outcomes and reduce reliance on housing support compared to conventional services?

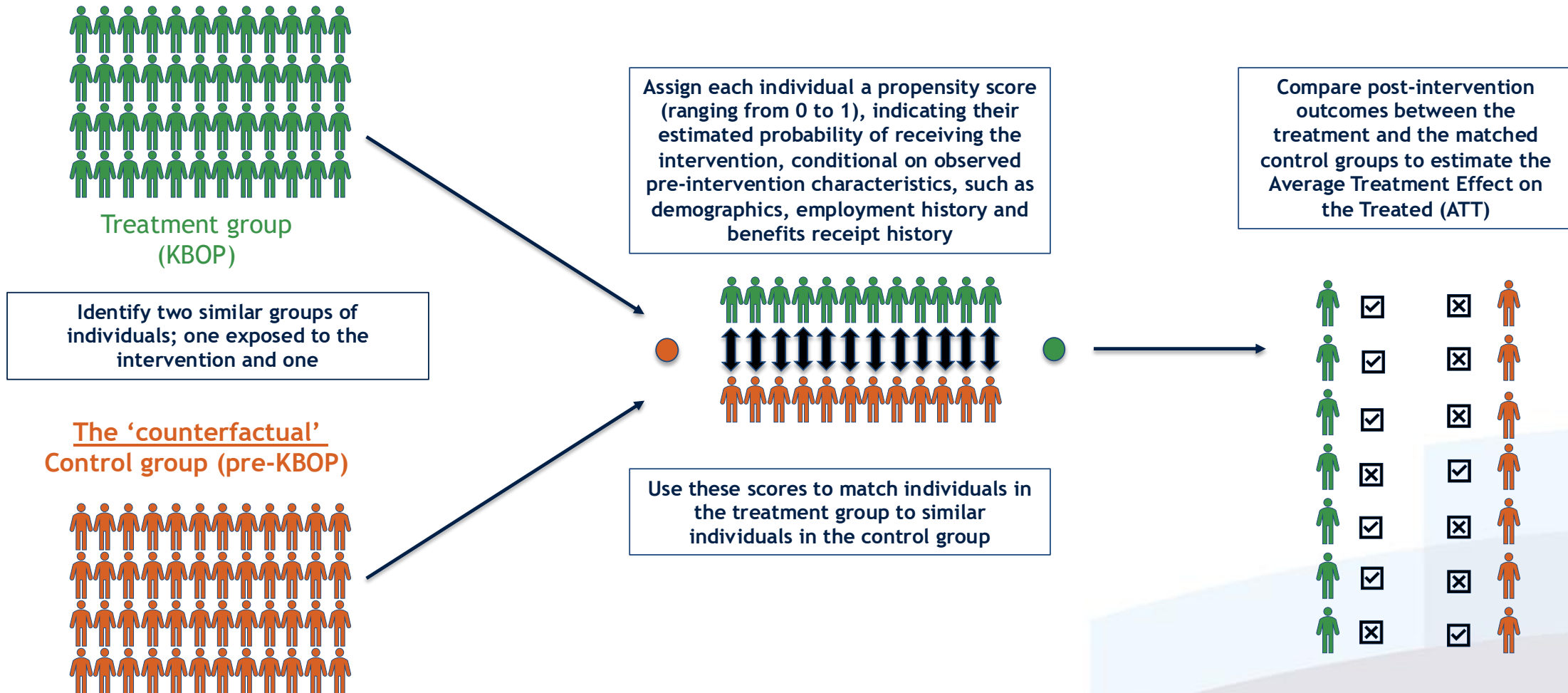
Data sources and dependencies



Final sample size:

Treatment Group	Number of Observations
Control	1,639
Treatment	721

Methodology



Key Findings: Employment



Employment Entry

Sustain pre-intervention employment or start a new job:

- **+3 ppts** (first 6 months)



Employment Spells (Year 1 & Year 2)

At least one employment spell:

- **+5 ppts** (Year 1)
- **+6 ppts** (Year 2)



Sustained Employment

Sustained durations in employment:

- **+6 ppts** (1-2 consecutive months)
- **+5 ppts** (3-6 consecutive months)



Total Days Worked

Small increase, not statistically significant:

- **+5 days** (Year 1)
- **+6 days** (Year 2)



Earnings

Modest increase, not statistically significant:

- **+£518** (Year 1)
- **+£402** (Year 2)

Key Findings: Housing



Sustained UCHE Independence

Stop receiving Universal Credit's housing component for extended periods:

- **+6 ppts** (3 months)
- **+8 ppts** (6 months)
- **+10 ppts** (12 months)
- **+7 ppts** (18 months)



Sustained UCHE Independence and no HB claim thereafter

Stop receiving Universal Credit's housing component without transitioning to Housing Benefit claims:

- **+7 ppts** (3 months)
- **+8 ppts** (6 months)
- **+8 ppts** (12 months)
- **+6 ppts** (18 months)



Housing Benefit Independence

Minimal differences in sustained non-receipt of Housing Benefit:

- Changes ranged from **+0.6 to -2.2 ppts**, none statistically significant

Heterogeneous Impacts

Subgroup Analysis: Who Benefited Most from KBOP?

Largest gains in employment for:

- Adults aged **35-65**
- Participants with history of **mobility or daily living benefit claims**
- Those **unemployed in the year prior to entry**

Only the 35-65 age group had a statistically significant rise in total days worked over two years

Why this matters: These groups are typically furthest from the labour market, suggesting KBOP effectively supported those with entrenched barriers

Variation across subgroups is expected given the programme's person-led approach and the diverse needs of participants

VALUE FOR MONEY ASSESSMENT

Do the impacts achieved under KBOP represent value for money?

Cost effectiveness analysis (CEA)

- CEA was adopted given that impacts are in different units (monetary & non-monetary)
- Key considerations:
 - Aligning costs with impacts
 - Different sample sizes
 - Data
 - Informing future practice

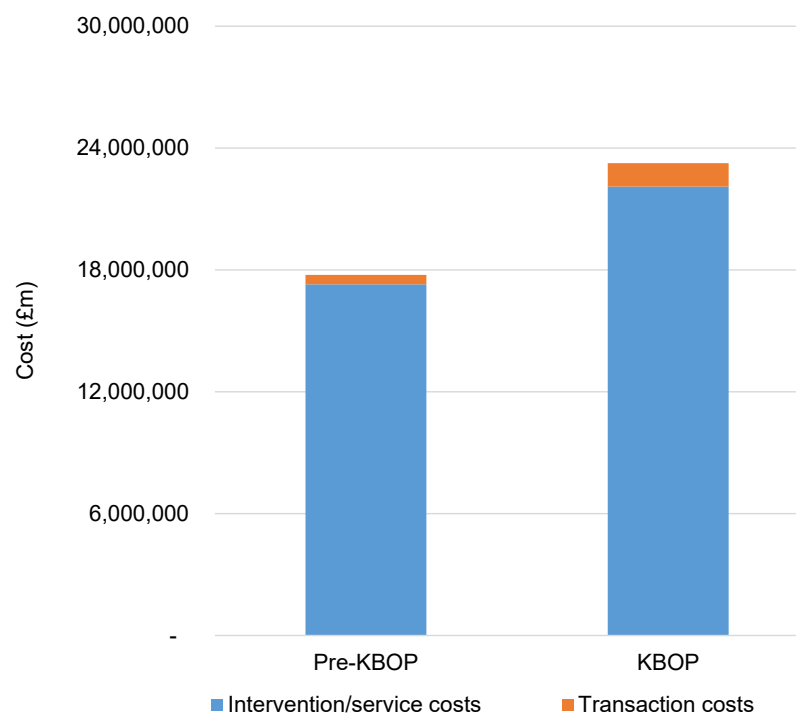
Cost assessment framework

Cost category (by activity)	Data collation approach	
	Pre-KBOP	KBOP
Intervention/service costs	Contract values	Commissioner payments
Transaction costs* (staff time associated with set-up & implementation)	Semi-structured interviews (local govt)	Semi-structured interviews (local & central govt)
Other costs (IT, overheads)	Semi-structured interviews (local govt)	Semi-structured interviews (local & central govt)

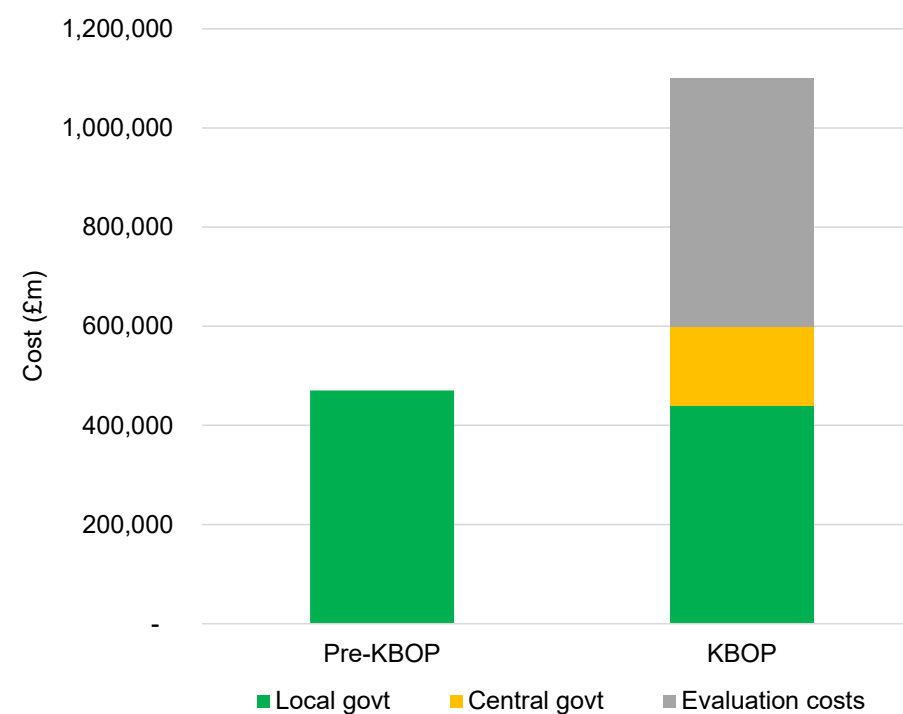
*Williamson (1996), Petersen et al (2019)

Total cost (real 2024 £)

Total cost - all costs



Transaction costs



Total cost for KBOP is higher (£23.3m compared to £17.8m)

KBOP cost per person was lower (£3,236 compared to £4,856)

Is KBOP value for money?

YES: KBOP is less costly and more effective than pre-KBOP across all outcomes:

- For every additional £1 of earnings per person, KBOP costs £0.46 per person less
- For every additional month of employment per person, KBOP costs £639 per person less
- For every additional reduction in month on housing-related benefits, KBOP costs £510 per person less

Outcome	Incremental cost effectiveness ratio (ICER)	Sensitivity estimates: ICER range
Earnings per person	-0.46	[-0.49, 0.58]
No. months in employment per person	-639	[-678, 7,745]
Reduction in no. months on housing-related benefits	-510	[-541, -402]

Driven by higher no. of participants and improved effects under KBOP (and despite KBOP's greater transaction costs)

Conclusion

KBOP outperformed the legacy model on outcomes and cost-effectiveness:

- **Improved outcomes:** Earlier and more sustained employment, reduced reliance on UC's housing component, strongest gains for those with complex needs.
- **Value for money:** Despite higher total costs, KBOP served more people, resulting in **~33% lower cost per participant** and better outcomes at lower unit cost.

Overall: KBOP's holistic and person-centred approach to service delivery can deliver **better results at lower cost**.

Thank you

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ADDITIONAL SLIDES

Outcome Variables

Time in employment

- **Time to work:** Indicates whether an individual entered their first recorded employment spell within a specified timeframe following the intervention start date. Individuals who maintained their pre-intervention employment are classified as having recorded their first employment spell within the first six months.
- **Employment in the year:** Indicates whether an individual was employed at any point within 1st or 2nd year following the intervention start.
- **Days in employment:** Estimated total days in employment during the financial year, calculated as the average number of days per month ($365/12 = 30.41$) multiplied by the total months in employment.
- **Sustained employment:** Defined as at least 1, 2, 3, or 6 consecutive months with an employment record at any point within 2 years following the intervention start. Non-mutually exclusive variables. These variables align with KBOP's approach for recording employment-related outcomes. They do not necessarily indicate continuous employment in the same job; individuals may have transitioned between short-term employment spells within the same month.

Earnings from paid employment

- Total taxable earnings from all employment during the year, calculated as gross pay minus pension contributions and non-taxable deductions. Earnings are adjusted for inflation and reported in real 2024 £.

Housing support benefit receipts

- **Sustained non-reliance on housing support benefits:** Defined as at least 3, 6, 12, or 18 consecutive months without UCHE and/or HB receipt at any point within 2 years following the intervention start. Non-mutually exclusive variables. These variables align with KBOP's approach for recording housing-related outcomes.
- **Sustained non-reliance on UCHE and no HB thereafter:** Defined as at least 3, 6, 12, or 18 consecutive months without UCHE and no HB receipt for the remaining months of the 2-year follow-up. Non-mutually exclusive variables.

Sample size

Group	<u>Management Information</u> before fuzzy matching	<u>DWP administrative data</u> after fuzzy matching	<u>DWP administrative data</u> July 2021 cut-off Working-age at intervention start	<u>DWP administrative data</u> July 2021 cut-off Working-age at intervention start intervention start before 2022FY
Control – Fusion Housing	169	150	148	148
Control – Horton Housing Association	190	0	0	0
Control – KBOP	534	503	1,491	1,491
<u>Control – TOTAL</u>	893	653	1,639	<u>1,639</u>
<u>Treatment - TOTAL</u>	4,877	4,471	2,696	<u>721</u>
<u>TOTAL SAMPLE</u>	5,771	5,124	4,335	<u>2, 360</u>

Match rate: 88.8%

Working-age only & ‘true’ strengths-
based support received

Ensures 2 year tracking window
during 2022/23 & 2023/24 FYs

Balance Diagnostics



Source: Registration And Population Interaction Database (RAPID), DWP

Post-Matching Balance Diagnostics Using 100 Nearest Neighbours with 0.01 Caliper							
Matching estimator	Mean Bias Reduction	Median Bias Reduction	Rubin's B	Rubin's R	Off support treatment group individuals	Off support control group individuals	Total N
100 NN 0.01 caliper	2.22	1.78	15.68	1.00	17	0	2,728

Table 1: Balance diagnostics for covariates after matching, assessing bias reduction and distributional similarity between treatment and control group

Note: Each dot represents the difference in a characteristic before (blue) and after (red) Propensity Score Matching

Sample Characteristics

Baseline Characteristics of Unmatched Treatment and Control Groups			
Variable	Control Mean		Treatment Mean
Demographics			
Mean Age (years)	36.59		35.88
Presence of children (%)	10.82		6.10
Male (%)	51.99		47.71
History of benefit receipt			
History of Employment and Support Allowance receipt (%)	34.03		19.69
History of Jobseeker's Allowance receipt (%)	8.92		2.22
History of Income Support receipt (%)	9.42		4.02
History of Personal Independence Payment receipt (%)	23.78		23.99
History of Disability Living Allowance receipt (%)	7.40		2.36
Housing-related benefits receipt at intervention start			
Received UC the month of the intervention start (%)	59.46		73.23
Received UCHE the month of the intervention start (%)	29.60		35.84
Received HB the month of the intervention start (%)	36.12		25.78
Labour market status at intervention start			
In work the month of the intervention start (%)	18.09		20.54
Looking for work the month of the intervention start (%)	38.77		41.36
Inactive the month of the intervention start (%)	47.19		46.74
In other labour category market, the month of the intervention start (%)	6.26		5.81
Earnings from paid employment			
Mean annual earnings the year of the intervention start (real 2024 GBP)	£ 2,232.25		£ 2,905.29

Note: The information is drawn from DWP administrative records and reflects baseline characteristics of individuals in the unmatched treatment and control groups. Benefit history refers to relevant claims or employment within the two years prior to the intervention start.

Robustness Checks

Matching estimators:

Varied the choice of matching estimators (e.g., kernel, radius) — results remained consistent or worsened, confirming that 100 NN with 0.01 caliper offered the best balance between accuracy and match quality.

Rosenbaum bounds:

Sensitivity analysis confirms impact robustness for sustained employment up to 3 consecutive months & housing benefit receipt variables (significant at $p < 0.05$ for gamma 1.00 - 1.25) even under modest assumptions of hidden bias.

Cut-off date sensitivity:

- Tested 1-year tracking window for the main PSM model to address concerns around the sample size
- Tested alternative cut-off point; March 1st, 2021 — prior to the full lifting of COVID-19 restrictions but after the PTS rollout.
- Tested alternative cut-off point; July 1st, 2022 — KBOP appointed an employment coordinator who helped strengthen participants' confidence and aspirations regarding employment-related outcomes.

Subgroup Analyses

Sub-group analyses were undertaken for the following socio-demographic groups:

Demographics:

- Age 18–35 / Age 36–65
- Male / Female

Employment history:

- Unemployed throughout the 1-year prior to intervention start / Employed at any point during the 1-year prior to intervention start

Benefit claim history:

- UC claim history / No UC claim history
- UC claimants (throughout 12 / 24 months post-intervention depending on the tracking window)
- HB claim history / No HB claim history
- Mobility and daily living support benefits claim history / No mobility and daily living support benefits* claim history

These groups were selected based on discussions with the KBOP team and are key factors which have been found to influence labour market outcomes.

Note: “History” indicates receipt of the relevant support within the two years leading up to the intervention start.

**Personal Independence Payment (PIP), a disability benefit for daily living or mobility needs & Disability Living Allowance (DLA), an earlier version of PIP*

Coffee break

UP NEXT:
Big Picture from 4pm





GOVERNMENT OUTCOMES LAB

Big Picture: Contracting for Public Value

Chair: Michael Gibson, University of Oxford



@Government Outcomes Lab



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Session engagement

- Live from the Blavatnik School & online via Zoom
 - **In person:** you can still join Zoom, but please keep your audio off.
 - **On Zoom:** introduce yourself in the chat and make sure your name and organisation are visible.
- We will use **Slido** for questions from both online and in-person participants.
- Hybrid sessions will be **recorded** & shared on the GO Lab website, alongside the programme and slides.
- The **GO Lab team** is ready to help you both online and in person.





Stephen Muers
Better Society
Capital



**Professor David
Van Slyke**
Syracuse University



Michael Gibson
University of Oxford
Chair

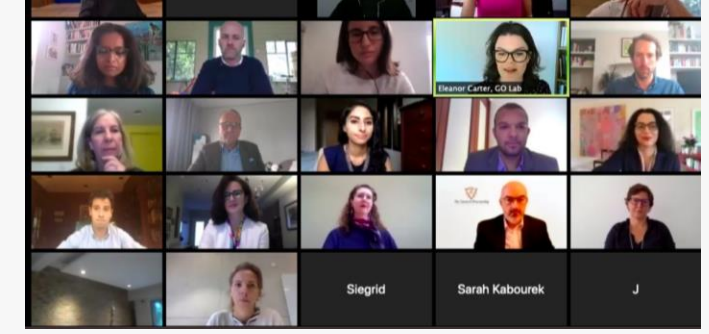


Join at
slido.com
#SOC25



Book launch: Contracting for Public Value

Starting after a short
break at 5.15pm promptly





GOVERNMENT OUTCOMES LAB

Book launch: Contracting for Public Value



@Government Outcomes Lab



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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 using **SLIDO**.
- The session is being recorded and will be shared on the GO Lab website.





Join at
slido.com
#SOC25





**Prof. Carolyn
Heinrich**

Vanderbilt University



Deanna Malatesta
Indiana University



Nigel Ball
Social Purpose Lab



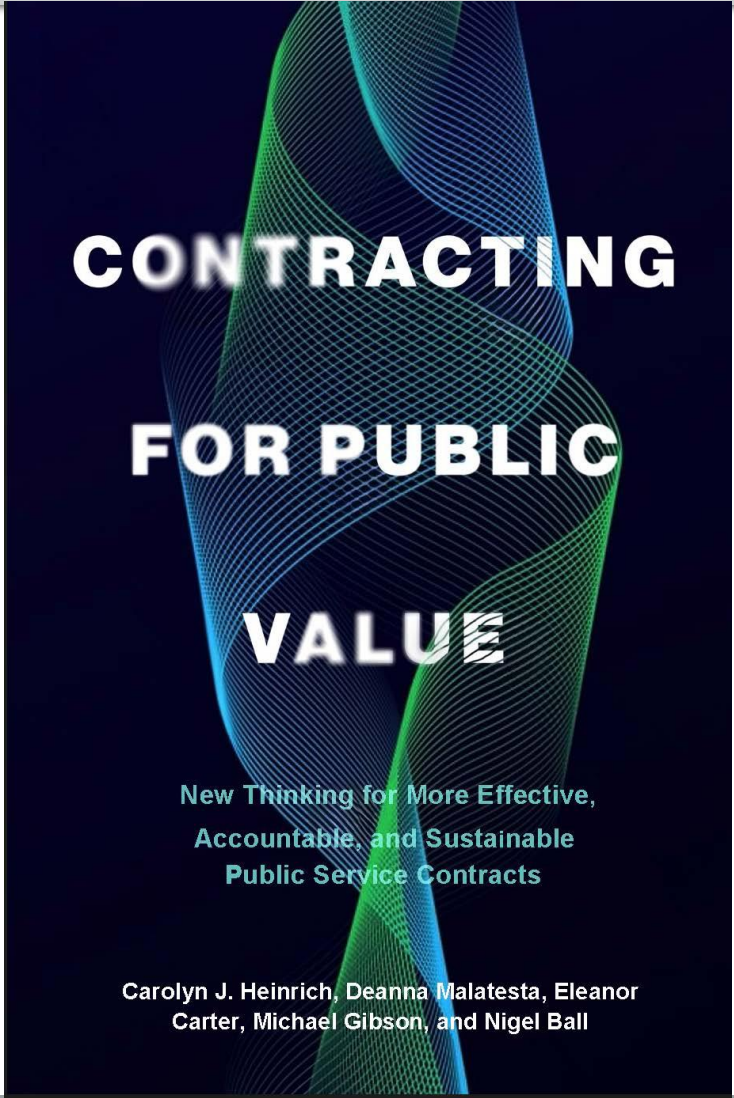
Dr Eleanor Carter
University of Oxford



Michael Gibson
University of Oxford



Pepper Culpepper
University of Oxford
Chair



CONTRACTING FOR PUBLIC VALUE

New Thinking for More Effective,
Accountable, and Sustainable
Public Service Contracts

Carolyn J. Heinrich, Deanna Malatesta, Eleanor
Carter, Michael Gibson, and Nigel Ball

Forthcoming (February 2026),
University of Oxford Press
ISBN: 978-0-19-776312-4



Central question of the book

How can we embed public value—*what is good for and valued by the public*—in contractual provisions and relationships that scaffold public-private partnerships (PPPs), and how can PPPs be better designed and managed to deliver greater public value and achieve desired public outcomes?

A formal- relational spectrum of contracting

At the core of every PPP is a **formal contractual agreement** that specifies the goals, obligations, and terms and conditions of the public-private collaboration.

Centering **relationships** is also critical—establishing trust, norms and shared goals and fostering a strong, adaptable architecture for collaboration—as instruments of cooperation and enablement (vs. control).

How can public and private partners strike an expedient balance between the formal and relational to support the functioning, effectiveness, and sustainability of PPPs?

Complete binding plans,
specific and monetizable
obligations and outcomes

Focus on
formalization

Complete
contracting

Sustained
collaboration
and success

Formal-
relational
contracting

Precarious
contracting
circumstances

General
clause
contracting

Formal ← **Formal-relational
contracting** → Relational

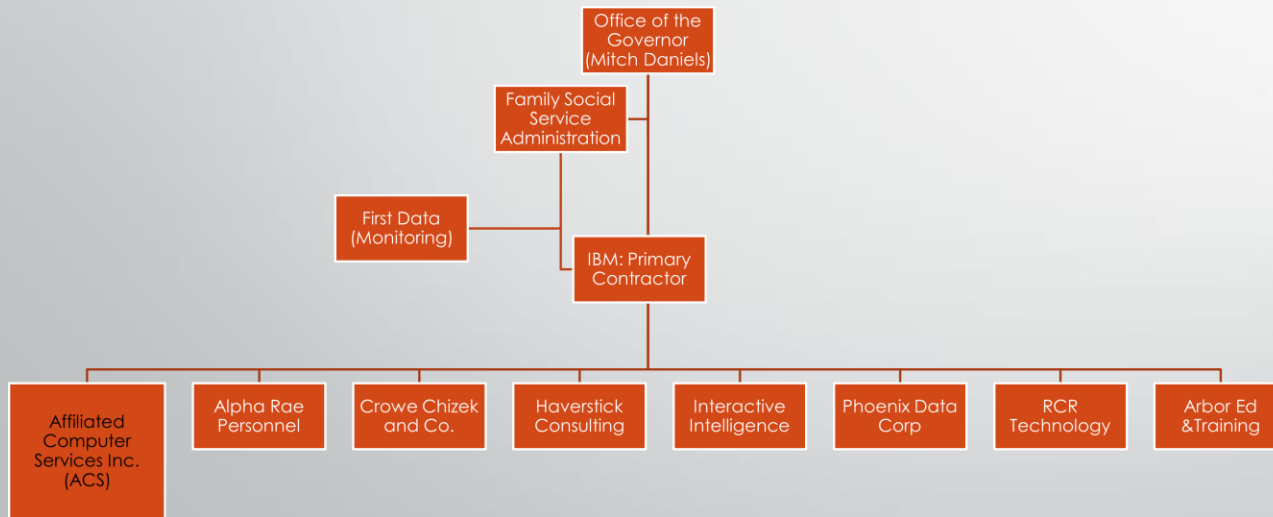
Extensive communication,
expectation of cooperation,
reciprocity and altruistic
behavior, changeable or
nonspecific obligations

Focus on relationships

Case studies: Two complex, social welfare PPPs in U.S. & UK

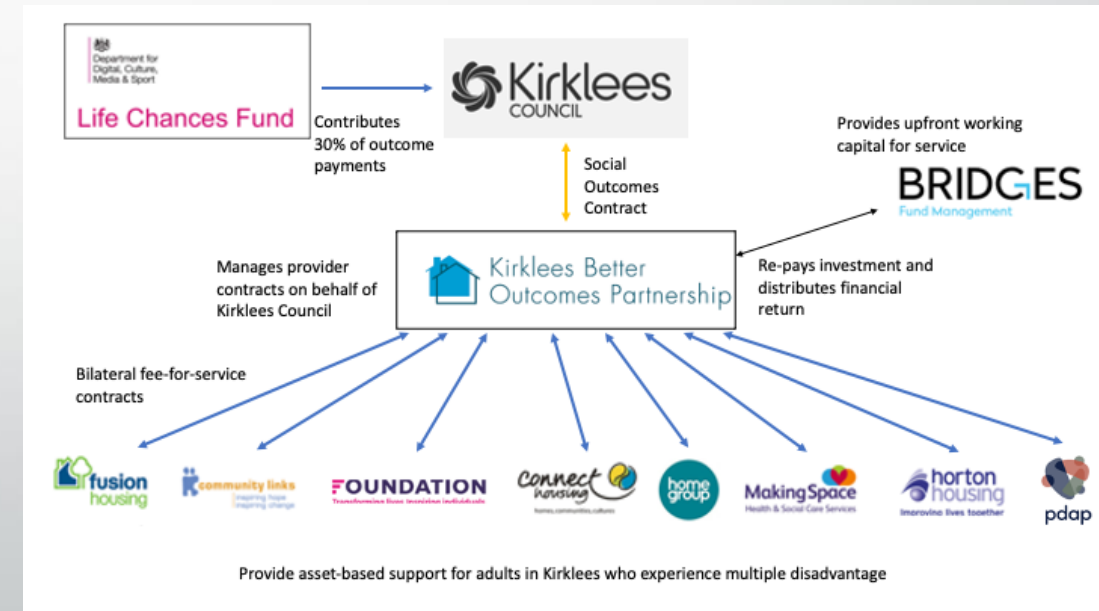
State of Indiana-IBM “Hoosier” Coalition

- Formed in 2006 between State of Indiana, International Business Machines (IBM), and other partners to modernize Indiana’s welfare system



Kirklees Council-Kirklees Better Outcomes Partnership (KBOP)

- Formed in 2019 between Kirklees Council in Yorkshire and Kirklees Better Outcomes Partnership (KBOP), a 5-year outcomes contract to better achieve longer-term outcomes in education, training and employment



Commonalities: failing social welfare systems requiring intervention, political prominence, novelty and complexity, disruptive external events, strategic importance and high cost of failure

Case study data (U.S. and UK)



Performance data



Court filings, depositions
and internal
correspondence from 2008-
2019 (US)



Observation of key
governance forums
(press conferences and
court hearings in US,
board meetings in UK)



Documentary analysis:
public documents and
reports (US and
UK) and unpublished
contracts (UK)



Longitudinal key
informant interviews

Layout of the book

- Chapter 1: Crafting Public-Private Partnerships that Champion What is Good for and Valued by the Public
- Chapter 2. Contractual Pathways to Sustained PPP Collaboration and Success
- Chapter 3. Two High-Profile PPPs on the Spectrum from Formal to Relational (U.S. and UK)
- Chapter 4. Analysis of a March Down Different Paths to PPP Failure vs. Success
- Chapter 5: Performance and Accountability: A Tyranny of Metrics vs. a Tool for Learning
- Chapter 6: New Thinking for More Effective, Accountable and Sustainable Public-Private Partnerships
 - Championing Public Value
 - Placing Relationship Building at the Center of PPP Governance
 - Fortifying PPPs with Effective Institutional and Accountability Mechanisms
 - Envisaging Systems Change for Long-term, Public-Private Collaboration

Discussion

Championing Public Value

How can we embed explicit, shared, and contextually-attuned conceptions of public value in complex PPP arrangements?

Placing Relationship Building at the Center

How can leaders ensure that the contract is an instrument of enablement instead of control?

Fortifying PPPs with Effective Institutional and Accountability Mechanisms

How can we safeguard public value through “good faith” clauses? What models can uphold ethical standards beyond blunt procedural compliance?

Envisaging Systems Change for Long-term Collaboration

How might we re-imagine the role of government in PPPs and initiate multiple partnerships on a relational footing? What roles for courts, public officials, contract drafters, implementation teams, and citizens?

New, systemic
thinking for
more effective,
accountable
and sustainable
PPPs

Moving away from conventional views of bilateral contracts buttressed by formal, legal structures and toward a multi-party architecture and infrastructure essential for governing and problem solving today.



Role of government shifts from a principal-agent relationship to one akin to a coxswain on a rowing crew.

The coxswain not only steers, but leads—charts a course, sets the pace, navigates obstacles, and encourages the crew.

Critical functions of steering and coordinating executed by coxswain (government)

Partnership development

Co-developing strategic direction and goals

Risk management

Contract negotiation, revisions, management

Stakeholder representation and engagement

Performance monitoring and evaluation

Safeguarding the public interest

Bolster recognition by courts of the legal enforceability of relational infrastructure



Prioritize cooperative intent over rigid formalism with clearer agreements and robust renegotiation and dispute resolution mechanisms



PPP partners enhance the enforceability of guiding principles and relational norms underlying good faith by integrating explicit and precise language into their formal contractual agreements

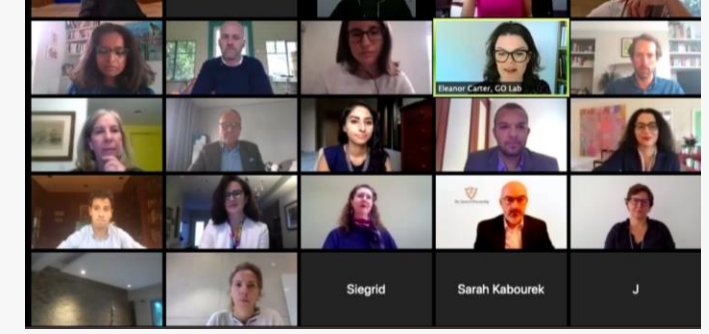


Incorporate terms and clauses that stipulate commitment to a long-term partnership and acknowledge that not every aspect of collaboration can or will be detailed in the contract

Celebration Gala

Join us in the Inamori Forum
& online
6pm

NEXT: JOIN US AT VICTORIA
PUB



See you next year!

3 - 4th
September 2026

