



GOVERNMENT
OUTCOMES
LAB

SOCIAL OUTCOMES CONFERENCE 2026

Delegate Pack

3-4 September 2026

Blavatnik School of Government, University of Oxford



Welcome to SOC26

Every year, the Social Outcomes Conference brings together researchers, policymakers, practitioners, funders and social innovators committed to improving social outcomes. We are delighted to welcome you to SOC26, the ninth edition of our annual conference.

This year's central question is: **Do relational cross-sector partnerships hold the key to better social outcomes?** While contracts, governance structures and accountability mechanisms remain essential, we know that successful partnerships also depend on the quality of the relationships between the people who design, manage and deliver them.

Across SOC26, we'll explore this question from multiple perspectives. Professor Ole Helby Petersen's keynote will challenge us to rethink the role of people in contracts, examining how behavioural insights and relational approaches can strengthen collaboration across sectors. We're also delighted to welcome Lisandro Martín for a special conversation on building an "outcomes reflex" within large institutions and the lessons other outcomes leaders can draw from the World Bank Group's experience.

Throughout the programme, our Spotlight sessions, workshops, roundtables and Deep Dives will showcase emerging evidence, practical innovations and honest reflections from those working at the forefront of outcomes-oriented partnerships worldwide. From social procurement and health system transformation to new approaches to impact measurement, prevention and technology-enabled collaboration, the programme is designed to encourage practical learning alongside thoughtful debate.

We are also pleased to continue many of the formats that have become hallmarks of the Social Outcomes Conference. Croissants & Collaborations, interactive workshops and the Social Impact Poster Gallery all create space for deeper conversations, peer learning and the kind of connections that often become the conference's most lasting outcome. For more informal connection opportunities, do join our SOC26 Pub Quiz on Wednesday evening and our early morning run through some of Oxford's most iconic landmarks on Friday morning.

We cannot wait to welcome you to SOC26.

Best wishes,
Andreea Anastasiu
Executive Director, GO Lab



About the Government Outcomes Lab



WHAT

A global centre of expertise, based at the Blavatnik School of Government, University of Oxford



MISSION

To enable governments across the world to foster effective partnerships with the non-profit & private sectors for better outcomes



OUR TEAM

We are an international team of multi-disciplinary researchers, data specialists & policy experts

We generate actionable knowledge, offering a comprehensive and evidence-based approach to the study of cross-sector partnerships through the three main strands of our work: research, data and engagement.



CONFERENCE INFORMATION

Everything you need for your visit

This delegate pack provides key information to guide you throughout the conference. More information is available in various online materials linked throughout the pack.

For any further questions, contact us at golab@bsg.ox.ac.uk



VENUE

SOC26 runs on 3-4 September 2026 at the Blavatnik School of Government, University of Oxford

Address:
120 Walton Street
Oxford OX2 6AH
United Kingdom



ATTENDING SOC26 IN-PERSON

We recommend arriving on Wednesday 2 September and departing on Saturday 6 September to allow time for meeting fellow delegates beforehand at our annual Pub Quiz and attending our Closing Celebration & Remarks.



CATERING

Several meals are included in the delegate fee for in-person tickets, including lunch on Thursday and Friday, dinner on Thursday and a drinks reception and nibbles on Friday evening. Please contact the team for any dietary restrictions.



VIRTUAL ATTENDANCE

We are curating a highly interactive hybrid programme. If you registered to join us online, you will receive the passcode to access the Zoom credentials by email in due course.

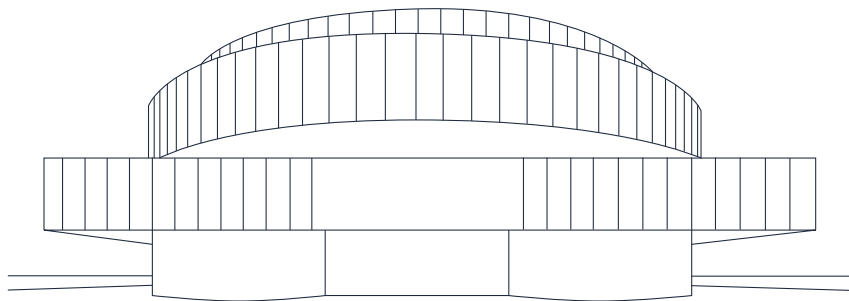


SOCIAL MEDIA

Connect via our LinkedIn to keep up to date with the wider community attending SOC. Tag us with #SOC26



CHECK OUT OUR FULL FAQ PAGE:



SOC26 Values

01

DIVERSITY

We value diversity and inclusion and are committed to creating a conference where the rich intersection of different voices and backgrounds are prioritised. We encourage involvement from individuals and organisations representing a range of backgrounds spanning ethnic, cultural, geographical, and income differences.

02

FRESH PERSPECTIVES & INNOVATION

We look forward to hearing from alternative voices and perspectives that may disrupt assumptions and bring fresh views. We continue to seek insights from a wider range of voices: from different practice backgrounds, distinct leadership voices, and various national, regional, social, academic, and professional contexts. We are keen to hear about innovations, examples of building on the traditional foundations to create something fresh, and experiments or case studies that have yet to be studied in detail.

03

EVIDENCE-BASED

As part of the University of Oxford, we are committed to academic excellence in all our work. For SOC this means an expectation for all insights to be grounded in robust evidence.

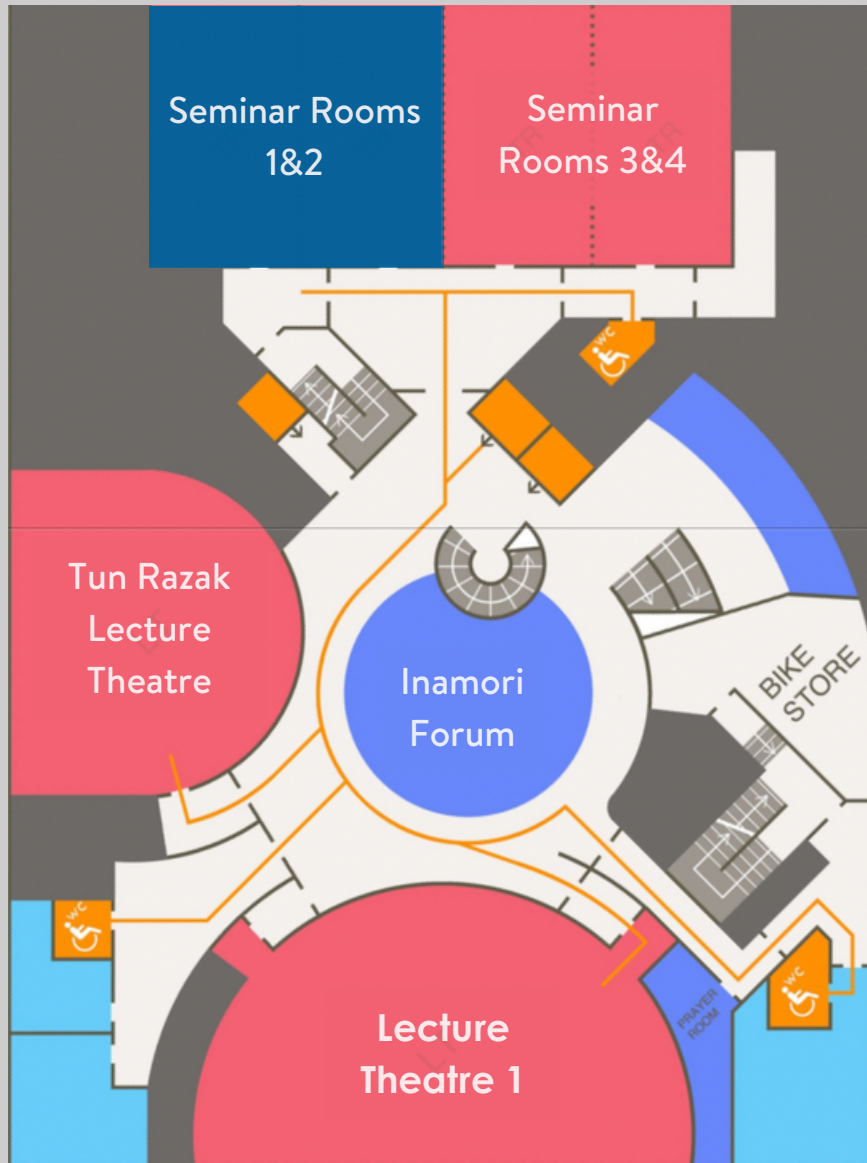
04

PRAGMATIC & CONSTRUCTIVE

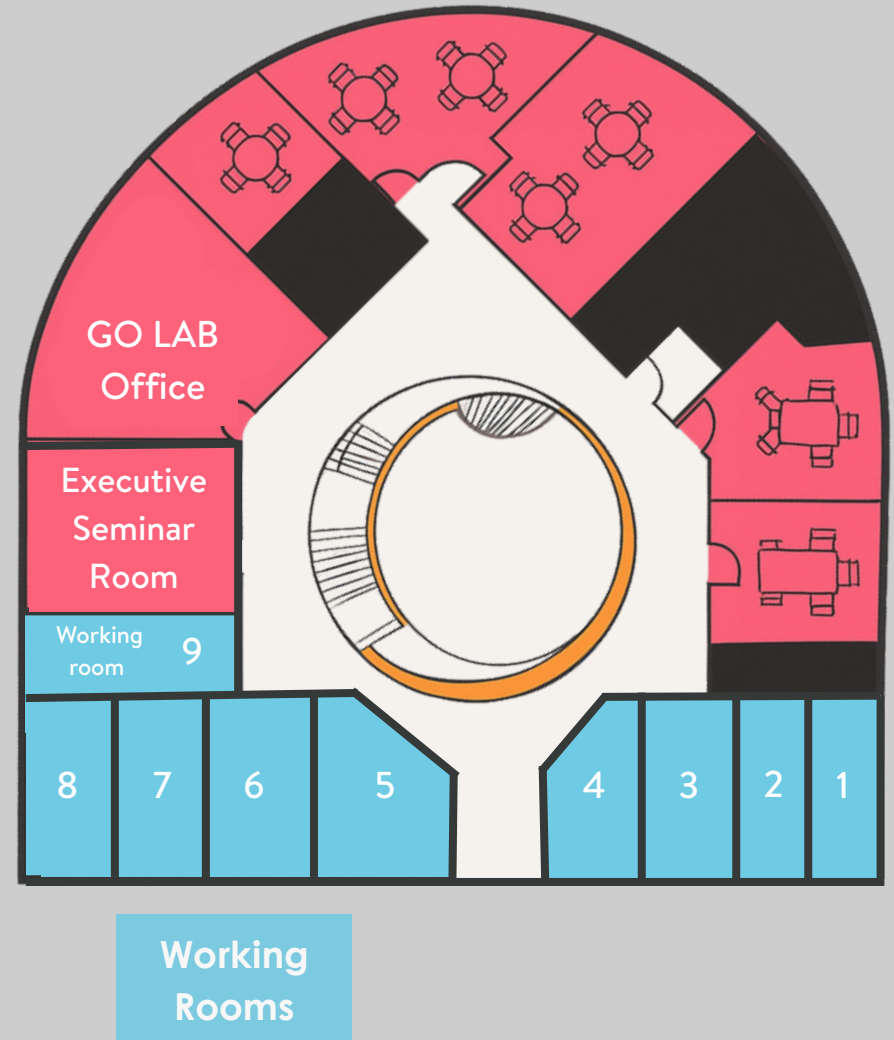
We encourage all participants to bring critical, thoughtful perspectives while balancing this with being constructive – making a positive contribution. We believe in bringing together academia and policy practice, ensuring both help address and inform each other.

Venue Map

Basement floor



First floor





About the venue

Welcome to the Blavatnik School of Government, University of Oxford. This award-winning building, designed by renowned architects Herzog & de Meuron, showcases innovative, sustainable architecture that reflects the School's mission to inspire better government worldwide.



This is a modern cathedral of learning that at the same time stimulates, soothes and excites. [...] It is a truly inspirational piece of design and one so fitting for its purpose - RIBA Judges



ENVIRONMENTAL DESIGN

The building is designed to consume 49% less energy in comparison to existing UK buildings of the same size and use.



WINDOW TO THE WORLD

One of the building's most striking features is the 'Window to the World'. This expansive glass pane, is among the largest double-glazed single pane of glass in Europe.



PANORAMIC VIEWS

We encourage you to take a moment to visit our terrace and enjoy panoramic views across Oxford's dreaming spires and surrounding countryside.

Session types

The conference features a variety of session types, each matched to distinct room setups that support their specific formats and focus areas.

01 KEYNOTE

A main speaker delivers a speech on a major theme, followed by a panel discussion with experts.



02 BIG PICTURE SESSIONS

Panel discussions offering broad perspectives on key issues, with time for audience Q&A.



03 DEEP DIVES

Focused expert panels exploring specific topics or research findings in greater depth, followed by Q&A.



04 WORKSHOPS

Interactive sessions with brief expert presentations, designed to engage participants in discussion and exchange.



05 SPOTLIGHT SESSIONS

Short, focused presentations by one or a few speakers on a single issue, often in smaller group settings.



06 CROISSANTS AND COLLABORATIONS

Highly interactive small-group discussions led by a few hosts, tackling one practical problem or challenge.



Day 1 Programme

Scan for more information about the sessions and to view the full programme



08:00	Registration opens			
09:00	Official SOC26 Photograph			
09:15	Welcome to the Social Outcomes Conference 2026			
09:30	Keynote address by Professor Ole Helby Petersen and panel discussion The People in Corss-Sector Contracts Lecture Theatre 1			
11:00	Break			
11:45	Spotlight sessions First floor: Executive Seminar Room, Group Working Room 5, Group Working Room 9 Basement: Tun Razak Lecture Theatre, Seminar Room 1, Seminar Room 2, Seminar Room 3, Seminar Room 4			
12:45	Lunch			
14:00	Roundtables and workshops			
	Roundtable Developing a research agenda in the space between formal and relational contracting Executive Seminar Room	Roundtable From the Saxon settlement to the manor house: why funding the social economy is USP and not SPV Group Working Room 9	Workshop Meet the outcomes funding innovators Seminar Room 1&2	Roundtable Digital Innovation and Outcomes Contracting: Promise, Practice, and Pitfalls Seminar Room 3&4
15:30	Break			
16:15	In Conversation with Lisandro Martin, Director of the Outcomes Department at the World Bank Group Lecture Theatre 1			
17:30	Networking Dinner			

If you would like to continue with some more unofficial networking, we will be heading to the Lamb & Flag after the networking dinner. All are welcome.

Keynote Address

Professor Ole Helby Petersen

The People in Cross-Sector Contracts

 09:30 BST
Thursday 3 September

 Lecture Theatre 1
Basement floor

Professor Petersen will explore a critical but often overlooked dimension of public contracting: the people in contracts. Building on the importance of sound legal design, he will examine how contracts shape, and are shaped by, the motivations, behaviours, and relationships of buyers, suppliers, and citizens.

Drawing on behavioural economics and public management research, his keynote will challenge us to rethink how contracts can better reflect human motivations, incentives, and perceptions of fairness and justice. He will explore what it means to place people at the centre of contracts, and how contract designs that incorporate both formal and relational elements can help align incentives and improve outcomes across sectors.

While there is broad agreement that effective cross-sector collaboration is needed to achieve strong social outcomes, it often remains difficult to combine formal legal elements with the relational elements needed for effective and well-functioning collaboration. This keynote will explore how formal and relational approaches to contracting can work together in practice, and what steps can be taken to begin putting these ideas into practice.



Professor Ole Helby Petersen
Roskilde University



Eleanor Carter
University of Oxford
Chair



Sam Rowbury
Cabinet Office UK



Ole Horsfeldt
Gorisson Federspiel



Deborah Burand
NYU Law



Louise Savell
Social Finance

In Conversation

Lisandro Martín

Director of the Outcomes Department,
World Bank Group

 16:15 BST
Thursday 3 September

 Lecture Theatre 1
Basement floor



Outputs and activities, while necessary, are no longer enough. The shift to outcomes is how we keep ourselves honest, relevant, and impactful. It is our way of navigating the complexity of the present.

Lisandro is the driving force behind the World Bank Group's ambitious vision for meaningful outcomes measurement across the organisation. As Director of the Outcomes Department, Lisandro leads efforts to embed outcome orientation throughout the organisation, providing thought leadership on results measurement and overseeing the management and refinement of the World Bank Group's Scorecard. His work includes setting of outcome targets, building of internal and external capacity on results, and approaches to measuring outcomes across critical cross-cutting themes, such as climate, gender, jobs, and private sector capital mobilisation.

Drawing on over two decades of experience in operations and impact measurement, Lisandro will reflect on the challenges of shifting institutional culture from counting outputs to living outcomes. He will share the ingredients that are necessary for building an 'outcomes reflex' within large organisations, and discuss the changes this approach is already driving on the ground in the Bank's operations. In an open Q&A with conference participants, we will explore what other outcomes and social innovation leaders can learn from his journey and how to nurture systems and organisations that continually ask: are we achieving results that matter for people?



Lisandro Martín
World Bank Group



Andreea Anastasiu
University of Oxford
Chair

Spotlight sessions

Scan for more information about the sessions and to view the full programme



Spotlight sessions offer 60 minutes of deeper exploration into innovative research or practice-based case studies. Each session begins with a focused presentation, followed by an interactive audience-driven discussion that dives into questions and details around the featured work.

Participants should come ready with their questions as we delve into case studies from around the world.

01 Delivering basic income and personalised budget programmes in Wales: from evidence to implementation

 Time: 11:45-12:45 |  Location: Executive Seminar Room

Session leads: Jonathan Tan (Greater Change), Michael Sanders (King's College London), Mark Drakeford (Independent)

02 Motivating the health workforce in times of reduced financing: unlocking the potential of performance-based financing (PBF) in Ethiopia

 Time: 11:45-12:45 |  Location: Group Working Room 9

Session leads: Maarten Oranje (Cordaid), Fentabil Getnet Yimer (Ethiopian Public Health Institute)

03 Sustaining outcome focused partnerships: Learning from 20 years of personal outcome focused partnerships in Scotland

 Time: 11:45-12:45 |  Location: Group Working Room 5

Session leads: Ailsa Cook (Matter of Focus)

04 Beyond Results: What outcomes-based financing can mean for systems change. Evidence & practical insights from India

 Time: 11:45-12:45 |  Location: Tun Razak Lecture Theatre

Session leads: Divya Nambiar (Oxford Policy Management), Dayoung Lee (Dalberg Advisors), Barkat Ul Nisa (National Skill Development Corporation), Nitya Daryanani (British Asian Trust), Dhir Jhingran (Language Learning Foundation)

05 Jobs Boost Outcomes Fund: Post-Pilot Evaluation Lessons Learned

 Time: 11:45-12:45 |  Location: Seminar Room 1

Session leads: Akosua Koranteng (Presidential Youth Employment Intervention South Africa)

06 Designing Outcomes-Based Financing that scales in low- and middle-income countries

 Time: 11:45-12:45 |  Location: Seminar Room 2

Session leads: James Ronicle (Ecorys), Miléna Castellnou (Education Outcomes Fund)

07 Can data change policy to improve opportunity? An innovative partnership approach in Gloucestershire

 Time: 11:45-12:45 |  Location: Seminar Room 3

Session leads: Dan Jacques (Barnwood Trust), Naomi Diamond (Collaborate CIC), Hannah Chesters (Gloucestershire County Council)

08 Public Capital, Shared Outcomes: Social Outcome Partnerships in Denmark's Welfare State

 Time: 11:45-12:45 |  Location: Seminar Room 4

Session leads: Emil Overgaard Bruhn (The Danish Social Investment Fund)

Roundtables and Workshops

Scan for more information about the sessions and to view the full programme



01 Developing a research agenda in the space between formal and relational contracting

 **Time:** 14:00-15:30 |  **Location:** Executive Seminar Room

Session leads: Michael Gibson (University of Oxford), Jill Carswell (Department for Education UK), Avishai Benish (Hebrew University of Jerusalem), Deanna Malatesta (Indiana University), Kristina Patterson (Georgia Southern University), Ole Horsfeldt (Gorissen Federspiel), Ole Helby Petersen (Roskilde University), Carolyn Heinrich (Vanderbilt University), David Van Slyke (Syracuse University)

This session brings together researchers and practitioners to discuss how to develop theoretically informed and empirically testable research agendas in the space between formal and relational contracting in the delivery of public services.

The session will feature short presentations drawing on different theoretical and empirical perspectives, highlighting emerging evidence, identifying gaps in current knowledge, and reflecting on lessons from applied settings.

02 From the Saxon settlement to the manor house - why funding the social economy is USP and not SPV

 **Time:** 14:00-15:30 |  **Location:** Group Working Room 9

Session leads: David Neaum (New Philanthropy Capital), Julie Robin (University of Poitiers), Gen Hudson (Social Investment Business), Ged Devlin (KeyFund), Alex Parker (B-corps), Kieron Boyle (Impact Investing Institute), Esmé Clifford Astbury (Office for the Impact Economy), Ruth Stephens (TNLCF), Nigel Ball (Chair)

Earlier this year, NPC published Impact UK, the most comprehensive picture of the UK's impact economy to date, estimating it contributes £428bn in GVA—around 15% of GDP. But understanding the sector's scale also raises a key question: what should count as part of the impact economy, and why does it matter?

This workshop explores that question by dividing the impact economy into five distinct segments, each with their own unique financing and infrastructure needs.

03 Meet the outcomes funding innovators

 **Time:** 14:00-15:30 |  **Location:** Seminar Room 1&2

Session leads: Prateek Garg (OpenSource Pharma), Can Atacik (Alethina Impact), Julia Greenland (Imara Impact), Lee-Ann Davids (SAMRC), Tuğçe Söğüt (Impact Investing Advisory Board), Montgomery Simus (The Ocean Cleanup), Andreea Anastasiu (University of Oxford)

This interactive session will be an opportunity to find out more about the latest projects and innovations in the outcomes-funding landscape and connect with the practitioners leading these initiatives.

Each of the presenters will lead a discussion table, where participants will have the chance to ask questions, make suggestions and offer their support.

04 Digital Innovation and Outcomes Contracting: Promise, Practice, and Pitfalls

 **Time:** 14:00-15:30 |  **Location:** Seminar Rooms 3&4

Session leads: Neil Stanworth (ATQ Consultants), Ivan Foberg (Roskilde University), Juliana Outes Velarde (University of Oxford), Paul Atfield (Education Outcomes Fund), Munib Qasim Zia (Destillo AI Inc), Rony Birman (Social Finance Israel), Jaakko Kaartinen (Taso Research)

Over the past few years, we have witnessed a data and digital revolution. This roundtable will explore how data-driven tools and emerging technologies — including AI-based models, blockchain-enabled contracting, and data dashboards for monitoring and performance management — can support different stages of outcomes-based contracting. The session will focus on showcasing the “art of the possible” while critically discussing whether and how these tools can help reduce costs, improve public service delivery, and address common operational bottlenecks.

Day 2 Programme

Scan for more information about the sessions and to view the full programme



07:00 Oxford landmarks morning run - starts at the Radcliffe Camera

08:15 Registration opens

08:30 Croissants and Collaborations

First floor: Executive Seminar Room, Group Working Room 5, Group Working Room 9

Basement: Seminar Room 1, Seminar Room 2, Seminar Room 3

10:00 Break

10:30 Roundtables and workshops

Roundtable

Beyond compliance: How can we shift social procurement from transactional to transformational

Seminar Tun Razak Lecture Theatre

Roundtable

The governance of learning and growing: Are we designing systems that enable us to act on the evidence they produce?

Executive Seminar Room

Workshop

From test kitchen to public systems: the recipe(s) for scalable and accountable cross-sector partnerships

Seminar Room 1&2

Workshop

Using Outcomes Contracts for System Transformation in Health & Social Care: the case of Neighbourhood Transformation Funds

Seminar Room 3&4

12:00 Lunch and Social Impact Poster Gallery

12:15 Academic paper Development Workshop - Tun Razak Lecture Theatre

13:15 Deep Dives

Strengthening health systems through outcomes-oriented partnerships

Seminar Room 1&2

The power of ecosystem orchestration for social change at scale

Seminar Room 3&4

Transforming care systems through person-centred approaches

Lecture Theatre 1

Innovating at scale in Early Childhood Care & Education

Tun Razak Lecture Theatre

14:45 Break

15:00 Big Picture

The mundane messiness of partnerships for impact: leading and navigating complex systems for impact at scale

Lecture Theatre 1

16:30 Closing drinks

Croissants and Collaborations

Scan for more information about the sessions and to view the full programme



Croissants and Collaboration sessions are designed to connect experts around a specific challenge or question that they can solve (or seek to make progress on) together. With croissants in hand, participants are invited to contribute their expertise and ideas in a relaxed, conversational setting. Attendees should come ready to join together in this session to discuss the topics below.

01 Primary Prevention as National Infrastructure: Designing Systems for Flourishing, Social Cohesion and Productivity

 Time: 08:30-10:00 |  Location: Group Working Room 5

Facilitators: Bernadette Black (SEED Futures)

02 Public procurement and outcomes funding

 Time: 08:30-10:00 |  Location: Group Working Room 9

Facilitators: Stuart Theobald (Krutham), Agostina Coniglio (Keidos)

03 What works in employment support: Insights from policy & practice

 Time: 08:30-10:00 |  Location: Executive Seminar Room

Facilitators: Tanyah Hameed (Social Finance), Jenny Holmes (South Yorkshire MCA), Nick Butler (UK Department for Work and Pensions)

04 Unpacking the UK's first Relational Property Development Agreement

 Time: 08:30-10:00 |  Location: Seminar Room 1

Facilitators: Paul Clark (Stories), Sophie White (Aviva Capital Partners), Gavin Barlow (The Albany)

05 Relational Diagnostic: Mapping relational influence in outcomes-focused implementation

 Time: 08:30-10:00 |  Location: Seminar Room 2

Facilitators: Bahana Saikia (UK Department for Work and Pensions)

06 Rethinking Outcomes-Based Partnerships and Incentives in Education Finance

 Time: 08:30-10:00 |  Location: Seminar Room 3

Facilitators: Poornima Kharbanda (Global Schools Forum), Rob Alhadeff (Jackfruit Finance), Caleb Leseine (IDinsight), Joe DiSilvio (Education Outcomes Fund), Lucas Tschan (iGravity)

Roundtables and Workshops

Scan for more information about the sessions and to view the full programme



01 Beyond compliance: How can we shift social procurement from transactional to transformational

🕒 Time: 10:30-12:00 | 📍 Location: Tun Razak Lecture Theatre

Session leads: Mara Airoidi (Schwab Foundation), Diarmuid McDonnell (New College), Warren Smith (Posterity Global), Rony Birman (Social Finance Israel), Gavin Hayman (Open Contracting Partnership)

Public procurement is one of the largest discretionary levers governments hold to shape social outcomes, yet debate around it remains dominated by legal and compliance frameworks.

This roundtable brings together academics, policymakers, and practitioners working at the frontier of public social procurement to examine what this shift requires in practice. We will explore two interlocking dimensions.

02 The governance of learning and growing: Are we designing systems that enable us to act on the evidence they produce?

🕒 Time: 10:30-12:00 | 📍 Location: Executive Seminar Room

Session leads: Arnaud Vaganay (What Works Centre for Children and Families), George Poquillon (Education Outcomes Fund), Mohammed Alotaibi (United Nations University), Sreeja Nair (National University of Singapore), Vassilis Karokis-Mavrikos (University of Surrey), Felix-Anselm van Lier (University of Oxford), Maria Patouna (University of Oxford), Eleanor Carter (University of Oxford), Juliana Outes Velarde (University of Oxford)

Governments invest substantially in evaluation infrastructure on the premise that better evidence produces better decisions. But this relationship is not linear and is shaped by the governance architecture of both the evaluation systems themselves and the wider decision-making environments in which they are embedded.

This session examines this underexplored but critical dimension of evidence-based policymaking, asking what governance conditions are needed to translate robust evidence into better outcomes.

03 From test kitchen to public systems: the recipe(s) for scalable and accountable cross-sector partnerships

🕒 Time: 10:30-12:00 | 📍 Location: Seminar Room 1&2

Session leads: Andreea Anastasiu (University of Oxford), Maria Paulina Gómez (Fundación Corona), Caroline Gadd (Social Finance), Nayantara Watsa (Tiko), Kay Atanda (World Bank Group), Nicole Pflock (Instiglio), Patsy Kraeger (Creighton Community Foundation), Jeff Boles (Creighton Community Foundation), James Magowan (Uk Department for Digital, Culture, Media and Sport)

This interactive session will return to one of the foundational themes of the Social Outcomes Conference: How do we institutionalise outcomes and amplify the impact of outcomes-oriented partnerships?

Building on discussions at previous editions of the conference, this workshop will focus on some of the active ingredients and approaches that can nurture partnerships that are accountable, sustainable and able to deliver public value at scale.

04 Using Outcomes Contracts for System Transformation in Health & Social Care: the case of Neighbourhood Transformation Funds

🕒 Time: 10:30-12:00 | 📍 Location: Seminar Room 3&4

Session leads: Alec Fraser (King's College London), Clare FitzGerald (King's College London), Katy Nex (Social Finance), Angus Kerr (Social Finance), Richard Ball (Macmillan Cancer Support)

How can we use Outcomes Contracts to drive long-term sustainable integration across health systems to reduce health inequities?

This interactive practitioner workshop will interest policymakers, practitioners, service users, those working across the voluntary, community, faith, and social enterprise (VCFSE) sectors, intermediaries and investors seeking more equitable and sustainable models of collaboration.

Social impact poster gallery



12:00 BST
Friday 4 September



Inamori Forum
Basement floor

We recognise that there is so much exciting and meaningful work our speakers and their organisations are doing which can't be fit into the limited speaking slots.

Speakers and organisations are invited to share posters at the conference which will be on display virtually on the SOC26 webpage and a selected few physically in the Inamori Forum at the Blavatnik School. This way both online and in-person participants can view the valuable social impact work and research that has been done.



HIGHLIGHTS FROM LAST YEAR



27
POSTERS
PRESENTED



40+
INSTITUTIONS
REPRESENTED



250+
DELEGATES ENGAGED
(IN PERSON AND ONLINE)

How can measurement frameworks and tools evolve to support systematic, mission-oriented approaches?

Authors
Natalia Kuchukova
Jensine Odhiambo

Affiliations
University of Stavanger, Norway
University of Wisconsin-Madison, USA
International Centre for Evidence Impact



Introduction

Educational policy and practice increasingly rely on "evidence" to guide decisions, yet what counts as valid evidence remains contested. Different stakeholders, including teachers, researchers, and global agencies, apply diverse standards, creating tension around definitions and quality.

There is a need to better understand the varied definitions of evidence in education.

Objective

This study aimed to explore how educational leaders perceive evidence quality and how their organisations apply it in practice. It also examined barriers to achieving a holistic understanding of evidence and the potential role of self-assessment tools like the ENOY Navigator Tool developed by the Jacobs Foundation.

Methodology

Fifteen educational leaders affiliated with the Jacobs Foundation were interviewed via one-on-one Zoom sessions, using prompts informed by the ENOY Evidence framework.

The interviews were transcribed, verified for accuracy, and analysed through a three-cycle coding process to identify patterns and themes.

A comprehensive literature review was conducted to position the findings within current conceptualisations of educational evidence.

Analysis

Thematic analysis revealed three primary conceptualisations of evidence: hierarchical, pluralistic, and multidimensional, reflecting differing priorities and methodological preferences among the educational leaders.

Analysis also highlighted governance challenges, such as political pressures and funder influences, which affect the practical application of evidence.

Findings

Leaders who favoured hierarchical evidence prioritised RCTs, pluralistic leaders valued method fit to context, and multidimensional leaders integrated multiple dimensions of evidence. Despite recognition of diverse perspectives, systemic pressures often led to fragmented evidence use and constrained holistic practice.

The study identifies an "evidence paradox," where educational leaders aspire to holistic, multidimensional understanding of evidence but are constrained by systemic governance and funding pressures. Addressing these barriers is crucial for aligning policy, practice, and research toward coherent, context-sensitive evidence use.



Conclusion

While educational leaders recognise the value of holistic, multidimensional evidence, systemic pressures such as political agendas, funding constraints and institutional inertia often fragment its application.

Interventions may be less effective or equidistant when evidence use is narrow or skewed. The findings underscore the need to develop frameworks and methods that are both flexible and robust, enabling evidence to be meaningful across diverse educational contexts and to inform policy in ways that genuinely improve learning outcomes.

The ENOY Navigator Tool is a useful starting point for these efforts.

Academic Papers Development Workshop



12:15 BST
Friday 4 September



Tun Razak Lecture Theatre
Basement floor

This is a dedicated session for researchers looking to discuss and receive feedback on their academic papers. Alongside small group feedback on the papers selected for this session, participants will have the opportunity to discuss their work with a panel of leading scholars.



Ruoyi Lu
Centre for AI and Digital
Policy



Liron David
University of Haifa



Ana Chamon
Geneva Graduate Institute



Maria Lungu
University of Virginia



Kristina Patterson
Georgia Southern University



Julia Schmalz
University of Milan



Christian Diaz-Ordenez
University of Cambridge



Avishai Benish
Hebrew University of
Jerusalem



Catherine Angai
Institute of Development
Studies



Michael Gibson
University of Oxford
Chair



David van Slyke
Syracuse University
Chair

Deep Dives

Scan for more information about the sessions and to view the full programme



Deep Dive sessions feature expert panels that explore specific topics or research findings in greater depth, followed by a Q&A session.

01 Strengthening health systems through outcomes-oriented partnerships

🕒 Time: 13:15-14:45 | 📍 Location: Seminar Room 1&2

Chair:

Reuben Koekoek
(Social Finance NL)

Presentations by:

Reza Fazel (Open Capital Advisors)
Nicky Ward (Bridges Outcomes Partnerships)
Graeme Dixon (Proclivitas Ltd)
Krisha Mathur (ACT)

02 Innovating at scale in Early Childhood Care & Education

🕒 Time: 13:15-14:45 | 📍 Location: Tun Razak Lecture Theatre

Chair:

Jennifer Opare-Kumi
(University of Oxford)

Presentations by:

Siegrid Holler (Instiglio)
Palesa Nkabane (Department of Basic Education South Africa)
Adriana Balducci (Education Outcomes Fund)
Rachel Hinton (FCDO)

03 Transforming care systems through person-centred approaches

🕒 Time: 13:15-14:45 | 📍 Location: Lecture Theatre 1

Chair:

James Magowan
(UK Department for Digital, Culture, Media and Sport)

Presentations by:

Gavin Peek (NSW Department of Communities and Justice)
Sarah Cooke (Bridges Outcomes Partnerships)
Caroline Gadd (Social Finance)

04 The power of ecosystem orchestration for social change at scale

🕒 Time: 13:15-14:45 | 📍 Location: Seminar Room 3&4

Chair:

Ashna Devaprasad
(University of Oxford)

Presentations by:

Sreehari Ravindranath (Dream a Dream)
Jayshree Oberoi (The Akanksha Foundation)
Estêvão Pinheiro (Moritz)

Big Picture

The mundane messiness of partnerships for impact: leading and navigating complex systems for impact at scale



15:00 BST
Friday 4 September



Lecture Theatre 1
Basement floor

Partnerships, particularly through cross-sector collaborations, are increasingly viewed as an essential enabler for outcomes and long term impact. Partnerships are often articulated in terms of composition, actions, attributes and competencies. Yet these say little about the mundane messiness of how partnerships result from navigating complex interpersonal, intra-organisational and inter-organisational risks and opportunities. As ambitions for 'scale' continue to grow, we are increasingly challenged to work in highly complex and shifting systems. This session shares insights and experiences of those working to achieve impact at scale. It shines a light on issues such as accountability, governance, evidence, as well as balancing relational and transactional ways of working.



Philipp Müller-Wirth
UNESCO



Darian Stibbe
The Parenting
Initiative



Nicole Pflock
Instiglio



**Natalia Martínez
Pardo**
District Secretariat
of Social Integration



Chih Hoong Sin
Independent
Chair

MORE EXCITING EVENTS

Join us for a series of informal activities designed to help you explore Oxford, meet fellow delegates and celebrate the end of the conference.



At SOC26, we hope the conversations don't end when the sessions do. These events offer a chance to connect beyond the conference programme.

— Anna Ulshöfer,
GO Lab Team



PUB QUIZ

Wednesday 2 September, 18:30, The Plough Inn Oxford

Experience a beloved British institution, while meeting fellow attendees in a fun and informal setting. The pub quiz takes place at 18:30 at The Plough Inn, 38 Cornmarket St, Oxford OX1 3HA



NETWORKING DINNER

Thursday 3 September, 17:30, Blavatnik School

Connect with speakers, participants and partners during our networking dinner.



OXFORD LANDMARKS RUN

Friday 4 September, 7:00, Radcliffe Camera

Stay active during the conference and discover some of Oxford's most iconic landmarks by joining us on an easy morning run, led by our GO Lab team. We will be starting the run promptly at 7am outside the Radcliffe Camera, in the very heart of Oxford.



CLOSING CELEBRATION GALA

Friday 4 September, 16:45, Blavatnik School

Celebrate the close of the conference with drinks, music and reflections on the week's conversations.

GO LAB'S FAVOURITES

Looking to explore Oxford beyond the conference? Discover some of the Go Lab team's favourite places to eat, drink, and explore around Oxford.



Do not miss Jon and Andreea's running session! It's an early start, but totally worth it!

Juliana Outes Velarde,
GO Lab



FAVOURITE PUB

- Harcourt Arms
- The Head of The River
- Jude the Obsure
- Rose and Crown



FAVOURITE CAFÉ

- Jericho Coffee Traders
- The Paper Boat Café
- Kelpi Coffee (Castle Quarter)
- 101 Coffee



FAVOURITE RESTAURANT

- Branca Bar, Restaurant and Deli
- Ramen Kulture
- Chester Arms
- Arbequina (Covered Market)



FAVOURITE COLLEGE

- Magdalen College
- Balliol College (great bar)
- All Souls College
- Worcester College



FAVOURITE MUSEUM

- The Ashmolean
- The Story Museum
- Pitt Rivers
- Oxford Botanic Garden



FAVOURITE 'HIDDEN GEM'

- Alice's Shop
- Mesopotamia Walk
- Worcester College gardens
- Port Meadow



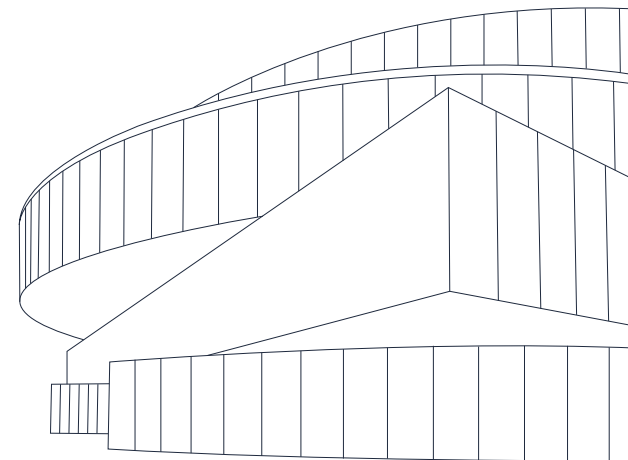
FAVOURITE PLACE

- Radcliffe Square at dusk
- Any library
- South Park
- Pubs



MOST 'OXFORD' THING TO DO

- Punting
- Evensong
- Going to the pub



More from the GO Lab team



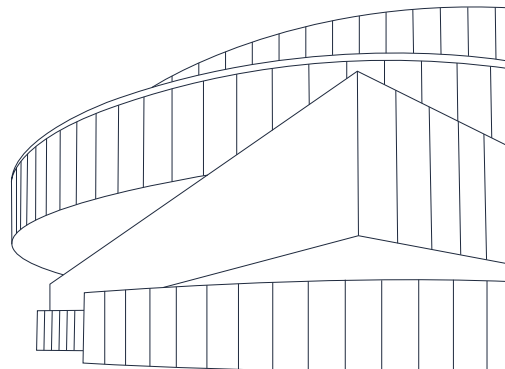
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Contact the SOC26 team



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For any questions or more information about our work and how to get involved, you can get in touch with us at golab@bsg.ox.ac.uk.



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