

Test, Learn, Grow

Can government improve public services by learning and adapting faster?

As the independent learning and evaluation partner for the UK Cabinet Office's Test, Learn, Grow (TLG) programme, the Government Outcomes Lab examines how adaptive policymaking works in practice and whether it can improve public services and outcomes.



GOVERNMENT
OUTCOMES
LAB



Accelerators
start small



Test things



Learn as they go



Grow as they
deliver



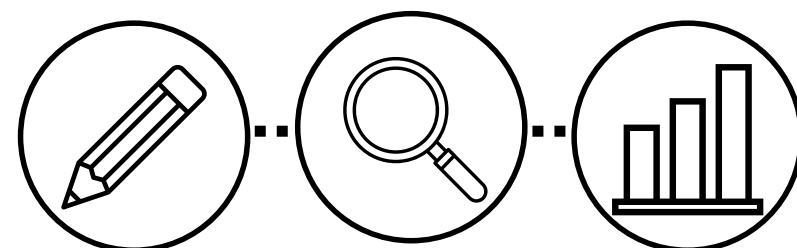
The Evaluation operates at two levels



ACCELERATOR-LEVEL

What does test-and-learn work look like in a local authority setting? Do those approaches lead to better outcomes for people?

MIXED METHODS



PROGRAMME-LEVEL



How does the centre of government learn from and embed test-and-learn at scale? Does TLG help government to be more adaptive?

Our methods

Qualitative

Interviews, focus groups, secondary data such as project management information

Small scale, in-depth

Accelerator level

Mixed methods

Administrative data paired with project management data and survey responses

programme wide

Accelerator and programme

Mixed methods

Cost and outcomes data

programme wide

Cross portfolio

Longitudinal survey

Multi-wave survey instruments

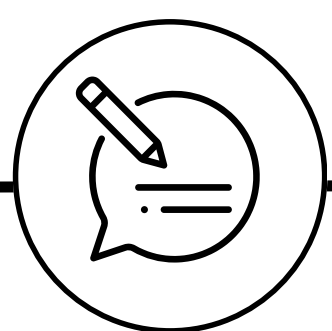
programme wide

Cross portfolio

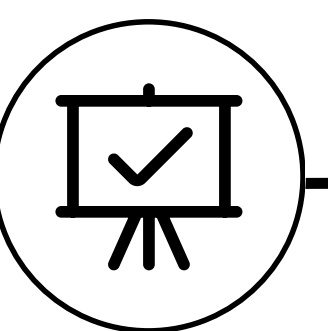
Our outputs share work-in-progress in the open with TLG teams



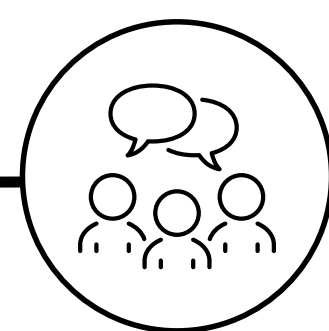
Brief memos linked
to work sprints



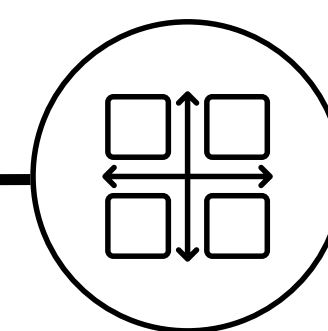
Blog
posts



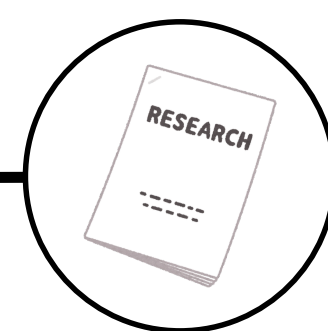
Presentations



Reflection and
feedback sessions



Evaluability
matrix



Academic
publications

The GO Lab evaluation team



Eleanor Carter



Felix-Anselm
van Lier



Ashna Devaprasad



Ben Eyre



Maria Patouna



Juliana Outes



Belén Tomic

The Government Outcomes Lab is the independent evaluation partner for Test, Learn and Grow. If you are using iterative, place-based and/or relational approaches to design and deliver public services, in the UK or elsewhere, we would love to hear from you. Please come and talk to us!



Scan to learn more
about the project!

THE LEARNING STATE

From Evidence Production to Institutional Adaptation

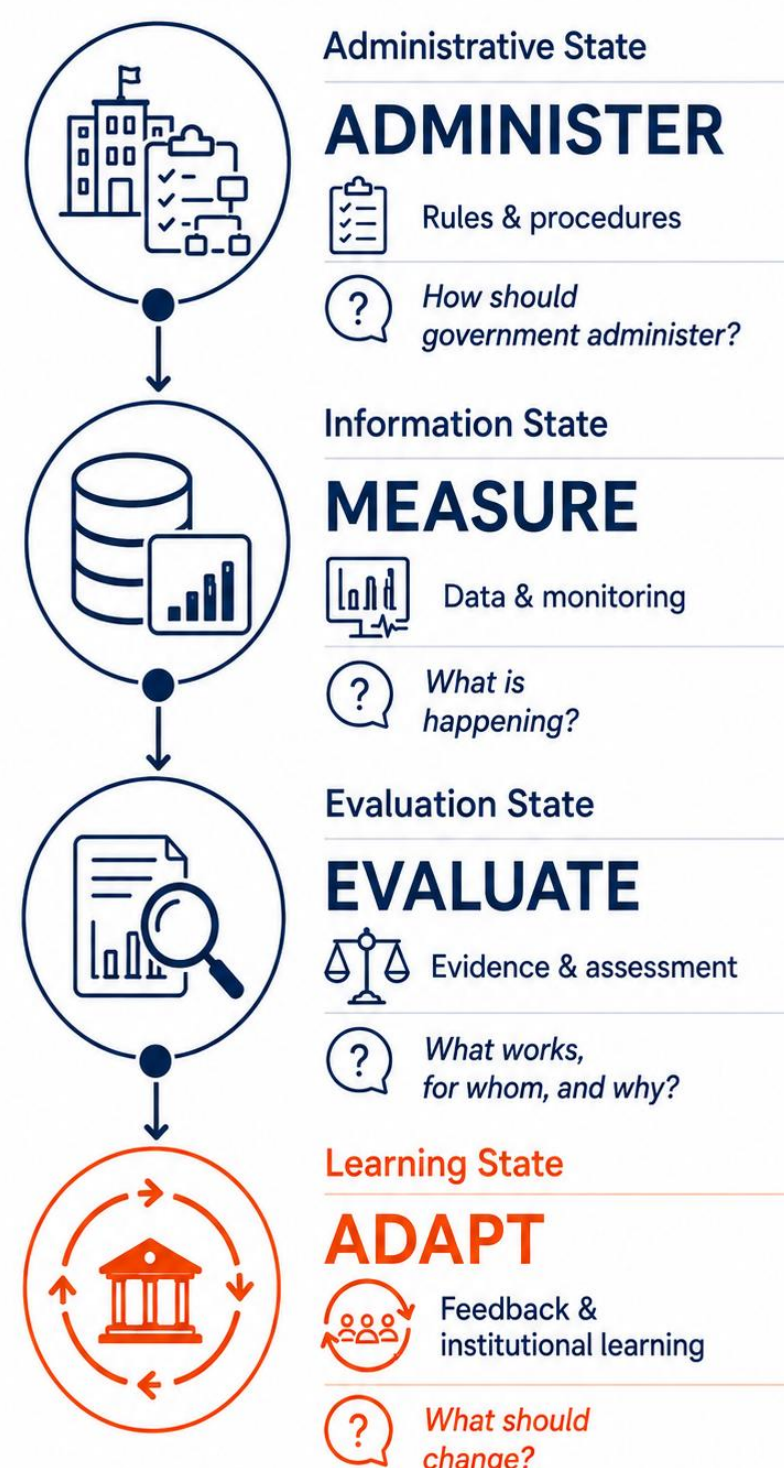
Governments have become increasingly capable of producing evidence; the Learning State adds the institutional capacity to convert evidence and experience into judgment, adaptation and institutional memory.

I. WHY GOVERNMENT DOESN'T LEARN

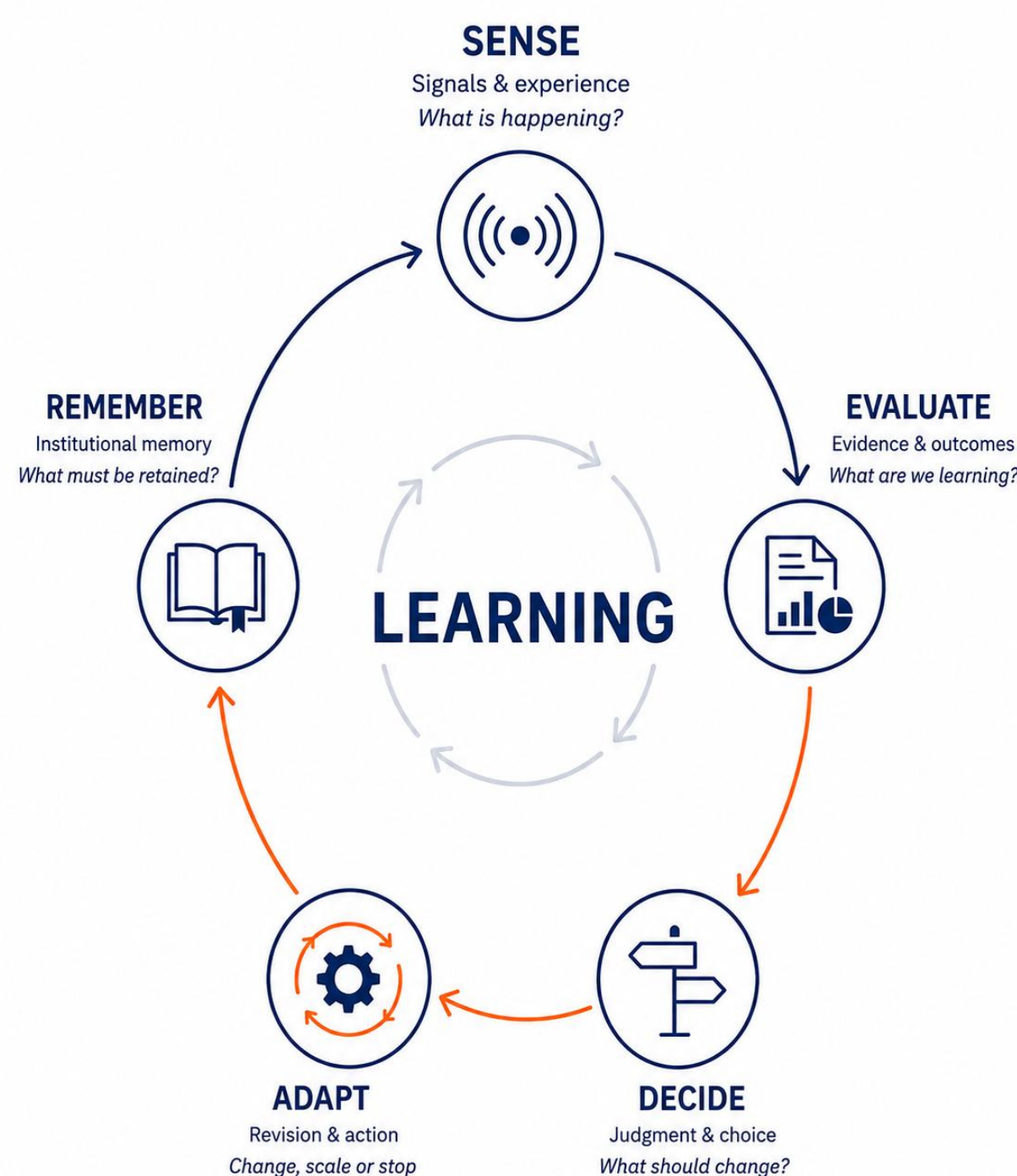
II. HOW A LEARNING STATE WORKS

III. WHAT WE NEED TO BUILD

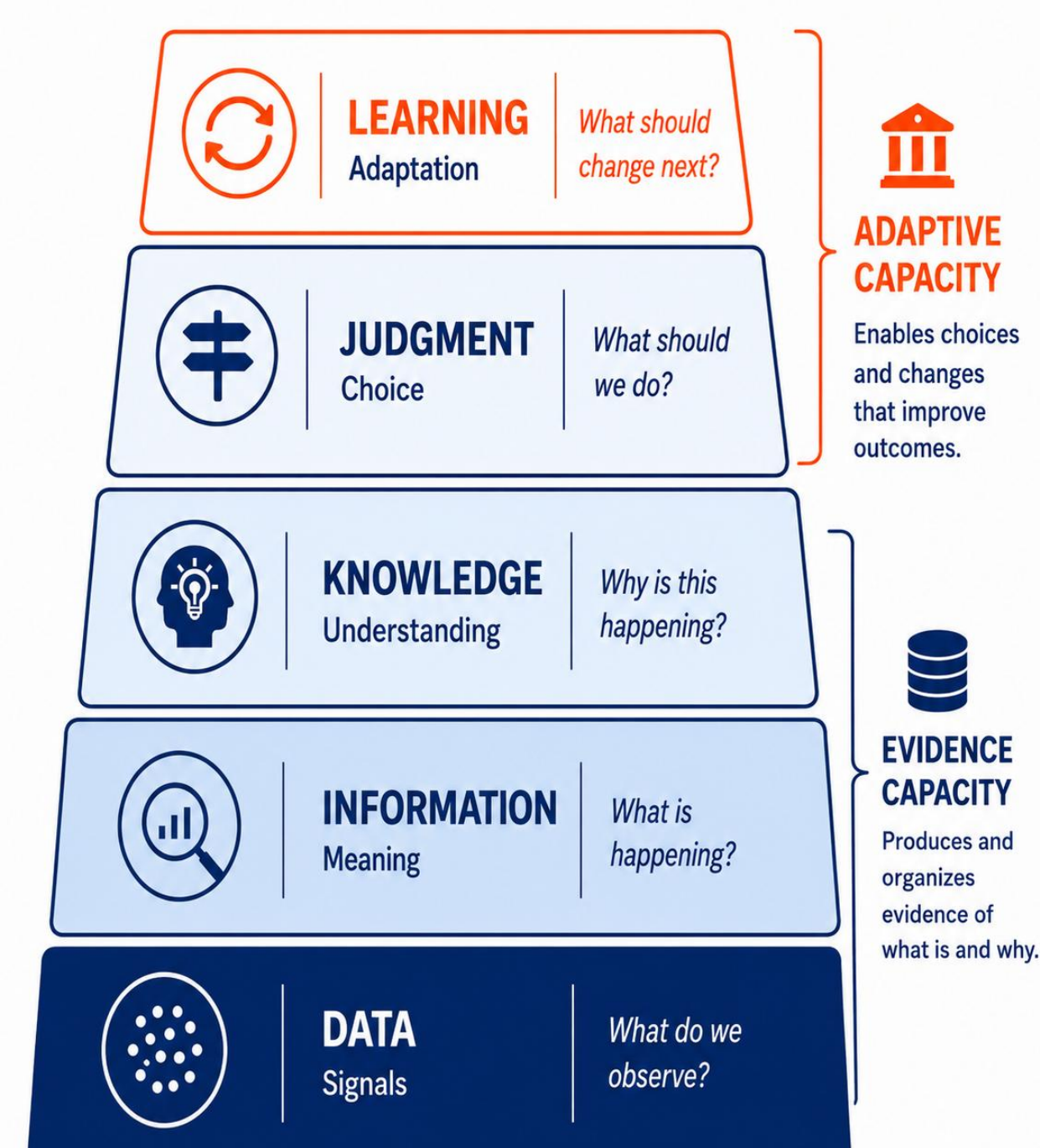
1. Evolution of the State



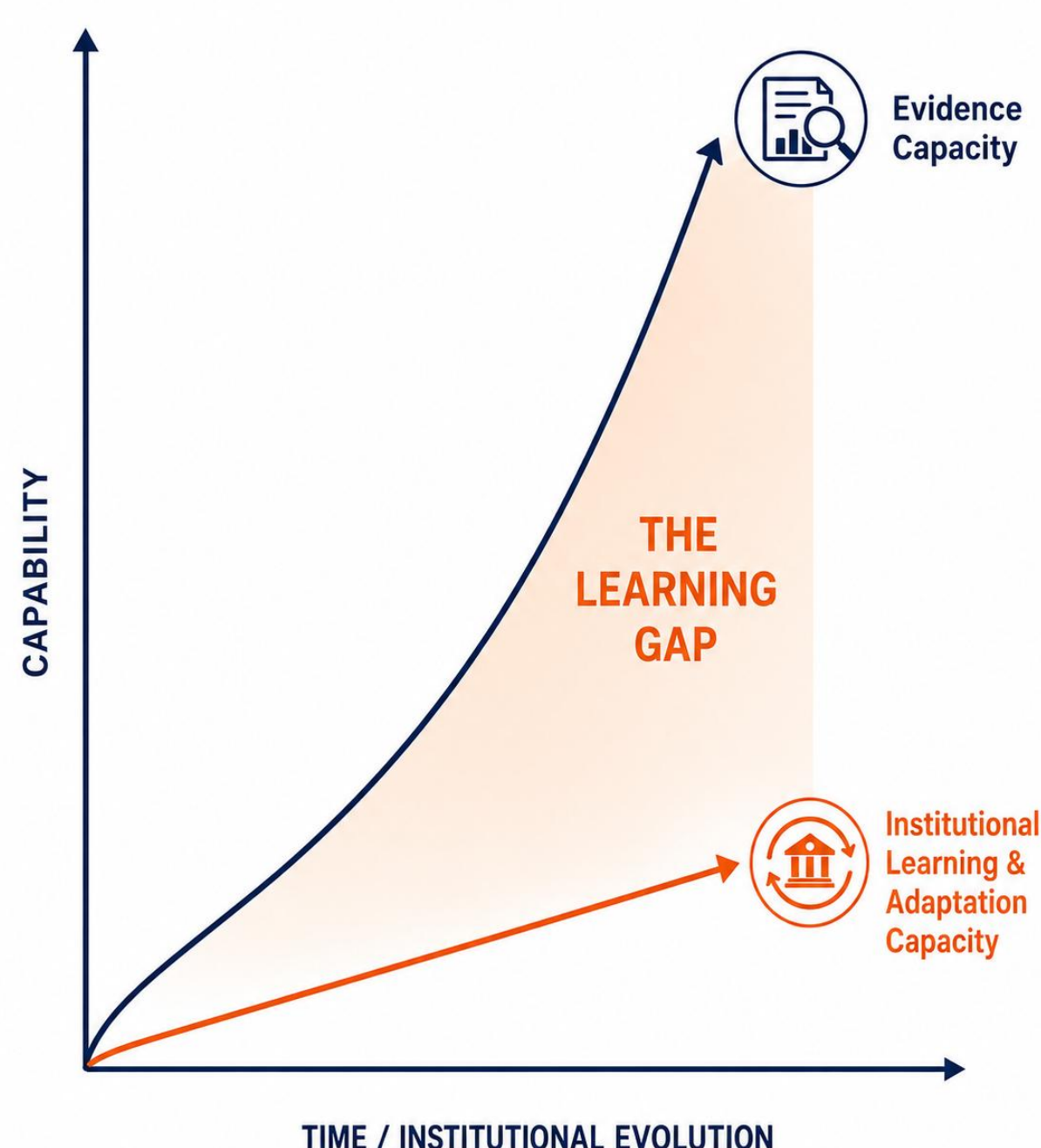
3. The Learning Loop



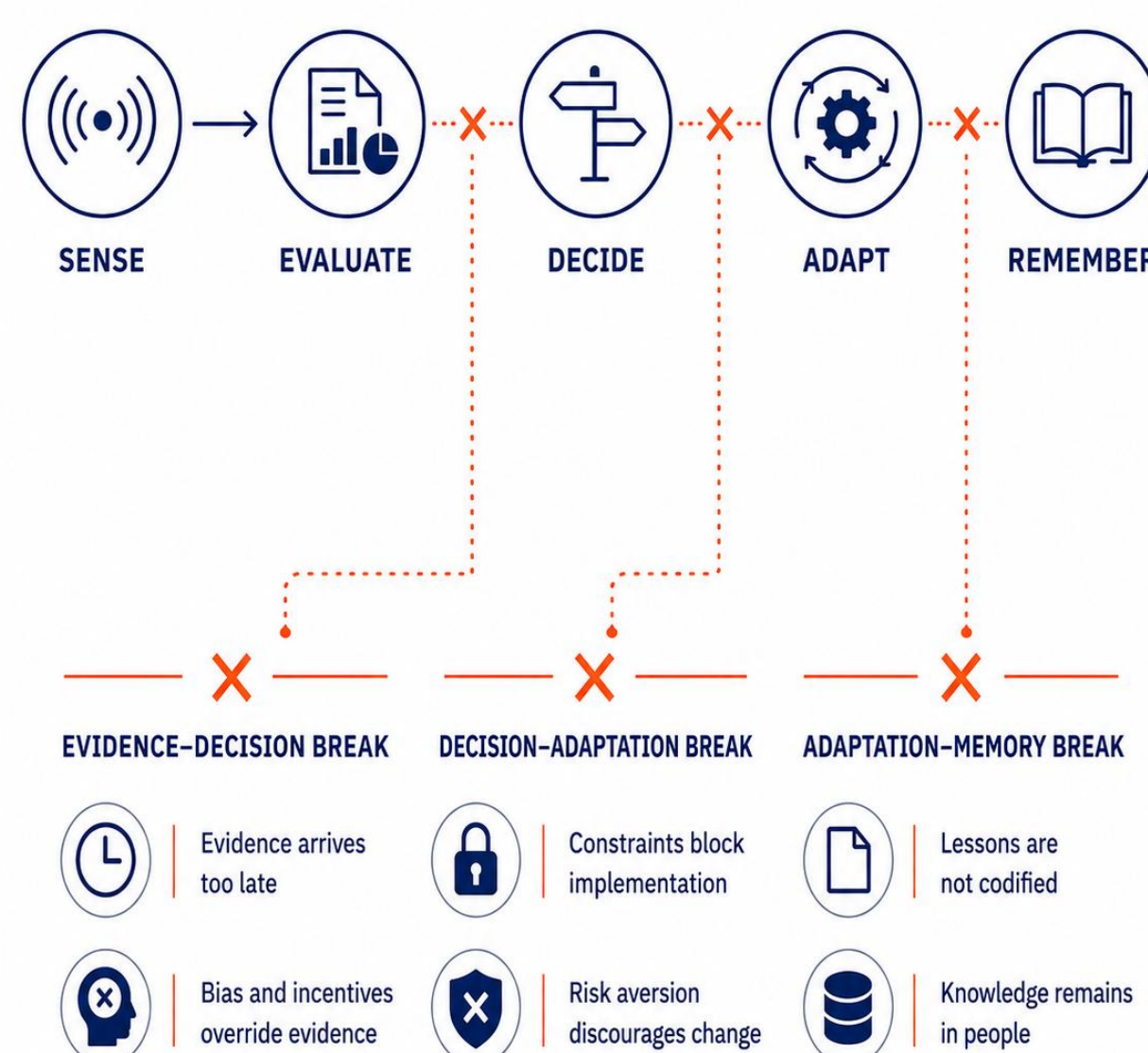
5. The Capability Stack



2. The Learning Gap



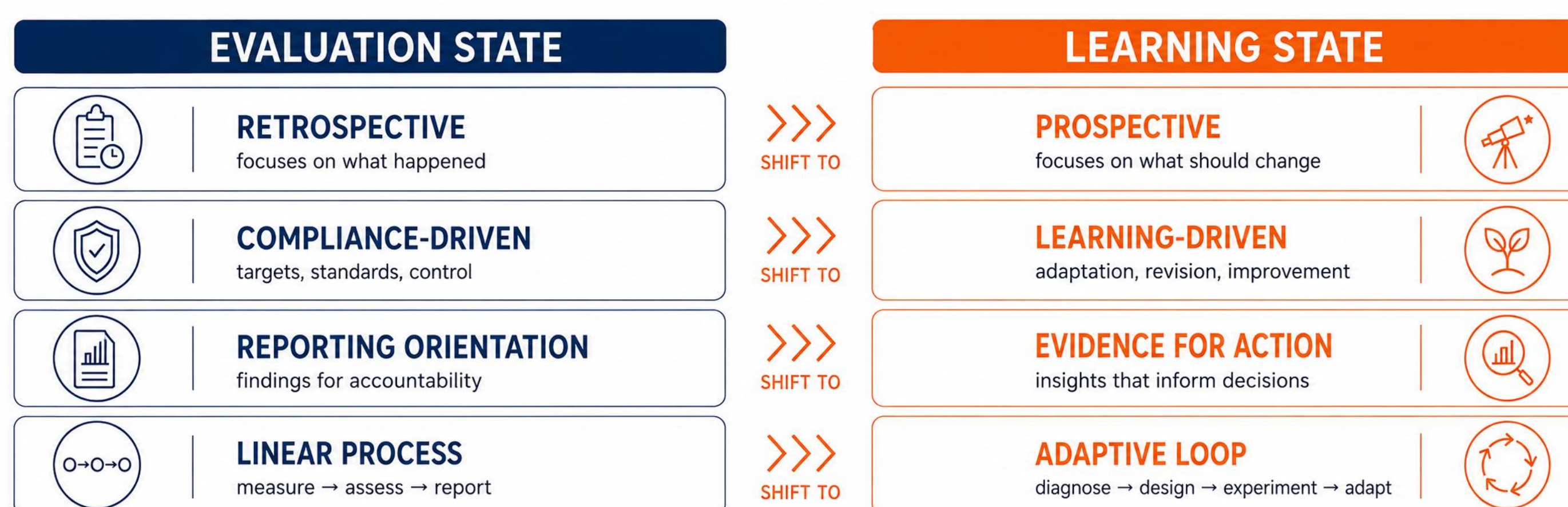
4. Where Learning Breaks



6. Evaluation ≠ Learning



7. Toward the Learning State



FROM INFORMATION TO LEARNING, TOWARD COGNITION

The Information State of yesterday strengthened government's capacity to observe, measure, and evaluate. The Learning State of today extends this capacity by converting evidence and experience into policy judgment, institutional adaptation, and cumulative capability. The Cognitive State of tomorrow will evolve by combining institutional learning with computational thinking to model the complexity of the future.

Embedding Accountability with Flexibility:

A Hub & Spoke Partnership Model for HPV-Based Cervical Cancer in India

Swati Saxena, Mridu Gupta, Tolsy Sharma, Manisha Ohlan
Cancer Awareness, Prevention and Early Detection (CAPED India)

Issue	Hub & Spoke Model	Expected Outcomes
- Cervical Cancer remains a leading cause of preventable mortality in India - Every 8 minutes a woman dies of cervical cancer - No recall based system for screening - Diagnosed in later stages and poor follow ups - Myths and hesitation persists along with structural barriers - Vaccination introduced recently	- Integration of primary care 'spokes' with tertiary diagnostic 'hub' Spokes - community mobilization and health system strengthening Hub - HPV DNA testing, reflex triage and patient navigation Model encourages partnerships with governments, academic institutions, civil society, and international organisations combining flexibility with accountability	- Screening thousands of women in rural India - Provision of continuum of care - Improved awareness and uptake among the community - Strengthening frontline workforce capacity - MIS for data management and pilots for accurate screening technologies
CAPED's Role	Methodology	Future Directions
- Encourages screenings in underserved communities through camp style approach - Provides implementation support while enabling local ownership by governments and community organisations. - Capacity building of CHWs and primary health centre personnel - MoUs with states of Jharkhand and Uttarakhand	 Community mobilisation   Primary screening & HPV sample collection   Hub-based HPV DNA testing + Reflex LBC   Patient Navigation and Treatment   Monitoring & feedback to districts	- Integrating awareness and uptake of HPV vaccine in screening - Building sustainability in the model - Government enables scale and workforce - CAPED provides implementation support and community engagement - Academic partners generate evidence and implementation learning - Industry partners provide diagnostic innovation and technical support - All partners have flexibility within their domain - Remain accountable to one another and to the state
 Punjab Haryana Delhi Uttar Pradesh Gujarat Rajasthan Jharkhand Karnataka Uttarakhand  	 Demand side ASHAs with NGOs play critical role in awareness building and stigma reduction Supply side CAPED strengthens PHCs, supports workforce training and infrastructure and allows for structured referral linkages	  



The Healthy Resilient Empowerment Bond

A Human Capital Performance Bond (HuCAP) for Implementing Outcomes Contracts with Municipalities

Jeff Boles · Patsy Kraeger, PhD

Creighton Community Foundation | Land Use Coalition for Open Space Equity (LUCOSE)

THE FUNDING CLIFF

Arizona cities and counties face growing demand for heat relief, food access, and workforce services with shrinking federal support — and no sustainable replacement funding stream in sight.

1 in 4

Phoenix residents live in neighborhoods without adequate parks or green space

427

heat-related deaths recorded in Maricopa County in 2025 alone

30%

drop in heat-related deaths (2024–2025) driven by ARPA-funded cooling investment

2026

year ARPA funds expire, with no comparable replacement funding identified

WHAT IS A HUCAP BOND?

HuCap is a government-issued bond whose proceeds fund public services through performance-based contracts with community service providers. The jurisdiction borrows at standard municipal rates — providers deliver measurable outcomes.

A Third Path

Not a Social Impact Bond — no private intermediary or outcome payer. HuCap borrows the capital-market efficiency of a conventional GO bond and the performance discipline of an SIB, without either one's limitations.

Piloted through Minnesota's Pay for Performance Act, delivering over 600% ROI on workforce investment over 15 years.

HOW IT WORKS

- 1 Issue**
Jurisdiction issues a social bond using existing GO authority.
- 2 Deploy**
Proceeds fund projects via binding CBO service agreements.
- 3 Verify**
Independent evaluator confirms outcomes against defined KPIs.
- 4 Gate**
Future tranches release only after prior rounds hit targets.
- 5 Protect**
Clawback provisions recover funds for nonperformance.

IMPLEMENTATION: OUTCOMES CONTRACT WITH A MUNICIPALITY

Case in point — City of Phoenix: the pilot targets 8–12 low-income, open-space-deficient corridors, with Community-Based Organizations (CBOs) contracted for site activation, maintenance, and reporting under stewardship agreements.

PHASE 1 PILOT (2026–2027) — \$15–20M

- Mix of City-owned, nonprofit, school, and private parcels under MOUs or lease agreements
- CBOs contract for site activation, maintenance, and reporting
- Independent ESG verifier (e.g., Kestrel, Sustainalytics) issues a second-party opinion
- Serves as proof-of-concept to build investor and public confidence

LOGIC MODEL AT A GLANCE

Inputs	\$15–20M bond, municipal credit, ICMA Social Bond framework, LUCOSE governance
Activities	Issue bond · site selection · stewardship contracts · shade / cooling / food infrastructure
Outputs	≥90% funds deployed in 12 months · 8–12 pilot sites activated
Outcomes	Canopy increase, reduced heat exposure, food access, earned-income growth
Impact	Structural shift from grants to capital markets; avoided public costs ≥ debt service

PERFORMANCE-GATED KPI TARGETS

- Short-term (1–2 yrs): ≥25 acres shaded · ≥20 food sites · ≥300 workforce placements · +15% canopy · –10% heat exposure
- Mid-term (3–5 yrs): –5% heat-related ER visits · +10% food access · +10% earned income growth

Phase 1: Pilot

2026–2027

\$15–20M

Prove the model in 8–12 priority corridors; establish baseline KPIs.

Phase 2: Scale

2028–2030

\$25–35M

Expand based on verified outcomes and public dashboard reporting.

Phase 3: Institutionalize

2031–2035

\$35–50M

Standing equity-infrastructure line within City capital planning.

LEGAL COMPLIANCE — ARIZONA GIFT CLAUSE

1. Public Purpose

Funds essential public-benefit infrastructure and services: food security, workforce development, heat mitigation, and neighborhood stabilization.

2. Adequate Consideration

The public receives contractually defined, measurable, and independently verified value — not speculative or illusory benefits.

3. Enforceability

Bond indenture, eligible-use covenants, outcome-based payment triggers, annual third-party verification, and clawback remedies for nonperformance.

Arizona AG opinion, Amkor / City of Peoria (June 2025): indirect public benefits satisfy Gift Clause requirements when coupled with enforceable performance obligations and monetary clawback penalties — a structure HuCAP builds in from the start.

CASE EXAMPLE: MARICOPA COUNTY HEAT RELIEF

Maricopa County recorded 427 heat-related deaths in 2025 and confirmed its first 2026 death in early June. The 2026 Heat Relief Network runs on the last available ARPA dollars, opioid settlement funds, and city contributions (≈\$5M) — with no comparable funding stream identified after 2026.

A HuCap bond could capitalize cooling infrastructure, community-operated respite centers, hydration stations, and outreach at a scale annual appropriations cannot reach — with performance gates tied to measurable reductions in heat deaths and ER visits.

A self-correcting expansion pathway:

funding grows only when outcomes improve.



Developed by the Land Use Coalition for Open Space Equity (LUCOSE), co-chaired by Creighton Community Foundation and Valley of the Sun United Way, launched with Maricopa County Public Health funding in 2021 and continued under Vitalyst Foundation support.

Contact: Jeff Boles
jeff.boles@creightoncommunityfoundation.org

Prepared for the Social Outcomes Conference 2026 (SOC26)
Blavatnik School of Government, University of Oxford

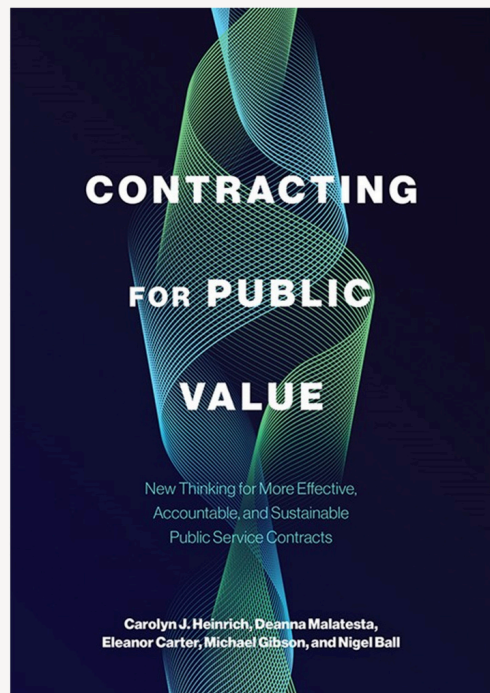
Contracting for Public Value

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

Prof Carolyn Heinrich (Vanderbilt University), Dr Deanna Malatesta (Indiana University),
Dr Eleanor Carter (University of Oxford), Michael Gibson (University of Oxford) and Nigel Ball (Independent),
published with Oxford University Press.

How can public-private partnerships (PPPs) be better designed and managed to deliver greater value for the public?

THE BOOK: CONTRACTING FOR PUBLIC VALUE

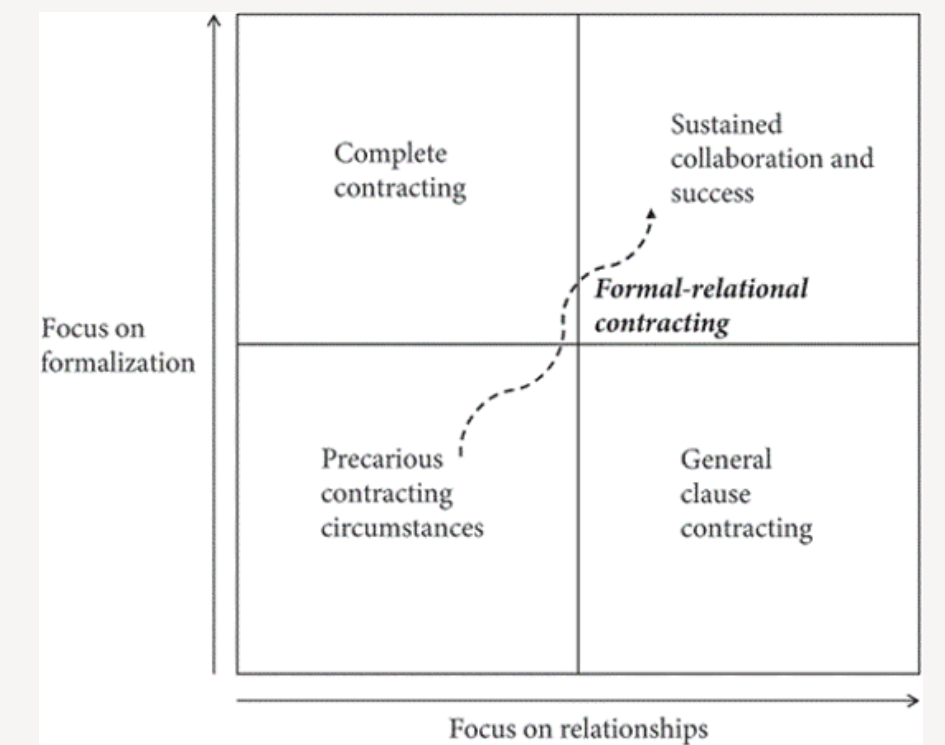


- Challenges the predominance of the traditional formal contract that has governed most public-private partnerships.
- Includes case study evidence from two high-profile public-private partnerships.
- Provides guidance and examples for practitioners on how to increase value for the public when designing and executing both formal and relational aspects of public-private partnerships.

WHAT IS FORMAL-RELATIONAL CONTRACTING?

The book's central argument holds that, in order to advance public value, PPPs might be better served adopting a formal-relational approach to contracting.

Traditionally, PPPs have adopted a focus on formalisation, in pursuit of "complete" contracting. As an alternative, a buyer might choose to focus on building trust and positive relationships with providers, such that specification of particular terms is unnecessary.



FORMAL-RELATIONAL CONTRACTING

Maintaining a focus on public value throughout the life of a PPP requires reliance on both formal and relational mechanisms of governance.

RELATIONAL CONTRACTING

Relational contracting emphasises features like trust and reciprocity to help navigate unforeseen circumstances, so that complete specification is not needed.

However, when significant sums of public money and the wellbeing of potentially vulnerable service users are at stake, this approach seems to offer insufficient means of holding providers to account.



FORMAL CONTRACTING

Formal contracting has sought to specify expectations of parties in any given state of the world, along with legally enforceable consequences if these expectations are not met.

However, especially in complex human services, it is impossible to specify in advance every possible state of the world, and so contracts are inherently incomplete.



FORMAL-RELATIONAL CONTRACTING

The formal-relational contract recognises that relational contracts are unlikely to ever supersede the formal contract as the overriding structure in PPP governance and execution, but also that even the most elaborate and firmly buttressed formal contract will be fragile in the absence of relational aspects to guide the parties' interactions.

It draws on formal, legally enforceable terms alongside attempts to foster improved relational dynamics in pursuit of sustained collaboration and success.

THE CASES: COMPLEX PPPS FOR OUTCOMES-FOCUSED SOCIAL SERVICES



INDIANA-IBM CONTRACT

A partnership between the State of Indiana (US) and the IBM-led Hoosier Coalition, formed to modernise and improve the referral and eligibility system within "America's worst welfare system".

The Coalition was contracted to develop systems for receiving and processing applications for public assistance, as well as in some cases, directly operate and manage local service offices.

The 2007 rollout was initially promising but was disrupted by recession and severe flooding, increasing demand for welfare support. As relations between the State and IBM deteriorated, the contract was terminated in 2009, triggering a decade-long legal battle over responsibility.



KIRKLEES BETTER OUTCOMES PARTNERSHIP (KBOP)

A social outcomes partnership arrangement between Kirklees Council in West Yorkshire and Kirklees Better Outcomes Partnership (KBOP).

The partnership centred on wrap-around support for individuals at risk of homelessness, which had previously been contracted directly with nine providers.

Established in 2019, KBOP became the 'social prime' between the Council and existing providers under an outcomes-based contract. Despite a challenging, initially transactional approach and the disruption of COVID-19, the partners combined formal contract mechanisms with strong relationships to develop successful, person-centred support.

CONCLUSIONS: FOUR KEY THEMES WHICH MAY ENABLE PPPs TO DELIVER GREATER PUBLIC VALUE

1 CHAMPIONING PUBLIC VALUE

"The overarching goal of any PPP, regardless of the scope of the project and structure of the partnership governance, should be to enhance public value"

2 CENTRING RELATIONSHIP BUILDING

"The contract as an instrument of enablement instead of control"

3 EFFECTIVE INSTITUTIONAL AND ACCOUNTABILITY MECHANISMS

"Transparency, accountability and ethics are key principles of governance that underlie the social contract scaffolding a PPP"

4 SYSTEMS CHANGE

"The partners to a PPP and the contracts and relational scaffolding at the center of these partnerships are developed and executed in the context of a wider ecosystem"



BUY THE BOOK

Scan the QR code to get
30% off with the code **AUFLY30**.



Dr. Jonathan R. Everhart, CAIA, CPA, Esq.

- Bretton Woods Committee Member
- United States Investment Advisory Council Member
- University of Oxford - MSc in Taxation Candidate, 2026

The World Bank's Exchange Traded Fund (ETF) Program: An Innovative & Scalable Public-Private Partnership Investment Solution for Developing Economies

Overview

Published in the Journal of Economic Policy Reform (April 2026)

<https://doi.org/10.1080/17487870.2026.2644234>

This investment project challenges the effectiveness of global annual wealth taxes. The project reframes the discussion toward scalable investment partnership solutions: strengthening domestic revenue mobilization and unlocking investment flows into developing economies through innovative capital market mechanisms, such as the World Bank's Exchange Traded Fund (ETF) Program. This innovative approach for developing economies is a key tool "for sustainable and scalable approaches to purposeful partnerships" between the public and private sectors. Dr. Everhart is currently leading this innovative investment project to invest \$100 billion into developing economies using the World Bank Exchange Traded Fund Program. Former World Bank President, Dr. Jim Yong Kim, has stated to Dr. Everhart that this innovative investment solution is a creative financing idea.

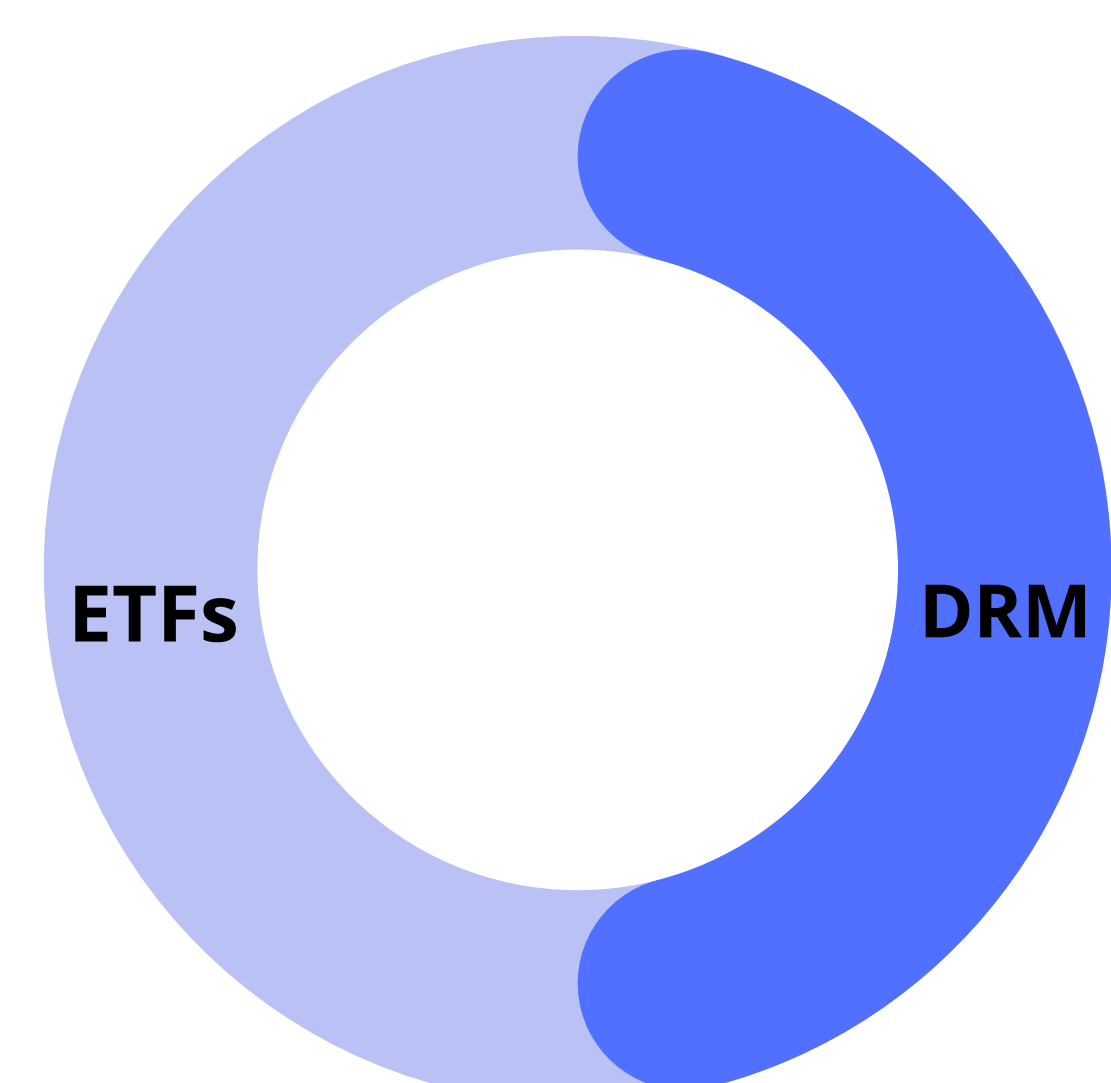
Problem: Wealth Taxes are Complex to Implement and Limited in Substantially Reducing Wealth Inequality

- The ongoing trends in rising wealth inequality have strengthened the case for annual wealth taxes to redistribute wealth. However, annual wealth taxes are complex to implement and limited in being able to substantially reduce wealth inequality due to: (1) the limited revenue annual wealth taxes have historically generated relative to the size of the wealth gap and (2) the various factors to consider in effectively designing annual wealth taxes.
- Based on tax literature, there are eleven primary factors to consider in designing annual wealth taxes: (1) Tax revenue; (2) Tax base; (3) Tax unit; (4) Tax rates; (5) Double taxation; (6) Savings and investment; (7) Entrepreneurship; (8) Liquidity; (9) Valuation; (10) Avoidance, evasion, and capital flight; and (11) Trends in repealing annual wealth taxes.

Solution: The World Bank Exchange Traded Fund Program

- The domestic tax administration resources needed by developing economies to even begin complying with international tax regimes like a global annual wealth tax could be better spent on domestic revenue mobilization (DRM)—for example, using listed investment fund programs such as the World Bank's Exchange Traded Fund (ETF) Program.
- The first functioning ETF from the World Bank Exchange Traded Fund Program was successfully launched in Brazil in May 2019, becoming the largest fixed-income ETF in Latin America—and a model for future ETF replication efforts elsewhere around the world from this World Bank Program.
- Listed fund structures such as exchange traded funds are beneficial in attracting capital at scale because their regulatory structure overcomes key challenges in investing in developing economies and with multilateral development banks like the World Bank.
- This innovative and scalable public-private partnership investment solution has been [published on the United Nations Tax Committee website](https://doi.org/10.1080/17487870.2026.2644234) to provide domestic revenue mobilization policy guidance for developing economies.

Step 1. Create Bond ETFs Using the World Bank ETF Program



Step 2. Increase DRM for Developing Economies through the World Bank ETFs

Global Partnerships for Social Impact

The Power of Evidence, Trust, and Collaboration In Global Health Governance

Frank Tu, Usha Lamichhane, Suzanne Edwards, Ralf Sudbrak & Lesley Ogilvie

GLOBAL
AMR R&D
HUB



The Problem: Drug Resistance (AMR)

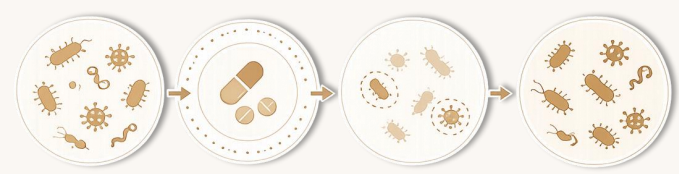
The Burden of Drug Resistance / Antimicrobial Resistance (AMR)

AMR ranks among the top 10 global health threats, according to the World Health Organization (WHO)



8 million deaths
annually by 2050

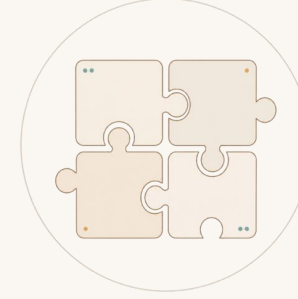
\$3.4 trillion loss to
global GDP
annually by 2030



AMR occurs when pathogens (bacteria, fungi, viruses, or parasites) evolve to resist the drugs that treat them

Why Does AMR Need Global Collaboration?

No single country, sector, or actor can solve AMR alone



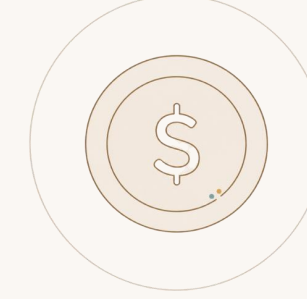
Fragmented Innovation

Dispersed R&D pipelines across sectors & regions



Fragmented Data

Limited, siloed data & evidence



Fragmented Funding

Dispersed, overlapping investments



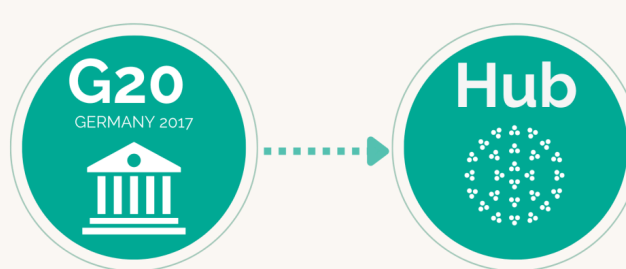
Fragmented Regulation

Divergent standards & strategies

The Partnership: Global AMR R&D Hub

A Global Partnership to Coordinate Global Responses

2017: G20 Leaders Call for a New International R&D Collaboration Hub

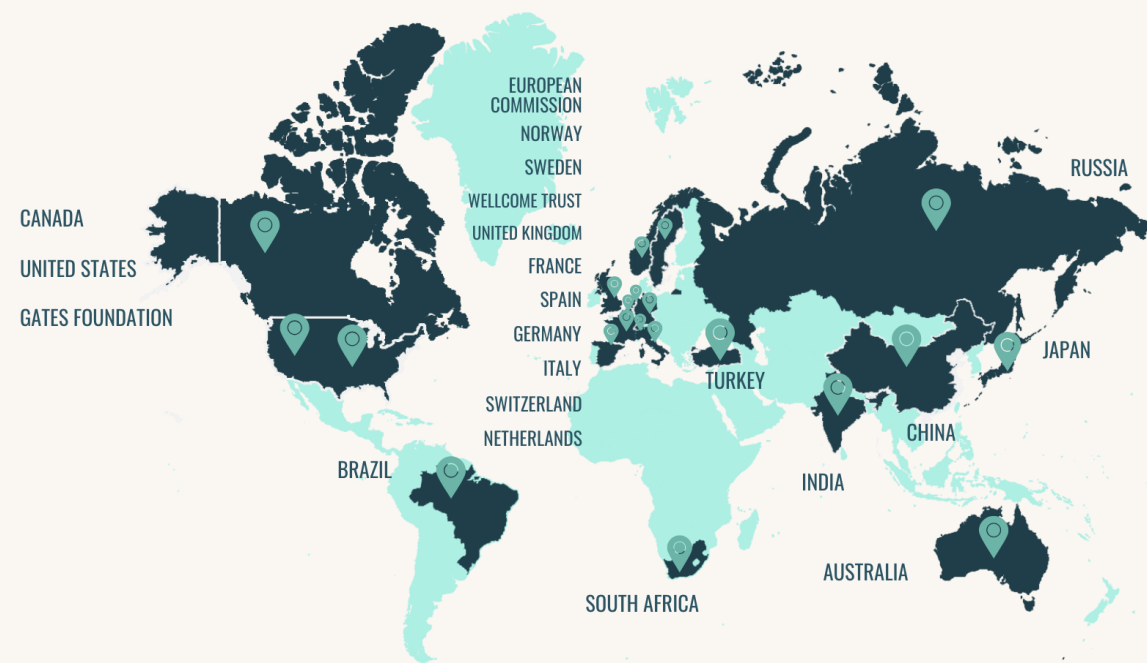


22 Board members

Governments, European Commission, Gates Foundation, & Wellcome Trust

5 Observers

WHO, OECD, FAO, WOA, Africa CDC



- The Hub's mandate is to strengthen global coordination of AMR R&D by generating evidence and fostering collaboration
- The Hub has no enforcement power; participation and cooperation are voluntary

Activities: Three Strategic Pillars What the Hub does

Data & Evidence

Provide the evidence for decision-making

Dynamic Dashboard

An open-access platform that tracks AMR R&D funding worldwide

Scientific & Policy Products

- Reports
- Policy briefs
- Scientific Papers
- Consultancy

Convening & Coordination

Bring diverse stakeholders together to act

Working Groups

Technical exchanges on Market Incentives & One Health AMR

Community of Practice

Safe space for countries to share policy experiences & practices

Conferences & Events

Organise conferences & high-level events

Advocacy & Political Engagement

The Hub advocates for AMR at the highest political levels



G7 One Health Summit



UN General Assembly



G20 Health Working Group

Pathways of Influence

From evidence to trust & impact



Credible Data & Evidence

Impartial, timely and comprehensive evidence-based research and policy products



Convening Power

Ability to bring diverse actors, across nations and sectors, to the same table



Collaborative Culture

Reputation as an easy and constructive partner encourages cooperation and helps align stakeholders around shared objectives



Trust & Impartiality

Perceived by policymakers and other stakeholders as neutral, independent, & reliable



Influence on Decisions

Evidence and trust translate into influence on the decisionmaking process

The Impact: What Changed?

Delivering outcomes through evidence and collaboration

Tangible Outcomes



National Action Plans on AMR

Informed national decision-making and the development of National Action Plans on AMR (NAPs).



Countries' Pilot Projects

Contributed to the design and implementation of AMR-related pilot projects.



Acknowledgement in Political Declarations

Recognition in political declarations (e.g., G7 and G20), helping keep AMR R&D high on the global political agenda.

Stakeholder Perspectives: Data and Collaboration

"The Hub's data and analyses were instrumental in shaping the R&D aspects of the German National Action Plan on AMR"

Andrea Spelberg

Fmr. Head of Division, Global & Public Health Research, Federal Ministry of Education & Research, Germany

"The data and collaboration from the Global AMR R&D Hub were crucial in shaping Canada's rationale for this incentive pilot."

Joël Denis

Fmr. Director General for Vaccines and Therapeutic Readiness, Public Health Agency of Canada

"We acknowledge and continue to support initiatives such as the Global AMR R&D Hub, CARB-X, GARDP and ICARS."

Chair's Statement, South Africa G20 Presidency
Health Ministerial Meeting

Key Takeaways & Opportunities

Implications for Global Governance

- Data and scientific evidence can help partnerships build trust and influence decision-making.
- Convening power and strong relationships can enable partnerships to drive collective action without formal authority.

Opportunities Ahead

- Leverage AI to strengthen the collection, analysis, and use of evidence for decision-making.
- Integrate the Hub's data & experience into emerging global governance mechanisms, such as the UN Independent Panel for Evidence for Action Against AMR.

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Gefördert durch:
Bundesministerium
für Forschung, Technologie
und Raumfahrt

Who Delivers the City? Governance in Saudi Arabia's Vision 2030 Urban Projects: The Case of Madinah



Elif Feyza Dinc, Oxford Department of International Development, elif.dinc@pmb.ox.ac.uk

Research Question

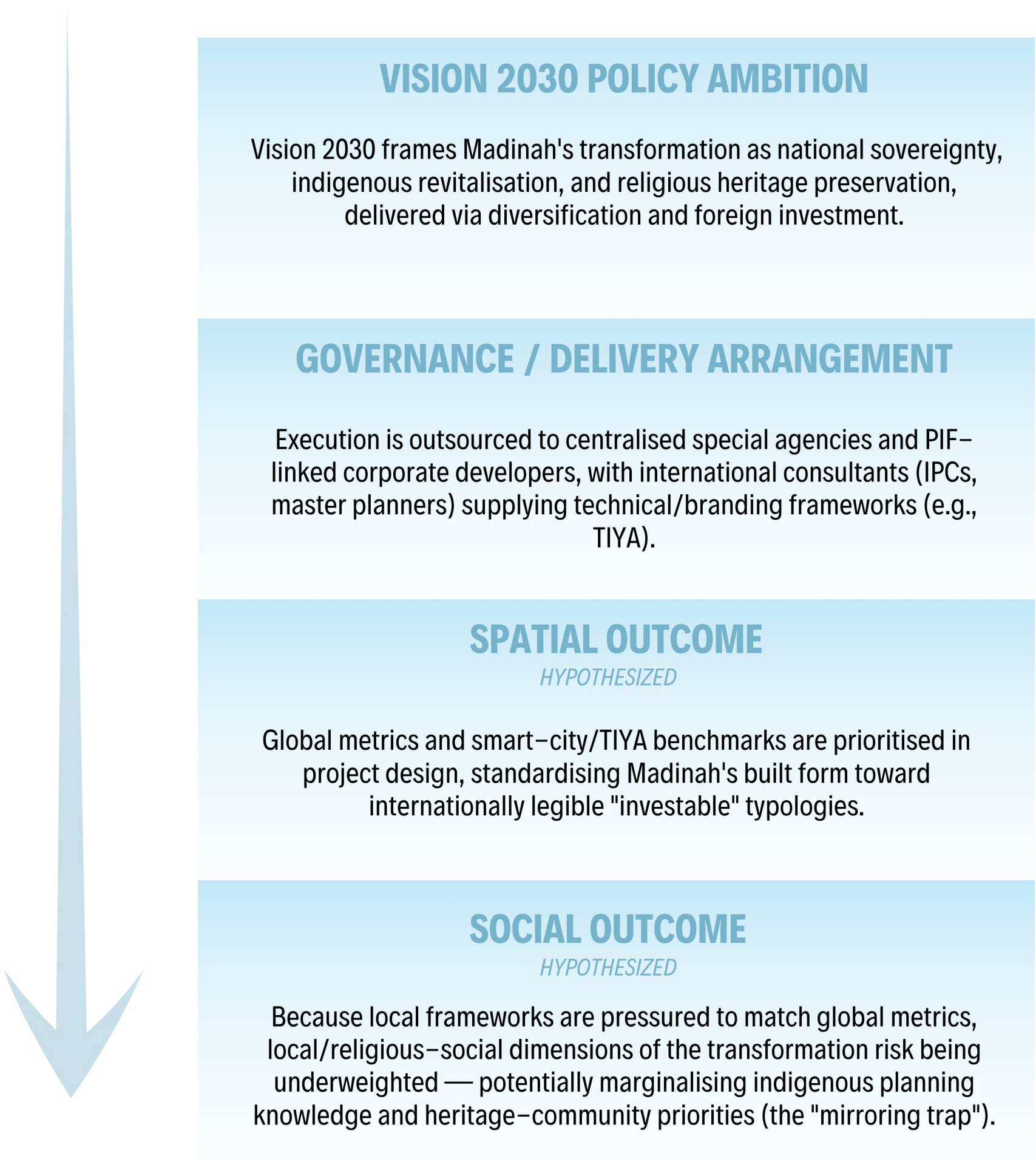
How does development knowledge "from above" — produced by global corporate actors and enforced by centralised state agencies — reconstruct the urban space, and what does this mean for who is accountable for urban development outcomes?

Theoretical Framework

This research draws on Critical Urban Theory (Lefebvre, Harvey), Post-Development Critique (Ferguson's "anti-politics machine," Kothari), and Gulf urbanism literature (Steiner & Wippel's "agencification"; Buckley & Hanieh's "geofinancial re-engineering") to interrogate how technocratic knowledge reshapes Madinah's urban space.

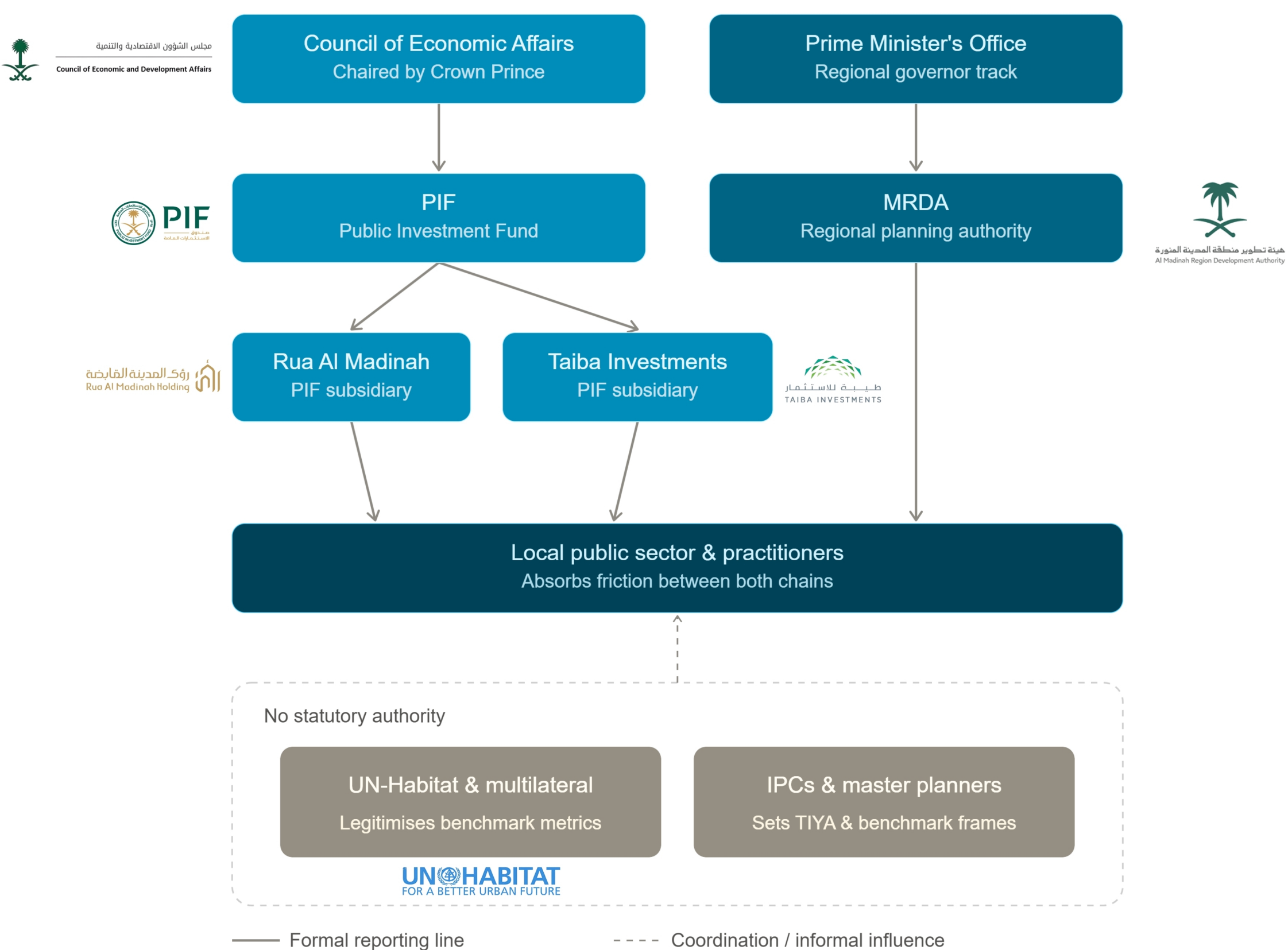
Governance Chain

From Policy to Social Outcome



Main Actors

Conceptual structure derived from institutional mandates and literature; to be refined



Anticipated Outcomes & Contribution

- (1) Anticipated spatial outcome:** global smart-city/TIYA benchmarks standardise Madinah's built form toward internationally legible, investment-ready typologies.
- (2) Anticipated social outcome:** pressure to match global metrics may crowd out local/religious-social priorities, risking marginalisation of indigenous planning knowledge and heritage-community needs (the "mirroring trap").
- (3)** Maps the institutional architecture delivering Vision 2030's urban projects, foregrounding two parallel governance chains (PIF / MRDA) that meet only through coordination, not command.
- (4)** Identifies where flexibility and adaptation are likely to occur — chiefly at the local practitioner level, which absorbs friction from both verticals.
- (5)** Speaks to a broader tension relevant beyond Saudi Arabia: how mega-projects balance an investment-ready outward image against reshaping national/local identity inwardly.
- (6)** Offers a governance lens — who holds authority, who is accountable — connecting to debates on delivery agents and accountability in state-led development more generally.

The Life Chances Fund: final evaluation report

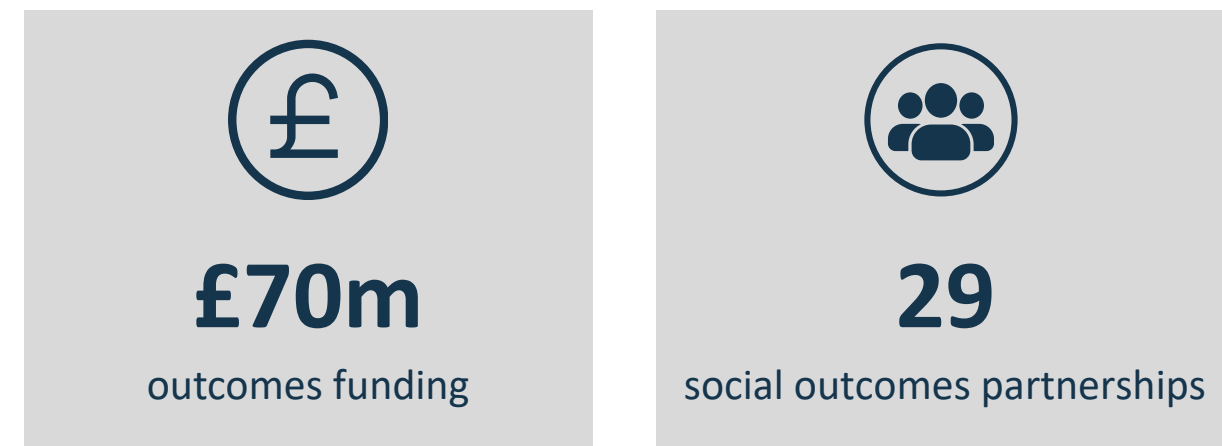
Achieving social outcomes: Key findings and lessons for practitioners, policy makers and evaluators

Government Outcomes Lab, Blavatnik School of Government, University of Oxford · Final report: February 2026

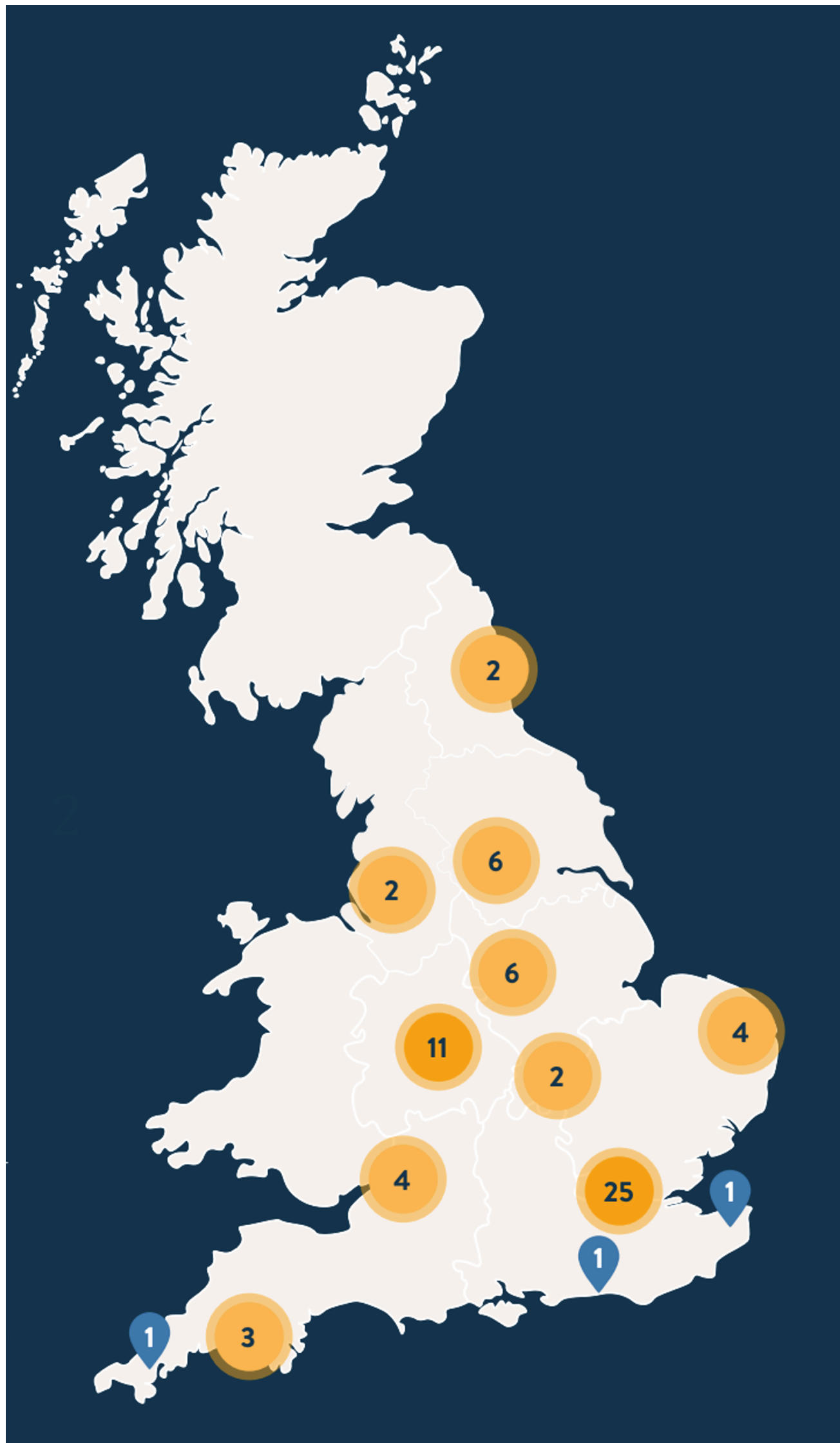
1 What is the Life Chances Fund ?

The Life Chances Fund (LCF) was a £70 million outcomes fund launched by the Department for Culture, Media and Sport (DCMS) in 2016 and administered by The National Lottery Community Fund.

Running from 2016 to 2024, it was the largest outcomes fund launched to date in the UK — delivered through 29 locally-commissioned social outcomes partnerships tackling complex social problems such as child and family welfare, homelessness, health and wellbeing, and employment and training.

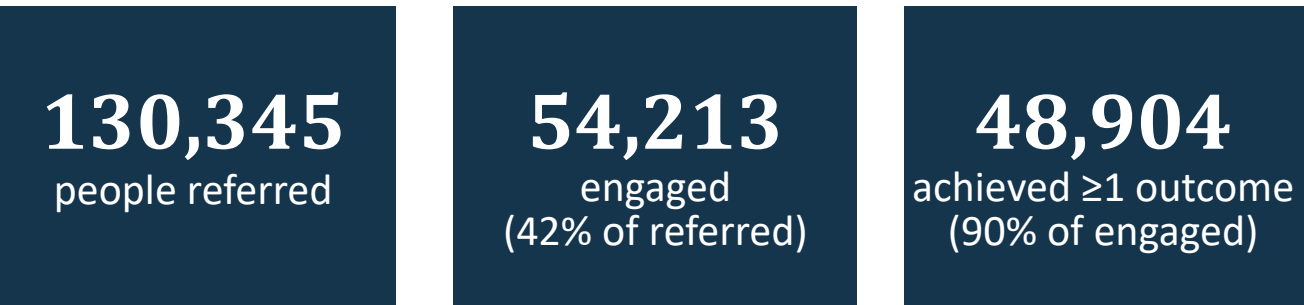


Where projects delivered services



Map 1: Distribution of LCF project delivery locations across England. Each pin marks a delivery location; a single project could deliver services in multiple areas.

Reach and impact (to Sept 2024)



2 How well did projects perform, according to their initial expectations?

Each project self-selected a ‘primary outcome’ most relevant to its cohort — not necessarily the hardest metric to achieve. The chart below compares each project’s final (or, for ongoing projects, interim) achievement against its own best-case scenario target set at the start of the contract.

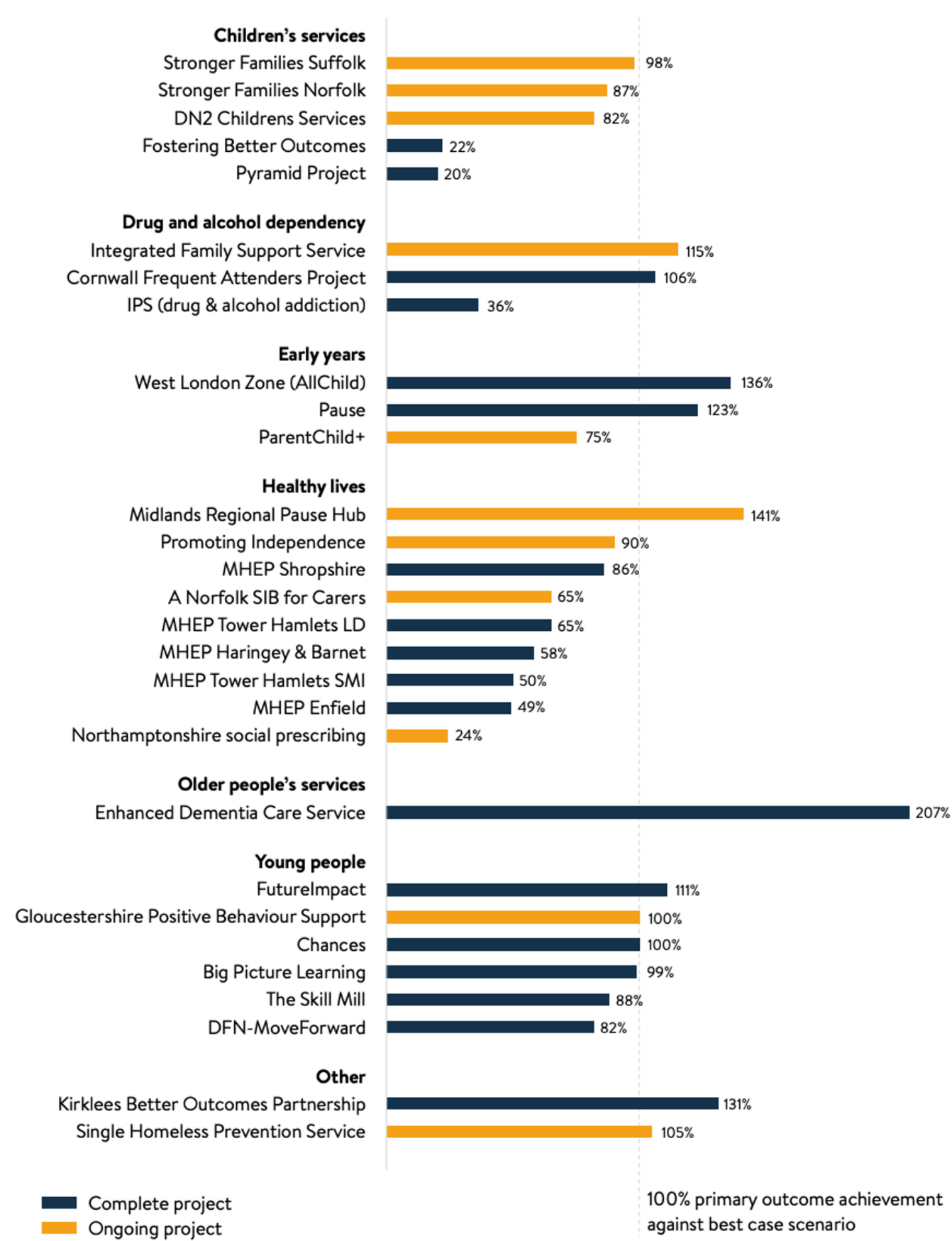


Figure 2: Primary outcome achievement as a % of best-case scenario target, by project (18 complete projects, 11 ongoing).

Average achievement by policy theme

Policy theme	Projects	Average	Range
Older people's services	1	207%	—
Other cross-cutting	2	118%	105–131%
Early years	3	111%	75–136%
Young people	6	97%	82–111%
Drug & alcohol dependency	3	86%	36–115%
Healthy lives	9	70%	24–141%
Children's services	5	62%	20–98%

The 18 complete projects achieved an average of 87% of their primary outcome targets. Performance varied widely — Chances and FutureImpact exceeded 100%, while the Pyramid Project reached 20%, reflecting the shortage of foster placements affecting several children’s services projects. Early years and older people’s services projects exceeded 100% on average; young people and drug & alcohol dependency projects performed strongly.

Read the full report

This report is part of a wider set of evaluations the Government Outcomes Lab undertook for DCMS as their knowledge and learning partner for the Life Chances Fund.

Scan the QR code to read the full report.



3 What was the distribution of outcome payments by the end of the fund?

Each project self-selected a ‘primary outcome’ most relevant to its cohort — not necessarily the hardest metric to achieve. The chart below compares each project’s final (or, for ongoing projects, interim) achievement against its own best-case scenario target set at the start of the contract.

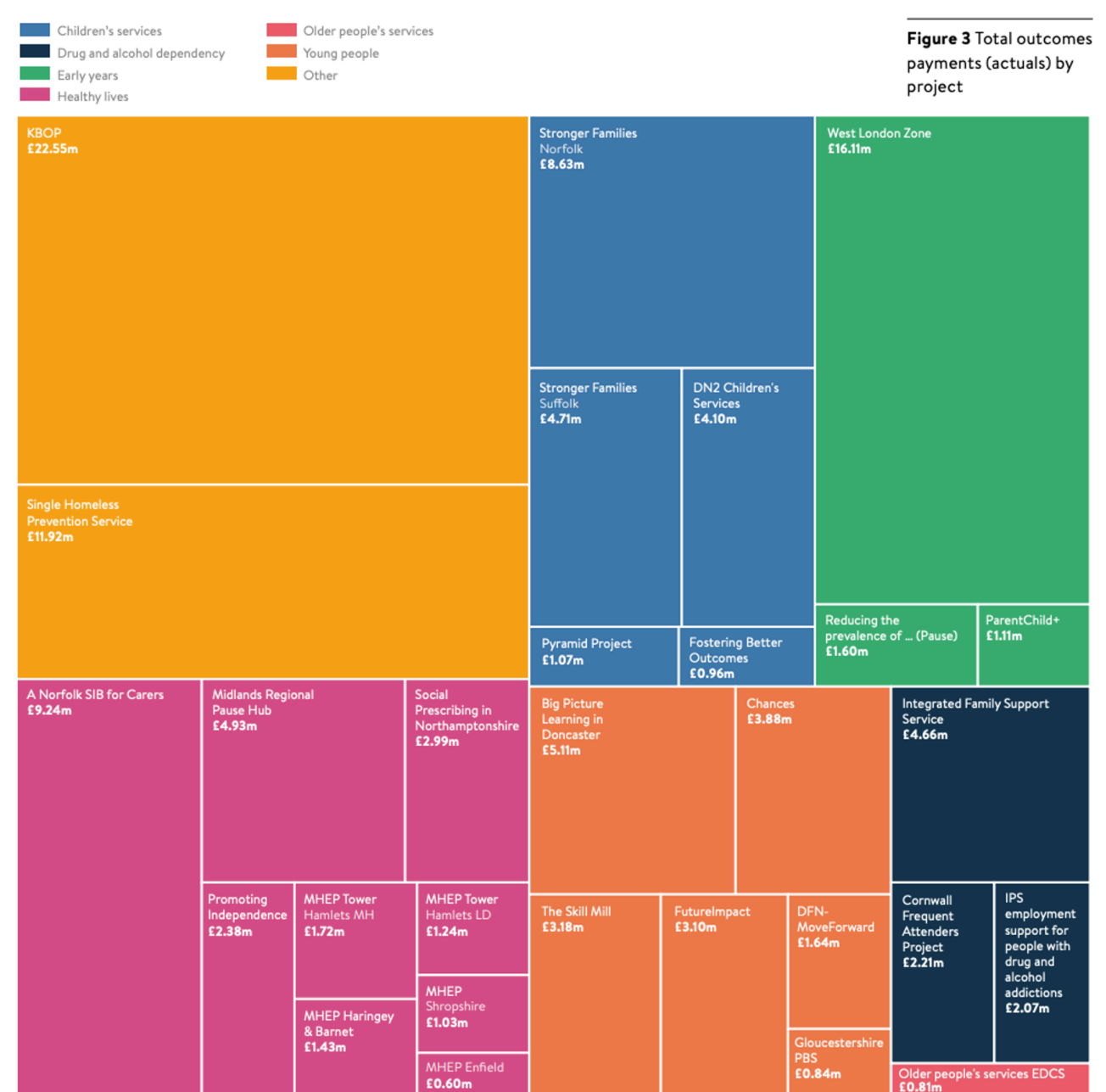


Figure 3: Total outcomes payments (actuals) by project, coloured by policy theme. Larger tiles reflect larger cumulative payments over the project’s lifetime.

Outcomes funding and upfront investment



Main lessons from a data point of view

- Measure both outcomes and triggers**
Capture outcome metrics alongside the underlying payment triggers and track unique individuals — not just occurrences — so progress by one person can be told apart from progress across many.
- Track changes, not just baselines**
Relational partnerships renegotiate targets and metrics over time. Record the original commitment and subsequent changes separately, so evaluators can see what changed, and whether it improved outcomes.
- Agree clear data definitions early**
Inconsistent definitions across staff turnover and projects undermined comparability. Funders, commissioners and providers should agree exhaustive, unambiguous data definitions before data collection begins.

Source: Outes Velarde, J., Grennan, E., Airoldi, M., Carter, E., Reedy, J. (2026) Achieving Outcomes: Life Chances Fund Final Report. Government Outcomes Lab, Blavatnik School of Government, University of Oxford.

Strengthening Foundational Learning in Nagaland Through Data Driven Decision Making

Nagaland's Learning Data Transformation - A Collaborative Partnership for the State Nipun Mission

Vibha India partnered with Samagra Shiksha Nagaland under the NIPUN Bharat Mission to strengthen statewide learning assessment through digital transformation, enabling a real-time, child-level dashboard across 1,915 schools in 11 districts.

The Partnership, One Mission.

United by a shared commitment to quality education, Samagra Shiksha Nagaland and Vibha India work together to support the NIPUN Bharat Mission through technology, data analysis, monitoring & evaluation, and IT consultation, enabling more effective programme implementation across the state.



Samagra Shiksha Nagaland

11 Education Districts · 1,915 Schools · State-wide implementation



VIBHA India

Technology & Data Intelligence · Policy Support · Monitoring & Capacity Building



NIPUN Bharat Mission

FLN · ECCE · Governance · Evidence-based Planning

NIPUN Bharat (National Initiative for Proficiency in Reading with Understanding and Numeracy) is a national mission launched by the Ministry of Education in July 2021 to ensure that every child attains foundational literacy and numeracy (FLN) competencies by the end of Grade 3 by 2026–27.

NIPUN Bharat in Nagaland was launched on the 1st of December 2021.

Why This Structure Works

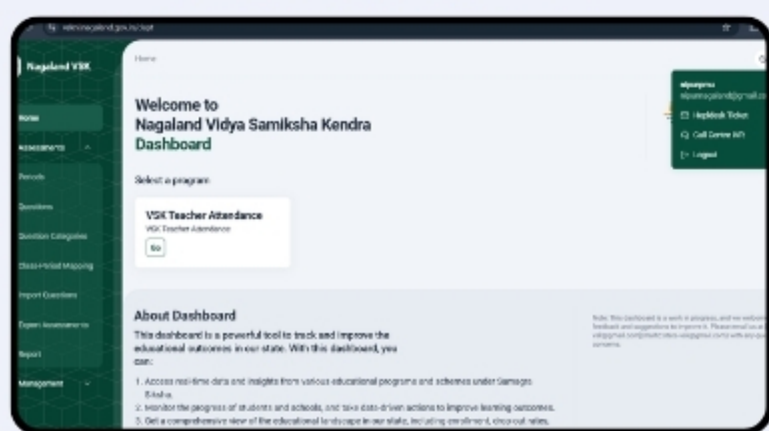
- Partnership & collaboration towards One Mission
- Working together to strengthen foundational learning across Nagaland.
- Samagra Shiksha, Nagaland - Leading statewide Implementation.
- VIBHA India - Provides IT consulting, digital solutions, data analytics, and monitoring & evaluation support.

THE JOURNEY: FIVE STAGES

1

TRANSFORMED ASSESSMENT PLATFORM

Integrated required features to VSK, enabled dept. access



2

ANALYZE

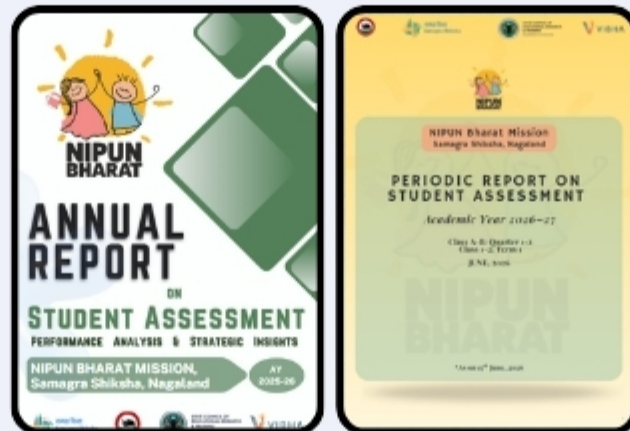
Dashboard & analytics



3

MONITOR

Quarterly & Annual reports



4

PRESENT & REVIEW

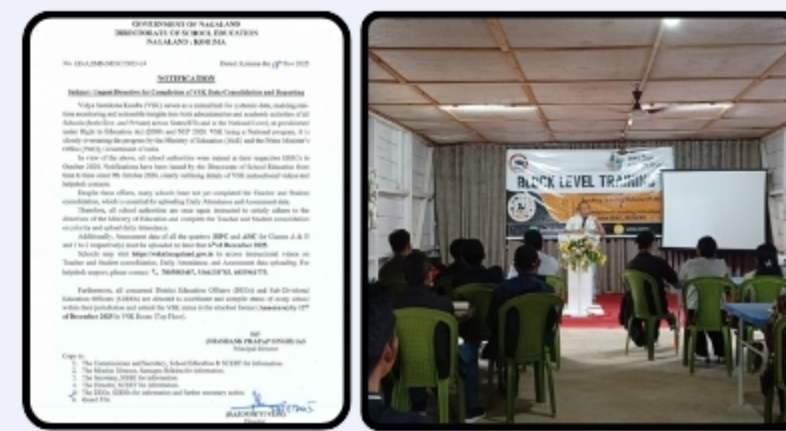
Briefing with Government Officials



5

ACT ON FINDINGS

DoSE directive; remedial training



Two Years In: Change You Can Count

The numbers show a system that reaches every district and people, from classrooms to the Chief Secretary's office, who've felt the difference.



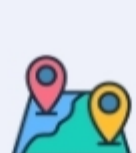
1,915

Schools supported



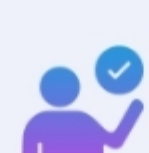
52,094

Students reached



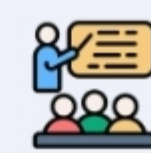
11

Districts covered



88%

Assessment completion



210

Leaders trained



3

Technical support in state-led initiative (LMS, NLNF, HPC)

Building the Capacity Behind the Numbers

CAPACITY BUILT

- 105+ teachers & facilitators trained.
- 56 officials (DIET, DEO, SDEO) engaged.
- 49 PM SHRI school heads trained.
- 4 district NIPUN coordinators trained.

GOVERNANCE IMPACT

- Official directives issued based on Monitoring visit findings (Oct 2025).
- Recognized at Chief Secretary Conference.

INNOVATION & REFORM

- SCERT-led dipstick study on learning outcomes.
- Block level training conducted by Samagra Shiksha based on the low performing blocks identified.

On the Ground, Change Is Visible

Individual, child-level tracking is enabling focused, one-on-one support for students, teachers, government, and the wider ecosystem alike.

Students

Teachers

Government

Ecosystem

What's Next: Building on a Working Foundation

The systems are live and the data is flowing. The next phase goes deeper into six areas that keep the whole model strong.

System Strengthening Areas

FLN

FLN Outcomes

CB

Capacity Building

DS

Digital Systems

SL

School Leadership

DA

Data Analytics

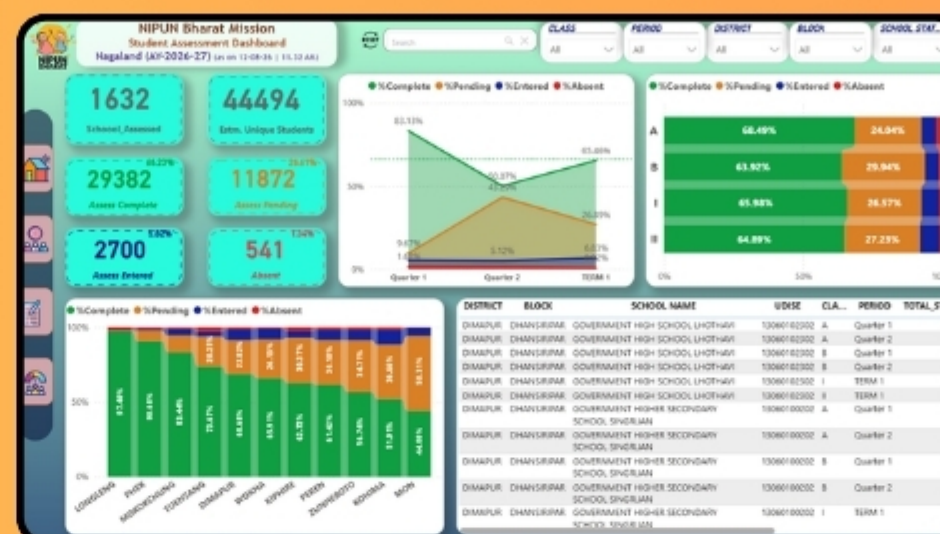
GP

Governance & Policy Support

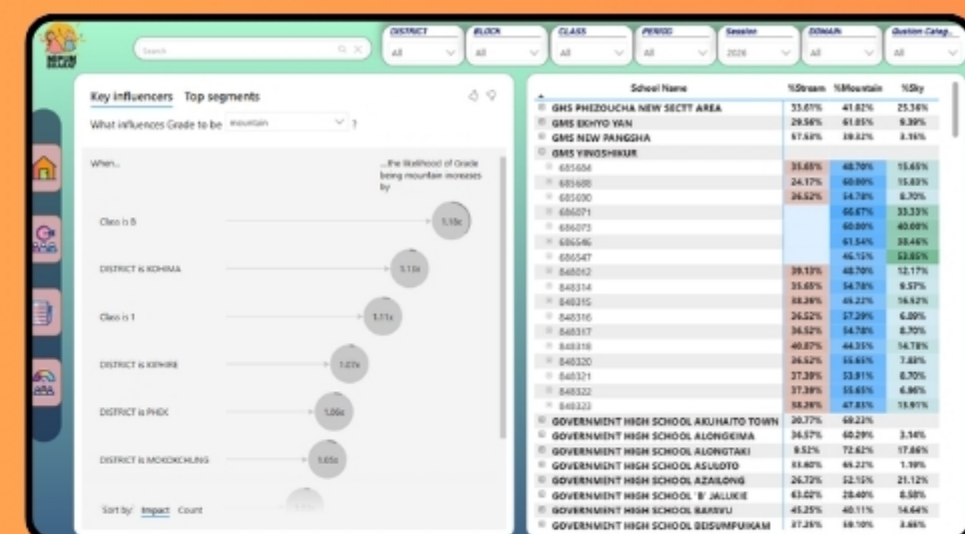
ALREADY IN MOTION SCERT-led dipstick study underway on low learning outcomes — findings will shape the next round of interventions.

"Nagaland is moving to an integrated, technology-enabled education system where every child's learning is visible, measurable, and actionable."

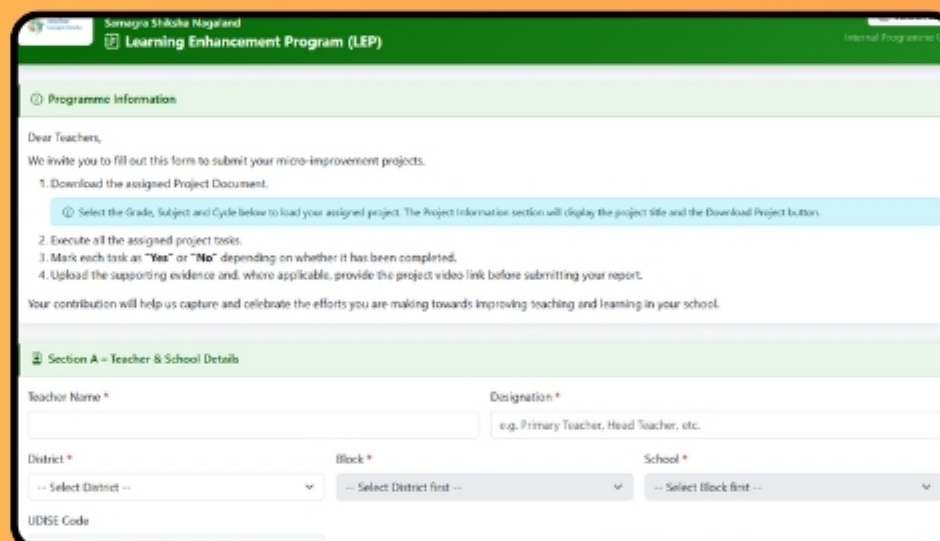
Vibha is a nonprofit organization that strengthens public education by identifying, supporting, and scaling solutions that improve learning outcomes for children. By working with grassroots partners, communities, and governments, Vibha helps proven education models reach millions of children.



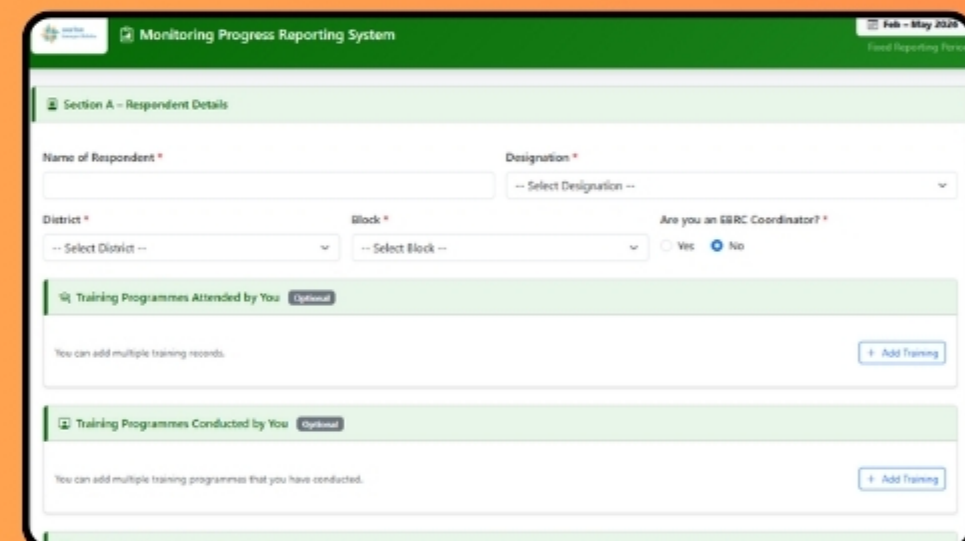
• Assessment coverage tracking module



• Individual child's performance tracking module



• Snapshot of custom LEP Application



• Snapshot of custom EBRC Monitoring Application

THE IMPACT

- Since the dashboard's rollout, State PMU Nagaland has moved from no independent system access to continuous monitoring, department-led configurations, and real-time assessment-period control.
- Enabling data driven decisions in identifying low performing block & provide support where needed.
- Individual child-level tracking is now live across the state.

Know more at
<https://vibha.org/>





From excluded expertise to policy change

#ProtectHumanBiosystems: a case study in relational cross-sector partnership

Cat Fraser, Founder & CEO, CSI Ecosystem, and Founder, Lab of Lived Experience | [Protecthumanbiosystems.world](https://protecthumanbiosystems.world)

Health and business operate as two separate ecosystems, with different language, platforms and networks that rarely meet or collaborate. Business does not speak health or medicine, yet it is increasingly picking up the costs of public health and government inaction on repeated infections and other environmental threats to our biosystems - our interconnected biological systems e.g immune, neurological, vascular, energy. This case study sets out how a lived-experience-led coalition bridged the two worlds, using relational groundwork and reframing key concepts rather than a conventional advocacy campaign, to produce cross-sector engagement and measurable shifts across siloed fields of practice.

THE PROBLEM: TWO ECOSYSTEMS THAT RARELY INTERSECT

Health, advocacy & academia

Patients, researchers, charities and professors (X, Bluesky, Instagram). Hold the expertise and lived reality, but often volunteers/ sick and disabled with low resources, so focus on health systems and government only. Seen as a niche health issue and invisible to business.

Business, systems & finance

Futures, design, purpose-led, systems, finance leaders (LinkedIn). Do not speak health or medicine or engage in their campaigns, yet employers are picking up costs of public health and government inaction.

Our coalition is the bridge between the two: a new umbrella for siloed causes and communities, whilst integrating human health into existing environmental law and mobilising business and finance to act on workforce sustainability.

METHOD

An emerging business and innovation-driven network built over decades, combined with deep immersion through lived experience in the global community of researchers and patients. **Reframing a complex biological issue as a need to protect people the way we protect the environment.** (Human health is now our biggest and most urgent sustainability problem as Long Covid is costing \$1TR a year).

MECHANISM

An open letter sent to the **UN Special Rapporteur on the Right to a Clean, Healthy and Sustainable Environment** signed by 50+ signatories across science across 10+ countries, systems, business, finance, communities and charities. Letter summarises ~500K clinical bioscience papers, economic data and calls for the recognition of humans as biosystems that also need protection - with a new framework to connect human and planetary health.

THE INTEGRATED FRAMEWORK: HUMAN BIOSYSTEMS PROTECTION (HBP)

OUR ADAPTATION AND INVESTMENT STRATEGY AND THE MISSING FOUNDATION OF WORK + ECONOMIC SUSTAINABILITY

CLEAN

Safe indoor air as standard, everywhere.

HEALTHY

Equitable employee economic safety nets and urgent bio treatments for all.

SUSTAINABLE

Employer contribution to community-approved research:exclusion expertise in policy

FINDINGS: IMMEDIATE ENGAGEMENT AND ACTION ACROSS SILOED FIELDS OF PRACTICE

50+

signatories across science,business, finance, systems community and charities

10+

Countries

Weeks

From launch to coalition

"The people at the edges of systems are essential to understanding how those systems really work. Excluding these perspectives makes our institutions less intelligent, less grounded in reality and less able to adapt."

Adam Purvis, Dark Matter Labs — **SYSTEMS CHANGE**

"This initiative highlights an addressable system issue that must be tackled with urgency to prevent it spiralling in magnitude and consequential impacts."

James Vaccaro, RePattern — **REGENERATIVE FINANCE**

"We have never had so many people sick and disabled at once. We risk losing a generation if we do not act now."

Dr Asad Khan, Consultant Respiratory Physician — **PATIENT / RESEARCH COMMUNITY**

"The communities living through this biological collapse should be recognised as experts since they see the tipping points first and what becomes possible through the regeneration of our biosystems, if the systems medicine people need existed."

Simon Ticehurst, Advocacy & Movements Lead, Wellbeing Economy Alliance — **WELLBEING ECONOMY**

IMPLICATIONS FOR POLICY

Relational, multi-membership brokerage plus concept reframing offers a route to bridge communities siloed by sector, language and platform. The coalition purposely **positions communities as the experts and displaces previous psychologicalisation of infection-associated biological harm.** We begin to introduce new community-owned models and demonstrate the speed of work that can be achieved through cross-sector design and aligning with existing systems change work.



Sign the UN letter

protecthumanbiosystems.world | csi-ecosystem.com | cat@csi-ecosystem.com

CSI Ecosystem : Systems design for a new innovation commons · Poster prepared for Government Outcomes Lab, University of Oxford, September 3-4th 2026

Enabling Agency Through Meaningful Cross-Sector Partnerships

Sharing learnings from Saamuhika Shakti’s seven-year collaborative journey



SAAMUHIKA SHAKTI | In Solidarity with Waste Pickers

Saamuhika Shakti (meaning Collective Strength) is an India-based collective impact initiative anchored in Bengaluru, bringing together 11 cross-sector partners around a shared vision to enable informal waste pickers to have greater agency to lead secure and dignified lives

Why We Exist

Problem: Waste pickers in Bengaluru, a community of 25,000+, whose labour powers the city’s waste economy, face deeply entrenched social, cultural and economic inequalities that perpetuate generational poverty.

Solution: Harnessing the complementary strengths of diverse partners to drive the following interconnected outcomes:

Social Protection

Access to government schemes, clean water & sanitation facilities, education for children, primary healthcare, housing, de-addiction and gender based violence support

Inclusive Livelihoods

Skilling support for alternate livelihoods, upskilling support within waste value chains, nano-entrepreneurship and capital support, Self-Help-Group (SHG) enablement

Circular Innovation

Driving business and process innovation across waste value chains, especially textile waste, while expanding livelihood opportunities for waste pickers

Behaviour Change

Narrative change campaigns to positively influence Bengaluru residents’ perception of waste pickers, whilst strengthening waste pickers’ own sense of pride and dignity in the work they do



Collaboration Is Key, Even If Difficult

Multi-faceted and complex problems demand collaboration but collective action emerges only when trust, shared purpose and accountability are continuously cultivated.

Beyond Partnerships: Our Journey to Conscious Collaboration

2020-2023

Phase 1 - Bringing Partners Together

11 cross-sector partners came together to co-design the program, informed by the ethnographic research into the challenges and needs of informal waste pickers. But bringing partners together did not, by itself, create collaboration. Early barriers included:

- Limited understanding of partners roles, strengths, capacities and ways of working
- Siloed delivery resulting in duplication and community fatigue from multiple uncoordinated interventions
- Reactive collaboration, driven by immediate needs rather than shared strategy
- Misaligned monitoring & learning systems, making it difficult to track progress towards shared outcomes

2023

Inflection Point

Partners came together to review collective progress and refine Phase 2 programme design to strengthen depth and quality of collaboration.



2024 – Present

Phase 2 - Enabling Continuous Collaboration

Design

Embed complementarity and shared accountability into programme design: Integrate relevant collaborative outcomes into partner proposals and identify opportunities for complementary action in common geographies.

Monitoring

Make collaboration visible and accountable: Track collaborative activity and progress towards shared outcomes through a common collaborative activity log and an open access programme performance dashboard.

Governance

Create structures for trust building and joint action: Create regular in-person 1:1 and group touchpoints for leadership, programme and field teams to enable trust building, timely problem solving and coordinated action.

Learning

Enable continuous adaptation: Create feedback loops through regular partner reviews, joint field visits and longitudinal documentation of how collaboration evolves, enabling the collaborative and its partners to adapt plans as needed.

And The Result

By designing for intentional collaboration, organic partnerships began to naturally emerge in Phase 2.

~60% of all collaborations logged in Phase 2 to date have developed organically.

Impact To Date

20K+

individuals from waste picking families reached

12K+

individuals gained access to social security entitlements

7.5K

individuals gained access to WASH

9.5K

waste pickers skilled for alternate livelihoods with notable income uplift

1.5K

individuals collectivised into Self-Help-Groups enabling savings and lending

250+

local decision making platforms for and by waste pickers established with

>50%

female representation

TRF

India’s first and only waste picker owned and managed Textile Recovery Facility (TRF) set up

800 MT

textile waste diverted from landfills with 11,682 MT+ of CO₂e avoided

~17 Million

individuals reached through globally recognised behaviour change campaigns

PPE Kits

a global first: an open-source personal protective equipment co-created with waste pickers

Key Takeaways for Funders and Practitioners



Trust is a foundational element; takes time to build but can be consciously accelerated



Collaboration needs to be designed from the onset, not assumed



Measurement needs to be open, accessible and transparent



Build systems and spaces for continuous dialogue, learning and adaptation

To learn more about Saamuhika Shakti, scan the QR code or write to us at saamuhikashakti@sattva.co.in.



Orchestrating System Change

Government-civil society partnerships for education

To better understand the practicalities of system change, we spent a year researching efforts to reform public education in India. We interviewed government officials, civil society and community leaders, and philanthropists - asking how they work together to effect change in a large and complex system. We present the insights of the research in a new playbook on orchestrating system change. The playbook clarifies key enablers and risks associated with cross-sector partnerships. We hope these can inform the design and practice of cross-sector initiatives, as well as help partners to anticipate and avoid difficulties.

Enablers...

___Clarify roles

Clarity about the distinct but complementary strengths of partners can bolster collaborative advantage.

01

___See the larger system

Sustainable solutions are based on understanding the priorities and constraints of the existing system.

02

___Build trust

There are multiple routes towards trust. Credibility, shared narrative, and transparency can be actively cultivated by partners.

03



Full report here



Risks....

___Over-dependence

Government capacities can stall or diminish over time if too much responsibility is delegated to NGOs.

01

___Burden

Too many uncoordinated partnerships become a burden to schools, undermining their shared goal.

02

___Distortion

Collective action is weakened by competition and rigidity.

03

“

Government alone can never deliver... Education is a combined effort of the entire ecosystem.

(from an interview with a senior official,
Government of India).

Better impact measurement with AI

From unstructured evidence to auditable insights: three systems in production at the World Bank Group and the Asian Development Bank that read the entire evidence base - and show where it supports the impact claim, where it does not, and what was never measured in the first place.

Munib Qasim Zia
Founder & CEO · Destillo AI Inc.

THE PROBLEM

PROBLEM 01

Outcome data is not captured at source.

Evidence of what actually changed is rarely collected while delivery is happening. Monitoring frameworks get designed, sometimes implemented, and seldom used to change course. By completion, the data that would show whether anything shifted was never gathered - and cannot be recovered.

We work on the second problem, because solving it diagnoses the first. Read the whole record rather than a sample, and you can show exactly where outcome evidence is missing, and for which kinds of programme.

PROBLEM 02

The evidence we do hold goes unread.

Project documents, evaluation reports and completion reviews already exist in volume, but they are unstructured, inconsistent and slow to read by hand. So reviewers sample - and sampling is precisely what hides the portfolio-wide pattern.

WHAT WE BUILT - THREE SYSTEMS IN PRODUCTION

ASIAN DEVELOPMENT BANK

3

TESTS OF MONITORING QUALITY

Not just designed - used

Is the monitoring framework well designed? Was it actually implemented? Did anyone use it to change course during delivery? The third question is the one the written record can least often answer.

designed / implemented / used
scored independently

ASIAN DEVELOPMENT BANK

100k+

PASSAGES SCORED AGAINST A RUBRIC

Judgement made consistent

Institutional capacity, assessed on four dimensions across a large project portfolio. A shelf of documents becomes scored, comparable assessments - each one still pointing back to the passage that justified it.

explicit rubric, applied evenly
score → source, always

WORLD BANK GROUP

241/241

COUNTRY STRATEGIES READ, NONE SAMPLED

Coverage is the method

A conventional portfolio review reads a purposive sample. This system read every Country Partnership Framework and asked the same question of each - here, how guarantees are used to mobilise private capital. A portfolio-wide pattern only exists if you read portfolio-wide.

retrieval-augmented generation
cited to document + page

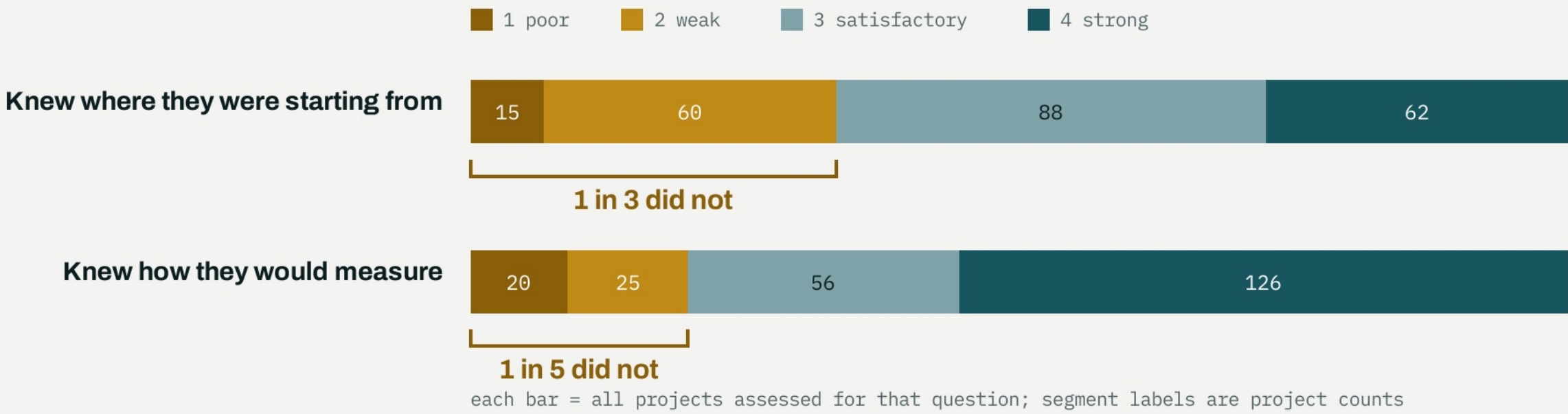
WHAT WE FOUND - PROBLEM 01, AT PORTFOLIO SCALE

1 in 3

projects had no credible starting point to measure change from

Of 225 projects assessed for baseline quality, 75 had none that was credible - not even a proxy or a qualitative one. Where there is no starting point, there is no way to show what changed, however well specified the monitoring that follows.

Projects are far better at specifying how they will measure than at establishing what they are measuring against. That is Problem 01, at portfolio scale - and it only becomes visible once the whole record is read rather than sampled, which is Problem 02.



HOW A FINDING STAYS ACCOUNTABLE



The return path is the product. A finding that cannot be traced back to its source passage is not an evaluation finding; it is an assertion.

LESSONS LEARNT

Improving impact measurement with AI.

Generic output indicators dominate the record, while adoption, behaviour change and sustained use are rarely captured past completion. Reading the whole portfolio exposes that gap systematically - showing where outcome evidence is thin while a partnership can still act on it.

Standardising measurement is not standardising practice.

Clear rubrics let very different partnerships be assessed on the same terms without forcing them to deliver in the same way. Comparability does not require uniformity.

Traceability is non-negotiable.

Every score and finding must link to a specific document and page. Without that, no one can check the basis for a judgement - and a system nobody can check will never be trusted with a decision that matters.

Destillo AI builds document intelligence systems for organisations that have to evidence what their programmes achieved. We work with development finance institutions, multilateral development banks and their independent evaluation offices. The same problem appears wherever outcomes are contracted: the evidence already exists - in contracts, progress reports, case notes and evaluations - and almost none of it is ever read in full. If you commission, deliver, fund or evaluate outcomes-based programmes, we would like to hear what that looks like in your portfolio.

GET IN TOUCH
munibz@destillo.io
destillo.io

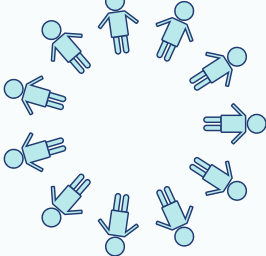




The Phoenix Metric: Gender-Responsive Social Return on Investment (G-SROI)

TAIEBA HOSNE ISHRAT · Global Evaluation Initiative, Feminist Innovation in Monitoring and Evaluation Award 2025

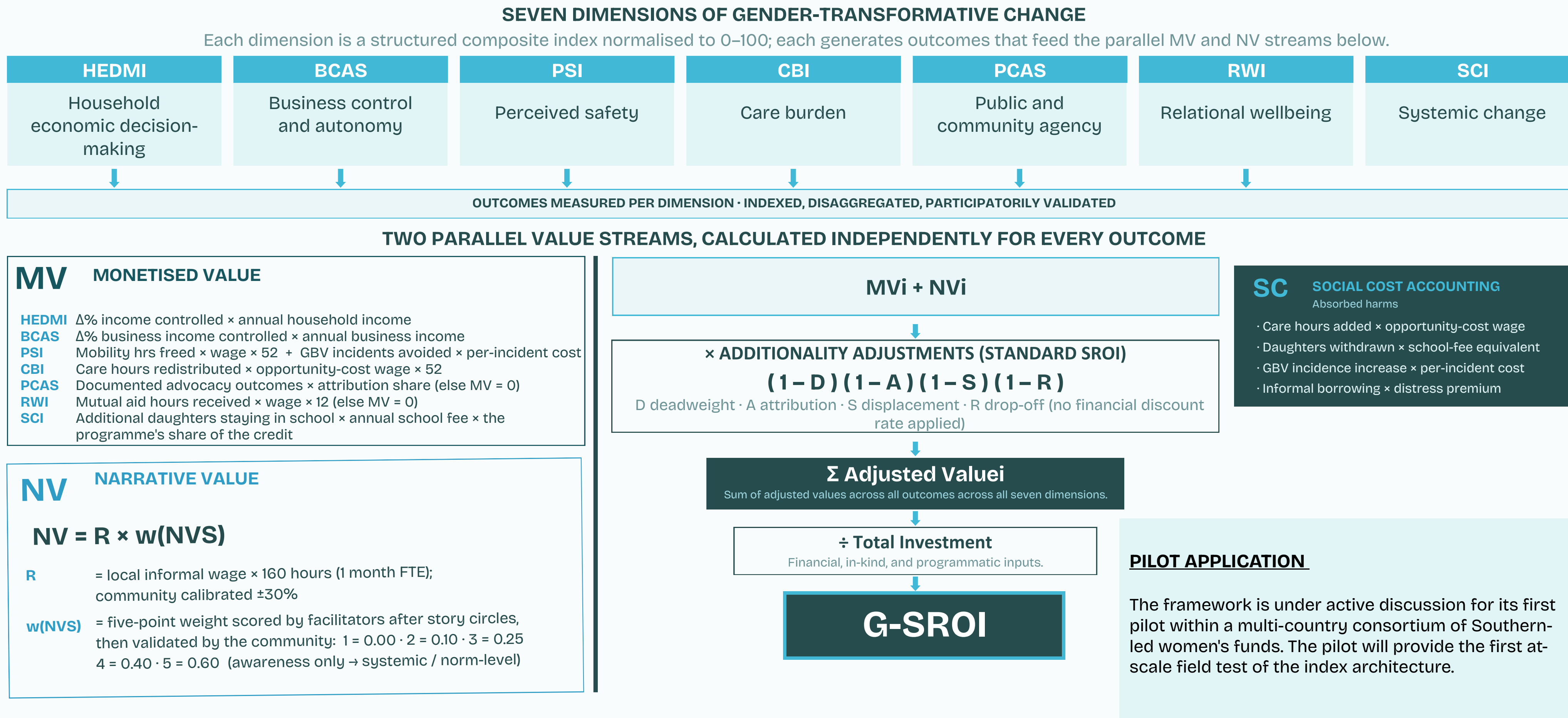
The Phoenix Metric G-SROI is a feminist gender-responsive extension of Social Return on Investment. It preserves the ratio format that funders read as accountability and adds two components, parallel Narrative Value and Social Cost Accounting, that make transferred costs and community-validated outcomes visible in the calculation.

The Problem G-SROI is Addresssing	G-SROI Approach
 What the ledger records Standard SROI reports repayment above target, income up, dashboards green. It cannot see the informal debt, intensified unpaid care, or withdrawn daughters that produced those numbers.  What investigations reveal Independent reporting across Asia has documented over-indebtedness, sold assets, and land loss among women microfinance borrowers whose portfolios reported "success". (Guardian, Human Rights Watch, 2023)  Why it happens Absorbed costs (unpaid care, distress borrowing, intergenerational sacrifice) are structurally invisible to ratio frameworks built on market-derived proxies. (Folbre, 1994; Karim, 2011; Duvvury et al, 2013)	 Parallel MV + NV Every outcome gets both a Monetised Value (context-specific proxy) and a Narrative Value (community-scored via story circles). Added, not compounded. Outcomes without a defensible market proxy still enter the ratio.  Story circles + participatory validation Trained facilitators score narratives on a five-point scale. The community, not the evaluator, holds final authority over what counts as transformative change.  Social Cost Accounting Absorbed harms- care hours added, education foregone, safety compromised, debt accumulated- are calculated as negative values and subtracted from the total impact. What SROI silently absorbs, G-SROI reports.

Theoretical architecture

Feminist economics	Intersectionality	Feminist evaluation theory
Unpaid care, emotional labour, and social reproduction are core economic contributions the market does not price.	Gender intersects with caste, class, disability, age, and geography to produce differentiated experiences that single-axis measurement flattens.	Measurement is political. Authority over interpretation belongs with those whose lives are being measured, not with the evaluator.
Decolonial evaluation	Social value accounting	Participatory valuation
Extractive assessment reproduces colonial knowledge relations. Community-authored value systems are epistemically prior to evaluator frameworks.	The SROI ratio format matters for institutional accountability. Standard additionality adjustments are analytically sound.	Value cannot be defined by external evaluators alone. Stakeholders must co-author outcome definitions and their monetary translation.

G-SROI Methodology



Collaborators interested in additional pilot contexts, microfinance, gender-lens investment, care economy, and climate are invited to make contact at taieba.ishrat@gmail.com