



EUROPE



INTERNATIONAL CONFERENCE

**Comparing SIBs and outcomes-based approaches across
different countries and policy sectors: learning from
academics & practitioners**

6-7 September 2018

**Blavatnik School of Government, University of Oxford
Oxford, Walton Street, OX2 6AH**



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#Outcomes18

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Welcome

We would like to offer you a warm welcome to Oxford for our ***International conference: Comparing SIBs and outcomes-based approaches across different countries and policy sectors.***

The conference brings together over 100 researchers, policy-makers and practitioners for two days of rich and wide-ranging discussions on the emerging evidence and the lessons that can be learned from the implementation of SIBs and other outcomes-based approaches across the world.

This is the third time we have organised an international conference on SIBs and outcome-based approaches. This year, we are very pleased to be welcoming a practitioner audience to the conference, particularly on Day 2. Our hope is that this will help to foster a useful two-way dialogue between researchers and practitioners. This means practitioners might be able to benefit more from research insights, and build these into their decision-making. And it also means that researchers can build a deeper understanding of the issues most pressing to practitioners, and how research might support decision-making in the day-to-day.

As you will see, our programme over the two days presents the opportunity to hear from some of the foremost thinkers and doers in the SIB and outcome-based commissioning arena. We would also encourage you to use the time in and around the programme to meet others, share ideas, and debate, so that over the two days we can push forward the boundaries of knowledge in this emerging area, and perhaps even influence future practice.

We wish you a stimulating and enjoyable conference.

Best wishes,

Mara Airoidi, Director, GO Lab, on behalf of the conference organisers from the GO Lab, the Policy Innovation Research Unit (PIRU) and Newcastle University



Programme

Day I - Comparative perspectives on Social Impact Bonds and outcomes-based approaches: state-of-the-art in research across the globe



09.00	Arrival & registration	
10.00	<p>Welcome remarks</p> <p><u>Mara Airoidi, Director, Government Outcomes Lab, Blavatnik School of Government, University of Oxford</u></p>	Lecture Theatre 1
10.15	<p>Keynote address - What exactly is the public management Emperor now wearing? The promise, viability and sustainability of Social Impact Bonds</p> <p><u>Carolyn J. Heinrich, Professor of Public Policy, Education and Economics, Vanderbilt University</u></p>	Lecture Theatre 1
11.30	<p> Watch the recording of this session: https://www.youtube.com/watch?v=jSUTEK3iRbQ</p> <p>Coffee break</p>	Inamori Forum
11.45	<p>Session I – SIBs and competing welfare logics</p> <ul style="list-style-type: none"> Allison Tse and Mildred Warner, Cornell University, <i>Outputs, Not Outcomes: Does SIB Market Discipline Narrow Social Rights?</i> Eve Chiapello, EHESS Paris and Lisa Knoll, University of Hamburg, <i>The 'Welfare Conventions' Approach: A Comparative Perspective on SIBs</i> Susan Baines and Chris Fox, Manchester Metropolitan University, <i>Social Impact Bonds and the 'Social Investment' Welfare Paradigm</i> <p>Chair: Mara Airoidi, Government Outcomes Lab</p>	Lecture Theatre 1
13.15	<p> Watch the recording of this session: https://www.youtube.com/watch?v=Os7p1t0QS_w</p> <p>Lunch</p>	Inamori Forum
14.00	<p>Session II (parallel sessions)</p> <p>II.I Contractual tensions and transactions in outcomes-based commissioning</p>	Seminar Room 1



	<ul style="list-style-type: none"> ▪ Joseph Cordes, Sanjay Pandey, George Washington University and Sheela Pandey, Pennsylvania State University, <i>The Potential of Social Impact Bonds for Addressing Social Problems: Lessons Learned from the United States</i> ▪ Clare Fitzgerald, Eleanor Carter, Mara Airoidi and Christina Economy, University of Oxford, <i>Contractual Acrobatics: Assessing a framework for specifying outcomes-contracts in public services</i> ▪ Deborah Burand, New York University, <i>The First Five Years of Transacting Social Impact Bonds in the United States: Practical and Theoretical Considerations Shaping Pay for Success Contracts</i> <p>Chair: Christina Economy, Government Outcomes Lab</p>	Seminar Room 2
	<p>II.II Data, measurement, systems and shared objectives?</p> <ul style="list-style-type: none"> ▪ Mary Lee Rhodes, and Gemma Donnelly-Cox, Trinity College Dublin, <i>Social Impact Bonds as Temporary Innovation Systems: Towards a Framework for Analysis</i> ▪ James Ruairi Macdonald, George Washington University, <i>Social Impact Bonds and Partnerships: Payment on Impact Evaluation Findings, Performance Measurement Data, or a Blend?</i> ▪ D. Jamieson, Rob Wilson, Mike Martin, Jonathan Kimmitt, Toby Lowe, Jane Gibbon, and M. French, Newcastle University, <i>Data for Outcome Payments or Information for Care? The Role of Information and Management Information Systems in the Implementation of a Social Impact Bond</i> <p>Chair: Alec Fraser, Policy Innovation Research Unit</p>	
15.30	Coffee break	Inamori Forum
15.45	Session III (parallel sessions)	
	<p>III.I Understanding SIBs by reading across alternative structures and institutional contexts</p> <ul style="list-style-type: none"> ▪ Chris Dayson, Sheffield Hallam University, Alec Fraser, London School of Hygiene and Tropical Medicine and Toby Lowe, Newcastle University, <i>Is a Social Impact Bond an Effective Mechanism for Addressing 'Wicked' Issues? The Case for Social Prescribing</i> ▪ Ichiro Tsukamoto, Meiji University, Hideaki Baba, Kansai University, Haruka Yamasaki, Meiji University and Chih Hoong Sin, Traverse, <i>Institutionalisation and Inter-organisational Behaviours – A Comparison of SIB Development and Implementation in Japan and Great Britain</i> ▪ Lorcan Clarke, London School of Economics and Political Science, <i>Are Outcomes Worth the Trouble? An Evaluation of Health Impact Bonds</i> <p>Chair: Stefanie Tan, Policy Innovation Research Unit</p>	Seminar Room 1

	<p>III. II New geographies for SIBs? Readiness and approaches in new territories</p> <ul style="list-style-type: none"> ▪ Mika Pyykkö, Sitra, <i>Sitra and Social Outcomes Contracting in Finland</i> ▪ Luigi Corvo and Lavinia Pastore, University of Rome Tor Vergata, SIB. <i>What does it mean? A Theoretical Approach on Social Impact Bonds</i> ▪ Ian Dewae and Patrick Maes, VDAB, <i>Reflections from the first SIB in Flanders</i> <p>Chair: Eleanor Carter, Government Outcomes Lab</p>	Seminar Room 2
	<p>III. III Latest developments in the conceptualisation and literature of SIBs</p> <ul style="list-style-type: none"> ▪ Jesse Hajer, New School for Social Research, <i>The Political Economy of Social Impact Bond Emergence</i> ▪ John Loxley, University of Manitoba, <i>Public-Private Partnerships, Social Impact Bonds and the Erosion of the State in Canada</i> (presented by Jesse Hajer) ▪ Eleonora Broccardo, Maria Laura Frigotto, University of Trento and Maria Mazuca, University of Calabria, <i>Social Impact Bonds: A Systematic Review of the Literature</i> <p>Chair: Clare Fitzgerald, Government Outcomes Lab</p>	Seminar Room 3
17.15	Parallel sessions end	
17.30	<p>Public Money & Management Journal Special Issue: Reviewer feedback & publication timeline</p> <p><i>This is an optional seminar for researchers who have submitted papers for publication in the Special Issue of the Public Money & Management Journal.</i></p> <p>Rob Wilson, Newcastle University</p>	Seminar Room 1
18.00	<p>Dinner</p> <p><i>Rickety Press, 67 Cranham Street, Oxford, OX2 6DE</i></p>	

Day II – From talk to action: What should we do differently on Monday?

08.30	Tea and coffee	Inamori Forum
08.45	<p>The International Journal of Comparative Social Policy Special Issue: Reviewer feedback & publication timeline</p> <p><i>This is an optional seminar for researchers who have submitted papers for publication in the Special Issue of the International Journal of Comparative Social Policy.</i></p> <p>Alec Fraser, Policy Innovation Research Unit</p>	Seminar Room 1
09.15	<p>Session I (parallel sessions)</p> <p>I.I The latest international empirical findings on SIB projects</p> <ul style="list-style-type: none"> James Ronicle, Ecorys UK, <i>Examining the SIB Effect in Youth Provision: Findings from the Evaluation of the DWP Youth Engagement Fund</i> James Williams, York University, Toronto, <i>Trials, Tribulations and Tensions: A Comparative Analysis of Social Impact Bonds in Canada, the US and the UK</i> Alison Bukhari, Educate Girls, <i>Educate Girls: Final Results of the World's First Development Impact Bond in Education</i> <p>Chair: Christina Economy, Government Outcomes Lab</p>	Seminar Room 2
	<p>I.II Practical learning and reflections</p> <ul style="list-style-type: none"> Tomas Borkström, Social and Health Impact Centre, Sweden, <i>Social Investment as a Tool for an Outcomes Focused Public Sector, Learnings from the Swedish Context</i> Ian Marr, The Growth Partnership, <i>Reframing the Narrative</i> Susan De Witt & Barry Panulo, Bertha Centre for Social Innovation & Entrepreneurship, University of Cape Town, <i>Learning and reflections from the South African experience</i> <p>Chair: Andreea Anastasiu, Government Outcomes Lab</p>	Seminar Room 3
10.45	Coffee break	Inamori Forum
11.00	Session II - Bridging the gap between practice and research around SIBs and outcomes-based commissioning	Lecture Theatre 1

	<p><i>This session will feature presentations on the findings of the latest research on the practice of Social Impact Bonds in the UK, followed by a plenary discussion with practitioners and researchers about the implications of the findings for practice on the ground.</i></p> <p><u>Building the tools for public services to secure better outcomes: Collaboration, Prevention, Innovation</u></p> <ul style="list-style-type: none"> ▪ <u>Mara Airoidi, Government Outcomes Lab</u> <p><u>Evaluation of the Social Impact Bond Trailblazers in Health and Social Care</u></p> <ul style="list-style-type: none"> ▪ <u>Alec Fraser, Policy Innovation Research Unit, London School of Hygiene & Tropical Medicine</u> ▪ <u>Stefanie Tan, Policy Innovation Research Unit, London School of Hygiene & Tropical Medicine</u> 	
12.15	<p> Watch the recording of this session: https://www.youtube.com/watch?v=a031A1WMSXx8</p> <p>Session III - At the coalface: Practitioner insights into developing and implementing SIBs</p> <p><i>A panel discussion with three experienced SIB practitioners, exploring some of the most pressing challenges that practitioners face in developing robust SIB models, and how current and future academic research might help address these issues.</i></p> <p><u>Tara Case, Chief Executive, Ways to Wellness</u> <u>Tanya Gillett, Head of Youth Offending Service, Essex County Council</u> <u>Karen Gibson, Acting Programme Manager for Economic Development, Norfolk County Council</u></p> <p>Chair: Chih Hoong Sin, Traverse</p>	Lecture Theatre 1
13.15	<p> Watch the recording of this session: https://www.youtube.com/watch?v=zph7Um_QOEg</p> <p>Lunch</p>	Inamori Forum
14.00	<p>Session IV – Global perspectives on designing an outcomes fund</p> <p><i>This session will compare international approaches to setting up outcomes funds in the United Kingdom, Europe, and beyond, and explore challenges and directions for the future.</i></p> <p><u>Val Keen, Head of Centre for Social Impact Bonds, Government Inclusive Economy Unit, DCMS</u> <u>Mika Pyykkö, Project Director (Impact Investing), Sitra</u> <u>Jessica Cartwright, Senior Project Manager, DFID</u> <u>Georgia Efremova, EU Social Impact Investing Initiatives, European Commission</u> <u>Susan De Witt, Senior Project Manager, Bertha Centre for Social Innovation & Entrepreneurship</u></p>	Lecture Theatre 1

	Chair: Mara Airoidi, Government Outcomes Lab	
15.00	 Watch the recording of this session: https://www.youtube.com/watch?v=DUNXtiyq_CU	
15.15	Session V - The 'active ingredients' of a Social Impact Bond: from theory to practice <i>This session will introduce the SIB 'active ingredients' framework developed by the GO Lab, which maps the four dimensions along which SIBs tend to vary. The second part of the session will consist of four separate roundtable discussions where participants will be invited to discuss their own experience and insights and reflect on how the active ingredients at the core of a SIB manifest themselves in practice.</i>	
	Session V.I - A conceptual framework for understanding the active ingredients of a SIB Eleanor Carter, the Government Outcomes Lab	Lecture Theatre 1
15.30	Session V.II - The 'active ingredients' of a Social Impact Bond: from theory to practice (parallel sessions) <ul style="list-style-type: none"> ▪ Nature and amount of payment outcomes – session will be led by Eleanor Carter, GO Lab & Catherine Remfry, DCMS ▪ Nature of capital used to fund services – session will be led by Dom Llewellyn, GO Lab Fellow of Practice & Peter Morris, Social and Sustainable Capital ▪ Social intent of service providers – session will be led by Ben Haber, Think Forward & Paul Riley, Outcomes UK ▪ Strength of performance management – session will be led by Jonathan Flory, Social Finance & Philip Talbot, Age UK Herefordshire & Worcestershire 	Seminar Room 1 Seminar Room 2 Seminar Room 3 Seminar Room 4
16.45	Coffee break	
17.00	Making Markets in the Welfare System <i>A head to head debate with Toby Eccles, Co-founder of Social Finance & Professor Mildred Warner, international expert on restructuring local government services, Cornell University</i>	Lecture Theatre 1
18.30	 Watch the recording of this session: https://youtu.be/N7q2dIXxVC	
20.00	Drinks reception	Inamori Forum
20.00	Close	

Abstracts

Brief summaries of research papers, as provided by participants

Day I – 06th September 2018

Session I SIBs and competing welfare logics

Allison Tse and Mildred Warner, Cornell University, *Outputs, Not Outcomes: Does SIB Market Discipline Narrow Social Rights?*

The outcomes-based management schemes in SIBs simplify social impact and ignore the complex ecosystem of more powerful actors that contribute to social problems. Using human ecological theory, we focus on early care and education to illustrate how U.S. SIBs, compared to the EU and Canada, narrow conceptions of social rights.

Eve Chiapello, EHESS Paris and Lisa Knoll, University of Hamburg, *The 'Welfare Conventions' Approach: A Comparative Perspective on SIBs*

The paper highlights diverse historical justice dimensions of 'welfare conventions' (feudal, communitarian, civic, market, entrepreneurial, financial) enshrined in the very instrumental technicalities of SIBs. This analytical framework enables researchers to develop a comparative perspective to study SIBs and their 'institutional relatives' (e.g. payment-by-result schemes) – the conflicts and compromises – in diverse institutional settings.

Susan Baines and Chris Fox, Manchester Metropolitan University, *Social Impact Bonds and the 'Social Investment' Welfare Paradigm*

This paper argues that viewing SIBs as a straightforward extension of the neo-liberal paradigm, although intuitively plausible, is superficial. It fails to take account of a body of research and policy writing on the Social Investment welfare paradigm. In this paper, we suggest opportunities for evidence gathering and policy learning through bringing separate meanings of 'social investment' into new dialogue.

Session II.I Contractual tensions and transactions in outcomes-based commissioning

Joseph Cordes, Sanjay Pandey, George Washington University and Sheela Pandey, Pennsylvania State University, *The Potential of Social Impact Bonds for Addressing Social Problems: Lessons Learned from the United States*

Twenty social impact bonds have been launched in the U.S., with almost half targeting criminal justice issues—juvenile recidivism, recidivism and employment, homelessness and recidivism, and female incarceration. Our analysis will focus on the following issues: (1) the mix of investors participating in the various social impact bonds and the incentives facing these investors; (2) the structure of the various social impact contracts, with special emphasis on the features of such contracts intend to safeguard against contractual hazards; and (3) the transactions cost associate with implementing social impact bonds.

Clare FitzGerald, Eleanor Carter, Mara Airoidi and Christina Economy, University of Oxford, *Contractual Acrobatics: Assessing a framework for specifying outcomes-contracts in public services*

A prevailing question for commissioners of outcomes-based contracts is how to secure a contract at a reasonable cost of transaction that also defends against opportunism. Within the framework of transaction cost economics, this paper uses qualitative comparative analysis (QCA) to understand which contractual conditions of outcomes specifications mitigate against opportunistic behaviour among SIB suppliers.

Deborah Burand, New York University, *The First Five Years of Transacting Social Impact Bonds in the United States: Practical and Theoretical Considerations Shaping Pay for Success Contracts*

This article examines the extent to which the contract theory work of Nobel Laureate Oliver Hart provides a helpful framework for analysing and improving upon the contractual terms that support social impact bonds (SIBs). This article focuses on the contractual underpinnings of SIBs launched in the United States through 2017.

Session II.II Data, measurement, systems and shared objectives?

Mary Lee Rhodes, Trinity College Dublin, *Social Impact Bonds as Temporary Innovation Systems: Towards a Framework for Analysis*

This paper explores the potential of a ‘temporary innovation systems’ perspective (Frenken 2017) on Social Impact Bond (SIB) projects for improving our understanding of how different stakeholders interact and pursue individual and/or shared objectives through the analysis of a recent SIB initiative in Dublin, Ireland.

James Ruairi Macdonald, George Washington University, *Social Impact Bonds and Partnerships: Payment on Impact Evaluation Findings, Performance Measurement Data, or a Blend?*

Where’s the impact? Generally, U.K. Social Impact Bonds make payments on administrative data - not an impact evaluation. In contrast, recent U.S. legislation bases payment on impact evaluation with random assignment or the “strongest possible causal inferences when random assignment is not feasible.” Associated issues are explored and solutions suggested.

D. Jamieson, Rob Wilson, Mike Martin, Jonathan Kimmitt, Toby Lowe, Jane Gibbon, and M. French, Newcastle University, *Data for Outcome Payments or Information for Care? The Role of Information and Management Information Systems in the Implementation of a Social Impact Bond*

One of the claims of SIBs is the greater accountability, discipline and rigour required in the design and monitoring of interventions. This paper investigates this claim by looking at a SIB funded to address the social determinants of health in a city in the North of England. We identify and explain the SIB and its operations through two lenses; the first focusing on the structure and activity of the SIB as a set of distributed information systems; the second focuses on the information and information systems needed to run and account for a SIB and the effects on intervention within the wider context of the complex web of relationships in health and social care.

Session III.I Understanding SIBs by reading across alternative structures and institutional contexts

Alec Fraser, London School of Hygiene and Tropical Medicine and Toby Lowe, Newcastle University, *Is a Social Impact Bond an Effective Mechanism for Addressing ‘Wicked’ Issues? The Case for Social Prescribing*

In this paper we compare the parallel development and implementation of social prescribing (SP) in two English commissioning contexts. The first is a large and long-term SP service commissioned through a SIB. The second is a similarly extensive SP service commissioned through a traditional model. The article compares the ways that these two SP services responded to complexity throughout their development and implementation as a way to draw out the similarities and differences between them.

Ichiro Tsukamoto, Meiji University, Hideaki Baba, Kansai University, Haruka Yamasaki, Meiji University and Chih Hoong Sin, Traverse, *Institutionalisation and Inter-organisational Behaviours – A Comparison of SIB Development and Implementation in Japan and Great Britain*

In this paper, through the lens of institutional and inter-organisational theories, our analysis shows the importance of focusing not on each of the key stakeholders involved in SIBs, but rather on inter-organisational relations, and how these may be mediated by the wider political and institutional contexts.

Lorcan Clarke, London School of Economics and Political Science, *Are Outcomes Worth the Trouble? An Evaluation of Health Impact Bonds*

This research builds the evidence base on using impact bonds to fund schemes that deliver health-related outcomes. Taking a global perspective, it summarises projects at implementation and design stage, highlighting common characteristics and evidence gaps. These preliminary findings are supplemented by a systematic review of publicly available economic evaluations.

Session III.II New geographies for SIBs? Readiness and approaches in new territories

Mika Pyykkö, Sitra, *Sitra and Social Outcomes Contracting in Finland*

Finnish Innovation Fund Sitra started its impact investing operations in 2014. Special focus has been on Social Outcomes Contracts (SOC) and SIBs. Special attention is given to promotive and preventive measures. Sitra also wants to emphasize SOC opportunities in solving environmental challenges. With Sitra's assistance there are currently six SIBs and one EIB project underway or set for launch.

Luigi Corvo and Lavinia Pastore, University of Rome Tor Vergata, *SIB. What does it mean? A Theoretical Approach on Social Impact Bonds*

Research into public value creation is advancing. A new field of interest consists in the use of Social Impact Bonds (SIBs) as a social finance scheme and in the analysis of its ability to enhance collaborative relationships for public value creation. The research objective is twofold. Firstly, it aims to frame SIBs in public management studies. The second goal is to provide an analytical tool to assess the feasibility and effect of SIBs. The research provides a formal model proposal that shows key variables, their interactions and the conditions of success of a SIB within the context of value co-creation

Session III.III Latest developments in the conceptualisation and literature of SIBs

Jesse Hajer, New School for Social Research, *The Political Economy of Social Impact Bond Emergence*

A significant proportion of SIBs appear to be hitting targets and paying out rates of return well above government costs of borrowing. We suggest that this, along with ambiguous evidence on the value-added of SIBs, imply a poor value-for-money case relative to conventional delivery, and propose alternative explanations for SIB emergence.

John Loxley, University of Manitoba, *Public-Private Partnerships, Social Impact Bonds and the Erosion of the State in Canada*

Public Private Partnerships (P3s or PPPs) and Social Impact Bonds (SIBs) are both forms of private sector encroachment on state activity. PPP and SIB projects continue to grow in number in Canada, displacing conventional forms of procurement based on public finance and greater public-sector responsibility. This paper examines the recent evolution of both P3s and SIBs in Canada, their size, location, sector, province and level of government involvement.

Eleonora Broccardo, Maria Mazzuca, University of Calabria, *Social Impact Bonds: A Systematic Review of the Literature*

This paper offers a systematic literature review on SIBs as well as an overview of contributions, perspectives, methods and analysed empirical evidence that would trigger a further step in the evolution of our understanding of SIBs, while defining some directions along which extant research as well as future research can be framed.

Day II – 07th September 2018

Session I.I The latest international empirical findings on SIB projects

James Ronicle, Ecorys UK, *Examining the SIB Effect in Youth Provision: Findings from the Evaluation of the DWP Youth Engagement Fund*

This paper reports on the results of a three-year comparative study of SIB/PFS in Canada, the US, and UK. The research reveals both significant variations in the challenges and barriers to market growth, and a common set of tensions between government, providers, advisors, and investors which may ultimately limit the long-term potential of the SIB model.

James Williams, York University, Toronto, *Trials, Tribulations and Tensions: A Comparative Analysis of Social Impact Bonds in Canada, the US and the UK*

This paper reports on the results of a three-year comparative study of SIB/PFS in Canada, the US, and UK. The research reveals both significant variations in the challenges and barriers to market growth, and a common set of tensions between government, providers, advisors, and investors which may ultimately limit the long-term potential of the SIB model.

Alison Bukhari, Educate Girls, *Educate Girls: Final Results of the World's First Development Impact Bond in Education*

Educate Girls completed a three-year proof of concept DIB in April, the first multi-year DIB globally, and the first impact bond in school-based education. The presentation will explore key the questions we sought to answer, and look at the challenges faced, the lessons learnt and what we don't yet know!

Session I.II Practical learning and reflections

Tomas Borkström, Social and Health Impact Centre, Sweden, *Social Investment as a Tool for an Outcomes Focused Public Sector, Learnings from the Swedish Context*

The first Swedish Social Impact Bond (labelled Social Outcomes Contract or SOC) was launched in 2016. Based on the experiences of this first case and with new examples in the pipeline, the role of SOC in driving public sector development in Sweden is explored.

Ian Marr, The Growth Partnership, *Reframing the Narrative*

This paper explores how the experience of working with retail investors in a SIB reframed the narrative of social impact investment from “saving money” to “creating value”; the changes this brings to practice; and the opportunity to develop this kind of social impact investment at appropriate scale and volume.

Susan De Witt & Barry Panulo, Bertha Centre for Social Innovation & Entrepreneurship, University of Cape Town, *Learning and reflections from the South African experience*

The Bertha Centre for Social Innovation and Entrepreneurship is the first academic centre in Africa dedicated to advancing social innovation and entrepreneurship. The centre facilitated the development of the first impact bond in Africa (in the Western Cape province of South Africa), and this presentation will reflect on the lessons learnt from the South African experience.

Delegates

Name	Affiliation
Aimee Hardy	Centre for SIBs, Department for Digital, Culture, Media & Sport
Aldo Soto	The Rainforest Foundation UK
Alec Fraser	Policy Innovation Research Unit
Alex Nicholls	Saïd Business School
Alexander Todd	Big Lottery Fund
Alison Bukhari	Educate Girls
Allison Tse	Cornell University
Amel Karboul	Education Outcomes Fund for Africa and the Middle East
Amit Shah	Strategy&, PWC
Anant Jani	GO Lab Fellow of Practice
Andreea Anastasiu	GO Lab
Anna Jarneteg	RISE Research Institutes of Sweden
Anna Tonteri	Finnish Innovation Fund Sitra
Arianna Manti	University of Rome Tor Vergata
Barry Panulo	Bertha Centre for Social Innovation and Entrepreneurship
Ben Haber	Think Forward
Caroline Pringle	Education Outcomes Fund for Africa and the Middle East
Carolyn Heinrich	Vanderbilt University
Cat Remfry	Department for Digital, Culture, Media & Sport
Charlotte Simpson	Addaction
Chih Hoong Sin	GO Lab Fellow of Practice
Chris Eliades	Centre for SIBs, Department for Digital, Culture, Media & Sport
Christina Economy	GO Lab
Christy Johnson	Texas State University
Clare FitzGerald	GO Lab
David Archer	Go Lab Fellow of Practice
David Jamieson	Newcastle University
Deborah Burand	NYU School of Law
Dom Llewelyn	GO Lab Fellow of Practice
Eleanor Carter	GO Lab
Eleonora Broccardo	University of Trento
Enrique Cadenas	Ministry of Justice
Fadi Adra	Strategy&, PWC
Franziska Rosenbach	GO Lab
Gail Gibbons	Sheffield Futures
Garath Symonds	GO Lab Fellow of Practice
Georgia Efremova	European Commission
Grace Young	GO Lab
Graham Phillips	Norfolk County Council

Aman Johal	Big Society Capital
Helen Evans	SOAS
Hideaki Baba	Kansai University
Ian Dewae	VDAB
Ian Marr	The Growth Partnership
Ichiro Tsukamoto	Meiji University
Iciar Ania Elosua	Bridges Fund Management
Ismi Fahriana Citra	University of Birmingham
Jack O'Sullivan	Think O'Sullivan Communications
James Williams	York University
James Ronicle	GO Lab Fellow of Practice
James Magowan	Centre for SIBs, Department for Digital, Culture, Media & Sport
Janna Miletski	Department for Digital, Culture, Media & Sport
Jared Lee	Education Outcomes Fund for Africa and the Middle East
Jarrold Ormiston	Maastricht University
Jelena Emde	European Investment Bank
Jenifer Smith	GO Lab Fellow of Practice
Jesse Hajer	New School for Social Research & University of Manitoba
Jessica Cartwright	Department for International Development
John Bolton	GO Lab Fellow of Practice
Jonathan Flory	Social Finance
Jonathan Kimmitt	Newcastle University
Joseph Cordes	The George Washington University
Josie Soutar	Sheffield Hallam University
Karen Gibson	Norfolk County Council
Ken Moriyama	GO Lab Visiting Fellow
Kobini Ananth	Department for Digital, Culture, Media & Sport
Krim Talia	RISE Research Institutes of Sweden
Laura Blanco	Nakatomi Capital
Laura Quiroz Lopez	GO Lab
Lavinia Pastore	University of Rome Tor Vergata
Lee Whitehead	Consultant
Lisa Knoll	University of Hamburg/ MLU Halle-Wittenberg
Lorcan Clarke	London School of Economics and Political Science
Louise Savell	GO Lab Fellow of Practice
Louise Sutton	Core Assets
Mara Aioldi	GO Lab
Maria Mazzuca	University of Calabria
Mary Lee Rhodes	Trinity College Dublin
Masood Badri	Department of Community Development, Abu Dhabi
Mats Fred	Malmö University
Matt Bell	Resonance Ltd
Max French	Newcastle University
Mika Pyykkö	Finnish Innovation Fund Sitra

Mildred Warner	Cornell University
Mitcha Sleiman	Strategy&, PWC
Mugheer Alkhaili	Department of Community Development, Abu Dhabi
Neil Stanworth	GO Lab Fellow of Practice
Neil Reeder	Head and Heart Economics
Nigel Ball	GO Lab
Nina Zündorf	Centre for SIBs, Department for Digital, Culture, Media & Sport
Oscar Nowlan	Centre for SIBs, Department for Digital, Culture, Media & Sport
Patrick Maes	VDAB
Paul Riley	Outcomes UK
Peter Morris	Social and Sustainable Capital
Philip Talbot	Age UK Herefordshire & Worcestershire
Philippe Bernard-Treille	European Investment Fund
Pola Orlowska	Education Outcomes Fund for Africa and the Middle East
Rebecca Eligon	GO Lab Fellow of Practice
Rob Wilson	Newcastle University
Roger Bullen	GO Lab Fellow of Practice
Ruairi Macdonald	GO Lab
Ruth Dixon	GO Lab
Salama Al Amimi	Department of Community Development, Abu Dhabi
Sam Magne	Big Lottery Fund
Sami Zaki	Strategy&, PWC
Sanjay Pandey	The George Washington University
Sarah Kabourek	Vanderbilt University
Sebastian Gogol	Protestant University for Applied Sciences
Selma Kalkan	RISE Research Institutes of Sweden
Sheela Pandey	Pennsylvania State University
Sol Eskenazi	Education Outcomes Fund for Africa and the Middle East
Stefanie Tan	Policy Innovation Research Unit
Susan De Witt	Bertha Centre for Social Innovation and Entrepreneurship
Susan Baines	Manchester Metropolitan University
Tanya Gillett	GO Lab Fellow of Practice
Tanyah Hameed	GO Lab
Tara Case	Go Lab Fellow of Practice
Terhi Kilpi	National Institute for Health and Welfare (THL) Finland
Tim Gray	Tim Gray Consultancy
Toby Eccles	Social Finance
Tom Jefford	GO Lab Fellow of Practice
Tomas Bokström	RISE Research Institutes of Sweden
Val Keen	Centre for SIBs, Department for Digital, Culture, Media & Sport
Vanessa Picker	University of Oxford
Will Pearson	Cheshire West and Chester Council
Will Tyler-Greig	Scottish Government

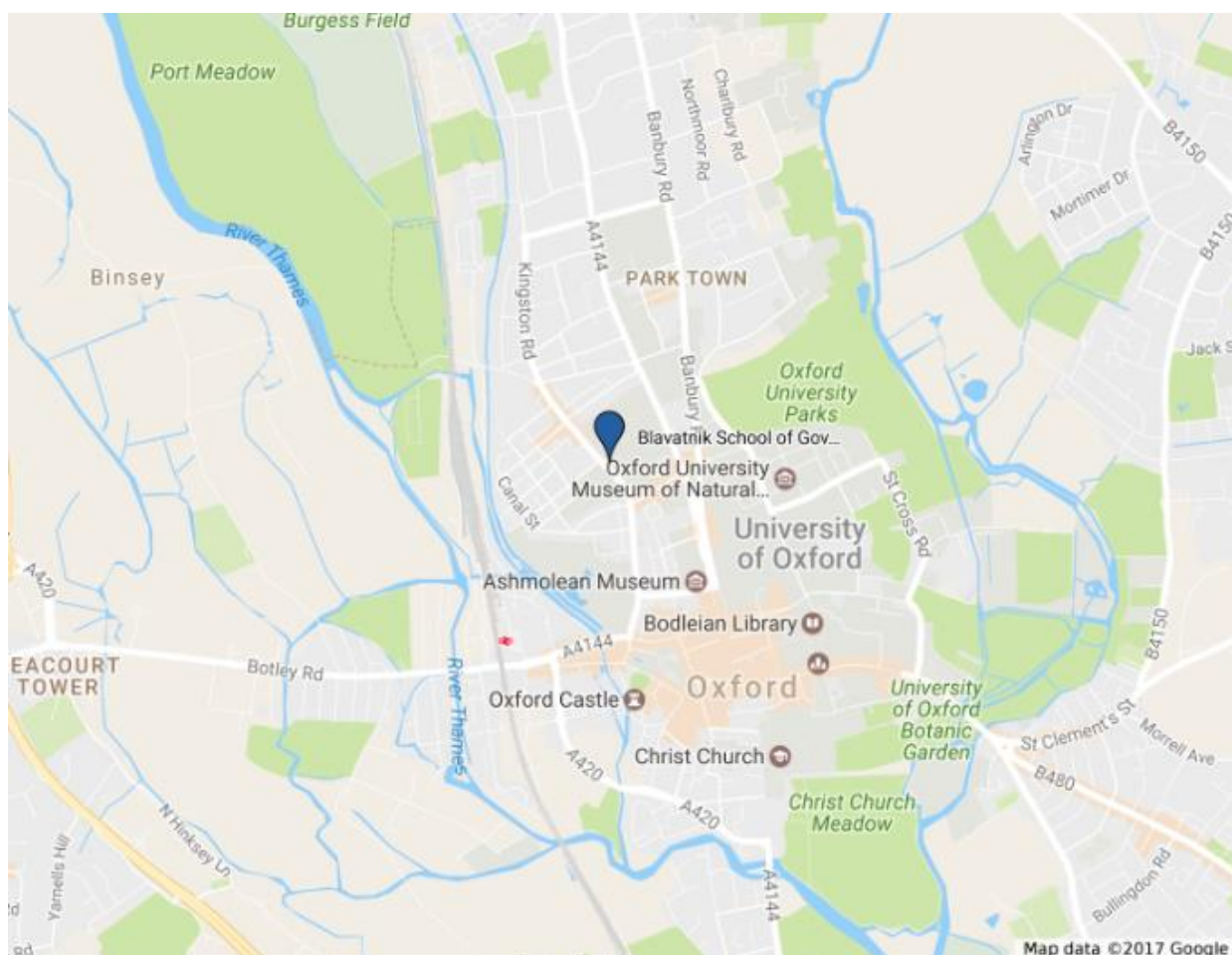
How to find us

Blavatnik School of Government

We are based in the Radcliffe Observatory Quarter.

Blavatnik School of Government,
University of Oxford,
Radcliffe Observatory Quarter,
Woodstock Road,
Oxford OX2 6GG,
United Kingdom

If arriving on foot, the building is best accessed via Walton Street, the postcode for this is OX2 6AH.



Transport in Oxford

Please note that many Oxford streets are closed to traffic and parking is severely limited. Visitors are encouraged to use five Park and Ride bus services.

Please refer to Oxfordshire County Council's [up-to-date traffic information](#) for details of all local road works and any disruptions likely to delay your journey.

Park and Ride

There are five Park and Ride sites which serve Oxford City Centre.

Oxford Parkway (north). For satnav use OX2 8HA. Take **500** bus to and from city centre.

Pear Tree (north). For satnav use OX2 8JD. Take the **300** bus to and from the city centre.

Redbrige (south). For satnav use OX1 4XG. Take the **300** bus to and from the city centre.

Thornhill (east). For satnav use O3 8DP. Take the **400** bus to and from the city centre.

Seacourt (west). For satnav use OX2 0HP. Take the **400** bus to and from the city centre.

Please note that Thornhill and Seacourt are often full, we recommend that drivers coming from the east (including London), the south and the west use the Redbrige Park and Ride, while drivers arriving from the north can choose between Pear Tree and Oxford Parkway.

The [Oxford Bus Company](#) has detailed information on Park and Ride locations, timetables and fares.

Trains

Direct services run from [London Paddington \(serving Oxford station\)](#) and [London Marylebone \(serving Oxford and Oxford Parkway stations\)](#). Other services operate from the north via Birmingham New Street; from the south via Reading; and from the west via Didcot or Reading.

For details and to plan your journey, contact [National Rail Enquiries](#).

The Blavatnik School of Government is a 15-20 minute walk from the Oxford Railway Station. Please use [Google Maps](#) or our [interactive map](#) to find your way from the station to the school.

Coaches

There are two frequent 24-hour direct services between Oxford and London, the [X90](#) and the [Oxford Tube](#). For information on coaches from other major cities and airports, contact [National Express](#).

The central coach station is at Gloucester Green in the city centre, an 8-10 minute walk from the school. Please use [Google Maps](#) or our [interactive map](#) to find your way from the station to the school.

For any enquiries regarding the conference you can contact the GO Lab team at golab@bsg.ox.ac.uk or by phone +44 (0) 1865 614330.