



GOVERNMENT  
OUTCOMES  
LAB

# Social Outcomes Conference 2022

*8-9<sup>th</sup> September*  
*Online and in-person in Oxford*

## WELCOME



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# Welcome to SOC22



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- Live from the Blavatnik School of Government in Oxford and online on Zoom
- If you are joining us in-person, you can still join Zoom **BUT please keep your speakers muted.**
- We will stop throughout the session to take questions both from the online and in-person participants.
- Do use the Zoom chat to introduce yourselves and to share your thoughts and questions; on Zoom, please make sure we can see your name & organisation.
- All sessions will be recorded and shared on the GO Lab website.
- Programme, slides and Zoom links are all on the GO Lab website.
- The GO Lab team is ready to help you both online and in-person.



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# GOVERNMENT OUTCOMES LAB

## Roundtable 1.1 Conversations on measurement and public value

Chair: Dr Mara Airoidi, University of Oxford



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# Session Overview

- Theoretical Framework
- Part 1. Coexistence of multiple 'regimes of value' and subsequent conflicts and compromises - **How do we define value?** (Followed by Q&A)
- Part 2. Operationalising value - **How do we measure value?** (Followed by Q&A)
- Part 3. Using value assessments in decision-making - **How do we integrate value in decision-making?** (Followed by Q&A)



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## Speakers



**Shweta Dey**  
New South Wales  
Treasury



**Mathilde Pellizzari**  
FAIR & Centre de Sociologie de  
l'Innovation, Mines Paris



**Dr Diana Bozhilova**  
Northeastern University  
London



**Dr Nandita Das**  
New South Wales  
Government



**Stan Gilmour**  
Thames Valley  
Police



**Miikka Vuorinen**  
Sosped Center



**Dr Tomi Mäki-Opas**  
House of  
Effectiveness at UEF



**Akhilesh Kumar**  
Development Monitoring  
and Evaluation Office



**Bijeta Mohanty**  
Development Monitoring  
and Evaluation Office



**Reiji Ikeda**  
Ministry of  
Justice of Japan



# GOVERNMENT OUTCOMES LAB

## Conversations on measurement and public value: Theoretical Framework

Speaker: Mathilde Pellizzari

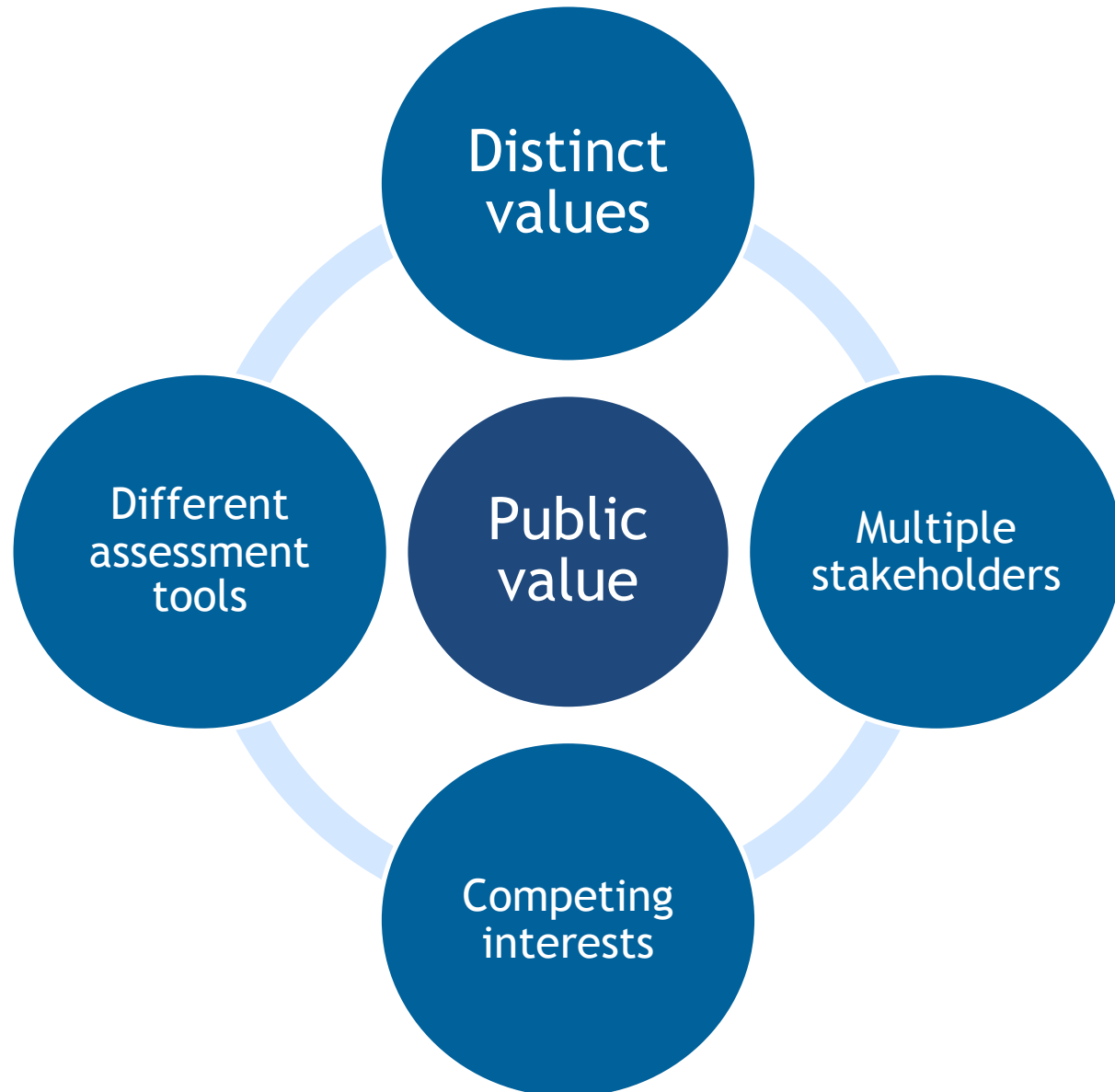


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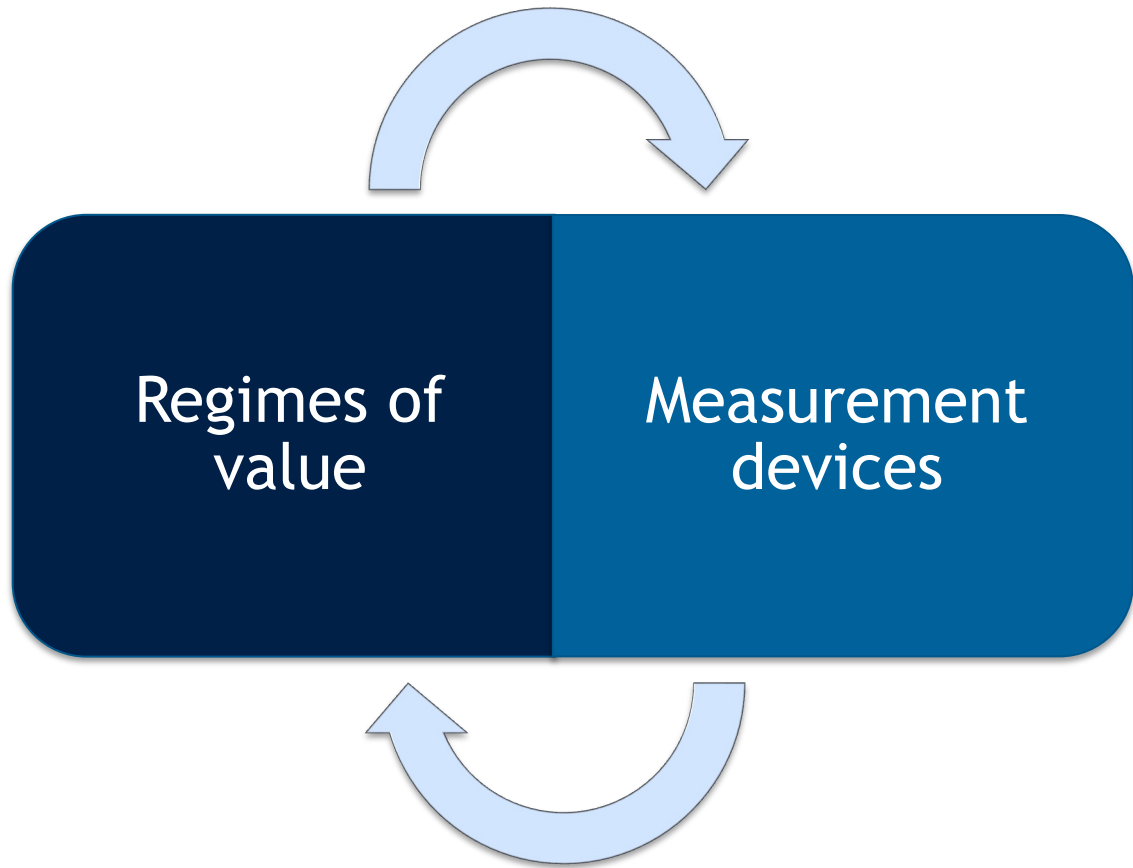
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# 1. Coexistence of multiple “regimes of value” and subsequent conflicts and compromises



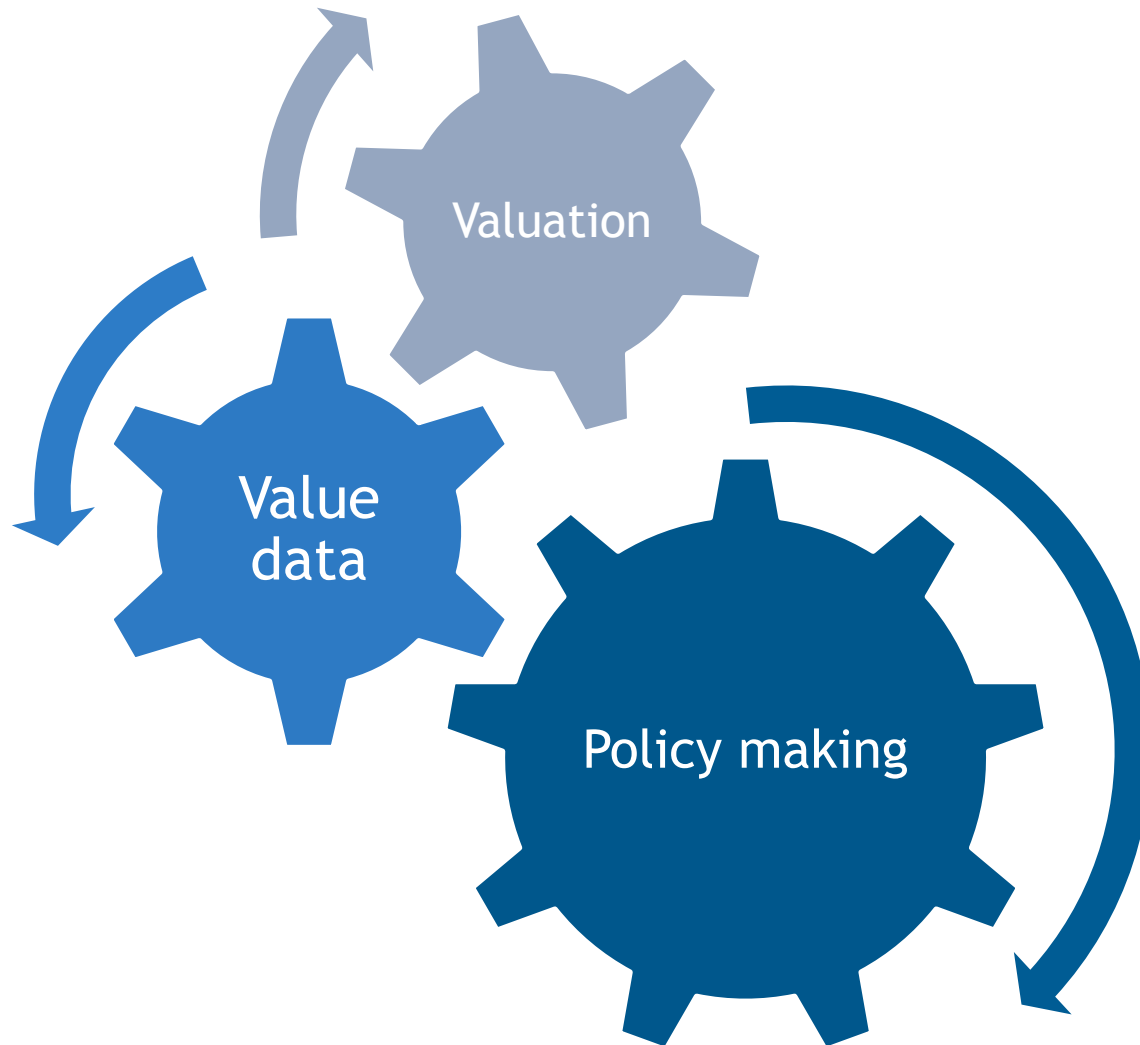
- Value assessments deal with multiple “regimes of value” (Boltanski & Thévenot, 2006).
- “Moral-political” and “technical-financial” dimensions are intertwined (Chiapello and Knoll, 2020).

## 2. Operationalization of value assessments into measurement devices



- Values (e.g., economic, social, environmental, financial values) are shaped by discourses and assessment tools (Barman, 2015).
- The technical infrastructure of value assessment plays a great role in defining values.

### 3. Using value assessments in decision-making



- Value data can inform but also legitimize decision-making.
- Value data (prices, social outcomes, cost data) is not neutral: it comes from valuation processes.
- Value assessments can provoke what they aim to describe.





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## Part 1. Coexistence of multiple 'regimes of value' and subsequent conflicts and compromises

How do we define public value?



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# Monetisation of Social Quality

## | Miikka Vuorinen, Sosped Center

### 3 | Block Effect Specific Generalities, Proxy Values & Coefficients

- From research, reports
- Estimations: target group vs. age groups & population
- (2022 -> 'Social value discount')

### 2 | Dividing Indicators into Block Effects

### 1 | National Health Indicator

- Indicator's coefficient (%) X regional age group = target group
- Indicators are based on the Social Quality Framework

Total **value** of **block effects** is the same as value of the social quality **indicator**



### 4 | Verification of Results

- Application of the prudence principle
- Attribution, double accounting
- Steering group, workshops & regional testing-period

### 5 | Sector Specific Social Value (1 year)

- Regional-level tailoring possible
- (2022-> 5 & 10 years)

### 6 | Supporting Decision Making

- Specialists & decision makers
- (2022-> Social investments included)

# Value Measurement for Offender Rehabilitation: From a Practical Perspective

## | Reiji Ikeda, Ministry of Justice, Japan

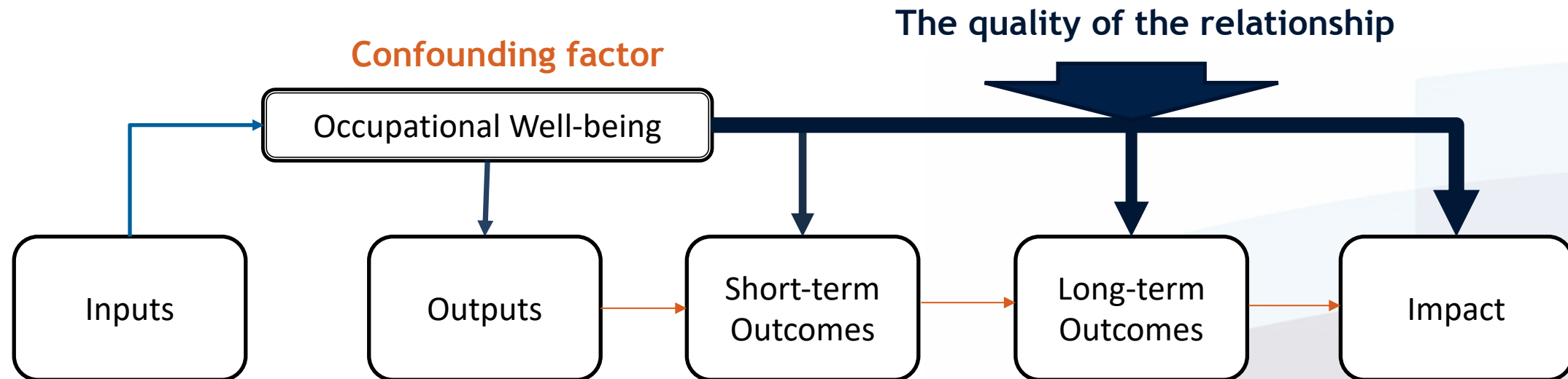
Supervisees\* (**Involuntary** clients with diverse needs)

Category (Adult Parolees)	2020
Stimulants Offenders	32.1%
Sexual Offenders, etc	7.1%
Mental Disorders, etc	12.4%
Elderly	11.7%
Unemployed offenders etc	30.4%



Supervisors (Professionals/Volunteers)

- Emotional Labour
- Legitimacy and enforcement
- Organisational philosophy which values perseverance and persistence



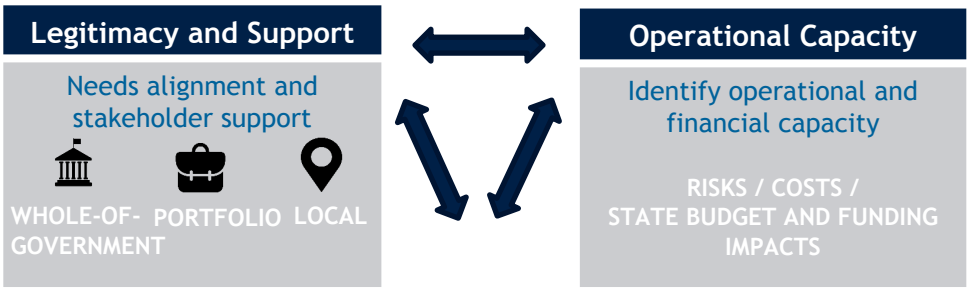
\*Note: The figures are as of December 31<sup>st</sup> of the respective years. Person categorized in multiple categories are counted in each category.  
Source: White Paper on Crime, Ministry of Justice of Japan

# Public Value Framework

## | Dr Nandita Das, New South Wales Government



### Strategic Triangle

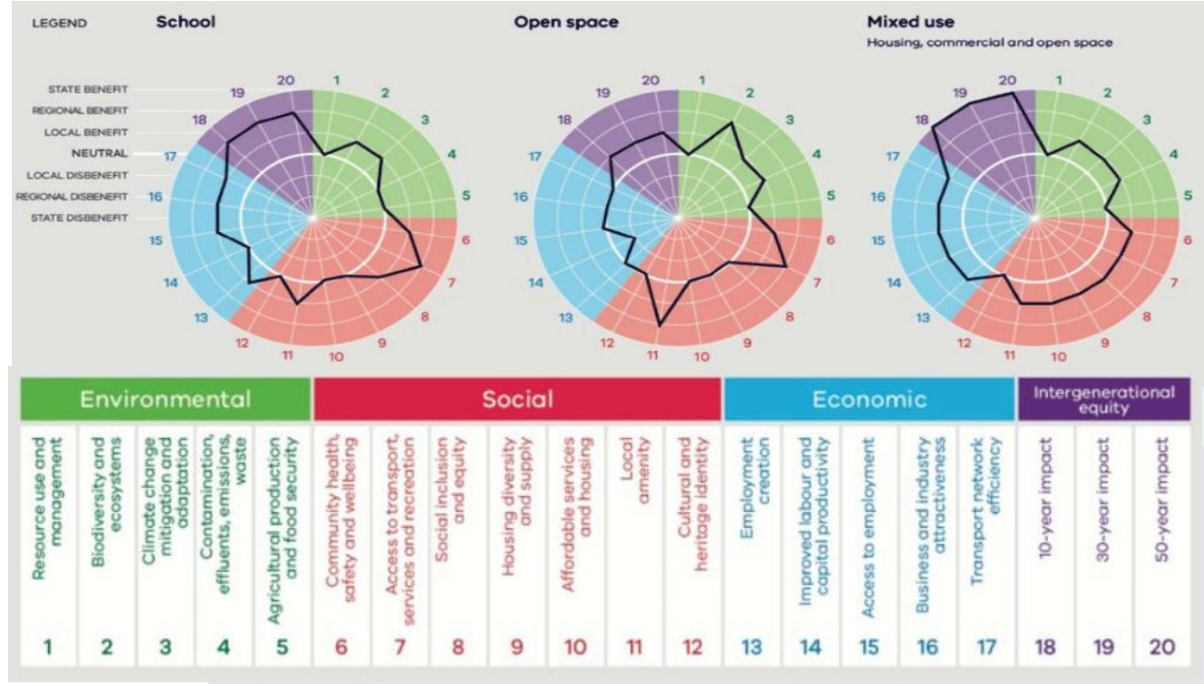


### Principles

- We are always on Country
- We focus on delivering value through building trust and transparency
- We consider impact our future generations
- We are informed my engagement and collaboration

### Outcome Scenarios

Public Value Positive social, environmental, economic and intergenerational equity outcomes			
Outcomes		Outcome Scenarios	
Social	Environmental	Economic	Intergenerational equity
Support health, safety, and wellbeing	Preservation and protection of regional biodiversity	Create employment and opportunities for business and the private sector to increase productivity	10-Year impact 30-Year impact 50-Year impact
Enhance social cohesion and inclusion	Protect resource use, management of biodiversity and ecosystems	Increase in community benefit from investment on Crown land	
Civic Pride/volunteer participation/	Climate Change Resilience	Diversification of regional tourism diversifies through activation of Crown land	
Skills Development	Agricultural production and food security	Growth of Innovative industries the regions	
Access to recreation and amenities		Value of avoided health care costs.	



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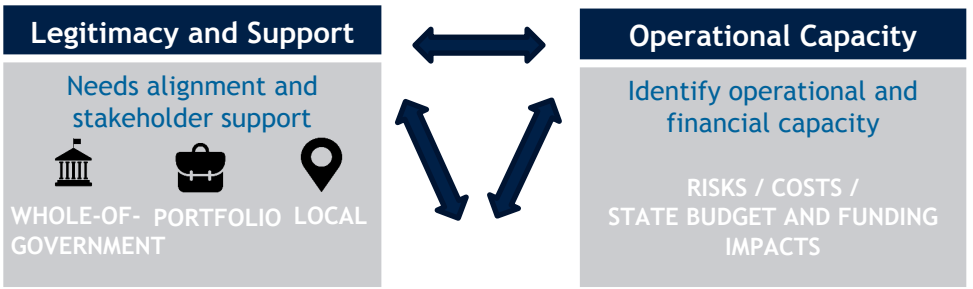


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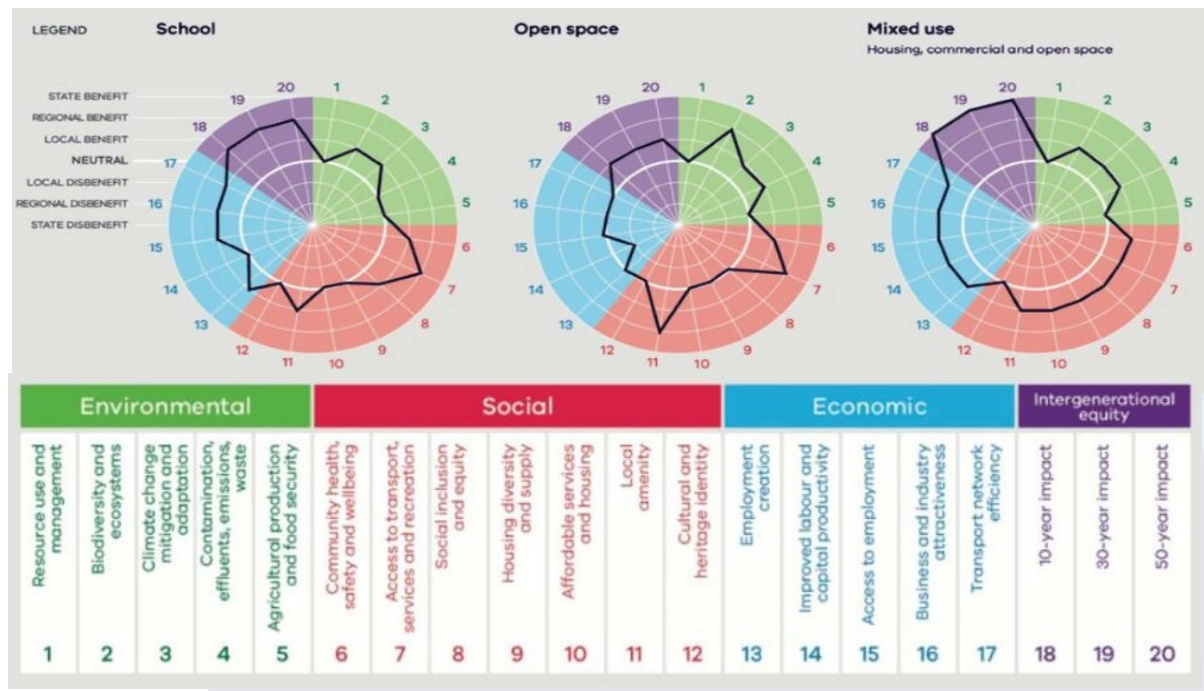


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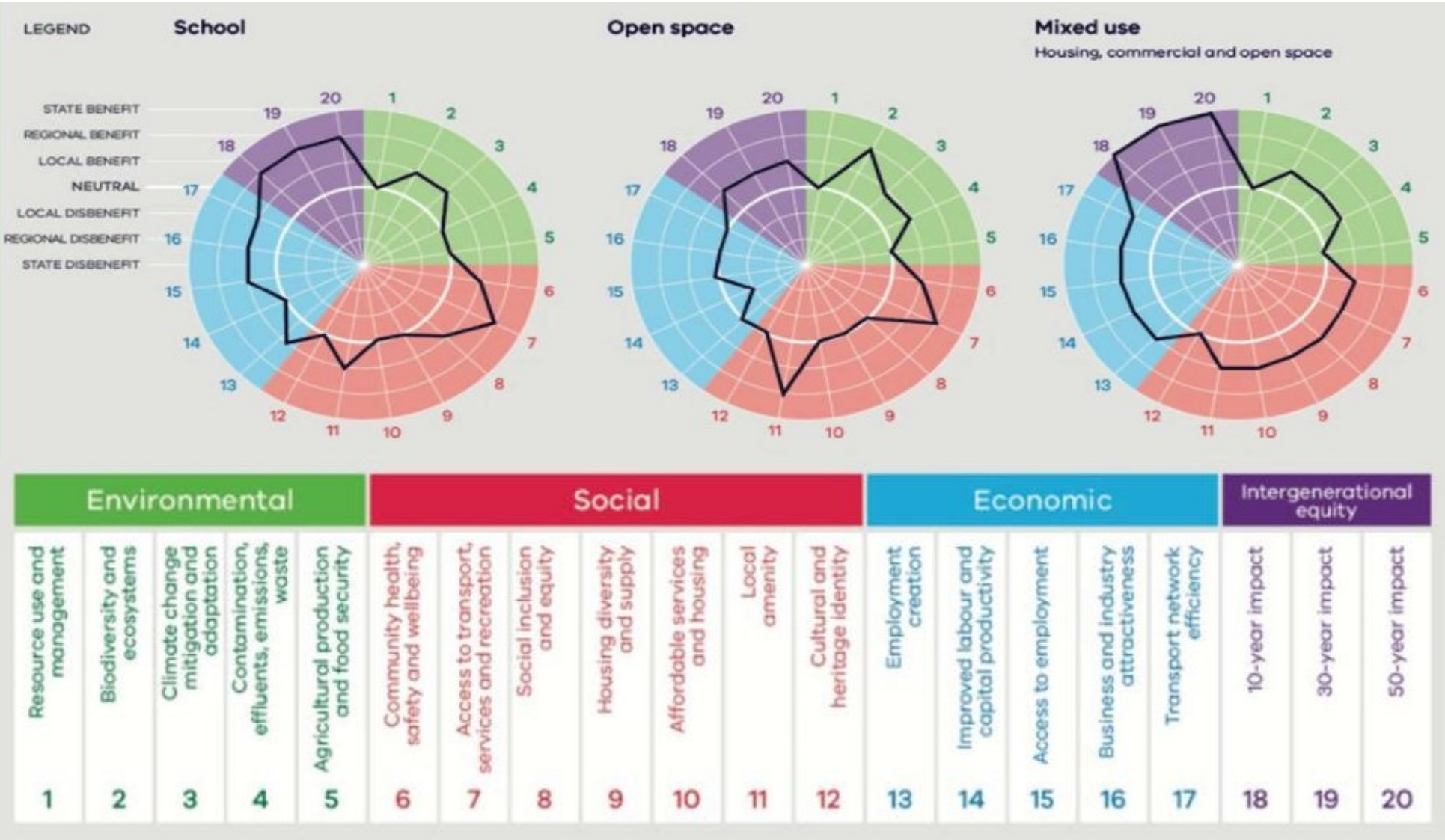
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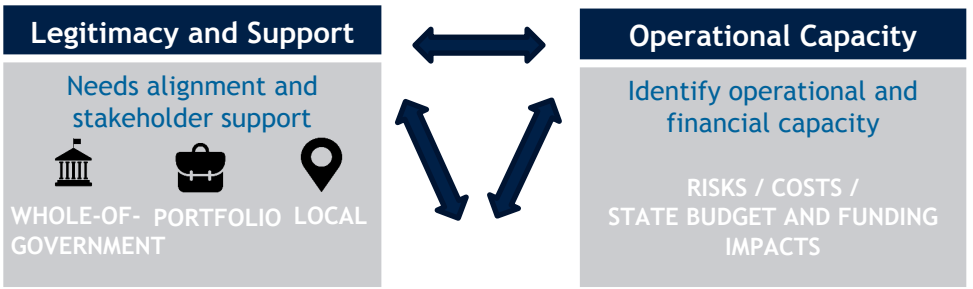


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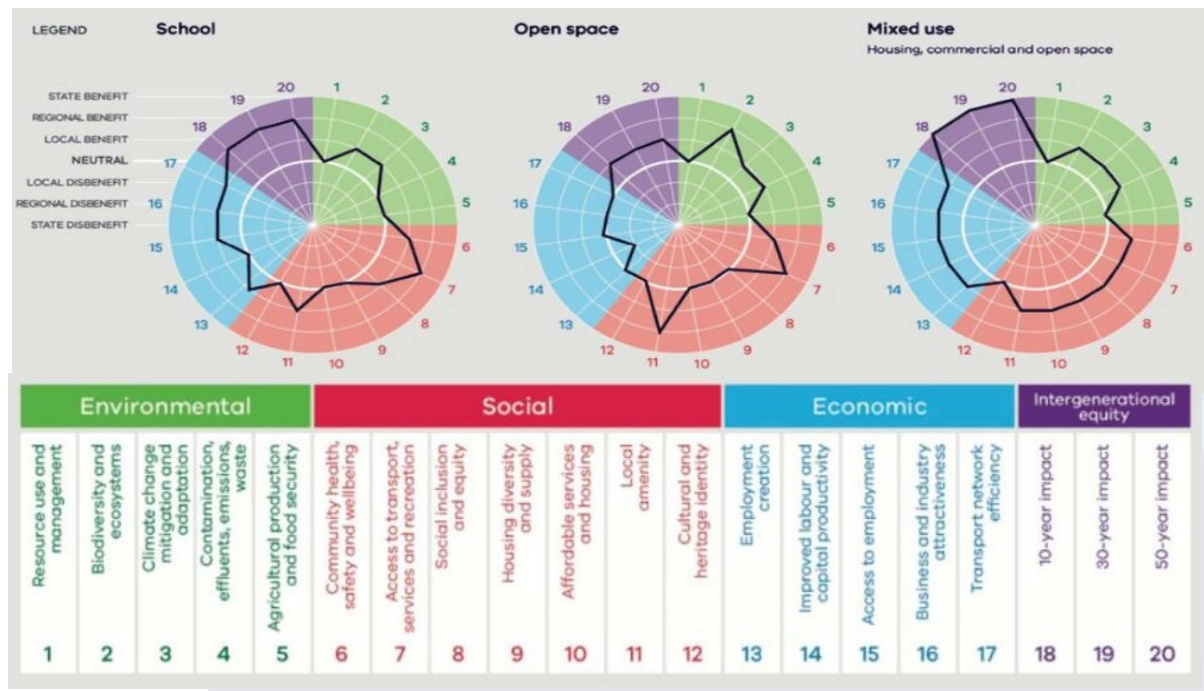


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# Challenges and Opportunities to Measuring Social Outcomes in the United States and in the United Kingdom

## | Dr Diana Bozhilova, Northeastern University London

### Data density, optimization and contextual translation

Social justice: place-based value creation and global frameworks

- **Acknowledging** global goals (SDGs);
- **Promoting** contextual target indicators (SROI);
- **Making** sense of available data.

Shifting focus (SVI and EY, 2019; Tan, S. et al, 2019).

- **Advancing** integrated application of SDG and SROI frameworks;
- **Optimising** data through contextual translation.

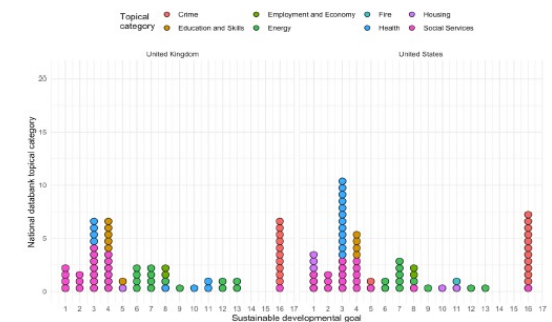
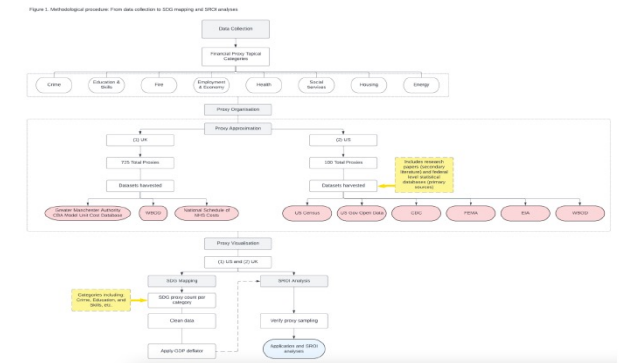
### Empirical and methodological research gaps

**Empirical:** difficulties in mapping outcomes and sampling financial proxies by identifying data and improving assurance (Arvidson et al (2013)).

**Methodological:** a gap between the global frameworks and local measurement (Tan et al 2019).

### Conclusions

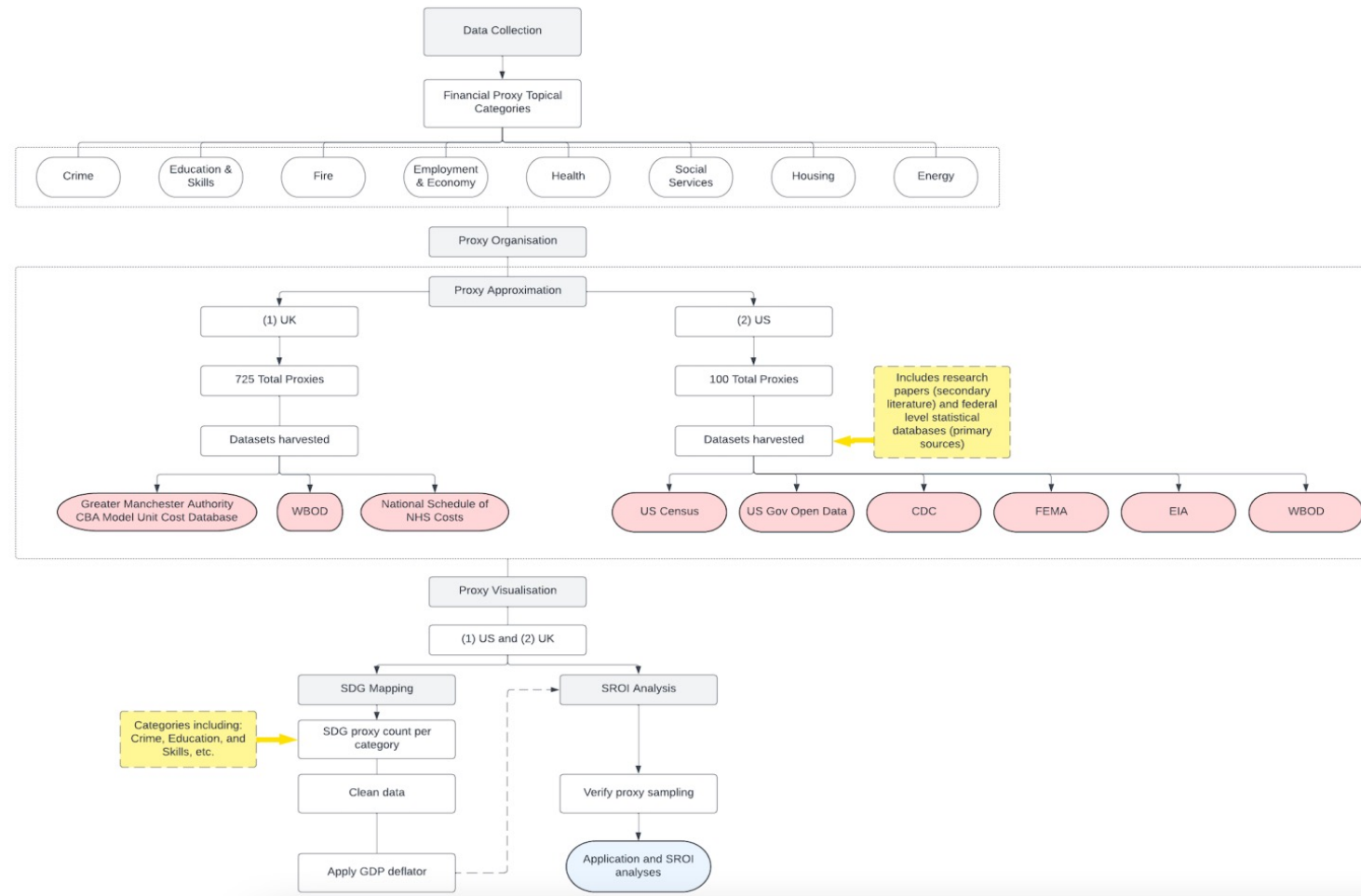
- Complementarity of the SROI and SDG frameworks for data sampling.
- Dearth in available measurement for climate and ecological outcomes. Identifying approaches which optimise data, such as contextual data translation and recodification through the SDG target indicators, contributes to systemic solutions for social outcomes.



# Challenges and Opportunities to Measuring Social Outcomes in the United States and in the United Kingdom

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**Methodological Procedure:** from data collection, to topic modelling and data for social value analysis (climate, social and ecological outcomes).



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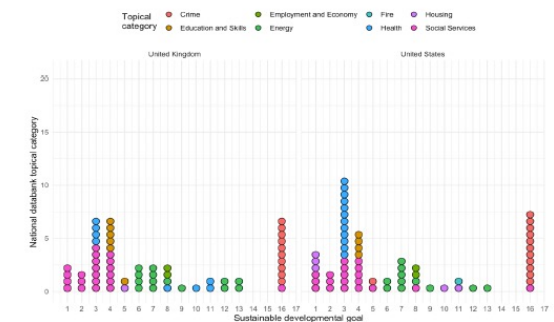
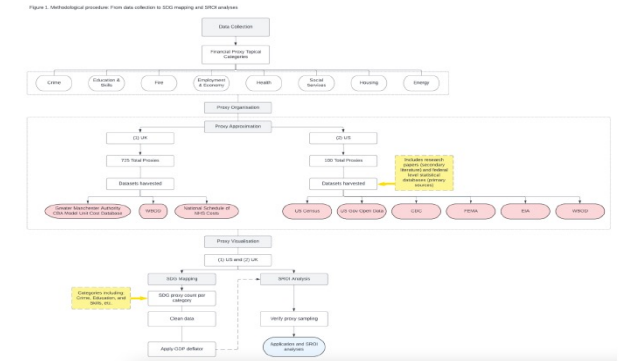
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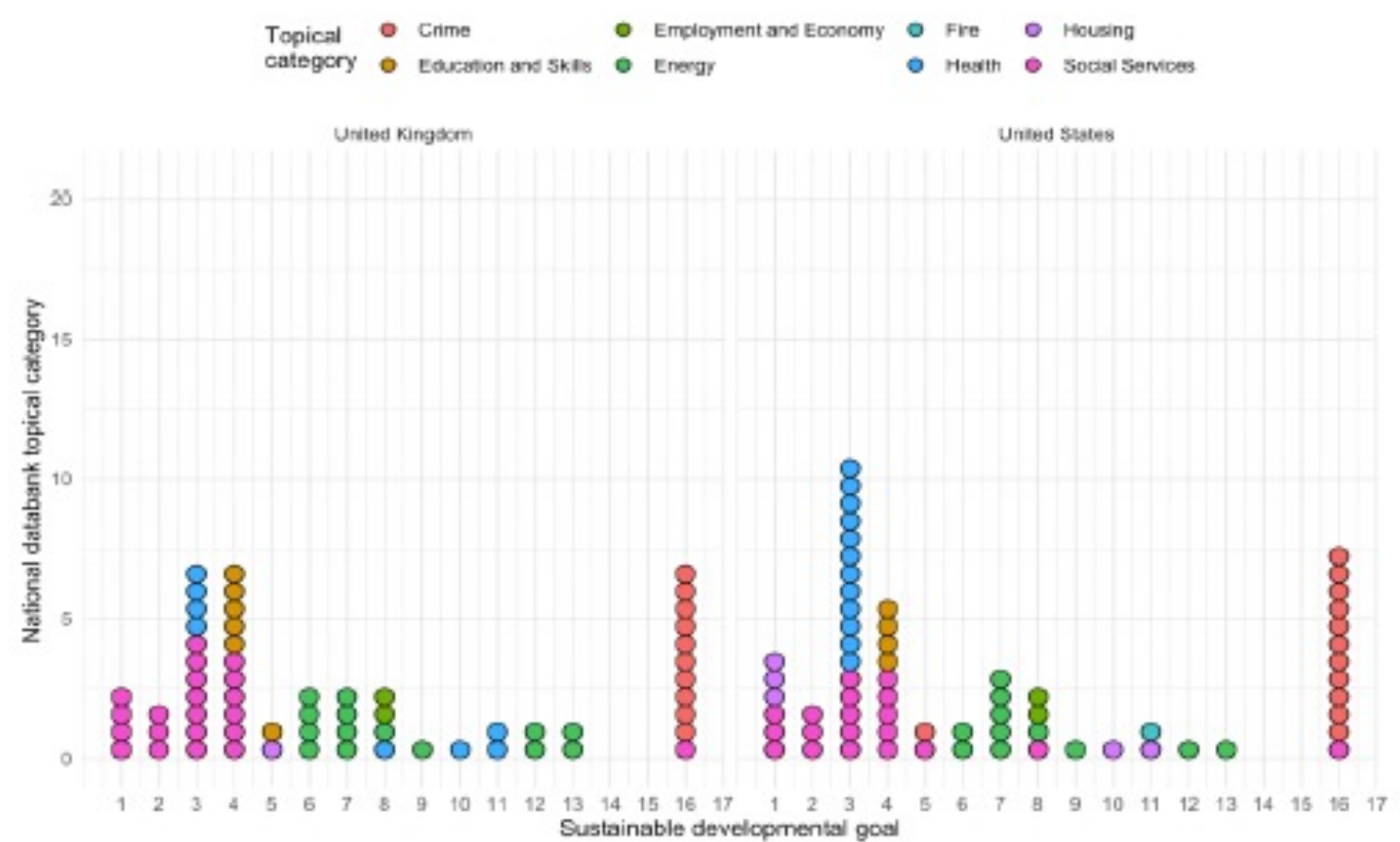


# Challenges and Opportunities to Measuring Social Outcomes in the United States and in the United Kingdom

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Place based value and global frameworks: Using colour coded dots for each topic category in the national financial proxy databanks, the results show where and how many different financial proxies within categories are mapped to the Global goals.





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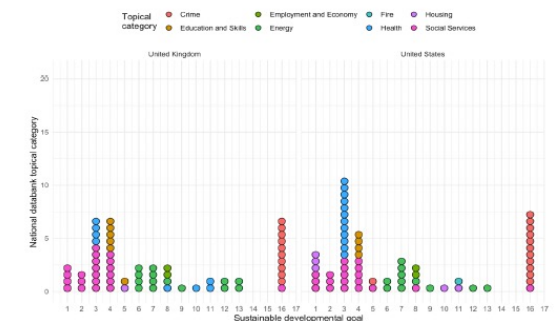
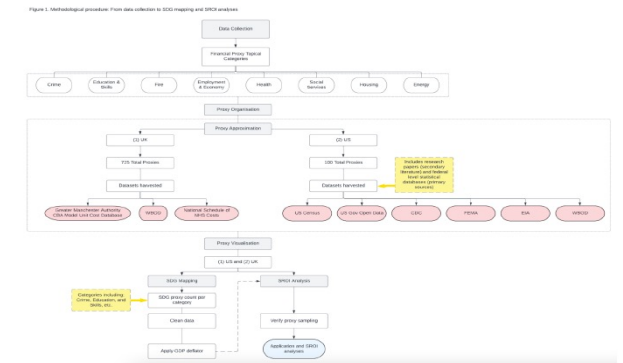
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# GOVERNMENT OUTCOMES LAB

## Q&A and Open Discussion



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## Part 2. Operationalising Public Value

How do we measure public value?



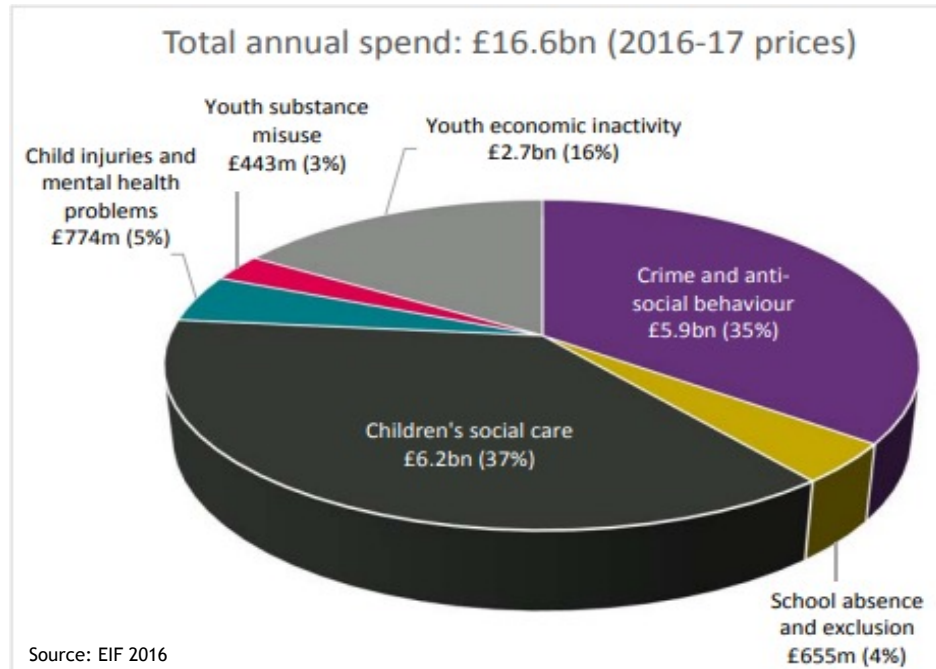
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# Integrating Data to Plan and Prove Social Impact

## | Stan Gilmour, Thames Valley Police



- Operation Paramount, linking data to support families left behind through incarceration:
- Councillor Liz Brighouse, Oxfordshire County Council's Cabinet Member for Children, Education and Youth Services, said:

"This new approach being developed by the Violence Reduction Unit is helping to further join up work between our children services team, Thames Valley Police, and with a tried-and-tested supporting charity, so we can help children and young people overcome the challenges of having a parent imprisoned."

- Thames Valley Police's Deputy Chief Constable, Jason Hogg, NPCC lead for prisons and lifetime offender management, said:  
"Like all the best innovation - this is simple, efficient and supports interventions to help tackle the root causes of crime and harm at the earliest point. We will be following the pilot closely, but I look forward to working with colleagues across the wider police service to share Thames Valley's approach, which has been developed by the Violence Reduction Unit."

# Performance Budgeting and the Role of Public Finance in Value Creation

| Shweta Dey, New South Wales Treasury



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*My presentation will focus on my experience of working across jurisdictions to operationalise 'value' across policy programmes and decision-making*

**Levers of performance-informed budgeting that put 'value' at the heart of decision-making**

---

**Valuation architecture and reporting:** co-designing valuation infrastructures to report on organisational performance

---

**Evidence-informed policy development:** facilitating the use of a 'performance lens' and evidence of 'what works' to inform the policy development cycle and decision-making

---

**Performance-informed budget decision-making:** facilitating the use of performance information to inform fiscal and budgetary strategies and decisions

---

**Governance and accountability:** promoting agile governance and accountability and strategic risk management

---

**Business maturity model:** applying business maturity models and strategies to drive cultural change and organisational transformation.

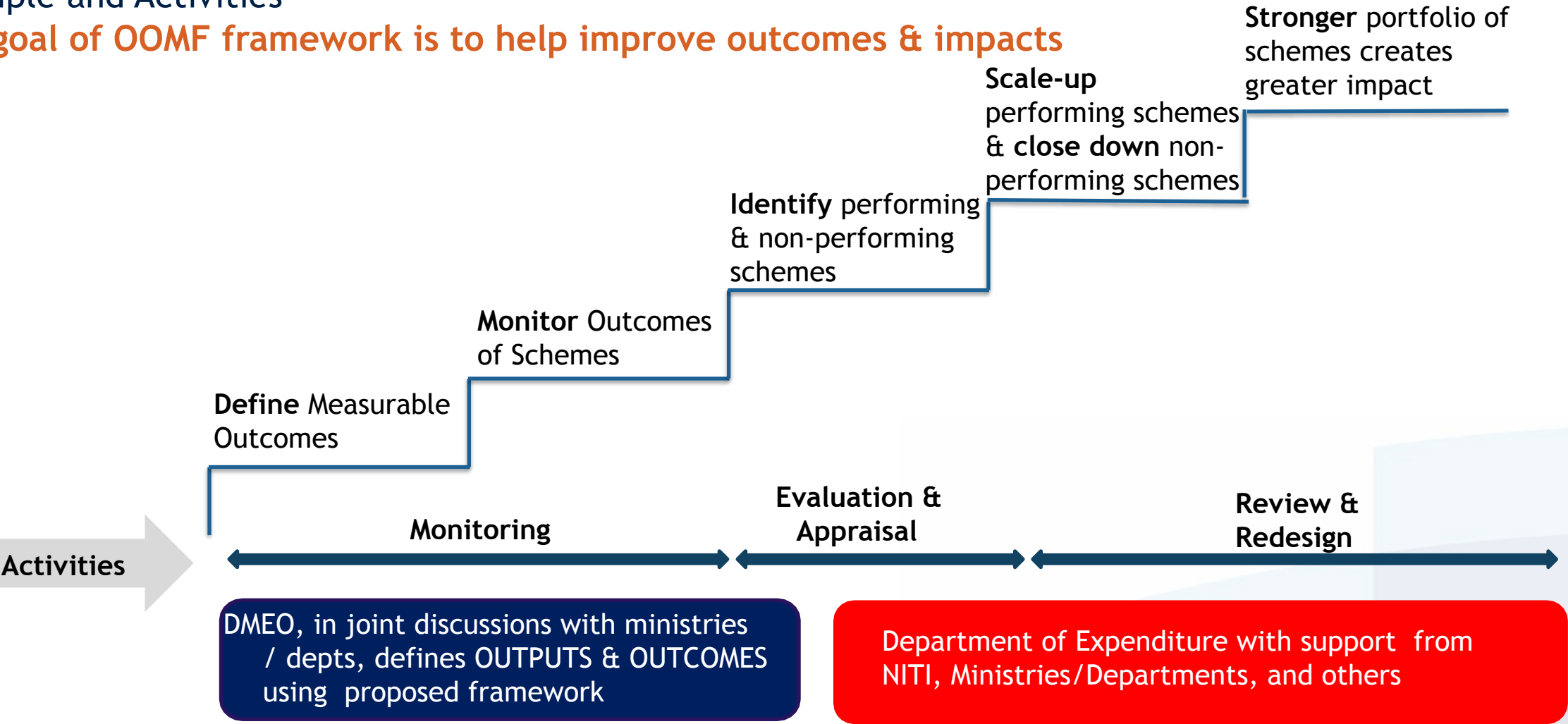
# Output-Outcome Monitoring Framework (OOMF)

| Akhilesh Kumar and Bijeta Mohanty  
Monitoring and Evaluation Office (DMEO)



## Principle and Activities

**The goal of OOMF framework is to help improve outcomes & impacts**



## OOMF Index

**Objective:** The OOMF index will help in measuring the performance of schemes and M/D's effectiveness implementation of the schemes. The Index is based on percent achievement of each output and outcome indicators against their predefined target.

### Methodology:

$$\text{Achievement Score}(A_{ki}) \text{ of } i^{\text{th}} \text{ indicator} = \text{Min}\left(\frac{PA(i)}{T(i)} \times 100 \times W_i, 100\right)$$

*Where,  $PA(i)$  is progress value and  $T(i)$  is target value of  $i^{\text{th}}$  Indicator and  $W_i$  is weight assigned to  $i^{\text{th}}$  indicator.*

$$\text{Achievement Score of } k^{\text{th}} \text{ Scheme}(S_k) = \frac{1}{n} \sum_{i=1}^{i=n} A(k, i)$$

*Where number of indicators under  $k^{\text{th}}$  scheme are 1, 2, ...,  $n$*

$$\text{OOMF Index score of a M/D} = \frac{1}{m} \sum_{k=1}^{k=m} S(k)$$

*Where number of schemes under the M/D are 1, 2, ...,  $m$*



# GOVERNMENT OUTCOMES LAB

## Q&A and Open Discussion



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## Part 3. Using value assessments in decision-making

How do we integrate value into decision-making?



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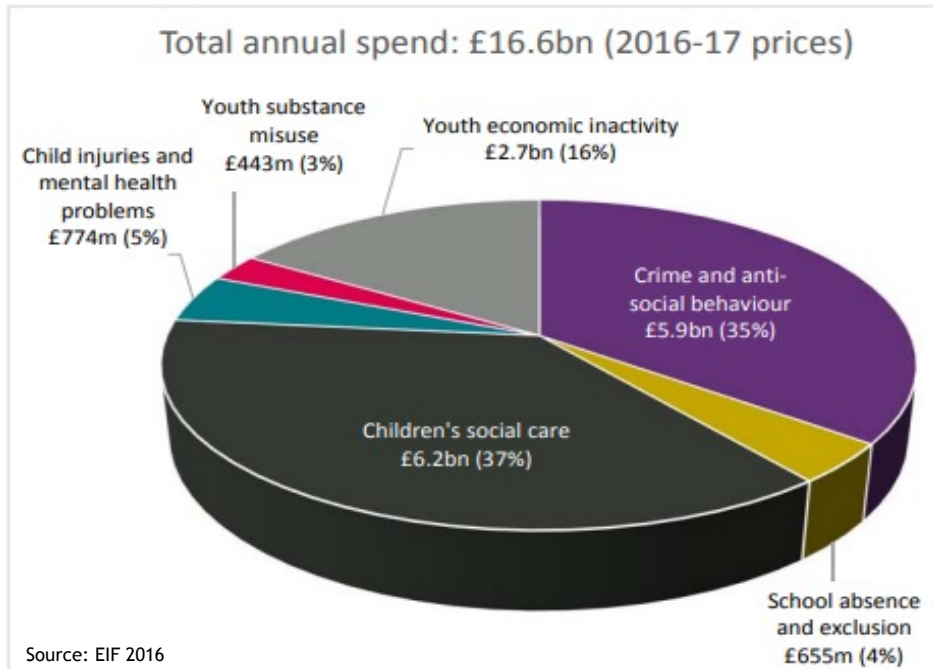


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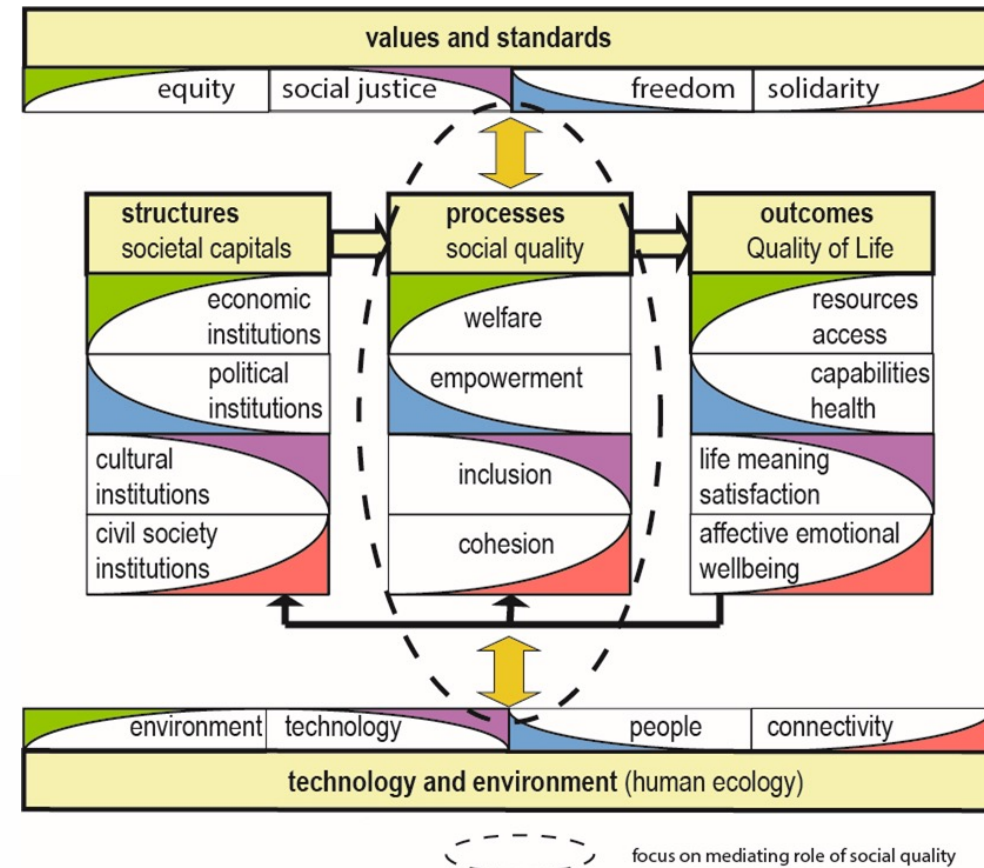
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# Attribution of roles and responsibility in the governance of social quality (SOLA)

| Dr Tomi Mäki-Opas, UEF

- **Social quality (SQ) model** assumes that high social quality enhances well-being in community and individual potential.
- **Society should fulfil four conditions to achieve high social quality:**
  - 1) Provide necessary **socioeconomic security**
  - 2) **Empower** people and provide them opportunities and enhancing capacities
  - 3) Aim for **social inclusion** of all people
  - 4) Promote **social cohesion**
- Social quality model directs attention **how to invest capitals to effectively promote comprehensive wellbeing of all people**: towards safe, inclusive, capable and cohesive society
- **Shared values and standards** that guide decision making and prioritization
- **Technological and environmental restrictions** that we have take into account

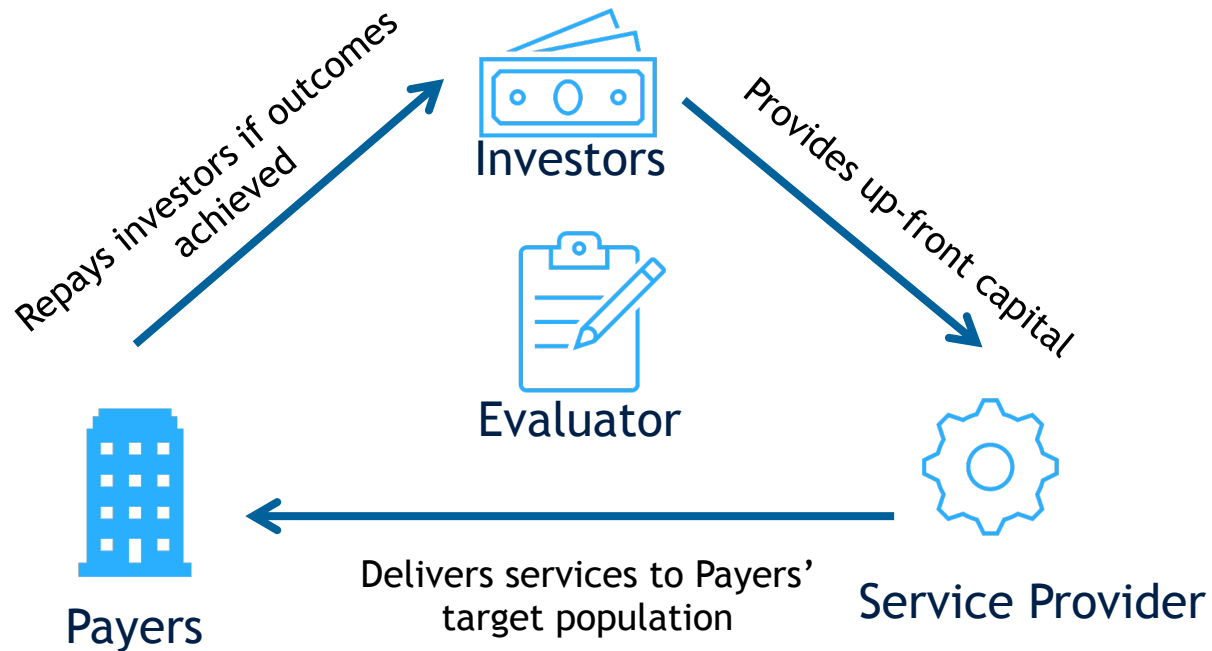


Source: Piper et al 2019

# Valuation of social and economic outcomes in social impact bonds in France, Colombia and Chile

| Mathilde Pellizzari, FAIR & Centre de Sociologie de l'Innovation, Mines Paris

## The social impact bond model



Source: <https://www.allindata.org/social-impact-bonds-right-collaboration/>

## Key ideas

### Social and economic values:

- Depend on the possibility to find accessible, up-to-date, actionable data
- Influence the implementation of activities aimed to produce these values

More about my PhD research in Pellizzari and Muniesa, 2022:

<https://www.tandfonline.com/eprint/J3DBYQDZBYGD4TIW2NGR/full?target=10.1080/10967494.2022.2096733>



# GOVERNMENT OUTCOMES LAB

## Q&A and Open Discussion



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## Closing Remarks



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Thank you!

We would love your feedback!



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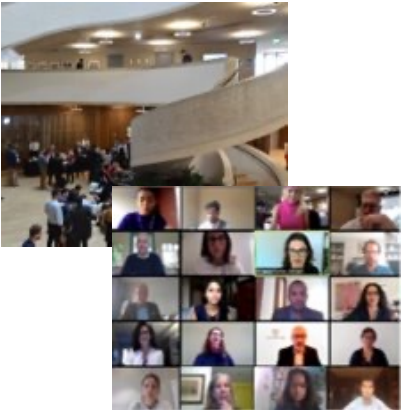


## Break

In-person: Join us in the Inamori Forum

### COMING UP NEXT:

- Welcome message by GO Lab's Executive Director Nigel Ball and Professor Ngaire Woods, Dean of the Blavatnik School of Government at 1:15pm BST
- Keynote address of Professor Julie Battilana at 1:30pm BST



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## Roundtable 1.2 Fit for purpose? Stretching and flexing the impact bond model: evidence and insights from across the world

Chair: Chih Hoong Sin, Traverse

@OutcomesChih @traversepeople



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# Social Outcomes Conference Fit for purpose? Stretching and flexing the impact bond model: evidence and insights from across the world

## Chair



**Dr Eleanor  
Carter**  
University of  
Oxford



**Chih Hoong  
Sin**  
Traverse



**Samantha  
Reid**  
NSW Ministry  
of Health



**Filippo Addarii**  
PlusValue



**Abha Thorat-  
Shah**  
The British Asian  
Trust



**Tim Bidey**  
Traverse



**Miranda Lee**  
NSW Treasury



**James  
Ronicle**  
Ecorys



**Daniel Greenways**  
UNESCO



**Celeste  
Brubaker**  
Village  
Enterprise



**Neil Stanworth**  
ATQ  
Consultants



**Mikkel Munksgaard  
Andersen**  
Copenhagen  
Business School



**Björn  
Vennema**  
Social  
Finance NL



**Nancy Fouad  
Merheb**  
Abu Dhabi Early  
Childhood Authority



**Vincenzo Lo Cascio**  
Italian Ministry of  
Justice



**Hilary Olson**  
University of  
Southern  
California

**Shamma Aljaberi**  
Ma'an: the Authority of  
Social Contribution

This roundtable discussion will take stock of the latest practice in the adoption of impact bond approaches across the globe, and explore with a diverse set of experienced practitioners, policymakers and scholars the ways in which this innovative funding tool is being adapted to respond to different country and policy contexts. Register to attend: <https://golab.bsg.ox.ac.uk/soc22>



#SOC22

# Welcome to SOC22



GOVERNMENT  
OUTCOMES  
LAB

- Live from the Blavatnik School of Government in Oxford and online on Zoom
- If you are joining us in-person, you can still join Zoom **BUT please keep your speakers muted.**
- We will stop throughout the session to take questions both from the online and in-person participants.
- Do use the Zoom chat to introduce yourselves and to share your thoughts and questions; on Zoom, please make sure we can see your name & organisation.
- All sessions will be recorded and shared on the GO Lab website.
- Programme, slides and Zoom links are all on the GO Lab website.
- The GO Lab team is ready to help you both online and in-person.



[golab.bsg.ox.ac.uk/soc22](https://golab.bsg.ox.ac.uk/soc22)



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# Continuing a conversation we started a couple of years ago...

At SOC21 we asked *how do we move from pilot to systems change?*

- Scale of ambition
- Pathways
- Enablers and barriers

(Re)Watch the session: [golab.bsg.ox.ac.uk/soc21](https://golab.bsg.ox.ac.uk/soc21)

At SOC20 we asked *if impact bonds are the answer, then what is the question?*

- Innovation
- Scale
- Value of private financing

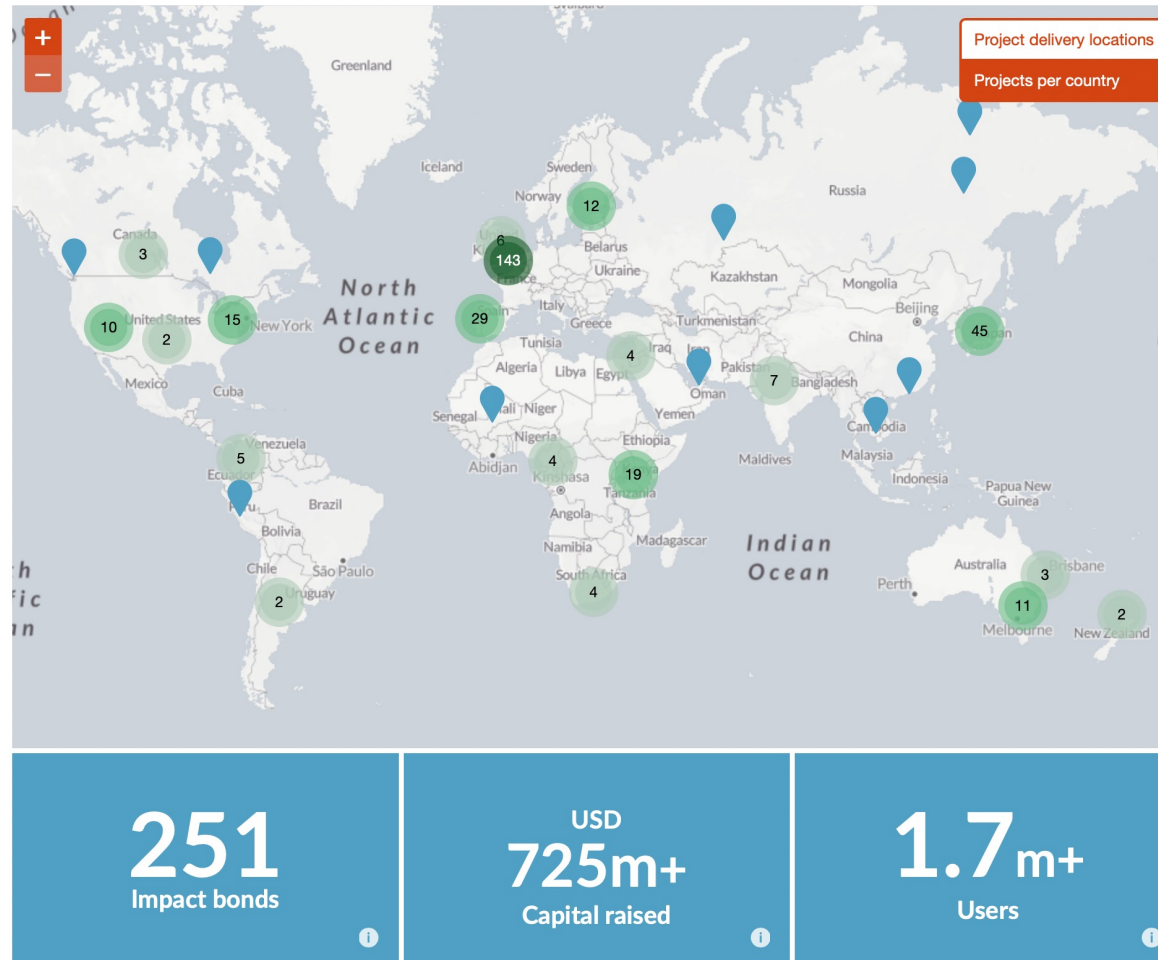
(Re)Watch the session: [golab.bsg.ox.ac.uk/soc20](https://golab.bsg.ox.ac.uk/soc20)



# State of play

Stage of development	+
Policy sector	+
Outcome payer	+
Bond type	+
Funds	+
Start year	+
Countries	+
Continents	+

Reset



You can access the full INDIGO Global Impact Bond Dataset, monthly impact bond landscape updates & lots of other resources at:

<https://golab.bsg.ox.ac.uk/indigo>



# What do we mean by SIB stretchiness?

More like grants/  
Fee-for-Service

Part payment for  
activities or for  
milestones

Nature and outcome  
of payment outcomes

100%  
payment on  
outcomes

'Core'  
SIB

Independent  
and at-risk  
capital (social  
investors)

Nature of capital used  
to fund services

More like  
conventional PbR

Loan or reserves  
used to fund  
service delivery

Limited  
performance  
monitoring

Strength of performance  
management

High  
degree of  
Performance  
Management

Strong  
social  
intent

Social intent of  
service provider(s)

Social intent less  
formally assured



Dr Eleanor Carter  
University of Oxford

Source: Government Outcomes Lab (2018) *Building the tools for public services to secure better outcomes: Collaboration, Prevention, Innovation*

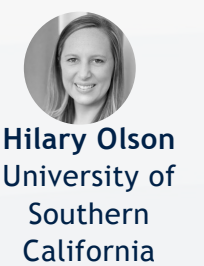
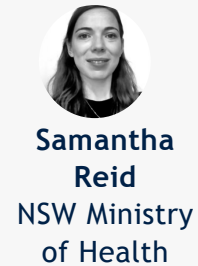
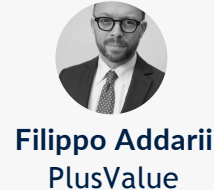
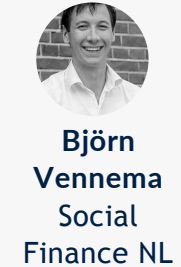
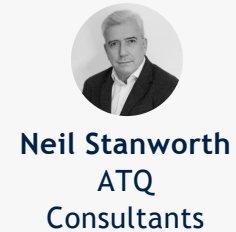
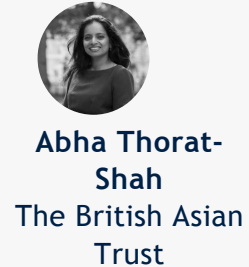


## Meet our panellists

### Chair



### Speakers



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# The SIB Hexagon: How social impact bonds vary, and why

Social impact bonds (SIBs) are often conceived of as a single commissioning model, but in reality they take many different shapes and sizes. What different forms do they take, why, and what are the pros and cons of different models?

As part of the Commissioning Better Outcomes Fund Evaluation, Ecorys and ATQ analysed the structure of 9 SIBs in the UK. Their report primarily provides a baseline comparative analysis of the nine projects that feature as in-depth reviews in the evaluation, and also provides updates on the progress of the projects that are over half-way through delivery.

Find out more: <https://golab.bsg.ox.ac.uk/knowledge-bank/resources/commissioning-better-outcomes-evaluation-3rd-update-report/>



**James Ronicle**  
Ecorys



**Neil Stanworth**  
ATQ Consultants

# Testing the waters for Social Outcomes Contracting in Europe

Social Finance has deep experience in creating and mobilising new markets for social outcomes contracting.

We are currently working in various countries together with the EIB Advisory Hub to test whether the concept of Social Outcomes Contracting can be applied to in the local context. For example in Lithuania, or in Ireland, where no one has heard of the methodology, let alone knows how to apply it.

We share our lessons for testing the waters in the market, what we have learned through mobilising all different stakeholder groups and how to identify a successful implementation plan to start of with the first SOC's in the country.

Find out more: <https://socfin.nl/en/>



**Björn Vennema**  
Social Finance NL

# Investigating the development of social impact bonds: A translational perspective

Critical elements in social impact bonds (SIBs) are often 'stretched' during their development, meaning that projects tend to resemble conventional approaches to commissioning and philanthropy. This is an issue because stretched SIB designs are assumed to be less effective than the ideal model.

Today, only a few studies have theoretically and empirically studied how SIBs change during their development. Building on these discussions, this study seeks to answer the following two research questions:

- 1) how do organisations adopt the SIB model
- 2) in which ways are SIB designs stretched during this process?



**Mikkel Munksgaard Andersen**  
Copenhagen Business School

# Pioneering Social Outcomes Contracts in Italy: the role of work inclusion in reducing reoffending rates

This project aims to introduce, for the first time in the Italian context, a Social Outcomes Contract with a view to launch it by the end of 2022.

The project builds upon the results of Programma 2121, a public-private initiative promoted by the Italian Ministry of Justice (MoJ) and private real estate developer Lendlease with the aim of promoting the reintegration of inmates into society and renewal of justice system. The initiative started in 2018 from the intention to enhance the presence of Bollate Prison in the immediate proximity of the site MIND - Milan Innovation District, the requalification project of the area that in 2015 hosted the Universal Expo. Programma 2121 was instrumental in proving the importance of involving the private sector to expand the opportunities for real work-experiences.

In order to capitalise on Programma 2121's results, the Ministry of Justice - Department of Penitentiary Administration (DAP) and the European Investment Bank (EIB) partnered within the framework of the 'Advisory Platform for Social Outcomes Contracting' - to deliver a feasibility study for a Social Outcome Contract.



**Filippo Addarii**  
PlusValue



**Vincenzo Lo Cascio**  
Ministry of Justice, Italy

# Scaling up funding internationally in Sport for Development (UNESCO)

The UNESCO Sport Section has developed pilot social outcomes contracts (SOCs) designed to promote sustainable development goals (SDGs) in local contexts, develop critical Social Return-on-Investment (SROI) data, and contribute to UNESCO's broader work in policy-level change.

This collective effort to build local data and scale up investment in sport took shape in November 2021, when UNESCO launched the global alliance Fit for Life. This compact of international, regional, and national stakeholders in sport aims to operationalize international data on return-on-investment in order to scale up funding for grassroots sport programmes internationally. Social Outcomes Contracts (SOC) represent an ideal financial instrument for newcomers and early adopters in this field, allowing governments to lower their risk, clarify their return on investment, and collaborate with other ministries.



**Daniel Greenways**  
UNESCO



# Accelerating poverty alleviation with outcomes-based approaches

Village Enterprise aims to end extreme poverty in rural Africa by equipping first-time entrepreneurs with the skills and resources needed to launch successful small businesses.

The Village Enterprise Development Impact Bond represented the first impact bond targeting poverty alleviation and was a pilot project aiming to prove that it is possible to tie donor payments to poverty outcomes and that doing so can create the flexibility and incentives needed to drive innovations in cost-effective service delivery. The project concluded successfully, with Village Enterprise surpassing both outreach and impact targets.

Village Enterprise is working to scale its portfolio of results based projects, and is currently working on the design of a \$15 million poverty alleviation outcomes project that will be implemented in Rwanda.

Find out more: <https://villageenterprise.org>



**Celeste Brubaker**  
Village Enterprise

# Reimagining why, what and how - lessons learned from Social Impact Bonds in Abu Dhabi

Our understanding of what SIBs ‘are for’ and what ‘good’ looks like is starting to change. However, this understanding still tends to be rooted in the contexts in which they were first developed, rather than evolving with the new realities of the contexts in which they are being developed and the reasons for which they are being delivered.

Abu Dhabi has launched the first SIB in the Gulf region and is about to launch its second - both developed in radically different ways to what we have seen in other contexts. This development has been rooted in the question of “what are our needs” and “how will our local context influence how we develop SIBs”, rather than “which SIB model should we implement here?”.

Find out more: <https://golab.bsg.ox.ac.uk/knowledge-bank/case-studies/atmah-sib/>

Shamma Aljaberi



Nancy Fouad Merheb



Tim Bidey

# Tackling pressing social problems in South Asia through outcomes-based programmes

The British Asian Trust are global pioneers in social finance, with a strong track record of driving successful collaborations and applying social finance approaches to solve social and economic challenges in South Asia.

They work to address challenges and barriers faced by non-profits, governments, donors and other key stakeholders with social finance tools like impact bonds.

Find out more: <https://www.britishasiantrust.org/our-work/social-finance/>



**Abha Thorat Shah**  
The British Asian  
Trust

# People at the centre: lessons in partnerships from two health-focussed Social Impact Investments

The NSW Ministry of Health, in collaboration with the Office of Social Impact Investment (OSII), is delivering two health-related social impact investments (SIIs): the Resolve community based mental health social benefit bond and Silver Chain community palliative care payment by results contract.

Both investments commenced in 2017 and are being trialled in selected NSW health districts over a seven-year period.

Find out more:

<https://www.osii.nsw.gov.au/initiatives/sii/>



**Samantha Reid**  
New South Wales Ministry of  
Health



**Miranda Lee**  
The Office of Social Impact  
Investment, New South Wales  
Treasury

# What comes after impact bonds? Exploring stakeholder theories of change in developing country contexts

To date, 204 impact bonds have been launched in 31 countries. As the impact bond market matures and a growing number of contracts conclude, researchers are increasingly asking: What comes next?

Establishing next steps is especially vital for impact bonds in developing countries (“DCIBs”) as they provide services to highly vulnerable populations that could lose access to crucial support once contracts end.

Drawing on the literature on SIB stakeholder motivations, this study contributes to the growing field of research on DCIBs by examining what different stakeholders view as their underlying theories of change (TOCs), or the causal relationships linking inputs, activities, outputs, outcomes, impacts, and contexts.



**Hilary Olson**  
University of  
Southern California

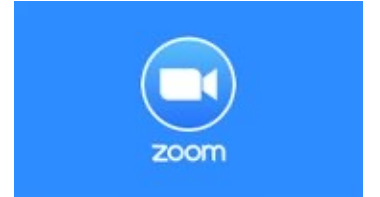
# Roundtable discussion

Three core topics:

Systems in & around impact bonds/ social outcomes contracts

Data & performance management

Shared purpose



Share your comments and questions on the Zoom chat (online) or raise your hand (in-person)



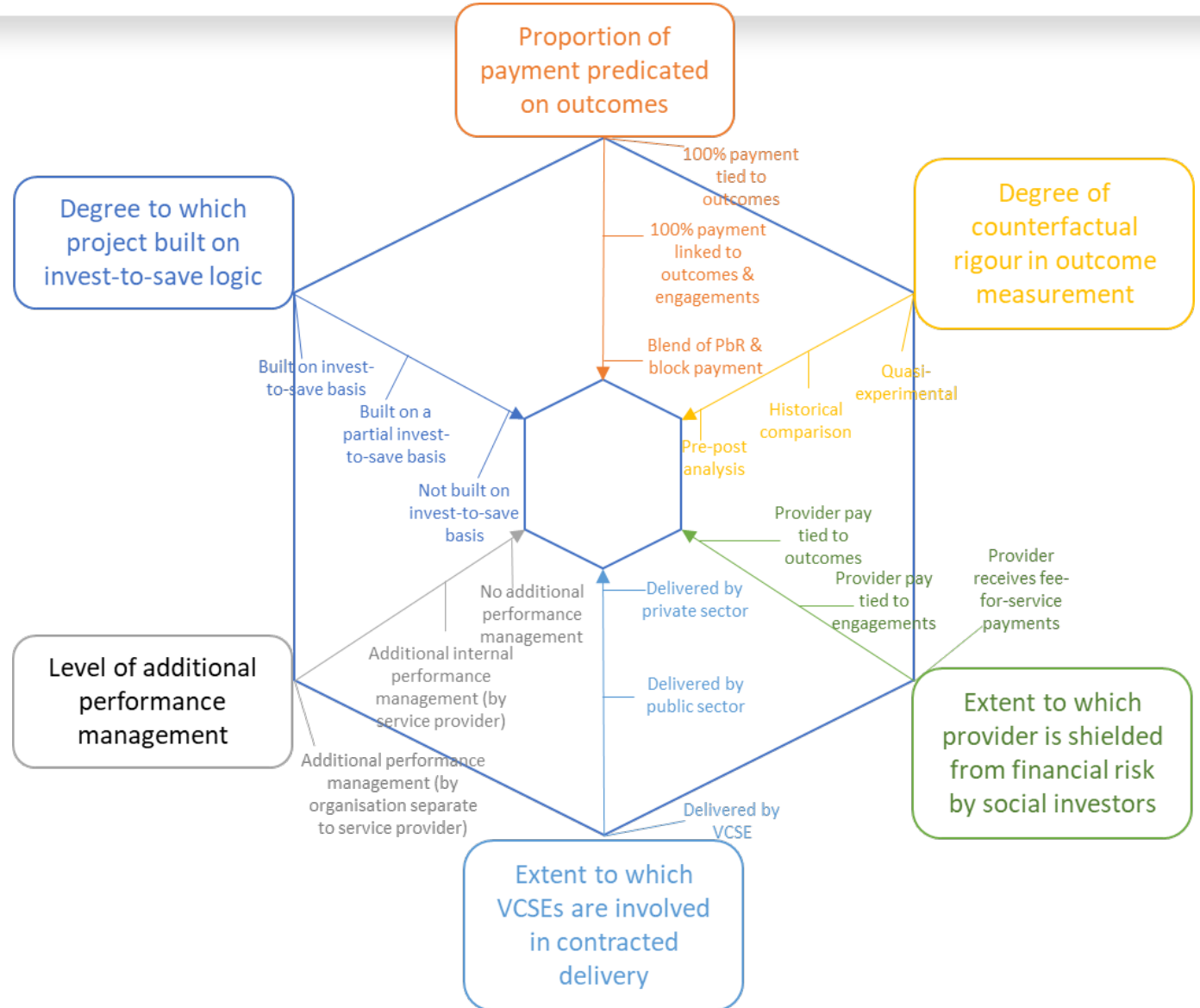
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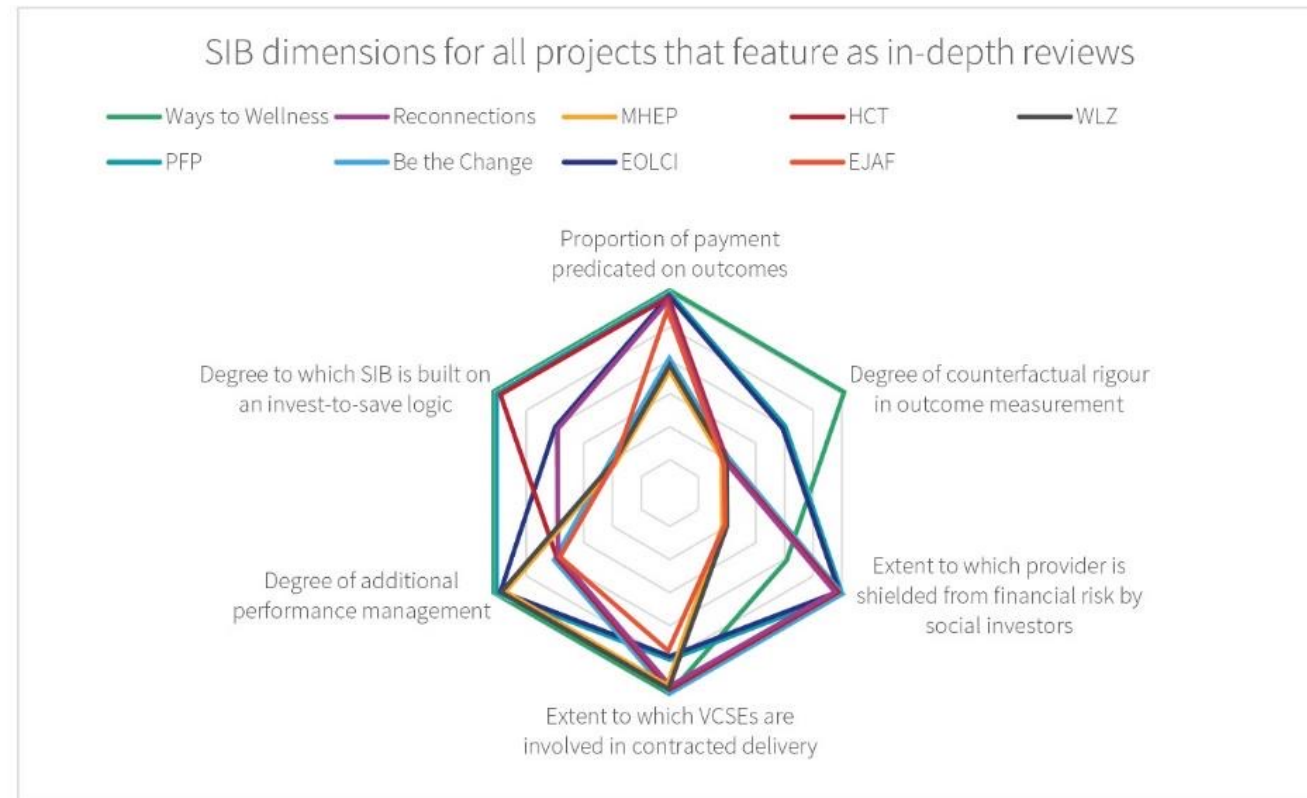
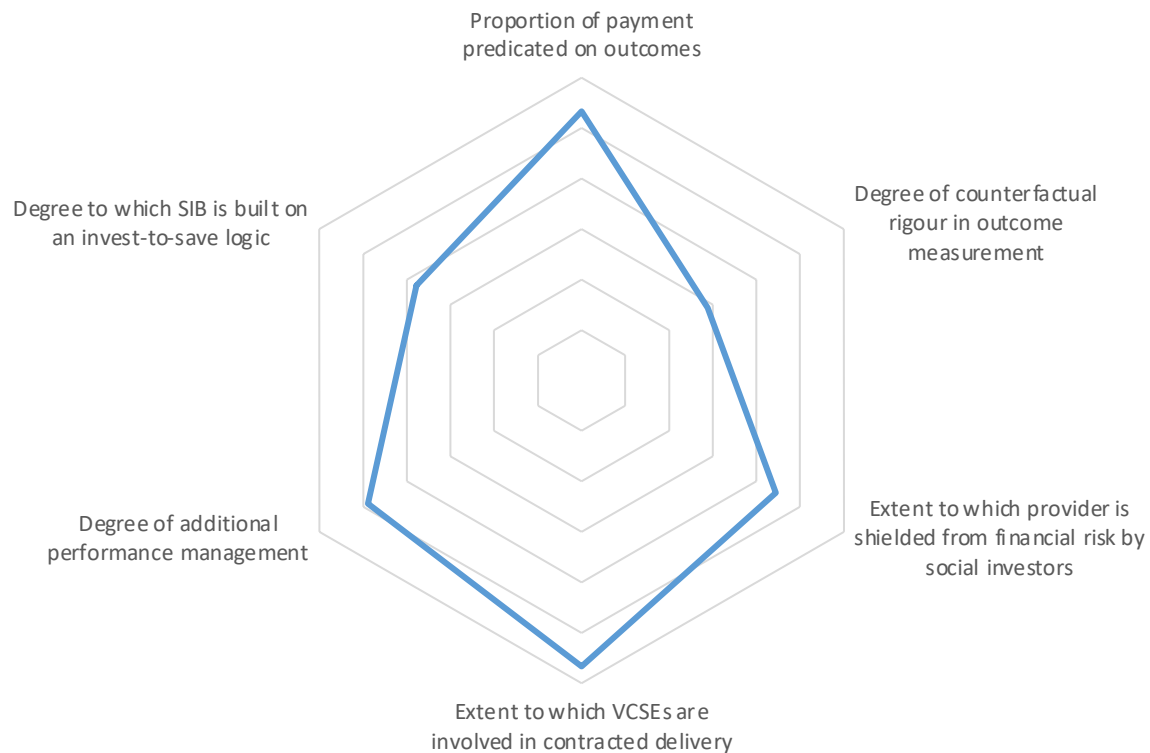


# The SIB hexagon



Average CBO SIB: Some of the original concepts have 'held true', others less so...

...But they're all different....



# Roundtable discussion

Systems in & around impact  
bonds/ social outcomes contracts

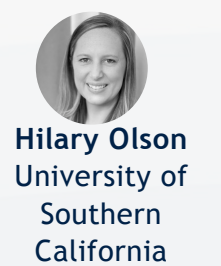
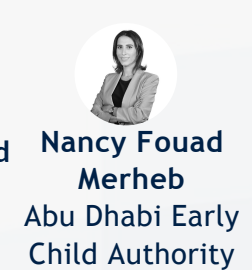
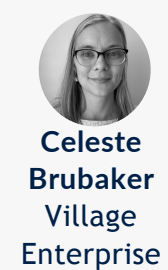
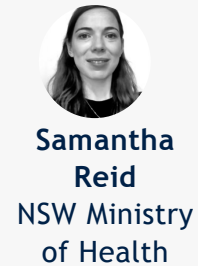
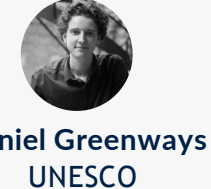
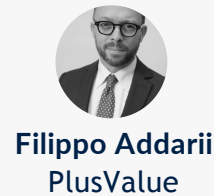
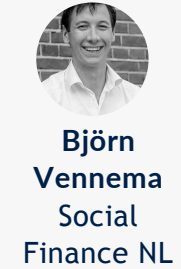
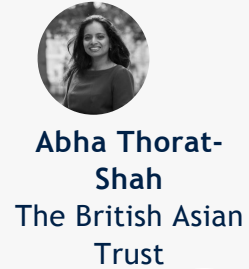
Data & performance management

Shared purpose

## Chair



## Speakers



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# GOVERNMENT OUTCOMES LAB

Thank you!

We would love your feedback!



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# GOVERNMENT OUTCOMES LAB

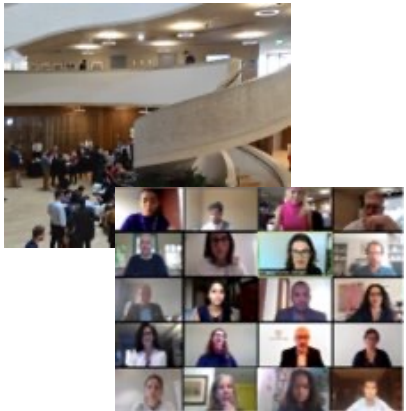


## Break

In-person: Join us in the Inamori Forum

### COMING UP NEXT:

- Welcome message by GO Lab's Executive Director Nigel Ball and Professor Ngaire Woods, Dean of the Blavatnik School of Government at 1:15pm BST
- Keynote address of Professor Julie Battilana at 1:30pm BST



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# Social Outcomes Conference 2022

8-9th September





# Social Outcomes Conference Welcome to the Social Outcomes Conference 2022



**Nigel Ball**  
Executive Director, Government  
Outcomes Lab



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# The Government Outcomes Lab



GOVERNMENT  
OUTCOMES  
LAB



# The GO Lab team



**Mara Airoidi**  
Academic Director



**Nigel Ball**  
Executive Director



**Dr Eleanor Carter**  
Research Director



**Andreea Anastasiu**  
Head of  
Partnerships and  
Engagement



**Mehdi Shiva**  
Economist



**Franziska  
Rosenbach**  
Research Associate



**Ruairi MacDonald**  
Research Associate



**Jorge Ikawa**  
Data Steward  
(LatAm)



**Ian Taylor**  
Research and  
Policy Associate



**Juliana Outes  
Velarde**  
Data steward



**Michael Gibson**  
Research and  
Policy Associate



**Felix-Anselm van Lier**  
Research and policy  
Associate



**Harry Bregazzi**  
Postdoctoral  
Research Associate



**Fernando Domingos**  
Postdoctoral  
Research Associate



**Susanne Frick**  
Postdoctoral  
Research Associate



**Yuko Ishibashi**  
Research and  
Policy Officer



**Ozioma Paul**  
Systems and Data  
Analyst



**Emily Hulse**  
Research Associate



**Srinithya Nagarajan**  
Communications  
and Engagement  
Assistant



**Elijen Love Uy  
Saez**  
Communications  
and Engagement  
Assistant



**Jessica Reedy**  
Policy Engagement  
and Communications  
Associate



**Ernesto  
Oyarbide Magaña**  
Policy Engagement  
and Communications  
Associate

# 2022 GO Lab Fellows of Practice



**Andrea MacLean**  
Strategic  
Investment Board



**Andrew Brown**  
Anglian Water  
Group



**Avnish  
Gungadurdoss**  
Instiglio



**Eleanor Dodd**  
Collaborate CIC



**Emma Hanley**  
Kirklees Council



**Jeffrey Matsu**  
CIFPA



**María Laura Tinelli**  
Acrux Partners



**Mat Ilic**  
Catch22



**Milena Castellnou**  
Education Outcomes  
Fund



**Nandita Das**  
New South Wales  
Government



**Richard Johnson**  
World Bank



**Ruben KoeKoek**  
Social Finance NL



**Salim Bensmail**  
Meridiam



**Thomas Kenyon**  
World Bank



**Val Keen**  
UK Government  
Changing Futures  
Programme



## Partnerships with principles: putting relationships at the heart of public contracts for better social outcomes



Nigel Ball and Michael Gibson  
September 2022



## INDIGO Impact Bond Insights

Edition 3: August 2022



<https://golab.bsg.ox.ac.uk/knowledge-bank/resources/>



## Using outcomes-based contracting to tackle the climate crisis

A review of the evidence

Harry Bregazzi, Rachel Wooldridge, Alex Pangalos, Eleanor Carter, James Ronicle, and Mara Airoidi

September 2022



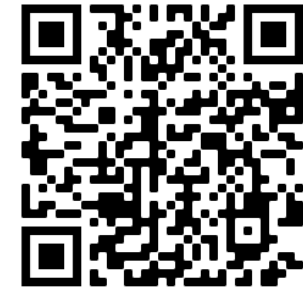
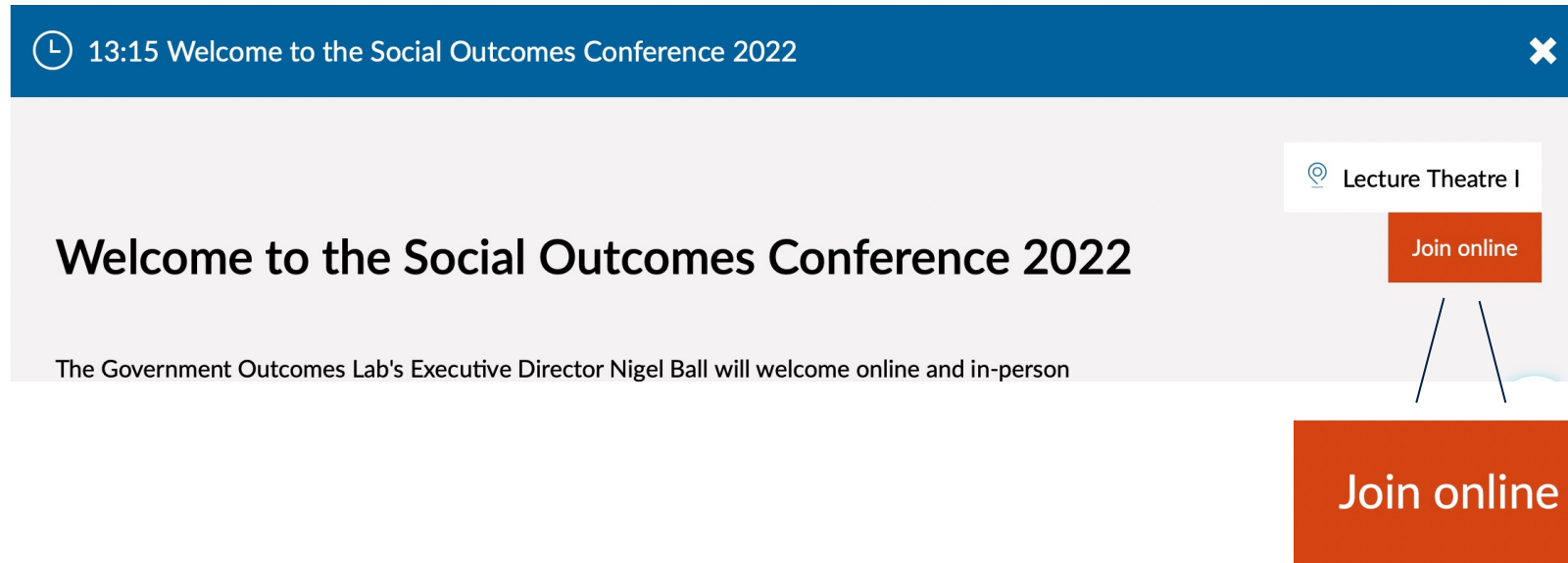
## Systematic Review of Outcomes Contracts (SyROCCO) Machine Learning Tool

Welcome to our Systematic Review of Outcomes Contracts (SyROCCO) Machine Learning tool. This tool is the product of a collaboration between the Government Outcomes Lab and machine learning experts. Building on the [broadest and deepest evidence review](#) undertaken to date, the tool extracts from a large volume of data...





# Programme



## PROGRAMME

- Keynote: Professor Julie Battilana
- 2 x Big Picture sessions
- 4 x Roundtable discussions
- 6 x Deep Dive sessions
- 1 x Academic Symposium
- Public talk: Professor Stefan Dercon



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<https://golab.bsg.ox.ac.uk/community/events/soc22/programme/>



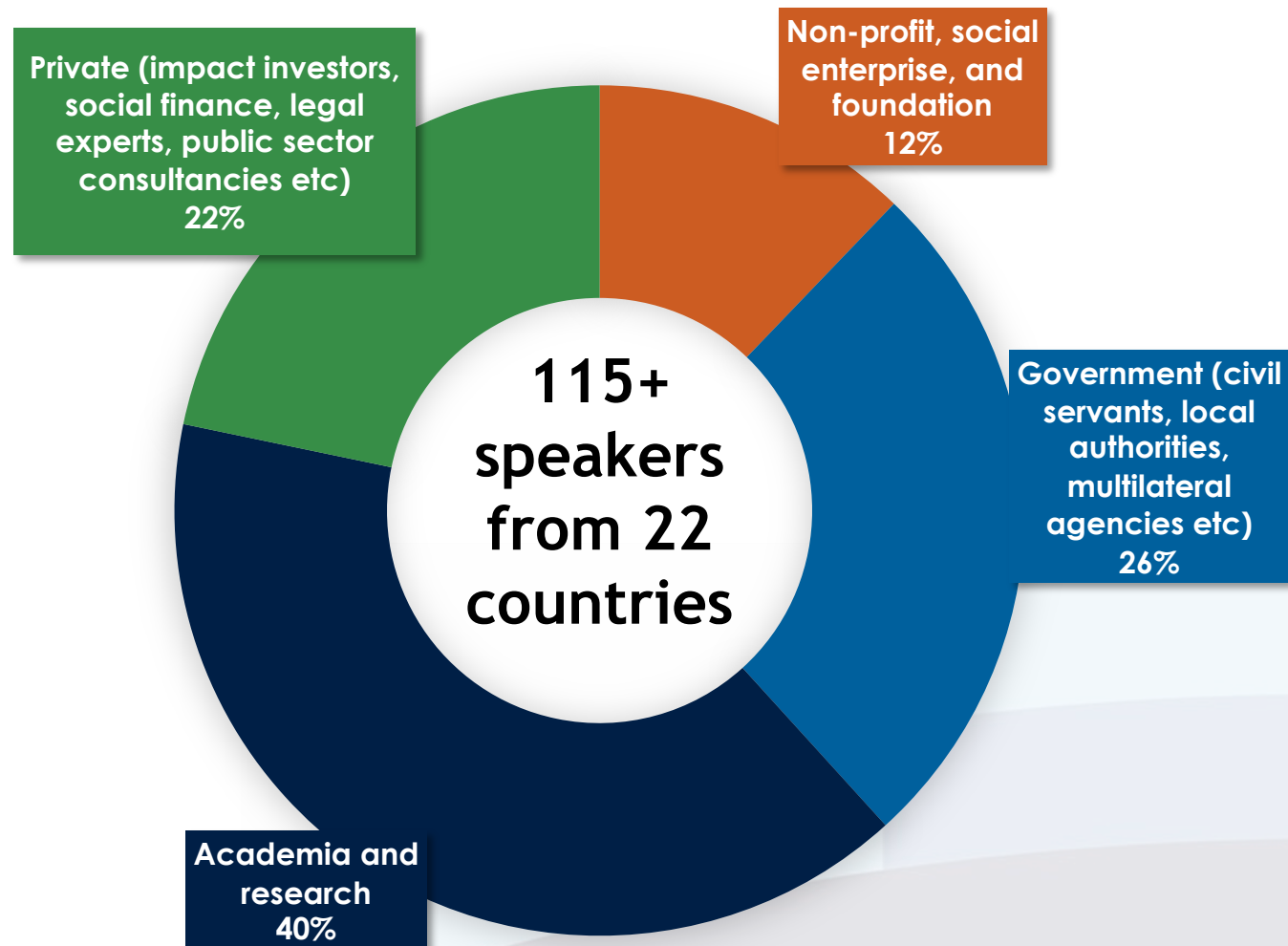
# Our speakers

Partnerships in places

Outcomes-based contracting

Procurement and social value

Measuring outcomes and value for money



# Our audience

Join at  
**slido.com**  
**#SOC22**



# Practical points

- Live from the Blavatnik School of Government in Oxford and online on Zoom
- If you are joining us in-person, you can still join Zoom **BUT please keep your speakers muted.**
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# Social Outcomes Conference Welcome to the Social Outcomes Conference 2022



Professor Ngaire Woods  
Dean of the  
Blavatnik School of Government



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**Social Outcomes Conference**  
**Keynote:**  
**Politics of Social Change:**  
**Harnessing power for**  
**positive impact**



**Professor Julie Battilana**  
Harvard University



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# Panel discussion



**Pepper Culpepper**  
Blavatnik School of  
Government



**Vera Monteiro**  
São Paulo Law  
School



**Mehreen Shahid**  
Safe Delivery Safe  
Mother



**David Knott**  
The National Lottery  
Community Fund



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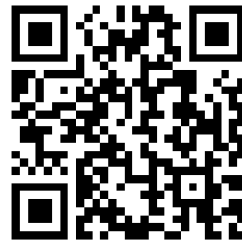




# GOVERNMENT OUTCOMES LAB

Thank you!

We would love your feedback!



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# GOVERNMENT OUTCOMES LAB



## Break

In-person: Join us in the Inamori Forum

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**COMING UP NEXT: Concurrent deep dive sessions at 4:00pm UK time**

- Achieving wider wellbeing through public procurement?
- Learning to let go: how can central government (re)build local governance capacity to support the levelling up agenda?
- Beyond impact bonds: unlocking investment for outcomes-focused social programmes



# GOVERNMENT OUTCOMES LAB

## Deep Dive 1.1 Achieving wider well-being through public procurement

Chair: Claire Dove CBE, Crown Representative, VCSEs



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Social Outcomes Conference

# Deep Dive: Achieving wider wellbeing through public procurement

8 September 4:00pm BST

## Chair



Claire Dove CBE  
UK Government



Ruairi Macdonald  
Government  
Outcomes Lab



Raquel Carvalho  
Catolica Research  
Centre for the  
Future of Law



Martin  
Toomey  
NHS Supply  
Chain



Sandra  
Hamilton  
University of  
Manchester

## Speakers



Mat Ilic  
Catch22



Vaishali Baid  
Action  
Sustainability



Jonathan  
Bland  
E3M



Dr Clare FitzGerald  
King's College  
London



Julian Blake  
Stone King

This session will consider the promises and practical challenges associated with 'sustainable public procurement', 'buying social', 'community benefit clauses', 'social value', and similar movements around the world.

Find out more: <https://golab.bsg.ox.ac.uk/soc22>



#SOC22



Social Outcomes Conference

# Deep Dive: Achieving wider wellbeing through public procurement

8 September 4:00pm BST

Chair



**Claire Dove CBE**  
VCSE Crown Representative,  
UK Government

This session will consider the promises and practical challenges associated with ‘sustainable public procurement’, ‘buying social’, ‘community benefit clauses’, ‘social value’, and similar movements around the world.

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#SOC22

# How can green public procurement be used as a catalyst to improve social outcomes? Reflections upon some European experiences



**Raquel Carvalho**  
Catolica Research Centre  
for the Future of Law





**CATOLICA**  
**FACULDADE DE DIREITO**

ESCOLA DO PORTO



**CATOLICA**  
RESEARCH CENTRE  
FOR THE FUTURE OF LAW

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**FCT** Fundação  
para a Ciência  
e a Tecnologia

# **How can green public procurement be used as a catalyst to improve social outcomes? Reflections upon some European experiences**

Social Outcomes Conference 2022 (SOC22)

8<sup>th</sup>-9<sup>th</sup> September 2022 – Raquel Carvalho  
rmcarvalho@ucp.pt

# Public Procurement and Social Outcomes

- **Can Green Public Procurement be used as a catalyst to foster social outcomes?**
- **Can contracting entities use GPP to achieve social outcomes as well?**
- **Are social outcomes only attainable through dedicated and specific social measures?**
- **Are there dedicated contracts that envision the social wellbeing as a main target – the Social Impact Bonds?**

# Public Procurement and Social Outcomes

- The most **evident** clauses in PP consider:
  - Working conditions (in contract execution);
  - Minimum wages;
  - The protection of disabled people;
  - Equal treatment (regarding minorities, women...)

# Public Procurement and Social Outcomes

- **Social Outcomes as something more than compliance with labour law...**
- **Some experiences and examples.**

# Public Procurement and Social Outcomes

- **“Buying Social - a guide to taking account of social considerations in public procurement (2nd edition)” - Brussels, 26.5.2021, C(2021) 3573 final**
  - Strengthening the need for implementation of social policies **through the public procurement mechanism;**
  - In addition to fulfilling legal obligations, contracting authorities also use PP to pursue social outcomes, including the mitigation of adverse social effects resulting from public contract execution;

# Public Procurement and Social Outcomes

- Variety of instruments to be included in public procurement to implement social considerations;
- Identification of social outcomes beyond mandatory labour and social rules:
  - Promoting fair employment opportunities and social inclusion;
  - Providing opportunities for social economy and social enterprises;
  - Promoting decent work;
  - Ensuring compliance with social and labour rights;
  - Accessibility and design for all;
  - Respecting human rights and addressing ethical trade issues;
  - Delivering high-quality social, health, education, and cultural services



# Public Procurement and Social Outcomes

"Buying Social - a guide to taking account...",  
table 4.1., p. 52

Subject-matter	Applicable rules	Example of SRPP approach
Supply of hospital uniforms (estimated EUR 300,000 value)	Directive 2014/24/EU (fully covered)	<ul style="list-style-type: none"> <li>• Exclusion and selection criteria to ensure ethical labour practices along the supply chain</li> <li>• Award criteria include a reference to third-party labels certifying ethical production</li> <li>• Contract clauses reinforce commitments and allow monitoring of supply chain</li> <li>• Technical specifications require accessibility and disability inclusiveness</li> </ul>
Care services for vulnerable youth (estimated EUR 1 million value)	Directive 2014/24/EU (light regime)	<ul style="list-style-type: none"> <li>• Preliminary market consultation to decide on the most effective way to deliver service</li> <li>• Consultation with users and experts to identify needs of users, including on accessibility</li> <li>• The contract may be reserved for public service mission organisations (Reserved contracts for social services)</li> <li>• Award criteria focus on quality and social inclusion (e.g. prioritizing disability-inclusive characteristics and accessibility elements)</li> <li>• Contract clauses may link payment to results, e.g. defined positive outcomes for youth</li> </ul>
Public-private partnership (PPP) to develop an urban area including social housing and community services (estimated EUR 25 million value)	Directive 2014/23/EU (Concessions Directive)	<ul style="list-style-type: none"> <li>• Selection criteria include experience in delivering previous projects in a socially inclusive manner</li> <li>• Technical specifications must include accessibility criteria for all buildings, public areas and amenities</li> <li>• Contract clauses include recruitment and training of a certain number of disadvantaged workers</li> </ul>

# Public Procurement and Social Outcomes

- **Some examples**

- **Basque Country (Spain):** linkage between environmental considerations and social ones

- “To address issues of plastic waste and to reduce spending on bottled water, Mutualia, a provider of social services and medical care, operating 17 service centres in the Basque country, decided to install water fountains connected to the public water network, offering tap water instead of buying bottled water”; “The quality criteria included accessibility considerations, such as the height of the fountains and ease of use for people with reduced mobility”; “Mutualia is saving an estimated €17,000 annually on water for its patients, employees, and visitors. Due to the inclusion of accessibility requirements, the winner offered bigger buttons for the identification of the type of water. In addition, the position in which the glasses are located makes it easier for people in wheelchairs to take and fill them. Apart from the position of the glasses, Mutualia took the height of the place where the glasses are filled into consideration, giving more points to those machines with a lower slot”.

([https://ec.europa.eu/environment/gpp/pdf/news\\_alert/Issue\\_91\\_Case\\_Study\\_173\\_Mutualia.pdf](https://ec.europa.eu/environment/gpp/pdf/news_alert/Issue_91_Case_Study_173_Mutualia.pdf))

# Public Procurement and Social Outcomes

- **Copenhagen (Denmark):** fought social dumping “by including labour clauses in contracts to ensure fair working conditions for all employees working for its suppliers and sub-suppliers”.
  - “minimum rate of pay, including overtime rates, maximum work periods and minimum rest periods, and minimum paid annual holidays”

# Public Procurement and Social Outcomes

- **Söderhamn (Sweden):** opportunities to support social enterprises (again linking environmental considerations)
  - “purchase **fresh fruit basket** deliveries for employees of the municipality once or twice a week. Only social enterprises had the opportunity to participate and submit tenders for this contract, which was below the threshold for application of the Public Procurement Directives”;
  - “The winning bid offered deliveries of **ecological locally produced fruit baskets** delivered by a work-integrated social enterprise. The supplier had the opportunity **to hire a person that had been long-term unemployed** to deliver the fruit baskets. The cost of the baskets was fully comparable with a commercial company delivering to the private sector. Furthermore, the supplier had previously received a **monetary allowance from the municipality amounting to 60 000 EUR/year which is no longer needed**. In 2016, the winning supplier had four employees, and **by 2019, they had nine**. Since winning this initial tender, the social enterprise has also established a centre which aims to help the municipality support the start-up of more social enterprises, with public procurement as one of the strategies for growth. Together with nine other social enterprises, it has also started a national association to gather all Swedish work-integrated social enterprises on a single website.

# Public Procurement and Social Outcomes

- **Flanders (Belgium):** integrating SPP monitoring into existing reporting systems
    - “It has set minimum sustainability criteria for nine product groups, plus guidance and criteria suggestions on a further 17 product groups. The products purchased must meet these criteria for Flanders to call the procurement sustainable”
    - Use of essential sustainability criteria; Use of other sustainability criteria: one or more other sustainability criteria in tender document / No other sustainability criteria in tender document; Certificates on environmental management required: relevant and in the tender document / relevant but not in the tender document because of specific reasons / not relevant; Access limited to social enterprises; Part of the contract performance phase reserved for social enterprises; Use of non-discrimination clause; Use of a social clause in the tender document aimed at employment, education and training; Use of ethical clause; Innovative procurement; (adapted)
- ([https://procuraplus.org/fileadmin/user\\_upload/Procura\\_\\_case\\_studies/Procuraplus\\_case\\_study\\_Flanders.pdf](https://procuraplus.org/fileadmin/user_upload/Procura__case_studies/Procuraplus_case_study_Flanders.pdf))

# Public Procurement and Social Outcomes

- **Rotterdam (The Netherlands):** special mobility needs
  - “integrate all mobility services, operate their fleets more efficiently and as a result, provide transportation that serves the needs of their customers best”;
  - “The winning contractor is a consortium of various market parties, including **SMEs**, that is now implementing a user-centred transportation service with mechanisms for constant improvement. The service offers **mobility customisation** (including a personal mobility budget), so Rotterdam can account for users’ personal preferences and characteristics on a day-to-day basis. It also provides personal support and coaching for learning to travel more independently for clients to increase their autonomy. Additionally, drivers are in direct contact with **wellbeing organisations to monitor and respond to clients needs**. The procured vehicles are nearly entirely **zero-emission (electric)**, and the **annual investment exceeds €2m in social return on investment**”.



# Public Procurement and Social Outcomes

- **Ghent (Belgium):** work wear

- “procurement policy to include social goals such as encouraging employment of disadvantaged groups, fostering local economic growth and integrating international standards and fair trade principles”;
- to procure fairer workwear;
- “the procured workwear is now made of organic and fair-trade cotton, and recycled polyester. (...) Transparency in the supply chain was asked from the suppliers, but in one category this transparency went further than in others. Overall, the goal was to activate the contractor to participate in a process of continuous improvement of social conditions over the course of the framework. Supplier performance is verified by third parties, working in partnership with Ghent to deliver improvements”

# Public Procurement and Social Outcomes

- **Scottish Borders Council:** day-care of adults with complex needs
  - “The tender has resulted in the reduction in the number of people travelling out of their area to access care services and an efficiency gain of £200,000 over five years achieved through the procurement model. The contract also defined the duty of contractors to provide the services in a way that applies to all end-users, ensuring that individual needs, as well as Council requirements, are met”.

# Public Procurement and Social Outcomes

- **Vendée (France):** reserved tender for food processing
  - “The contract was designated as a reserved tender. (...) This social enterprise works with persons with disabilities and offers them not only a work place but also medical and social support. In total, more than 1400 people are employed by the organisation”;
  - “By awarding a reserved contract to a social enterprise working with persons with disabilities, the Department ensured a positive social impact as well as the use of organic food produced locally. More than 1,800,000 meals are delivered to 31 secondary schools per year”.

# Public Procurement and Social Outcomes

- **Espoo, Finland:** accessibility requirements for online advisory services
  - “The service offered must be accessible and compliant with the A and AA levels of WCAG 2.0 Web Content Accessibility Guidelines. These include, for example, blindness and visual impairment, deafness and hearing impairment, learning difficulties, cognitive limitations, reduced mobility, speech disorders, light sensitivity and combinations of the above” (<https://tem.fi/en/socially-responsible-public-procurement>);

# Public Procurement and Social Outcomes

- **Munich, Germany:** fair trade food for Munich's schools:
  - “The tender was divided into four lots and contained requirements regarding the **percentage of organic food** to be supplied and **training requirements for kitchen staff**. In addition, 5% of the award criteria were reserved for **further social** and **environmental** aspects, such as the presence of **raw materials certified** through Fairtrade International, the World Fairtrade Organisation, or equivalent”;

# Public Procurement and Social Outcomes

- **Using Social Impact Bonds to improve learning outcomes in Lisbon**

- Junior Code Academy Social Impact Bond: it “aimed to reduce the number of children repeating school years or dropping-out of school. It also aimed to generate evidence about the effect of computer programming on cognitive skills, including school performance and problem-solving ability, in order to inform public policy”
- “The SIB focused on three public schools in Lisbon. In each school one class was selected to receive two-hour computer programming classes on a weekly basis for one year. In addition, a control group in each school was established, against which the performance of children in the computer programming class could be compared, by a comparison of improvements gained across Portuguese, mathematics, logical thinking and problem solving. In order to reduce the risk of this pilot project, Lisbon entered into a SIB with the Calouste Gulbenkian Foundation, which provided upfront funding of €120,000, to be reimbursed by the city if and when the project achieved the agreed results (as assessed by an independent evaluator)”;
- “At the end of the pilot, it was found that students who had participated in the computer programming classes had improved their maths and logical reasoning skills. However, not all agreed SIB metrics were achieved, and as a result, Lisbon reimbursed the Calouste Gulbenkian Foundation around 25% of their initial investment”.



# Social Impact Bonds

- According to the Data Dictionary, a *Social Impact Bond* is “a contractual relationship that includes two core factors: Payment for social or environmental outcomes achieved; Up-front repayable finance provided by a third party, the repayment of which is (at least partially) conditional on achieving specified outcomes” (<https://indigo-data-standard.readthedocs.io/en/latest/data-dictionary/project.html#names>).

# Social Impact Bonds

- **In Portugal, we have 23 projects and five organizations**

(<https://golab.bsg.ox.ac.uk/knowledge-bank/indigo/impact-bond-dataset-v2/?query=&countries=Portugal&maptype=markers>):

- Fundação Aga Khan Portugal (investor) – Integrated Literacy Programme;
- Healthcare System Central Administration (commissioner and intermediary) – Portugal Social Innovation related to Caregivers – support intervention with informal caregivers of people with dementia (Caring for Those Who Care);
- Fundação Portugal Telecom (investor) – four projects: Sapie (Alentejo), Sapie (Centro), Aprender e Ensinar Matemática com a Khan Academy (Centro) e (Norte) – education sector;

# Social Impact Bonds

- Portugal Social Innovation Mission Unit (commissioner), which aggregates 22 projects including the previous ones and adding projects related to family (child and family welfare), employment and training (Code Academy Bootcamp; Bring Yourself Forward), criminal justice (Breaking Bars Farm, Transform your potential), and education (Sapie norte; Spot Evora; Gamezone Lisbon; UBBU: Learn to code; Digital School);
- Ministry for Science, Technology and Higher Education (intermediary) – eight projects related to digital education.

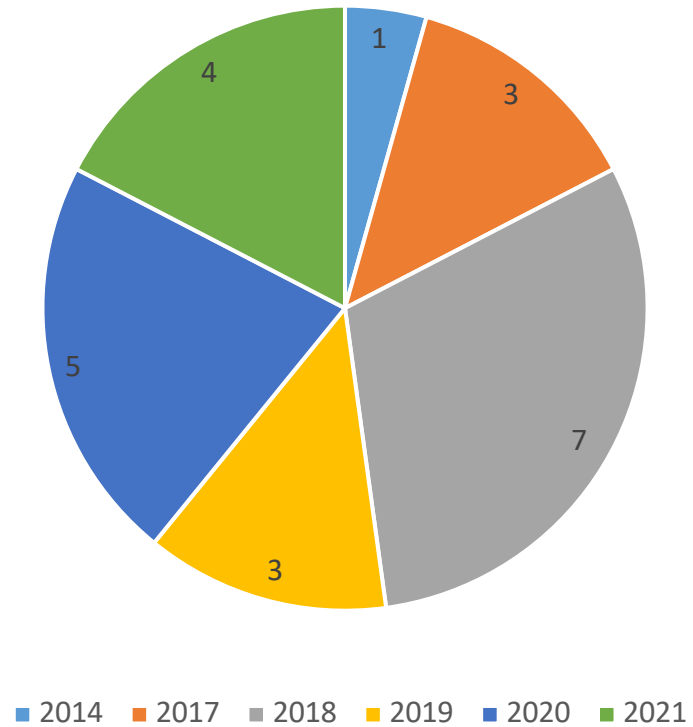
# Social Impact Bonds

- **Some details:**

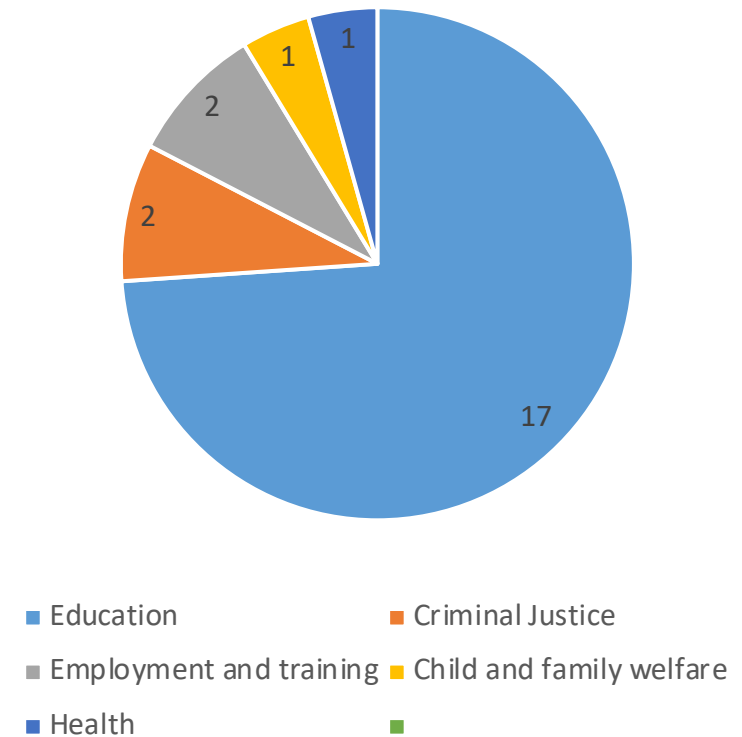
- 16 are being implemented (“service provision has started”) and 7 are complete (“service provision has finished, and all outcome payments have been made);
- The Government is the outcome payer;
- The bond is domestic;
- The funds are from Portugal Social Innovation Mission.

# Social Impact Bonds – Portugal

Start Year

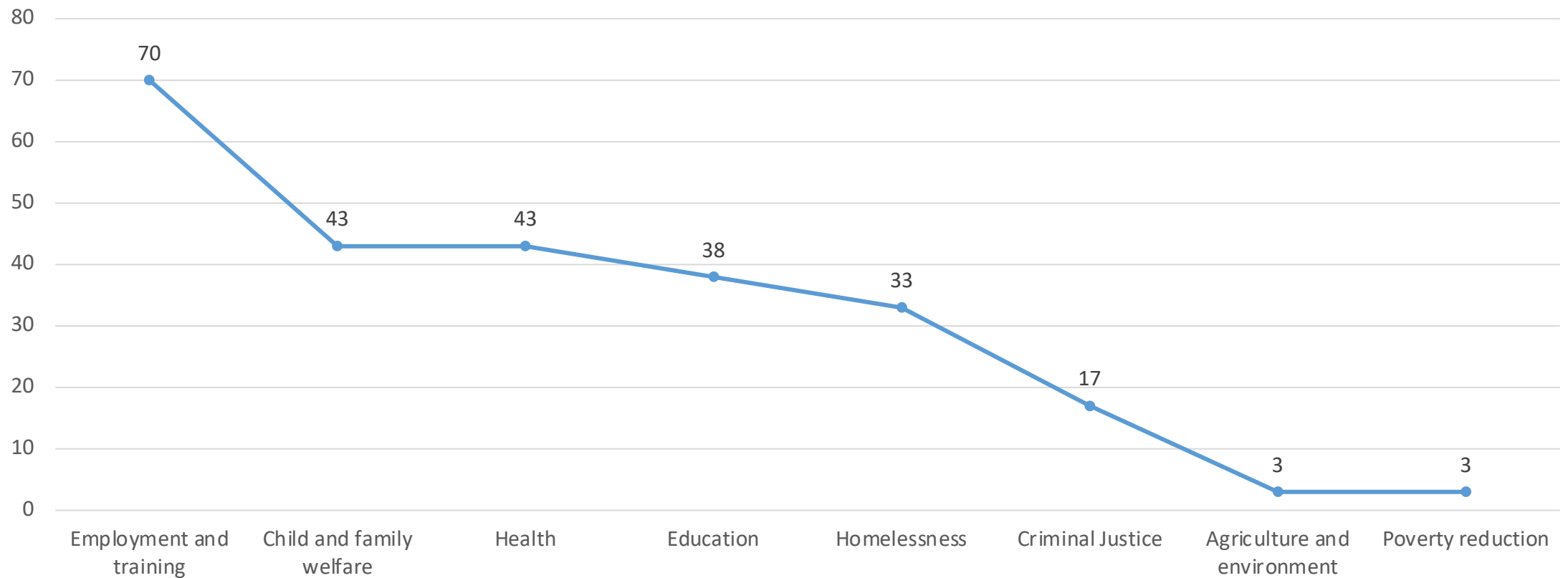


Policy Sector



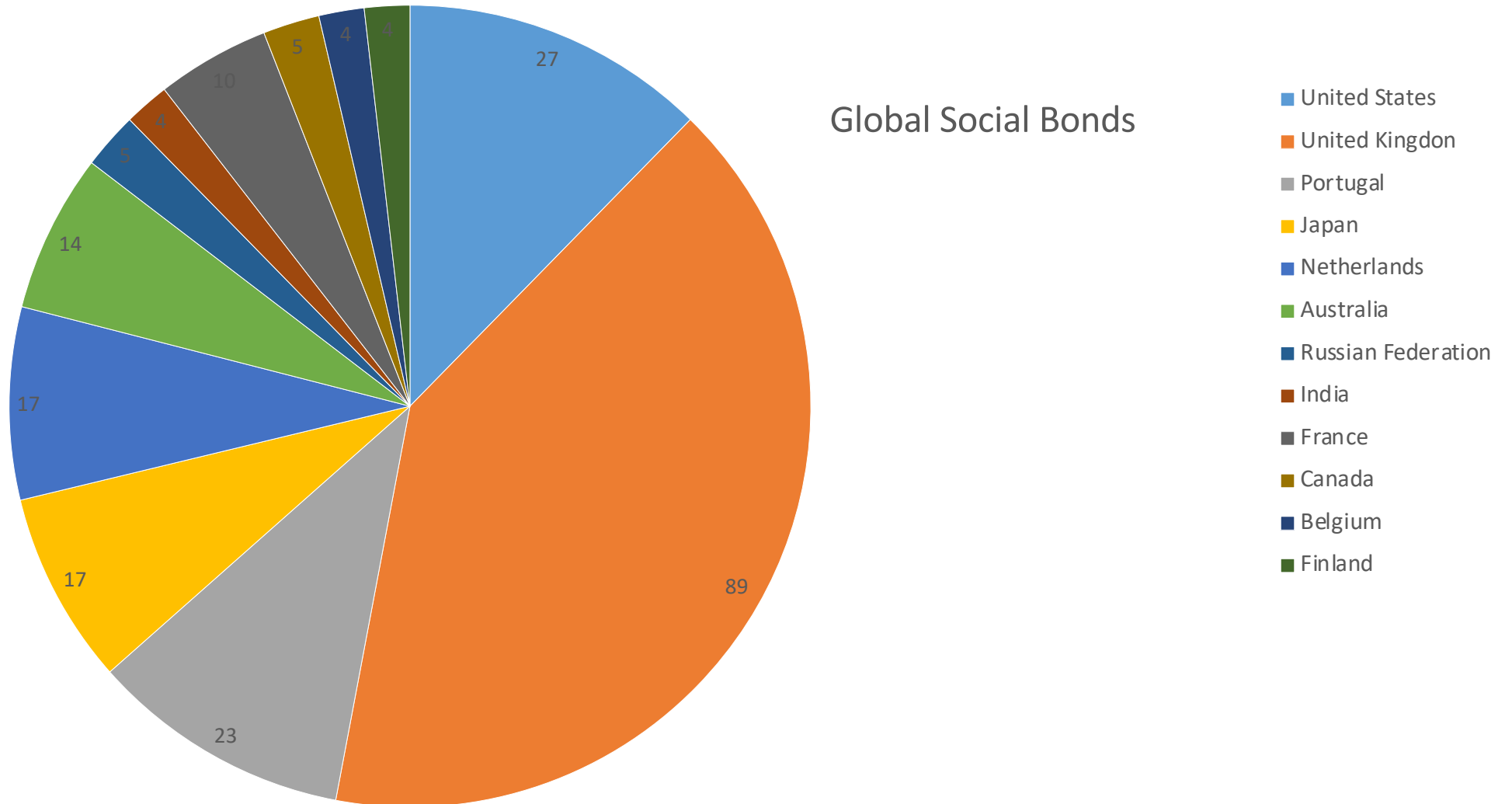
# Social Impact Bonds

Policy sector worldwide





# Social Impact Bonds



# From procurement to partnership: the role of social enterprises & voluntary sector organisations in improving the effectiveness of public services



**Mat Ilic**  
Catch22



**Jonathan  
Bland**  
E3M



**Julian Blake**  
Stone King

1. Public services can be pursued **both inside and outside** the public sector
2. Public procurement is **the means (not the ends)** to achieving **public value outcomes**
3. Improving public value through public procurement is **complicated, but not complex**
4. **We need a reset:** on the roles government, business and civil society play in the delivery of public value





**Bold** and **innovative** public service commissioning practice that harnesses the power of mature social enterprises

**LEICESTERSHIRE'S CHILDREN'S INNOVATION PARTNERSHIP**

First in UK

 Case Study **#1**


**OLDHAM COUNCIL:**

Social Prescribing Innovation Partnership

 Case Study **#2**


**WEST LINDSEY DISTRICT COUNCIL AND P3**

Boosting provision of high-quality, sustainable housing in Gainsborough

 Case Study **#6**

**PLYMOUTH ALLIANCE:**

Partners share responsibility for achieving outcomes

 Case Study **#3**



## **FIVE FUNDAMENTAL CORRECTIVES**

**For practical reform  
and innovation**



**1** Commissioning  
Shapes Ecosystems



**2** Purpose **MUST**  
Drive Process



**3** Social Value:  
**INTRINSIC**



**4** Public Benefit:  
**CENTRAL**



**5** Partnership should  
replace transaction

## Priceless procurement: Process innovation - Evaluating non-financial social outcomes



**Sandra Hamilton**  
University of  
Manchester

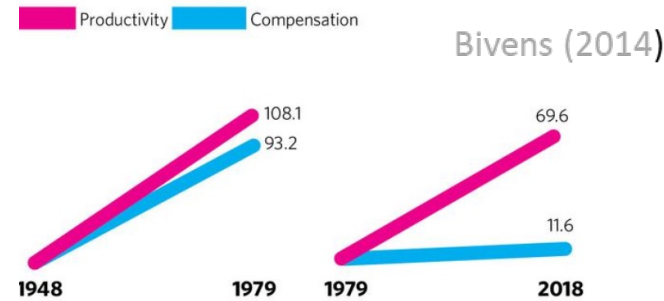


# Wellbeing - Priceless Procurement

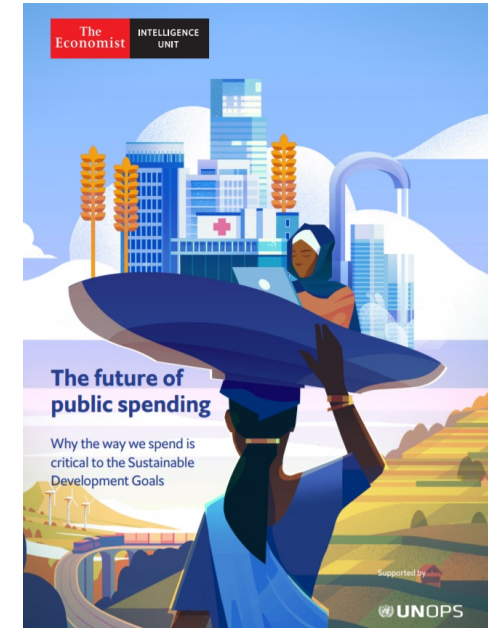
The Public Management of Non-Financial Social Value



# What is growth for? (Joan Robinson 1977)



Do we want a society  
in service of the economy,  
or an economy in  
service of society?



The market society is unsustainable because it is fatally destructive to human nature and the natural contexts it inhabits. (Polanyi 1944)

# Positive or Negative?

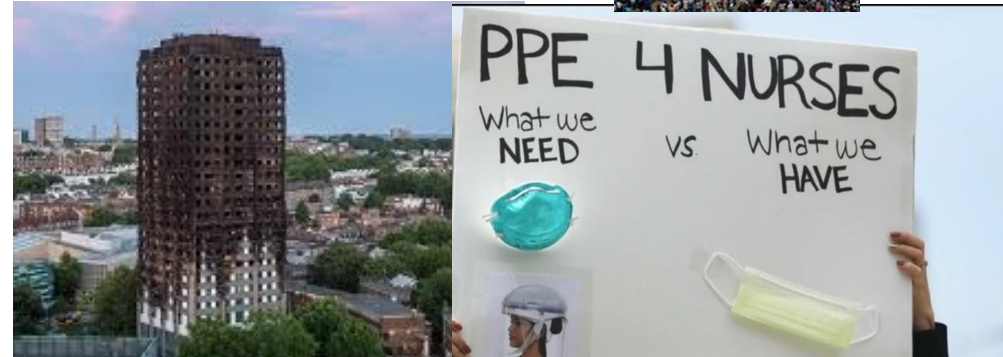
Every Purchase has a consequence

## Environmental Waste – Emissions



IPPC 2021: Climate action failure  
& extreme weather are the two biggest threats  
to humanity & world economies

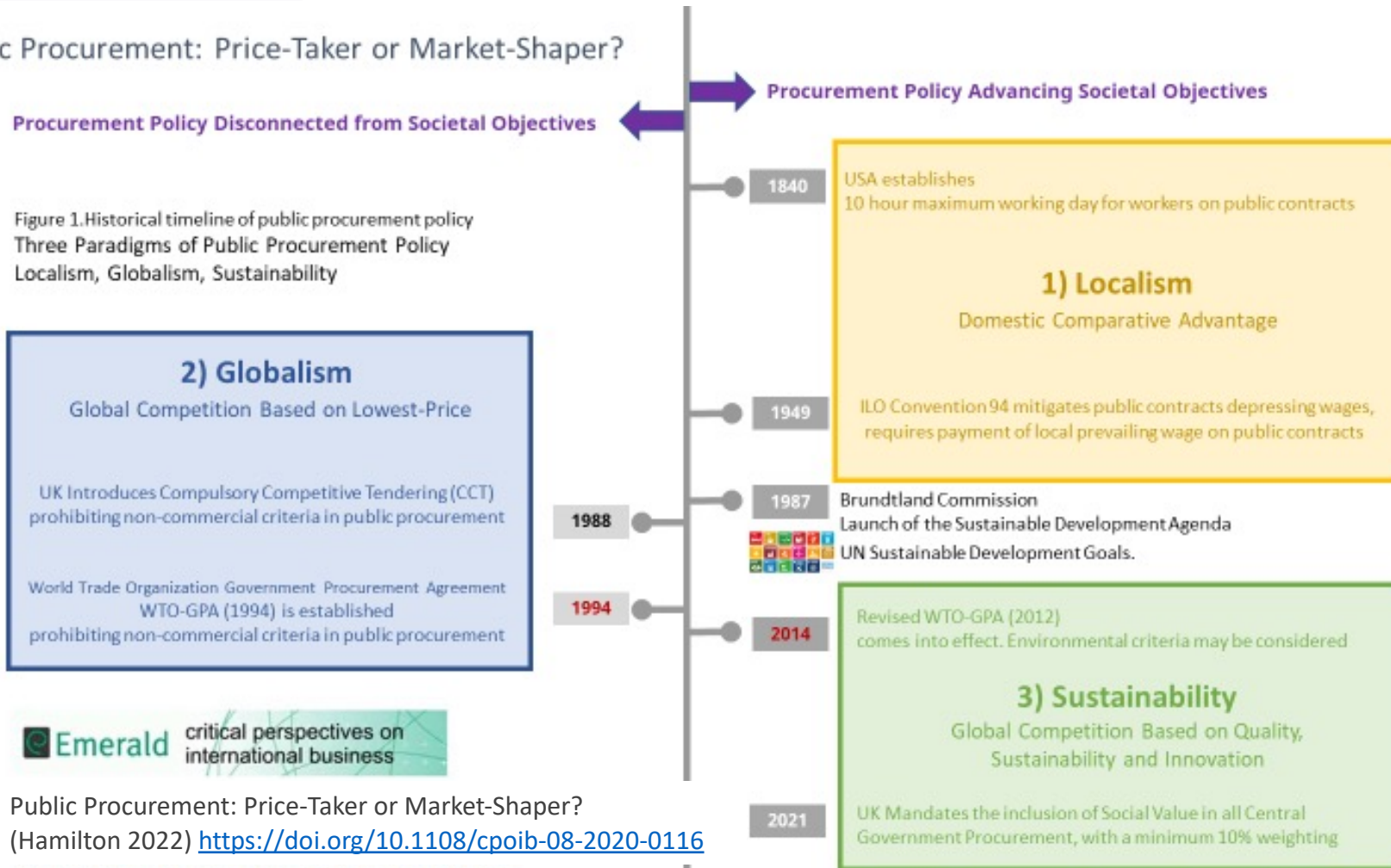
## The Social Price of Best Price Poverty & Inequality



Central to This Debate: Outsourcing and The Role of The State



# A Changing Policy Landscape



Public Procurement: Price-Taker or Market-Shaper?  
(Hamilton 2022) <https://doi.org/10.1108/cpoib-08-2020-0116>

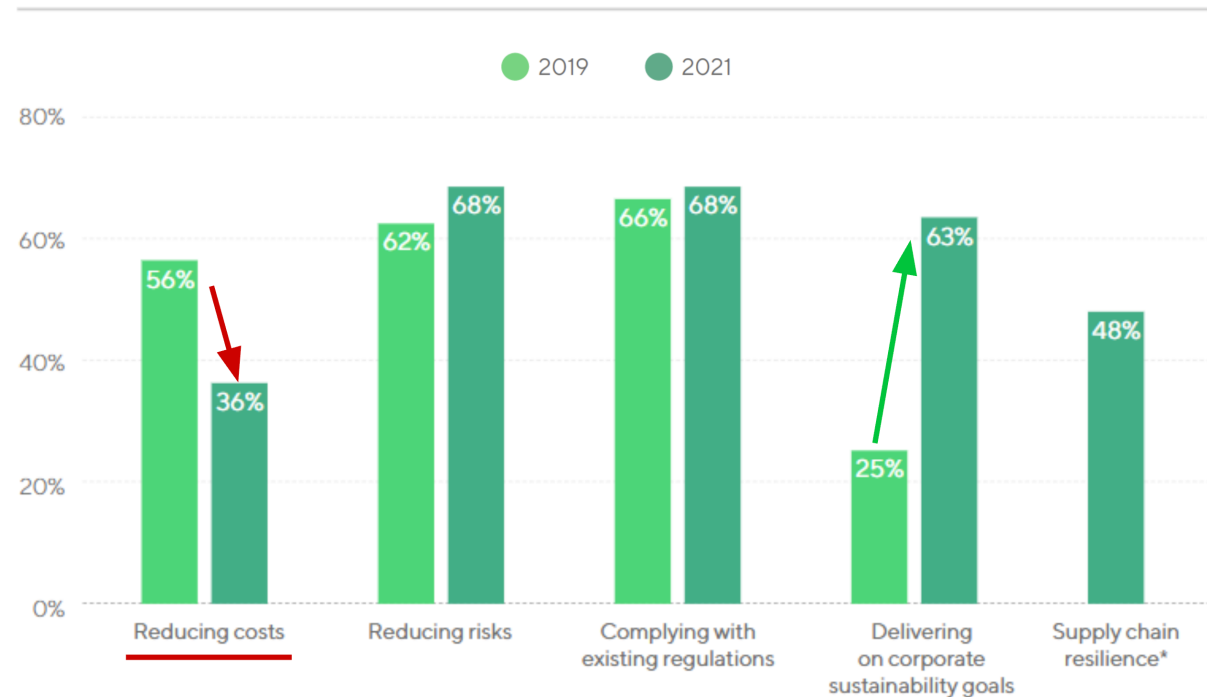


2021: Mandatory Social Value Procurement  
10% Minimum Weighting (PPN: 06/20)

# Pre and Post Pandemic Shift in Private Sector Organizations

## Barometer - A Shift in Priorities for Procurement

Main priorities of procurement organizations in 2019 vs. 2021



\*This option was not included in the 2019 survey.

This table compares the percentage of companies that listed each priority as "very important."

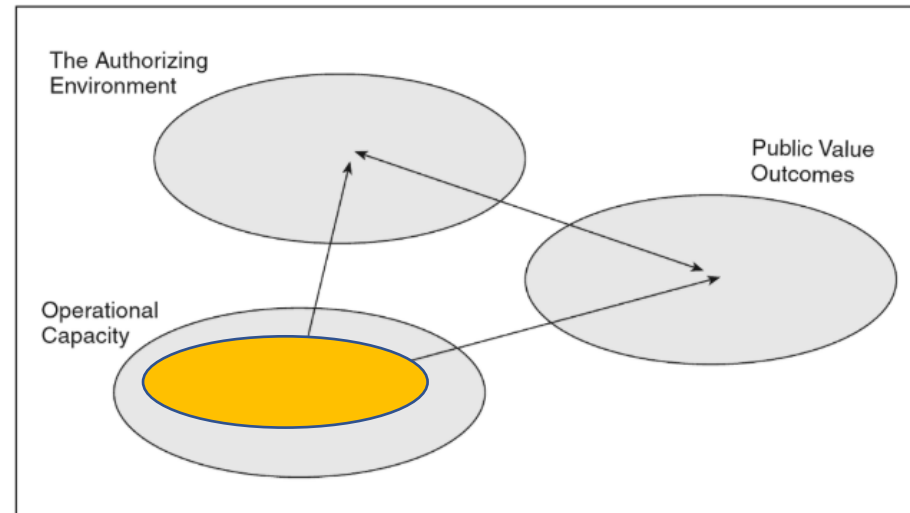
# Public Value Theory

**2021: The UK Became the First Country in the World to Adopt  
Mandatory Social Value Procurement at Central Government Level**

**Five Priority Outcomes:** COVID Recovery, Tackling Economic Inequality and Climate Change Creating Equal Opportunity and Wellbeing (PPN06/20)

The Strategic Triangle of Public Value (Moore 1995). Helps public managers make sense of strategic challenges and complex choices.

Public Value can be 'considered along at least three dimensions, including economic value, political value and social value.



Public managers differ from private; in that they operate in a political [socially constructed] 'marketplace', not an economic one (Moore, 1994)



Research Question: How do public managers respond to mandatory social value procurement policies?



## The Case of Greater Manchester

### Key Findings

1. Interpreting Social Value
2. Identifying community needs
3. Articulating needs as demands
4. Valuing non-financial outcomes
5. Challenges & Opportunities

- **2008: Early adopter region**
- 2014: The GM Region's First Social Value Policy
- Social Value weightings average 20%  
30% mandatory weighting for leading actor
- UK's First Real-Living Wage City Region

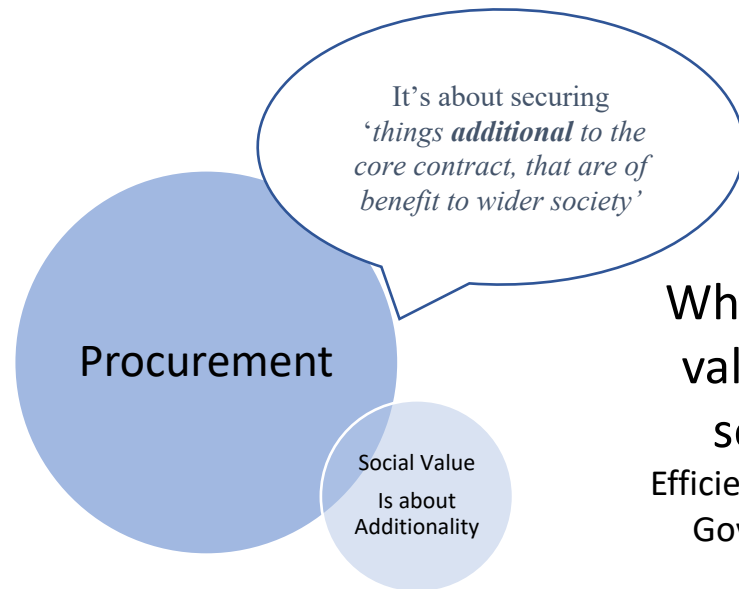
### **2023: Public contractors & 1st line sub-contractors must:-**

- Agree to pay the Real Living Wage
- Sign the GM Good Employment Charter (or equivalent)
- Have a credible plan to be carbon neutral by 2050
- Some public contracts will be reserved for VCSE Sector

# 1. Public Management Interpreting Social Value

## £ € \$ Economic Logic: Value-Focused

Additionality: A Bolt-On to the Procurement Function

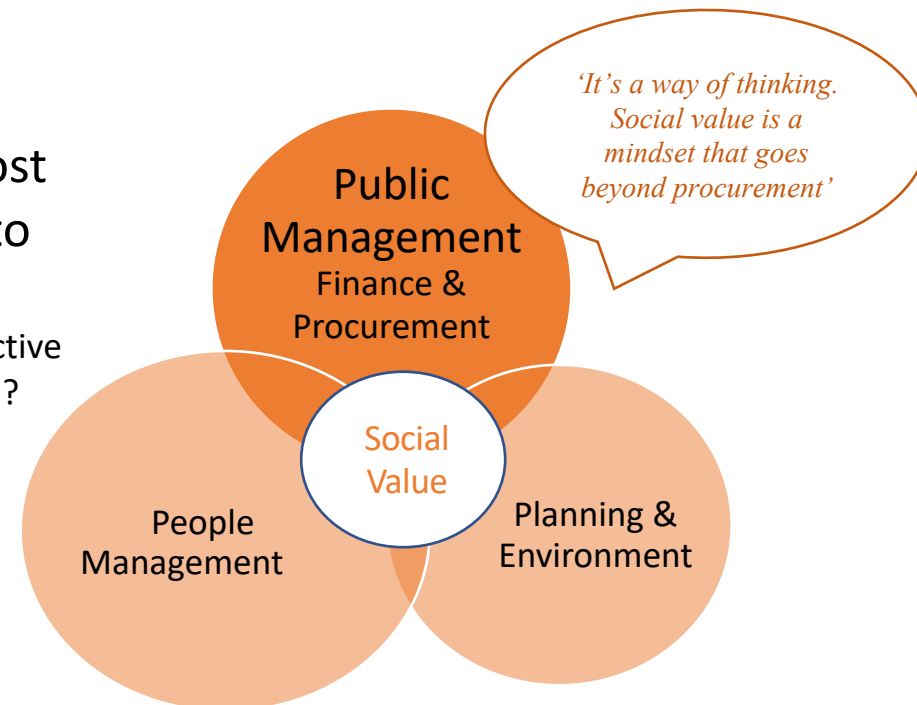


What's most  
valuable to  
society?  
Efficient or Effective  
Government ?

## Problem-Focused: Poverty, Inequality, Climate Change

Values: A Mindset Embedded Organisation-Wide

*"the enduring and systemic **change** that happens to **individuals and communities** that improves their **quality of life and wellbeing**"*



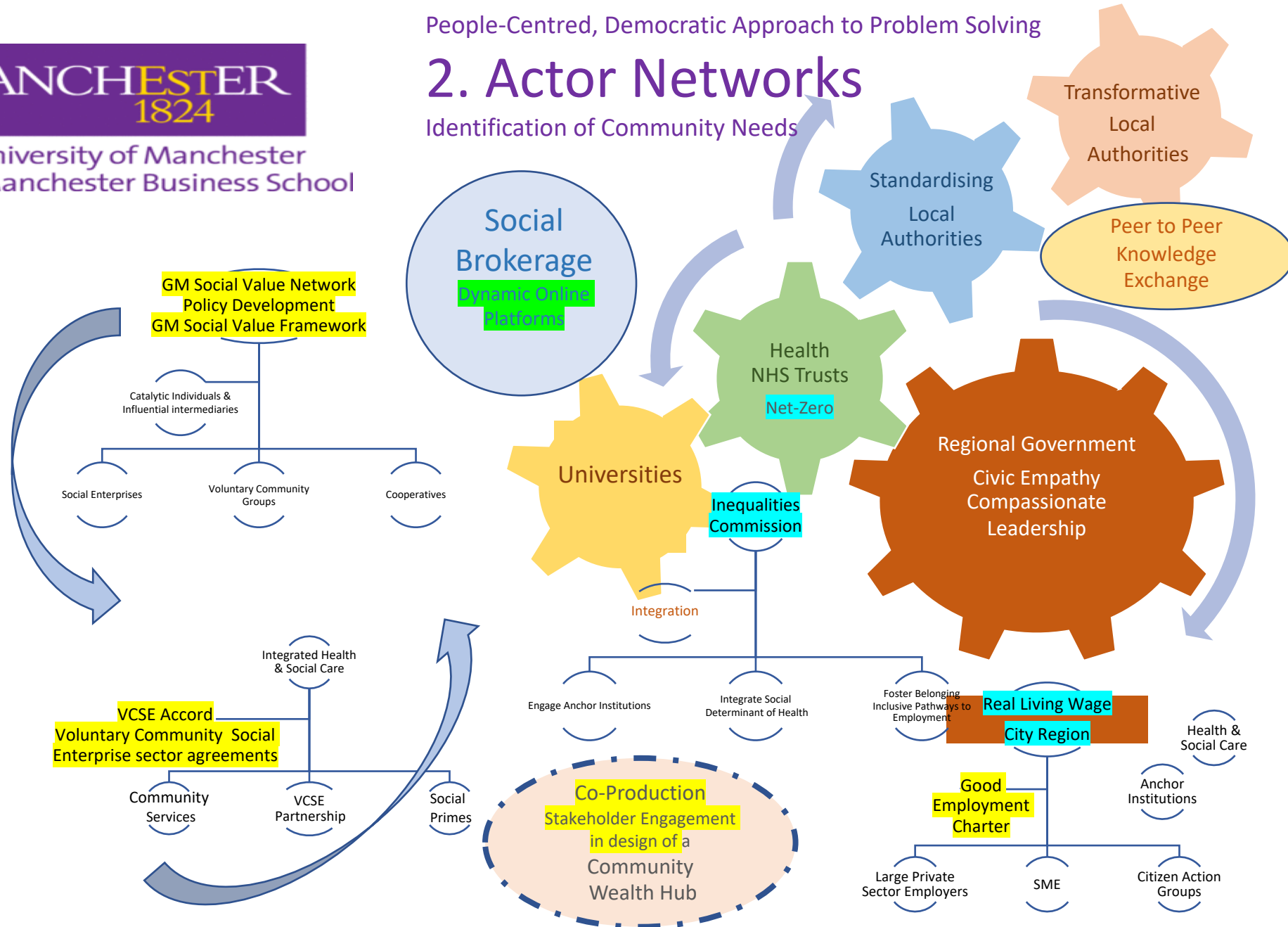
The Greater Manchester Social Value Framework is structured around 6 priority goals:

- Provide the best employment that you can
- Keep the air clean in Greater Manchester
- Create the Employment and Skills Opportunities That We Need to Build Back Better
- Be Part of a Strong Local Community
- Make Your Organisation Greener
- Develop a Local, GM-based and Resilient Supply Chain

(GMCA, refreshed 2020)

## 2. Actor Networks

Identification of Community Needs

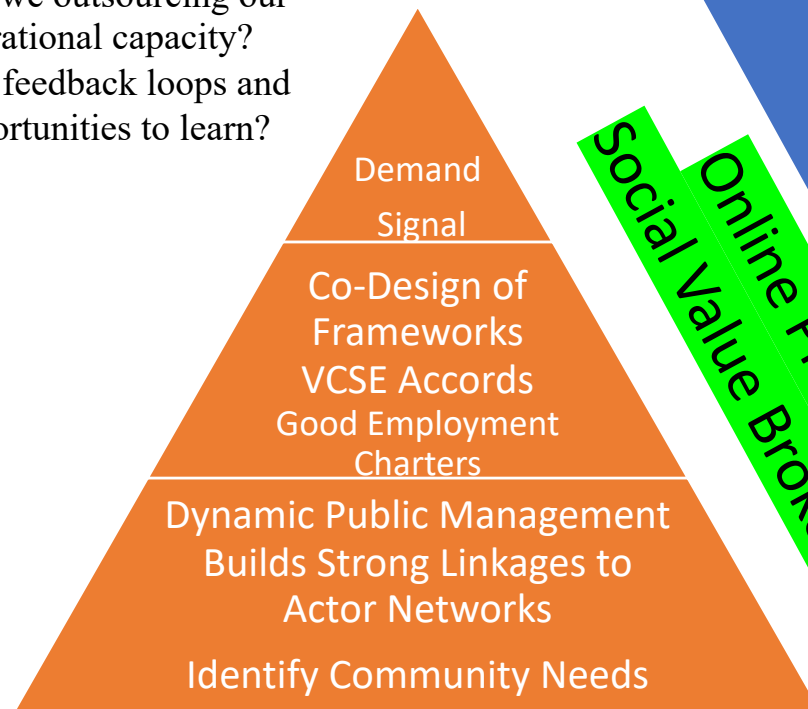


### 3. Support for Social Value Menus

Articulating Community Need as Market Signals

#### Do Online Platforms Enhance or Undermine the Dynamic Capabilities of the Public Sector?

Are we outsourcing our  
operational capacity?  
Our feedback loops and  
opportunities to learn?



**Socially Constructed. Socially Defined.**

Agency: Defining Social Value as what matters most to those most impacted, including worker voice

Online Platforms  
Social Value Brokerage

The Quest for Standardisation  
in Measurement & Reporting

Social Value  
Menus

Demand  
Signal

*Social Value Menu's have  
fostered acceptance in the  
marketplace because they  
provide clarity  
and an audit trail*

**Social Value Menus**  
advance implementation by  
simply and efficiently providing  
a safe selection of policy aligned  
social value criteria.

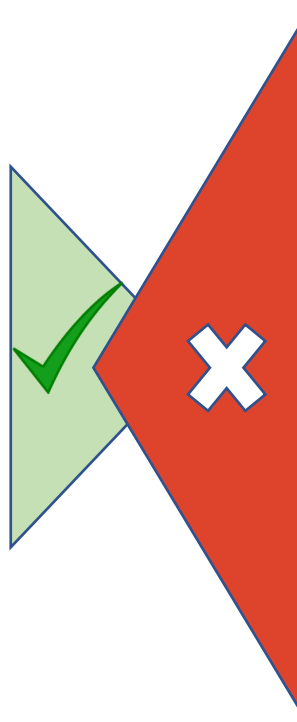
## 4. Less Support for Financial Proxies\* for measuring and reporting non-financial social outcomes

\* Proxy values are based upon UK Gov: HMS Treasury Green Book

### Concern: Quantification; Gamification; Economic Dominance

#### Financial Proxies advance institutional buy-in

- *That's attractive because you can measure it;  
And you can put a number on it*
- *'So, for me it was absolutely the right thing to do.  
...there's probably criticism of the [financial]  
proxy values to convert the value of an  
apprenticeship and some people don't like that  
.....they think it's almost like a bookkeeping, bean  
counting type of approach .But, for me, **but it's  
made people listen and it's sold a story.....**'*
- *People hear us say we've secured £30 million  
[in social value] and who doesn't want  
£30 million?*



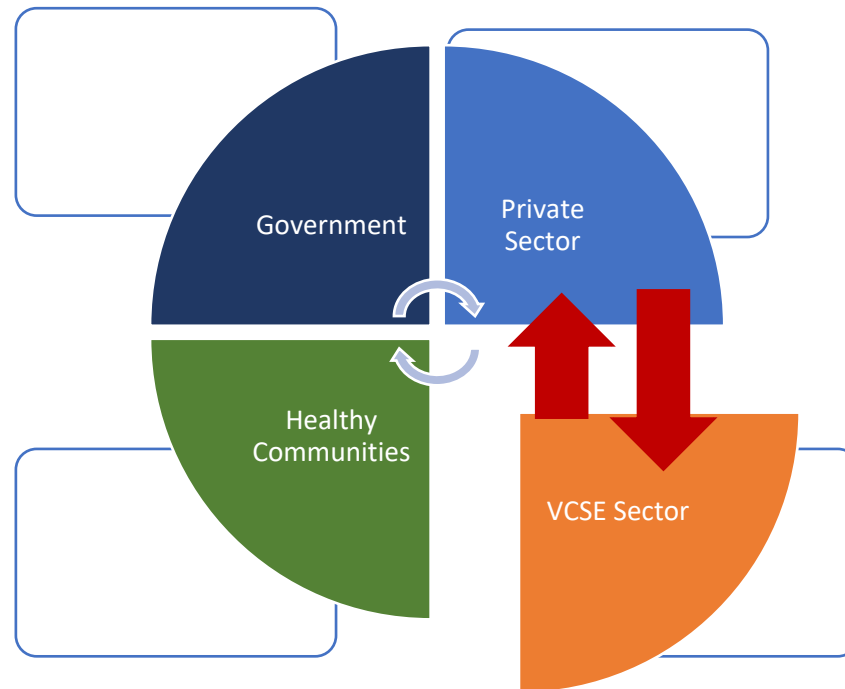
#### Financial Proxies perpetuate economic dominance

- *not everything can have a financial proxy value*
- *[Financial proxies] don't tell us the whole  
picture of the impact of social value ....and  
provide no insight as to what change it had upon  
an individual's life*
- *I don't like some of the current measurement  
systems, I think they're mechanistic.*
- *I want people to be able to measure quality of  
life and well being. And I want to be able to  
measure the change that we make as a result of  
the intentionality.*  
*I apply the **five I's: Integrity, Intellect,  
Inclusion, Innovation and Impact.** ...integrity  
and intellect in measurement is really important,  
otherwise it's kind of like a race to the bottom*
- *Yeah, somewhere in my soul I'm allergic to the  
idea of financial proxies.*

### Points not Pounds in Northern Ireland and Canada

## 5. Other Concerns

### 1) **VCSE Access:** Are we fostering Competition where there used to be Collaboration?



### 2) **An Under-Resourced System Transformation**

*“The social value agenda is much wider than can be delivered by procurement teams... there’s a massive feeling amongst the leadership of organisations that social value is solved by changing a few words in template documents”*

### 3) **Prescriptive V Descriptive ?**

Prescriptive stifles innovation.  
Descriptive generates more creativity  
that is also more difficult to evaluate

### 4) **Local Economic Value V Social Value**

*Need to be separated in measurement and reporting*

### 5) **Labour Market Shortages & Talent Attraction**

*“One of the things we're talking about is where are the people going to come from who are going to do all this?”*





Equality

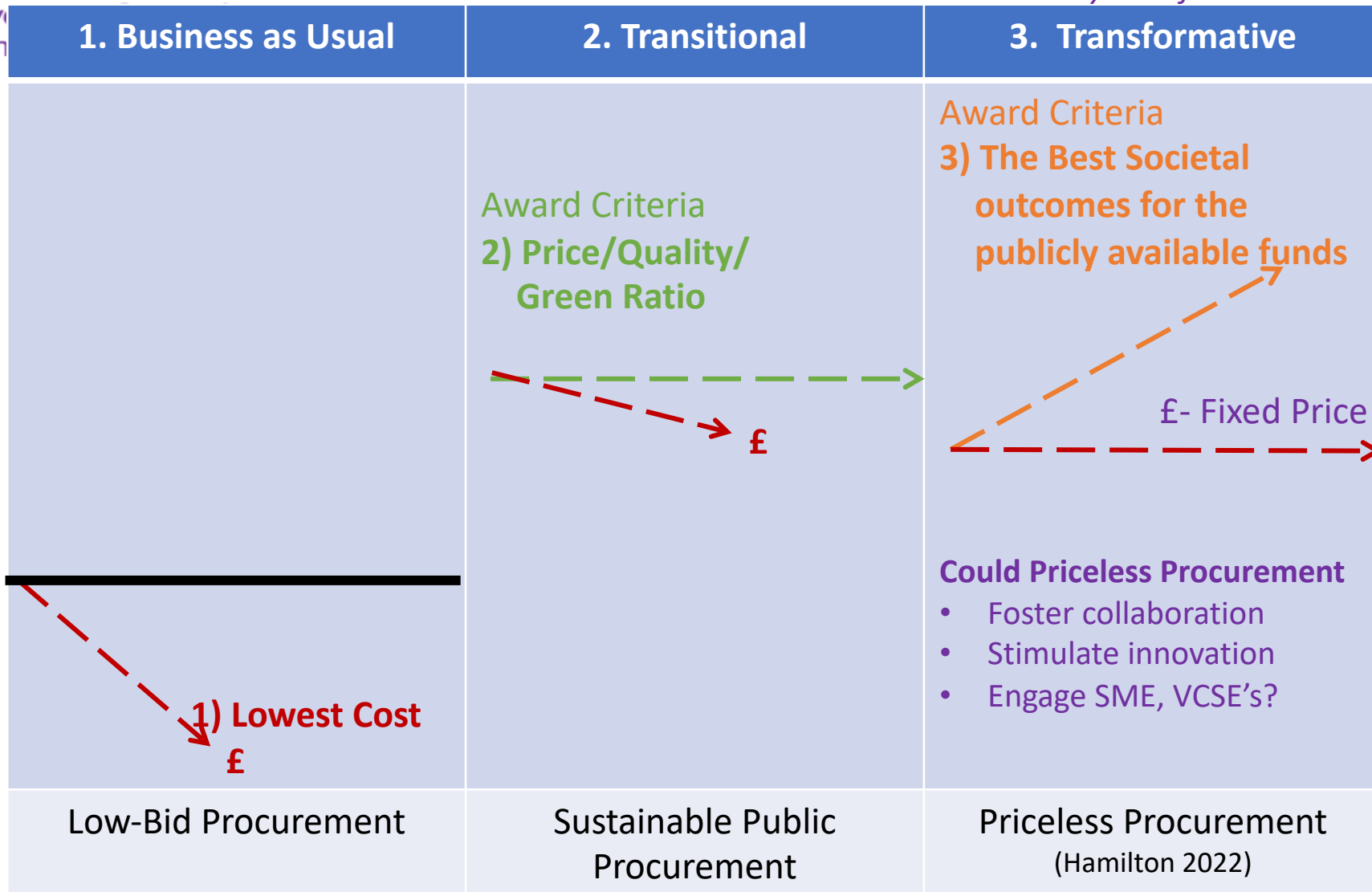


Equity

Sandra Hamilton  
#SOC22 Oxford

# Priceless Procurement

*What can government do to achieve wider social value  
and community benefit outcomes?*

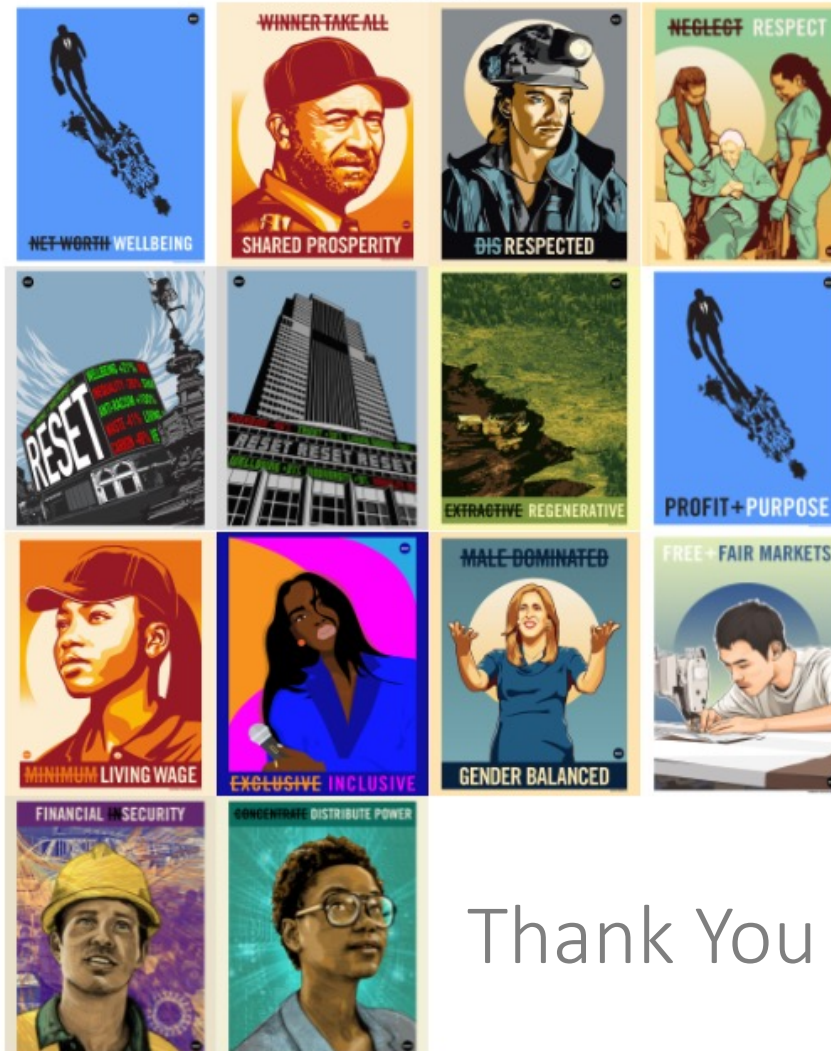




*We won't solve horizontal problems  
with vertical solutions*



*A More Dynamic Horizontal Approach to Public Procurement  
can help us weave a stronger social fabric.*



Thank You



## Fostering innovation through social value in procurement in the healthcare sector: The National Health Service (NHS) way



**Vaishali Baid**  
Action  
Sustainability



**Martin Toomey**  
NHS Supply Chain



# Achieving wider wellbeing through public procurement

Vaishali Baid    Martin Toomey

Sept 2022



WE ARE  
PROUD WINNERS OF  
THE QUEEN'S AWARD  
FOR ENTERPRISE:

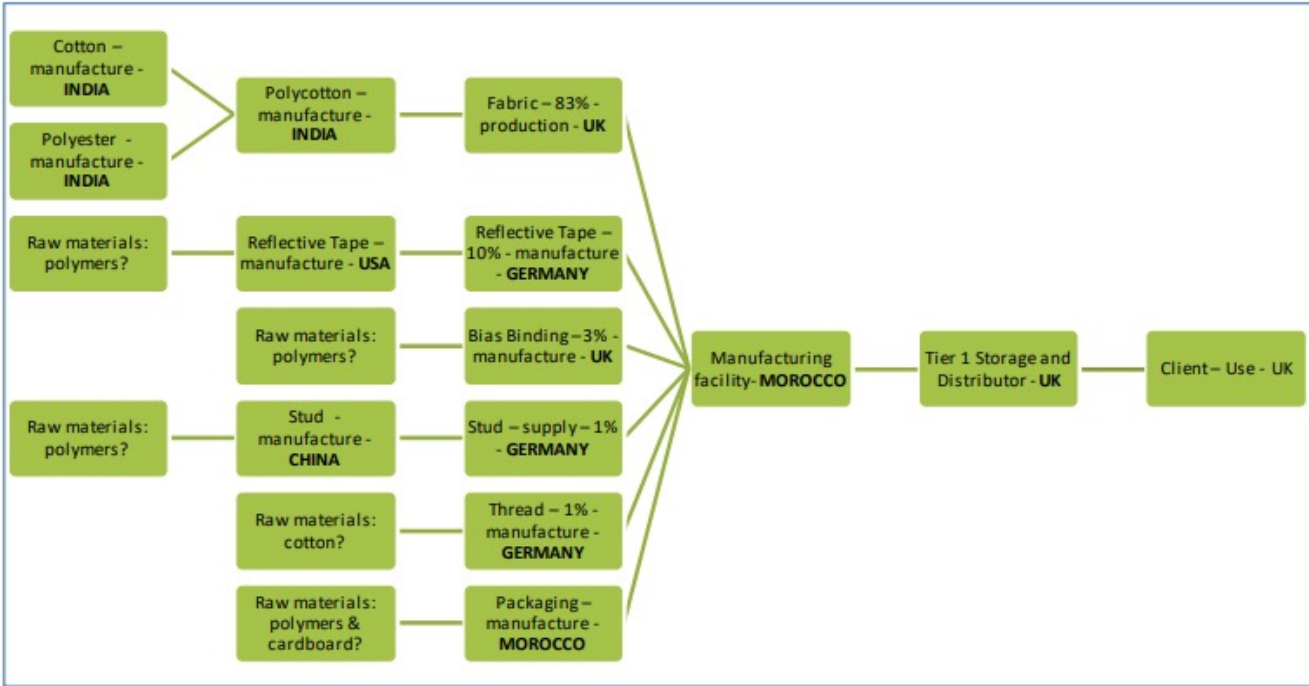
**SUSTAINABLE  
DEVELOPMENT 2022**



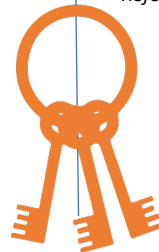
**NHS SCCL -**  
**ACHIEVING WIDER**  
**WELLBEING THROUGH**  
**PUBLIC PROCUREMENT**



# How well do you know your Supply Chain?



Reference : Supply Chain Sustainability School



## NHS SCCL – What do we buy?

### Medical Consumables

#### Ward Based Consumables ›

This category page includes links to frameworks, contracts and publications including Price Ranking sheets.

#### Sterile Intervention and Associated Consumables ›

This category page includes links to frameworks, publications, news articles and savings including NCP.

#### Infection Control and Wound Care ›

This category page includes links to frameworks, contracts and publications including Price Ranking sheets.

#### Orthopaedics, Trauma and Spine, and Ophthalmology ›

This category page includes links to frameworks, contracts and publications.

#### Rehabilitation, Disabled Services, Women's Health and Associated Consumables ›

This category page includes links to frameworks, publications, news articles and savings including NCP.

#### Cardio-Vascular, Radiology, Audiology, Pain Management ›

This category page includes links to frameworks, contracts and publications.

### Capital Equipment and Services

#### Large Diagnostic Capital Equipment Including Mobile and Services ›

This category page includes links to frameworks, publications, news articles, case studies and savings.

#### Diagnostic, Pathology and Therapy Technologies and Services ›

This category page includes links to frameworks, publications and savings.

### Non Medical

#### Office Solutions ›

This category page includes links to frameworks, publications, news articles savings, and useful guides.

#### Food ›

This category page includes links to frameworks, publications, videos, and monthly promotions.

#### Hotel Services ›

This category page includes links to frameworks, publications, and savings including Price Ranking.



# NHS Supply Chain and Social Sustainability

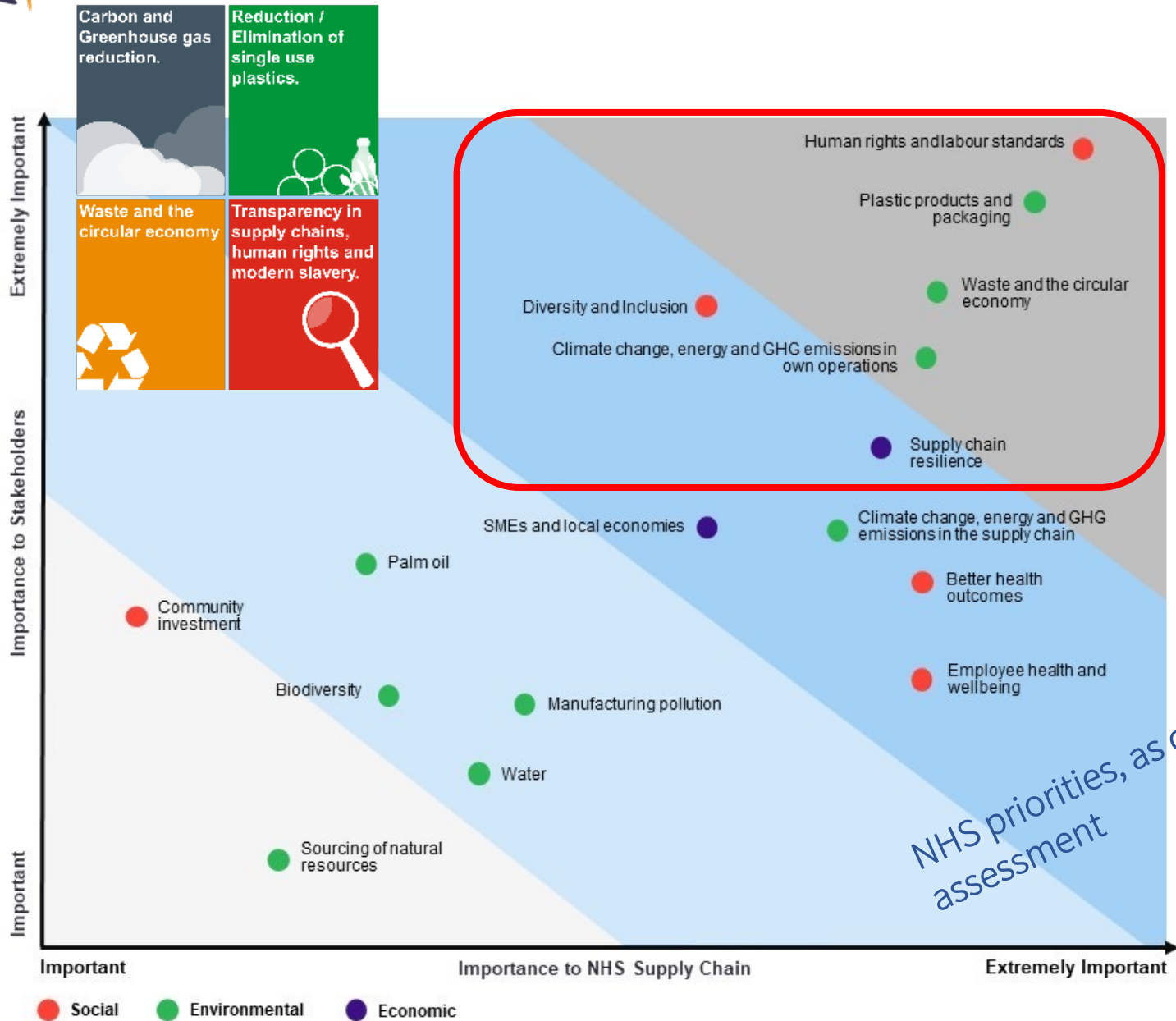


- COVID 19 Recovery
- Tackling Economic Inequality
- Fighting Climate Change
- Equal Opportunity
- Wellbeing



- Health and Safety
- Equality, Diversity and Inclusion
- Fair Labour Practices





NHS priorities, as decided from a materiality assessment

## NHS SCCL – 4P's

### PROCUREMENT

#### Value- based activities

- Shift in emphasis from a **reduction in product costs** to ***working with industry to consider technologies that can influence a reduction in total costs within the patient pathway***
- Driving ***sustainable increased savings*** and ***improving patient outcomes***
- Deliver tangible, measurable benefits that make a **positive impact on patient care** and **increase efficiency**



#### People

The positive and negative impact an organization has on its employees, families, customers, suppliers, communities, and any other person influencing or being affected by the organization.

#### Planet

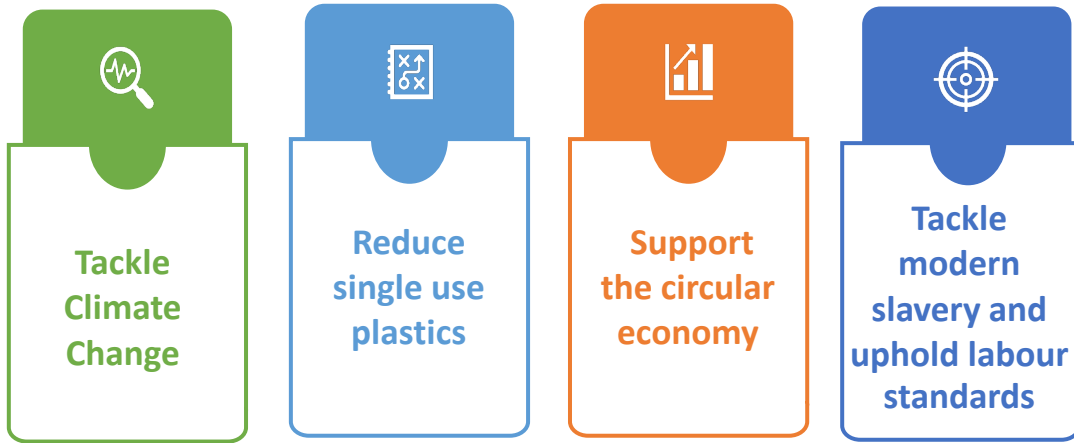
The positive and negative impact an organization has on its natural environment. This includes reducing its carbon footprint, usage of natural resources, toxic materials and so on, but also the active removal of waste, reforestation and restoration of natural harm done.

#### Profit !

The savings made through better buying processes and spending taxpayers' money judiciously.



# NHS SCCL – Social Value Pillars



# NHS SCCL – Social Value Guidance

Classification: Official

Publication approval reference: PAR1030



## Applying net zero and social value in the procurement of NHS goods and services

March 2022, Version 1

NHS England's stated policy objective is to meet its Net Zero carbon targets while achieving its wider Social Value priorities. This document sets out how the procurement of NHS Goods and Services can play its part in achieving these policy objectives.

Central government's [Social Value Model, including net zero emissions requirements](#), as outlined in Procurement Policy Note (PPN) 06/20 has been adopted by NHS England and applied since 1 April 2021.

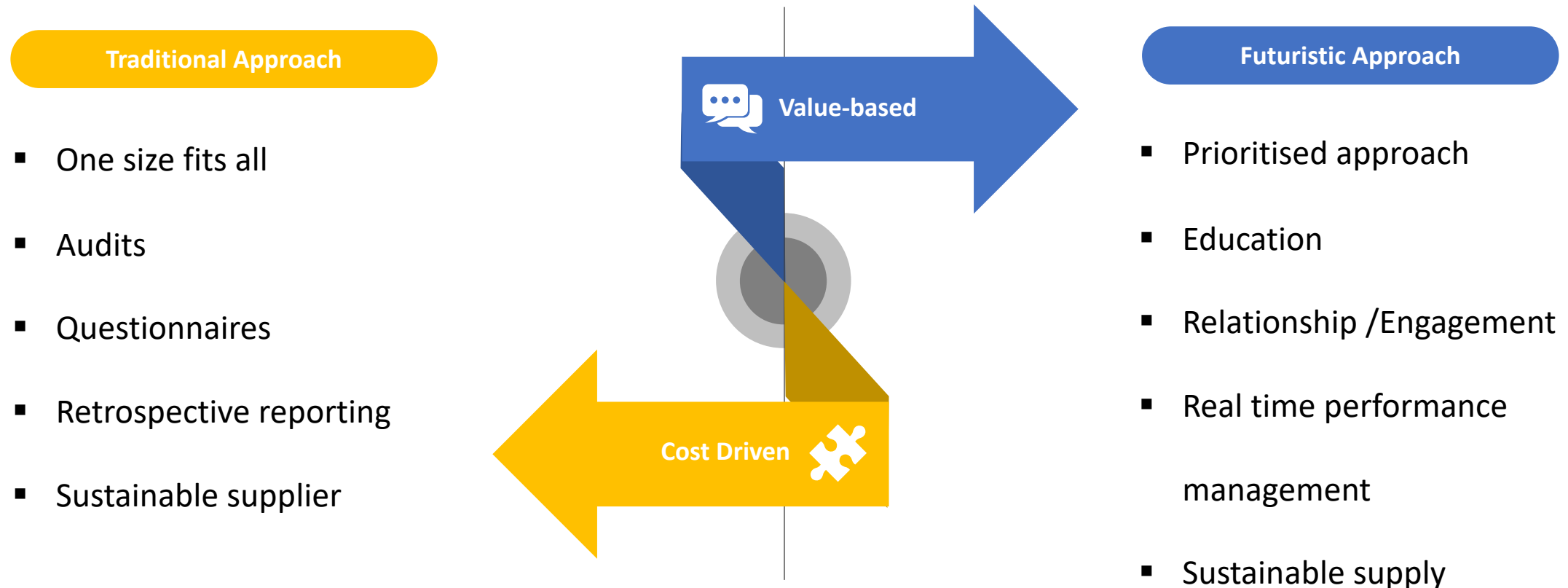
From 1<sup>st</sup> April 2022, NHS England will extend the reach of PPN 06/20 to the commissioning and purchase of goods and services by NHS organisations, as well as to organisations acting on behalf of such commissioners and purchasers. All such organisations will be required to adopt and apply those organisations PPN 06/20 as if it applies to them ("In Scope Organisations").

This policy builds upon PPN 06/20 in an NHS context and includes NHS specific examples, which all In Scope Organisations will find useful in applying PPN 06/20.

All procurement undertaken will contribute to the NHS Net Zero and Social Value goals and this guide sets a clear approach to adopt and apply the principles outlined in PPN 06/20 to all commissioning and purchasing.

The principal aim of procurement undertaken by NHS organisations is to deliver essential goods and services and improve patient outcomes, while increasing value from every pound spent in the NHS. NHS procurement also has an essential role to play in the delivery of the NHS commitment to reach net zero by 2045, as more than 60% of NHS carbon emissions occur in the supply chain. Social value, when incorporated effectively, will help reduce health inequalities, drive better environmental performance, and deliver even more value from procured products and services.

# Achieving wider wellbeing through Value-based Procurement

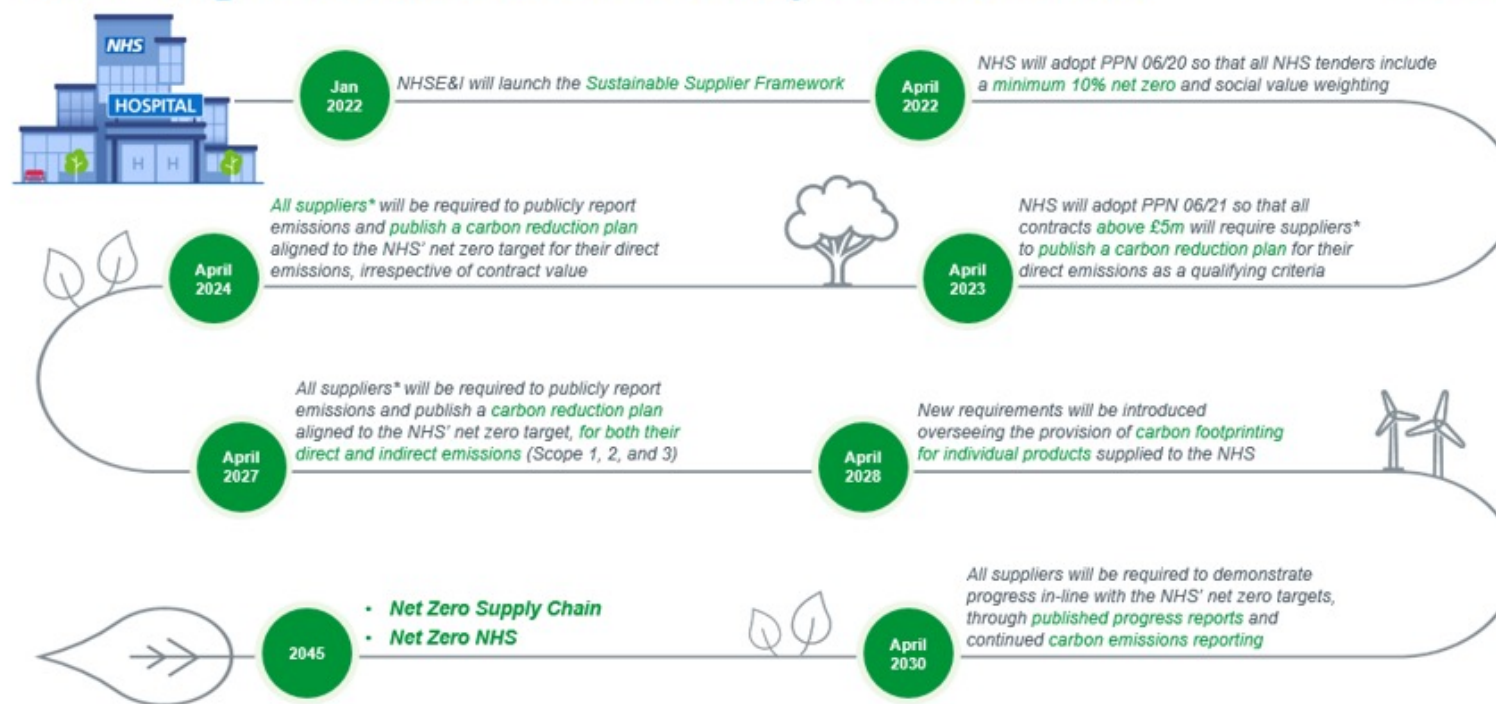


# Use cases – The NHS Way



# NHS Supplier Roadmap

## Building net zero into NHS procurement



*\*To account for the specific barriers that Small & Medium Enterprises and Voluntary, Community & Social Enterprises encounter, a two-year grace period on the requirements leading up to the 2030 deadline, by which point we expect all suppliers to have matched or exceeded our ambition for net zero.*

# NHS SCCL – Catering Category

## Catering

- **Single use plastic alternatives brochure** (Over the last three years, we have seen a 28.1% decrease in SUP purchased by the NHS, and an increase of 246.8% in sustainable disposables ordered.)
- **Culinary Concepts** (increase the variety of dishes found on hospital menus, injecting innovation and represents diverse staff and visitors)
- **Dynamic Purchasing System for fresh food procurement** (overcoming barriers to entry that small and medium-sized enterprises (SMEs) face when tendering to supply NHS trusts)

## Takeaway

Ongoing efforts to work with suppliers and internal stakeholders to bring more value-based approach

Catering Consumables; disposables and non-disposables

Light Catering Equipment

Food Transportation

Light Catering Equipment

## Value- based Approach

- Tackle climate change
- Reduce single use plastic
- Creating opportunities for SMEs
- Local products/ raw materials
- Diversity and inclusion
- Supply chain resilience
- Wellbeing
- Innovation

## Takeaway

Beyond price and considering the overall value from the sustainability angle



# Value Based Procurement for the greater wellbeing Remote monitoring for patients with chronic conditions in the Midlands

## PROJECT AIMS :

- protect clinically vulnerable patients by reducing the need for community clinics and home visits
- reduce unplanned hospital admissions involving people with long term conditions, including those recovering from an admission with COVID-19
- provide patients with better information and support to help them manage their condition and wider health and wellbeing
- provide a viable blueprint to expand the use of digital technologies across the region and other care pathways in the future



**1,000**

Patients have been supported across the 4 pathways.

**725**

You patients with heart failure and C OPD were supported between 1 April 2020 and 20 May 2021.

**288**

Hospital bed days were saved between January and the end of April 2021.

**218**

COVID-19 patients were discharged after a hospital admission with remote monitoring at home between 2 November 2020 and 20 May 2021.



# Social Value and NHS SCCL Frameworks

NHS Supply Chain have adopted the Social Value Model and are working to implement the requirement into our Sourcing Strategies.

Currently working with the Teams to incorporate into Tenders for this year.



Office and Outdoor Furniture 40% Social Vale weighting

National Uniform Framework 20%

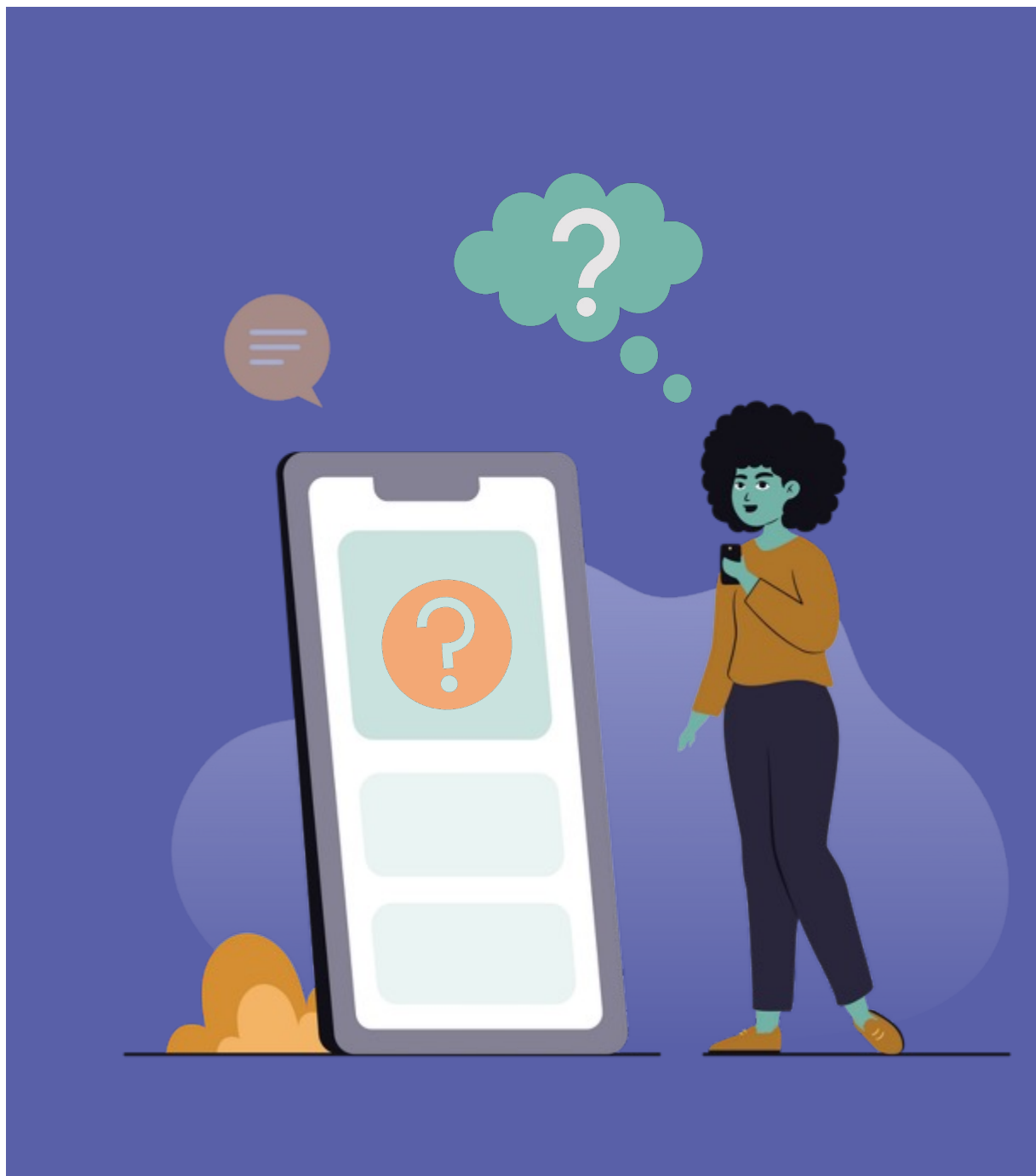


## 5.2 Value Based Procurement assurance framework

## Supply Chain

The framework is intended to offer an overview of the approaches, obligations and remedies to afford the necessary degree of assurance that the contract will deliver a successful outcome and mitigate the issues raised by the Finance community. It seeks to offer a balance between risk transfer to the market and the need to incentivise suppliers to act as partners in service delivery.

	Savings achieved through:				
	Reduction in consumption	In patient to day case	Operational productivity	Reduction in infection/revisions	Change in patient pathway
Value delivered by	A product which is higher quality or innovative results in lower like for like consumption of this product type.	A product and supporting solution, that enables treatment of a condition to be changed from one requiring an inpatient stay to a day case. Resulting in increased efficiency and measurable improvement to patient outcomes and experience.	A product and supporting solution, that introduces a tangible productivity benefit, in terms of theatre efficiency releasing capacity for additional procedures or ward capacity through a reduction in LOS.	A product and supporting solution, that can demonstrate a direct correlation between its adoption and application, and a reduction of infection rates for a specified procedure or patient cohort and resulting in measurable improvement to patient outcomes and experience.	A product and supporting solution, that enables migration of patients from an acute to a community setting, resulting in reduction in total system costs and measurable improvement to patient outcomes/experience.
Approach	<b>Quarterly reviews</b> - On the basis that supplier claims are immediately evident in an operational environment, a simple approach to data collection based on pre contract volumes compared to existing should be sufficient to provide the necessary assurance that the supplier claims are being achieved.	<b>Monthly reviews</b> - Following an agreed transition period to allow sufficient time for clinical training, supplier claims will be evident that the procedure can be conducted as a day case surgery. Base line data relating to patient numbers, theatre activity, use of released capacity and income flows should be monitored monthly. Patient outcome data recorded quarterly.	<b>Monthly reviews</b> - Actions to be agreed by the Trust and Supplier to "ring fence" Supplier claims of step changes to productivity, improvements to be measure against agreed base line data and targets as set out in the tender specification.	<b>Quarterly reviews</b> - Actions to be agreed by the Trust and Supplier to "ring fence" Supplier claims of step changes to infection rates and measured against agreed base line data and targets as set out in the tender specification.	Quarterly reviews - Trust/ICS/STP to agree supporting business case for community resources and financial plans for utilisation of released Acute capacity. Actions to be agreed by the Trust and Supplier to support migration of patients to the proposed pathway. Base line activity measures established and targets as set out in the tender specification.
Obligation	<b>Trust</b> - To use the products to the protocols agreed with the supplier. <b>Supplier</b> - to provide certified training to relevant parties on product usage and supply products to same standard as supplied for product evaluation.	<b>Trust</b> - To use the products/solution offered by the supplier to the agreed certified protocol. <b>Supplier</b> - to provide certified training to relevant parties on product usage and supply products to same standard as supplied for product evaluation, ongoing case support as and support in performance data collection as agreed with the Trust.	<b>Trust</b> - To use the products/solution offered by the supplier to the agreed certified protocol. <b>Supplier</b> - to provide the relevant training and ongoing support to operational staff and support in data collection as agreed with the Trust.	<b>Trust</b> - To use the products to the protocols agreed with the supplier. <b>Supplier</b> - to provide certified training to relevant parties on product usage and supply products to same standard as supplied for product evaluation, ongoing case support as and support in performance data collection as agreed with the Trust.	Trust/ICS/STP - To establish support services/protocols in line with agreed project plan. Supplier - to provide the relevant training and ongoing support to operational staff and support in data collection as agreed with the Trust.
Remedy	Standard terms within the contract that allows termination of the agreement on the basis of material breach i.e. the product is failing to deliver the claims specified.	<b>Product failures</b> - Supplier responsible for replacement products and % of cost of care (TBA) <b>Performance failures</b> - The supplier would not be held liable for performance failures where the Trust Clinical and Operational Teams has failed to follow the agreed certified protocols, but would be liable for the provision of free replacement stock and a % of lost earnings to the Trust should the protocol be deemed to be incorrect. Suppliers to incentivise product adoption through price volume discounts based paid as annual rebate.	Responsibilities must be clear and accountable. Remedies for underperformance agreed % reduction in product price, incentive for supplier is overperformance could include % increase in purchase price or guaranteed extension to existing contract of 12, 24 months.	Responsibilities must be clear and accountable. Remedies for underperformance to include FOC replacement of products required for revision surgery/treatment of infection and % contribution to cost of procedure. Incentive for supplier for overperformance against targets could include % increase in purchase price or guaranteed extension to existing contract of 12, 24 months.	Responsibilities must be clear and accountable. Remedies for underperformance agreed % reduction in product price, incentive for supplier is overperformance could include % increase in purchase price or guaranteed extension to existing contract of 12, 24 months.



## **Social Value Lemonade?**

**Transparency issues and suggestions  
in the law, policy, and practice of  
embedding wider economic, social,  
and environmental goals in public  
contracts.**



**Ruairi  
MacDonald**  
Government  
Outcomes Lab



**Dr. Clare  
FitzGerald**  
King's College  
London

# Social Value Lemonade?



Transparency issues and suggestions in the law, policy, and practice of embedding wider economic, social, and environmental goals in public contracts



**Northumbria**  
**University**  
NEWCASTLE

**UNIVERSITY of**  
**STIRLING**





# Social Value Lemonade?

Transparency issues and suggestions in the law, policy, and practice of embedding wider economic, social, and environmental goals in public contracts.

- James **Ruairi** Macdonald, University of Oxford
- **Clare** FitzGerald, University of Oxford / Kings College London
- Richard Simmons, University of Stirling
- Benedetta Bello, Cardiff University
- Anne Davies, University of Oxford
- James Downe, Cardiff University
- David Jamieson, Northumbria University
- Joyce Liddle, Northumbria University
- ~~Andrea~~ Salvona, Northumbria University
- Shutt, Northumbria University







1. 'Optimising Outcomes' Study
2. Peer Learning Insights
3. Suggestions for Reform





“The bad cars sell at the same price as the good cars since it is impossible for a buyer to tell the difference between a good and a bad car; only the seller knows.”

George Akerlof “The Market for ‘Lemons’: Quality Uncertainty and the Market Mechanism (1970)



## Social value language in English legislation.

“An Act to require public authorities to have regard to economic, social and environmental well-being in connection with public services contracts; and for connected purposes. ...

1. (3) "The authority must consider—
  - (a) how what is proposed to be procured might improve the economic, social and environmental well-being of the relevant area, and
  - (b) how, in conducting the process of procurement, it might act with a view to securing that improvement."

## Community benefit language in Scottish legislation

### “24. Community benefit requirements

For the purposes of this Act, a community benefit requirement is a contractual requirement imposed by a contracting authority—

(a) relating to—

(i) training and recruitment, or

(ii) the availability of sub-contracting opportunities, or

(b) which is otherwise intended to improve the economic, social or environmental wellbeing of the authority's area in a way additional to the main purpose of the contract in which the requirement is included.”

## Levelling-up White Paper

- “.. the UK Government will transform its approach to data and evaluation to improve local decision-making. In the past, it has been difficult to see what is being spent, where and how it is being spent, and its impact. The Office for National Statistics’ Subnational Data Strategy aims to improve the UK’s subnational data, mapping local economic geographies and helping improve transparency and accountability to the public...”
- “New body focusing on local government data: The UK Government will work with local leaders, citizens and sector experts to establish a body to focus on local data, transparency and outcomes. Strengthening local data will be the cornerstone for this body, to empower citizens with a greater knowledge of their place and support local authorities to learn from one another and be more user-focused.”

1. 'Optimising Outcomes' Study | 2. Peer Learning Insights | 3. Suggestions for Reform

- *(i) Social value is viewed by some experts as a much lower priority than addressing other procurement challenges, including staffing levels and capacity development.*
- *(ii) Some places are better positioned than others to link procurement spend to wider policy outcomes.*
- *(iii) There is evidence of enthusiasm among procurement practitioners and examples of promising practices.*
- *(iv) There is also evidence of skepticism and implementation challenges.*

*e research was limited by a lack of transparency regarding social practices.*



Table 3: Summary Comparison of Wider National Outcomes Frameworks and Procurement-driven social value policies in England, Scotland, Wales, and Northern Ireland		
	Is there a National Outcomes Policy Agenda that is wider than procurement?	Is there procurement-focused Social Value Legislation or Policies?
England	No, though a new approach involving "12 missions" is promised in the Levelling-Up Whitepaper 2022.	Yes; SV Act (2014), National Procurement Policy Statement (2021). PPN 06/20 (2020) for central gov, which includes a broad social value model. PPN 06/21 re carbon reduction.
Scotland	Yes –Scotland’s National Performance Framework (first introduced in 2007).	Yes: Public Procurement Reform (Scotland) Act 2014. SPPN 10/20 re-measuring social impact.  SPPN 1/2021 re climate and circular economy. Fair Works First policy (SPPN6/2021).
Wales	Yes – Wellbeing of Future Generations (Wales) Act 2015 -establishes seven well-being goals for Wales. These articulate and translate the 17 Sustainable Development Goals into goals for Wales.	Yes: Wales Procurement Policy Statements, 2021 <sup>[i]</sup> and 2015. Community Benefits Delivering Maximum Value for the Welsh Pound (2014).  WPPN 01/20 re social value clauses/community benefits. WPPN 06/21, adopting UK PPN 06/21 re carbon reduction.
Northern Ireland	Maybe? – “New Decade, New Approach” and/or Draft Programme for Government.	Yes. – NI PPN 01/21. Buy Social NI Model 2016, 2018.



## Top 5 Most Important Issue or Practice

“How important is it to advance the following lessons or practices in local government procurement in the future?”

Overall [not  
by theme.]

- Attention to staffing levels and capacity development.
- Collaboration and communication within local government teams (e.g., procurement, legal and/or commissioning).
- Attention to learning and professional development.
- Delivering adequate contract oversight, management, or governance.
- Flexible use of the full range of procurement procedures.



# 1. 'Optimising Outcomes' Study | 2. Peer Learning Insights | 3. Suggestions for Reform

GOVERNMENT  
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LAB

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## Oxford Procurement of Government Outcomes Club (Oxford POGO Club)



The Oxford Procurement of Government Outcomes Club (Oxford POGO Club) is a knowledge sharing initiative that is open to anyone interested in capacity building in public procurement and in collaboration to improve social outcomes. We host monthly calls, maintain a maillist, and share other resources. Participants come from many different disciplines, sectors, and countries. Our chair is [Anne Davies](#), Professor of Law and Public Policy.

Interested? Join the mailing list by emailing [Ruairi Macdonald](#). Find us on [LinkedIn here](#).

Contact us to join mailing list →

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Home > Community > Events > Hack-and-Learn Spring 2022



INDIGO

## Hack-and-Learn Spring 2022

ONLINE EVENT 24 MARCH - 7 APRIL (GMT)  Set my timezone



Our Hack and Learn is an international event where a diverse community of practitioners, researchers, policy makers, students and data enthusiasts get together and work towards tackling pressing questions in the field of social outcomes using data.

 #indigoinitiative 



- i. Varied practices** -- contracting authorities set social value requirements in a variety of ways and many use resources from Social Value Portal.
- ii. Transparency and data** -- data standards offer ways to join upstream policy agendas, individual contracts, and downstream indicator mechanisms.
- iii. Capacity limitations** -- contracting authorities, especially local authorities, have limited capacity to meet any new requirements for transparency and/or social value without additional support.





1. 'Optimising Outcomes' Study | 2. Peer Learning Insights | 3. Suggestions for Reform

1. Optimising Outcomes Study | 2. Peer Learning Insights | **3. Suggestions for Reform**

- **Individual procurements.**

- **Transparency Notices.** *Tender-related transparency notices could reference their upstream policy objectives.*
- **Key Performance Indicators** *where social value commitments are made in procurements requiring Key Performance Indicators. At least one of those indicators could focus on social value.*

- **Downstream Performance indicators.**

- **Learning in the loop.** *Thinking about the downstream progress (or otherwise) against performance indicators and progress towards the goals set upstream.*

**Transparency is the tonic!**

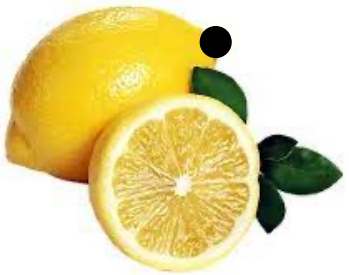






Table 4: Social Value Transparency Suggestions			
Upstream Policy Goal-setting	<b>Multiple potential sources of goals:</b> <ul style="list-style-type: none"><li>● UN Sustainable Development Goals</li><li>● 12 Leveling- Up Missions</li><li>● National Performance Framework - National Outcomes (Scotland)</li><li>● 7 well-being goals under the Wellbeing of Future Generations Act (Wales)</li><li>● Programme for Government (Northern Ireland)</li><li>● Council Plans. For example, Climate Action Plans</li></ul>		← ↑ ↑ ↑ ↑ ↑ ↑ ↑ ↑ ↑ ↑
Individual Procurements	Existing system of Transparency Notices in EU Directive (2014) & UK Procurement Regulations (2015) likely to be revised in new, post-Brexit procurement legislation (2022?) s to be at Different Open Contracting Data Standard structures information.*	<b>Tender</b> <ul style="list-style-type: none"><li>● Planning and Pipeline Notice (and Notice of Planned Procurement)</li><li>● Pre-Market Engagement Notice</li><li>● Appropriate Tender Notice</li></ul>	↑
		<b>Award</b> <ul style="list-style-type: none"><li>● Award Notice</li></ul>	↑
		<b>Contract</b> <ul style="list-style-type: none"><li>● Contract Detail Notice</li><li>● Contract Implementation Notice</li></ul>	↑
		<b>Implementation*</b> <ul style="list-style-type: none"><li>● Contract Implementation Notice</li><li>● Contract Change Notice</li><li>● Contract Termination Notice</li></ul>	↑
Downstream association(s) with outcomes**	<b>Multiple potential indicator systems linked to sources of goals:</b> <ul style="list-style-type: none"><li>● Office of National Statistics (ONS) Subnational Statistics Indicators</li><li>● National Performance Framework (Scotland) - Indicators</li></ul>		↑
Learning in the Loop-back	Data on outcomes should be used to make strategic decisions about the social value to prioritise in future procurements.		



# Social Value Lemonade?

Thanks

[ruairi.macdonald@bsg.ox.ac.uk](mailto:ruairi.macdonald@bsg.ox.ac.uk)

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# GOVERNMENT OUTCOMES LAB

## Questions? Discussion



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# GOVERNMENT OUTCOMES LAB

## Thank you for joining!

We would love your feedback!



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# GOVERNMENT OUTCOMES LAB

## Deep Dive 1.2 Learning to let go: how can central government (re)build local governance capacity to support the levelling up agenda?

Chair: Professor Ciaran Martin,  
Blavatnik School of Government



@golaboxford  
#SOC22



golab.ox.ac.uk



# GOVERNMENT OUTCOMES LAB

## Joining up services to level up social outcomes

Michael Gibson, Felix-Anselm van Lier and Eleanor Carter



@golaboxford



[golab.ox.ac.uk](http://golab.ox.ac.uk)

# The problem

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- Fragmentation of public services & “hollowing out” of local government have led to lack of local governance capacity, particularly in deprived areas
- To address social inequalities, levelling up will need to improve social outcomes, but with little new money, will need to look to alternative approaches, such as better service coordination

*How has the UK government attempted to join up local public services, and what can it tell us about central-local relations in England?*



# Our approach

---

3 part inclusion criteria:

1. Central initiative
2. Intended to join up complex public services
3. At subnational level

Identified 55 initiatives from 1997 to 2022

Coded 2\* policy documents for each initiative

# Central levers

Figure 1: Central lever for local joining up initiatives, 1997-2022

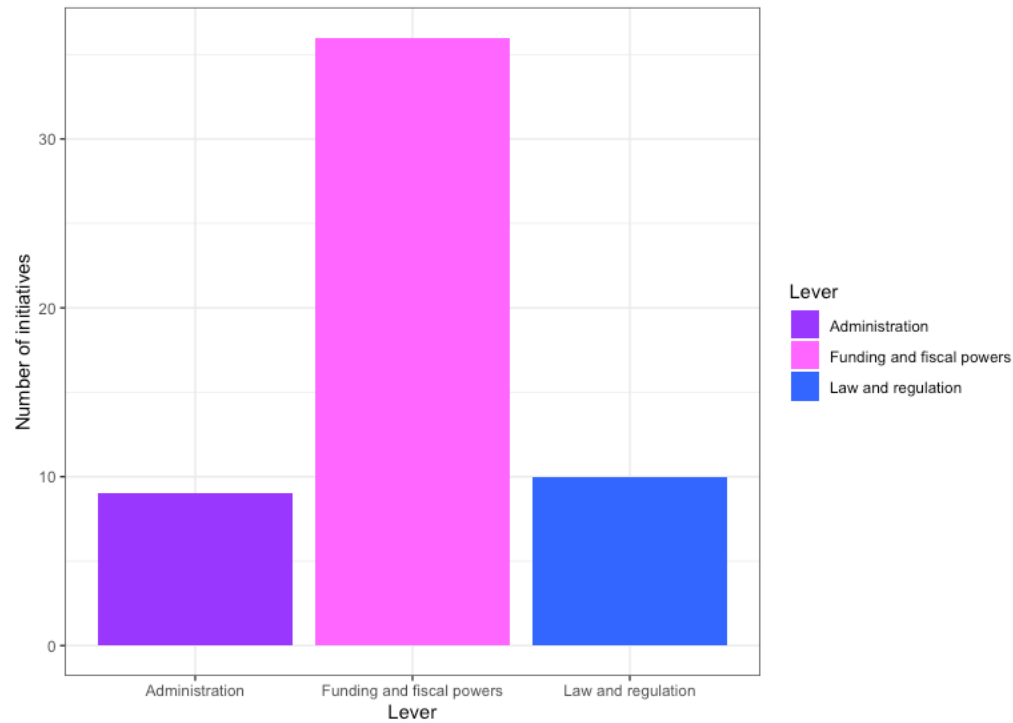
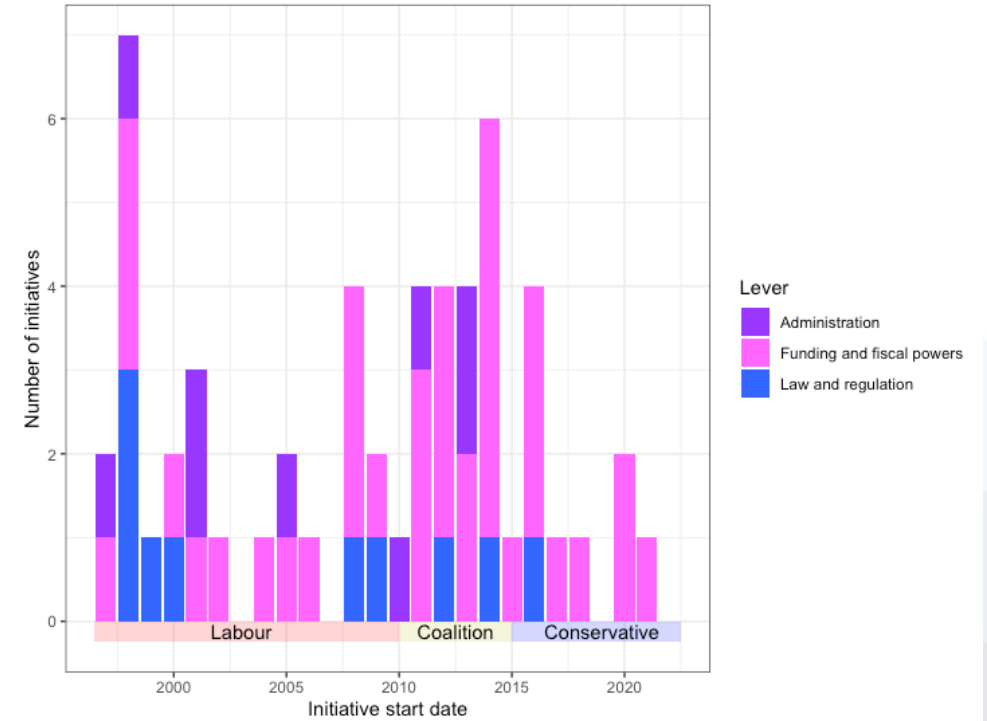


Figure 2: Lever over time



# Allocation process

Figure 3: Allocation process of local joining up initiatives, 1997-2022

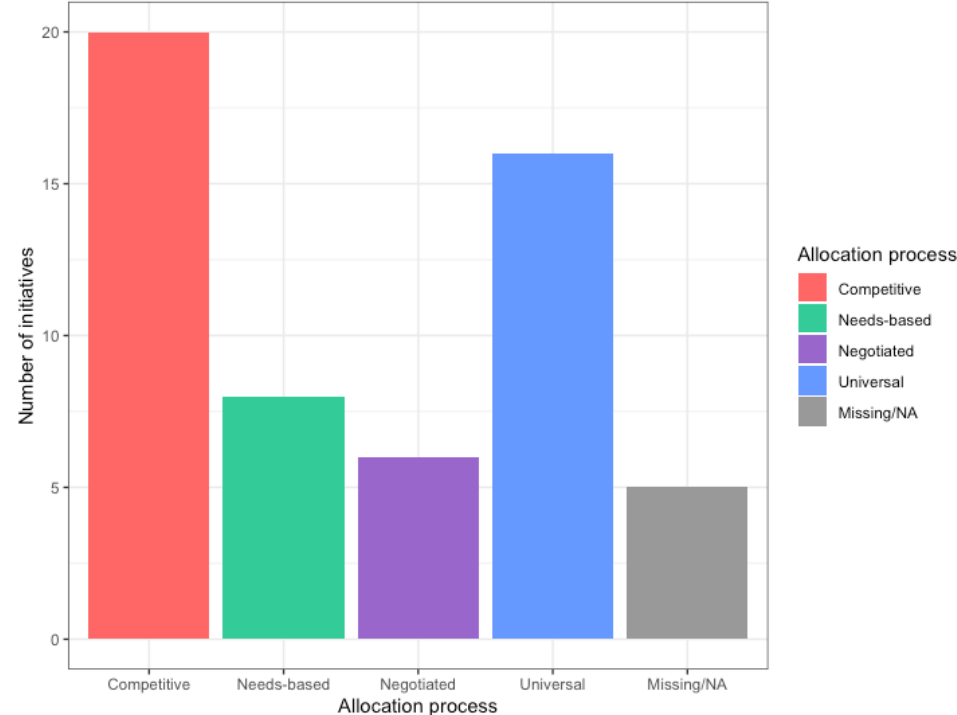
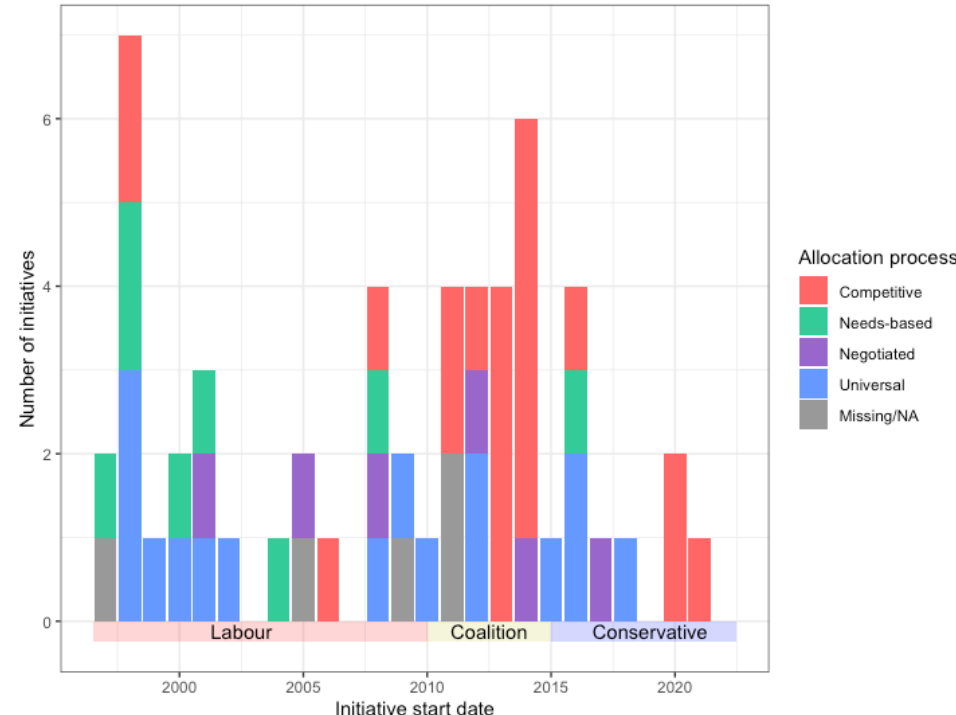


Figure 4: Allocation process over time

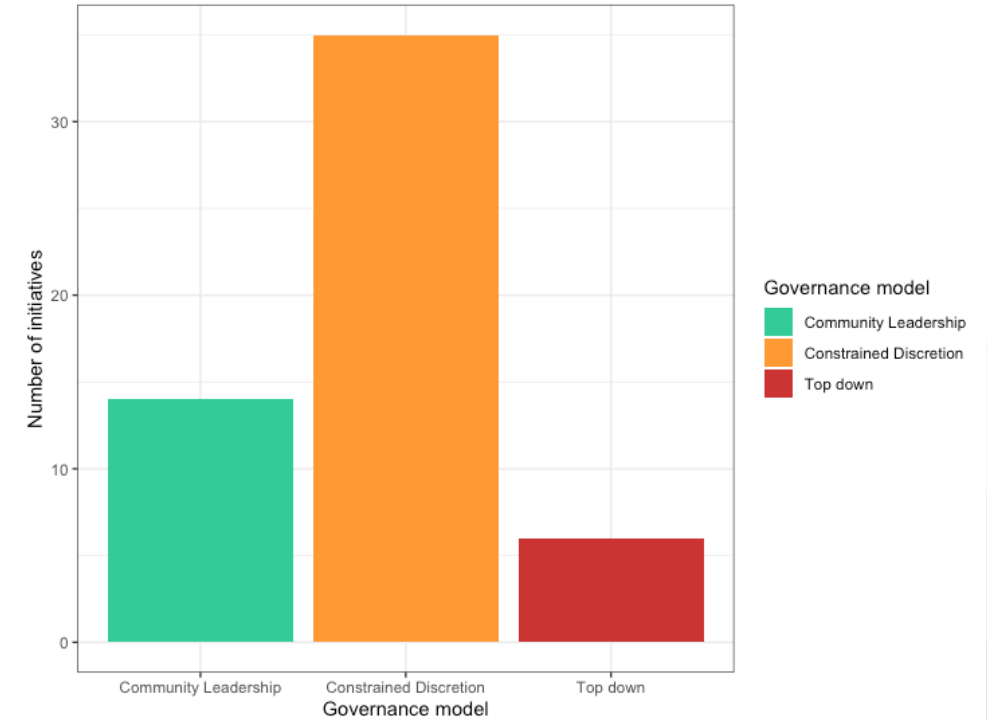


# Governance model

## Framework from Stoker (2005)

	Community Leadership	Constrained Discretion	Top down
Objective setting/ (Political) Accountability	Local	Central	Central
Approach to achieving objectives	Local	Local	Central

Figure 5: Governance model of local joining up initiatives, 1997-2022

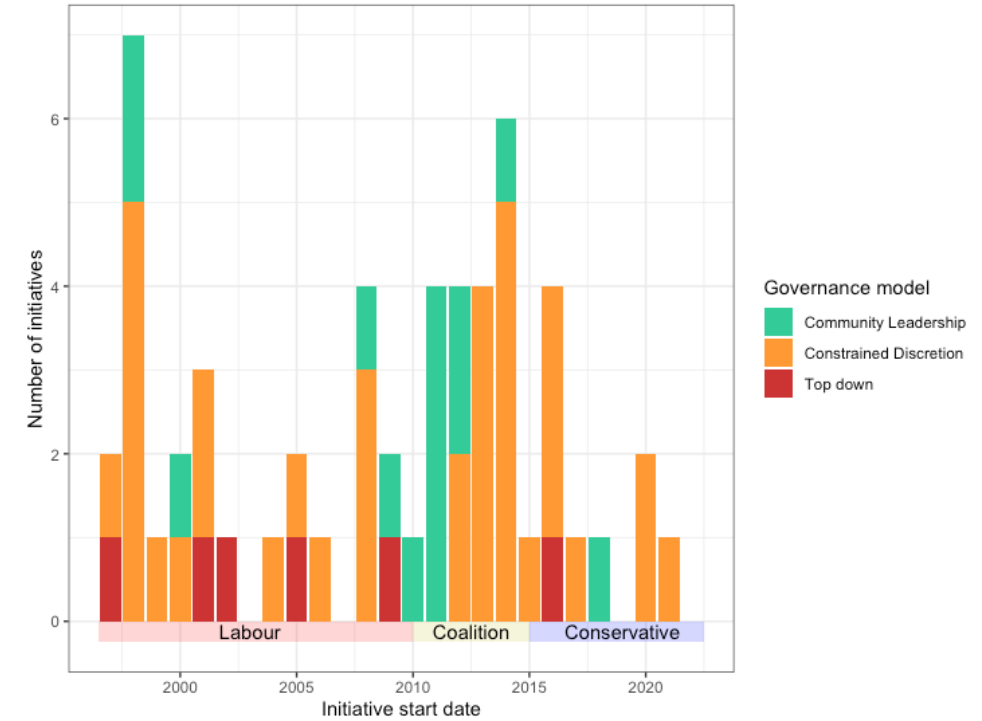


# Governance model

Constrained discretion fairly consistent EXCEPT around 2010-2012 - community leadership coincides with Coalition Government's "Open Public Services" agenda

Second principle of OPS: "power should be decentralised to the lowest appropriate level" (Cabinet Office, 2011).

Figure 6: Governance model over time



# Examples

---

Top down: Joint Targeted Area Inspections, Social Exclusion Unit

Constrained discretion: Anti-Drug Coordination Unit, Troubled Families

Community leadership: New Deal for Communities, Community Budgets



# Complicating cases: The Life Chance Fund

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Of course, these classification criteria do not smoothly map onto all programmes

For example - the Life Chances Fund (LCF)

Individual local projects set local objectives and have significant flexibility around delivery, but are accountable to central government, and the overarching Fund objectives are centrally defined

# So what?

---

At this stage, we cannot say whether a particular model is better at achieving joining up

However, the recent Levelling Up White Paper indicates a desire for greater devolution and local control

Government should be conscious of these different models and their implications in light of policy objectives

# **Regional disparities and levelling-up: lessons-learnt from international case studies**

Ian Taylor & Susanne Frick

Social Outcomes Conference 2022  
Oxford  
8 September 2022

# Project context

- Project funded by the Lincoln Institute for Land Policy, Boston and the University of Oxford Martin School
- Joint collaboration between University of Sheffield, University of Oxford Blavatnik School of Government and the UK2070 Commission
- Aim is to inform UK ‘Levelling Up’ debates with insights from a range of countries and city-regions and to inform other countries from the UK governance innovations

# Project objectives and approach

## Objectives:

- Focus on the role that the interplay between land markets, planning, finance and governance can play in helping cities to turn around
- Identify lessons-learned and best practices in order to provide actionable guidance for local authorities in the UK and elsewhere

## Approach:

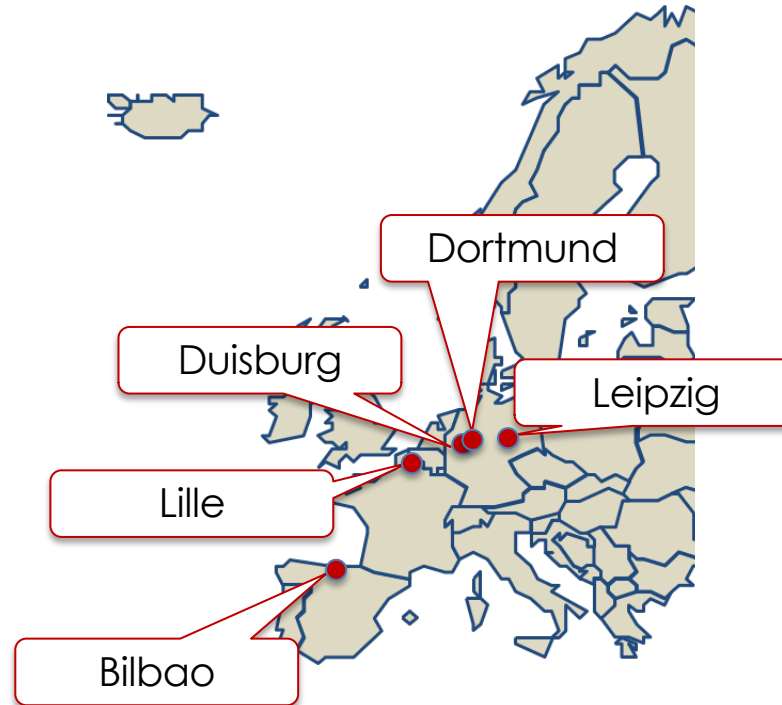
- Study successful international examples of turn-around cities
- Multi-methodology research approach examining data, documentary evidence, case studies & interviews, interaction with stakeholders

# Case studies

## Northern America



## Europe



## Australia



Selected to reflect a diversity of experiences while having some commonalities with UK towns (e.g. former steel/ coal towns; secondary cities rather than capitals, polycentric urban structure)



# Different research areas...

## **Land markets and the role of regenerating derelict industrial land**

e.g., the logport concept in the Duisburg harbour and the emergence of a logistics cluster or Tax Increment Financing in Pittsburgh

## **The role of local/ decentralized finance**

e.g., Community Banking in the USA; German Sparkassen: How do they concretely interact with and contribute to local economic development initiatives? The case of the Stadtparkasse Dortmund

## **The role of non-state actors for local economic development**

e.g., strong community leadership in Pittsburgh (i.e. foundations, Community Development Corporations and the Allegheny Conference on Community Development); Chambers of Commerce and Industry in Germany and their role for regional economic development strategies and skills formation more specifically

# What lies behind transformation?





# What lies behind transformation?



## Transformed by

Federal Gov  
State Gov  
City  
Foundations  
A University

# Multilevel Collaboration



# The role of local or regional government and local leadership was very visible in all case studies

**Insight 1: Successful turn-around cities and regions were created bottom-up through strong local and/ or regional leadership rather than central government-led policies.**

- Allows to leverage the local knowledge about an area's potential
- Benefit from a higher motivation to drive local change
- Multi-level government systems, which delegate competences and powers for local economic development to the lowest level possible, enable these bottom-up processes



# For example:

## Canada

- The Ontario government devolved bonusing, state aid which has leveraged \$13 for every public \$1, and Windsor had a strong automobility vision to focus efforts

## Australia

- The NSW State government created a detailed strategy and secured funding for Newcastle's morphological downtown transformation, including a smart city initiative

## Germany

- Constitutional objective to achieve equitable living conditions across the whole country and a federal organization
- Regional governments are responsible for the promotion of their own economies in general and structurally weaker regions; with the central government having mainly coordinative functions



# Spending power matters

**Insight 2: Local powers need to be complemented by significant, stable and long-term funding base.**

- This enables the creation of local capacities and a long-term vision rather than piecemeal projects
- Central governments need to play a strategic role in supporting the development of regions

# For example:

## Basque country

- Fiscal autonomy and initially significant EU funding allowed to create a long-term vision and accountability

## Australia

- Asset recycling partly compensates for a lack of fiscal stabilisation, with AUD \$5bn of incentives from the Commonwealth government over 5 years. Well managed at the state level, NSW has generated AUD \$37bn for regeneration

## Germany

- Complex system of equalization payments between the regions based on revenue sharing and supplementary grants between the regions and the federal government
- Funds re-distributed in 2020: €14.7billion between the regions and €9billion of supplementary grants from the central level
- Funding in 2021 through federal funding system for structurally weaker areas: €3billion

# Conclusion

- Specific systems differ in each country but a strong emphasis of leadership at the regional and/ or local level can be observed across all cases
- The roles and responsibilities of local and regional governments are frequently clearly articulated within the constitution of the respective countries and hence are hard to change
- Significant funding flows into the regional and local level, enabling them to develop long-term visions
- In each case sub-national governments and actor do step up to the plate when given the powers

# Good Life Camden: Developing a local wellbeing outcomes framework for a partnership-based strategy

Michal Shinwell, Strategic Research and Evidence Lead  
Camden Council

**9 September 2022**

*Learning to let go, Social Outcomes Conference 2022*



# A bit about Camden



**274,800**  
Camden population



**14.5%** Children aged 0-14  
**73.8%** People aged 15-64



**11.8%**  
People aged 65+

Population density  
**9,647**  
people per km<sup>2</sup>



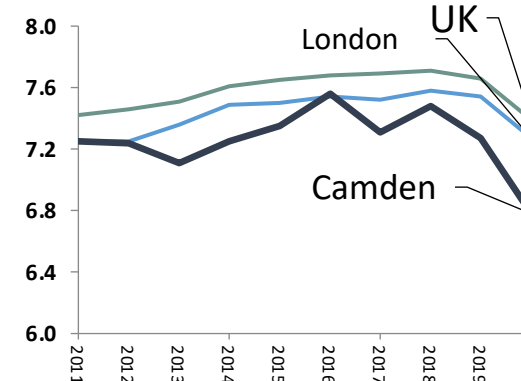
9<sup>th</sup> highest  
in England & Wales

**32%**  
of people live below  
the poverty line



**5%**  
unemployment

## Life satisfaction



White -  
British,  
38%

Black, Asian,  
Other, 34%

Non-British  
White + Irish,  
28%



# Good Life Camden

Aim: to develop and integrate a measurement framework which measures the current and future wellbeing of people in Camden.

It draws on:

- Learning from people in Camden about what is important for them
- Existing literature and best practice on wellbeing measurement frameworks nationally and internationally.
- Good Life Euston project (IGP, Euston Partnership & Camden Council).

# The Camden approach

- Co create with the community
- Test and refine
- Share early with partners
- Open-source data with the community and partners
- Prioritise indicators that:
  - reflect outcomes
  - consistently measured over time
  - Comparable to other places
  - can be disaggregated to measure inequalities
  - include subjective measures



# Good Life Camden: developing a wellbeing outcome measurement framework will help us with -



Understanding the things that are important for people to live a good life



Keeping track of how people are doing in Camden and who is being left behind



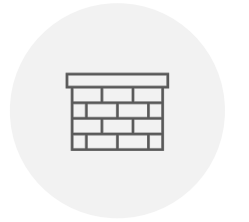
As a basis for conversation with partners and the community on our strategic goals



Communicating on a common sense of direction and shared purpose



Engaging with citizens on participatory decision making



Silo-breaking multi dimensional approach

# What do we want to learn from our community?

**What is important for living a good life in Camden?**

What are the areas (dimensions) that are essential elements for living a good life in Camden?

What matters to you?

**Which dimensions are priorities and for whom?**

Which of the things that are part of what makes for a good life is most important to you?

**What should we call the framework?**

What title will capture the essence of the measurement framework and resonate with the community?

How can we reflect the multicultural context of Camden?

**How should the Good Life be measured?**

What indicators reflect the things that are important for a good life?

What data is missing?

# Future implementation: integrating the framework into policy use

## Considering different applications



### **Budget and finance**

Using the framework to assess budget proposals  
Impact measurement of financial tools  
(Community Wealth Fund, Green Bonds)



### **Procurement**

Setting Social Value impact assessments based on the framework



### **Decision making processes**

Wellbeing Impact Assessment for cabinet decisions



### **Staff training**

Learning and development programme for using the framework to evaluate and assess work



### **State of the Borough**

Report presenting a shared evidence base on how life is for people in Camden, drawing on Good Life Camden wellbeing framework

# Measures of National Well-being Dashboard

It monitors and reports how the UK is doing by producing accepted and trusted measures for the different areas of life that matter most to the UK public.

View by indicator of change:

All indicators (43)

Positive Change (26)

Negative Change (3)

No Change (9)

Not assessed (5)

View by domain:

All

Personal Well-being

Our Relationships

Health

What we do

Where we live

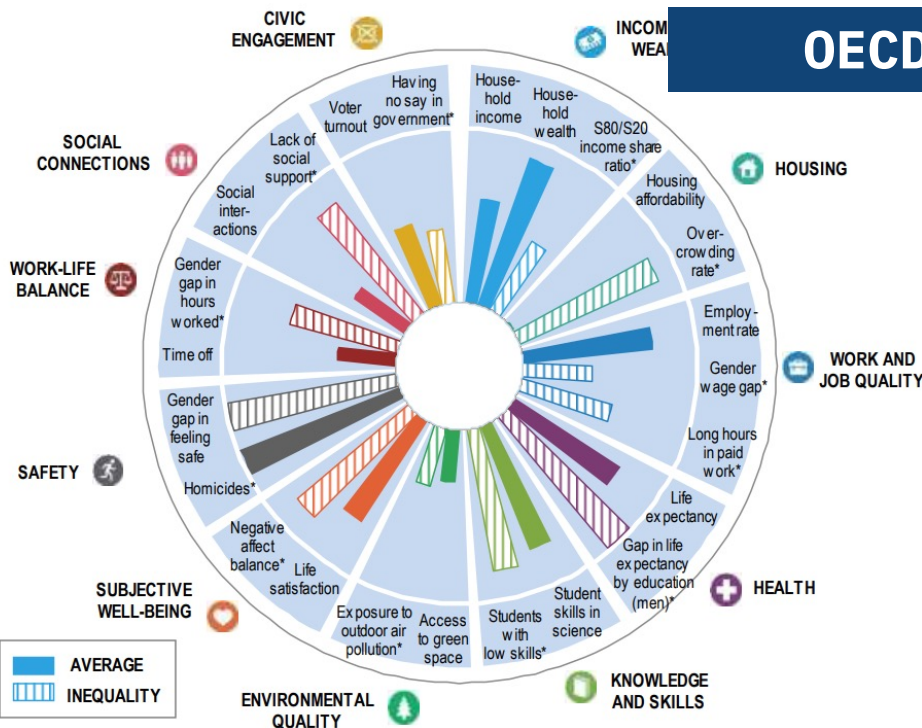
Personal Finance

Economy

Education and Skills

Governance

Environment



## UK

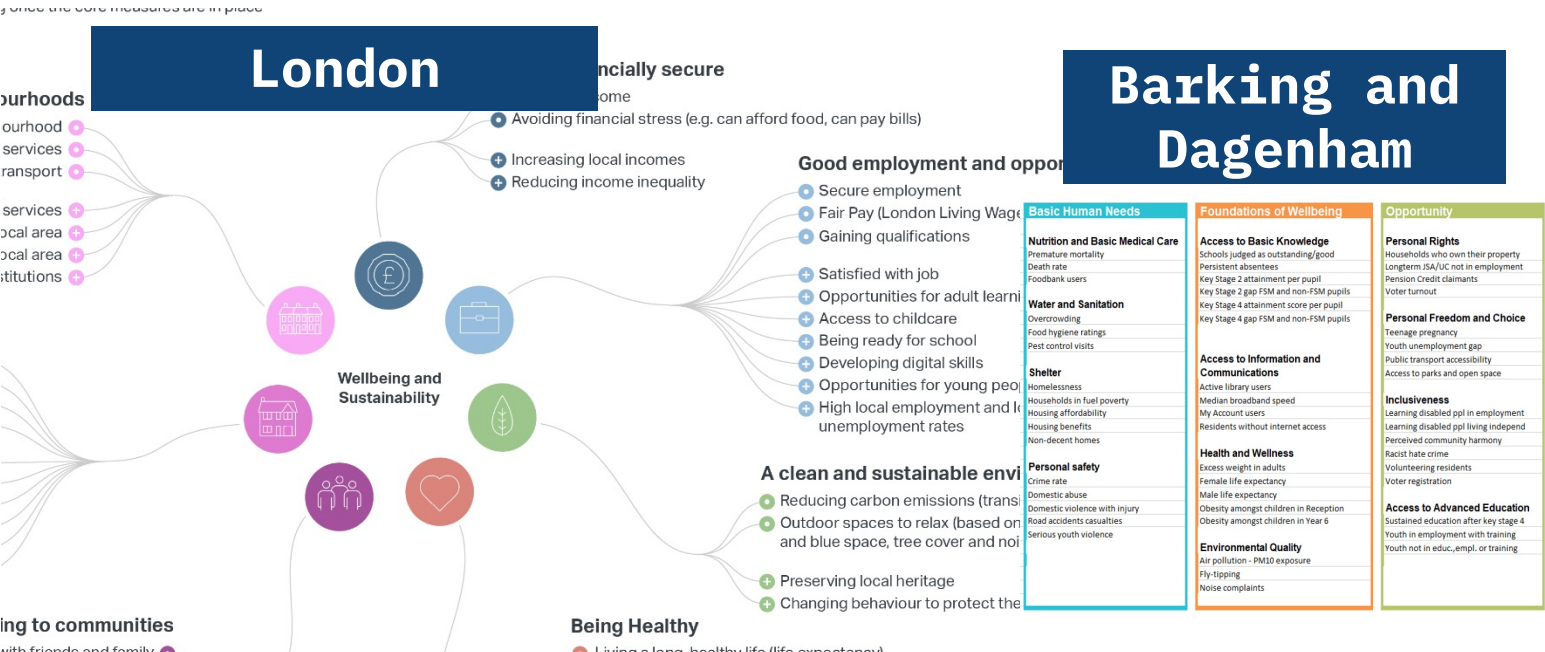
## Global

### SUSTAINABLE DEVELOPMENT GOALS



## OECD

## London



## Barking and Dagenham

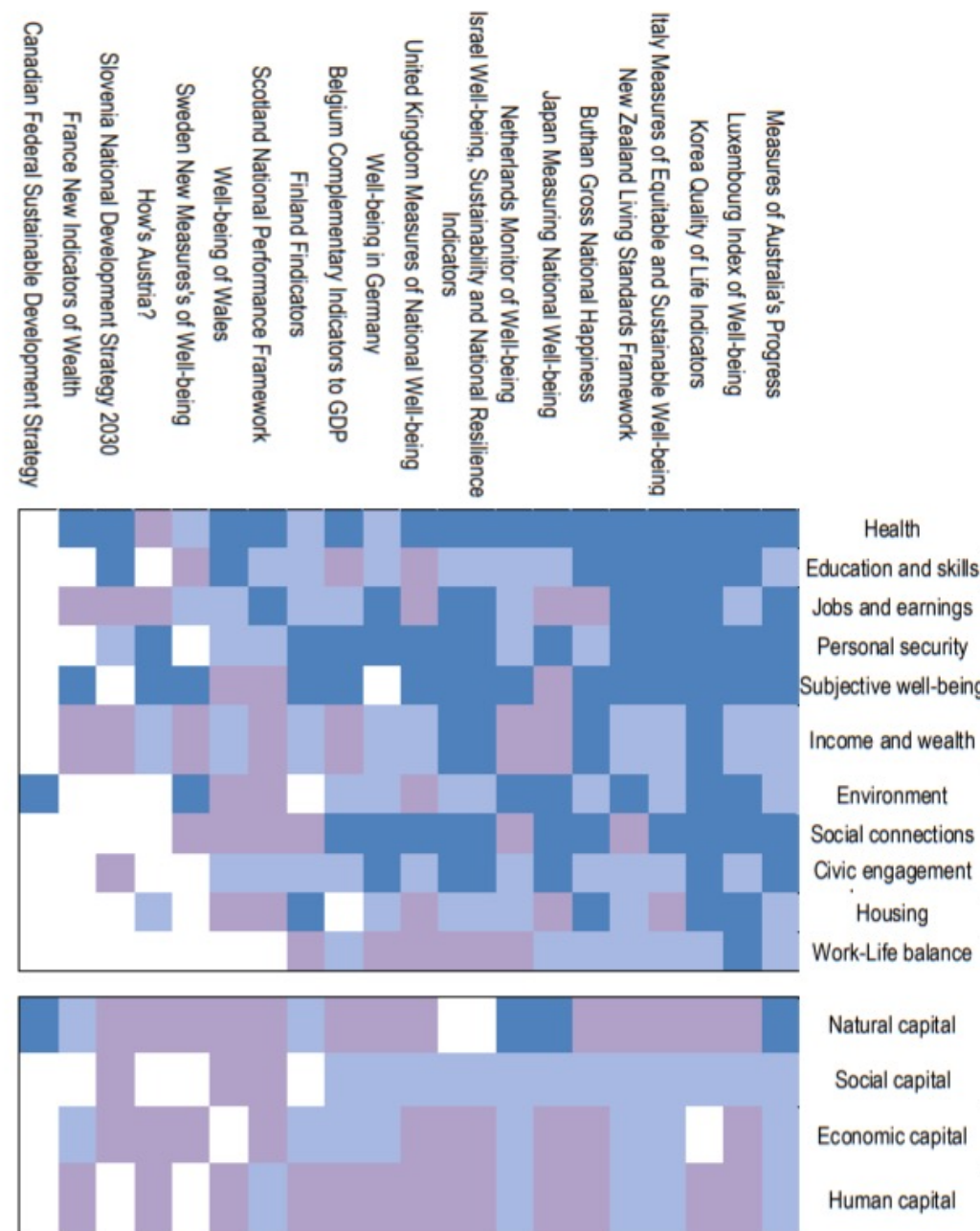
# Wellbeing outcomes frameworks convergence across dimensions and indicators

Many wellbeing measurement frameworks which have been developed have common themes and indicators.

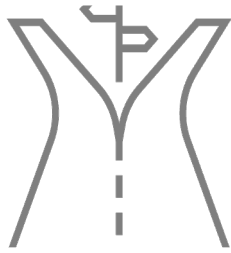
OECD research shows a high level of similarity across both themes (dimensions) and indicators compared to OECD Better Life Index.

The Future of the Wellbeing Framework – Discussion Paper

<https://www.oecd.org/statistics/The-Future-of-the-OECD-Well-being-Dashboard.pdf>



# There are many wellbeing outcomes measurement frameworks – why develop a local version (why let go?)



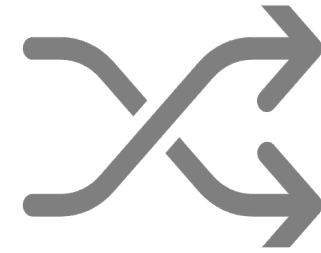
## Benefits of divergence

- Community voice
- Cross sector ownership
- Localised concerns
- Credibility and accessibility



## Benefits of convergence

- Comparability across place
- Consistency in approaches
- Vertical alignment



## A hybrid option?

- Intrinsically similar
- Prioritise comparability
- Link up practitioners in different settings



# End



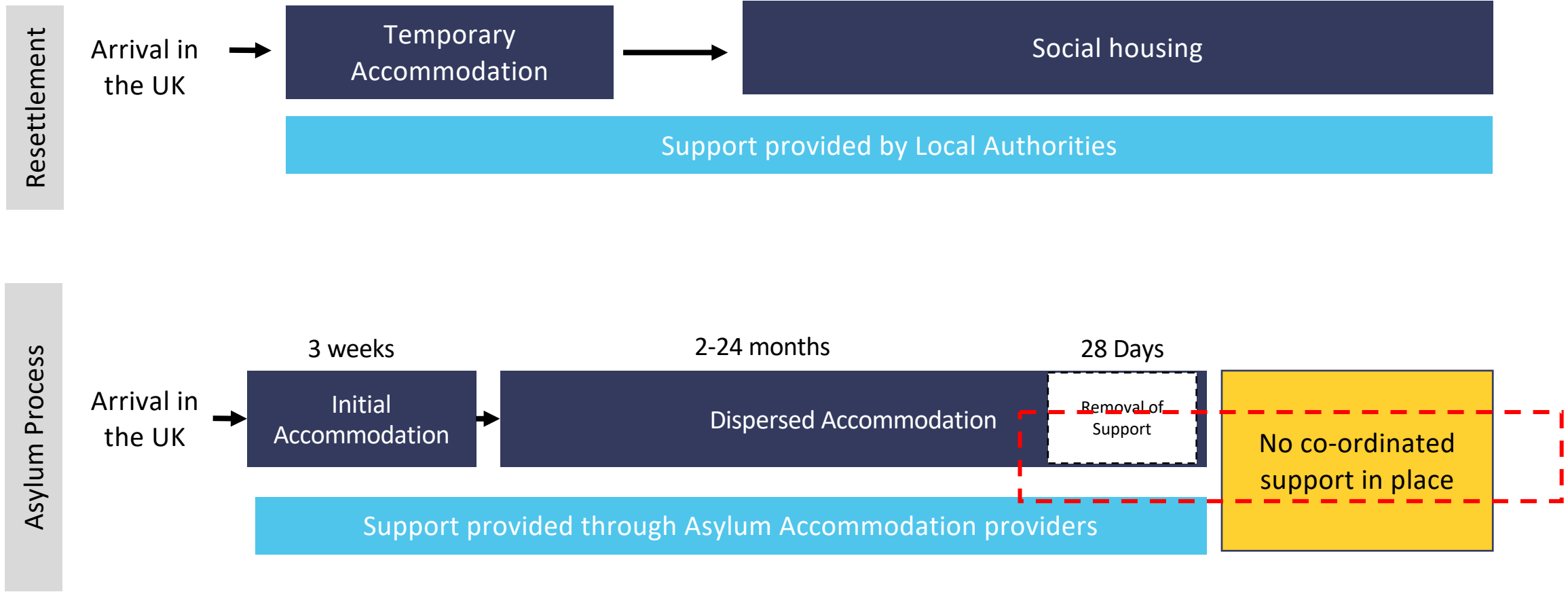


A woman with dark curly hair and glasses is shown in profile on the left, wearing a grey knit sweater. She is looking towards a man on the right. The man is wearing a dark blue quilted puffer jacket with a grey-lined hood and a black beanie. He has a slight smile and is looking back at the woman. They are sitting on a couch with a yellow and white floral pattern. The background is a plain, light-colored wall.

# Refugee Better Outcomes Partnership

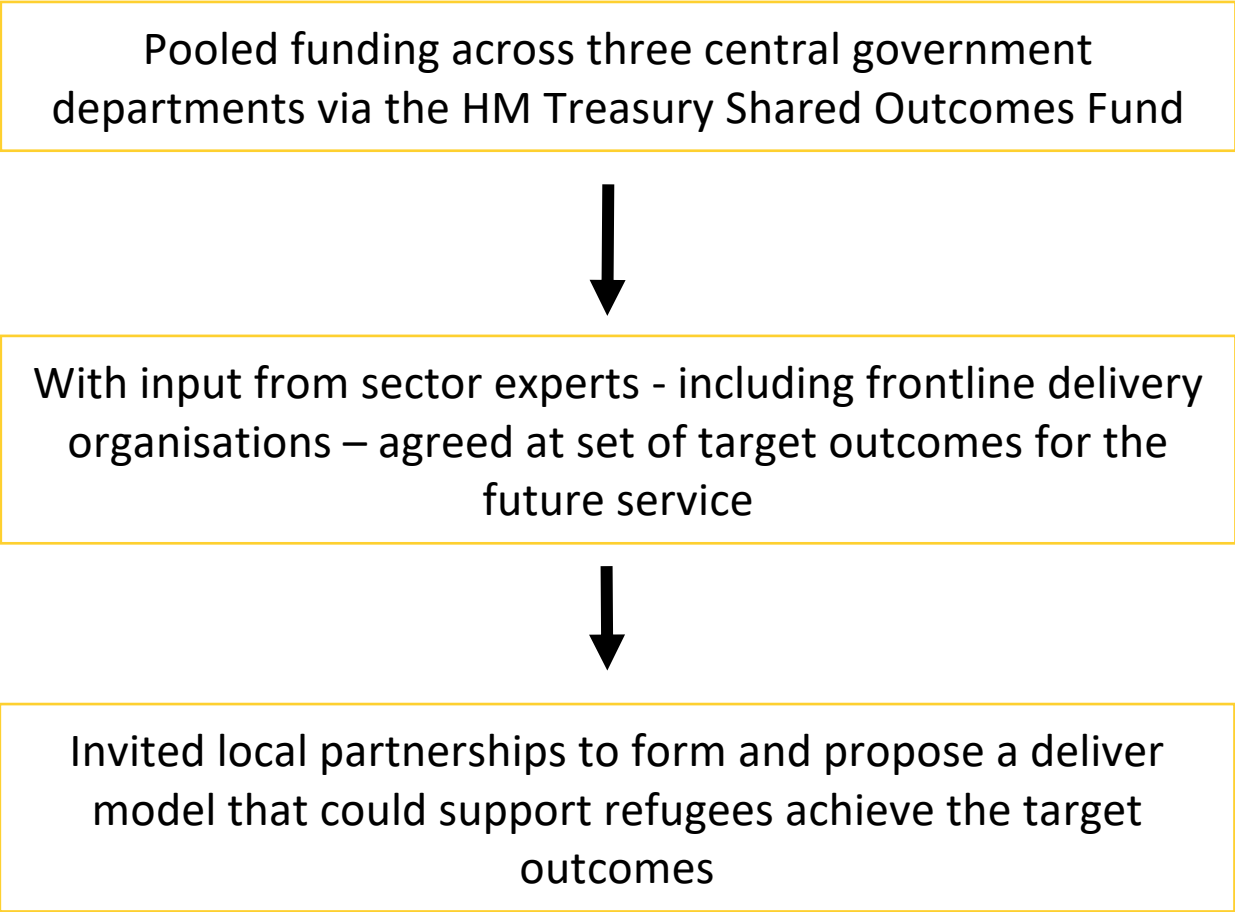
# What is the complex social issue the Home Office is trying to address?

In the current system there is absolutely no coordinated support for newly recognised refugees coming through the asylum system



# What did the Home Office do?

Home Office, via the Shared Outcomes Fund, pooled the funding across various central departments and invited local partnerships to design and create customised local delivery



# Local delivery consortia created powerful partnerships

Local partnerships have ultimate flexibility to design approaches for their communities while central government retains control over the vision that they would like to see achieved.



Centrally defined vision



Locally defined delivery

# Delivery innovations which can improve outcomes for individuals

Local partnerships are developing a series of local delivery innovations which are helping create better experiences and outcomes for individuals



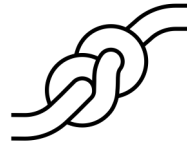
## Reaching Refugees

### Challenges:

- Poor contact data
- Fear of agencies
- Community referrals

### Solutions:

- DSA with Mears
- Use of language
- Community links



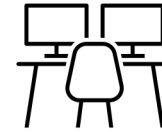
## Integration

### Challenges:

- Lack of confidence
- Local knowledge
- Lack of security

### Solutions:

- Confidence building
- Social activities
- 'Immediate needs'



## Employment

### Challenges:

- Language barrier
- Lack of network
- Poor CVs

### Solutions:

- English classes
- Build networks
- Volunteering



## Housing

### Challenges:

- Complex application
- Affordability
- Housing myths

### Solutions:

- System change
- Housing associations
- Staff training





## THE CHALLENGES OF DECENTRALISATION IN THE RHENISH LIGNITE MINING DISTRICT

OXFORD, SEPTEMBER 8, 2002

**Dr. Benjamin Klement**

*Fraunhofer IMW, Leipzig*



# THE GERMAN COAL PHASE-OUT: DESIGNING STRUCTURAL CHANGE

- German lignite coal phase-out until 2038: Planning regional transformation instead of letting it happen
- **Federal level:** Structural change as law: Investitionsgesetz Kohleregionen (InvKG) + Strukturstärkungsgesetz (StStG):  
40bn for investments that
  - Save and create employment / GDP
  - Diversifying economic structure and improve location quality
  - Meet SDG goals
- **State and regional level:** Identification, selection and decision for new regional development paths
- **Local level:** Ideas, agents of change, projects

*The Rhenish mining district*





# THE RHENISH MINING DISTRICT

## A SHORT OVERVIEW

- Suburban to rural, border to Belgium/Netherlands
- Largest cities: Aachen, Mönchengladbach, Neuss

### Employment & GDP

- Lignite coal mining industries: 9,000 (1%)
- Energy-intensive industries : ~32,000 (3,8%)

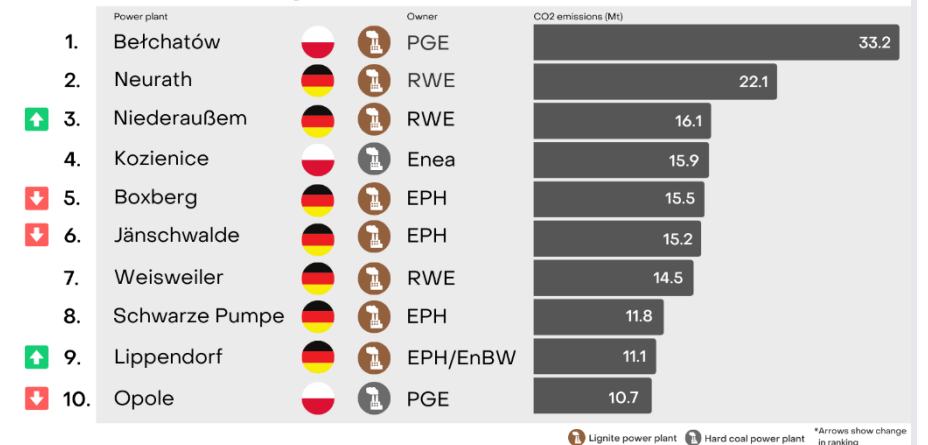
### Lignite coal

- 3.6% gross value added; 100 mio. t lignite
- 3 lignite power plants among top 10 EU CO<sub>2</sub> emitters (2,3,7); 9,000 MW

➔ Need to identify new development paths!

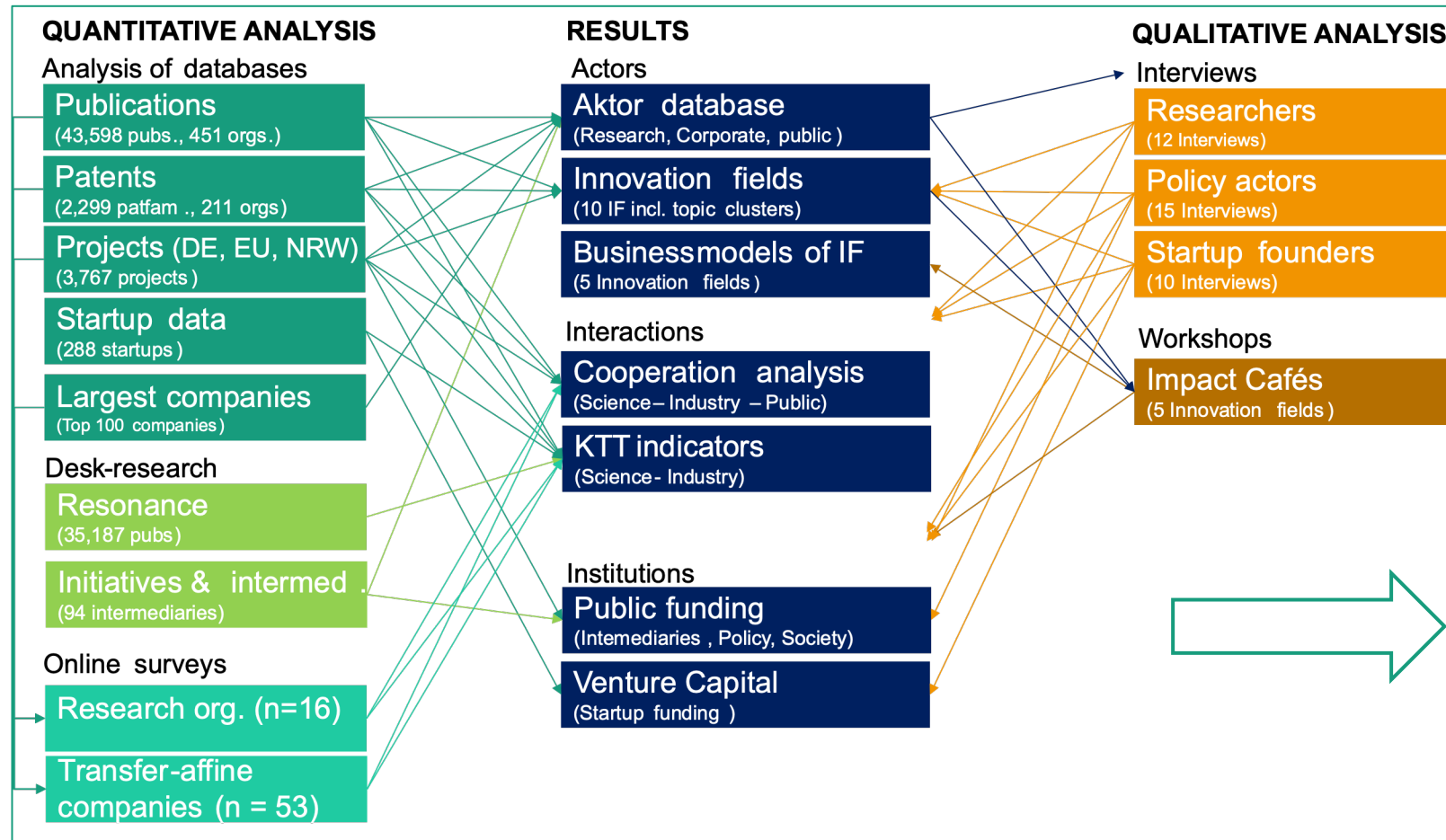
### EU-ETS Top 10 Emitters 2021

EMBER



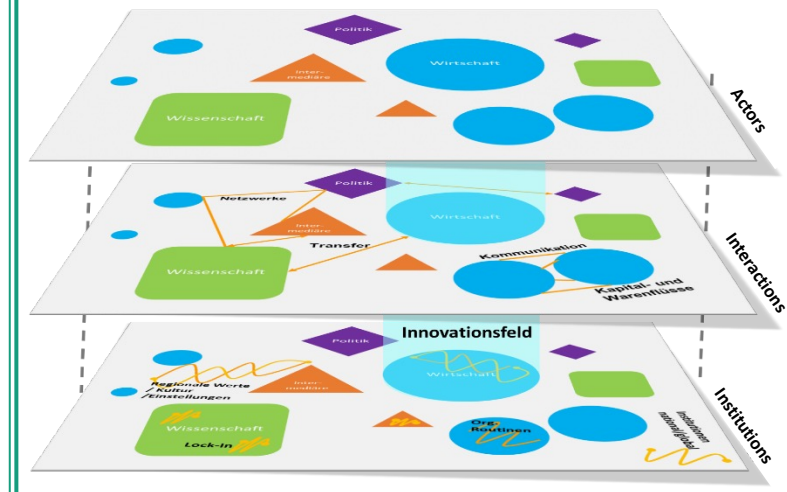
# Design of our study for the regional development agency

## Diverse methods and data sources



## Design of regional transformation

- ➔ Identification of new development paths
- ➔ Recommendations for the transformation of the innovation system
- ➔ Design of governance to transform innovation system



# THE RHENISH MINING DISTRICT – AN EXAMPLE OF AN ORGANIZATIONALLY THICK, DIVERSIFIED RIS

- Analysis of the RIS pointed to an organizationally thick, diversified RIS

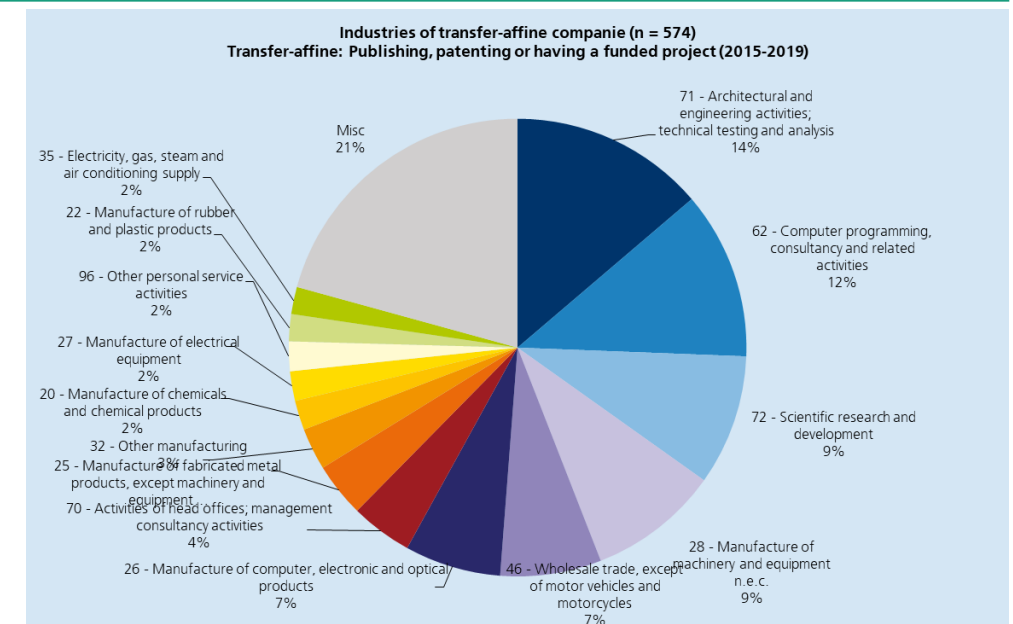
## Diversified

- Low specialization besides coal
- Diversity of low-medium tech SMEs, energy-intensive
- Co-existing paths from previous „explorations“

## Organizationally thick

- Thicket of intermediaries, initiatives and associations
- Redundant institutions (3 IHK regions, 2 NUTS2 regions)
- Rich research landscape

➔ Perfect for path creation driven by research?



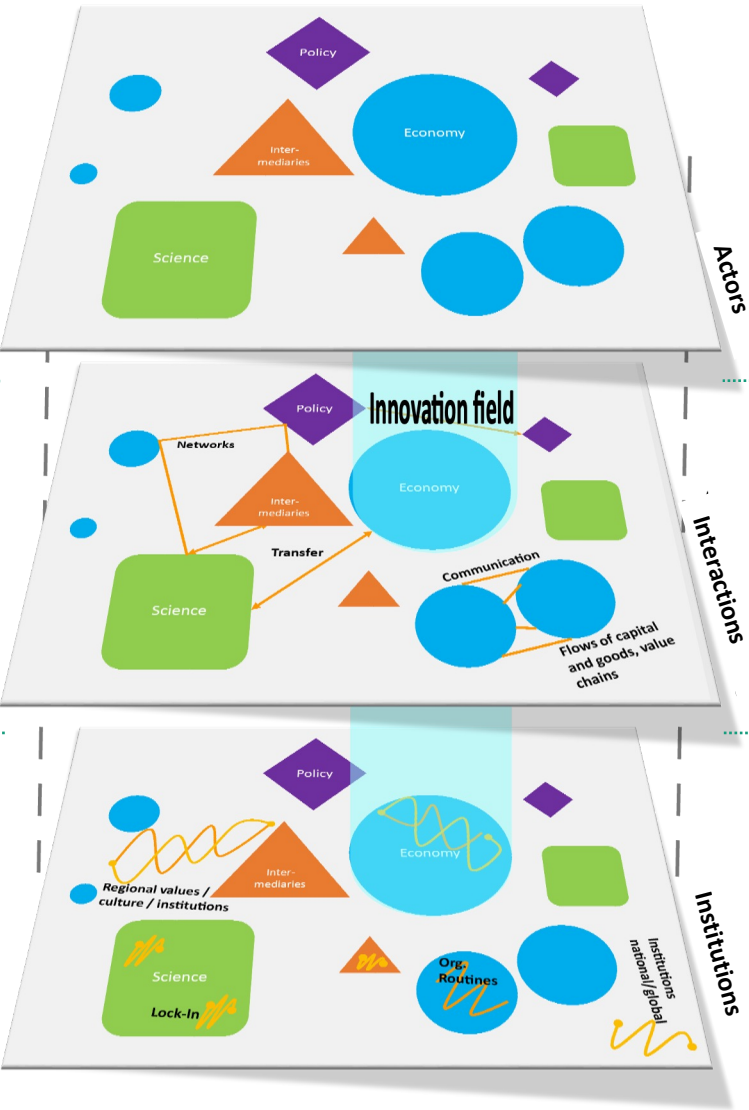
# Challenges of putting research into new development paths

## Strengths

Variety and scientific excellence

Science-oriented cooperation

Funding for innovation projects



## Challenges

Fragmented actor landscape

Local transfer-oriented networks

Contested institutional change

Eigene Darstellung



---

# CHALLENGES OF DECENTRALISATION

---

- Scattered change agency
- Contested place-based leadership
- Contested futures

# SCATTERED CHANGE AGENCY

## TOO MUCH OF A GOOD THING

- Luxury of too much mobilization
  - Dozens of projects, e.g. 3 hydrogen regions, 2 air taxi initiatives!
- Lengthy, overwhelming administration processes and funding journeys
  - Experience in funding acquisition necessary for agency

➔ High degree of coordination is necessary

Silent Air Taxi



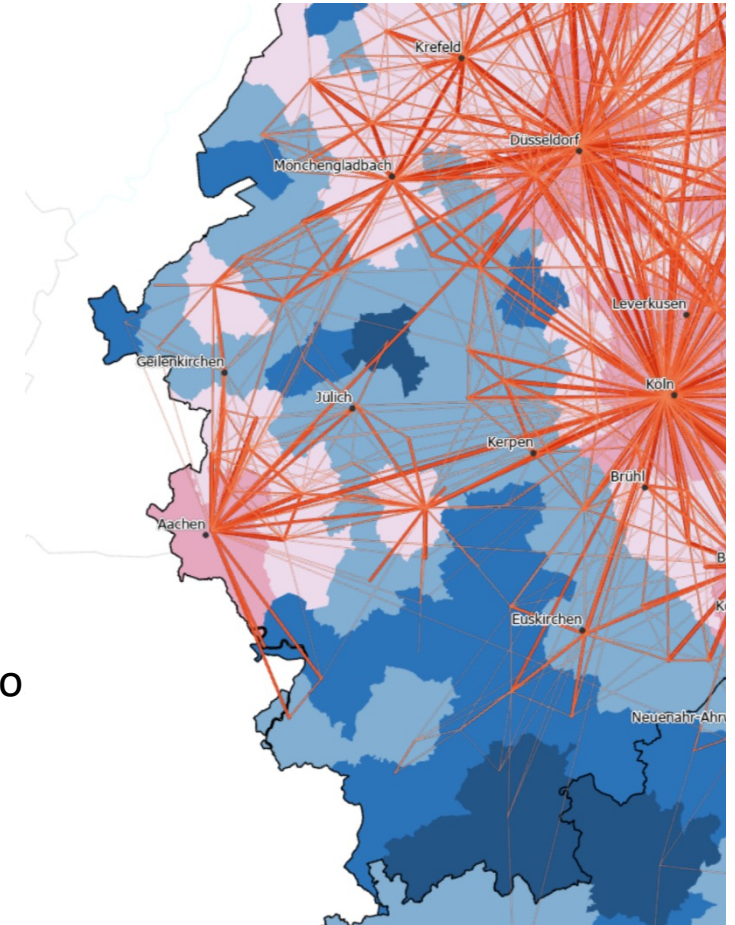
SkyCab



# CONTESTED PLACE-BASED LEADERSHIP

## TO WHOM IS IT DECENTRALISED?

- High coordination necessary, but who has the mandate?
  - System-level agency 🤝 individual-level agency (Gong et al. 2022)
  - Multitude of system-level agents
    - Different scales interact: state → region → municipalities
    - Different subregions
    - Contested agency roles in different spheres
    - Low transparency (RMD as best-in-class though)
  - Spatial mismatch between potential of strong research centers vs. rural areas more hit
- ➔ To a certain degree, the region needs a central actor for coordination



# CONTESTED FUTURES

## A GREAT CHALLENGES WITH MANY SMALL SOLUTIONS?

- Energy transition as one of many wicked problems
- Small-scale actors are overwhelmed by the task and have limited mandates and resource
- A question like coal transition has many answers
  - Prioritization of 2-3 fields proved almost impossible
- Process of integrating every option takes **too** long

➔ Great challenges require large-scale solutions

Unser Zukunftsrevier  
Das Rheinische Revier verändert sein Gesicht



Gefördert durch Ministerium für Wirtschaft, Innovation,  
Digitalisierung und Energie  
des Landes Nordrhein-Westfalen



Grafik: Volker Voigt

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# CHALLENGES OF DECENTRALISATION

## CONCLUSIONS

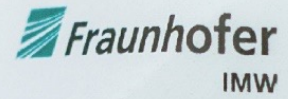
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- RMD as an example of a region with good options to master regional change
- A large mission like energy transition is difficult to handle for local/regional/state actors

### Main challenges of decentralisation

- Scattered change agency
- Contested place-based leadership
- Contested futures





*Wir forschen und entwickeln seit  
über zehn Jahren sozioökonomisch  
und wissenschaftlich fundiert.*

[www.imw.fraunhofer.de](http://www.imw.fraunhofer.de)

**Benjamin Klement**  
**Fraunhofer IMW, Leipzig**  
[benjamin.klement@imw.fraunhofer](mailto:benjamin.klement@imw.fraunhofer)  
<http://twitter.com/innogeo>

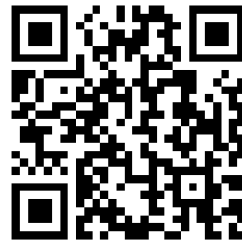




# GOVERNMENT OUTCOMES LAB

Thank you!

We would love your feedback!



@golaboxford



[golab.ox.ac.uk](http://golab.ox.ac.uk)



# GOVERNMENT OUTCOMES LAB

## Deep Dive 1.3 Beyond impact bonds: unlocking investment for outcomes-focused social programmes

Chair: Salim Bensmail



@golaboxford  
#SOC22



golab.ox.ac.uk

# Welcome to SOC22



GOVERNMENT  
OUTCOMES  
LAB

- Live from the Blavatnik School of Government in Oxford and online on Zoom
- If you are joining us in-person, you can still join Zoom **BUT please keep your speakers muted.**
- We will stop throughout the session to take questions both from the online and in-person participants.
- Do use the Zoom chat to introduce yourselves and to share your thoughts and questions; on Zoom, please make sure we can see your name & organisation.
- All sessions will be recorded and shared on the GO Lab website.
- Programme, slides and Zoom links are all on the GO Lab website.
- The GO Lab team is ready to help you both online and in-person.



[golab.bsg.ox.ac.uk/soc22](https://golab.bsg.ox.ac.uk/soc22)



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#SOC22



[golab.ox.ac.uk](https://golab.ox.ac.uk)



Social Outcomes Conference  
**Deep Dive: Beyond  
impact bonds:  
unlocking investment  
for outcomes-focused  
social programmes**  
8 September 4:00pm BST

## Chair



Salim Bensmail  
Meridiam



Megan Goulding  
USC Price  
Center for  
Social  
Innovation



Luigi Corvo  
University of  
Milan Bicocca



Ruben  
Koekoek  
Social  
Finance NL



Daphne  
Salvino  
Social  
Finance NL



Giorgi  
Todua  
UNIDO



Sikai Chen  
Tri-Sector



Nadia Samdin  
Tri-Sector



Mandy  
Jayakody  
Gauteng  
Partnership  
Fund



Simphiwe  
Ndlovu  
Gauteng  
Partnership  
Fund

## Speakers

In this session, we will explore how to utilise outcomes-focused funding to better align social and financial objectives while dealing with multiple (and often conflicting) goals of stakeholders.

Find out more: <https://golab.bsg.ox.ac.uk/soc22>



#SOC22

## 2022 Social Outcomes Conference

What financial, organizational, and governance factors shape philanthropic investment in SIBs among U.S. foundations?

Presented by Dr. Megan Goulding  
Head of Strategy and External Relations  
USC Sol Price Center for Social Innovation

---

**USC**Price  
*Sol Price Center for  
Social Innovation*



# Social Impact Bonds and Philanthropic Foundations

---

- Philanthropy is increasingly pursuing greater collaboration with government, as well as a cautious enthusiasm for impact investing.
- SIBs represent one model of impact investing that is used to finance social service delivery programs.
- Philanthropic foundations are critical investors for these projects, yet very few U.S. based philanthropic foundations have invested in a SIB to date.

# Key Findings

---

- **Motivations for Impact Investing:** attract external capital; demonstrate and scale promising programs; leverage full portfolio of assets to advance programmatic objectives
- **Appeal of SIBs:** change how public dollars are spent; potential to catalyze large scale change; most foundations are agnostic about the tool
- **Challenges & Concerns:** Overly complex; too bespoke to individual communities; disconnected from lived experience. Concern about the ecosystem of SIBs; concern about the model itself.
- **Organizational Factors:** Some noted organizational capacity issues, such as staff size and expertise. Many also discussed the need for an internal champion.

# Refinement of SIB Model

---

- Interview participants expressed the need for a more simplified SIB investment model and structure. One option is a fund investment approach to financing SIBs.
- Advantages of such a model:
  - Addresses organizational capacity constraints
  - Addresses pipeline and ecosystems constraints
  - Streamlines cost and complexity of contracting process
  - Rightsizes investor risk, return, and influence

# Conclusion and Implications for Practice

---

- All foundations want to crowd in external capital through impact investing, and SIB investors specifically want to change how government spends money on social services
- Many foundations have concerns about SIBs, including the integrity of the model, but are largely agnostic.
- There is a very small market for philanthropic foundations to directly invest in individual SIB projects.
- Direct investment should be pursued only under very specific conditions. Otherwise, investing in SIBs through a fund investment approach is an appealing alternative option



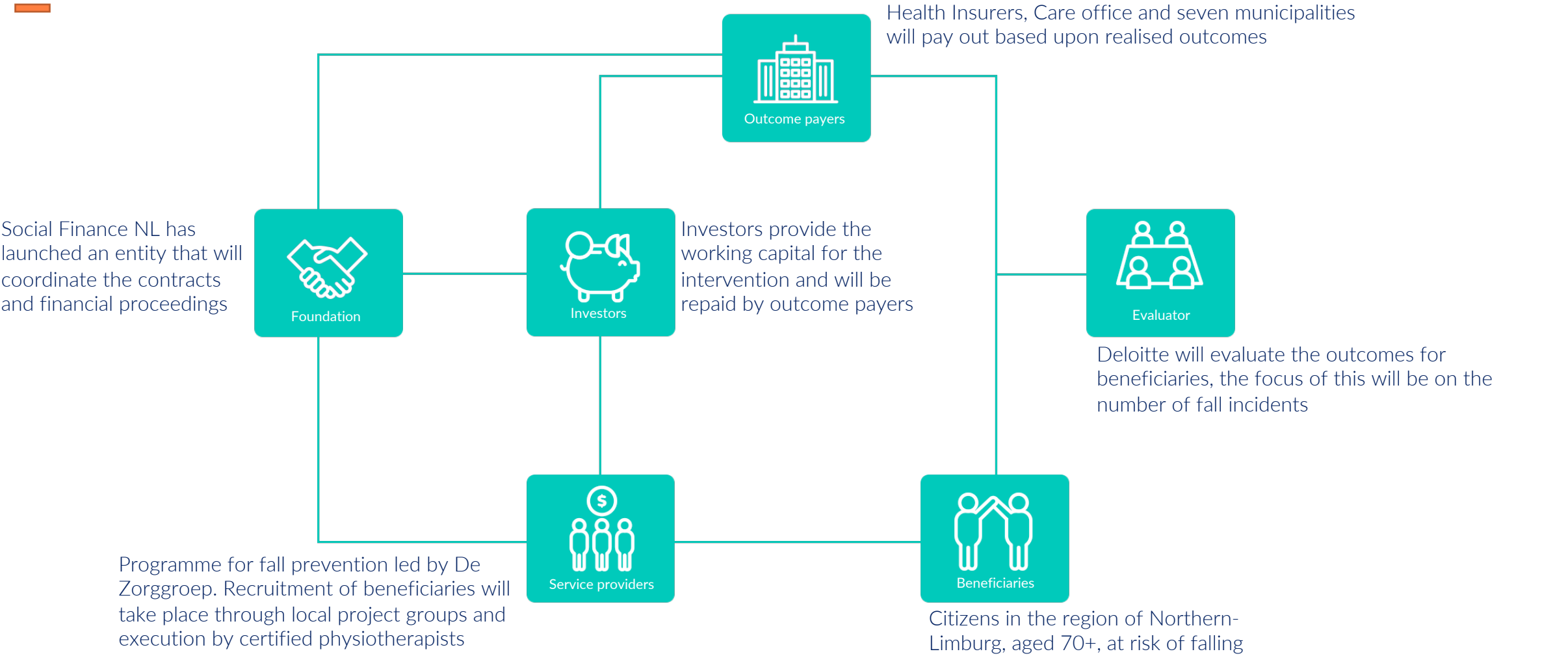
# Social Outcomes Conference

Health Impact Bond Standing Strong  
8 September 2022



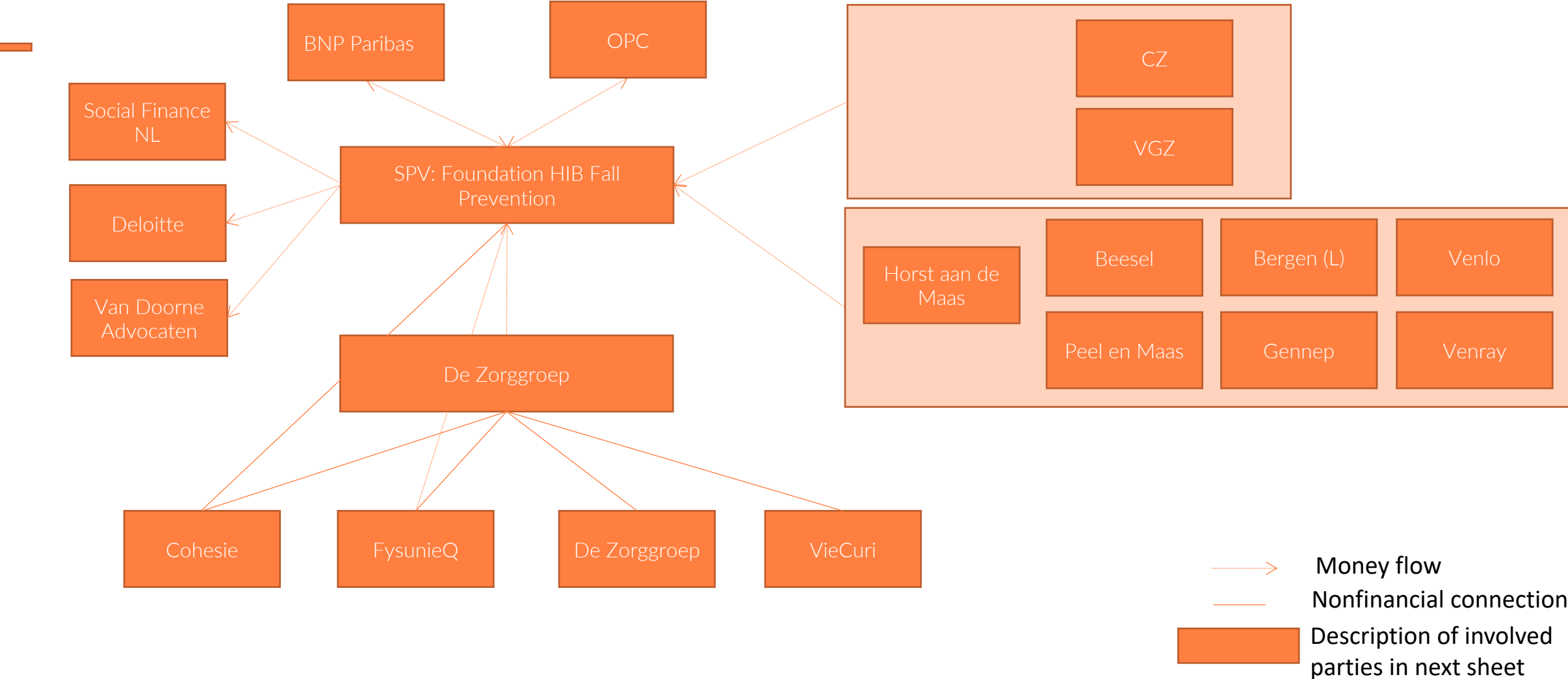
# THE STRUCTURE OF THE HIB STANDING STRONG

IN THE HIB STANDING STRONG SOCIAL FINANCE NL WORKS TOGETHER WITH MULTIPLE OUTCOME PAYERS IN THE FORM OF HEALTH INSURERS, CARE OFFICE AND SEVEN MUNICIPALITIES



# LEGAL AND FINANCIAL STRUCTURE OF THE HIB

THE SPV STANDING STRONG IS MANAGED BY SOCIAL FINANCE NL AND IS THE LEGAL INTERMEDIARY BETWEEN ALL DIFFERENT STAKEHOLDERS



*Exploration of Development Impact Bond  
(DIB) as an alternative financing mechanism  
in Sub-Saharan Africa*

Giorgi Todua

8 September 2022

# Background and introduction

- Annual gap of USD 2.5 trillion of investment in SDG-related sectors (UNCTAD, 2014)
- Innovative financing mechanisms: Development Impact Bond (DIB)
- No major studies on the strengths of the DIB model in attracting impact and commercial investors

What distinguishes the DIB model from more traditional technical cooperation projects in attracting private sector contributions?

# Commercial vis-a-vis impact investors?

- Impact and social investors dominate the sector
- DIBs did not attract “unique” investors, which would not have invested otherwise
- Strong outcome-based culture encourages investors to support the DIB model
- No need for commercial investors (at this stage of development)



# Scaling-up results-based financing

- Effective management tool in improving the performance
- DIB model is needed in the locations with clear potential for adaptive programming
- DIBs are suitable for more innovative and flexible organizations
- Locating a reliable outcome funder is a challenge
- DIBs have limited ability to replace more traditional technical cooperation projects

# Data, transparency, and accountability

- DIBs improve accountability and reduce corruption
- Existing secrecy about some of the investors is detrimental for scalability of the DIB model

# Recommendations

- Increased transparency and accountability for the DIB contracts
- DIBs should follow their original structure, otherwise, the line between DIB and other RBF models is blurred
- A separate quantitative study is needed to understand the strengths of the DIB model in attracting “unique”, possibly commercial investors
- Creating two separate funds to reduce management cost: 1) Outcome Fund and 2) Investors Fund

**Thank you for your attention!**

Giorgi Todua

[giorgi.todua@graduateinstitute.ch](mailto:giorgi.todua@graduateinstitute.ch)

[g.todua@unido.org](mailto:g.todua@unido.org)

# **SOC22 Deep Dive 1.3**

## **Beyond impact bonds -unlocking investment for outcomes-focused social programmes**

Sept 2022

# Tri-Sector is a non-profit supported by the SG govt that is helping to adapt new collaboration models to Asia

## TRI-SECTOR MEMBERS



**Kevin Tan**

Ex-Third Sector Capital Partners



**Danny Yong**

Founder and CIO, Dymon Asia Capital



**Hsieh Fu Hua**

Ex-President, Temasek

## BOARD

### Tri-Sector Associates Limited



**Ronny Tan,  
Chairman**

Ex-Country Head, Deutsche Bank Singapore



**Professor Chia Kee Seng, Director**

Ex-Founding Dean, NUS Public Health School

### Tri-Sector Charity Consultants



**Suhaimi bin Zainul-Abidin, Chairman**

CEO, Quantedge Capital



**Pierre Lorinet, Director**

Ex-CFO, Trafigura

## ORGANIZATION OVERVIEW



### Local Credibility:

Established as both a social enterprise and a registered charity in Singapore



**Global Experience:** Knowledge sharing with Third Sector Capital Partners, leading US non-profit advisor on catalytic funding models

### Notes:

Members are equivalent to shareholders in a non-profit Company Limited by Guarantee. Tri-Sector Associates Limited is a Social Enterprise Company Limited by Guarantee. Tri-Sector Charity Consultants is a registered Charity Company Limited by Guarantee



# We have adapted SIBs to Asia and supported the growth of the outcomes-based ecosystem

## Projects Launched



Recyclable venture philanthropy fund



Social Impact Vond for education in Hong Kong



World's first Social Impact Guarantee for at-risk youth



Outcomes-Based Loan for employment of Persons With Disabilities (PWD)

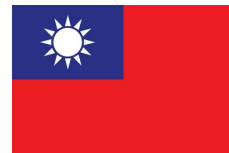


Outcomes Amplifier Model for basic income

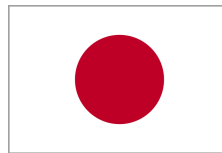
## Ecosystems Supported



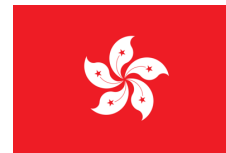
Singapore



Taiwan



Japan



Hong Kong



Indonesia



Thailand

## We have often seen several questions arise in structuring traditional Social Outcomes Contracts (SOC)

### OUTCOMES FUNDERS



#### Rationale

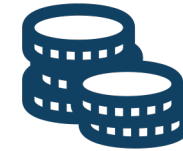
"Why should I borrow when I can borrow on the public markets for cheaper?"



#### Mechanics

"My budget cycle is annual; how do I handle multi-year contingent payments?"

### PRIVATE INVESTORS



#### Return

"How can I justify investing in this when the return barely covers cost of capital, let alone risk?"

**Other problems with the SIB:  
Nascent ecosystem**

# Stanford SOCIAL INNOVATION Review

*Informing and inspiring leaders of social change*

[SOCIAL ISSUES](#)[SECTORS](#)[SOLUTIONS](#)[MAGAZINE](#)[MORE](#)

Philanthropy & Funding

## Social Impact Guarantees: The Next Evolution in Outcomes-Based Funding

A new take on collaborative funding in Singapore could help outcomes-based funding go more mainstream.

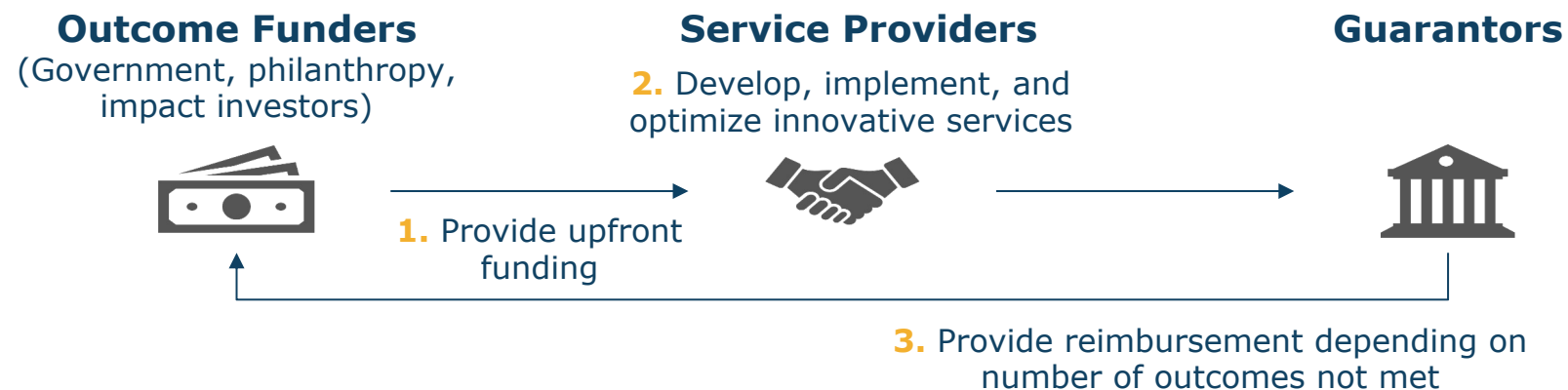
[CITE](#)[SHARE](#)[COMMENT](#)[PRINT](#)[ORDER REPRINTS](#)

By [Kevin Tan](#), [Nadia A. Samdin](#) & [Pierre Lorinet](#) | [Aug. 30, 2021](#)

## We have launched a new variation of SOC called the Social Impact Guarantee (SIG)

In a SIG, Outcomes Funders can ensure that their **donation is only spent if it achieves measurable social impact**, or else a third-party guarantor absorbs the risk.

### Guarantor Reimbursement Model:



# SIGs help Outcomes Funders use mechanisms that already exist in today's procurement workflow

## How an Outcomes Funder can execute a SIG

### 1. Adding a Clawback



### 2. Buy Insurance



## SIGs also provides guarantor with two sources of leverage vs a SIB, enhancing impact and return

### Benefits for guarantors for a SIG



#### Time Value of Money

Funding dollars do not have to be deployed until SIG is activated, allowing guarantors to grow their wealth in the meantime



#### Risk Pooling

Guarantors can use the same funding to guarantee multiple SIGs at the same time, allowing each guarantee dollar to leverage many pools



## We have worked with YMCA to launch the first SIG in Youth Employment



### The Problem

- Youths in Singapore are **not in Employment, Education or Training** (NEET) (5.2% unemployment rate in 2018)
- YMCA wanted to **innovate** on their existing program for NEET youths to **improve program success rate**



### The Solution

- Tri-Sector helped design a **SIG to add 3 enhancements** to YMCA's program
- A **10% increase** in the rate of youth placements in education or employment was targeted

## We are putting together a global SIG in vision which is seeking guarantors and funders

### The Global Vision Landscape

**1B+** people globally have poor vision

**90%** have access to cost-effective solutions like glasses and cataract surgery

**90%** visually impaired persons live in LMICs

### The Problem

**\$410B** annual global cost of productivity losses associated with vision loss

**\$24.7B** of capital required to address the funding gap for refractive errors and cataracts globally (estimated by WHO)

### The Solution

**\$25M guarantee fund** created by Vision Catalyst Fund and Tri-Sector to address this funding gap

**\$83M of outcomes funding catalyzed** for eye health projects globally, starting with Vietnam, Kenya, Cambodia, Nepal, and Bangladesh

## Our research also shows that the core value proposition of OBF instruments can be better refined

### OUTCOMES FUNDERS



#### Rationale

“If your funders are quasi-philanthropic, then why should I pay them back if they would have likely donated anyway?”

### PHILANTHROPIC FUNDERS



#### Uptake

“I don’t really want my money back; what’s more important is that government or aid agencies adopt it”

# In many settings, match funding and Advanced Market Commitments are already accepted ideas

## MATCH FUNDING



**WORLD BANK GROUP**

- Over 106 match grants in 2 decades for private sector development interventions, particularly in Africa
- Over 75% were successful



- Support dollar-for-dollar matching for grounds-up initiatives in Singapore
- The Singapore government is a partner that provides additional match funding

## ADVANCED MARKET COMMITMENTS (AMC)



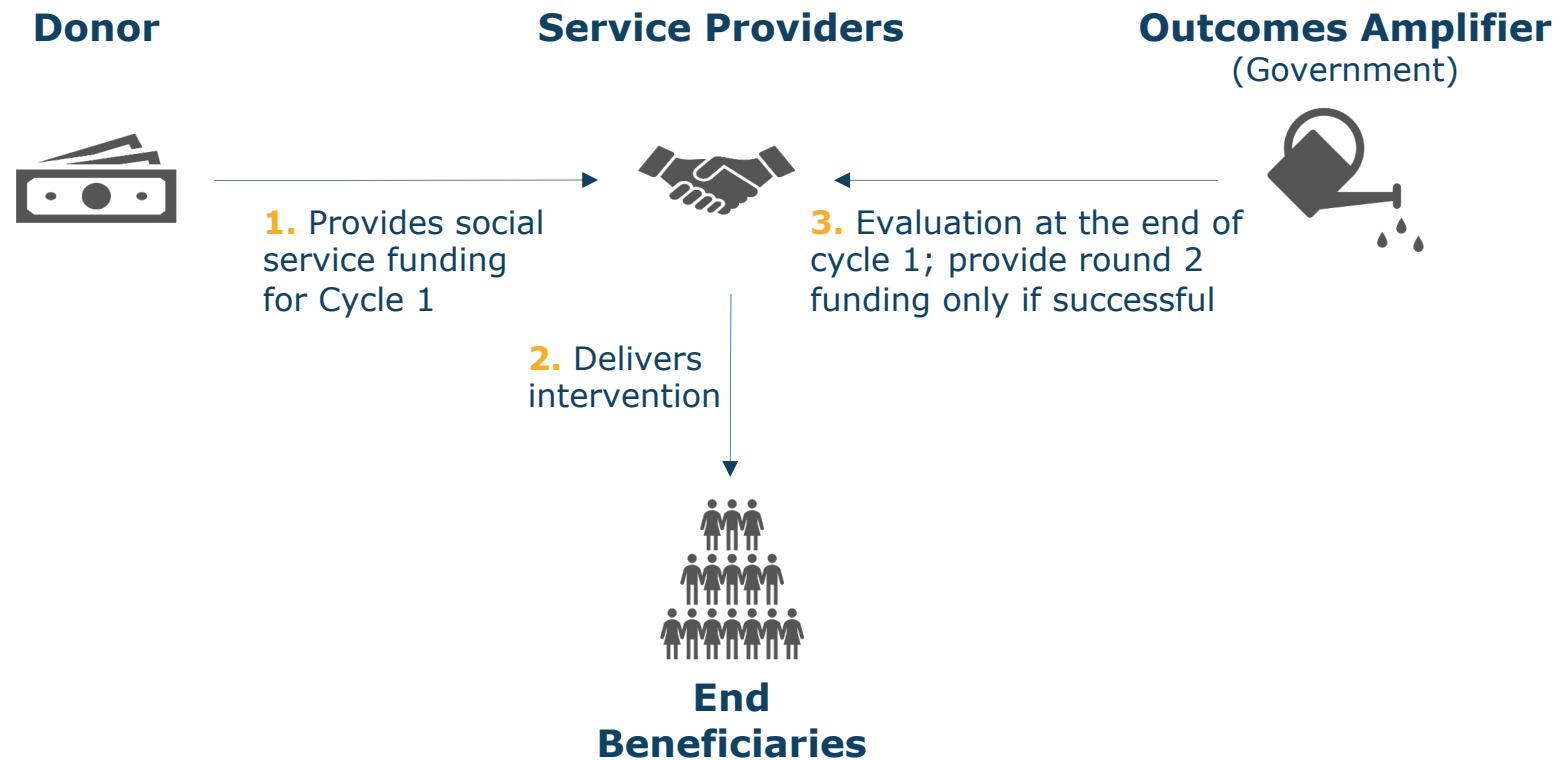
- As of 2020, AMC enabled 1.75B doses of vaccines through 2029 with USD 1.5B funds
- Over 215M children were immunized through AMC vaccines between the program start in 2009 and 2020



- Agreed to buy an initial USD 925M of permanent carbon removal between 2022-2030
- Funded by Stripe, Alphabet, Shopify, Meta, McKinsey, etc.

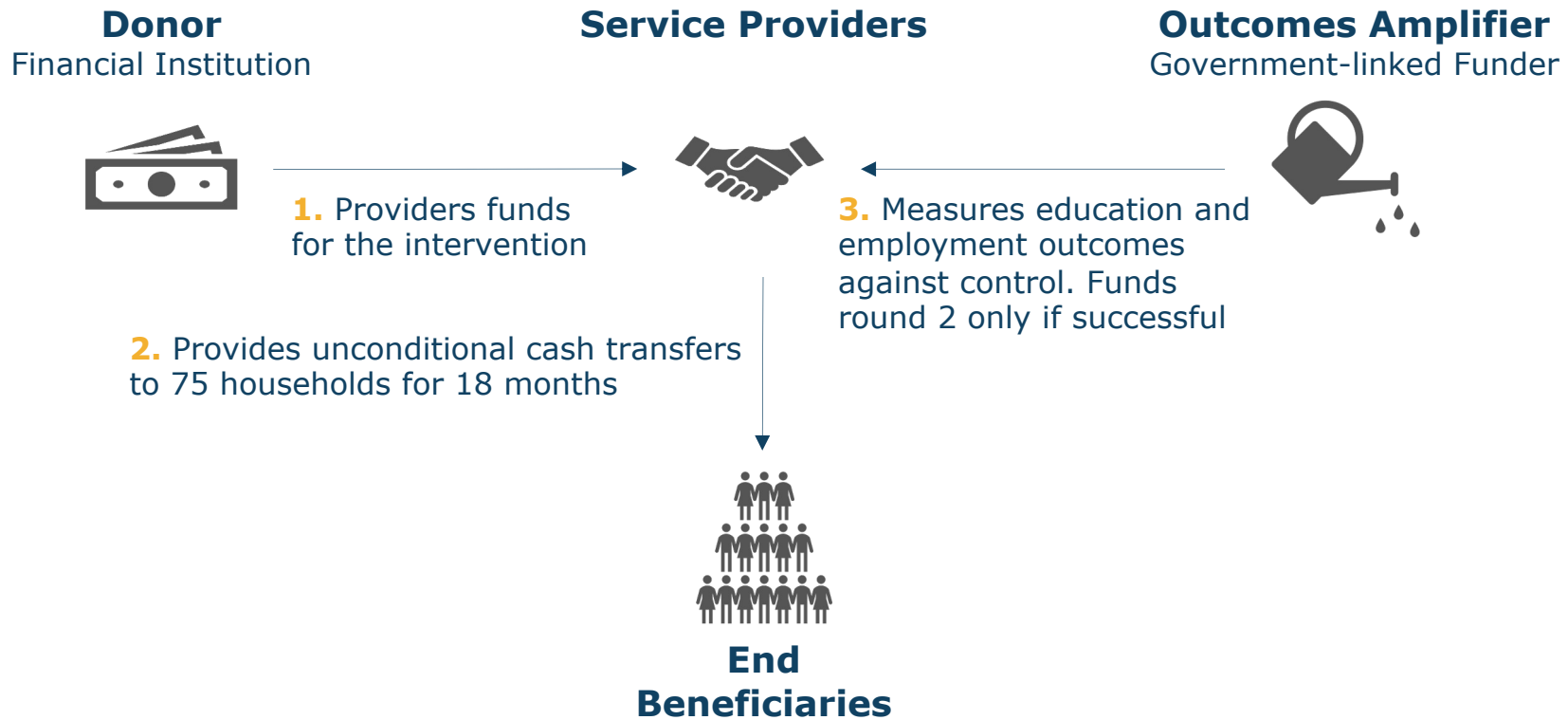
# For pure philanthropic upfront funders, an “outcomes amplifier” model might make sense

## Outcomes Amplifier Model



# We launched the first Outcomes Amplifier for unconditional cash toward education and employment

## Outcomes Amplifier Model





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**We hope to create more Amplifiers in a variety of complex issues over the next 3 years**



Healthcare



Mental health



Climate change



Education



Disadvantaged youths

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## Disclaimer

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# Social Outcomes Conference 2022



## 20 Years of Insights - Funding of Affordable Housing in South Africa

September 2022

# Profile of GPF

GPF is a schedule 3C Public Entity founded in 2002 & is **owned by the Gauteng Department of Human Settlements**.



Initial **mandate** focused on **social housing** market but **evolved to** include affordable housing.

**Funding and implementing agent** for integrated, sustainable human settlement developments in Gauteng.



**Responsible for integrated, sustainable human settlement developments in the Gauteng Province**



Custodian of strategic provincial land and/or property transferred to GPF for effective immovable asset management and coordinated, efficient implementation of mega human settlement development.

Key mandate **to attract public and private sector capital**.



Social and affordable, housing, student accommodation, upgrading of informal settlements, mega projects, rapid land release & turnkey projects

# Unique Value Proposition

1

Mandated to address housing deficit.



2

Offers innovative funding products designed to share project risk with the private sector.



3

Intermediary & well positioned for strategic partnerships & interventions



4

Introduction of new developers (HDI) into market

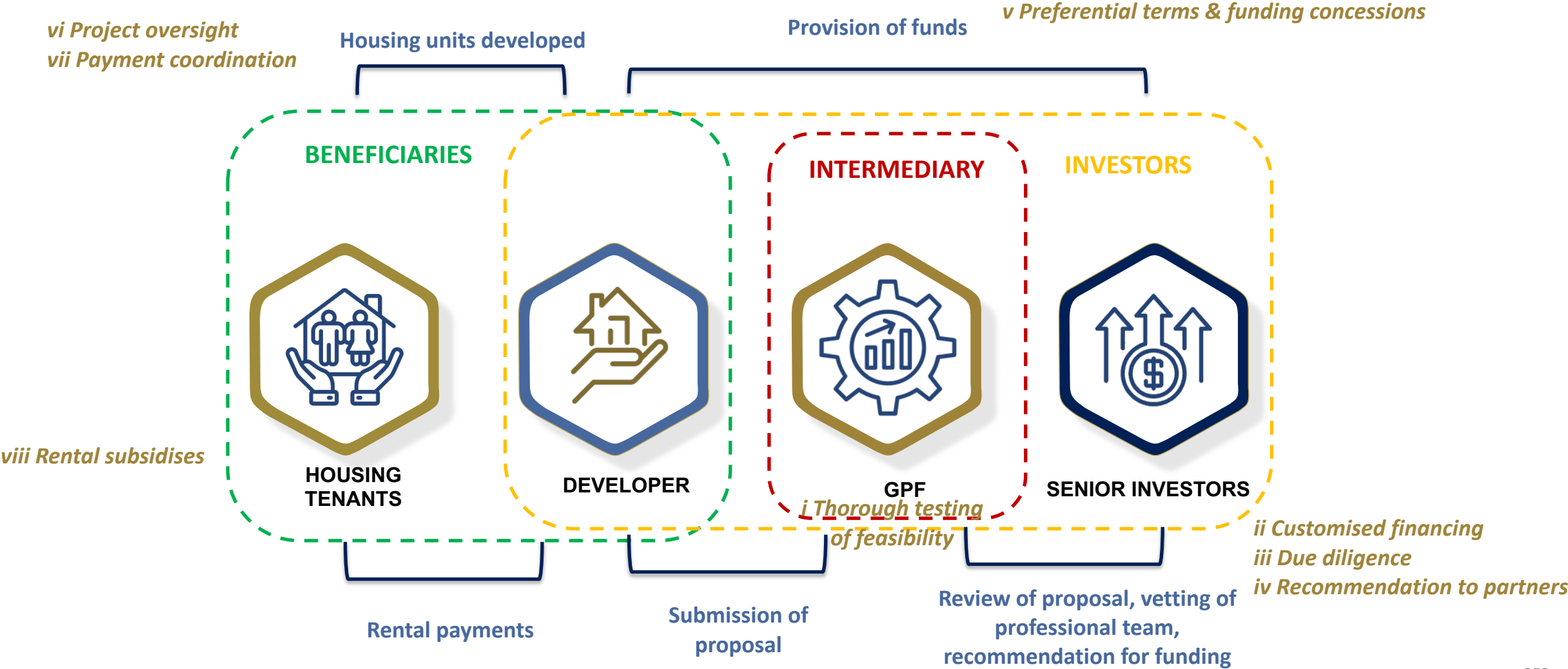


5

Promote efficient & green technologies in building applications

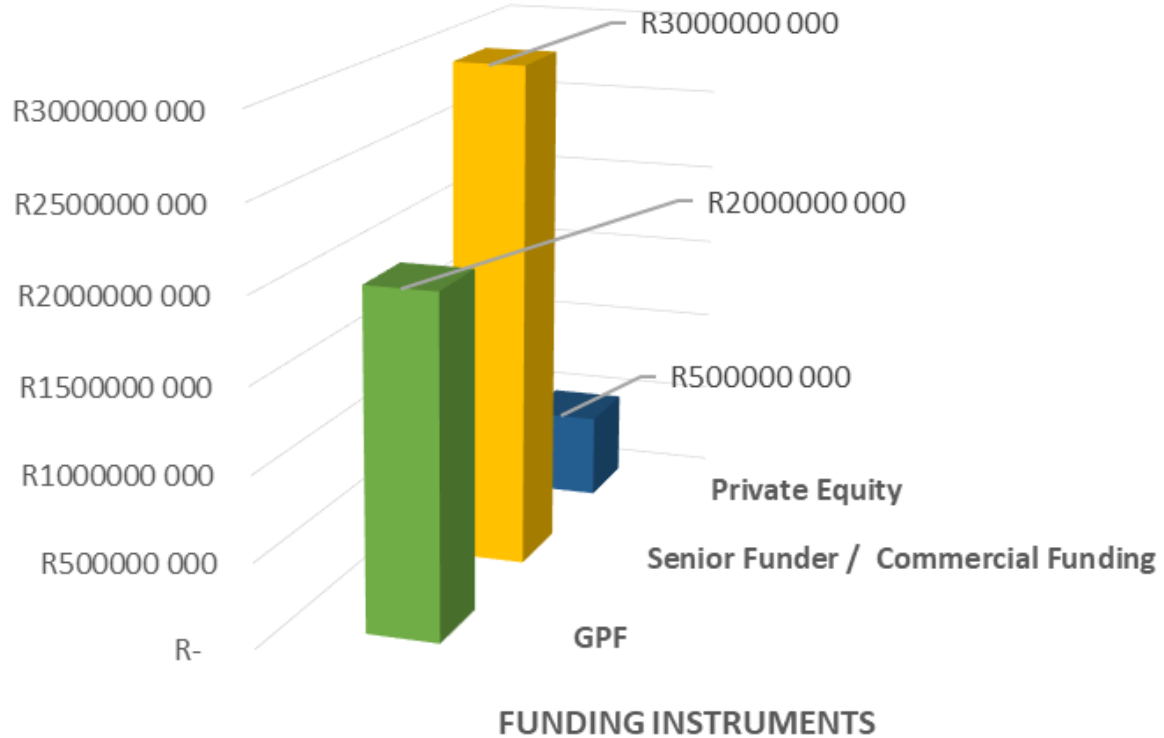


# Delivery Mechanism





# Investment and Return



**UNITS:**

2476

**FUND:**

EEPF Fund

**UNITS:**

3527

**FUND:**

Rental Housing Fund

**UNITS:**

3934

**FUND:**

Social Housing Fund

**TOTAL UNITS: 9 937**

# Insights ...

## # Insight 1

Limitations of Corporate/  
Organisational form

GPF is a 3C entity and this form has limitations in terms of what is allowable for such a vehicle.

## # Insight 2

Mandate of organisation at inception

Organisation was initiated in 2002 with the aim of injecting a transformation over the sector over a 10 year lifespan.

# Insights ...

## # Insight 3

Fit for purpose business model

Business model did not evolve to cater for the organisations changing mandate, which in subsequent years included affordable housing, rapid land and mega-projects.

## # Insight 4

Opportunities to expand value proposition

Opportunity to relook and rethink value proposition and partnering opportunities.

# Insights ...

## # Insight 5

Competition between products

Overlap between target market between social housing and affordable housing which creates competition between the products

## # Insight 6

Pro-active strategic management and positioning

Leveraging networks to fast-track projects, including public and private sector stakeholders.

# Insights ...

## # Insight 7

Evolution of value chain

- Readiness of 1st time developers into the market.
- Skills of service providers.
- Innovative building technologies.

## # Insight 8

Diversification of services/ product

Revenue generation potential and increased financial sustainability.

# Insights

## # Insight 9

Future-proofing product to protect return on investments

Protecting the assets future value in mitigating risks such as climate change.



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## SOCIAL MEDIA

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LinkedIn: Gauteng Partnership Fund | Instagram: @gpf2002





# GOVERNMENT OUTCOMES LAB

Thank you!

We would love your feedback!



@golaboxford



[golab.ox.ac.uk](http://golab.ox.ac.uk)



# GOVERNMENT OUTCOMES LAB

## Close of Day 1

Thank you for joining us today. See you tomorrow at 8:00am BST!



Find the Zoom links at: <https://golab.bsg.ox.ac.uk/SOC22>



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