Ecosystem readiness for outcomes-based partnerships: key conditions, capacities and characteristics

Engaging with Evidence Session 12
6 April 2022
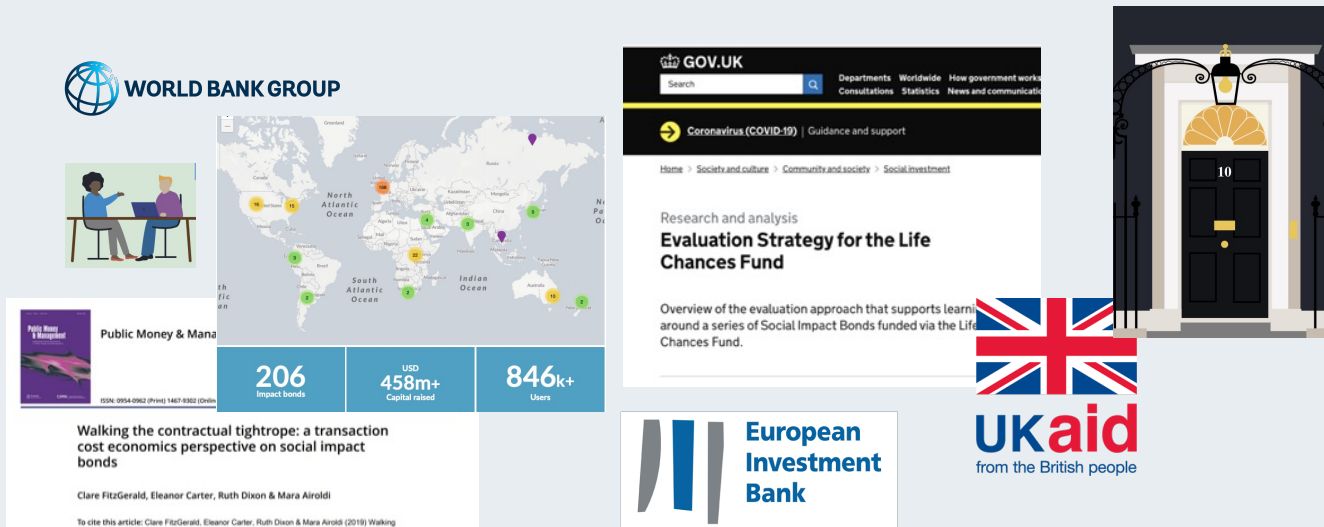
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About the Government Outcomes Lab (GO Lab)

Established in 2016

Partnership between UK Government & University of Oxford

We investigate government's role in unlocking fruitful **cross-sector partnerships to improve social outcomes**

Welcome to the twelfth session of the Engaging with Evidence series

An open platform for policymakers, practitioners and researchers around the world to engage with key findings from the latest research and evaluation work in the field

- Distillation of key research findings
- Practical insights from practitioners across different sectors and fields
- Honest and constructive dialogue

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In today's session:

PART 1

I. **Context setting and introduction to outcomes-based contracting readiness framework(s)**

II. **Outcomes-based contracting readiness framework(s): key findings from the research**

PART 2

Panel discussion on three main themes:

I. **International perspectives on ecosystem capacity and readiness: practical considerations, challenges on the ground, examples of best practice**

II. **How service provider readiness fits within the broader ecosystem**

III. **Building capacity for outcomes-based contracting at eco-system level and as institutional level**

GOVERNMENT OUTCOMES LAB

BLAVATNIK SCHOOL OF GOVERNMENT · UNIVERSITY OF OXFORD

Speakers

Caitlin Williams
Social Finance

Celeste Brubaker
Village Enterprise

Mara Airoldi
Government Outcomes Lab

Louise Savell
Social Finance

Nicole Pflock
Instiglio

María Alejandra Urrea
Social Finance

Mila Lukic
Bridges Outcomes Partnerships

Radana Crhova
UK Government

Vera Monteiro
São Paulo Law School

Moderators

Andreea Anastasiu
Government Outcomes Lab

Laura Bonsaver
Government Outcomes Lab
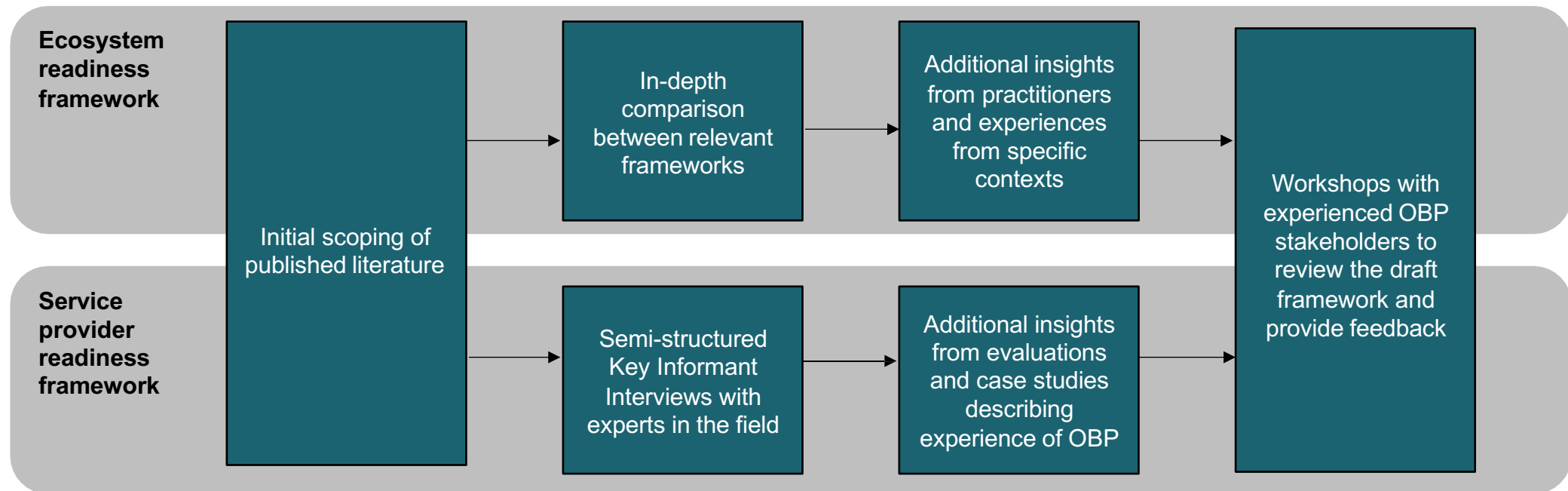
Engaging in outcomes-based partnerships

April 2022

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Frameworks to support ecosystem and service provider readiness

Both frameworks consolidate and build on previous work conducted in the field

Ecosystem readiness framework

Service provider readiness framework

Initial scoping of published literature

In-depth comparison between relevant frameworks

Additional insights from practitioners and experiences from specific contexts

Workshops with experienced OBP stakeholders to review the draft framework and provide feedback

Semi-structured Key Informant Interviews with experts in the field

Additional insights from evaluations and case studies describing experience of OBP

A detailed explanation of the methodology can be found here.

Government and ecosystem readiness framework

Engaging in outcomes-based partnerships
A framework to support government and ecosystem readiness

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Complete ecosystem readiness framework [here.](here)

Top-level dimensions
DREAM Plus framework

- Demand from Outcome Funders

- Regulatory framework

- Economic and political context

- Availability of data

- Market capacity

Ecosystem maturity levels

- **Ecosystem foundations**

- Ecosystem expansion

- Ecosystem consolidation

Framework preview

An overview of the characteristics of the **ecosystem foundation level**

1. Demand from Outcome Funders

A group of champions understands the differences of contracting OBP compared to other contracts, is willing to trial this new mechanism and provides funding for the design and to pay for outcomes.

2. Regulatory framework

The existing regulation enables OBP or, if OBP are inhibited, special permissions can be provided to enable the first pilots.

3. Economic and political context

Non-state actors can participate in the provision of services, have confidence in outcome funders' capacity to pay for outcomes and contractual clarity in case of unforeseen circumstances.

4. Availability of data

The ecosystem has data to support the design of the first OBP, whilst the first pilots are able to collect robust data to verify the contractual outcomes.

5. Market capacity

A group of champions with a pioneer spirit is leading the implementation of the first pilots and works collaboratively under this new approach, including through a transparent multi-stakeholder governance.

The framework develops descriptors for each of these competencies to illustrate how the ecosystem might look like at this stage

Service provider readiness framework

Complete service provider readiness framework here.

Top-level dimensions

- Strategic fit
- Leadership and decision-making
- Partnership working
- Data and evidence
- Finance and systems

Culture of **learning, adaptation and innovation** as cross-cutting element

Levels of experience

- Foundations for outcomes-based delivery
- Building outcomes-based delivery capacity
- Embedding outcomes-based delivery

Framework preview

An overview of the main competencies required for **Leadership and decision making**

Foundations for outcomes-based delivery	**Building outcomes-based delivery capacity**	**Embedding outcomes-based delivery**
• Commitment of senior management to outcomes and empowerment of staff • *Senior management capable of interpreting financial and performance data*	• Senior management actively support staff to deliver outcomes • Delegation of decision-making authority • Decision-makers use evidence • Performance management processes in place • *Senior management can report on risks, progress & challenges*	• All decision makers demand and use evidence • Decision-makers understand the limitations of data • Decision-making processes clearly articulated • All staff are aware of expectations and incentives • Senior management can advocate for contractual changes

Thank you.

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Celeste Brubaker, Vice President Impact, Village Enterprise

- Celeste focuses on developing systems and processes which will provide the best possible pathway to increasing impact, including human-centred design and data-driven decisions about the Village Enterprise poverty graduation program.
- She has a strong background as an International development monitoring and evaluation (M&E) professional and has worked in countries across sub-Saharan Africa, Oceania, East Asia, and Eastern Europe. She holds an MA from American University in Development Economics and a BA from Manhattan College in Economics.
- Prior to joining Village Enterprise, Celeste worked at IREX providing technical M&E support, and has also held positions with the International Initiative for Impact Evaluation, Search for Common Ground, the Inter-American Foundation, and WorldTeach.

Mila Lukic, Co-Founder and CEO, Bridges Outcomes Partnerships

- Mila oversees the Bridges Outcomes Partnerships portfolio and leads the development of new outcomes models. Mila is on the board of Positive Families Partnership and was also a Trustee for the Bridges Impact Foundation.
- Prior to joining Bridges in 2013, Mila's career spanned private, public and third sector, including work as a management consultant and work for the Scottish Enterprise. Mila also helped create and run Education Generation, a crowdsourcing social enterprise focused on enabling young leaders in developing world countries to participate in some of the world's most forward-thinking education programs.
- Mila holds a First-Class Honours Bachelor of Science from Simon Fraser University in Canada and an MBA from INSEAD.

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Nicole Pflock, Associate Partner, Instiglio

- Nicole leads the Nairobi office and advises governments, funders, and service providers on the use of outcomes-based funding mechanisms to enhance the effectiveness of programs across various sectors, such as health, education, institutional strengthening, and poverty alleviation. For example, she led the design of a results-based financing scheme to improve the performance of the water and electricity utilities and the regulator in Sierra Leone. Nicole also supported the design of several performance-based intragovernmental transfer systems in Egypt, Sri Lanka, and Peru.
- Before joining Instiglio, Nicole worked with Innovations for Poverty Action in Colombia, supporting project development and focusing on a randomized control trial that rigorously tests the impact of introducing flexible features in microfinance loans. Nicole also worked as a consultant at PricewaterhouseCoopers and Ernst & Young, where she focused on the execution of structured evaluations of the risk management system and trading processes of financial institutions.

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Radana Crhova, Impact Investing Team Leader, UK Government

- Radana is Impact Investing Team Leader at the UK's Foreign, Commonwealth and Development Office.
- Prior to this, she was responsible for the UK's Department for International Development (DFID)'s programme piloting Development Impact Bonds.
- She has also worked at the Cabinet Office, including focusing on UK Social Impact Bonds in youth education and employment.

Vera Monteiro, Researcher and Professor of Administrative Law, São Paulo Law School

- Vera Monteiro is a researcher and professor of Administrative Law at the São Paulo Law School of the Getúlio Vargas Foundation (FGV Direito SP)
- She holds a law degree from the Catholic University of São Paulo (PUC-SP) Law School (1997) and was awarded the prize for best student in that period of studies. She also holds a Master in Administrative Law from PUC-SP (2003), and a PhD in Administrative Law from the University of São Paulo (USP) (2009).
- As a researcher and as a lawyer, her focus is on government contracts, public bids, and public-private partnerships. She has provided legal advice on several public infrastructure projects, including social issues such as the social impact bond in the São Paulo State education system.
- Vera Monteiro is the 2022 Visiting Fellow of the Lemann Foundation at the Blavatnik Scholl of Government (Oxford).

Thank you for joining us!

We would love your feedback!