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# Supporting refugees through cross-sector collaborations and innovative financing

*Engaging with Evidence Session 9*  
*2 December 2021*

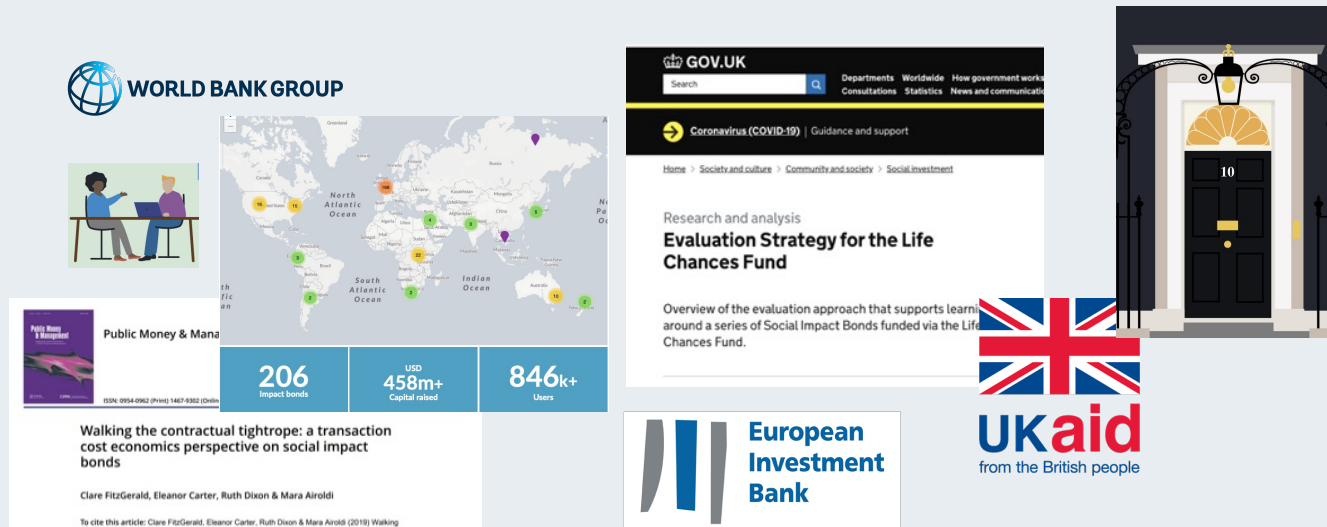


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# About the Government Outcomes Lab (GO Lab)



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 ninth session of the Engaging with Evidence series



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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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## Engaging with Evidence *Webinar series*

In today's session:

### **PART 1**

- I. Context setting: Challenges of coordinating holistic support for refugees
- II. Using cross-sector collaborations and innovative finance to support refugees: case studies from Finland and France

### **III. PART 2**

Panel discussion on two main themes:

- I. Role of cross-sector collaborations and outcomes-based contracting in supporting refugees
- II. Practical considerations for policymakers and practitioners



### Speakers



**Alexander Betts**  
Oxford University



**Béatrice Delperdange**  
KOIS



**Joanna Penrose Buckley**  
UK Government



**Tanyah Hameed**  
Government Outcomes Lab



**Samir Omar**  
S-Bank



**Simon Porcher**  
Sorbonne Business School



**Stéphane Saussier**  
Sorbonne Business School

### Moderators



**Andreea Anastasiu**  
Government Outcomes Lab



**Laura Bonsaver**  
Government Outcomes Lab



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# Our audience this morning



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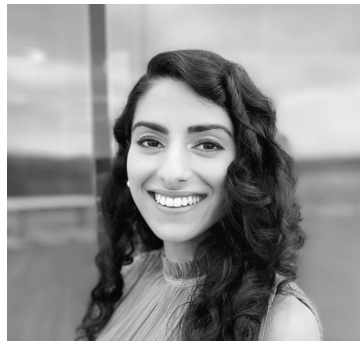




## **Context setting: Challenges of coordinating holistic support for refugees**

**Alexander Betts, Professor of Forced Migration and  
International Affairs, University of Oxford**

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**Using cross-sector collaborations and innovative  
finance to support refugees: case studies from  
Finland and France**

**Stéphane Saussier & Simon Porcher, Sorbonne Business School**  
**Tanyah Hameed, Government Outcomes Lab**



# Research aims & methodology

## Aim

To explore the design & implementation of two innovative cross-sectoral partnerships supporting refugees & migrants in Europe

- Hemisphere Social Impact Fund: an innovative form of public-private partnership (PPP)
- KOTO Social Impact Bond: one of the biggest social impact bond (SIB) projects in Europe, and one of the first SIBs to support refugees
- An opportunity to understand the potential added value and challenges of using different approaches

## Methodology

Qualitative methods

- 44 semi-structured, in-depth interviews with key stakeholders from the two projects
- Documentary analysis e.g., official documents and cases studies



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## *Using cross-sector partnerships to support refugees: key promises and implementation challenges*

*Stéphane Saussier  
Sorbonne Business School*



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# Cross-sector partnerships: Key promises to support refugees

**Gathering together resources fragmented among different organizations**

- Expertise
- Money
- Information
- Community engagement

**Contracting on outcomes => well defined Gvt projects**

- Precise objectives
- Clear metrics
- Allow more transparency about performances

**Outcomes-based approach => flexibility & innovation**

- Obligation of performance vs. obligation of means
- More resilient to unanticipated events (e.g., covid19?)

**When infrastructure is involved**

- (Greenfield): synergies between infra & service quality
- (Brownfield): LT contracting to meet KPIs

# Cross-sector partnerships: Key Implementation challenges

**Gathering together resources fragmented among different organizations**

...

**With different goals!**

**Contracting on outcomes: Metrics!**

- May be crude and costly to measure
- May be difficult to accept for service providers
- Can be strategically used by partners

**Outcomes-based approach**

- Risk-transfer to the funding parties => increase contract termination probability

**When infrastructure is involved**

- LT incomplete contracting
- Adaptation needed
- Conflictual renegotiations might happen



# GOVERNMENT OUTCOMES LAB

## *Case study: Using cross-sector partnerships to support refugees & immigrants in France*

Simon Porcher  
Sorbonne Business School



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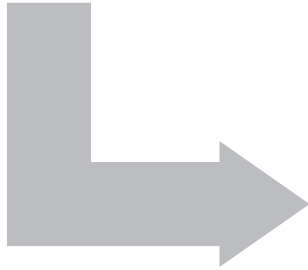
# Hémisphère Social Impact Fund



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## The challenge

- Stress on the provision of housing for both homeless people and migrants
- Following the increasing arrival of migrants, France used emergency accommodation in hotels, a costly solution



## The solution

- 2017: Call for tenders to procure 10,000 units of shelter accommodations and social support for 10 years
- CDC Habitat (social accommodation provider) and Ampère (Fund manager) jointly responded to the call, creating the Hémisphère social impact fund

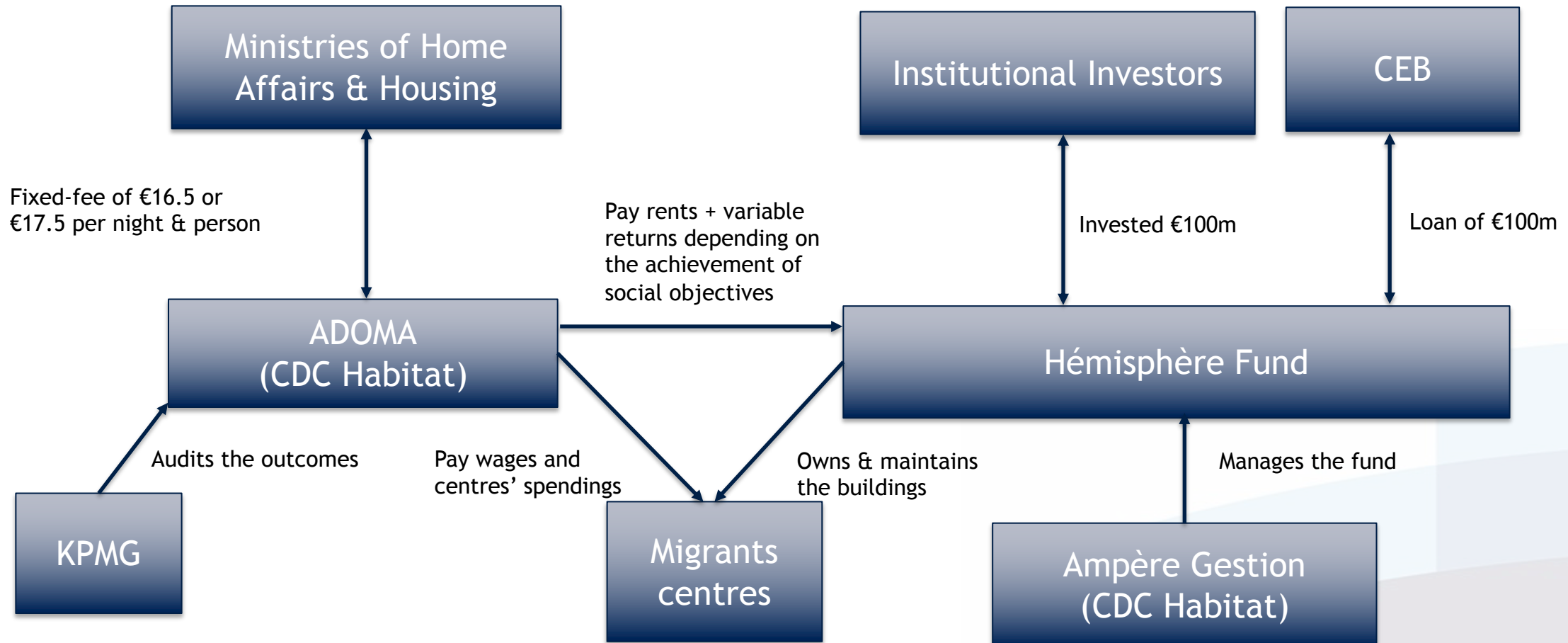


## What was different?

- Social impact funding with infrastructure
- National project (62 centres)
- ROI is partially conditioned on the achievement of social outcomes (3%)



# Bringing different stakeholders



# Paying for outcomes

Outcomes	Metrics	Evidence	Outcome Target	Weight
Children school enrolment	% of enrolled children	Schooling proof	95%	25%
Personalized support	% of eligible persons who signed a personalized project	Signed personalized support project	90%	25%
Access to social rights	% of eligible households who asked for social or had access to social rights	Proof from a national social organization	80%	25%
Service outcomes	% of eligible households that have benefited from an exit solution	Proof of an accommodation	70%	25%

# Some preliminary results

## Outcomes-based indicators are crudely perceived by the managers of the centres

- Indicators are seen as a burden or as being biased
- Users' voice is missing

## Global evaluation

- Tick-the-box exercise every year
- Reporting, no randomized control trials

## Infrastructure

- Renovated hotels with mini-bar fridges, bulk beds, are inappropriate for families
- Most individuals stay for several months, even years

## Innovation

- Social impact funding with infrastructure
- National project - no pre-test



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## *Case study: Using a social impact bond to support refugees & immigrants in Finland*

*Tanyah Hameed*

*Government Outcomes Lab, University of Oxford*



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# Context: KOTO social impact bond in Finland

## The challenge

In 2015, asylum applications to Finland were 10 times higher than usual

Significant disparities in employment between migrants and native-born peers

## The solution

2017: €14.2m social impact bond (SIB), supporting employment for 2500 refugees (granted residence permits) & immigrants over 3 years

Objectives targeted: Faster employment for refugees/immigrants & reduce public sector expenditure for central government

## What was different?

Payment to providers based on outcomes instead of inputs & activities, over longer tracking period

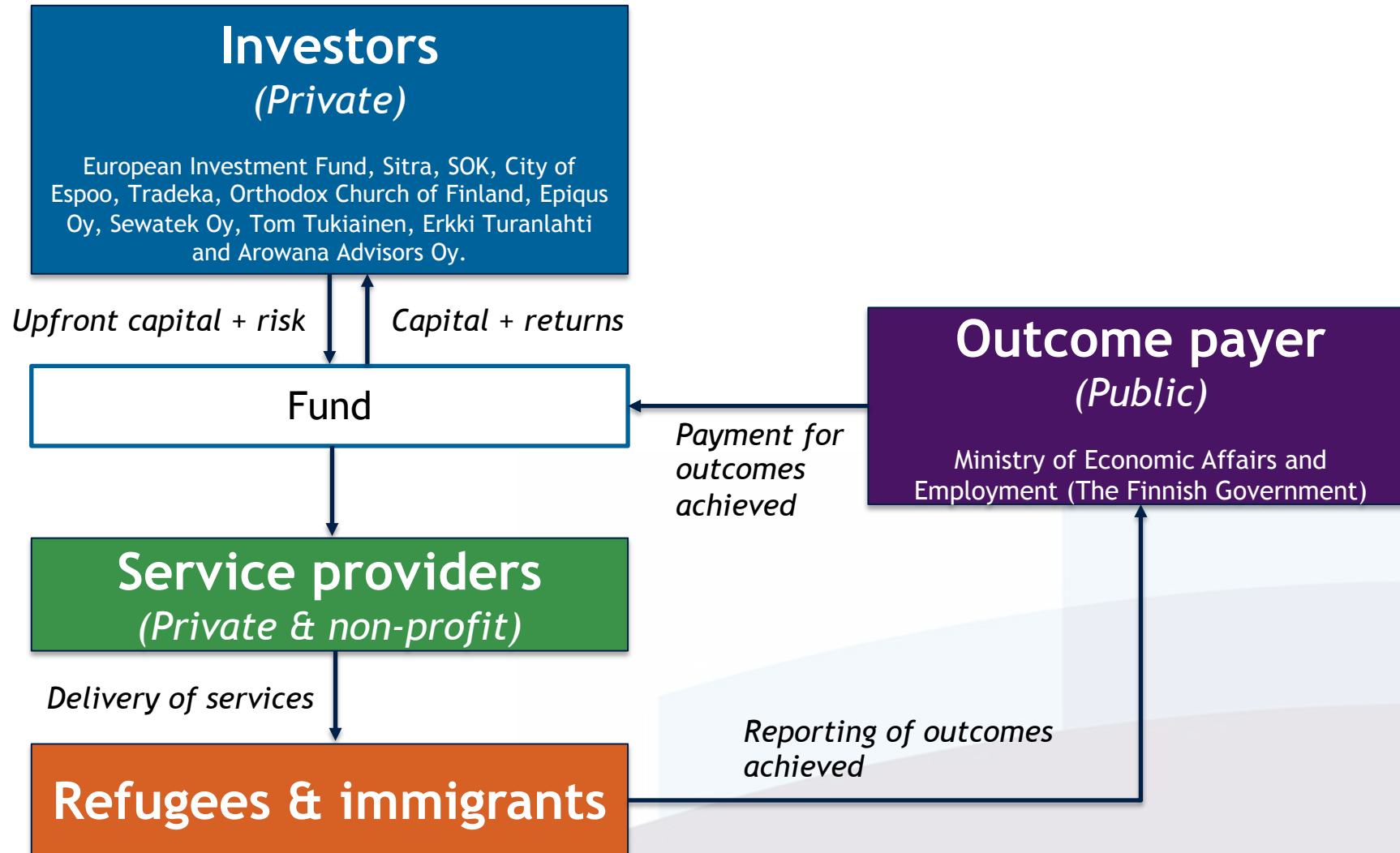
'Place then train' model combined work & training flexibly: language training, career coaching, and work skills

Collaboration among diverse stakeholders & use of social investment through SIB model

# Bringing together stakeholders from diverse sectors

## *Additional support for the project:*

- Fund managed by FIM Impact Investing (now called S-Bank)
- Results/outcomes verified by independent auditor





# Paying for measurable & quantifiable outcomes

Outcomes	Metrics	Outcome Target	Evidence	Preliminary results (Oct 2020)
Increased employment of refugees & immigrants	Support refugees & immigrants into employment	2500 individuals	Administrative data	1100
Training for refugees and immigrants	70 days of training completed for each refugee/immigrant	2500 individuals	Administrative data	1700
Increased tax collections	Difference in tax payments between treatment group and control group	Higher tax collections from treatment group	RCT	N/A
Reduced unemployment benefits	Difference in unemployment benefit claims between treatment group and control group	Lower unemployment benefit claims from treatment group	RCT	N/A

Based on final results of the RCT (expected in 2023), Finnish Government will pay 50% of any money saved through the project (tax - benefits) directly back into the fund (to investors).

# Key learnings for SIBs supporting refugees

## Outcomes-based approach allowed flexibility & innovation

- Shift from inputs & activities (# of courses, hours of training) to outcomes
- Place-then-train model, new coaches, job matching
- Tweaks: Expansion of cohort, training length customisation

## Referral mechanisms & contracting must be planned early

- Biggest challenge in first year
- Need to be co-designed, involve buy-in & clearly communicated
- Ideally reflect these in formal contracts

## User voice and lived experience should be incorporated

- Varying readiness for work, life stages & preferences
- Key to understand links to engagement & outcomes
- Outcomes contracts can allow flex

## Evaluation should balance rigour & practical considerations

- Challenging to 'deprive' individuals of service due to RCT
- Expensive & long time scales
- Hard to scale service
- Softer, qualitative outcomes should also be considered

# Key takeaways from the two case studies



Refugees and migrants' needs should guide the design of outcomes metrics and long-term solutions



Clearly defined and well communicated outcomes can drive collaboration and flexibility in projects



Co-design and buy-in from both strategic and operational stakeholders is crucial for successful implementation



Panel discussion on two main themes:

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S-Bank



**Joanna Penrose  
Buckley**  
UK Government



**Béatrice  
Delperdange**

## Head of Business Development, KOIS

- Béatrice has extensive experience in investment banking and business development.
- She has held leadership roles at companies that ranged in size from an asset management start-up to Deutsche Bank, where she was a Managing Director.
- Béatrice is first and foremost interested in bringing her diverse expertise to support highly impactful projects for the left behind.
- Since joining KOIS in 2017, she has lent her financial structuring, business management, fund-raising and stakeholder management skills to advising the Solvay Sustainable Guar Initiative and Light for the World Belgium on their scale-up plans, and to bringing KOIS's Refugee Livelihoods DIB to fruition, among others.



**Joanna Penrose  
Buckley**

## Head of Refugee Integration, Home Office, UK Government

- Joanna leads the UK government's work on refugee integration working across Whitehall, with local authorities and with external stakeholders (UN agencies, businesses, social investors, funders and academics).
- She previously set up and led a multidisciplinary team to deliver a cross-government programme for the Chief Executive of the Civil Service on the effectiveness of UK Government grant-making.





Samir Omar

## Head of Program Management, S-Bank

- Samir has extensive experience in employment and impact investment.
- At S-Bank. He manages two impact investment funds focusing on employment and integration of immigrants.
- He previously worked as founder and CEO of a recruitment company for 10 years. After that, he joined a small fund management company which specialises in social impact bonds.
- Samir has deep expertise in building impact investment funds from start to finish. His experience includes fund set up, fundraising, financial modelling and development and management of intervention programs. He is also among the leading experts on innovative public-private partnerships in the employment sector in Finland.

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