



Social Outcomes Conference

1-4 September 2020

Welcome to Day II



@ukgolab
#SOC20



Social Outcomes Conference 2020

**IF IMPACT BONDS ARE THE ANSWER, THEN WHAT
IS THE QUESTION**

Day II, 2nd September, 11:00 BST



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#SOC20

If impact bonds are the answer, then what is the question?



**Chair: Chih Hoong Sin,
Traverse**



Alexandra
Lebedeva, VEB.RF



Ken Moriyama, K-
three Inc.



Kevin Tan, Tri-Sector
Associates



Mathilde
Pellizzari, Impact
Invest Lab



Ryota Nakamura,
Dev. Bank of Japan



Yasuaki Tojo, Dev. Bank
of Japan



Nina Zündorf, German
Red Cross

Zoom

- Keep yourself muted but do keep your camera on
- Introduce yourself on the Zoom chat
- Share your thoughts and questions on the Zoom chat
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- Session is being recorded



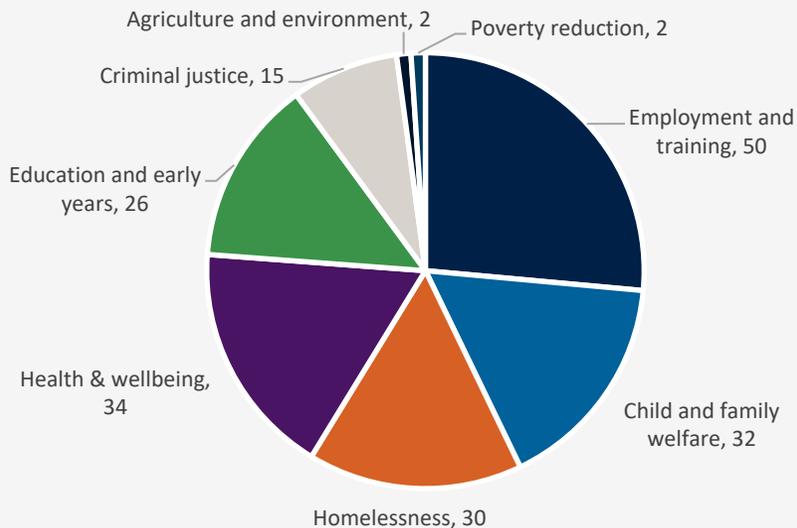
Global impact bond landscape

Source: GO Lab Projects Database (Aug 2020)

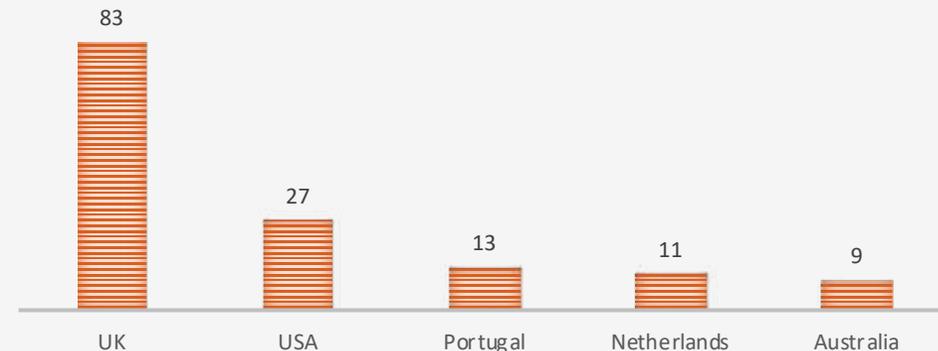
- 191 Impact Bonds (IB)
- **Capital raised: USD 456m+**
 - Median: USD 1.3m
- **Beneficiaries: 649,300+**
 - Median: 500 beneficiaries
- **Number of countries: 30**
- **Completed: 40 IBs**
- **In implementation: 151 IBs**



IMPACT BONDS BY POLICY AREA



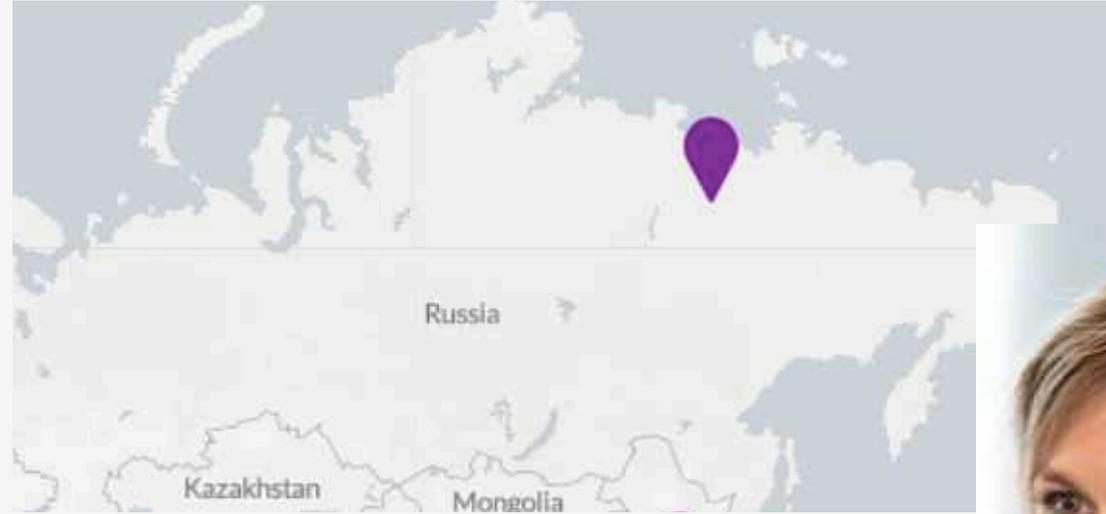
LEADING IMPACT BOND COUNTRIES (BY NUMBER OF IBs)



SIBs landscape in Russia

- 1 SIB
- First IB launched in: 2019
- Capital raised: USD 926,653
- Beneficiaries: 5000
- Duration: 39 months
- Completed: 0 SIBs
- In implementation: 1 SIB

Source: GO Lab Projects Database (Aug 2020)



IMPACT BONDS BY POLICY AREA



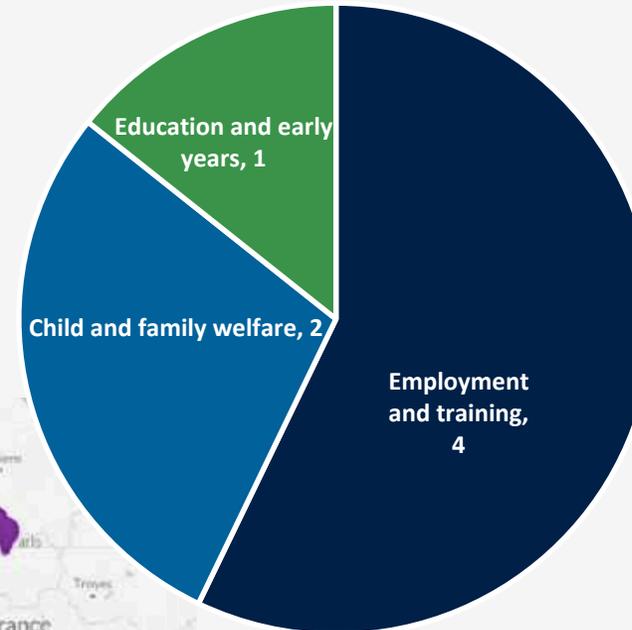
Alexandra Lebedeva,
VEB.RF

SIBs landscape in France

- 7 SIBs
- First IB launched in: 2016
- Capital raised: USD 633 million+
 - Median: USD 982,974
- Beneficiaries: 14,300+
 - Median: 900 beneficiaries
- Average duration: 44.5 months (3.7 years)
- Completed: 1 SIB
- In implementation: 6 SIBs

Source: GO Lab Projects Database (Aug 2020)

IMPACT BONDS BY POLICY AREA



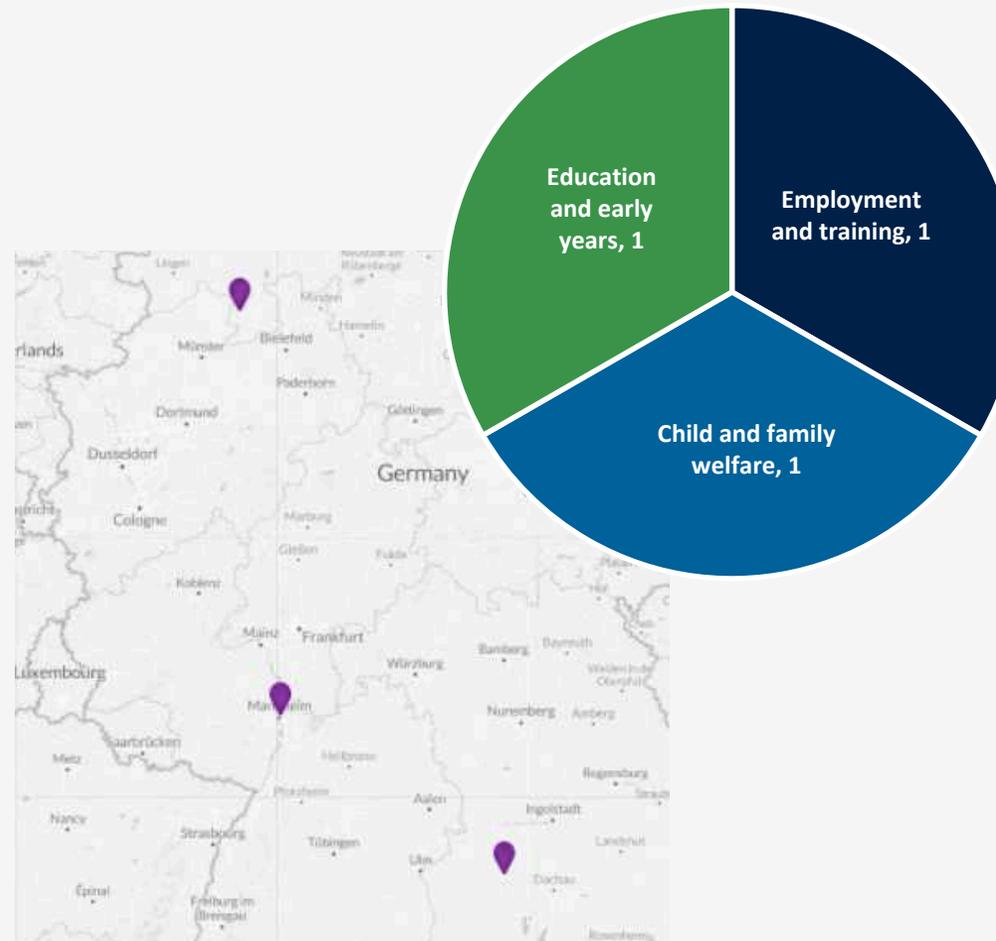
Mathilde Pellizzari,
Impact Invest Lab

SIBs landscape in Germany

- 3 SIBs
- First IB launched in: 2013
- Capital raised: USD 331,935+
- Beneficiaries: 148+
 - Median: 74 beneficiaries
- Average duration: 41.3 months (3.4 years)
- Completed: 1 SIB
- In implementation: 2 SIBs

Source: GO Lab Projects Database (Aug 2020)

IMPACT BONDS BY POLICY AREA



Nina Zündorf,
German Red Cross

SIBs landscape in Singapore & Hong Kong

- There are 3 SIBs under development in Singapore and 1 in Hong Kong
- In Singapore, the policy areas being focused on are: mental health, youth employment, disabilities employment
- In Hong Kong, the focus is on early childhood education



Kevin Tan, Tri-Sector
Associates

SIBs landscape in Japan

- 3 SIBs
- First IB launched in: 2017
- Capital raised: USD 2.7 million+
 - Median: USD 156,348
- Beneficiaries: 2784
 - Median: 1340 beneficiaries
- Average duration: 48.7 months (4.1 years)
- Completed: 0 SIBs
- In implementation: 3 SIBs

Source: GO Lab Projects Database (Aug 2020)



IMPACT BONDS BY POLICY AREA



Ken Moriyama,
K-three Inc.

SIBs landscape in Japan

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- First IB launched in: 2017
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IMPACT BONDS BY POLICY AREA



Ryota Nakamura,
Dev. Bank of Japan



Yasuaki Tojo, Dev. Bank
of Japan

Source: GO Lab Projects Database (Aug 2020)

If impact bonds are the answer, then what is the question?

Four core topics for discussion:

- **INNOVATION** as a rationale for engaging with impact bonds;
- the problem of **SCALE**, as it relates to different aspirations for innovation, and what this means in terms of cost and effort;
- the debate around whether and how **PRIVATE FINANCING** may add value; and
- what the **FUTURE** may look like beyond impact bonds.



GOVERNMENT OUTCOMES LAB



Online networking &
informal discussions in
Zoom breakout rooms

COMING UP NEXT:

Big Picture session at 13:00 BST

Zoom links at: <https://golab.bsg.ox.ac.uk/soc20>





Social Outcomes Conference 2020

**Mix and match: comparing means and motives
for measuring social outcomes**

Day II, 2nd September, 11:00 BST



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Mix and match: comparing means and motives for measuring social outcomes



- Jo Blundell & Nigel Ball, Government Outcomes Lab
 - Rob Wilson, Northumbria University
 - John Burgoyne & Katie Rose, Centre for Public Impact
 - Karolina Osterczuk, University of Warsaw
 - Lavinia Pastore, University of Rome Tor Vergata
 - Tim Reddel & Sarah Ball, University of Queensland
-

Chair: Dawn Plimmer, Collaborate CIC



What is the purpose of measurement?

Why do we measure?

Who determines what we measure?

How do we measure?

What do we measure?

Measurement for control



To control & hold people to account

To set a political target

Senior leaders & regulatory agencies set measures

Staff collect predetermined data

Residents report metrics

Standard check-list

Reporting of metrics

Targets / key performance indicators

What matters to government



Measurement for learning



To learn, understanding unique contexts

To improve services based on what was learned

Senior leaders & regulatory agencies enable and support

Staff closest to residents shape the approach

Residents authentically share their experiences

Collect data to test underlying assumptions

Reflect, rather than report

View failure as a learning opportunity

A combination of qualitative and quantitative data

What matters to the *person* and to *government*

TRUST-BASED FUNDING



TRUST



**INNOVATIVE
RESULTS**

karolina.osterczuk@gmail.com
University of Warsaw

Social outcomes in Australia – mixed thinking, methods & success?

- defining *wicked* & *puzzling* problems & solving them
- balancing act between **program, politics & process**
- more about collaborating, trialling, failing, learning & taking time
 - fidelity and speed < quality & trust of relationships
- measuring process & politics values learning, adaptation & supporting sustainable program solutions
- two case studies highlight these challenges & opportunities

ACT Family Safety Hub Co-design

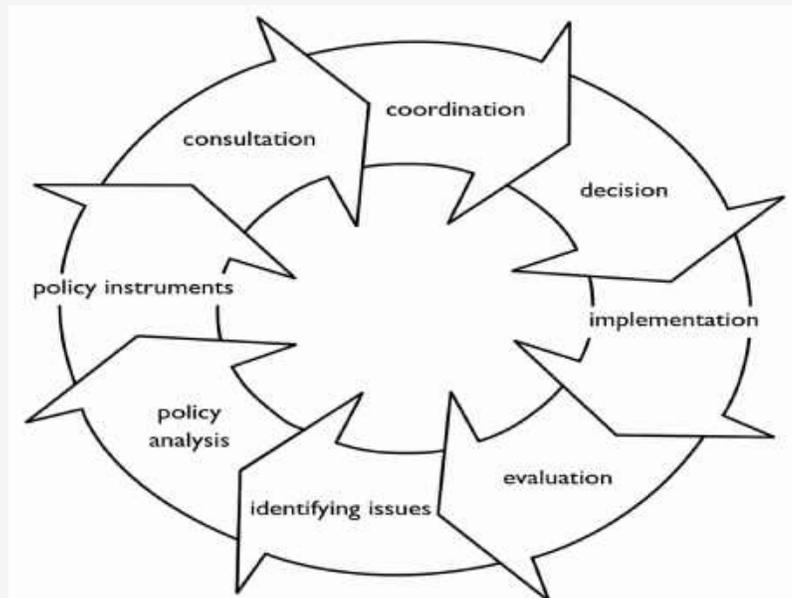


Queensland Housing Strategy Evaluation Partnership

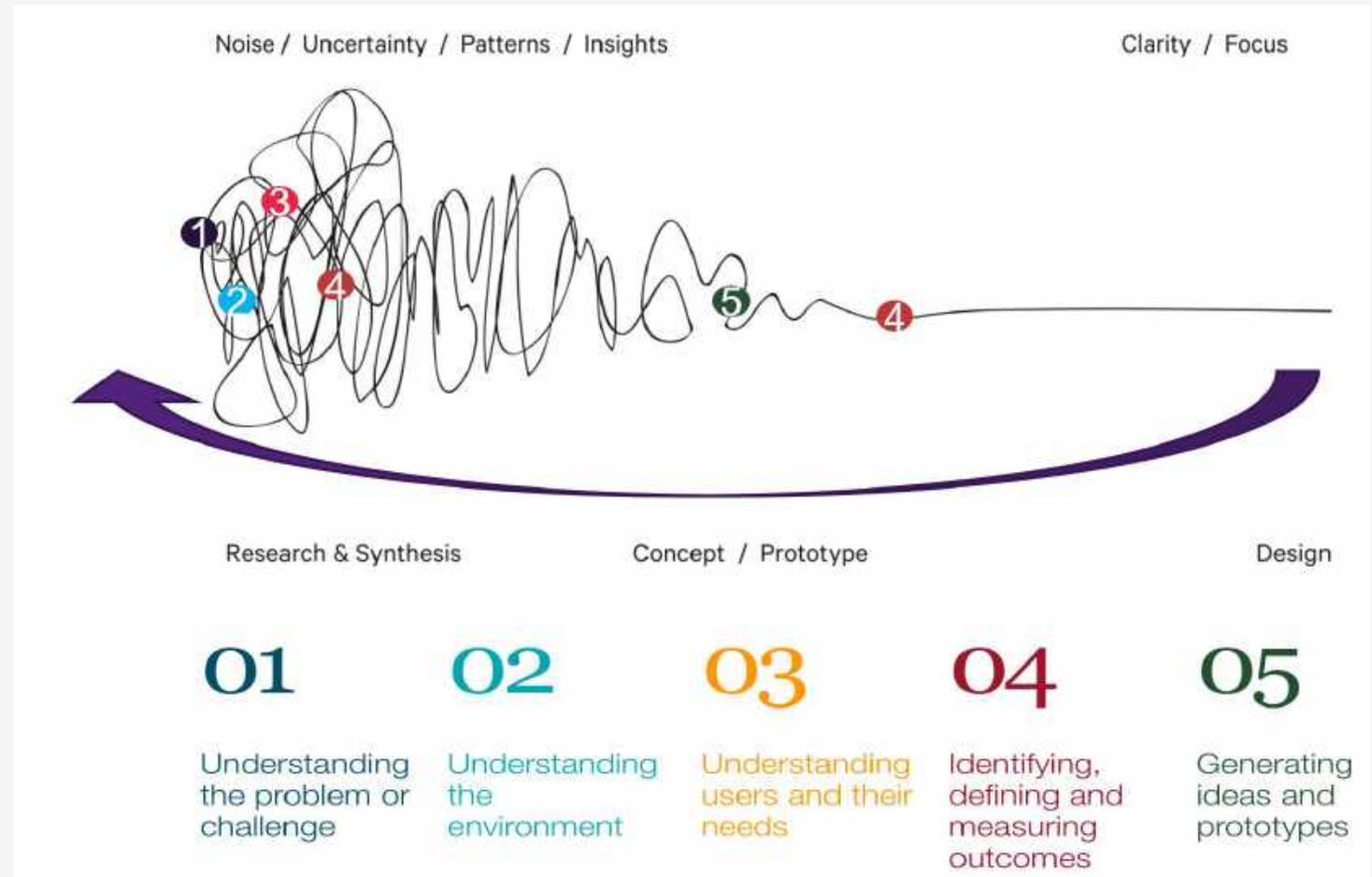


An outcome based policy approach

- disrupts a normative & rational approach to traditional policy making
- outcome based policy is more dynamic with many unforeseen detours & deviations
- deeper partnerships, co-production, co-design & collaborative governance



Source: Althaus, Bridgman and Davis (2018)



Adapted from: The Process of Design Squiggle by Damien Newman, thedesignsquiggle.com



GOVERNMENT OUTCOMES LAB



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informal discussions in
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Social Outcomes Conference 2020

GROWING AN ECOSYSTEM FOR OUTCOMES-BASED PARTNERSHIPS IN UNPREDICTABLE TIMES

Day II, 2nd September, 13:00 BST

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Growing an ecosystem for outcomes-based partnerships in unpredictable times



Chair: Dr Eleanor Carter,
University of Oxford



Christine Ternent,
Inter-American
Development Bank



Avnish Gungadurdoos,
Instiglio



Radana Crhova, UK
Government



Inga Afanasieva,
World Bank



James Magowan,
UK Government



Mika Pyykkö,
Finnish Government



Maria Laura Tinelli, Acrux
Partners



Amel Karboul,
Education Outcomes Fund



Zachary Levey, Levoca Impact
Labs



Abha Thorat-Shah,
The British Asian Trust



Louise Savell, Social
Finance



James Ronicle,
Ecorys



Manuela Cleves, Inversor



Growing an ecosystem for outcomes-based partnerships in unpredictable times



- What do we mean by ‘ecosystem for outcomes-based partnerships’? What are the levers that are being used to grow the adoption of outcomes based approaches?
- Examples and critical reflections on how these approaches have worked in practice. What are the main barriers and enabling factors across different jurisdictions?
- Impact of the COVID-19 crisis and directions for the future

Growing an ecosystem for outcomes-based partnerships in unpredictable times

- What do we mean by ‘ecosystem for outcomes-based partnerships’? What are the levers that are being used to grow the adoption of outcomes based approaches?



Louise Savell, Social Finance



Avnish Gungadurdoos, Instiglio



Radana Crhova, UK Government



Inga Afanasieva, World Bank

Growing an ecosystem for outcomes-based partnerships in unpredictable times



- Examples and critical reflections on how these approaches have worked in practice. What are the main barriers and enabling factors across different jurisdictions?



Maria Laura Tinelli, Acrux Partners



Manuela Cleves, Inversor



Amel Karboul,
Education Outcomes Fund



James Magowan,
UK Government



James Ronicle,
Ecorys

Growing an ecosystem for outcomes-based partnerships in unpredictable times

- Impact of the COVID-19 crisis and directions for the future



Mika Pyykkö,
Finnish Government



Christine Ternent,
Inter-American
Development Bank



Zachary Levey, Levoca Impact
Labs



Abha Thorat-Shah,
The British Asian Trust

Coming up next...



Stay in the main session if you want:

Spotlight on Special Issues

- A summary of academic contributions from 4 recently published special journal issues
- To hear about an opportunity to submit your own work for publication

Join a breakout room if you want:

Online networking and informal discussions



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GOVERNMENT OUTCOMES LAB



Online networking & informal discussions in breakout rooms

Next session will start at 15.00 BST

*Stay in the Main Room on Zoom for
information about academic papers for
inclusion in Special Issues*





**GOVERNMENT
OUTCOMES
LAB**

Spotlight on Special Issues:

Academic contributions in brief

Alec Fraser, King's College London

Clare FitzGerald, University of Oxford

Mildred Warner, Cornell

Rob Wilson, Northumbria University

In this session we will:

- Summarise academic contributions from four special academic journal issues
- Highlight an upcoming opportunity to submit your work!

Spotlight on Special Issues

1st Social Impact Bond Conference and 1st Special Issue: *Journal of Economic Policy Reform*

Main theme: [Widening Perspectives on SIBs](#)

Editors: Alec Fraser, Stef Tan, Neil McHugh & Mildred Warner

Contributors: Julia Morley, Elle Carter, Chris Fox & Stephen Morris, Sinclair et al, Fraser et al.

- 4/5 contributions came from conference presentations. One or two papers did not make it through the review process
- Conference held Summer 2016. Special Issue articles available online Spring 2019. Journal SI out in early 2021
- Lots of lessons learned (for me at least!)
- Timelines, reviewers, communication, expectations



Spotlight on Special Issues

Futures in social investment? Learning from the emerging policy and practice of Social Impact Bonds, Public Money & Management

Edited by: Rob Wilson, Northumbria U.; Alec Fraser, KCL; Jonathan Kimmitt, Newcastle U.; Stefanie Tan, LSHTM; Neil McHugh, GCU; Toby Lowe, Northumbria U.; Mildred Warner, Cornell; Susan Baines, MMU; Eleanor Carter, U of Oxford

Practitioner orientated public management journal with wide readership in policy and practice community with mix of Full Papers (5) and shorter New Development (2) and Debate (5) pieces.

Drew from range of sources to ask the question ‘whither’ SIBs in wider international context of Social Investment (Editorial is Open Access via [10.1080/09540962.2020.1714287](https://doi.org/10.1080/09540962.2020.1714287)) and grouped into two main themes

- Learning going on in the thinking about and doing of SIBs and social impact investment where those working on, in and with complex applied areas report on their observations about the challenges of the making of SIBs and shaping of the environment for SIBs.
- Contributions taking a step back from the space to critically examine the conceptual framings underlying the prevailing assumptions of social investment and the roles/discourses of investors.

Spotlight on Special Issues

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Conclusions were that a single coherent, practical, ethical, efficient and/or effective funding instrument for public and social policy in the form or spirit of SIBs may still remain out of reach and might, in fact, be a mirage.

That talk of a discernible ‘SIB effect’ are certainly true—at least in the way that it is has absorbed the energy of a community in working through its implications at all levels of the policy and practice ecology.

Spotlight on Special Issues

Comparing the Development of Social Impact Bonds across Different Countries and Policy Sectors, **Journal of Comparative Policy Analysis – Research and Practice**

Editors: Alec Fraser, King's College London; Clare FitzGerald, University of Oxford;
Jonathan Kimmitt, Newcastle University

- Introduction (FitzGerald, Fraser & Kimmitt): *Tackling the Big Questions in Social Impact Bond Research through Comparative Approaches*
- **Chiapello E. & Knoll, L.** *The Welfare Conventions Approach: A Comparative Perspective on Social Impact Bonds*
- **Hajer, J.** *The National Governance and Policy Context of Social Impact Bond Emergence: A Comparative Analysis of Leaders and Skeptics*
- **Tse, A. & Warner, M.** *A Policy Outcomes Comparison: Does SIB Market Discipline Narrow Social Rights?*
- **Dayson, C., Fraser, A., & Lowe, T.** *A Comparative Analysis of Social Impact Bond and Conventional Financing Approaches to Health Service Commissioning in England: The Case of Social Prescribing*

Special Issue Open Access through September!

<https://www.tandfonline.com/toc/fcpa20/22/2?nav=tocList>



Showcasing Special Issues

Social Impact Bonds – Transforming City Services into Private Investment Targets

Journal of Urban Affairs, 2020. 42(6) <https://www.tandfonline.com/toc/ujua20/current>

Editors: Eve Chiapello, EHESS, France; Lisa Knoll, Universität Hamburg, Germany;

Mildred Warner, Cornell University, US

Ogman, Robert: “Ethical capitalism” in the city: Embedded economy or marketization? The case of social impact bonds

***Williams, James W.:** Surveying the SIB economy: Social impact bonds, “local” challenges, and shifting markets in urban social problems.

***Tse, Allison; Warner, Mildred:** The razor’s edge: Social impact bonds and the financialization of early childhood services.

***Alenda-Demoutiez, Juliette:** A fictitious commodification of local development through development impact bonds?

***Lilley, Simon; Harvie, David; Lightfoot, Geoff; Weir, Kenneth :** Using derivative logic to speculate on the future of the social investment market.

Riot, Elen: Bonding with Children: Actors' Views on the Use of Social Impact Bonds in France for Children at Risk

SI will be posted in Sept. and all articles open access until Dec.

*short videos available for download at <https://juablog.com/>



Showcasing Special Issues - Submit your work!

We are looking for contributions that:

- Explore how outcomes-based contracts advance or diminish New Public Management inspired ways of working
- What outcomes based contracting and impact bonds signal about NPM legitimacy and hegemony across international contexts
- Describe and interrogate the governance implications of OBC and SIBs for inter-sectoral relationships in the provision of public services

If you are interested in learning more about the submissions process, please contact:

- Alec Fraser at alec.fraser@kcl.ac.uk
- Clare FitzGerald at clare.fitzgerald@bsg.ox.ac.uk

Tentative timeline for full paper submission March 2021





**GOVERNMENT
OUTCOMES
LAB**

Concurrent sessions

15:00 BST

**Outcomes based approaches for skills
and employment support services**

**Chair: Carolyn Heinrich, Vanderbilt
University**

**Emergency Responses and Government
Outcomes**

**Chair: Clare FitzGerald, Government
Outcomes Lab**

Find the Zoom links at: <https://golab.bsg.ox.ac.uk/soc20>



Emergency Responses and Government Outcomes



- Prakhar Misra, IDFC Institute
- Gay Hui Ting Evelyn, Singapore University of Social Sciences & Huong Ha, Singapore University of Social Science
- Anne-Marie Carrie and Robbie Smyth, Bridges Outcomes Partnerships
- Jesse Hajer, University of Manitoba
- Louise Savell, Social Finance & Hortance Manjo, Cameroon Kangaroo Mother Care
- Maitreyi Bordia Das, The World Bank

Chair: Clare FitzGerald, Government Outcomes Lab



SOCIAL IMPACT OF AN EPIDEMIC: A CASE STUDY OF COVID-19 IN SINGAPORE

**IN ADDITION TO THE ECONOMIC IMPACT OF COVID-19,
WHAT IS ITS SOCIAL IMPACT?**

Dr. Gay Hui Ting Evelyn
Singapore University of Social Sciences

INTRODUCTION: COVID-19 IN SINGAPORE

- As of 31 Aug 2020, about 25.4 million Covid-19 cases and 849,000 deaths have been reported worldwide.
- In Singapore, there are 56,812 cases and 27 deaths
- In the early months of the outbreak, Singapore's response was praised—as a model for how to slow the spread of the coronavirus.
- Spike in infections among Singapore's migrant workers living in dormitories posed an unprecedented challenge to the government

SOCIAL IMPACT OF THE COVID-19 OUTBREAK IN SINGAPORE

- Stakeholders affected by the outbreak
- Psychosocial impact of the outbreak
- Positive and negative social behavior
- Social support to the affected groups of stakeholders
- How various stakeholders (government and non-government agencies) can collaborate and work together

**Emergency Responses and Government Outcomes peer learning group (Oxford)
Social Outcomes Conference Session
Wednesday 2 Sep 2020**

Social Impact of An Epidemic: A Case Study of Covid-19 In Singapore

Huong Ha

A/Prof. and Head, Business Programmes
School of Business, SUSS

(Co-author with Evelyn Gay)

Introduction: Singapore and Covid-19

March 2020



2 April 2020 Daily Report on COVID-19

(1) Number of COVID-19 Cases

Figure 1.1: Number of Cases Reported over the Past 14 Days

Press Release Date	Imported Cases			Local Cases				Total New Cases
	On SHN ¹	Not on SHN	Total Imported Cases	Local Unlinked Cases		Local Linked Cases	Total Local Cases	
				Currently No Known Links (originally announced ²)	Unlinked Index Cases			
Before 20 Mar	7	155	162	25	13	145	183	345
20 Mar	11	17	28	1 (3)	3	8	12	40
21 Mar	16	23	39	5 (6)	1	2	8	47
22 Mar	7	11	18	1 (2)	1	3	5	23
23 Mar	32	16	48	4 (6)	1	1	6	54
24 Mar	18	14	32	5 (13)	5	7	17	49
25 Mar	23	15	38	6 (8)	2	27	35	73
26 Mar	15	13	28	4 (14)	5	15	24	52
27 Mar	16	6	22	6 (9)	2	19	27	49
28 Mar	31	10	41	8 (14)	4	17	29	70
29 Mar	17	7	24	7 (10)	1	10	18	42
30 Mar	5	4	9	7 (14)	4	15	26	35
31 Mar	11	5	16	11 (18)	4	16	31	47
1 Apr	10	10	20	23 (25)	1	30	54	74
2 Apr	5	3	8	15 (15)	2	24	41	49
20 Mar-2 Apr (% of total)	217 (97%)	154 (50%)	371 (70%)	103 (80%)	36 (73%)	194 (57%)	333 (65%)	704 (67%)
Total since start of outbreak	224	309	533	128	49	339	516	1,049



Singapore and Covid-19



Total Number of Imported Cases in Singapore (as at 26 Aug 2020, 12:00h)

IMPORTED**
871 (+10)

Case Summary in Singapore (as at 26 Aug 2020, 12:00h)

Active Cases ^a	Discharged
1,497	54,971

In Community Facilities ^b	Hospitalised (Stable)	Hospitalised (Critical)	Deaths ^c
1,432	65	0	27

^aActive cases = In Community Facilities + Hospitalised (Stable) + Hospitalised (Critical)
^bPatients who are clinically well but still test positive for COVID-19 are isolated and cared for at community facilities.
^cExcludes deaths unrelated to COVID-19 complications

20 April – 1426 new cases

Addressing issues of Covid-19 by various sectors

State (Government)

- ✓ Regulations: “**Circuit Breaker**” (lockdown), compulsory mask-wearing, social distancing policies, [COVID-19 \(Temporary Measures\) Act 2020](#), [COVID-19 \(Temporary Measures\) \(Control Order\) Regulations 2020](#)
- ✓ Financial support to businesses, workers, etc.
- ✓ Taxation and employment-related measures
- ✓ Health care policy: Covid-19 screening, quarantine measures, public health communication, support health care workers, etc.

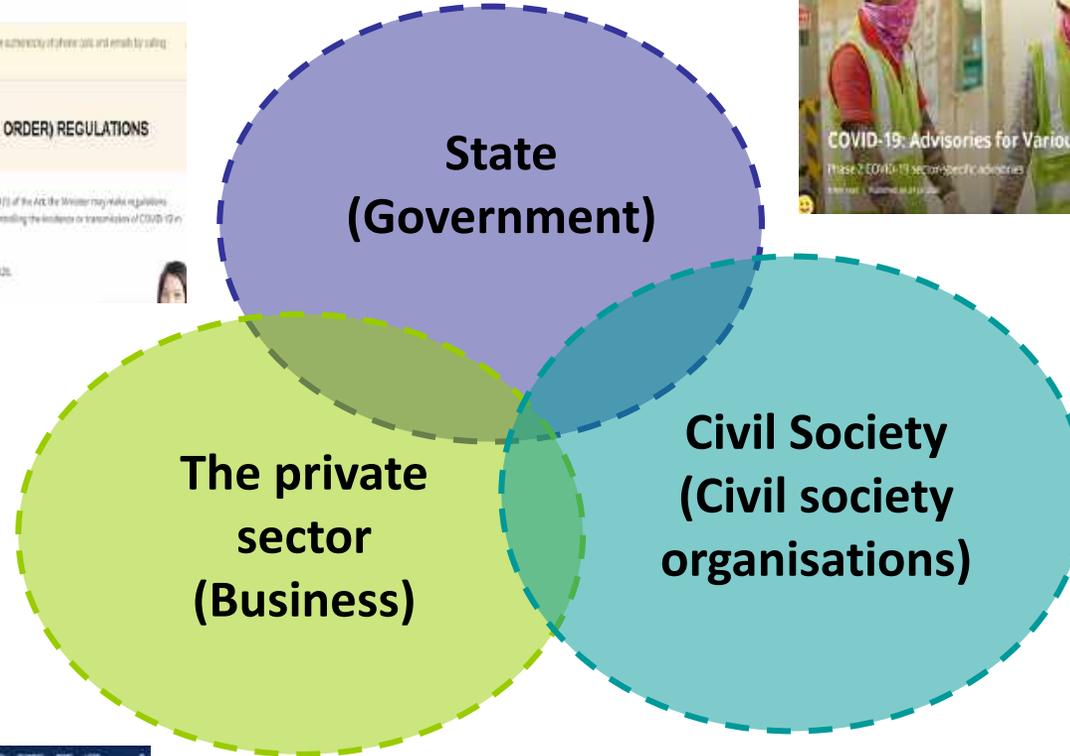
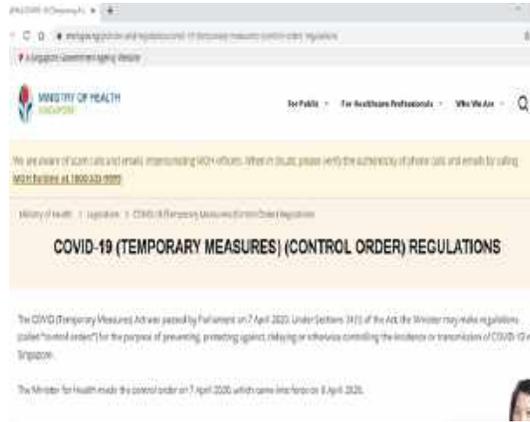
The private sector (Business)

- Supporting stakeholders:**
- ✓ launch programs that address mental, physical, and emotional health
 - ✓ give employees access to resources (e.g., counseling services, etc.)
 - ✓ provide additional financial support (e.g., two-weeks’ pay)
 - ✓ reorganise operations or upskill their staff
- CSR initiatives:** support migrants workers, donations, etc.

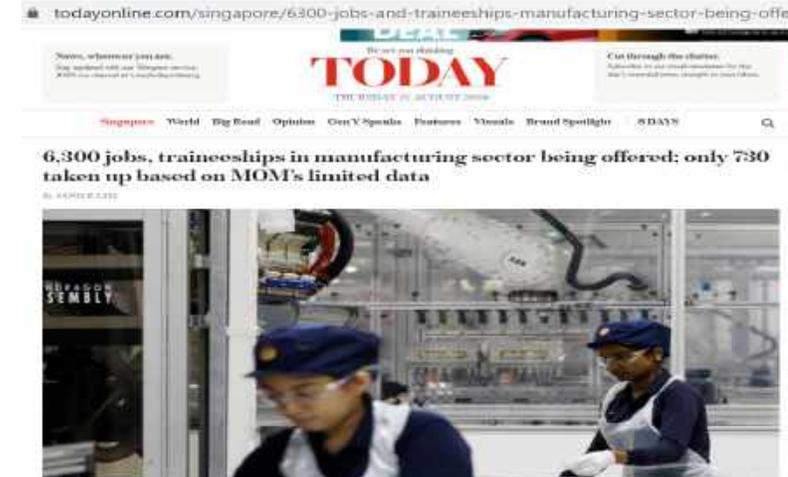
Civil Society (Civil society organisations)

- NGO/NPO’s initiatives**
- ✓ distribute masks & hand sanitiser (Temasek Foundation, SDI Academy)
 - ✓ help migrant workers, e.g., fight fake news (Migrant Workers' Centre)
 - ✓ distribute lunch and dinner packs (COVID Migrant Support Coalition (an informal group consisting of volunteers from various groups))
 - ✓ distribute welfare packs raise fund for distributing care packets, etc. (Project Chulia Street)

The three-sector governance framework



Some outcomes



The screenshot shows the official website of the Ministry of Health (MOH) of Singapore. The page features the MOH logo and navigation links for "For Public", "For Healthcare Professionals", and "Who We Are". A yellow banner contains a warning about scam calls and emails impersonating MOH officers, with the MOH hotline at 1800-333-9999.

As of 26 August 2020, 12pm, the Ministry of Health (MOH) has confirmed and verified an additional 60 cases of COVID-19 infection in Singapore. The breakdown of the cases is as follows:

Summary of new cases

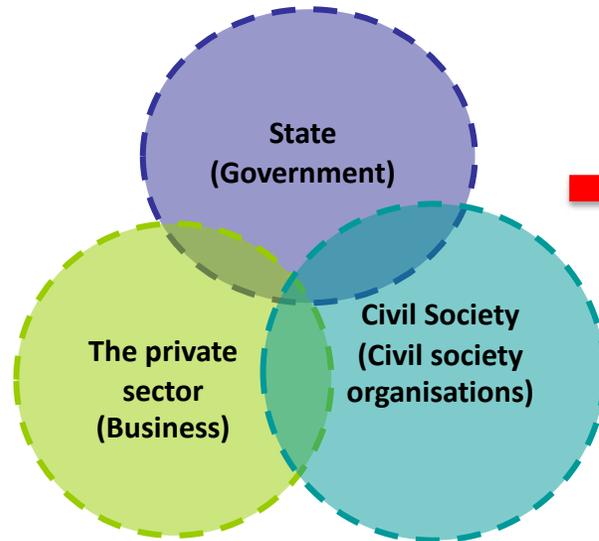
	Already in quarantine/ isolation before detection	Detected from surveillance	Total
Imported cases	10	0	10
Cases in the community	2	1	3
Cases residing in dormitories	29	18	47

Ask Jamie @ MOH

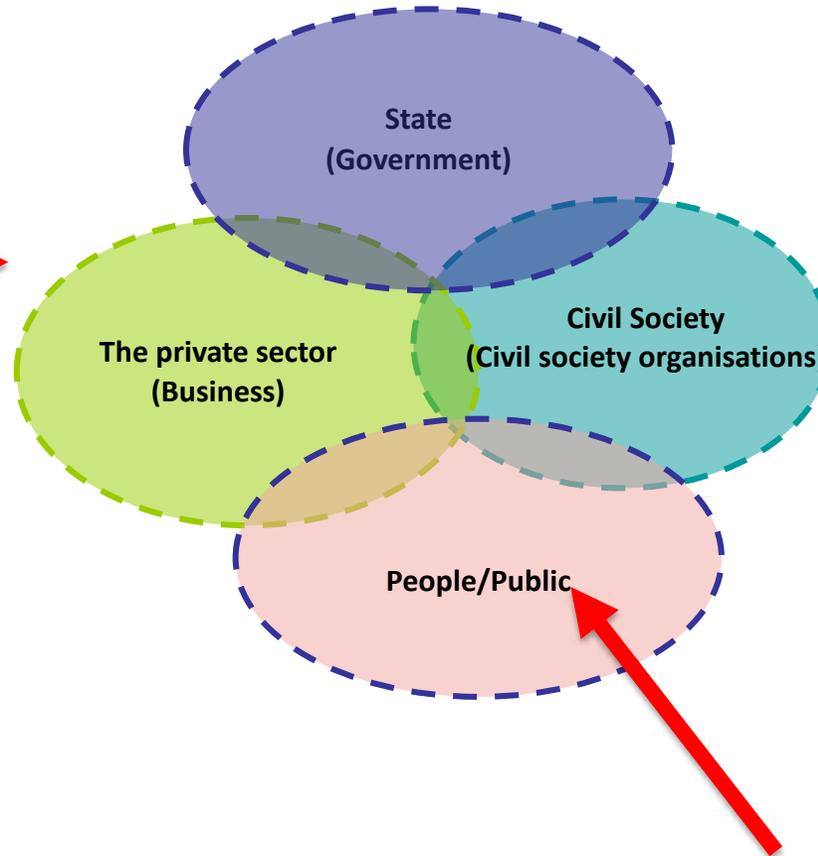
Some outcomes



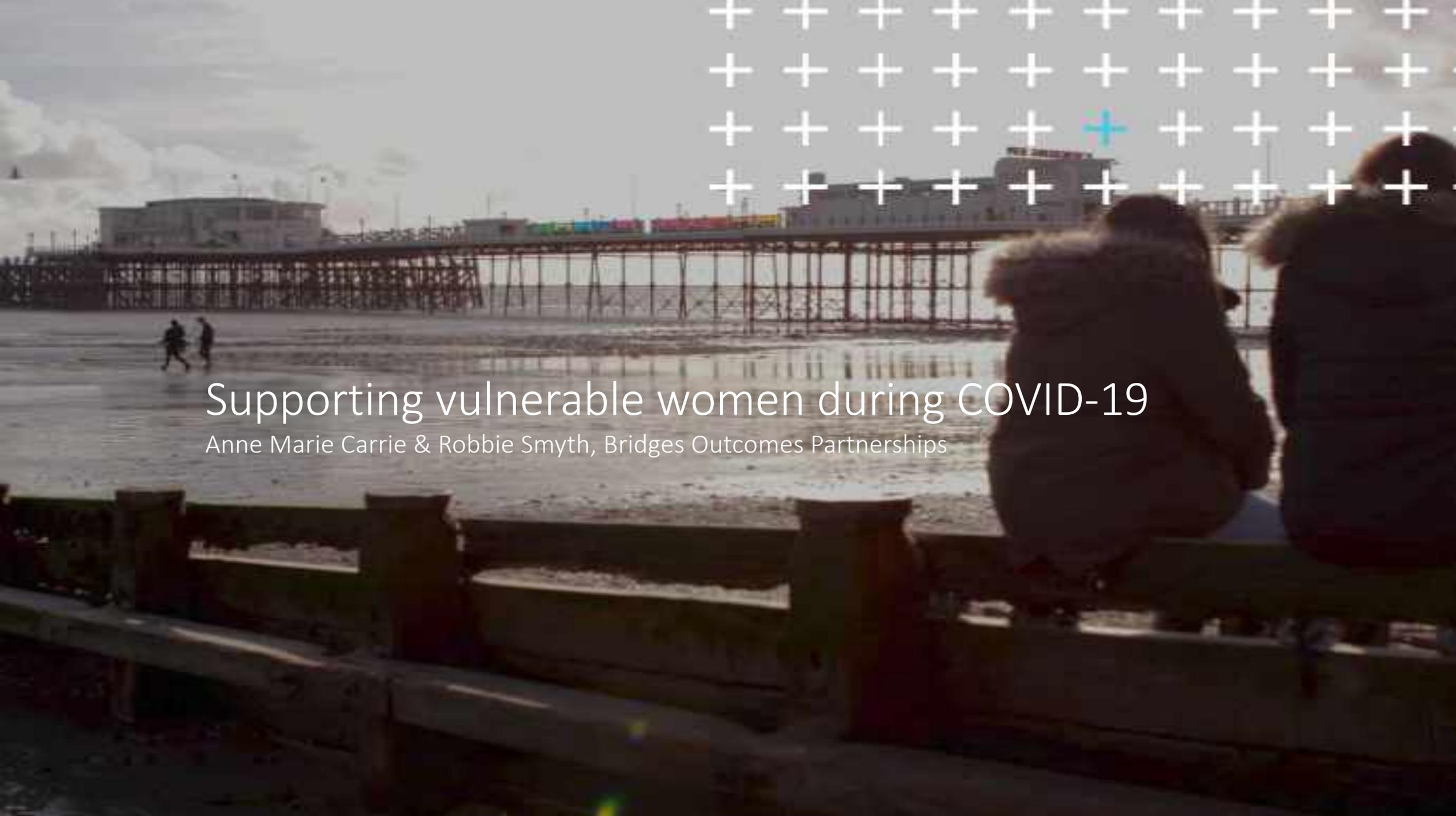
The current three-sector governance framework



A proposed multi-sector governance framework



Conclusion



Supporting vulnerable women during COVID-19

Anne Marie Carrie & Robbie Smyth, Bridges Outcomes Partnerships

Bios



Anne Marie Carrie

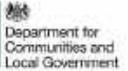
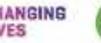
Anne Marie has a unique blend of experiences within the Children's Services sector. Anne Marie has been a Director of Children's Services and Deputy Chief Executive at the Royal Borough of Kensington & Chelsea, CEO at Barnardo's and Chief Operating Officer at Cambian Group. Anne Marie is currently the Chair of Stronger Families Norfolk, Stronger Families Suffolk and all Pause social outcomes contracts. Anne Marie's personal mission statement is to transform the lives of the most vulnerable.



Robbie Smyth

Robbie is the Performance and Operations Director for Forward – a Social Prime that supports the delivery of the Pause programmes and work with vulnerable women. Prior to joining Bridges in 2019 Robbie spent 20 years working in the third sector. Beginning his career as a Development Tutor at Fairbridge, progressing through local, regional then national Director Roles. Robbie holds a MA in Professional Development and is a Fellow of Clore Social Leadership (Emerging Social Leaders 2018)

Adults Social Outcomes Contracts

	POLICY AREA	COMMISSIONER(S)*	PROJECTS	DELIVERY PARTNER(S)
ADULTS	Youth Homelessness West Midlands	 	Fair Chance Rewriting Futures	 
	Youth Homelessness Manchester & Greenwich		Fair Chance Your Chance	 
	Youth Homelessness West Yorkshire		Fusion Fair Chance Partnership	 
	Youth Homelessness Northamptonshire	    	HOMELESSNESS SUPPORT	
	Care Leavers Independence Bristol	    		
	Care Leavers Independence South East London	   	I-Aspire	
	Single Homeless Prevention Greater London	   	SHPS London <small>Single Homeless Prevention Service</small>	   
	Rough Sleeping Greater Manchester	  		  
	Vulnerable Adults Support Service Kirklees	 	Kirklees Better Outcomes Partnership	       
	Social Prescribing Newcastle	  	Ways to Wellness	   
	Social Prescribing NE Lincolnshire	 	Healthier Lives Together	  
	Diabetes Prevention Devon	 	Healthier Living Partnerships	

* Outcomes payer(s)

Information correct as at June 2020

Children, Young People and Families Social Outcomes Contracts

	POLICY AREA	COMMISSIONER(S)*	PROJECTS	DELIVERY PARTNER(S)
CHILDREN, YOUNG PEOPLE & FAMILIES	Youth Education & Employment East London		Links 4 Life	
	Youth Education & Employment Merseyside		Triodos New Horizons Unlocking Potential	
	Youth Education & Employment Greater Manchester		T&T Innovation T&T Youth Engagement Fund	
	School-based Support West London			
	Family Therapy Essex		Children's Support Services	
	Family Therapy North Somerset		Outcomes for Children	
	Family Therapy Pan-London		Positive Families Partnership	
	Family Therapy Suffolk		Stronger Families	
	Family Therapy Norfolk			
	Intensive Foster Care Manchester			
	Intensive Foster Care Birmingham & Cheshire		Outcomes for Children	
	SEND Travel Training Nationwide		hctgroup	hctgroup
	Family Finding for Adoption Nationwide		iaam	
	Support for Mothers Plymouth; Derby & Northants		Forward	

Support to vulnerable women

Nationwide		hctgroup	hctgroup
<p>Family Finding for Adoption Nationwide</p>			
<p>Support for Mothers Plymouth; Derby & Northants</p>		Forward	

We have observed 10 key enabling ingredients which make a real difference: **flexible** delivery and budgets that can be adjusted as we learn; **collaborative** partnerships across sectors and organisations; **more holistic accountability** than traditional contracts

MORE FLEXIBLE	<ul style="list-style-type: none">• Create more personalised services focused on improving people’s lives• Enable delivery teams to continuously innovate and improve their service• Invest more in the professionals delivering the services• Use data and technology to drive efficiency and innovation continuously
MORE COLLABORATIVE	<ul style="list-style-type: none">• Co-create services with end-users, front-line staff and experts• Develop and deliver the solution with the local community• Coordinate with other services to drive wider systems change
MORE ACCOUNTABLE	<ul style="list-style-type: none">• Agree clearly defined metrics, and report transparently against them• Ensure participants' voices are properly heard when evaluating the service• Invest in high quality learning, and sharing that learning widely

Support to vulnerable women



Social challenge



...large number of women to whom multiple children are born and subsequently removed into the care system. These women have historically 'slipped through the net' of current provision once they are no longer responsible for a child

Challenge of funding



... ~£2bn funding gap in Children's Services across the UK. Preventative services have been consistently deprioritised to focus on crises short term interventions

Innovation



... how to implement a structure which creates continuous innovation and successful adaptation during a crisis.

**MORE
FLEXIBLE**

Invest more in the professionals delivering the services

- Increase the size of the team
- Strengthen the team
- Train the team
- Support the team

**MORE
COLLABORATIVE**

Develop and deliver the solution with the local community

- Active Multi Agency Strategic Board
- DA Housing Pilot
- Increased the ability of other services to engage with some of societies most disengaged in a Trauma Informed approach

**MORE
ACCOUNTABLE**

Agree clearly defined metrics, and report transparently against them

- Monthly data shared with all stakeholders to provide a clear picture of the delivery
- Monthly operational meetings with representation from all stakeholders to collaborative problem solve, forward plan and to identify and escalate any challenges or opportunities.

The COVID-19 Pandemic, Economic Crisis and Aftermath:

Fertile Ground or Rough Terrain for Social Impact Bonds?

Jesse Hajer
Assistant Professor
Department of Economics and Labour
Studies Program



**University
of Manitoba**

Questions

1. What are the institutional capabilities and interventions that engender long-term social impact despite COVID-19?
- 2. In addition to the economic impact of COVID-19, what is its social impact?**
3. How can government and non-government agencies work together during COVID-19 towards better social outcomes? What examples do we see from practice?
- 4. Will the economic and social policy environment arising from the COVID-19 pandemic and economic crisis be conducive to the continuation of the Social Impact Bond (SIB) model, or will it further marginalize SIBs?**



1. Economic Impact of Covid-19

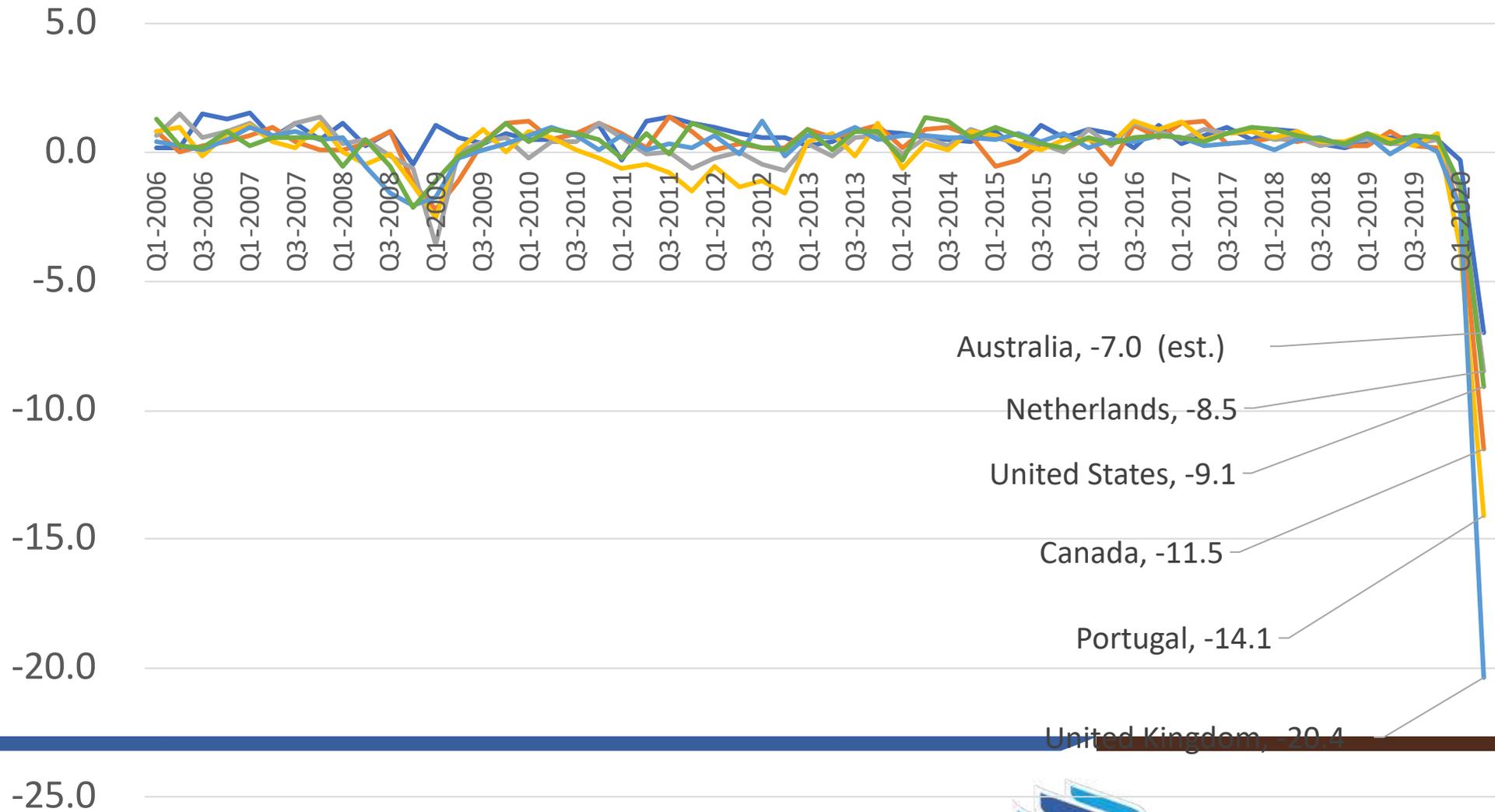
“Worst Recession since World War II”

(World Bank, 9 June 2020)

- “Deep recessions are likely to do long-term damage to investment, erode human capital through unemployment, and catalyze a retreat from global trade and supply linkages”
- The decline in output largest since modern tracking of economic data.
- Rapidity of economic and employment contraction unprecedented.



SIB Leader GDP Growth (% by quarter, seasonally adjusted)



2. The Social Impact of Covid-19

Exacerbating Inequalities

- Low income earners more likely to have lost jobs, be unable to work from home, and lack savings/equity to cope.
- Women disproportionately double burdened with paid work and home schooling/childcare, exiting labour force rapidly.
- Health impacts unequally shared, with racialized populations impacted more severely.



2. The Social Impact of Covid-19

Worsening outcomes and/or increasing demands, in all SIB policy areas

- Anti-Recidivism
- Employment and Training
- Health and Mental Health, Eldercare/Loneliness
- Homelessness
- Child Welfare, Domestic Violence
- Early Childhood Development and Education



Ex. Child Welfare

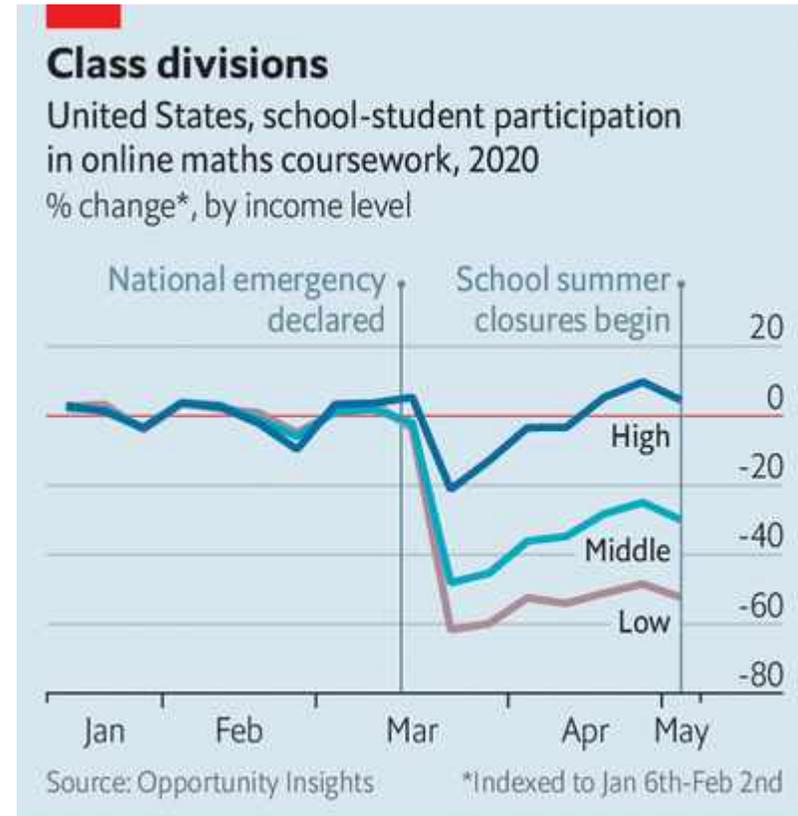
Stefanie Sprow, Children's Defense Fund Director of Child Welfare Policy

“ COVID-19 creates something of a perfect storm for child abuse and neglect. We know that in times of extreme stress, the rate of child abuse goes up significantly....However, things are much worse during this pandemic because of social distancing. Family isolation is one of the most significant risk factors for child abuse, but it is something that we are requiring now. Families cannot access the people, resources and services that help support them during difficult times, so the stress that leads to child abuse is compounded” (Whitener, 2020).

Ex. Education

Low income students falling behind

- Challenges participating in online learning.
- Learning loss compounded by extended absence.
- vs. higher income families who are succeeding in making transition.
- Educational inequality gap widening.



Source: The Economist (2020, August 29)



3. The Government Response

Unprecedented mobilization of Monetary, Fiscal and Social Policy

- Interest rate reductions, quantitative easing, and other financial market liquidity measures.
- Concessionary lending to businesses, households, and lower levels of government.
- Cash transfers and tax deferrals.
- Wage subsidy and furlough programs.
- Eviction bans, rapid action on homelessness, etc..



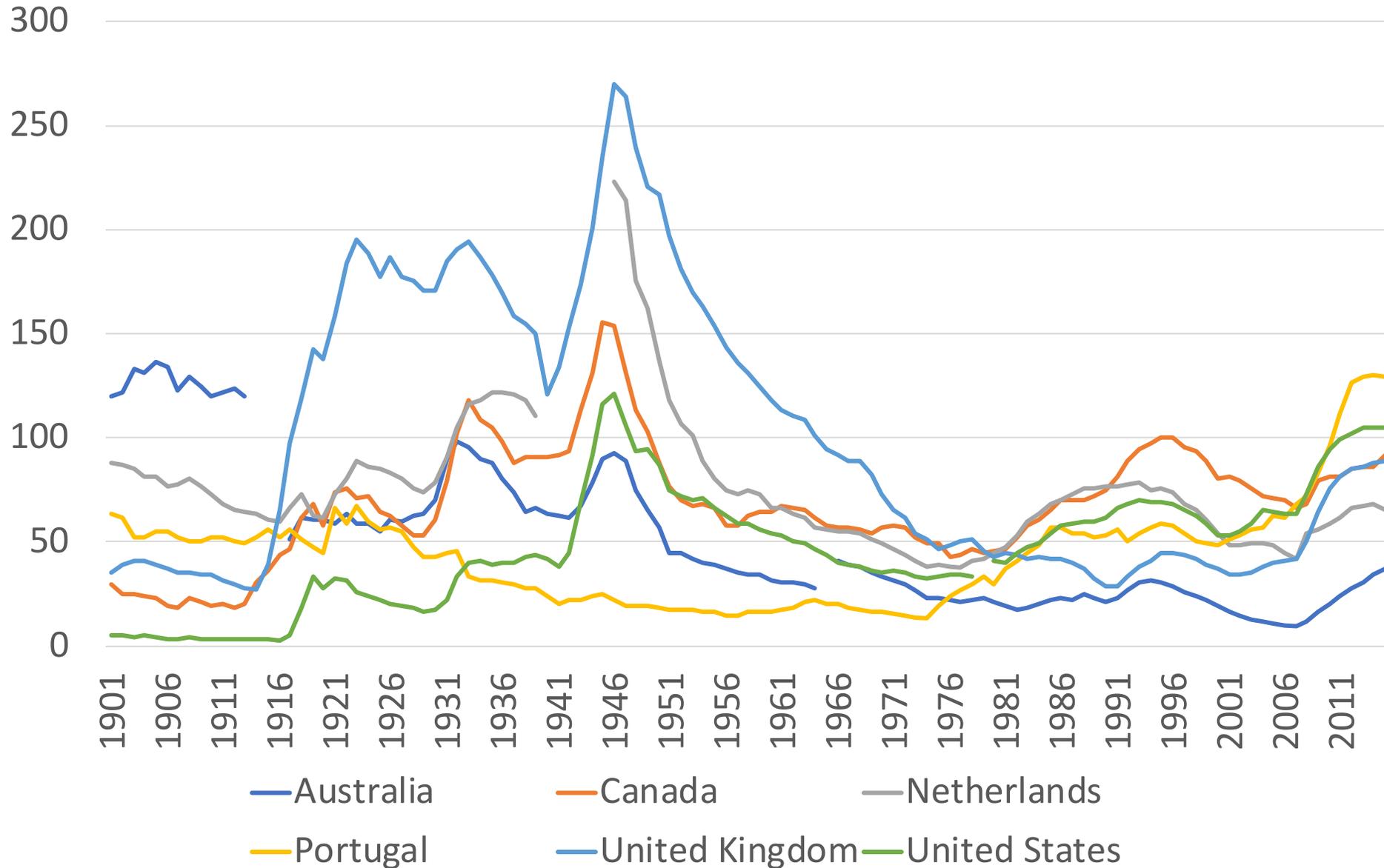
4. Competing Policy Paths

Resurgent Mixed Economy vs. Austerity

- Climate crisis, crisis of inequality has led to calls for a “Green New Deal”, massive government investment in dual crisis of climate change and inequality, rebuilding of public services/sector.
- Austerity narratives also beginning to come out of the woodwork.



Historical (pre COVID-19) Debt/GDP



Source: Data from IMF Historical Public Debt Database (2020)

5. Implications for SIBs going

Fertile Ground

- “The pandemic highlights the urgent need for health and economic policy action, including global cooperation, to cushion its consequences, protect vulnerable populations, and strengthen countries’ capacities to prevent and deal with similar events in the future” (World Bank, 2020).
- Political/Institutional constraints that motivated SIBs still entrenched



5. Implications for SIBs going

Rough Terrain

- COVID-19 has highlighted additional transaction costs SIBs impose on social service delivery.
- Emphasizes the incompleteness of contracts, complexity of social systems, fundamental uncertainty.
- The curtain has been pulled on budget constraints as a genuine restrictive force on public social investment.



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IMPROVING SOCIAL OUTCOMES IN THE TIME OF COVID

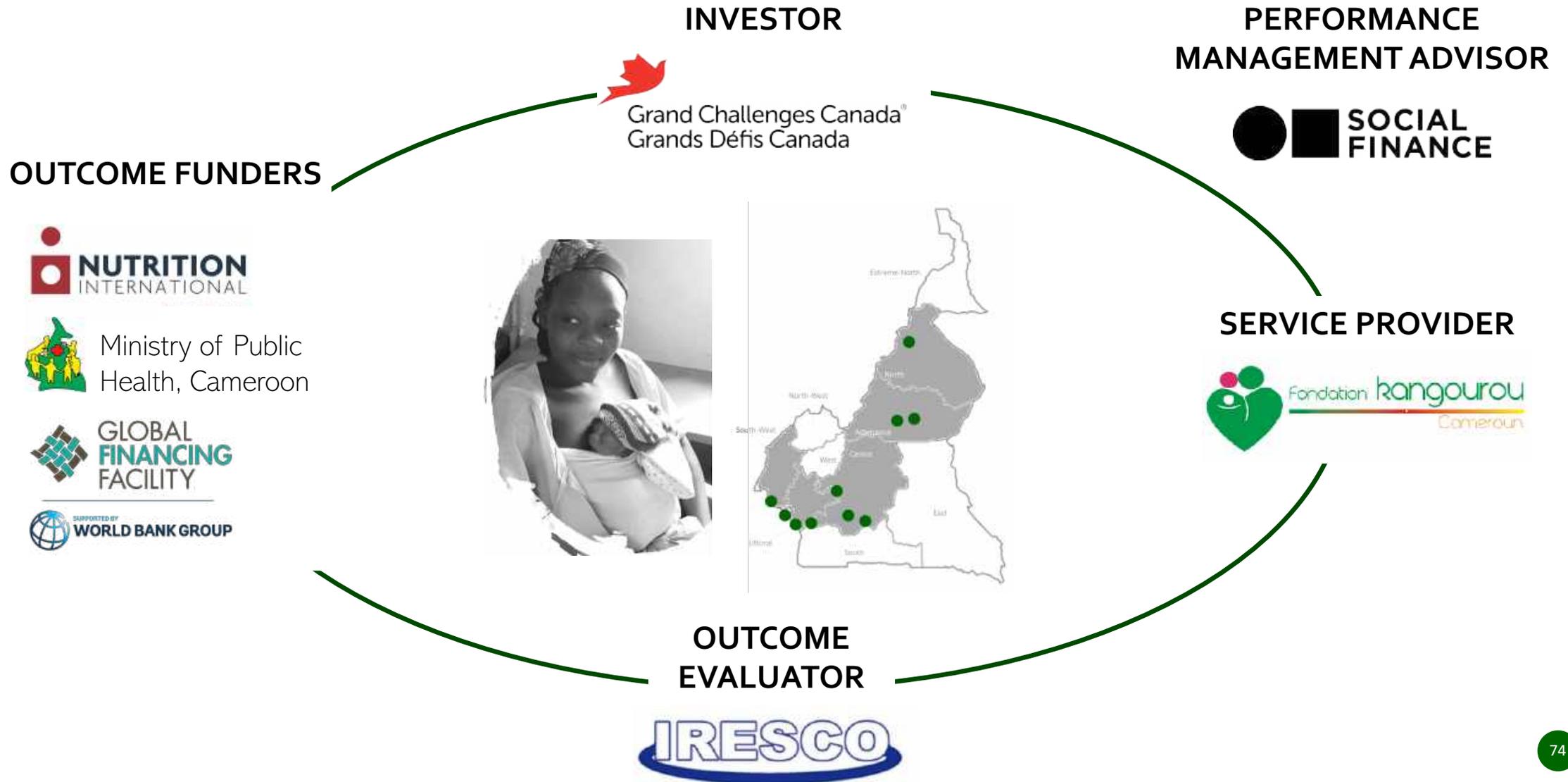


HORTANCE MANJO
DIB Programme Manager



LOUISE SAVELL
Director

CAMEROON KANGAROO MOTHER CARE DIB



LESSONS FROM DIB DELIVERY IN THE TIME OF COVID



Engage governance



Prioritise delivery

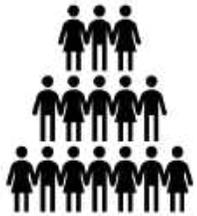


Retain outcomes incentives



Enable remote evaluation

IS NOW THE TIME FOR OUTCOMES-BASED CONTRACTS?



High needs



Tight budgets



Uncertainty



Scale



Speed



Flexibility

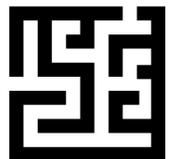
OUTCOMES CONTRACTING AND COVID RECOVERY



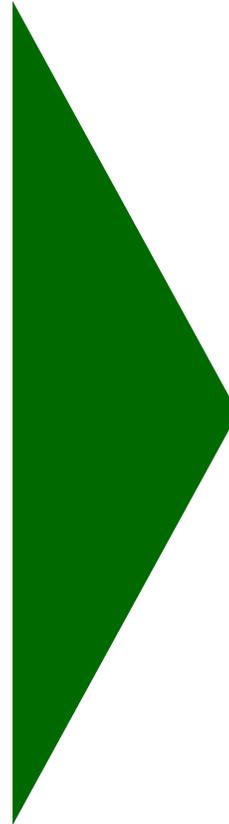
Alignment of objectives



Data-driven delivery



Flexible contracts



1 HARNESS PRIVATE CAPITAL

2 DRIVE PUBLIC VALUE

ACCELERATING OUTCOMES CONTRACTS



Simplify outcomes metrics



Expect imperfections



Empower governance



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Outcomes based approaches for skills and employment support services



- Alix J. Jansen, University of Toronto
 - Alec Fraser, King's College London
 - Abha Thorat-Shah, The British Asian Trust
 - Eleanor Carter, Government Outcomes Lab & Adam Whitworth, University of Sheffield
 - Richard Johnson, Bridges Outcomes Partnership
-

Chair: Carolyn Heinrich, Vanderbilt University





**GOVERNMENT
OUTCOMES
LAB**

Close of Day II

**Thank you all for joining us today!
We'll be back live tomorrow, at 13:00 BST**

Find the Zoom links at: <https://golab.bsg.ox.ac.uk/SOC20>



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#SOC20**

