

Call for Papers:
Outcomes-Based Contracts Workshop
Politecnico di Milano, School of Management
POLIMI GSOM Navigli Campus, Milan
29-30 May 2024

Partnerships between heterogeneous actors have increasingly been studied as mechanisms to operationalize strategies for addressing grand challenges, as outlined in Agenda 2030 (SDG 17). Within this context, Outcome-Based Contracts (OBCs), including Social Impact Bonds (SIBs) and Pay-for-Success (PFS) initiatives, have emerged as innovative forms of partnerships between public and private sectors with the purpose of tackling these wicked problems. These contracts are designed to drive reforms in public services through partnerships that coordinate funding, management, and provision of public services. When examining the potential of OBCs to achieve grand challenges and create public value, it is essential to also consider the value generated for communities, users, and citizens. By linking financial resources to performance outcomes, OBCs place the evaluation of both performance and public value generation at the center of negotiations among stakeholders.

This workshop aims to bring together academics, practitioners and policymakers to examine OBCs and, more broadly, innovative partnerships addressing wicked problems from multiple perspectives. Examples could include, but are not limited to, the cost-effectiveness of OBCs, the role of public-private partnerships in supporting OBCs, the integration of OBCs into emerging governance models, cross-national implementation, and adaptation of OBCs to specific governance frameworks and societal needs, evaluation methodologies for OBCs, the role of data in OBC implementation, and the impact of emerging technologies on OBCs.

Theme and Focus

Contributions from all areas related to OBCs and innovative partnerships are welcome, without limitations on topics or focus.

Format

This two-day workshop is designed to advance scholarship on OBCs as innovative forms of partnerships whilst encouraging exchange between experts through paper presentations and panel

discussions. Participants will engage in insightful discussions fostering meaningful dialogue and offering constructive feedback with detailed reviews for selected paper submissions.

Participating in the workshop offers a great opportunity to engage with leading experts, forge and cultivate fresh collaborations, and contribute to advancing our understanding of the diverse approaches OBCs across different European institutional contexts and beyond.

Organising team

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[School of Management; Department of Management, Economics and Industrial Engineering](#)
[POLIMI Graduate School of Management; TIRESIA Research Centre](#)

About the Hosting organisation

Politecnico di Milano is a world-renowned scientific-technological university. Ever since its foundation in 1863, Politecnico di Milano has gained an in-depth experience in teaching and researching activities, as well as developing a long-lasting relationship with the business and productive world.

Within the Politecnico di Milano, the School of Management was established formally in 2003 and groups together the Graduate School of Management (GSOM, founded in 1979) and the Department of Management, Economics and Industrial Engineering (DIG), established in 1990, bringing together all research and education operations in the field of management. The School aims to be a reference point for companies and the community at large for a wide range of management educational services. The School delivers an end-to-end portfolio of services in research, education and high-level consultancy within the field of management, economics, and industrial engineering. The School offers an end-to end portfolio of programmes, addressing, on the one hand, the needs of Politecnico di Milano, whose mission, as a state-owned university, is to offer academic and research education including BSc and MSc, mostly pre-experience, and the PhD Programme; and, on the other hand, to respond to the requests of the corporate world, with its demand for specialised, post-graduate and post-experience education including MBAs, Specialised Masters, Executive and Corporate Education.

TIRESIA (Technology Innovation & REsearch for Social ImpAct) is a research center based in the School of Management of the Politecnico of Milan. The main research interests and activities include new forms of impact partnerships and entrepreneurship, social impact measurement, impact finance and inclusive innovation. TIREZIA produces scholarly and practice-oriented research addressing academic, policy and civil society needs.

Agenda for the workshop

Day 1: Thursday 29th May

09.30h Welcome reception at POLIMI GSOM Navigli Campus, Milan

10.30-12.30h First panel session_ **OBC in health and social care: lessons learned and future directions**

- Emily Hulse: *Can outcome-based contracts solve the reproductive health funding crisis: a systematic review of its current global use?*
- Alec Fraser, Clare Fitzgerald, Angus Kerr, Katy Nex, & Richard Ball: *Community Transformation Funds: Integrating statutory health and social care with the VCFSE in the UK.*
- Janis Petzinger: *Partnerships in Preventative Health: A Case Study*

12.30-14.00h Lunch

14.15-16.15h Second panel session _**Novel approaches, opportunities and challenges in OBC experiences**

- Francesca Casalini, Ludovica Mager & Veronica Vecchi: *Social Impact Bonds: “Much Ado About Nothing”?*
- Lavinia Pastore & Luigi Corvo: *Beyond Economic Value: Structuring Outcomes-Based Contracts for Public Asset Regeneration through Social Impact Measurement*
- Giovanni Moratti, Domenico Vito & Jenny Zapata: *Measuring what matters: linking OBCs to territorial impact demand*

16.15-16.30 Coffee break

16.30-18.30 Workshop on practical example of outcome fund

18.30 Aperitivo on campus

20h

Dinner at Dogana del Buongusto

Day 2: Friday 30th May

9.30-11.30h Third panel session_ **Evaluation frameworks and impact evidence in OBCs**

- Emilia Muteba: *Under Construction: An exploration of evaluation definitions and meanings in UK Social Impact Bonds*
- Carolina Laguna: *Education Outcome Fund and the OBC-effect*
- Maria Patouna, Eleonor Carter & Elaine De Gruyter: *Beyond Fee-for-Service: Quantifying Outcomes under Outcomes-Based Contracting*

11.30-11.45h Coffee break

11.30-13.00h Workshop on special issue

13.00-14.15h Lunch

14.15-16.30h Fourth panel session_ **Relational dynamics, governance and partnership**

- Angela Rizzo, Antonella Di Maso, Benedetta Trivellaro & Alessandro Sancino: *Leveraging Public Value through Social Innovation Ecosystems: The Role of the Public Orchestrator*
- Lee Whitehead & C. Fox: *Best practice in delivering Social Impact Bonds (SIBs) in the UK: a comparative qualitative thematic analysis of antecedents*
- Maya Tira, Benjamin Le Pendeven & Céline Louche: *Hybrid organizations in hybrid markets: Impact of hybrids formation mechanisms on market persistency*
- Elena Pandini & Riccardo Torrelli: *Public-Private Partnership and Impact Finance in sustainability: the private sector perspective*

16.30-16.45 h Coffee break

16.45 h Wrap up

How to reach the GSOM?

CAMPUS NAVIGLI - Ripa di Porta Ticinese 77 Milan

From the Duomo (city centre): Take the underground red line M1 towards Rho Fiera-Bisceglie, get off at Cadorna and take the underground green line M2 towards Abbiategrasso or Forum Assago, get off at Porta Genova.

From Milan Central Station: Take the underground green line M2 towards Abbiategrasso or Forum Assago, get off at Porta Genova.

From Malpensa Airport: Take the Malpensa Express train and get off at Milano Cadorna. Take the underground green line M2 in the direction of Abbiategrasso or Forum Assago, get off at Porta Genova.

From Linate Airport: Take bus 73 towards Piazza San Babila, get off at San Babila, take the underground red line M1 towards Rho Fiera-Bisceglie, get off at Cadorna and take the underground green line M2 towards Abbiategrasso or Forum Assago, get off at Porta Genova.

From Bergamo Orio al Serio Airport: Take a shuttle bus to Milan Central Station. From the station take the underground green line M2 in the direction of Abbiategrasso or Forum Assago, get off at Porta Genova.