

In Review

2018-19



40 years of



**Oxford Policy
Management**

Oxford Policy Management is committed to helping low- and middle-income countries achieve growth and reduce poverty and disadvantage through public policy reform.

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Our work in 2018–19



Our global impact

Active projects
in 2018–19

341

Countries we have
worked in 2018–19

104

-  Oxford Policy Management office locations
-  Oxford Policy Management project office locations
-  Oxford Policy Fellowship placements in 2018–19
-  Countries we have worked in 2018–19



Countries we have worked in, 2018–19

Afghanistan	Côte d'Ivoire	Guinea	Malta	Territories	Tanzania
Angola	Democratic Republic of Congo	Guinea-Bissau	Marshall Islands	Pakistan	Thailand
Armenia	Djibouti	Haiti	Mauritania	Papua New Guinea	Togo
Bangladesh	Dominica	Honduras	Mexico	Peru	Tonga
Barbados	Dominican Republic	India	Micronesia	Philippines	Tunisia
Benin	East Timor	Indonesia	Moldova	Romania	Turkey
Bhutan	Ecuador	Iraq	Mongolia	Rwanda	Tuvalu
Botswana	Egypt	Jamaica	Montenegro	Sao Tome and Principe	Uganda
Brazil	El Salvador	Kenya	Morocco	Senegal	Ukraine
Burkina Faso	Eritrea	Kiribati	Mozambique	Sierra Leone	Uzbekistan
Burundi	Ethiopia	Kyrgyz Republic	Myanmar	Solomon Islands	Vanuatu
Cambodia	Fiji	Lao PDR	Namibia	Somalia	Vietnam
Cameroon	The Gambia	Lebanon	Nauru	South Africa	Yemen
Central African Republic	Georgia	Lesotho	Nepal	South Sudan	Zambia
China	Ghana	Liberia	Niger	Sri Lanka	Zimbabwe
Comoros	Guam	Madagascar	Nigeria	Swaziland	
Republic of Congo	Guatemala	Malawi	North Macedonia	Syria	
Cook Islands		Malaysia	Occupied Palestinian	Tajikistan	

Foreword

“

Since the late 1970s when Oxford Policy Management was founded, the international development market has grown, matured, and changed enormously. What was once relatively small and fragmented now has far greater structure, and a broad expectation that those working in the sector will have the organisational capabilities required to adapt reactively as the market changes.

Philippe Naert | Chairman



The structure of the market is driven by sustained policy priorities, but also by more immediate political priorities. At the margin, those can change demand very rapidly. As an organisation, we've had to be flexible and agile, and the development sector is only likely to become more fast-paced and responsive to demand.

A few decades ago, much of the conversation about reducing poverty and increasing growth was related to food security and the agricultural sector. That focus broadened into related issues, and gave Oxford Policy Management opportunities to move into those emerging areas of debate. Household food security issues, for instance, led to greater focus on national social protection policies, while the relationship between nutrition and health outcomes naturally led to a consideration of health strategies. Similar paths connected to a greater focus on education and water, sanitation, and hygiene (WASH), and Oxford Policy Management was able to follow the way that the debate was organically emerging.

The bridging concept of the role of the state has continued to come under scrutiny, and considerations of agricultural and rural economics have led to a wider debate about economic

development and growth. Economists have increasingly understood and recommended the need for organisations like Oxford Policy Management to work holistically at all stages of policy, rather than simply providing studies.

As ever, the future of international development is difficult to predict – one of the reasons that development practitioners have to be agile – but it is clear that certain areas will dominate the debates in the next few years. The big emerging issues of population and employment growth are reflected in our recent work; there is a lot of potential to create prosperity, growth, and improved livelihoods through African and South Asian economies, but also a lot of risk. And of course, as the world transitions from being agriculturally dominated to increasing urbanisation, climate change continues to be a significant threat that requires cross-sectoral attention.

Our work with governments internationally will continue to respond to these demands, working in partnership to achieve growth and reduce poverty and disadvantage through public policy reform. Please do get in touch with our sector teams or offices (listed pp. 26-29) to find out more about our work.



As Oxford Policy Management turns 40 in 2019, it is an opportunity to look back on the ways in which our organisation has changed and evolved over time – which I have witnessed first-hand in the 33 years that I've worked here.

Simon Hunt | Managing Director



Growth from our origins

When I joined, there were five of us working in a small research team as part of the University of Oxford. We focused on data, methods, and theory, but soon realised that more was needed to directly engage with governments internationally. While still retaining close links to the University, Oxford Policy Management has grown steadily as an independent organisation since 1996. This growth comes alongside a firmer understanding of what we have to offer – what we're trying to do, which approach fits with our culture and values, and how we can help collaborate with others to achieve change at scale. Together, we are able to help generate jobs, growth, and poverty reduction, as well as supporting the increased capability of states to successfully design and manage their own policy reform.

We now employ around 500 people in twelve permanent offices, and many more project offices, across five continents. Our first office outside of the UK was opened in Pakistan in 2007; we realised that having permanent national teams, hiring those with the best local knowledge and the greatest stake in national policy, enabled us to work towards the most sustained, effective development. Expanding the capabilities and expertise of our international offices continues to be one of our major priorities.

Celebrating successes around the policy cycle

We are proud that many of our programmes, particularly some large research programmes like RISE (see p.10), have made a contribution to significant impact. We are keen to remember that our work is a contribution to a much larger social initiative – a vital role, but one we must perform in collaboration with, and in order to support, governments and others. In this line, our demand-driven Oxford Policy Fellowship (see p.6) is now in its fifth year.

This *In Review*, like last year's, is structured around the policy cycle. As an organisation, we recognise the importance of working at all stages of this cycle – a crucial development in changing how we work as a mission-driven organisation, not simply handing over research to a government, but working closely with them to implement evidence-based policy reform effectively.

We continue to explore the best ways to combine diagnostics and research with practical implementation. This *In Review* shares highlights from the most recent of Oxford Policy Management's 40 years, and looks to the future to continue our contribution to meaningful and sustainable impact across the globe.

Oxford Policy Fellowship

Throughout our 40-year history, it has been our belief that meaningful partnerships with policymakers lead to the best possible impact for reducing poverty and disadvantage.



We launched the Oxford Policy Fellowship in 2015 in response to a need that a range of governments had clearly articulated; they wanted to get top-quality, embedded support for addressing their policy challenges, but also wanted to be in the driver's seat for how that support was managed.

Now in its fifth year, our Fellows have so far been placed in nine governments across Africa and South Asia. These are two-year placements for early-career law and policy professionals who are employed by, and directly accountable to, the ministry in question. The partnerships are initiated when a government identifies embedded technical assistance as the appropriate solution to a problem or challenge. The goal is to support governments in their efforts to deliver their ambitious policy reform agendas with often very limited resources in environments of rapid law and policy change.

Stories from the Fellows

Success stories come from across different countries and sectors. A Fellow assisted the reform of public health ordinance in Sierra Leone, helping devise an act that is more suitable for prevailing public

health concerns in the country, health emergencies, and communicable diseases. Elsewhere, a Fellow in Ghana contributed towards education reforms looking to increase education access, decrease unemployment, and address the requirements of the education sector. In Ethiopia, a Fellow in the Ministry of Environment, Forest, and Climate Change is drafting the primary legislation for the first concrete legal basis for the protection of wetlands.

Each country and ministry is different and so each Fellowship is constructed with in-built flexibility that allows for vastly different contexts. Despite the variety in postings, the Fellowship's 'most significant change' study found some common factors that lead to a Fellowship posting having the maximum impact for a host government. These are the importance of placements being demand-driven by government; developing a trusting relationship between Fellows and their colleagues; investing time in consultation and multi-level engagement to secure momentum for reform, and flexibility and professional versatility. As we look to the next 40 years of Oxford Policy Management, partnership will remain central to all of our work – and nowhere is that more evident than in our commitment to the Oxford Policy Fellowship.

Find out more: policyfellowship.org

Policy cycle

Throughout our 40 years, we have worked across the policy cycle, from research to monitoring and evaluation. In this *In Review*, we look first at projects that encompassed the whole policy cycle, and then each stage has a section demonstrating highlights of our experience and expertise in that area in the past year.



Each project we discuss is accompanied with a key, showing which areas of the policy cycle were involved.



Whole policy cycle

Governments and decision makers look at the big picture of the whole policy cycle, working at all stages to try to achieve impactful public policy.

Having an understanding of, and practical experience in, every stage of the policy cycle is the hallmark of our projects. From researching the key drivers of a problem to implementing the chosen policy, then monitoring and evaluating its progress, we provide integrated support for long-term change.

Climate-proofing growth and development in South Asia



South Asia is disproportionately impacted by climate change, and [Action on Climate Today \(ACT\)](#) is a four-year initiative which aims to mainstream climate adaptation into policies and strategic decisions in nine South Asian locations: Afghanistan, Nepal, Pakistan, and six states of India. It works across the policy cycle to mainstream adaptation into governance policies, processes, and institutions, improve climate financing, and develop climate-resilient agriculture and water management.

Now in its final year, the programme has been able to access over US\$1 billion of funding for climate-informed programmes and policies, helping mainstream climate change into decision making and implementation processes across a range of

sectors. The Food and Agricultural Organization has confirmed that it will use the approach presented in ACT's Climate Resilient Agriculture paper to frame organisation-wide climate-resilient agriculture investment guidelines. ACT was also asked to contribute insights on climate finance and mainstreaming at a roundtable discussion led by former Secretary-General of the United Nations Ban Ki-moon, to mark the launch of the Global Commission on Adaptation in the Netherlands. ACT co-authored a foundational approach paper on climate mainstreaming for this Commission and now has been asked to lead on authoring a detailed, global report on domestic financing for adaptation that will be tabled at the UN Secretary General's Climate Change Summit in 2020.

Improving the delivery of social services for vulnerable people in Ukraine



There is ongoing decentralisation reform in Ukraine and, in this context, we led a consortium to develop a model for integrated social services delivery. We researched, outlined, and developed policy options, and also tested instruments and services that were already developed. Once delivered, the draft concept was accepted by Ukraine's Ministry of Social Policy and recommended to all amalgamated municipalities



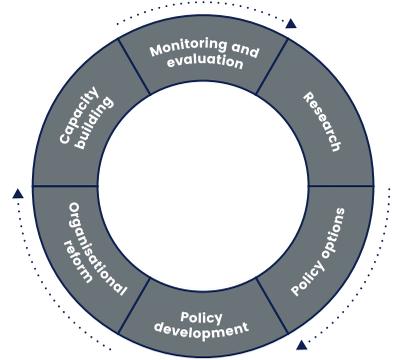
Above: Savings at the Frontier / Oxford Policy Management / Nana Kofi Aquah

for implementation. Currently, in a subsequent project, we are applying the model in practice. By helping build the capacity of the government, supporting delivery reform within the Ministry, and monitoring the results, the combination of these two projects works across the policy cycle to integrate social services delivery to better serve vulnerable Ukrainians.

Boosting local economies through natural resource revenues



Discovering natural resources can provide opportunities and



challenges for any country, but low- and middle-income countries in particular can struggle to leverage these resources to boost economic growth and improve the livelihoods of citizens. Adequately preparing local businesses and communities to address changing circumstances arising from natural resources is important to ensure the extractive sector can benefit all.

Helping to increase transparency and accountability within the extractive sector, we are implementing three major natural resources programmes: [Kenya Extractives Programme \(K-EXPRO\)](#), [Ghana Oil and Gas for Inclusive Growth \(GOGIG\)](#), and the [Facility for Oil Sector Transformation \(FOSTER\)](#) in Nigeria. We are working across the policy cycle with governments in the three countries to improve governance and oversight in the sector and develop new policies to ensure inclusive economic growth and poverty reduction. The programmes' accomplishments include supporting the Government of Nigeria in passing a landmark Petroleum Industry Governance Bill in January 2018, advising the Ghanaian Government on developing a comprehensive energy policy, and developing and piloting two innovative approaches to local enterprise development in Turkana, Kenya.

Research

All development work must start with rigorously researched evidence, ensuring the right questions are asked to determine the best approach.

Whether analysing a situation in order to give policy advice or looking into ways of scaling up current policies, research and diagnostics play a fundamental part of any policy reform. Research helps to fill knowledge gaps in existing theories and provides context-specific information, which policymakers can use to implement impactful policies that benefit the maximum number of people.

Improving education systems and learning outcomes



The **Global Partnership for Education (GPE)** supports the efforts of low- and middle-income country (LMIC) partners in building effective education systems to improve equity and learning. Members of GPE (over 80 national governments, alongside international organisations, civil society, teachers, and the private sector) work together to ensure that education plans are sound, credible, effectively implemented, and rigorously monitored, and that development aid is strategically invested.

We were commissioned to assess the operational model at the centre of GPE's strategic four-year plan, 'GPE 2020', which puts LMICs at the

centre. The findings of the study were presented to the GPE Board of Directors in June 2018, along with our recommendations, including the need to strengthen mutual accountability. As a consequence, GPE is developing options for improving its model.

Elsewhere, [Research on Improving Systems of Education \(RISE\)](#) is a multi-country research programme that seeks to understand how school systems in LMICs can deliver better learning for all. Having begun in 2015, RISE has now seen a significant increase in funding, with the Bill & Melinda Gates Foundation and DFAT joining DFID as donors. This additional support means that RISE can extend beyond its initial six research countries: Ethiopia, India, Indonesia, Pakistan, Tanzania, and Vietnam. This expansion will lead to a broader evidence base of what does and doesn't work in education system reform. RISE has already seen this influence communicated at a global level, with key research about the learning crisis featured in the World Bank's World Development Report 2018, *Learning to Realize Education's Promise*.

Improving education quality through results-based financing in Tanzania



The Government of Tanzania continues to improve the quality

of education for children through a results-based financing instrument known as the **Education Program for Results (EPforR)**, with 12 disbursement-linked results targeted in the past financial year. We conducted an independent verification exercise for EPforR, looking at education data (collected from schools and local government education offices) and finance data. The results of this analysis are strengthening financial management systems and the delivery of financial services to local government and education facilities.

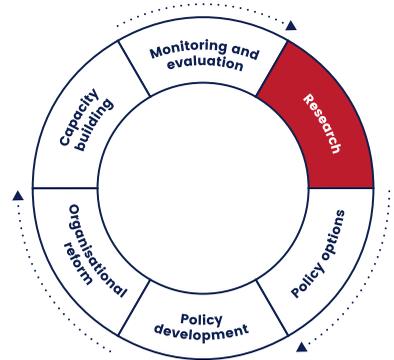
[Below: Pupils in Pakistan, taken during the RISE programme.](#)
[@EPOD](#)
[Harvard Flickr](#)



Researching complementary feeding practices in Pakistan



It is important to research the practices and attitudes regarding infant and young child feeding (IYCF)



in Pakistan, as poor complementary feeding practices can lead to risks in the areas of food security, social protection, immunisation, and other development sectors. This research can provide decision makers with the information they need to help avert these risks.

Our formative qualitative research investigated the major trends in complementary feeding practices in various areas of Pakistan, and unpacked the reasons behind the prevalent IYCF practices, looking at the human contexts behind statistics. These included a deeper awareness of the variations in the key research questions across provinces, rural and urban localities, education level, and economic status. This study was commissioned specifically to support programme strategies for the Government and key stakeholders in nutrition in Pakistan, and has helped direct the Government's development of programme strategies, particularly in influencing behaviour change around complementary feeding.

Shock-responsive social protection in Latin America and the Caribbean



What factors would enable social protection systems to be more responsive to shocks? This question led our study in [Latin America and the Caribbean](#), generating evidence

and informing practice for improved emergency preparedness and response. The study includes case studies in seven countries – Dominica, Dominican Republic, Ecuador, El Salvador, Guatemala, Haiti, and Peru – with five more to be conducted in 2019, and a number of dissemination activities for presenting our findings and recommendations.

The evidence generated is already having an impact on policy in the region. At a workshop organised by the Ecuadorean Government, in which we shared the findings and recommendations of the study, the Ministry of Economic and Social Inclusion and the Department of Risk Management signed a Memorandum of Understanding and developed a roadmap to make the social protection system more responsive. Similarly, the Peruvian Government responded to the evidence of the study by issuing a ministerial resolution and creating an inter-ministerial working group to develop a national strategy for shock-responsive social protection. Recent responses to disasters, including Dominica's and El Salvador's cash support to people affected by Hurricane Maria and droughts in 2017 and 2018 respectively, were influenced by the findings and recommendations of the study.

Exploring how lessons spread across health systems



Countries with similar levels of income often have widely different health outcomes. If countries could learn from one another, and take action based on those lessons, it is likely to lead to healthier populations around the world – but sharing learning between health systems in LMICs is relatively infrequent. [This project used](#) a combination of eight country case studies, interviews, and literature reviews to establish how countries can

best learn from each other's health systems. This formed the basis of recommendations delivered to the Bill & Melinda Gates Foundation, to target their investment in this area, leading to better health outcomes internationally.

Improving financial inclusion for rural and vulnerable communities

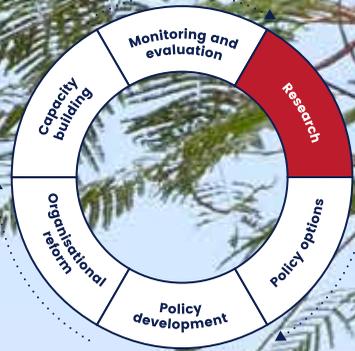


Vulnerable and marginalised people and people living in remote areas often find themselves excluded from the formal banking systems and relying on informal savings mechanisms for managing their money. Almost nine million people across Ghana, Tanzania, and Zambia find value in these banking alternatives.

In partnership with the Mastercard Foundation, we are leading an innovative financial inclusion **Savings at the Frontier** programme, aiming to bridge the gap between the supply of formal financial services and informal savings mechanisms, and thus offering formal banking services to excluded populations. The programme uses digital technology to offer robust services tailored to savers' needs and preferences, trying to overcome challenges on proximity, cost of acquisition, and practical service delivery.

Offering funding and support to five financial service providers across three target countries, the programme aims to scale up financial services for up to 250,000 rural and semi-urban users of the informal banking systems.

Opposite:
A market in Malawi.



Policy options

Policymakers need to be able to explore and analyse different policy options to ensure sustainable policy reform.

We give policymakers access to different policy choices in pursuing effective reform. Our analytical rigour helps us to develop tools and provide advice to inform policy decisions on complex issues.

Strengthening revenue policy and administration in Somaliland



We are managing the five-year **Prosperity for Revenue (PROFR)** programme, supporting the raising and diversifying of revenues to better support its citizens' needs, encourage economic growth, and support poverty reduction.

Achieving these goals requires a more progressive revenue system. Working with Ministry of Finance officials, PROFR is helping formulate and implement relevant policies for collection, supporting Somaliland's revenue services' work with businesses on introducing identified reforms, and ensuring these services become more efficient and transparent.

Since the programme's launch, we have helped design PROFR's delivery model by scaling up local capacity to provide strategic insights and drive the reforms, including the adoption of

international benchmarking systems for tax administration and the targeted registration of over 500 new large taxpayers.

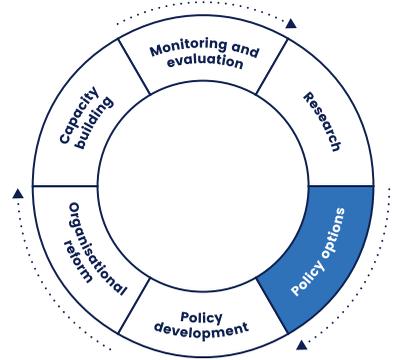
Scaling up social protection programmes with e-payments in Myanmar



Myanmar's social protection programmes rely on cash transfers to drive the country's social welfare strategy. Despite their importance, cash transfers continue to be delivered through manual cash payments, which are labour intensive and pose risks of leakage and delayed payments. [We helped assess options](#) to roll out electronic cash transfers to deliver social payments.

Leading extensive research into electronic social transfers, we provided an action plan and recommended options for piloting electronic delivery of social cash transfers – made possible by the recent exponential growth of Myanmar's mobile phone market. Using this plan, HelpAge designed and implemented the first electronic social transfers in 2018.

Following the scale-up of the work, we led a process evaluation to generate evidence on the effectiveness of electronic payments in Myanmar, enabling a



dialogue between private sector mobile money operators, NGOs, and Government staff.

Exploring the impact of unconditional child cash grants in Indonesia



The Government of Indonesia is committed to ending extreme poverty and reducing poverty rates by half in the country by 2030. One way of achieving this is through universal and unconditional child cash grants. Provincial and selected district governments in Papua and Aceh provinces have introduced these grants, and we are helping to evaluate the impact these programmes have had.

Both programmes are expected to affect living conditions of eligible children and their households, improving nutrition outcomes, food intake, and use of educational and health services. In the long term, these programmes should help tackle child malnutrition, boost early childhood development, and improve child school performance.

This evaluation looks at how, and to what extent, programme interventions can help achieve those objectives. The results, to be published in 2019, will help determine further programme strategies and policy options for the provincial governments in Papua and Aceh, and enhance related interventions from the Government of Indonesia more broadly.



Right: A family in Aceh, Indonesia.

Policy development

There is never a one-size-fits-all policy, and every ministry in each country makes its policy decisions based on a specific context.

Once policy options have been outlined, the process of policy development is a vital step in making sure that the most valuable development activities are identified. Partnering with government, we make sure that policies are developed with recognition of political, economic, and social context.

Reducing the risks of violence against women and girls in Brazil



Piauí is one of the Brazilian states with the highest levels of violence against women and girls (VAWG), according to federal government data. [We're helping the sub-national government in the state](#) combat widespread VAWG by challenging the social norms which embed, legitimise, and reproduce the problem.

Using a successful framework for women's protection, developed in Uganda by the NGO Raising Voices, and adapting it to the Latin American context, we're building the capacity of key stakeholders in Piauí state to effectively respond to the VAWG – reducing the threat of violence and improving emotional well-being of women and girls.

Scaling up the social protection strategies for vulnerable communities in The Gambia

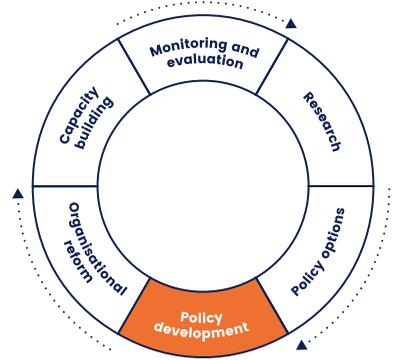


One of the smallest countries in Africa, The Gambia is also one of the most densely populated and poorest nations on the continent. The Gambia faces high income inequality and widespread household food insecurity; however, the country's social protection strategies are fragmented and only reach a small number of vulnerable populations. To deliver on the Government's commitment to develop an integrated and inclusive social protection system, [we supported the set up and implementation](#) of a social protection secretariat. This coordination mechanism brings together all the actors in the social protection sector to broaden the coverage of the policy to poor and vulnerable communities that have been previously excluded. Our review provided a blueprint for setting up the secretariat, including process maps of the main business processes and job descriptions for key staff members.

Strengthening social security delivery through direct benefit transfers in India



The Government of India has committed to improving social



protection schemes in the country, which also include the digitisation of government payments. Through implementing direct benefit transfers (DBT), the Government aims to increase targeting efficiencies of outgoing payments to the most vulnerable beneficiaries, improve financial inclusion among marginalised groups, and scale up delivery across the social protection system.

[We supported the Odisha State Government](#) in transitioning key schemes to the DBT model by providing analytical support in

preparing for implementation. Our mixed-methods research generated crucial information on the targeting efficiency of key schemes across selected districts, and provided operational recommendations on improving delivery of social welfare programmes. In addition, our work demonstrated to the Government that the impacts of DBT on targeting efficiency are limited in the absence of whole-scale reforms – as such, the next phase of reforms will focus on complementary human investments to boost the effects of technology reforms.



Right: A market in The Gambia.

Organisational reform

Securing maximum impact and enduring change in government often requires far-reaching organisational reform.

Whether strengthening how budgets are allocated, enhancing existing systems, or improving the ways in which policies are executed, working with governments on organisational and structural reform helps ministries make better use of existing resources for maximum impact.

Strengthening the disaster risk response in Nepal



Nepal is highly vulnerable to natural disasters and the impacts of climate change, as more than two thirds of the country's economy depend on climate-sensitive sectors such as agriculture and forestry. As such, the Government of Nepal is highly engaged across all levels in building capacity policies to effectively address climate challenges.

Through the **Policy and Institutions Facility (PIF)**, we are supporting the Government in developing policies and institutions for tackling climate change and strengthening disaster resilience.

Providing flexible and demand-driven support, PIF has helped develop legal instruments to operationalise the Disaster Risk Reduction and Management Act, which outlines the risk response, preparedness, and management interventions during a

disaster. In addition, PIF facilitated the development of organisational structure and roles of the federal and provincial authorities within the new system.

Improving access to education for all children in Lebanon



The Syrian refugee crisis meant that Lebanon's Ministry of Education and Higher Education (MEHE) had to focus on coordinating and managing an emergency response. Since 2011, MEHE has created places for more

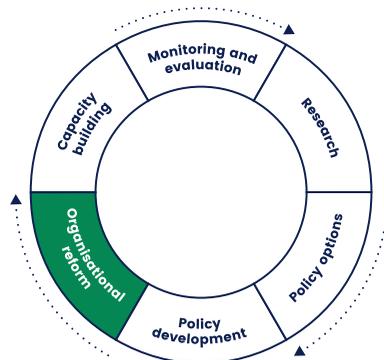


Below: Interviewing a health committee member about nutrition in Nagaland, India.

OXFORD POLICY MANAGEMENT

than 200,000 non-Lebanese students in its public schools, from a starting point of around 3,000. As a result, the kindergarten to grade nine public school population has doubled in the last seven years. Today, more than half of the pupils enrolled in these grades in public schools are non-Lebanese.

[In 2018, we began assisting the MEHE.](#) There are many facets to this, including strengthening Ministry systems, improving efficiency and resilience, and building the capacity of staff, while also ensuring that these



measures have impact in Lebanese classrooms. The ultimate impact of our work is that more vulnerable Syrian and Lebanese children are enrolled in school, stay longer, learn more, and are supported by a stronger public service delivery culture.

Supporting public financial management reforms in Pakistan



We are leading a five-year public financial management (PFM) support programme in Pakistan, delivering institutional reforms in the Federal Ministry of Finance and provincial departments of Finance and Planning and Development in Sindh and Balochistan.

The programme has successfully modernised budget processes in its three principle locations, introducing new planning and financial management manuals and improving the accuracy of financial reporting. Longer-term benefits have been ensured through extensive capacity building, including the training of over 3,000 drawing and disbursement officers. Working across the whole policy cycle, the programme has recently made particular advances in organisational reform through the design and institutionalisation of strategies for informed, prioritised, and sequenced PFM reform programmes for the next decade.

Capacity building

Strengthened government capacity for research, design, delivery, and evaluation is critical for sustaining growth and poverty reduction.

By sharing knowledge and helping equip other development actors, we can collaboratively move closer to achieving development goals. We support governments that are developing their capacity, sharing knowledge and experience to empower national policy stakeholders.

Strengthening social welfare services in Zanzibar



In recent years, the Zanzibar Ministry of Labour, Empowerment, Elderly, Youth, Women, and Children has significantly extended its role in coordinating and implementing key social welfare interventions to vulnerable populations. [We assessed and supported](#) development of their capacity to deliver this mandate, and were instrumental in helping the Ministry understand the challenges involved, particularly in the implementation of the national social protection policy and the coordination and delivery of child protection services.

We were subsequently commissioned to help develop the Ministry's 2019-2024 strategic plan, building on the findings of our previous work, and we facilitated the final workshop to validate the plan in October 2018. It has already



been recognised by the director of the Ministry's Department for Policy, Planning, and Research as a model to be followed by other Zanzibar government ministries.

Improving health and education outcomes through service delivery reforms in Pakistan



In Pakistan, poor service delivery and opaque governance arrangements undermine public confidence in government services. Improved accountability and transparency are crucial in restoring trust in Government, and driving better quality of services. In leading the [Sub-National Governance \(SNG\)](#) programme,



Above: Surveying in Malawi

OXFORD POLICY MANAGEMENT

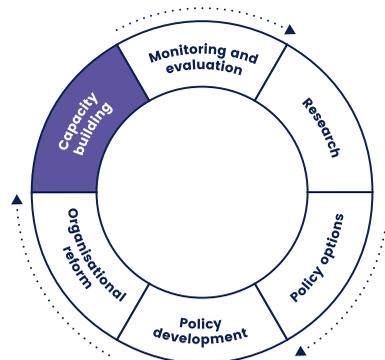
we aimed to improve public services in the Punjab and Khyber Pakhtunkhwa provinces, through a combination of strengthened local governance and the promotion of innovative service delivery approaches.

The programme helped provincial governments boost efficiency and transparency of available services. Improved service delivery directly benefited more than 1.5 million people in each province, affecting health and education outcomes. In addition, by improving planning and established processes, SNG helped increase revenues and efficiency savings, and helped the Finance Department in Punjab identify 25,000 additional taxpayers.

Building capacity to achieve universal health coverage in Nigeria



In March 2018, we launched a [Results-Based Financing \(RBF\) Fellowship](#) to support the Nigerian National Primary Health Care Development Agency in developing the capacity necessary to continue and expand its RBF programme. Under the programme, 14 Fellows from Nigerian health institutions were trained in health financing and RBF techniques. By developing local capacity, this scheme will contribute to longer-term strides towards universal health coverage in Nigeria.



Following its successful conclusion after ten months, we are now exploring how the RBF Fellowship programme can be replicated in other countries.

Building data capabilities in Zambia



Good-quality data is crucial for effective monitoring and evaluation (M&E) of programme impact. We were asked by Millennium Challenge Account (MCA) Zambia to [conduct a data quality audit](#) of the indicators contained in their organisational M&E plan, and to follow up on the recommendations of the data quality review conducted in 2016/2017. These indicators ranged from non-revenue water – a key indicator for performance of water companies – to length of time taken to address customer complaints.

We mapped the flow of data for fifteen M&E indicators, and conducted an audit and assessment of the data quality at each stage of the data flow. Our traffic light score card allowed easy identification of areas of good data quality and, conversely, those areas that required urgent intervention – building the capacity of both MCA-Zambia and their implementing agencies to better collect and evaluate data to determine programme impact and inform consequent decision making.

Monitoring and evaluation

International development should always be collaborative: it takes governments, civil society, funders, and practitioners to work together towards change.

An integral part of collaboration is monitoring and evaluation of development programmes – ensuring that implemented projects are focused on impact, and establishing best practice for future development programming. We usually implement mixed-methods evaluations, with the concrete data of quantitative evaluations complemented by amplifying voice and accountability through qualitative evaluations.

Evaluating multi-sectoral development in Papua New Guinea



Oxford Policy Management Australia is currently implementing the DFAT Papua New Guinea **Quality and Technical Assurance Group (QTAG)** contract, providing strategic, advisory, review, and quality assurance capability and services to support the delivery of Australia's governance and law and justice programmes in Papua New Guinea (PNG).

Along with providing rolling review and evaluative services to the PNG Governance Partnership (Australia's largest governance facility in the region) and its constituent elements, we most recently evaluated the **Justice Services and Stability for**

Development (JSS4D). JSS4D is a four-year programme seeking to strengthen law and justice services in PNG. Our evaluation found that while this programme was being delivered efficiently and effectively, the scale and scope of the programme would benefit from greater consolidation, deeper engagement, and increased sustainability of initiatives to better enable long-term impact.

Assessing breastmilk substitutes in Nigeria



Infant and young child nutrition can be significantly impacted by the quality of breastmilk substitutes. Consequently it is important to ensure that manufacturers in Nigeria conform to the provisions of the International Code for Marketing of Breastmilk substitutes, subsequent World Health Assembly resolutions, and local regulations.

We conducted data collection at multiple levels to examine different aspects of code compliance, including interviews with pregnant women, mothers of infants, and healthcare workers, as well as analysis of product labels, advertising, and informational materials created by manufacturers. Findings will be used to inform the effective monitoring of government and institutional systems working in the area of maternal, infant, and young children nutrition to

Below: A young woman in Mozambique.

MUVA/ OXFORD
POLICY MANAGEMENT

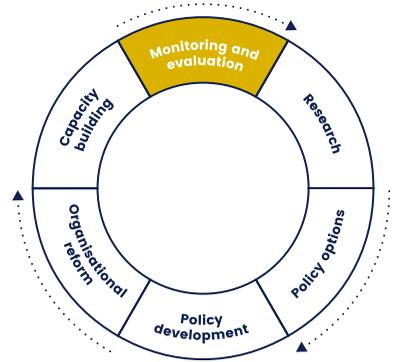
eliminate inappropriate marketing and promotion of breastmilk substitutes and, in turn, support the implementation of policies and regulations instituted to promote nutrition.

Using data to boost women's empowerment in Mozambique



Following the 2016 hidden debt crisis, Mozambique's fiscal outlook remains fragile, with increased inequality, low growth capacity, and a hindered private sector. Households headed by women are more likely to live in poverty, with women's exclusion from decent economic opportunities a major cause.

With just 4% of the working population



employed in the formal sector, it is crucial to understand the dynamics of the informal labour market. In this challenging context, we are leading a consortium implementing the [MUVA programme](#), which aims to improve economic empowerment of adolescent girls and young women in urban Mozambique.

Among many other MUVA projects across a range of sectors, we are collaborating with a local firm to assess whether data from an online informal job platform can be used to produce insights into the role of gender in the informal labour market. The innovative labour platform uses mobile phones to connect workers with short-term potential employers. As such, it provides large amounts of data, crucial for developing ways to





conduct rapid and continuous evaluations and testing of interventions, to assess and inform the effectiveness of projects aimed at influencing related gender dynamics.

Evaluating the world's largest humanitarian cash transfer in Turkey



Turkey is hosting nearly four million refugees, and consequently much humanitarian relief is required. The [Emergency Social Safety Net \(ESSN\)](#) is the world's largest humanitarian cash transfer, in terms of value and beneficiary numbers. It serves 1.4 million out-of-camp refugees in Turkey, disbursing TL120 (approximately \$22) per person per month using, in part, existing government delivery systems.

We were commissioned to evaluate the cash transfer, looking at how the government systems worked alongside those of humanitarian agencies, what the impact was on beneficiaries, and whether any changes in targeting and methodology would be recommended.

Among our findings was the lack of a link to protection and social care services (such as disability services, sexual- and gender-based violence protection services, or psychosocial counselling). This is an instance where a weakness in the national system is replicated in the ESSN, though the implementing agencies do actively work on such referrals. Our report featured in World Bank Economist Ugo Gentilini's top 10

Left: Beneficiaries of the ESSN

WORLD FOOD PROGRAMME

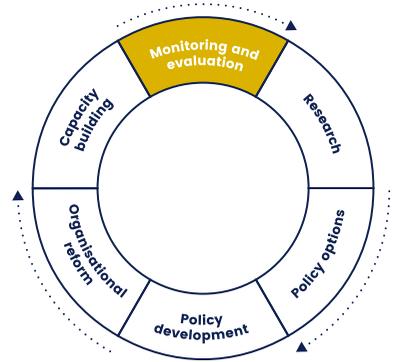
social protection documents of 2018, and is now being used to inform cash transfer design in Jordan.

Using behavioural insights for impactful sanitation policy in India



Despite the large-scale sanitation subsidy programmes of the past two decades, rates of open defecation in India remain high, even compared to other countries with similar socio-economic characteristics. [We are leading a study](#) that designs and tests innovative behavioural interventions to increase household toilet use, shifting norms across communities.

The programme is being delivered to roughly 2,300 households across 44 communities in six districts of Bihar. We have designed behavioural games to correct misconceptions about pit filling, address reasons for latrine aversion and anxiety about pit emptying, and create commitment to latrine use. Given Bihar's status as the country's second-most populous state, progress on eliminating open defecation in India depends critically on progress made in Bihar, bridging the gap between latrine ownership and latrine use. This sort of scalable, cost-effective intervention is predicted to influence government strategy in this area, and significantly improve sanitation-related health in rural Indian communities.



Supporting private sector development in DRC



Despite its economic potential, decades of conflict and instability mean that 69% of people in the Democratic Republic of Congo (DRC) live in poverty. In response, we are implementing the [Decision Support Unit \(DSU\)](#), a demand-driven, large-scale programme to improve the income of the poor. It evaluates and improves the impact and implementation of projects in a broader programme that works with private sector stakeholders to provide well-functioning markets and a business environment of economic opportunities.

Of the recommendations given by the DSU, over 70% were found to have improved the effectiveness of the public sector development projects in the past year. Recommendations that were critical to programme impact include one of the implementers making significant organisational changes in order to deliver a comprehensive business environment reform project. We also amplified the impact of internal learning through external communication activities, including four learning briefs, providing useful knowledge that relevant government and donor audiences can act upon.

Areas we work in

Climate change and disaster risk



We design, implement, and evaluate climate change and disaster management policies, help governments assess the costs of responding to climate change – or of inaction – and implement actions to reduce impacts.

Contact: ed.humphrey@opml.co.uk

Conflict, security, and violence



Our focus is stabilisation and peace building, supporting policymakers in harnessing their existing work on social and economic policy to build stable and peaceful societies.

Contact: yadaira.orsini@opml.co.uk

Education



We help education reformers achieve lasting system improvements at scale through rigorous analysis, capacity development, and implementation support.

Contact: ian.macauslan@opml.co.uk

Fast response



We provide our clients with a fast, high-quality, and adaptive technical assistance facility to help them achieve their strategic aid objectives.

Contact: martin.tudge@opml.co.uk

Finance and private sector development



We design, implement, and evaluate financial and private sector policies and programmes, with a strong focus on financial services for poor households and market development programmes.

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Health



We work with governments, donors, and civil society to provide context-specific, evidence-based support in health economics and public health. Our vision is to ensure all people have access to good-quality healthcare.

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Monitoring and evaluation



We design and implement rigorous evaluations based on mixed methods, integrating quantitative and qualitative approaches.

We support the development of monitoring, evaluation and learning systems.

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Natural resources and energy



We work with governments, civil society, and a variety of donors to address economic and governance challenges facing the extractives and energy sectors.

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Nutrition



We combine a strong emphasis on evidence with a multi-sectoral approach to implement and scale up nutrition and food programmes sustainably and cost-effectively.

Contact: aly.visram@opml.co.uk

Poverty and social protection



We support donors and governments to develop policies, informed by an understanding of poverty and inequality dynamics, to design social protection systems that are fair, effective, and efficient, nationally owned, sustainable, and tailored to local context.

Contact: stephanie.brockerhoff@opml.co.uk

Public financial management



We work in various financial areas, including macroeconomics, fiscal forecasting, budgeting, public financial management (PFM), fiscal decentralisation, fiscal transparency, PFM reform strategies, and institutional capacity building.

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Public sector governance



We work across the policy cycle to facilitate change in the way governments work to convert policy into action, working with governments for effective and citizen-oriented public service delivery and ensure that policies achieve equitable, inclusive, and empowering impact.

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Quantitative Data Analysis



We lead OPM's with 'Oxford Policy Management's work on quantitative impact evaluations, data innovation and big data, and econometric methods of attributing causation using secondary data.

Contact: [sean.oleary](#)
[@opml.co.uk](#)

Research and data collection methods



We support the collection, analysis and use of high-quality research data across a range of policy areas using quantitative, qualitative, and mixed-methods approaches.

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[@opml.co.uk](#)

Social care services



We provide robust assessments of need, capacity building assistance, and participative consultation to ensure the right social care services get to the right people.

Contact: [chris.rayment](#)
[@opml.co.uk](#)

Statistics



We help modernise national statistical systems and develop governments' capacity to produce and use high-quality data.

Contact: [cora.mezger](#)
[@opml.co.uk](#)

Urban development policy



We navigate the urban policy space through technical assistance, capacity building, and policy advice, and conduct research in areas of infrastructure and services, urban climate resilience, governance and institutional support, and urban social protection.

Contact: [divya.sharma](#)
[@opml.co.uk](#)

Water



We work with governments and international agencies, providing them with expertise in water economics and finance, alongside broader technical areas of service delivery diagnostics and monitoring and evaluation.

Contact: [peter.burr](#)
[@opml.co.uk](#)

Our offices

Australia

Our key areas of specialisation include governance, climate change, law and justice, and social development, with a geographical emphasis on south east Asia, Papua New Guinea, and the Pacific.

Contact: info.australiaoffice@opml.co.uk

Bangladesh

We have experience in areas including national surveys, education, health, employment, public financial management, and public services reform.

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India

We work across the policy cycle and across sectors and states. Over the past two decades, we have delivered over a hundred projects in a range of sectors.

Contact: info.indiaoffice@opml.co.uk

Indonesia

We specialise in a broad range of policy areas, including climate change and forestry, financial inclusion and market development, social welfare, and social research.

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Myanmar

We work across the policy cycle, on projects that range from formative research on education and social protection to technical support to government on planning and budgeting.

Contact: info.myanmaroffice@opml.co.uk

Nepal

We work across a wide range of policy issues, including health, public administration reform, public financial management, climate change, social protection, employment generation, and poverty reduction.

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Nigeria

We work in many sectors, from education, nutrition, and health to financial sector development and natural resources and energy.

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Pakistan

We provide technical assistance in a wide range of sectors to the federal government, all four provincial governments, and numerous district governments.

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South Africa

We provide comprehensive support to government departments and donors across the policy and public service delivery environment, and have completed over a hundred projects in South Africa and the surrounding region.

Contact: info.southafricaoffice@opml.co.uk

Tanzania

We are specialists in cross-sectoral research, data collection, and technical advisory, closing knowledge gaps and empowering critical decision makers across Tanzania.

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UK

We provide specialist expertise and technical assistance on policy research, design, implementation, and evaluation, as well as supporting our projects and offices around the world.

Contact: admin@opml.co.uk

USA

We have experience providing strategic guidance and research, acting as a learning and evaluation partner for foundation-funded initiatives, and designing and implementing innovative service delivery pilots in conjunction with high calibre in-country teams.

Contact: info.unitedstates@opml.co.uk

Project offices network

We have a network of offices providing specialist, localised support in the delivery of specific OPM projects. These include offices in Kenya, Ghana, Mozambique, Uganda, Lebanon, and multiple offices across Pakistan and India. See our map on pp. 2-3 for locations. Contact: admin@opml.co.uk

About Oxford Policy Management

Oxford Policy Management is committed to helping low- and middle-income countries achieve growth and reduce poverty and disadvantage through public policy reform. We seek to bring about lasting positive change using analytical and practical policy expertise. Through our global network of offices, we work in partnership with national decision makers to research, design, implement, and evaluate impactful public policy. We work in all areas of social and economic policy and governance, including health, finance, education, climate change, and public sector management. We draw on our local and international sector experts to provide the very best evidence-based support.

Find out more

For further information visit:

www.opml.co.uk

Or email: admin@opml.co.uk



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