

Oxford Policy Management

Improving lives through sustainable policy change

Climate, resilience, and sustainability

2024



**Our Vision is for
fair public policy
that benefits both
people and the
planet.**

**Our Purpose is to
improve lives through
sustainable policy
change in low- and
middle-income
countries.**

Our global offices

Through our global network of offices, we work in partnership with national stakeholders and decision makers to research, design, implement, and evaluate impactful public policy.



Our expertise

We work in **all areas of economic and social policy and governance.**

Our **dedicated teams of specialists** in monitoring and evaluation (M&E), political economy analysis, economics, statistics, and research methods give us a deep understanding of the political economy of public policy.



Governance



Health



Education



Research and
Evidence



Climate, Energy,
and Nature



Poverty and Social
Protection

Our values



We are ambitious

We embrace innovation and creativity, seeking to continually improve how we do things. We are open to new ideas, enabling people to be the best they can be.



We have positive impact

We strive to deliver work of the best quality and highest standards. We aim for excellence every day in all that we do.



Together we make a difference

We are stronger together, sharing knowledge and experience, helping others to solve problems and respecting and valuing differing views.

Our values **define the way we behave** toward our clients and each other – collectively and individually. They are at **the heart of everything we do** and how we do it.

Working across the policy cycle



From researching the key drivers of a problem through to implementing the chosen policy and monitoring and evaluating progress, this holistic approach enables us to provide **integrated support that is both practically and politically feasible** – essential ingredients for long-term change.

Climate, resilience, and sustainability

Addressing climate change, sustainable energy, and preserving nature is crucial for a sustainable future.

Through our work we aim to safeguard ecosystems, ensure resource availability, curb environmental degradation, mitigate climate change, and protect against disasters, helping to foster a resilient planet for current and future generations.

We specialize in climate, energy, nature, disaster risk, and urban policy, with a central focus on devising and implementing policies that drive sustainability, resilience, and environmental stewardship. Our expertise in research, policy formulation, organizational reform, and Monitoring, Evaluation and Learning (MEL) equips us to deliver meaningful change.

Our offer

- **We are driving USAID's 2030 climate strategy and targets:** We specialize in working at the intersection of climate and other sectors such as health, education, and social protection, combining academic rigor, policy advice, and effective implementation.
- **We have in-depth technical expertise** on a range of technical areas including climate finance, policy, energy, and urban resilience.
- **Interdisciplinary thematic and sectoral teams:** Our in-house experts work across a broad range of policy areas, including energy, water, climate change, natural resources, health, education, conflict, security and violence, public sector management, and social protection, and are able to combine analytical rigor with practical know-how.
- We achieve sustainable change by ensuring we have a sound understanding of the **drivers of public policy and institutional reform** and working with key local stakeholders, adapting our programs and approaches as we deepen our understanding of the incentives at play.
- We support **USAID's localization agenda** through our locally registered offices staffed and led by local nationals who are best placed to advise diverse USAID counterparts on climate issues. In addition to our home offices in the USA and the UK, we currently have locally registered offices in Nigeria, South Africa, Kenya, Tanzania, Mozambique, Ethiopia, Pakistan, India, Nepal, Bangladesh, India, Germany, and Australia.

Our capabilities

- Climate policy and financial solutions
- Economy-wide green growth planning and delivery
- Sectoral decarbonization strategies and actions
- Extending access to electricity and clean cooking
- Nature and the environment
- Mobilizing and evaluating clean energy investments
- Managing large-scale applied research programs
- Provision of monitoring, evaluation, and learning services



Energy, resources, and growth

We support national governments and energy sector stakeholders to plan and act to achieve universal access, ensure security of supply, and manage the transition away from fossil fuels and to renewable energy in an equitable and just manner.

Our work ranges from supporting the design and delivery of economy-wide green growth and sectoral decarbonization plans and strategies to helping extend access to electricity and clean cooking fuels. We identify and mobilize sources of finance for the energy transition and evaluate the outcomes of this investment.

Examples

- Green Growth Equity Fund
- Decarbonization in Pakistan
- Support to the Beyond the Grid Fund for Africa
- Climate finance for electrifying healthcare
- Energy and Economic Growth (EEG)

Energy and Economic Growth

Funder: FCDO; 2016–2023; \$15.3 million

We led this [cutting-edge research program](#) that provided policy-makers with targeted evidence on how large-scale energy systems can bring about sustained improvements in human development indicators, while galvanizing green economic development.

We brought together global leading academic intuitions including Berkeley, Duke, and Chicago in the US, Oxford and UCL in the UK, and KTH, Wageningen, and RWI in Europe to partner with Southern research institutions on 30 projects across 17 countries on four priority research areas: a) Efficient and productive use ; b) Reliability; c) Renewable energy; and d) Grid access. A wealth of research outputs and resources can be found at www.energyeconomicgrowth.org/

Projects in Africa covered a wide range of topics, including identifying best practice in renewable energy auctions in Ethiopia, Namibia, South Africa, Uganda, and Zambia, developing cost-optimal low-carbon electricity pathways for the 12 mainland countries of Southern Africa, understanding the impacts of energy access on rural livelihoods and planning for productive use in Sierra Leone and Ethiopia, the potential for energy efficiency improvements in the cement, iron, and steel industries in Uganda, and assessing the impact of tariff reform on household and commercial electricity consumption in Ethiopia.

Decarbonization in Pakistan

Funder: World Bank; 2022–2023; \$469,000

This project involved providing the World Bank and the Government of Pakistan with a roadmap for scaling out feasible energy efficiency and decarbonization opportunities in the industrial sector.

This involved quantitative on-site carbon audits of a sample of firms to understand the source of emissions in industries and along the production process. Through consultations with the private sector, we assessed market barriers to adopting clean technology options and explored both national and international good practices to support the scaling-up process.

The final study identifies both low-hanging fruit options and the introduction of more innovative technologies, including for hard-to-abate subsectors. The proposed solutions are both technically and economically viable, although require significant policy and financing support to enable large-scale adoption.

Support to the Beyond the Grid Fund for Africa

Funder: Nordic Environmental Finance Corporation; 2020 \$30,000

We supported the Nordic Environment Finance Corporation's (NEFCO) Beyond the Grid Fund for Africa (BGFA) to design and evaluate some of their programs and funding calls, including reviewing in 2022 the first call for proposals in Burkina Faso, Liberia, Mozambique, Uganda, and Zambia.

We studied the market response to the call in the context of existing off-grid markets, the design of incentive mechanisms, and the relevance of the choice of technologies (solar system vs mini-grid). We also completed an assessment in Uganda in 2020/21 on potential job creation from the off-grid energy sector for scoping Beyond the Grid Fund Africa's new program.

In Zambia we carried out an evaluation of NEFCO's pilot program and studied the effectiveness of a complex monitoring and validation software system for a results-based financing program supporting solar home system and micro-grid suppliers. We also assessed the likely sustainability of the operations of the energy supplier supported by the project, beyond its lifetime.

Climate finance for electrifying healthcare

Funder: UN SE4ALL; 2023; \$60,000

We carried out analysis in 2023 for SE4All on opportunities for leveraging climate finance, including carbon markets, for scaling-up the adoption of clean energy and energy efficiency technology in healthcare facilities in South Asia and Sub-Saharan Africa.

This included the provision of solar power to replace the use of diesel generators and batteries for facilities without regular and reliable supply of electricity from the grid. We also interviewed national and global stakeholders to understand the barriers and risks to accessing and effectively using climate finance for electrifying healthcare, as well as the opportunities for improving national readiness.

We quantified the climate benefits of this investment in a case study covering three countries – Nigeria, India, and Nepal – to provide a strong climate rationale for funding proposals. We also identified specific sources of climate finance with the most potential for financing this technology investment.

Nature and the environment

The intricate relationship between climate and natural systems, coupled with human reliance on both, underscores the importance of addressing both the climate crisis and environmental degradation. Utilizing nature-based solutions, we work to effectively mitigate emissions, enhance climate resilience, and protect our ecosystems.

Examples

- Transboundary water cooperation in the Lower Mekong Basin
- Resilient Waters
- Independent evaluation of the Biodiverse Landscapes Fund

Resilient Waters

Funder: Chemonics International/USAID; 2018–2023; \$350,000

Resilient Waters is a five-year program that aims to build more resilient and water-secure Southern African communities and ecosystems through improved management of transboundary natural resources and increased access to safe drinking water and sanitation services.

The program is supported by USAID and led by Chemonics International in partnership with Oxford Policy Management. One component of the overall program addresses the critical issue of urban water resilience and mainstreaming adaptation planning into urban sanitation.

We developed Resilient City Strategies for three cities in Southern Africa to pilot this approach.

Independent evaluation of the Biodiverse Landscapes Fund

Funder: Defra (UK Government Department for Environment Food and Rural Affairs); 2022–2029; \$2.2 million

Defra's [Biodiverse Landscapes Fund](#) aims to reduce poverty, protect and restore biodiversity, and lessen the impact of climate change in six critical landscapes around the world. The Fund is a complex and ambitious program with a strong focus on learning and adaptation, across six environmentally critical landscapes spanning 18 countries: Mesoamerica, Andes Amazon, Congo Basin, Madagascar, Lower Mekong, and Kavango Zambezi.

We are the independent evaluation partner for the Fund. We are conducting an independent evaluation, of which a crucial feature is that it 'sees' complex systems-of-interest and works within and across these. They include: ecosystems, social ecological systems, political systems, market systems, transboundary systems, and multi-level systems.

We anticipate that the learning that is flowing from this will be of interest to a diversity of stakeholders and programs within each landscape, and that this work will influence transformational change in natural resource governance, biodiversity conservation, and climate adaptation.

Climate policy and finance

We support governments to develop the strategies, plans, and – crucially – the implementation capability to deliver their goals. We work at the interface between the public and private sector, translating policies into action, through institutions, strategy, regulation, practice, and evidence at national and local level. Our work includes:

- Climate governance, including implementation planning for Nationally Determined Contributions (NDCs), net zero plans, and organizational climate strategies.
- Private sector climate finance, including green taxonomies, regulatory reform, market development, and greening the financial sector.
- Public finance: we have deep experience of helping governments understand and better use resources for tackling climate change.

Examples

- Low Carbon Development in Indonesia (LCDI) Phase II
- Policy and Institutions Facility (PIF) in Nepal
- Action on Climate Today (ACT)
- Our work with the Green Climate Fund

Low Carbon Development in Indonesia Phase II

Funder: FCDO; 2023-; \$15million

We are leading the consortium of partners on the LCDI Phase II in Indonesia. Our partners include the Institute for Development of Economics and Finance (INDEF), the International NGO Forum on Indonesian Development (INFID), the Indonesia Business Council for Sustainable Development (IBCSD), ICLEI – Local Governments for Sustainability, the Prakarsa, Dala Institute, and Carbon Trust, and we are committed to continuing the important work that has already begun.

Our focus is on these key pillars: 1) Partnerships with national key ministries to further develop policies and plans that support Indonesia's low-carbon development goals; 2) Engaging provincial governments to advance the low-carbon development agenda at the sub-national level; 3) Political engagement, both domestically and internationally, to garner support for ambitious low-carbon initiatives; and 4) Support to the Innovation and Technology Fund, building on the success of Phase I and using a competitive funding mechanism to support the Indonesian Government in testing new and scalable approaches.

Policy and Institutions Facility in Nepal

Funder: FCDO; 2018–2023; \$5.8 million

Through the [Policy and Institutions Facility \(PIF\)](#), we supported the Government in developing policies and institutions for tackling climate change and strengthening disaster resilience. The facility ensured that its work contributed to climate and disaster resilience for the most vulnerable communities, including women, children, and people with disabilities.



Policy and Institutions Facility in Nepal

Funder: FCDO; 2018–2023; \$5.8 million

We assisted in drafting several plans and policies including the national Climate Change Policy, Local Adaptation Plans of Action (LAPA) framework, revised NDC, and Loss and Damage Framework, as part of the FCDO-funded PIF.

We worked at all levels of government, ensuring that plans are practical, implementable, and reflect local needs. At the sub-national level, we supported FCDO in designing Nepal's Climate Change Support Program in collaboration with the Government of Nepal.

The program supported adaptation planning and implementation at the local level in 14 highly climate-vulnerable districts. We closely collaborated with the government to deliver this program in line with the needs and priorities of the community.

Action on Climate Today

Funder: FCDO; 2013–2019; \$23 million

Under FCDO's regional [ACT](#) program, we supported several South Asian entities (Pakistan, Afghanistan, Bangladesh, Nepal, and six Indian states) in accessing the GCF and adaptation fund financing by providing support to the development of policy options, improved systems, tools, instruments, and capacity enhancement programs.

These governments mainstreamed resilience into policies and strategic decisions as a result of ACT. Our technical assistance (TA) contributed to the development of policy options, improved systems, instruments, and capacity to access climate change funds, as well as to the development of decision-making tools. We shaped important new policy initiatives from climate proofing the National Development Strategy of Afghanistan, to the Agriculture Policy of Bangladesh, to the Tourism Policy of Nepal. We also helped to establish new governance systems with mandates to support climate change mainstreaming, wrote the rules of business for a new National Climate Change Authority in Pakistan, created a 90-member intergovernmental Community of Practice on Climate Change in Kerala, and supported the establishment of a legislative committee on Climate Change in Maharashtra.

ACT mobilized more than USD 1.5 billion for greater climate change action in South Asia, with Pakistan mobilizing nearly \$100 million from the GCF alone between 2016 and 2019.

Project preparation for the GCF

Funder: GCF ; 2022–2023; \$185,000

We are working directly with the GCF in extending the support to develop its country programs and pipelines in a wide range of countries. We are one of the GCF's qualified service providers for its Project Preparation Facility.

Under this facility, we are providing TA to countries in the Pacific Islands (Tonga, Vanuatu, and Samoa) in project preparation services to develop GCF proposals on resilient and low-carbon agriculture by fulfilling GCF investment criteria and compliance standards.

We have supported four governments in the Maldives, Myanmar, Nauru, and Cambodia to develop GCF programs. There is a clear return on investment rationale for governments to invest in 'readiness' to ensure that they access global climate finance, and for funds to deliver real value for the country. This involved assessing climate finance gaps and potential funding sources, conducting vulnerability assessments, and prioritizing from a longlist of potential sectoral mitigation and adaptation ideas.

Disaster risk

From refining disaster risk policies to conducting vulnerability assessments, we enable governments to proactively address potential crises. We improve early warning systems, supporting communities and governments in taking timely preventive actions. Our initiatives also encompass pioneering approaches like emergency cash transfers and disaster risk insurance.

By working in partnership with governments in low- and middle-income countries, we strengthen disaster resilience, minimizing the social, economic, and environmental toll of natural disasters.

Examples

- Building Resilience in Ethiopia (BRE)
- Maintaining Essential Services After Natural Disasters (Maintains)

Building Resilience in Ethiopia

Funder: FCDO; 2019–2024; \$33 million

[The Building Resilience in Ethiopia – Technical Assistance \(BRE-TA\)](#) facility supports federal, regional, and sub-regional governments to strengthen their life-saving humanitarian response capability. The purpose is to reduce the effects of climatic and humanitarian shocks on vulnerable people and the economy by reducing the depth (severity) and length (duration) of a shock, thereby saving lives and protecting livelihoods. FCDO and USAID are co-funding this demand-driven technical assistance facility aimed at strengthening the government’s capacity to prepare for and respond to disasters.

156

most vulnerable woredas across 10 regions developed risk informed Emergency Preparedness and Response Plan

77

woredas across 10 regions rolled out implementation of shock responsive operational guideline

Seven

guidelines, manuals, tools and frameworks developed to support policy implementation on public health and nutrition emergency

Eight

new policies, strategies and road maps for DRM reform developed and/or revised with government.

More than

710+

Government Staff trained on methods that strengthen the shock responsiveness of government systems across social protection, public health, disaster risk management and finance.

Climate change and disaster related fiscal risks quantified and a fiscal impact model prepared; and climate and disaster budget tagging and tracking system developed and implemented

6 woredas

across 4 regions started piloting climate smart local development planning

20+

Regional Technical Advisors supporting decentralised disaster risk reduction in seven regions

Building Resilience in Ethiopia

Funder: FCDO; 2019–2024; \$33 million

The facility is managed by Oxford Policy Management. BRE-TA works with the government across the policy cycle in order to create systemic and sustained change. BRE-TA focuses on reducing the effects of climatic and humanitarian shocks by working across four complementary areas:

- Disaster risk management– Supporting the Ethiopian Disaster Risk Management Commission and Ministry of Planning and Development anticipate disasters and roll-out measures to strengthen disaster risk management across sectors.
- Shock-responsive safety nets– Supporting social protection and the implementation of the Productive Safety Nets Program with the Ministry of Agriculture.
- Public health emergency management– Helping the Ministry of Health and the Ethiopian Public Health Institute strengthen the public health system to respond to a variety of shocks, and with a greater focus on emergency nutrition.
- Disaster risk financing– Assisting the Ministry of Finance, including the Climate Resilient Green Economy facility, anticipate and prepare financially to fund a range of life-saving humanitarian responses.

Maintaining Essential Services After Natural Disasters

Funder: FCDO; 2018–2022; \$15.8 million

Maintains sought to improve health, education, nutrition, and social protection outcomes for affected populations, especially the poorest and most vulnerable people, and therefore play a part in improving countries' response to shocks.

Maintains operated a research component alongside a TA component; this made technical expertise available on a call-down basis to develop knowledge and inform the design of enhanced and appropriate shock-responsive essential services in the six Maintains countries, Bangladesh, Ethiopia, Kenya, Pakistan, Sierra Leone and Uganda.

We generated operationally relevant evidence on understanding how natural disasters impact basic services in developing countries, and the best response to them, which has supported more evidence-based – and therefore effective – development initiatives by FCDO and its partners.

The outcome of the Maintains program was to enable the focus countries to more effectively manage their risk, ensuring their social services and humanitarian response are able to act more quickly, more reliably, and at lower cost, during and after a shock or disaster.

Urban policy

We work on a wide range of thematic areas, including access to basic services in informal settlements, climate-resilient urban strategies and policies, supporting implementation of Smart City projects, building the capacities of city governments, and advising foundations and donors on urban issues.

We are also actively involved in emerging conversations on the circular economy and just transitions and the implications for cities and towns.

Examples

- Addressing India's urban planning challenges: The Project Urban Living Lab (PULL)
- Supporting the just transition
- Studying the impact of a behavior change communication intervention on fecal sludge management (FSM) in urban India

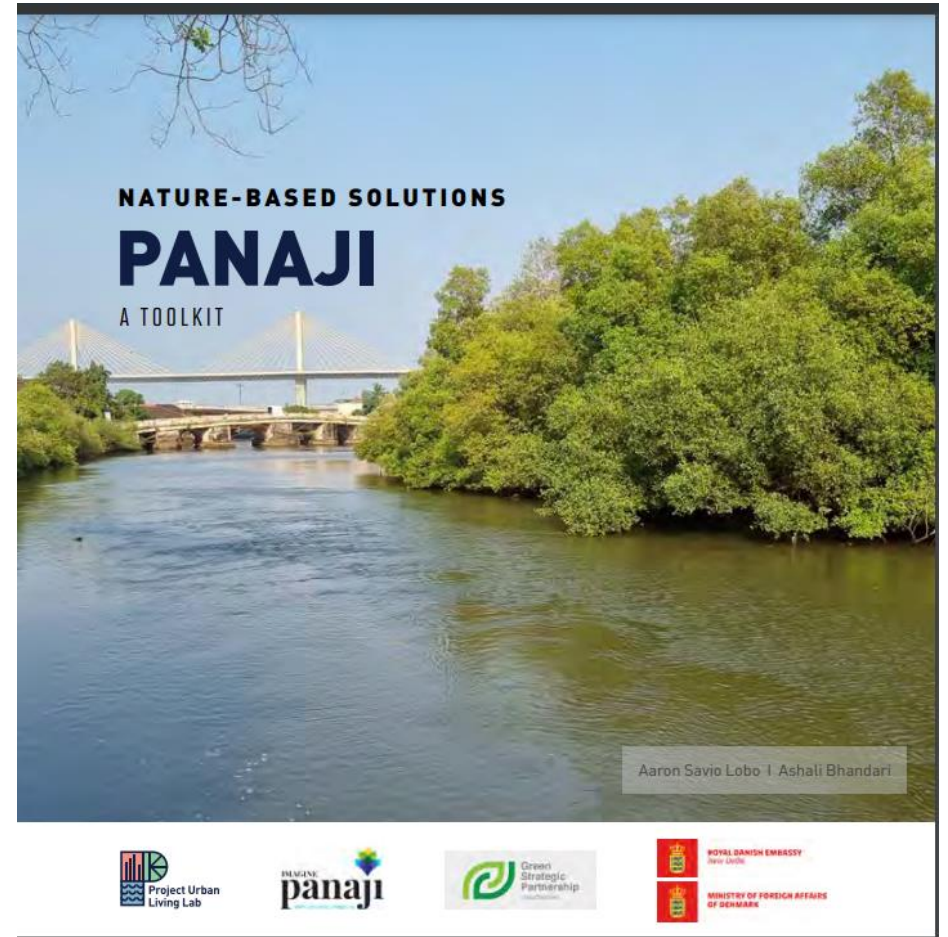
The Project Urban Living Lab

Funder: Royal Danish Embassy; 2019–2021

With funding from the Danish Government, we set up India's first [urban living lab, the PULL](#), along with our partners [Tandem Research](#) and [The Energy and Resources Institute](#).

Located in Panaji in Goa, the project worked on local issues, documenting its processes, methodologies, and learnings for other city contexts. It brought together policymakers, city governments, and residents to collaboratively, innovatively, and iteratively address urban challenges such as traffic congestion, flooding, and the need for more green cover.

Using innovative methodologies, the project produced a range of important documents including a flood management plan, a compendium of nature-based solutions, and a cycling plan for the city.



Supporting the just transition

Funder: C40; 2021–2022

C40 cities are making commitments to integrate principles of inclusion and equity within the implementation of their Climate Action Plans, including under the banner of a ‘Global Green New Deal’ (GGND) and a ‘just transition’.

We analyzed the formal powers and informal sources of influence cities draw on to implement equitable climate action. The analysis is based on interviews and document review from a sample of 15 C40 cities.

Our study looked specifically at the powers available to cities beyond ‘climate powers’ to deliver *inclusive* and *equitable* climate action. It looked at the formal powers of the city, and the limits and constraints to these powers, as well as other levels of government and stakeholders who are central to decision-making and/or hold influence over the process. It also explored opportunities for mayors to use their informal power and influence to build partnerships and reach out to stakeholders who are crucial to delivering equitable climate action. In addition to interviews with city officials and C40 advisors, the analysis includes interviews with civil society organizations, technical support agencies, and think tanks. These include Sustainable Energy Africa, Friends of the Earth UK, the Greenlining Institute, Equitable Cities Consulting, and Eurocities.

This work is expected to influence key policy areas and actions (in terms of advocacy and funding opportunities) necessary for GGND and just transition implementation in low- and middle-income countries. A toolkit has been developed by C40 based on our findings.

Studying the impact of a behavior change communication intervention on FSM in urban India

Funder: Bill & Melinda Gates Foundation and the Centre for Social and Behaviour Change; 2018–2019; \$450,000

Navrangi Re!, a 26-episode television drama series, was created to take the discussion on FSM to mainstream audiences, beyond the domain of infrastructure and technology. This project aimed to influence FSM behaviors through changing knowledge and attitudes, increasing risk perception, stimulating conversations, building collective efficacy, and creating social disapproval against poor FSM practices. It was the result of a unique partnership between a commercial media network (Viacom18), a donor (the Bill & Melinda Gates Foundation), a Research and Evaluation partner (Oxford Policy Management), and a global media brand with proven social and behavior change communication expertise (BBC Media Action). The quasi-experimental evaluation compares changes in outcomes of those exposed to the TV show with the unexposed, and confirms that an edutainment intervention can be a successful social and behavioral change communication strategy in regard to FSM.

While FSM is considered to be an infrastructure issue, this study highlights the demand-side concerns that need to become a part of the discourse. Overall, the show was effective in shifting select knowledge, attitudes, and intent indicators among those exposed. The evaluation results have been published in a [peer-reviewed journal](#).



Thank you