Oxford Policy Management

India

About Oxford Policy Management

We work in partnership with leaders providing analytical and practical policy expertise through our global network to support economic growth and reduce poverty and disadvantage in low- and middle-income societies.

With over 40 years' experience and several hundred staff across a global network of offices, we work across the policy cycle to deliver projects that lead to real and lasting change.

About the India office

We have worked in India for more than two decades on assignments across the policy cycle and across different sectors. We work with governments, international donors, local agencies, and partners, helping them to develop and implement policies that reduce poverty, improve livelihoods, and reform public services.

We have extensive project experience and expertise in a broad range of policy areas including climate, resilience and sustainability, education, skills and livelihoods, health and nutrition, research and evidence, public sector governance, and urban policy and planning.

Areas of expertise

Climate, resilience and sustainability

Whether exploring the most environmentally responsible methods of using natural resources, analysing how best to budget for the effects of climate change, or investigating approaches to climate adaptation, we design, implement, and evaluate sensitive and sustainable policies.

We provide technical support to the Government of India and state governments for designing and delivering ambitious climate action. We managed the Technical Cooperation Facility of the Green Growth Equity Fund (GGEF) which aims to invest GBP 500 million into low-carbon and climate-resilient solutions. This included policy analysis for the **Ministry of New and Renewable Energy**, for **NITI Aayog** on building markets for biomass and electric vehicle recycling and for **Foreign Commonwealth & Development Office (FCDO)** on mobilising private investment in adaptation solutions. We provide ongoing and regular evaluation, learning and strategic support to the climate change portfolios of different donors and foundations, including **FCDO**, the **Shakti Foundation**, and the **MacArthur Foundation**.

Education, skills and livelihoods

We support education systems to deliver improved education and life outcomes, especially for the most hard-to-reach and marginalised children and youth. Our education specialists dive deeply into complex social issues with a combination of methodological expertise and substantive knowledge on thematic areas including: skills, livelihoods and systems; education finance and planning; early childhood development; inclusive education; and monitoring, evaluation, assessments and learning, to guide progress together. We accomplish this by collaborating with governments, communities, schools, teachers, and families to create education systems that respond to the complex, dynamic and diverse needs of the people they serve.

We have implemented a range of education projects in India – working across the policy cycle and across thematic areas – from early childhood development to skills development, for more than a decade. We are currently the monitoring evaluation and learning partners for the Skill Impact Bond – India's first development impact bond in the skills development sector funded by the **British Asian Trust**.

Health and nutrition

We work with leading Indian and international experts, and global teams to harness diverse technical expertise to generate rigorous and context-specific evidence, provide design inputs, and implementation and evaluation support to the health, nutrition, and WASH policies and programmes. We also help to develop and implement strategies to improve local systems and capacity, including finances, governance, leadership, supply chains, information systems, and service delivery designs. Our studies and evidence-based strategy for state capabilities, political economies, power, and gender have led to fresh thinking in health and nutrition programmes.

We have partnered with the government, both at national and sub-national levels, leading funders, implementers, and academic and research agencies. We supported the **Government of Bihar** and the **Bill & Melinda Gates Foundation** with studies on diverse aspects of health systems and programme delivery. We worked on creating learning exchange opportunities and providing technical support to the Foundation and its state partners in Uttar Pradesh and Bihar to develop gender responsiveness in health systems. We worked with the **World Bank** to develop their human resources for health (HRH) strategy to escalate tuberculosis elimination efforts in India. We are evaluating **Children's Investment Fund Foundation**-supported interventions to improve pregnancy care and nutrition to achieve better pregnancy outcomes in Rajasthan. We collaborated with **Stanford University** to design and evaluate a WASH behavioural and operations and maintenance intervention aimed at improving WASH outcomes in schools in Uttar Pradesh.

Research and evidence

We carry out a wide range of research, evaluations and programme reviews, and have expertise in developing complex impact evaluation designs, both experimental and quasi-experimental, applying mixed-methods research. For our evaluations, we use primary data collected through household, community, facility, school and service delivery surveys conducted by our in-house data collection team, present in almost all states in the country. We also have vast experience in conducting concurrent monitoring of large-scale multi-year programmes.

Presently we are evaluating **IKEA Foundation** supported intervention, in different states of India, aiming to improve the outcomes of textile waste circular economy. Our evaluation includes assessment of impact, process assessment and mapping of the impact pathways. For the **Government of India's** flagship health insurance programme for the poor, **Ayushman Bharat Pradhan Mantri Jan Aarogya Yojna**, we worked with the **World Bank** to develop a context-specific and statistically validated tool to measure patient experiences under the scheme. It has been embedded under the regular data collection system to provide quality healthcare to beneficiaries by a few state governments.

Public sector governance

We assist governments in developing the skills, capabilities, and systems necessary for effective policy planning and reform, ensuring policies are successfully translated into actionable outcomes.

Our approach is grounded in a deep understanding of the practical challenges of public service delivery, particularly in environments with limited human capacity and resources. We operate across sectors and levels of government, focusing on digital governance, institutional reforms, inclusive governance, business environment reforms, climate governance, and political economy analysis. Our team has significant experience in conducting institutional assessments, designing capacity development processes, and crafting organisational reform roadmaps. We have a proven track record of operating effectively in highly political and sensitive environments, gathering relevant information to provide a comprehensive picture of how teams, systems, and institutions function in practice.

We have collaborated with numerous state government departments, including the Groundwater Management Directorate and Department of Water Supply and Sanitation in Punjab, the Directorate of Economics and Statistics in Odisha, and the Water Resources Department in Assam, enhancing their capacity to deliver on their mandates and core functions.

Urban policy and planning

We help cities, development partners and the private sector address complex issues of urban planning and governance to ensure that urbanisation is sustainable, resilient to climate impacts, and equitable. We work on projects that involve exploratory research, policy analysis and monitoring and evaluation. We specialise in advisory on climate resilience, institutional support and capacity building. We work with a number of clients including the **Bill & Melinda Gates Foundation, FCDO, Royal Danish Embassy, World Bank, AfD,** and **C40** on wide-ranging themes including urban sanitation, behaviour change, flood management, Smart Cities, digital-governance, urban mobility, and urban social protection.

We have:

- worked on developing city resilience strategies, flood management plans, cycling plans and manuals on Nature based Solutions that are contextualised to cities contexts and local government.

- studied opportunities and challenges to mainstream climate actions through urban planning for Indian cities.

- collected and synthesized data on cities and urban processes, and conducted a pioneering quasi-experimental evaluation of a television drama created by **BBC Media Action**. It aimed to influence sanitation behaviours and promote faecal sludge management practices.

- set up India's first living lab, the Urban Living Lab in Panaji, Goa, with project partners Transitions Research and The Energy and Resources Institute. The lab worked on designing and implementing solutions for the city of Panaji across mobility, urban flooding, water management and digital governance.

Our mission is to improve lives through sustainable policy change.

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Find out more

For further information visit:
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