

Oxford Policy Management



Annual Review 2014

Our mission

OPM is committed to helping the governments and people of low- and middle-income countries reduce poverty and disadvantage through public policy reform.

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Welcome

In 2014 Oxford Policy Management (OPM) celebrated 35 years of research and advice supporting low- and middle-income country governments to reduce poverty and increase growth. For 18 years we were part of the University of Oxford's Department of International Development, first as the Food Studies Group and later as OPM. In 1996, a then dozen-strong team moved with OPM out of the University to focus on helping governments define the policy problems they were facing and practically apply our expertise to tackle those problems.

In those 35 years we believe we have played an important role in shaping key international debates while helping governments tackle some of the most challenging policy issues – be it centre of government reforms in public finance and public management, the design and implementation of national-level reforms in social welfare, health and education, or the research and evaluation of poverty issues and interventions.

In the early 2000s, under a 'Drivers of Pro-Poor Change' framework, we led the way in applying political economy perspectives to development issues. In the same period we developed the 'Making Markets Work for the Poor' framework (2000/01), which continues to guide the approach of the Department for International Development (DFID) and other donors to private sector development.

Practical solutions to challenging issues

We expect our contribution to continue, with major new research programmes in 'Economic Development and Institutions' and in 'Research on Improving Systems of Education (RISE)' with the University of Oxford. Under these programmes we will use our expertise to bring together the most influential researchers in the world to provide practical solutions to the most challenging issues in development.

“We believe we have played an important role in shaping some key international debates and in helping governments tackle some challenging policy issues.”

High-quality research, a focus on evidence and close engagement with policy-makers – often through our country offices – helps ensure our programmes and projects deliver both social and economic impact and sustained improvements in government capabilities. A number of these projects and their impact are outlined later in this review.

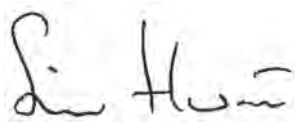
The expansion of our capabilities and impact

Since the late 1970s we have moved our Oxford offices three times and will be moving again in the coming year. The office moves signal both our change in size and the expansion of our capabilities and impact. Seven years ago we opened our first permanent national office in Pakistan and by the end of 2015 we will have opened 10 offices in Africa, South Asia and South East Asia.

Despite our growing size and capabilities, the organisation retains the same feel as 30 years ago: our dedication to our mission is just as strong as it was when we first began and we work just as hard to accomplish it. OPM is still very largely owned by staff, former staff and their families and friends. This will ensure that the vision and values of the organisation that were built during the 1980s and 90s will continue for many years to come.



Philippe Naert
Chairman



Simon Hunt
Managing Director

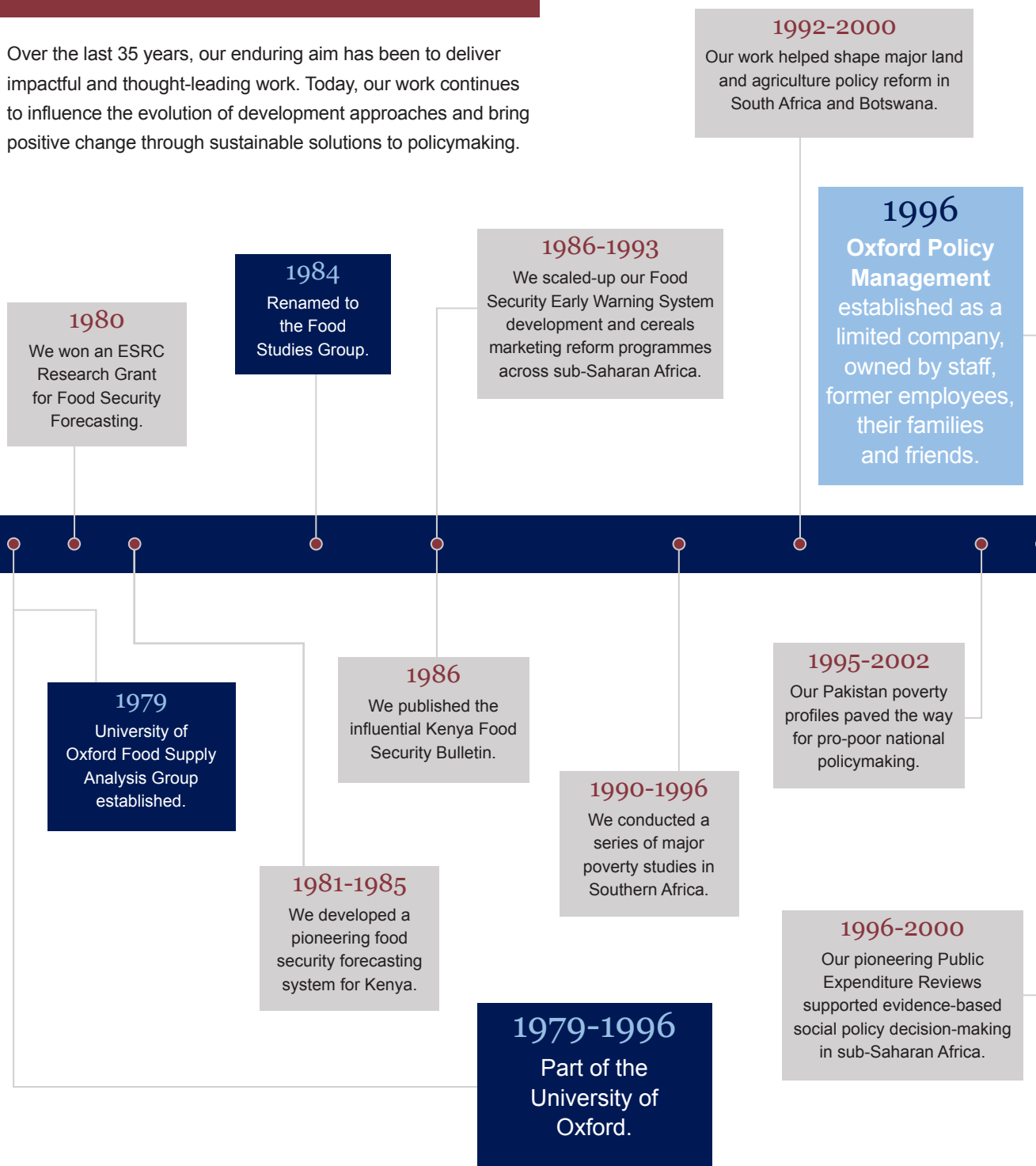
“High-quality research, a focus on evidence and a close engagement with policy-makers ensure our programmes and projects deliver both social and economic impact.”

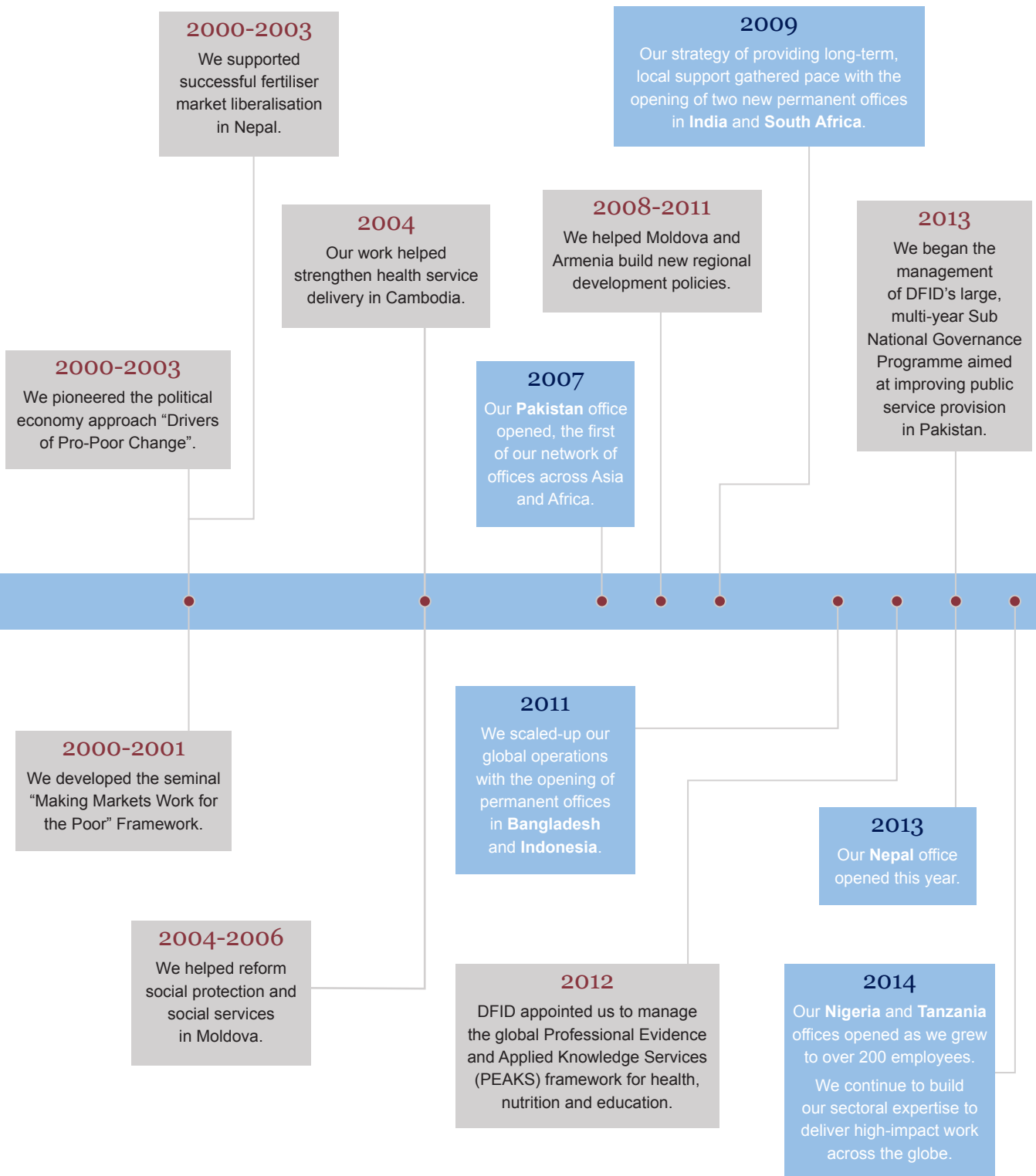


OPM at a glance

Our history

Over the last 35 years, our enduring aim has been to deliver impactful and thought-leading work. Today, our work continues to influence the evolution of development approaches and bring positive change through sustainable solutions to policymaking.





OPM at a glance

Our people

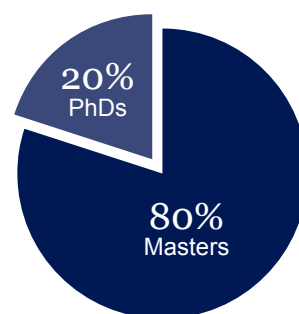
The quality, diversity and scale to make a lasting impact.

58 different
languages spoken

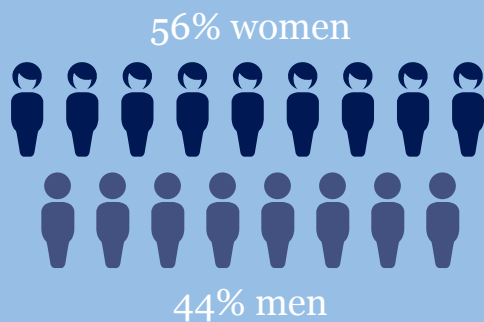


39 different
nationalities

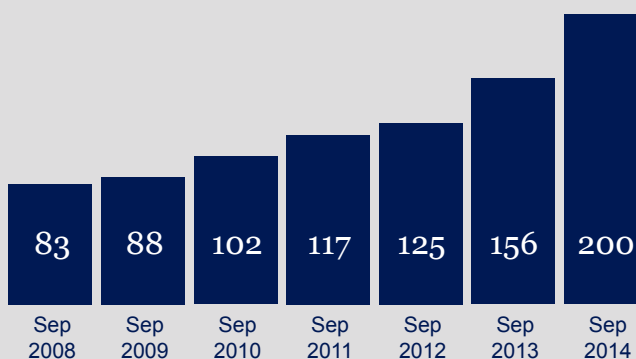
Highest
consultant qualification



Staff gender ratio



Growth in staff numbers over last seven years



Our expertise

Support across the policy cycle

Taking a holistic approach to provide a comprehensive service



A multi-sectoral perspective

Combining our breadth of expertise to deliver bespoke solutions



Highlights from 2014

2014 was a year of further growth and consolidation. Major projects such as the governance reform programmes in Pakistan, the Indonesia low-carbon growth programme, the social protection and public works programme in Nepal, and the education system baseline studies in Tanzania continued to show impact, at the policy level and through fresh ideas and robust analysis.

New teams were developed in nutrition and water; new roles were created and staff recruited, including a Chief Economist for our New Delhi office and an additional Programme Director; and new offices were opened in Abuja and Dar es Salaam. Further new programmes and initiatives

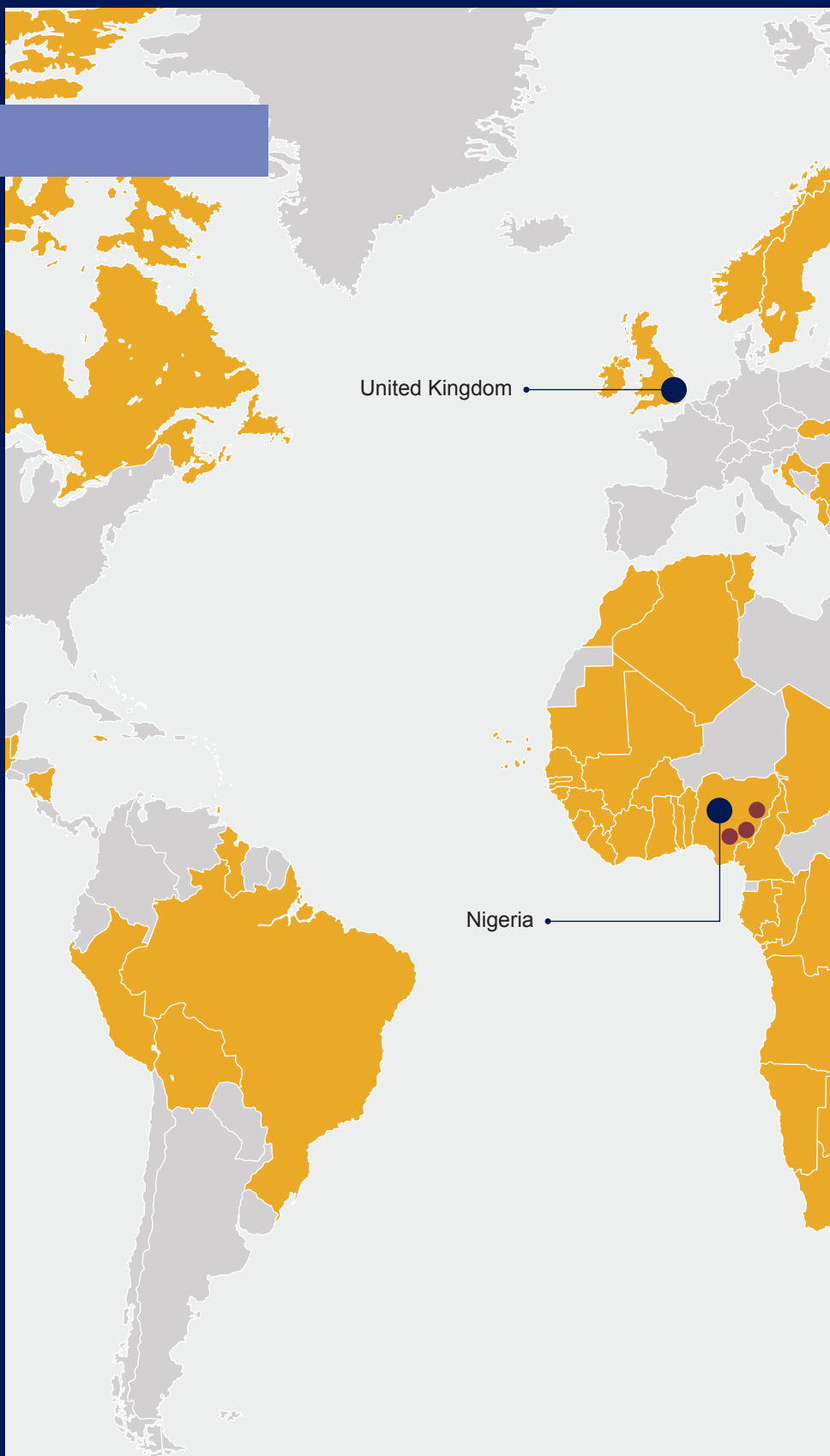
were also launched, such as the South Asia Climate Change and Growth Programme, the Research on Improving Systems of Education (RISE) Programme with the University of Oxford, and the Economic Development and Institutions Programme.

Our staffing levels in both Oxford and our country offices have grown to reflect this increase in the number and size of projects: we now have more than 200 staff. Office space has been under pressure, and in Pakistan we have moved to larger premises and plans are well advanced to move the Oxford, Jakarta, Pretoria and Abuja offices during 2015.

OPM at a glance

Our work

We have nine permanent offices in Africa, Europe, South Asia and South East Asia. These support a wider network of temporary project-specific offices such as Astana, Kazakhstan (health reform) and Jumla, Nepal (social protection), delivering bespoke in-country solutions.





Our project highlights

Supporting the 'bottom billion', not our bottom line

Our offices in Bangladesh, India, Nepal, Pakistan, Indonesia, South Africa, Tanzania, Nigeria and the United Kingdom allow us to build teams of national policy experts that can respond rapidly and appropriately to the policy reform needs of our clients.

Our office in Oxford, UK is OPM's headquarters. The office offers a support hub to our other OPM offices as well as to associates and staff based around the globe. It coordinates and delivers programmes of work across the policy cycle, from research and policy development through to organisational change, capacity building and monitoring & evaluation.

The latest offices to open, in 2014, were Tanzania and Nigeria. We are able to combine local knowledge and expertise with the latest international thinking to deliver practical policy solutions that can have a scalable impact on poverty and disadvantage.

Worldwide, OPM has been involved in more than 1,500 projects in over 120 countries since it was established. Over the last year, we have worked on a broad range of issues from health and poverty reduction to centre of government reform, statistics and climate change. The following is a selection of some of our recent work in countries across Africa, Asia and Europe.



“Worldwide, OPM has been involved in more than 1,500 projects in over 120 countries.”

Our project highlights

Projects in Asia

Bihar child support programme

This project, run from the OPM office in New Delhi, is an innovative cash transfer pilot programme aimed at reducing child malnutrition in Bihar. With a population of over 100 million, Bihar is the third most densely populated state in India. If the pilot is successful, the Government aims to scale up the programme across the whole state.

Over 2,000 pregnant women and mothers have already registered with the scheme, giving them access to vital public health entitlements, such as ante-natal check-ups, child growth monitoring and nutritional supplementation. The cash transfer is conditional upon receiving services and taking up activities, including breastfeeding and treating diarrhoea. We expect around 10,000 women to be registered by summer 2015.

Front-line medical staff have access to a mobile app that allows them to monitor service access and improve service delivery, supporting essential diagnoses such as identifying when a child is underweight.



New Delhi, India

We have more than 20 years' experience of working in India and since opening our New Delhi office in 2009 we have solidified our reputation for providing tailored public policy analysis and implementation that centres on responding to regional needs.

This year, we have been consolidating and synthesising our work across projects to better support the Government of India in improving public policy design and service delivery – our ultimate goal.

“If the pilot is successful, the government aims to scale up the programme across the whole state.”

Jakarta, Indonesia

With the growing importance of climate change and forestry policy in Indonesia, our office in Jakarta has centred much of its work on this priority area. Current project focuses include financial incentives and climate change, petroleum subsidy reform, community-based forest management, forest enterprise development and promoting low-carbon growth.

Alongside our work in Indonesia, we have considerable experience in South East Asia, including Cambodia, Lao PDR, Myanmar, the Philippines and Vietnam, spanning areas from poverty reduction and health reform to microfinance and climate change.

Low-carbon development in Indonesia

The Indonesian government has committed to ambitious emissions reduction and renewable energy targets against a backdrop of increasing reliance on energy generation from fossil fuels.

This project aims to establish viable alternatives to carbon-intensive development in Indonesia. OPM is leading a consortium providing technical assistance to support the Indonesian Ministry of Finance in establishing appropriate financing mechanisms to deliver low-carbon development. Sustainability is a central theme of the project, with outreach and capacity-building activities aimed at ensuring continued provision from investors, policy-makers and other local stakeholders.

As a result, the project will help deliver growth and development of Indonesia's renewable energy and energy efficiency sectors that, in turn, should lead to significantly lower carbon emissions. It will provide a blueprint for sustainable economic development that is both driven by and promotes low-carbon growth.

“A blueprint for sustainable economic development that is both driven by and promotes low-carbon growth.”



Our project highlights

Prioritising long-term interests over short-term agendas

Islamabad, Pakistan

Established in 2007, our Pakistan office was our first international office to open, beginning the move towards establishing in-country hubs staffed by nationals and increasing our capacity to create tailor-made programmes that are responsive to local and regional needs.

We have carried out more than 50 projects in Pakistan with a range of organisations, including the Federal Bureau of Statistics, both federal and provincial ministries of finance and health, the Aga Khan Development Foundation, DFID and Save the Children.

Establishing a pro-poor health insurance scheme in Pakistan

Alongside Pakistan's Department of Health, OPM has designed and developed a pioneering social health insurance programme that centres on the needs of the most vulnerable members of society, cushioning them against the devastating effects of health crises.

Health shocks, such as sudden hospitalisation, pose one of the greatest threats to the lives and livelihoods of the poorest sectors of society, and can culminate in crippling expenditures. Under the scheme, the cost of premiums for the poorest members of the population will be met by the government, with support from the German Development Bank, helping to ensure improved access to essential health services for those who need them the most.



“The new health insurance scheme is set to benefit millions of people in the region.”

The programme is to launch in three districts with a view to extending it across Pakistan's Khyber Pakhtunkhwa province (population 35 million). The new health insurance scheme is set to benefit millions of people in the region and represents the most comprehensive approach to social health protection of its kind in the country to date.

Government reforms in Pakistan

We have a strong track record delivering long-term governance reform programmes in Pakistan. These include:

- **Moving to a medium-term budgetary framework:** We helped strengthen budgeting across the entire federal government, improving accountability and supporting the achievement of national economic development and poverty reduction goals.
- **Strengthening sub-national government:** We are implementing transparent planning and budgeting systems to support the efficient delivery of public services – including health and education services – in the Punjab and Khyber Pakhtunkhwa provinces.
- **Khyber Pakhtunkhwa Provincial Reform Programme:** We helped develop results-orientated public sector governance in Khyber Pakhtunkhwa, supporting improvements in the provision of basic services, efficiency savings for government, and greater citizen participation in planning and budgeting.
- **Public financial management support to selected districts of Khyber Pakhtunkhwa:** We are helping modernise and strengthen decentralised public financial management in areas that have been affected by conflict, security crises and natural disasters.

Collectively, these programmes are helping strengthen governance at the national, provincial and district level, supporting improved public service delivery that will positively impact the lives of millions of people in Pakistan.



Our project highlights

Combining international expertise with local knowledge

Kathmandu, Nepal

Established in 2013, the OPM staff in Kathmandu, Nepal have spent the last year developing networks with national experts in an array of disciplines, ranging from public health and community development to climate change and natural disaster reduction.

We already have over 10 years of experience in the country, encompassing over 30 projects; our national expertise means that we can continue to deliver impactful, long-term change in the region.

Employment-led poverty reduction in Nepal

OPM led the re-design of an under-performing public works programme aimed at reducing poverty in Nepal. We have tripled the number of employment opportunities created across four pilot centres.

Workers received fortnightly wages and conditional supplementary payments, were insured and benefited from on-site welfare facilities such as toilets, healthcare and childcare. More than half of the beneficiaries were female, helping to build two roads and two irrigation canals.

In the coming years, OPM will focus on helping the Nepalese government improve its capacity to deliver the programme and assess the benefits that this approach could have in strengthening the country's national social protection strategy as a whole.



“Workers received fortnightly wages, were insured and also benefited from welfare facilities such as healthcare and childcare.”

Improving parliamentary oversight in Bangladesh

Ensuring greater efficiency, transparency and accountability through improved financial oversight was a key aim of the Government of Bangladesh's public financial management reform programme. OPM worked with the government to strengthen the parliamentary committees responsible for overseeing public expenditure and accounts, to provide increased accountability for the delivery of ministry-level strategies, including those that directly affect growth and poverty.

In addition to conducting a comprehensive review of current processes and procedures, we worked closely with parliamentary officers and committee members to assess their needs and to deliver tailored technical assistance.

As a result of our work, the capacity of the committees to scrutinise audited accounts and expenditure in a timely,

efficient manner has improved. Members of Parliament now share best practice learning and knowledge with international peers and have adopted automated systems for workflow and records management. The introduction of a system of performance standards as well as the promotion of public engagement in these processes is providing a framework for greater transparency and accountability and, ultimately, more effective parliamentary oversight.

“OPM worked with the government to strengthen the parliamentary committees responsible for overseeing public expenditure and accounts.”

Dhaka, Bangladesh

Our Dhaka office started its operations in 2011 and in the years since has seen our local staff deliver a broad spectrum of work, including strengthening parliamentary oversight, assessing health sector aid modalities and conducting national surveys in Bangladesh.

Two large-scale World Bank and DFID technical assistance projects on governance and financial inclusion are currently being implemented from the office, and we recently delivered projects in health, education, climate change and the water, sanitation and hygiene sectors.



Our project highlights

Projects in Africa

Strengthening social protection in Namibia

Working closely with the Namibian government, we carried out an in-depth assessment of the country's social protection system. As a result of our recommendations, the government has committed to some key new policy provisions, including:

- Implementing a system of child benefits;
- Developing a community-based public works scheme targeting youths and others in long-term unemployment in marginalised areas; and
- Establishing mandatory retirement and medical scheme provision.

This project has helped improve the evidence base around Namibia's social protection system, allowing informed decisions to be made about coverage gaps and areas for improvement, and has also supported the development of a social protection planning tool that should contribute to more effective resource allocation.

These changes should enhance the positive impact of social protection initiatives on Namibia's poverty and inequality levels.

Pretoria, South Africa

Our South Africa office provides direct, comprehensive support to government departments, with a focus on social policy issues in South and southern Africa. The team has extensive experience of the South African policy and public service delivery environment, and is focused on enabling the transfer of key skills to government officials and academic institutions in the region.

“The project has enhanced the positive impact of social protection initiatives on Namibia's poverty and inequality levels.”

Dar es Salaam, Tanzania

Our Dar es Salaam office was established at the beginning of 2014, with the last year seeing considerable work to strengthen our regional networks with policy-makers and other officials. The Tanzania team has already worked on two substantial survey research projects looking at schooling and urban poverty and we expect to see significant growth in this type of consulting work in the region.



Protecting the poorest in northern Kenya

An innovative social protection scheme that has improved food security and reduced the impact of extreme poverty in northern Kenya is now being scaled up based on our recommendations.

The Hunger Safety Net Programme is the Kenyan government's response to the severe and widespread effects of the crippling droughts that afflict the arid and semi-arid areas of the country. The programme aims to reduce the vulnerability of the region's poorest households to external shocks by stabilising their incomes and strengthening their livelihoods through the delivery of regular, unconditional cash transfers.



“The latest phase of the scheme has the potential to protect even more households against the slide into chronic poverty.”

Our team used a comprehensive approach to monitor and evaluate the programme over its three-year pilot period, assessing the programme's impact and ways to improve and refine its efficiency and performance. Recommendations from this project are informing the next phase, including the incorporation of more effective targeting to benefit the most vulnerable households. As a result, the latest phase of the scheme has the potential to protect even more households against the slide into chronic poverty and food insecurity.

Our project highlights

Reducing social and economic disadvantage

Abuja, Nigeria

Our youngest office, beginning operations in 2014, our Abuja team has had a significant impact in a short amount of time. With a focus on research surveys, the team has successfully embarked on three large survey projects in education and social protection. OPM's experience in the region extends over 30 years and the in-country team continues to grow in order to build its capacity to work with national policy-makers.



“The Institute’s progress was recently recognised by the World Bank, which ranked it second in statistical systems in Sub-Saharan Africa.”



Rapidly delivering the statistics policy-makers need in Rwanda

This project focused on building capacity and skills within the National Statistics Institute of Rwanda to provide robust statistical data that will help inform the wider policy-making process around poverty reduction. We delivered a comprehensive programme of technical assistance and capacity-building support including management, training and statistical governance advice.

The Institute’s progress was recently recognised by the World Bank, which ranked it second in its 2013 assessment of statistical systems in Sub-Saharan Africa.

Over the longer term, the production of very timely, high-quality and relevant statistical information, linked closely to the policy cycle, will help support policy-makers to better identify and respond to Rwanda’s development priorities in a more targeted and efficient way.

“We continue to adapt and respond to the dynamic external context.”



Promoting oil sector transparency in Nigeria

We are pioneering an innovative approach to addressing multiple issues within the Nigerian oil sector. By working within the complex local institutional and political landscape to design and deliver projects that support positive governance reform, we aim to reduce the many incentives for misuse of power and capture of oil revenues.

We are actively seeking out different strands of commitment for reform, within government and outside, identifying the key players and institutions that have the potential to catalyse change, and then supporting them in their pro-reform efforts.

We will continue to adapt and respond to the dynamic external context. By building on early achievements – such as supporting the establishment of a specialist oil and gas oversight unit within government – this work helps the move towards an oil sector that is more transparent, accountable and efficient, while also helping to build a stronger and more accountable government.

Based on the success of this Nigerian-focused project, we are now beginning work on a similar programme in Ghana.

Our project highlights

Projects in Europe and the Middle East


Developing palliative care services in Serbia

This EU-funded programme has supported the development of a system of palliative care services in Serbia, including the training of over 1,200 medical professionals and the establishment of 15 new palliative care sites across the country.

No comprehensive palliative care system existed in Serbia before the start of the project – in 2011, the country ranked among the lowest performing EU countries in terms of service development in this area.

Our team worked with the Serbian Ministry of Health to design and implement a holistic, person-centred model of care, allowing palliative care experts to address the social and emotional aspects of chronic progressive illnesses, tailoring support to the individual and reducing the burden on family and friends.

This approach has laid the foundation for the effective and sustainable development of palliative care services across Serbia, helping ensure that high-quality palliative care is available to all who need it.

A photograph showing the back of a person wearing a white lab coat, pushing a wheelchair down a brightly lit hospital corridor. The person has grey hair and is holding a clipboard. The corridor has white walls, a tiled floor, and a door with a red 'no smoking' sign on the right.

“No comprehensive palliative care system existed in Serbia before the start of the project.”

Strengthening governance in the Occupied Palestinian Territories

This project was driven by an urgent need to modernise public financial management and planning systems and to establish institutional arrangements that support reform, and in turn promote growth and poverty reduction, within the Occupied Palestinian Territories.

We provided technical assistance to the Ministry of Finance and the Ministry of Planning and Administrative Development, with a focus on building staff and institutional capacity to improve revenue administration and macro-fiscal forecasting, strengthening the planning and budgetary processes.



We achieved significant results: our work laid the foundations for stronger and more efficient revenue management and improved relationships between the ministries, helping to promote a common, integrated approach to planning and budgeting.

More broadly, our work continues to support the achievement of the Territories' policy objectives, including a reduced budget deficit and improved transparency and public service delivery.

“Our work laid the foundations for stronger and more efficient revenue management and improved relationships between the ministries.”

Our project highlights

Working for maximum impact, not maximum profit

Global projects

Climate-proofing growth and development in South Asia

Currently in its implementation phase, this five-year development initiative is helping strengthen climate resilience across South Asia. The programme will focus on five countries in the region – Afghanistan, Bangladesh, India, Nepal and Pakistan.

South Asia is an area especially vulnerable to the effects of climate change but it is also among the least equipped to cope with the impacts of environmental issues, being home to the largest number of poor people in the world – over 420 million people in the region live on less than US \$1.25 a day.

We are providing crucial technical assistance and capacity-building support at national and sub-national levels. By better integrating climate risk into policy-making and planning processes within each of these countries, our work will help lay the foundations for climate-resilient, low-carbon growth and development across the region as a whole.

Over the longer term, as these policies translate into action on the ground, livelihoods will be strengthened and those most at risk will become better equipped to deal with the impacts of a rapidly changing climate.



“The project will help lay the foundations for climate-resilient, low-carbon growth and development across the region as a whole.”



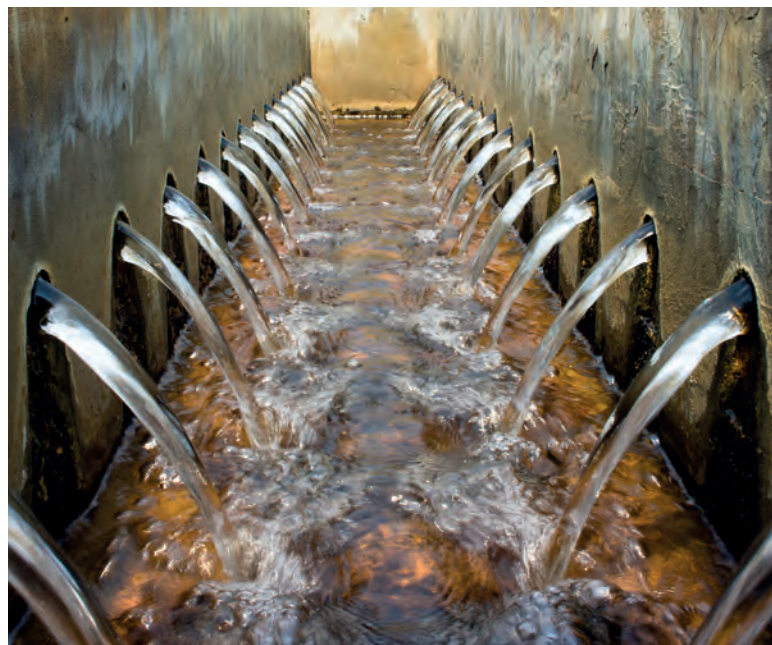
Improving sustainability in water, sanitation and hygiene

Improving the effectiveness of water, sanitation and hygiene (WASH) sector investments is a key aim of this two-year DFID-funded project.

There is an urgent need for robust evidence on the most cost-effective ways of delivering WASH programmes, including data on efficiency and costs. There are growing concerns around WASH services falling into disuse or disrepair and data in this area are weak, with previous studies limited in both scale and scope.

We are leading a team of specialist partners carrying out operational research into programmes across six focus countries: Mozambique, Zambia, Ethiopia, Nigeria, Pakistan and Bangladesh.

Our work will support DFID advisers and policy-makers to better understand the value for money and sustainability of WASH programmes. In turn, this knowledge will help improve the efficiency and cost-effectiveness of future policy and programming, leading to improved, sustainable WASH service provision for a greater number of people.



“The project will support DFID advisers and policy-makers to better understand the value for money and sustainability of WASH programmes.”

Looking ahead to 2015

We work with some of the best researchers in the world to tackle some of the most fundamentally challenging issues in development.

We believe that high-quality research needs to start with the questions that policy-makers face but, at the same time, we recognise that what a policy-maker wants or needs is not the same as a 'researchable question'. Our approach to research management therefore starts with policy engagement to translate policy demand into researchable questions.

Effective education

Schooling does not mean learning: even after several years at school too many children leave school without the skills and capabilities to help them be productive and escape poverty. The 'RISE' research programme into effective education systems will establish rigorous evidence on what shapes the performance of education systems. OPM is running the Programme Directorate, in partnership with the Blavatnik School of Government at the University of Oxford, and working closely with Lant Pritchett and a distinguished Intellectual Leadership Team.

“We work with some of the best researchers in the world in tackling some of the most fundamentally challenging issues in development.”



Economic development and institutions

That ‘institutions matter’ in determining development outcomes is a given, but which institutions should be considered and why, and what changes the way they shape people’s prospects? We are working with François Bourguignon of the Paris School of Economics and Jean-Philippe Platteau of the Centre de Recherche en Economie du Développement at the University of Namur, together with a world-class array of academics to establish original evidence and answer questions on ‘Economic Development and Institutions’.

We want to ensure our findings have an impact. We frame research questions on the basis of policy demand and work with some of the finest thinkers on the planet. We use our expertise to bring pertinent findings, in a useable form, to the policy-makers, and the policy debates, in the countries where we work.

Mark Henstridge
Chief Economist

“We sustain engagement with policy to bring pertinent findings, in a useable form, to the policy-makers, and the policy debates, in the countries where we work.”



Our latest thinking

Staff publications 2014

January 2014

'Does one size fit all? The Conditions for Conditionality in Cash Transfers,' by Luca Pellerano and Valentina Barca, in *OPM Working Papers*, Oxford Policy Management.

'Family caregivers in public tertiary care hospitals in Bangladesh: Risks and opportunities for infection control,' by M. Saiful Islam, Stephen Luby, Rebeca Sultana, Nadia Ali Rimi, Rashid Zaman, Main Uddin, Nazmun Nahar, Mahmudur Rahman, M. Jahangir Hossain, Emily Gurley, in *American Journal of Infection Control*, Volume 42, Issue 3.

'Political economy analysis, aid effectiveness and the art of development management,' by James Copestake and Richard Williams, in *Development Policy Review*, Volume 32, Issue 1.

February 2014

'Infrastructure and Contamination of the Physical Environment in Three Bangladeshi Hospitals: Putting Infection Control into Context,' by Nadia Ali Rimi, Rebeca Sultana, Stephen P. Luby, Mohammed Saiful Islam, Main Uddin, Mohammad Jahangir Hossain, Rashid Zaman, Nazmun Nahar, Emily S. Gurley, in *PLoS ONE*, Volume 9, Issue 2.

'Quality as an Equity Imperative: A Review of the Department of Basic Education's Workbook Initiative,' by R. Outhred, C. Nuga, C. Stubberfield, A. Beavis, J. Wilkinson and M. Murphy, in *Equity in Education: Fairness and Inclusion*, edited by H. Zhang, Sense Publishing.

March 2014

'Development and Validation of an Arab Family Food Security Scale,' by N.R. Sahyoun, M. Nord, A. J. Sassine, K. Seyfert, N. Hwalla, and H. Ghattas, in *The Journal of Nutrition*, Volume 144, Number 3.

'The economics of climate change adaptation in Africa's water sector: a review and a way forward,' by Julian Doczi and Ian Ross, in *ODI Working Papers*, Overseas Development Institute.

April 2014

'Household food insecurity is associated with childhood stunting in vulnerable populations in Lebanon,' by H. Ghattas, N. Sahyoun, A. Sassine, J. Barbour, K. Seyfert, N. Hwalla, and M. Nord, in *The FASEB Journal*, Volume 28, Issue 1 Supplement.

May 2014

'Towards "principled" humanitarian funding,' by Sarah Bayne and Joanna Buckley, in *Humanitarian Exchange Magazine*, Issue 61.

June 2014

'A guide to calculating the cost of delivering cash transfers in humanitarian emergencies,' by Clare O'Brien, in *OPM Working Papers*, Oxford Policy Management.

'Arrested Institutional Development: Resource Dependence and Legal Institutions,' by Kari Lipschutz, in *Yale Journal of International Affairs*, Volume 6, Issue 2.

'Poverty and Livelihoods Among UNHCR Registered Refugees in Lebanon,' by Jad M. Chaaban, Karin Seyfert, Nisreen I. Salti and Gheed S. El Makkaoui, in *Refugee Survey Quarterly*, Volume 32, Issue 1.

July 2014

'MTBF in Pakistan: Reform against the odds,' by David Hoole and John Gray, in *OPM Briefing Notes*, Oxford Policy Management.

'Understanding the Patterns of Climate-Resilient Development: A Literature Review,' by Chris Hearle, Federica Chiappe and Marcela Tarazona, in *OPM Working Papers*, Oxford Policy Management.

July 2014

'Economic burden of influenza-associated hospitalisations and outpatient visits in Bangladesh during 2010,' by Mejbah Bhuiyan, Stephen Luby, Nadia Alamgir, Nusrat Homaira, Abdullah Mamun, Jahangir Khan, Jaynal Abedin, Katharine Sturm-Ramirez, Emily Gurley, Rashid Zaman, ASM Alamgir, Mahmudur Rahman, Marc-Alain Widdowson and Eduardo Azziz-Baumgartner, in *Influenza and Other Respiratory Viruses*, Volume 8, Issue 4.

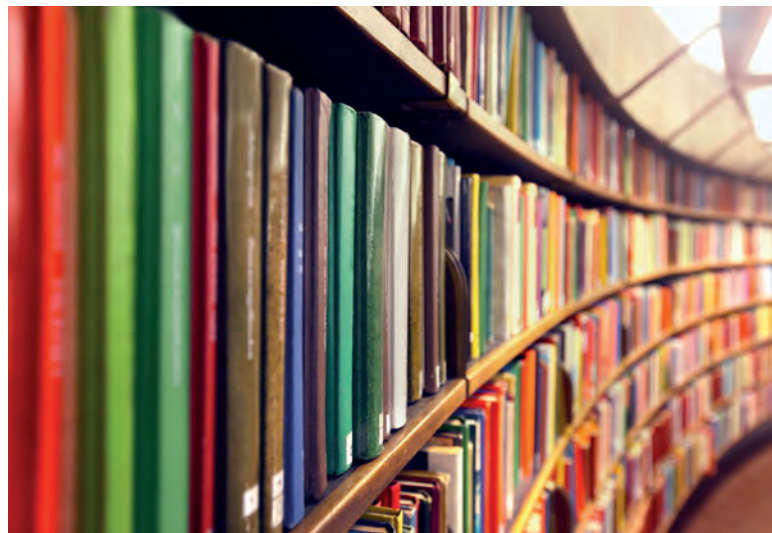
'Incidence of and Risk Factors for Hospital-Acquired Diarrhea in Three Tertiary Care Public Hospitals in Bangladesh,' by Mejbah Uddin Bhuiyan, Stephen Luby, Rashid Zaman, M. Waliur Rahman, M. A. Yushuf Sharker, M. Jahangir Hossain, Choudhury Rasul, A. R. M. Saifuddin Ekram, Mahmudur Rahman, Katharine Sturm-Ramirez, Eduardo Azziz-Baumgartner and Emily Gurley, in *The American Journal of Tropical Medicine and Hygiene*, Volume 91, Issue 1.

'Food insecurity among Iraqi refugees living in Lebanon, 10 years after the invasion of Iraq: data from a household survey,' by H. Ghattas, A. J. Sassine, K. Seyfert, M. Nord, and N. R. Sahyoun, in *British Journal of Nutrition*, Volume 112, Issue 1.

October 2014

'Human security,' by W.N. Adger, J.M. Pulhin, J. Barnett, G.D. Dabelko, G.K. Hovelsrud, M. Levy, Ú. Oswald Spring, C.H. Vogel and M. Tarazona, in *Climate Change 2014: Impacts, Adaptation, and Vulnerability. Part A: Global and Sectoral Aspects. Contribution of Working Group II to the Fifth Assessment Report of the Intergovernmental Panel on Climate Change (IPCC)*, Cambridge University Press.

'Can Afghanistan's Ghani Avoid the Pitfalls of the Resource Curse?' by Kari Lipschutz, in *World Politics Review* (29 October 2014).



November 2014

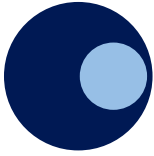
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