

2015 Annual Review



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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2015: Highlights of the policy and practice year



Reflecting on world events

World economic events have played a prominent role in shaping our work during 2015. Sluggish growth in Europe and China has depressed export prices and trade volumes for low- and middle-income countries, and have, in turn, slowed growth in job creation, incomes, government revenues and social sector spending in the countries in which we work.

Another feature of 2015 has been international aid policy initiatives, whether focussed on climate change and global public goods (such as those discussed at the 2015 United Nations Climate Change Conference, COP21 conference), or on poverty and human development, as outlined in the UN Sustainable Development Goals and the Addis Development Finance agenda. These events and their impact on development policy and practice will emerge over the



next few years. Below we explore how these global factors have affected some of the countries we are currently working in.

Impact of our work

In **Ghana** and **Nigeria**, the collapse in oil prices has raised the profile of our work supporting governance reform and revenue transparency in the oil and gas sectors (see page 18 for more). A significant milestone came when the Nigerian National Petroleum Corporation published its accounts for the first time in a decade, indicating the progression to greater and deeper transparency in the sector.

The collapse of state oil and gas revenues in **Nigeria** has important distributional consequences, especially for poor northern states where public sector spending plays

a greater share in the economy than in the southern states. OPM's work on education, nutrition and social protection in those states has attracted considerable attention, and an OPM team has been invited to present its social protection research to the Vice President in early 2016.

In **South Africa**, increasing public debt, slower growth, higher unemployment and a newly announced austerity plan make OPM's continuing evaluation of the National Jobs Fund (the largest Challenge Fund in the world) even more central to the delivery of employment-driven growth.

India's low level of exposure to global markets has helped to protect sustained growth in the economy during 2015. While much of the policy debate has focussed on economic development, many states are still pursuing active reform in

human development. In Bihar – one of the poorest and most populous states – the pilot work that OPM is supporting to improve maternal and child health is delivering promising results on the back of an innovative technology platform. Both the delivery platform and the impact on community health are being considered for roll-out across the state by the Bihar government (see page 14).

In **Pakistan**, our continued work on social protection has been recognised by the President and the Minister of Social Protection in convincingly demonstrating how the Benazir Income Support Programme's (BISP) cash payments to the lowest income households has had a positive impact on poverty, on livelihoods and on human capital. Our analytical support to an innovative pro-poor health insurance programme has enabled the initiative to be rolled out from district-level pilots to 'whole of

province' coverage of the 26 million people in Khyber Pakhtunkhwa.

Our social sector work in Pakistan nicely complements continued governance work to support improvements in strategic management in the governments of the Punjab, Sindh and Khyber Pakhtunkhwa, as well as public finance management developments with the central government in Islamabad (see pages 22-23).

Simon Hunt, Managing Director

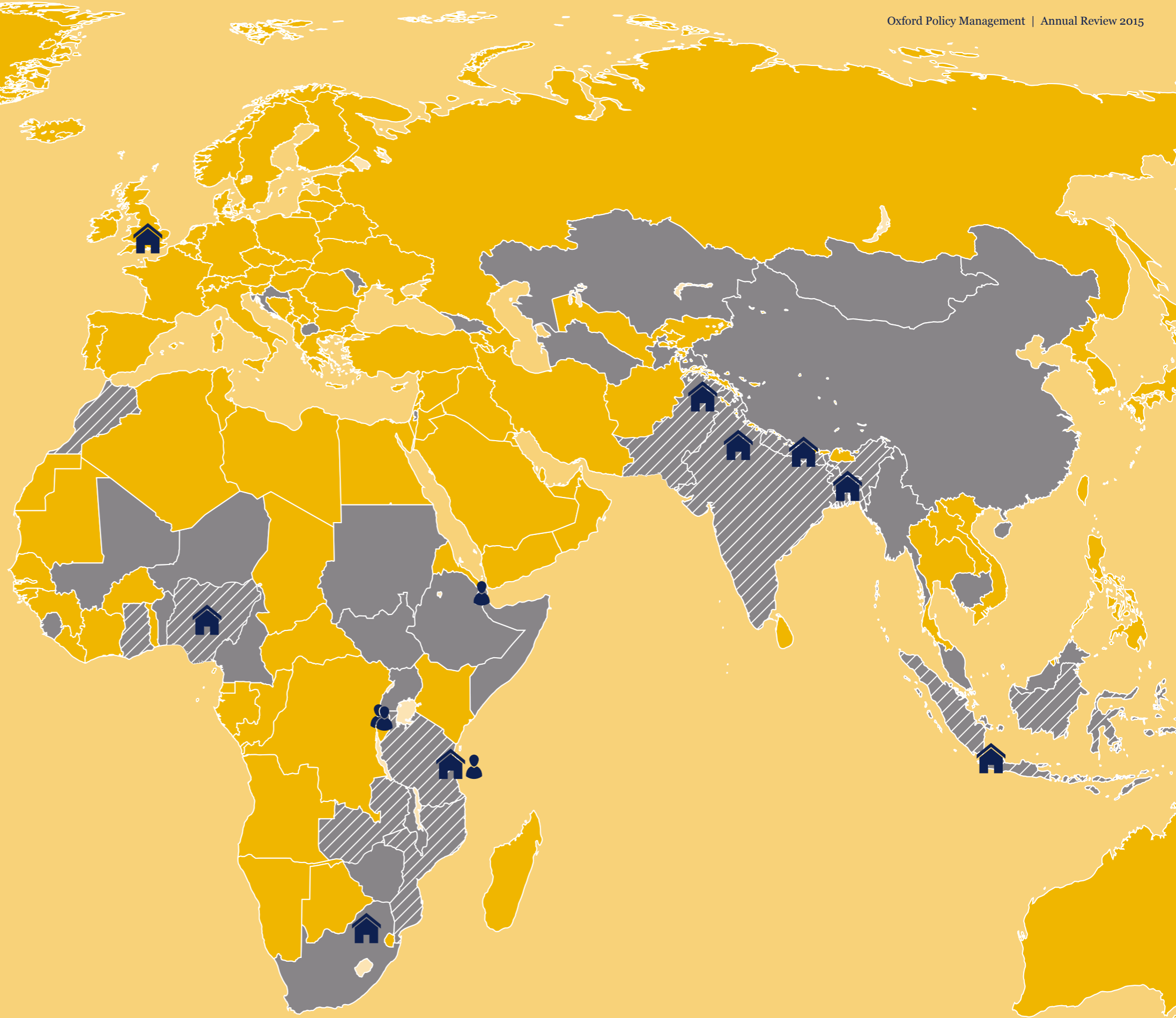
Philippe Naert, Chairman

Our work in 2015

We had over 300 live projects in 2015, delivered through our network of offices in Africa, Europe, South Asia and South East Asia.

Project highlights

India: Improving child nutrition and maternal health in Bihar	14
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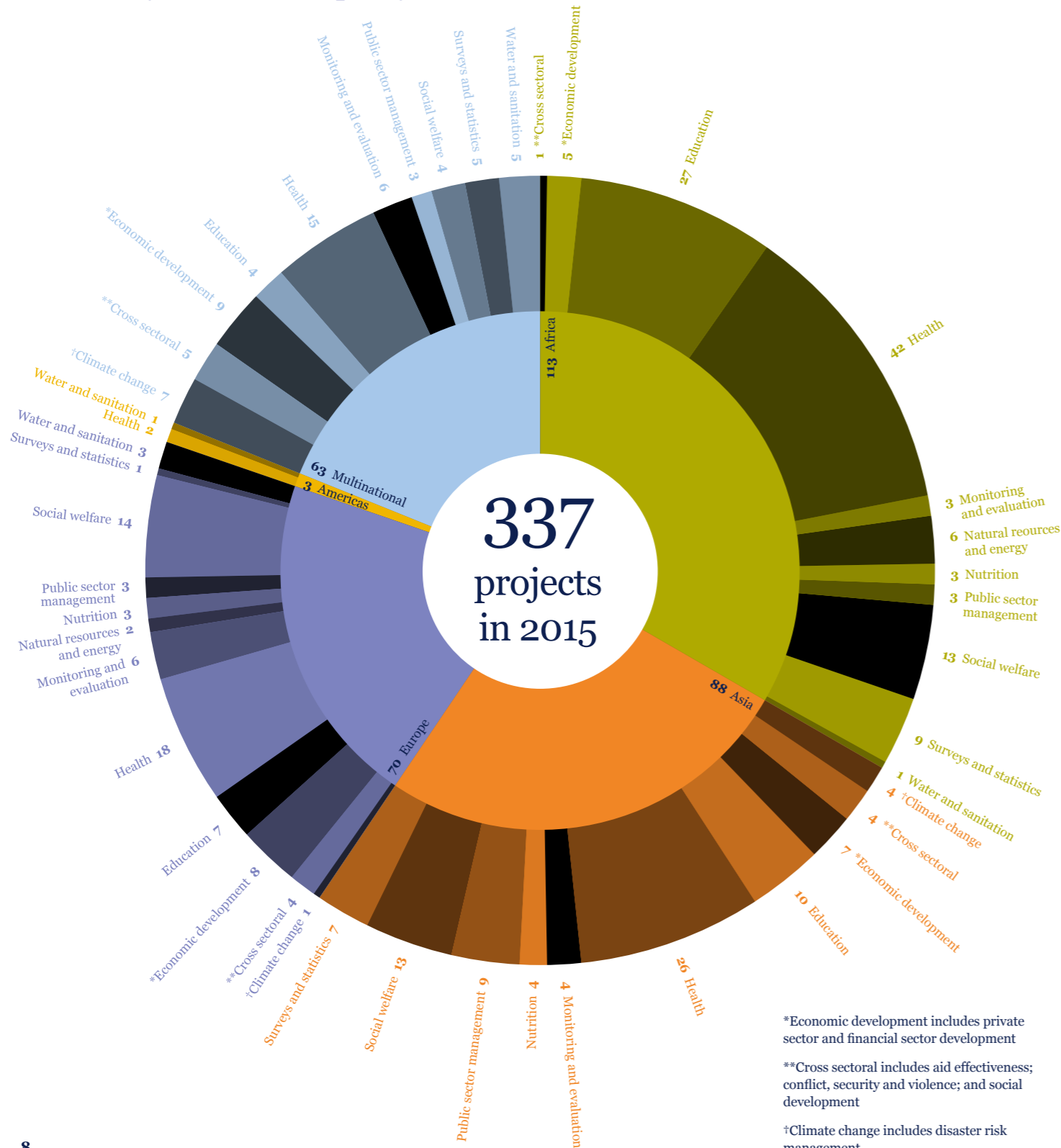


Key

- OPM offices
- Live projects in 2015
- Project highlights
- Locations of our Fellows

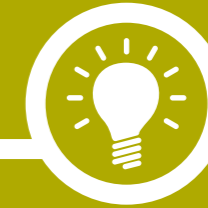
Our projects

An overview of OPM's live projects in 2015, by location and policy area.

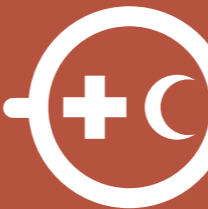


Our 2015 thinking at a glance

A snapshot of our contribution to international development thinking in 2015



Over 40 thought leadership pieces in journals, publications and online media (see the 'Our latest thinking' section on pp. 28-29 for the full list).



OPM research on disaster risk management features in the International Federation of Red Cross and Red Crescent Societies' 2015 World Disasters Report.

OPM experts in nutrition and financial sector development take part in three live online Q&As with the *Guardian's* Global Development Professionals Network.



Over 30 conference presentations from our consultants in topics including health, education, big data, financial inclusion, disaster risk management, cash transfer programming, nutrition, evaluations, water and sanitation.

OPM's impact evaluation of a cash transfer scheme targeted to poor and vulnerable households in Lesotho wins entry into Best of UNICEF Research 2015.



In 2015, Oxford Policy Management launched the Oxford Policy Fellowship. This new Fellowship provides governments in low- and middle-income countries with legal support to policy management. At the same time, the Fellowship delivers transformative career opportunities for young professionals who are passionate about development.

Partnering with governments

The Oxford Policy Fellowship supports governments in overcoming the unique issues they face by providing them with a bespoke technical resource in the form of the Fellows. We help recruit high-performing junior advisers to work within current government systems and processes for two years. Fellows contribute to ongoing policy-making, rather than creating parallel structures for getting things done. The advisers are employed by, and directly accountable to, the ministry in which they are placed.

The Oxford Policy Fellowship in 2015

In 2015, with the support of the Law & Development Partnership, the Oxford Policy Fellowship placed four junior legal advisers in government departments in Djibouti, Zanzibar and Rwanda. The inaugural Fellows took up their postings in the autumn of 2015, working in public finance, agriculture and trade.

OPM provides support to both Fellows and the governments they work for throughout the duration of the Fellowship. For Fellows, this means access to 24/7 pastoral care, as well as technical support from industry leaders. For governments, this means being connected to a wider network of other civil servants experiencing similar challenges, as well as to academia and the public and private sectors in the UK and US.



Significant interest from governments means that we will be scaling up in 2016 with a further eight to 12 additional posts.



Having a Fellow with a legal background in the Planning Commission is very helpful as it is increasing our capacity and providing us with an international legal approach to the work we do. Zanzibar is undergoing a lot of change and development from a legal, social and economic perspective. We look forward to working with our current Fellow over the next two years and receiving more Fellows in the coming years.”

RAHMA MAHFOUDH, COMMISSIONER FOR THE DEPARTMENT OF ECONOMIC MANAGEMENT, ZANZIBAR PLANNING COMMISSION, ZANZIBAR



“The Fellowship will allow me to combine my passion for sustainable development and my desire to contribute to the development of Africa, my continent.



MAGALIE MASAMBA,
PLANNING COMMISSION, ZANZIBAR



“The Fellowship certainly promises to be an illuminating journey, allowing an outsider on the inside, helping to understand the processes and cultural nuances which influence decision-making in the sector.



VINITHA JOHNSON,
MINISTRY OF AGRICULTURE AND ANIMAL RESOURCES, RWANDA



“I feel privileged to have access to this unique experience – by placing fellows within the heart of local ministries, the Fellowship provides an unrivalled level of integration and local insight.



VANESSA FULLERTON,
MINISTRY OF FINANCE, DJIBOUTI



“I am excited by this unique opportunity to use my legal skills and experience to help the Government of Rwanda pursue its goals.



SARAH BREWIN,
MINISTRY OF TRADE AND INDUSTRY, RWANDA

Policy-influencing research

Oxford Policy Management began life as a research team at the University of Oxford in 1979. This research-into-policy heritage still steers our direction today – from our research programmes and projects to our regular partnerships with academic institutions. These partners include the University of Oxford, Harvard University, the University of Namur, University College London, Stanford University, the Paris School of Economics, the Center for Global Development, University of California Berkeley, the Institute for Fiscal Studies and the London School of Hygiene and Tropical Medicine.

Developing well-informed research

In 2015, we began working with international partners on the delivery of two large academic research programmes. These programmes are:

- **RISE: Research on Improving Systems of Education** – OPM is partnering with the Blavatnik School of Government at the University of Oxford and with a research team led by Lant Pritchett (Harvard University and the Center for Global Development). RISE seeks to bring about a ‘global paradigm shift’ in thinking and action on education.
- **Economic Development and Institutions (EDI)** – OPM is partnering with the Paris School of Economics and the University of Namur, with leading economists Francois Bourguignon and Jean-Philippe Platteau as research directors. EDI aims to address the knowledge gap on how institutions can change in a way that improves economic development.

In both these programmes, the teams engaged with policy-makers and policy stakeholders early on in the research process. This has provided an up-front reality check to inform the development of each programme’s research agenda.



The involvement of policy-makers in this research will raise the probability of usefulness of such research... Improving institutions will actually lift millions of Africans out of poverty.”

BENNO NDULU, GOVERNOR OF THE BANK OF TANZANIA ON THE EDI PROGRAMME



Photo © Jane Miller/DFID

Bringing minds together to provide knowledge and support

OPM’s **Health and Education Advice and Resource Team (HEART)** provides support to DFID health, education and nutrition advisers globally. In HEART, OPM works with the Institute of Development Studies at the University of Sussex, the University of Leeds’ Nuffield Centre, the Liverpool School of Tropical Medicine and Impact at the University of Aberdeen to provide DFID with thematic updates and reviews of development literature.

Another partnership initiative – **Education Data, Research and Evaluation in Nigeria (EDOREN)** – aims to generate quick-turnaround evidence and understanding for government to support access and learning outcomes for all Nigerian children. It works closely with DFID Nigeria and its portfolio of education programmes to assess and improve their impact through high-quality studies and surveys in schools.

EDOREN works with a wide range of state and federal stakeholders. These include the Nigerian Federal Ministry of Education, with whom EDOREN launched the first ever annual conference on Nigerian education in 2015. This year’s theme – ‘Making evidence work for basic education policy and practice in Nigeria’ – brought academics, partners and government officials together to forge closer links between researchers and policy-makers.



Photo © Carla Gomez Monroy

Human development



Improving child nutrition and maternal health in Bihar, India

Designed and implemented by our team in India, the **Bihar Child Support Programme** is an innovative conditional cash transfer pilot programme that supports the Bihar State Government in reducing child malnutrition. Under this programme, women receive cash payments after attending monthly Village Health, Sanitation and Nutrition Days (VHSNDs) where immunisation, antenatal care and nutrition counselling services are provided, including correct treatment of diarrhoea and receipt of iron-folic acid (IFA) supplementation during pregnancy.

The pilot, which is being implemented in 261 villages, aims to test not only the impact of the programme but also the implementation feasibility by government at scale. By the end of December 2015, 7,826 beneficiaries were enrolled, of which 5,812 met their monthly conditions and received payment (74%).

A survey conducted in late 2015 showed that the vast majority of the cash received by mothers was spent on food for the mother and child, with additional expenditure on healthcare, sanitation/hygiene and childcare. Household consumption expenditure on food increased, driven by increased consumption of meat, vegetables and oil with significant impacts on maternal and child diet diversity. The conditions have had a major effect on service uptake, with over 70% more women and children attending VHSNDs, twice as many children having their growth monitored, and a quarter more pregnant women receiving IFA supplementation. Smaller effects were seen for conditions related to nutrition-sensitive behaviours. The combined effects have seen the proportion of mothers who are underweight fall by eight percentage points.

The pilot has been extended while discussions around scaling take place with the government. OPM has also been engaged to support the design and scale-up of a similar scheme in a neighbouring state.

Empowering women workers in Mozambique



Launched at the end of 2015, **Ligada** (meaning ‘connected’) aims to empower disadvantaged adolescent girls and young women in Mozambique by linking them more closely with national economic development. It will support the government by helping to create a learning environment for understanding the practical solutions for enhancing women’s economic empowerment.

Over half of Mozambicans still live in poverty and a major proportion of these are in households headed by women. Women’s exclusion from economic opportunities is a major cause of this poverty: just 4% of the workforce are employed in the formal sector,

and the highest unemployment rates are among 19–24-year-old females in Mozambique’s cities.

It is these young, urban and largely economically excluded women who are the focus of the Ligada programme. Ligada aims to work with these women, improving their recruitment and retention in secure, well-paid jobs and helping them to better access labour markets.

Beyond its work with the target group, the Ligada programme will produce learning and evidence to enable the formation of more and better policies and programmes that support female economic empowerment.

Human development

Protecting health in Bangladesh and Pakistan

In Pakistan and Bangladesh, our teams are engaged with the respective governments in two KfW-funded projects to implement an innovative and possibly unique health insurance scheme for poorer populations. With support from OPM offices in each country, our teams have worked closely with government to ensure the roll-out of these insurance schemes.



Pakistan

Working with provincial governments in Pakistan, OPM helped to design a scheme that provides low-cost, micro health insurance for hospitalisation costs. This scheme, which was adopted by the Khyber Pakhtunkhwa and Gilgit Baltistan governments, reached 5 million people.

Recognising the high-quality design of the insurance scheme, the Federal Government of Pakistan has decided to roll out the scheme in other areas. While the general population purchase the insurance product, the Government of Pakistan and KfW fund premiums for the poorest families. OPM is now embarking on five years of implementation support and monitoring.

Bangladesh

In Bangladesh, a similar health insurance scheme has been launched, and the first in Bangladesh covering people living below the poverty line. This pilot involves more than 1 million people and, if successful, will be scaled up nationally to help alleviate poverty for 40 million people.

As part of this scheme, the Government of Bangladesh announced at the end of 2015 that it would provide a health card for each family living under the poverty line in three upazilas (or sub-districts). The cardholders will be able to access healthcare services free of charge. The Prime Minister of Bangladesh launches this pilot programme in early 2016.

Achieving universal health coverage in Morocco

In 2015, OPM developed a health financing strategy with the Moroccan Ministry of Health and Ministry of Finance. The strategy underpins a move toward universal healthcare coverage, to be rolled out across the country over the next few years, supporting comprehensive and effective national healthcare for all Moroccans.

Without adequate financial protection, only the wealthiest are currently able to afford good-quality healthcare, widening the gap between the richest and the poorest. However, there is no one-size-fits-all solution when it comes to universal healthcare. For this reason, OPM continues to work closely with the Government of Morocco to make sure that health finance reforms are based on in-depth analysis of local needs.



People with the card will be able to receive treatment at upazila-level hospitals. If the treatment facility isn't available at the upazila level, then the cardholder will be able to receive treatment at district-level hospitals. If necessary, private hospitals fulfilling certain standards will come under the coverage."

MOHAMMAD NASIM, HONOURABLE MINISTER, MINISTRY OF HEALTH AND FAMILY WELFARE, GOVERNMENT OF BANGLADESH



Economic development

Building transparency in the oil and gas sector

Nigeria

Before the recent fall in oil prices, oil revenues provided more than 90% of Nigeria's foreign exchange and at least 70% of government revenues. But corruption – political and financial – has prevented Nigeria from using oil and gas resources to realise its economic potential.

Through the **Facility for Oil Sector Transparency (FOSTER)**, OPM supports the government to reform the oil and gas sector, and to increase transparency and accountability, thereby fighting corruption. In addition, FOSTER builds support and demand for reform across a wide range of non-government actors, including the private sector, the media and parliamentarians.

FOSTER has pioneered the use of political economy analysis, with a politically savvy team of Nigerian oil sector specialists, to shape adaptive and responsive programming. Others talk about 'thinking and working politically', we do it. FOSTER has gone significantly beyond its £300 million target in additional revenues realised from Nigeria's oil and gas resources.

FOSTER has increased accountability and transparency by facilitating the publication of price and volume information for oil production and sales by the Nigerian National Petroleum Corporation. Equally important, FOSTER has changed the nature of the dialogue on oil sector governance in Nigeria by improving shared knowledge of the issues, and increasing civil society demand for reform.

Image: Paul Boroh, Special Adviser to the President on Niger Delta and Coordinator of the Presidential Amnesty Programme, delivers a keynote speech at a FOSTER-sponsored event for policy-makers and policy influencers.

Ghana

Building on our successful approach to FOSTER in Nigeria, an innovative new project was launched in Ghana in 2015: the **Ghana Oil and Gas for Inclusive Growth (GOGIG)** programme aims to translate the country's oil and gas resources into economic growth and poverty reduction. In GOGIG, OPM blends a deep understanding of the political economy of Ghana's oil and gas sector, and economic policy more broadly, with a distinctive and innovative programme design.

OPM has begun in-depth work with a range of government stakeholders to build capacity including: the Ministry of Petroleum and the Petroleum Commission to develop laws, policies and implementation strategies; the Ghana Revenue Authority to build capacity in oil and gas sector monitoring and auditing; and the Ministry of Finance and the Bank of Ghana to strengthen revenue management, forecasting and investment in the petroleum sector.

At the same time, we strengthen public institutions by working closely with civil society to improve transparency, public scrutiny and accountability in both the oil and gas sector and in the use of hydrocarbon resources for inclusive growth in Ghana.



Increasing financial services for the poor

Launched in late 2015, the programme **Savings at the Frontier** addresses the lack of sustainable financial services available to poorer populations in rural areas and urban outskirts.

Designed by OPM and the MasterCard Foundation, the programme will facilitate access to both formal and informal financial products and services for at least 250,000 households.

OPM will lead a consortium of partners to implement this programme in Ghana, Tanzania and Zambia. It will also build an evidence base contributing to wider knowledge on financial inclusion and helping to construct a blueprint for effective, scalable approaches for excluded populations around the world.

Economic development

Climate change came under the spotlight in 2015, with the United Nations Climate Change Conference (COP21). At COP21, OPM supported governments in demonstrating their efforts to tackle climate change. This support formed part of recent partnership programmes that have helped influence decision-makers at the front line of climate change development.

Improving forest sector management in Indonesia

Delivered in partnership with the Ministry of Environment and Forestry in Indonesia, the **Multi-stakeholder Forestry Project Phase 3 (MFP3)** works to improve forest governance in Indonesia in order to reduce deforestation and potential carbon emissions.

The project, delivered through our Indonesia office, has seen significant impact to date:

- Strengthening forestry entrepreneurship, with 500 small- and medium-sized enterprises certified under Indonesia's Timber Legality Assurance System (SVLK), and business plans developed for 124 community forest enterprises and seven small industries.
- Building understanding and training, with 94 village facilitators trained in sustainable forest management, 11 local organisations receiving vocational training, and four universities developing related curricula.
- Improved access to land by forest communities with a 30% increase of licensed 'community-based forest management', allowing communities to protect forests instead of carrying out illegal logging.



Image: Supporters of SVLK from the participants of the United Nations Framework Convention on Climate Change at COP21.

At COP21, OPM supported the Ministry of Environment and Forestry in delivering the Indonesia Pavilion. This included press conferences, seminars and a bilateral meeting between the Indonesian and Chinese governments, to promote global awareness of SVLK and its contribution to forest governance and low-carbon growth in Indonesia.



Supporting low-carbon growth in Indonesia

Concluded in 2015, the **Low-Carbon Support (LCS)** programme helped establish viable alternatives to carbon-intensive development in Indonesia. During the lifespan of the project, a large number of low-carbon policy initiatives were introduced, reflecting the growth and development of Indonesia's renewable energy and energy-efficiency sectors. These included low-carbon policies in various government programmes and budgets, an energy-efficiency financing scheme and a 'Green Planning and Budgeting Strategy' to realign the economy toward more sustainable forms of growth.

OPM's focus is on long-term sustainability. For this reason, the LCS team has worked to ensure the longevity of initiatives beyond the lifetime of the programme. This work includes building capacity, through training programmes and study visits for example, and strengthening existing institutions and skill-sets.

Better planning for climate change

The programme **Action on Climate Today (ACT)** works to help the governments of Afghanistan, Nepal and Pakistan, as well as six state governments in India, to integrate climate change planning into their policies, plans and budgets. Through our global networks, and offices in three of the four focus countries, OPM and the various national partners have already achieved significant impact in 2015, including:

- Completing the Assam climate change plan in India;
- Submitting funding proposals for additional climate financing worth £18 million for governments in India;
- Training for more than 500 senior government officials on climate change planning and budgeting; and
- Raising awareness of climate change via 29 community radio stations, in six languages, reaching 1 million people.

At COP21, OPM supported the Government of India in representing their efforts to mainstream climate change within development planning at the sub-national level.



Image: The launch of Indonesia's Green Planning and Budgeting Strategy, October 2015

State formation

Reforming governance in Pakistan

OPM's long history of governance reform work in Pakistan has provided the networks and know-how necessary to ensure the success of long-term projects. One such project is the **Sub-National Governance (SNG)** programme. Starting in 2013, through this five-year programme OPM has worked with the provincial governments of Punjab and Khyber Pakhtunkhwa, as well as 12 district governments, providing technical assistance on improving finance and planning capabilities.

Key milestones to date for the SNG programme include:

- Supporting the decentralisation of service delivery;
- Designing and implementing reform strategies for public financial management;
- Institutionalising needs-based planning and budgeting in focal districts in each province;
- Improving budget transparency and publishing the first Citizens' Budgets in both Punjab and Khyber Pakhtunkhwa (now in the second year of publication);
- Carrying out innovative service delivery pilots to improve education and health outcomes, with potential benefits to more than 250,000 people at district level; and
- Rolling out ICT-based systems to support district governments in the planning and monitoring of services using geospatial data.

With our support, governments involved in the SNG programme have improved their management of budgets to the extent that more than £20 million has been saved in provincial budgets to date.

Capacity building and reform of statistics in Indonesia

In 2015, OPM began a partnership with the Central Bureau of Statistics in Indonesia that will see the department making a stronger contribution to effective policy design and governance. The change will see the organisation move from a siloed structure of different subject areas into an integrated department using standard processes, tools and systems.

The project will specify a blueprint that includes: introducing standardised infrastructure; integrating

statistical production processes that improve the accuracy, timeliness and coherence of outputs; and improving the capacity of staff to perform technical tasks and manage information and projects.

By making statistics more relevant and accessible, the project will significantly contribute to improving the evidence base for decision-making in Indonesia.



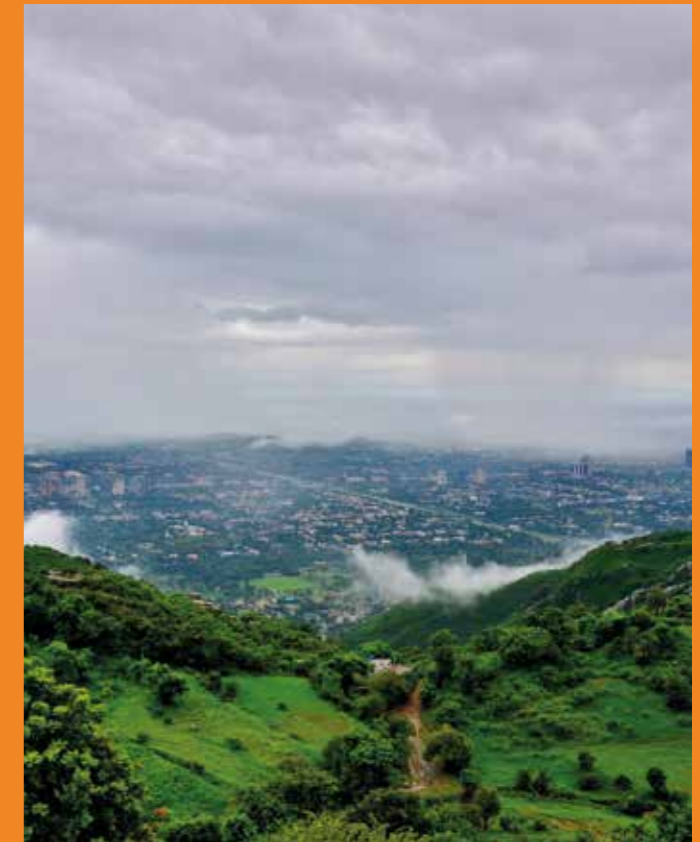
Supporting the management of public finances in Pakistan

OPM is working with both national and provincial governments in Pakistan to help strengthen public financial management (PFM) and thus improve the delivery of public services.

At the provincial level, our collaboration with the Sindh Provincial Government has yielded several successes. These include introducing a 10-year 'PFM Reform Strategy and Action Plan', improving the state's budgeting process and improving the state government's IT-based accounting system.

At the national level, a partnership between OPM and Pakistan's Ministry of Finance has also resulted in some significant impacts. These include: improving the Medium-Term Budgetary Framework; customising the country's Integrated Financial Management Information System; performing macroeconomic analysis to strengthen medium-term fiscal management; and preparing the first draft of the federal government's first PFM reform strategy in over 10 years.

The initiatives introduced through this project are already leveraging far-reaching change that will allow for a more efficient and effective PFM system in Pakistan.

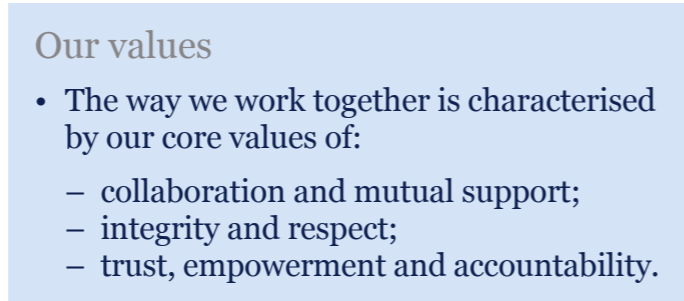


Our mission and values

Over the last few years, Oxford Policy Management has grown in both numbers and geographic spread, now having nine offices across Africa, Asia and Europe. While our mission has not changed in 35 years of existence, in 2015 it was time to reflect on, and consolidate, our organisational purpose. Staff across the globe were involved in a business-wide consultation, resulting in our refreshed statement below.

Our operating philosophy

- Our ambition is to make a lasting positive impact on growth, poverty and disadvantage.
- We collaborate with national and sub-national governments, international aid agencies, civil society and non-governmental organisations, the private sector and the people of local communities to combat social and economic disadvantage.
- We work in partnership with strategic decision-makers in government to identify and implement effective and sustainable solutions.
- We bring together, through our international offices, the best global and national expertise to deliver responses that are appropriate to local circumstances.
- Our aim is to ensure that scarce public resources are used to best effect.
- We promise our clients:
 - **Partnership** in the way we work;
 - **Independence** in our judgements;
 - **Analytical rigour** in our approach;
 - A **commitment to development**.



“The best part about my job is that each day is a new day, new challenges come every day and I get to do a lot of new things whilst learning along the way.”

Ahmed Javed, Pakistan



“The thing I like most about working at OPM is the people, and the passion with which people at OPM work.”

Shweta Bahri, India



“The culture is frank, honest and dedicated.”

Abdur Rauf Khan, Pakistan



“I am really proud of the work we have done in creating evidence that is available to policy-makers.”

Ifeatu Nnodu, Nigeria



“The people are very friendly; it is like a lifestyle – the OPM lifestyle.”

Victoria Risso, United Kingdom



“[There are] new challenges every day, something new to learn, some new thing to think about, some new problem to solve, and it keeps you alive.”

Tunde Akano, Nigeria

Looking ahead to 2016

OPM will continue to grow in 2016, and we expect to have more staff in more offices across the globe. The capabilities of our permanent network of offices will continue to develop through the new learning support programmes that we are investing in.

Our thriving research management team will expand beyond the three large programmes that we manage – in institutions and growth (with economist François Bourguignon and the Paris School of Economics); in education systems and learning outcomes (with Lant Pritchett from Harvard University and the Centre for Global Development); and in energy and economic growth (with the University of California, Berkeley) – to include work on job creation, urbanisation and agricultural transition.

We will continue to publish in both academic journals and in the press, on the lessons that we and others have learnt from supporting both the design and the implementation of development policy.

The Oxford Policy Fellowship, our own initiative, which now supports four ministries in Africa, will expand to continue to deliver bespoke assistance to on-going policy-making.

Our move to new offices in central Oxford complements improved ways of working and learning across the whole of OPM, which will in turn deliver further improvements in the impact and quality of the programmes and projects that we support. These initiatives will make OPM's work more consistently high quality, in substance and in delivery; more responsive to changes in policy and support needs; and better integrated across policy domains and across the policy cycle.

Our latest thinking

From our beginnings in the University of Oxford, OPM has a long history of contributing to intelligent debate that shapes the international development agenda. Here are some of our 2015 thought leadership pieces from OPM's team of experts.

January

'Understanding participation in development: Towards a framework', by Andrew Kardan, Jeremy Holland and Stephen Jones, *International Development Planning Review*, Volume 37, Issue 1.

'Building policy-making capacity in the Ministry of Health', by Tata Chanturidze, Orvill Adams, Bolat Tokezhanoy, Mike Naylor and Erica Richardson, *Human Resources for Health*, Volume 13, Issue 4.

'Is Swachhata only about litter?', by Ruhi Saith, *The Hindu* online.

February

'Palliative care in Serbia', by Chris Rayment, Natasa Milicevic, Erna Haraldsdottir, Nina Lukic, Jo Baskott and Julia Downing, *European Journal of Palliative Care*, Volume 22, Issue 1.

March

'How to measure results of financial sector development programs', by Sukhwinder Arora and Richard Williams, CGAP blog.

'International Women's Day: we have made great strides but there's a long way to go', by Michele Binci, *Guardian* online.

'Tracking investments in nutrition in Africa', by Clara Picanyol, Susan Horton, Andrews Chautala, Helen Connolly, Patrizia Fracassi, Jean François, Ferew Lemma, Charles Mwamwaja, Pura Rayco-Solon and Noel Marie Zagre, *OPM Working Paper*, Oxford Policy Management.

'Private sector participation in delivering tertiary health care: A dichotomy of access and affordability across two Indian states', by Prabal Vikram Singh, Anuradha Katyal, Sofi Bergkvist, Amit Samarth and Mala Rao, *Health Policy and Planning*, Volume 30, Issue 1.

'Is graduation from social safety nets possible? Evidence from Sub-Saharan Africa', by Luca Pellerano, *IDS Bulletin*, Volume 46, Issue 2.

'Savings groups, livelihoods and education: Two case studies in Ghana', by Stuart Cameron and Eric Daniel Ananga, *Journal of International Development*, Volume 27, Issue 7.

April

'Health sustainable development goal must tackle inequity head on to succeed', by Nouria Brikci, *Guardian* online.

'Highly Pathogenic Avian Influenza A(H5N1) virus infection among workers at live bird markets, Bangladesh, 2009–2010', by Sharifa

Nasreen, Salah Uddin Khan, Stephen P. Luby, Emily S. Gurley, Jaynal Abedin, Rashid Zaman, Badrul Munir Sohel, Mustafizur Rahman, Kathy Hancock, Min Z. Levine, Vic Veguilla, David Wang, Crystal Holiday, Eric Gillis, Katharine Sturm-Ramirez, Joseph Bresee, Mahmudur Rahman, Timothy M. Uyeki, Jacqueline M. Katz and Eduardo Azziz-Baumgartner, *Emerging Infectious Diseases*, Volume 21, Issue 4.

May

'How to make the sustainable development goal for education work', by Rachel Outhred, *Economist Intelligence Unit*.

'Reversing Africa's medical brain drain', by Serufusa Sekidde, Project Syndicate blog.

'Beijing vs. Delhi: The politics of air pollution', by Elizabeth Gogoi, *Wall Street Journal's* India Real Time blog.

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