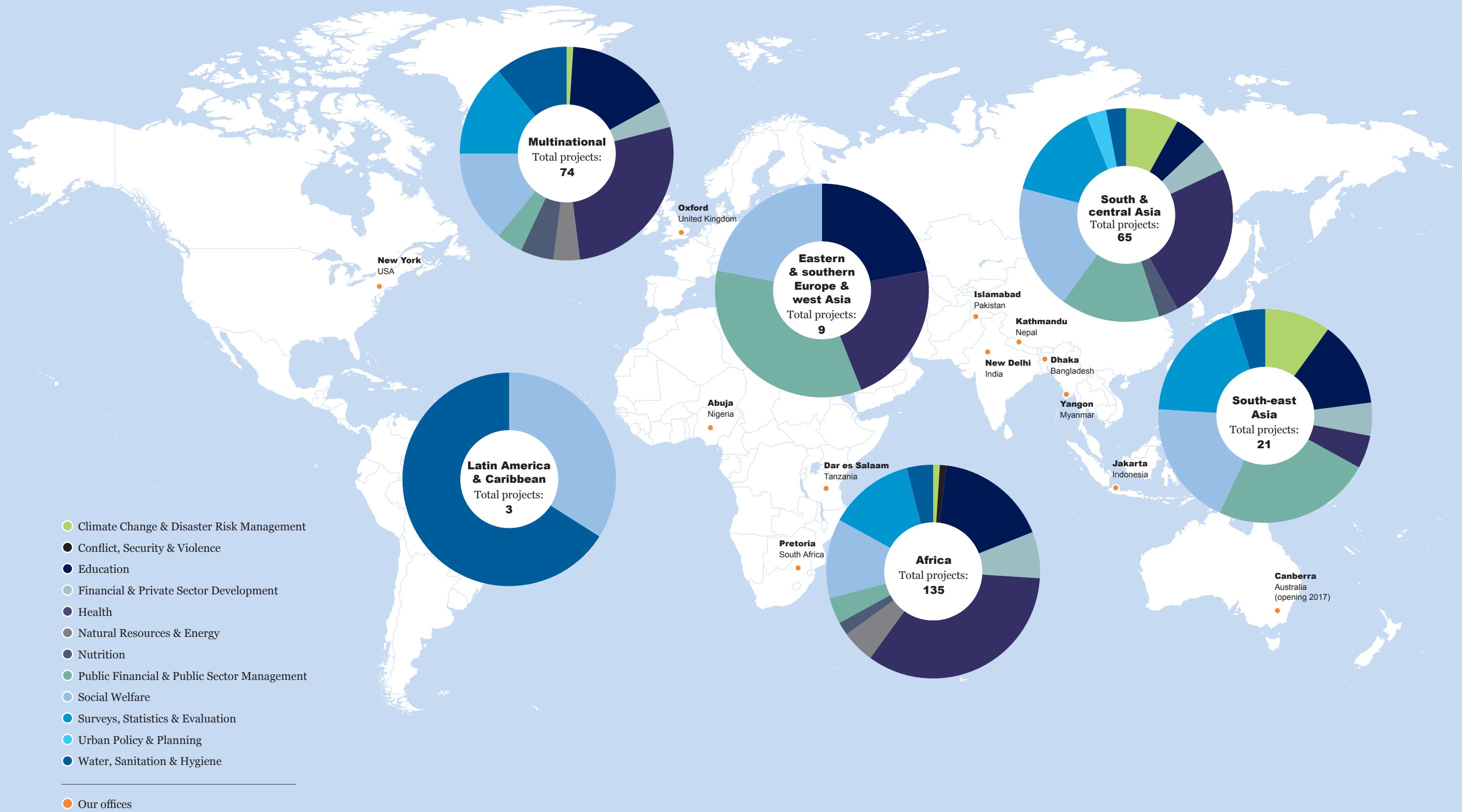


Oxford Policy Management

# Annual Review 2016–17



# Our work in 2016





# Our mission and values

## Our mission

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

## 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.

## Our values

Our work and the way we conduct it is characterised by our core values of:

- Collaboration and mutual support
- Integrity and respect
- Trust, empowerment and accountability



**The Oxford Policy Fellowship**

Now in its third year, our pioneering technical assistance programme, the Oxford Policy Fellowship, epitomises our commitment to our values.

The Fellowship programme is supporting long-term, context-specific policy making across the world. We source high-performing, early-career legal advisors to work within current government systems and processes for a two-year period, ensuring maximum value for both the ministry and the Fellow. Importantly, this is a demand-led initiative: by working in partnership with governments, we can make sure the support we deliver is tailored to the needs of the host ministry themselves, helping create greater, more sustainable impact.

Launched in 2015, the past year has seen our community of Fellows increase from four to nine, providing support in seven countries across a huge range of different ministries – from the Ministry of Trade and Industry in Rwanda to the Ministry of Health and Sanitation in Sierra Leone. A truly multinational initiative, our second cohort of Fellows hails from countries including Kenya, Australia and the UK, and has seen us expand our partnerships with host governments to include Ghana, Namibia and Ethiopia.

In the coming year, the Fellowship programme will be engaging with more government partners and developing a community of practice for those working at the interface of law and public policy.

**Please visit: [www.policyfellowship.org](http://www.policyfellowship.org) for more information on how to get involved.**

# Foreword

During the last year, our work has continued to help the governments and people of low- and middle-income countries to deliver the kind of change at scale that improves both the lives of the poor and also society as a whole.

We have done this not only by supporting policy analysis and design, but also through carrying out evaluations and learning from policy reform. More and more, we are partnering with governments to help them navigate the problems of policy implementation that arise in the context of an increasingly complex set of demands.

It is the combination of policy design, implementation and evaluation that makes Oxford Policy Management different. The aim of our combined approach is to support governments and societies to deliver real, sustainable change across a wide range of technical areas (listed to the right).

With breadth has come growth. This past year has seen a sustained period of expansion for the company, including new offices in Myanmar and the US, with another planned for Australia this year.

Our strategic objectives are ambitious but remain pragmatic. As governments and institutions around the world respond to challenges presented by slow economic growth, demographic shifts and climate change, policy makers need to have access to well-researched evidence and analysis in order to implement lasting change.

Oxford Policy Management continually strives to improve, offering relevant, tried and tested analysis – in order to ensure we're always at the forefront of policy design, implementation and evaluation.

This Annual Review concludes with a directory of our wide-ranging capabilities. Our offices are listed on the back cover, along with contact details; please don't hesitate to get in touch. •



Philippe Naert, Chairman

-  Climate change
-  Conflict, security and violence
-  Education
-  Financial and private sector development
-  Health
-  Monitoring and evaluation
-  Natural resources and energy
-  Nutrition
-  Public financial management
-  Public sector governance
-  Poverty and social protection
-  Social care services
-  Social development
-  Surveys and statistics
-  Urban policy
-  Water

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# A year in review

## Simon Hunt, Managing Director



Over the past year, we at Oxford Policy Management have continued to work towards achieving meaningful, lasting impact through all our project work. While we have explored new policy areas across disparate country contexts, our work has been underpinned by our strong commitment to improving development outcomes for the poorest and most vulnerable people in the world.

The challenges for governments in countries where we work are complex. However, we know that an effective state administration strengthens accountability to an electorate, and helps government officials deliver on electoral promises. In Pakistan, for example, we have been supporting central government reforms for nearly a decade. Our work has covered strategy; budgeting and expenditure; performance management; and monitoring, evaluation and learning.

It is exciting that we are beginning to see the impacts of this reform – at both the macro and the sectoral level. In Punjab and Khyber Pakhtunkhwa Provinces, for example, our support has led to an additional £700 million being allocated to health and education spending over the last three years,

while an additional £630 million will be spent in this financial year alone.

Our work is also helping to create the fiscal space for Pakistan to continue to support an inclusive society, via the national social safety programme – the Benazir Income Support Programme (BISP). The BISP provides small but regular stipends to over 5.4 million of the poorest families across 149 districts in Pakistan. We have been working over the past seven years to evaluate the BISP, which is amongst the top five best performing social safety nets in the world. It has shown consistent achievements, with poverty among beneficiaries falling by seven percentage points since 2010. Other impressive impacts of the programme include the greater empowerment of women and increased school enrolment.

As well as designing, implementing and evaluating social protection schemes, our staff are at the forefront of research in this area. We have worked with the Overseas Development Institute to draw out the impacts and lessons from 15 years of global experience in the use of cash transfer programmes. The resulting report was extensively used in the recent UK Parliamentary Committee review of cash transfers.

An increasing body of evidence shows that improving women's participation in the labour force can deliver significant macroeconomic gains. In Mozambique, we are now in the second year of a six-year programme that aims to link girls and women with Mozambique's

**Our work is underpinned by our strong commitment to improving development outcomes for the poorest and most vulnerable people in the world.**

economic growth. Despite some impressive growth in recent years, over half of Mozambicans still live in poverty. Households headed by women are more likely to be among this number, with women's exclusion from decent economic opportunities a major cause in this regard. Just 4% of the workforce are employed in the formal sector, and 19–24 year old females in Mozambique's cities suffer the highest unemployment rates in the country. It is this group of young, urban and largely economically-excluded women that our programme focuses on, aiming to improve their recruitment and retention in secure, well-paid jobs and to provide them with better access to markets.

In Nepal, the latest stage of the Karnali Employment Programme supports the Government of Nepal in developing and testing new approaches to employment-led poverty reduction. In Mongolia, we have designed and helped to implement a national food stamp programme. In Kenya, we have provided support to the National Safety Net Programme for almost a decade, working on both the design of programmes as well as the evaluation. In Uganda, we have evaluated the social pension and vulnerable group transfer programme for the last five years.

This review provides numerous examples of our work in different places around the world. In addition to this international support, we also offer specialist advice to global funders of development work. We continue to manage the UK Department for International Development's (DFID's) Economic Development and Institutions research programme, providing global evidence on how positive institutional change can be achieved for rapid growth and inclusive development.

I hope you enjoy reading more about our work in the following pages. •

**Right:** The Empress Market in Karachi, Pakistan.

IMRAN AHMED/ iSTOCK.COM







# Economic outlook

Mark Henstridge,  
Chief Economist

**2016 was not a good year for global growth.** At 3.1% it was slightly reduced from 2015, and was the lowest since the 2008/09 financial crisis.\* Growth in international trade was weak. In particular, big emerging economies, such as India and China, slowed, while Brazil, Russia and Nigeria contracted, and South African growth was essentially flat.

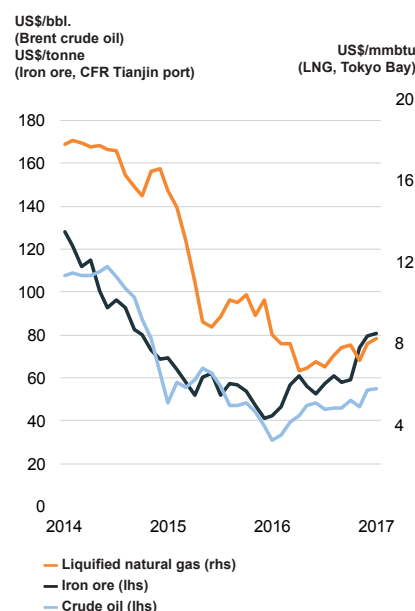
**Economic growth is fundamental to poverty reduction,** but more important is steady growth in the income of the bottom 40% – according to the latest Global Monitoring Report – and that has to be broadly true across sub-Saharan Africa, where there is an increasing concentration of ultra-poor people. In addition, it is those in poverty who are most let down by institutional or systematic failures in the delivery of public services. Even with a strong long-term track record, India still suffers from weak state capacity, notably in the delivery of education and health, according to the latest Economic Survey from the Indian Ministry of Finance.

**Nearly half of OPM's projects are in Africa, and most of those projects address health, education and social welfare.** More than one-fifth are in South Asia, and more than half of those focus on health, public management, and social welfare. Our potential contribution to stronger development

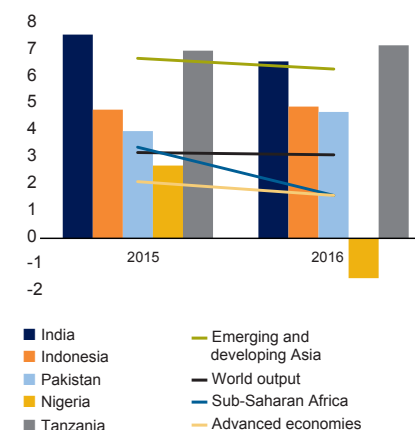
outcomes hinges on whether our projects contribute to: sound policy; good governance and strengthened institutions; more robust public finances; and more effective and inclusive systems for stronger health, education and social protection outcomes.

**While 2016 was not good for global growth, a more careful look reveals a more nuanced picture.** For example, part of the slowdown in India was due to the fall-out from the surprise policy

## Commodity prices



## Global growth in 2015



Source: International Monetary Fund

on the withdrawal of large denomination bank notes. Brazil has been hit by disintegrating governance, with high-level political scandals. At the same time, Pakistan and Indonesia achieved sustained or accelerated growth, as did Tanzania.

**Commodity prices continued to fall in 2016,** with oil prices dropping 16%, after a near 50% fall in 2015. Oil exporters took a big hit – the price fall contributed to recession in Brazil, Russia and Nigeria. Non-fuel commodity prices weakened slightly, after a 17% fall in 2015 – keeping growth flat in South Africa. On the other hand, 17 African countries – including many in East Africa – which together account for one-quarter of the continent's population, are fuel importers for whom lower fuel prices represent a terms of trade boost.

**Growth picked up slightly towards the end of 2016, especially in more developed economies, including the UK, and the outlook for global growth is stronger for 2017.** The world's economy is expected to grow by 3.4%, according to the updated International Monetary Fund World Economic Outlook.

**Stronger growth in 2017 also offers the opportunity for progress on poverty and disadvantage** – again with the caveat that, whatever the starting point, turning public finance into effective service delivery demands strong systems and experienced expertise: whether for improved education outcomes, stronger health, fairer tax systems, effective social protection, more vibrant cities, or carefully reduced carbon intensity. ●

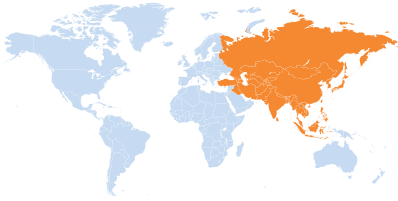
\* The data in this section are from the January 2017 update to the *International Monetary Funds' World Economic Outlook*, and are compiled using 'purchasing power parity' exchange rates.

**Right:** The Road to Dar es Salaam, Tanzania. AUTHENTIC TRAVEL/SHUTTERSTOCK.COM





# Asia



## A safety net for the poorest in Pakistan



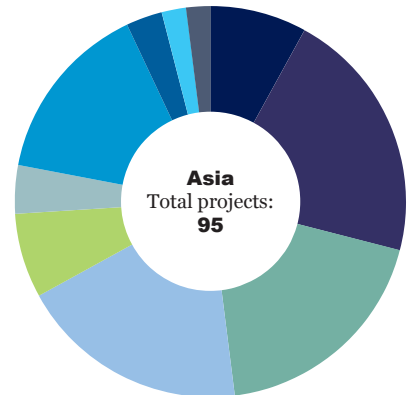
For the last seven years, we have been working with the Government of Pakistan and the World Bank to evaluate Pakistan's flagship social safety net: the Benazir Income Support Programme (BISP). Established in 2008, the BISP is a central pillar of the country's social protection strategy, providing regular stipends to over 5.4 million families across 149 districts in Pakistan. A poverty-targeted cash transfer, the BISP aims to alleviate the effects of food price inflation and other unexpected cost increases on the poorest and most vulnerable households.

Through our detailed analysis of the programme – from baseline in 2010 to final evaluation this year – we have been able to show consistent achievements against this poverty reduction target, with poverty falling by seven percentage points overall: a significant reduction that is translating into real impact on the ground. Moreover, we can see that the programme is making impressive strides towards achieving a number of other aims, originally drawn from the Millennium Development Goals, including empowering women and supporting universal primary education in Pakistan. Based around a poverty scorecard mechanism that accounts for household income and other livelihood factors, the BISP also has the fifth best targeting performance amongst social safety nets across the world.

## Health sector reforms in Kazakhstan



Our ongoing work with the Government of Kazakhstan has paved the way for a wholesale health sector financing reform – helping set the country firmly on the path towards achieving universal health care coverage. Working in



- Climate Change & Disaster Risk Management
- Education
- Financial & Private Sector Development
- Health
- Nutrition
- Public Financial & Public Sector Management
- Social Welfare
- Surveys, Statistics & Evaluation
- Urban Policy & Planning
- Water, Sanitation & Hygiene

partnership with the Ministry for Health and Social Development, we have helped lay out the groundwork for the establishment of a social health insurance scheme that will support the equitable and efficient provision of basic health care services to the whole population.

Through our financial modelling and feasibility assessments, we have been able to make the case for a scheme that fully reflects the needs of the population, helping avoid alternative options that would act to significantly limit access to essential services. Importantly, by engaging with different ministries and top-of-government officials, we have also been able to assist in planning for the implementation of the scheme as it begins to be rolled out in the coming year. By developing business processes

**Right:** Bihar, India.

DENIS DYMOV/ SHUTTERSTOCK.COM







and building institutional capacity, we are helping ensure that the transition will be as effective and sustainable as possible.

### Strengthening sub-national governance in Pakistan



#### 1. Hafizabad District:

##### **Integrated Ambulance Service**

In Pakistan, around 60% of maternal and newborn health complications can be traced back to transport barriers, with a life lost every 37 minutes due to delays caused by, among other things, a lack of available transportation for mothers and babies needing emergency hospitalisation.

We are helping to address this harrowing statistic through the 'Integrated Ambulance Service' pilot – just one of the initiatives having an impact as part of our long-running Sub-National Governance Programme in the country.

The pilot, which is currently being implemented by the Hafizabad District Government, in partnership with Ufone, successfully harnesses the power of

We have laid the groundwork for the establishment of a social health insurance scheme that will support the equitable and efficient provision of basic health care services to the whole population.

**Above:** View of a busy street in Sunda Kelapa in Jakarta, Indonesia.

HOLGS/ iSTOCK.COM

widespread mobile technology to map and manage ambulances across the entire rural area of the district. A Geographic Information System – (GIS) enabled ambulance dashboard helps ensure transportation is available when and where it is most needed, while enhanced training for the ambulance paramedics means they can provide basic services and also relay a clearer picture of the patient's condition to the hospital before it is reached. All communication between patient, driver and medical facility is recorded by a central control room to help enable continuous learning and efficiency improvements.

To date, the pilot has supported more than 5,000 patients in need of emergency obstetric and newborn care and is under consideration for province-level scale-up.

#### 2. Punjab Province: **e-vaccination project**

Child immunisation is another area where improved sub-national governance is translating into real impact on people's lives. Originally piloted in two districts in Punjab and now being rolled out across the whole Province, the Har Zindagi ('Every Life Matters') project is helping improve

the reach and quality of child vaccination programmes in the region. Previously, a lack of reliable and accessible data led to patchy vaccination coverage and meant that hard-to-reach children were less likely to undergo a complete immunisation cycle – leaving them vulnerable to epidemics.

The Har Zindagi project successfully addresses this issue through a suite of technological and training innovations at both the demand side and supply side. For example, immunisation cards have been redesigned to make them more intuitive for users, while the addition of a Quick Response code and electronic memory card allows every child's unique ID to be scanned by vaccinators – helping to build a clearer picture of vaccination coverage and ultimately ensuring that no-one is left behind.

### **Social Protection in Nepal**



Since 2013, we have been supporting the Government of Nepal in developing and testing new approaches to employment-led poverty reduction through our technical support programme in Karnali. Public works programmes that provide employment on community-level infrastructure projects can be important safety nets for poor and vulnerable households if designed and implemented effectively. As part of our ongoing support, we have helped the government to redesign, extend and improve the Karnali Employment Programme – a public works programme operating in the poorest and most remote region of the country. Originally brought in to address the programme's poor performance record, our technical assistance has contributed significantly to the growing reach of the programme – with more than 17,500 households now supported by the programme, compared to just 800 in 2013. Moreover, 152 public assets, such as roads and other important transport links, have been created as a result.

### **Urban Policy and Planning: Our newest portfolio**



In 2016, we continued to add to our areas of expertise, with a new Urban Policy and Planning team. This global practice is housed in our Indian office, in New Delhi, and currently has projects in Assam, Bihar, Delhi, Himachal Pradesh and Odisha.

The overall goal of the Urban Policy and Planning portfolio is to establish a unique capability that facilitates the principles of good governance, progressive policy and improved planning and management practices in urban policy and planning in low- and middle-income countries. We will conduct cutting-edge research and offer technical assistance and policy advice at all levels of government, exploring infrastructure and services, urban climate resilience, urban social protection and more.

We are now focused on building capacity and developing the systems and processes around the programme to help ensure its sustainability and also to contribute to a wider national social protection strategy for the country.

### **Nurse mentorship in India**



Between 2011 and 2015, CARE's pilot maternal health programme in Bihar, India, aimed to reduce maternal deaths by 50% through Mobile Nurse Mentoring Training (MNMT). We are conducting our first clinical observations, to evaluate the effect and impact of the intervention and to understand how MNMT affected nurses' knowledge, skills and practice, both in the short term and over longer periods of time.

Data collection will continue until at least February 2018, but to date we have visited 224 facilities and observed 546 deliveries. By directly observing nurses assisting with childbirth, we are able to witness and understand the impact that mentorship has had on maternal health care provision; mothers are also visited within 30 days for further evaluation of the lasting difference that this training can make to the region's most vulnerable households.

We will assess not only the impact of the programme on the women giving birth, but also the nurses themselves – seeing how their motivation is affected, and evaluating the work climate created by this mentorship. Our evaluations will help ensure that future mentoring programmes work as effectively as possible for mothers and mentees, and, ultimately, significantly reduce the number of women dying in childbirth.

### **Reforming public financial management in Afghanistan**



The allocation of public resources and the management of public finances are vital aspects of the ongoing process of secure and stable state-building in Afghanistan. With this in mind, we are working on two evidence-based studies to provide policy guidance to the World Bank and Afghan Government on possible reform to public financial management and the development of context-appropriate service delivery systems.

By comparing the existing and potential systems with historical norms and the experience of other fragile states, these studies will provide the World Bank and the Afghan Government with policy recommendations best suited to ensuring financial resources that are tailored to the needs of the Afghan population. The studies' initial findings have already influenced the policies presented by the World Bank at a large donor conference in Brussels in October 2016. ●



# Climate change: the hottest year

In the first few days of 2017, the United Nations Framework Convention on Climate Change (UNFCCC) confirmed that 2016 was the warmest year on record, being 0.2 °C hotter than 2015, the previous record holder. Climate change has never been a more pertinent topic, and we are committed to designing, implementing and evaluating policies that will help national and international decision-makers best respond to the associated risks and impacts.

## Building climate resilience across south Asia

The impacts of a changing climate are being felt disproportionately across south Asia, where growing populations, low-lying coastal areas and widespread poverty all act to increase vulnerability to short- and long-term variability.

We are managing DFID’s ‘Action on Climate Today’ (ACT) programme, which aims to reduce the negative effects of climate change across the region. Working closely with government partners, ACT is helping mainstream climate change into policy making, planning and budgeting procedures in four countries – Afghanistan,

India, Nepal and Pakistan – to better leverage climate finance and strengthen resilience.

At the state level, ACT has worked with sub-national governments to integrate climate change impacts into a range of agricultural and forestry policies in both India and Pakistan. Tailoring interventions to national policy landscapes is also crucial in order to ensure their success. In Afghanistan, ACT has helped the government develop a climate-proofed Natural Resources Management Strategy, which has been launched by the government

and has attracted support from various donors and international organisations.

To date, ACT has leveraged \$135 million USD in new climate finance, through a number of different initiatives, including the development of climate financing frameworks. More broadly, learnings from ACT are helping inform policymakers and other stakeholders on the international stage: the UNFCCC recently asked ACT to present its work on financing as part of its global training in support of developing National Adaptation Plans.

## The Energy and Economic Growth programme

While the role of energy in contributing to economic growth and poverty reduction is widely acknowledged – well-designed, large-scale energy systems can bring about sustained improvements for citizens and galvanise ‘green’ economic development – the existing evidence base exploring the causal impacts of energy investments is limited.

This, in turn, could mean that the scarce public resources for energy investment are misallocated. A risk which is compounded by the exponential growth of energy consumption in many low- and middle-income countries, and the formidable challenges and complex trade-offs those countries face in maximising benefits and reducing potential costs. New research is urgently needed to strengthen evidence-based policy making.

Not only are there currently significant gaps in the available evidence to policy makers as they navigate the complex considerations and trade-offs associated with energy investments, there is also a lack of effective dialogue between

researchers, policy makers and energy practitioners that would enable identification of mutual interests.

Over the course of the next five years, DFID’s Energy and Economic Growth programme (EEG), led by us, will commission rigorous research, exploring how investments in large-scale energy systems – including energy supply, regulation, efficiency and clean energy technology – contribute to poverty reduction and economic growth in low-income countries. In partnership with the Centre for Effective Global Action (CEGA) and the Energy Institute at Haas at the University of California, Berkeley, we are bringing together leading academics, policy makers and energy practitioners from across the world to produce high-quality research that speaks directly to the key challenges and questions faced by in-country decision-makers.

At the heart of the EEG programme is an innovative research–policy interface, gathering perspectives and building relationships with – and between – key energy stakeholders in low-income

countries. We will ensure that the programme’s outputs respond to, and are used by, those whose decisions are central to determining the relationship between energy and economic growth, building the capacity and networks that will see this research translated into action. To this end, we have already organised four valuable, high-profile workshops, in Tanzania, Nepal, the US and the UK, with contributions from leading industry stakeholders and academics, public and private sector figures. Topics discussed ranged from the availability and quality of data to climate change, gender, political economy, technology and the differences between rural and urban contexts.

Ultimately, EEG will support low-income countries across south Asia and sub-Saharan Africa to shift their energy production and consumption pathways towards a sustainable, efficient and equitable paradigm. This transformation will have significant global implications for poverty reduction, human development, economic growth and environmental sustainability. •

FACTS: UNITED NATIONS FRAMEWORK CONVENTION ON CLIMATE CHANGE (UNFCCC)  
MAIN IMAGE: NATULRICH/ SHUTTERSTOCK.COM

From **1880 to 2012**, the average global temperature increased by **0.85 °C**

Oceans **have warmed**, the amounts of **snow** and **ice** have **diminished** and the **sea level** has **risen**

From **1901 to 2010**, the global average **sea level rose by 19 cm** as oceans expanded due to warming and melted ice

The **sea ice extent in the Arctic** has shrunk in every successive decade since 1979, with **1.07 × 106 km²** of ice loss per decade

Given current concentrations and ongoing emissions of greenhouse gases, it is likely that the end of this century will see a **1–2 °C increase in global mean temperature** above the 1990 level (about 1.5–2.5 °C above the pre-industrial level)

The world’s oceans will warm and ice melt will continue. Average **sea level rise** is predicted to be **24–30 cm** by 2065 and **40–63 cm** by 2100 relative to the reference period 1986–2005

Most aspects of **climate change will persist** for many centuries, even if emissions are stopped



# Africa



## Savings at the Frontier in Tanzania, Zambia and Ghana



An estimated nine million people in Tanzania, Zambia and Ghana – particularly those in poorer, more remote rural areas – use savings groups and other informal savings mechanisms, having been excluded from the formal banking system.

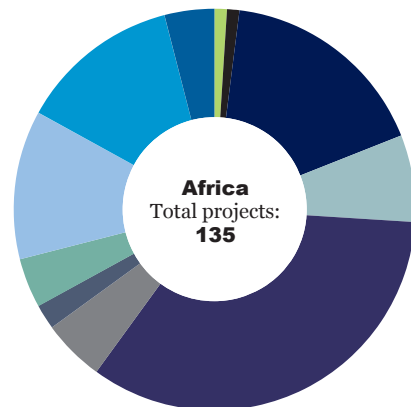
Such mechanisms are not always available to all who need them, and are also vulnerable to abuse or mismanagement. Savings typically increase when groups are able to safely keep any surplus in a bank, and having access to financial services brings a myriad of benefits, including providing a foundation for wider economic development.

Designed in conjunction with the MasterCard Foundation, our Savings at the Frontier (SatF) project – which launched in November 2015 and will last until 2021 – aims to address these challenges, and scale up financial services for at least 250,000 people. By building an evidence base regarding what does and does not work, SatF will contribute to the wider knowledge base on financial inclusion, helping to distil and disseminate insights for effective, scalable approaches that open the door to meaningful financial services for excluded populations around the world. We hope that financial service providers across sub-Saharan Africa will replicate successes, making context-specific, inclusive solutions available to the widest possible population.

## Analysing education in Zanzibar



Since 1986, the Zanzibar Government has been committed to giving every child the right to a good quality educa-



- Climate Change & Disaster Risk Management
- Conflict, Security & Violence
- Education
- Financial & Private Sector Development
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- Water, Sanitation & Hygiene

tion. While impressive strides have been made in increasing access to pre-primary and primary education, many challenges remain. These include: shortages of classrooms, learning materials and qualified teachers, as well as the fact that geographical location, gender and socioeconomic background continue to adversely affect the quality of education that a child receives.

Our situation analysis and report, commissioned by the Ministry of Education and Vocational Training, provided a comprehensive and concise review of the situation of the education sector and its social, demographic and economic context. This review will be made accessible to all stakeholders participating in consultations regarding a new sector plan for 2016–2020, and

**Right:** A market in Lagos, Nigeria.

PEETERV/ iSTOCK.COM







should help lay the groundwork for a more equitable education environment for all children in Zanzibar.

### Enhancing women's economic empowerment in Mozambique



Despite impressive growth in recent years, over half of Mozambicans still live in poverty, and 19–24 year old females in Mozambique's cities suffer the highest unemployment rates in the country. Muva (known as Ligada when it was launched in 2015) is a pioneering programme working with young, disadvantaged women living in urban areas in Mozambique, which is looking to identify, test and support the adoption of solutions to reduce the barriers that limit women's access to secure, well-paid work.

Since May 2016, Muva has implemented a portfolio of projects in the following areas: education and job placement, work skills, vocational training and life skills, technology and information technology, and private sector and entrepreneurship. Importantly, beneficiaries will work together with implementers to monitor and evaluate the programme. This unique approach will help ensure that those projects that are really making a difference to the lives of those involved in them can be identified and amplified to ensure impact at scale.

### Evaluating the Kenya Hunger Safety Net Programme



Northern Kenya experiences high levels of food insecurity and recurrent periods of severe drought and, as a result, families often become dependent on emergency food aid or have to sell off livestock in order to afford food. This can cause a slide into a vicious cycle of poverty.

In 2009, the Kenyan Government (with support from DFID) established an innovative Hunger Safety Net

Programme, which provides an unconditional, regular source of income that has the potential to stabilise household food consumption and free up resources for sustainable investment. After a successful pilot programme, the second phase aims to provide regular payments to 100,000 households, with up to 75% of the population also receiving individual emergency payments in the case of extreme drought.

We are conducting an independent evaluation of the effectiveness of the programme, in terms of its impact in regard to tackling hunger and poverty, and its operational performance. This will help inform current and future policy design, and evidence from the impact evaluation is being used to support social protection advocacy more widely as part of the country's National Safety Net Programme (NSNP), as well as feeding into international discussions on social protection and disaster risk management.

### Assessing private sector development projects in the Democratic Republic of Congo (DRC)



DFID DRC's private sector development programme aims to improve the incomes of over one million small producers by 2021. We are managing

a Decision Support Unit, which is assessing the programme. The unit will run for seven years, conducting annual reviews, independent verification of the programme's results and a mid-term and final evaluation.

The unit will generate evidence that will allow the projects under evaluation and DFID DRC to make informed decisions about the direction and strategy of the projects, leading to a greater impact on the incomes of poor people in the DRC. Our communications to external stakeholders (such as other DFID offices, private sector development advisors and practitioners) will, in turn, increase the evidence base to help inform effective design, implementation and evaluation of future private sector development programmes.

### HIV prevention in South Africa



The probability of HIV infection in South Africa is highest in the decade after leaving school. Young women are particularly at risk, and have a much higher HIV incidence rate than the general population – 2.5% compared to 1.7%.

In order to be successful, prevention approaches must be tailored to the characteristics of specific locations; the Bumb'INGOMSO HIV preven-



Above: A local market, Ghana. ANTON\_IVANOV/ SHUTTERSTOCK.COM



tion programme aims to reduce HIV vulnerability among young women aged between 15 and 29, focusing on key high-risk groups, such as female sex workers, in Buffalo City Municipality, South Africa.

We produced two baseline assessments to guide the context-specific targeting, delivery and evaluation of the Bumb'IN-GOMSO HIV prevention programme. Our findings meant we were able to make recommendations to improve the targeting of four integrated interventions in Buffalo City Municipality. The interventions aim to impact behaviour change, strengthen health service systems, combat gender-based violence and expand access to economic opportunities for young women. Our assessments have provided a baseline against which to measure the impact of the interventions in subsequent evaluations and our initial research will also contribute to understanding the pathways through which structural and behavioural risk factors shape HIV risk for young women.

### Maternal health care in Sierra Leone



Several years ago, Sierra Leone had some of the worst levels of mortality and morbidity among mothers and children, and in 2010, in response to this, the President of Sierra Leone introduced the Free Health Care Initiative (FHCI), abolishing health fees for pregnant women, lactating mothers, and children under five. We conducted an independent review of the FHCI to examine the effectiveness of this milestone policy.

We were able to report that FHCI brought about much-needed changes in the health system, successfully leveraging funds and momentum to bring about important reforms. As a result, the start of the initiative saw a very sharp drop in under-five mortality.

The tragic Ebola outbreak in 2014/2015 inevitably obstructed FHCI and impeded its impact, but the findings of our review

are consequently even more relevant in informing the roll-out of post-Ebola investments within the country, to support mothers and children, and significantly decrease the mortality and morbidity rates.

### The extractive industries in Kenya, Ghana and Nigeria



It is vitally important that resource-rich countries are able to successfully manage their oil and gas sectors in such a way as to benefit the wider community. We support programmes in Kenya, Ghana and Nigeria which foster the most effective use of these resources, alongside increased transparency and accountability, and advise on how these natural resources can become tangible benefits that support equitable poverty reduction.

Kenya's extractives sector is relatively new, and represents a small share of GDP, which means there is plenty of scope for ensuring that the sector develops inclusively, sustainably and with a poverty-reduction focus. Over the next five years, we will implement the Kenya Extractives Programme (K-EXPRO).

In Nigeria, we are now managing the second phase of our Facility for Oil Sector Transparency and Reform programme. This has supported the establishment of a specialist oil and gas unit within central government, encouraged transparency for the sector and widened public understanding.

In Ghana, the Ghana Oil and Gas for Inclusive Growth (GOGIG) programme provided software and training to the Bank of Ghana and the Ghana Revenue Authority Petroleum Commission, and will continue to enhance policy and regulatory coherence across the oil and gas sector by clarifying policy and regulatory frameworks and building capacity within ministerial and regulatory agencies.

All three programmes aim to enable governments to manage revenue from oil and gas for inclusive, sustainable growth, benefiting communities in the poorest areas of these countries.

### Child development in northern Nigeria



Poverty, hunger and malnutrition are widespread in northern Nigeria, where over half of children under five experience stunting and 20% of women are undernourished.

The Child Development Grant Programme, currently being implemented by Save the Children and Action Against Hunger in two states in the region, aims to improve nutritional practices for mothers and their children through a number of interventions, including a cash transfer. Reaching close to 60,000 households, the programme sees pregnant women and those with children under the age of two years receive a monthly grant of 3,500 Nigerian Naira for around 33 months, or the first 1,000 days of the child's life. The transfer is accompanied by a number of other complementary activities aimed at supporting better nutrition practices, including education, advice and counselling.

We have been evaluating the programme since its establishment in 2013. Our first evaluation surveyed 5,436 households to provide a baseline against which to better understand the impact of the programme over the five years of its operation, while last year saw the completion of qualitative and process evaluations, the results of which have contributed to a growing evidence base around what works and why. This evidence, combined with the results from the final stages of the evaluation, will provide a basis for more informed policy making in regard to the most impactful ways to improve the lives of thousands of women and children across the country. •

# Global expertise

## Conflict prevention: discovering what works



A large proportion of the world's extreme poor are living in fragile and conflict-affected states, and conflict prevention and mitigation are increasingly regarded as central policy objectives for many international actors – not only in order to reduce human suffering, but as a means of supporting poverty reduction.



**“ Our work is unique in addressing the political economy aspects of faecal sludge management and providing stakeholders with the evidence they need to develop inclusive and practical urban sanitation services.”**

Despite this, there have been few systematic attempts to review the available literature on conflict prevention and mitigation; our Rapid Evidence Assessment, conducted with the School of Oriental and African Studies (SOAS), University of London, is the first of its kind since 2010. It has already informed DFID policy and programming, providing a key input into the internal review of the department's Peacebuilding and Statebuilding Framework.

In addition to addressing notable knowledge gaps, our review was designed to maximise transparency, replicability and the potential for additions, ensuring that future researchers can continue to update the evidence base without duplicating efforts.

## Developing diagnostic and decision-making tools to tackle urban sanitation



Urban sanitation is a significant challenge for most low- and middle-income countries where rapid urbanisation is taking place.

While networked systems – consisting of sewer lines and treatment plants – are the preferred solution, they are often unaffordable for municipal authorities in low-income countries. In such cities, sewers are non-existent or only cover a very small area. Instead, non-networked solutions, such as septic tanks or pit latrines, are the norm. With these, the challenge is how to safely and sustainably manage the resultant 'faecal sludge' that accumulates.

Encouragingly, the Sustainable Development Goals now recognise this issue, placing a focus on the sanitation service chain as a whole – from containment through to transport and treatment. Drawing on this momentum, our Water team collaborated with experts from Loughborough University's Water, Engineering and Development

Centre to develop innovative tools for both diagnosing faecal sludge management problems and guiding practical responses.

Working in five countries – Indonesia, Bangladesh, Ethiopia, Peru and Bolivia – we gathered city-level socioeconomic data through a variety of methods, including household surveys, focus groups and structured observations. Importantly, we gathered data that were representative of the cities in their entirety, but also focused more specifically on the situation in low-income areas. Our work is unique in addressing the political economy aspects of faecal sludge management and providing stakeholders with the evidence they need to develop inclusive and practical urban sanitation services. The World Bank, our client in this study, is now applying these tools in its lending operations in several other countries.

## Fast Response: supporting development decision-makers



Development actors need access to fast, high-quality and adaptable technical assistance to help them achieve their policy objectives across a range of sectors and countries, and this has never been more important than in today's rapidly changing and challenging world.

Since 2013, our dedicated Fast Response team has successfully managed a number of call-down frameworks, providing valuable short-term consultancy and rapid response technical assistance to time-pressured development advisors across the world. For example, we are leading a consortium of specialist partners managing 'HEART', DFID's expert advice call-downs service framework for health, education, nutrition, social protection, and water, sanitation and hygiene.

Our HEART team is organised to respond to the needs of advisors as quickly and efficiently as possible.





**Above:** RICCARDO MAYER/ SHUTTERSTOCK.COM

With access to partner expertise in all 26 DFID priority countries, as well as an extensive database of trusted consultant contacts to draw from, all support requests are dealt with centrally to ensure the efficient shortlisting, contracting and management of consultants, avoiding delays or duplication. Importantly, quality assurance mechanisms are built into the

HEART operating model at all stages and a strong emphasis on knowledge-sharing and service integration helps ensure value-for-money and, ultimately, greater impact across a portfolio of DFID projects.

With over 345 call-downs to date, we have coordinated expert advisory work in countries including

Bangladesh, Kenya, Nigeria and Sierra Leone. Feedback plays an important role throughout HEART operations, with procedures in place for capturing client and consultant feedback across key services. By actively responding to feedback, the team is able to quickly implement recommendations from key areas of learning, improving the value and efficiency of its operations. •

# Thought leadership



**“ We have been back and forth too many times – let’s use this World Health Day as a chance to take a stand, learn from history and finally move away from this zero-sum game.”**

‘Healthcare for all: a zero-sum game?’  
by Alex Jones, *Financial Times*  
beyondbrics blog (April).

## Shaping policy debates

Last year, our consultants published 140 pieces – more than 10 per month. These included working papers, briefing notes, journal articles and think pieces. We were contributors to both mainstream and sector-specific publications, including the *Economist Intelligence Unit*, the *Financial Times* BeyondBrics blog and the *Lancet Global Health* Blog.

As with previous years, the themes of our published work were wide-ranging, spanning the policy cycle and reflecting the breadth and diversity of our sector expertise. We produced influential stand-alone briefings on topics ranging from service delivery to public financial management, but there were also substantial thematic groupings that illustrate our commitment to developing the discourse around key sectoral debates in, among other areas, social protection, climate change and health financing.

Throughout 2017 we will continue to provide insightful commentary on sector developments, fully engaging with – and helping to shape – global narratives and paradigm-shifting policy debates. We will also scale up our focus on impactful research coordination that helps to set industry benchmarks, drawing on the findings and outputs from our major, multi-country research programmes that seek to shed light on some of the most critical but poorly understood issues of our time – issues such as the role of institutions and energy in influencing economic development and fundamental questions around improving education systems across the world.

We are also embarking on the consolidation of some of our latest thinking in areas that are emerging as key narratives across the development sector – from natural resource management to disaster risk reduction. We are already at the forefront of evidence-based research and practical project

work in these areas, and we can now translate our experiences and learning into pioneering publications. Whether considering how to ensure the equitable distribution of mineral wealth in countries where recent resource discoveries have led to a surge of government revenues, or assessing what works and why when it comes to making social protection strategies responsive to external shocks, we are building evidence bases that seek to define and shape policy thinking on an international scale.



**“ Migration can boost growth and socioeconomic development in origin countries and, under the right circumstances, has the potential to become a win-win game for all parties involved.”**

‘Migration: the untold story’,  
by Michele Binci, Thomson  
Reuters Foundation (October).





### Our latest thinking

From *Health Economics* to the *Financial Times Online*, *Business and Management Studies* to *SciDev*, our latest thinking has been published in leading journals, trade publications and mainstream media outlets across the world. Our sector experts are leading the debate around topics as wide-ranging as fiscal space for health, child nutrition and rural water services.

Across the organisation, we have a strong culture of drawing out and sharing key lessons and learnings from project work. Some notable recent examples include a series of working papers and policy briefs from the Poverty and Social Protection team, outlining our experiences and recommendations in areas ranging from grievance mechanisms to evaluating cash transfer payment systems.

Much of our work is cross-cutting in nature and, as a result, we have been at the forefront of publishing research that spans sector boundaries in new and emerging areas. The policy briefs and journal articles we have published on shock responsive social protection and the relationship between cash transfers and climate resilience are among the many examples that illustrate this.

Another turbulent year, 2016 saw both media and policy attention focused on fragile states, governance and the causes and consequences of conflict. Our consultants contributed their insights and experiences to the growing body of literature around these pertinent topics. We took a political economy approach to dissecting 'pockets of cooperation' in the Occupied Palestinian Territories, considered economic development and



**“...These findings imply that psychosocial well-being is potentially a powerful driver for the achievement of larger and more sustainable impacts on ‘traditional’ programme outcomes.”**

‘Cash transfers and psychosocial well-being: evidence from four African countries’, by Ramlatu Attah et al, in The International Policy Centre for Inclusive Growth ‘One-Pager’ series (August).

job creation in fragile states and tackled some long-standing myths around the negative consequences of migration, with our focus on remittances and economic empowerment.

As an independent organisation, we are not afraid to make our voice heard, responding to external events and contributing to sector-wide debates. Some of our most influential think pieces have coincided with internationally-recognised occasions. For example, we addressed the huge topic of social norms and gender equality in the lead up to International Women’s Day last year and took a critical look at vertical vs horizontal health care interventions for World Health Day.

To complement our organisational drive towards achieving our mission, we strive to ensure meaningful policy engagement with our clients and beneficiaries through our thought leadership work – actively seeking their views and experiences of issues and challenges as they arise. In this way, by ensuring our work is informed by those it aims to support, we can hope to have a greater, more sustainable impact in the policy and geographical areas in which we operate. ●



**Left:** UN Secretary General Ban Ki-moon at the opening of the 71st session of the United Nations General Assembly in New York.  
DROP OF LIGHT/  
SHUTTERSTOCK.COM

# Directory of our capabilities



## Climate Change & Disaster Risk

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

**Contact:** ed.humphrey@opml.co.uk



## Conflict, Security & Violence

Stabilisation and peace-building: we support policy makers in harnessing their existing work on social and economic policy to build stable and peaceful societies.

**Contact:** joanna.buckley@opml.co.uk



## Education, Early Childhood Development & Labour Markets

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

**Contact:** ian.macauley@opml.co.uk



## Fast Response

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

**Contact:** martin.tudge@opml.co.uk



## Finance and Private Sector Development

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

**Contact:** jonathan.mitchell@opml.co.uk



## Health

We work with governments, donors and civil society to provide context-specific, evidence-based support in health economics and public health. Our vision is to ensure everyone everywhere has access to good quality health care.

**Contact:** nouria.brikci@opml.co.uk



## Monitoring & Evaluation

We design and develop impact evaluations based on mixed methods, integrating quantitative and qualitative approaches. Our strengths lie in survey design, implementation and analysis.

**Contact:** alex.hurrell@opml.co.uk



## Natural Resources & Energy

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

**Contact:** maja.jakobsen@opml.co.uk  
(mark.beare@opml.co.uk after 1 May 2017)



## Nutrition

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

**Contact:** aly.visram@opml.co.uk



## Official Statistics

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

**Contact:** cora.mezger@opml.co.uk



## Poverty & Social Protection

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

**Contact:** stephanie.brockerhoff@opml.co.uk



## Public Financial Management

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

**Contact:** david.hoole@opml.co.uk



## Public Sector Governance

We work across the policy cycle to facilitate change in the way governments work to convert policy into action, working with governments for effective and citizen-oriented public service delivery.

**Contact:** ben.french@opml.co.uk



## Research & Data Collection Methods

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

**Contact:** patrick.ward@opml.co.uk



## Social Care Services

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

**Contact:** chris.rayment@opml.co.uk



## Social Development

We support transformative processes across all development sectors to ensure that policies achieve equitable, inclusive and empowering impacts through an understanding of social difference, local context and the multi-dimensionality of poverty.

**Contact:** simon.brook@opml.co.uk



## Urban Policy and Planning

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

**Contact:** divya.sharma@opml.co.uk



## Water, Sanitation & Hygiene

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

**Contact:** ian.ross@opml.co.uk



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**“Turning public finance into effective service delivery demands strong systems and experienced expertise: whether for improved education outcomes, stronger health, fairer tax systems, effective social protection, more vibrant cities, or carefully reduced carbon intensity.”**

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**Below:** Sunset above Bandipur in Nepal. [NICK FOX/SHUTTERSTOCK.COM](https://www.shutterstock.com/user/nickfox)



# Our offices

## Australia

(opening soon)

**Contact:** alexandra.bridges@opml.co.uk

## Bangladesh

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

**Contact:** info.bangladeshoffice@opml.co.uk

**Phone:** +88 01764 366 766

## India

We work across the policy cycle and across sectors and states. To date, we have successfully delivered nearly 100 challenging assignments.

**Contact:** info.indiaoffice@opml.co.uk

**Phone:** +91 (0)11 4808 1111

## Indonesia

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

**Contact:** info.indonesia@opml.co.uk

**Phone:** +62 21 7593 0461

## Myanmar

Our projects span the policy cycle, from delivering technical support to government on budgeting for social protection to evaluating livelihoods programmes.

**Contact:** info.myanmaroffice@opml.co.uk **Phone:** +95 (0)1378 975

## Nepal

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

**Contact:** info.nepaloffice@opml.co.uk

**Phone:** +977 (1) 4247317

## Nigeria

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

**Contact:** info.nigeriaoffice@opml.co.uk

**Phone:** +234 (0)903 000 0603

## Pakistan

We currently provide technical assistance to the federal government, all four provincial governments and numerous district governments.

**Contact:** info.pakistanoffice@opml.co.uk

**Phone:** +92 (0)51 111 222 676

## South Africa

We provide comprehensive support to government departments and donors across the policy and public service delivery environment, and have completed over 100 projects in South Africa and the surrounding region.

**Contact:** info.southafricaoffice@opml.co.uk  
**Phone:** +27 (0)12 346 0692

## Tanzania

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

**Contact:** info.tanzaniaoffice@opml.co.uk

**Phone:** +255 222 927 677

## UK

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

**Contact:** admin@opml.co.uk

**Phone:** +44 (0) 1865 207 300

## USA

(recently opened)

**Contact:** kari.lipschutz@opml.co.uk

For further information about Oxford Policy Management please visit [www.opml.co.uk](http://www.opml.co.uk)

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