

2017–18

# In Review



# Our work in 2017-18




## Our global impact

Active projects  
in 2017-18

**365**

Countries we have  
worked in 2017-18

**61**

-  Oxford Policy Management office locations
-  Oxford Policy Management project office locations
-  Countries we have worked in 2017-18





**Countries we have worked in, 2017–18**

- |                              |            |             |              |
|------------------------------|------------|-------------|--------------|
| Afghanistan                  | Ethiopia   | Malawi      | Senegal      |
| Angola                       | Gambia     | Mali        | Sierra Leone |
| Bangladesh                   | Ghana      | Malta       | Somalia      |
| Bhutan                       | Guinea     | Moldova     | South Africa |
| Bosnia and Herzegovina       | Honduras   | Mongolia    | South Sudan  |
| Brazil                       | India      | Morocco     | Swaziland    |
| Cambodia                     | Indonesia  | Mozambique  | Tajikistan   |
| Cameroon                     | Jordan     | Myanmar     | Tanzania     |
| China                        | Kenya      | Nepal       | Tunisia      |
| Colombia                     | Kyrgyzstan | Niger       | Turkey       |
| Côte d'Ivoire                | Lao PDR    | Nigeria     | Uganda       |
| Democratic Republic of Congo | Lebanon    | Pakistan    | Ukraine      |
| Egypt                        | Lesotho    | Palestine   | Uzbekistan   |
|                              | Liberia    | Philippines | Vietnam      |
|                              | Macedonia  | Romania     | Zambia       |
|                              | Madagascar | Rwanda      | Zimbabwe     |

# Foreword



**Philippe Naert** Chairman

**Over the past year, Oxford Policy Management has continued to seek out opportunities for supporting low- and middle-income countries to grow and to reduce poverty, whilst building national capabilities for analysis, policy design, and implementation.**

These efforts are shaped through our network of offices in Africa and in south and south east Asia. In 2016, that network grew to include offices in Yangon, Myanmar, and New York, US, and last year we opened an office in Canberra, Australia.

Partnership is at the heart of the way we work. Our international offices provide the opportunity to build the partnerships that will be sustained over the coming years. It is partnership that brings the authority and legitimacy for policy development, and it is partnership that allows for successful policy implementation that, in turn, builds confidence for continuous growth in policy capabilities. This process means that sustained impact can be delivered on economic growth and poverty reduction.

The notion of partnership extends into Oxford Policy Management as an organisation, and in 2016–17 we launched an Employee Benefit Trust (EBT). Oxford Policy Management

staff now own a substantial part of the company, alongside former staff and other individuals interested in the organisation, who together make up the ownership of the company. The EBT strengthens our status as an independent company, as well as reinforcing the openness and collaboration that characterises our work with clients across the world.

This *In Review* highlights many examples of our work from the past twelve months, and concludes with a directory of our sector teams and offices (see pp. 26–28). Please do get in touch with the relevant contact to find out more about our work and opportunities to partner with us in the coming year.

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# Policy cycle



**We work across the policy cycle, from research to monitoring and evaluation. In this *In Review*, we look first at projects that encompassed the whole policy cycle, and then each stage has a section demonstrating highlights of our experience and expertise in that area in the past year.**



Each project we discuss is accompanied with a key, showing which areas of the policy cycle were involved.

# A year in review



**Simon Hunt** Managing Director

**2017 was a turbulent year in international development, with many shadows of that year continuing into 2018. Despite this turbulence, Oxford Policy Management continued to deliver an impact on poverty reduction and economic growth whilst building national capabilities for policy development and delivery in low- and middle-income countries.**

What do we mean by impact? It's not simply the point at which lives are changed – though it includes that. We believe impact can start from the first discussions with policymakers; the first surveys, studies, and diagnostics and the first outlines of strategic and policy choice. It can also mean the first attempts to build an actionable and accountable budget and the first performance reports and evaluations on a poverty-targeted public service. Whether engaged in growth policy, in health insurance and social protection development, or in climate-adaptive urban development, our work ultimately focuses on the goal of growth and poverty reduction in low- and middle-income countries.

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## Our approach

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This *In Review* shows many examples of our work from across the policy

cycle and from around the world. From researching shock-responsive social protection globally, to supporting public financial management reform in Pakistan, to evaluating maternal and child health projects in northern Nigeria, our approach is always characterised by providing support that is both practically and politically feasible – essential ingredients for long-term change.

Sustaining impact can require longer-term engagement than a single project can provide. While this *In Review* looks particularly at the impact of individual projects, often it is only through sustained collaboration with a government that lasting change can be delivered. For instance, we have supported social assistance reform in Moldova for over twelve years: alongside the government and other development practitioners, a cluster of projects have helped ensure that the welfare budget has increased, and the poorest 10% of the population now receive almost two-thirds of all social assistance benefits, compared to only one fifth in 2006.

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## The Oxford Policy Fellowship

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Our focus on partnership extends through to the Oxford Policy Fellowship. Eleven early-career legal advisors are now placed with government ministries in Africa and south Asia, working to deliver impact for their host ministry.

Launched in 2015, each Fellowship lasts two years. In 2017, the third cohort of Fellows took up positions in Ghana, Pakistan, Uganda, Djibouti, and Rwanda and, through its Annual Meeting, the programme continues to develop an impactful community of practice, working at the interface of law and public policy.

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### The future

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As we continue to explore ways in which we can support governments to achieve growth and poverty reduction through public policy

reform, we will continue to share the lessons of our work both in the projects that we deliver but also through research that we manage and the publications that we produce. We believe 2018 will be a year where we make further strides towards ensuring that all our work across the policy cycle leads to meaningful and sustainable impact.

**Below: Local businesses in Kalakol, Kenya.**  
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# Whole policy cycle

**At Oxford Policy Management, we believe that working across the policy cycle, in partnership with national decision makers, is crucial to achieving impactful public policy.**

Having an understanding of, and practical experience in, every stage of the policy cycle is vital for all our projects. From researching the key drivers of a problem, to implementing the chosen policy, then monitoring and evaluating its progress, we provide integrated support for long-term change.

## Leveraging natural resource revenues for inclusive growth



Revenue gained from natural resources can help promote a country's economic development. However, the process of transforming the resources in the ground into tangible benefits for citizens can be technically and politically complex.

We are implementing three major natural resources governance programmes to increase transparency and accountability in the mining and oil and gas sectors, and to ensure sustainable growth that benefits communities in the poorest areas of these countries. **Ghana Oil and Gas for Inclusive Growth (GOGIG)**, **Facility for Oil Sector Transformation (FOSTER)** in Nigeria, and the **Kenya Extractives Programme (K-EXPRO)** have worked across the policy cycle to provide technical assistance and

capacity building to key government institutions, support the development of new energy policies, and help establish accountability agencies to provide oversight of the sector.

## Building climate resilience across south Asia



One of the most populated regions in the world, south Asia, is disproportionately impacted by climate change. New policies and technologies are needed to build the resilience of vulnerable people and economies to mitigate the effects of climate change. We are managing **Action on Climate Today (ACT)** across four countries in the region – Afghanistan, India, Nepal, and Pakistan – working across the policy cycle to mainstream climate change into policymaking, planning, and budgeting procedures to better leverage climate finance and strengthen resilience.

To date, the programme has leveraged \$160 million in new climate finance through a number of different initiatives, including the development of climate financing frameworks. It has also supported the development of flood early warning systems in Odisha state. This is expected to impact three million people in flood-prone areas by scaling up the warning time from eight to 72 hours.



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– Building climate resilience across south Asia

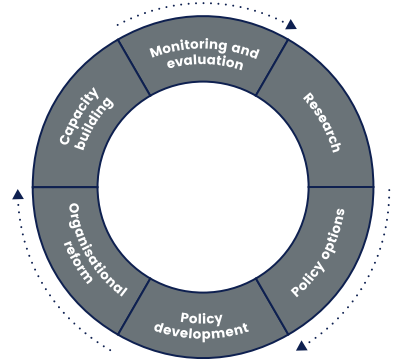


Above: A young woman in a workshop, Indonesia. OXFORD POLICY MANAGEMENT

### Eradicating illegal logging in Indonesia



Illegal logging is one the main sources of land-based greenhouse gas emissions in Indonesia. Minimising its prevalence, while also enhancing



biodiversity conservation, and improving climate protection across the forestry sector are the main priorities for the Indonesian Government to help the country fulfil its commitments under the Paris Climate Agreement. We have supported the government’s launch of a licencing scheme, which helps ensure the legality of all timber products exported to the EU.

The licencing scheme is one of the key outputs of the three-year forestry project. Through facilitating partnerships between central and local government, civil society, and private sector actors, the project is strengthening governance across Indonesia’s forestry sector and contributing to the wider development goals of the country by reducing rural poverty and improving climate protection.

By supporting the industry-wide adoption of the timber licencing scheme, the project helped to increase the export of timber products to the EU. Since the launch of the scheme, more than 4,500 licences were awarded, covering almost 24 million hectares of production forests. Other countries, including Ghana, have begun to look to Indonesia as an example to follow in this area.

# Research

**At Oxford Policy Management, we recognise the importance of asking the right questions and ensuring all development work starts with rigorously researched evidence.**

Whether analysing a situation in order to give policy advice or looking into ways of scaling up current policies, research and diagnostics play a fundamental part of any policy reform. Research helps to fill knowledge gaps in existing theories and provides context-specific information, which policymakers can use to implement impactful policies that benefit the maximum number of people.

## Exploring financial engagement in Indonesian households



Limited access to financial services is a key constraint to economic participation among people living in eastern Indonesia. To improve the understanding of people's use of financial services in the region, we designed and implemented a financial inclusion survey – **Survey on Financial Inclusion and Access (SOFIA)** – that gathered 20,000 individuals responses from across four provinces.

We discussed one of the findings of the wide-ranging survey in DevPolicy Blog, showing that women play a critical role as 'hidden financial managers' within households. Even though assets, such as land and property, are still primarily owned

by men, women make important decisions on the household's spending and budget. SOFIA's findings mean that policymakers are more equipped to engage with women, to better understand how money is used or spent within households.

## Scaling up social protection systems



### Shock-Responsive Social Protection (SRSP)

was a study which aimed to strengthen the evidence base around when and how social protection systems can better scale up in response to shocks in low-income and fragile and conflict-affected states. Together with other development partners, we completed six case studies in Pakistan, Philippines, Mozambique, Lesotho, Mali, and the Sahel, and conducted a global literature review, to identify key principles for preparing an effective response to shocks.

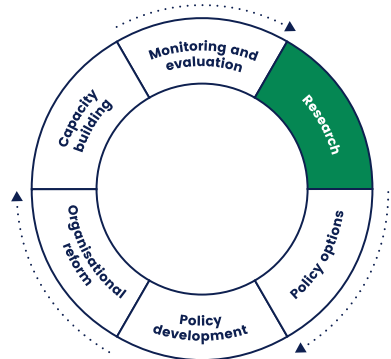
Our conceptual framework has since been used by many donors working in this sector, including the World Bank Group, DFAT, DFID, and the UN's FAO and WFP. Countries have already benefited extensively, and the wider adoption of this framework by donors and governments will have a far-reaching impact on social protection programmes and their recipients internationally.

Below: Students in a school in Pakistan, from RISE research. @EPODHARVARD / FLICKR



### Improving learning outcomes for children across the world

UN's Sustainable Development Goal 4 addresses global education, aiming to 'leave no one behind'. Globally, more than 260 million children and young people remain out of school, while another 330 million are in school, but not receiving basic education. Two of our education programmes are filling the knowledge gap around how to deliver education systems that produce learning for all – **Research on Improving Systems of Education (RISE)** on a global level through multi-country research, and **Education Data, Research, and Evaluation in Nigeria (EDOREN)** through an in-country study.

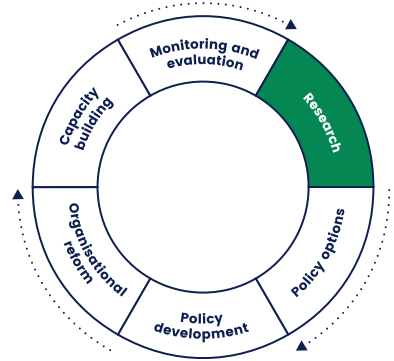


Both programmes provide policy-relevant evidence to support improved education outcomes. EDOREN's research has influenced the implementation of existing and new education programmes in Nigeria, while RISE, which we lead together with the Blavatnik School of Government at the University of Oxford and the Center of Global Development in Washington DC, is helping to shape education policy on an international as well as national scale. This year, the number of RISE country research teams rose to six, with the inclusion of Ethiopia and Indonesia. Additionally, a number of RISE team members, including the programme's Research Director Lant Pritchett, directly contributed to the World Bank Group's 'World Development Report' for 2018 – the first to be entirely devoted to education.

### What drives economic development?

Understanding what drives economic development is a crucial step in supporting effective policy reform. While the importance of institutions in shaping economic development is broadly acknowledged, research to date has not accounted for the impact of institutional change and its policy implications. To address these evidence gaps, we are working with a consortium of partners, including François Bourguignon at the Paris School of Economics and





the Centre de Recherche en Économie de Développement (CRED) at the University of Namur, on the **Economic Development and Institutions (EDI)** research programme. EDI has completed a manuscript handbook of surveys of economic development and institutions, and worked to develop and pilot an approach to institutional diagnostics in Tanzania. The programme has also selected a portfolio of randomised control trials on institutional reform, and is building case studies that study the interaction of formal and informal institutions.

**Generation El Niño: exploring the effects of drought on children’s well-being**



According to the United Nations Framework Convention on Climate Change (UNFCCC), 2016 was the warmest year on record, exacerbated by a short-term warming influence of an El Niño event. These challenging climate conditions, which led to widespread drought, heavily influence the livelihoods of some of the most vulnerable communities across sub-Saharan Africa, and are especially damaging to children.

Trying to understand this impact, we led research into how drought affects children’s well-being in the most exposed areas of Ethiopia. Our research will help inform UNICEF’s drought-oriented

policy and programming in the country, and globally, while also influencing humanitarian and development sector actors, and assisting the Government of Ethiopia.

**Expanding the knowledge base on financial inclusion**



Formal banking systems often exclude those who are poorer or live in remote areas. Approximately nine million people in Ghana, Tanzania, and Zambia find value in informal savings groups and other informal savings mechanisms (ISMs). **Savings at the Frontier (SatF)** is a multi-year project in partnership with the Mastercard Foundation, exploring ongoing work on ISMs and potential links with formal financial institutions.

SatF is scaling up financial services for more than 250,000 ISM users in the three focus countries. The project recently announced the first two successful financial service providers (TPB Bank Plc in Tanzania and Interpay in Ghana) to receive funding and technical assistance to help test innovative business models. In the past year, SatF has continued to contribute to the wider knowledge base on financial inclusion by sharing learnings in a series of blog posts looking at how to bridge the gap between formal and informal saving mechanisms.

**Opposite:**  
**Woman working in Tanzania.**  
 RACHEL KOLOKOFF  
 HOPPER /  
 SHUTTERSTOCK

# Policy options

**At Oxford Policy Management, we know that exploring and analysing different policy routes is central for ensuring sustainable policy reform.**

**We give policymakers access to different policy choices in pursuing effective reform. Our analytical rigour helps us to develop tools and provide advice to inform policy decisions on complex issues.**

**Strengthening equity through public financial management systems**



Identifying reform opportunities in a country's public financial management (PFM) system is an essential step for improving the impact of public expenditure, and ensuring that public funds are directed to those needing the most support. We developed a conceptual framework to help governments better understand their available options. Our innovative approach was first conducted at a national level in the Philippines and Thailand, and later scaled up to include sub-national government units across the Philippines. The study findings informed a senate debate in the country on revising the PFM bill to better address the needs of the most vulnerable.

**How much should governments spend on protecting children?**



All governments have responsibility for ensuring that children's



rights to protection are achieved. Assessing the adequacy of the financial resources available is the basis for making a sustainable difference. To this end, we completed an innovative child protection financial benchmark in two provinces in Indonesia.

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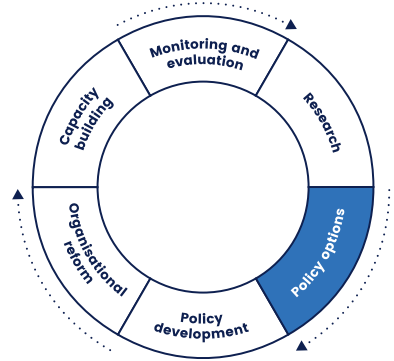
Our study on public financial management systems helped inform a senate debate in the Philippines, revising a PFM bill to better address the needs of the most vulnerable groups.

– Strengthening equity through public financial management systems



The work, which represents the most comprehensive attempt to date to capture and analyse child protection expenditures in the province, is being scaled up by the Indonesian Government throughout the country. The Government of South Sulawesi in Indonesia used the results to advocate for higher budget

Above: Classroom in Andhra Pradesh, India. OXFORD POLICY MANAGEMENT



allocations for child protection. The methodology for the child protection financial benchmark was recognised in the ‘Best of UNICEF Research’ 2017.

### Identifying the best options in programmes for adolescents



Deciding between policy options always begins with assessing why certain programmes may be more beneficial for recipients than others. As part of a project focusing on identifying good practices in designing adolescent-focused programmes, we produced ‘How do you know what’s good for me? A guide for planning and measuring promising practices in programming for adolescent’s well-being in Indonesia’. This guide helps programmers select, assess, and deliver effective programmes for adolescents in each of UNICEF’s five key adolescent programme areas (education and learning, health and well-being, transition to work, protection, and participation and engagement).

The framework has been developed and tested in Indonesia, but its principles can be considered universal. We believe it will become an influential tool in many other contexts, helping to determine the most appropriate policy options for adolescent-focused programmes.

# Policy development

**At Oxford Policy Management, we understand that there is never a one-size-fits-all policy, and devote time and expertise to making sure all our recommendations are context-specific.**

Once policy options have been outlined, the process of policy development is a vital step in making sure that the most valuable development activities are chosen. Partnering with governments, we make sure that policies are developed with recognition of political, economic, and social context.

## Piloting social health protection in Bangladesh



Severe illness can bankrupt households in Bangladesh, where nearly a third of people live below the poverty line. In order to combat this, the Government of Bangladesh is piloting a social health protection scheme. The scheme offers free insurance for inpatient healthcare to nearly 90,000 people living below the poverty line in Kalihati – a subdistrict in Tangail, Bangladesh.

We are leading a consortium to assist in piloting the project. The objective is to stimulate the use of health facilities, increasing the treatment of insured diseases within the poor population of the pilot region. If successful, the scheme could be extended across the country, which will constitute a major stride towards achieving universal health coverage

in Bangladesh. It is an integral element of developing a health policy that will protect the country's most vulnerable people.

## Developing child support in India



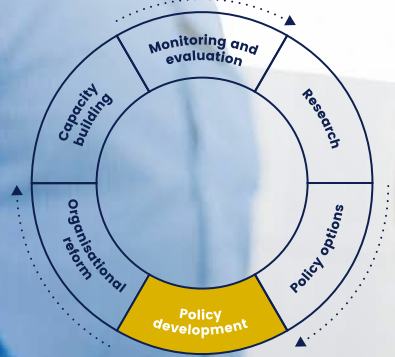
From 2012 we helped design, implement, and evaluate a conditional cash transfer pilot, the **Bihar Child Support Programme (BCSP)**, with the State Government of Bihar's Social Welfare Department. The pilot targeted pregnant women and mothers of young children and aimed to reduce maternal and child undernutrition, using a complex monthly cash transfer, learning, and monitoring process.

The BCSP saw significant improvement in maternal diet diversity and a 14% decrease in underweight children. The pilot aimed to test both viability and impact of the automated cash transfers, accommodating for wider-reaching policy development for the Government of India. The findings of the BCSP have directly helped inform the design of the country's nationwide Maternity Benefit Programme, which will be implemented from 2017 as a conditional cash transfer as part of the National Food Security Act.

**Opposite: Healthcare service at a district hospital, India.**

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# Organisational reform

At Oxford Policy Management, we have extensive experience in supporting governments to work towards lasting change, shaping projects that will have maximum impact.

Securing enduring change in government often requires organisational reform, in terms of both capabilities and attitudes. Whether strengthening how budgets are allocated, enhancing existing systems, or improving the ways in which policies are executed, working with governments on organisational and structural reform helps ministries make better use of existing resources for maximum impact.

Improving health budgeting to save lives in Pakistan



Basic healthcare in Punjab, Pakistan, falls short of international standards

and citizens' needs, with over 10% of children dying before the age of five. The **Sub-National Governance (SNG)** programme helps to improve public services in both the Punjab and Khyber Pakhtunkhwa provinces through strengthened local governance (including budget transparency and accountability) and the promotion of innovative health and education service delivery approaches.

The SNG programme has developed a 'needs-based budgeting' approach for health service delivery that has meant five million more children now have access to vaccinations, and more than 16,000 additional people in remote areas now have access to healthcare.



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**Our Sub-National Governance programme developed a health service delivery budgeting approach that has meant five million children are benefiting from vaccinations, and more than 16,000 extra people in remote areas now have access to healthcare.**

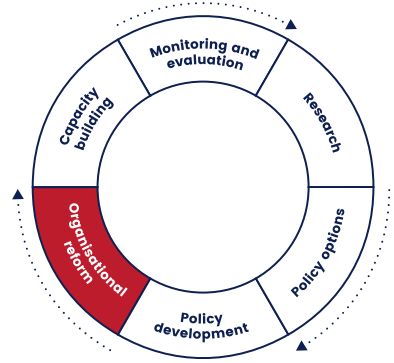
– Improving health budgeting to save lives in Pakistan

As well as working with governments towards organisational reform, our key learnings were shared with department secretaries and heads of delivery units from federal and provincial governments in Pakistan in a November 2017 workshop.

**Reforming social assistance budgets in Myanmar**



Myanmar’s social welfare budget has remained persistently low, even while public investment in the health and education sectors has increased. This has significantly limited the ability of the Ministry of Social Welfare Relief and Resettlement (MSWRR) to deliver its mandate on social welfare, the protection of vulnerable groups, and disaster preparedness.



Our technical assistance to the ministry helped reform their budget preparation, leading to an almost three-fold increase in budget allocation. By providing space to communicate and justify proposed additional expenditures to the Ministry of Planning and Finance, this reform enables the MSWRR to clearly articulate its strategic vision and priorities in targeting service delivery towards the Myanmar population most in need.

The additional budget will be used for increasing service provision, including scaling up the social pension for elderly citizens, delivering nutrition support to pregnant women, and supporting the reintegration of human trafficking victims back to their communities.

Opposite: Girl in classroom, Pakistan. Photo from Sub-National Governance programme, Pakistan. OXFORD POLICY MANAGEMENT

**Our insights into working with governments**

Our continuing series of Practitioner Insights (which draws together our learning and experience in many areas, from political economy analysis to bridging the gap between government and parliament) started with a focus on the Sub-National Governance programme, looking at how to make change happen in large reform programmes.

We have also shared learnings from the programme in three briefing notes, examining the ways in which we supported policymakers in service delivery and governance. These in depth notes provide information on what did and didn’t work, and can help other practitioners better implement reform across the globe.

**Insights**

# Capacity building

**At Oxford Policy Management, we believe that by sharing knowledge and helping equip other development actors, on national and international scales, we can collaboratively move closer to achieving development goals.**

**Strengthened capacity for research, design, delivery, and evaluation – both in policy and public service delivery – is critical for sustaining growth and poverty reduction in low- and middle-income countries. We support governments to develop such capacity through partnerships, sharing knowledge and experience to empower national policy stakeholders.**

## Helping protect vulnerable children in Kyrgyzstan



Children in need of state care and protection usually benefit most by receiving services in the community, supported by qualified social services workers, rather than in large residential institutions. Since 2013, we have provided technical assistance to the Government of the Kyrgyz Republic to develop their capacity, alongside the implementation of other public policy and structural reforms in the areas of social protection.

Our combination of capacity building and training activities better equips the government for sustainable social protection: we have supported the creation of a dedicated unit in the Ministry of Labour and Social Development responsible for monitoring residential care services,



as well as a database providing information on residential institutions. These systems mean that children can be tracked in real time, and the government can more effectively plan for service improvements and the return of children to family care, where appropriate.

## Increasing school attendance in Pakistan



Many children across Pakistan don't finish their primary education, for a wide range of reasons. We are providing technical assistance to help build the capacity of three NGOs, funded by DFID's Sindh Education Non-State Actors programme, that are helping



Above: A MUVA workshop in Mozambique. [MUVAMAZ.CO.MZ](http://MUVAMAZ.CO.MZ)

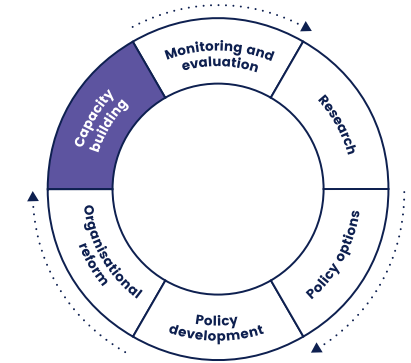
out-of-school children complete their primary education in Sindh, Pakistan.

We conducted learning assessments in 80 schools, and monitored student attendance, dropout, and turnover (disaggregated by gender, disability, and districts). By identifying areas of improvement for each NGO, and working closely with them to develop appropriate strategies, our work leads to more children completing their education, with over 50,000 children directly affected by the programme.

### Empowering women in Mozambique



We are leading a consortium to implement the **MUVA programme**, supporting the economic empowerment of adolescent girls and young women in several urban centres across Mozambique. Its goal is to increase the capacity of disadvantaged adolescents and young



women to participate in the economy, brokering opportunities for decent work, and increase the uptake of work opportunities. The programme is designed to identify, test, and disseminate approaches that decrease barriers to decent work for women in Mozambique.

After two cycles of implementation, MUVA's approach to building women's capacity by combining vocational training with soft skills training (such as team work and communication skills) has meant a noticeable increase in their employability. The evidence resulting from the approach has led to a number of requests by other organisations working in Mozambique for expanding and integrating the approach into several vocational training centres across the country. One of MUVA's partners, the French NGO ESSOR, is working to replicate the approach in several other countries, including Guinea-Bissau, Chad, and Congo.

### Sharing evidence to build capacity in WASH

Our Water, Sanitation, and Hygiene (WASH) team created a suite of tools for the World Bank Group, now freely available on their website and accessed thousands of times, enabling capacity development beyond those governments and practitioners with whom we are in immediate contact. The team also developed the first 'Value for Money' (VfM) approach tailored to the WASH sector, providing high-quality evidence that has already informed improvements in centrally-managed DFID programmes.

# Monitoring and evaluation

At Oxford Policy Management, we know that international development should always be collaborative: it takes governments, civil society, funders, and practitioners to work together to effect change.

An integral part of strong collaboration is monitoring and evaluation of development programmes – not only does it work towards ensuring that implemented projects are focused on impact, it helps establish best practice for future development programming. We usually implement mixed-methods evaluations, with the concrete data of quantitative evaluations complemented by amplifying voice and accountability through qualitative evaluations.

## Nutrition and civil advocacy in Nigeria



Over a million children under five die each year in Nigeria, including many preventable deaths due to undernutrition. We evaluated two programmes aiming to tackle this problem and support state governments providing maternal and child malnutrition services: Community Management of Acute Malnutrition (CMAM), and Working to Improve Nutrition in Northern Nigeria (WINNN) through the **Operational Research and Impact Evaluation (ORIE)** programme.

For both programmes, we analysed the effectiveness of civil advocacy to increase government commitment

and public financing. We found that this was currently weak but held large potential. We facilitated workshops to map out an advocacy strategy, and our recommendation of increased focus on civil society led to WINNN building a civil society work stream and strategy. By coordinating its research and evaluation activities with the implementation of the WINNN programme, ORIE's analyses on gender, political economy, costing, and operations research can feed directly into the implementation of the programme to enhance impact. Following our recommendations, media coverage in both Kano and Katsina states was a key trigger for the release of around £400,000 of public funds for nutrition in each state.

## Evaluating cash transfers in Nigeria and Kenya



We continue to evaluate two long-term, innovative cash transfer programmes tackling hunger, malnutrition, and poverty in Nigeria and Kenya. The **Child Development Grant Programme (CDGP)** is implemented in two Nigerian states, offering unconditional cash transfers for up to 100,000 households for the first 1,000 days of a child's life (aimed at tackling the economic causes of inadequate dietary intake and increasing food security) alongside a counselling and behaviour change campaign.



Previous: A Kenyan man cooking; photo from HSNP evaluation. OXFORD POLICY MANAGEMENT

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**Our evaluation on disaster risk insurance mechanisms and impacts was a significant contribution to global debates and policy on the topic, offering robust empirical evidence collected from a range of African contexts.**

– Evaluating Africa-owned disaster risk management

Since 2009, we have also evaluated the Kenyan Government’s **Hunger Safety Net Programme**, which provides regular, unconditional cash transfers in four counties and emergency payments to the rest of the population affected by drought. This high-profile project was congratulated in a speech by the UK prime minister, Theresa May. We have been involved since the design stage, enabling us to have a broad perspective on its successes and areas to develop.

For both projects, our independent evaluations will establish whether the programmes have impact on hunger and malnutrition. The work is expected to have far-reaching effects on social protection policy and practice in Nigeria and Kenya, and to contribute to strengthening the international evidence base on the impacts of cash transfer programmes.

### Evaluating conflict support and peace building in Myanmar



Protracted conflict in Myanmar has led to a significant rise in refugees and internally displaced persons (IDPs) requiring humanitarian and development assistance over the past three decades. We were invited to evaluate the UK Support to Conflict-Affected

People and Peace Building in Burma programme (2012–2017).

This large, complex programme included delivering humanitarian assistance to refugees and IDPs, health services to displaced populations and migrant workers, peace-building projects, and community-driven development interventions along the Myanmar-Thai border. Our evaluation identified a number of lessons, particularly the opportunity to strengthen coordination between programming across both sides of the border to create more favourable conditions for the return of refugees and IDPs. We also emphasised the importance of local context analysis – including gender and conflict analysis – to inform improved programme design and ongoing adaptation to deliver greater impact to those most in need.

### Evaluating Africa-owned disaster risk management

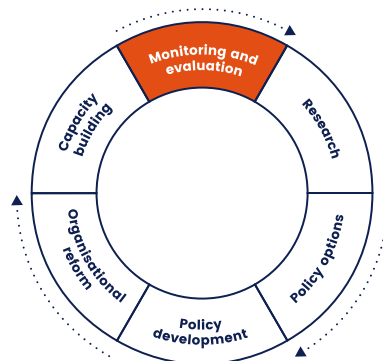


The frequency and severity of disasters globally, and drought in Africa specifically, is intensifying. Against this backdrop, African governments require support in their disaster risk planning and financing in order to ensure that timely support reaches affected populations. The African Risk Capacity (ARC), established in 2012 by the African Union, aimed to combine the concepts of early warning, disaster



risk management, and risk finance to create an African-owned disaster response system that enables African governments to better meet the needs of people at risk of disasters. We were commissioned to undertake an independent ten-year evaluation of ARC, starting with formative evaluations in 2017 and 2019.

In light of the scarce literature on disaster risk insurance mechanisms



and impacts, our evaluation was a significant contribution to global debates and policy on the topic, offering empirical evidence collected from a range of African contexts. Our evaluation will help strengthen ARC, and should significantly improve disaster risk management in countries highly vulnerable to climate change – with the potential to save many lives and livelihoods.

### Value for money: assessing what works

In our sector there is increasing scrutiny on ‘Value for Money’ (VfM), but a lack of appropriate methods to support its assessment. There is a risk of reaching invalid conclusions if VfM assessment is tied to a narrow set of indicators without any evaluative judgement – for example, by emphasising the most readily quantifiable measures rather than more important (but harder to quantify) aspects of performance.

The innovative approach we’ve developed and piloted over the past year combines cutting-edge evaluation practice with concepts from economic evaluation, to respond to donor requirements for accountability and good resource allocation, as well as to support reflection, learning, and adaptive management. Specifically, our approach is distinguished by using explicit criteria (dimensions of VfM) and standards (levels of performance) to provide a transparent basis for making sound judgements about performance and VfM.

Since 2016, we’ve applied this approach to VfM analysis on many different development projects and programmes, spanning a range of clients, countries, sectors, and budget sizes. Our clients have commended it for its clarity and robustness, and it will help towards ensuring that development work can always deliver the maximum value to beneficiaries – and we have recently presented our approach to the 2018 Australasian Aid Conference.

# Areas we work in

## Climate change and 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, and violence



Our focus is stabilisation and peace building, supporting policymakers in harnessing their existing work on social and economic policy to build stable and peaceful societies.

**Contact:** yadaira.orsini@opml.co.uk

## Education



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

**Contact:** ian.macausan@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 aid 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 all people have access to good-quality healthcare.

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

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### Monitoring and evaluation



We design, implement, and evaluate 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

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### Natural resources and energy



We work with 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

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### 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

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### Poverty and social protection



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

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

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### Public financial management



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

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

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### 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

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### Research and data collection methods



We support Oxford Policy Management in collecting and analysing high-quality research data across a range of policy areas using quantitative, qualitative, and mixed-methods approaches.

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

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### 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

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### Social development



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

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

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### Statistics



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

**Contact:**alia.aghajanian  
@opml.co.uk

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### Urban development policy



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

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### Water



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:**peter.burr  
@opml.co.uk

# Our offices

## Australia

Our key areas of specialisation include governance, climate change, law and justice, and social development, with a geographical emphasis on south east Asia, Papua New Guinea, and the Pacific.

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

## Bangladesh

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

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

## India

We work across the policy cycle and across sectors and states. Over the past two decades, we have delivered over a hundred projects in a range of sectors.

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

## Indonesia

We specialise in 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

## Myanmar

We work across the policy cycle, on projects that range from formative research on education and social protection to technical support to government on planning and budgeting.

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

## Nepal

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

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

## Nigeria

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

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

## Pakistan

We provide technical assistance in a wide range of sectors to the federal government, all four provincial governments, and numerous district governments.

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

## South Africa

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

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

## 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

## 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

## USA

We have experience providing strategic guidance and research, acting as a learning and evaluation partner for foundation-funded initiatives, and designing and implementing innovative service delivery pilots in conjunction with high calibre in-country teams.

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

## About Oxford Policy Management

Oxford Policy Management is committed to helping low- and middle-income countries achieve growth and reduce poverty and disadvantage through public policy reform. We seek to bring about lasting positive change using analytical and practical policy expertise. Through our global network of offices, we work in partnership with national decision makers to research, design, implement, and evaluate impactful public policy. We work in all areas of social and economic policy and governance, including health, finance, education, climate change, and public sector management. We draw on our local and international sector experts to provide the very best evidence-based support.

### Find out more

For further information visit:

[www.opml.co.uk](http://www.opml.co.uk)

Or email: [admin@opml.co.uk](mailto:admin@opml.co.uk)



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