

# Oxford Policy Management

Improving lives through sustainable policy change

Monitoring, Evaluation, Accountability, and Learning (MEAL)

2024



**Our Vision is for fair public policy that benefits both people and the planet.**

**Our Purpose is to improve lives through sustainable policy change in low- and middle-income countries.**

# Our global offices

Through our global network of offices, we work in partnership with national stakeholders and decision makers to research, design, implement, and evaluate impactful public policy.



# Our expertise

We work in **all areas of economic and social policy and governance.**

Our **dedicated teams of specialists** in monitoring and evaluation (M&E), political economy analysis, economics, statistics, and research methods give us a deep understanding of the political economy of public policy.



Governance



Health



Education



Research and  
Evidence



Climate, Energy,  
and Nature



Poverty and Social  
Protection

# Our values



## **We are ambitious**

We embrace innovation and creativity, seeking to continually improve how we do things. We are open to new ideas, enabling people to be the best they can be.



## **We have positive impact**

We strive to deliver work of the best quality and highest standards. We aim for excellence every day in all that we do.



## **Together we make a difference**

We are stronger together, sharing knowledge and experience, helping others to solve problems and respecting and valuing differing views.

Our values **define the way we behave** toward our clients and each other – collectively and individually. They are at **the heart of everything we do** and how we do it.

# Working across the policy cycle



From researching the key drivers of a problem through to implementing the chosen policy and monitoring and evaluating progress, this holistic approach enables us to provide **integrated support that is both practically and politically feasible** – essential ingredients for long-term change.

# Monitoring, Evaluation, Accountability, and Learning

Based across five continents, we are a global team of experts specializing in the production and use of information and evidence to provide governments, donors, and other development partners with the context-specific insights they need to improve the design, implementation, and assessment of policies, programs, and services. We provide tailored evidence to support needs right across the policy cycle.

Our unique offer combines depth and breadth of experience to provide tailored evidence to support needs right across the policy cycle, including:

**Monitoring, evaluation, and learning**

**(MEL):** We deliver a broad range of M&E approaches focused on learning what works in policies and programming to reduce poverty and disadvantage.

**Data innovation:** We use modern data science techniques to strengthen our MEL and Research offerings, putting us at the forefront of the emergence of data innovation as a new ecosystem.

**Research and research management:** We deploy our expertise in the strategic design, management, and evaluation of research programs to support our partners achieve maximum value for money and impact from investments in research.

We have undertaken **over 200** large-scale project and program evaluations and reviews **in 65 countries** worldwide.

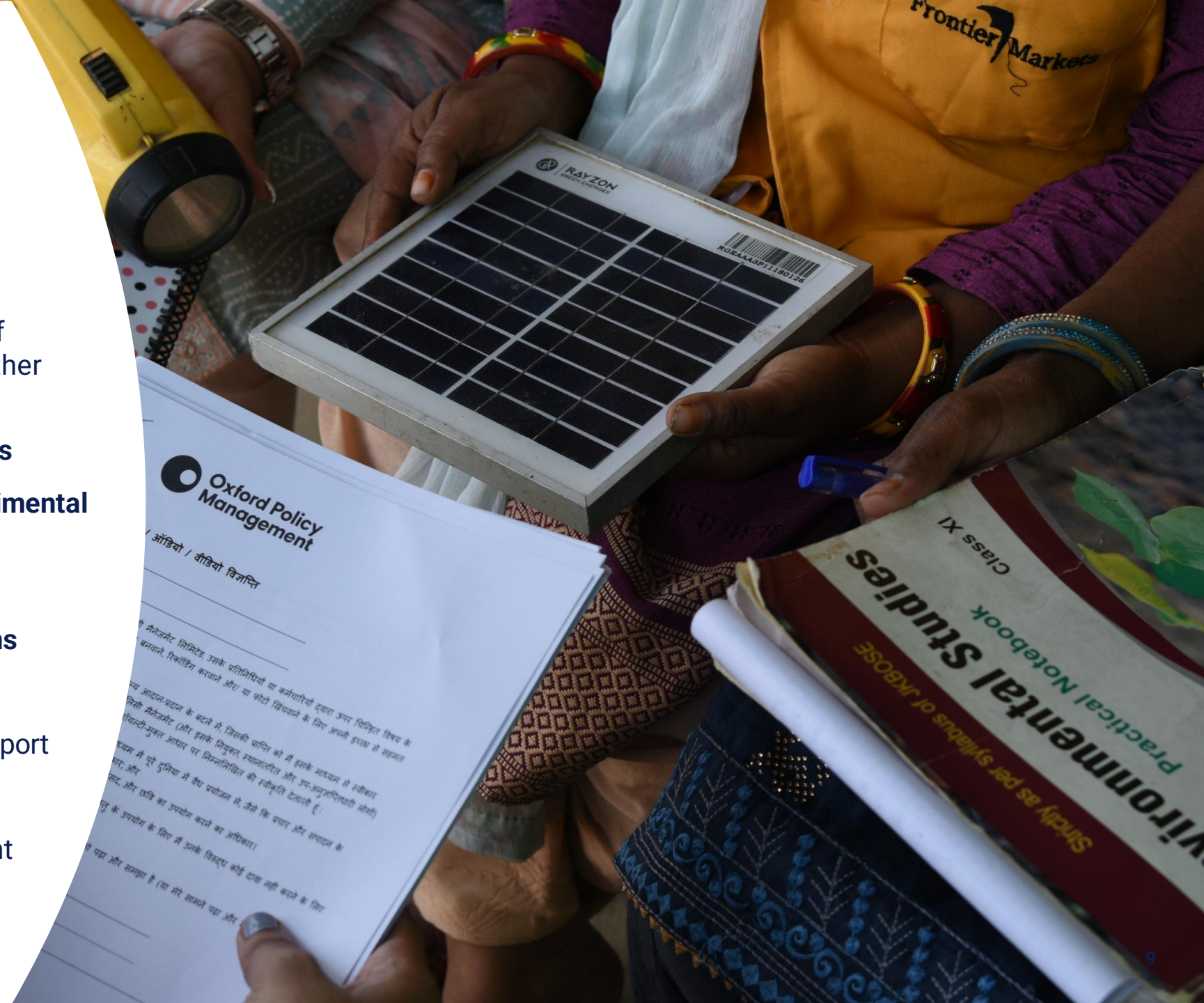




# Our capabilities

With thematic expertise from our in-house sector teams and the deep local knowledge and connections provided by our network of country offices and experience in several other countries, our capabilities include:

- Building and **implementing MEL systems**
- Rigorous **experimental** and **quasi-experimental** evaluations
- Qualitative research
- Mixed-methods theory-based **evaluations**
- **Third-party monitoring** (TPM)
- **Adaptive management** and learning support
- **Data science** and innovation
- **Evidence use** and research management



# MEL platforms

We have deep experience in designing and implementing program, project, and government MEL systems in more than 20 countries worldwide.

We develop M&E systems, including learning and adaptation cycles, based on theories of change (ToCs), logframes, computer assisted data collection, data quality reviews, monitoring information systems, reporting, beneficiary feedback loops, and frameworks that support accountability.

# Examples

- USAID India Advancing the US–India Partnership Platform (APP)
- Humanitarian Resilience and Human Development, Monitoring, Evaluation, and Learning (HHMEL) in Somalia
- Nigeria Portfolio Monitoring, Evaluation and Learning (PMEL)

# USAID India Advancing the US-India Partnership Platform (APP)

**Funder: USAID; Prime: International Development Group LLC; 2023-2028; \$1.4 million**

The [APP](#) is a five-year central Mission platform that will integrate collaborating, learning, and adapting (CLA) throughout the design and implementation of USAID/India's activities to advance the US-India development relationship.

Led by International Development Group (IDG) LLC, we are a part of this consortium supporting on strengthening the organizational development mandate and the monitoring, evaluation, assessment, and learning activities.

The program will also ensure that the development of USAID/India activities is designed to achieve its intended results through India APP's performance monitoring support and completion of performance and impact evaluations.

# HHMEL in Somalia

**Funder: FCDO; Prime: Oxford Policy Management; 2023–2028; \$16.4 million**

The Humanitarian Resilience and Human Development, Monitoring, Evaluation, and Learning (HHMEL) team is mandated to provide MEL functions across two FCDO-funded programs: Humanitarian Assistance and Resilience Building in Somalia (HARBS) and the Better Lives for Somali Women and Children (Better Lives). Both programs are being implemented from 2022 to 2028.

We are leading this consortium to manage the HHMEL mechanism to accomplish a multi-pronged approach: (1) to provide robust evidence that monitors the performance of implementing partners through a range of in-person and remote primary data collection; (2) to support learning through the delivery of structured learning cycles with both FCDO and implementing partners; and (3) to be responsive to emergent evidence needs through the provision of a range of knowledge products from rapid evidence reviews to robust evaluations.

Through its efforts, HHMEL is envisaged to become the go-to source for evidence on what works by hosting an interactive data and evidence platform that houses evidence produced by HHMEL as well as linking this to evidence produced by others.

# PMEL in Nigeria

**Funder: FCDO; Prime: Oxford Policy Management; 2023–2026; \$3.1 million**

Through Nigeria Portfolio Monitoring, Evaluation and Learning (PMEL), our consortium aims to be the strategic learning partner for FCDO Nigeria and its key stakeholders, supporting a comprehensive, nuanced understanding of the achievements of the portfolio and understanding where gaps exist.

This project will develop a common framework across all blocks that allows for an understanding of aggregate impact and harmonisation of reporting across the portfolio. This will allow PMEL to map programs, activities, and data from across the full Nigeria portfolio against the expected goals and impact as articulated in the UK Government's Nigeria Country Plan.

The generation of new knowledge products and evidence will be undertaken to respond to emergent learning needs, helping to identify what is working, what is not working, and what should change.

# Impact evaluations and data science

We have implemented more than 50 multi-sectoral, rigorous quantitative and mixed-methods impact evaluations across multiple sectors worldwide. We have a strong record in designing and implementing experimental and quasi-experimental impact evaluations.

We combine modern data science methods with existing methodological approaches for quantitative impact evaluation to deliver the best results to our clients.

## Examples

- The Kenya Hunger Safety Net Program (HSNP)
- Independent Evaluation of the Biodiverse Landscapes Fund (BLF)
- Data & Evidence to End Extreme Poverty (DEEP)

# The Kenya HSNP

**Funder: FCDO; Prime: Oxford Policy Management; 2014–2024; \$7.6 million**

The [Kenya Hunger Safety Net Programme \(HSNP\)](#) provided regular, unconditional cash transfers to 100,000 households in four counties in northern Kenya. These ‘routine’ transfers are supplemented by emergency payments to the rest of the population in times of severe or extreme drought. We were contracted by FCDO to undertake impact evaluations, process reviews, and policy analysis.

The impact evaluation of the first phase of HSNP provided a comprehensive assessment of the performance and impact of the program for the benefit of implementers, funders, other stakeholders, and those interested in cash transfers more generally. Accounting for ethical and logistical considerations, we implemented a carefully designed experimental design (a randomized controlled trial). For evaluating the second phase of HSNP, a mixed-methods quasi-experimental impact evaluation approach was employed, including multiple rounds of qualitative research.

The evaluations provided crucial information about the impact and performance of HSNP in order to both support the accountability of the program to its funders (including Kenyan taxpayers) and inform the design of future phases of the program and wider cash transfer initiatives.

# Independent Evaluation of the BLF

**Funder: Defra (the UK Government Department for Environment Food and Rural Affairs); Prime: Oxford Policy Management; 2022–2029; \$2.2 million**

Defra's [Biodiversity Landscape Fund](#) aims to reduce poverty, protect and restore biodiversity, and lessen the impact of climate change in six critical landscapes around the world. The BLF is a complex and ambitious program with a strong focus on learning and adaptation, across six environmentally critical landscapes spanning 18 countries: Mesoamerica, Andes Amazon, Congo Basin, Madagascar, Lower Mekong, and Kavango Zambezi.

We are the independent evaluation partner for the BLF. We are conducting an independent evaluation, of which a crucial feature is that it 'sees' complex systems-of-interest and works within and across these. They include: ecosystems; social ecological systems; political systems; market systems; transboundary systems; and multi-level systems.

We anticipate that the learning that is flowing from this will of be interest to a diversity of stakeholders and programs within each landscape and at the global scale, and that this work will influence transformational change in natural resource governance, biodiversity conservation, and climate adaptation.



# DEEP

**Funder: FCDO; Prime: Oxford Policy Management; 2020–2027; \$12.6 million**

We are managing [Data & Evidence to End Extreme Poverty \(DEEP\)](#), which is a cross-country research program generating high-quality evidence on what works and providing new insights into who is poor and what is driving extreme poverty, to support the design and implementation of effective policies, programs, and strategies to tackle extreme poverty. The focus of the research is on Bangladesh, Ethiopia, India, Madagascar, Mozambique, Myanmar, Nigeria, and Tanzania.

We have produced a review of how new technology can support better measurement of extreme poverty, which can be accessed [here](#). We are also researching the use of machine learning methods to improve small area estimation of extreme poverty. We are combining high-resolution poverty estimates derived from geospatial machine learning predictions with high-resolution temperature data to estimate the relationship between poverty and temperature variability.

One of DEEP's research themes relates to measuring extreme poverty and how data innovation – using new types of data and new analytical methods – can support governments and decisions makers in more effective targeting of investments.

# TPM

Our TPM expertise includes mixed-methods approaches to TPM, a deep understanding of monitoring of financial and program management information, rigorous data quality assessments, leveraging how real-time data can be used for TPM through innovative approaches, utilizing verification for payments by results (PbR) programs, and how TPM and verification need to be adapted for portfolio programs as well as to support broader, learning-focused MEL systems.

# Examples

- TPM for Women's Integrated Sexual Health (WISH)
- Monitoring and Evaluation provider for the Exiting Poverty in Rwanda Program (EPR)
- **AAWAZ II Independent Evaluation in Punjab and Khyber Pakhtunkhwa (KP) in Pakistan**

# TPM for WISH

**Funder: FCDO; Prime; Oxford Policy Management; 2018–2021; \$5.4 million**

We implemented the [TPM for Women’s Integrated Sexual Health](#) (WISH), FCDO’s flagship sexual and reproductive health initiative, a £238 million program operating in 27 countries in sub-Saharan Africa and Asia over a period of three years. WISH was designed to deliver up to 20% of the UK’s overall commitment to improving global sexual and reproductive health and rights in the period.

We undertook verification and triangulation of results reported by the WISH implementing partners and generation of evidence of results through discrete studies. The verification exercises included a mix of methods that included desk-based verification of reported results, based on data quality assessment principles to assess the accuracy and completeness of reported results against source data and primary data collection for verification in 16 of the 27 focal countries.

WISH facilitated learning among the implementing partners and FCDO to analyze progress, discuss course correction, identify good practice, and adapt program implementation to spread evidence of good practice.

# M&E provider for the EPR

**Funder: FCDO; Prime: Oxford Policy Management; 2023–2026; \$1.1 million**

We are working together with FCDO and the Government of Rwanda to review the verification protocol and implement verification tools for the Exiting Poverty in Rwanda Programme (EPR) Disbursement-Linked Indicators (DLIs).

We have proposed dividing the DLIs into two categories: (a) Qualitative process-based DLIs; and (b) Quantitative results-based DLIs. This classification is allowing to us adapt our verification methodology for each type of indicator, to develop a relevant dashboard and annual report outline, and to propose a relevant verification team.

This support is in line with the objectives of enhancing shock-responsive social protection mechanisms and supporting policy innovations toward strengthening Rwanda's national social protection program.

# AAWAZ II Independent Evaluation in Punjab and KP, Pakistan

**Funder: FCDO; Prime: Oxford Policy Management; 2022–2024; \$2 million**

The [AAWAZ II](#) program aims to increase voice, choice, and control for women, girls, boys, youth, religious minorities, and marginalized groups, as well as to protect them from exploitation and prevent discrimination and intolerance. We are the third-party evaluator of the FCDO-funded AAWAZ II (voice and accountability) program under implementation in two major provinces of Pakistan – Punjab and KP.

A major part of our independent evaluation work has involved carrying out an operational review, spot checks, and beneficiary feedback on the theme of inclusion. This was completed during July 2023 based on a mix of qualitative and quantitative data/information collected from focus districts.

In addition to the ongoing evaluation, several operational and strategic reviews have offered a solid foundation of evidence for AAWAZ implementing partners to enhance their targeted interventions and areas of focus by fostering greater strategic and operational synergies to navigate the bureaucratic landscape and complex government decision-making processes in Pakistan.

# Evidence use and learning for adaptive management

We design and implement innovative and politically smart research uptake strategies, tailored for projects, countries, sectors, and varied audiences.

The research uptake strategies of our projects focus on deep and ongoing engagement and communication with stakeholders.

## Examples

- The MUVA Program in Mozambique
- Portfolio monitoring of the UK PACT Program
- Strengthening the Use of Evidence for Development Impact (SEDI)

# The MUVA Program in Mozambique

**Funder: FCDO; Prime: Oxford Policy Management; 2015–2022; \$20.3 million**

The [MUVA](#) program was one of FCDO's flagship programs supporting the economic empowerment of adolescent girls and young women in urban centers across Mozambique. Recognizing persistent barriers that limit access to decent work, MUVA piloted and evaluated innovative projects to build the skills, self-confidence, and vision that young women need to work and to create new job opportunities that match their aspirations and abilities.

As a result of the experimental nature of the program in Mozambique, we developed an adaptive management structure to make decisions driven by evidence and knowledge, with structured, iterative MEL built in from the start, feeding into learning cycles.

In 2020 the program transitioned to become a national Mozambican NGO, also called MUVA, to continue the work begun under the program. The MUVA NGO received seed funding from FCDO, as well as from AFD and USAID.

# Portfolio monitoring of the UK PACT Program

**Funder: BEIS; Prime: Oxford Policy Management; 2018–2022; \$2 million**

We implemented a digital results management system for portfolio monitoring and evaluation of the [UK PACT](#) program that captured results and facilitated learning for 119 projects, across 16 countries unified under a central ToC.

To track the progress of the set indicators against defined objectives, portfolio-level tools were developed for data collection in all program locations and data were automatically generated and aggregated in accordance with the set criteria, allowing for remote access to data and easy centralization.

This has proven to be an effective and efficient way to collect, process, and store information that relates to the program logframe achievements, and compiles different information received from the different program partners and links them to the program components, countries, and the evidence of the achievement.



# SEDI

**Funder: FCDO; Prime: Oxford Policy Management; 2019–2021; \$23 million**

Strengthening the [Strengthening the Use of Evidence for Development Impact \(SEDI\)](#) program worked to increase the use of evidence by policymakers in selected sectors in Ghana, Pakistan, and Uganda, with the objective of contributing to more effective decision making on sustainable development by partner governments.

Based on the shared value of co-creation, this multi-country partnership drew on the wealth of expertise and experience of multiple organizations. SEDI worked with policymakers and other key stakeholders to design, pilot, and implement interventions in a politically informed, demand-driven, and equity-responsive manner.

We kicked off our work in each of the focus countries by undertaking a political economy analysis of evidence use. Understanding political economy dynamics within policymaking and programming is crucial for identifying what shapes the potential for catalyzing change.



**Thank you**