

CAPABILITY STATEMENT



# Oxford Policy Management United States

## Global mission and presence

We work in partnership with leaders providing analytical and practical policy expertise through our global network to support economic growth and reduce poverty and disadvantage in low- and middle-income societies.

With over 40 years' experience and several hundred staff across a global network of offices, we work across the

policy cycle to deliver projects that lead to real and lasting change. Through our global network of offices, we work in partnership with national decision makers to research, design, implement, and evaluate impactful public policy.

Since our beginnings within the University of Oxford in 1979, we have grown into an independent global organization and have successfully delivered over 1,500 projects across more than 100 countries through our network of 13 global offices.



**Oxford**  
United Kingdom

**Berlin**  
Germany

**Washington DC**  
USA

**Islamabad**  
Pakistan

**Kathmandu**  
Nepal

**New Delhi**  
India

**Dhaka**  
Bangladesh

**Abuja**  
Nigeria

**Nairobi**  
Kenya

**Dares Salaam**  
Tanzania

**Jakarta**  
Indonesia

**Pretoria**  
South Africa

**Canberra**  
Australia

# Our approach

## Our global in-house expertise

We work in all areas of social and economic policy and governance, including health, finance, education, climate change, and public sector management. We are also able to draw on the cross-cutting expertise of our dedicated monitoring and evaluation (M&E), political economy analysis, statistics, and research methods specialists.

We have delivered more than 1,500 projects in over 100 countries. In keeping with our academic heritage – we started life in 1979 as part of the University of Oxford – our programs include both pioneering research projects as well as large-scale management activities worth in excess of \$50 million. Our wide-ranging experience includes impact, process, economic, and performance evaluations, applying the OECD-DAC evaluation criteria to various international donor projects funded by the World Bank, United Nations agencies, GiZ, DFAT, the EC, and the FCDO, as well as foundations such as the Bill & Melinda Gates Foundation. **We are also the leading supplier of M&E services to the FCDO.**

**Our approach to bringing about positive and sustainable change is based on our considered understanding of the political economy of public policy and effective engagement with policy stakeholders, underpinned by rigorous analysis and robust evidence.** We deliver projects with expert knowledge and experience, and can be relied upon for excellence in all aspects of project delivery. Our work is deeply rooted in academic evidence. We ensure that we ask the right questions, focus on rigorous evidence, and tailor our services to what is most needed. We are dedicated to maintaining the high quality of our technical work. We combine targeted insights with delivery, and then we follow up with M&E.

## Our practice areas





## Oxford Policy Management United States

Based in Washington DC since 2021, the United States team builds partnerships with foundations and the United States Government to provide strategic advisory and research services.

**Our US team serves as an incubator and interlocutor to the organisation's global expertise and capabilities.** The US team leads our engagement with partners and clients in Washington DC, leveraging the networks and expertise of our international offices to support long-term, positive change for the populations of the countries in which we work. We work across a range of capabilities required to deliver – and support others in delivering – adaptive and innovative work, such as learning and evaluation systems design, government and grantee capacity building, policy influencing, research, and adaptive programming.

Our valuable global expertise allows us to share our significant learnings and best practices on using rigorous data and evidence to facilitate change, especially through working with leaders and key reformers within and outside of government to build teams capable of solving policy implementation challenges globally.

## Our work

Our body of work in the US is growing rapidly and cuts across United States Government-funded projects as well as foundations. We are excited about exploring new partnerships with funders and clients. Our project experience is an embodiment of our global thematic expertise, leveraging our staff and networks in the UK and our various country offices:

## Selected project experience with the US Government

### **ELEVATE Nutrition (Funder: USAID; Prime: FHI 360; 2023–2028).**

ELEVATE Nutrition is one of USAID's flagship initiatives focused on improving the nutritional well-being of women and children, particularly during the crucial first 1,000 days from pregnancy and the first two years of life. Led by FHI 360 in collaboration with a consortium of strategic partners, this five-year project is committed to bridging the gap between global evidence and local implementation, envisioning a world where all women and children thrive with optimal nutrition. Our mission focuses on empowering national and subnational leaders to drive the implementation of key nutrition programs and policies. We are committed to strengthening multisectoral nutrition governance. This entails ensuring that policies and programs are evidence based, locally led, inclusive, and transparent. We are providing demand-driven technical assistance for countries' nutrition priorities.

### **USAID India Advancing the US–India Partnership Platform (APP) (Funder: USAID; Prime: International Development Group LLC; 2023–2028).**

The APP Activity is a five-year central mission platform that will integrate collaborating, learning, and adapting throughout the design and implementation of USAID/India's activities to advance the US–India development relationship. The program will also ensure that USAID/India activities are designed to achieve intended results through India APP's performance monitoring support and completion of performance and impact evaluations. Led by International Development Group LLC, we are part of this consortium supporting on strengthening the organizational development mandate and the monitoring, evaluation, assessment, and learning activities.

## Selected project experience with the US Government

### Building Resilience in Ethiopia (Co-funders: FCDO and USAID; Prime: Oxford Policy Management; 2019–2024).

The Building Resilience in Ethiopia – Technical Assistance facility supports federal, regional, and sub-regional governments to strengthen their life-saving humanitarian response capability. FCDO and USAID are co-funding this demand-driven technical assistance facility aimed at strengthening the government’s capacity to prepare for and respond to disasters. We managed the project until its close in March 2024. The purpose is to reduce the effects of climatic and humanitarian shocks on vulnerable people and the economy by reducing the depth (severity) and length (duration) of a shock, thereby saving lives and protecting livelihoods.



### Independent Verification of Results Based Financing, Sierra Leone (Funder: Millennium Challenge Corporation (MCC); Prime: Oxford Policy Management; 2019–2021).

We were engaged by MCC to develop and implement a verification protocol to support the Sierra Leone water and electricity utilities with their planning and co-ordination to improve their operational and financial efficiency. The work was built around three main components: (1) Clarification of the measurement framework and initial data quality assessment (DQA); (2) Verification methodology development; and (3) Implementation of the verification using a three-pronged approach. After inception, we reviewed the existing methodology for assessing the payment metrics, drafted verification templates and schedules, and developed a methodology for reducing payment discrepancies between the verification activities and performance reporting by the institutions.



The project provided capacity building through a process of training on the verification methodology, schedule, and protocol. We conducted a baseline survey and four further quarterly surveys that were fed back to the MCC and stakeholders.

## Selected project experience with the US Government

### **DQAs for the Millennium Challenge Account (MCA), Indonesia, Vanuatu, Namibia (Funder: Millennium Challenge Corporation (MCC); Prime: Oxford Policy Management; 2018).**

We have completed multiple DQAs for the MCA, most recently in Indonesia (2018). In Indonesia we provided a DQA from the MCA flagship Green Prosperity project, which sought to improve land use practices, enhance the management of land resources, and expand renewable energy. To measure the progress and impact of the project, MCA Indonesia had developed an M&E framework that included an indicator tracking table. These indicators were based on a range of data sources that relied on the systems and data processing of implementing agencies based in a range of dispersed locations, without any certainty that robust data verification and quality assurance regimes are in place. We provided a full review based on our 10-step approach and provided recommendations to strengthen data management systems, including capacity building requirements.

### **USAID Resilient Waters (Funder: USAID; Prime: Chemonics; 2018–2023).**

We were a partner on the USAID-funded Resilient Waters program in Southern Africa, which is improving the management and security of transboundary water resources and improving conservation of biodiversity and ecosystem services in Angola, Botswana, Mozambique, Namibia, South Africa, and Zimbabwe. We provided technical support across the fields of biodiversity conservation, climate change adaptation, livelihood diversification, and urban resilience. We led on the objectives to enhance the conservation of biodiversity while promoting private sector engagement, which included collaborating with various national and regional authorities, a review of existing management plans, improving the collection and integration of data from wildlife monitoring systems within river basin organizations, and working with district-level boards and local governments.



## Selected project experience with US-based foundations

### **The Implementation Research and Innovation Support (IRIS) Program (Funder: Bill & Melinda Gates Foundation; Prime: Oxford Policy Management; 2022–2025).**

IRIS is an innovative facility supporting the Bill & Melinda Gates Foundation to generate and share actionable evidence through technical assistance and research on effective, efficient, and scalable supply and demand interventions in family planning. IRIS aims to achieve this by facilitating world-class technical assistance and research to the Foundation from a wide range of primarily women-led and local experts and organizations in a set of focal countries (Kenya, Ethiopia, Nigeria, India, and Pakistan). We act as a consultant to provide up-front research and implementation design support, a facilitator to connect the Foundation with local capacity to conduct the research, and a manager to work with the researchers to complete their scope of work, monitor and evaluate key metrics around localization, and communicate and disseminate the relevant learnings emerging from the research.

### **Evaluation of the Global Solidarity Fund (GSF) (Funder: Bill & Melinda Gates Foundation; Prime: Oxford Policy Management; 2022–2024).**

For our evaluation of the efficacy of the GSF to support Catholic Sisters in becoming more active and represented partners in the international development sphere, we conducted a mixed-method, theory-based evaluation with a wide range of stakeholders, collecting our data through key informant interviews, social media analysis, and a literature review. Our findings centered around the effectiveness of GSF interventions. To inform strategic thinking, we further conducted an organizational effectiveness study of the GSF, providing key insights across the organization's strategy, operations, structure, and governance mechanisms.

### **Macroeconomic Outlook Country Briefs – Phase 5 (Funder: Bill & Melinda Gates Foundation; Prime: Oxford Policy Management; 2024–2025).**

The Bill & Melinda Gates Foundation has commissioned us to develop five country-level macro-fiscal analytic snapshots. The overarching objective of the snapshots is to facilitate an active and informed public discourse on the economy and public finances, as a means of promoting effective policy making. They do this through an analytical contribution to the scrutiny and interpretation of publicly available information on the economy and public finances. The snapshots are also intended to inform near-term Bill & Melinda Gates Foundation programming in the selected countries by establishing a shared understanding of the state of macroeconomic and fiscal affairs.



## Selected project experience with US-based foundations

### **Performance Management Model and Landscaping (Funder: Bill & Melinda Gates Foundation; Prime: Oxford Policy Management; 2019–2020).**

We undertook a thorough exploration of different performance management frameworks and models applied in health systems and beyond, to settle on a preferred model for performance management of the primary healthcare (PHC) system. This is backed by the best practice examples of PHC performance management initiatives in low-income settings (including India, Mesoamerica, and selected countries in Africa), including a landscaping of related organizations that drive performance management change. It also suggests performance management measures for the key performance areas stipulated in the framework and provides recommendations for future investment and advocacy by Bill & Melinda Gates Foundation.

### **Character Development Initiative Phase 2 (Funder: Templeton World Charity Foundation (TWCF); Prime: Oxford Policy Management; 2022–2024).**

TWCF funds programs that focus on building character development under the Global Innovations for Character Development initiative. We are currently leading on Phase 2 of the evaluation, where TWCF has commissioned us to serve as the Monitoring, Evaluation, and Learning (MEL) Partner for the program from 2022 to the end of 2024. We divide the role into three distinct but mutually reinforcing areas of work: an evaluation component, a learning component, and a technical support component.



## Our team

We have a fast-growing team working at the intersection of climate change and resilience, education policy, public sector governance, and MEL with partners and funders in the US.

### Meet the Oxford Policy Management US Team



#### Christopher Tomlinson

Christopher Tomlinson is the Director of our US Office, based in Washington DC. Christopher has more than 15 years of establishing, growing, and managing in-country operations, delivering complex research programs and project management for a number of international development consultancy firms across Asia and Africa. He drives our engagement with all US-based funders, partners, and clients.

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#### Rabab Iqbal

Rabab Iqbal is our Senior Business Development Manager. She has 7+ years of experience developing dynamic strategies for partnerships, proposal development, and business development across our sectoral priorities. She collaborates closely with the Director of our US office and in-house technical advisors to support the realization of our US focused business development strategy and vision.

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#### Jeffrey B. Matu

Jeffrey B. Matu, our Senior Technical Advisor, Education, is an education researcher and skills development specialist with around 15 years of experience in program management, assessment, and evaluation. His focus is on workforce education and development, technical and vocational education and training, and labor market assessments in Africa and the Middle East and North African region. He works closely with our Global Education practice in areas such as skills, livelihoods and systems, education finance and planning, early childhood development, inclusive education, and program evaluation. Jeffrey drives our partnerships and business development efforts in the Education sector.

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#### Vinaya Padmanabhan

Vinaya Padmanabhan is Senior Technical Advisor, Climate, Resilience and Sustainability. She has 10 years of experience working on urban resilience, housing rights, health, and sanitation. She has managed and led several complex projects on a range of technical issues, employing various qualitative and quantitative methodologies. Vinaya has experience working on projects in India, Pakistan, and Zanzibar. Collaborating closely with Oxford Policy Management's global Climate, Resilience and Sustainability Practice, Vinaya acts as an interlocutor between our global expertise in this sector and developing partnerships in the US.

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## Meet the Oxford Policy Management US Team



### Pooja Singh

Pooja Singh is our Senior Technical Advisor, Research & Evidence. She is a results-oriented MEL specialist with 9+ years of experience designing, evaluating, and managing MEL systems in international development contexts in India, Nepal, Bangladesh, and Ghana. Working closely with Oxford Policy Management's Research and Evidence Practice, she leverages rigorous technical mixed-methods research skills and project management expertise with dynamic teams to generate actionable insights for development partners and governments. She leads our partnership and business development efforts in the domain of MEL.

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### Dr. Amanda Woomer

Dr. Amanda Woomer is a MEL practitioner focused on work at the intersection of environment, climate, conflict, and peace. Her thematic areas of expertise include environmental peacebuilding, climate security, nature-based solutions, and conflict-sensitive natural resource management. She is the co-author of the recently published Toolkit on Monitoring and Evaluation of Environmental Peacebuilding and has worked with organizations such as the IOM, the Global Environment Facility, and the World Bank to implement good MEL practice for interventions that combine environmental and conflict-related objectives.

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### Kenneth Ene

Kenneth Ene is a Senior Technical Advisor with Oxford Policy Management's Energy, Resources & Growth Team. He brings over 20 years' experience in managing the technical delivery of adaptive projects focused on energy access and sustainability, good governance, and policy reform. Ken has strong experience in multi stakeholder engagement and political economy analysis and has provided policy advice at the highest levels of government in several countries.

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### Joyce Ehui

Joyce Ehui is a bilingual Project Manager with a focus on community betterment. Currently serving as a Project Manager on the USAID ELEVATE project in Washington, DC, she excels in guiding complex initiatives from concept to successful implementation. With experience in both the non-profit and for-profit sectors, including roles at Nonprofit International, Public Health Enterprises, and Advocacy Solutions, Joyce brings expertise in project management, program coordination, and technical support.

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## About us

Oxford Policy Management enables low-and middle-income governments to bring about sustainable positive change using analytical and practical policy advice.



Find out more

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