

Bangladesh



About Oxford Policy Management

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.

About the Bangladesh Office

We have worked in Bangladesh for more than two decades on assignments across the policy cycle in different sectors. We work with governments, international donors, local agencies, and partners, helping them to develop and implement policies that reduce poverty, improve livelihoods, and reform public services. We have extensive project experience and expertise in a broad range of policy areas including health and nutrition, climate, resilience and sustainability, education, skills and livelihoods, poverty and social protection, governance and public financial management, and research and evidence.

We work with leading national and international experts, and global teams to harness diverse technical expertise to generate rigorous and context-specific evidence, provide design inputs, and implementation across all programmes. We also help to develop and implement strategies to improve local systems and capacity, including finances, governance, leadership, information systems, and service delivery designs.



Areas of Expertise

Health and Nutrition

We have a strong expertise in health systems strengthening and through a local and international team of experts, have provided technical, and research and evaluation support to the **Government of Bangladesh (GoB)**. We supported the **Directorate General of Health Services (DGHS)**, with support from the **World Health Organisation – Southeast Asia Regional Office**, to develop the **National Health Services Standards** for benchmarking the quality of care across all public health facilities in Bangladesh. We worked with the **World Bank** to understand the indirect effects of COVID-19 on the provision, utilisation, coverage, and care-seeking practices related to Essential Health and Nutrition Services in selected rural and urban settings of Bangladesh.

We conducted the first baseline study to understand the long-term impacts of the Diploma in Midwifery programme on health outcomes in Bangladesh for the **UK's Foreign, Commonwealth & Development Office (FCDO)**, and the **Directorate General of Nursing and Midwifery (DGNM), GoB**. With **FCDO** support we also conducted a **value-for-money analysis** of the technical assistance package provided to the fourth health sector programme of the GoB, by the Better Health for Bangladesh (BHB) programme and the COVID-19 responses through all the health programmes including BHB's role in facilitating the responses.

We conducted the midterm evaluation of **UNICEF's** Joint Health Programme with the **GoB** which focused on progress in achieving its overarching objectives over the first two years of implementation (2017-2018). We led a consortium, contracted by the **Health Economics Unit (HEU)** of the **GoB**, to pilot a health protection scheme, known locally as 'Shastho Surokhsma Karmasuchi'.

Climate, Resilience and Sustainability

Our Climate, Resilience and Sustainability practice promotes sustainable and resilient futures through five crosscutting portfolios: **Climate Policy and Finance, Disaster Risk, Nature and Environment, Urban Policy and Planning, and Energy, Resources, and Growth**.

In collaboration with **UNICEF**, we conducted a comprehensive **Climate Landscape Analysis for Children in Bangladesh**, exploring various climate-related issues impacting children. This analysis examined linkages between climate change, environmental degradation, and their effects on child protection systems, adaptation

strategies in coastal areas, climate-driven migration/displacement, and urban flooding. Recommendations were provided for strengthening programming and advocacy, with a specific focus on climate change policies and Bangladesh's climate finance landscape.

We conducted a third-party evaluation of Bangladesh's **National Resilience Programme (NRP)**, a collaborative effort between the **GoB** and three UN agencies (**United Nations Development Programme, United Nations Office for Project Services, and UN Women**). This programme aims to enhance disaster management and development policies, with a focus on increasing community participation and empowering women in vulnerable areas. Our assessment scrutinised the functioning and effectiveness of NRP interventions, delving into higher-level planning and policy aspects at the national level, capacity building at the local government level, and community-level participation in disaster planning and response.

Education, Skills, and Livelihoods

We currently manage the **FCDO**-supported Bangladesh portfolio of a multi-country research programme, **Thrive**, which aims to generate evidence on successfully scaling early childhood development interventions to support establishing an enabling environment for every child, ensuring access to high-quality services that enhance health, nutrition, learning capabilities, and emotional well-being. This programme runs from 2022 to 2026.

We assessed the adolescent-focused interventions implemented by **UNICEF** through the **Accelerating Protection for Children (APC)** with the **Ministry of Women and Children Affairs (MoWCA), GoB** from 2017 to 2021. The assessment focussed on three components including empowerment of the adolescent; capacity building and quality services; and monitoring and knowledge management.

We implemented a longitudinal monitoring and independent impact assessment of the second phase of the **Chars Livelihoods Programme (CLP-2)** in Bangladesh. The programme aimed at sustainably improving livelihoods of communities and vulnerable households living on riverine islands (Chars) in rural Bangladesh through a wide range of complementary interventions. The results of the programme were used by **FCDO** as part of their programme review, and planning for other livelihood programmes in Bangladesh.



Poverty and Social Protection

As part of the seven year **FCDO**-funded research programme, **Data & Evidence to End Extreme Poverty (DEEP)**, we lead a consortium of universities and partners with the **World Bank's Development Data Group**. Through DEEP, we facilitate a **Challenge Fund** to develop research frameworks and attract national research teams, fostering further rounds of research and collaboration.

We are recognised as a global thought leader in **shock-responsive social protection** systems, developing conceptual frameworks that link national social protection programmes with humanitarian crises and shocks. Our work within the **FCDO**-funded **Maintains** programme helped identify evidence-based solutions for maintaining essential services during times of shock, by utilising insights from six focal countries. In Bangladesh, the **Maintains** programme explored the landscape and opportunities for shock-responsive social protection. Furthermore, a study was conducted to assess how social protection systems were utilised in response to COVID-19 in Bangladesh.

Collaborating with the **World Bank**, we assessed the **Department of Social Services (DSS), Ministry of Social Welfares' (MoSW)** capacity to adapt existing social assistance programmes to provide support to vulnerable populations swiftly. Our analysis led to recommendations for policy reforms and operational modifications to enhance DSS' adaptive capacity.

In the **European Civil Protection and Humanitarian Aid Operations (ECHO)**, and the **European Commission** funded **SUFAL-II project**, we supported communities in northwest Bangladesh to strengthen resilience against annual monsoon floods. This involved developing a community-based approach to Forecast-Based Action, highlighting risks and needs of vulnerable households and integrating shock-responsive social protection strategies. As part of the project's anticipatory action interventions, a study was conducted on the links between **shock-responsive social protection** and anticipatory action in Bangladesh.

In close collaboration with the **Bangladesh Shishu Academy (BSA)** under the **MoWCA** and **UNICEF**, we developed the first ever **National Adolescent Strategy** that sets out the Government's agenda and priorities in relation to all adolescents 10-19 years old taking a cross-sectoral, whole-of-society approach to supporting adolescents in their everyday lives.

Governance and Public Financial Management

With support from the **Finance Division, Ministry of Finance, the Bangladesh National Nutrition Council (BNNC)** and **UNICEF**, we conducted the first public expenditure review of nutrition for Bangladesh over three fiscal years (FY2014-15 to FY2016-17) and the projections for 2017-18 to provide a more thorough and in-depth assessment of public expenditures on nutrition financed through the government budget. The findings of this Public Expenditure Review of Nutrition (PER-N) became a baseline for future trend analysis in budget allocation and execution to effectively monitor progress towards the achievement of the nationally set goals for nutrition – specifically the goals of the Second National Plan of Action for Nutrition (NPAN2).

Against this backdrop, we are currently establishing an institutionalised financial tracking system for nutrition in Bangladesh to evaluate the extent of and the appropriateness in the use of investments in the sector for the **Ministry of Health and Family Welfare (MoHFW)**, with technical and financial support from **UNICEF**, under the project '**Establishment of Financial Tracking System for Nutrition (FTS4N) in Bangladesh**'. As a part of the assignment, we are also conducting the second PER-N to analyse the level and composition of public expenditure in nutrition over the past five fiscal years (FY2017-18 to FY2021-22) vis-a-vis the baseline, PER-N 2017, report to effectively monitor progress towards the achievement of the nationally set goals for nutrition.

With support from the **World Bank**, we led a team of consultants working with parliamentary officers and committee members to **enhance the efficacy of Parliamentary Committees tasked with overseeing public expenditure and accounts**. Integral to this endeavour was the provision of tailored technical advice and training sessions for officers and members, complemented by the development of performance monitoring and management information systems.

Research and Evidence

Collecting high quality, relevant and timely data to inform policy development and programme is our core strength. We have strong expertise in quantitative, qualitative, and mixed research methods. Our approach to data collection is guided by ethical principles, active engagement with stakeholders, robust research and evaluation designs, commitment to strong data quality assurance, and insights into cost-effective practical implementation. We provide tailored evidence to support needs right across the policy cycle including:

- **Monitoring, Evaluation, and Learning (MEL):** we focus 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 offering, putting us at the forefront of the emergence of data innovation as a new ecosystem.
- **Research & Research Management:** we deploy our expertise in the strategic design, management, and evaluation of research programmes to support our partners achieve maximum value for money and impact from investments in research.



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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