

# Australia

## Introduction

At Oxford Policy Management Australia, we are committed to supporting governments in low- and middle-income countries to improve lives through sustainable policy change. We provide analytical and practical support across the entire program cycle, from research and design, to implementation, performance monitoring, and evaluation.

As part of an international network with more than 40 years of experience and 400 staff members, our Australia office combines local and global expertise to work in partnership with clients, creating sustainable positive impacts across the Indo-Pacific region. We collaborate closely with our offices in Indonesia, India, and Pakistan to deliver context-specific, tailored projects that respond to the development challenges facing the Indo-Pacific.

Our areas of expertise include climate change and disaster risk resilience; monitoring, evaluation, and learning; social protection; governance; public financial management; economic development; and providing trusted strategic support and capacity development to the Australian government and development partners. From our Australia office, we offer technical expertise from our global practices:

## Climate, Resilience and Sustainability Practice

Improving climate resilience, mitigation, and adaptation is a crucial aspect of contemporary climate policymaking. We address specific issues such as climate financing, disaster risk management, natural resource management, urban policy and planning, and renewable energy. Our collaboration with governments and development partners focuses on integrating climate change adaptation and mitigation strategies into national and provincial planning, informed by our thorough analytical research. Through our Principal Climate Change and Disaster Risk Consultant based in Australia and our broader global Climate, Resilience, and Sustainability Practice, we provide support to Oxford Policy Management's (OPM) climate change programs across the Indo-Pacific region.

## Selected climate focused projects across the globe

*Low Carbon Development Initiative (LCDI) – Indonesia, FCDO:* We are leading the LCDI 2 Programme to mainstream climate finance for decarbonising industries in collaboration with the Indonesian government.

*Lower Mekong River Basin Project - Capacity building for the successful implementation of the MRC Core River Monitoring Network - Cambodia, Laos, Thailand and Vietnam, GIZ:* Enhancing climate resilience in the Lower Mekong River Basin by building capacity for effective monitoring and management of hydrological changes, such as flow variability and water quality, to inform sustainable decision-making and support the socio-economic well-being of communities reliant on the river's resources.

## Research and Evidence Practice

Our Research and Evidence practice enhances information and evidence use to improve policies and services in low- and middle-income countries, aiming to reduce poverty at scale. OPM Australia specialises in monitoring, evaluation, and learning (MEL), delivering tailored methodologies for diverse projects and programs. We build strong partnerships with clients including DFAT and various partner government, community and private sector organisations to co-design effective MEL frameworks. Our collaborative approach promotes continuous learning and performance enhancement, ensuring impactful program outcomes across the Indo-Pacific region.

## Selected MEL focused projects across the globe

*UK Partnerships to Accelerate Climate Transition (UK PACT) – Asia, Sub-Saharan Africa, and Latin America:* We delivered a results management system for UK PACT operating in 16 countries, focusing on adaptive technical assistance across 170 projects.

*Independent Evaluation of the Biodiverse Landscapes Fund (BLF) – Vietnam, Defra:* We are conducting a seven-year evaluation of the BLF aimed at addressing poverty, climate change, and biodiversity loss across critical landscapes.

## Governance and Social Protection Practices

### Governance:

Through specialised Public Financial Management (PFM) and Public Sector Governance (PSG) teams our organisation strengthens governance systems across low- and middle-income countries. Working with fiscal strategy, budgeting, and transparency reforms, the PFM team drives improvements in domestic revenue generation and public expenditure effectiveness. Initiatives led by the PSG team promote transparent and accountable governance, transforming policy plans into tangible outcomes via contextually tailored programs that enhance government capacity.

### Social Protection:

We work in partnership with national decision makers to improve lives through sustainable policy change in low- and middle-income countries. Through our global network of offices, we deliver projects with expert knowledge and experience, and can be relied upon for excellence in all aspects of project delivery. Our approach to bringing about positive and sustainable change depends upon our considered understanding of the political economy of public policy and effective engagement with policy stakeholders, underpinned by rigorous analysis and robust evidence.

## Selected Governance and Social Protection focused projects across the globe

*Sub-National Governance (SNG-II) programme- Pakistan, FCDO.* Building stronger governance and enhancing service delivery across Pakistan lies at the heart of SNG-II. Our partnership with provincial and local governments focuses on strengthening their financial management and planning capabilities.

*Global Alliances for Social Protection (GASP), Global, GIZ.* In collaboration with GIZ, our technical advisory services support the practical implementation of 'Adaptive Social Protection'. This encompasses developing diagnostic studies, crafting guidance notes, and delivering comprehensive capacity-building initiatives.



## Our work with the Australian Government

We work throughout the Indo-Pacific region across several policy areas. The projects below highlight some of the services we provide to Australia's Department of Foreign Affairs and Trade (DFAT).

### Supporting development in Southeast Asia

The Vietnam bilateral development program comprises multiple investments managed across the development, economic and political teams in the Australian Embassy in Hanoi, along with multiple regional and global development investments also delivering activities in Vietnam.

Through the **Vietnam Development Program Support Unit**, we enhance the effectiveness and efficiency of Australia's development program, providing flexible services to address DFAT's requirements. This Support Unit allows DFAT to access timely advice, inputs and other services as required, including:

- Strategic policy support for program delivery, including a strategic review of the Vietnam Development Program and supporting the development of the Development Partnership Plan (DPP), outlining Australia's strategic objectives in Vietnam;
- Design, monitoring, evaluation and learning (MEL) support and quality assurance services, including:
  - Review and advice on performance assessment frameworks, M&E Frameworks and evaluation strategies for the Vietnam Development Program and/or individual investments.
  - Develop and provide input into new designs and design updates for existing investments.
  - Support the quality reporting processes for both the Development Program and individual investments.
  - Delivery of a range of MERL activities, including research, mid-term reviews, evaluations, learning and reflection workshops, and most significant change stories.
  - Partnership brokering services, including facilitating and finalising agreements between DFAT and its partners, and conducting annual health checks to improve partnerships.

To support DFAT in strengthening climate resilience and response strategies for Cambodia, OPM undertook the **Climate Risk Analysis and Scoping Study in Cambodia**. Through three primary deliverables, we provided DFAT with insights and strategic options to guide future programming under the Cambodia Development Partnership Plan (DPP), in line with Australia's international climate commitments.

Leading the MEL and GEDSI components of the **Vietnam Climate Change Adaptation Program (Aus4Adaptation) design**, we were responsible for developing program objectives, end-of-program outcomes, and the MEL Framework and MEL Plan. We also led the GEDSI analysis, and identified how any proposed climate change adaptation measures will address the needs of women and girls, people with disability and marginalised and/or socially disadvantaged people.

### Supporting improved program quality and performance in the Pacific

Through the delivery of the **Quality and Technical Assurance Group (QTAG) Papua New Guinea**, we supported DFAT to improve the quality and performance of programs that promote stability and inclusive growth in Papua New Guinea. Providing strategic advice, design, evaluation and quality assurance capability, QTAG worked with DFAT and the Government of Papua New Guinea to facilitate informed decision-making, while allowing bilateral partners to exercise greater accountability for the performance and quality of their investments within DFAT's Governance, Subnational and Justice portfolios. Through QTAG, we provided a range of services to DFAT, including:

- Annual performance reviews of the Governance Partnership, assessing performance of each core element against its respective results framework;
- Recommendations on the adequacy of results frameworks and systems to achieve the desired program outcomes;
- Independent evaluations, designs and reviews across the three portfolios; and
- Quality assurance inputs, developing research and analysis to enhance strategic decision making and effective programming.

We conducted the Mid-Term Review of **Team Up, Australia's largest Sports for Development program**, which has a specific GEDSI focus. The purpose of the MTR was to review and ensure that funding provided through Team Up promotes Australia's national interests in the Pacific through sport for development s. The review also offered recommendations to feed into ongoing programming and contribute to the design of a potential future program iteration. The MTR included a robust document review, interviews covering 16 stakeholder types and approximately 150 key respondents across seven Pacific Island countries, and two rounds of in-country consultations.

Working alongside the DFAT PNG Desk and Post, our team shaped the overarching **theory of change and Performance Assessment Framework for the Australia-PNG Development Partnership Plan (DPP)**. This complex PAF aligned end-of-investment outcomes from various programs with Australia's International Development Policy objectives, cross-cutting themes, Comprehensive Strategic and Economic Partnership (CSEP) pillars, and PNG's Medium Term Development Plan (MTDP) outcomes.

To facilitate DFAT in measuring their contribution through pool and earmarked funding to an extensive portfolio of sectoral programs in PNG we also led the development of a separate **PAF for the PNG One United Nations Fund (OneUN Fund) trust fund mechanism**.

We conducted a mid-term review of the **Local Leadership and Collective Action for Change Program (LLCAP)**. This is a highly innovative and adaptive project under the Building Citizen Engagement Program (BCEP), which uses a coalition for change (CfC) approach that aims to contribute to reform in development issues by engaging aspiring youth leaders. The aim of the review was to capture lessons to inform strategic thinking around future direction, as BCEP and DFAT consider the position of CfC programming more broadly.

We supported the **Australia Solomon Islands Partnership in Governance (ASIP-Gov)** managing contractor to develop the design and will deliver future indicative services, including:

- Public Financial Management (PFM) policy advice to DFAT and SIG officials; and
- Technical inputs to program activities related to strengthening PFM.

ASIP-Gov is a DFAT-funded program working with the Solomon Islands Government (SIG) to embed inclusive and accountable governance in central SIG ministries and provincial authorities.

## Working with our regional offices to support DFAT-funded initiatives

We work closely with our Indonesia Office to deliver programs and projects for DFAT and the Government of Indonesia.

**Prospera (Program Kemitraan Indonesia Australia untuk Perekonomian)** is a partnership between the Government of Australia and the Government of Indonesia aiming to foster Indonesia's strong, sustainable, and inclusive economic growth. To inform planning and program implementation and to improve the facility's performance, Prospera has developed a **Value for Money (VfM) Framework**, that aligns with our unique Oxford Policy Management VfM approach (developed in partnership with our associate, Julian King). We were engaged to apply Prospera's VfM framework to undertake six economic evaluation case studies to help inform the development of future activities. We worked with key stakeholders to make transparent, evidence-based judgements, and investigated a range of dimensions including efficiency, effectiveness and equity.

We evaluated the **KOMPAK (Kolaborasi Masyarakat dan Pelayanan untuk Kesejahteraan)** GEDSI strategy for inclusive planning and budgeting and the extent to which it contributed to a more inclusive process of village planning and budgeting for improved delivery of basic services.

Our findings have been used to inform the next phase of the program. KOMPAK was a DFAT-funded governance facility supporting the Government of Indonesia to achieve targets of reducing poverty and addressing inequality.

Collaborating with our India office, our team is currently supporting a significant Government of Australia project.

We are responsible for **monitoring and evaluation** of the **South Asia Water Security Initiative (SAWASI)** program at the regional level and have developed a detailed regional Theory of Change, MEL plan and reporting formats.

By liaising with implementing partners we understand the extent to which the program is delivering on its activities, outputs, and outcomes. Our approach to monitoring the program is to generate data and insights for:

- Learning and improvement: to ensure that the grantees deliver their activities as effectively and efficiently as possible towards SAWASI goals, and DFAT can use M&E to inform future program decisions.
- Management and accountability: to allow DFAT to effectively manage the use of funding and resources.
- Measurement and communication of progress against outcomes.

DFAT's SAWASI aims to improve access to safe water and sanitation in urban areas in the South Asia region and is being implemented in India and Pakistan. Underpinned by a Water Sensitive Cities approach, SAWASI is designed to enhance community resilience to climate change and other water-related shocks.

Our work in the region includes leading the DFAT's **Sustainable Development Investment Portfolio (SDIP)** review, assessing the effectiveness and relevance of the approach and mechanisms employed by the SDIP across Australia, Bangladesh, India, Nepal and Pakistan.







Find out more

Our mission is to improve lives through sustainable policy change.



For further information visit:  
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