

CAPABILITY STATEMENT

# Youth, Skills, and Livelihoods



## About Oxford Policy Management

We support governments, foundations, and development agencies in delivering improved education and life outcomes, especially for the most hard-to-reach and marginalised children and youth. Our specialists dive deeply into complex social issues with a combination of methodological expertise and substantive knowledge in thematic areas including youth, skills, and livelihoods; education finance and planning; early childhood development; inclusive education; and monitoring, evaluation, assessments and learning, to guide progress together. We accomplish this by collaborating with governments, communities, schools, teachers, and households to create education systems that respond to the complex, dynamic, and diverse needs of the people they serve.

In the last 20 years, we have delivered over 180 education and skills projects for more than 30 clients in 50 countries across Sub-Saharan Africa, Asia, and Europe.

## About our work on Youth, Skills and Livelihoods

Countries across the world are grappling with the skills mismatch, the changing nature of work and livelihoods, and high unemployment, especially among youth. How can young people realise their full potential in a rapidly changing world?

Our Youth, Skills, and Livelihoods Hub helps governments, foundations and donors answer this question. We create evidence, design and evaluate programmes focused on equipping young people with diverse skills (foundational skills, employability skills, and socio-emotional skills), and work with a wide range of stakeholders to ensure that young people have access to decent employment and entrepreneurship opportunities to realise their full potential.

Our work cuts across diverse sectors including governance, private sector development and public-private partnerships, health, climate change, and renewable energy.



## What do we offer?

### Research and policy advisory

- **Expertise in conducting research studies:** Experience of undertaking research on skills development and livelihoods, e.g., skills for the future, green jobs and livelihoods, youth employment, workforce development, and women's economic empowerment (WEE), livelihoods dependent on agricultural and allied sectors, and small-and-medium-sized enterprises.
- **Policy advisory and programme design:** Providing policy recommendations for effective programme design while ensuring alignment with national priorities, strategies and plans. Focus areas include creating frameworks for convergence and results-based financing.
- **Stakeholder mapping and ecosystem diagnostics:** Providing governments, multi-laterals, and foundations with evidence on how skills and livelihoods ecosystems function to inform programme design, re-design, and implementation.
- **Experienced thinker-doer team:** Every team member combines decades of academic domain expertise with experience working with the government. This helps us combine technical rigour with practical implementation experience.
- **Strong domain knowledge:** In-depth expertise on youth, skills and livelihoods policy and programme interventions; public-private partnerships, and women's economic empowerment.
- **In-house data collection and analysis competencies:** In-country offices and network of partners with linguistic proficiency, expertise in using remote data collection techniques (e.g. CATI, CAPI etc.), and skilled enumerators to undertake high quality data collection adhering to international ethical standards.
- **Capability to delivery locally:** High quality programme delivery through staff embedded in over 14 country offices to ensure contextual relevance.
- **Tailored tools and outputs:** Development of customised tools and frameworks to meet project specific requirements. E.g. we have created youth aspirations assessment tools and a Gender Mind Map to illustrate the barriers and enablers to women's skills and livelihoods.
- **Supporting concurrent learning:** We conduct bespoke learning sessions with our clients and partners to ensure research uptake and enable evidence use to maximise impact.

### Monitoring, Evaluation, and Learning

- **Designing monitoring evaluation and learning (MEL) frameworks for skills and livelihoods programmes:** Expertise in developing programme and context-relevant MEL frameworks and theories of change with clearly defined measurable metrics for outputs, outcomes, and impact.
- **MEL expertise:** Experience applying state-of-the-art MEL techniques (quantitative, qualitative and mixed methods approaches) to conduct reliable and rigorous evaluations. E.g. long-term tracking of youth to monitor skills development, employment (including self-employment and entrepreneurship), and well-being; validation and verification of outcomes; programme evaluation to trigger outcome-based payments, assessing intervention effectiveness for improving livelihoods and access to income in the agriculture sector, creating evidence around youth aspirations, career progression, and resilience.
- **Designing and conducting MEL for Results-based-financing (RBF) programmes:** Expertise in designing and executing evaluations for large-scale long-term RBF programmes.
- **Assessing the effectiveness of RBF as an instrument for driving impact:** We specialise in applying relevant mixed methods approaches to inform stakeholder decisions around leveraging RBF as an instrument for creating lasting impact (e.g. counterfactual studies).
- **Leveraging OPM's long-standing experience of evaluating RBFs across sectors:** We draw on our experience of assessing the effectiveness of RBF programmes in diverse sectors including early childhood, school education, skills development, livelihoods, health, and climate change.

### Innovative Finance

## Some examples of our work

### Evaluating the world's largest development impact bond in the skills and livelihoods sector in India



We are the independent evaluator for the Skill Impact Bond project (2021-2025), which aims to provide skills training and jobs to 50,000 young men and women. 62% of programme beneficiaries are women – and the programme also seeks to incentivise women to stay on in jobs. We validate and verify payment indicators while supporting stakeholders in improving programme implementation by creating evidence on themes such as youth aspirations, career progression, livelihood strategies, and women's workforce participation.

### Improving agricultural and traditional livelihoods through renewable energy



The IKEA and SELCO foundations in India are working to improve youth livelihoods by enabling access to decentralised renewable energy (DRE). We have partnered with them to assess programme effectiveness by understanding the complex causal pathways between access to renewable energy and sustainable livelihoods through the lenses of effectiveness, impact, sustainability, and social inclusion using a mixed-methods approach.

Our role extends to supporting stakeholders in using evidence to strengthen implementation. We achieve this by building trust with the client and programme stakeholders, employing context-relevant methodologies for assessment, and conducting participatory workshops to allow our client to validate or challenge our draft analysis and discuss the 'so what' arising from the findings.

### Developing a skills development framework to support the 'Young Africa Works' strategy



Mastercard Foundation's ambitious 'Young Africa Works' strategy aims to enable 30 million youth access decent and fulfilling work by the year 2030. It identified skills development for women and youth as a core component of its mission. We worked with the Foundation to create a skills development framework, to help operationalise the strategy in each of the ten focus countries (see above).

### Driving Women's Economic Empowerment (WEE) at scale



We successfully implemented the FCDO-funded MUVA programme in Mozambique (2015-2021) which provided access to skills and jobs to young urban women from economically excluded sections. The innovative MEL methodology and lessons learned from the programme set new standards for successful WEE programmes in the region. Notably, the Mozambican government adopted and promoted some of MUVA's approaches leading to significant changes in national policy and practice. To ensure that the impact is sustained after programme completion, we supported the creation of a national Mozambican NGO, called MUVA (with seed funding from the FCDO and the Agence Française de Développement).

# Our global experience in skills development and livelihoods

## Examples of key projects

**Diagnostic analysis of the Indian skills ecosystem for the World Bank**

**Evaluation of the Jobs, Skills and Finance Programme in the Gambia**

**M&E for the Jharkhand Opportunities for Harnessing Rural Growth (JOHAR)**

**Evaluation of Ghana's Business Advocacy Challenge Fund**

**Impact evaluation of three youth skills training interventions in Papua New Guinea**

**Poverty and Social Impact Analysis of Ghana's policies related to artisanal and small-scale mining**

**Qualitative study on Skills for the Future in Indonesia for UNICEF**

**Market Scoping for a Job Creation Agenda for the Beyond the Grid Fund for Africa (BGFA) in Uganda**

**Monitoring and impact assessment for the Chars Livelihoods Programme in Bangladesh**

**Evaluation of the South Africa Jobs Fund**



 OPM country offices

 Project locations

## Our clients and partners

Beyond the Grid Fund for Africa

British Asian Trust

Children's Investment Fund Foundation

Department of Foreign Affairs and Trade,  
Australian Government

Foreign, Commonwealth and Development Office

IKEA Foundation

Mastercard Foundation

Michael & Susan Dell Foundation

Ministry of Foreign Affairs of Denmark

MUVA

National Skill Development Corporation

SELCO Foundation

Templeton World Charity Foundation

The World Bank

UNICEF

UNCDF

United States Agency for International Development



Find out more

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