



Indonesia and Southeast Asia

Introduction

At Oxford Policy Management we are committed to supporting governments in low- and middle-income countries to achieve growth and reduce poverty and disadvantage through public policy reform. We seek to bring about lasting positive change using analytical and practical policy expertise. Through our global network of offices, with more than 40 years' experience and over 400 staff, we work in partnership with national decision makers to research, design, implement, and evaluate impactful public policy.

Our Indonesia office

Part of a network of international offices, our Indonesia office brings local and global expertise to work in partnership with clients for sustainable positive impact across the Indo-Pacific region. Our work has focused on implementing and managing projects in partnership with the Government of Indonesia and development partners to bring about lasting positive change using analytical and practical expertise.

We have delivered work in Indonesia since 2006, and have expanded to implement work in the Southeast Asia region for the past decade. To strengthen our commitment to deliver sustainable impact in the region, our office has been recently locally incorporated into a fully owned subsidiary, PT Oxford Policy Management Indonesia (OPMI).

What we offer:

- Familiarity with the local political context thanks to our local presence, experience, and staff expertise.
- Strong experience working with multilateral development organisations, including the Foreign, Commonwealth and Development Office (FCDO), the Department of Foreign Affairs and Trade (DFAT), GIZ, Asian Development Bank (ADB), The World Bank, and UN Agencies (e.g. UNICEF, UNDP, WFP).
- Strategic consultancy work focusing on: climate, resilience and sustainability; poverty and social protection; governance and public financial management (PFM); and cross-cutting priorities such as gender equality and social inclusion.
- Technical expertise in research and programme implementation across the policy cycle – including qualitative and quantitative assessments, capacity building, monitoring evaluation and learning, and stakeholder engagement.
- A large network of regional and national consultants. Our work on global projects continuously builds our collective international experience, which enriches our local work.

Our work across the Southeast Asia region

The dynamic Southeast Asia region has some of the fastest-growing economies in the world. Paired with significant population growth, countries in this region face the challenge of fostering inclusive and low-carbon growth. We have supported projects in the region mainly in the poverty and social protection, and climate sectors.

Project highlights:

- We are working with the World Food Programme's (WFP) regional bureau in Bangkok to develop a social protection implementation plan. It will cover 16 countries in the Asia Pacific region, systematically supporting government-led social protection programmes. We are providing a framework for ongoing and new WFP activities (2023).
- We recently completed the Thailand [Social Protection Diagnostic Review \(SPDR\)](#), for the International Labour Organization (ILO), the International Organization for Migration (IOM), and UN Women. Our study included comprehensive social protection mapping and a series of background papers focusing on gender impact, migrant workers, and the informal sector. Based on the mapping, we developed a comprehensive, evidence-based, and nationally owned Social Protection Diagnostics Review and an associated transition plan that can enable the Royal Government of Thailand to move towards a more comprehensive, integrated and inclusive social protection system (2020-2022).
- Our study of the "[Cost of Raising Children with Disabilities in the Philippines](#)" study quantified the extra monetary costs faced by households with children with disabilities (2022).

Project spotlight: Gender Sensitive Capacity Development Strategy for the MRC Core River Monitoring Network (2022-2024)

The Transboundary water cooperation in the Lower Mekong Basin aims at increasing the relevance, effectiveness, and efficiency of the Mekong River Commission (MRC), particularly for coping with development challenges in the Lower Mekong Basin in the face of climate change and infrastructure development, especially hydropower. GIZ has commissioned the Gender Sensitive Capacity Development Strategy (CDS) project to support these aims by strengthening the technical and organisational competences of personnel at MRC in collecting relevant and reliable data on the developments in the Lower Mekong Basin.

The overall approach to developing the CDS is to develop a strategy that responds to the needs of basin stakeholders. These needs will differ for each country, organisational and individual and the CDS will reflect this diversity, providing a structure that is flexible and responsive to the specific needs of the people and organisations that participate in the capacity development activities. The project team will use the problem-driven iterative adaptation approach (PDIA) to define the challenges and problems faced by stakeholders in implementing the Core River Monitoring Network (CRMN), including the integration of the Joint Environmental Monitoring (JEM) into the CRMN.

Our practice areas

Research and evidence

We offer expertise in quantitative, qualitative, and mixed research methods. Our approach to data collection is guided by active engagement with stakeholders, robust research and evaluation designs, commitment to data quality assurance, and insights into practical implementation. We have extensive experience carrying out independent evaluations and monitoring, evaluation, and learning (MEL) across different sectors, delivering credible and useful recommendations to inform policy decisions. We encourage evidence uptake through tailored and accessible dissemination strategies for relevant stakeholders. This Research and Evidence approach is applied across our Practices throughout the duration of each project.

Project spotlight: Study on Barriers in Accessing Civil and Population Registration Services (CPRS)

The ability to prove one's legal identity, established through civil and population registration, is often a pre-requisite for access to basic services and economic opportunities. Basic education services, for instance, might require a child's birth certificate as evidence of eligibility while health services might need a proof of domicile in order for patients to show they qualify for free treatments. With the ever-expanding coverage of internet access and usage, a digital process to civil and population registry stands as one viable solution towards universal coverage. Vulnerable and marginalised groups likely face specific

and heightened barriers in accessing and using legal and digital identity, which can impact their access to a series of services, such as social protection, healthcare, education, and economic opportunities.

Against this backdrop, the World Bank commissioned us to conduct a study that primarily aims to further understand systematic demand- and supply-side barriers and contextual challenges related to CPRS amongst vulnerable and marginalised groups, while also understanding the usage of official digital identity for online services. The study utilises two main approaches, namely the mixed method approach and people-centred approach. The mixed method approach will allow us to take advantage of quantitative methods to describe trends and prevalence in samples using data that can be quantified. Meanwhile, the people-centred approach will be useful in understanding needs and incentives for vulnerable groups in their efforts to obtain population registration services. Based on this, analysis will be conducted to formulate policy and operational recommendations to address and mitigate potential barriers that these groups will likely face in accessing CPRS. The data collection is conducted in five study locations as prioritised based on the definition of vulnerable groups as well as having low coverage of citizen identity and birth certificate.

Project spotlight: Multi-stakeholder Forestry Programme 3 (2014–2018)

We supported improved forest sector governance in Indonesia through the Multi-stakeholder Forestry Programme 3 (MFP3), helping contribute to Indonesia's wider development goals by reducing rural poverty, enhancing biodiversity conservation and improving climate protection.

As part of the programme, we facilitated partnerships between central and local government, civil society and private sector actors to strengthen governance across the forestry sector. We supported key government stakeholders throughout the negotiation process and built capacity in the areas of licensing, monitoring and regulation.

In addition, we helped establish initiatives to promote awareness of compliance standards and build the capacity of key actors on both the demand- and supply-sides, including: Ministry of Forestry officials, small and medium sized enterprises (SMEs), and community-based enterprises. We provided technical assistance to certified SMEs to help develop business plans and loan applications and worked closely with 280 community groups to obtain social forestry licenses in 13 provinces.

Climate, resilience, and sustainability

Improving climate resilience, mitigation, and adaptation is an integral part of modern climate policymaking. We work across specific issues from climate financing to disaster risk and management, natural resources, urban policy and planning, and renewable energy. We work with governments and development partners to mainstream climate change adaptation and mitigation strategy in cross-sector national and provincial planning, based on our in-depth analytical research.

A snapshot of some of our work in this area includes:

- We conducted the GIZ evaluation for Nationally Appropriate Mitigation Actions supporting the Sustainable Urban Transport Programme Indonesia (SUTRI NAMA) (2022).
- We supported a World Bank funded project to develop the policy tool: Plastic Policy Simulator, which informed the Government of Indonesia's policy on plastics by modelling the economic impact of main policy levers on key stakeholders in the plastics value chain (2021).
- Our study for the Ford Foundation improved understanding of the phenomenon of state capture in extractive industries and contextualised this within the Natural Resources and Climate Change team's grant making strategy (2020).

Poverty and social protection

Social protection is an effective tool for reducing poverty and inequality, increasing human capital, and protecting families and individuals from the risks they face during their lives. Evidence also shows that effective social protection programmes can support aggregate demand, and thus boost the broader economy. Our Poverty and Social Protection practice supports donors, and governments of, low- and middle-income countries to develop social protection systems that are fair, inclusive, effective and efficient, nationally owned, sustainable, and tailored to the local context.

- Working with the ILO, we conducted quantitative studies in Cambodia and Lao PDR to understand the characteristics of workers and enterprises which are not currently covered by social security. The purpose of this work was to inform the development of a strategy to increase the level of formalisation among workers and enterprises, and to expand social protection coverage for those of active age, both in terms of contributory social security and non-contributory social assistance (2021–2022).
- We were commissioned by WFP Cambodia to undertake operational research for pilot cash assistance for the 'Covid-19 and flood recovery programme in Cambodia'. The objectives of the research were to investigate the design and implementation features of the programme and distil lessons learned (2021–2022).
- We measured the impact of child grant pilots in Aceh and Papua provinces through a UNICEF-funded large-scale quantitative impact evaluation (2018–2019).

Project spotlight: Building inclusive social assistance (BISA) in Indonesia (2019–2021)

Programme Keluarga Harapan (PKH), or Family Hope Programme, is Indonesia's flagship conditional cash transfer (CCT) programme. It has covered 34 provinces reaching almost 10 million beneficiaries, and thus making it the third largest CCT scheme globally. PKH is managed by the Ministry of Social Affairs (MOSA) in collaboration with other institutions, such as, the National Team for the Acceleration of Poverty Reduction (TNP2K), and the Ministry of National Development Planning (BAPPENAS).

As commissioned by ADB, we worked with the MOSA to improve capacity of the programme's implementation teams and enhance the analytical, communication, and advocacy skills of its staff. In response to COVID-19 measures, we redesigned the original training modules and approach to deliver it effectively online – with shorter sessions supported by more facilitators over an extended period to mitigate 'Zoom fatigue' and unstable internet connections.

Governance and Public Financial Management

We help governments build the skills, capabilities, and systems required to support policy planning and reform, and to turn policy into action. We work across the policy cycle, including programme design and implementation as well as conducting political economy analysis and budget analysis to help programmes adapt to changing political conditions.

- We are enabling DFAT to understand the impact of its work relative to the size of its investment by undertaking a Value for Money assessment through Prospera (*Program Kemitraan Indonesia Australia untuk Perekonomian*). Our quantitative economic analysis and qualitative analysis will demonstrate how Prospera has contributed to positive outcomes (2022-2023).

- In Aceh Province in Indonesia, we provided a comprehensive, evidence-based assessment of the allocation and expenditure of public finance on child-related services and recommendations on how UNICEF can work with Aceh authorities to improve child welfare in the province. (2016-2018).
- Also for UNICEF, we provided training on the child protection Financial Benchmark. Prior to this, we analysed expenditure allocation and priorities and provided strategic recommendations to better prevent and respond to violence, abuse, exploitation and neglect in East Java and South Sulawesi provinces (2017).

Project spotlight: Evaluating GESI interventions in improving basic services delivery at the local level (2021–2022)

Recently, we completed a gender equality and social inclusion (GESI) evaluation that we conducted a GESI evaluation of KOMPAK, DFAT's flagship governance programme. The evaluation was designed to document both GESI mainstreaming and targeted interventions to improve program performance and inform the design of the next phase of the program.

We used both primary data collection and qualitative methods as part of the evaluation. We conducted key informant interviews, focus group discussions, and secondary analysis to help review the process and understand the existing core processes of GESI mainstreaming and specific interventions to promote inclusive village planning and budgeting for basic services provision.

Our findings were used to inform the continuation and improvement of the next phase of DFAT's investment in the governance sector in Indonesia.

About us

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



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