

CAPABILITY STATEMENT

Monitoring Evaluation and Learning (MEL) Systems Unit

About Oxford Policy Management

We work in partnership, 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. We work in all areas of economic and social policy and governance, including health, finance, education, climate change, and public sector management.

Our combination of cutting-edge research and understanding of decision making and policy processes in low- and middle-income societies has led us to collaborate with many of the leading names in development policy, including global consultancy practices, universities, and major financial institutions. More than 120 multilateral, governmental, and non-governmental funders have commissioned our services, including various United Nations agencies, the European Commission, the World Bank, and charities; we are also the leading Monitoring and Evaluation service provider for the United Kingdom's Foreign, Commonwealth, and Development Office (FCDO).



Approaches to MEL

Our Monitoring, Evaluation and Learning (MEL) Systems Unit sits within the Research & Evidence Practice, reflecting our commitment to the production and use of evidence to ultimately reduce poverty and disadvantage at scale. In collaboration with our sectoral teams and network of international offices, we offer methodological rigor in combination with deep thematic and contextual knowledge and expertise.

We have a tailored, systems-based approach to MEL which builds on a combination of processes to improve both design and implementation of interventions to maximise impact. The processes which form part of this approach often include designing Theories of Change, determining information needs, developing indicators and logframes, setting up a learning and adaptation process, and providing information for reporting and accountability purposes.

We deliver MEL in a variety of ways, depending on the needs of our clients and the specificities of a given context. Our MEL expertise includes:

Portfolio MEL

We have extensive experience in designing and implementing portfolio MEL (PMEL) projects in a range of contexts including fragile and conflict-affected states (FCAS). PMEL supports **evidence-based decision-making on the strategic direction and course correction for a portfolio of inter-connected investments to improve their collective results**. We deliver PMEL to assess the contribution of a suite of interventions to achieve outcomes and evaluate the portfolio's relevance, coherence, efficiency, Value for Money and sustainability.

Case study: Portfolio Monitoring, Evaluation, and Learning (PMEL) Nigeria (FCDO, 2023–2026)

OPM, together with its consortium partner Collaborative Impact, was contracted to deliver PMEL Nigeria, acting as a strategic learning partner for FCDO and other government departments in Nigeria. PMEL provides **evaluation, evidence and analysis on the totality of FCDO's portfolio of interventions, covering diplomacy, development and influencing in Nigeria**. For example, our work assessed the effects of **diplomatic and UK Ministry of Defence (MoD) interventions** and sometimes required **higher level security clearance**. PMEL Nigeria provides a highly responsive, agile and evidence based learning approach.

We have found that methods like outcome harvesting, contribution analysis, process tracing, political economy analysis (PEA) and systems analysis, to name a few, are particularly useful for PMEL.

Examples include work undertaken in Nigeria (see box), **Somalia** (Humanitarian Resilience and Human Development, Monitoring, Evaluation, and Learning, HHMEL, 2023 to date), and **Sudan** (Sudan Independent Monitoring and Analysis Programme, SIMAP, 2024 to date).

Motivational MEL

We have developed an innovative approach to MEL systems, described by one stakeholder as a “game changer”, which incorporates motivation as a central component of Theory of Change development, intervention design and adaptation. This approach is based on the **development of a motivation-based success narrative that creates interest in information and determines information needs**.

” This approach is a game changer.

WORKSHOP PARTICIPANT

It is an approach which builds on evidence from behavioural sciences. It recognises the importance of **intrinsic motivation for success**. It relates to the COM-B model which shows how capability, opportunity and motivation affect behaviour change. Our novel approach generates interest, commitment, and consensus, as well as trust, between team members and other stakeholders, including the MEL team, increasing the likelihood of success.

Through a process based on in-person **participatory workshops with key stakeholders**, we create ‘safe spaces’ in which participants can reflect on what worked well or not so well, relating progress back to individual motivations. Through a tailored, evidence-based process, we facilitate generation of ideas on the way forward. These suggestions can then be used to inform the decision-making processes, including possible adaptations, contributing to improved delivery and greater impact.

Key examples include THRIVE, a research programme in five countries (2022–2026), Building Resilience in Ethiopia Technical Assistance programme (2019–2024), and the Low Carbon Development Initiative in Indonesia (2023–present).

Evidence use and learning, including for adaptive management

Our clients and their partners have varied and emergent needs for evidence and learning in support of assessing performance and informing programmatic adaptations. We have developed an approach which responds to these needs, ensuring that the evidence produced is **utilisation focused, politically aware, and supports an informed and learning-centred culture**, all of which contribute to successful and adaptive programmes.

“ MUVA's rigorous MEL system has been invaluable in enhancing programme delivery, with the reflection processes highly valued by participants, stakeholders and implementing partners.

FCDO SRO

Our approach to evidence use and learning is detailed in the diagram below, and is at the core of how we deliver MEL across a range of programmes.

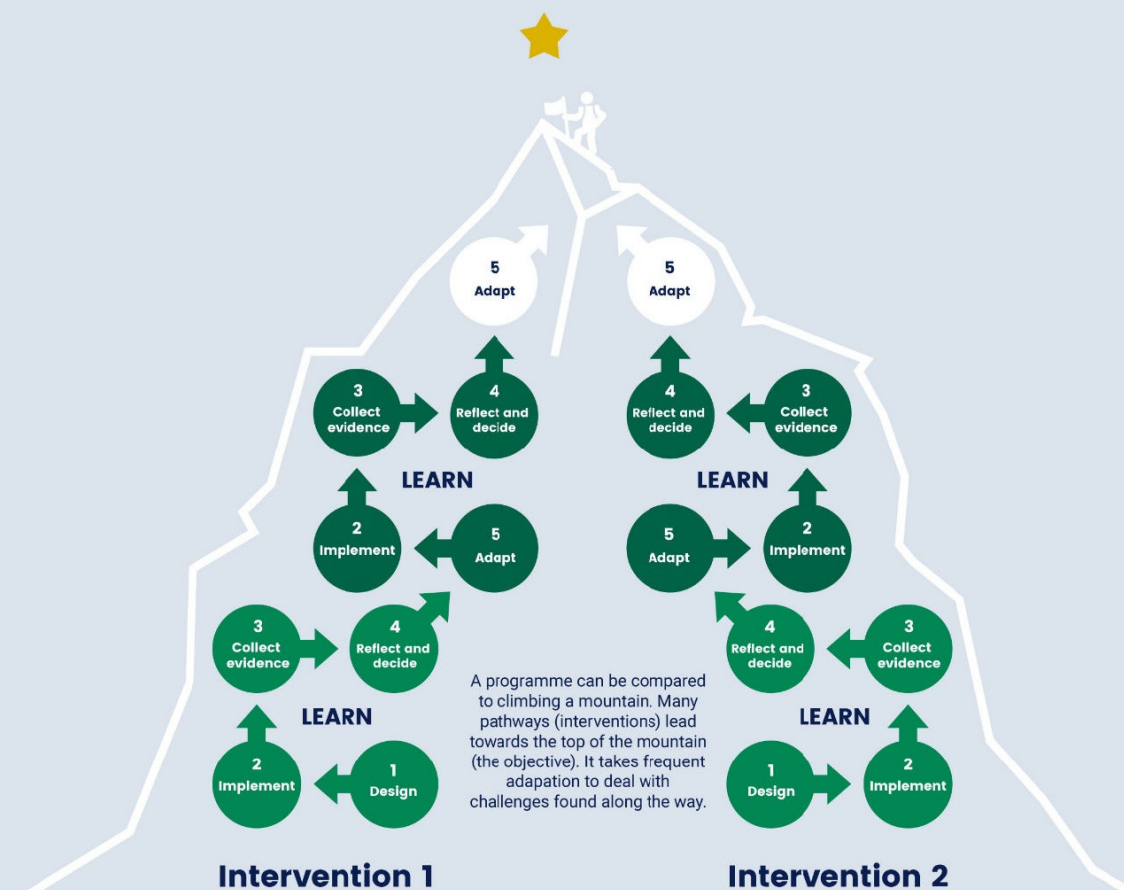
Examples include the MUVA Programme in Mozambique (2015-2021), which tested different interventions to improve access to work for poor urban women, as well as Human Development Monitoring, Evaluation, and Learning (HHMEL) in Somalia (2023-2028).

Third party monitoring

We have extensive experience in independently **monitoring and verifying results**, to support the oversight and quality assurance of client interventions. Our third party monitoring (TPM) expertise includes **mixed-methods** approaches to TPM, as well as a deep understanding of monitoring of financial and programme management information, and rigorous data quality assessments. We use real-time data for TPM and payments by results (PbR) programmes. We determine how TPM and verification need to be adapted for portfolio programmes as well as to support broader, learning-focused MEL systems.

Examples include work on WISH, work as the M&E provider for the Exiting Poverty in Rwanda Programme (2023-27), and the AAWAZ II Independent Evaluation in Punjab and Khyber Pakhtunkhwa, in Pakistan (2022-24).

Figure 1: Learning and adaption cycle





Our mission is to improve lives through sustainable policy change.



Find out more

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