UNLOCKING INNOVATION

Enabling and blocking factors in developing innovative programmes in Oxfam GB

JAMES WHITEHEAD

Global Innovation Adviser, Oxfam GB
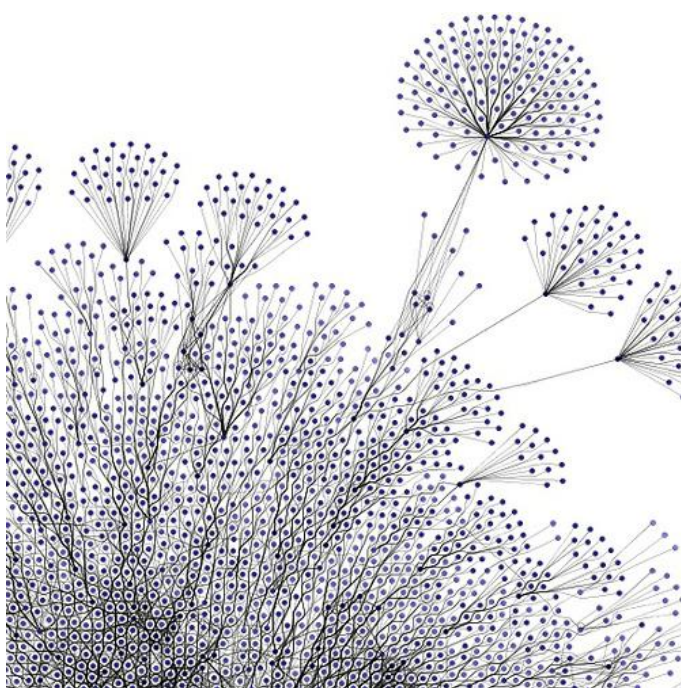
Diagram created with the yFiles diagramming library by yWorks (http://www.yworks.com)

This report considers how successful innovation happens in Oxfam GB's programmes, and provides recommendations on how to foster it. The focus of the research has been initiatives with potential to bring impact at scale and those that might bring systemic change; the initiatives chosen have also frequently enabled Oxfam GB to successfully access funding that it would not have otherwise accessed and work with stakeholders with whom it would not have otherwise worked. It explores the question: how in this rapidly changing world can Oxfam GB unlock the people, knowledge, networks, partnerships and resources it has across the organisation and within the Oxfam global confederation to bring greater impact at scale?

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INTRODUCTION

The aim of this research is to explore positive deviance in innovation in Oxfam GB; that is, uncommon but successful behaviours or strategies that have enabled certain teams to find better solutions to problems. Oxfam faces two interlinked challenges: how to adapt and thrive as an institution, while trying to find new ways to achieve impact at scale even if that means changing its role as an international NGO.

Oxfam's goal as an organisation is not to be innovative *per se*, but to work with others to bring positive change at scale. The creative, collaborative process of achieving this often leads to new solutions that meet people's needs and improve their lives. Oxfam therefore sees innovation as a by-product of collaborative, problem-focused resourcefulness. We care about the outcome – because the change in people's lives is what matters.

Given the rate of change in the world, the organisations that are thriving are those that are dedicating an increasing proportion of their energy to developing more radical options that could become mainstream in coming years.

We interviewed staff across 13 innovative initiatives that have brought, or have high potential to bring, impact at scale based on a review of a wider set of Oxfam programmes. These initiatives worked with a range of stakeholders, used elements of systems thinking and represented a variety of Oxfam's work. They range from global campaigns such as 'Behind the Brands', to using mobile phones to deliver health messaging and money in Somalia.

The researchers undertook semi-structured interviews with key respondents relating to the following initiatives:

- **MNutrition:** mobile phone-enabled sharing of information to large numbers of rural communities (focusing on Malawi, Bangladesh and Rwanda)
- **Behind the Brands:** influencing the 10 largest global food companies to improve their supply chains
- **People's Survival Fund:** establishing a government climate change adaptation fund in the Philippines
- **Flood insurance for Bangladeshi farmers:** working with business to provide flood insurance
- **Chukua Hatua:** experimental approaches to increasing accountability and improving governance in Tanzania
- **MLink Somalia:** supporting poor populations that we could not otherwise reach with vital health information
- **Nairobi sanitation project:** providing sustained hygienic sanitation for children in the urban slums of Nairobi
- **Voucher-Based Value Programme in Gaza:** linking vouchers for the poorest with increasing economic opportunities in Gaza
- **Lanka Social Ventures:** establishing a social enterprise incubator in Sri Lanka
- **Africa Climate Change Resilience Alliance:** capacity building of many stakeholders for systemic improvements in climate change resilience from local to national level
- **Ebola Active Case Tracking:** developing more effective approaches as part of the larger Ebola response
- **I Care About Her Zambia:** using market insight to shape campaigning on violence against women
- **Urban safety nets in Kenya:** working with the government to develop an urban safety net

See **Annex** for further details on these initiatives.

SUMMARY OF KEY FINDINGS

1. The initiatives rarely took a linear path but evolved significantly over time, with false starts and blind alleys along the way.

2. We identified five pivotal roles in enabling innovative initiatives to thrive: Dynamic Driver, Fearless Champion, Amazing Adviser, Motivated Team and Enlightened Senior Leader.

3. Collaboratively minded, empowered leaders are vital at all levels, and successful teams needed to work across boundaries in non-hierarchical ways.

4. The non-linear way in which most of these initiatives evolved necessitates flexible funding in the early stages, proactive donor relationships and reasonable allocation of staff time.

5. Successful initiatives are born out of a mindset that is questioning, open to windows of opportunity and prepared to rapidly iterate and adapt.

6. It is important to work with the right partners and allies, including diverse partners, in a climate of respect and trust.

KEY RECOMMENDATIONS

1. Develop methodologies to foster innovation in Oxfam's project cycle, and ensure relevant and timely financial and advisery support for the design of all new flagship programmes.

2. Allocate resources and create space for identified innovators to explore and trial new initiatives and business models.

3. Move to multi-stakeholder working, and use iconic global programmes to model collaboration and diverse partnership; encourage collaboration with 'unusual suspects' across all countries.

4. Develop specific initiatives that create the opportunity for key local actors, such as women's organisations, to be prime innovators.

5. Significantly increase the amount of time, energy and money that Oxfam GB invests at every level in future-facing work compared with 'delivering the present', including programme design, flexible internal funding pots, new business model development and leadership development.
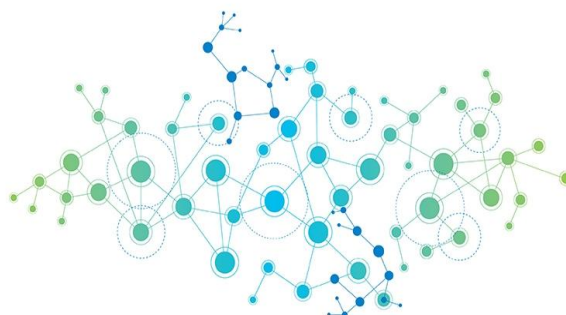
A FRAMEWORK OF CRITICAL SUCCESS FACTORS

The generation of innovative programmes in Oxfam GB can appear haphazard, chaotic and uncontrolled. If Oxfam GB is viewed as a simple hierarchical system (see below left), then that will be the case. However, the way in which new initiatives flower in Oxfam GB makes more sense if the organisation is viewed as a complex interconnected system (see below right). Many of the current initiatives and recommendations in this report increase the adaptive capacity of this network and the organisation's ability to creatively respond to new opportunities and challenges. The role of senior leadership is predominantly to set the broad direction and create the conditions for innovation to flourish.

Figure 1: Two mental models of Oxfam
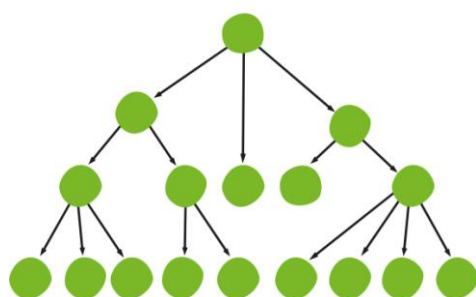
Hierarchical mental model of Oxfam   **Complex mental model of Oxfam**

Oxfam   *Rachael Arnott, courtesy of Shutterstock*

Based on an analysis of the key informant interviews, we identified a number of factors that consistently enabled innovation. Analysis of the data broadly fell into seven areas, all of which were necessary in the creation of innovative programmes.

In addition, we found we needed a focus on programme design because it was clear from the data that this is the most critical stage. We have also considered the creation of 'new business models' as a separate area because such initiatives require a particular enabling environment to shift mindsets, change ways of working and unlock resources.

Figure 2: Structure of analysis

HOW CAN WE IMPROVE PROGRAMME DESIGN?

The researched initiatives rarely developed along a linear path but evolved significantly over time, with false starts and blind alleys along the way – this is the untold story of success. Furthermore, they often arose as responses to emerging opportunities or challenges. Nonetheless, there are proven methodologies that Oxfam can adopt to foster innovation at different stages of development: problem identification, idea generation, piloting and testing, growing and scaling.

Some current initiatives enabling innovation

- Prioritised support to country programmes to design and deliver strong influencing approaches based on Oxfam country strategies.

- Structured support to collaborative programme design, such as the 'highly accompanied design' approach in some regions.[1]

- Relevant and timely advisory support to selected countries to strengthen skills in influencing.[2]

- Design of a new multi-country programme that seeks to achieve impact at scale as a result of Oxfam's influencing abilities and networks.[3]

- The 'WASH innovation fund', which provides a combination of technical support, flexible funding and good documentation focused on 'product' innovation in water, sanitation and hygiene promotion in emergencies.

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[1] Intensive, carefully planned support to countries in developing new, strategically important programmes

[2] Influencing in Oxfam GB is seen as a combination of developing scalable solutions for uptake by others, advocacy and campaigning at country level and coordinated global campaigning.

[3] Taken from Oxfam GB's corporate priorities 2015–16

Recommendations

- Promote proven approaches[4] that strengthen collaboration, increase creativity, encourage agility, appropriately manage risk and ensure the scalability of new initiatives.

- Ensure greater structured support to collaborative programme design for all key programmes, for example by ensuring that all countries have budget set aside for research, exploration and programme development.

HOW CAN WE EMPOWER STAFF?

We identified five pivotal roles which enable innovative initiatives to thrive, described in Box 1.

Box 1: Pivotal roles in innovation

Dynamic Driver

The person responsible day-to-day for turning the initiative into a reality, and developing the evolving initiative alongside other stakeholders – these were the ones who consistently went 'beyond the call of duty'. They were open to opportunities and challenges in their context, creative in their responses and focussed on delivery.

Fearless Champion

Usually the manager, occasionally an adviser, who saw their role as to encourage the Dynamic Driver, to 'hold open the space'; pushing back against other organisational demands, ensuring strategic alignment and tapping into resources and wider networks in order to turn the initiative into a reality.

Amazing Adviser

Staff who brought creativity and ideas from elsewhere, shared advice, made global connections both inside and outside the organisation and worked alongside the Dynamic Driver in the early days in order to help shape the programme.

Motivated Team

While in the early days some initiatives were often driven by one person, moving forward required team members who were either peers or line reports of the Dynamic Driver who were open to trying new things and working together to develop the initiative.

Enlightened Senior Leader

Senior managers who give recognition to promising new initiatives and help loosen organisational blockages.

A clear finding from the research was the centrality of having at least one person stay with the initiative through its formative years in order to keep momentum and bring others on board. We found that it is currently much harder for country-level national staff to be Dynamic Drivers in Oxfam, as they often felt they had less permission to question, less exposure to different approaches and less political capital within the organisation.

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[4] See Ideo's human-centred design toolkit (http://www.ideo.com/work/human-centered-design-toolkit/), Wageningen University and Research Centre's multi-stakeholder process portal (http://www.wageningenportals.nl/msp/), the Design Council's double diamond design process (http://www.designcouncil.org.uk/news-opinion/design-methods-step-1-discover) and Nesta's DIY toolkit (http://diytoolkit.org/)

Current initiatives enabling innovation

- A range of initiatives such as mentoring, coaching, and internal and external secondments related to improving the recruitment and retention of staff;

- A network of internal and external organisational development advisers for all Oxfam regions;

- Early experimentation with new staffing models, such as the 'fellows model' in Zambia;[5]

- Backfilling key staff members to enable them to focus on leading collaborative programme design.

Recommendations

- Free up Dynamic Drivers and celebrate 'intrapreneurship', for example by establishing an intrapreneurs' scheme that provides structured mentoring and support to passionate, visionary staff who wish to develop strategically valuable new initiatives.

- Encourage accelerated learning for high-potential national staff, for example through secondments and exchanges between country programmes and other organisations.

HOW CAN WE ENSURE SUPPORTIVE LEADERSHIP?

Creative staff need an enabling environment to thrive: one that is flexible and open, and fosters a strong sense of purpose. We found that collaborative, empowered leaders are vital at all levels to foster such an environment. Commitment from senior management was seen as an enabling factor by many respondents, but one that was not always present. Oxfam is now promoting a new leadership model that starts with the individual's self-awareness, builds strong shared values and empowers and enables others to deliver the organisation's goals. This approach is rooted in complexity theory and reflects the types of behaviours and approaches that are necessary to support complex, evolving change with a wide range of stakeholders.

Current initiatives enabling innovation

- The Oxfam Leadership Development Programme which is a structured programme for Oxfam staff globally to reflect on and develop their approach to leadership with their peers;

- The Campaigns Advocacy Leadership Programme which builds the capacity of Oxfam staff and Oxfam's partner organisations in leadership within campaigning and advocacy work;

- The Gender Leadership Programme which builds understanding of gender justice and leadership, enabling participants to promote gender justice with confidence and authority;

- The Leading Across Boundaries Programme which delivers a curriculum that includes teamwork and collaboration, shared visioning and joint accountability that assists participants in successfully navigating matrix and multi-dimensional organisations.

These initiatives have all nurtured staff to be more empowered and better able to play the role of Dynamic Driver or Fearless Champion.

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[5] The 'fellows model' will engage high-profile Zambian sector experts as fellows who will provide senior-level support and guidance to the country team in Oxfam's key thematic areas.

Recommendations

Senior leadership should:

- Annually review Oxfam's performance as an innovation-enabling organisation using simple key performance indicators and clear benchmarks incorporated into existing reporting, and take corrective action in response to these indicators;

- Encourage systematic learning from failure; for example, in order to signal a cultural shift in the organisation, Oxfam GB should adopt Actionaid UK's approach of providing 'Accountability Reports' to trustees that include specific sections on learning from failure;

- Prioritise high-potential country-level staff for leadership development and exposure.

HOW CAN WE BUILD STRONG SUPPORT NETWORKS?

We found that, to develop and shape initiatives, teams had to work well across boundaries and collaborate in flat, non-hierarchical ways. This approach, combined with the wide range of perspectives, expertise and connections permitted, is what makes such networks effective. Engaging people with wider experience brought advantages for the development of ideas, because such people were not limited to 'how it has always been done'. Instead, they brought fresh perspectives and ideas, different skill sets and ways of working. Individual head office and regional advisers were seen as an essential part of each initiative, especially during the first phases of design.

Current Oxfam initiatives enabling innovation

- Thematic knowledge hubs: networks that link technical advisers across Oxfam globally to share learning, connections and good practice both digitally and face-to-face

- FC3 (Find, Connect, Collaborate, Consolidate): providing digital solutions to improve networked working across the Oxfam global confederation

- Experimenting with regional support: Oxfam's Latin America and Caribbean, and Southern Africa regions have been reconstituted as 'labs' developing cost-effective support mechanisms for countries in those regions

- ICT for Development: a technical team supporting Oxfam country offices in using ICT for development[6]

- Campaigns, programme and advisory support: increasingly interconnected advisory support offered from Oxfam GB's head office and regions to country programmes.

Recommendations

- Increase the role of technical advisers as connectors with a focus on broadening networks with businesses and academic institutions, etc.

- Increase in-country connections between Oxfam and other complementary organisations, for example by experimenting with models like the 'fellows' for senior experts in Zambia.

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[6] Oxfam, 'ICT in Programme',http://policy-practice.oxfam.org.uk/our-work/methods-approaches/ict-in-programme.

HOW DO WE MAKE ADEQUATE RESOURCES AVAILABLE FOR INNOVATION?

We found that two resources – time and flexible funds – are critical for the success of initiatives. Some only arose because of work that tenacious staff members were doing in their spare time; this clearly demonstrates why the allocation of staff time is paramount.

The non-linear way in which most of these initiatives evolved necessitates flexible funding in the early stages, and proactive donor relationships. All interviewees were adamant that they would not have been able to start or deliver their programmes if it had not been for the flexibility of the funding, whether restricted[7] or unrestricted. Where initiatives strengthened Oxfam's links with donors and demonstrated thought-leadership in the sector, the resultant reputational advantage enabled Oxfam to access significant funding to continue and grow the programmes, in many cases.

Current initiatives enabling innovation

- Senior leadership using the annual budgeting process to ensure the continued existence of flexible funding for programme development
- Oxfam GB's Programme Funding Department engaging donors in debate on the value of flexible restricted funding
- Oxfam GB is exploring the potential of newer funding modalities, by exploring and piloting funding modalities such as Development Impact Bonds and Impact Investing
- Establishing win–win corporate partnerships, rather than seeking corporate social responsibility funding.[8]

Recommendations

- Increase the proportion of human and financial resources that Oxfam GB invests at every level in future-facing work
- Monitor Oxfam GB's 'research and development' ratio; this is the amount of resources directed towards innovation and improvement of its work as a proportion of total expenditure
- Free up time for country-level staff by using, for example, a backfilling model
- Influence donors, e.g. by promoting results frameworks that support adaptive programming.

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[7] Restricted funding is money that can only be used for specific purposes. Restricted funds provide reassurance to donors that their contributions will be used in the manner they have chosen.

[8] Oxfam, 'Corporate Engagement', http://www.oxfam.org.uk/get-involved/how-your-company-can-partner-with-us/corporate-engagement.

HOW CAN WE ENCOURAGE ACTIVE LEARNING AND ADAPTATION?

We discovered that successful initiatives are born out of a mindset of openness and curiosity. This mindset is open to responding to windows of opportunity, exploiting them and rapidly iterating within changing contexts. Learning happens quickly when relevant and timely processes are in place to identify and capture elements of a programme that do and do not work, so that adjustments can be made along the way. Significant lessons can also be learned through the process of questioning underlying assumptions, which in turn can lead to significant changes in direction of an initiative. We found that an understanding of power and influence is important, as is developing a theory of change. Developing a strong evidence base, especially about programme outcomes, combined with strong documentation is often key for scaling, replication and influencing.

The location of the country team did not appear to be a factor in learning outcomes. The common denominator was an open mindset that responds to arising opportunities and focuses on how to creatively address key challenges.

Current initiatives enabling innovation

- Using multi-country programmes (such as ACCRA[9] and Raising Her Voice,[10]) as innovation vectors for promoting and scaling innovation by combining forward thinking programmes with strong learning and dissemination

- Ensuring that country-level staff and partners are confident to develop power analyses, stakeholder analyses and robust theories of change, through specific guidance materials, training and advisory support

- Using the Crowdicity platform[11] to crowd-source ideas and conduct organisation-wide discussions, such as the 'Oxfam Reflects' online conversation which focused on inequality

- Working with Reading and Latrobe Universities to develop a Massive Open On-line Course (MOOC) on 'how change happens'

- Strengthening monitoring, evaluation and learning across the Oxfam confederation, for example through the development of the Common Approach to MEL and Social Accountability framework and guidance.

Recommendations

- Develop intensive regional and global learning and exchange experiences for Oxfam staff and partners

- Promote 'fail-festival' sharing of when things have not work out as planned

- Ensure the rigorous monitoring of outcomes, and strong documentation for all flagship programmes.

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[9] I. Crabtree-Condor (2014) 'An Introduction to the Africa Climate Change Resilience Alliance (ACCRA) Programme', Oxford: Oxfam, http://policy-practice.oxfam.org.uk/publications/an-introduction-to-the-africa-climate-change-resilience-alliance-accra-programme-316668.

[10] H. Beardon and E. Otero (2013) 'Women's Right to Be Heard: An evaluation of Oxfam GB's "Raising Her Voice" portfolio', Oxford: Oxfam, http://policy-practice.oxfam.org.uk/publications/womens-right-to-be-heard-an-evaluation-of-oxfam-gbs-raising-her-voice-portfolio-301544.

[11] Crowdicity is a digital platform that Oxfam uses to engage all its staff on a specific topic; it allows users to post questions and ideas, receive comments and connect with colleagues.

HOW CAN WE DEVELOP VIBRANT COLLABORATION AND NON-TRADITIONAL PARTNERSHIPS?

We learnt that it is important to find the right partners and allies; importantly, this includes diverse collaboration. Respect and trust-building was seen as central to all collaboration, as was the idea of co-creation. Clear roles and responsibilities between different actors reduced tensions and enabled cooperation. It was clear that multi-stakeholder processes took time and effort, and could not be controlled. Most initiatives were not seen as isolated projects but interventions within complex environments, seeking systemic change and highly engaged with other actors in the system. We found change happens more easily in contexts in which Oxfam has a track record of successful interventions.

It is worth noting that Oxfam GB seldom sponsors initiatives emanating from and driven by partners, and that there is currently limited citizen engagement in design. It may be that GB has not sufficiently explored alternative approaches to investing in innovation conceived by partners: this could be in the form of genuine co-creation, innovation prizes, incubation services to nurture fledgling initiatives of local organisations or accelerators to bring a diverse team together to develop a new initiative.

Current initiatives enabling innovation

- Strengthening influencing skills of country-level staff through training and accompaniment in order to deliver on Oxfam's five-year country strategies

- A private-sector engagement strategy has been developed that informs the range of Oxfam GB's involvement with private sector – from campaigning to partnership

- Efforts to strengthen and diversify Oxfam GB's partnerships: building on the findings of an independent partner survey in 2014,[12] Oxfam GB's Leadership Team have prioritised strengthening existing partnerships and creating a more diverse network of partners

- Some regional and country programmes are bringing together a wide range of actors including government and business to address shared challenges at a system-wide level.

Recommendations

- Develop one multi-stakeholder flagship programme in every region that combines ambition for change at scale with strong learning and dissemination

- Use new global programmes to model working collaboratively in diverse partnerships

- Diversify partners and allies to include a wider range of organisations globally and nationally.

- Support partners as innovators, such as through developing incubators that nurture fledgling initiatives of local organisations

- Promote methods, such as human-centred design,[13] to better engage communities and partners in the design and delivery of programmes.

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[12] Oxfam, 'Oxfam Independent Partner Survey', https://www.oxfam.org/en/oxfam-independent-partner-survey.

[13] See Ideo's human-centred design toolkit, http://www.ideo.com/work/human-centered-design-toolkit/.

HOW DO WE CREATE MORE FLEXIBLE PROCESSES AND COLLABORATION IN THE OXFAM CONFEDERATION?

In Oxfam, as in other large multinational organisations, systems, policies, guidelines and mandatory procedures to manage risk, create management information and ensure quality can stifle the creative process. Fearless Champions often took a personal risk by shortcutting some of the procedures in order to get things moving. An internal cultural shift towards the confederation operating as a single global 'Oxfam' entity, known as 'Oxfam 2020', is also affecting innovation, as more staff time and energy is spent on internal change processes, leaving less space for developing new ideas and approaches.

Current initiatives enabling innovation
- The Executive Directors of the 17 members of the Oxfam international confederation are leading a process to establish a new global structure and the allocation of responsibilities across the confederation to enable more effective campaigns and programmes.

Recommendations
- Delegate responsibility for risk management more fully in experimental stages
- Where possible, work across the confederation on the recommendations in this paper to maximise impact across Oxfam's global network
- Allow knowledge hubs – newly-established thematic networks of technical advisers and practitioners – space to experiment and evolve.

HOW CAN WE UNLOCK NEW BUSINESS MODELS?

A business model is the way in which an organisation creates and delivers value for others and also sustainably finances it. Piloting new business models requires particular support because any new model is likely to elicit greater inhibiting factors due to issues of risk management, poorly adapted internal systems, cultural resistance, potential changes to staff roles, shifts in power within an organisation, etc. Given that Oxfam needs to develop new business models to thrive in the coming years, it must create more flexible space for new business models to be piloted while appropriately managing risk.

Current initiatives enabling innovation
- Recent spin-off business models such as Just Energy[14] and the Small Enterprise Investment Fund of Funds[15]

Recommendations
- Find the Dynamic Drivers: methods for doing so might include developing an intrapreneurs' scheme to drive the development of potential new business models
- Identify Fearless Champions: nominate Fearless Champions for high-risk/high-potential new initiatives who can ensure wider organisational engagement and give strategic steer
- Accompany the boldest countries: provide a high level of support to two or three front-runner country teams that are eager to experiment with new business models. Provide

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[14] Just Energy enables low-income communities to develop renewable energy enterprises as a means of providing new revenue and employment opportunities, (http://just-energy.org/.

[15] The Small Enterprise Impact Investment Fund (SEIIF) is a joint initiative between Oxfam GB and an asset management group, Symbi-otics. The first fund of its kind, the SEIIF targets small and medium enterprises in developing countries, offering investors both measurable social impacts and financial returns, See http://www.symbioticsgroup.com/media/48402/oxfam_pressrelease.pdf

support for idea generation, business-model exploration, as well as legal and brand advice. With agreement within the confederation, these teams could be given more freedom to experiment

• Crowd-source ideas for new business models: for example, by using the online Crowdicity platform to gather ideas for how Oxfam could increase income and impact at global, regional and national levels.

NEXT STEPS

The organisations that will thrive in the coming decade will have different cultures to those that thrived in the last decade because the rate of change in international development and in the wider world is increasing. The successful organisations of the future will be highly collaborative across disciplines, flatter, highly connected, open to experimentation, learning and considered risk-taking, very outward-facing, and able to co-create value with other organisations.

This report has only explored one part of the innovation picture: the genesis and growth of initiatives with high potential for impact. It has not researched how new models, mindset shifts, new approaches and new ways of working can spread across Oxfam.

It has also not explored how these larger organisational shifts are influenced by the experience of successful innovative initiatives, by the discourse in the wider development community, and by external opportunities and threats. A deeper understanding of the enabling and blocking factors of these broader changes could enable Oxfam to increase its agility, and allow the most promising approaches and ways of working to flourish. In terms of innovation and agility, this is a critical area for further analysis.

ANNEX: INITIATIVES CHOSEN FOR THE RESEARCH

Initiative	Description
Mnutrition[16] Mobile phone-enabled sharing of information to large numbers of rural communities (focusing on Malawi, Bangladesh and Rwanda)	Three million women and children in 14 countries across sub-Saharan Africa and Asia will receive nutrition, health and agriculture information via their mobile phones. Oxfam has teamed up with donors and mobile network operators, as well as experts in sustainable farming, healthcare and nutrition. Over the next three years, this consortium will deliver a range of mobile services to launch communication services for behaviour change, agricultural extension services, population-level registration and data tracking. Through this, marginalised farmers will be supported in improving their food production, income and nutrition practices. This £24m programme is funded by DFID and Norad and involves 50 stakeholders, 25 of which are in the private sector.
Mlink Somalia[17] Supporting poor populations that we could not otherwise reach with vital health information	This programme delivers health information and mobile phone cash vouchers to at-risk populations in Somalia. This was developed because conventional programming is too expensive, is at risk from fraud, and can be dangerous for staff and partners. An understanding of how to apply critical components of cholera control resulted in prevention and control increases up to 72% above baseline for sampled participants. Now e-vouchers are also being sent to hard-to-access beneficiaries. These can be exchanged with pre-approved local market vendors for basic goods. The vendors in turn receive rapid mobile payments from Oxfam. This programme is being rolled out with UNICEF to reach a million people for polio prevention.
Nairobi sanitation project[18] Providing sustained hygienic sanitation for children in the urban slums of Nairobi	This project aims to address the sanitation crisis in the urban slums of Mukuru by working with schools and communities to provide adequate sanitation and hygiene education. It also works with entrepreneurs to further develop the collection and processing of human waste into saleable fertiliser and biogas. Attendance and enrolment at the ten schools in the project have increased significantly with the increased access to WASH services that help prevent diarrhoea, cholera and typhoid. Community members can group together to receive an interest-free grant to buy a toilet. After installation, owners receive business and marketing training, health and sanitation training, and all the necessary items to keep the toilet clean. Owners then operate the toilet as a business, with waste collectors picking up containers and taking them back to sanitation company Sanergy's processing plant, where it is turned into fertilizer and sold to local farms.
Voucher-Based Value Programme in Gaza[19] Linking vouchers for the poorest people with increasing economic opportunities in Gaza	Participants in this post-conflict recovery scheme receive either a voucher or a combined ration that includes the voucher and sacks of flour. Twenty percent of the voucher programme products are locally sourced, meaning significant growth for local manufacturers and retailers. It also enables women to develop skills, knowledge, economic leadership and ownership of productive assets by giving them support and opportunities to enter local supply chains. The VBV scheme is a

[16] D. Aviles and A. Valverde (2014), 'Influencing mobile network operators and partners to work for women and sustainable agriculture', Oxford: Oxfam, http://policy-practice.oxfam.org.uk/blog/2014/09/influencing-mobile-network-operators-and-partners-to-work-for-women-and-sustainable-agriculture

[17] M. Hassan (2014), 'Oxfam in Somalia', http://www.alnap.org/search/simple.aspx?cx=002503473335972040492%3Atqtul-zyvxq&cof=FORID%3A11&ie=UTF-8&q=mlink&sa

[18] A. Christian (2013), 'Goodbye typhoid and cholera. Hello Fresh Life toilets', Oxford: Oxfam, http://www.oxfam.org.uk/blogs/2013/08/amy-perou-winifred

[19] A. McDonald (2014), 'Food vouchers provide a lifeline for Gaza's families who have lost everything' http://www.oxfam.org.uk/blogs/2014/10/food-vouchers-gaza

	joint initiative between the World Food Programme and Oxfam, which forms part of the emergency operation to assist the recovery of populations affected by the conflict. It forms part of a shared common vision for local economic development, i.e. the transition from humanitarian aid to increased resilience. The scheme brought together numerous stakeholders, and places a strong emphasis on delivering economic development through local partners. Presently, 60,000 Gazans benefit from the scheme, which works through a network of 60 local retailers across Gaza.
Lanka Social Ventures[20] Establishing a social enterprise incubator in Sri Lanka	LSV is a business incubator that seeks to empower entrepreneurs and social enterprises in achieving sustainable and scalable social impact. It was launched on the basis of research carried out by Oxfam on the opportunities for social enterprise in the agricultural and tourism sectors, and also the organisation's 12-year experience in Sri Lanka. The incubator enables dialogue for social enterprises and helps them to scale up and become investment-ready for impact investors. There are three elements: access to finance, markets and business mentorship. The LSV is an initiative that responds to the need for alternative sources of funding in the current climate of declining aid and grant funding. Launched in December 2014, it is to be funded by Oxfam for the first three years, but will seek additional funding to scale up and spread risk.
Africa Climate Change Resilience Alliance[21] Capacity building of many stakeholders for systemic improvements in climate change resilience from local to national level	The Africa Climate Change Resilience Alliance (ACCRA) aims to improve climate change adaptation decision making, and support communities' agency and resilience. ACCRA has been working in Ethiopia, Uganda and Mozambique since 2009 to increase the use of evidence by governments and other development and humanitarian actors in implementing policies and interventions that improve poor people's adaptive capacity, with a specific focus on climate-related hazards, change and variability both in the short and long-term. ACCRA, funded by DFID, produces an innovative, evidence-based model of capacity building that has been supported and scaled up by national and local governments and civil society groups. Influential stakeholders are targeted following advocacy analyses. The ACCRA alliance is made up of Oxfam GB, the Overseas Development Institute, Save the Children International, Care International and World Vision International.
Behind the Brands[22] Influencing the 10 largest global food companies to improve their supply chains	Oxfam's Behind the Brands campaign aims to provide people with the information they need to hold the world's 10 largest food and drink companies to account for what happens in their supply chains. In putting together a scorecard based entirely on publicly available information about company policies, the campaign posed the question 'what are they doing to clean up their supply chains?' It provides information on the sourcing of agricultural commodities from developing countries by Nestlé, PepsiCo, Unilever, Mondelez, Coca-Cola, Mars, Danone, Associated British Foods, General Mills and Kellogg's. The scorecard covers seven equally weighted themes: transparency; women farm workers and small-scale producers; workers; small-scale farmers; land; water and climate. More than 700,000 individual campaign actions worldwide, such as signing petitions, have been taken as a result.

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[21] L. Rost (2014), 'Forecasting for Resilience: How climate and weather forecasting changed rural Ugandan farmers' lives' http://growsellthrive.org/profiles/blogs/weather-forecasting-uganda

[22] D. Smith (2014), 'Walking the Talk: Food and beverage companies slowly start turning policy into practice in Oxfam's Behind the Brands campaign', Oxford: Oxfam, http://policy-practice.oxfam.org.uk/publications/walking-the-talk-food-and-beverage-companies-slowly-start-turning-policy-into-p-347104

People's Survival Fund[23] Establishing a government climate change adaptation fund in the Philippines	Oxfam and its partners in the Philippines formed a campaign to pressure the government to implement one of the world's first climate change adaptation funds. The campaign leveraged Oxfam's programme experience, and a variety of tactics were used to build up support and pressure for change. It was underpinned by a solid understanding of the context and power dynamics, which permitted the campaign coalition to constantly update their strategies. Two years after the campaign was launched in 2012, the government of the Philippines passed the People's Survival Fund into law. The £15m annual fund is financed from domestic and international sources and overseen by the government's Climate Change Commission. It will help local governments' adaptation activities, such as in land- and water-resources management, agriculture and fisheries, health, infrastructure development, and natural ecosystems. It will also support the improvement of the monitoring, controlling and prevention of diseases triggered by climate change, and the establishment of forecasting and early warning systems.
Chukua Hatua[24] Experimental approaches to increasing accountability and improving governance in Tanzania	Chukua Hatua (Take Action) is a five-year governance and accountability initiative implemented by Oxfam and its partners in five regions in Tanzania. Using a wide range of experimental approaches it supports citizens to search for information, discover their rights and responsibilities, and increase the accountability and responsiveness of the government. Set against a tradition in which the authority of leaders is rarely challenged, the programme aims to create an environment in which citizens – particularly women and young people – assume more responsibility and hold government to account. A lot of work has been done with farmers, equipping them to mobilise their communities to take specific actions. Local leaders lobby government on community demands, and government institutions are enabled to be receptive to these demands. The programme piloted a number of approaches, then scaled up those that worked.
Ebola Active Case Tracking[25] Developing more effective approaches as part of the larger Ebola response	The scale and complexity of the Ebola crisis has been extremely challenging for all actors, including Oxfam. All involved have had to rapidly forge new partnerships and ways of working. Oxfam is working alongside local NGOs and communities in Sierra Leone and Liberia to provide water and sanitation support to Ebola treatment facilities – and information, hygiene assistance and access to safe water in communities. It works to give a voice to communities and their concerns to improve the effectiveness of the overall response. Oxfam is also working to strengthen preparedness measures in Mali, Guinea-Bissau, Gambia and Senegal through mass public- and community-awareness campaigns, training community health volunteers in surveillance, supporting local government health departments, running disease prevention initiatives and the provision of hygiene kits and hygiene assistance in communities.

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25 D. Green (2015), 'Community Protection Committees in Democratic Republic of Congo' Oxford: Oxfam, http://policy-practice.oxfam.org.uk/publications/community-protection-committees-in-democratic-republic-of-congo-338435

I Care About Her Zambia[26] Using market insight to shape campaigning on violence against women	The I Care About Her campaign – launched in November 2012 – aims to mobilise men across Zambia to condemn and stop violence against women and girls. The aim is for men to voice their thoughts and act together to stop abuse, rape, early marriages and violence. The grassroots campaign involves training men on attitudes that propagate violence and how to take action to prevent assaults on women and girls. The trained men then go on to train other men in their respective communities. The central theme is preparing a better world for their daughters. The training also extended to working with the Zambian police service. More than 1,000 officers have been trained as champions, and they have gone on to reach over 5,000 officers. The campaign was also initiated in 20 schools across five provinces, and 20 teachers have been trained as community champions.
Flood insurance for Bangladeshi farmers[27] Working with business to provide flood insurance	Poor and vulnerable people in the flood-prone river basin areas of Sirajganj district in central-northern Bangladesh are being targeted for rapid-response flood insurance. Launched in 2013, with a feature of fast payouts to flood-affected people, the pilot index insurance product covers 1,661 poorer families in 14 villages. It aims to provide cash relief of up to £70 per household in the event of catastrophic flooding. The payouts are calculated on the basis of model-generated flood data rather than measuring specific households. Mobile money transfers aim to ensure that money reaches those affected quickly, and it is hoped that this will prevent villagers from adopting extreme coping mechanisms such as taking out high-interest short-term loans or selling life-essential assets (e.g. livestock). The scheme, developed by Oxfam, is funded by the Swiss Agency for Development and Cooperation, and is insured by a consortium including Swiss Re and local insurers.
Urban safety nets in Kenya[28] Working with the government to develop an urban safety net	The aim of this programme is to improve access to food, while developing longer-term food- and income-security initiatives through a cash-transfer system. In addition, it seeks to establish a social protection programme and identify appropriate emergency indicators for use in urban contexts. The project began in October 2009 and recognised two distinct beneficiary groups: those who can make use of the longer-term economic opportunities this programme enables and those who cannot. As a result, long-term economic and private sector linkages and business development will run alongside the development of a government-backed social protection programme. For the more vulnerable households, Oxfam engaged with the Inter-Ministerial Task Force on Food Subsidy chaired by the Ministry of Gender, Children and Social Development to ensure that they will continue to be supported through the Government of Kenya's Social Protection programme. The Government now owns and runs the urban cash transfer programme as a longer term social protection programme. Households that no longer need cash transfers were linked to business entrepreneurship, skill-building, microfinance institutions and cash-for-work projects.

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[27] Swiss Re (2014), 'Bangladesh flood victims benefit from first index insurance payout', http://www.swissre.com/global_partnerships/Bangladesh_flood_victims_benefit_from_first_index_insurance_payout.html

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ACKNOWLEDGEMENTS

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Oxfam is an international confederation of 17 organizations networked together in more than 90 countries, as part of a global movement for change, to build a future free from the injustice of poverty:

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