



THE DEVELOPMENT ASSISTANCE COMMITTEE:
ENABLING EFFECTIVE DEVELOPMENT

THE DAC PRIZE 2015





The DAC Prize 2015 is awarded in partnership with the OECD Network of Foundations Working for Development (NetFWD) and Devex.



www.oecd.org/dac/dacprize.htm

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All great success stories have happened because someone had a goal and pulled people together to get it done. History has shown us that leadership is one of the most important drivers for development. Thus it is extremely important to learn from the innovative solutions that have been scaled up and shown huge success in the past decades.

In September 2015, presidents and prime ministers met at the United Nations, and agreed on the historic goal to end extreme poverty by 2030 and a new set of Sustainable Development Goals.

The world is a better place to live in for most people today than it was when their parents and grandparents were born: Extreme poverty has been halved and

almost all children attend school. Yet more innovative solutions will need to be taken to scale if we are to end poverty, green our economies and to make sure that all the children now going to school actually learn something!

We cannot wait for a master plan and for everyone to agree before we take action. The planet and people living in poverty do not have time to wait for consensus and those least willing to act. We need to look at what works, and focus on innovations that have the greatest potential to make an impact at scale.

This is the objective of the DAC Prize – to support ideas that have been scaled up and that make a difference in people’s daily lives. The projects presented in this brochure, winners and finalists of the 2015 prize, demonstrate the value of innovative ideas. They range from connecting farmers to the information they need about their plants and increasing the quality of their crops to giving access to green and affordable electricity, and much more.

The DAC Prize seeks to mobilise more investment in such scalable solutions, not least from our members.

Congratulations again to the 2015 DAC Prize winners: The African Cashew Initiative, CABI Plantwise and ReadyPay Solar. And warm thanks to everyone behind these submissions for the great work you do.

A handwritten signature in black ink, appearing to read 'Erik Solheim'.

Erik Solheim

Chair of the OECD Development Assistance Committee (DAC)

DAC Prize for Taking Development Innovation to Scale

The DAC Prize for Taking Development Innovation to Scale recognises organisations who have taken an innovative approach, instrument or mechanism beyond the pilot phase to wider application.

Despite the enormous progress made, many development gaps remain. The solutions that will close these gaps will also come from innovative ideas that can be taken to scale. Several development partners have increased their focus on and support for innovation to confront development challenges. A wealth of innovative ideas have been conceived, developed and tested over the years.

So far, however, there has been limited uptake of such innovations beyond the pilot or trial phase and little discernible systematic effort to take them to scale.



With the DAC Prize, the Development Assistance Committee and the OECD wish to acknowledge development actors who take this step: from supporting innovation, to using it systematically and strategically to address development challenges by taking it to scale. We hope that this will encourage a more systematic use of innovative development solutions that have already proven successful.

By helping scalable, innovative solutions to gain broader traction in the development community, we hope to encourage their wider adoption by development stakeholders. Fundamentally, this is about investing in what works, and encouraging more of it.

The DAC Prize becomes the OECD Award for Taking Development Innovation to Scale

We are pleased to announce that this year's DAC Prize will be awarded jointly by the DAC and the OECD Network of Foundations Working for Development (NetFWD). NetFWD, which is a network of the OECD Development Centre, places major emphasis on scaling and impact. To reflect the broadening effort beyond the DAC, the Prize will become the "OECD Award for Taking Development Innovation to Scale" starting with the 2016 edition.

The Jury

H.E. Lubna Bint Khalid Al Qasimi, Minister of International Development and Cooperation, United Arab Emirates

K.Y. Amoako, President, African Center for Economic Transformation

Julius O. Akinyemi, Resident Entrepreneur at Massachusetts Institute of Technology's Media Lab

Homi Kharas, Senior Fellow and Deputy Director for the Global Economy and Development, Brookings Institution

Geoffrey Lamb, Chief Economic and Policy Advisor, Bill & Melinda Gates Foundation

Dato Lee Yee Cheong, Chairman, International Science Technology and Innovation Center for South-South Cooperation (ISTIC), Malaysia

Kuntoro Mangkusubroto, Head of the President's Delivery Unit for Development Monitoring and Oversight, Republic of Indonesia

Rt Hon Andrew Mitchell, MP, House of Commons, United Kingdom

Charlotte Petri-Gornitzka, Director General, Swedish International Development Cooperation Agency, SIDA

Andrew Wyckoff, Director for Science, Technology and Innovation, OECD

Raj Kumar, Founding President and Editor-in-Chief of Devex, and Chair of the Humanitarian Council of the World Economic Forum

Taking Development Innovation to Scale

Winners of the DAC Prize 2015

African Cashew Initiative



Plantwise



Ready Pay Solar



African Cashew Initiative

Winner of the DAC Prize 2015

Submitted by:

German Federal Ministry of Economic Cooperation and Development (BMZ)

Almost 50% of the global cashew crops are produced by about 1.5 million smallholder cashew farmers in Africa. The vast majority of these farmers live in rural areas and struggle to make as little as USD 120 to 450 per year.

Such low incomes result from a number of factors, including low yields, poor quality nuts and a lack of business skills. Also, cashew farmers in Africa rarely organise associations, which lead to a weak bargaining position with buyers and traders.

The African Cashew Initiative (ACi) was set-up with the vision to increase the annual net income of 430 000 cashew farmers, and to create new jobs and increase the rate of raw cashew nuts processed.

By adopting innovative measures in five countries: Benin, Burkina Faso, Côte d'Ivoire, Ghana and Mozambique, The African Cashew Initiative has addressed the challenges in the cashew sector.

They collaborate with both private and public sector partners, and have created a new innovative type of multi-stakeholder partnership in development cooperation. To accelerate the development of the cashew industry they gave also founded a Cashew Matching Grant Fund – which is a new public-private partnership model to leverage funds.



Under the fund, private partners promote their interest through closer and effective supply chain linkages and also finance improved planting material distribution to farmers as part of loyalty packages. As a result, private sector partners and farmer associations establish trust-based business relationships and a sustainable cashew supply chain.

In addition they have worked through training of trainers to increase the capacity and policy advice for learning and innovation.

“The African Cashew Initiative offers a problem solving approach to innovation in development. Based on a synergistic approach that combines such activities as fund matching, capacity development and the developing a national and regional stakeholder platform, this initiative has significantly increased incomes with better quality nuts and higher yields. In this case, better business has led to sustainable development.”

– HE Sheikha Lubna Al Qasimi



Scaling and measures of success

So far, 330 000 trained farmers earn an additional USD 120 net income annually, exceeding the goal of an increase in the income of USD 110 by 2016. The quality of nuts has improved, while yields per hectare increased by an average of 25%, and up to 83% in Ghana.

On the processing side, the 20 supported factories so far processed African cashew kernels worth USD 31 million, which were exported to European and US markets. These factories have increased processing capacities by a factor of six and now employ more than 5 700 workers, 75% of whom are women. Currently, about 10% of raw nuts are processed in-country in Africa.

In the second phase that has been underway since 2013, The African Cashew Initiative is consolidating the training activities undertaken during the first phase by reaching out to an additional 100 000 farmers.

A planned third phase after 2016 of the project will expand to more countries in Africa and the Caribbean with the aim to reach at least 1 million farmers. There will also be a diversification into food crops, intercropped on cashew farms, to address food security and nutritional issues.





“This initiative has impressive results in a tree crop which is an important source of income to smallholder farmers in half a dozen African countries, but which has been plagued by poor yields and quality, and weak market power of the primary producers. I like the initiative’s methodical approach to improving training and planting materials for better yields and quality, combined with building up farmer associations and establishing processing factories to capture more of the value for farmers.”

– Geoffrey Lamb

Plantwise

Winner of the DAC Prize 2015

Submitted by:

Center for Agriculture and Bioscience International (CABI)

Over 800 million people are currently undernourished, predominately in developing regions. Half of these are smallholder farmers. Yearly, an estimated 30-40% of crops are lost to pests and diseases worldwide. Studies show that reducing crop loss by just 1% could potentially feed millions more people.

Pests and diseases can flare up unpredictably and cross borders quickly- often there is no mechanism to respond quickly to identify the problem and suggest effective, pragmatic solutions.

In order to improve food security and rural livelihoods around the world, the remaining gap between farmers and knowledge resources needs to be closed with innovative solutions.

The connection of farmers to the information they need, enabling them to lose less, grow more and improve crop quality, is the driving motivation of the global Plantwise programme led by CABI. The innovative concept is as simple as it is effective. Working in close partnerships with national agricultural advisory services - currently 34 countries across Africa, Latin America and



Asia - Plantwise supports the establishment of local ‘plant clinics’, staffed with trained ‘plant doctors’ where farmers can seek practical plant health advice.

Plant clinics are reinforced by the Plantwise knowledge bank, which contains a database with resources - pest photo sheets, technical factsheets, pest distribution maps, and guides to reducing risks from pesticides.

These two unique resources – plant clinics and the knowledge bank- are part of Plantwise’ approach to strengthen effective national plant health systems.

“With impressive results from a scalable, low-tech innovation, the intervention has opened a new market segment and at the same time addresses several important development challenges”.

– Charlotte Petri-Gornizka





Scaling and measures of success

Plantwise has reached nearly 2 million smallholder farmers in the fight against pests. It partners with over 200 organisations, set up over 1 500 regular plant clinics and has trained in excess of 3 500 plant doctors. Building on this track record, Plantwise has become an important reference for agricultural policy in many target countries.

In 2015, several Plantwise countries are in the scale-up phase with strong national support, among these Pakistan, Sri Lanka and Kenya.

By 2020, with continued support of Plantwise partners around the world, the programme aims to reach 30 million farmers and feed more to shape the food secure to generations to come.

“Plantwise’s promising partnership model is exactly the sort of innovation we need to reduce plant loss and combat hunger around the world.”

– Raj Kumar

ReadyPay Solar

Winner of the DAC Prize 2015

Submitted by:

Fenix International

Over 1.3 billion people live without electricity in emerging markets, with 600 million people without power in Africa. Four out of five of these individuals rely on fossil fuels, kerosene, candles and car batteries for light.

The lack of electricity in impoverished, rural communities decreases economic productivity along with health outcomes. Kerosene and candles are a significant cause of fires and burns among young children, leading to devastating injuries for millions each year. Living in a home lit with these fuels is equivalent to smoking two packs of cigarettes per day, with this indoor air pollution causing over 4.3 million premature deaths annually around the world. Fossil fuels are not only unhealthy; they are also expensive. The cost of cell phone charges or small amounts of kerosene can eat up over a fifth of a family's monthly income. Students are unable to study in the evening. Businesses cannot stay open after dark. Clinics cannot store vaccines. Phones go uncharged, meaning access to information about markets and communication with other areas is limited. Studies suggest that basic energy access can increase a household's income by 50% while improving health and education levels.



Fenix International addresses the widespread lack of energy with ready paid power to over 22.000 households, benefitting over 136 000 people across Uganda. There are also additional indirect beneficiaries included extended family members or neighbours. ReadyPay Power also addresses financing constraints, because customers who lack access to power almost always lack access to financing as well.

Instead of requiring a customer to pay for a years' worth of power up front, ReadyPay enables customers to purchase the system in micro-installments that fit their income. This flexible payment plan lowers the barrier to access clean energy for millions of people. With ReadyPay Solar, customers use their mobile phone to pay as little as USD 0.35 a day, less than their current energy costs, to finance solar panels, lights, radios and other life-changing appliances.

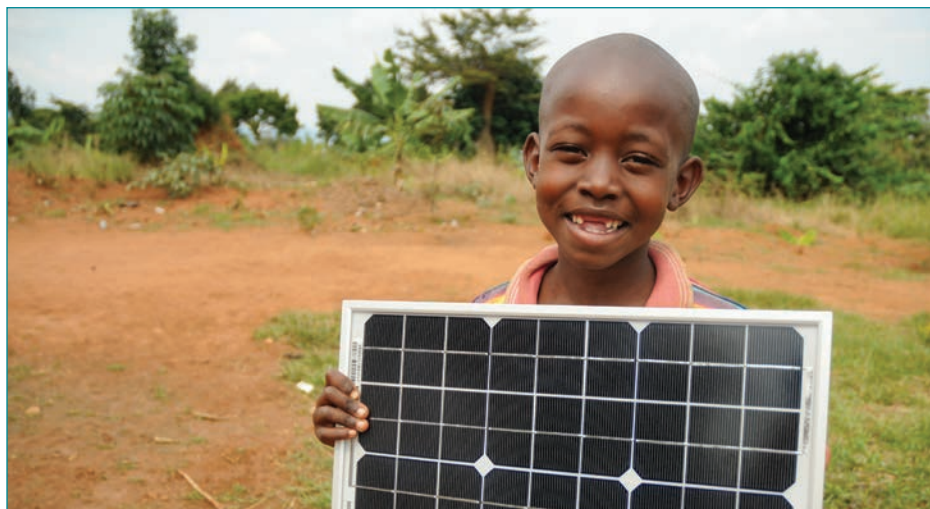
Scaling and measures of success

The company that developed ReadyPay, Fenix International, went from concept to pilot at the end of 2013, from pilot to public launch at the beginning of 2014, and from public launch to availability by the end of 2014.

Leveraging a two-way exclusive partnership with MTN Uganda, Africa's largest telecom, the aim of Fenix is for ReadyPay Solar to reach 1 million households in Uganda by 2020. Fenix have also partnered with Vodafone and Orange to pilot and scale in new markets as well, with the aim to expand into at least two other countries by 2016.

By allowing customers to pay for their solar in micro-instalments, Fenix provides access to finance and financial services to rural individuals that have previously never had access to capital. This allows them to start building a credit history in the form of their payments, with the aim to help unlock additional capital in the future, enhancing the scope for future investments in areas such as school fees, buying land, or building a business.





“Fenix International has used one of the most common tools in Africa today—the mobile phone—to overcome one of the biggest constraints to renewable energy—up-front cost. With its simple and easy payment system, it has made electricity accessible to everyone. ReadyPay Solar is ready-made for Africa.”

– K.Y. Amoako

“ReadyPay Solar’s business model using daily micro-payments allows it to expand rapidly among poor, liquidity constrained households.”

– Homi Kharas

Taking Development Innovation to Scale

Finalists of the DAC Prize 2015

The Citizens Foundation

Europa Re

Farmer Field School: The field is the school and the plants are the teachers

Lessons Study in Zambia

Safecare: A business case for improving healthcare quality for poor people in Kenya

Telemedicine Project

5S-Kaizen



FINALIST

The Citizens Foundation

Submitted by:
The Citizens Foundation

With 25 million children out of school, Pakistan has the second highest out of school population globally. National literacy is at 58% and female literacy is at 48%. In this challenging context, The Citizens Foundation delivers education at a wide-scale to the “bottom of the pyramid”. Among the innovative features of The Citizens Foundation model is its female-centric approach towards social development. The organisation employs 8 900 teachers and principals, and strives to maintain a 50% female enrolment ratio in its schools.

By building schools within walking distance of the intended beneficiaries, hiring local females as teachers, providing teachers free transportation facilities and investing in intensive teacher training, The Citizen Foundation has been able to retain female teachers and students.

Scaling and measures of success

The founding members of The Citizens Foundation started with five low-cost formal schools in the slum areas of Karachi in 1995. Today, the network is comprised of 1 060 primary and secondary school units with 165 000 students in slums and villages across towns and cities of Pakistan.

With regard to education outcomes, almost half of the foundation’s student body is comprised of girls, against an enrolment rate of 39% for girls in national primary schools and an average



of 15-20% in the communities in which The Citizen Foundation operates its schools. Over 90% of its students successfully pass the Matriculation exam (Class 10), versus the national average of 60%, while more than 70% of matriculates continue to study in Class 11 and 12 versus the national average of 40%.

The Citizen Foundation plans to grow to 1 200 school units and 190 000 children enrolled in the next three years.

“A nurtured environment brings the best out of ALL of us regardless of gender, location or creed, when this is combined with passion to improve humanity; it makes the seemingly impossible tasks possible. To attain the level of gender equalisation in both teachers and students in Pakistan that the Citizens’ Foundation has attained is truly unbelievable- Congratulations.”

– Julius O. Akinyemi



FINALIST

Europa RE

Submitted by:

SECO Economic Cooperation and Development, Switzerland

Vulnerability to natural catastrophes due to climate change is on the rise. Since the 1980ies, the losses from catastrophic events worldwide have tripled. Yet the largest share of losses is not covered by insurance. In South-eastern Europe, the frequency and severity of natural disasters are rising in all countries in this region.

Europa Re addresses the risks from natural disasters by developing a private insurance market for catastrophic risks. This includes both the development of innovative insurance products for local insurers and the provision of reinsurance capacity. Europa Re benefits clients such as homeowners in Central Serbia who can now insure their property against flooding and earthquakes for an affordable annual premium of around EUR 30. It also allows farmers in Western Macedonia to insure their wheat yields against losses due to climatic and biological perils.

Scaling and measures of success

Introduced in October 2014, the products of Europa Re already insure a sum of over EUR 5 million within the first half year. In the coming three years, the premiums are expected to grow by more than 300%.

Europa Re provides reinsurance to partners to expand sales of catastrophe and weather risk insurance products. Europa Re also educates consumers and businesses about their risk



exposure to weather and catastrophe risk, and helps governments and insurance regulators to reform policies and regulations to the development of catastrophe and weather insurance markets.

Europa Re aims at enhancing the catastrophe risk insurance penetration in the Southeast Europe region and increasing access to affordable weather risk coverage and catastrophe risk insurance for millions of people and thousands of businesses in the region. Beyond the region, the Europa Re model can be applied to many contexts around the globe with high risks of natural disaster.

“The Europa Re project is innovative way to protect residents of natural-disaster prone areas against the catastrophic consequences of natural disasters. The innovation on this project is multifaceted: on the one hand, by implementing a private-public partnerships model, this project provides insurance against natural disasters for individuals living in developing countries, while on the other hand, the insurance model allows for successful implementation of on-line risk assessment platform, which serves as a type of prevention.”

– HE Sheikha Lubna Al Qasimi



FINALIST

Farmer Field School: The field is the school and the plants are the teachers

Submitted by:

Belgium development agency (BTC)

Agriculture in Rwanda is the main economic activity for the rural households, and remains the main source of income. With only half a hectare of cultivated land per household, it is crucial to optimise crop production. But agricultural productivity remains far below potential.

With *the field is the school and the plants are the teachers* programme, the Belgium development agency supports the Rwandan Government in its aim to introduce a training system that offers a practical and intensive learning opportunity to all Rwandan farmers.

The farmers are taught in the field how to improve their farming and trained and coached to become themselves facilitators for other farmers.

“Training trainers and organising farmers is a proven way of achieving scale. The Field is the School gives farmers the information they need to raise yields.”

— Homi Kharas





Scaling and measures of success

More than 90% of the Farmer Field School groups reports a productivity increase of at least 50%, for some crops the results are even more impressive. Most groups also created a savings facility. And half of the groups decided to start a commercial group activity as well.

By 2014, more than 100 000 farmers had joined one of the 3 900 Farmer Field School Groups. And by 2019, every Rwandan farmer will have had the opportunity to join a group. Meanwhile, all farmers benefit immediately from the demonstration plots established in all 14 837 villages, based on best Farmer Field School practices.

“Innovation is by construction and not just instruction. This principle of ‘constructionism’ is what ‘The Field is the School and the Plants are the Teachers’ project has applied to improve crops yield. This makes farmers more inclusive in the solution that is welcomed in an ever dwindling and constrained resources world of today. Any education environment can learn to apply this concept for better results.”

– Julius O. Akinyemi

FINALIST

Lessons Study in Zambia

Submitted by:

Japan International Cooperation Agency (JICA) and the Ministry of Foreign Affairs of Japan

Nine out of every ten children start school. However, four out of ten children in the world are still unable to read, write, or do basic mathematics. The quality of teaching and learning is essential to the impact of education, as reflected in Sustainable Development Goal number 4 on quality education.

In Zambia, more than 95% of all children enrol in primary school; however learning outcomes of pupils have not been sufficient. Lesson Study is an innovative approach that dramatically improves teaching skills by mutual learning among teachers themselves. Lesson Study is based on 140 years of history in Japanese schools and is increasingly used in East Asia, the United States and Europe. Teacher collaboration results in innovative ideas that change classroom practices from planning to delivering and reviewing lessons, eventually creating a new school culture of a “learning community”.



Scaling and measures of success

The Lesson Study project started in one Zambian Province in 2005 as a pilot and has been scaled up to three Provinces in 2008 and all ten Provinces in 2011. Overall, it has been introduced to 2 682 primary and secondary schools nationwide. In recent years, the experience and the achievement of Lesson Study in Zambia have also been introduced and disseminated to other Sub-Saharan African countries.

Lesson study was found to improve students' pass rates at the final national exams at Grade 12 improved in the province where it was piloted compared to other provinces. Three years of introducing Lesson Study, this ranged from 12.4% higher pass rates in physics and chemistry to 19.2% higher in biology.

“Lesson Study is to be commended for pushing for new ways to bring not just education but quality education to the most vulnerable communities.”

— Raj Kumar



FINALIST

Safecare: A business case for improving healthcare quality for poor people in Kenya

Submitted by:

PharmAccess Foundation and **SafeCare-NHIF-IFC Healthcare Quality Initiative in Kenya**

In Kenya, 73 children out of 1 000 births die before the age of five years, making it the second worst place to be born in East Africa. One of the critical factors that contributes to high death rates is the poor quality of healthcare.

To improve quality of healthcare, there must be increased investments. Kenya's public health expenditure is less than 6% of the total government budget. This falls far short of the 15% agreed by African governments in 2001. The private health sector could help fill the gap and 49% of the poorest Kenyans already use private healthcare facilities. However, private investors typically consider these private primary healthcare providers too risky for investment.

SafeCare was set up in 2011 as a strategic public-private partnership that addresses the gap in financing and delivery of better quality healthcare. It brings together Kenya's National Hospital Insurance Fund (NHIF, public and private primary healthcare providers, local banks, the Medical Credit Fund – a not-for-profit organisation which facilitates affordable loans through local banks – and PharmAccess.



SafeCare connects and leverages the actions of all these partners: primary healthcare clinics become eligible to participate in the NHIF program, which creates more revenue and enables trust among stakeholders and patients. Kenya's government uses SafeCare results for evidence-based health policies. Primary healthcare clinics develop their business potential, providing them with a more stable source of income. Local Kenyan banks expand their investment portfolio in the healthcare market based on more reliable standards of business. Most importantly, patients gain access to better quality healthcare.

Scaling and measures of success:

In just 3 years, it has been implemented in over 500 Kenyan healthcare facilities. Primary healthcare clinics implementing the SafeCare methodology show an increase in patient visits of 30% over six months. During this time, the loan volume grew from below USD 1 million to USD 7.5 million with a 97.7% repayment rate.

516 clinics have completed 315 business and 301 quality trainings, covering a total of 1 276 health professionals. Clinics recorded average revenue increases of over USD 5 000 in six months, the clinics have more stable income and are self-motivated to provide a higher quality of healthcare for Kenyans.

“The PharmAccess - Healthcare for the Poor in Kenya is an innovative, responsive, localised and relevant financial re-engineering to empower the neediest of the society, and the result? A winning solution for both investors and the needy citizens. Bravo, there is economic empowerment at the “Bottom of the Pyramid” when done with human passion.”

– Julius Akinyemi



FINALIST

Telemedicine Project

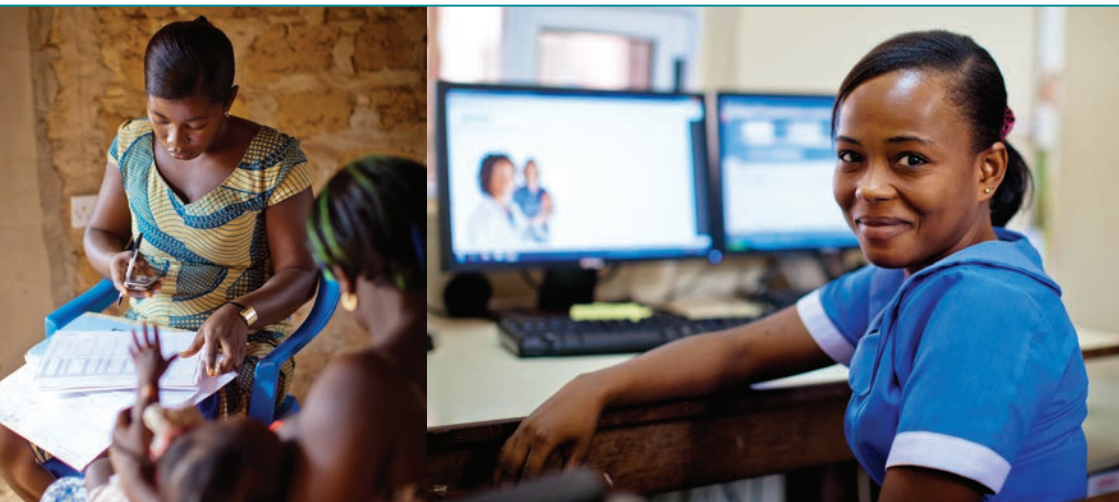
Submitted by:
Novartis Foundation

Providing medical services in remote and rural regions in poor countries is a key challenge for improved health outcomes. In areas like the Amansie West district in Ghana communities are separated by stretches of unpaved roads, often requiring four-wheel-drive vehicles to enable access. During the rainy season, it may take as long as seven hours to travel from the rural villages to the nearest referral hospital.

Through its innovative use of information and communications technology, the Telemedicine project improves the access to and availability of healthcare services at the point-of-care by enhancing the referral system in rural areas, reducing unnecessary transportation resources and cost through a teleconsultation center, and expanding the reach of physicians to rural facilities. The project also aims to strengthen the triage process. Healthcare personnel are trained in the use of mobile technologies to perform 24-hour health consultations from a distance, while community health workers conduct home visits and follow-up appointments.

Scaling and measures of success

Serving the 32 000 people living in the villages of this district, the Telemedicine project has led to improved treatment at the teleconsultation centres, reduced referrals to hospitals, and at the same time better preparation of hospitals for patient intake in case of referrals. Participants and users of the telemedicine project – nurses, midwives, community health workers and patients – reported positive impacts and improved primary health services from the pilot project.



Preliminary results point to a reduction by 37% of referrals once the teleconsultation center was established, saving an average of 110 Ghana cedis (USD 31) per avoided referral. Among the referred cases reported, 50% were designated as emergency referrals, requiring ambulatory services. Additionally, for the calls that were referred to the district hospital, the teleconsultation center offered support in stabilising emergencies.

The Ghana Health Service has endorsed the Telemedicine project as a preferred model for scale-up, as Ghana's National e-health strategy foresees national scale-up of telemedicine by 2017. The Novartis Foundation will develop a road-map for national scale-up with the Ghana Health Service and Ministry of Health, while maintaining the original teleconsultation center as the Center of Excellence to further improve and perfect the system.

“The underlying model of the Telemedicine Project is sound and scalable for broad positive impact on healthcare. That impact is augmented by the high usage by expectant mothers, making it a key driver of maternal health improvement.”

– K.Y. Amoako



Looking ahead, Kenya is integrating the SafeCare methodology into its legislative framework, to institutionalise healthcare standards and improve healthcare quality of 1 500 Kenyan clinics participating in a new mobile health payment initiative called CarePay. The goal of the Medical Credit Fund is to invest 70 million USD in financing quality improvement of more than 2 500 clinics in Kenya and other countries by 2018.



“This thoughtful programme uses an imaginative public-private approach to raise quality and consistency of standards in the private clinics which provide a large proportion of Kenya’s primary healthcare. At the same time it is strengthening the business efficiency and financial stability of clinics, enabling more stable financing of the sector. It is impressive that the programme’s SafeCare standards for primary healthcare are being adopted and rolled out so quickly.”

– Geoffrey Lamb

FINALIST

5S-Kaizen

Submitted by:

Ministry of Foreign Affairs/Japan International Cooperation Agency (JICA)

Hospitals play a central role in country's health services, from regularly being first point of contact for patient diagnosis, to designation and delivery of specialised inpatient care. They also account for a significant share of national health expenditure. Efficiency and quality of hospital services is a key factor for strengthening a country's health systems.

5S-KAIZEN is an approach to improve hospital management that builds on successful business models from Japan's manufacturing industry. At its core, it is a team-based continuous problem solving activity to improve work processes that is simple, easy to do, and requires little

“Who knows how many infections would have been prevented, how many lives would have been saved if the 5S-Kaizen system had been in place in hospitals in Ebola-affected countries? You want private sector solutions to development problems? This is it – from factory floor to hospital ward. Even more powerful is the potential of this project to foster a change in mindset that has developmental benefits beyond the hospital. Most important, the low additional cost means the system can be sustained without recourse to donor support.”

– K.Y Amoako



additional costs: Work Improvement Teams at ward/department level, and Quality Improvement Teams at management level are set up, discuss problems and inefficiencies they face and try out solutions conceived by themselves. Employees can immediately see benefits. Confidence and motivation of employees are increased through experiencing small successes, realising they can be the agents for change, enhancing the sustainability of the approach.



Scaling and measures of success:

After an initial application of the approach in the health sector in Sri Lanka showed impressive improvements, 5S-KAIZEN was expanded to public hospitals in 15 countries in Africa in 2007. 5S-KAIZEN activities have now expanded to 500 health facilities in 20 countries.

Examples of the impact of 5S activities ranges from reduced patient waiting by up to 43%, reduced overcrowding of patients at triage area was by up to 52%, improved waste segregation by up to 86%, improved hospital revenue due to improved application for health insurance by 200%.

In Tanzania, a frontrunner country for 5S-KAIZEN, the approach has been stipulated in the Tanzania Quality Improvement Framework put together by the Ministry of Health and Social Welfare of Tanzania as a foundation of all quality improvement activities. 5S-KAIZEN is now expanded to at least 67 public hospitals, while private sector hospitals as well as public hospitals from Kenya, Sudan, Malawi, Uganda, Nigeria, etc. are visiting the pilot hospital to model their approach on its success.

“Through the 5S-Kaizen programme, JICA has developed a truly innovative idea to change the health sector in developing countries for the better. By sorting, setting, shining, standardising and sustaining, this project maximises private sector best practices, as learned from the imminently successful Japanese manufacturing industry, to achieve more efficient and effective results in hospital performance management throughout the developing world. Applying private sector best practices for efficiency and improved quality is the type of innovative thinking that I firmly believe we need more of in the development community”

— HE Sheikha Lubna Al Qasimi

A look at last year's winner and finalists

Another purpose of the DAC Prize is to follow past finalists to learn from their successes and challenges in scaling their models, which will enhance their reach, and increase their impact. In this regard, it is encouraging to see that the winner and the finalists of the first DAC Prize in 2014, have shown impressive evolution in their respective programmes. Almost all projects have succeeded in expanding their influence and increasing the number of people reached.

Looking closely at the DAC Prize finalists in 2014 and 2015, some initial findings emerge. Programmes appear to be concentrated in sectors such as agriculture, health care and education, with indications of increasing action in off-grid renewable energy. The innovative aspects of the programmes range from processes, management and partnership practices, to the use of new technologies and financing tools. Some examples combine a carefully crafted interplay of innovation in different areas. Others show that 'simple' innovation can also yield very powerful results.

The DAC Prize has furthermore helped the past winners and finalists raise awareness around their projects and showcase their work internationally.

Empowerment of those on the ground and economic incentive are common drivers behind the programmes of the various finalists. It may seem obvious, but it is worth highlighting that a common key success factor amongst finalists is the ability to increase revenue and productivity that benefit the beneficiaries or partner institutions – including commercial entities as well as those with a development mandate. Last year's DAC Prize winner, the Katalyst programme, demonstrates this in an impressive fashion.



LAST YEARS WINNER

Katalyst

Scaling and impact prior to the DAC Prize in 2014

Between 2008 and 2013, Katalyst created a market for seed products for poor farmers in Bangladesh, based on providing high-quality seeds in mini-packets, which helped increase the income of poor farmers. The target in the first season was to sell 100 000 mini-packets but this target was overshoot with total sales reaching 558 000 packs. Katalyst managed to reach 2.4 million farmers in 55 out of 64 districts in Bangladesh and develop a new market for seed distributor companies.



Evolution since the 2014 DAC Prize

While Katalyst experienced delays in further scaling due to administrative delays and political turmoil in the first quarter of 2015, the success of its business model and the market opportunity led two other seed companies to enter the market for mini seeds in 2015. Katalyst itself facilitated the distribution of mini-packets to the chars of Bangladesh, which are low lying and isolated river islands prone to flooding and erosion with a population of 6.5 million people. Together with the entry of new seed companies, the reach and impact to households even in the rather isolated regions is expected to increase further.

“These brilliant submissions all make a huge contribution to International Development and I congratulate all the finalists on the wonderful work they are doing”.

– Rt Hon Andrew Mitchell MP

More information on the evolution of the DAC Prize finalists’ programmes can be found at: www.oecd.org/dac/dacprize.htm



Photos:

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