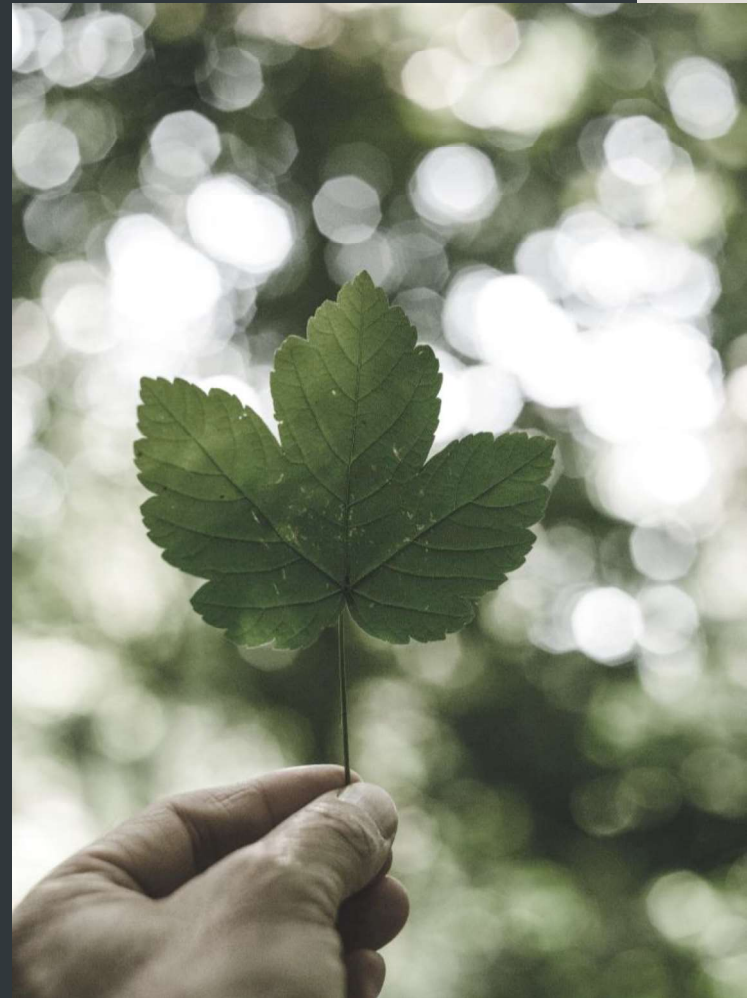# SUSTAINABILITY PLAN

Course material

EURGen-RefLabCap and the FWD-AMR RefLabCap projects

May 23rd 2022

WELCOME AND THE FOCUS OF THIS COURSE

During the meeting - We will follow six principles during the session

1

UNINTERRUPTED ATTENTION

Join the course in a space where you can sit uninterrupted throughout the whole meeting.

2

PARTICIPATE ACTIVELY

Do not work on other tasks simultaneously, but focus on the ongoing course.

3

MUTE YOUR MICROPHONE

Mute yourself while listening to avoid distracting sounds in the meeting.

4

VIDEO IS MANDATORY

Always have video on to increase engagement and the feeling of being in the 'same' meeting.

5

INTERACTION IS REQUIRED

Lean in and participate in exercises and discussions.

6

STATE YOUR NAME

Always start speaking by first stating your name so that everybody knows who is talking.

Why a course regarding sustainability plans?

Donors increasingly demand that sustainability plans are developed to ensure that impact is sustained when funded activities are terminated.

These demands force you to:

- Strengthen service deliveries (output) in your current activities
- Secure for impact and access to maintain impact of your activities
- Initiate stakeholder management along your current core activities

The course will enable you to be build a sustianability plan by answering two questions:

1 What is the essential content of a sustainability plan that can be used in discussions with future donors?

2 What are the key templates to be used in the plan? - and which tools can be used in preparing the plan?

PROGRAMME – MAY 23RD

1 Welcome

2 Introduction to sustainability plan and the FANTA-model

3 The six elements in a sustainability strategy and what you have to consider when choosing your strategy

4 Content of a sustainability plan and how to build the plan

5 Next step

Good to know - definitions

To support a common language during the course the following definition are good to know:

Action plan
The template you have been asked to fill in as part of your EURGen-RefLabCap project containing tasks and core functions

Tasks
The tasks you are executing as part of your current activities in your laboratory

Core functions
A group of tasks you are executing

Sustainability plan
A specific plan describing the activities you need to execute along your laboratory activities to assure that the achievement of development or innovation goals are not jeopardized and that stakeholders (i.e. funding bodies) are kept aligned on your activitites

Exit
The state where your current funding is terminated – and you can either get it prolonged or exit through a phase over to another donor

Your preparation to the course

- In order to get the best possible outcome of this course we encourage you to bring a case that you can use during the course exercises. This will enable you to apply tools and methods on your own activities.

- We are aware, that you have been asked to fill out an action plan template as part of the EURGen-RefLabCap and the FWD-AMR RefLabCap projects.

- You are welcome to pick some "tasks" or one or more "core functions" from this template to use them as a case for the course, if you find them well suited to this purpose.

- Most important for the case is that it consists of one or more tasks or activities, that are temporary in nature and that are funded by someone else.

- The exercises during the course will focus on how the tasks/activities can be sustained and what actions must be taken to have them phased over to someone else or refunded in order to continue

case
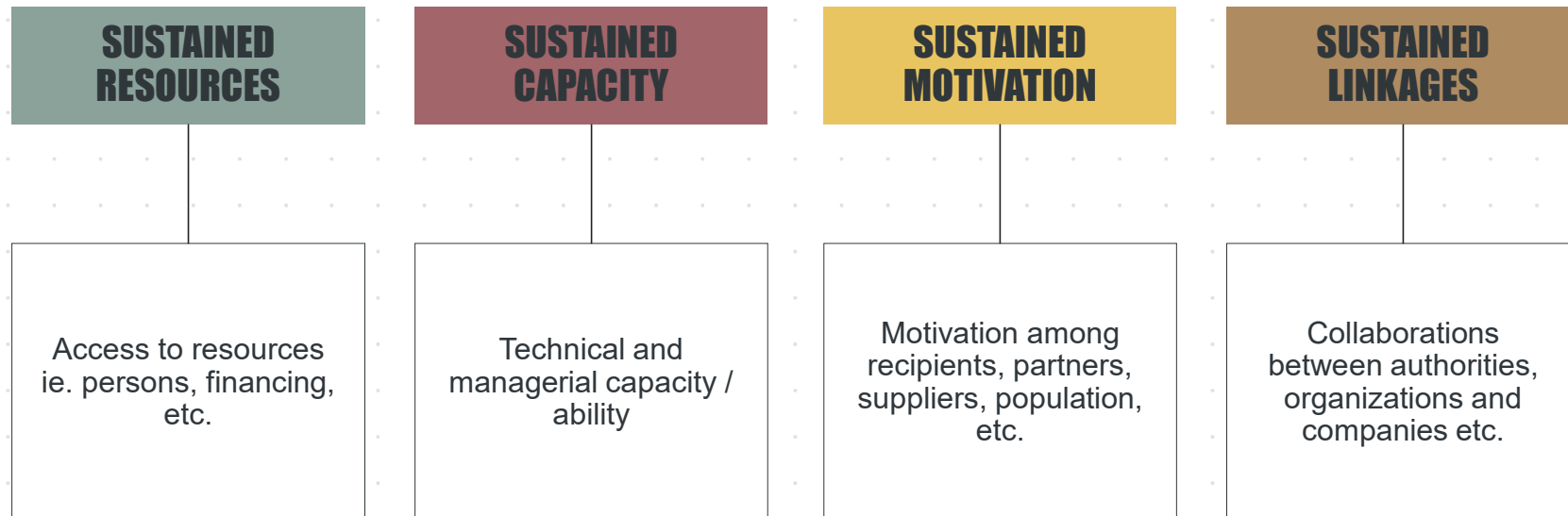
SUSTANABILITY PLAN AND THE FANTA MODEL
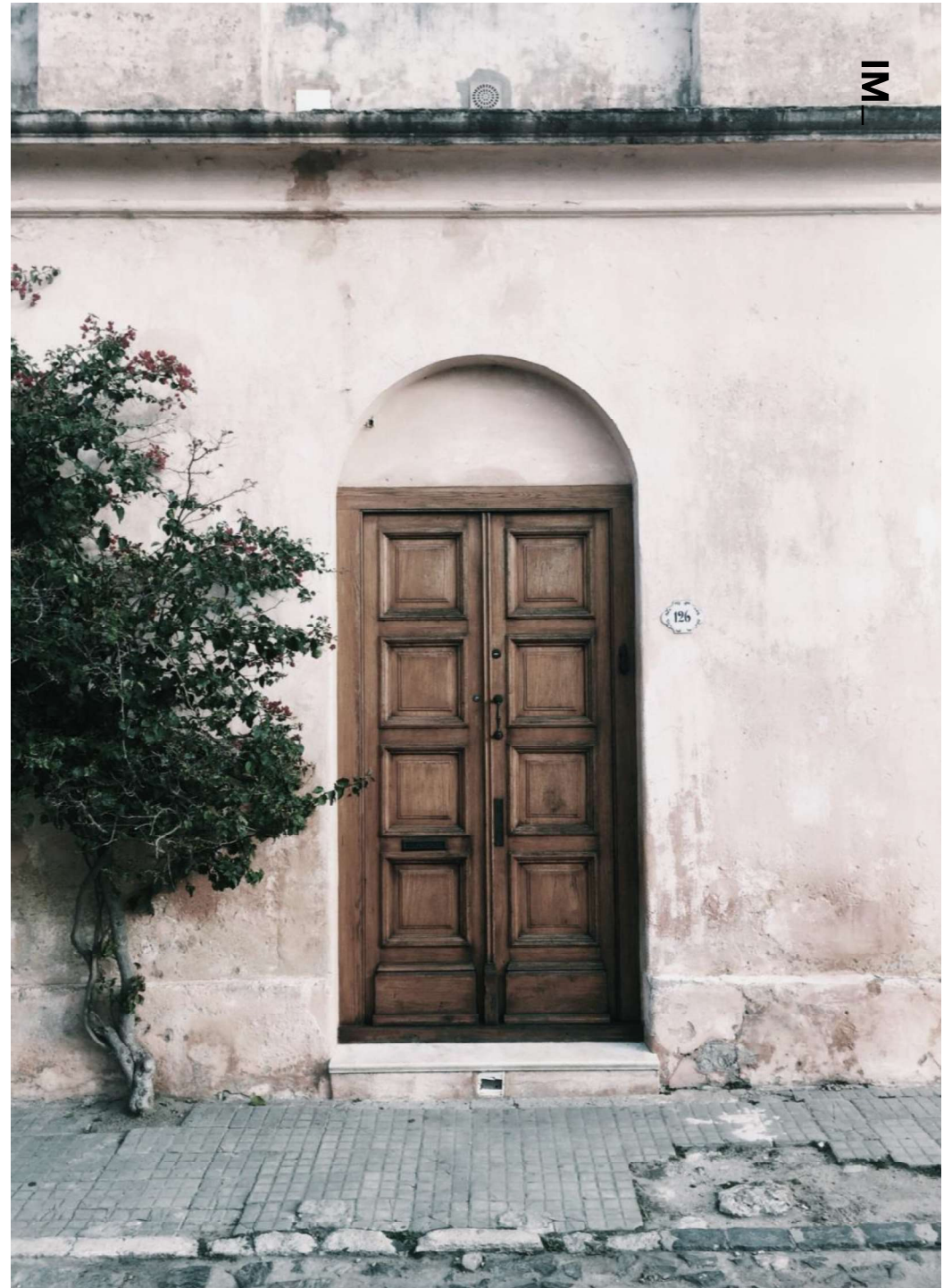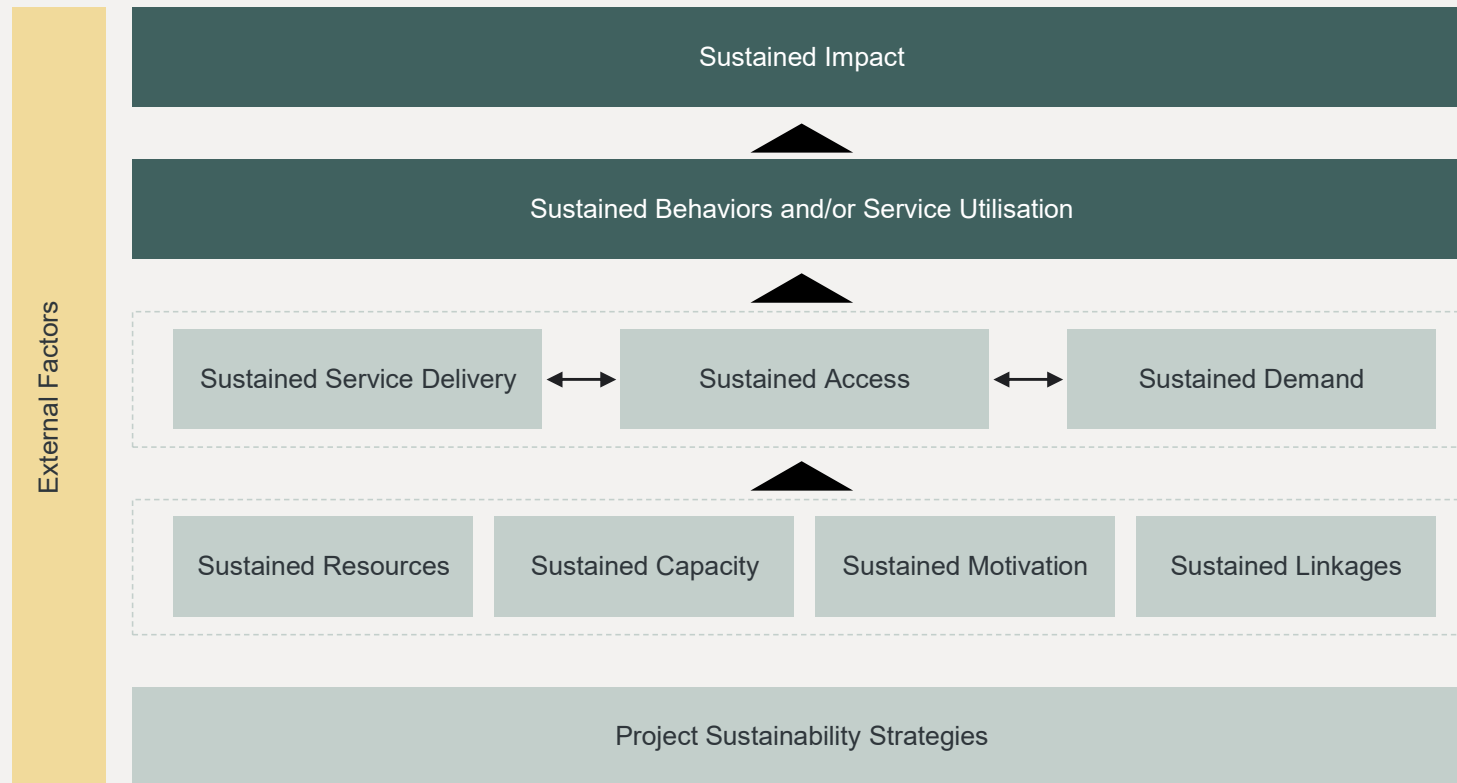
What is a sustainability plan?

A SUSTAINABILITY PLAN is a specific plan describing how your project or program (or task) intends to withdraw while assuring that the achievement of development or innovation goals are not jeopardized and that further progress toward these goals is made.

What is sustainability?

SUSTAINED RESOURCES	SUSTAINED CAPACITY	SUSTAINED MOTIVATION	SUSTAINED LINKAGES
Access to resources ie. persons, financing, etc.	Technical and managerial capacity / ability	Motivation among recipients, partners, suppliers, population, etc.	Collaborations between authorities, organizations and companies etc.

Source: Sustaining development: A Synthesis of results from a four country study of Sustainability and Exit Strategies among Development Food Assistance Projects, USAID, FANTA III (Food And Nutrition Technical Assistance), 2015

The FANTA - model

IM

External Factors		
	Sustained Impact	
	▲	
	Sustained Behaviors and/or Service Utilisation	
	▲	
	Sustained Service Delivery ↔ Sustained Access ↔ Sustained Demand	
	▲	
	Sustained Resources Sustained Capacity Sustained Motivation Sustained Linkages	
	Project Sustainability Strategies	

- Service delivery: That a service is provided to a recipient
- Access: That the recipient has access to the service
- Demand: That the recipient demands the service

- Resources: Access to resources ie. persons, financing, etc.
- Capacity: Technical and managerial capacity / ability
- Motivation: Motivation among recipients, partners, suppliers, population, etc.
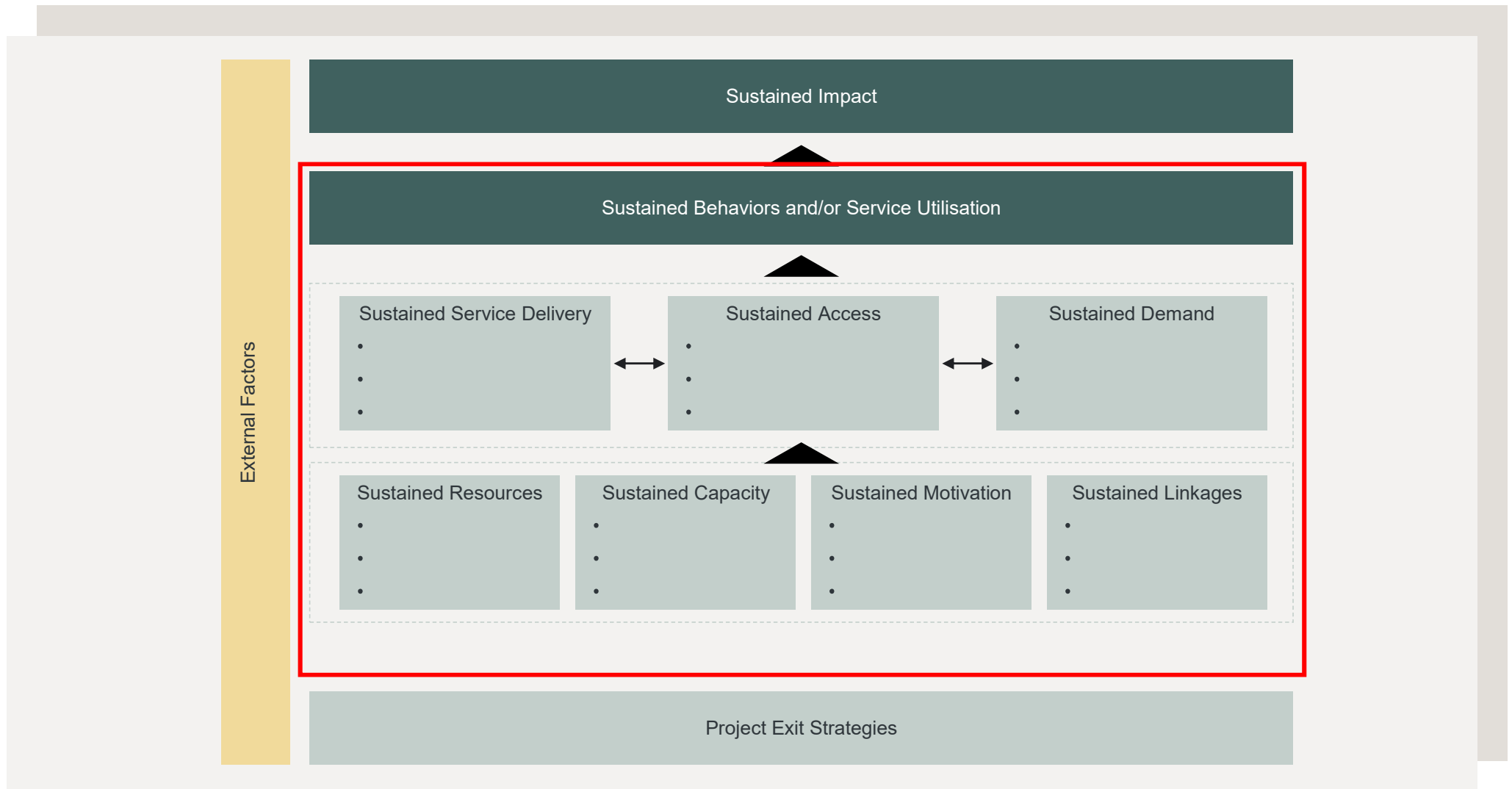- Linkages: Collaborations between authorities, organizations and companies etc.

Source: Sustaining development: A Synthesis of results from a four country study of Sustainability and Exit Strategies among Development Food Assistance Projects, USAID, FANTA III (Food And Nutrition Technical Assistance), 2015

EXERCISE

- How can the elements of the FANTA model be translated into your task/core function/project?

- Which of the four sustainability elements (resources, capacity, motivation or linkages) are important in your task/core function/project?

The FANTA - model – in your project

Source: Sustaining development: A Synthesis of results from a four country study of Sustainability and Exit Strategies among Development Food Assistance Projects, USAID, FANTA III (Food And Nutrition Technical Assistance), 2015

EXIT-STRATEGY

Guiding principles when planning an exit or activities for obtaining funding supporting sustained impact of your tasks or core functions

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1 Plan for sustainability from the outset

2 Think about sustainability early on

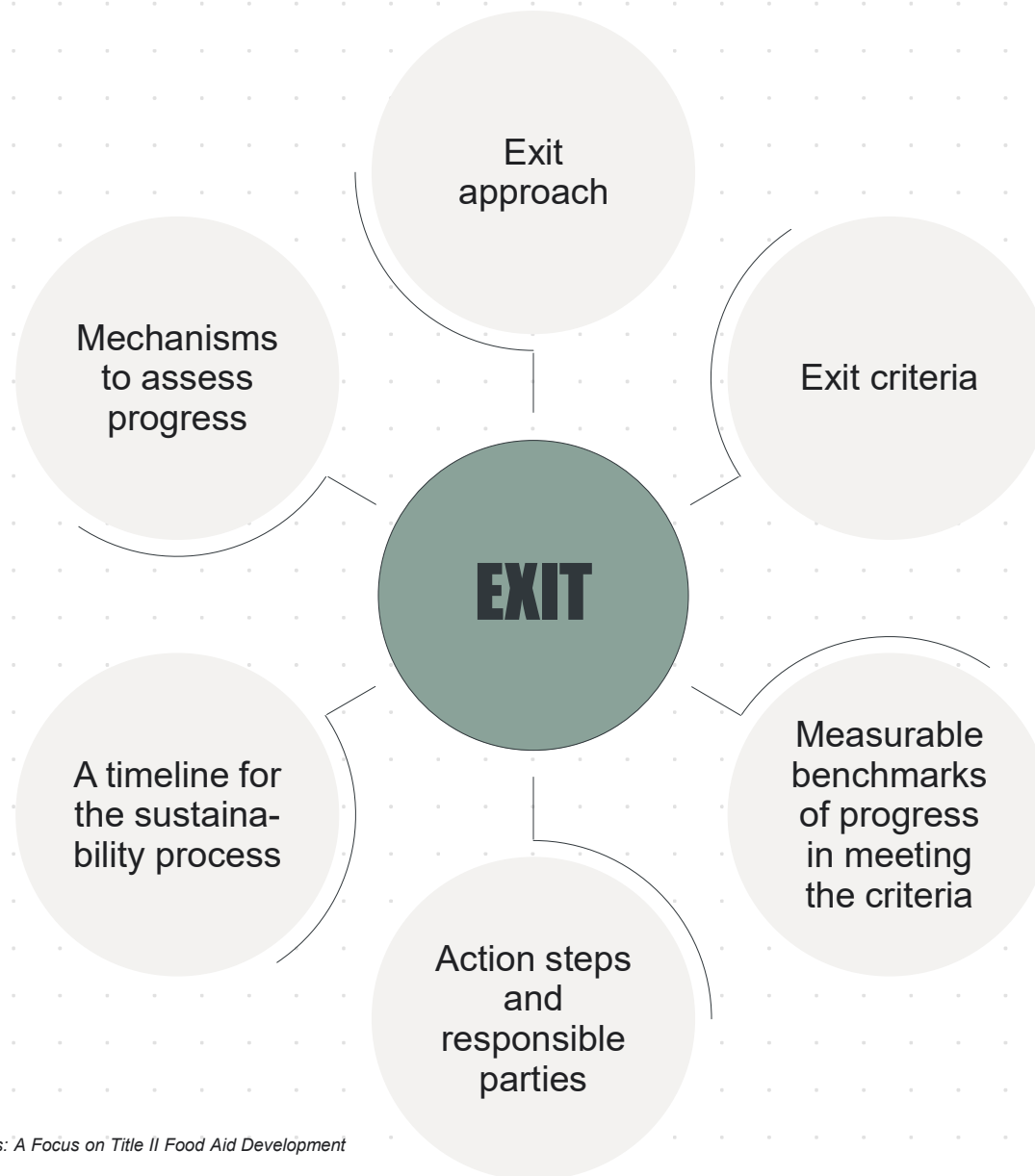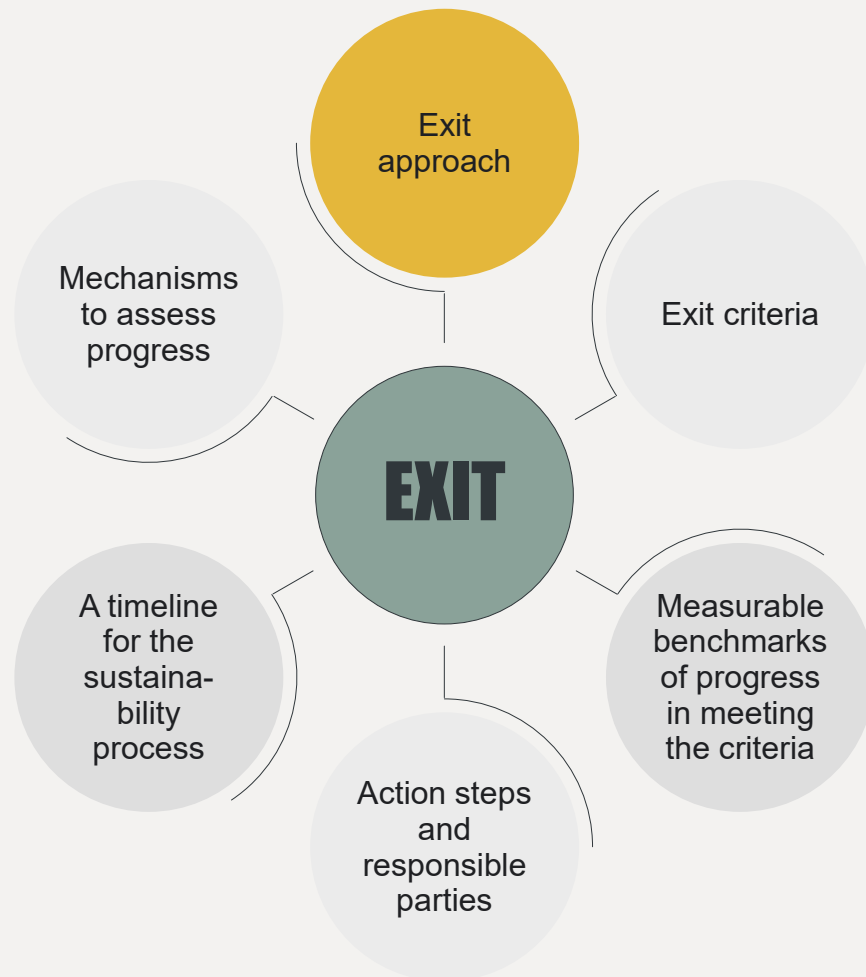**3** Consult with partners and stakeholders regularly

4 Communicate constantly

The principles are not an instruction - but they can help guide our behavior in your work

A clearly defined exit strategy requires identification of 6 elements…

Inspired by: Program Graduation and Exit Strategies: A Focus on Title II Food Aid Development Programs, Rogers and Macias

SUSTAINABILITY APPROACH

- Exit approach
- Exit criteria
- Measurable benchmarks of progress in meeting the criteria
- Action steps and responsible parties
- A timeline for the sustainability process
- Mechanisms to assess progress

EXIT

The three typical exit approaches
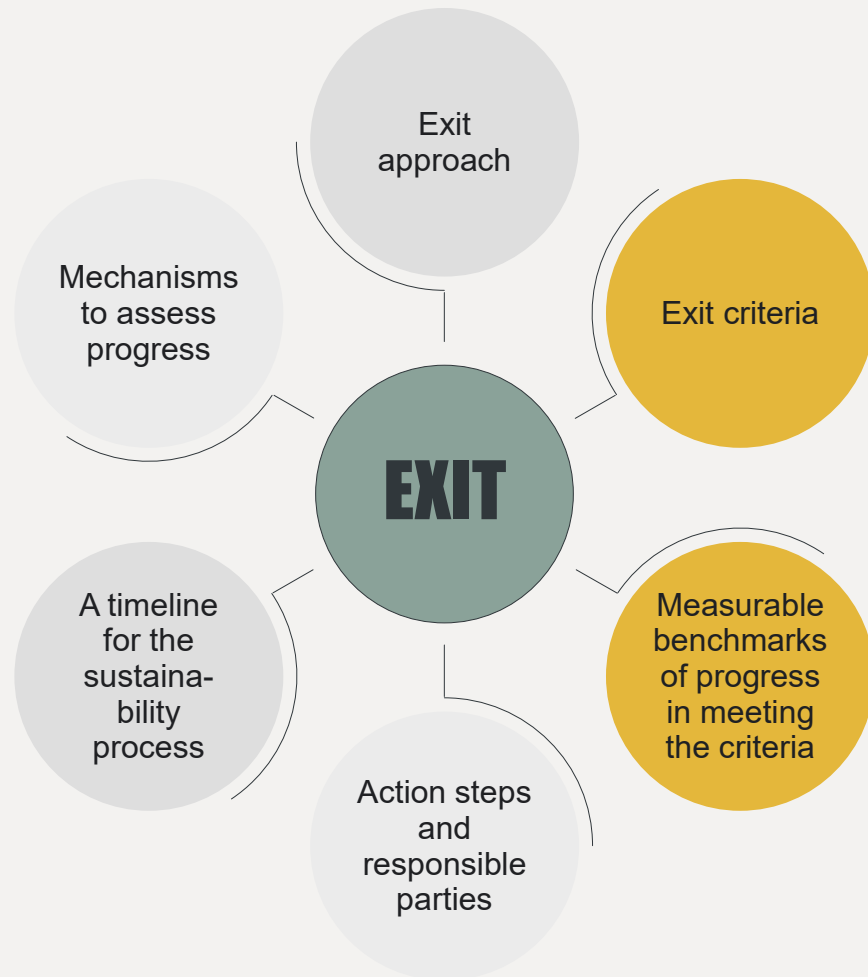
"PHASE OUT"

- Impact has been achieved and there is no need for a continuation of the project activities

- Or - we are at the end of a funding cycle, and it seems unrealistic to achieve impact even of we get refunded

"PHASE OVER"

- Gradual transfer of activities to other parties because the activities continue in a new project, or because the activities must be anchored in local operations

- If the activities continue in a new project, it may well be that we are part of the project ourselves, but a new donor is funding the continuation

"PHASE DOWN"

- Gradual reduction of the activities in the project and possibly transfer of responsibility to other parties

- Is typically an initial step before "Phase Out" or "Phase Over"

EXIT CRITERIA AND MEASURABLE BENCHMARKS

Exit approach

Mechanisms to assess progress

Exit criteria

EXIT

Measurable benchmarks of progress in meeting the criteria

A timeline for the sustaina-bility process

Action steps and responsible parties

Criteria initiating sustainability actions

TYPICAL CRITERIA FOR COMMENCING A SUSTAINABILITY PLAN

1 Your activities are at the end of their funding period

2 The activities have delivered the desired lasting impact

3 The activities have reached a number of the agreed benchmarks on the way to establishing lasting impact

SETTING CLEARLY DEFINED CRITERIA FOR EXIT IS NECESSARY

Using an Impact Case and Impact Tracking helps to define the criteria

Defining impact helps us to clearly define exit criteria – while impact tracking ensures that we meet agreed criteria and benchmarks
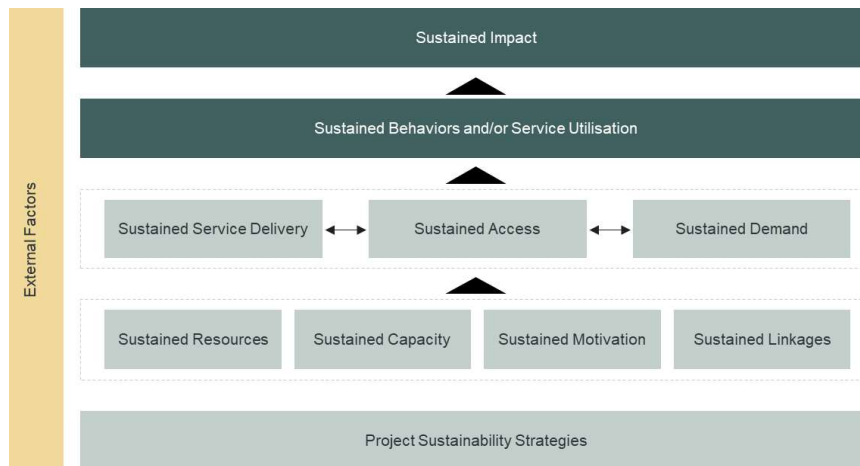
why

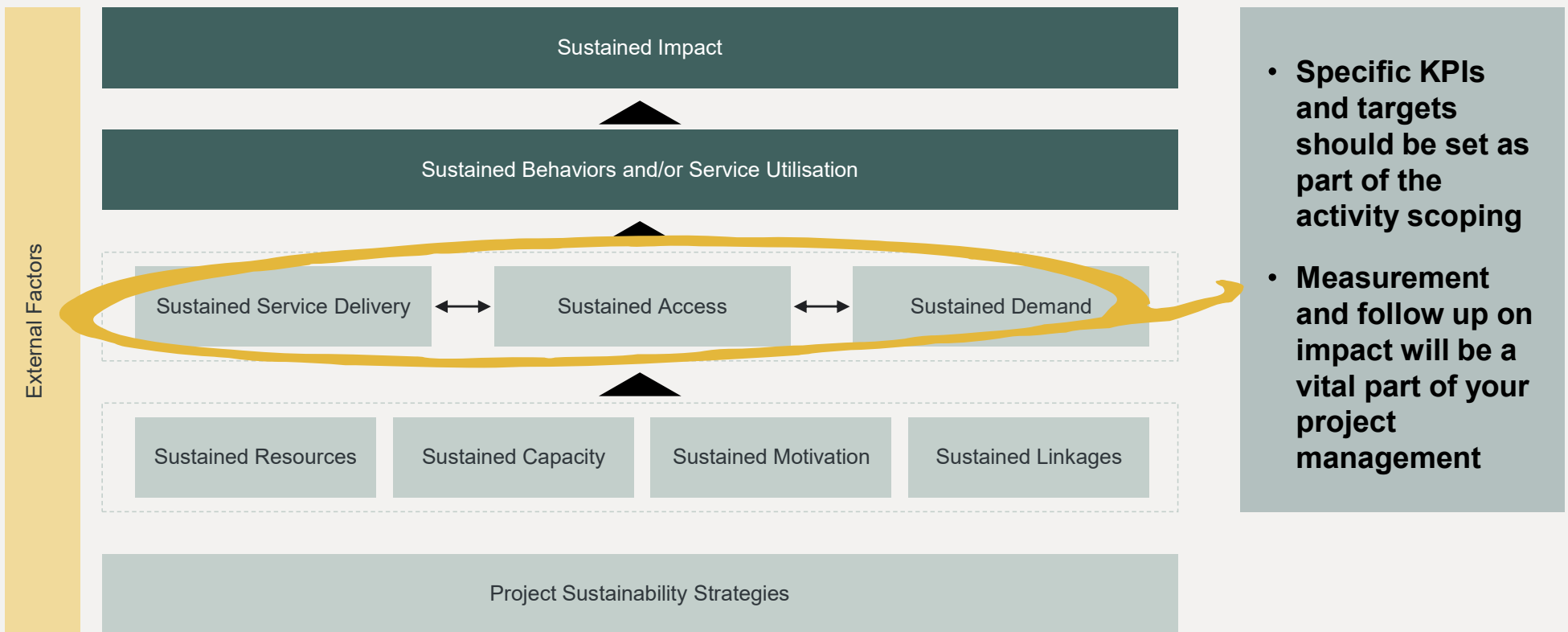To ensure stakeholder satisfaction and to manage the project with impact in mind.

what

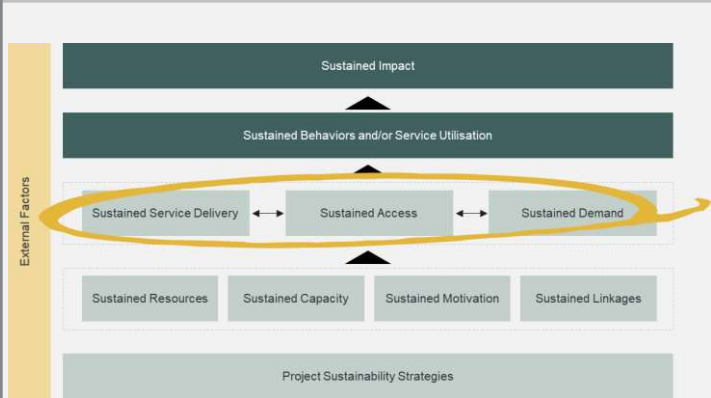A prioritized overview of how your activities create impact hence societal value.

Sustained Impact	
Sustained Behaviors and/or Service Utilisation	
Sustained Service Delivery ↔ Sustained Access ↔ Sustained Demand	
Sustained Resources Sustained Capacity Sustained Motivation Sustained Linkages	
Project Sustainability Strategies	

External Factors

how

1 Build an objective hierarchy with purpose, success criteria and main deliverables

2 Design few but critical and leading impact key performing indicators (KPI's)

3 Gain commitment with sponsors and management

4 Use KPI's to adjust activities for early impact realization

KPI's as part of the FANTA-model

IM

Sustained Impact

Sustained Behaviors and/or Service Utilisation

External Factors

| Sustained Service Delivery | ↔ | Sustained Access | ↔ | Sustained Demand |

| Sustained Resources | Sustained Capacity | Sustained Motivation | Sustained Linkages |

Project Sustainability Strategies

- **Specific KPIs and targets should be set as part of the activity scoping**

- **Measurement and follow up on impact will be a vital part of your project management**

Impact tracking

IMPACT OBJECTIVES

Impact map	Impact objectives
	Objective A
	Objective B
	Objective C
	Objective D
	Objective E

The impact map includes: Sustained Impact; Sustained Behaviors and/or Service Utilisation; Sustained Service Delivery, Sustained Access, Sustained Demand; Sustained Resources, Sustained Capacity, Sustained Motivation, Sustained Linkages; Project Sustainability Strategies; External Factors.

IMPACT MEASUREMENT

KPI/ measure	Baseline	Target	Date	Date	Date

EXERCISE

- What kind of impact are you striving for in your activitites/tasks/core functions?

- What is the baseline today?

- What are the key benchmarks on the way to achieve the desired end state?

Exit
approach

Exit criteria

Mechanisms
to assess
progress

EXIT

A timeline
for the
sustaina-
bility
process

Measurable
benchmarks
of progress
in meeting
the criteria

Action steps
and
responsible
parties
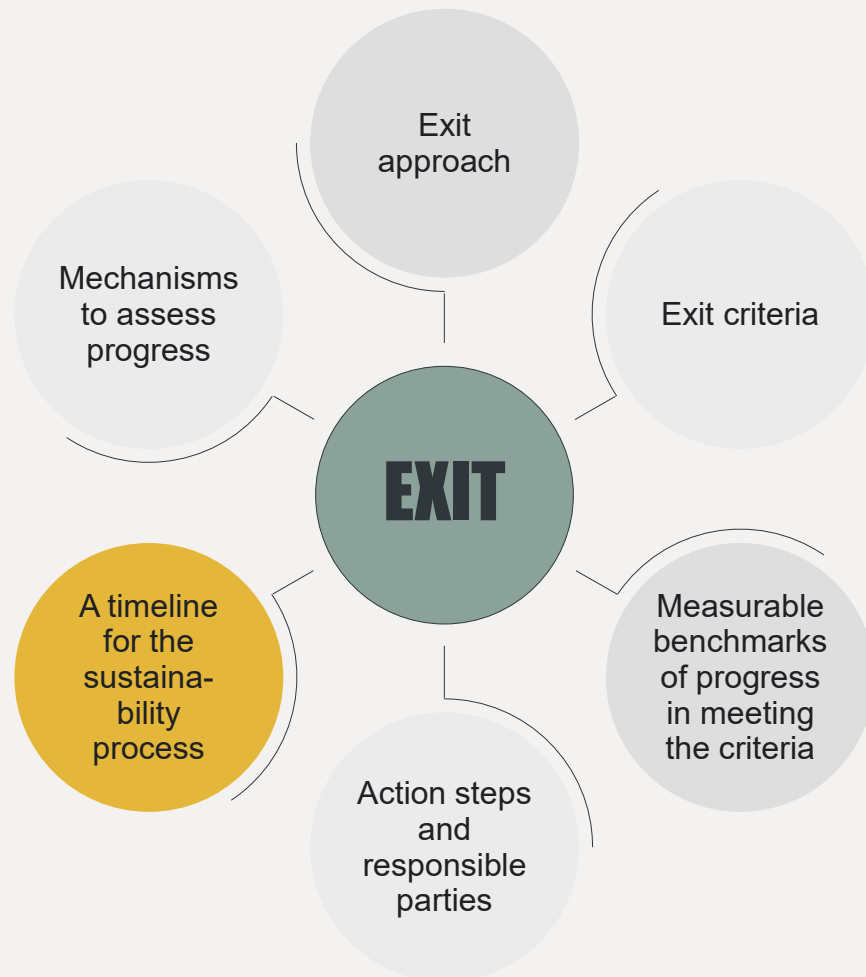
CONTENT OF YOUR SUSTAINABILITY PLAN AND HOW TO BUILD IT

Sustainability is always a part of your ongoing activities

DEFINE
- Situation and stakeholder analysis
- Description of the "sustainable state"…

DESIGN
- Define significant "sustainability factors"
- Measurable benchmarks

IMPLEMENT
- Deploy resources for sustainability activitties
- Work actively with sustainability actions in parallel with the project deliverables
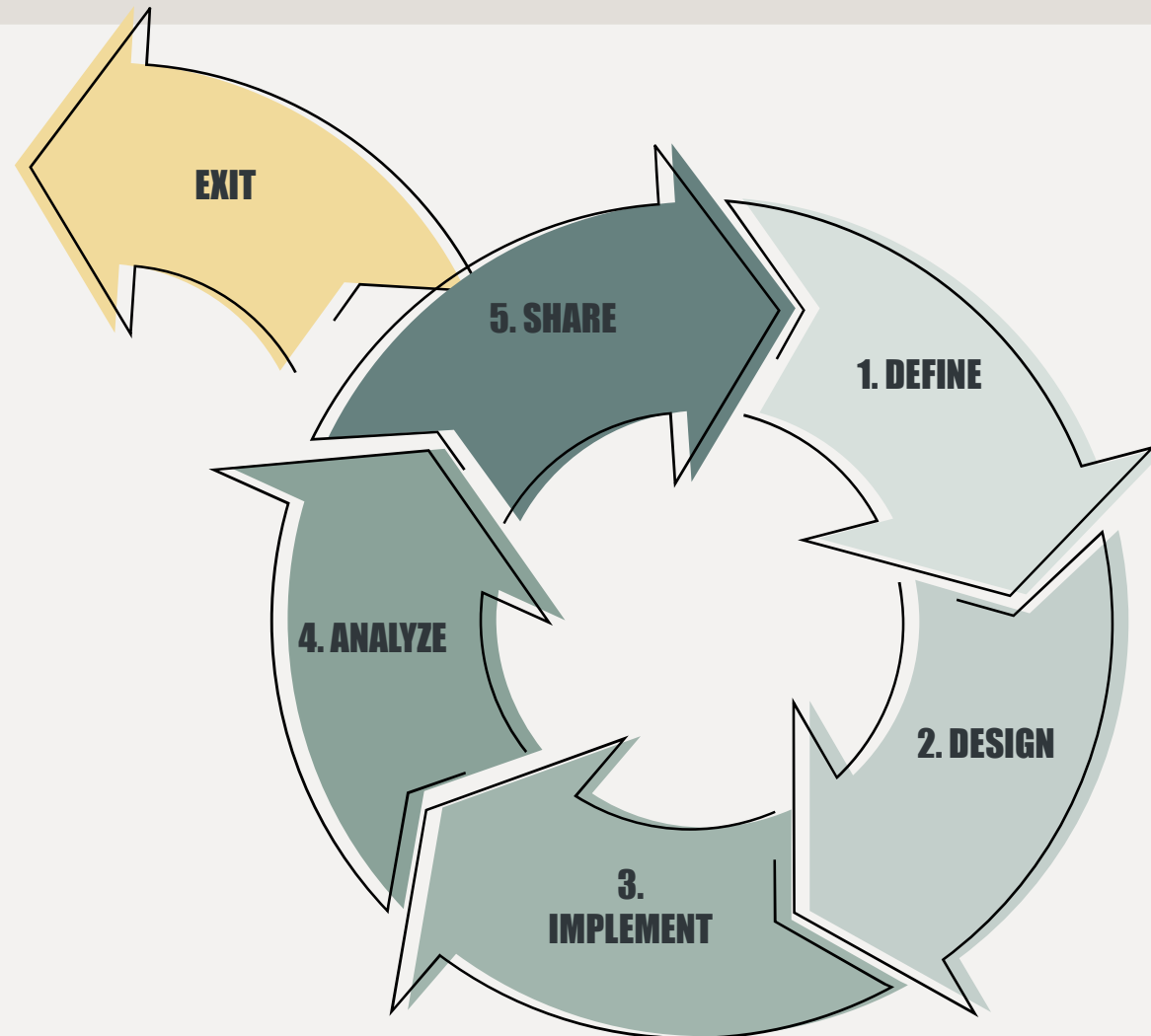
ANALYZE
- Follow up on progress in terms of anchoring
- Adjust the project if necessary

SHARE
- Evaluate the project against "sustainable state"
- Share "lessons learned"

EXIT
- … when the results are anchored and sustainable…

Source: Resources for Implementing the CMP Open Standards. Planning for Sustainability and Responsible Exits, WWF, marts 2017

Elements of a Sustainability plan

1. Plan for exit from the earliest stages of the project / task	2. Develop partnerships and local linkages	3. Build local organizational and human capacity
4. Mobilize local and external resources as an exit strategy	5. Stagger phase out of various activities	6. Allow roles and relationships to evolve and continue after exit

- Figure above shows key elements of a "sustainability plan", detailed on the following slides
- When applying the components of the sustainability plan, choose (only) the most relevant for your project / task

Inspired from "What We Know About Exit Strategies – Practical Guidance For Developing Exit Strategies In The Field", 2005

EXERCISE (A)

- Fill in the template with a sustainaility plan for your project/task/core function

Sustainability plan – template (1/2)

Describe only the most relevant components for your project / task

COMPONENT	KEY QUSTION (INSPIRATIONAL)	ACTIVITY	DELIVERABLE
1. Plan for exit from the earliest stages of the project / task	• How will we "phase down" our project / task? Will we "phase out" activities or hand them off to a local actor? • What is the appropriate time line? • How will we know we are on track for phase out? • What impact indicators will we use? How will we monitor them? • What are the specific action steps to reach the benchmarks?	1. … 2. … 3. … 4. … 5. … 6. … 7. …	• … • … • … • … • … • … • …
2. Develop partnerships and local linkages	• With what types of organizations should we partner? • What will our partnerships bring to the partnership? What can we offer? • How will the partnership prepare for exit? • How can the partnership prepare for a successful exit?	1. … 2. … 3. … 4. … 5. … 6. … 7. …	• … • … • … • … • … • … • …

Inspired from "What We Know About Exit Strategies – Practical Guidance For Developing Exit Strategies In The Field", 2005

Remember to nummerize the activities

Sustainability plan – template (2/2)

COMPONENT	KEY QUSTION (INSPIRATIONAL)	ACTIVITY	DELIVERABLE
3. Build local organizational and human capacity	• What capacities are needed? • What capacities already exist? • What indicators will we use to monitor progress in building these capacities?	1. … 2. … 3. … 4. … 5. …	• … • … • … • …
4. Mobilize local and external resources as an exit strategy	• What inputs will we need to maintain services? • Who can provide these inputs? To what extent are they available locally? Externally? • Which benefits of the project / task can be sustained without continued inputs? To what extent can the benefits be sustained without continued inputs?	1. … 2. … 3. … 4. … 5. …	• … • … • … • …
5. Stagger phase out of various activities	• What are the key elements of the project/task? • Which elements are dependent on others? • What is the graduation and exit plan and timeline for the project / task components?How will it be implemented? How will it be monitored?	1. … 2. … 3. … 4. … 5. …	• … • … • … • …
6. Allow roles and relationships to evolve and continue after exit	• What types of ongoing support would be most useful? • How will such ongoing support be funded when the project / task finishes?	1. … 2. … 3. … 4. … 5. …	• … • … • … • …

Inspired from "What We Know About Exit Strategies – Practical Guidance For Developing Exit Strategies In The Field", 2005

EXERCISE (B)

- Fill in the actions derived from your exit plan
  – use the template at the next page

Activity plan for action plan for exit strategy - template

#	WHO WILL DO IT	STAKEHOLDERS TO INVOLVE	DEADLINE	COST / RESOURCES	OTHER REMARKS…
1.1.	• …	• …	• …	• …	• …
1.2.	• …	• …	• …	• …	• …
…	• …	• …	• …	• …	• …
…	• …	• …	• …	• …	• …
…	• …	• …	• …	• …	• …
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…	• …	• …	• …	• …	• …
…	• …	• …	• …	• …	• …
…	• …	• …	• …	• …	• …

Feed back and next steps

What are the key learnings today?

How was it to use your own case?

What should we do differently on session 2 (September 2022)?

Themes for session 2: Business case and stakeholder management

Contact information

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CONSULTING GROUP_