FREEHEARTS AFRICA REACH OUT FOUNDATION

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2018 SUSTAINABILITY PLAN

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FAROF 2018 SUSTAINABILITY PLAN

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1.0.   Introduction

A Sustainability Plan is a required Infrastructure Component of FAROF 2018 funding, fully funded by the Founders and co founders, Board of Trustees of FAROF. The literature suggests a large number of factors affect project sustainability. Factors that increase the likelihood of sustaining a project relate to:

- project design and implementation;
- the host organization; and
- the broader community.

FAROF deemed it fit to develop a Matrix as shown below, which identifies the sustainability factors and sustainability objectives that FAROF projects need to target in oder to build the potential for sustainability into her projects.

FAROF seek to ensure that her Sub-recipients adopts to incorporate these sustainability objectives into their project plans during the development phase and continue to address them during the implementation phase.

The Matrix

2.0.   project design and implementation;

Project Design and Implementation		
Sustainability Factor	**Sustainability Objective**	**Sustainability Actions**
Employing a change theory A number of authors suggest that the **existence of a theory**, whether formal or informal, is important to project sustainability. Such a theory would include **clear definitions of the target population, the needs to be met by the project, the expected outcomes of the project, and the**	• Design project using evidence-based change theory or strategy	*Recipients will complete this section*: Suggestions: • Use evidence-based strategies • Adopt a theory of change or logic model for

interventions employed to attain them. It would also include **arguments** as to how the interventions will bring about the desired outcomes (Steadman et al., 2002; Weiss, Coffman, & Bohan-Baker, 2002).		change • Utilize community-based participatory principles in chosing FAROF strategies and approaches

Demonstrable Effectiveness		
Sustainability Factor	**Sustainability Objective**	**Sustainability Actions**
To mobilize resources required to sustain the project beyond its initial grant, it is not enough that the project attains its objectives. The project must be able to **document its success and disseminate the evidence among stakeholders** (Mancini & Marek, 2004; Shediac-Rizkallah & Bone, 1998; Steadman et al., 2002). Some studies show that advertisement of the project's effectiveness not only to its stakeholders but also to the general public serves as a meaningful predictor of the sustainability of the project (Pentz, 2000; Stephen, Bekemeier, & Berkowitz, 2005) in that it enhances community support. (i.e., social marketing).	• Evaluate project effectiveness • Disseminate results to community	*Recipients will complete this section*: Suggestions: • Design and implment a comprehensive evaluation plan to assess the impact of the PSE strategies implemented • Hold regular dissemination meetings with the stakeholder community and professional conferences to dissemination the results of the project and build recognition for success.

Project Flexibility

Sustainability Factor	Sustainability Objective	Sustainability Actions
A number of studies show that the ability of a project to change in accord with changing circumstances can significantly affect its chances of survival (Fagen, 2001;, O'Loughlin et al., 1998 and Scheirer,2005) found that the projects that underwent changes and modifications in the course of their implementation had better chances of being sustained than projects that stuck to their original pattern.	• Maintain project flexibility to adjust to project challenges and barriers	Recipients will complete this section Suggestions: • Get regular feedback from key stakeholder about progress and strategies • Develop a list of alternative PSE strategies and plan to implement them if chosen strategies do not work out.

Human Resources		
Sustainability Factor	**Sustainability Objective**	**Sustainability Actions**
According to Johnson, Hays, Center, and Daley (2004), staff **training** or **expertise building** in a range of matters, including strategic planning skills, knowledge of needs assessment and logic model construction, and leadership skills and fundraising expertise, is important to project sustainability. Findings show that projects that included staff preparation and training, especially training in creative and flexible problem solving, had greater sustainability than projects that did not (Fagen, 2001; Shediac-Rizkallah & Bone, 1998). Findings also show that the chances of sustainability increase where staff and other stakeholders feel that they or their clients can benefit from the project (Scheirer, 2005).	• Provide staff and community stakeholder training to support strategic planning skills, knowledge of needs assessment and logic model construction, leadership skills and fundraising expertise,	Recipients complete this section Suggestions: • Hold regular comprehensive staff training and preparation on key sustainability factors • Conduct regular coalition trainings on key implementation and sustainability factors

Financial Resources and Financing Strategies		
Sustainability Factor	**Sustainability Objective**	**Sustainability Actions**
Several studies show that sustainability increases when projects have multiple sources of funding (Light, 1998; Marek, Mancini, & Brock, 1999), when financing strategies are in place, and when these strategies are implemented early on (Fagen, 2001; Goodson et al., 2001; Pluye, 2002; Steadman et al., 2002; Stevens & Peikes, 2006). Postponement of efforts to obtain funding to later stages of the project can be a major obstacle to project sustainability (Akerlund, 2000; Marek et al., 1999). Containing the costs of the project through the use of volunteers and other means is viewed by some project operators as a means of enhancing sustainability (Scheirer, 2005). Furthermore, it appears that short grants (three years or less) impede project sustainability (Shediac-Rizkallah & Bone, 1998)	• Attain multiple sources of funding • Develop fundraising strategies with partner organizations and coalition members • Recruit and engage volunteers	Recipients will complete this section Suggestions: • Work closely with community partnesr and coalition member organizations to assist them in writing grants to fund companion efforts. • Recruit and engage Community Champions or community volunteers who are receiving training in FAROF approaches. • Leverage resources of coalition member organizations in providing speakers and materials, at

		reduced or no cost, for training conference, meeting rooms, etc.

Project Evaluation		
Sustainability Factor	**Sustainability Objective**	**Sustainability Actions**
Ongoing project evaluation is viewed as a valuable tool to promote sustainability. In addition to achieving alignment of the project's characteristics with the needs of its stake holders (Johnson et al., 2004;, Weiss et al., 2002) argued that project evaluation can help in the development of strategies for sustainability, to follow up their implementation, and to evaluate their effectiveness. Similarly, evaluation can be useful in identifying problems in the project and in facilitating flexibility.	• Develop and conduct a comprehensive project evaluation	Recipients complete this section Suggestions: • Design and implement a comprehensive evaluation plan to capture the effectiveness of the project.

3.0. The host organization

Organizational Setting: Organizational stability and flexibility		
Sustainability Factor	**Sustainability Objective**	**Sustainability Actions**
Studies show that the stability of an organization and its ability to integrate new elements into its structure and culture contribute significantly to the sustainability of new projects (Chovav & Weinstein, 1997; Goodson et al., 2001; Johnson et al., 2004; Pluye, Potvin, Denis, Pelletier, & Mannoni, 2005). Elsworth and Astbury (2004) claimed that sustainable projects are a result of a dynamic process of organizational change, consisting of changes in the organization's structure, approaches, and values.	• Implement the organisation assessment using the Organisation Capacity Assessment Tools-OCAT tools within the existing structure of the host organization and community infrastructure.	Recipients complete this section Suggestions: • Assess organizational readiness for change, culture and climate related to adoption of innovations and projects • Implement organization development and change interventions as needed.

Project Champions

Sustainability Factor	Sustainability Objective	Sustainability Actions
A number of studies have found that project champions, who promote the project in the organization and the community, can contribute to project sustainability (Fagen, 2001; Goodson et al., 2001; Mancini & Marek, 2004; O'Louglin et al., 1998; Savaya & Waysman, 1998; Scheirer, 1990, 2005; Smith et al., 1993; Steadman et al., 2002). According to Shediac-Rizkallah and Bone (1998), such champions should have a relatively high position in the organization, the ability and authority to make necessary compromises, and negotiating skills.	• Recruit, train and engage community champions who will facilitate the trainings/ classes, promote the *Fit Friendly* project within their organizations and facilitate other FAROF community activities.	Recipients complete this section Suggestions: • Recruit and engage Community Champions at targeted organizations who receiving training and assist in facilitation

Managerial support and flexibility		
Sustainability Factor	**Sustainability Objective**	**Sustainability Actions**
It has been claimed that management's openness to new ideas and readiness to take risks for the project increase the project's chances of survival in the organization (Pluye, 2002; Smith et al., 1993).	• Gain the endorsement and support of collaborative organizational managers	Recipients complete this section Suggestions: • Assess leadership support and implement a change process as needed • Recruit organizational leaders for coalitions • Disseminate program impacts to leaders and educate them on the project's importance in meeting the organizational goals

Integration in the organization		
Sustainability Factor	**Sustainability Objective**	**Sustainability Actions**
Self-contained projects are less likely to be sustained than projects that are well integrated with existing systems (Goodson et al., 2001; O'Loughlin et al., 1998; Shediac-Rizkallah & Bone, 1998). Johnson et al. (2004) recommended the development of organizational policies and procedures that will assure that projects still remain part of the routine activities of the organization even after the departure of persons who were originally responsible for creating and implementing the project. One way of attaining this aim, suggested by others, is to integrate the goals of the project with the goals of the host organization (Stephen et al., 2005).	• Integrate the goals of the project with the goals of the host organization	Recipients complete this section Suggestions: • Integrate project activities into the structure of the organization. • Building project responsibilites into job descriptions for existing and onoing funded staff

4.0.   the broader community.(Poject community)

Broader Community: Community support for the project		
Sustainability Factor	**Sustainability Objective**	**Sustainability Actions**
Several studies have found that community support for a project, as manifested in the cooperation of community bodies (e.g., schools, community organizations, government agencies, etc.) with the project implementers (Marek et al., 1999), is a major predictor of its sustainability (Light, 1998; Savaya & Waysman, 1998; Steadman et al., 2002; Stephen et al., 2005). Johnson et al (2004) stressed the importance of strengthening the sense of ownership among those who benefit from the project in the community to increase their motivation to sustain it.	• Develop community support and ownership for the project in the targeted communities.	Recipients complete this section Suggestions: • Recruit the cooperation of community bodies (e.g., schools, community organizations, government agencies, etc.) and engage them in the project implementation

Political Legitimation		
Sustainability Factor	**Sustainability Objective**	**Sustainability Actions**
Another factor that has been advanced as promoting project sustainability is political support (Scheirer, 2005). Given the power and perseverance of institutional routines (Pluye et al., 2004a), it is viewed as important to adapt projects to the policies and regulations of the relevant government bodies (Sarriot et al., 2004) or, alternatively, to exert pressure to amend the policies to better accord with the project (Pentz, 2000).	• Attain political support for the community activities by influencing policy to support FAROF program areas, such as education, GBV, Health, and empowerment	Recipients complete this section Suggestions: • Through grass roots advocacy efforts the coalitions can work to exert pressure on local and state legislative bodies to adopt or amend policies.

Prepared by the Sustainability Consultant
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Signed: