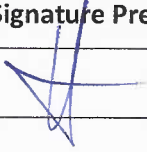




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Sustainability Guidelines for ADRA Austria and its Partners

	Date:	Signature President
Board approval	06 May 2019	
Revision 1		
Revision 2		
Revision 3		
Revision 4		

Enactment: 06 May 2019

The present sustainability guidelines are a binding board decision. It applies to all programming activities funded by ADRA Austria.

All previous handed out guidelines concerning sustainability are no more relevant.

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1 INTRODUCTION

1.1 Why Sustainability?

Resources are limited; They include financial-, time-, natural- and environmental resources mainly. To use them in a responsible manner, they need to be planned holistically and long-term. Sustainable handling requires a good understanding of its value not only for our generation but also future generations.

Risks are reduced; long lasting results, outcome and impact, create an in-depth understanding of the work done and how to improve. This minimizes the risk of repeating the same mistakes again. There is also a risk of failure or a risk of doing harm, which can be prevented by pro-active planning and the inclusion of pre-defined sustainability indicators.

New perspectives develop; Driver of innovation; leading to reduce consumption, reuse the resources we own and recycle what is worn out, damaged or no longer used.

Positive image created; Resources wisely used, items designed and manufactured to last longer, make happy. People are attached to it, appreciate it and talk about it. It is a basic human desire; whatever lasts for a long time creates a feeling of security

Accountability underlined; Accountability is possible where the task and process is fully understood and owned. Ownership of a task includes the responsibility of resources invested to achieve long-term impact. During the work and at completion of the task accountability is possible.

From surviving to thriving; the level of survival is more focusing on treating symptoms. Sustainable action requires the work on root causes, which includes an inclusive and holistic way of working all levels and across sectors.

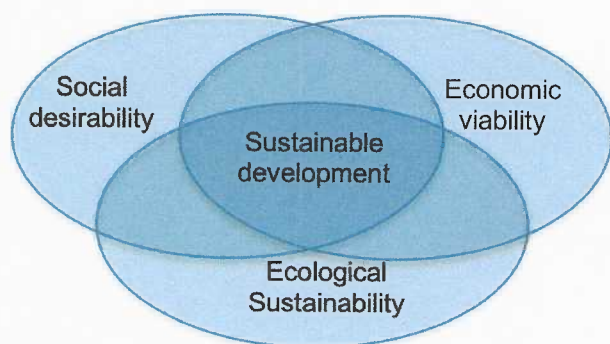
1.2 Guideline Coverage

Sustainability depends on the individual's attitude to the resources, skills and information available. Sustainability is linked to the readers' interpretation and implementation of this guideline and how he or she relates to God, other people, the environment and one self. Sustainability thinking therefore, begins with me and my detailed understanding about factors and activities, that contribute to a sustainable lifestyle.

A well-structured, governed and cultivated organization is needed to fulfill its purpose and flourish. Its fruit is a concise and strong program with meaningful and high-quality projects embedded. This guideline touches all essential aspects of the organization and its program/projects and all its implementation phases.

1.3 Descriptions and definitions

Sustainability touches two aspects of the aid business. First, it is the part of improvement and development of marginalized human life, preventing from doing harm during the process. Attached to the development process is the mutual understand of all parties involved, when the process of development is reached. Secondly, it is the work to empower people to handle their lives, resources and environment sustainably and is resilient to hazardous and dangerous outside influences.

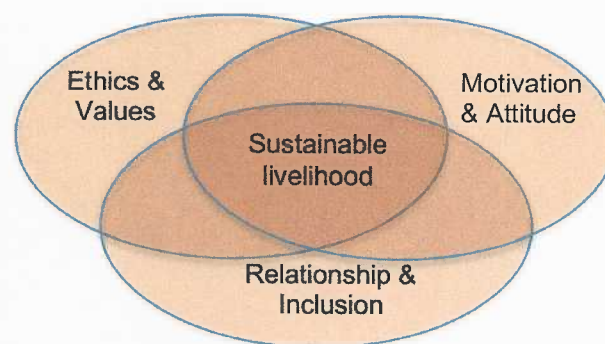


Sustainable Development; is the quality of being able to continue and develop a certain activity over an indefinite period of time. The most frequent definition of sustainable development is the "Sustainable development that meets the needs of the present without compromising the ability of future generations to meet their own needs." Sustainable development includes 3 components, social desirability, and Economic viability, Ecological Sustainability. All 3 components are interconnected and include a resource saving and conserving approach. Sustainable Development happens through "additive" strategies or thinking beyond silo

mentality. Each of the 3 components reaches into all the other components to understand the process more holistically.

Many of the challenges facing humankind, such as climate change, water scarcity, air pollution, inequality and hunger, can only be resolved at a global level and by promoting sustainable development. This means for the global south progress and improvement, for western countries it means temperance and embracing quality rather than quantity. While the global south should be more included in all the different value chains and enrich them, the global north should be more innovative to reduce waste and pollution.

Sustainable Livelihood; sustainable development is the pathway to sustainable livelihood. It can cope with and recover from stresses and shocks and maintain or enhance its capabilities and assets both now and in the future, while not undermining natural resource bases. Livelihoods are affected by external factors, which increase or decrease their resilience and consequently increase or reduce their vulnerability. Sustainable development means transformational development, which is the process through which the individual or community identify and overcome their obstacles in order to ensure sustainable livelihood.



A holistic approach aims to sustain and secure one's livelihood and attracts people to a rural and balanced lifestyle. This would reduce and eventually minimize urbanization. Increase resilience with shared assets and reliable sources of information. Build up transforming structures and processes that contribute to safe livelihood strategies.

Sustainable Development Indicator; is a statistical measure that gives an indication on the sustainability of social, environmental and economic development.¹

Sustainable Project; Sustainability is the ability of an organization to continue its mission or program far into the future. All projects have to end eventually, but the project impact should continue.²

Sustainable Program; is about maintaining and continuing program and or services after the funding period is over. It means having needed services become a permanent part of community resources and not depending on external grants. Sustainability starts with planning and developing the program and starting small. Programming requires a shift from implementing a plan of action to programs creating an on-going transformational process that will address different participant and community interests.

Sustainability of any intervention gains importance as climate change and unexpected events create vulnerability. Sustainable programs are based on a solid operational foundation which require:

- Qualified, experienced, motivated personnel
- Meaningful, safe, secure workplace
- Values, virtues, principles; respecting local traditions and behaviors, integrity
- Inclusion, participation and eyelevel collaboration
- Investing in renewable, innovative, environmental sound technologies
- Knowledge produced, utilized and developed

2 DEVELOPMENT WORK and SUSTAINABILITY

The definition and understanding of sustainability have been developed over the past decades, since the aid business was inaugurated. The understanding is influenced by the different experiences made and its short- and longer-term impact. The overview in the table below outlines the learning and growing process over the past 50 years.

	Features of the charity approach (1970ties)	Features of the Empowerment Approach (1980ties)	Features of the Human rights Based Approach (1990ties)	Features of the Business Based Approach (Millennium)	Features of the sustainable approach (Today)
Intervention focus?	Individual person, they felt needs as we observe them	Participative at individuals- and community level	Working at the root cause (why is it happening?)	Attach the activity to the market (why is it happening?)	All countries involved to implement the SDGs
The role of ADRA?	To give people what we think they need	We identify the needs, build capacity and provide funds	ADRA is a facilitator and raises awareness on rights	ADRA is a facilitator between the community and	Competency-based find partners and work together (private sector,

¹ <https://stats.oecd.org/glossary/detail.asp?ID=6586>

² <http://proposalsforngos.com/articles/proposalsvocabulary/what-is-project-sustainability/>

				the private sector	authorities, civil society)
Who drives change?	Change comes from perceived needs (no real change)	ADRA together with the community	The ones that are affected and hurt are behind the driver seat	The community in collaboration with the private sector	Civil society represents the interests of the population
How does ADRA see the people we work with?	People are not able to stand up, we have to feed them	People with needs and we address their needs	The people are the experts! The people have already the solution at hand.	They have the potential but need access to information	We learn together to manage our resources for the future generations
How does ADRA understand poverty?	You are poor because of your own fault	A problem to address and overcome	Lack of opportunities and lack of access to it	Lack of access to information and the market	Not only material values define rich or poor
How is the relation to government?	The government doesn't do anything. They are corrupt, cannot be worked with	Governments are included if collaborative	Governments are duty bearers	Governments do not receive appropriate income from taxes	Give trust and involve government in all steps
How do we practice our beliefs?	We have mercy and share with the Poor	It is our duty to look after the poor (social arm of the church)	Practice social justice, we advocate for the poor	All interventions should have an economic component	We share our problems, use our skills and resources and solve them with joint forces and learn together
Key word	Development work	Development cooperation	Development education	Advocacy	Global learning

The initial top-down approach has been changed into a bottom-up approach. To empower the poor without having access to the resources all the western countries have, does not improve their situation sustainably. Since these resources become more and more limited for all nations, the rich and affluent nations are included into the responsibility of learning and change. Unless we share responsibilities equally and learn to care and protect our common goods and assets, sustainability is not given.

3 ATTRIBUTES

3.1 Social, Economic, Ecological

Life-cycle values; sustainable development work is service oriented. Life-cycle values focus on the subject, rather than the object. Inclusion, participation and collaboration, enhance and maintain "customer-oriented" thinking and acting. In general it is about mobilizing the target group and from within creating a movement. Movement is created through awareness and awareness is triggered by information. Information is shared in a process of training, sensitization, advocacy and discussion.

At the **environmental level**, sustainability prevents nature from being used as an inexhaustible source of resources and ensures its **protection and rational use**. Aspects such as **environmental conservation**, investment in **renewable energies**, **saving water**, supporting **sustainable mobility**, and innovation in **sustainable construction** and architecture, contribute to achieving this environmental sustainability on several fronts.

At the **social level**, sustainability can foster the **development of people, communities and cultures** to help achieve **reasonable and fair-distributed quality of life**, healthcare and education across the globe. The fight for **gender equality**, especially in developing countries, is another aspect, which in coming years will form the basis of **social sustainability**.

At economic level, sustainability focuses on **equal growth** that generates **wealth for all**, without harming the environment. **Investment and an equal distribution of the economic resources** will strengthen the other pillars of sustainability for a complete development.³

3.2 Values, Motivation, Attitude

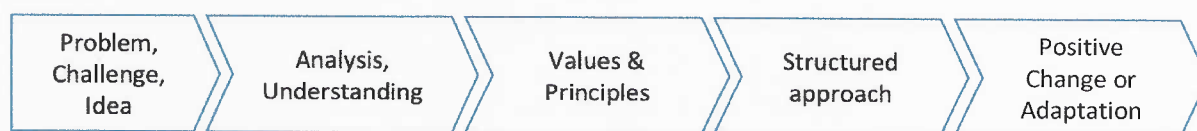
Our western culture promotes development as an endless process. For the sake of healthy livelihoods, development should stop where basic needs are met. The increasing number of diseases of civilization testifies that development is not all positive. It is about the human sense and a sharp mind to recognize the development threshold. To inherit moral/ethical values and understand motivation and attitude is essential to pursue sustainable development and eventually move to sustainable livelihood.

Values are the triggering elements that initiate a motive and motivation, which consolidates into attitude.

Core Value	Motivation	Attitude
Meaning, Purpose, fulfillment	Create a foundation that enables to outline a vision that leads to meaningful Life perspective	Sense of identity and self-esteem
Empathy	Desire to see and understand people from a neutral perspective	Every person is precious, has skills and potential
Equality	To remind myself that I am a sinner as everyone else	Commitment to social justice and equity
Dignity, appreciation,	Develop my eyes to focus on the positive and on learning potentials	Appreciation and respect for diversity and individual culture
Protection	Resources are scarce; therefore, we protect them and use them in the most economical ways.	Concern for the environment and commitment to sustainable development
Trust, inclusion,	Investing myself and my potentials into other people to empower them	Belief that people can make a difference.

3.3 Value Development

Sustainability is achieved by a multitude of tasks, but need to be planned and structured based on clear criteria. These tasks are interconnected and create values or contribute to existing values, virtues and principles. Sustainable development/livelihood is reached by 5 basic steps; a) problems or challenges are clearly identified and b) analyzed and understood, c) values and principles are formulated that contribute to solve the problem, d) a structured approach is defined to solve, improve, change the current situation and then e) positive change or adaptation is following that needs to be embraced and converted into new habits, customs, patterns.



A structure or plan is only helpful if its circumstances and environment are understood and all its aspects considered. The surroundings, problems and challenges need to be analyzed and understood. Sustainability is about change and adaptation. Implementing change is easy; sustaining change is very difficult. Change is a process that takes time and the willingness to fail, learn and keep going. Adaptation is needed where outside influences make one cope with a new situation.

3.4 Sustainability Principles

The increasing complexity of problems and challenges require principles that help structure and direct daily work towards sustainability. Principles are formed by fundamental truth and these truths serve, as foundation to practice the individuals believes, shape our behavior and become effective in our service to our next.

Principle	Practice	Values
Committed and	Engage in your vision, to identify your path and to learn how to	Attitude, Purpose, Vision

³ <https://www.acciona.com/sustainable-development/>

Accountable	enact your outcomes that lead to your vision fulfilled.	
Ethical decision-making	Gather facts, define ethical issues, and understand affected parties and the consequences. Then outline obligations and creatively choose your potential actions and act accordingly.	Character, integrity, principles, rights, justice,
Integrated and holistic	The planning processes or plans reflect a coordinated approach to enhance sustainability through linkages between different types of plans or planning activities.	Inclusive, balanced,
Long-term thinking	Planning and/or plans are future oriented to enhance sustainability (e.g. communities address the need to become resilient in the face of changing circumstances).	Planning, opportunities, Knowledge, experience
Social and Ecological Equity	Social, economic and ecological equity is the necessary condition to minimize vulnerability and ensure resilience.	Social justice, equality, consumption,
Economic sufficiency	Access to one or more jobs to earn money that covers all needs (not desires)	Satisfaction, content, happiness,
Collaboration and engagement	Planning processes engage community members and other partners to support community sustainability (e.g. First Nations, neighboring communities, NGOs, private sector, other levels of government).	Relationship, responsibility in the society, self-initiated movement
Grassroots	Any technology, method, technique is as simple as possible and adjusted to the environment and circumstances.	Simple, durable, smart

4 INDICATORS (Metrics)

Indicators are essential milestone over a period of time to measure, observe and understand progress. Indicators are of quantitative and qualitative nature and provide access to data and information that help understanding what we do and what its output, outcome and impact will be. The use of quantitative or qualitative indicators only will not provide a full picture of the work we do. Therefore, it is essential to formulate both quantitative and qualitative indicators so the activity(ies) will ensure sustainable development and eventually sustainable livelihood. They all must be evidence based.

4.1 Qualitative Indicators

Qualitative Indicators do not show numeric measures as such. Rather, they depict the status of something in more of qualitative terms. To many people, qualitative indicators do not seem appealing. Sometimes, one or more qualitative indicators better capture an activity than quantitative indicators. For example, how much a poor community is empowered may not be measurable in strict quantitative terms. But they can be graded based on qualitative findings. Whether a cooperative body is properly functioning or not, can be assessed in qualitative terms and then it can be graded.

4.2 Quantitative Indicators

Quantitative Indicator indicates a quantity. The quantity can be a pure number, an index, ratio or percentage. Quantitative indicators are very widely used in development programs/projects as they give a very clear measure of things and are numerically comparable. This enables program/project officials to compare the performances or achievements of two or more programs/projects. Moreover, it also allows them to compare the statuses of the same program/project at different times.

There is neither comparison, nor competition between quantitative and qualitative. Both have their respective values and their respective importance. We should not strive to find "which one is better?" Rather we should strive to find which one is more suited for which purpose. Good program thinking does not involve "Quantitative OR Qualitative"; it involves "Quantitative AND Qualitative".

To reach sustainability, it is not enough to divide indicators in *quantitative* and *qualitative*; indicators need to be formulated for each project phase (input > process > output > outcome > impact). Having indicators formulated for each

project phase will assist measuring change and progress at all time during implementation. It helps creating a good understanding what and how the work is done in order to achieve sustainable development and sustainable livelihood.

4.3 Transformational Indicators

Transformational Development Indicators (TDI) are a set of program level indicators that are designed to measure the quality of life in communities.⁴ The purpose of TDI is to show the status of the quality of life of communities, families, and children where World vision is facilitating community-based, sustainable, transformational development programs (TD/ADP)⁵.

There is a creative tension between partnering with members of a community, which has its own values and priorities for development, and maintaining values and priorities consistent with ADRA ethos. ADRA works out goals, objectives, standards, and indicators together with community partners in a participative or consultative way. There is an ethos, however, within which goals, objectives, and standards are determined. That ethos is described in the Transformational Development Framework (see below).

Domains of Change (Areas of desired change)	Scope of Change
I. Well-being of families and communities	Capacities of families and communities to: <ul style="list-style-type: none"> • Ensure the survival and growth of all girls and boys • Enhance access to health and basic education • Provide opportunities for spiritual and emotional nurture • Develop a sustainable household livelihood with just distribution of resources, and enhancing the capacity of children to earn a future livelihood • Protect girls and boys from abuse and exploitation • Reduce risks and to prevent, cope with, mitigate, and respond to disasters, conflicts, and HIV/AIDS
II. Empowered families and communities to be agents of transformation	<ul style="list-style-type: none"> • All people participate in the development process in an age-appropriate manner, becoming agents of transformation in their families and communities at all times.
III. Transformed relationships	<ul style="list-style-type: none"> • Restored relationship with God through faith in Jesus Christ • Enabling relationship to self that accepts and loves self as Christ loves each individual • Equitable, just, peaceful, productive, and inclusive relationships within households and communities that impact spiritual, economic, social, political, and ecclesiastical aspects of life • Responsible relationship with the environment • Includes all who participate in the process of Transformational Development – donors, sponsors, churches, organizations, staff and their families, boards, the poor, the non-poor – changing their values and lifestyles to be consistent with Christ's concern for the poor as well as enhanced relationship with God
IV. Interdependent and empowered churches and communities	<ul style="list-style-type: none"> • Presence of a culture of participation with families and whole communities empowered to influence and shape their situation through coalitions and networks at local, national, regional, and global levels, based on mutual respect, transparency, and ethical/moral responsibility.
V. Transformed systems and structures	<ul style="list-style-type: none"> • Includes institutional (culture, tradition, marriage, education, etc.), structural, systemic, and policy constraints and contributors to Transformational Development including access to social services, citizen participation, means of production, and just distribution of resources in the state, civil society, and private sectors. • Impacts social, religious, economic, and political domains at the local, national, regional, and global levels
ADRA's role: Work alongside the poor and oppressed as they pursue their transformational development, in partnership with sponsors/donors, governments, churches, and other NGOs.	

⁴ LEAP Edition 1.0: Chapter 2 – Essential Things to Understand About LEAP, World Vision Development Resources Team

⁵ TDI Field Guide – Volume One: Introduction to TDI, World Vision Development Resources Team, copyright World Vision International 2004

Transformational success takes place, when the strategic plan supports the mission, it is intentional and flexible, and implementation is adaptable. Preparation, execution, and the ability to adopt have a critical impact on success and achievement.⁶

There are indicators at all project implementation phases: **Input indicators**; these indicators refer to the resources needed for the implementation of an activity or intervention. Policies, human resources, materials, financial resources are examples of input indicators. Example: inputs to conduct a training course may include facilitators, training materials, and funds. They are human, financial and material resources that have been assembled and channeled into the activities. **Process indicators**; these are indicators, which directly measure the performance of key processes that affect customer expectations. Specific actions can be taken to improve the performance of these indicators, which in turn should improve the performance of the result measurable. Process indicators show how the resource inputs have been utilized to deliver the expected services. **Outcome indicators**; they have specific, observable, and measurable characteristic or change that will represent achievement of the outcome. Outcome indicators are used to evaluate the end results of all the educational inputs and processes. **Impact indicators**; they provide a sign of how well you have achieved the changes you were hoping for as a result of your project. They are about measuring change. They are a measure of the extent to which you have achieved your objectives and your longer-term goal. Impact indicators show the effects of education on the well-being of individuals, families, communities, the nation and society as a whole.

5 FRAMEWORK

5.1 Sustainability flow

The sustainability framework helps to structure thinking and planning at all the different levels of the process and take decisions inter-connected and holistic.

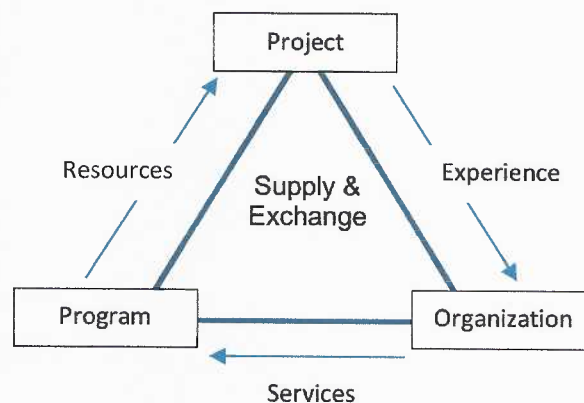
This framework indicates the different steps in its order to outline its importance. In case some steps or elements are neglected or missing on the way to achieve the desired impact, sustainability is hampered or not achieved at all.

These essential elements are mainly intellectual properties connected to qualified and passionate leadership. It starts with a clear vision, where the future state is present at workers daily business. This creates the desire and motivation to move ahead in a most efficient and effective way to reach the goal. This motivation includes information management, planning, and inclusion of good practice, values and creativity in order to use the available resources effectively. This will motivate Donors and Partners to support. On the way to implement the plan, reflection, evaluation, monitoring are essential and continuously accompanying tasks to learn, change and innovate.



5.2 Sustainability Triangle

The 3 main components that contribute to sustainable development and sustainable livelihoods are the organization itself, the program(s) the organization is running and a number of individual projects. These 3 components are interrelated and



⁶ Disrupt Together: How Teams Consistently Innovate | Stephen, Jr., Ph.D. Spinelli, Heather McGowan

receive services, resources and experience, which are enriched with data, information, values and other essential supplies. Well organized and coordinated is this flow an upward spiral that accumulates intellectual property proportional to the success rate to achieve sustainability with the work accomplished.

It all starts with the organization I work with. The way it is organized and governed, influences directly the quality of program we run, which reflects the efficiency and effectiveness of the project we implement. In other words, the kind of impact and sustainable development and -livelihood the project transfers to the target group(s) depends on our organization's performance. Therefore, it is essential to focus on the basic elements an organization needs have, in order to ensure continued supply of services.

6 ORGANIZATIONAL SUSTAINABILITY

The health of the organization determines the quality of its products and services. It is our well-structured and governed organization that affects the quality of projects. The basic elements characterizing a sustainable organization is an enabling organizational structure and within this structure good governance and leadership. These two elements grow the organizational culture, where values and principles are cared for and developed.

6.1 Structure

WHY (Vision, Purpose, Mandate); to answer the "why" question, a clear understanding is needed, where you can outline in one or two sentences the future conditions, environment and achievements. With this picture in mind, the reasoning can be formulated in one sentence the driving elements that will lead to reach the pre-defined future state.

HOW (Efficient, Strategic, Holistic); with the big picture in mind and the different perspectives considered, seeking smart and innovative methods/techniques/approaches to achieve the maximum output with minimal resources. This includes but is not limited to a lean but effective administration, sharing of synergies with partners, supporters and resource personnel. Very important is being informed about the state of the art in the thematic area and related trends.

WHAT (Effective, Needs-based, Inclusive); based on skills, knowledge and expertise, needs are assessed, analyzed and addressed in the respective sector or thematic area. Priorities are set where the target audience has its potential and resources to ensure participation at eye-level.

6.2 Governance

Workers Profile; Qualified, experienced, committed, accountable, transparent, spiritual-minded and compassionate for God and our next

Work place; provides enough space for every staff member to live its values and role model them internally as well as externally. There is continuously potential to learn, change and grow.

Information; is constantly flowing to keep everyone informed and everyone has a voice to suggest, complain or make aware of problems. The exchange and discussion of mistakes, success, challenges, triggers new ideas, creativity and solution-oriented thinking.

6.3 Culture that sustains the organization

Investment and Return; needs to be balanced in order to understand works quality and effectiveness. Investment needs to be balanced among all stakeholders. Ownership is growing by the degree of investment.

Ownership; grows together with trust while working together. The owner is clearly identified and its role and responsibility outlined. Incentives and motivators are embedded in the work to ensure ownership is built up during project implementation period.

Collaboration and Partnership; Enrich work with knowledge and expertise from selected sources and stakeholders. Unite different skills, knowledge, and build up intellectual properties. Data and information is the most expensive product from the work we do. It enriches and improves our work constantly.

Constant learning; there is a high interest to assess and analyze the work accomplished in collaboration with all parties involved. Learn to see the work from different perspectives and ask critical questions. Learn together from mistakes and inspire each other to improve and change. Knowledge management will help building up a research and development department that contributes towards the development of our work and services.

Criteria	Indicator	Effectiveness	Performance	Image
Administration	Ethics	Integrity	Earn trust	Reliable
	Professionalism	Reputation	Dependable	
	Accountable	Including the organizations interest	Responsive	
	Objectivity	Factual, rational	treated with equality and respect	
Governance	Professionalism	Reduced risk	Policy & Guidelines	Excellence
	Compliance	Risk mapped and treated	Pro-active	
	Accountability	Parameters, Indicators, Metrics	Evidence	
	Direction	Vision, mission, mandate	Focus, purpose	
	Leadership	Empowering, mentoring	Training, coaching, delegating	
Resources	Financial	Variety of sources	Funds, investment, profit	Good stewards
	Human	Placement based on skills and qualification	Minimal staff fluctuation	
	Intellectual	Structured, evaluated, documented	Accessible, understandable, traceable	
	Material	Stored, protected	Maintained, usable	
Processes	Structured & listed	Compliance and effectiveness	Documents updated	Experienced
	Process documented	Prevent repeatable mistakes	Documents updated	
	Analysis, evaluation	Challenge, renewal	Disruptive change	
Workplace	Safe & Secure	Appropriate tools, equipment no losses, no setbacks	Preparation Documentation	"we care"
	Meaningful	Over 60% of tasks are fulfilling	Satisfaction	
	Strong work ethic	work smart	prevent from overwork	
	Supervised	Evaluation, nurture critical thinking	Factual, evidence based	
	Fairness	Principles	Enabling	
Organizational Culture	Knowledge	Ability to link values with own behavior	Role model, influencer	Innovative
	Perception	Link between organizational values and real values	Raising awareness, sensitizing	
	Behavior	Consistency of behavior with decisions	Planned, analytical	
	Process	Consistency of policies/practice and work/leadership	Enough space for creativity and design thinking	
	Outcomes	Awards and recognition connected to behavior	Complain mechanism, demotion, promotion	
	Growth	nurture creativity	Setting objectives	
Organizational Development	Participation, involvement, empowerment	Build ownership	Engagement	Knowledgeable
	Importance of groups and teams	Result of 2 is more than 1 + 1	Nurture dynamics and ideas	
	Growth, development, learning	Factual, analytical	Experience	

	Valuing the whole person	Understand complexity and diversity	Address needs, develop skills	
	Dialog and collaboration	Able to deal with conflicts and problems		
	Authenticity, transparency	Model words with action	Trusting environment	
Productivity	Purpose	Life-fulfilling motivation	Engaged	
	Energy	Healthy and balanced lifestyle	Personal stability	
	Focus	Understand the bigger picture	Appropriate action	Competent
	Teamwork	Sharing and serving	Trust others	
	Skill	I work where I am good at	Above average work	
Partnership	Alignment of interests	Shared values	Informed and discussed	
	Autonomy of portfolios	Shared sector expertise	Learning and growing together	
	Mutual respect	Shared consensus	Improved decision-making	Dynamic
	Clear roles and responsibilities	Support each other	Share experience	
Marketing Communication	Customer service	Differentiated and with customer value	Consistent	
	Interactive	Create relationships	Competence and trust	
	Multi-channel integration	Customized and consistent	Relevant	
	Knowledge	Consistent talking points	Clear message and branding	Superior offer
	Quality	Sustainability	Cost-effective	
	Brand promise	backed up by product quality	Consistency between brand promise and user experience	
	Value	Superior value for stakeholders	Creation of loyalty	

7 PROGRAM SUSTAINABILITY

The result of a well performing organization is not automatically a strong program. In-depth knowledge and expertise is invested into projects, which provide feedback in the form of essential lessons that keep the learning process ongoing. Each project generates data and information, lessons and good practice, which flow into a pool of information. There it is evaluated, contextualized and converted into expertise and intellectual property. These intellectual resources are the foundation on which the program is built.

7.1 Basic elements

1. **Enabling program environment;** strong leadership and support from a variety of other stakeholders including the public
2. **Stable funding and income sources;** economically embedded and connected to different sources of funding
3. **Partnerships;** local community and community leaders, local entities (CSO and government), private sector companies,
4. **Organizational support;** well-integrated in the organizations operation and supplied with the necessary resources
5. **Evaluation capacity;** expertise from internal as well as external sources to assess quality, outcome and impact based on evidence; capacity to learn from gaps and mistakes
6. **Adaptation;** ability to action if change and corrections are needed and consider trends that require adaptation to external influences

7. **Communication**; reach out to donors, supporters and other stakeholders with essential- and timely information to secure financial-, intellectual- and public support; sensitizing, advocacy...
8. **Strategic planning**; all aspects for the continuation/expansion of the program are pro-actively planned to ensure the flow of resources and the utilization of the different returns on investment

7.2 Application

- **Strategic plan regular updated**; including program expansion, hand-over or exit; Specialize in the target sector or thematic area
- **Track record updated**; with the essential key data and information ready to share with potential partners and supporters
- **Maintain communication plan**; including donor communication, public information, partner information to keep stakeholders informed and interested to support
- **Build-up expertise and intellectual property**; Documentation of meetings and decisions, lessons, progress, changes, initiatives, tests, evaluations... Disseminate and evaluate data and information on a regular basis and formulate conclusions
- **Periodic performance evaluation**; verify outcome and impact versus investment of resources and pre-defined indicators to track progress and change
- **Development of good practice**; data and information from individual projects flow into a continuously fed program database. Beside lessons, gaps and problems, good practice is identified and further developed
- **Define R&D topics and test**; well-governed and monitored projects deliver frequently information about challenges, problems, drawbacks, which need attention and creative solutions. Topics are discussed and working groups formed to brainstorm and exercise design thinking to come up with new ideas.
- **Stepped integration into local structures**; activities to increase independence, self-sufficiency and freedom to act should be included at all steps of implementation.

8 PROJECT SUSTAINABILITY

The program and the project are strongly interconnected. It is a cluster of projects in a certain thematic area or sector that outlines the program. There is no sustainable program without well-implemented projects where all the stakeholders fully understand what each contributor is doing and how these inputs create outputs, outcome and impact. The program nurtures the project. Where there is no program, it is the pilot project that collects data and information to build up the program. The project quality depends on the support and resources invested and competent leadership to ensure all the valuable data and information are collected and utilized.

8.1 General Requirements

- The project is embedded into the local market economy where competitiveness ensures initiatives and triggers innovation
- The project has clearly defined sustainability indicators and exit strategy
- The project is embraced by the local community, that forms and initiate its own movement and takes up responsibility within the civil society
- The project manages natural-, material- and energy resources in a protective way that sustains the environment and habitat
- The project includes selected partners, resource personnel and expertise that creates added value

8.2 Guiding questions

- How to perceive the problem and outline the solution?
- How to plan beyond the project duration or with an enabling exit?
- How to mobilize and motivate the target groups?
- How to create critical and structured thinking?
- How to use synergies and ensure add values?
- How to build resilience and promote adaptability?

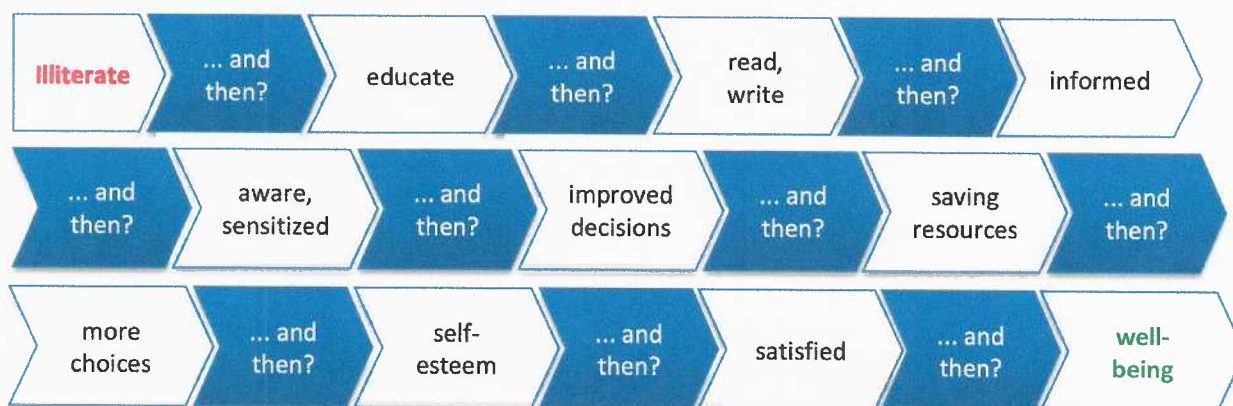
8.3 Application

- **Analyzed and assessed**; the project starts only with an in-depth analysis of the problem, the need or challenge. Planning of any intervention is based on in-depth knowledge about the circumstances, present conditions, problems and challenges.

- **Social and cultural adapted;** any method, technique or process should be contextualized in order to protect the host culture and enhance social networking.
- **Environmentally friendly;** protection of natural resource, minimize carbon dioxide emission, recycling of waste, quality products that last, organic cultivation of food, transportation, construction, sustainable consumption and production
- **Economically linked;** today's economy takes place mainly at regional and global levels. Therefore, economic opportunities have been increasingly related to the mobility of people, goods and information. Equally important are access to energy, raw material, property and space, means of transportation, access to information, knowledge, services, markets/customers in order to become/remains competitive.
- **Resource planning;** done with action plans, or road maps to accomplishing a set goal. While the content of each will vary, the general template is the same, and can be modified in various ways to suit your needs. Each action plan generally starts with a declaration of a set goal, breaking the large goal into smaller pieces over a set timeline, and overcoming obstacles and setbacks that may send you back to square one.
- **Participation and inclusion;** productive dialog is given at eye-level only where all parties contribute, share responsibility and continuously learn from each other and from mistakes. Therefore, all parties should be included over the entire project implementation process.
- **Ownership;** it requires to think like an owner, which requires empowering staff, enrich their mindset (outline the different perspectives), nurture shared values and learn from each other, cultivate positive attitude and focus on success (opportunities), support entrepreneurial thinking (nothing is for free...)
- **Resilience;** soil health, water supply reliability, community networks, economic base, low/no debt level, free movement, free exchange and partnerships
- **Adaptability;** capacity building, knowledge sharing, investment in R&D, value-adding approach to conflict resolution, integrated approaches and collective solutions, mechanisms for incorporating learning into planning
- **Transformability;** is the capacity to create a fundamentally new system when ecological, economic, or social structures make the existing system untenable. Indicators are: innovation, adoption, diversification, adaptive institutions, and local empowerment to change.

8.4 Sustainability brief

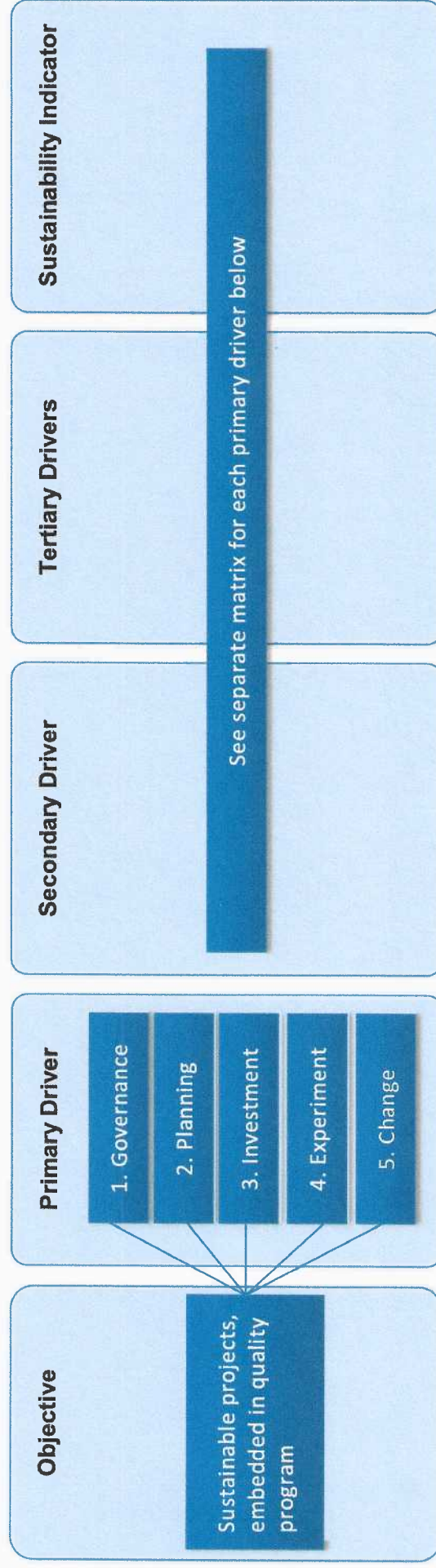
The following Matrix outlines the chain of indicators that contribute to the different aspects of sustainable development or sustainable livelihoods. The matrix is an example only and far from being complete. The specific plan and strategy to achieve sustainability is multifaceted, complex and unique. There is a simple question to ask after each planned step. The question is: AND THEN? What happens after we have accomplished this step? Will people embrace, accept or reject the idea? Are we done if this objective is achieved? Do people have all the needed resources and information to keep going? Are the target groups equipped with the knowledge to implement what they have learned and develop further themselves?



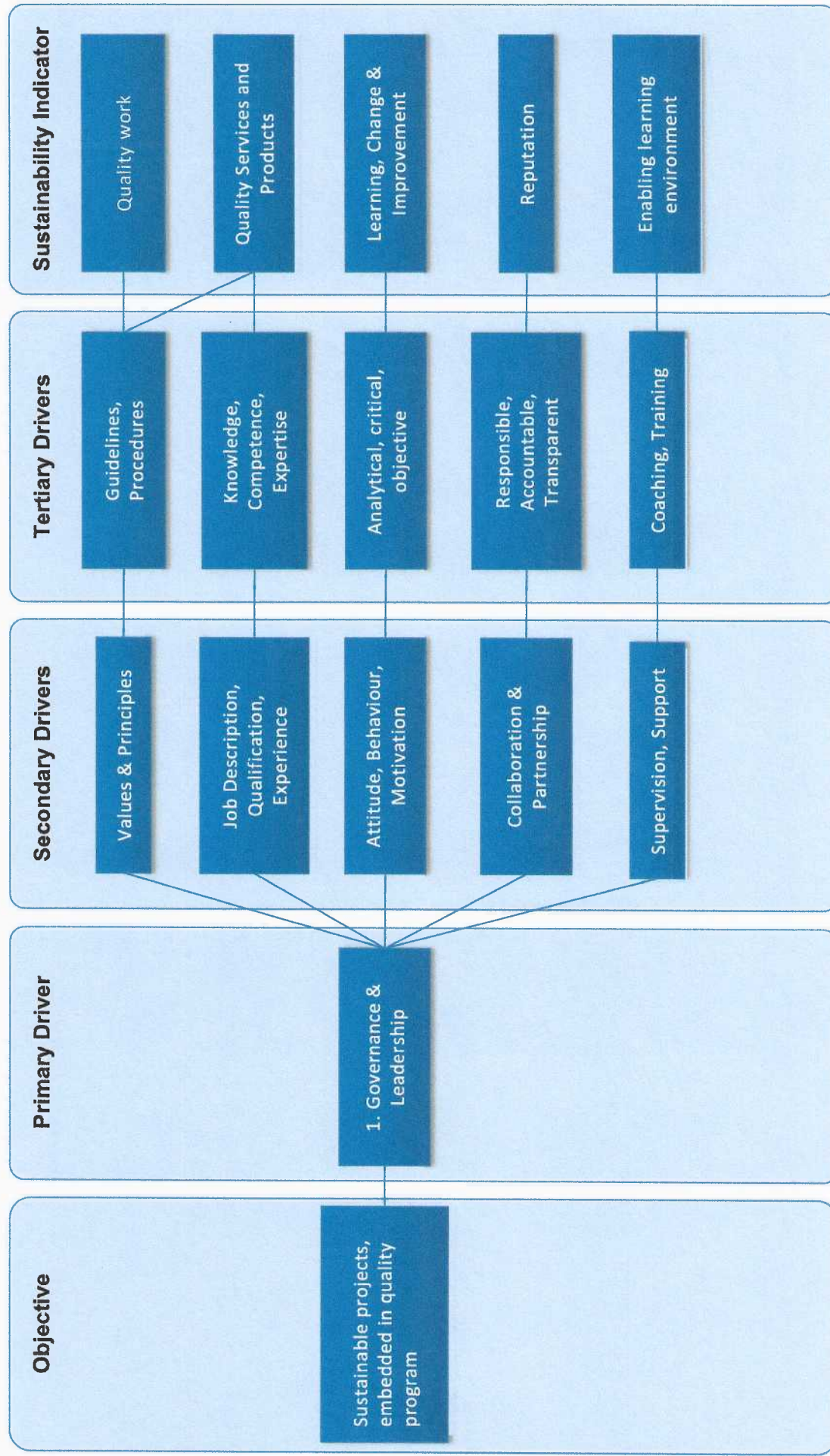
This question should be asked until you can honestly arrive with a satisfactory answer. The matrix below provides a basic set of key words for each project implementation stage.

9 SUSTAINABILITY MATRIX

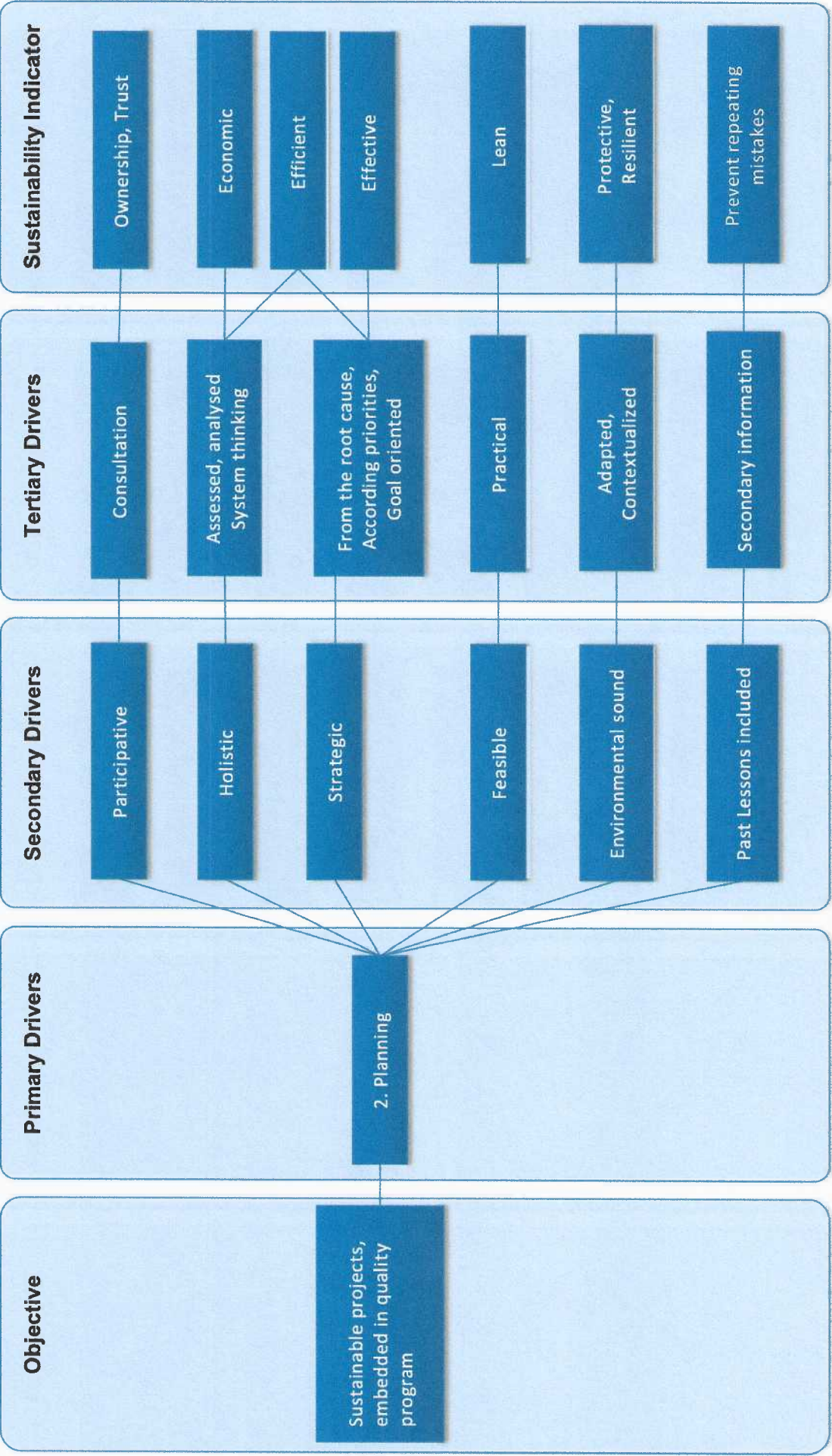
9.1 Driver Diagram – Project



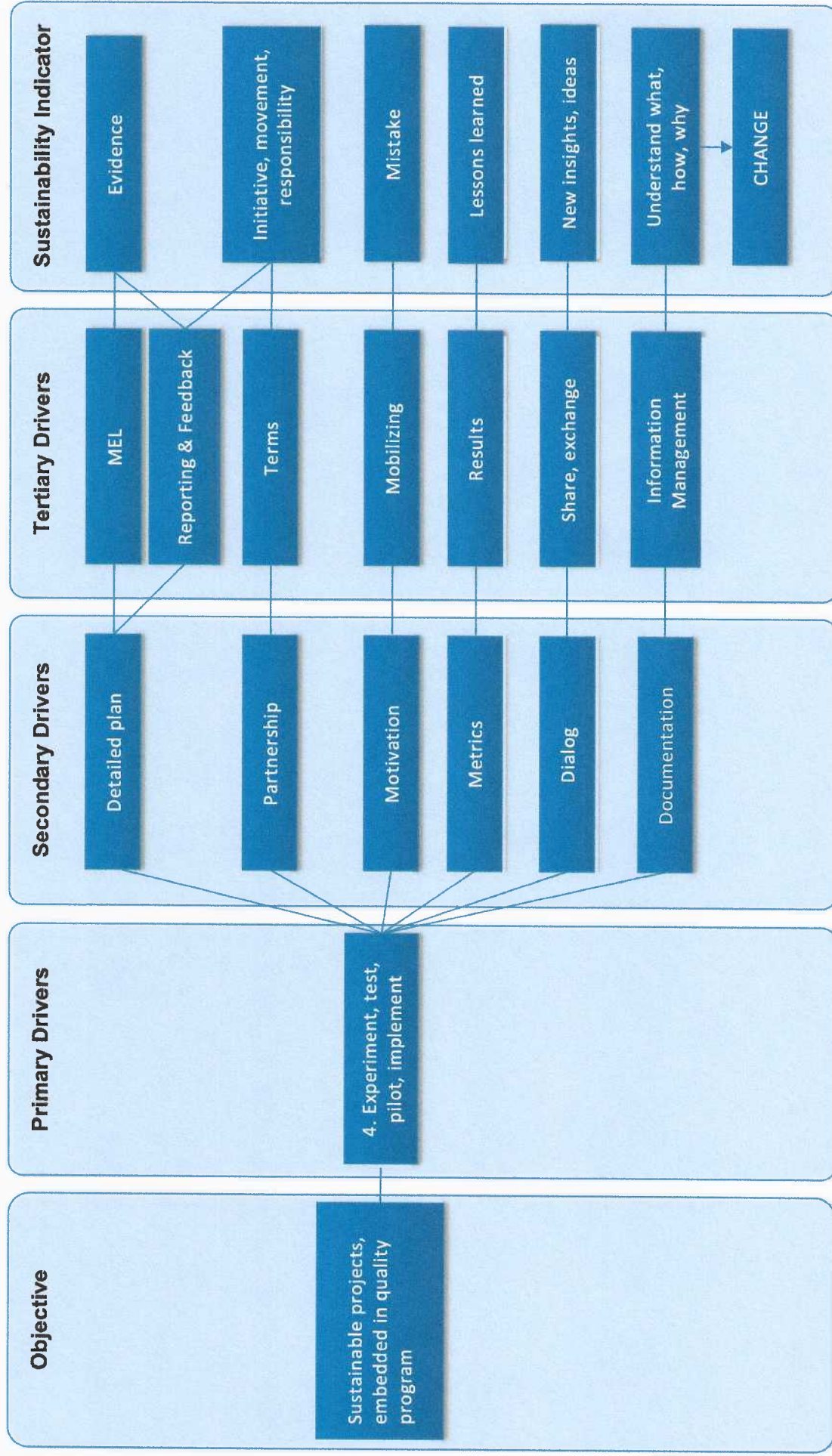
9.1.1 Driver Diagram Governance



9.1.2 Driver Diagram Planning



9.1.4 Driver Diagram Experiment



Development work is most of the time experimentation in one or the other way as there are some many different parameters that influence the outcome of the intervention

9.1.5 Driver Diagram Change, Improve

