

PROGRAM SUSTAINABILITY

Developing Strategies For Maintaining Programs Over the Long-term

Presented by
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Sustainability

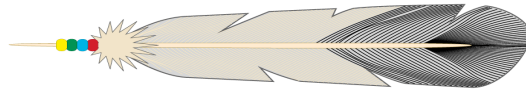
- Sustainability is about maintaining and continuing program services after the funding period is over.



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Sustainability

- Sustainability means having needed services become a permanent part of community resources
- Sustainability means not starting over with the next grant



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Sustainability



- Sustainability means all your hard work has long term value for your community
- Sustainability doesn't always mean the project will continue intact.

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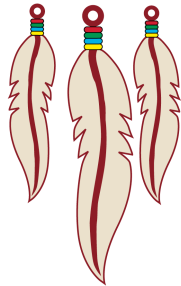
Sustainability



- New programs and projects are only part of a changing and evolving community system.
- The most successful components should become part of the overall process of positive change.

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Developing Sustainability



Sustainability begins with program development

- ✓ The goal of any new program should be to improve individual and community well-being
- ✓ This is not a short term goal.

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Developing Sustainability

- Sustainability requires:



- structural transformation: moving resources from lower to higher productivity



- effective governance: competence, accountability, and accessibility of information.

- economic growth: growth of program income and community capital.

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Developing Sustainability

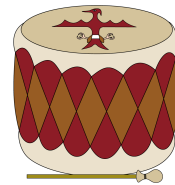
- We need to change the way we think about program development if we are to develop sustainable programs
- We need to look at the longer term possibilities, opportunities and challenges



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Developing Sustainability

- Requires a shift from implementing a plan of action to programs creating an ongoing transformational process that will address different participant and community interests.



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Developing Sustainability

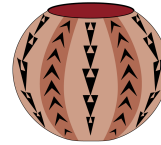
- Sustainability is about change
- Implementing change is easy
- Sustaining change is very difficult



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Developing Sustainability

- Change is a process
 - Timing is everything
 - Expect the unexpected
 - Use your head but trust your heart
 - Knowledge is power
 - Social marketing and salesmanship
 - There are no endings, only new beginnings



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Sustainability



- Sustainability efforts differ for different types of projects
- There will always be competing interests
- There will always be multiple views of a project's goal

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Goals of sustainability

- Integration into the community
 - accepted by the community
 - well used by the community
- Institutionalize into local systems
 - part of a larger network of services and resources



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Goals of sustainability



- Extension program relationships and long term networks
 - Develop new partnerships
 - Enhance existing relationships
- Program evolution and development
 - Diversify, specialize
 - strategize, evaluate

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Steps to Sustainability

1. Program Visibility

Ensure that people are aware of the program from the beginning.

- Promote the program
- Promote program results
- Develop program leadership
- Incorporate social marketing strategies



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Steps to Sustainability

2. Community Involvement

Involve people from all parts of the community



- Create opportunities for participation, collaboration, and resource sharing.
- Communicate openly
- Educate and inform the community
- Provide opportunities for training & leadership

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Steps to Sustainability

3. Create a diverse base for program funding and support.

Seek financial support from multiple sources and multiple levels



- community, program, administration, leadership
- reduce reliance on a sole funding source or funding type.

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Steps to Sustainability

4. Promote systems change

Identify how your program can improve the existing community structure



- make sure people understand how the current system works and why change is needed
- propose realistic changes and the benefits of change
- start with small changes at as many different levels as possible

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Strategies for Sustainability

- Examine program structure
 - participation, stakeholders, and theoretical framework
- Develop project infrastructure
 - policies, procedures and protocols
 - cost effective and affordable strategies



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Strategies for Sustainability

- Acknowledge the importance of program and evaluation data
 - use your data to solicit interest and support
- Promote spillover effects
 - identify benefits to the community that result from the services you provide.



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Sustainability

Sustainability isn't just about more money, it is about:

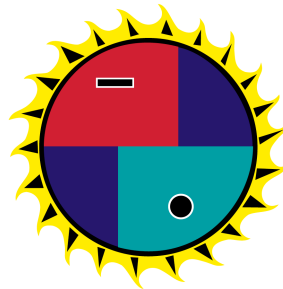
- Continuous relationship building
- Finding a niche
- Diverse funding sources
- Flexibility



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Sustainable Relationships

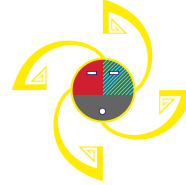
- Communication
- Trust
- Reciprocity
- Commitment



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Creating a Niche

- Address a current need
- Be innovative and flexible
- Don't duplicate existing services
- Provide training and expertise that doesn't exist elsewhere in the community



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Diverse Funding Sources

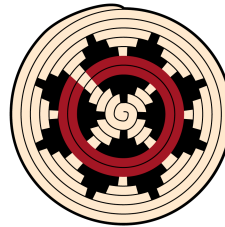
- Grants and contracts from other sources, e.g. private sources
- Fees for services
- Reimbursable services (e.g., medicaid)
- Volunteers, donations, in kind
- Active fundraising



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Program Flexibility

- Be able to accommodate change and rethinking
- Incorporate evaluation into program implementation
- Focus on realization of project objectives rather than outputs
- Be open to new ideas



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Program Sustainability

- Consumers and community members must be interested
- Tribal leadership must be supportive
- Service providers must be willing to work together



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Gaining Support

- Project Team
- Project and Tribal Administration
- Clients, Consumers
- Community Members
- Funding Agencies



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Gaining Support

Project Team

- Commitment to comprehensive planning
- Commitment to program evaluation
- Commitment to program flexibility
- Team building
- Training



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Gaining Support

Project and Tribal Administration

- Support for comprehensive planning
- Support for program evaluation
- Support for flexible implementation
- Documentation
- Data



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Gaining Support

Clients and Consumers

- Cooperation with the new system
- Use of the new system
- Involvement in the process
- Social marketing



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Gaining Support

Community Members

- All types of support
- Acceptance of the new system
- Community Mobilization
- Social marketing



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Gaining Support

Funding Agencies

- Continued funding
- Cooperation and assistance
- Documentation, accountability
- Protocols, policies and procedures



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Social Marketing

- Special Events
- Promotional Items
- Informational materials
- Celebrations of success
- Open communication



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Multiple Dimensions of Sustainability

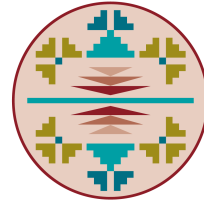
- The Project
 - apply systemic methods
 - Address the need for collective purpose
- The Stakeholders
 - develop participation and coalition
 - accommodate multiple views of sustainability within the project



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Sustainability

- Sustainability is best achieved through:
 - Program development that includes a long term focus
 - Ongoing program evaluation
 - Consistent policies
 - Reliable data
 - Community interest and support



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