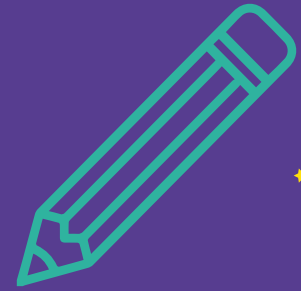


EXERCISES **TO CREATE** **YOUR** **SUSTAINABILITY** **ACTION** **PLAN**



Programme
Sustainability
Toolkit



Naz Foundation,
India

TABLE OF CONTENTS

4 INTRODUCTION

5 EXERCISE N° 1 **REFLECT ON THE PROGRAMME'S PURPOSE**

6 EXERCISE N° 2 **DEFINE SUSTAINABILITY GOALS**

8 EXERCISE N° 3 **CONSIDER COMMUNITY SUPPORT**

10 EXERCISE N° 4 **SET ACTIONS**

12 EXERCISE N° 5 **SKETCH THE BUDGET**

15 CONCLUSION

16 SPECIAL THANKS

17 **SUSTAINABILITY ACTION PLAN** 

— INTRODUCTION

These exercises aim to facilitate conversation and guide decisions around defining goals and actions for a Sustainability Action Plan. After completing the self-assessment and defining what sustainability means in the context of your organization, you can follow these steps to build out your organization's Programme Sustainability Action Plan.

The stages of the proposed path are:

1 Reflect on the programme's purpose

2 Define the goal

3 Consider Community Support

4 Identify actions

5 Sketch the budget

The following exercises offer tools that will allow you to move through these stages and generate a Sustainability Plan for your programme.



**EXERCISE
N°1**

REFLECT ON THE PROGRAMME'S PURPOSE

In order to be ready to design the Sustainability Plan and define actions regarding the future of the programme, it is necessary to go back to the past and remember its origin. Consider the question below.

**WHAT IS THE MAIN PURPOSE
OF THE PROGRAMME?**



Answering this question will help you reflect on the programme's background and initial objectives, as well as assess where you currently are in relation to those initial thoughts. Understanding the purpose of your programme will help guide decisions about what to sustain and the actions needed to reach your sustainability goals.

Some examples of purposes:

- Reduce maternity rates in childhood.
- Prevent marriages or civil unions at an early age.
- Avoid diseases related to sexual health.
- Promote the economic empowerment of young women.
- Reduce cases of gender violence.
- Promote the completion of primary education for girls.



EXERCISE N°2

DEFINE SUSTAINABILITY GOALS

Programmes are often made up of different components, such as: after school programmes for girls, a sports league, life skills training, coach development pathways, family educational sessions, vocational workshops, economic empowerment training, among many others. A programme with multiple components has many benefits, and can often lead to a more sustainable impact on the target group. However, sustaining all aspects of a programme can be challenging beyond the initial funding period. Therefore, it is necessary to identify which components are necessary to help your organization achieve the programme's **purpose**.

So, you should begin the second exercise by answering the following question to further guide the development of your programme's Sustainability Plan.

"WHICH PROGRAMME COMPONENTS OR ASPECTS SHOULD BE MAINTAINED IN ORDER TO CONSIDER THE PROGRAMME SUSTAINABLE?" Write your Sustainability Goals here:



Some additional reflection questions to consider are: Is it sustainable to maintain all components of your programme, or can you identify ones that are instrumental to your programme's purpose? Are there aspects that could be removed without jeopardizing the purpose? It is suggested to identify **one to three components** that you would like to incorporate into your Sustainability Plan.

Identifying which components of your programme should be sustained forms the foundation of your sustainability goals. Perhaps one goal is to maintain one component but adapt another based on the lessons learned during implementation. Perhaps another goal is to diversify funding for one primary component of your programme. Maybe another is to integrate one component of your programme into the local school curriculum. Recognizing sustainability goals for your programme will help you determine the actions and support needed to achieve the goals, as well as measure your progress towards your goals in the future.

Example of La League of Plan International Nicaragua

Plan International Nicaragua and its partners answered this question as follows: “For the project to be sustainable, we should ensure that: girls continue to play football as a means of empowerment and that a group of girl leaders are capable of being multipliers in their communities is formed.”

When considering a programme that had multiple components, Plan International Nicaragua identified two primary components that should be maintained beyond the initial funding period. Based on these components, their sustainability goal was to ensure that the girls continued to play football and maintain groups of 50 girl leaders out of the 300 participants.



EXERCISE N°3

CONSIDER COMMUNITY SUPPORT

To understand the type of support your programme needs to meet your sustainability goal, first reflect on the following question:

What type of support (e.g., financial, personnel, special resources, connections, etc.) does your programme need to achieve your sustainability goal?

Next, it is necessary to identify how various groups or actors within the programme's "ecosystem" could support the sustainability of the programme. To draft out the ecosystem, write down every group that has been or could be involved in, impacted by, or a support of the programme. Next, identify their value add and visualize what resources (financial, personnel, or otherwise) they could have to support the project.

To guide this process, it is useful to think about how each of the following groups¹ could support the sustainability of your programme through various resources and connections.

- **Families:** What do we need from families to achieve sustainability goals? How are we going to involve them?
- **Community leaders:** Who are the community leaders? What do we need from leaders to achieve sustainability goals? How are we going to involve them?
- **Infrastructures / institutions:** What are the institutions (clubs, organizations, schools, companies) present in the community? What other institutions could be interested in the project? What do we need from these institutions to achieve sustainability goals? How are we going to involve them?
- **Leader Participants² / girl leaders:** Who are the participants or girl leaders who could drive the project? What do we need from girl leaders to achieve sustainability goals?

¹ These different groups were identified as aspects to achieve sustainability in the Sustainability Toolkit created by Women Win together with the collaboration of five partner organizations.

² Participants are referred to as the main direct beneficiaries of the project.

Use the table below to list the Community Support that should be considered to achieve sustainability goals.



Goals	Community Support
Goal 1.	
Goal 2.	
Goal 3.	

Example from Plan International Nicaragua:³

Goals	Community Support
Goal 1. Girls continue to play football as a means to get their empowerment	Infrastructures / institutions <ul style="list-style-type: none"> – Local government to rehabilitate sports fields – Churches to transfer knowledge to religious leaders. – Ministry of Health to promote the use and provide contraceptives. – Private companies to attract donations in kind. – Safe Spaces to play football Community leaders <ul style="list-style-type: none"> – Involvement of local stakeholders (leaders)
Goal 2. Girl leaders are capable of being multipliers in their communities.	Leaders Participants / Girl leaders <ul style="list-style-type: none"> – Strengthen the leadership skills and capacities of the Peer Leaders – Opportunities for exchange experiences and girls could learn from each other Infrastructures / institutions <ul style="list-style-type: none"> – Support for the girls to continue their sustentability activities (materiales, etc) Families <ul style="list-style-type: none"> – Engagement of fathers, role models and boys to promote gender-based violence prevention actions in the community.

³ In the Community Support column, the titles, with the actors involved, have been included for illustrative and practical purposes. The content of the original Plan Nicaragua Sustainability Plan remains the same.



EXERCISE N°4

SET ACTIONS

Now that you have established your sustainability goals and identified groups within the ecosystem that can offer support and resources, it is time to identify specific actions needed to reach each goal.

Use the table below to list the actions that are necessary to achieve each of your sustainability goals. Each goal can have multiple actions, but it is suggested to identify 3-5 primary actions. Then, consider the resources required for each action. These resources could be personnel, space, financial, or another type of need.



Goals	Actions	Resources required
Goal 1.	1.1	
	1.2	
	1.3	
	1.4	
	1.5	
Goal 2.	2.1	
	2.2	
	2.3	
	2.4	
	2.5	
Goal 3.	3.1	
	3.2	
	3.3	
	3.4	
	3.5	

Example from Plan International Nicaragua:⁴

Goals	Actions	Resources Required
Goal 1. Girls continue to play football as a means to get their empowerment	Promote the extension of the agreement with Nicaraguan Football Federation (NFF) and Nicaraguan Football Institute. (NFI)	For ex. <ul style="list-style-type: none"> – One working days of a coordinator – Football Field – FENIFUT and NFI coaches – Transportation Expenses – Library Materials
	Generate community groups or strengthen existing ones, so that they can take care of and clean safe spaces and promote sport.	For ex. <ul style="list-style-type: none"> – One working days of a coach – Cleaning elements – Football Field
Goal 2. Girl leaders are capable of being multipliers in their communities.	Implement community action plans designed by girls leaders that include training and sports activities	For ex. <ul style="list-style-type: none"> – Five working days of a coach – Safe Spaces for sessions – Transportation Expenses – Library Materials
	Promotion of sexual reproductive health and use of contraceptives within girls and boys of the project	For ex. <ul style="list-style-type: none"> – Two working days of a coach – Contraceptives – Transportation Expenses – Library Materials

⁴ Plan Nicaragua's Sustainability Plan was broader and contained more actions. The example provided here is a summary. Even the column on the required resources has been included as a model, for the practical purposes of this document.



EXERCISE N°5

SKETCH THE BUDGET

The final step in developing the Sustainability Plan is understanding the associated costs and needed resources to sustain specific components of your program. These resources could be financial, human/personnel, space, or another form and can be obtained in different ways, such as being bought, loaned or donated. For example, a church or school could lend the sports field, a company could donate equipment or a coach from the neighbourhood could donate some time by volunteering. In addition to resourcing that does not cost anything, it is also necessary to calculate the possible expenses that your organization will be responsible for should you maintain the identified program components.

Use the chart below to detail the necessary resources and expenses needed to reach your sustainability goal. Indicate how those resources will be obtained and, if applicable, the approximate economic amount required.



Expense Description	Who is responsible (Donation, loan, purchase or payment by the organization)	Estimated amount
Total		

Example:

Expense Description	Who is responsible (Donation, loan, purchase or payment by the organization)	Estimated amount
Coordinator 12 working days for: the agreement with NFF and NFI and sustainability monitoring for 6 months	Payment by the organization	1800 USD
Coaches working 12 days for: Generate community groups, Implement community action plans and Promote of sexual reproductive health.	Payment by the organization	1200 USD
Football coaches motivating girl players	Time donor by volunteers and NFF and NFI coaches	0 USD
Safe physical and emotional space for football training	Local government: Public Spaces	0 USD
Safe physical and emotional space for sessions	Locals NGO, churches, or schools	0 USD
Cleaning elements or tools so that leaders can keep the courts clean	Donations from companies	0 USD
Contraceptives for those who require it.	Local Government - health area	0 USD
Travel expenses for Plan International coordinator and coaches	Payment by the organization	100 USD
Library materials for the administration and actions with project participants	Donations from companies	0 USD
Total		3.100 USD

Once you have an understanding of your budget and resourcing needs, you can begin to build a strategy to diversify your funding sources. Thinking about the local sources of funding and resources is an important stage to your Sustainability Plan, so try to be as specific as possible when identifying possible sources. Identifying diverse sources is important to ensuring that you have multiple places to rely on for support as you continue your program. This support could look like:

- Earned income
- Events
- Indirect Funding Sources or Donations
- Grants
- Government Budgets
- Contributions/Sponsorships

As you identify potential supporting groups and stakeholders, it is important that you confirm with them about their realistic ability to support your sustainability efforts.



ONU Mujeres,
Argentina

CONCLUSIONS

Using these exercises, you should now have reflected on the purpose of your programme, defined your sustainability goals, considered the community support, identified the actions needed to achieve these goals, and drafted out a budget plan. Together, these steps create the elements of your programme's Sustainability Action Plan.

Use the template below to consolidate your answers to the above exercises into one Sustainability Action Plan. This process and template will allow you to make connections between these steps and will put you in a position to take concrete steps towards your sustainability goals.

Remember, your Sustainability Action Plan should be a living document that changes based on the context and needs of the programme. We suggest that you have it accessible to review and update when necessary.

SPECIAL THANKS

The information presented in this document is based on the experiences of five programmes that promote girls' empowerment through sport, as well as Women Win's expertise and experience as a global women's fund. The organisations consulted for this content are all global partners of Women Win: Plan International Nicaragua, Naz Foundation India Trust, Girl Move, Moving the Goalposts, Childfund Rugby and the Lao Rugby Federation.

We thank each of these organisations for your valuable contributions!

SUSTAINABILITY ACTION PLAN



Purpose

(Reference Exercise 1)



Goal(s)

(Reference Exercise 2)



Community Support

(Reference Exercise 3)

Actions (Reference Exercise 4)

Goals	Actions	Resources required
Goal 1.	1.1	
	1.2	
	1.3	
	1.4	
	1.5	
Goal 2.	2.1	
	2.2	
	2.3	
	2.4	
	2.5	
Goal 3.	3.1	
	3.2	
	3.3	
	3.4	
	3.5	



EXERCISES TO CREATE YOUR SUSTAINABILITY ACTION PLAN

