



12 SUSTAINABILITY FACTORS

PERCEIVED VALUE

MONITORING
AND FEEDBACK

LEADERSHIP

STAFF

SHARED MODELS

ORGANIZATIONAL
INFRASTRUCTURE

ORGANIZATIONAL FIT

COMMUNITY FIT

PARTNERS

SPREAD

FUNDING

GOVERNMENT POLICIES

APPENDIX B

SUSTAINABILITY: HOW FACTORS WORK

Multiple subcategories

Your grantees can assess and plan for sustainability both generally and specifically. For example, they can generally assess how strong they think *Leadership* is in regards to sustaining the improved outcome. Or they could focus more specifically and assess subcategories of leadership. *Leadership* subcategories could include executives, managers, or champions. As another example, they could plan general activities for *Monitoring and Feedback* to sustain the improved outcome. Or they could focus more specifically and plan *Monitoring and Feedback* activities directed at a community, clients, staff, or other funders. You can see examples of different subcategories for each factor in the *Sustainability Factors: Subcategories* sheet in Appendix C.

Factors strengthen factors

Grantees also can strengthen factors by using other factors. As examples, they can frequently increase *Perceived Value* by providing ongoing feedback about the positive outcomes achieved (i.e., *Monitoring and Feedback*). They can increase the continuous support of *Staff* by putting *Organizational Infrastructures* in place that are easy to use by them, such as a one-step referral system. Therefore, when thinking about how to strengthen a sustainability factor, grantees should consider how the factors can work together.

The 12 sustainability factors are described in detail in the next appendix. Each factor has a definition, a suggestion on how to use the factor to influence the sustainability of improved outcomes, and an example of how that suggestion might be implemented.