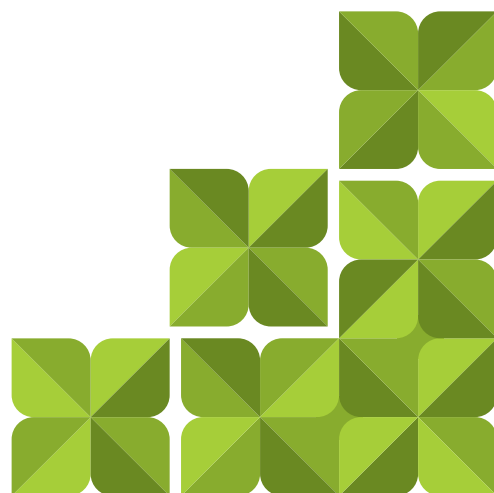




RESPOND

**SUSTAINABILITY
STRATEGY
GUIDANCE**

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Sustainability Strategy for NGO

Contents

A. Introduction	2
Process	2
B. Strategy Sections	3
Section 1. Vision and mission of the organization.....	3
Section 2. Vision of sustainability	3
Section 3. Landscape and Trends	4
3.1. Trends.....	3
3.2. Stakeholders.....	5
3.3. Target Populations	6
3.4. Donor analysis	6
Section 4. Assets and capacities.	7
4.1. Asset map	7
4.2. Current and Future Resource Inventory	8
Section 5: Strategic objectives and Action Planning	8
5.1. Strategic objectives.....	8
5.2. Action Plan	9
ANNEXES.....	10
Annex 1. Donor Gap Analysis	10
Annex 2. Consolidated Financial Plan.....	111

A. Introduction

The purpose of a sustainability strategy is to provide an organization with a landscape analysis and support to make choices around its structure, resources, operations, and needs to ensure it sustains over a 3-year period. The strategy enables this by helping an organization think outside its current projects and understand what and how should be sustained. Based on the analysis of trends, leadership of an organization can evaluate different opportunities, and decide not only what it *should do* but also what it *should not do*.

This toolkit on sustainability strategy consists of a collection of tools, questions and approaches connected with developing a strategy. The toolkit is constructed to provide guidance on the design of the strategy with **minimum standards** in mind. By following this process, the organization should be able to articulate and document the following:

1. **Current state:** where there is organization now
2. **Future state:** where the organization should be and what and how it wants to sustain itself over the next 3 years.

Process

The process for establishing an initial strategy will include a number of steps to create a solid document which consists of an organizational and environmental situational analysis and a set of activities required to ensure the organization is able to continue its work over the next 3 years. This document should be reviewed annually to incorporate new trends, to adjust plans based on learning and accomplishments, and to ensure the organization is on track to fully carrying out its sustainability strategy. Some external events, such as leadership change, political unrest, natural disasters, etc., that result in major landscape changes may accelerate the review process.

What is important:

1. Ground your descriptions on data not on ideas about current situation,
2. Ensure staff ownership of the process and end product; and
3. Be proactive, think outside the box.

B. Strategy Sections

Section 1: Vision and mission of the organization

Instructions: Write the vision and the mission of your organization. Review the vision and the mission with staff and determine if they represent the real intentions of your organization? Do you need/want to revise your vision or mission? If yes, revise it and put the final version here.

Section 2. Vision of sustainability

Instructions: What does it mean to be a sustainable organization? What does your organization want to sustain in 3 years? Put the vision of sustainability and identify priorities your organization wants to sustain.

Section 3. Landscape and Trends

3.1. Trends

Tools: External PESTLE analysis

<http://pestleanalysis.com/perform-pest-analysis-5easy-steps/>

Landscape analysis is the cornerstone of the strategy development. It enables planning to be based on real world situations and ensures that proposed solutions take environmental, political and context specific actors into account.

Instructions:

To understand the current situation in which an organization operates use the PESTLE tool. PESTLE stands for—political, economic, social, technological, legal and environmental. Draft an overview of the country and oblast landscape in which the organization is currently working.

When you are writing this part, do not add a lot of information, be precise and put data which will help you to plan future sustainability steps.

Based on the categories above fill in the trends on country and oblast level. The last category – environmental – is an optional one (choose this category if you think ecological trends influence your organization or you want to consider these trends for further planning).



Categories	Country level	Oblast level
Politics		
Economy		
Social		
Technology		
Legal		
Environmental (optional)		

3.2. Stakeholders

Tools: Stakeholder analysis (Power vs Interest matrix)

To understand the whole landscape, you should also add a separate analysis on stakeholders.

Stakeholder analysis can help ensure that the right people/entities are included in the right processes and get informed at the right level. By understanding who needs what type of communication, relationship management and reporting, tasks can be tailored ensuring efficiency and improving effectiveness.

Instructions:

- Think about all the stakeholders that influence your work or are involved in the service provision of your organization.
- Use the graph example above to determine the level of interest and influence of each stakeholder.
- Use the stakeholder analysis table (Table 1.) below to document the analysis.
- Identify level of importance for each of stakeholders together with the types of communication and regularity.
- Fill in the table (Table 2.) on types of communication for the 10 most important for your organization stakeholders.

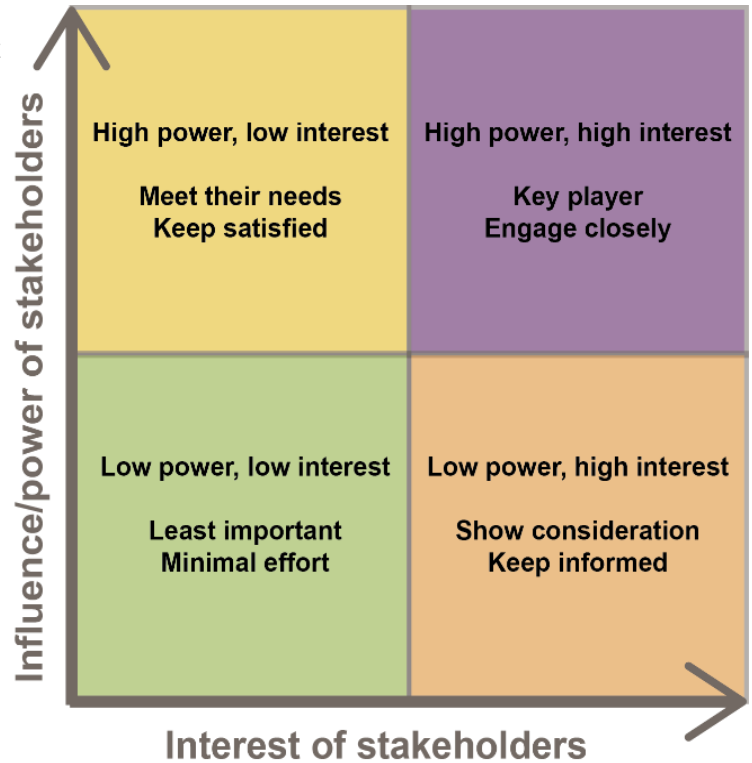


Table 1.

Influence/power of stakeholder		

Interest of stakeholders

Table 2. Types of communication with the stakeholders

#	Name of the Stakeholder	Types of communication	Regularity

3.3. Target Populations

Tools: Target Populations table

Instructions:

- Based on the landscape analysis and trends identified, discuss what target populations your organization already serves and/or plans to serve.
- Based on the discussion identify those target populations your organization plans to serve within 3 years and write them down in columns and mark if these are the current target populations your organization serves or those that you plan to reach in 3 years.

	Target Population 1	Target Population 2	Target Population 3	Target Population 4	Target Population 5	Target Population 6
Current State						
Future State						

3.4. Donor analysis

Tools: Donors map

One of the ways to strengthen the financial sustainability of the organization is diversification of funding resources. To achieve that organization should start attracting new donors and research additional funding opportunities. This section will help your organization to analyze existing and potential donor funding based on the target populations identified and develop steps to increase available in the organization financial resources.

Instructions:

Step 1: Charting the funding landscape:

- Review the list of different donors typically operating in Ukraine and in your oblast.
- Looking at the table below, fill in the types and names of donors that are active in Ukraine, your region and whose focus aligns with your target populations.

Donor type	Name of Donor(s)
National/Regional/Local government	
Foreign Donor Agencies	

Foundations/International and National NGOs	
National/Local Businesses	
Faith-Based Organizations/Networks	

Step 2: Mapping Donors:

- In the previous step you brainstormed all donors supporting work in Ukraine and in your region with the target groups you've already identified. Make the prioritization and choose up to 10 donors you plan to establish cooperation with.
- Choose one donor (out of those prioritized) to begin and fill in the table below. After you complete with one donor, move to the next one.

Donor name: _____	
Funding	Recourses
What does the donor fund? (List any information you have no matter how basic)	
Does your organization have current programs or had past programs with the donor? What were these programs about (objectives, main results)?	
Contacts	Responses
Does your organization have contacts with the donor? What are the types of these contacts?	
If no, what are potential steps you can make to establish the contacts?	
What type of information will you seek from this donor? • Funding trends? • Funding priorities? • Technical areas of interest? • Target populations/audiences? • Other?	

Section 4. Assets and capacities.

4.1. Asset map

Tools: Asset Map table

Assets are the available financial, human, logistical competences and other elements that support an organization in fulfilling its mission and the asset map is its visual representation.

Instructions:

1. Identify categories of assets for your organization.
2. For each category identify assets that are in place and can be used to build upon.
3. Among all categories choose those that can be considered as top assets for “End-beneficiaries” and for Donors.

Asset category	Assets			
	Top assets for Donors		Top assets for End-beneficiaries	
	Available	Desired	Available	Desired
1.	-			

	-			
2.	-			
	-			
3.	-			
	-			
4.	-			
	-			

4.2. Current and Future Resource Inventory

Tools: Resource Gaps table

Instructions:

1. In **column 1**, list programs that your organization is implementing at present and the activities you intend to pursue over the next three years.
2. In **column 2a**, indicate the funding and resource needs of your activities/programs. This should reflect the sum of monies and the equipment your organization needs to achieve the programs' key results over a three-year period. It is best to consult with your finance unit to show the most realistic projections.
3. Among the requirements presented in **column 2a**, specify the amount of funds and in-kind resources that already exist with your organization. Again, confer with your finance unit to get the most updated figures.
4. **Column 3** should show the variance between column 2a and 2b for funds and equipment and materials. These are the resource gaps and are the resource mobilization targets and the basis of developing your resource mobilization program.
5. In **column 4**, indicate the sources of your available funds and resources. Include individual contributors, donor agencies and funding partners, other non-profit organizations, resource mobilization strategies, etc.
6. Draw an arrow in **column 5** to show the period of time funds and resources are required.
7. The **last column** must indicate if the available funds in column 2b are restricted, that is, to be used only as proposed or how you have committed it to be spent/utilized, or unrestricted, that is, to be utilized freely, when you want to or whenever it is necessary.

1. Activity/ Program	Resources		3. Resource Gaps/Needs	Resource providers	Timeline			Recourse clarification
	2a. Required	2b. Available			Year 1	Year 2	Year 3	

Section 5: Strategic objectives and Action planning

Tools: Objectives table, Action Plan table, SMART methodology

Strategic objectives and action planning is the culmination of the strategy development process. The development of the strategic objectives and action plan is an iterative process and should change to reflect shifts in landscape context and trends analysis.

5.1. Strategic objectives

Instructions: Review all the previous sections you have developed and based on the available analysis set strategic objectives which will lead your organization to sustainability in the next 3 years. Set clear objectives and confirm that they consider what should be achieved, by when and what indicators will be

used to measure success. Less than five objectives will help ensure the organization’s focus is not too broad.

Objective	Timing	Indicator of Success

The next 4 questions will help you to analyze and structure your sustainability goals more precisely:

- Do the emerging strategic objectives make sense in light of the landscape assessment?
- Do they make sense given the country and region context?
- Do the strategic objectives make sense given the likely funding realities?
- Are the objectives SMART (Specific, Measurable, Achievable, Relevant, Time-bound)?

5.2. Action Plan

Instructions: Action plan is a roadmap with the concrete steps and actions aimed to achieve sustainability objectives identified above.

When working on actions and steps try to be as specific as possible. Remember that all activities have to correspond to the objectives above.

Objective 1:

#	Actions/Steps	Timing	Responsible	Resources (Human/Financial) required
1.				
2.				

Objective 2:

#	Actions/Steps	Timing	Responsible	Resources (Human/Financial) required
1.				
2.				

ANNEXES

Annex 1.

Donor Gap Analysis.

Work with the *Gap Analysis Worksheet*.

- Choosing resource mobilization target — be specific about why money and/or other resources needed. Use what was identified in an inventory of current and future resources.
- After the worksheet is completed, identify at least three key gaps in knowledge or contacts and ways you might fill them in. For example, you are looking to support a child daycare center, so you want to learn who has a contact at a foundation or corporation that already supports such programs. Or, you need to cover the cost of hosting your website, so you want to see if anyone has a contact at a local internet service provider.

GAP #...:

Description	Responses
What is the gap?	Describe the gap. Is it primarily a gap in knowledge or contacts? Something else?
Does the gap relate to a specific donor or implementer? If so, then list it.	
What can we do in the next two months to begin filling this gap?	If the gap is a contact, do you know the person's name or position? Are there any links (direct or indirect) between your organization and their's? If the gap is knowledge, can you conduct research online or use publications to find an answer?
Describe in detail the steps that our organization will take.	
What resources will you need in order to take the necessary steps?	
Who will be responsible for taking the necessary steps?	

Annex 2.

Consolidated financial plan