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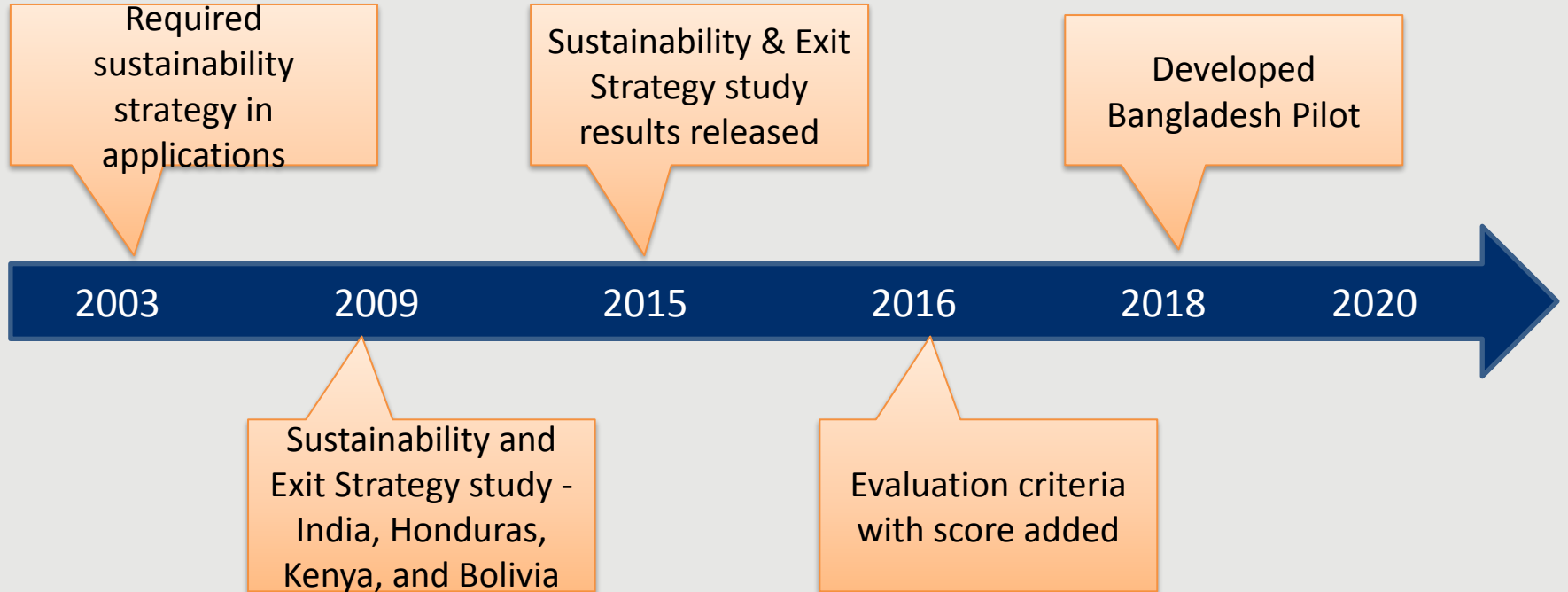
The Concept of Sustainability in RFSAs

April 2023

The Problem

- The outcomes (behavioral and infrastructures) of Resilience Food Security Activities rarely continue after the end of an activity.
- This is an industry wide problem.
- Often we set up a parallel systems which work fine when we are on the ground.

How did we conclude this? AKA How Did We Get Here?



**Sustaining Development: A Synthesis of
Results from a Four-Country Study of
Sustainability and Exit Strategies among
Development Food Assistance Projects**

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Sustaining Development: A Synthesis of Results from a Four-Country Study of Sustainability and Exit Strategies among Development Food Assistance Projects

Study Rationale

- Little systematic knowledge of whether project impacts are maintained and how to maintain them
- Effectiveness of former Food for Peace (FFP) development food security activities depends on both short-term impact and long-term sustainability
- Immediate and long-term impact may be trade-offs
- FFP development food assistance projects closing in non-priority countries offered opportunity for study

Defining Sustainability and Exit Strategy

- **Sustainability** is achieved when outcomes and impacts are maintained or expanded after an activity withdraws its resources through the exit process.
- An **exit strategy**, by contrast, has been defined as a plan for how an activity will withdraw its resources while ensuring that the achievement of activity goals is not jeopardized.

Rogers, Beatrice Lorge and Coates, Jennifer. Sustaining Development: A Synthesis of Results from a Four-Country Study of Sustainability and Exit Strategies among Development Food Assistance Projects. Washington, DC: FHI 360/Food and Nutrition Technical Assistance III Project (FANTA). 2015

Study Conclusions

- Three factors, and often a fourth, are critical to achieving sustainability – all need to be present - synergistic
- Sustained **Motivation** of participants and service providers
- Technical and Managerial **Capacity**
- Sustained Sources of **Resources**
- *Linkages* (often) to government organizations and/or other entities

Examples of the Big Three

- Water and sanitation: Bolivia and Honduras
 - Participants **motivated** to pay for piped water
 - User fees provide **resources** to maintain and repair the system
 - Water committees have technical and managerial **capacity**
- Water and sanitation: Kenya
 - Unreliable supply reduced **motivation** to pay, threatening **resources** for system maintenance

Examples of Linkages

- **Linkages** are more successful when their purpose and role are explicit and when the linkage partner has motivation, capacity, and resources
- **Vertical linkages to health system**
 - Effective in Bolivia, with government commitment to decentralized health care and resources to support it
 - Ineffective in Kenya due to lack of capacity and resources
- **Linkages to markets and buyers**
 - Essential to success of agricultural commercialization of individual farmers and Producer Associations
 - Buyers are motivated by a secure supply of quality products; have resources and capacity to provide technical assistance and credit

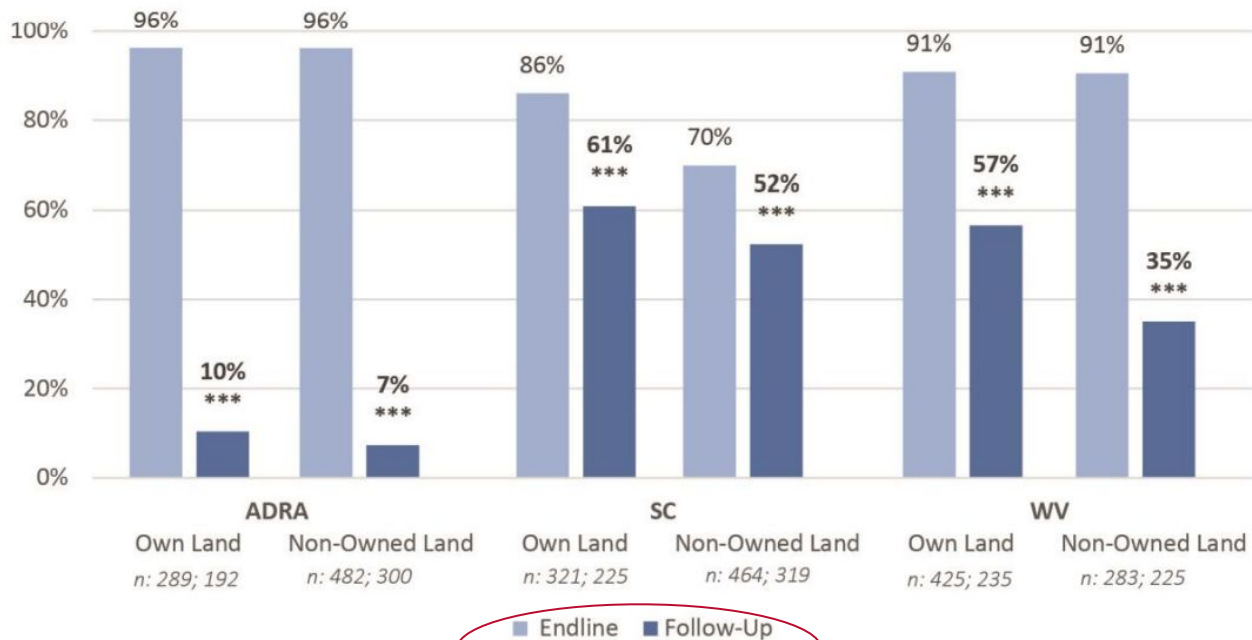
Sustainability is not where you are at the project's end, but where you are a few years after...

- Came back to the project 2-3 years after it was finished.
- Sustainability meant looking at results not just at the end of a 5 year project...
- ...But looking at results 2-3 years after the project was finished.



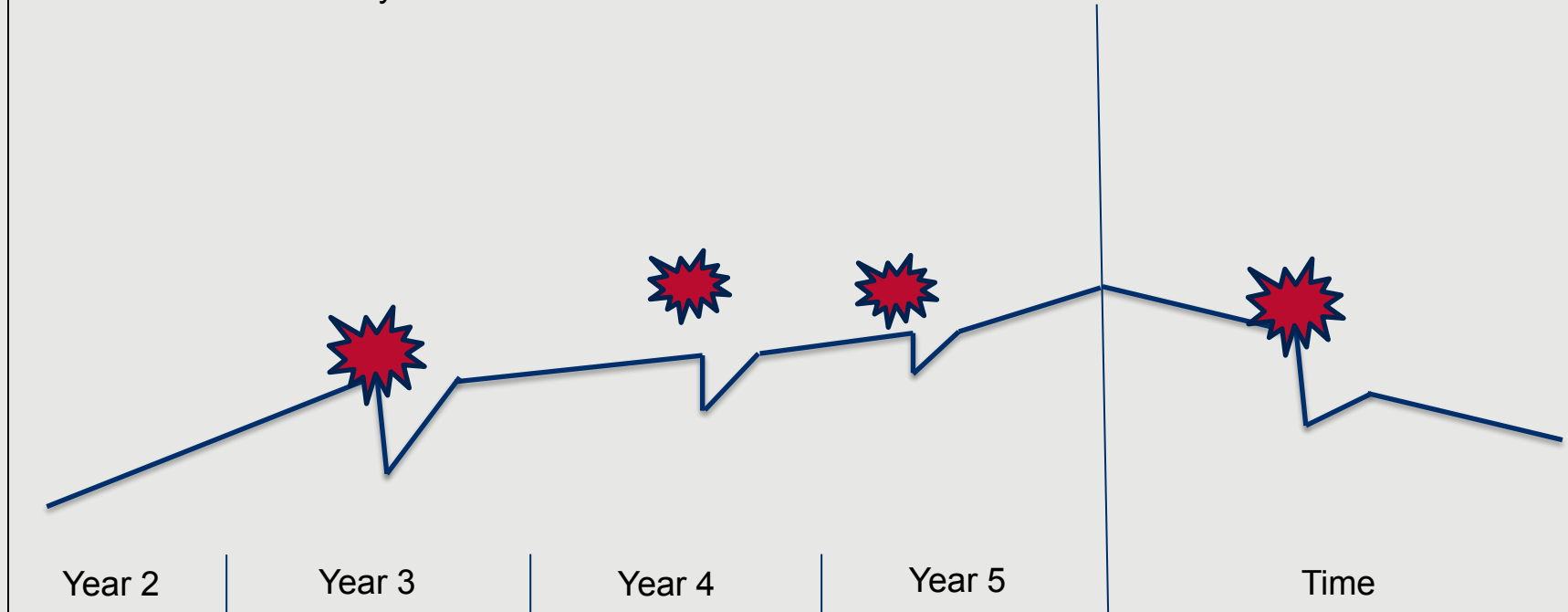
What does this picture tell us?

Figure 11. Percentage of Farmers Using at Least 20 Percent of Promoted Agricultural and NRM Practices, by Land Ownership in Honduras



Household A

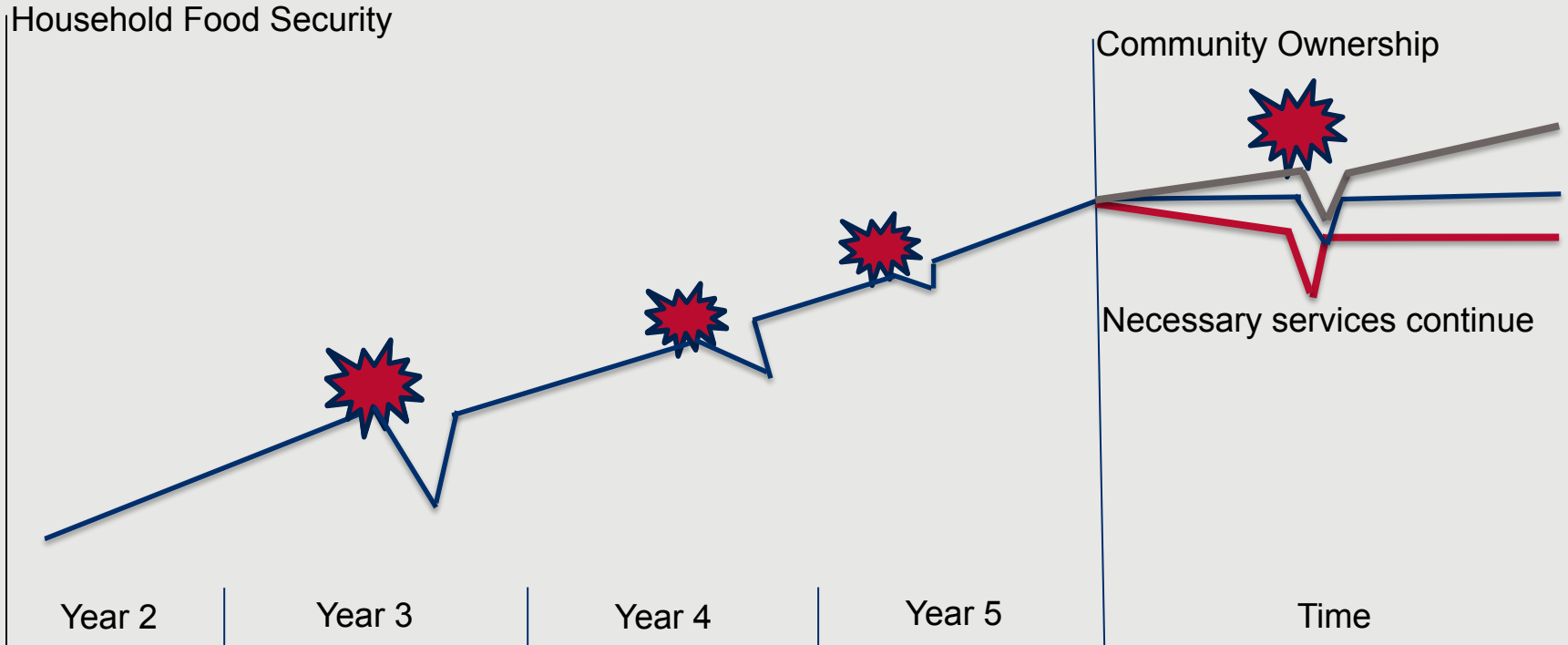
Household Food Security



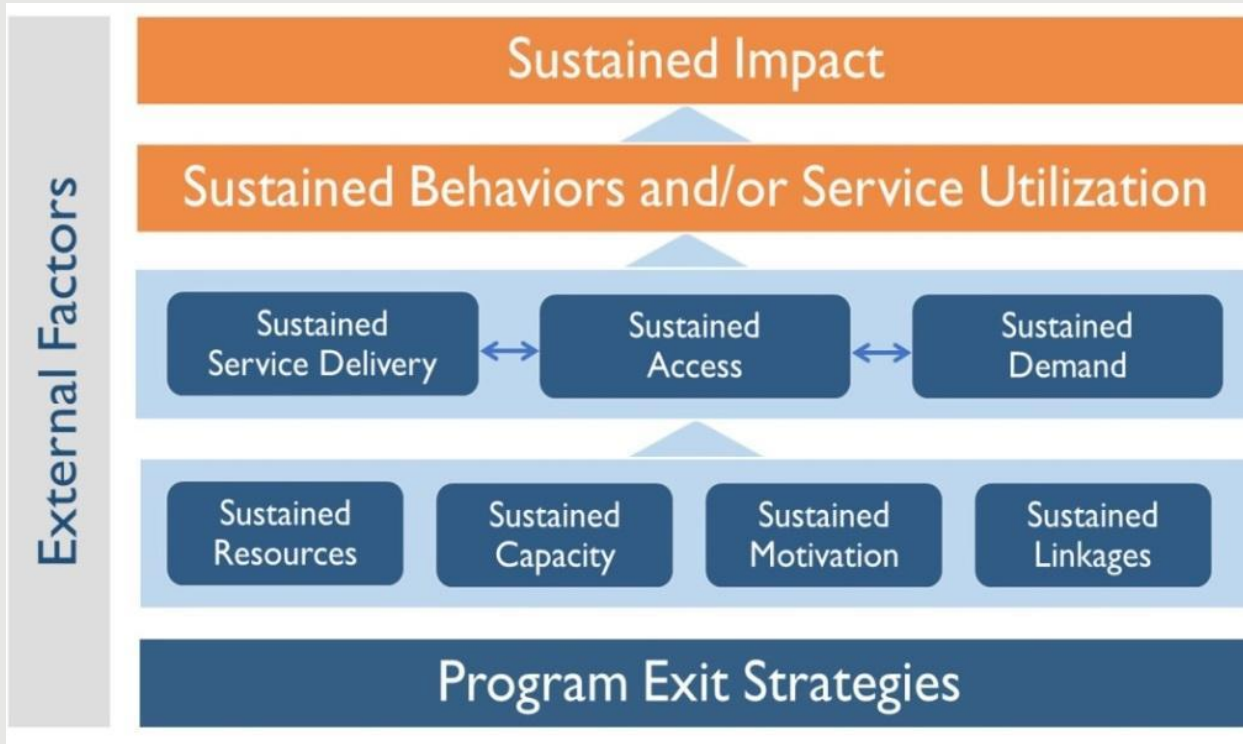
Household B

Household Food Security

Community Ownership



Sustainability and Exit Strategies Conceptual Framework



In the RFSA Context What Needs To Be Sustained?

What Must Continue Beyond RFSA

- Practices/ behaviors that we promote (i.e. agriculture, IYCF, WASH, and health practices)
- Maintenance of infrastructures that we build or repair (i.e., boreholes, irrigation, water distribution, roads, culverts, and markets)
- Continued and increased access to inputs that we facilitate (i.e., tools, high quality seeds, fertilizers, and vaccines)

What May Not Continue

- Transfers (food or nonfood)
 - Food, seeds, tools, tillers, pumps, water tanks, etc.
- Food for work or cash for work
- 1000 days ration

Who Will Provide These Services

- Local government staff (paid staff who can support at the community level – if the govt has adequate staff* at the community level to support poorest households)
- Local private service providers (who are willing to take it as a business)
- Community based organizations (who have incentives to provide these services)

When?

- Starting on Year 4 of a RFSA.
- In Year 4 RFSA's will shift to a facilitative model - similar to many FTF activities
- Services will be delivered by the local actors without any funds/incentives from projects
- RFSA staff will monitor, continue to provide capacity strengthening support, strengthen linkages

How?

- The services will be provided using the business model jointly developed with the RFSA staff
- We DO NOT expect the LSPs running farmer field schools or care groups. They will offer the services using the business model.
- Local government staff at the community level should provide services without any financial incentive (i.e per diem, and stipend) from the RFSA.

Approach to Improve Sustainability in RFSAs

Identification



- Input and Service Provider
- Service Provider (PSP/CBO/L-NGO)
- Management & Service Provider
- Input & skills provider

Year 1 and 2

Formation

- Assessments
- Skills building
- Help develop business plan
- Linking with:
 - financial service providers
 - skills provider

Year 3

Implementation

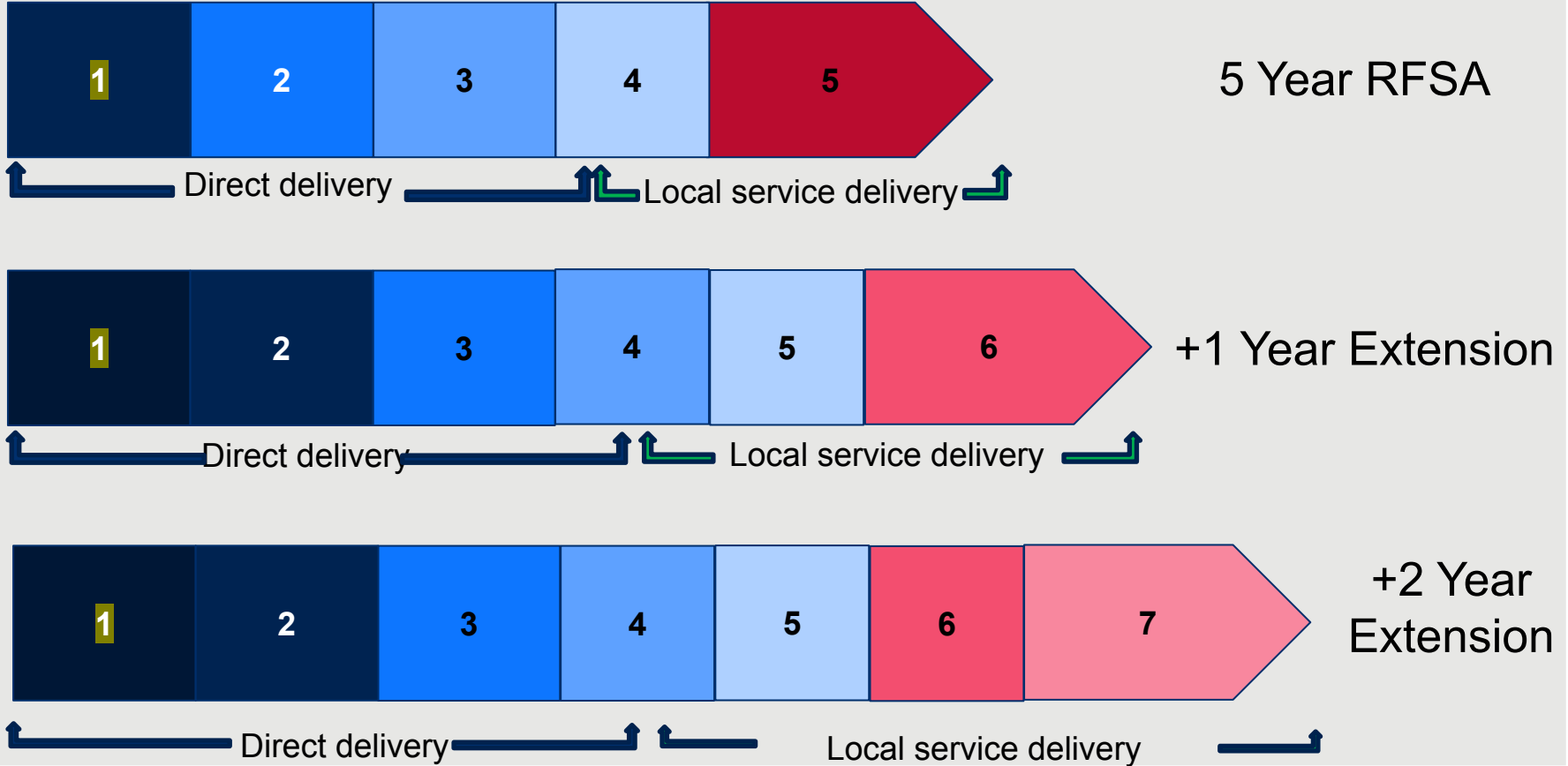
- Monitor
- Hand hold
- Co-facilitate

Local actors are in-charge

Year 4

Year 5

Transitioning to Local Service Delivery



Experience from the RFSAs in Bangladesh

Increased Production & Income

Local Service Providers	Services	Motivation
Community-based vaccinators	Vaccination Technical support	BDT 1000 to BDT 10000,
Local seed vendors/traders	Supply quality seed Provide technical support	BDT -500 to BDT 3000
Fish fry hawker	Supply quality fingerling Provide technical support	Income depends
Produce aggregator	Aggregate produces and sell them in the market Provide market information	Income depends

Savings & Nutrition and WASH Outcomes

Local Service Providers	Services	Motivation
<i>Sanchay Sathi</i>	VSLA services On demand services to graduate VSLA	BDT 1500 annually per VSLA Additional income from other services
Blue Star Provider	GMP service, IYCF Counseling, Provide ANC/PNC service, Maternal Nutrition Counseling, Provide IFA supplementation, Injectable (FP) service	BDT 20-30 per visit
Water Quality Tester	Conduct TW test for arsenic screening Raise awareness on the use of safe water, hygienic latrine and practicing hand washing TW maintenance /repair works	BDT 80-110 per test

Lessons Learned from Malawi - WALA

Malawi WALA Post Evaluation 2018

- Evaluation used mixed methods with comparison group (5 years between evaluations)
- No differential long term adoption of WALA practices
- Observed no difference in village-wide child nutrition conditions between WALA villages and comparison sites, including in terms of child anthropometrics and household dietary diversity.

Malawi WALA Post Evaluation 2018

- Very slight traces of some of the potential benefits from the participation in WALA during early childhood, as children who were young during WALA's implementation are now slightly more likely to have attended school than children of the same ages in comparison villages.

Malawi WALA Post Evaluation 2018

Three primary challenges from qualitative data collection:

1. Lack of planning for sustained resources to support services after the end of the project;
2. Lack of continued technical and managerial capacity building to refresh and upgrade skills and bring more people up to speed; and
3. Lack of linkages to governmental organizations and other entities external to the local context.

Malawi WALA Post Evaluation 2018 Lessons Learned

1. Ensuring that incentives are aligned with services: Of the factors that can contribute to sustainability, the motivation of beneficiaries to continue activities, due to the personal benefits experienced had the largest positive influence on the sustainability of the agriculture and natural resource management activities.
2. Working with government and village leaders and focusing on bylaws and regulations: Linkages with local leaders and governmental agencies appear to have had the largest positive influence on the sustainability of WALA health and nutrition activities. These factors kept motivation high and created enforcement mechanisms to sustain practices.

Malawi WALA Post Evaluation 2018 Lessons Learned

3. Lack of sustained resources and lack of continued technical and managerial capacity building were large barriers to sustainability of agriculture and health and nutrition activities during the four years after WALA ended. In addition, lack of linkages to governmental organizations and other entities was a barrier for some agriculture interventions.

4. When working in an area prone to shocks, ensuring continued resources, capacity building, and linkages is essential to keep activities on track after shocks and ensure sustainable progress. Threats to sustainability caused many of the activities WALA promoted to be discontinued and/or diminished their potential positive impacts enormously.



Questions/
Clarifications?