4.2 SUSTAINING OUTCOMES AND MOVING ON

Sustaining outcomes checklist

USE IT
To build commitment to sustainable outcomes as a main goal of the partnership, from the start

WHEN
At every stage of the partnering cycle

WHO
Partners together

Most partnerships aim for outcomes that last beyond the partnership itself. Keeping that aim at the front of conversations, plans and reviews means partners are prepared, practically and psychologically, for when one or all of them moves on. Ask these questions at each stage.

Scoping and building

Activity	Sustaining outcomes questions
Scoping	What are the possibilities for programmes that will be sustainable in the medium to long term in this context? What must change in the enabling environment for them to last? Will a partnership approach help bring that change about?
Identifying	How does each potential partner understand sustainability? Are partners committed to activities that will lead to outcomes beyond the life of the partnership? Should anyone be left out because their commitment is so poor?
Building	How can partners embed sustainable outcomes in the partnership and their relationships? What successful examples offer good learning? Can others crucial to sustaining outcomes be involved from the start, as advisers, observers or allies?
Planning	Can sustainability be woven into every part of the plan? Can planning build commitment to it? Where is capacity building needed? How will partners recognise or measure sustainability?
Reaching agreement	How can partners enshrine their commitment to sustainable outcomes in the agreement?

Managing and maintaining

Activity	Sustaining outcomes questions
Structuring	How can the partnership be structured to promote local self-reliance and build capacity to sustain programmes in the medium to long term?
Mobilising resources	How far can resources come from local sources, and how can the partnership develop other self-sufficient approaches?
Delivering	How can the partnership best engage with, and help improve, local or mainstream systems for long-term delivery?

Reviewing and revising

Activity	Sustaining outcomes questions
Measuring	How sustainable are the outcomes, and what are the indicators?
Reviewing	What must be built into reviews to keep sustainability at the forefront of the partnership's work and the partners' priorities?
Revising	If sustainability goals slip, how will partners make time to revise activities and ways of working to get back on track?

Sustaining outcomes

If you have followed this approach, the final stage is a matter of finalising measures to sustain the activities. Options include a new free-standing organisation, but more often partners hand the work over to an organisation with the capacity to sustain it (see tool 4.4). A final record of this stage can give partners a "licence" to move on, and share their experience with others (see tool 3.3).

Transformation and transition

Partnerships are usually temporary, more like transitional communities than permanent institutions, and their potential to transform a situation is high. When considering whether to move on, ask whether you have achieved the transformation needed or possible:

- What is wrong, and how can we turn the situation around?
- What would make a difference in achieving the change needed?
- How will we know things have changed for the better?
- Do others see that transformation is needed? If not, how will we convince them?
- Ideally, how would this situation look in ten years?

Adapted from The Moving On Toolbook (Tool 2). © The Partnering Initiative. More tools at thepartneringinitiative.org/resources/type/tool/