



**SUSTAINABILITY OF CZECH INTERNATIONAL
DEVELOPMENT COOPERATION PROJECTS**

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FORS

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Acronyms and Abbreviations

CSO	Civil Society Organization
CZ	Czech (Republic)
CZDA	Czech Development Agency
CZDC	Czech Development Cooperation
CZK	Czech koruna
CZU	Czech University of Life Sciences
DAG	Development Assistance Group
Danida	Danish International Development Agency
DFID	Department for International Development
EC	European Commission
EU	European Union
FoRS	Czech Forum for Development Cooperation
IFAD	International Fund for Agricultural Development
MFA	Ministry of Foreign Affairs
MFA CZ	Ministry of Foreign Affairs of the Czech Republic
NGO	Non-governmental organization
ODA	Official Development Assistance
OECD/DAC	Organisation for Economic Co-operation and Development/Development Assistance Committee
PCM	Project cycle management
PPZRS	The Platform of Businessmen for Development Cooperation
RMIT	Royal Melbourne Institute of Technology
ROI	Return on investment
SIDA	Swedish International Development Cooperation Agency
TWG	Technical Working Group
UNDP	United Nations Development Programme
VET	Vocational education and training
VETC	Vocational education and training centre

Summary

Project sustainability is linked to continued benefits for intended beneficiaries

Sustainability of the Czech Development Cooperation (CZDC) projects has recently gained focus during the mid-term review of the **Development Cooperation Strategy of the Czech Republic 2010–2017**. OECD/DAC defines sustainability as the likelihood of the continuation of the benefits of an activity after donor funding has been withdrawn.¹ This implies that not all project activities need to continue for the benefits to be sustained. Sustained benefits concern the project beneficiaries. “The project had been sustained when those who live with the result

of a project are still enjoying the benefits as they perceive them (positive outcomes) – regardless of what appearance or in what form the outputs from the project exist”.² Sustainability of benefits should not be confused with commercial continuity of Czech businesses. Commercial continuity may be one of the motives for the actors. However, it should not be in conflict with the overall aim of CZDC, the eradication of poverty.

1 <http://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

2 DONNELLY, John. In Search of Sustainability: Looking for sustainability through ex post evaluation of community level WATSAN/WASH projects. <http://www.slideshare.net/WaterCentre/in-search-of-sustainability-looking-for-sustainability-through-ex-post-evaluation-of-community-level-watsanwash-projects?utm_source=slideshow02&utm_medium=ssemal&utm_campaign=share_slideshow_loggedout>

Sustainability of the Czech Development Cooperation projects varies

The UNDP Bratislava and later the Ministry of Foreign Affairs of the Czech Republic (MFA CZ) have been conducting evaluations of Czech development cooperation projects since 2010, covering projects implemented in 2005 and subsequent years. This study is based on the review of 37 publicly available evaluation reports of bilateral CZDC projects. These evaluated projects do not represent the whole sector - their combined budget was 526 million CZK, which roughly equals to the total annual budget for Czech bilateral

project assistance. Analysis of the reviewed evaluations leads to the conclusion that around 19% of evaluated projects were sustainable, 32% rather sustainable, 38% rather unsustainable and 11% unsustainable. Correlation between sustainability and specific sectors, contracting authorities, implementers or countries of implementation has not been detected. Identified aspects influencing their sustainability are elaborated on below.

Sustainability factors are project specific and interdependent

Factors influencing the likelihood of sustainability of project benefits can be divided into internal and external. Internal factors, related to specific project activities, outputs and results, can be directly influenced by the implementer (e.g. relevance of workshops to participants, timely fielding of qualified staff), while external factors cannot (e.g. political stability, legal framework). Some external factors can, however, be

mitigated. For example, advocacy for a law can result in its promulgation. Key factors are different for each project, ranging from government policies, strategies and legal framework, political stability and security, to organisation, environmental, technical, financial and social factors to ownership by stakeholders which is influenced by an on-going dialogue, participation, transparency and accountability.

Sustainability can be influenced throughout the project cycle

Since each stakeholder plays a certain role at each phase of the project cycle with respect to sustainability, responsibility is therefore shared. Evidence from evaluations suggests that projects designed according to the specific needs and constraints of stakeholders are more likely to be sustained. Interventions should therefore be relevant, accepted and realistic to address the issue within the given timeframe as well as complementary to other activities of local institutions and donors. Sustainable projects are technically reliable, socially sensitive, environmentally sound and financially viable. During the **formulation** stage, an analysis of assumptions and risks, measures to mitigate the risks including contingency plans and exit strategies are important components of a Sustainability Plan, required by different international donors (including Danida, SIDA or DFID) and recommended

by several reviewed evaluations. Securing ownership of all major stakeholders as well as bringing the decision making process as close as possible to citizens (the principle of subsidiarity) is at this stage essential. Monitoring project-specific sustainability indicators and risk factors during **implementation** helps to make informed decisions on how to adjust interventions, introduce mitigation measures and reallocate resources. Sustainable projects utilised flexibility and adapted to changing risks. (Pre-requisite: The conditions of the contract allow for a certain degree of flexibility for grants as well as for public tenders.) In the case of larger, complex projects, ex-ante (feasibility), mid-term and final **evaluations** are good international practice. Ownership and practical utilization of evaluation results can be strengthened by participation of beneficiaries in the evaluation process.

Good practice

Based on evidence from the reviewed evaluations, good practice enhancing the sustainability of Czech development cooperation (CZDC) projects has been introduced in different sectors including environment, agriculture, social development, education, economic development, energy as well as global development education and awareness raising. These projects considered the key factors influencing sustainability in their plans and activities and thus contributed to lasting positive benefits for the recipients.

An example of strong ownership and financial sustainability is the project **Support of Development of Home Care Services in Moldova, 2007 – 2010**. The local self-government and health institutions actively participated in planning and implementation from the very beginning when they also made a commitment to take over the management of the home care centres after the project's completion. Long-term cooperation between Caritas CZ and local partners in the home care sector, continued cooperation with the governmental institution, creating networks and educational activities have most likely contributed to the approval and promulgation of the new legal and regulatory framework for home care. Local health institutions are thus now integrated into the state system and their expenses covered from public health insurance. Dialogue with local health staff resulted in the modification of their attitude to home care. Follow up activities are now supported by other institutions.

Similarly, the project **Support of Farmers and Agricultural Education in Damboya and Halaba Special Woredas, SNNPR, Ethiopia**, ensured the financial sustainability of key functions of the farmers training centres by their integration into the state agricultural support system. The fact that farmers worked in these centres for free indicates a high level of ownership. Consideration of the technological needs of the farmers increased the profitability of their farms. The follow-up project, also funded by the CZDC, now supports linkages with additional farmers.

The project **Support for Vocational Agricultural Education at the Education Centre in Darkhan, Mongolia**, is an example of good practice for strengthening ownership and financial sustainability, involving partner organizations as well as for consistency with the government policy, strategy and regulatory framework. The project, identified jointly with the Centre of Vocational Training in Darkhan worked in coordination with other organizations and within the framework of the national reform of vocational education. It took account of the pressing need for qualified technicians in the region as well as the Centre's infrastructure. The accreditation of the study program and payments of salaries and operation cost from the state budget also substantially contributed to sustainability. The partner took an active role in day-to-day communication with the Ministry of Education and enlarged the portfolio of cooperating organizations with companies with agricultural machinery.

Recommendations

#	Recommendation	Project phase				Addressee(s)
		Identification	Formulation	Implementation	Evaluation	
1	Conduct comprehensive situational analyses (baselines) and publish them	x	x			CZDA
2	Develop a Sustainability Plan with an exit strategy as a part of project document and use it for decision making throughout implementation and phasing out	x	x	x	x	Implementer, Czech Embassy, CZDA, project partner(s)
3	Closely monitor projects and reallocate resources towards activities that contribute to sustainable results and impacts (benefits). Pre-requisite: The contractual conditions allow a certain degree of flexibility for grants as well as for public tenders.		x	x		Implementer, CZDA
4	Coordination with other donors and implementers pooling of resources	x	x	x	x	Implementer, Czech Embassy, MFA CZ, CZDA
5	Foster on-going dialogue with and participation of stakeholders, using a commonly understood language	x	x	x	x	MFA CZ, CZDA, implementer, project partners, Czech Embassy
6	Focus on "soft" components also in "hard" projects (public awareness raising, preparation of business plans, functional community associations etc.)	x	x	x	x	CZDA, implementer, project partners
7	Continuously assess and enhance financial sustainability of projects	x	x	x	x	CZDA, implementers, project partners
8	Develop long-term projects and frameworks linking several projects	x				CZDA
9	Strengthen planning, monitoring, evaluation and learning capacities of the CZDA, Embassies and implementers	x	x	x	x	MFA CZ, CZDA

Substantiated and detailed explanation for each of the above recommendations are provided in section 7 of this document.

1. Introduction

Sustainability has been identified as a challenge in a number of projects evaluated during the last three years. It has been given increased attention during the mid-term review of the Development Cooperation Strategy of the Czech Republic 2010–2017. Several procedures to improve sustainability are already reflected to some degree in the management of CZDC projects. The purpose of this document is to contribute to the discussion and to further enhance the already existing awareness among the actors of the Czech development cooperation by systematically addressing different aspects of sustainability of development projects and by outlining possibilities to influence it throughout the project cycle.

This study is based on the analysis of 37 publicly available reports from external evaluations of bilateral

CZDC projects conducted between the years 2010–2013. The authors also reviewed and analysed other secondary data including the **Project Cycle Management Manual for Czech Development Cooperation** (2006) (further the Manual (2006)) and the **Project Cycle Methodology for Bilateral Projects supported by the CZDC** (2011) (further the Methodology (2011)). Interviews were conducted with selected CZDC actors. Information from secondary and primary sources was complemented with the authors' own experience. External evaluations conducted by the MFA CZ before 2011 or internal processes within CZDA and MFA were not included in the analysis. Meta-evaluation as well as process evaluation are recommended for further learning on sustainability and other issues.

2. Sustainability of the Czech Development Cooperation projects

Sustainability of the CZDC projects has been addressed in the Manual (2006) and has recently gained increased attention during the mid-term review of the **Development Cooperation Strategy of the Czech Republic 2010–2017**. OECD/DAC³ defines sustainability as the likelihood of the continuation of the benefits of an activity after donor funding has been withdrawn. Projects need to be environmentally as well as financially sustainable. Sustained benefits concern the project beneficiaries, not the donor or implementer. John Donnelly from the RMIT University in Australia for example stresses that *“(Project has been sustained)... when those who live with the result of a project are still enjoying the benefits as they perceive them (positive outcomes) – regardless of what appearance or in what form the outputs from the project exist”*.⁴ Sustainability of be-

nefits should not be confused with commercial continuity of Czech businesses. Commercial continuity may be one of the motives for ODA actors, but cannot be in conflict with poverty eradication, the overall aim of ODA.

For the purpose of this paper, benefits are understood as positive project results and impacts. Not all project activities need to continue for these benefits to be sustained; selected activities can be mainstreamed as core activities of the implementing partner organisations. Sustainable projects would usually lead to improved approaches and processes (e.g. better planning, budgeting, service delivery). They can be tangible (plans, guidelines, legislation, training materials, reorganized institutions, information systems) or abstract (knowledge, level of information, attitudes and practices), but should be verifiable.

3 <http://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

4 <http://www.slideshare.net/WaterCentre/in-search-of-sustainability-looking-for-sustainability-through-ex-post-evaluation-of-community-level-watsanwash-projects>

A good indicator for sustainability of improved primary education is an increasing number of children who passed primary education exams. Indicators such as annual number of enrolled, retained and promoted children versus out-of-school children, teacher turnover and others can be useful for measuring activities and outputs, but not sustained benefits.

The UNDP Bratislava and later the Ministry of Foreign Affairs of the Czech Republic have been conducting evaluations of CZDC projects since 2010, covering projects implemented in 2005 and following years.

The following data on sustainability are based on findings and conclusions recorded in 37 publicly available project evaluation reports. (These evaluated projects do not represent the whole sector; their combined budget was 526 million CZK, which roughly equals to the total annual budget for CZDC bilateral projects.) The conclusions indicate that around 19% of evaluated projects were sustainable, 32% were rather sustainable, 38% rather unsustainable and 11% unsustainable.

A correlation between sustainability and specific sector, contracting authorities (CZDA or Czech ministries), implementers or countries of implementation has not been detected. There were other factors that influenced the sustainability of benefits from the different projects. These factors and their role in different phases of a development project are discussed below. Illustrations of how these factors were considered or neglected are taken from the 37 evaluations.

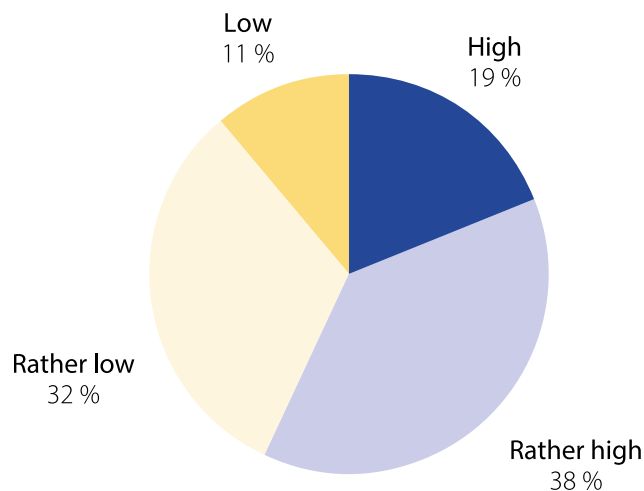


Figure 1: Sustainability of CZDC Projects



3. Sustainability throughout the project management cycle

Sustainability requires attention in each phase of the project cycle management (PCM) where each stakeholder plays a certain role at a certain time. Responsibility for sustained benefits is thus shared. The **Manual** (2006)⁵ defines the phases and the roles of stakeholders for bilateral CZDC projects, describes quality and sustainability factors and their assessment in each phase of the PCM.

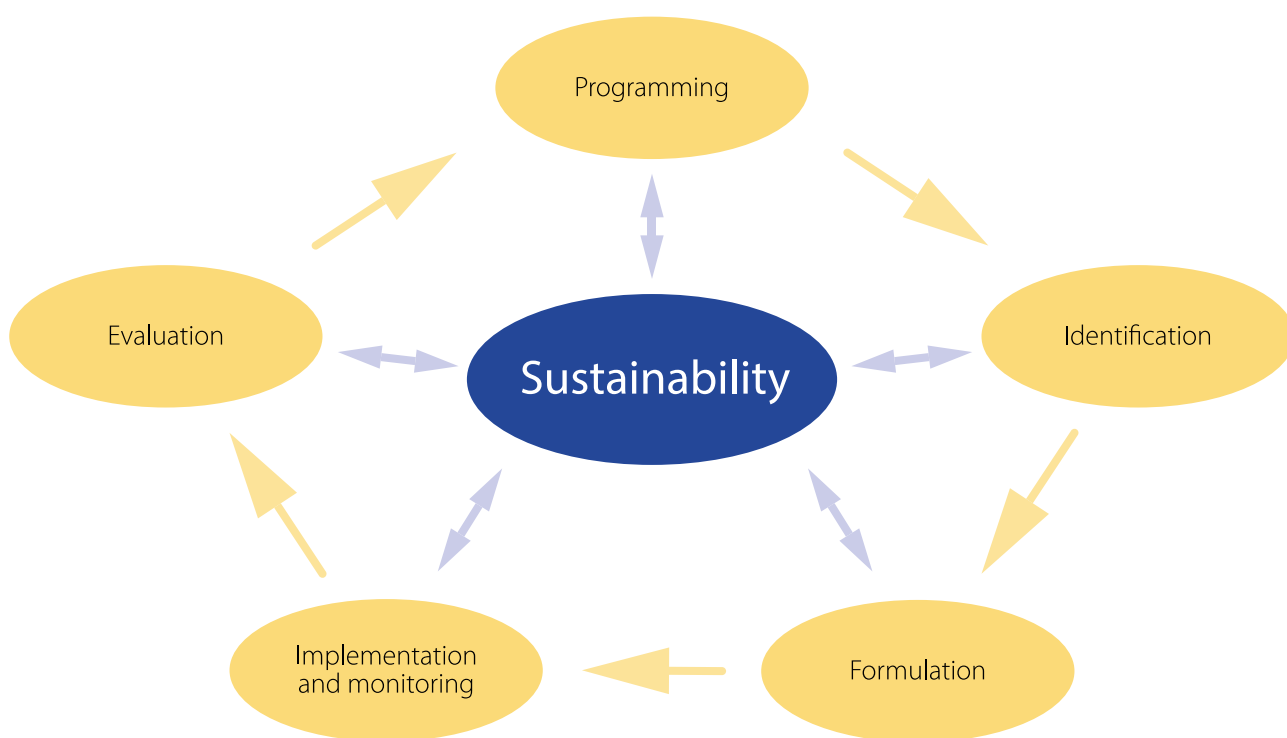


Figure 2: Sustainability as a criterion in all phases of the Project Cycle Management

⁵ DEARDEN, Philip – JONES, Steve – SARTORIUS, Rolf. Tools for Development: A handbook for those engaged in development activity. Tools for Development / Version 15 / September 2002. DFID, Performance and Effectiveness Department, 2002. Accessible at <http://portals.wi.wur.nl/files/docs/ppme/toolsfordevelopment1_DFIG.pdf>

3.1 Programming

The **Development Cooperation Strategy of the Czech Republic 2010–2017** stipulates that programming is the responsibility of the MFA CZ. Long-term partnerships with selected countries help to concentrate the funds in a few regions and sectors, thus contributing to visible impact and stronger ownership of institutions and beneficiaries. Programs have already been

formulated for 5 priority programme countries⁶. For the remaining partner countries, the Czech ODA is project-based. Consideration of sustainability is essential during the preparation and revision of programs. This study does not analyse the Concept for CZDC for the period 2010-2017 because it has been prepared after its completion.

⁶ The Development Cooperation Strategy of the Czech Republic 2010–2017

3.2 Identification and formulation

According to the Methodology for PCM of Bilateral Projects supported by the CZDC (2011), project identification follows a programme approach. As some Czech implementers mentioned, it is easier to sustain projects with long-term presence or those complementary to other Czech ODA projects (possibly managed by different implementers, implemented in parallel and one after another). Such complementarities and additionality enhances cross-fertilization, strengthens synergies, local ownership and impacts.

The CZDA identifies project themes. In the case of tenders, CZDA prepares the whole project documentation including the logical framework, stakeholder analysis, key assumptions and risks. This project documentation forms a basis for the preparation of a call for tender. In the case of a call for a grant, the whole process of project formulation is upon implementers, whereby detailed project proposals are submitted to the CZDA based on a general thematic specification.

The basis for monitoring and evaluating sustainability are the outcome and impact indicator(s) formulated in the logical framework. Examples of such indicators for different sectors are provided below.

- **Primary education:** Increasing number of children who passed primary education exams
- **Soil and water conservation:** Level of the maintenance and replication of anti-erosion measures by beneficiaries
- **Income generating activities or small businesses:** level of profitability
- **Water supplies:** condition of water supply systems
- **Strengthening capacity for hydrological measurements:** accessible up-to-date continued sequence of analysed data

In line with the results-oriented approach recommended by evaluations⁷, outcome and impact indicators need to be reflected in the monitoring system and in the evaluation matrix.

Sustainability analysis

According to the PCM Manual⁸, a project designed to meet demonstrated needs and to reflect possibilities and constraints of intended beneficiaries is more likely to sustain. These can be addressed in a sustainability analysis, whereby the following tools may be useful:

- **Stakeholder analysis**⁹ (power, interest, attitudes) as well as problem/needs and situational analysis. For stakeholder, situational analysis, logical Framework, check DFID Handbook http://portals.wi.wur.nl/files/docs/ppme/toolsfordevelopment1_DFIG.pdf¹⁰ are the basis for assessing the project relevance and acceptability for different stakeholders. Collection of baseline data from the target groups and beneficiaries, including data on similar (successful) activities should be done using triangulation (verification of data). Stakeholder's analysis can also help to identify appropriate partners, which would play a key role in sustaining project benefits. Relevance refers to the internal consistency of the project - if the planned project results and objectives are realistic and if the activities would lead to the expected, sustainable benefits for the recipients - as well as to the alignment with local, regional and national priorities (external consistency). Evidence from evaluations suggests that Czech development projects rated as sustainable were usually highly relevant for key stakeholders including beneficiaries. Those (rather) unsustainable were often inconsistent and unrealistic. The set timeframe was sometimes too short to attain behavioural and attitudinal change of target groups.
- **Financial viability**¹¹ or profitability assessment tools include for example a cost-benefit analysis or return on investment (ROI). Services are only sustainable if their costs are fully recovered (from tariffs, transfers or taxes). Social considerations reflect the ability to pay and the possibility of subsidies from transfers and taxes. Interventions in support of income generation require a **business plan** with a marketing strategy, preliminary price calculation,

7 http://ec.europa.eu/europeaid/how/ensure-aid-effectiveness/monitoring-results_en.htm

8 http://www.mzv.cz/jnp/cz/zahranicni_vztahy/rozvojova_spoluprace/koncepce_publikace/manual_projektoveho_cyklu_zrs_cr.html

9 See guidelines: <http://www.canari.org/Guidelines5.pdf>, http://web.idrc.ca/en/ev-9370-201-1-DO_TOPIC.html

10 For stakeholder, situational analysis, logical Framework, check DFID Handbook http://portals.wi.wur.nl/files/docs/ppme/toolsfordevelopment1_DFIG.pdf

11 <http://www.ifad.org/rural/learningnotes/cci/5.htm> and http://www.urbaninfrastructureindia.org/pdf/5-ProjDev_web.pdf

investment plan, cash flow and income and expenditure forecast. The draft business plan should be an integral part of the project document and should be finalized jointly with key stakeholders.

- **Technical and environmental aspects** may need an independent assessment – especially in case of large projects. For example, Environmental or Social Impact Assessments¹² relate to assessment of both positive and negative impacts. For negative impacts, mitigation measures can help to sustain positive project benefits.
- **Assumptions – risks analysis**¹³ helps to identify main risks and to formulate mitigation measures. (Rather) unsustainable Czech ODA projects often had a deficient assumptions risk analysis and lacked mitigation strategies – **contingency plans** for different scenarios.

Assessment of **complementarity** of proposed projects with other related interventions helps to identify value added by the project and synergies that would lead to efficient use of resources and capacities of the CZDC and improve sustainability. Supporting follow-up projects which build on previous or parallel projects helps to change behaviours and attitudes, for which more than 2 or 3 years are required (e.g. with respect to soil and water conservation, water, hygiene and health, education). Pooling of resources and engaging with already established relevant platforms and coordination bodies in partner countries help to avoid overlaps, improve focus and lead to significant savings. In several cases, the Czech Embassy or project partners already follow such practice. Examples include support to electrification of the Tubas and Jenin governorates in Palestine or soil and water conservation projects in Southern Ethiopia. Some evaluations, however, underline that coordination and complementarity needs to be improved (e.g. with the Development Assistance Group (DAG) and relevant technical working groups such as the DAG Water Technical Working Group (TWG) in Ethiopia). Deriving from complementarity assessment, new approaches (e.g. solar panels for schools) can be piloted besides scaling up existing, successful interventions.

Sustainability plan

Based on the project logical framework, identified assumptions and risks, a draft **sustainability plan**¹⁴ is formulated to increase the likelihood of sustainability

during implementation and phase-out. Ideally, sustainability plans are discussed understood and formally agreed by all key stakeholders and should form an integral part of the project document and contract. It usually includes:

- All major risk factors with an assessment of the degree of the risk
- Proposed mitigation measures with responsibilities and time frame for their implementation. (*Examples of mitigation measures: institutional and organizational strengthening, support to financial management of partner organizations, access to spare parts and know-how, a post-training action plan, information and education activities, lobbying for changes of the legal and regulatory framework, drafting contractual obligations and measures with respect to utilisation of project results, support to formulating and consolidating strategies and policies*).

Exit Strategy

An **exit strategy**¹⁵ with clearly defined steps should be discussed and agreed with the partners during inception and formulation. It helps to gradually and systematically phase out donor support and to sustain benefits after the project completion. It also helps to assess the sustainability before the project end including the willingness and ability of partners and beneficiaries to take over. The exit strategy includes: (i) Clear institutional and organizational responsibilities and arrangements/agreements for taking over outputs, supporting their use and ensuring benefits for intended beneficiaries. (ii) The possibility of expanding and/or replicating these benefits to additional groups/areas. (iii) Sources of funding. (iv) Time frame with phased (if possible) handing over the responsibility for project activities and outputs.

Currently, the form for Initial Project Proposal does not require sustainability or handing over plans. The evaluation criteria for project proposals do contain this aspect, but in a general form and without a required time frame. The advantage of a phased handover, including potentially co-funding from the early stages of the project, is increased ownership of the partner/beneficiaries. Missing exit strategy (phasing out plan or handover) was identified as an issue in several Czech ODA project evaluations. Phased handover is recommended for example in the evaluations of the **Study Programme Social Work and in the Socioeco-**

¹² http://en.wikipedia.org/wiki/Environmental_impact_assessment

¹³ http://portals.wi.wur.nl/files/docs/ppme/toolsfordevelopment1_DFIG.pdf

¹⁴ http://www.czech-in.org/EES/9th_Full_Papers/3_Korner_marie.pdf

¹⁵ <http://repository.unimelb.edu.au/10187/8502>, <http://www.alexanderbrookes.com/course/exit-strategies-and-sustainable-project-handover-2/>, <http://www.ifad.org/operations/projects/regions/pi/paper/8.pdf>

conomic Stabilisation of Geographically and Socially Excluded Communities in Mongolia. Specifically, it is recommended that the partner contributes to investments as well as operational and maintenance expenses from the beginning of the projects. Similar recommendations are also included in the evaluations of monitoring surface water and flood protection in Moldova, furthering an anti-erosion project and a project for sustainable management of soil, forest and water resources in Southern Ethiopia.

Stakeholder participation

Sustainability is a shared responsibility of all stakeholders¹⁶. Beside partners, target groups and beneficiaries in the country of implementation, it is the responsibility of the implementer and the CZDA to maximize the effort towards sustaining project benefits for the citizens of the partner country. This is key to meet the ODA Strategy and program objectives as well as to account to Czech taxpayers. By signing the contract with the CZDA, the implementer assumes accountability for effective and efficient use of funds. The accountability for continued monitoring, for reporting risks related to benefits and for recommending steps is in the hands of the CZDA and the Czech Embassy as recommended by the PCM Methodology 2011.

(Rather) sustainable Czech development projects show high **ownership of local authorities and communities**, their willingness and ability to sustain the project benefits, while unsustainable projects show the opposite. **Formal agreements with other key stakeholders** signed during formulation can already clarify their role and responsibilities with respect to sustainability (e.g. **phased handover** of project assets and outputs and the responsibilities for funding their operation and maintenance, funding by the institution concerned after CZDA funding ends, further maintenance).

Sustainable projects also reflect the principle of **subsidiarity**, based on which decisions are taken as close as possible to the citizens, at the lowest level of institutions capable to effectively deal with the subject. As underlined in the evaluation of an electrification project in Palestine, projects initiated at the local level that are well implemented should remain with local institutions to foster good governance and sustainability. In Ethiopia for example, implementers usually cooperate with the Regional Bureaus, Zonal Departments and Woreda Offices. In Mongolia, Czech ODA project evaluations identified challenges when projects were centrally dealt with as local provinces and districts were physically distant from the central institutions and did not share the same priorities. The principle of subsidiarity should also be reflected in the project formulation and phasing out strategy.

¹⁶ This derives from the PCM Manual (2011, p. 14 and 20), and others, e.g. <http://www.oecd.org/greengrowth/38306132.pdf>.



POTENTIAL QUESTIONS FOR DONOR / IMPLEMENTER:

- What is the (anticipated) long-term development in the sector?
- Who are the current and future stakeholders?
- What are their current and future priority needs?
- What are their interest, power/influence and attitude towards the development problem / project?
- What are the key assumptions and risks related to the project activities, outputs, results and objectives?
- How can these risks be mitigated?
- How can sustainability be enhanced on the institutional, organisational, social, economic, environmental, political/policy, technical and structural level?
- Which of these and other risk factors are crucial and within the project have direct or indirect influence?
- What multiplication or replication can be expected? (On other actors, regions, sectors...)

- What is the visibility plan and how can project outputs be widely disseminated?
- Who will own any (intellectual) property produced by the project? How will access by the target groups be ensured?
- What key expenditures (investments, operation, maintenance, management) are expected during and after the project implementation and how will they be covered?
- Will project outputs fulfil high quality standards and best practice?

For example, a vocational training course matching the current market needs is likely to attract more students, funding and support by other institutions including private sector, interested in placing graduates. Compliance with standards, accreditation, clear (intellectual) property and future investments as well as coverage of teacher salaries and other running costs need to be clearly set before the project implementation contribute to project sustainability.

3.3 Implementation and monitoring

Review of available monitoring reports prepared by Czech Embassies shows varying quality. Moreover, the reviews show that monitoring (and evaluation) data were only partially used for decision making, which in its turn affected sustainability. However, monitoring sustainability often leads in itself to its improvement provided decisions are made to adjust the implementation and resource **allocation**¹⁷. (Pre-requisite: The conditions of the contract allow for a certain degree of flexibility for grants as well as for public tenders.)

Sustainability monitoring

In line with international good practice¹⁵, sustainability monitoring uses indicators and a mechanism developed during the formulation phase. Assumptions and major risks should be reviewed by the implementer in cooperation with the CZDA after the first months of implementation and assessment on the ground, with the possibility of a subsequent revision of the sustainability plan and the logical framework. Should new conditions and unforeseen major risks emerge later during the implementation, the project may be adjusted as per the former PCM Manual (2006, p.25).

This would usually also include an adjustment of the sustainability plan and the logical framework. If some major risks ("killing assumptions") are perceived as too high, continuation of the project should be reconsidered.

Choice of monitoring approaches and methodologies depends on the nature of the project, phases of the PCM and resources available. Examples of monitoring methodologies are given below:

- **Sustainability monitoring checklists** (based on the sustainability plan)¹⁸ include selected key risk factors (such as economic, technical, organizational, cooperation with partners) periodically measured with the help of indicators. If a certain factor scores low, the project needs to mitigate the risk.
- **Financial management and planning tools** help monitor resources spent and make decisions about reallocation. **A business plan with rolling cash flow** helps to estimate a break-even point and profitability.
- An **exit strategy** is already explained above.

¹⁷ See e.g. Participatory Monitoring for Improved Sustainability - the Rural Water Supply and Sanitation Project, DFID/WB, Kyrgyzstan, 2010, p. 5 http://www.czech-in.org/EES/9th_Full_Papers/3_Korner_marie.pdf

¹⁸ Ditto

To enhance the likelihood of sustainability, it is essential that projects have the flexibility to adapt to changes. Evaluations of sustainable Czech ODA projects identified flexibility of project implementation up to the level of specific objective (e.g. shift from primary to pre-school education in Mongolia due to a change of laws). Evaluations indicate that rigidity of the project design can be one of causes for low sustainability. This applies particularly if the public tendering process is used for services to implement complex projects. Rigid projects do not allow for inputs from beneficiaries and other stakeholders, cannot incorporate important lessons learnt (what works, what does not) and do not respond to a dynamic risk environment. Modification of the LFA and an amendment to the implementation contract may however be required to avoid funding activities that do not lead to lasting positive impacts. Available resources (including contingency reserves) should be utilized to support activities leading to sustainable benefits.

Stakeholder participation

In accordance with the Methodology for PCM, responsibility for monitoring and mitigating risks related to the sustainability of project benefits rests with the CZDA and the Czech Embassy. The FoRS **Code on Effectiveness**, however, also includes implementers in this responsibility.

Different forms of monitoring are depicted below. External monitoring (by the CZDA and the Czech Embassy) can be complemented by internal monitoring (by implementer and partners) and by self-monitoring (beneficiaries). Clear decision-making rules and procedures need to be put in place. Above all, it is important to keep all key stakeholders in the communication loop.

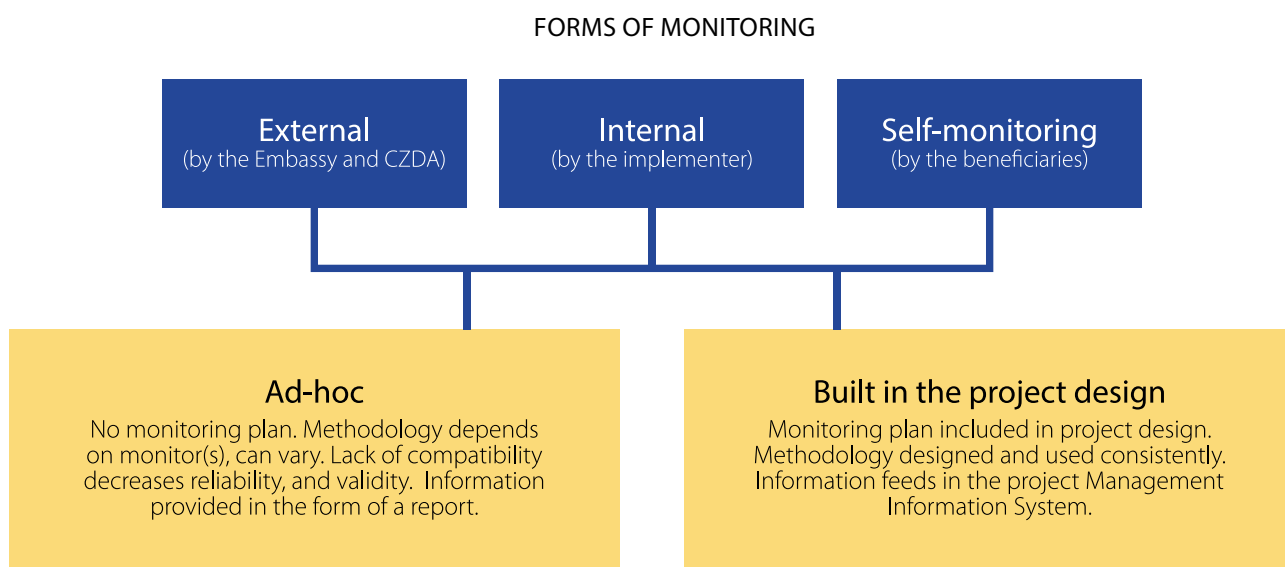


Figure 3: Approaches to monitoring (source: authors)

POTENTIAL QUESTIONS FOR DONOR / IMPLEMENTER:

- Can communities/intended beneficiaries self-monitor sustainability? What support do they need?
- How can local authorities and other relevant local institutions be involved?
- Is project management (including procurements etc.) effective, transparent and professional?
- How can any warning signals be addressed?
- How can communities be included in the decision-making process (from the very beginning)?
- For example, are there any coordination committees

that can monitor the project?

- Who should be informed about the key project outputs and successes? When? How?
- Who else can benefit from sharing resources, expertise, successes and lessons learnt?

For example, vocational training is conducted but teachers do not work according to the plan. Monitoring establishes a shortage of budgetary allocations and delays in salary payments. Subsequent analysis identifies a delay of international money transfer. To solve the problem, an alternative cash transfer to a new transparent account is agreed to ensure timely payments to the teachers.

3.4 Evaluation

Evaluation of sustainability and other related factors (such as relevance, effectiveness or impact) can be performed before the project (ex-ante), during the project (mid-term), at the end (final) or after the funding has ceased (ex-post). It is a common practice that evaluation questions, indicators, sources of information and type of data analysis are agreed with stakeholders and put together in the evaluation matrix¹⁹. A participatory approach to evaluation enhances the learning of stakeholders, the ownership of evaluation findings and recommendations and the likelihood of sustainability. Participation is understood as a share in decision making; involvement in data collection is not considered as real participation.

According to the PCM Methodology, an **external evaluation is a responsibility of the donor, internal evaluation of the implementer**. The Methodology emphasises the need for **stakeholder participation** in the evaluation processes and the utilisation of acquired information for decision making. Evaluation tools,

such as interviews, structured discussions or focus groups with stakeholders, can be used throughout the entire implementation phase. In case of bigger, complex projects, ex-ante (baseline), mid-term and final evaluations are good practice, though still limited in the Czech ODA projects. In some of the evaluated projects, the implementers committed to internal or even external evaluation (mid-term or final), usually with the involvement of beneficiaries. Besides that, the MFA CZ (not the CZDA) carries out external evaluations at the project end, or within 3 years after completion. Key stakeholders were usually involved in the reviewed Czech ODA evaluations, even though to a different extent. Particularly beneficiaries were typically involved only as sources of information, but did not participate in the planning, formulating questions or commenting on evaluation reports. Their active participation would contribute to improved relevance of and learning from the evaluations.

¹⁹ <https://openknowledge.worldbank.org/bitstream/handle/10986/2699/52678.pdf?sequence=1>

POTENTIAL QUESTIONS FOR DONOR/ IMPLEMENTER:

- *To what extent do project benefits (or are likely to) continue after donor funding ceased?*
- *What were the major factors that enhanced/limited sustainability?*
- *What were systematic measures to mitigate risk factors?*
- *Were these measures successful? If not, why?*
- *How can the project benefits be integrated in existing programmes and structures?*
- *How can major threats to sustainability be addressed? By whom?*

For example, vocational training is conducted, but the evaluation establishes that the majority of trainees are from rather a privileged background, are not interested in manual work and continue with other studies. This negatively affects the support of the private company, which planned to employ the trainees. The evaluation therefore recommends recruiting trainees from marginalized communities ready to work manually. Evaluation can also help to identify new partners for recruitment (e.g. evening schools, streetwork organisations etc.).

4. Factors influencing project sustainability

Various sustainability factors have already been addressed in detail in the Project Cycle Management Manual (2006). The 2011 version (Methodology) addresses these factors only in general terms and only in the formulation phase. They are not addressed in sections dedicated to implementation and monitoring. Factors influencing the likelihood of sustainability of project benefits can be divided into internal and external.

Internal factors, related to concrete project inputs, activities and outputs can be directly influenced by the implementer (e.g. relevance of workshops to participants) while external factors usually cannot. Some external factors can, however, be mitigated. Reviewed evaluation reports mention for example lobbying at a ministry for the promulgation of a new law.

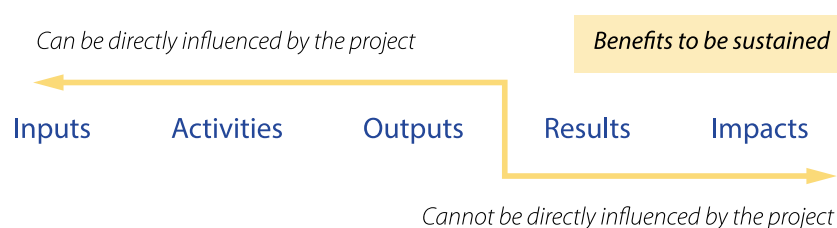


Figure 4: Influence of a project on components of the LFA

Key sustainability factors are different for each project. Below is a list of common factors, based on the PCM Manual (2006), various evaluation reports, studies and authors' own experiences.

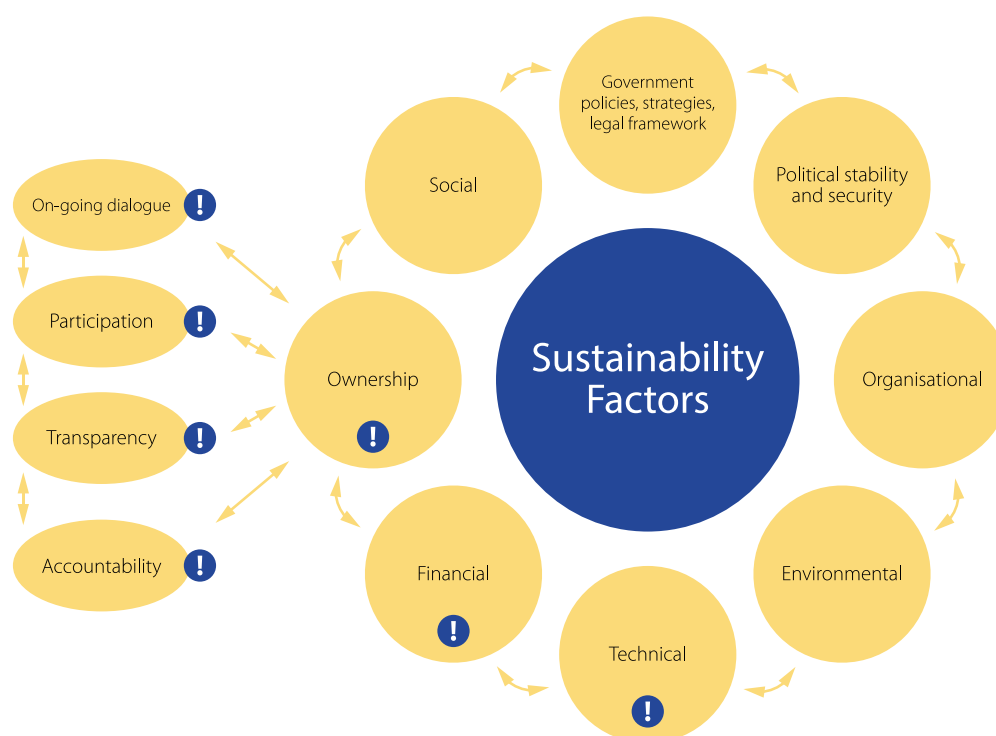


Figure 5: Interdependency of factors influencing sustainability

Exclamation mark indicates key factors that influenced sustainability of Czech ODA projects evaluated in 2010-2013

Government policies, strategies, legal framework

According to the PCM Manual (2006), projects need to reflect the priorities of the partner country, including Poverty Reduction Strategies, policies and plans of the government, relevant institutions and organizations. Enabling environment also contributes to sustainability. Some Czech projects included an advocacy element and thus influenced these factors. Such advocacy can lead to improved legislation (see case study of Developing Home Care Services in Moldova below), codes of conduct or methods for better integration of developing issues in the education systems. Laws and regulations of the donor also need to be taken into account (e.g. Act on Development Cooperation, Strategy for the CZDC or the Law on Public Procurement).

POTENTIAL QUESTIONS FOR DONOR/ IMPLEMENTER:

Does the project reflect the stated priorities and plans of the partner government and relevant institutions, organizations and recipients? How is this commitment demonstrated? Is there an enabling legal environment that would allow implementation and would sustain the intended project and its results? Which institutions have the power, interest and positive attitude towards the problem to be addressed by the project? Are they legally and institutionally properly anchored? Can they function effectively and develop within the given framework? Are there strong lobby groups that could facilitate the approval of proposed legislation within the project duration?

Political stability and security

An insecure and politically volatile environment is an obvious threat to sustainability of projects aiming at long-term development. Some projects, however, aim at improved security or conflict resolution.

POTENTIAL QUESTIONS FOR DONOR/ IMPLEMENTER:

Are there security issues that pose a risk for the project benefits? How can they be dealt with?

Organizational

The PCM Manual (2006) underlines that project partners are crucial for sustaining project benefits. To assess the sustainability of project benefits, to which these organisations would contribute, it is important to consider whether the project objectives are a top priority for the concerned organisations (relevance). It is equally important to assess, for example, whether these organizations are: Stable and effective (legal status, staff turn-over, budget); have sufficient competences and capacities (leadership, ability to continue operations and maintenance); follow the principles of good governance (transparency, accountability toward diverse stakeholders, equity, role distribution) or have an effective complaints mechanism. Such assessment applies to organizations at any level – central and local government or community-based organisations – and throughout the project cycle. In some of the evaluated projects rated as unsustainable, low management capacities of partner institutions were identified. In sustainable projects, clear roles and responsi-

bilities were highlighted with respect to handover and key (sustained) activities were mainstreamed in these institutions. The PCM Manual (2006) recommends developing capacities in cases where partners would not be able to sustain the project benefits.

POTENTIAL QUESTIONS FOR DONOR/ IMPLEMENTER:

Did the partner organization request or express strong interest in the project? If yes: To whom and how? What is the stake in the project for the organisation (its leadership, staff)? Is the partner organization involved in the planning and implementation? Is there sufficient interest and absorption capacity (finance, staffing organization structure) to sustain project benefits? How did the organization demonstrate its interest and ability to take over and to sustain the results? Does the organization take into account interests of all intended beneficiary groups?

Environmental

The PCM Manual (2006) emphasizes environmental sustainability. This includes a stable resource base (no overexploitation) and preserved biodiversity. Projects can also strengthen the resilience of households and communities to climate changes and other external environmental shocks (floods, droughts etc.). Resilient communities are able to anticipate and adapt to change through clear decision-making processes, collaboration, and management of resources internal and external to the community²⁰. For example, a village can store food supplies in case of drought or floods, farms may diversify crops and include those more resistant to drought.

20 http://www.undp.org/content/dam/undp/library/Poverty%20Reduction/Towards_SustainingMDG_Web1005.pdf

Technical

The PCM Manual (2006) points out that technology can present opportunities as well as threats. Any technology provided as a part of a development project needs to be appropriate to the local context, including already available infrastructure and technical staff as well as technical knowledge and skills of the users. Both the equipment and its location need to be selected well. Complementarity to existing systems, maintenance, cost of inputs, spare parts and repairs and availability of technical knowledge and skills play an important role. Introduction of new technology assumes certain awareness of the beneficiaries, their acceptance and ownership. Therefore the so called “soft components” including awareness raising, consultations and decision making on the local level as well as capacity building of technical (and maintenance) staff are often key success factors in sustaining technical projects. Some Czech ODA projects focusing on supply of technology were rated as unsustainable because they neglected the above mentioned issues. Sustainable projects on the other hand were characterized by high ownership of local authorities and communities as well as clear property rights, guidelines and training of maintenance staff and secured provision of spare parts.

Financial

The PCM Manual (2006) underlines the importance of economic and financial sustainability after project handover. Attention needs to be paid to opportunity costs and co-funding of partners. Funding may be necessary for follow-up activities (not necessarily all

POTENTIAL QUESTIONS FOR DONOR/ IMPLEMENTER:

What negative impacts (short- and long-term, direct and indirect) can the project have on the environment? Are there any potential environmental and health hazards? How can the communities reduce such hazards or get ready for them?

Water and sanitation projects for example may include building capacities of water users’ organizations, raising awareness about the importance of hygiene and sanitation, monitoring of business plans, calculation and collection of tariffs, social consideration, or operation and maintenance. Emphasis should be on building sufficient managerial and marketing capacities of recipient entities and on a clear definition of ownership relations.

POTENTIAL QUESTIONS FOR DONOR/ IMPLEMENTER:

Is the provided technology appropriate to the local context? Is the location well selected (horizontal and vertical linkages)? Are there capacities (infrastructure, technical staff, know-how) to sustain project benefits? Is the technology compatible with what is already available? Are spare parts easily available? Who would be responsible for maintenance? How will maintenance costs be covered?

project activities) to sustain the benefits e.g. operation and management, infrastructure maintenance and supplies, replacements and reserves. Sources of funding can include government budget, income generated from collected tariffs for services (e.g. for water

supply, energy or trainings), income from productive activities (e.g. sale of farm production, rental of infrastructure) or financial as well as in-kind contributions or transfers from the public or private sector. Some projects were rated as unsustainable because of lack of funding for follow-up activities and ability of beneficiaries to pay tariffs, reportedly due to their limited income, as well due to the lack of co-funding by local institutions. Sustainable projects managed to secure follow-up funding from other sources (including other donors) or follow-up activities were low-cost (e.g. waste remediation in Serbia). Therefore, sources of funding need to be identified well ahead of the project's phasing out, already during formulation.

For example in case of drinking water supply, the percentage of households unable to pay can be estimated using expenditure survey or discussions with the communities and their leaders. Factors to be considered can include access to (micro) credit; competing sources or providers; effective and transparent mechanism for calculation and collection of fees; financial feasibility. Calculation of full cost recovery tariffs

for water supply (and other services) needs to include cost for operations, management, maintenance, depreciations, reserve fund and non-revenue water. There is usually a small percentage of households which are unable to pay. The missing income can be compensated by the community, by including the volume of water they use in non-revenue water or by transfers from authorities.

POTENTIAL QUESTIONS FOR DONOR/IMPLEMENTER:

Can income generating activities be profitable? How can key services be sustained? Can tariffs, be collected? Is there a commitment for transfers? Is it realistic that the service will be subsidized (by the municipality, region) from taxes? Is the institution included in government structures (e.g. school infrastructure, teachers, and accreditation of schools and programmes)? Is government budget allocated for the coming years? Can the partner institutions or beneficiaries gradually take over the funding?

Ownership

The PCM Manual (2006) recommends assessment of ownership - whether or not partners (communities, central and local government or households) accept and own the project. These actors need to be involved in the whole project cycle. The initiative and ownership should remain in the hands of beneficiaries so as not to create donor dependency. Projects rated as unsustainable lacked the willingness of beneficiaries and institutions to cooperate. Memoranda of Understanding were not enforceable and other strategies to enhance ownership were not put in place. Ownership derives amongst others from an on-going dialogue, participation in decision making and good governance.

- **On-going communication**, both a dialog within the project team and external communication with partners and beneficiaries helps to develop common understanding about each other, the current processes and results. It also helps to resolve potential conflicts and initiate timely remedial actions. Knowledge about the issue addressed and a good understanding of the cause and effect among stakeholders is usually the key to bringing about a change. Evaluations recommend using a language that stakeholders understand. Some of the projects rated as unsustainable show a low level of awareness about the project and its benefits

among recipients. Awareness raising campaigns were targeted to the wrong audience or only at the project end rather than beginning.

- **Participation**²¹ is an empowering process that enables local people to carry out a joint analysis, make joint decisions and take actions. Participation (in decision making) may lead to formation of new local institutions or the strengthening of existing ones, which people have a stake in maintaining. Donors and implementers participate in "their" project, not the other way around. Moreover, people can take actions independently, develop contacts with external institutions for resources and technical advice they need and retain control over how resources are used. Such self-initiated mobilization may even challenge existing distributions of wealth and power. For example, self-help groups can be a useful way to community empowerment. Nevertheless, as for example IFAD suggests, self-help groups function well mainly in rural agriculture development especially in isolated areas with lack access to agricultural and other markets, with distinct ethnic majorities, weak institutions and strong community cohesiveness.

²¹ A Typology of Participation quoted from: Who Changes? Institutionalizing Participation in Development. Edited by James Balckburn, Jeremy Holland, Intermediate Technology Publications, 1998.

- **Good governance** of the project takes into account amongst others **transparency** and **accountability** (see also organisational factors above). In case of evaluated CZDC projects, unclear division of roles and relations has affected sustainability. On the other hand, for example the evaluation of the anti-erosion project in Ethiopia rated good governance as high. The implementer engaged and closely cooperated with relevant stakeholders in the planning and the implementation of interventions. The ownership of outputs by communities was high as they were tangible. Good governance was also rated as high in the evaluation of an energy project in Palestine, where the local partner has been the owner, co-financer and co-implementer of the project from the very beginning. As a result of the ownership structure and a consultative approach, the municipalities, village councils, social services institutions and the private sector took an active part in the project planning and implementation.

POTENTIAL QUESTIONS FOR DONOR/ IMPLEMENTER:

Who was involved in the project planning and how? Who determined the way activities were implemented? How did the partners explain the project and their role to a monitoring mission? Are the partners committed to the sustainability plan and how is this demonstrated? What do beneficiaries know about the project activities/ outputs/benefits? Are beneficiaries able to influence any decisions made regarding the project?

Social

The PCM Manual (2006) stresses the importance of cultural and social factors (local norms, values, attitudes) and the consideration of their influence on success and sustainability of project benefits. Some cultural and social factors may for example discourage participation of certain groups in decision making (e.g. women, minorities with a different language and others lacking access to local governance structures), the acceptance of certain solutions (e.g. technologies which are difficult to operate or too expensive to maintain) or in any other way influence projects' sustainability. Behavioural changes need long-term efforts and long-term, creative and culturally sensitive interventions are required to overcome social and cultural constraints.

A factor sometimes referred separately is **social equity** – equitable sharing and distribution of project benefits. It focuses on the extent to which the project has incorporated mechanisms that guarantee equitable access to and distribution of project benefits on a continuous basis. For example landless households do not benefit from a project aiming at improving the productivity of agricultural land. The implementer can introduce interventions in support of food security for these households.

POTENTIAL QUESTIONS FOR DONOR/ IMPLEMENTER:

What social norms and behaviours may affect the project activities, outputs and benefits? Who are the power holders? What is the benefit e.g. for landless farmers from the same community? What is the level of access of ethnic minorities to project benefits? To what extent has a project benefited the poor and marginalized?

5. Examples of good practices in CZDC projects

Illustrations of examples of good practices and lessons learnt for different sectors are based on a review of reports from evaluations of CZDC projects and other secondary sources as well as on interviews with selected CZDC actors.

Environment

CZDC projects rated as sustainable included waste management and remediation implemented by VHS Brno, ETC and Ircon in Moldova and a similar project implemented by GEOTest in Bosnia and Herzegovina. Based on information from its own monitoring, CZDA reported that projects for improved access to drinking water in Mongolia implemented by a consortium Geotest, Vodní zdroje and Geomin cooperative (all private companies) are bringing sustained benefits for the local population. Complete project documen-

tation including logical framework for these projects was, however, not available and verification of benefits thus not possible. Publicly available was only the call for tenders for supplies of equipment. Examples of good practices in water and sanitation have been mentioned in section 4, other can be drawn from leading organizations in the sector such as Water Aid. Raising awareness among the target groups and beneficiaries with respect to project benefits is a key to success for this as well as for all other sectors.

Agriculture

Sustainable CZDC projects include gene pool preservation and cattle productivity improvement by Karpatia Ltd, support to agricultural cooperatives and private farms by Asociacia KS (CSO) and Kalmia (private company), anti-erosion measures at Lake Awassa in Ethiopia implemented by People in Need (CSO) or support of a Rural Service Centre in Khulo, Georgia implemented by Caritas CZ (CSO). CZDA further reported that the identification system for livestock in Mongolia (implementer Czech University of Life Sciences) and improved crop production in Dornogobi,

Mongolia by Adra (CSOs) brought sustained benefits for the local population. In IFAD's experience, sustainable agricultural projects concentrate on building farmers' capacity to effectively manage local risks (e.g. cold spells, typhoons, floods, etc.). Risk management components are integrated into savings and credit activities to have (crop or livestock) insurance mechanisms in place. Advocacy for social protection mechanisms is necessary at the provincial or national level in case the lower levels are not able to respond to a crisis situation.

Social development including education, social and health services

Sustainable CZDC projects in the social sector include the home care services in Moldova (Caritas CZ), integration of the visually impaired persons in Kosovo (after 2011) by People in Need and to some degree also the Centre for Street Children in Vadul lui Voda, Moldova (ADRA CZ). In the social sector, it is usually expected that projects continue delivering key goods and services to beneficiaries (e.g. functional literacy, integration). While infrastructure improvements and maintenance can be covered by local communities, additional funding is often necessary to cover staff and key services either from the government budget

(in case of home care in Moldova, see case study below) or from other, private sources (visually impaired in Kosovo). In some cases such funding can be provided by the local communities themselves. Sustainability of social development projects can be improved by the accreditation and integration of social work in the formal education system (national curriculum) or by the establishment/strengthening of the social care system (entitlement to different services under respective laws). Other measures enhancing sustainability include government budgetary allocation for payment of staff and other cost of services, infrastructure as well

as for manuals and training of teachers/trainers/social workers. In the case of education, involvement of parent – teacher associations or school committees throughout the project cycle helps to obtain funds for school maintenance as well as to improve the relevance and quality of teaching.

Sustainable CZDC projects in the **health sector** include the Midwifery Programme for the Western Province of Zambia (Caritas of the Archdiocese of Prague), partially also a project on mother and child health care in Cambodia (People In Need). In the case of these short-term projects, subsequent projects have been implemented building upon the results and experience from their predecessors which lead to sustainable

benefits. As in other sectors, awareness of the population and capacities of health care providers are essential for sustainability of health care projects. Integration within the health care system and corresponding government budget help to sustain key services after the donor funding ends. Integration with education, social development, environmental protection as well as income generation activities help to address health issues effectively. Examples include better access to potable water (reduces water-borne diseases) or targeted income generating activities (help in rehabilitation of disabled persons).

Economic development including energy

Sustainable CZDC projects supporting economic infrastructure include automation in the coal handling plant in Ulanbaatar, Mongolia (Industry ZAT control systems) or modernization of the hides producing plant in Mongolia implemented by AlphaCon. CZDA also reported that improved railway crossings (AŽD Praha) and modernized trams (Pragoimex) in Serbia continue serving their purpose. Complete project do-

umentation including logical framework for these projects was however not available and verification of benefits thus not possible. Only the calls for tenders for supplies of equipment were publicly available. Core indicators for the economic and energy development sector are usually economic and financial returns together with poverty alleviation or socio-economic indicators.

Global (development) education and awareness raising

MFA CZ carried out evaluations for two projects in this sector: In both cases, the evaluations focussed on consecutive one-year projects. The project **Czechia Against Poverty** (2006-2010, 5 consecutive one year projects) implemented by EDUCON (CSO) was strongly based on volunteerism; the evaluation pointed out the contribution of a volunteer network to sustainability. The **Development Education Programme PRVák** (2006-2012, 7 consecutive one-year projects) imple-

mented and co-financed by ADRA was also co-financed by the beneficiaries. This has been acknowledged as positive in the evaluation. Projects funded by the EC with continued benefits for Czech children and adults include for example Global Schools initiated by People in Need and currently implemented by a consortium of CSOs or **Fair trade breakfasts** implemented by NaZemi together with a number of volunteers.

6. Case studies of good practices for improved sustainability

The first case study is based on an external evaluation report commissioned by the MFA CZ. The second and third examples are based on information from internal evaluations provided by the implementers.

6.1 Developing Home Care Services in Moldova

Project name:

Support of Development of Home Care Services in Moldova

Implementer:

Caritas Czech Republic

Partner organisations:

Asociația Obștească "HOMECARE"

Partner country:

Moldova

Sector:

Social development and health

Implementation period:

2007–2010

Budget:

14.9 mil. CZK (tender, 100% Czech ODA 100%)

Project description:

Before 2007, old and physically disabled people in Moldova depended mainly on institutional care. State-supported home care was not available and regulations were missing. The project aimed at the development of home care services in Moldova through enhancing the quality and availability of medical and social services. This was to be achieved by an improvement of health as well as psychological and social condition of the beneficiaries, capacity building of specialized workers and experts, presenting the home care model as a suitable and efficient service to the Moldovan authorities and strengthening the availability of home care services in the regions.

The project addressed several sustainability factors in its design and implementation: A strong interest was awakened among Czech and Moldovan state institutions active in home care. A high number of volunteers was involved in the implementation. A functional national network of NGOs working in home care field was created and sustained. Member organizations were involved in project educational activities and participated in policy and advocacy with the relevant ministry and public officials. Home care services were introduced in the list of services covered by the Medical Insurance Company (fix amount per 1 visit). Home care services were also included into the state Medical Care and Healthcare Development Strategy for the period 2008 -2012.

An internal evaluation was conducted in 2010 by Caritas CZ, while external evaluation was conducted in 2011²². After the project completion in 2011, home care centres operated as legal service providers – they were accredited and had licenses for providing medical and social services. The centres were managed by local health facilities and integrated into the local health system. Services were provided both in institutions and at patients' homes. As a result of many advocacy meetings, workshops and roundtables, the National Standard in Medical Homecare Services was approved by the Minister of Health on 29 July 2013. Two follow-up projects are currently funded by the CZDC, focusing on establishing 3 more home care centres in different regions of Moldova.

²² More details about the background and the advocacy are available at <http://caritasczech.org/kde-pusobime/evropa-a-postsovetske-republiky/moldavsko/standardy-zdravotne-socialnich-sluzeb-domaci-pecce-v-moldavsku/>, evaluation report is at http://www.mzv.cz/file/751941/MOLDOVA_Evaluacni_zprava_Bzonkova_final.pdf

Key sustainability factors:

Local public authorities and health facilities were actively involved in project planning and realization from the very beginning. A Memorandum of Understanding was signed with an obligation to take over the responsibilities of managing centres after project termination. These measures together with high relevance contributed to a strong **ownership** among the state authorities. The Long-term cooperation of Caritas with the local partner in the specific field of home care and continuation of advocacy, networking and capacity building is believed to have led to the approval of the National Standard in Medical Homecare Services. This Standard provides a **legal and regulatory framework**

for home care including partial coverage of home care by the public health insurance. The remaining costs are covered by international donors. Even though local health facilities cannot provide all services to the same extent as during the project implementation, they are **financially and institutionally sustainable** thanks to the integration into the state system and cost coverage by the public health insurance. Communication with local medical staff was also identified as a sustainability factor to challenge their attitude towards home care and to strengthen their perception of home care is an effective health service.

6.2 Supporting Farmers' Training Centres in Ethiopia

Project name:

Support of Farmers and Agricultural Education in Damboya and Halaba Special Woredas, SNNPR

Implementer:

People In Need

Partner organisations:

WARDO - Woreda Agriculture and Rural Development Office, AARC - Awassa Agriculture Research Center

Partner country:

Ethiopia

Sector:

Agriculture

Implementation period:

2011 – 2013

Budget:

13,250,000 CZK (grant, 20% co-financed by the implementer)

Project description:

The Farmers' Training Centres (FTC) in Ethiopia are small structures with allocated plots of land. At each centre, three development agents provide advice on livestock and crop production as well as on natural resource management. The purpose of the Centres is to improve productivity and to introduce and maintain sustainable farming practices among the farmers and herders. The project aimed to support government structures that are striving for development of agricultural know-how and infrastructure in order to reduce the dependence of local populace on external help.

The project focussed on improving agriculture practices in 8 villages of the Halaba and Damboya districts by increasing effectiveness of the FTCs and providing advisory services for local farmers. People in Need supported the Centres in several ways:

- Upgrading infrastructure (furniture, latrines, access to water, warehouses, seed banks etc.),
- Provision of tools: bikes for development agents to be able to reach farmers, improved seeds, fertilisers, cultivating tools etc.

- Increasing know-how of innovative practices (information centre for development agents, books and training to development agents, networking with research and technical centres).

By the end of 2013, the final internal project evaluation report will be available. The evaluator is expected to answer among others questions pertaining to: Financial sustainability; maintenance of infrastructure; likelihood of information technology centres to provide their services; likelihood that the FTCs will continue to function and will generate more profit; the likelihood of farmers' continued support of the Centres.

Key sustainability factors:

The network of Farmers Training Centres is the core of the Ethiopian government plan for development of agriculture in rural areas. The Ethiopian government funds construction of simple Centres, allocates them land and pays salaries of development agents, who are civil servants. **Integration** in the state agricultural support system thus ensures **financial sustainability** of core Centres' functions.

With respect to **ownership**, motivation of development agents to learn new practices and to genuinely help farmers was one of the key criteria for inclusion in the project. Further, motivation of farmers to improve farming techniques, products, machinery and crops was crucial. The model farms of the Centres could show examples of how new or improved crops or new technologies could affect profitability. Furthermore, seed banks, tool banks, grain mills and other support provided by the Centres were attractive to farmers. In total, 320 model farmers worked for free at 8 Centres' fields to learn innovative agricultural practices.

The income from sales of production is used for the Centres' maintenance. To ensure transparency, this income is saved in Centres' bank accounts. Withdrawal is possible only by co-signing of all three development agents of the respective Centre and approval by district government (Woreda Agriculture and Rural Development Office).

According to People In Need, apart from material donations and training of development agents provided by the Ethiopian government, emphasis is on **on-going communication** between development agents and farmers as well as on **relevance** to farmers' needs – increased profitability by getting access to attractive farming solutions, technologies and crops. A follow-up project expects to strengthen linkages to other farmers.

6.3 Supporting Agricultural Vocational Education

Project name:

Support for Vocational Agricultural Education at the Education Center in Darkhan, Mongolia

Implementer:

Czech University of Life Sciences Prague (CULS)

Partner organisations:

Ministry of Education of Mongolia, Centre for Vocational Education in Darkhan

Partner country:

Mongolia

Sector:

Agriculture

Implementation period:

2011 – 2012

Budget:

4 775 150 CZK (5% co-financed by VETC)

Project description:

The agricultural sector in Mongolia has been struggling with the lack of qualified practice-oriented specialists. Vocational agricultural training has however lost its attractiveness for applicants as well as for the governmental support. Due to intensification of crop production in DarkhanUul region, agricultural machinery is frequently used and increasingly available at local market. Technical support has however been very low or missing altogether. Capacity building of skilled manpower in the area was highly needed; but the Vocational Education Training Centre (VETC) was facing budgetary constraints.

The aim of the project was to increase capacity for and improved quality of vocational education in Mongolia with emphasis placed on the region of DarkhanUul. This involved:

- Establishment of a 2.5-year-long vocational education programme focused on repair and maintenance of agricultural machinery
- Rehabilitation and equipment of workshop (welding machine, tools, sander, etc.);
- Development and supply of teaching and official documents, together with teaching materials and didactic tools to support modern approaches to the educational process

- Trainings and seminars focused on enhancing competencies of the teachers;
- Establishment of the Centre for processing agricultural produce, provision of training and a business plan
- Support income generating activities

Two internal evaluations were conducted by CULS; the first one in December 2012 (at the end of the project) and the second one in August 2013. The same number of students continued studying the second grade as enrolled (no one dropped out), using facilities provided by the project. The three teaching staff has been complemented by one fresh graduate teacher. The salaries of all four teachers are fully covered from the budget of the Ministry of Education. The

Key sustainability factors:

Focus of the project was on **synergy** with activities of Millennium Development Corporation and overall national reform of vocational education. The project was **identified jointly** with the management of the Vocational Education Training Centre in Darkhan reflecting the actual urgent need for qualified technicians in the region and current infrastructure of VETC (**relevance**). The intervention was also positively recognised at the Ministry of Education of Mongolia. These were essential factors allowing integration of the new study programme **into the state system**: accreditation of the study programme, covering teachers' salaries and running costs.

The VETC was already a **functional institution** with efficient delegation of accountability and competent management. The VETC management was competent and personally committed, had high interest in the project outcomes, experience with international

VETC receives budget from the Ministry of Education to cover the running cost of the study programme. Collaboration of the VETC with companies was extended in terms of providing practical internships for students and using workshops for commercial activities. The Centre for processing of agricultural produce is functioning. It produces conserved vegetables as well as ready-to-eat mixture of vegetable salads under its own labelling. A major part of the production is consumed at the VETC the rest is sold at local markets. The Centre provides training for farmers and cooperates with ADRA Mongolia on involving handicapped people from rural areas.

development project implementations, clear long-term strategy vision and willingness to financial participate since the beginning of implementation. These factors contributed to the development of a strong **ownership** of the project by the VETC management. The partner took an active role in **on-going communication** with the Ministry of Education and extended the portfolio of collaborators to companies with agricultural machinery.

Income generating activities of the Centre for processing of agricultural products were identified and implemented based on experience from the development intervention of CZDC in Dornogobi (ADRA).A **business plan** was developed and updated in compliance with findings from regular monitoring.

7. Recommendations for the Czech Development Cooperation system

The analysis shows that a number of recommended methods and procedures have already been reflected in the Project Cycle Management Manual (2006) and (to a lesser degree) in the Methodology for Project Cycle Management (2011) as well as in the practice of CZDA, embassies and implementers. The recommendations aim at emphasizing key measures and steps to further increase the likelihood of sustainability of pro-

ject benefits. They summarize relevant findings and recommendations from the evaluations of CZDC projects and from the above text. The recommendations are directed primarily towards the CZDA and MFA CZ as the main institutions of the CZDC. Some are also meant for the embassies, implementers and project partners.

1. Conduct a comprehensive situational analysis (baseline) with the involvement of stakeholders (verification of baseline data) and publish it

The template for the **Initial Project Proposal**²³ (available in English) requires among others problem analysis – a description of the current situation, identification of major problems and their real causes, current values of indicators and stakeholder analysis. The form serves for the identification of projects, but the required information is limited. A comprehensive situation analysis prepared jointly with stakeholders including the verification of input data is missing.

needs, priorities, other projects) and collection of baseline data are important not only to identify relevant themes and formulate project proposals (with a clear link to the situational analysis), but also for identifying key factors for monitoring and evaluation. Such analysis should be done by external experts in case that specific expertise is required (agriculture, health) and should be published on-line in a format and language accessible to stakeholders.

A comprehensive situational analysis (stakeholders,

Project phase:
Identification, formulation

Addressee:
CZDA

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²³ Guidelines on project cycle management of the International Development Cooperation of the Czech Republic, Annex 3

2. Develop and use a Sustainability Plan with an Exit Strategy as part of the project document. Use the Plan for decision making during implementation and phasing out.

The template for the project document²⁴ in the PCM Manual (2006) (Annex 5A) includes among others factors of quality and sustainability of results as well as the analysis of assumptions and risks. It also emphasizes the importance of assessing the sustainability

factors from different perspectives. This recommendation further elaborates on identification, monitoring and management of risks to increase the likelihood of sustainability throughout all project phases.

The likelihood of sustainability can be increased with the implementation of mitigation measures to decrease risks. This requires review of assumptions, identifi-

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²⁴ Guidelines on project cycle management of the International Development Cooperation of the Czech Republic, Annex 5A

cation of major risks and the planning and implementation of effective mitigation measures. It is therefore recommended to formulate a sustainability plan as an integral part of the project document. Steps for preparing and implementing such a plan are outlined below.

- A thorough assessment of assumptions pertaining to outputs and results in the LFA and the identification of key risk factors during project planning and formulation are essential. Also important is the gathering information on similar projects and on the reasons for their successes and failures. In addition to guarantees, the roles and capacities of key stakeholders in ensuring sustainability should be reflected in the **Initial Project Proposal**²⁵ form. Criteria for the evaluation of initial project proposals already include sustainability in section 4.²⁶ In addition to guarantees, the project document template should include preliminary assessment of “killer” assumptions.
- Formulating a sustainability plan as an integral part of the project document. The plan should include: (i) Major risk factors, assessment of level of risk. (ii) Proposed mitigation measures with responsibilities and a time frame for their implementation. (iii) Clear exit strategy/phasing out.
- A project agreement including all these elements should be signed by the CZDA, implementer and the local partner (relevant government and/or

local authorities). This also applies to future possible revisions.

- Monitoring the effect of implemented mitigation measures and the evidence of new risks. Revision of the plan and the LFA to reflect the updated risk factors and mitigation activities. It is particularly important to revise the plan shortly after the beginning of project activities, when there is a better understanding of actual situation and major risk factors. This does not exclude further revisions.
- Recommendations for an exit strategy (phasing out plan/handling-over plan) appeared in several evaluations. The exit strategy should include: (i) Clear institutional/organizational responsibilities and arrangements/agreements for taking over and ensuring benefits for intended beneficiaries. (ii) The possibility of expanding and/or replicating these benefits to additional groups/areas.(iii) Sources of funding. (iv) Time frame with phased handing over the responsibility for project activities and outputs. The advantage of a phased handing over plan (if possible for the given project) is relatively quick establishment of real interest and possibilities (including financial) of taking over on the part of the partner/beneficiary. It is recommended that the partner shares both the investment as well as the operation, maintenance and management cost from the early stages of the project.

25 Guidelines on project cycle management of the International Development Cooperation of the Czech Republic, Annex 3

26 Guidelines on project cycle management of the International Development Cooperation of the Czech Republic, Section .3.2.4

Project phase:

All

Addressee:

Implementer, CZDA, Czech Embassy, project partner(s)

3. Close financial monitoring and reallocation of resources towards activities that contribute to sustainable results and impacts (benefits)

Unspent funds and contingency reserves with clearly defined purpose should be used to react better and quicker on unforeseen changes and to support activities that contribute to sustainable results and impacts. Expenditures for activities that lead to unsustainable results should be eliminated. Such changes need to be included in annexes of the project agreement.

tendering complex projects where modifications may be required).

Project phase:

Formulation and implementation

Addressee:

Implementer, CZDA

This is currently possible (but not always used) for grants. Projects awarded on the basis of public tenders face limitations due to the Czech legal framework. Practical and legal solutions need to be actively sought by the CZDA and the MFA CZ (for example not

4. Active coordination with other donors and implementers, pooling resources

While implementers, the Czech Embassy and/or the MFA are already a part of some existing platforms and coordination groups, they should actively join others relevant to the projects/priority sectors in order to coordinate interventions with other actors and combine resources if possible. Where such forums do not yet exist, the Czech Embassy/ CZDA may take the initiative to establishing them in the priority countries/sectors.

Project phase:

All phases

Addressee:

MFA CZ, Czech Embassy, implementers

5. Foster on-going dialogue with stakeholders and their participation in decision making, using a commonly understood language

Stakeholders' participation in the planning, formulation and evaluation of projects is currently limited. While projects are formulated on the basis of requests from partner countries, the scope of actors participating in the formulation is limited. Available information also indicates very low participation in monitoring, planning and commenting on evaluations. This decreases the relevance and utilization of outputs (information) from these processes. In most cases, stakeholders from partner countries participating in evaluations do not have access to project reports or to the full text of evaluation reports. Evaluation reports are, with exceptions, in Czech, with only a summary in English.

To increase project ownership by the project team, CZDA, Czech embassies as well as by partners and beneficiaries, and to strengthen sustainability, an on-going dialog within the project team and with all stakeholders should be maintained throughout the

project. This includes sharing project documentation including a sustainability plan and exit strategy, outputs from monitoring and evaluations and periodic reports. Relevant information should be provided in form and language that stakeholders understand, taking into account literacy levels. Moreover, feedback of stakeholders needs to be taken into account, commitments to possible changes agreed jointly(not only regarding sustainability mitigation measures) and if possible implemented (see also recommendation 3 above). Furthermore, local initiatives should be supported and complemented, not taken over by the project.

Project phase:

All phases

Addressee:

MFA CZ, Czech embassies, CZDA, Implementers, project partners

6. Focus on "soft" components also in "hard" projects

"Hard" projects (supplies of technologies etc.) need to include "soft" complementary activities implemented in cooperation with local institutions. These include, for example, information and awareness raising, preparation of business plans, training in operation and maintenance of new technologies, introduction of effective mechanisms/organizations in support of sustainable management of areas closed for re-growth or for the management of drinking water supplies, and other.

Project phase:

All

Addressee:

CZDA, implementer and project partners

7. Continuously assess and enhance financial sustainability of projects

Some projects were rated as not sustainable due to the lack of financial resources required for follow up and for sustaining key activities. The reasons included lack of budgetary allocations or non-payment of tariffs/fees (reportedly because of low incomes). In addition, co-financing by local partners was not sufficient. Sustainable projects succeeded in securing funding from other sources (including other donors), or the cost for follow up activities were minimal (for example waste remediation in Serbia).

To improve financial sustainability, sources of funding need to be identified well ahead of project completion, ideally during formulation. Depending on the sector and project as well as on the local context, sev-

eral options are available to enhance financial sustainability. These include: (i) The establishment of income generation mechanisms (e.g. full cost recovery tariffs for water supply, school fees) for project activities/outputs. (ii) Creating viable commercial activities using a business plan, which forms an integral part of the project documentation. (iii) Request the government or local authority for adequate budgetary allocation for the next fiscal year. (iv) Request other organisations and donors for funding, where necessary.

Project phase:

All phases

Addressee:

CZDA, implementers, project partners

8. Develop long-term projects and frameworks, linking several projects

For attaining behavioural and attitudinal change of target groups and beneficiaries, comprehensive interventions are necessary. Long-term project or frameworks for cooperation (for 5 – 7 years) should be considered for local partners or a consortium of project implementers in a given sector or geographical area.

This has been de facto already practiced and proven successful. Examples include Ethiopia (sector erosion, forestry, plant production) or Palestine (sector production and supply of energy). Framework that would support systematic project identification is however missing. Development cooperation programs for priority countries for 2011-2017 in Czech and English are

publicly available on the web for Ethiopia²⁷ and Mongolia²⁸. For Moldova and Bosnia & Herzegovina, only Czech versions are available. The programs are too general; they do not include benchmarks for goals, strategies, indicative financial framework or indicative distribution of assistance among sectors.

Project phase:

Identification

Addressee:

CZDA

²⁷ <http://www.czda.cz/?lang=en>

²⁸ <http://www.czda.cz/?lang=en>

9. Strengthening planning, monitoring, evaluation and learning capacities of the CZDA, Embassies and implementers

Information from evaluation report indicates that the project targets are not being met. In some cases, implemented activities were not in accordance with the project document. It is therefore not quite clear how effective is the CZDC management, monitoring and control system which was put in place.²⁹

It is necessary to further strengthen the internal capacities of the CZDA and the Czech embassies. Where the competencies of their staff do not cover a specific technical subject (e.g. agricultural engineer, hyd-

rogeologist), external specialists should be involved. Training in sustainability monitoring and evaluation (as a part of results-based monitoring and mid-term evaluation) should be provided to all involved parties. The PCM Manual should reflect the (agreed) above recommendations. Information from project reports and documentation, from monitoring and evaluations should be systematically fed into the Management Information System of the CZDA and serve for project management.

Project phase:

All

Addressee:

MFA CZ, CZDA

²⁹ Review of the evaluation reports of the projects of the Czech International Development Cooperation conducted in 2012 and 2013 according to the quality standards of the Czech Evaluation Association, carried out on January 17, 2014.

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9. Annex

Overview of sustainability rating of the evaluated Czech ODA project in 2010 – 2013

The following table contains evaluation of analysed projects. If the scale rating was missing, author's own interpretation is listed instead (marked **blue**).

	Year of evaluation	Name of the project	Implementati-on year	Country	Sector	Implementer	Gestor	Budget (Czech ODA)	Evaluation of Sustainability
1	2010	Improving plant production in Dornogobi province	2007–2009	Mongolia	Agriculture	ADRA	MA	16 344 680	Rather Low
2	2010	Renewing plant production in the semi-arid regions of the northern Gobi	2006–2009	Mongolia	Agriculture	MENDELU	MA	6 600 000	Rather Low
3	2011	Increasing the Capacity of Drinking Water Supply in the Region of Boričevac Town	2008–2010	Serbia	Environment	VHS Brno, a. s.	MZP	17 383 309	Rather High
4	2011	Automation of Coaling at Power Plant No. 4 in Ulaanbaatar	2006–2010	Mongolia	Economic Development	ZAT control systems	MIT	30 622 000	High
5	2011	Modernization of the Production Capacity of a Skin Processing Factory	2007–2010	Mongolia	Economic Development	AlphaCon	MIT	12 500 000	High
6	2011	Exploration of pollution and rehabilitation of Ada Huja region	2008–2010	Serbia	Environment	Dekonta a. s.	MZP	12 467 000	Rather Low
7	2011	Ecologization of petroleum and chemical substance management and hazardous waste management	2006–2009	Serbia	Environment	Dekonta a. s.	MIT	15 995 343	Low
8	2011	Czechia against Poverty	2006–2010	Czech Republic	Global Development Education	EDUCON	MFA	5 500 000	High
9	2011	Development of home assistance services	2007–2010	Moldova	Social Development	Caritas Czech Republic	MLSA	14 900 000	High
10	2011	Centre for Street Children in Vadul lui Voda	2008–2010	Moldova	Social Development	ADRA Czech Republic	MLSA	5 200 000	Rather High
11	2011	Support to Extracurricular Activities and Integration of Children from Boarding Schools in Moldova	2008–2010	Moldova	Social Development	Caritas Czech Republic	MLSA	7 000 000	Low
12	2011	Support of Modern Teaching Methods Implementation in Primary, Secondary and Upper Schooling of Ethiopia	2008–2010	Ethiopia	Social Development	People in Need	CZDA	12 100 000	Rather Low
13	2011	Delivery of Technology for Implementation of an Integrated Waste Management System in the Una-Sana Canton, BiHac	2006–2010	Ekonomický rozvoj	Environment	GEOtest	MIT	32 481 400	Rather High
14	2011	Modernization and introduction of controlling systems of surface mines PK Dubrave	2006–2010	Bosnia and Herzegovina	Economic Development	SEZ, ZAT	MIT	29 000 000	High
15	2011	Support to cooperative and private agricultural farms	2006–2009	Bosnia and Herzegovina	Agriculture	Asociácia KS	MA	15 561 618	Rather High
16	2011	Gene pool preservation and productivity improvement of imported cattle	2005–2009	Bosnia and Herzegovina	Agriculture	Karpatia s. r. o.	MA	32 466 000	High
17	2011	Realization of Waste Management Concept with the Objective of Reducing Negative Impacts on Water Quality in the Leova Region	2007–2009	Moldova	Environment	VHS Brno, ETC, Ircon	ME	11 980 000	High

Year of evaluation	Name of the project	Implementati-on year	Country	Sector	Implementer	Gestor	Budget (Czech ODA)	Evaluation of Sustainability	
18	2011	Old environmental burden Largara – remediation of oil contamination	2006–2009	Moldova	Environment	MERGED, DEKONTA	ME	13 642 912	Low
19	2012	Development of Small and Medium Sources of Energy and Related Distribution Networks in Selected Areas of Palestine	2006–2010	Palestine	Environment	Nova Partner	MIT	48 568 000	Rather Low
20	2012	Socioeconomic stabilisation of geographically and socially excluded communities, Mongolia	2008–2010	Mongolia	Social Development	Caritas Czech Republic	MLSA	15 076 300	Rather Low
21	2012	Preparation and launch of study programme Social work – Ulánbátar	2006–2010	Mongolia	Social Development	Caritas Czech Republic	MLSA	11 124 028	Rather Low
22	2012	Monitoring surface water and flood protection in the Reut River Basin	2006–2008	Moldova	Environment	Aquatest a. s.	MZP	6 078 000	Rather Low
23	2012	Flood warning and monitoring system on the Prut River	2010–2012	Moldova	Environment	Aquatest a. s.	CZDA	20 711 891	Rather Low
24	2012	General overhaul and modernization of tramcars in Sarajevo	2008–2011	Bosnia and Herzegovina	Economic Development	PRAGOIMEX a. s.,	CZDA	31 240 860	Rather Low
25	2012	Enhancing effectiveness of small farmers in Georgia	2008–2010	Gruzie	Environment	Caritas Czech Republic	MFA	4 275 000	Rather Low
26	2012	PRVak: Global Education	2006–2012	Czech Republic	Global Development Education	ADRA, o. s.	MFA/ CZDA	9 252 357	Rather High
27	2012	Establishment and Support of a Rural Service Centre in the Khulo District, the. Autonomous Republic of Adjara, Georgia	2011–2012	Gruzie	Agriculture	Caritas Czech Republic	CZDA	4 000 000	Rather High
28	2013	Anti-erosion measures in the surrounds of Lake Awassa	2008–2010	Ethiopia	Agriculture	People in Need	MA	7 000 000	Rather High
29	2013	Sustainable Management of Soil, Forest and Water Resources as a pilot Model for Community Development in Southern Ethiopia	2010–2012	Ethiopia	Agriculture, Environment	MENDELU	CZDA	12 635 034	Rather Low
30	2013	Czech Humanitarian Aid projects in Burma	2008–2011	Burma	Humanitarian Aid	ADRA Czech Republic	MFA	8 000 000	Rather Low
31	2013	Promotion of prevention and early detection of breast and cervical cancer among women in the regions of Samegrelo and Shida Kartli II.	2011–2013	Georgia	Social Development	Caritas Czech Republic	CZDA	10 918 200	Low
32	2013	Increasing Availability of Health Care in Cambodia	2008–2009	Cambodia	Social Development	People in Need	MFA	3 250 000	Rather High
33	2013	Improving quality and access to health care in Cambodia	2010–2012	Cambodia	Social Development	People in Need	CZDA	6 220 000	Rather High
34	2013	Midwifery Programme for the Western Province of Zambia	2009–2013	Zambia	Social Development	Archdiocese Caritas Prague	CZDA	27 149 700	High
35	2013	Support of the integration of the people with hearing disability into the society, Kosovo	2010–2011	Kosovo	Social Development	People in Need	CZDA	1 400 000	Rather Low
36	2013	Support of the integration of the visually impaired persons in Kosovo	2011–2012	Kosovo	Social Development	People in Need	CZDA	5 950 000	Rather High
37	2013	Support of the integration of the blinds and partially sighted into the society II	2012	Kosovo	Social Development	People in Need	CZDA	970 000	Rather High
Total amount of Czech ODA funds							525 563 632 CZK		

Members as at 31 December 2013

1. ADRA
2. ARPOK
3. ARS – Association for Development Cooperation
4. Caritas Czech Republic
5. Fairtrade Czech Republic
6. Center Dialog
7. Center Narovinu
8. Czech University of Life Sciences Prague
– Faculty of Tropical AgriSciences
9. People in Need
10. Development Worldwide
11. Diaconia of the Evangelical Church of Czech Brethren
– Centre for humanitarian and development aid
12. EDUCON
13. Ecumenical Academy Prague
14. Humanitas Afrika
15. INEX – Association for Voluntary Activities
16. MAHA – Management and Administration
for Health Activities
17. Multicultural Center Prague
18. NaZemi
19. M.O.S.T. Civic Association
20. Global Policy Institute Prague - Glopolis
21. SADBA – Salesian Association of Don Bosco
22. Sdružení Podané ruce
23. ShineBean
24. SIRIRI
25. SOZE – Society of Citizens Assisting Migrants
26. Sue Ryder International CZ
27. Světlo pro svět - Light for the World
28. Palacky University in Olomouc
29. Institute of International Relations Prague
30. University of Economic, Prague
– Faculty of International Relations
31. Wontanara

Paused membership

32. Association for Integration and Migration
33. Microfinance Foundation
34. Organization for Aid to Refugees
35. Volonte Czech, o. p. s.
36. IGPN – International Gender Policy Network

Observers

37. Alterra
38. Ambos Mundos
39. Burma Center Prague
40. CARE Czech Republic
41. Civitas per Populi
42. Czech Development Organization
43. Gender Studies
44. INFO-DRÁČEK
45. IOM – International Organizaton for Migration
46. Club Hanoi
47. Medecins Sans Frontieres in Czech Republic
48. Deaf with hope
49. Pro-Contact
50. Život 90
51. SEVER – The Rýchory Centre of Environmental Educa-
tion and Ethics
52. Černá Lenka
53. Píbilová Inka
54. Procházka Michal
55. Šimůnková Blanka