

## Identifying Determinants of Implementation Success in a Program Adoption-Based Sustainability Strategy: A case of a small Alberta-based international development organization

As Crutchfield and Grant (2008) have demonstrated, many high impact not-for-profit organizations increase and sustain their outcomes through encouraging and supporting other organizations to adopt their successful programs. In the international development field this is expressed as a transition from a funding model to a capacity building model, especially appropriate in developing countries with expanding economies. In this vein, this investigation involves a comparative case study of four adoption episodes as Operation Eyesight Universal (an Alberta-based international development non-government organization) has attempted to expand beyond a strict funding role and sustain its blindness prevention and eye health promotion efforts in India through supporting adoption of programs by four hospitals.

The case studies will involve the review of relevant documents and semi-structured interviews with board members and staff to answer five research questions:

1. What characteristics seem to be associated with successful program adoption experiences?
2. What characteristics seem to present barriers to successful program adoption?
3. What kinds of human, financial and intellectual capital are required for successful program adoption?
4. How do the organizations and actors involved construct the concept the concept of organizational sustainability?
5. What role does a program adoption strategy play in the range of the organization's sustainability activities?

Following this, a focus group of other not-for-profit organizations in Canada, which have used a program adoption sustainability strategy will be convened to compare their experiences with the findings of the research.

The research will be conducted on a collaborative model, with the community partner involved in co-constructing the findings.

Crutchfield, L.R. and McLeod, H. (2008). *Forces for good: the six practices of high-impact nonprofits*. San Francisco, CA. : Jossey-Bass.

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