SuSanA Strategy and Work Plan

Towards Sustainable Sanitation for All

Feb 13, 2018

Preamble

Since its inception in 2007, the Sustainable Sanitation Alliance (SuSanA) has evolved and grown as an important global sanitation knowledge hub and has continued to propagate knowledge and learning throughout the sanitation sector. The number of people lacking access to basic sanitation (2.5 billion) is not decreasing due to population growth and inadequate scaling up of sanitation programmes. With JMP's new definition of safe sanitation, the world now has 4.5 billion people lacking safe sanitation systems. With the global commitment of universal access by 2030, there is a need to act in a way that would stop and reverse the growing lack of access and contribute towards the attainment of the SDG 6.

Recognizing the above need, the SuSanA Phase III Project set out to develop a strategy that would increase SuSanA's impact on at the grassroots through improved targeting of the appropriate sanitation practitioners as the primary users with curated products. To achieve this, SuSanA needed to improve the effectiveness of the SuSanA Platform as a meeting point for sanitation sector think tank for knowledge generation and packaging as well as a knowledge management resource that promotes increased collaboration, peer-exchange and information sharing within the WASH sector.

The development of the strategy relied upon a number of components including: a decade-long learning and sharing heritage of the members bringing on board global expertise in WSH, two critical studies to assess SuSanA's customer base and their perception with regard to usability and relevance of the platform and its contents, and an analysis of the sector trends and needs. The SuSanA strategy builds on a number of SuSanA's core features: neutrality; global membership; unique and extensive experience in the sanitation sector; ability to convene different stakeholders; as well as a sanitation think-tank hub. It is also a product of intensive process of consultative process among the SuSanA project team members.

To establish the roadmap for the strategy, a meeting was held in Seattle in October 2017 that brought together the project consortium, the SuSanA Core Group Representatives and the Bill and Melinda Gates Foundation WASH team to analyze lessons learnt during year 1 of the SEI-SuSanA project, the current sector trends and the critical gaps that need to be prioritized.

Through a reflection of all the above, SuSanA's strengths and positioning in the sector established, a theory of change and a value proposition formulated, priority areas established and a range of key directions that SuSanA, as a network can align to for increased and sustainable impact in the sanitation sector recommended.

This strategy therefore comprises three distinct sections based on the process used to formulate the strategy. **Section 1** details a review of how and why a different approach and change in the manner SuSanA conduct its business with consideration to global sanitation context will fulfil the sanitation sector knowledge and capacity needs to effectively impact on the global sanitation situation. It further illustrates what value SuSanA and its work is to the sector. **Section 2** provides an analysis of SuSanA experience and lessons of the past years, an analysis of lessons from the User Experience (UX) Study, the curation work, the Market Survey, the SWOT Analysis, the comparison of WASH and non-WASH KM platforms as well as the Working Groups and Regional Chapters. This analysis recommended areas where SuSanA can productively engage in as well as strengthen partnerships to lay grounds for sector impact. **Section 3** details four key **strategic objectives** drawn from sections 1 and 2 with a **work plan** that highlights all the activities and their timelines. At the end of this section is the SuSanA **Business Model Canvas**. The **Annex** contains the **monitoring and evaluation framework** for the work plan.

This work was carried out over the period November 2017 to February 2018 by the SEI consortium partners, the five Core Group representatives and was written with detailed input and feedback from Jan Willem Rosenboom (BMGF).

Contents

Section 1: SuSanA's Vision, Theory of Change and Value Proposition

1   Introduction

In collaboration and with the support from The Bill & Melinda Gates Foundation (BMGF), the Sustainable Sanitation Alliance has had the opportunity to carry out the first year of the three-year project *Supporting sustainable sanitation through knowledge management and collaborative action within SuSanA. (Oct 2016-Oct 2017).* Nine members of the Project Advisory Board (PAB) and representatives of the project consortium and SuSanA secretariat met with BMGF staff on 23-24 October 2017 to review progress and lessons learned. In working sessions facilitated by the moderator Nancy White, the participants of the meeting established the following key insights:

- We shall leverage SuSanA's unique strengths and channel it towards the user demands of our members and partner organizations.

- We jointly realize that the BMGF grant is not restricted to improving SuSanA's knowledge management (KM) function, but can be used for the holistic development and upgrading of SuSanA as a whole. This changed scope may also lead to necessary changes in project management and communication – e.g. greater involvement of secretariat and Core Group.

- We have clarity on SuSanA's target groups working within "the middle segment" (bridging the two-way knowledge gap between policy makers and implementers).
- We have more clarity concerning SuSanA's theory of change and associated value proposition.
- We understand better that SuSanA in the past focused on filling necessary knowledge gaps and helping to reach consensus on key topics within the sector. The formation of working groups and the online library and project database originated from the need to fill those essential gaps. With the demand that has since been created and the products and functions that SuSanA now offers and fulfills, it is time to engage current (and potentially new) members in an enhanced way – by better understanding their needs and priorities, in order to become more demand-oriented.

This section represents the first of three sections agreed on following the Seattle meeting. The second Section, 'Analysis of Market Study and Learnings from Year One' and the third section, 'Next Steps for Years Two and Three" (Including actions and timeline)' will follow shortly.

2   SuSanA's Vision – The long-term Outcome

In the past 10 years, our vision has guided us to focus on key sanitation challenges. In 2016, SuSanA members reviewed the vision document (from 2008) and aligned it with the SDGs. Our "Vision 2030" (2017) recognizes the importance of the interlinkages and the integrated nature of the SDGs for the fulfilment of Agenda 2030. SuSanA has contributed towards an enabling environment for the discussion of emerging and controversial issues with a focus on consensus building.

2.1   Vision

SuSanA's vision is: All people have access to adequate, sustainable sanitation, regardless of gender, age, income, culture or location. Sanitation systems are important contributors to broader sustainable development. To be sustainable and provide maximum positive impact, sanitation systems must be economically viable, socially acceptable, technically and institutionally appropriate, as well as protect health, the environment and natural resources. We call these the five sustainability criteria.

3   Theory of Change

3.1   What problem is SuSanA trying to solve?

SuSanA aims to contribute to solving the overall problem that worldwide, 4.5 billion people do not have sustainable sanitation services. One of the important requirements or necessary changes to solve this problem and to achieve Target 6.2 of SDG 6 is that sanitation practitioners need to be informed and equipped to fulfill their role in improving sanitation at an accelerated rate.

3.2   Theory of Change

Our theory of change is:

Through strategic, effective and consistent communications and knowledge management, SuSanA delivers demand-driven, high quality, cutting-edge adaptable policy advice, practical guidance and up-to-date knowledge to sanitation practitioners to help them in accelerating improvement of sanitation access and services towards sustainable sanitation for all. For us to achieve our long term outcome, SuSanA requires strategic partnering, an optimal governance structure, a business model and a sustainable funding strategy.

3.3   How can SuSanA claim that its interventions will lead to the achievement of this long-term goal?

The process of developing SuSanA's Theory of Change started with the question, what is our long-term goal? Through a process of outcome mapping, the necessary preconditions and building blocks were identified. Partner collaborations, governance and funding structure and a business model have been identified as key overarching aspects for the sustainability of SuSanA's existence. These are illustrated in the outcome pathway diagram below:
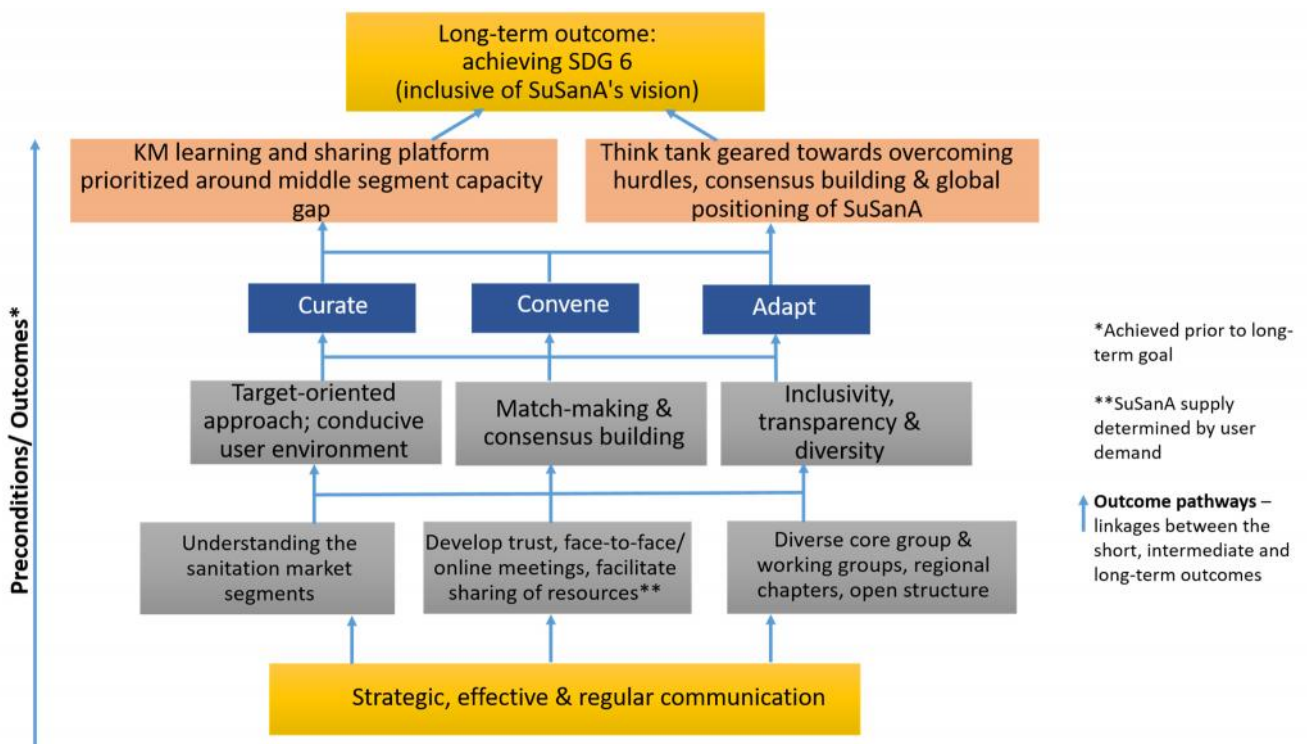

Figure 1. Outcome map of the SuSanA Theory of Change

Our Theory of Change focusses on identifying and understanding our users' needs based on the fundamental logic that if our users are better equipped with practical knowledge, this will lead to improved implementation. Figure 1 therefore shows the pre-conditions that will lead to the achievement of the long-term outcome, which is to ensure achieving of SDG6 by filling the knowledge gap between policy and implementation. The earlier pre-conditions i.e. sustainable organization, strategic partnerships and communications, market segment analysis, development of trust, diverse core group, etc., must be in place for the intermediate outcomes to be achieved. Intermediate outcomes such as consensus building within the sector, using an approach that is inclusive, transparent and diverse, can only be achieved through targeted knowledge curation, convening of stakeholders and adaptation of the KM and Think Tank services according to user needs. This participatory interaction keeps the needs and strengths of both the global network and the target practitioners visible and evolving.

3.4 Assumptions behind our Theory of Change

Below are some of the most important "if-then" assumptions behind our Theory of Change with a strong focus on the roles and responsibilities of our members and partners. These assumptions will guide us in measuring the progress of our achievements.

Overall, **if** SuSanA's learning platform actively engages its members and partners to convene, curate, adapt and provide useful knowledge, **then** sanitation practitioners will be better equipped to deliver sanitation for all (target 6.2 of SDG 6).

- **If** SuSanA creates a neutral and convenient space where policy makers and implementers meet, **then** we can bridge the gap that exists between the two.
- **If** SuSanA reaches out to other platforms, **then** we can have fruitful exchange and synergies to gain traction and have impact on the ground.
- **If** SuSanA members and partners work jointly to solve problems, **then** we will come to solutions sooner and create positive impacts.
- **If** SuSanA members and partners share best practices, **then** others can utilize them.
- **If** SuSanA members and partners share their failures and challenges**, then** others will learn from them and not repeat them.
- **If** SuSanA members and partners discuss the challenges linked to implementation of SDG6, **then** we can exchange experiences on how to overcome potential hurdles.
- **If** SuSanA members and partners have a common understanding of the connection between SDG 6 and the other SDGs, **then** members can work more holistically and create synergies between sanitation and other sectors.
- If SuSanA can establish working relationships to similar networks in other sectors, i.e. relevant to the other SDGs, then SDG6 will be more easily achieved.
- **If** 'the middle-segment' between policy and implementation turns to SuSanA for knowledge, support and ideas, **then** the sector will be better equipped during implementation.

If SuSanA's think tank function continues to thrive, **then** SuSanA will continue to attract leaders from various fields to engage in the broader sustainability discourse.

3.5 SuSanA within a larger system of change

Furthermore, SuSanA has and will continue to work within a larger system of change helping high-level political platforms translate their work into action on the ground. It functions as an intermediary catalyst for learning and sharing knowledge between the UN system (e.g. JMP, Unicef, WHO, UN-Water), the SWA partnership, other platforms (WSSCC, GWP, IRC, IWA, RWSN, Knowledge Point), toolkit initiatives (FSM, SSWM) and movements of social change and private sector involvement in sanitation and hygiene (e.g. through the Toilet Coalition Board).

4   SuSanA's target groups

Our partners, members and clients operate in the middle zone of the WASH sector represented by the gap between policy and implementation as highlighted in Figure 2. This "Middle Segment" can influence policy and guide practical action on the ground.
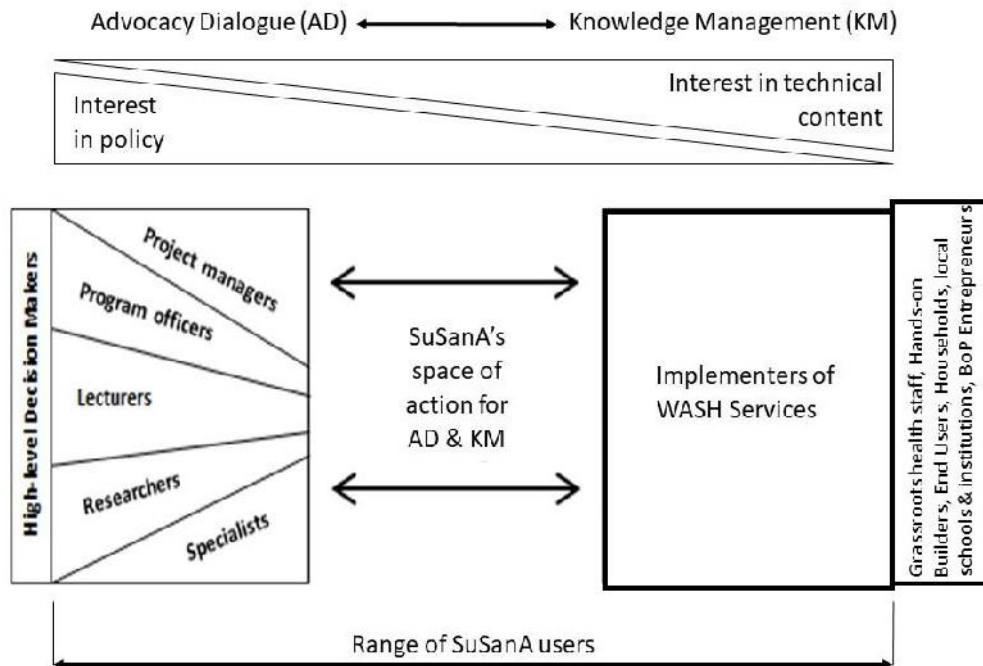

Figure 2. Schematic of the WASH sector showing the "middle segment" for action and exchange across the identified capacity and knowledge gap. (Source: Adapted from CAWST 2015).

We bridge the knowledge and dialogue gap between policy makers and managers on the one hand and builders, tradesmen, consumers on the other. Our prime target audiences for the SuSanA platform and products are neither ministers and senior government officials, nor sanitation workers or end users. They are practitioners ranging from the highest technical staff working in a ministry to staff members of NGOs supporting implementation, including trainers, trainers of trainers, consultants and specialists in between. Persons acting in this middle segment are responsible for project implementation in a variety of public and private institutions. They are able to build capacity and influence other actors in the sanitation sector, accelerating progress towards the SDGs.

5   SuSanA's value proposition

Satisfying our target audience is the source of sustainable value creation. Our value proposition is based on identifying clear, demonstrable and measurable benefits. This strategy supports in reviewing and analyzing SuSanA's overall portfolio. When creating SuSanA's value proposition, our unique qualities that we contribute to the sector were explored.

The Q&A's below support us in understanding what makes us different as a platform. The value proposition aligns our activities and outputs with our target audience.
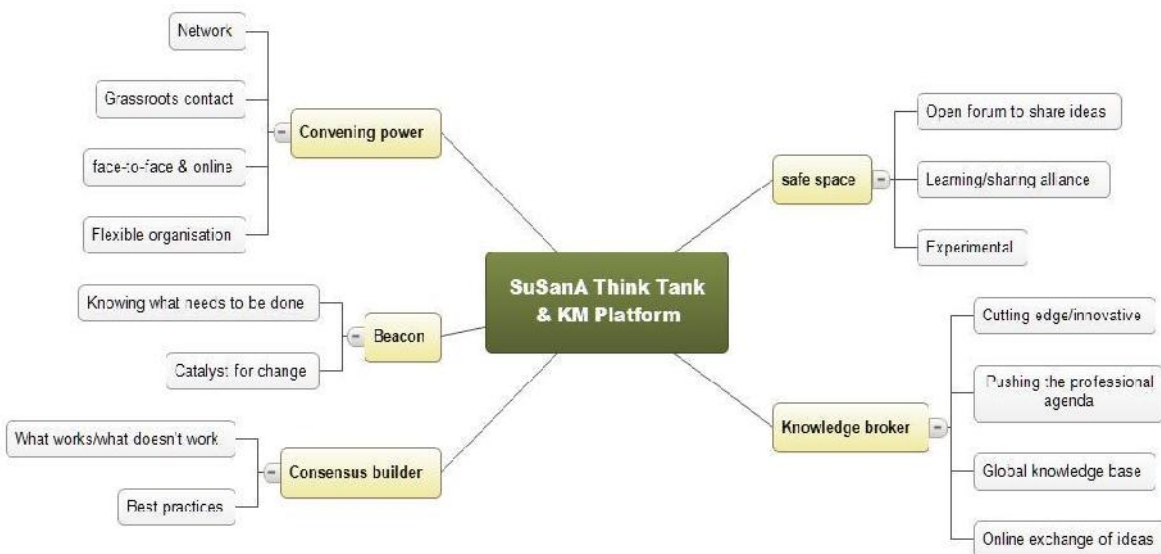
⟩ Q. What are the products and services we are offering? (**Relevancy**)
   A. KM products and Think tank functions
⟩ Q. Who is our target audience? (**outreach**)
   A. Mid-level sanitation practitioners within the KM perspective and 'specialists/experts' across the global sustainability discourse within the Think Tank function
⟩ Q. What value do our products have? How will our online tools and think tank services support in solving sanitation gaps? (**Added value**)
   A. Enhancing curated quality control learning, facilitated knowledge exchange and consensus building, customized, target-oriented knowledge provision
⟩ Q. How is this different from other similar platforms that offer the same? (**Unique differentiation**)
   A. We are an open, engaging international alliance with an open-door policy for our existing 300 partners and 9,000 individual members with a strong focus on mid-level sanitation practitioners. We provide an unbiased enabling environment that is able to orient and facilitate open dialogue between diverse stakeholders and thereby have the ability to engage 'experts' and create consensus in the sector.

Based on the analysis, our value proposition is as follows:

*SuSanA, as a global **knowledge management platform**, engages, equips and recognizes mid-level sanitation practitioners and managers, to influence policy makers to enhance knowledge exchange, advocacy dialogue and support hands-on implementers to leverage their skills towards bringing sustainable sanitation services to all.*

*SuSanA with its **think tank function** provides a platform where current, emerging and controversial themes on sustainable sanitation are discussed and nurtured to build consensus within the broader global sustainability discourse (SDG's).*

Figure 3 below **illustrates** some of SuSanA's key benefits in relation to the value proposition.

Figure 3. Diagram depicting the various features and key benefits of SuSanA.

The table below depicts a list of SuSanA activities in relation to our identified value proposition.

SuSanA activities

Think Tank Activities	**Member and partnership features**	**Online Knowledge Management systems**
- Curation work - Working Group discussions - Thematic discussions led by experts (on Discussion Forum) - Regional & country-level meetings - SuSanA meetings - Sessions and side events at international events like Stockholm World Water Week, FSM conferences - Inter-sectoral collaboration on SDGs - Sanitation Wikipedia Project - Webinars on key topics e.g. determined by Working Group leads - World Toilet Day and World Water Day outreach work - Knowledge exchange on the forum - SuSanA positioning documents and strategies e.g. SuSanA Vision 2030, interlinkages document and roadmap	- Partner profile interface and Stakeholder mapping - Membership campaigns* - Email enquiries* - User profiles* - Working Group communications - Matchmaking **Management Activities** - M&E - Cooperation Systems Management - Organizing and moderating core Group meetings - Mailing list maintenance & segmentation* - Web portal maintenance - Forum Moderation - Quality Assurance	- Library - Discussion Forum - Case studies - Working Group pages* - Project database - Thematic discussions - Events calendar - SuSanA news mail* - Wikipedia - Regional chapters profiles - Social media channels (Facebook, Twitter, YouTube and Flickr)

*also includes outreach channels

Section 2: Learnings from Year One and Recommended Action

1 Introduction

This section focuses on the learnings from the User Experience (UX) Study, the curation work, the Market Survey, the SWOT Analysis, the comparison of WASH and non-WASH KM platforms as well as the Working Groups and Regional Chapters.

2 UX study and website upgrades

The UX study carried out by Bentley UXC in spring 2017 identified both general and specific ways we could improve the SuSanA platform. We implemented most of the suggestions from the UX study as documented in **Table 1.** Additional improvements were added internally based on feedback by the users and our own assessment from using both sites.

Year 1 has helped us to further improve the SuSanA platform through a "User Experience" perspective. The consistent application of a "user experience" lens when making further changes to the online platform in coming years should be continued with a focus on our target audience. A follow-up UX study will be carried out during year 2.

Table 1. Upgrades to the SuSanA platform during May to November 2017

Note: "SuSanA platform" here means mother website (www.susana.org) and Forum website (www.forum.susana.org)

User experience problem identified	Improvements made
Users could not easily navigate through mother website.	Mega menu concept introduced, consisting of 4 tabs: ● News & Events ● Knowledge Hub ● Community ● Working Groups Red action buttons throughout the different pages to encourage sharing and exploring. Two rows of menu items on each page; site map at bottom of the page.
No clear key messages about SuSanA on front page. Structure of front page not intuitive nor inviting. Information about SuSanA was difficult to find (e.g., buried in FAQ section)	Front page completely redesigned: ● More intuitive ● More prominence of partner projects ● Page automatically updates itself, e.g., with embedded tweets, new projects, partners, publications useful for SEO (Search Engine Optimization) ● New attractive photos used New and updated pages on "About SuSanA", "Vision"
Filtering, searching and sorting functions of the library and project database not effective enough; Search function for platform not intuitive.	Filtering function of library and project database revamped: More filtering options; easier to narrow down choices and focus searches. ● Made filters easier to refine, i.e., adding and removing filters ● Implemented alternative presentation of filters with persistent filters that always stay on the page,

User experience problem identified	Improvements made
	allowing users to continuously refine search results without leaving the results page. Simple joint search function to search mother website and forum together; search bar on every page.
Difficult to read font and colors for the website (in particular hyperlinks)	Better font and color scheme for the entire platform; improved visual appeal and legibility.
Forum and mother website appeared to be two separate entities.	Unified the platform so the Forum is (a) easily found from mother website and vice versa and (b) has a similar look and style.
Mother website and Forum had no mobile version, i.e., could not easily be used from mobile devices.	IT changes implemented (using "responsive design") to ensure easy access and use from mobile phones and tablets.
SuSanA's social media channels were not easily accessible from the mother website. Also, sharing of content was not easy to do.	Social media platforms (Twitter, Facebook, YouTube) now have more prominence on the home page ("Follow us on…"). Also, the "share" options have been improved and are available from a range of pages, e.g., the library. Forum threads can now be shared on WhatsApp for example.
Long sentences and paragraphs on the mother website were difficult to understand, particularly for non-academics or non-English speakers.	Improved readability by using shorter sentences, simpler words, shorter paragraphs, less jargon (ongoing process, e.g., the FAQ section is currently being rebuilt).
Slow loading of Discussion Forum due to older version of the software	Upgrade to current version of Joomla of 3.6.x and Kunena extension 3.6.5. (This was also required as the old version stopped being supported). The upgrade also improved various functionalities, e.g., how user profiles are displayed, how replies & edits are made.

3 Market survey

The market survey provided insight into KM demands of sanitation professionals and organizations including SuSanA members and partners and thereby analyzed the strengths and weaknesses of the SuSanA platform. There was 15% response rate from SuSanA members. The market survey received 3000 responses; half of those were SuSanA members. Forty individual structured interviews were carried out. The market survey led to the identification of "personas," that could be inferred from survey respondents. In addition, 120 KM platforms catering to SDG 6 and 50 platforms associated with other SDGs were analyzed.

The predominant respondents of the survey were national and international NGOs and academics, followed by independent consultants, CBOs and public-sector representatives (**Table 2**). Less represented were UN agencies, development banks, utilities, and the private sector. The location of the majority of respondents is evenly distributed between Sub-Saharan Africa and Asia with weaker participation from Latin America and the Caribbean, with even fewer participants from North America and Europe.

Table 2. Market survey respondents by constituency (Percentage of the responses)

Type of Respondents	Member	Non-Member	Type of Respondents	Member	Non-Member
International not-for-profit / INGO	19.1%	29.5%	UN Agency	2.4%	4.1%
National not-for-profit/ NGO	16.7%	14.5%	International profit based company	2.1%	1.6%
University or research institution	15.9%	7.1%	Utility	1.6%	4.2%
Independent consultant	12.5%	8.9%	Other public sector (local level)	1.6%	3.0%
Community based not-for-profit / CBO	8.3%	8.1%	Other public sector (regional level)	1.5%	2.7%
Private entrepreneur	6.2%	6.9%	Other profit-based company	1.2%	1.8%
Student	5.7%	3.8%	Development bank	0.9%	0.5%
Other public sector (national level)	4.2%	3.3%			

Until this year, the knowledge and capacity gaps we identified in the sector informed our work. SuSanA products and outputs were developed to fill these gaps (e.g. through formation of the Working Groups) and to give sanitation a higher profile within the global policy arena. The think tank work within SuSanA has helped formulate the key topics, some of which have contributed to paradigm shifts within the sector (e.g. the sanitation system value chain).

Taking SDG 6 into consideration, SuSanA aims to address knowledge gaps in a different way going forward. This would be based on the needs of its members, target groups and partners. Some of the needs identified are the lack of evidence on a specific topic, barriers to access of existing knowledge, lack of inclusiveness with all key sanitation stakeholders and the lack of targeted content curation.

Table 3 provides an analysis of the results of the market survey and suggest implications for actions based on the results.

Table 3. Selected market survey results and implications for taking action

Market survey results	Action implications
Preferred methods of learning > *Highest*: workshops and conferences, on-the-job experience, person-to- person, and reading > *Lowest*: Webinars, MOOCs, peer-to-peer online, and formal learning. (Ranking differed by stakeholder groups)	> Give higher priority to in-country events and face-to-face meetings (especially for Global South stakeholders, given survey results) > Strengthen SuSanA's online presence at relevant conferences, workshops and face-to-face meetings > Expand the Regional Chapter concept

Market survey results	Action implications
Communication preferences > Receiving email newsletters > Communicating with colleagues > looking up information on websites > *Highest - HIC*: Communicating with colleagues > *Highest - LIC*: Attending sector meetings.	> Curate content of emails and newsletters > Update SuSanA.org more regularly > Improve ease of access and user-friendly content > Actively promote more meetings for LIC > More targeted use of email to members, WGs and partners

Preferred ways to share knowledge
> In- person sharing (workshop presentation)
> When sharing online:
    > post in an online forum
    > upload information to a website
	> Assess all face-to-face opportunities offered by other KM organizations to identify gaps
	> Long-range planning to assure global opportunity for face-to-face meetings to promote knowledge sharing
	> Promote popularity of sharing info on partner profiles and the project database

Reasons for not sharing on online platforms > Privacy is a primary reason > Some lack of knowledge about how to share online	> Explore ways of motivating users to actively share knowledge with SuSanA > Improve awareness of partner profiles and project database as information sharing opportunities; Provide easy step by step guidelines
Preferred ways to connect with other sanitation practitioners > professional networks, > conferences, > local and regional meetings	> Partner with professional networks to co-sponsor events > Increasing outreach to Global South members & partners > Develop local curation teams that meet regularly > Develop a strategy for in-country meetings
Top suggestions for improving SuSanA > Improve the Discussion Forum > Increasing the diversity of members > Increase practitioner membership > More information on funding/financing > Provide funding for travel to meetings, > More face to face meetings > More region-specific information	>Seek more information on how to improve Forum > Diversity membership by co-sponsoring in-country activities, local and regional meetings > Create more inclusive governance structure > Require equitable representation for decision-making and task forces > Use platform for financing matchmaking > Enhance think tank functions within regions
What is missing for scaling up sanitation? > Knowledge on engaging with government > Easy access to facts and figures > Knowledge of successful business models > Guidance on project implementation directories of service providers	> Practitioner opportunities for curation to develop and disseminate best practices > Curation: successful business models > Curation: successful project implementation standards > Curation: successful projects anchored within Government > Directory of service providers
What KM is needed to achieve SDG 6? > Better information on what's really happening transparency > Consolidation and validation > Curation of "learnings" and "best practices" > Regional information and advocacy.	> Promote a culture of transparency and "learning from mistakes" to reduce bias of reports > Reduce funder-driven nature of reports > Provide a safe meeting space where people can exchange about failures and ground reality openly. > Organizing SuSanA sessions focusing on challenges and mitigation.
What hinders you in finding information? > Too much information to sort through > Cost of accessing materials is excessive > Poor Internet access > Language barriers	> Clear call for more and better curation > Distill and organize information better > Summaries and reviews > Reduce bandwidth requirement for SuSanA.org > Website interface/portals in other languages

Market survey results	Action implications
Preferred SuSanA services for active users > Library, case studies, Forum, thematic discussion series, in-person meetings > *Highest* – LIC: case studies > *Highest* – HIC: Discussion Forum	> Combination of offline and online services to meet needs of both LIC and HIC members

To drive our prioritization and targeting in conjunction with the needs of the users, the think tank functions of SuSanA need further analysis. Although comprehensive on KM, the market study did not tackle the think tank functions that drive consensus building on emerging, current and controversial issues in the sector. Further analysis is required in Years 2 and 3.

3.1   Personas

Through the identified persona profiles, we have a fuller picture of priority users. The personas are vital to the long-term outcome of SuSanA. They provide a "face" to the user story, creating more understanding of our target audience thus providing guidance in planning and prioritization. The personas identified were as follows: government officials, donor representatives, staff of implementing INGOs, consultants, staff of NGOs and CBOs, entrepreneurs, academics and sanitation experts. (Annex 1 of Communications Plan: SuSanA Personas).[1] We also recognize the existence of a capacity gap between policy/research/experts on one side and implementers and consumers on the other (described in Section 1 dealing with the Theory of Change). We use the term "middle segment gap" to describe where SuSanA can be most effective in its targeting, curation, convening and adaptation work.

 We can apply the persona "user tool" in various ways:

- **Persona-based user profiles: Provide Discussion Forum users profile options allowing them to state interests and needs and, if they wish, to identify with a persona.**
- **Persona-targeted communications:** Tailor emails, Discussion Forum digests and notifications to specific interests. Consider using hashtags in social media posts to better reach specific audiences.
- **Persona-oriented curation of content:** Following analysis of user profiles, adapt website content, Working Group thematic discussions, webinars, and meetings to particular user categories
- **Persona-oriented website interface:** Develop new interfaces on the website that are geared to the interests of the different personas. Create a web-interface that attracts particular users.
- **Mainstream personas:** Create a persona-centric vision within SuSanA. Apply the persona concept in all communications and management processes.

The personas will allow us to focus on demand driven curation and KM in evolving environments (web spaces). A possibility of developing the personas could be a focus on user-centered design of sub websites integrated within SuSanA that enhance evolving and living personas. This space could be designed in a way that personas influence think- tank function and KM perspective.

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[1] Communications Plan Annexe "SuSanA personas"
https://onedrive.live.com/view.aspx?cid=fd5f4d5373a953d3&page=view&resid=FD5F4D5373A953D3!206703&parId=FD5F4D5373A953D3!206691&authkey=!AGAX-EzIYLRCLnM&app=PowerPoint

External support through a marketing and IT consultancy will be needed to professionalize and customize a persona-based environment for sector-wide benefit.

4 Curation of material responding to user demands

We make the following assumptions: a) sanitation practitioners may not be aware that information relevant to their work is available; b) conversation and discussion with peers drives clarity of purpose and action; and (c) most, if not all, practitioners would prefer to find only the best information, rather than sift through everything themselves. A well-curated collection of products offers this advantage.

According to Wikipedia, "content curation" is the process of gathering information relevant to a particular topic or area of interest. This can be done manually or through collaborative filtering, semantic analysis and social rating. SuSanA goes beyond gathering information to ensure quality control of the products. For example, through our factsheets the content and quality is reviewed to ensure that members are provided appropriate information. For SuSanA, curation makes use of the collective knowledge and experience of many different stakeholders to:

- Agree on which are the best current sources of knowledge / publications to be promoted (e.g., top ten readings for different topics)
- Identify what is most needed in the sector / give recommendations of which gaps should be focused on (e.g., discussion input to SDG indicators)
- Improve a new publication or tool in its development, increasing its quality (e.g., Compendium of Sanitation Technologies)
- Define a term or definitions (e.g., "sustainability")
- Evaluate / judge new upcoming innovations and trends via discussion (e.g., CLTS)
- Identify which information is most useful or relevant for different stakeholder groups (personas)

Year 1 was an intensive year of focusing on developing curation criteria, products and mechanisms involving users. We see a need to provide some basic curation of material on the main topics of the SuSanA Forum e.g., "top reads." User involvement in the curation process is needed to deepen the positive impact SuSanA can have on sanitation projects.

Working groups as tools of curation

We have worked with WG leads to set up their WG pages in the SuSanA website, and the Forum to include "recommended publications" and the "Top-5 reads". These are accessible from the SuSanA website for each WG and the Discussion Forum, as in this link for WG1: http://www.susana.org/en/working-groups/capacity-development.

To ensure active participation of the Working Groups in curation, clarity on responsibilities of the leads and co-leads is required. This is because we have learned in past that it is difficult to get the WGs leads to participate actively in this process due to time constraints and lack of clarity of roles.

Thematic discussions and webinars

We also worked with some WG leads on selecting topics for thematic discussions or webinars. Here the curation aspect lies in deciding which of the current topics are particularly relevant for WG members at this time. Forum moderators also assist with developing and running high quality thematic discussions on pre-selected topics with experts in the field. SuSanA Working Group leads, with support from the present project team, provide pre-selected, curated content to Working

Group members and listen to Working Group members to decide what issues are worth pursuing within the Working Group and on the Forum.

Thematic discussions only work well with active and engaging moderators who keep up with existing hot topics and trends in the sector and actively advertise.

Library and project database filters

Quality assurance work and improvements to the SuSanA library and project database design and filtering are activities curation, as we have to decide:
- Which documents and projects are worth adding to the library and project database
- Which filters will help users find what they are looking for
- The project team members assess good quality documents to be added to the SuSanA library and allocate filter attributes to them

Discussion Forum

The work of the moderator and other members of the consortium on the Discussion Forum is another form of content curation. For example,
- Starting new threads on topics of relevance that might be new to some users (e.g., threads about antimicrobial resistance, diarrhea or wastewater reuse practices).
- Assisting Forum users who ask where to find relevant literature or tools. Assistance might be offered by posting responses to requests for information or by e-mailing members with expertise and asking them to post a response to the request.
- Forum moderators ensure the quality of the Forum by re-arranging threads to improve ease of reading and access to information, grouping posts when appropriate, or splitting threads if more than one topic is being discussed.
- Forum moderators also delete spam, unwanted posts, or posts that violate standards of civility.

Content curation and public education via Wikipedia

The work that the consortium team members do on Wikipedia is another example of providing curated content. SuSanA members promote quality publications by citing them in WASH-related articles on Wikipedia. Another form of curation is to help and guide readers to related articles by inserting wiki links to the others. For example, the antimicrobial resistance article was linked to articles on sanitation and diarrhea. This helps drive readers to understand the interlinkages to other SDGs. SuSanA Wikipedians, moreover, track emerging topics to see where important linkages need to be made.

The Sanitation Wikipedia Project monitors the accuracy of information on WASH-related articles on Wikipedia, a key resource for desk researchers, journalists and the public might go for information. Over 100 SuSanA volunteers worked together in Year 1 on over 50 articles, many of which were reference articles that are in the SuSanA library (thus driving more traffic to SuSanA's library). SuSanA experts, moreover, partnered with experts in sectors such as health, affordable housing, gender so that linkages between other SDGs and SDG 6 are clear. This drives the culture of collaboration essential to achieve the SDGs. This "low resource - high yield" activity can be sustained through the WGs.

5   SWOT analysis

The consultants' analysis of SuSanA's strengths, weaknesses, opportunities and threats (SWOT) is based on the 3000 responses to the market survey, 20 follow-up interviews with SuSanA stakeholders, and the CAWST/Seecon review of SuSanA documents and reports.[2] The findings of the consultants are subjective, and so leave room for agreement and disagreement about various points. Nonetheless, our discussion about SuSanA's future is well served as we consider the SWOT analysis that was presented to the consortium.

Here we present some of the strengths and opportunities that have influenced our Strategic Plan. As we will show later, the plan demonstrates an awareness of weaknesses and the background of threats that need to be taken into account.

STRENGTHS.   The SuSanA brand is recognized globally in the sector as a trusted source of information exchange and expertise. Membership continues to grow (currently at nearly 9000). We see the potential to leverage the expertise of members and member organizations toward achieving SDG 6 and carving out the right role for SuSanA in the sanitation sector.   SuSanA's strengths include:
1. Many SuSanA members hold influential positions in key large organizations.
2. SuSanA members and partner organizations share a strong commitment to SDG 6.
3. SuSanA helped to put water and sanitation "on the map" for the MDGs and the SDGs.
4. SuSanA's ability to tackle controversial issues is acknowledged as a strength.
5. SuSanA's "sustainability criteria" have been accepted broadly in the sanitation community.

OPPORTUNITIES.   Conditions in the sanitation sector point to a number of opportunities for KM and curation work, for advocacy, and for think tank activities.
Opportunities include:
1. Increased political interest in sustainable sanitation in developing regions.
2. Increased demand for accountability in projects.
3. Awareness of key organizations about the need for synergies and less rivalry.
4. Increased demand for sanitation solutions caused by refugee and displacement crises.
5. Number of sanitation stakeholders in the Global South with unmet KM needs.
6. Download statistics on use of the library could be leveraged more to determine value of knowledge products to various "personas" and to guide decision-makers to information.

WEAKNESSES.   SuSanA's contribution to the sector will be strongest if we build on strengths and capitalize on opportunities, while being fully aware and accepting of weaknesses. Some weakness can and should be tackled head on. However, attempting to overcome some weaknesses amounts to competing with other organizations that already have that strength. Instead, we propose partnerships with other key organizations to promote the kind of collaboration and cooperation that is need in the sector.

1. SuSanA does not have a new international advocacy agenda after having successfully influenced the SDG agenda and successfully defined "sustainable sanitation."
2. Partner organizations do not engage much, except through individuals and a low percentage of members are deeply engaged with SuSanA activities. This is because the

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[2] SWOT Analysis by CAWST and Seecon from August 2017:
https://onedrive.live.com/?cid=FD5F4D5373A953D3&id=FD5F4D5373A953D3%21206704&parId=FD5F4D5373A953D3%21206691&o=OneUp

partner organizations do not make a high-level decision to be involved within SuSanA. (untapped potential)

3. SuSanA is "above average" but not the "market leader" in any of its KM services.
4. SuSanA has not effectively engaged practitioners from the Global South.
5. SuSanA is perceived to be "Euro-centric" perhaps because of the location of the Secretariat or the kind of members who are visible and active. (There is and will be conscious efforts to integrate and include global South practitioners.)
6. SuSanA's IT platform does not have the flexibility and data collection capacity that is now possible given improved technology.

THREATS. Our threat analysis appreciates the rapidly changing IT environment which affects SuSanA and other organizations offering WASH KM. In addition, steady progress in artificial intelligence and improved search engines may make it unnecessary to house all sanitation information in one library. SuSanA needs to consider these realities in identifying our optimal market niche. Articulated threats include:

1. SuSanA may develop a broad portfolio of KM services that leads to spreading resources too thinly to be able to add substantial value anywhere.
2. Online information exchanges amongst peers increasingly take place on professional and social media platforms that SuSanA cannot compete with (LinkedIn, Facebook) in functionality.
3. Other KM platforms are visited more frequently than the SuSanA website.
4. Other networks and associations offer a clearer package of benefits for members.
5. Online exchange will never fully replace face-to-face interactions possible with events.

The weakness and threats articulated have been carefully considered and action plans that would directly mitigate the issues have been proposed in Section 3.

6   Comparing SuSanA to other WASH KM platforms

The market study includes a comprehensive comparative study of 120 WASH knowledge management organizations (chosen based on presence on the web and within the sector). All organizations were compared according to five different categories of products/services that are part of knowledge management: online WASH KM, online knowledge exchange, online self-learning initiatives, knowledge production and knowledge dissemination.

The study identifies SuSanA's top strength as "online knowledge exchange" and "online KM platform" with lower ranking for knowledge production, online self-learning and knowledge dissemination. Based on this study, we have a more clear understanding of our knowledge management strengths. SuSanA's lower ranking for online learning initiatives and knowledge production may be due to the fact that it hasn't been a priority for SuSanA to deliver online trainings like MOOCs or to focus on original research. Instead, SuSanA's approach has been to build on its diverse partner base and offer our platform as leverage for knowledge products and online courses.

Based on this analysis, we recommend:

● SuSanA should strive to improve its services and products in the areas where it is above market average – e.g. the online KM platform (including the library, case studies, etc.) and the online exchange forum (SuSanA Discussion Forum). The UX study gave us important insights on how these strengths can be further improved and made more user-friendly for the target audience identified in the market survey.

- SuSanA should continue to provide its platform for the online learning initiatives of its partners instead of developing these products by itself. Thus, SuSanA should continue to be opportunistic in establishing cooperation systems for knowledge production and online learning.
- SuSanA's diverse partner base includes many research institutions and universities that are better equipped to provide high-quality online learning courses and publications. SuSanA could increase its collaboration with organizations like EAWAG, IHE-Delft, IRC and The Water Institute and professional networks like RWSN and IWA. SuSanA could provide more support to those partners in advertising online courses, and compiling and curating learning materials on the SuSanA platform.
- With regard to "knowledge production", SuSanA's convening and curating power could continue to be used to provide a sounding board (via the WGs, thematic online discussions, meetings and the Forum) that improve the publications and knowledge resources developed by SuSanA's partner organizations.
- The comparatively low ranking for "knowledge dissemination" shows the need to apply a more target-oriented communications approach. The personas that have been developed based on the market study give us ways of reaching target groups more effectively. We will explore further development of personas based on other language skills.
- SuSanA can increase its ability to disseminate knowledge to a larger audience through collaboration with partners like the India Water Portal, ODI and SSWM that score higher in this area.

As the market study only focused on "online WASH KM organizations", we cannot draw conclusions in terms of SuSanA's function as a think tank. Further analysis of SuSanA's think tank capacity in year 2 and 3 will help establish ways SuSanA can leverage members' expertise. In addition, analysis will help us identify potential partnerships for think tank collaborations that go beyond KM.

The year 2017 has been an important one for us to review SuSanA's vision and position in light of "Agenda 2030". Realizing the benefits that sustainable sanitation can provide to the fulfillment of other SDGs will require effective outreach for inter-sectoral cooperation. SuSanA's updated vision document (Vision 2030) and the complementary "Interlinkages Document" clearly recognize the importance of the integrated nature of the SDGs for the fulfilment of Agenda 2030.

Our market analysis has enabled us to identify potential partnerships where strong, common ground exist to promote progress on SDG 6 and SDGs relevant to those networks at the same time.

7   SuSanA's Working Groups

We see Working Groups as SuSanA's backbone in terms of attracting membership and developing content. New members make choices for WG membership when they join SuSanA. It is at this point that we begin to see the overall profile of our members' interests and expertise. This is central to our value proposition.

SuSanA's thematic Working Groups (WGs) have been established to cover different sanitation aspects and to provide outputs that underline the problems and opportunities. A key objective of the WGs is to bring together members who share common interest in different sanitation thematic areas. WG activities should as far as possible build on activities and projects that WG members already are engaged in within their own organizations.

Currently, there are [13 working groups](). The number of activities and the productivity over the years have differed greatly between the 13 working groups. Examples of activities include WG meetings linked to SuSanA meetings and other global events, sounding board for publications, production of joint publications, webinars, Thematic Discussion Series and specific lobbying activities (e.g., strengthening of gender dimension in the SDGs, focus on sanitation marketing, etc.).

The initial WG engagement, which is an activity under this grant, has provided the following key learnings:

- **It is important to build up WG activities upon what members are doing;** otherwise, the activities will add no value to the members and are time-intensive to build up.
- **Productivity of WGs often depends on the leads**: Most working groups depend heavily on the efforts of the WG leads, who carry out the function on a voluntary basis. If leads cannot actively drive WG activities, the WG most likely will become inactive.
  Outgrowing feasible size of a working group: The number of members signed up for the different WGs currently range between 300 and 5000, which are enormous numbers for leads to manage. WG activities are often sporadic so when people sign up to a WG most usually there is no immediate activity for them to engage in. This is a missed opportunity.
  The current WG model does not respond to the diverse needs and interests of members: The structure of WGs has not changed since SuSanA was formed more than 10 years ago. At that time, there was a limited group of partner organizations and members which made it easy to coordinate. The interest between members varies and may change over time for an individual member (from active participation to only receiving information and vice versa).
- **Preparation of products** (e.g., factsheets) helped to "streamline" the sector and enable dialogue, which is an important benefit.
  There is significant potential to use WGs as interest groups (e.g., mailing lists). They have been valuable to distribute partner results as well as invitations to events.
- **Documentation of WG meetings has been inconsistent and difficult to access**. This has hindered the effective linking of one meeting to the next and has made it difficult for new members to understand the discussions of the WGs at a given period.

Based on these learnings and findings, SuSanA should pilot changes on the structure of the WGs and the management support that the SuSanA Secretariat and the grant consortium provide. The main goal of future improvements should be to make the WGs more member engaging, visible and impactful.

SuSanA should adapt its structures and ways of working so that:

1. WGs can optimize member engagement and receive effective support from both Secretariat and WG members.
- In order to better react to the different needs of WG members and the lessons learned, SuSanA should pilot an approach which allows to differentiate WG members based on what they sign up for. The proposed three levels of engagement are: WG Topic member (receives topic information), WG Task member (contributes to the work of the WG) and WG Steering Committee member (coordinates the WG). (See **Table 4**).
- Exchange and collaboration between WGs should be fostered to increase coherence and support WGs outreach to other sectors and platforms. A coordination mechanism between different WGs should be established.

- Provide regular communication to WG leads/WG steering groups to inform about relevant news from SuSanA (e.g., how new or existing SuSanA tools can be used for WG activities) and to facilitate exchange between WGs. Multiple entry points will be enhanced to make it easy to participate (news mail, Forum, email).

2. WG leads and steering committee members can guide their respective groups in a transparent and efficient way.
- Ideally, WG steering committee members should come from a partner organization that can provide support to implement planned activities. Following a demand-driven approach, it is not expected that all WGs will be active at all times.
  Where objectives of a project are aligned with WG goals, we will explore how to incentivize the engagement of steering committee members. SuSanA will encourage partners to mention in their project proposals that KM will be done in collaboration with SuSanA and its WGs. Three recent examples are the Foundation's support to GIZ projects Sanitation for Millions, Lusaka Sanitation Program and the SFD Promotion Initiative. All clearly include KM via SuSanA.
- Develop a guideline showing the roles and responsibilities of Working Group leads and steering group members with respect to functioning of a working group and steering its active members. The support that is provided by the SuSanA Secretariat and members of the grant consortium will also be outlined.
- Provide support to WGs as they set objectives and develop work plans.

3. Members can get maximum benefit out of the WGs.
- Provide on the SuSanA website a clear definition for each WG describing the role of a lead, active members and participants. Ensure the purpose of the WG is clearly articulated for the new members and curated material for the WG is visible.
- Clearly communicate how one can engage and benefit in a WG. If the WG members do not see that they are part of something bigger then there will be no engagement. A focus will be made on encouraging WG leads to interact and encourage users to actively contribute with clear messages on how this is possible. An important dimension that needs further attention is to provide visibility and credit to contributors, e.g., by including acknowledgements and organizational logos on website and publications.
- Identification and nurturing of our power users gives members a vested interest in the success of the community. Featuring member of the month, top commentators, WG member of the month is key to promote and encourages active participation.
- Make the WG space an environment where people can also engage in lighthearted conversations in a non-threatening way. This creates trust and reduces intimidation which further encourages knowledge sharing not only on best practices but also challenges and failures.
- Improve documentation of WG and integrate WG documentation (meeting minutes and presentations) into the WG pages.
- Write regular (news) mails to WG Mailing Lists with information about recent developments (events, publications) related to the topic of the WG and information about engagement opportunities for WG members.

4. The outcomes complement the goals of SuSanA and its vision for the sector.
- Initiate updates of SuSanA WG factsheets in the context of SuSanA's Vision 2030 and the interlinkages document.

Table 4: Proposed setup for levels of WG member engagement and potential functions/roles

Member level	Level of engagement	Potential functions/roles
WG Topic member (several thousand members per WG - Interest Group)	The people signing up as Topic members will receive general information linked to the topic, e.g., new publications, webinars, meetings, and job openings. This level of engagement does not generally request any actions from the members.	Receive topic specific information
WG Task members (about 20 active people)	This group of members is interested in contributing to the work of the WG. This can include signing up to a potential function for the WG Task group. When there are WG tasks where inputs and feedback are needed, a request for support will be circulated to the people signed up as WG task members.	- Potential contributors to specific WG tasks (e.g., providing inputs to WG-coordinated publications). - Sounding board for different WG activities and products.
WG Steering committee member (up to 5 people)	The WG Steering group is made up of active members with specific roles and responsibilities to support the achievement of the objectives set up within the different WGs.	- Lead the planning and implementation of WG activities - Identify trends and potential gaps - Keep thematic fact sheets (state of the art) and WG webpage up to date - Contribute to overall governance of SuSanA through the SuSanA Core Group - Support coordination of publication projects - Support topic moderation on the Discussion Forum. - Support thematic discussions and webinars - Support curation of publications of the WG topic in the SuSanA library

We are also clear that SuSanA Working Groups are our entry door for intersectoral collaboration, as they work already at the interface of sustainable sanitation with other topics, such as education, cities, climate change or energy.

WG 12 (WASH & Nutrition) has successfully demonstrated how networks from the nutrition sector like the Emergency Nutrition Network (ENN) and Scaling Up Nutrition (SUN) can be actively involved in WG activities and significantly improve advocacy and awareness raising efforts, outreach and KM on this topic.

WG leads and members who organize webinars, online discussions, meetings, etc. will be encouraged to put more focus on engaging non-WASH sector professionals in these activities, by collaborating with 1-2 networks identified as priorities for their topic.

Building relationships with KM officers from non-WASH sector networks will allow SuSanA to share information related to sustainable sanitation to a wider audience, to improve advocacy and KM on interlinked topics. This is in line with SDG 17 which focuses on a strong commitment to partnership and cooperation.

8 Regional and local engagement

In order to better connect SuSanA to the regions and local needs, and to make SuSanA knowledge products and services more accessible, the SuSanA Core Group suggested the development of regional chapters for SuSanA in 2014. In addition, the consortium developed "in-country activities" that were piloted by Oxfam and WaterAid.

In-country activities

The in-country activities are framed around supporting governments to achieve their commitments in relation to the sanitation-related SDG 6 targets. Oxfam and WaterAid each conducted on-the-ground, in-country events to explore how to make SuSanA more accessible and more valuable to local, in-country practitioners in the Global South. Workshops in Zambia and Ghana brought together local actors and government officials to explore how to work together to address their sanitation goals. The results were very encouraging. We see the need for SuSanA to promote south-to-south collaborations more vigorously, and to develop knowledge products that meet the expressed needs of these "middle segment" actors.

As a result of these workshops, there have been some targeted webinars to address the issues. Those held as a result of issues identified by the Zambia workshop were the JMP update webinar and a community engagement webinar. An output of the Ghana workshop is a webinar with private sector, government and thinktank actors in Ghana, scheduled for December 2017. The aim is to bring on-the-ground experience of actors in the South to the SuSanA platform. The challenge will be to engage countries such that they become proactive with SuSanA. We are working toward a longer-term relationship with a focus on mutual benefits as they come to utilize the platform more fully. There is a lot of knowledge from the global South that needs to be integrated within a wider platform like SuSanA.

For future in-country engagement, it may be more effective to target countries with a clear need for sanitation knowledge support. For example, the current humanitarian crisis in Bangladesh, coupled with recent flooding, presents a shift in focus towards emergency sanitation settings. The goal of local workshops would be to promote national networks and equip them with best practices, as highlighted in the market study as a key need.

Regional chapters

SuSanA Regional Chapters aim to increase SuSanA's outreach and its impact on practitioners' work, by using a demand-based approach to provide knowledge products, community and learning services. The regional chapters are designed to operate as projects with a separate but lean steering structure and are adding value to the regions by making use of the traditional SuSanA tools and mechanisms such as enabling matchmaking, consensus building between members and partners, and providing a platform for exchange.

The market survey and a series of key informant interviews have provided some insights into SuSanA's currently existing regional chapters for India and the MENA region. The study showed that 90% of SuSanA members who responded to the survey think that a regional chapter would be helpful for the work in their region – approval rates are especially high for Asia, Latin America and

the Caribbean and Sub-Saharan Africa. Respondents suggested that regional chapters should facilitate regional and national events, raise awareness for sustainable sanitation and develop region-specific knowledge products.

However, the study also identified various key challenges based on the experiences with the India and MENA chapters. Key challenges based on the 20 interviews completed from those regional members are that the benefits of chapters for the members are not clear and the traditional SuSanA formats and tools like the Thematic Discussion Series and the SuSanA Forum are not always attractive.

To ensure that chapters are anchored with strong regional partners, we recommend aligning the local needs and demands, and identifying appropriate communication channels for local outreach in specific regions. Regional chapters are only likely to add value when there is motivation for matchmaking, foster local collaboration, contribute to building consensus, prevent duplication of effort, help unify the sector in a country and support local champions through SuSanA as an international sounding board. Base funding has to be provided by the regional or international organizations and the Secretariat should have enough staff capacity to initiate and manage the related cooperation system.

Regional partners that drive the chapters could act as intermediaries to improve SuSanA's outreach and impact on practitioners on the ground. Regional chapters work should be linked to the working group thematics through joint activities. E.g. most recently the MENA chapter and Working Group 8 (Sanitation in Emergencies).

In future, we recommend that In-country events should be linked to Regional Chapters to enhance local needs and demands in the region.

9 Conclusions

The UX study, market study including the SWOT analysis and relative ranking of SuSanA among other KM organizations, and the evaluation of SuSanA's Working Groups, have provided new and exciting opportunities for SuSanA's further development. Year 1 has therefore provided a treasure chest of insight into how SuSanA can improve, make priorities and focus on aspects that will help realize SuSanA's Theory of Change.

SuSanA with its new developing strategy can now become better aligned to respond to the demands and needs from the users reflected in the survey results. The website revamp - including improved search and find filtering of projects - was put into place quickly and work surrounding curation has been ongoing through year 1. To enhance the quality of the KM products and features within SuSanA for the benefit of our target groups, curation has and will continue to be critical in adding value, quality control, detecting trends within the sector, summarizing, synthesizing and distilling information. This involves recommended readings on topics, calendar of sector events, case studies, summaries of thematic discussions on the Forum and top readings for the Working Groups, to ensure there is up to date information.

The Market Study showed that the interest from non-members was significant and this explains the continuous stream of new members to SuSanA. More sophistication is required at this crucial moment when new members register and commit to Working Group topics. It will be necessary to develop more detailed user profiles in order to make use of the persona profiles as a marketing tool. To ensure that we holistically reach our target audience, further mapping of the personas

against our member base is required. The increased clarity on the target audiences along with the persona profiles tool will help target content and engage users with the topics that interest them. Content development through the library, project database, Working Groups, Discussion Forum and in-country and regional events will benefit from understanding the user profiles better.

The demand driven approaches that we adopt will have a strong focus on mediating knowledge exchange between policy and research stakeholders on the one hand and the implementers and consumers on the other (the so-called "middle segment" capacity gap). More analysis of our think tank capacity and organizational structure is needed to enhance co-operation systems and SuSanA governance and to strengthen and expand participation from the Global South and increase partner engagement. The Section 3 which focuses on SuSanA's future action plan including Years 2 and 3 will not only encompass activities based on the lessons learned and key recommendations from the UX and Market Study, but also encapsulate SuSanA's theory of change and value proposition.

Section 3: SuSanA Strategic Objectives, Organization and Work Plan Activities for 2018 and 2019

1   Introduction

This document outlines SuSanA's strategic objectives, organizational structure, business model, work plan for 2018 and 2019 and a monitoring and evaluation framework to measure progress within the grant. The Theory of Change (ToC) and the Value Proposition in Section 1 were matched with the survey results and action implications highlighted in Section 2 which helped us establish objectives that have been translated into actionable activities within the work plan. The work plan activities have been allocated to specific consortium task groups (with responsibility delegation similar to the RASCI[3] tool) and have further been categorised based on priority (high and medium).

In view of the content in Sections 1 and 2 and while recalling from the original contract with SEI that the three guiding outcomes are:

> Outcome 1: Improved use of SuSanA Platform by identified target groups, through a clear communications plan and platform improvements.
> Outcome 2: Demonstrable improvements in the impact that use of the SuSanA Platform has on members' work in sanitation.
> Outcome 3: Strengthened governance and institutional sustainability of SuSanA as reflected in an operational plan that includes a plan for funding the budget needed to assure the future of SuSanA

We took these further and developed four strategic objectives described below.

2   SuSanA's 4 strategic objectives

SuSanA's four strategic objectives are derived from the ToC from Section 1 (embedding SuSanA within the context of achieving SDG 6) and the analyzed results of the UX and Stakeholder Market Studies (Section 2) and are as follows:

1. Ensure SuSanA products and services are curated and targeted and that they are a clear response to sanitation development challenges facing sector stakeholders
2. Strengthen collaboration with customers in the "middle segment capacity gap" using the persona user profile model
3. Strengthen collaboration with other partners and networks including stakeholders at the in-country "grassroots" level (within the sanitation sector and beyond)
4. Strengthen SuSanA's organizational framework and impact in the sector

The monitoring and evaluation framework for each objective is outlined in Annex 1.
These strategic objectives have informed the priority work plan areas which have been listed in the business model and workplan. The business model constitutes the ToC, value proposition, key partners, activities, identified target groups and communications channels, capacities, resources and funding sources. Visualising and laying out our activities in the business model canvas has allowed us to have a more structured conversation around management of the work plan. These

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[3] *RASCI Model: R-Responsible: Who is responsible for the task? A-Accountable: Who approves the task? S- Support: Who provides support? C-Consulted: Who can provide valuable advice or consultation? I-Informed: Who should be informed about the task progress?*

building blocks could change as SuSanA further develops and as these strategic objectives are further implemented and progress monitored.

3 Work plan activities for 2018 and 2019

This section lists the work plan activities with the objective of identifying what the priorities are after having defined the strategic objectives. This is not a complete work plan with person-months, budgets and Sections. These will be developed once we receive the "go ahead" to execute.

Table 1 below provides an overview of the work plan activities for SuSanA over 2018 and 2019. It organizes the activities into the following seven groupings:

High priority
1. Persona model development
2. Carrying out and implementation of the Organizational Study
3. Strengthen curation of SuSanA products and services with further web platform improvements (curation was described in detail in Section 2)
4. Develop Monitoring and Evaluation System
5. Working Groups Development

Medium priority
6. Increased collaboration with partner organizations and consensus building within the sector
7. SuSanA meetings and in-country learning/exchange
8. Public education through Wikipedia and support to journalists

Two levels of priorities were derived (high and medium). There was some debate within the Consortium as to why this differentiation was carried out. In effect all 8 work plan groupings are important to meet the strategic objectives. So in a way one could argue all are high priority. However, if we were forced due to budget constraints to rank which activities have greatest impact for the investment, it is the high priority ones that come first. This does not mean that in-country activities, consensus-building through meetings and Wikipedia work are less important. It just means that curation, targeting, user profiling, working groups and M&E are the most important bare essentials that produce most impact for the investment.

The **Yes** in the column titled **"Full execution under current capacity"** signifies that the activities highlighted are currently ongoing and financed by the Bill and Melinda Gates Foundation. The items addressed with **"Additional Funds May Be Necessary"** indicate that a reprioritization among current activities will be necessary before determining whether current funds are sufficient. A prioritization of these activities and assigning related budget is an exercise to be undertaken by the Consortium in contact with the Foundation. There are a few instances where additional effort could be necessary beyond the present capacity. These include the user profile persona tool development, additional curation capacity, additional in-country activities and setting up the M&E system. These will need to be justified after assessing how current SuSanA funds are being used today and whether a change in current priorities is necessary before writing any new proposals.

Currently the consortium functions through established task groups. The column "Responsible task group" has categorised the responsibilities of the respective consortium members in relation to

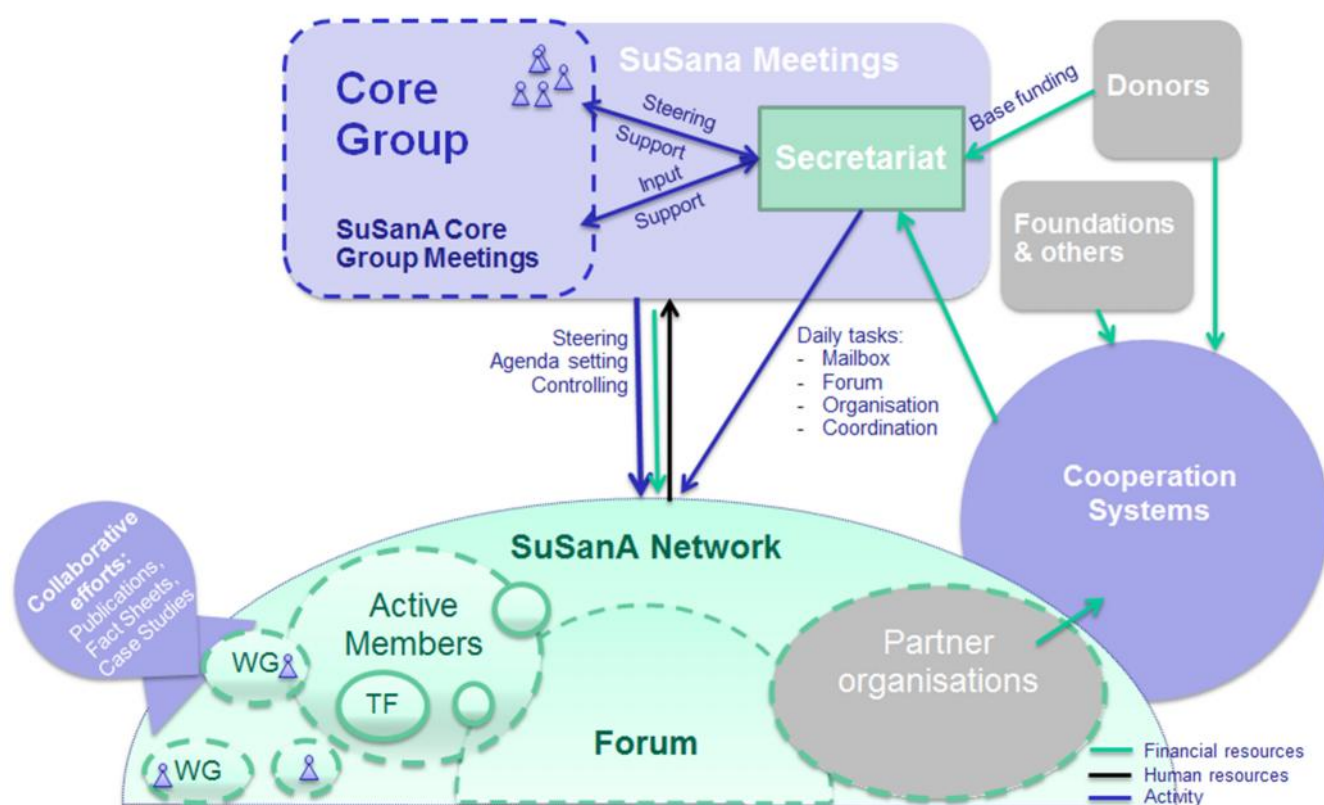the RASCI Model. Below are the existing task groups with their titles.

- **Task Group 1**: Project Administration
- **Task Group 2**: Project Advisory Board and Group of 5
- **Task Group 3:** a) Platform, b) Webinars c) Project Database & Partner Profile work d) Private Sector Involvement e) Wikipedia f) E conferences & similar
- **Task Group 4**: Practitioner focussed country based SuSanA work
- **Task Group 5**: Market Study (Communications, Strategy, and Implementation Plan)
- **Task Group 6**: Organisational Study
- **Task Group 7**: Monitoring and Evaluation
- **Task Group 8**: WG Engagement

Once the work plan has been finalized, the task groups can be renamed/reorganized to accommodate all the new and enhanced activities within the grant.

4   SuSanA's organizational structure

The governance structure of SuSanA has evolved from its initial structure in 2007. SuSanA was originally formed as a loose network with 50 partner organizations wishing to collaborate. SuSanA is now more complex with thousands of individual members and hundreds of partner organizations with the need to communicate, collaborate and coordinate their efforts in the sanitation sector. The current structure consists of the following major components:

- SuSanA Secretariat
- Advisory body (Core Group)
- SuSanA partners (currently 315)
- Funding/donor organizations
- Cooperation Systems (externally funded linked activities led by SuSanA partners)
- The SuSanA members (more than 9000 members) and the 13 Working Groups.

Figure 1. Current management and network structure of SuSanA including the Core Group, the Secretariat, the network of members and partners and funded Cooperation Systems.

The Core Group, which is a representation of members and partners of SuSanA, is an advisory, decision-making body. Consultation with the five Core Group representatives (who are part of the Project Advisory Board) was carried out while defining the strategy described in this document, and the activities will be further refined by the wider Core Group to build consensus and motivation to take up some of the activities (Cooperation Systems).

The organizational study planned for 2018 will provide us with recommendations on how to achieve SuSanA's strategic goals more efficiently. In addition to being a classical "network" at

first glance, SuSanA also consists of non-network like components. For example, externally funded projects ("Cooperation Systems") offer our partners a structure for collaboration and achieving joint goals.

To ensure that the next phase of SuSanA is in line with the strategy, value proposition and Year 1 results, a stronger organizational framework is required. The organizational study, will propose ways to improve SuSanA governance and organization. We expect it will help us with strategic objectives for the following: partnerships with other networks; greater active participation; consensus building; and "middle segment capacity gap" practitioners particularly from the Global South. Clearer roles of partner organizations and SuSanA's financial sustainability need to be incorporated in the strategy and work plan (2018-2019) to ascertain progress.

5   Business model

The business model summarises SuSanA's current structure including the key Work Plan activities. Defining our business model enhanced our focus on the operational as well as the strategic management of SuSanA.

Table 2 represents SuSanA's business model canvas, which is described in several building blocks:

- **Key Partners** Who are the current strategic partners?
- **Key Activities** What are the activities that will increase the performance of SuSanA network?
- **Theory of Change**
- **Value Proposition** How do we help the customer to do their job and accomplish their mission? How do we improve the customer's position?
- **Customer Relationships** How do we retain members and partners?
- **Customer Segments** Addressing KM gaps within the customer segment, enhancing consensus building and matchmaking between the different customers
- **Key Resources** What infrastructure is needed to sustain SuSanA's business model?
- **Communication Channels** How do we communicate and promote our value proposition to the customers?
- **Cost Structure** How much does SuSanA cost?
- **Revenue Streams** Funding sources

The project management and execution is set up using Task Groups for each major project activity. These consist of a lead person and team members. This fulfils much of the RASCI model in that there is an organised collaboration with responsibilities shared and a regular reporting function. The entire operation is to be seen on the worksite https://sites.google.com/site/susanaphase3/

Table 2: SuSanA Business Model Canvas

Key Partners	Key Activities	Theory of Change	Customer Relationships	Customers
Core Group and affiliated organizations ▪ GIZ, SEI, EAWAG, BORDA, WRC, World Bank, etc. **Partners within SEI-BMGF Grant Cooperation system** ▪ GIZ, SEI, Ostella, Kellogg, Dotwerkstatt, WaterAid, Oxfam **Other Cooperation Systems and Regional Chapters** ▪ India Sanitation Coalition ▪ Ecosan Services Foundation ▪ CEWAS, BORDA ▪ WSSCC ▪ Leeds, CSE, WEDC, EAWAG	▪ Persona model development ▪ Strengthen curation of SuSanA products and services with further web platform improvements ▪ Increased collaboration with partner organizations and consensus building within the sector ▪ Carrying out and Implementation of the Organizational Study ▪ Working Groups development ▪ SuSanA meetings and in-country events ▪ Public education through Wikipedia and support to journalists	Through strategic, effective and consistent communications and knowledge management, SuSanA delivers demand-driven, high quality, cutting-edge adaptable policy advice, practical guidance and up-to-date knowledge to sanitation practitioners to help them in accelerating improvement of sanitation access and services towards sustainable sanitation for all. For us to achieve our long-term outcome, SuSanA requires strategic partnering, an optimal governance structure, a good business model and a sustainable funding strategy	▪ User profile "Persona" - based curation and adaptation for members and partners ▪ Individual memberships who are the key knowledge consumers and producers of SuSanA ▪ Partner organizations ▪ Sanitation sector practitioner's projects and work feature in the platform and webinars ▪ Thematic Working Group members who work on specific aspects of sanitation. ▪ Non-members who visit the SuSanA platform for sanitation information	Mid-segment practitioners of the following types: ▪ Students and Academia ▪ INGOs and implementing agencies ▪ Local NGOs ▪ Sanitation Experts ▪ Consultants ▪ Entrepreneurs, suppliers and other private sector actors ▪ Government officials at the local and national level ▪ CBOs ▪ Donors ▪ Funding partners of SuSanA ▪ Journalists, artists, advocacy person
	Key Resources	**Value Proposition**	**Communication Channels**	
	▪ BMZ core financing ▪ Human resources ▪ IT infrastructure ▪ Cooperation Systems ▪ In-kind contributions of SuSanA members and partners ▪ Knowledge and expertise from partners and members	▪ Support knowledge exchange, advocacy and dialogue through the "middle segment capacity gap". ▪ Engage, equip and recognize "mid-segment" practitioners ▪ Provide a platform where current, emerging and controversial themes on sustainable sanitation can be discussed ▪ Catalyze sanitation players to build consensus within the broader global sustainability discourse (SDGs).	▪ SuSanA websites, Forum, products, ▪ SuSanA Meetings and International events ▪ Regional and local meetings ▪ SuSanA News Mail ▪ Personalized Secretariat emails ▪ WG and regional chapter mailing lists ▪ Webinars ▪ SFD Portal ▪ Press releases ▪ Updated Wikipedia articles ▪ Social media channels	

Cost Structure	Revenue Streams
Personnel Costs • Secretariat staff • External staff (Consultants, Project Manager, Core Group Reps, Translators, WG Support Staff, Forum moderators, Regional Chapter coordinators, External interns) • IT support **Operational costs** • Website maintenance (server operations and subscriptions) • Travel **Events and Publishing Costs** • Event management (Room rents, catering, stalls) • Creation and printing SuSanA publications and flyers	• Core funding from BMZ for the SuSanA Secretariat • Cooperation Systems (Binding agreements with a steering structure) e.g. BMGF, India Sanitation Coalition, WSSCC, SDC, German Federal Foreign Office • In-kind and financial contributions from SuSanA members and partners (e.g. paying costs of meeting rooms, staff time, interns, travel, printings)

Reflections from the Business Model Canvas

● To enhance SuSanA's impact, all facets of SuSanA need to have a strong focus on the customer.
● The canvas helps us to break down the structure of SuSanA into key elements to recognize and act on areas that can be improved apart from the UX and Market Study results.
● The canvas also helps to explain the cooperation system's contribution vs. the core funding.

The need for SuSanA to have strategic partners to accomplish its objectives is self-evident. It is also clear that there is a need to find a balance between collaboration, different levels of partner engagement and decision-making within SuSanA, bearing in mind the results of the Year 1 studies, our theory of change and value proposition. The business plan includes the activities list which were expanded on in the Work Plan above.

Annex 1: DRAFT Monitoring and evaluation framework

Expected Result	Indicator	Frequency	Data Source	Responsibility
Strategic Objective 1: - *Ensure SuSanA products and services are curated and targeted and that they are a clear response to sanitation development challenges facing sector stakeholders*				
Relevant and curated sustainable sanitation documents, including project-based information are available in the SuSanA Website for their global use	Number of **publications, reports, tools , case studies, factsheets and SuSanA publications** located in the following: -Library -Case Studies -Conference Materials -Projects (in Project Database) Growth rate of resources added from different regions Usage of materials in the SuSanA website through user feedback online/ user rating Data comparison between the ' most searched' topics in SuSanA website and the number of publications added on these topics	Annually	website	Consortium/ SuSanA secretariat
Curated information related to sustainable sanitation is synthesized into a coherent product	Number of **case studies, factsheets, and publications** developed by SuSanA (e.g. Working Groups)	Annually	website	Consortium/ SuSanA secretariat

Expected Result	Indicator	Frequency	Data Source	Responsibility
Individuals and organizations working in the provision of sanitation access sustainable sanitation **information** through SuSanA	Number of *visits* to each of the following during a reporting period (Loyalty): -Forum -Library -Case studies -Conference materials -Project database -SuSanA Flickr portfolio -SuSanA YouTube channel -Sanitation Wikipedia pages	Every 6 months	Website analytics	Consortium/ SuSanA secretariat
SuSanA members view network opportunities related to sustainable sanitation	Number of *visits* to the SuSanA events calendar during a reporting period (Loyalty)	Every 6 months	Website analytics	Consortium/ SuSanA secretariat
SuSanA members engage on social media or follow links in email news mail about SuSanA activity	Number of *referrals* to SuSanA events calendar, forum discussions, and resources from a social media or other source (e.g. Facebook, twitter, or SuSanA email news mail)	Every 6 months	Website analytics	Consortium/ SuSanA secretariat
SuSanA members are participating and exchanging within the Thematic discussion and Forum	Number of *SuSanA members* (total) participating in each Thematic Discussion Series	Every 6 months	Website analytics	Consortium/ SuSanA secretariat

Expected Result	Indicator	Frequency	Data Source	Responsibility
	(on the Forum) Number of *replies* per Thematic Discussion Series Number of *views* per Thematic Discussion Series Number of *Thematic Discussion Series* facilitated per year			
SuSanA members are participating and exchanging within webinars	Number of *SuSanA members* (total) participating in each webinar Number of *webinars* facilitated	Every 6 months	Webinar recordings	Consortium/ SuSanA secretariat
SuSanA members are participating and exchanging within Working Groups (within specific topic areas)	Number of *members* in each Working Group	Annually	SuSanA member database	Consortium/ SuSanA secretariat
Activity is increased within Working Groups to improve participation and exchange on specific Working Group topics.	Total number of *discussions, meetings, webinars, and information made available* per year per Working Group	Annually	Website, Documentation of meetings	Consortium/ SuSanA secretariat
Relevant information on sustainable sanitation is created and shared on Wikipedia	Number of *Wikipedia pages* edited by SuSanA members Level of *Quality of Lead* rating (out of 8) for each edited Wikipedia page related to sanitation *Flesch Readability Score* (out of 100) for each edited	Annually	Wikipedia Analytics	Consortium

Expected Result	Indicator	Frequency	Data Source	Responsibility
	Wikipedia Article Level of **Quality of Article rating** (out of 14) for each edited Wikipedia page related to sanitation			
Strategic Objective 2: - Strengthen collaboration with customers in the "middle segment capacity gap" using the persona user profile model				
Persona model provides powerful user interface	Number and representativeness of **personas** developed Engagement of **individuals reached** through personas targeting. Number of **organizations partnered** through personas approach	Annually	Survey	Consortium
SuSanA activities, tools and materials adopted and utilized by the middle segment.	Number of **partner organisations** that report enhancing SuSanA information materials and tools.	Annually	Survey	Consortium
Effectiveness facilitating collaboration of middle segment in sanitation sector	Number of **collaborations** reported by members or organisations that have resulted from their membership or participation in SuSanA	Annually	Survey	Consortium
Contribution of SuSanA to the work of	Number of **partner organizations** that report that	Annually	Survey	Consortium

Expected Result	Indicator	Frequency	Data Source	Responsibility
the middle segment	SuSanA contributed to their sanitation work as a result of SuSanA related activities.			
Strategic Objective 3: - Strengthen collaboration with other partners and networks including stakeholders at the in-country "grassroots" level (within the sanitation sector and beyond)				
Effective collaboration of KM networks within the sector	Number of *joint activities and knowledge sharing* activities (e.g. seminars, publications, online discussions, news mail contributions) with other KM networks	Annually	Reports	Consortium/ SuSanA secretariat
Effective collaboration of KM networks beyond the sanitation sector	Number of *joint activities and knowledge sharing activities* (e.g. seminars, publications, online discussions, news mail contributions) with networks from other sectors	Annually	Reports	Consortium/ SuSanA secretariat
Sanitation stakeholders are participating and exchanging in person at meetings including SuSanA meetings and In-country events	Number of *people* participating in each meeting Number of *references* to the content of a meeting in the SuSanA Forum, external media, in an organization's annual report or blog, in social media, use in and beyond meeting and through online diffusion of meeting presentations.	Annually	Meeting reports	Consortium/ SuSanA secretariat/ Water Aid / Oxfam

Expected Result	Indicator	Frequency	Data Source	Responsibility
Sanitation stakeholders find it useful to participate and exchange in person at meetings including SuSanA meetings and In-country events	**Number** of people that evaluate the meetings as positive	Annually	Meeting evaluation	Consortium/ SuSanA secretariat/ Water Aid/ Oxfam
Impact of in-country activities in pilot countries in the wider SuSanA platform	Increase in number of SuSanA **users** from the **model countries** Number of **learning materials** from workshops, SuSanA publications and forum posts made available in the website as a result of in-country activities	Annually	Website, workshop reports	WaterAid/ Oxfam/ Secretariat
Strategic Objective 4: - Strengthen SuSanA's organizational framework and impact in the sector				
Strengthened organizational development of SuSanA	Number of **volunteered hours** (in-kind contributions) by SuSanA individual members and partner organizations to keep the network thriving. Broken down by strategic objective, project, individual activity.	Annually	SuSanA events and publications	SuSanA secretariat
Sustainability of SuSanA	Percentage of **financial contributions** by SuSanA partners, donors or foundations via cooperation systems in relation to the provided core funding by BMZ	Annually		SuSanA secretariat

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