SUSANA 2.0

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Transforming a global network of academics, entrepreneurs, policy makers and practitioners to achieve sustainable sanitation for all

Sphaera

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INTRODUCTION

Introduction

As an open, distributed, global network the Sustainable Sanitation Alliance (SuSanA) has grown since 2007 to become the largest and most influential independent network of people and organisations with a shared vision of sustainable sanitation, and its contribution to the resolution of SDG6.

While its achievements are significant—including elevating the importance of sustainable sanitation solutions to a global level, and articulating its interlinkages with the other SDGs—it is now facing the inevitable challenges that face any organisation or network that grows so fast.

These 'growing pains' are well known to the Core Group and others in SuSanA leadership circles, and have formed the focus of several activities under the Bill & Melinda Gates Foundation (BMGF) funded, SEI-led consortium. These activities have resulted in a number of surveys, strategy documents, and external consultant reports produced over the past two years.

Earlier this year, BMGF and SEI jointly announced that the grant would be ending a year early, on 30 September 2018 and a team from Sphaera—a systems design firm with a unique focus on mobilising knowledge, innovations, and capital toward the resolution of the Sustainable Development Goals—was independently funded by the BMGF to investigate the operational

and organizational practices of the network with a view to developing a roadmap for its evolution. Irrespective of the specific considerations that led to the decision, it is important to note that the early termination of any grant is a signal that there are concerns about the fundamentals of how an organisation operates in achieving its purpose.

It is also not unusual for a funder to offer up specific consulting expertise to help an organisation in enhancing its capacity. Sphaera had a prior relationship with BMGF, from work we were doing with them on more effectively leveraging their considerable resources for achieving SDG6. This sort of funder-mediated consulting falls under a practice called Organisational Effectiveness, and it is this lens we bring to our work with SuSanA.

As such, ours is not a traditional consultant role—it's more akin to a coaching role. We do not offer up a number of options for achieving greater effectiveness because there is typically one unique path and set of systems and operating principles that are the best fit for an organisation's purpose. This path is dependent on the values, purpose, and culture of an organisation, which is why any process for inquiry into greater organisational effectiveness starts there.

While SuSanA's purpose can be loosely described as *supporting the achievement of sustainable sanitation for all,* the philosophical,

Introduction cont'd

operational and behavioural norms that were essential to its launch and growth—and the systems and processes they've engendered—are now sub-optimal for achieving SuSanA's full potential.

The prior work done by consultants under the SEI grant is far from wasted, but most of it is out of sequence and thus not actionable as it stands. This work on an organisation's fundamentals is deeply internal, and cannot be outsourced to externally funded consortia or consultants. It requires the focused time and attention of an organisation's leadership. It also, in a membership organisation with ideals of inclusivity, equity, and diversity, requires the active participation of the membership in key decisions about SuSanA's future.

We therefore used our 10-step framework to both audit and augment the previously produced documents, and conducted an accelerated process centered on the Core Group members acting as liaison to the SEI-led consortium (the "Group of Five") to produce a roadmap for how SuSanA can achieve greater operational and organisational effectiveness.

This document is intended to support the Core Group in understanding the path before it, and to inform the work of a Task Force to be empaneled by the Group of Five to fulfil this work.

In what follows we share a series of observations and recommendations that, when addressed and acted upon in sequential, cumulative order, describe a path for SuSanA to become a highly effective organisation that is catalytic for achieving SDG6.

It must be noted that the alternative to taking up this work, is for SuSanA to actively consider folding its primary operational medium—the website, library, and forum—into an already structured and resourced entity such as WSSCC.

Coming in at the 11th hour, and showing up as coaches rather than consultants, has been challenging for all involved. We offer our recommendations in the spirit of collaboration, passion and generosity that we have encountered in talking with the Group of Five, the Consortium, representatives of partner organisations and individual members.

We are very grateful for the opportunity to walk this path with SuSanA for a while, and very much look forward to witnessing your continuing evolution.

Cameron Burgess & Astrid Scholz
Sphaera

September 2018

SuSanA's Challenges

As described by SuSanA in the TOR for this work,

"Exponential growth over the ten years of SuSanA's existence has introduced new challenges that the original structure was not designed to address. Some of the core questions being asked by SuSana are:

- *How does SuSanA more deeply and fully engage such a large, and growing, group of members?*
- *What processes can SuSanA use to more fully understand what the members want/need and whether those wants/needs are being met?*
- *How does SuSanA specifically and differently engage members from the global south, where time and financing constraints loom large. What are the staffing needs of the secretariat, given exponential growth in membership and an expanding set of tasks and responsibilities?*
- *What kind of more formal management structure would provide more clear accountability or responsibility for specific outcomes that SuSanA desires? What kind of organization structure or*

management system might lead to less uncertainty in the timing for deliverables, given the volunteer nature of most work done by individual and organization members?
- *What improvements to the decision making processes would reduce the time required, without reducing the quality of the decisions made?*

These and other considerations have led to SuSanA's interest in thinking strategically about how SuSanA achieves its objectives, with attention to sustainability, organization structure, governance, operations and communications."

Process: Approach

As a systems design firm, Sphaera has a unique view on what informs the failures and successes of networked organisations. Our process is rigorous, **sequential**, proven, and designed for the express purpose of supporting world-positive organisations in accelerating their success.

Effective organisational change has more in common with psychology than engineering, and as such must take into account the requirements of the human individuals that found, fund and run them.

Behaviours are the end result of a complex set of values, beliefs, and experiences. In order to change behaviour, these values and beliefs must be understood and adjusted as appropriate.

Organisations are comprised of people with the same, similar, and at times opposing values, beliefs and experiences. In the case of SuSanA—a network of people and organisations brought together by some shared purpose, and bound together by behavioural norms—organisational change is considerably more complex.

Questions of values, purpose, and culture take on significantly more weight, as without alignment on these issues, previous and existing efforts in strategy, structure, governance, operations, communications and scale are inadequately informed.

SuSanA is a complex system, and any recommended change work needs to be addressed as a whole system, in sequence, not as a set of disembodied recommendations subject to "cherry picking" of individual items.

As such, this document must be read from a whole systems perspective. It describes a whole systems intervention that will include and transcend the valuable work done to date, and builds on the strong roots of SuSanA.

Process: Sequence

●	**1. VALUES**	What do we stand for?
●	**2. PURPOSE**	What is our vision for a better world?
●	**3. CULTURE**	What space do we hold for our stakeholders?
●	**4. STRATEGY**	What is our roadmap to success?
●	**5. STRUCTURE**	What legal form best enables our strategy?
●	**6. GOVERNANCE**	How do we ensure we function cohesively?
●	**7. OPERATIONS**	How do we get things done day by day?
●	**8. COMMUNICATIONS**	What is our story, and how do we tell it?
●	**9. SALES**	How do we optimise revenues?
●	**10. SCALE**	How do we ensure the success of our mission?

Process: Outcome

If SuSanA follows the ten step framework, they will inevitably arrive at an internally coherent, and consistent organisational and operational design; for example:

1. If our **VALUES** are *authenticity, integrity, transparency, diversity, equity, and sustainability*; and

2. Our **PURPOSE** is *to advance the field of sustainable sanitation towards the achievement of sanitation for all through advocacy, promotion, and knowledge mobilisation;*

3. In a **CULTURE** of *participatory decision making, open exchange of ideas, and practical knowledge that supports our values*; then

4. Our **STRATEGY** must be SMART, and ensure that the needs of our partners and members, and the communities they serve throughout the world are adequately and appropriately represented;

5. We will best achieve this through a legal **STRUCTURE** that allows us to scale our impact with minimal risk, ensures regional autonomy, motivates our partners to take an active role in the achievement of our purpose, and is headquartered in a region that supports these requirements;

6. This structure will require **GOVERNANCE** that actively and effectively invites the participation of all members, and offers the opportunity for them to take a formal leadership position in the organisation, at whatever level is most appropriate for their location, skills and interests;

7. Such an organisations **OPERATIONS** will be most effective when they are regionally distributed, and the global entity is tasked with the responsibility of administering the global functions, and ensuring the compliance of its members and partners;

8. In order to minimise reputational risk, this organisation will need to develop a comprehensive **COMMUNICATIONS** strategy, including a legally defensible brand, an agreed to and enforceable set of standards for regional organisations, their partners and members, and a technical infrastructure that is replicable, scalable, and fully translatable for and by the people who use it;

9. **FUNDING** for this organisation should come from a combination of public and private sector partners who are invested in its success, as well as from the measurable benefit that this organisation creates in the world;

10. We will continue to **SCALE** our influence through a model that meets all of the above requirements.

OBSERVATIONS & RECOMMENDATIONS

STAKEHOLDERS

Who are we?

For a networked entity, understanding the individual and organisational stakeholders is an essential requirement for developing a strategy that serves them.

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Members & Partners

OBSERVATIONS

- SuSanA leaders are correctly concerned that its offerings should be more responsive to the needs of its members.
- The market survey (summarised in Rosemarin et al. 2017) that elucidated several user personas was flawed in a number of significant ways:
  - It was restricted to current members / partners, and did not contemplate what members / partners are necessary for achieving the strategy;
  - It combined members and partners into a single set of definitions, making them inactionable from a communications perspective; and
  - It contemplated personas from a online user experience (UX) perspective *before* contemplating them from a membership perspective.
- The benefits of membership / partnership are unclear
- Members and partners are not required to agree to a code of conduct upon joining
- Partners have no rights, or enforceable obligations to maintain partnership

RECOMMENDATIONS

- Review the member / partner definitions once SuSanA's strategy has been developed (Step 4 in what follows)
- Define members and partners separately, in order to ensure that different member types, from within different partner types, are being appropriately addressed
- Better define member and partner benefits for different member and partner types in order to increase engagement
- Define a code of conduct for members and partners, and make its acceptance a condition of membership
- Assign obligations to partners, in order that the partnership is meaningful to all parties

Members & Partners cont'd

OBSERVATIONS

The current member / partner taxonomy conflates organisational affiliations and functional roles:

Members

- Students & academia
- INGO
- Sanitation Guru
- Consultant / entrepreneur
- NGO
- Government official
- Donor
- CBO
- INGO / implementing agency

Partners

- Government-owned entity (not university or research)
- International NG
- Local NG
- Multilateral organisation
- Network / Association
- Private sector, including social enterprises
- University, education or research institution
- Other

RECOMMENDATIONS

We tested the following set of proposed personas in the survey Sphaera conducted ahead of Water Week 2018 on the Forum:

Members

- Student
- Academic / Researcher
- Practitioner
- Funder
- Manager
- Advisor
- Entrepreneur

Partners

- Academic Institution
- Civil Society Organisation (CSO) / (I)NGO
- Government Department
- Donor / Investor organisation
- Community based organisation
- Private enterprise
- Multilateral partnership

Members & Partners: Decisions

DECISIONS FOR CONSIDERATION:

Agree to supercede the previous persona study

- Review, refine and ratify the proposed member types as *working definitions*
- Review, refine and ratify the proposed partner types as *working definitions*

RESOURCES:

n/a

EXAMPLES

n/a

VALUES

What do we stand for?

As the primary driver of all behaviour, the values of an organisation are essential to be discussed, documented and agreed to. They are the final checking point for all decisions and actions, and must be explicit.

When espoused values, and values in action are incongruent, it is essential to clarify, and document the desired values in order to ensure compliance.

It is good practice to periodically review and, if necessary, revise the values an organisation is based on.

It is clear that SuSanA's members have a core set of values that can be generally described as:

- Authenticity
- Integrity
- Transparency
- Diversity
- Equity
- Sustainability

… yet these values are implicit, not explicit, and are not consistently evident in how SuSanA currently functions.

VALUES

OBSERVATIONS

- There is no *explicitly agreed* set of values that inform SuSanA
- Analysis of existing documentation does not bear out assertions that SuSanA's values have been contemplated, let alone documented
- Espoused values are misaligned with values in action
  - Transparency, equity, diversity, and accountability (for instance) are not effectively operationalised
- Without being explicit, it is not possible to ensure that the values of the network are being adhered to

RECOMMENDATIONS

- Develop a formal values statement for review, refinement and ratification by all members
- Ensure that these values are enshrined in SuSanA's legal, governance, and operational systems
- Make acceptance of the values statement a precondition of acceptance to the network
- Implement a code of conduct for members and partners, and institute punitive measures for behaviours that are non-aligned in order to mitigate reputational risk; e.g.
  - restrict access to Forum
  - strip member of membership
  - strip partner of partnership

Values: Decisions

DECISIONS FOR CONSIDERATION:

- Adopt the Recommendations
- Use the time together to draft a Values Statement

RESOURCES:

HOW TO WRITE A VALUES STATEMENT

Make Your Values Mean Something (Lencioni, Harvard Business Review, 2002)

EXAMPLES

WP Engine: https://wpengine.com/about-us/

SUGGESTED DRAFT VALUES STATEMENT

SuSanA champions the values of authenticity, integrity, transparency, diversity, equity, and sustainability within all aspects of our work, within our partner organisations, and the communities in which we operate.

PURPOSE

What is our vision of a better world?

A clearly articulated, succinct, memorable and repeatable purpose statement directly informs an organisation's strategy.

Without agreement on purpose, it is impossible to define a strategy to achieve it.

The purpose is not up for discussion or debate, except in periodic reviews, that should occur not more often than annually.

While each individual we spoke with had some variations on a common theme of SuSanA's purpose, there was no consensus as to what the purpose actually is.

Purpose: Current

According to the SuSanA Vision Document (SuSanA 2017),

> **The overall goal of SuSanA is to contribute to the achievement of the SDGs by promoting sanitation systems based on principles of sustainability.**

Additionally:

> **The main focus of the work of SuSanA in the context of the 2030 Agenda will be to facilitate the implementation of sustainable sanitation systems in water and sanitation at all levels considering the three dimensions of sustainability: social, environmental and economic**

Both of these statements are problematic.

The first describes 'promoting' which is only one part of what SuSanA is currently engaged with.

The second describes 'facilitating ... implementation' which is contradictory to the principles of non-competition with partners.

Neither of these statements, together or separately, are accurate in terms of the current activities, nor are they precise enough to inform a strategy.

Purpose

OBSERVATIONS

- SuSanA's purpose is unclear, even amongst founding members
- Discovery and comprehension of SuSanA's current purpose is difficult given proliferation of historical and draft documentation on the website
- Existing documentation regarding vision and mission is unclear, and inconsistent with a convergent statement of purpose arising from key informant interviews

RECOMMENDATIONS

- Develop a formal purpose statement for review, refinement and ratification by all members
- Ensure that this purpose is publicly expressed
- Archive historical documents
- Make acceptance of the purpose a precondition of acceptance to the network

Purpose: Decisions

DECISIONS FOR CONSIDERATION:

- Adopt the Recommendations
- Use the time together to draft the Purpose Statement

RESOURCES:

HOW TO WRITE A PURPOSE STATEMENT

Make it concise, memorable, and achievable.

EXAMPLES

TESLA:
To accelerate the world's transition to sustainable energy

THE NATURE CONSERVANCY:
Protecting nature, for people today and future generations.

NIKE:
To bring inspiration and innovation to every athlete* in the world. *If you have a body, you are an athlete.

DRAFT PURPOSE STATEMENT

Transform the world through sustainable sanitation, by informing, educating, and inspiring practitioners, policy makers, and other agents of change.

CULTURE

What space do we want to
hold for our stakeholders?

Culture eats strategy for breakfast.
~ Peter Drucker

Organisational culture is often left to chance, and is generally informed by the cultural norms of founders, funders, and core staff.

As a global network spread across 9,000 people in thirty countries, SuSanA has a responsibility to deliberately engage with culture, and ensure that the space created for stakeholders is appropriate to achieving its purpose.

Interviews with members, as well as our own experiences and observations, bear out that SuSanA's culture requires adjustment.

Women have reported feeling marginalised and dismissed, and members from the global south have reported 'feeling like the token brown person in the room'.

We don't believe it is SuSanA's intention for this to be a member's experience, yet it is a clear indicator that culture requires addressing formally, in alignment with values.

Culture

OBSERVATIONS

- SuSanA's culture is grounded in norms of respect and deference to senior members of the community, who typically are white, northern European, and male
- Key informants report feeling intimidated by the critical reception that lived experience and practical knowledge receive on the Forum
- The implications of age, gender, ethnicity and culture of the members is inadequately understood and incorporated
- The inability to actively engage the membership base is a primary contributor to lack of diverse cultural influences
- Consensus-seeking and consensus decision-making are conflated, leading to decision paralysis

RECOMMENDATIONS

- The Secretariat, founders, and core group members should seek ways to increase the engagement and leadership of partners and members from emerging markets, the global south, and diverse demographics.
- The Forum, as the primary interface between SuSanA members must become more focused on inclusive engagement, rather than exclusive moderation
- Most of the cultural issues presenting within SuSanA are resolvable via the structural and governance recommendations below
- As with Values, implement a code of conduct for members and partners, and institute punitive measures for behaviours that are non-aligned in order to mitigate reputational risk; e.g.
    - restrict access to Forum
    - strip member of membership
    - strip partner of partnership

Culture: Decisions

DECISIONS FOR CONSIDERATION:

- Adopt the Recommendations
- Document and agree on a set of cultural norms

HOW TO DEVELOP ORGANISATIONAL CULTURE

1. Define purpose
2. Define values
3. Write a cultural manifesto
4. Create a roadmap
5. Make culture a priority

EXAMPLES

Google:
https://www.google.com/about/philosophy.html

Netflix: https://jobs.netflix.com/culture

Olympus: https://www.olympus-sis.com/corp/2112.htm

STRATEGY

What is our roadmap
to success?

A strategy that cannot, or will not, be executed, is a fantasy.

While SuSanA has invested in the development of a number of documents that are fundamentally strategic in nature, they are not strategies, as such, because they are not <u>SMART</u>:

- **S**pecific
- **M**easurable
- **A**chievable
- **R**elevant
- **T**ime Bound

These documents appear to be in large part informed and constrained by the status quo, and do not actively contemplate what is necessary to achieve SuSanA's purpose. Specifically, consistent comments in our various discussions about strategy have been focused on the lack of availability of resources, as distinct to defining a strategy, and acquiring the resources for its fulfilment.

Further, some of what is expressed in the current SuSanA 'strategy' is inconsistent with what we have heard from various SuSanA members, and is not always congruent with what we have been advised are SuSanA's priorities.

It is our opinion that SuSanA is ill-equipped to develop and execute on a strategy for a singular global entity, and should be focused instead on how to ensure its purpose is realised in the regions where its inputs are most urgently needed.

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Strategy: Current Objectives

Five key documents provide conflicting statements of SuSanA's objectives:

SuSanA Vision Document (2008)	SuSanA Vision Document (2017)	Communications Plan (Nov 2017)	SuSanA Strategy & Workplan (Feb 2018)
(1) Raise awareness around the globe of what sustainable sanitation approaches are and to promote them massively; (2) Highlight how important sustainable sanitation systems are as a precondition to achieve a whole series of MDGs; (3) Show how sustainable sanitation projects should be planned with participation of all stakeholders at an early stage, should respond to the initiative and preferences of the users, and that these has to go hand in hand with hygiene promotion and capacity building activities for sustainable water and wastewater management.	(1) Facilitate and promote sustainable approaches to sanitation services around the globe; (2) Highlight the importance of sustainable sanitation systems and services for achieving many of the targets across the SDGs; (3) Actively reach out to other sectors, enable both intra- and cross-sectoral dialogue / collaboration and encourage multisector approaches; (4) Convene a neutral platform of key-stakeholders to build consensus. **SuSanA Joint Roadmap (June 2017)** *Articulates a vision and activities but is silent on objectives.*	(1) Global Positioning of SuSana (2) Scaling up of SuSanA and the Sanitation Sector (3) Involving Grassroots Stakeholders (4) Retaining the unique nature of SuSanA (5) Remaining innovative	(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

Strategy: General

OBSERVATIONS

- There is no formally-endorsed, comprehensive and executable strategy for SuSanA
- Various iterations of strategy documents utilise core concepts such as Vision, Theory of Change, and Value Proposition in ways that are either incoherent, generic or inactionable
- Without a ratified strategy, monitoring and evaluation efforts are limited in scope to outputs, rather than outcomes
- A lack of strategy results in favoring long-term, non-binding activities over short-term tactical ones
- Operational resources and activities are not focused towards strategic outcomes, but administrative ones

RECOMMENDATIONS

- Develop a strategy that is oriented toward how a global sustainable sanitation network will support achieving sustainable sanitation for all
- Work with an OE coach on translating and building on the SWOT analysis conducted by CWAST (summarized in Williams et al. 2018) into a set of strategic priorities
- Redefine Monitoring and Evaluation (M&E) post ratification of the strategy
- Define a commercially viable social franchise model, offering members and partners the opportunity to more effectively connect, collaborate, and share resources in their local, regional, and international areas of interest
- Ensure all activities are uniquely focused toward this outcome

Strategy: Social Franchise

Our primary recommendation is that SuSanA develop a social franchise *model* that strengthens and accelerates the *purpose* by providing autonomy and equity to members and partners everywhere.

A social franchise is in essence the same as any other franchise, with the focus being on maximising social impact, as distinct to profit.

WHY?

It significantly increases the value that SuSanA can provide in and to the regions where sustainable sanitation is most urgently needed.

It ensures that a diversity of countries, cultures and contexts inform SuSanA's work, enhancing the value of the knowledge being mobilised

It provides opportunities for capacity building, training, and leadership development in regions of focus.

It contributes to the local community, by connecting members & partners

It creates a standard system that is transparent to all SuSanA members and partners.

It promotes financial sustainability that enhances effectiveness, develops financial sustainability, and facilitates growth.

Strategy: Service & Revenue Model

SuSanA is already engaged in a number of value-generating activities that we believe can be successfully deployed as service offerings to attract members, partners and, where appropriate, revenue.

By formalising a service offering for members and partners, SuSanA will more successfully engage both.

Additionally, the significance that SuSanA places upon defining sustainable sanitation is not intended to be philosophical, but practical. By establishing a set of standards, and certifying projects against them, the value of sustainable sanitation can be significantly advanced.

Example Services

- Training & Certification
- Research & Development
- Curation & Dissemination
- Social Franchise

Strategy: Sanitation Services Directory

As one of the peak entities representing sanitation professionals, SuSanA has a unique opportunity to develop a global directory of researchers, entrepreneurs, funders, policy makers and practitioners.

As a commercial service offering, this directory could be part of the proposed new structure, or alternatively could be considered as a test case for a cooperative vehicle that partners and members participate in.

This directory can be independently funded, and additionally could support the ongoing technical and curatorial requirements of the wider SuSanA network.

Strategy: Decisions

DECISIONS FOR CONSIDERATION:

- Adopt the Recommendations
- Revisit Williams et al. (2018) after having worked through Purpose, Value, and Culture
- Do not move beyond this point before empaneling a Task Force and retaining an OE coach

  SuSanA made one key strategic decision during the course of our work:

- On 26 August, the Core Group agreed to empanel a Task Force of 5-7 Members representing the proposed governance structure (see slide 34) and delegated the recruitment process to a subset of the Core Group (the Group of 5)

RESOURCES

We recommend requesting the strategies of partner organisations so that the Task Force can understand what is involved in writing an executable strategy

EXAMPLES

n/a

PROPOSED STRATEGY;

n/a

PERTINENT SUSANA DOCUMENTS:

SuSanA Vision Document (SuSanA 2008)

SuSanA Vision Document 2017 (SuSanA 2017a)

Joint Roadmap (SuSanA 2017b)

Communications Plan (Rosemarin et al. 2017)

SuSanA Strategy & Work Plan (Williams et al. 2018)

STRUCTURE
What legal form best enables our strategy?

Informal structures are unpredictable, unreliable, and indefensible.

SuSanA's current structure was created in large part as a response to the founding parties' belief that creating another organisation that would compete with prospective partners and collaborators would be counter-productive.

However, the founders had also not contemplated a reality in which they would have 9,000 members, spread across more than 30 countries.

As it stands, SuSanA's structure is no longer fit-for-purpose, and must adapt to its new requirements.

We believe that it is possible to both incorporate *and* maintain the principles that informed the initial decision to be an open network.

Structure

OBSERVATIONS

- SuSanA founders believe that SuSanA is an informal network
- It is formally governed by German law, due to the Secretariat being headquartered in Germany
- This is not known to the majority of members
- Many of the structural, governance and operational systems are workarounds that maintain the myth of informality
- The existing structure is sub-optimal for the network, due to:
  - Functional constraints on external funding
  - Inability to generate core internal funding
  - Lack of accountability / enforceability of required norms
  - Operational and reputational risks from convoluted decision-making, e.g., loss of funding, regional chapters' practices
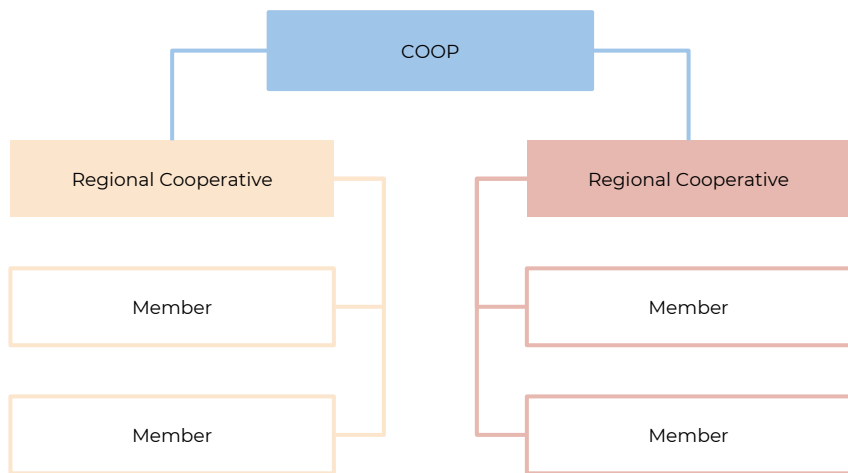
RECOMMENDATIONS

- Invite partners (member organisations) to formally cofound a sustainable sanitation <u>Cooperative</u> headquartered in a jurisdiction that has strong member protections, and a well developed history of supporting such initiatives
- Sample jurisdictions include France, Germany, Switzerland, and the Netherlands
- Institute a social franchise model to support standardised systems and processes
- Provide social 'franchisees' with a 'network in a box' that provides both connectivity with the global network, while supporting the development of semi-autonomous regional organisations

Note: Greenpeace International is a close analogue to the proposed structure, and the roots of their <u>organisational development</u> are instructional
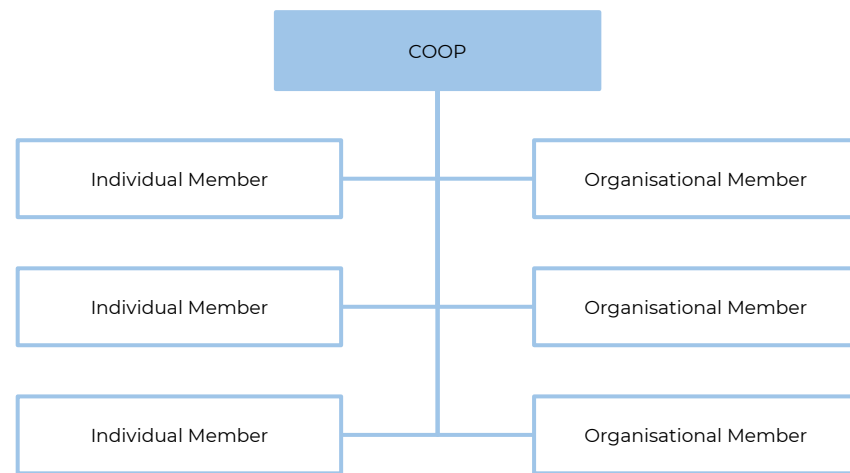
Structure: Cooperative

A cooperative is an autonomous association of persons united voluntarily to meet their common economic, social, and cultural needs and aspirations through a jointly-owned and democratically-controlled enterprise.

FEDERATED

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CENTRALISED (recommended)

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Sphaera

GOVERNANCE

How do we ensure we function cohesively?

SuSanA's governance is opaque, due in no small measure to a marked gap between the ideal of a consensus driven, open alliance of like-minded volunteers, and the reality of a number of highly organised, formal, and hierarchical functional units functional units (notably the GIZ hosted Secretariat and any externally funded cooperation system).

These operational units are responsible for advancing some aspect of SuSanA's goals, and have to make decisions that ensure compliance with applicable laws, regulations, and reporting requirements.

Governance

OBSERVATIONS

- Contrary to internal belief, SuSanA is hierarchical
- The secretariat's role is ostensibly operational, but it fills a *de facto* formal governance role
- Informal governance is provided by the 'Core Group' consisting of approximately 60 people
- Whatever subset of the 'Core Group' attends a regularly scheduled meeting makes formal decisions on operational items on the agenda, and those decisions are memorialized in the minutes
- There is no formal process for admittance to the the Core Group, and it has no formal decision-making process
- 'Founding' members exert undue influence upon governance, without any mandate from the members
- Members are not pro-actively engaged in questions of governance due to the lack of a formal governance structure
- 'Partners' have no active role in governance

RECOMMENDATIONS

- Provide individual members with a clear pathway to become involved in governance
- Develop a formal governance structure, in line with best practises in civil society organisations
- Separate organisational and operational governance
- Implement a formal board, elected by the members, with strict term limits
- Define the attributes, roles and responsibilities of a board through engagement with the members
- Ensure adequate representation from both emerging markets and the global south
- Eliminate the 'Core Group'
- Implement an informal 'board of advisors' who are selected by the board
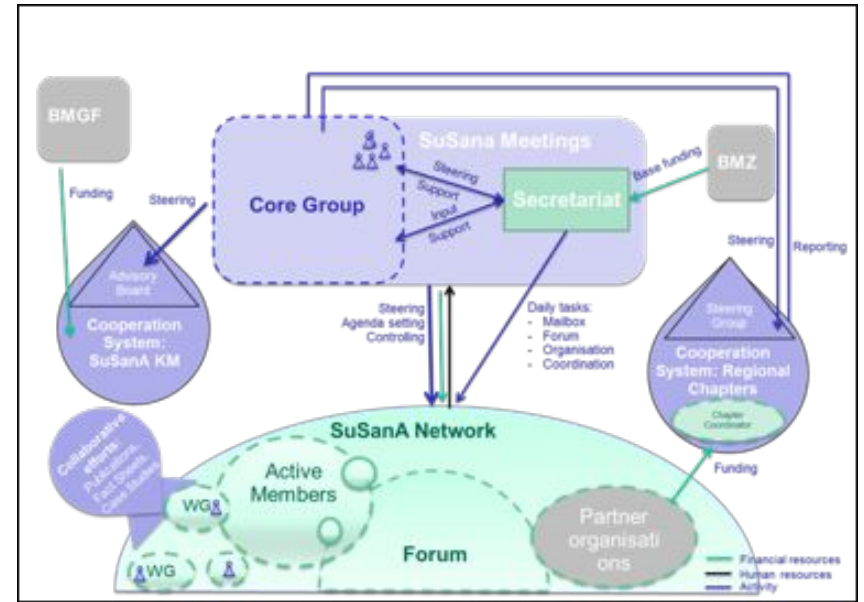- Ensure admission to positions of influence is through a formal, ratified process

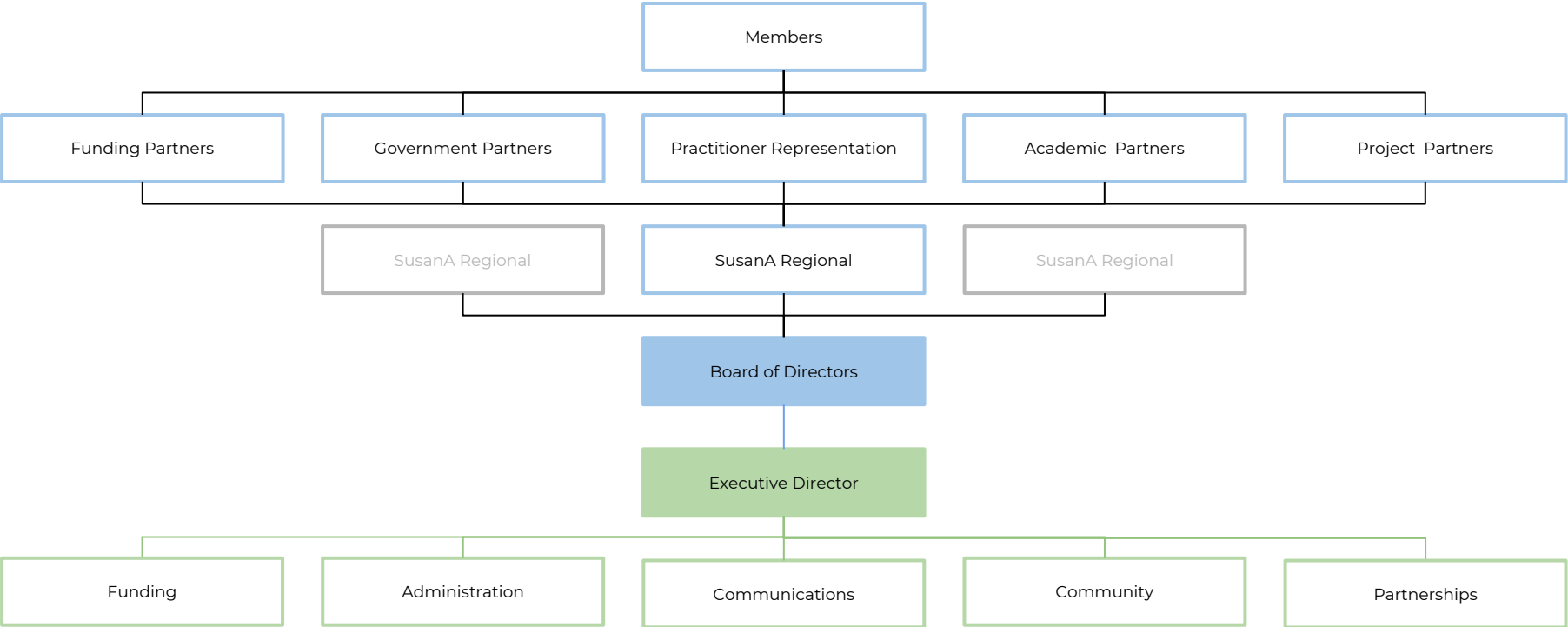# Observation: Current Governance Structure

confuses governance & operations

GOVERNANCE
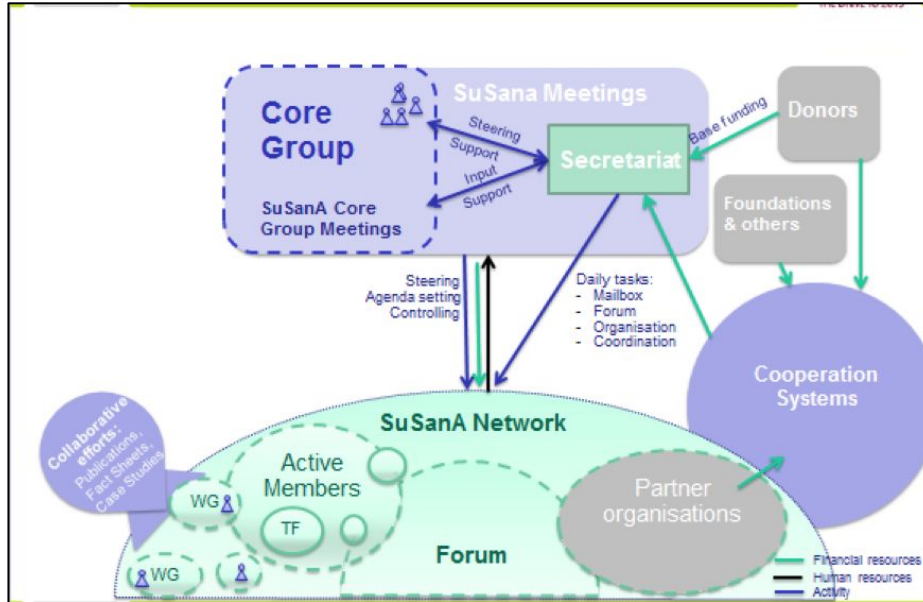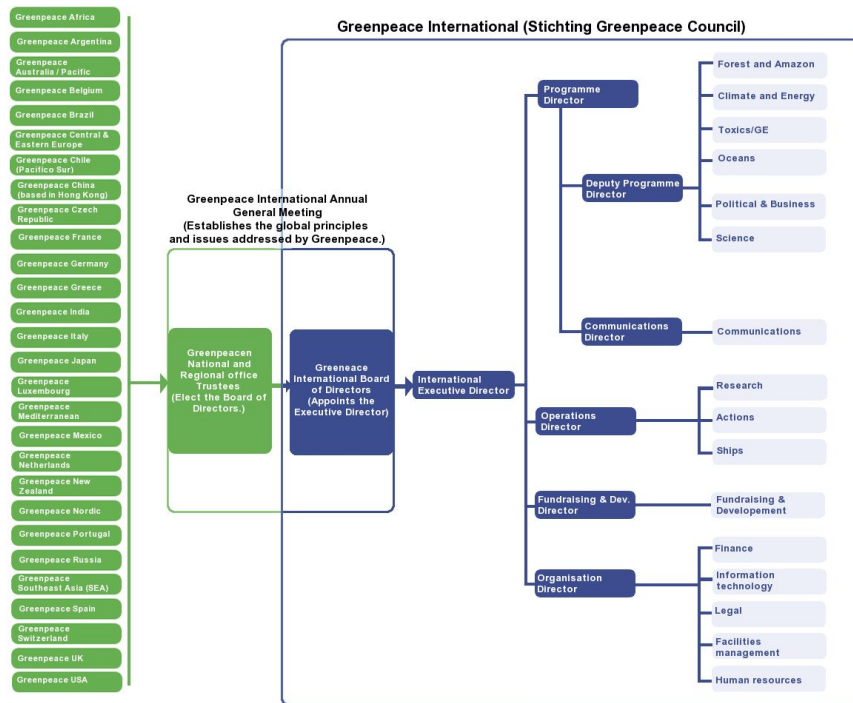
COOPERATION SYSTEMS

Recommendation: Governance Structure

Governance: The example of <u>Greenpeace</u>

Greenpeace International is based in Amsterdam, Netherlands, with 26 regional offices operating in 55 <u>countries</u>. The regional offices work autonomously under the supervision of Greenpeace International. The executive director of Greenpeace is elected by the board members of Greenpeace International.

Each regional office is led by a regional executive director elected by the regional board of directors. The regional boards also appoint a trustee to The Greenpeace International Annual General Meeting, where the trustees elect or remove the board of directors of Greenpeace International. The role of the annual general meeting is also to discuss and decide the overall principles and strategically important issues for Greenpeace in collaboration with the trustees of regional offices and Greenpeace International <u>board of directors</u>.

Greenpeace International (Stichting Greenpeace Council)

Greenpeace Africa · Greenpeace Argentina · Greenpeace Australia / Pacific · Greenpeace Belgium · Greenpeace Brazil · Greenpeace Central & Eastern Europe · Greenpeace Chile (Pacífico Sur) · Greenpeace China (based in Hong Kong) · Greenpeace Czech Republic · Greenpeace France · Greenpeace Germany · Greenpeace Greece · Greenpeace India · Greenpeace Italy · Greenpeace Japan · Greenpeace Luxembourg · Greenpeace Mediterranean · Greenpeace Mexico · Greenpeace Netherlands · Greenpeace New Zealand · Greenpeace Nordic · Greenpeace Portugal · Greenpeace Russia · Greenpeace Southeast Asia (SEA) · Greenpeace Spain · Greenpeace Switzerland · Greenpeace UK · Greenpeace USA

Greenpeacen National and Regional office Trustees (Elect the Board of Directors.)

Greenpeace International Annual General Meeting (Establishes the global principles and issues addressed by Greenpeace.)

Greeneace International Board of Directors (Appoints the Executive Director)

International Executive Director

Programme Director — Forest and Amazon · Climate and Energy · Toxics/GE · Oceans · Political & Business · Science

Deputy Programme Director

Communications Director — Communications

Operations Director — Research · Actions · Ships

Fundraising & Dev. Director — Fundraising & Developement

Organisation Director — Finance · Information technology · Legal · Facilities management · Human resources

OPERATIONS

How do we get things done day by day?

Operations is the 'how' of executing on a stragety.

Given the nature of SuSanA's strategy, it is not surprising that the formal operational entity is limited largely to administrative functions via the Secretariat, while the true value SuSanA creates is almost entirely the result of the Working Groups.

These Working Groups are volunteer run communities of practitioners, self-organised around particular topics, with no obligations other than those they impose upon themselves.

Operations: Definitions

There are a number of operational systems that would typically be subject to analysis, including:

- Administration
- Finances
- Communications
- Technology

We have not instituted a detailed analysis on Administration or Finance, as these functions are minimal, and filled effectively by the Secretariat.

Any changes to these systems will be informed by changes in structure and governance as previously recommended.

Here we focus on the five major programmatic elements:

- Meetings
- Cooperation Systems
- Regional Chapters
- Working Groups

Communications and Technology are addressed on their own pages below.

Operations

OBSERVATIONS

- The Secretariat is the only persistent formal operational arm of SuSanA
- The Core Group sits at the intersection of every operational system
- Cooperation Systems are formally organised according to the requirements of that system, but do not 'report up'
- The Working Groups are an informal operational system, unfunded, and volunteer run. As such they are not formally accountable
- The absence of a formal operational model results in inconsistent operational outputs, with cooperation systems exerting undue influence on both the strategy and operations of SuSanA
- The Library and Forum are the primary operational interface with SuSanA members

RECOMMENDATIONS

- Ensure that the funding, governance, and operations of the global administrative entity are appropriately separated
- Develop a formal operational model, organised according to traditional roles
- Eliminate external cooperation systems by incorporating their functions into the core operational model, ensuring they are accountable to the strategy lead
- Implement a formal structure to the Working Groups, and ensure that they are effectively operationalised
- Reconstitute the Working Groups to better support the execution of the strategy, and the fulfilment of SuSanA's purpose

Observation: Current Operational Structure

CORE

Secretariat

Knowledge Management

Technology

Communications

Administration

INFORMAL

Core Group

FORMAL

Working Groups

Cooperation Systems

Regional Chapters

NON CORE
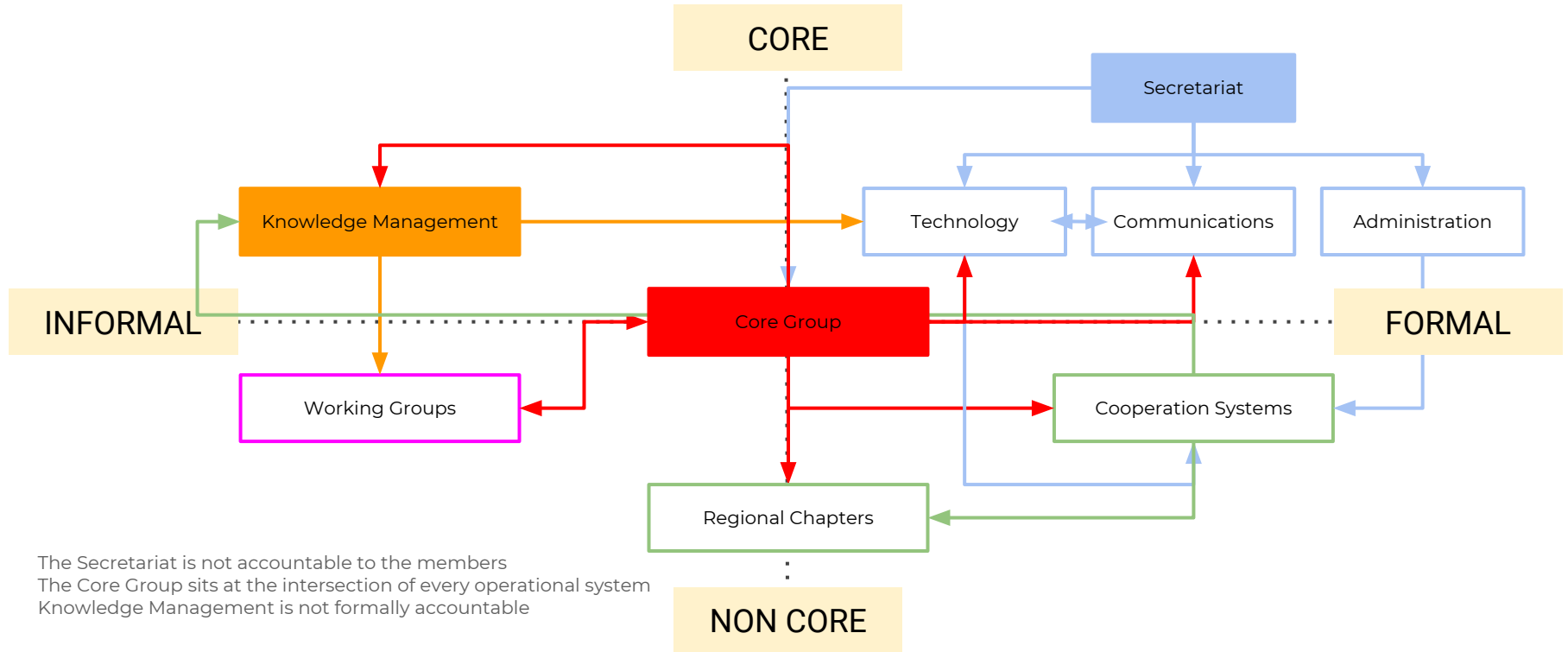
The Secretariat is not accountable to the members
The Core Group sits at the intersection of every operational system
Knowledge Management is not formally accountable

Operations: Meetings

Currently, there are three main types of meetings through which SuSanA operates:

- Annual meeting of SuSanA membership during World Water Week in Stockholm, Sweden. This limits the participation to those who have the means to attend
- Opportunistic side meetings of WGs during topical conferences in other parts of the world—given that WGs don't report up, these are purposeless for effective engagement
- Regular meetings of the Core Group, during which actions affecting the direction of SuSanA are taken and decisions memorialized

The core group and cooperation system meetings observed demonstrated their lack of alignment to an overall purpose and strategy, and unhelpful adherence to a format that is focuses on reporting over action.

How meetings are currently structured.
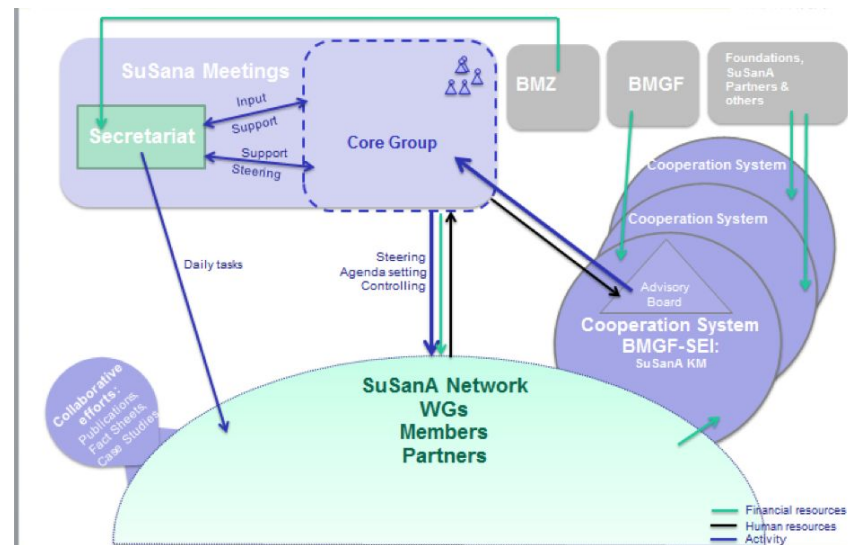
Operations: Cooperation Systems

Cooperation systems are highly structured, formal mechanisms that exist outside of the core SuSanA operations model. These 'systems' are externally funded, project-based collectives, with the various participants fulfilling specific, formal, remunerated roles towards specific, measurable and funded outcomes.

We note that the BMGF funded Cooperation System led by SEI functions similarly to the BMZ funded (but unrecognised) cooperation system that is led by GIZ for the running of the Secretariat—but only the latter has a governance role.

This unacknowledged parallel construction, with its asymmetric governance roles, is at the root of much of the observed conflict between the principals.

We also note that several key aspects of organisational development work, notably on Strategy and Communications, were being carried out through an unrepresentative, not formally deputised, subset of SuSanA members.

Simplified Cooperation System model as approved in 2015
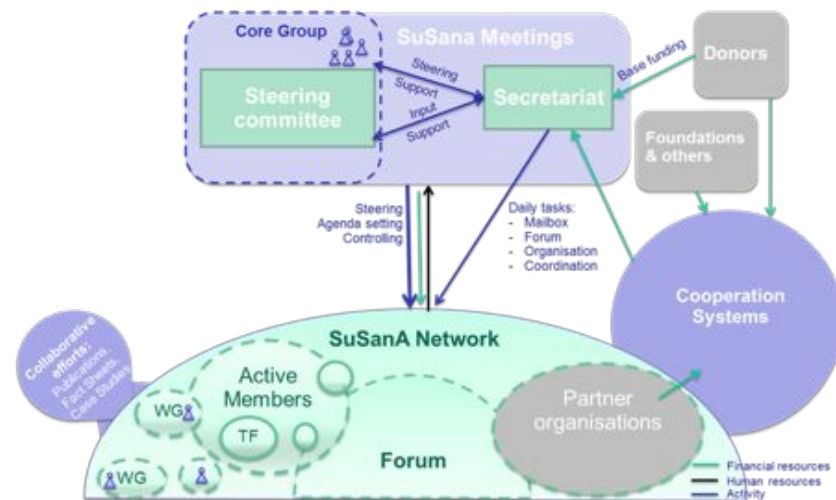
Operations: Regional Chapters

OBSERVATIONS

- While considerable thought has been put into the necessity of regional chapters, they are currently being mis-characterised as cooperation systems that are self-funded and ephemeral in nature
- Due to the lack of formality, regional chapters represent a considerable reputation risk to SuSanA
- Regional Chapters are significantly under-resourced for the benefit they can produce
- Existing governance and operational systems are largely informed and headquartered in Europe; this is diametrically opposed to developing strong regional chapters; 83% of the CAWST survey respondents in 2017 work in the global south
- Discussions with regional chapter members and leads suggest that the total allocated BMGF funding could have provided core operational funding for semi-autonomous sustainable sanitation chapters in India, MENA, and South America for five years

RECOMMENDATIONS

- Focus the majority of SuSanA's non-BMZ fundraising efforts towards developing a robust, scalable and replicable regional partnership model
- Redevelop digital infrastructure and support to be focused on how to aggregate, curate and disseminate contextually relevant knowledge within regions

Operations: Working Groups

Working Groups are the largest untapped resource for effectively achieving the strategic objectives of SuSanA.

Our recommendation is that the WGs should exist in service to the strategy, with their each WG's purpose being clearly defined, and no additional WG's empanelled until 2030.

Working Groups are currently ineffectively organised, and should be restructured in line with the draft concept note: "Revitalizing WGs Draft 28 Sep 2017" (Andersson et al. 2017).

Each of these working groups could be approached as a cooperation system, and focus on specific and measurable outcomes that could be funded.

We further recommend that a Task Force be empaneled (and adequately resourced) analogous to the working groups, to lead the organisational development and transition of SuSanA.
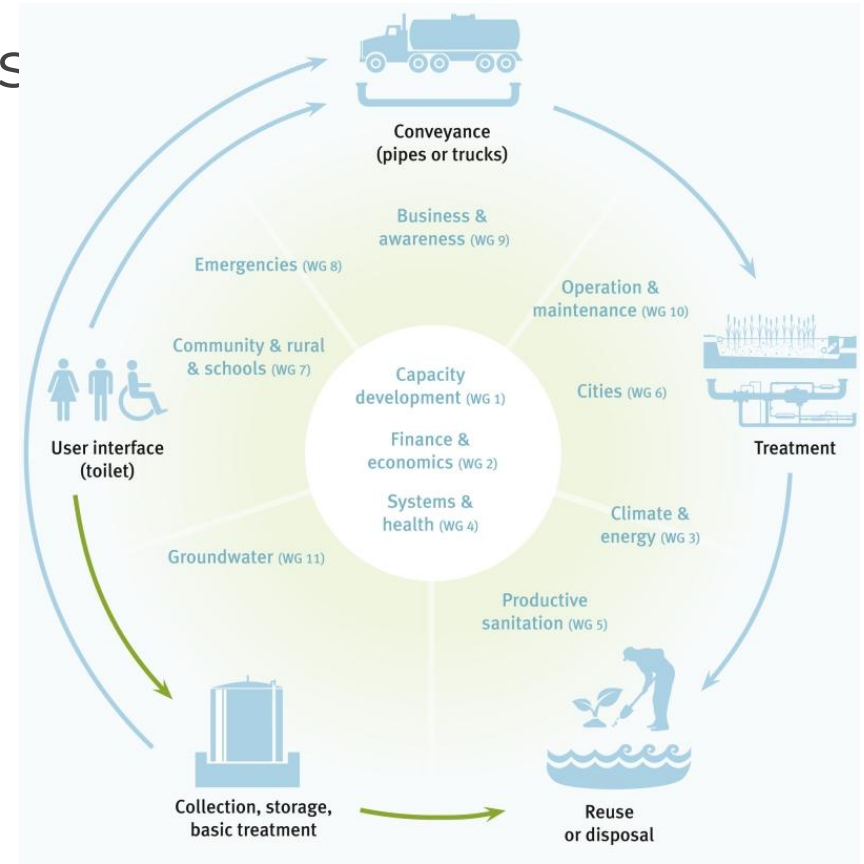
Recommendation: Operational Structure
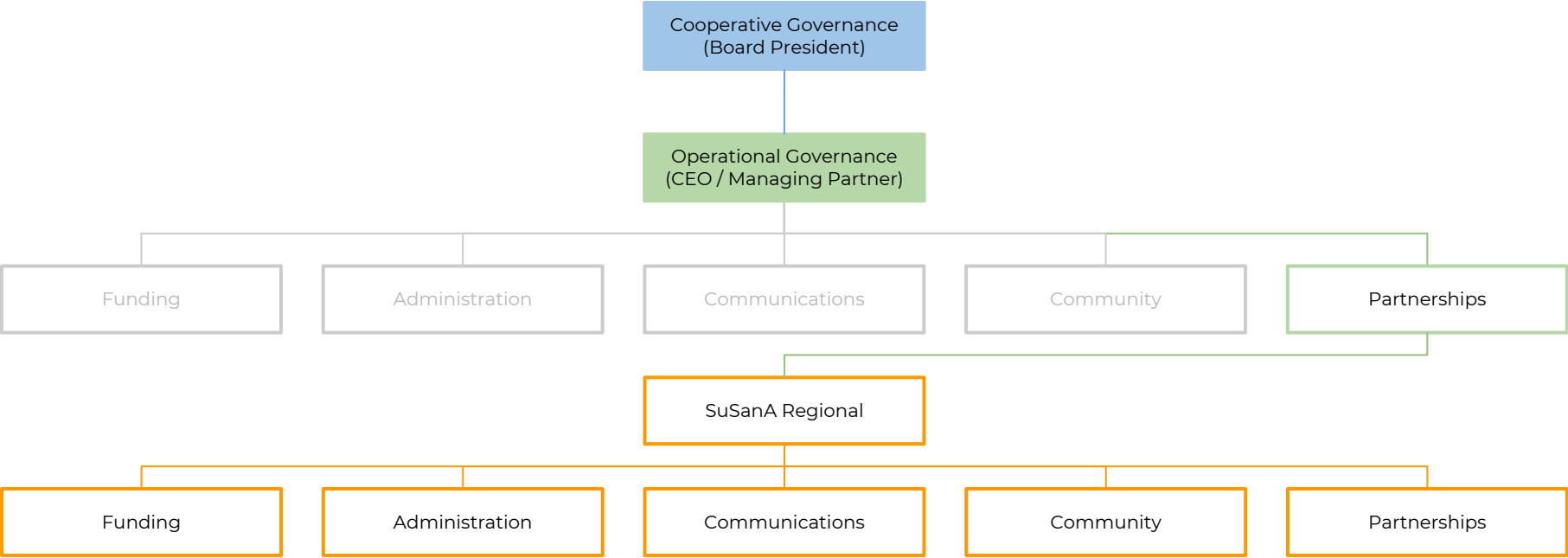
Operations: Technology

OBSERVATIONS

- SuSanA is over-invested in building and maintaining technology, and lacks the skills, experience and capacity to appropriately inform its evolution
- The existing technology stack is sophisticated at its core, but not able to be independently managed by SuSanA
- Hosting of services in the EU has potential risks from the EU Copyright Directive that need to be investigated; a content syndication model may mitigate this risk
- The majority of members are not from English speaking countries [x]
- Machine translation of public awareness, education, advocacy, and community participation content is inadequate for ensuring optimal participation from non-English speakers
- Forum categories/sub categories are formally defined, yet arbitrary, and centrally administered

RECOMMENDATIONS

- Update market-facing website to a self-managed content-management system, in order to provide SuSanA with the capacity to more effectively self-manage its online presence
- Develop unique language content through the regional partnership model
- Migrate content to a vendor that provides a platform as a service, where ongoing maintenance, updates, and improvements to the underlying technology form part of the service providers business model
- Shift from 'moderation' to 'community engagement' as the primary activity of funded personnel, in order to ensure the maximum level of engagement in discussions by SuSanA members

COMMUNICATIONS

What is our story, and how do we tell it?

While SuSanA has a relatively high volume of high quality communications, the absence of a communications strategy, and the resources to execute it, has a detrimental impact upon the quality and consistency of both internal and external communications.

Further, focusing almost exclusively on content production in English leaves many of the target markets underserved.

In the absence of trained professionals with the expertise necessary to corral these efforts, decision making about the strategy and tactics of communications are arbitrary, informal, and at-times ill-informed.

Sphaera 50

Communications: Identity

OBSERVATION

The attributes of an effective brand are that it be:

- Unique
- Memorable
- Relevant

SuSanA's brand name, while meaningful to those who are already familiar with the organisation, is unrecognisable to those who are not.

Further, the brand identity—the logo, font, and colors in use—are generic, unclear, inconsistent, and indefensible.

RECOMMENDATION

We do not believe that changing the organisation's name is purposeful. We do believe, however, that there is value in reverting to the full name in all external communications.

Further, we believe that SuSanA should consider engaging a professional agency to develop a compelling brand and associated assets.

Additionally, a style guide for use by all is an essential requirement in order to ensure brand consistency.

Sphaera 51

Communications: Website

OBSERVATIONS

As the front facing marketing, communications and business development tool for SuSanA, the website fails on almost every significant metric for effective digital design; specifically:

- The Information Architecture is crowded, confused, and unnecessarily complex
- There is no human translated content that maps to the primary site visitor browser languages
- The home page contains too much information, and has no logical flow
- Homepage provides no information about SuSanA, or the benefits of membership/partnership

RECOMMENDATIONS

- Completely outsource the design, development and deployment of the website
- Task an appropriately skilled and experienced individual to act as the internal project manager on all website related issues
- Repurpose the SuSanA homepage to conveying the benefits of SuSanA membership and partnership

Communications: Forum

OBSERVATIONS

- The Forum focuses on moderation over engagement
- Some members—significantly those in emerging markets and the global south—report feeling unwelcome
- Because the Forum is the primary medium for dynamically engaging the members, it is unduly reliant upon the influence of a single person, who is unreliably funded out of a cooperation system
- Forum management is not subject to appropriate, structured oversight, and relies upon normative behaviours, as opposed to explicit requirements

RECOMMENDATIONS

- Shift the focus from *moderation* to *engagement*.
- Implement a new membership model that rewards participation with more influence; eventually distribute the moderation functions throughout the community
- Engage community managers with an exclusive focus on stimulating discourse, facilitating connections, and otherwise enhancing the sense of community online

SALES

How do we optimise
revenues?

SuSanA provides considerable value in contributing to the resolution of a multi-trillion problem, yet it is constrained by a scarcity mindset combined with the myth of volunteerism, resulting in a minimalist, "bare bones" funding approach that is no longer suited to the purpose and potential of SuSanA.

SuSanA has an essential role to play in the Market Network approach (Burgess et al. 2018), where individuals and organisations are appropriately compensated for the value they create.

In the short-term, core operational funding supplied by BMZ is largely adequate for the existing operational functions.

Sales

OBSERVATIONS

- SuSanA has no revenue model
- BMZ provides the only reliable, multi-year source of operational funding for the GIZ hosted Secretariat
- Sporadic additional funding from external parties must be channeled through a third party if it falls below GIZ's threshold for administration (sub €1 million)
- Additional funders' requirements may be difficult to address due to current governance structure
- Without a clear value proposition for partners and members, the potential to generate revenue from those sources is limited

RECOMMENDATIONS

- Minimise core operational funding by distributing functions to regional chapters
- Develop a clear value proposition, and commercially viable services of interest to members and other constituents (NGOs, governments, DFIs, funders, others)
- Develop an organisational member / sponsor offering to support a new, lightweight, global SuSanA secretariat
- Develop a commercial directory offering (see p. 30)

SCALE

How do we ensure the
success of our mission?

Actively contributing to the resolution of SDG 6 requires significantly greater leverage than SuSanA is able to achieve in its current form.

Naturally, the question of scale is directly related to the question of purpose.

As such, the following observations and recommendations are informed by our generalised understanding of SuSanA's purpose, as expressed in supplied documentation.

Scale

OBSERVATIONS

- SuSanA has scaled far beyond its existing operational capacity, and is functionally incapable of greater scale without significant reputation risk

RECOMMENDATIONS

- Retain core administrative functions within an international entity
- Outsource regional operations to regional chapters under a social franchise model
- Support fundraising for regional partners
- Participate in the SDG6 Market Network—an emerging framework that mobilises knowledge, innovation, and capital for SDG6.

SUMMARY

Summary

If SuSanA follows the ten step framework, you will arrive at an internally coherent, and consistent organisational and operational design:

1. If our **VALUES** are *authenticity, integrity, transparency, diversity, equity, and sustainability*; and

2. Our **PURPOSE** is *to advance the field of sustainable sanitation towards the achievement of sanitation for all through advocacy, promotion, and knowledge mobilisation;*

3. In a **CULTURE** of *participatory decision making, open exchange of ideas, and practical knowledge that supports our values*; then

4. Our **STRATEGY** must be SMART, and ensure that the needs of our partners and members, and the communities they serve throughout the world are adequately and appropriately represented;

5. We will best achieve this through a legal **STRUCTURE** that allows us to scale our impact with minimal risk, ensures regional autonomy, motivates our partners to take an active role in the achievement of our purpose, and is headquartered in a region that supports these requirements;

6. This structure will require **GOVERNANCE** that actively and effectively invites the participation of all members, and offers the opportunity for them to take a formal leadership position in the organisation, at whatever level is most appropriate for their location, skills and interests;

7. Such an organisations **OPERATIONS** will be most effective when they are regionally distributed, and the global entity is tasked with the responsibility of administering the global functions, and ensuring the compliance of its members and partners;

8. In order to minimise reputational risk, this organisation will need to develop a comprehensive **COMMUNICATIONS** strategy, including a legally defensible brand, an agreed to and enforceable set of standards for regional organisations, their partners and members, and a technical infrastructure that is replicable, scalable, and fully translatable for and by the people who use it;

9. **FUNDING** for this organisation should come from a combination of public and private sector partners who are invested in its success, as well as from the measurable benefit that this organisation creates in the world;

10. We will continue to **SCALE** our influence through a model that meets all of the above requirements.

EXECUTION

Execution: Next Steps

A strategy that cannot be executed is a fantasy. To that end, we have given considerable thought to how SuSanA can sidestep its current circular decision making in order to move to action swiftly.

What we are proposing represents a significant deviation from SuSanA's *modus operandi*. In short, SuSanA 2.0 requires a revolution in both thought and action—and no revolution succeeds without the support of the citizens it represents.

To that end, we assert that the SuSanA membership at large must be enrolled in the development of and decision making on its forward strategy and plan.

By so doing, we believe that we will stimulate the necessary level of engagement and discourse, and transform SuSanA into a true network organization that services its members.

This next phase requires dedicated attention and resources, which we estimate at **€250,000** for 10 person-days each for the members of the Task Force, 20-30 person-days of an OE coach, an administrative liaison in the Secretariat, resources for travel, and face-to-face meetings over the course of the next 9-12 months.

During its meeting on 26 August, the Core Group ratified a scope of work to be completed by the Group of Five with support from Sphaera during the current SEI led grant period. Specifically:

(1) Core Group decided to action the recommendations, and to

(2) Charge the Group of Five with developing selection criteria for a task force, and preparing a plan for securing organizational effectiveness funding, and to

(3) Complete each of the ten areas of focus, in sequence

Risks

The risks associated with the proposed course of action are considerable, and we are under no illusions that this will be an easy transition. Identified risks include:

REPUTATIONAL
Founders may be sidelined
Funders risk being perceived as bullies in this process

FINANCIAL
Existing funders may restrict operational funding
Organisational effectiveness funding may not be available from existing funders

OPERATIONAL
Jobs may be lost
Members / partners / employees / contractors may exit due to misalignment

EXISTENTIAL
Failure may have far reaching consequences for at-risk communities

We propose to mitigate these risks in a variety of ways, some of which we have articulated under 'Execution'.

Significantly, we recommend to:

- Enroll members and prospective members throughout the world prior to execution
- Request funding support from existing partners to stabilise operational funding
- Convene a funder / donor group to provide time limited organisational effectiveness funding for the transition and the operations of a Task Force
- Explore (in)direct funding opportunities by incorporating SuSanA into the evolving SDG6 Market Network

It is worth contemplating what an alternative to taking up this work might look like. SuSanA could actively consider folding its primary operational medium—the website, library, and forum—into an already structured and resourced entity such as WSSCC.

Monitoring & Evaluation

OBSERVATIONS

- Current M&E is focused on outputs, not outcomes, with an undue focus upon SuSanA as an entity
- M&E is thus ineffective in measuring what really matters to SuSanA's stakeholders (sustainable sanitation)
- Due to SuSanA's informal structure, all M&E is informational only, with no adequate recourse to action
- A new M&E framework being developed in parallel with this operational and organisational assessment is happening on the basis of prior inputs that were themselves developed in isolation from a broader, systemic view of SuSanA

RECOMMENDATIONS

- Align M&E with the new strategy
- Use the working group structure to codesign an effective M&E framework on the back of these recommendations
- Measure what matters:
  - Number of solutions transferred; not number of users on the platform
  - User engagement with each other, with content, with stakeholders off platform; not number of publications and content uploaded
  - Others to be developed.

APPENDICES

1. Terms of Reference - Goals

- Clarify SuSanA's purpose
- Articulate the culture SuSanA wants to create for its members
- Recommend the most effective strategy for achieving SuSanA's purpose (along with alternatives that were considered)
- Recommend sustainable business and revenue models
- Recommend the most appropriate legal form (if any) for executing the strategy
- Recommend effective governance forms and norms
- Review and refine existing and target member profiles
- Review operational requirements and recommend ways to optimise for efficiency and effectiveness
- Recommend enhancements to SuSanA's digital infrastructure that better accomplish its strategic aspirations
- Situate SuSanA within a larger, emergent consortium of donors, NGOs, investors, and practitioners working towards an SDG 6 Market Network

2. Source Materials

STEP	DOCUMENTS	COMMENTS
Values	nil	SuSanA's values are not documented anywhere we could find
Purpose	SuSanA Vision Document (SuSanA 2008) SuSanA Vision Document 2017 (SuSanA 2017a)	If a purpose can't be defined in a single sentence, it's not actionable.
Culture	Communications Plan (Rosemarin et al. 2017)	Makes brief reference to culture in section on history, with reference to values of neutrality and consensus-building.
Strategy	SuSanA Joint Roadmap 2015-2018 (SuSanA 2017b) SuSanA Strategy and Workplan (Williams et al 2018),	- The Joint Roadmap is uninformed by values, purpose and culture. - The Strategy similarly makes no mention of values, purpose, or culture. It expresses objectives that are aligned with some of our recommendations. It came out of an externally funded project conducted by a small subset of SuSanA members, and it is not clear how it would relate to the Joint Roadmap published in 2017.
Structure	"Our Structure" "FAQ: Our Structure"	Both these web pages conflate Structure and Governance. SuSanA does not have a formal structure
Governance	"Our Structure" Communications Plan (Rosemarin et al. 2017)	- According to this page, decision making is both by consensus and by the Core Group. - The Communications plan diagnoses a need for governance to evolve, given growing membership and partner numbers. It is silent on how
Operations	"Frequently Asked Questions" Revitalizing WGs Draft 28 Sep 2017" (Andersson et al. 2017) SuSanA Regional Chapters - Working Document 2017 (Tempel 2017)	- The FAQs obliquely outline current operational practices - Describes a path for restructuring the WG's to achieve greater operational effectiveness - Describes a structure for replicable regional entities
Communications	Communications Plan (Rosemarin et al. 2017) SuSanA Platform Usability Study Report (Dmitrieva et al. 2017)	The market and usability studies that are key inputs to the Communications Plan were conducted as tasks rather than from an integrated perspective, rendering many of their recommendations inactionable. The usability study did not sufficiently involve the technology provider.
Sales	Communications Plan (Rosemarin et al. 2017) Various invoices and grant documents	- The Communications Plan references the need for a funding strategy as a core outcome of an externally funded project. - Historical documentation on BMZ funding, and other cooperation system grants reveal a lack of integrated funding strategy that is keeping pace with the growth of the demand for SuSanA's services.
Scale	Communications Plan (Rosemarin et al. 2017)	The Communications Plan articulates some ideas pertaining to scale, but does not include the requisite prior steps.

3. Bibliography

Andersson, K. et al (2017). Concept Note: Revitalising WGs Draft Sep 28. 7 pp.

Burgess, C. et al (2018). Billions to Trillions. Available at https://trillions.global

Rosemarin, A. et al (2017). Communications Plan. 2 November 2017. 66 p.

SuSanA (2008). Towards more sustainable sanitation solutions - SuSanA Vision Document. Sustainable Sanitation Alliance (SuSanA). Available at https://www.susana.org/en/knowledge-hub/resources-and-publications/library/details/267

SuSanA (2017a). Contribution of sustainable sanitation to the Agenda 2030 for sustainable development - SuSanA Vision Document 2017. SuSanA, Eschborn, Germany

SuSanA (2017b). SuSanA Joint Roadmap 2015 to 2018 – Towards More Sustainable Sanitation Systems - Version 1.3. SuSanA. Available at https://www.susana.org/en/knowledge-hub/resources-and-publications/library/details/2867

Williams, A. et al (2018). SuSanA Strategy and Workplan: Towards Sustainable Sanitation for All. 13 February 2018. 39 pp.

4. Glossary

CMS: 'Content Management System' - a software application or set of related programs that are used to create and manage digital content

Commercially viable: Providing a service that is consistent, reliable, and valuable enough to warrant payment (even if free)

Community manager: Responsible for holding the collective vision, creating and managing relationships, and managing collaborative processes online

Community moderator: Responsible for ensuring agreed standards of behaviour and content quality are being maintained

Cooperative: an autonomous association of persons and/or organisations united voluntarily to meet their common economic, social, and cultural needs and aspirations through a jointly-owned and democratically controlled enterprise

Market network: A framework for optimising the flow of knowledge, innovations and capital towards the resolution of the SDG's, and other identified 'wicked problems'; described in greater detail at https://trillions.global

Member: An individual member of SuSanA

Organisational effectiveness: The process of optimising an organisations effectiveness towards achieving its outcomes

Partner: An organisational member of SuSanA that meets the membership requirements

Social franchising: Applying the principles of commercial franchising to promote social benefit rather than private profit

World-positive: A catch-all phrase for organisations that are seeking to create beneficial impacts in the world

5. Survey Results

Between July 30 and August 24, we ran a survey of the SuSanA membership via a post on the Forum.

It yielded 100 responses, which provided some indicative feedback on a new set of user personas we were testing.

It also provided validation of they key observations we present in this report. This has been integrated into the recommendations in the relevant sections.
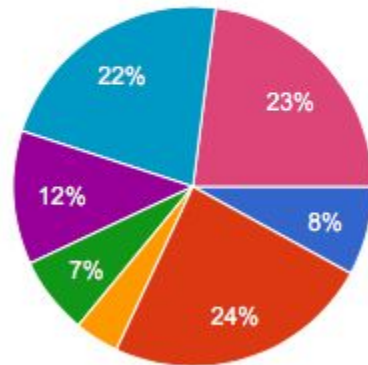
We summarize selected survey findings here.

The raw survey results also contain numerous suggestions about various operational and organisational aspects of the future of SuSanA, and we would be happy to make those available to the Task Force as and when it takes up its work.

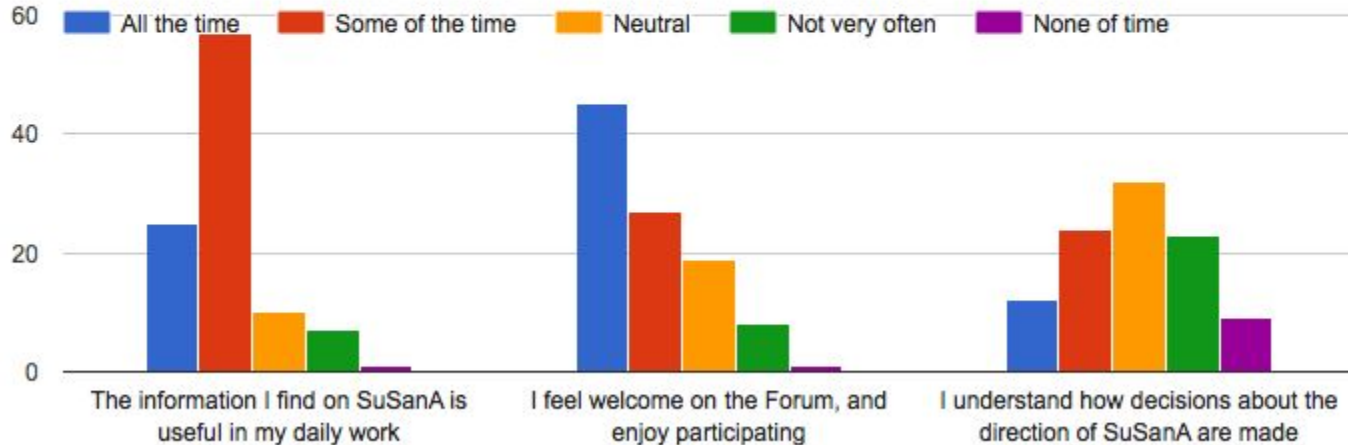# 5. Survey Results - geographic distribution

Where are you based?
100 responses

Legend:
- East Asia and Pacific
- Europe and Central Asia
- Latin America and the Caribbean
- Middle East and North Africa
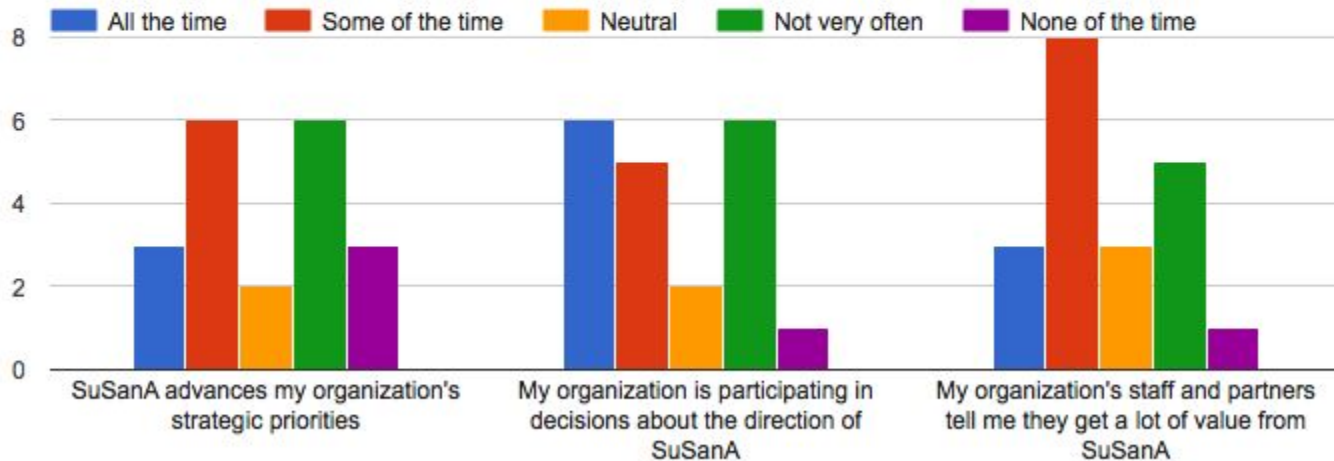- North America
- South Asia
- Sub-Saharan Africa

5. Survey Results - experience

How do you rate the following?

5. Survey Results - partner organisations

How do you rate the following?

THANK YOU

● ● ●

cameron@sphaera.world

astrid@sphaera.world

Sphaera