

**sustainable  
sanitation  
alliance**

# **Communications Plan**

Nov 2, 2017

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i. Glossary of acronyms

- BMGF
- BMZ
- CAWST
- CBO
- EAWAG
- FSM
- GIZ
- GSGPH
- GWP
- IHE-UNESCO
- IISD
- INGO
- IRC
- IWA
- IWP
- JMP
- KM
- KPI
- M&E
- MOOC
- NGO
- ODI
- OXFAM
- PSEAU
- RWSN
- SDG6
- Seecon
- SEI
- SFD
- SPHAERA
- SSWM
- SuSanA
- SWOT
- UNDP

UNESCAP  
UNICEF  
USAID  
WASH  
WaterAid  
WB-WSP  
WEDC  
WHO  
WSH  
WSSCC

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## iii. Summary

### A. Purpose and target audience

The purpose of this document is to present a communications strategy related to the knowledge management platform of SuSanA and a plan of implementation for SuSanA as part of the ongoing 3-year Gates Foundation-funded project designed to further develop SuSanA. The project also calls for a UX study of SuSanA's two websites with recommendations for improvement (already carried out and being implemented) and an organisational study with recommendations, to be carried out in 2018. The document targets the Project Consortium, the SuSanA governing body Core Group and the SuSanA Secretariat that will together carry out the implementation in 2018 and 2019. At a secondary level it also targets SuSanA's partners and the WASH sector stakeholders that can gain much insight into their work by reading this document and participate in the implementation stage.

### B. Market Survey Summary

1. The market survey was carried out by a consortium made up of CAWST and Seecon following competitive bidding.
2. **The components of the survey** were as follows:
  - a. A KM needs user survey which was sent to the following mailing lists (30000 emails)
  - b. Structured interviews of some 40 individuals
  - c. SWOT analysis
  - d. Comparative survey of 120 WASH KM platforms/networks
  - e. Mapping of 50 organisations that specialise in KM surrounding SDG 6 and those for other associated SDGs
  - f. Performance measurement system for SuSanA
3. **Highlights**
  - a. **Composition of respondents** (19% INGOs, 17% NGOs, 16% academics, 13% consultants, 8% CBOs, 7% public/govt sector, 4% utilities, 3% private sector, UN Agencies 3%, Dev banks <1%)
  - b. **Location** dominated by Sub-Saharan Africa (36%), Asia (31%), global (13%) and LAC (11%),
  - c. **Preferred methods of learning** - workshops and conferences, on the job experience, person to person (e.g. working in groups or mentoring), and reading. Webinars, MOOCs, peer-to-peer online, and formal learning were ranked lowest.
  - d. **Preferences for communicating** - Receiving email newsletters, communicating with colleagues and friends, and looking up on websites
  - e. **Preferences for information sharing** – websites of key sector organisations
  - f. **Preferences for connecting** - Professional networks, conferences, local or regional meetings
  - g. **Comparing members vs non-members-**

- i. Primary interest “research and knowledge management” 23% vs 13%  
“training and community health promotion” 20% vs. 30%
  - ii. Sub-Saharan Africa (41% vs. 32%), LAC (7% vs. 16%)
  - iii. universities or research institutions (16% vs. 8%),
  - iv. INGOs (20% vs. 30%)
  - v. age distribution of respondents was similar
  - vi. proportion of respondents based in low, middle, or high-income countries was similar
- h. **Stakeholders under-represented in the survey** – government employees and local entrepreneurs
- i. **Why do people join SuSanA?** - connect to the sector, share results, events, knowledge and information, to access knowledge and to keep updated
- j. **What can be improved within SuSanA?**
  - i. improve the Discussion Forum,
  - ii. increase the diversity of members (eg more practitioners),
  - iii. link organizations with funding opportunities and tenders,
  - iv. provide funding for travel to meetings,
  - v. more promotion of SuSanA,
  - vi. more face to face meetings,
  - vii. more region-specific information
- k. **For scaling up sanitation what is missing in the sector?**
  - i. knowledge on how to engage with government,
  - ii. easy access facts and figures,
  - iii. implementation business models,
  - iv. guidance on project implementation (approval processes, financing and stakeholder engagement) and
  - v. directories of service providers
- l. **What does the sector need more of in KM to reach SDG6?**
  - i. What's really happening, transparency (including finding reliable data and failure reports)
  - ii. Consolidation, validation, curation of information
  - iii. Regional information
  - iv. Advocacy
  - v. Public awareness
  - vi. Informing decisionmakers
  - vii. Link to the bigger picture
  - viii. Connect to finance opportunities
  - ix. Information is unreliable
  - x. More face-to-face contact
  - xi. Link public and private sectors
  - xii. Monitor beyond the project
  - xiii. Address better that everyone is working in isolation
- m. **SuSanA’s target groups – the “Personas”. Detailed profiles were made for the following SuSanA stakeholders**
  - i. Government

- ii. Donor
- iii. Implementing INGOs
- iv. Consultant
- v. NGOs
- vi. CBOs
- vii. Entrepreneur
- viii. Academia
- ix. Sanitation Expert
- x. One could conclude from the personas summaries, with some degree of oversimplification, that for SuSanA to become more relevant than today it should prioritize for its website work curated information on project financing, and it also needs to reach its members through email, Facebook and by holding local and regional workshops and meetings.

**n. Factors hindering people in finding relevant information on sanitation**

- i. Too much information to sort through (77%)
- ii. Cost of accessing materials (68%)
- iii. Poor internet connection (57%)

**4. SWOT Analysis (samples of the results)**

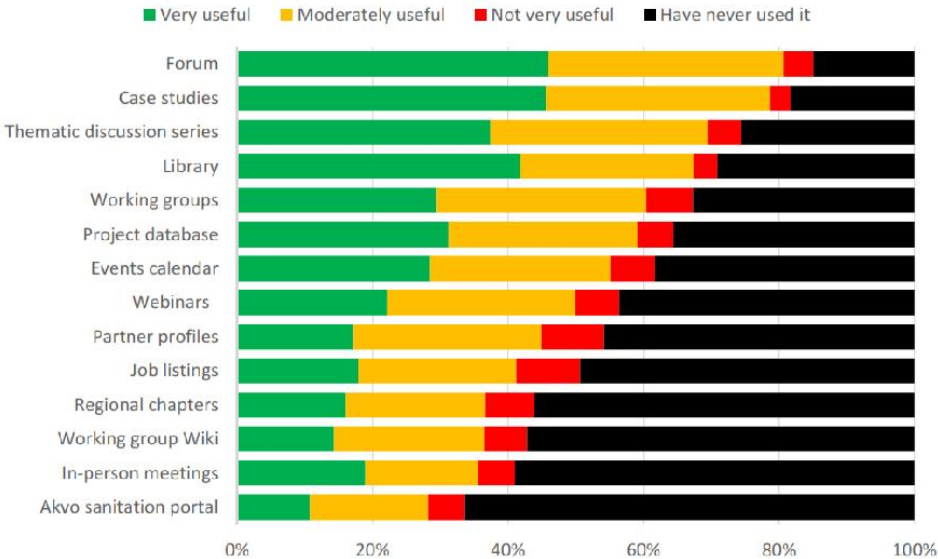
**a. Positives**

- i. SuSanA provides 'one voice' as orientation for sector professionals and organizations
- ii. Co-owned by partner network
- iii. Trust worthy for knowledge management and suitable for developing consensus on controversial issues
- iv. SuSanA has contributed to shape the post-2015 SDG and to increase the awareness and sustainability of the sector
- v. Members of SuSanA have managed to effectively promote the need for concerted engagement on sustainable sanitation over the past years
- vi. Many SuSanA members are well positioned to integrate SuSanA's agenda into projects and programmes or to leverage funding
- vii. Working groups and fact sheets are a proven mechanism to establish positions and consensus
- viii. SuSanA continues attracting new members and a few see it as the one-stop-shop for sanitation.ca 9.000 members
- ix. Users can access a wide range of sanitation-related knowledge products
- x. Mailing list allows to actively reach out to a large community through the newsletter
- xi. Relatively high and increasing traffic (>15.000 visits per month on website and Forum)
- xii. Large key organizations such as WaterAid, Oxfam, WB, IWA are working with SuSanA.
- xiii. MENA and India chapters are testing activities to engage practitioners from the South.

**b. Negatives**

- i. Not clear what THE next thing to enhance sustainable sanitation is, after SuSanA defined sustainability
- ii. No business model available to sustain operations
- iii. SuSanA lacks strategic approach and anchorage to address a continuously evolving sector
- iv. Vision 2030 / strategic approach has been developed with most inputs from the supply side and little demand orientation
- v. it is difficult for users to find the information they need on the SuSanA website
- vi. little demand-orientation towards practitioners in the Global South during the development of products & services
- vii. there are no effective feedback mechanisms between those who provide information and those that are supposed to use it (especially practitioners in developing countries)
- viii. SuSanA offers a broad range of KM services but it is not the 'market leader' in any of the areas
- ix. targets are difficult to define, as it is not clear what constitutes a 'successful' visit to the platform or what constitutes a 'good' member or partner

**5. Use and usefulness of SuSanA products and services**





## C. Communications Plan Summary

### 1. Communications Objectives

SuSanA has developed five guiding objectives for its existence:

- ) Position SuSanA globally within the sanitation sector
- ) Facilitate scaling up of sanitation
- ) Achieve the SDGs through targeting of grassroots stakeholders
- ) Foster collaboration among members
- ) Inspire innovative solutions.

### 2. Linking the objectives to the market segments

This table lists the five guiding objectives and links them to the target groups (the persona) identified in the market survey.

Communications objective	Key target groups
1.Position SuSanA within the global sanitation sector	National governments; Donors/Funders; Implementing agencies/ INGOs; NGOs;
2. Facilitate scaling up of sanitation through targeting of a critical mass of larger implementing agencies and national institutions	National governments; Donors/Funders; Implementing agencies/ INGOs; Small entrepreneurs/ masons;
3.Achieve the SDGs through targeting of grassroots stakeholders in under-served areas, overcoming language barriers and the digital divide. Increase the targeted usability and relevance of the content/tools	National governments; NGOs; CBOs; Small entrepreneurs/ masons;
4. Foster collaboration among members, who contribute time and knowledge	Implementing agencies/INGO; NGO; CBO; Academia; Sanitation Experts;
5. Inspire innovative solutions by connecting to new partners and technologies.	Consultant; Small entrepreneurs/ Masons; Academia;

### 1. Strategic approaches to reach the communications objectives

This table lists the key actions necessary to reach the five guiding objectives.

Objectives addressed	Key actions
1,2,3,5	Curation, distillation and organization of online of information and material (e.g. case studies and review papers)
1,2	Providing topic and best practices synthesis
1,2	Provide more focused moderation on Discussion Forum
1,2	Target-group specific announcements, posts and mails
1,2,3	Compilation / development of target group specific info materials, manuals and guidelines
1,2,5	Organize webinars / Thematic Discussion Sessions (TDS)
3	Improving online information access, management, and knowledge sharing

<b>Objectives addressed</b>	<b>Key actions</b>
3	Customize the user-interface on the SuSanA websites to reflect the generic persona profiles and their KM-needs
4	Improving project information sharing
2,3,4	Continue supporting the establishment regional or national chapters
1,2,3, 4	Organizing more face to face meetings and events at regional and country levels
2,4	Match-making activities (e.g. between donors and local partners)
2,4	Develop a concept to engage key strategic partners as SuSanA ambassadors
4	Mentoring program for students and young professionals
1,2,4	Promoting 'Partner of SuSanA' branding
1,2,4	Establishing additional cooperation systems with support from new donors
1,2,3,4,5	Restructuring working groups to differentiate between WG members and followers
1,2,3,4,5	Establish collaboration with other online KM platforms and networks

## 2. Implementation steps

This list itemizes the steps required in converting the strategy to an implemented workplan.

- a. Overall perspectives covering the guiding objectives
- b. Market segment classification carried out
- c. Targeted outreach itemised
- d. SuSanA products and services identified
- e. Partner KM platforms identified
- f. Workplans and organization written and agreed to
- g. Special efforts made surrounding SuSanA's Working Groups
- h. Further development of SuSanA's communications and outreach capacities identified

## 3. Implementation workplan

A workplan comprised of 24 different task streams is described to be carried out by the BMZ-sponsored SuSanA secretariat comprised of 2.5 PYs and the BMGF-sponsored project consortium, 5 PYs. Additional support comes from in-kind work carried out by the Working Group heads and the Core Group.

Current priorities are:

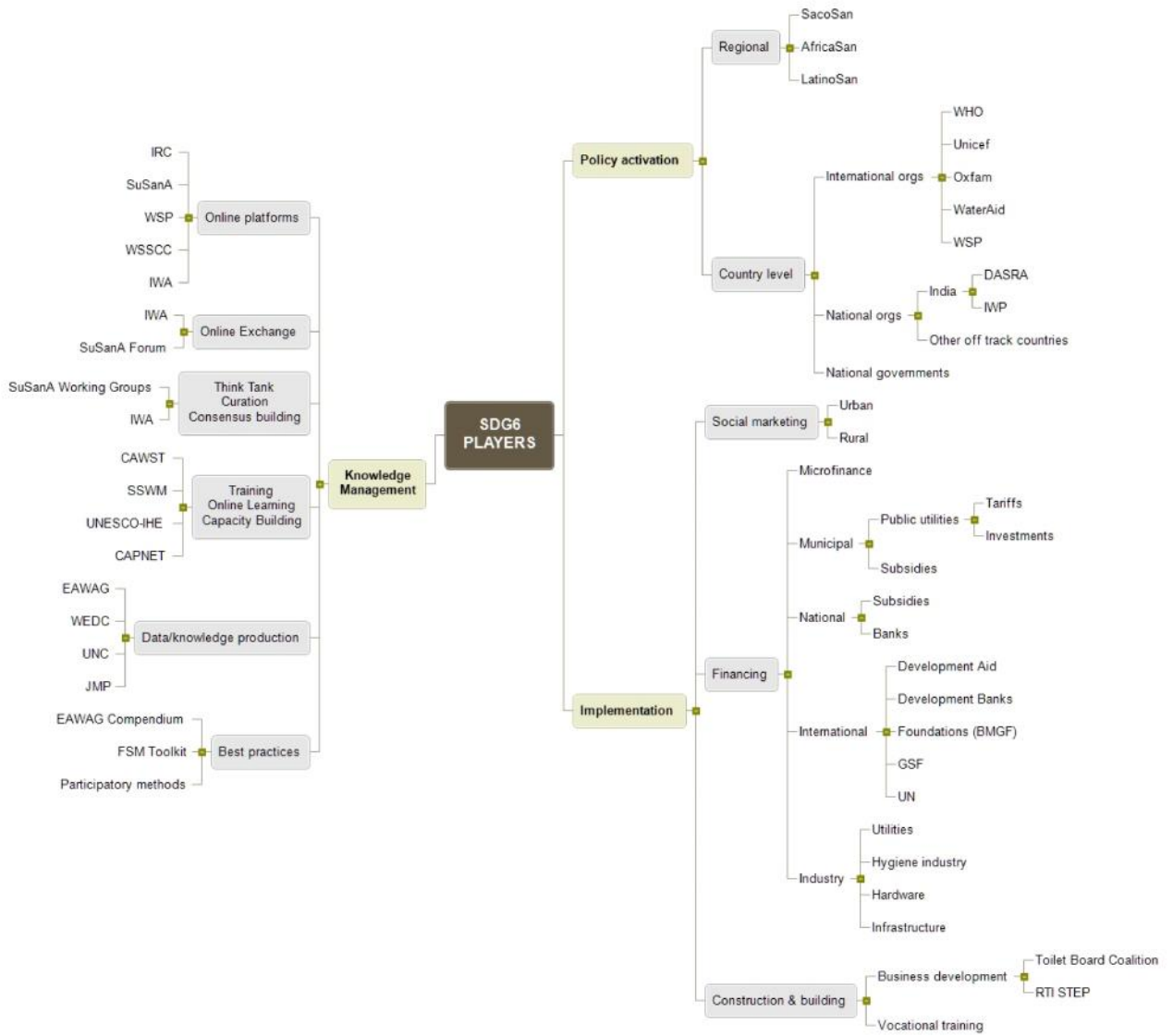
- ) Working Group engagement (including facilitation of webinars, thematic discussion series and project case studies)
- ) Curation work including projects, reports, meetings, discussion threads, project news
- ) in-country activities: face-to-face and online meetings in the Global South
- ) implementation of the persona-concept on the SuSanA website, and related outreach activities
- ) outreach activities involving SuSanA partners, private sector and donors.
- ) target group oriented online activities (i.e. Forum moderation, thematic discussions, webinars and Wikipedia work
- ) alignment with strategic partners eg AfricaSan, SacoSan, LatinoSan, organisations like WSSCC, GWP, IRC, IWA, RWSN, UNESCO-IHE, etc.
- ) project management and financial steering

- ) project monitoring and evaluation using the new KPI system supplied by CAWST as part of the Market Survey work

#### **4. Future partnering**

One of SuSanA's strengths is collaborative partnering. Indeed, the entire operation is one of coordination between organisations that are in the sector striving towards more sustainable sanitation and SDG6. A comparative analysis was carried out as part of the Market Survey and showed no one organisation is a market leader in all the possible categories may they be knowledge platforms, online forums, training and capacity building organisations, producers of knowledge or disseminators of knowledge. SuSanA concludes that for any single organisation to thrive it needs to be connected to a number of others. So further strategic collaborations are suggested.

When it comes to the larger goal of making an impact on scaling up sanitation through increased knowledge management, capacity building, financing and implementation, SuSanA can play an important catalytic role. Discussions with Sphaera ([www.sphaera.world](http://www.sphaera.world)) along these lines are ongoing to help establish a global marketplace for the sanitation sector. There is a need for SuSanA and its dedicated partners to organize within a larger context of program delivery within a more sophisticated platform including more think tank and face to face meetings, better functioning and more powerful online services with member profiles, sophisticated curation profiles designed around continuously updated user fingerprints and new functions surrounding project development, capacity building, training and funding mechanisms including loans, bonds, trust funds, grants, etc. We see the need for a platform that can take all this on linking together such efforts as FSM Toolkit, RTI-STEP, DASRA, SuSanA and other promising initiatives. A mapping of organizations involved with SDG6 according to their roles shows a complex process of creating effective synergies ranging from knowledge management, to policy activation, to implementation (Figure below – Fig 16 in the report). These would benefit from a sophisticated platform making up the SDG6 market network.



# 1. Introduction

## 1.1. Purpose and target audience

The purpose of this document is to present a communications strategy related to the knowledge management platform of SuSanA and a plan of implementation for SuSanA as part of the ongoing 3-year Gates Foundation-funded project designed to further develop SuSanA. The document provides insight into the workings of SuSanA within the global sector and provides guidance surrounding what SuSanA's future role can be, based on its strengths and weaknesses. In so doing the document analyses the current status of the platform, the level of user engagement level and reports on the market study carried out by CAWST/Seecon in 2017. The study investigated primarily the KM platform part of SuSanA but does refer to the Think Tank aspects as well. The document targets the Project Consortium, the SuSanA governing body Core Group and the SuSanA Secretariat that will together carry out the implementation in 2018 and 2019. At a secondary level it also targets SuSanA's partners and the WASH sector stakeholders that can gain much insight into their work by reading this document and participate in the implementation stage.

## 1.2. The funded project behind the document

To increase knowledge exchange and learning within the sanitation sector through SuSanA, the Gates Foundation invested in a three-year project which started October 2016 to further develop the SuSanA Platform. Three outcomes were put forward:

- ) 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

In addition, the following project sub-objectives have evolved during the first year:

- ) Reach out more effectively to individuals and organizations in the Global South including government, public health, behaviour specialists and entrepreneurs to solicit their pro-active participation
- ) Engage more effectively and strengthen partnerships with key WASH sector organizations (national as well as international) to ensure that SuSanA enjoys broad support both in terms of participation and in terms of organisational and financial sustainability

During year one a, UX (user experience) study was carried out in order to improve the two websites ([www.susana.org](http://www.susana.org) and [www.forum.susana.org](http://www.forum.susana.org)). Also a market study was carried out to better understand the knowledge and networking needs and interests of the sector and how these are being fulfilled by SuSanA and its partners including those running KM and network platforms. Together with a study on organization and funding planned for 2018, the

three studies will provide necessary guidance on what SuSanA needs to do in order to make a bigger, more resolute impact within the sector.

The UX study has resulted in upgrades and improvements in both websites regarding user interface but also in the searching/filltering functions. The market study, which may be the best one thus far within the sanitation sector has identified SuSanA's strengths and weaknesses but also opportunities within the now described market segments, providing us the chance to align our efforts (products and activities) with better focus and precision. The market survey returns showed that 15% of the contacted members (8000 emails) participated in the survey. The survey was sent out to various mailing lists (SuSanA, CAWST, Seecon, GWP, WSSCC, RWSN plus the USAID newsletter Sanitation Updates, the IISD Water Listserv, and LinkedIn GWP and WSSCC lists). Some 3000 returns were received, which is a return of about 10% of the contacted 30000 within the WASH sector. This indicates that interest remains much higher than average online platforms that attract 1% dedicated engagement (see section 2.5 below).

## 2. SuSanA Culture and Vision

### 2.1. History of SuSanA

The Sustainable Sanitation Alliance (SuSanA) was established in 2007 with the aim of promoting and advocating sustainability in sanitation in the context of the Millennium Development Goals (MDGs) when the UN Year of Sanitation was announced for 2008. The Alliance started as a loose network of organizations and individuals organised in Working Groups which has steadily grown in significance to become an important knowledge management platform and community of practice. It currently has a member base of around 8700 people and about 320 partner organizations, ranging from local and international NGOs, research institutions, private and public sector actors to multilateral organizations.

Apart from the knowledge management platform, SuSanA facilitates the collaboration between different kinds of organizations and plays an important role as a Think Tank. In fact, one of the important characteristics of SuSanA is its neutrality in the sense that most of the important players and viewpoints are represented and, therefore, SuSanA is also in a strong and unique position for consensus building on controversial issues and best practices. These discussions are carried out through the two SuSanA conferences per year in the North and South, the 13 Working Group meetings and the online discussions on the SuSanA Forum and webinars.

### 2.2. SuSanA's vision

SuSanA's 2030 Vision document carries on from SuSanA's original theory of change specifying that the overall goal of SuSanA is to contribute to the achievement of the SDGs by promoting sanitation systems based on principles of sustainability. 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.

The main objective of a sanitation system is to protect and promote human health by providing a clean environment and breaking the cycle of disease. In order to be sustainable a sanitation system has to (1) promote health and hygiene effectively, (2) be financially and economically viable, (3) socially acceptable and institutionally appropriate, (4) technically appropriate including operation and maintenance (O&M), and (5) able to protect the environment and natural resources.

For this purpose the SuSanA Platform will continue to operate through its knowledge website, thematic working groups, the regional chapters, face-to-face meetings and the Discussion Forum. SuSanA will, thereby, continue to serve as a knowledge management and think tank exchange platform for its partners, members, major donors and implementing actors. The organizational structure, the thematic orientation of the working groups, and the existing best practice fact sheets which were developed by the thematic working groups during the MDG period are being reviewed and adapted, particularly with regard to meeting

the challenge of “leaving no one behind” and grasping the new opportunities to reach out to, influence and cooperate with other sectors.

### 2.3 Global objectives and activities




SuSanA has provided practitioners with a platform to consider knowledge as a strategic resource for deliberating on theme-oriented discussions addressing sanitation topics. This has been catalyzed by SuSanA’s ability to attract a diverse membership of individuals and organizations with a common interest in sustainable sanitation. Through the thematic Working Groups, the network acts as a think tank comprised of scholars, policy makers, government officials, NGOs, CBOs and others working in the sector. This has provided SuSanA with an edge in generating, curating, disseminating and facilitation of knowledge based on the five strategic objectives in **(Table 1)**.



SuSanA has developed a number of central perspectives or guiding objectives that have become its “raison d’être”. These are rallying points that help organize and focus the organization. The market study, was designed around these elements as fundamental building blocks for SuSanA. Market segment analysis, product and activity alignment, outreach strategies and entry point tactics and performance indicators have all been designed keeping these objectives in mind.

The guiding objectives and related objectives and activities are as follows **(Table 1)**:

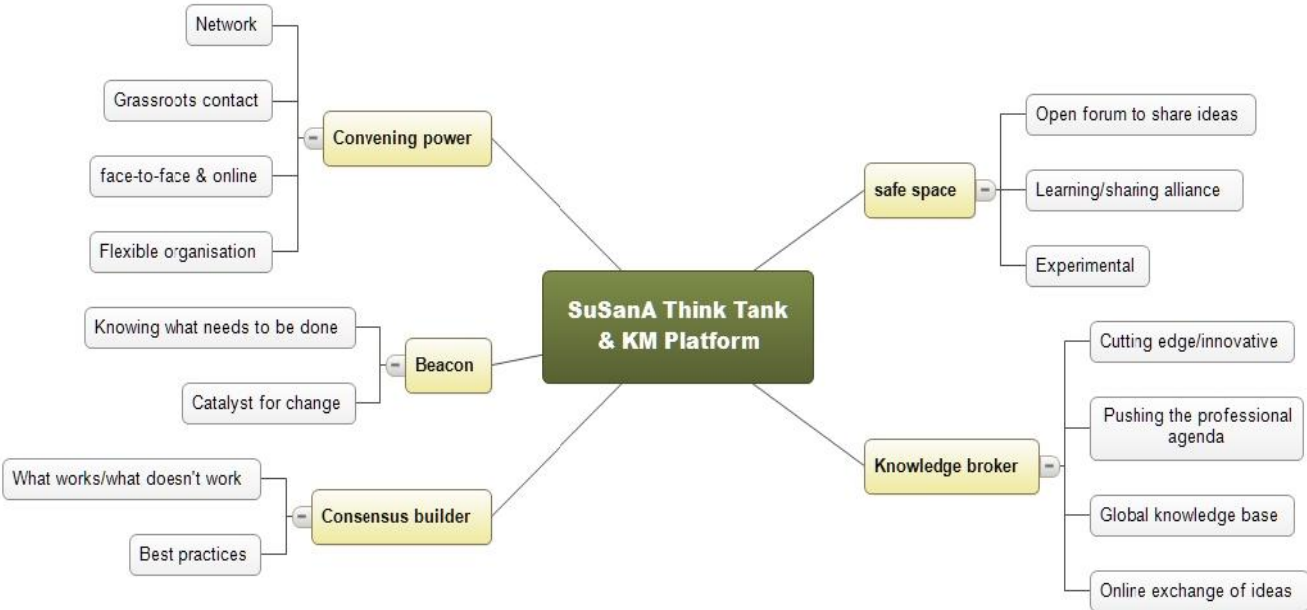


**Table 1. SuSanA’s 5 guiding objectives that determine its focus and level of ambition**

Objective	What this implies	Related objectives	Related Activities
 <p><b>Global Positioning of SuSanA</b></p>	<p>Activities must consider why SuSanA has been successful thus far and the added value that SuSanA can have in the fast-changing global water and sanitation architecture. It should be a central beacon providing guidance on how sustainability is to be built into the sanitation sector. It should include the 2030 Development Agenda and the relationship between the sanitation and related sectors, for example climate change, health, biodiversity, resilience and disaster response</p>	<p>Remain positioned and relevant within the sanitation sector. Reach out and collaborate with other sectors</p> <hr/> <p>Governments and UN bodies increase their awareness and priority for sanitation</p>	<ul style="list-style-type: none"> <li>) Convene meetings and conferences.</li> <li>) Establish regional chapters built on the global values vision of SuSanA</li> <li>) Increase cross-border learning accompanied by high levels of regionalization.</li> <li>) Develop global relationships with and network for WASH stakeholders through collaboration.</li> <li>) Align with the long-term trends that define sanitation KM markets, with the competitive environment and with the requirements of practitioners and communities.</li> </ul>
 <p><b>Scaling-up of SuSanA and the sanitation sector</b></p>	<p>Scaling-up and acceleration of implementing sustainable sanitation systems and services is key to reach the SDGs. Therefore, the aim should be to make the services of SuSanA more <i>useful</i> for implementing agencies and national institutions. For this, we need to understand both the strengths and limits of SuSanA and the needs and limits of implementing agencies in scaling up sanitation within their jurisdictions.</p>	<p>Grow SuSanA membership</p> <hr/> <p>Ensure utility of SuSanA activity, information material and tools</p> <hr/> <p>Demonstrate the impact of the work done by its members</p> <hr/> <p>Increase the no of regions and languages</p>	<ul style="list-style-type: none"> <li>) Market and expand SuSanA KM capabilities in key WASH thematic areas to attract more members.</li> <li>) Identify, create and disseminate more relevant and practical KM products.</li> <li>) Improve systems and tools to maximize efficiency of knowledge delivery.</li> <li>) Maximize the utilization of SuSanA regional chapters as focal points for regional entry and influence.</li> </ul>
 <p><b>Involving grassroots stakeholders</b></p>	<p>To achieve the SDGs, knowledge on sustainable sanitation has to be broadly available and accessible also overcoming language barriers, for instance, with grassroots organizations and those based in remote underserved regions. SuSanA’s work should be useful for the many SuSanA partners and members that</p>	<p>Grow SuSanA membership</p> <hr/> <p>Ensure utility of SuSanA activity, information material and tools</p> <hr/> <p>Show the impact of the work done by its members</p>	<ul style="list-style-type: none"> <li>) Win new members from different regions of the world.</li> <li>) Systemise and grow products in all sanitation KM market segments.</li> </ul>

		work on the ground. Furthermore, the portal functionality and user experiences with the Forum, Library, webinar series, user-guidance need to be improved. SuSanA needs to ensure that tools produced are designed in collaboration with SuSanA partners and members working at the grassroots, including through current and future SuSanA regional chapters.	Adapt its products / services so they are used by targeted audiences	<ul style="list-style-type: none"> <li>) Promoting higher margin front-end lessons and case studies to the sanitation implementing agencies</li> <li>) Promote and support the development and implementation of home base strategies based on practical lessons.</li> <li>) Boost the performance grassroots organizations through practical and sustainable cases and lessons for impact.</li> <li>) Provide momentum for entrepreneurial decisions that inspire uptake of new ideas for action.</li> </ul>
 <p><b>Retaining the unique nature of SuSanA</b></p>	<p>SuSanA is a loose network of organizations that are working along the same lines towards achieving sustainable sanitation. Funded organisations carry out their work within the SuSanA Working Groups in order to attain added value in content and networking. This has been seen as “voluntary” or “in-kind” engagement but in fact it is a key mechanism of funnelling ongoing efforts through SuSanA. It is therefore important that this type of involvement be encouraged and expanded.</p>	Foster collaboration among members	<ul style="list-style-type: none"> <li>) Convene of meetings and conferences.</li> <li>) Promote inter-organizational collaborations to strengthen a learning alliance that facilitate cross-learning.</li> <li>) Leverage the alliance’s passion for KM to make real what matters in the sector.</li> <li>) Engage the WG to help improve the accelerate documentation and sharing of lessons.</li> </ul>	
		Attract active partners and members who contribute time and knowledge		
 <p><b>Remaining innovative</b></p>	<p>To reach the SDGs, leapfrogging and implementing innovative solutions quickly and at large scale may be crucial. From e.g. UDDTs via the RTTC to SFDs, from WASH, nutrition via MHM to sanitation in emergencies – SuSanA has accelerated the discussion, consensus building and uptake of innovation and new, more holistic approaches in the sector. SuSanA needs to continue performing this role, offering such services to the water, sanitation and other sectors. SuSanA serves as a clearing house for innovation, provides evidence</p>	Develop SuSanA as a global Think Tank on sanitation	<ul style="list-style-type: none"> <li>) Empower members to set benchmarks through the platform’s power of innovation and SuSanA’s global presence.</li> <li>) Generate value by continuously reviewing the value chain of Sanitation KM.</li> <li>) Reach across world with both the digital and physical channels of communication.</li> <li>) Leverage sustainable sanitation related KM practices and tools for sector learning</li> </ul>	

SuSanA as a think tank and knowledge management platform has been able to remain true to the above guiding objectives through the features in **Figure 1** and has developed a niche within the sector for open discussion, sharing and learning from experiences, and arriving at consensus on best practices. Indeed, the publications arising from SuSanA dealing with pathways towards achieving the MDGs, the compendium on sanitation systems and the reviews on urban and rural solutions reflect the capacities of the Alliance<sup>1</sup>. The thematic Working Groups, face to face conferences and online discussions all contribute to the process of learning and consensus building.



**Figure 1. Diagram depicting the various features of SuSanA**

Indeed, these qualities are the basis to SuSanA’s functionality and are fundamental to the communications strategy as underlying capabilities to build on.

The activities carried out within SuSanA and the associated products (**Table 2**) have been developed and driven by identified needs within the sector. That these activities continue to receive attention by those that want to share and learn and that membership continues to grow are indicators that SuSanA’s efforts are well positioned.

**Table 2. List of the SuSanA activities and products sorted according to individual online or think-tank interactive focus.**

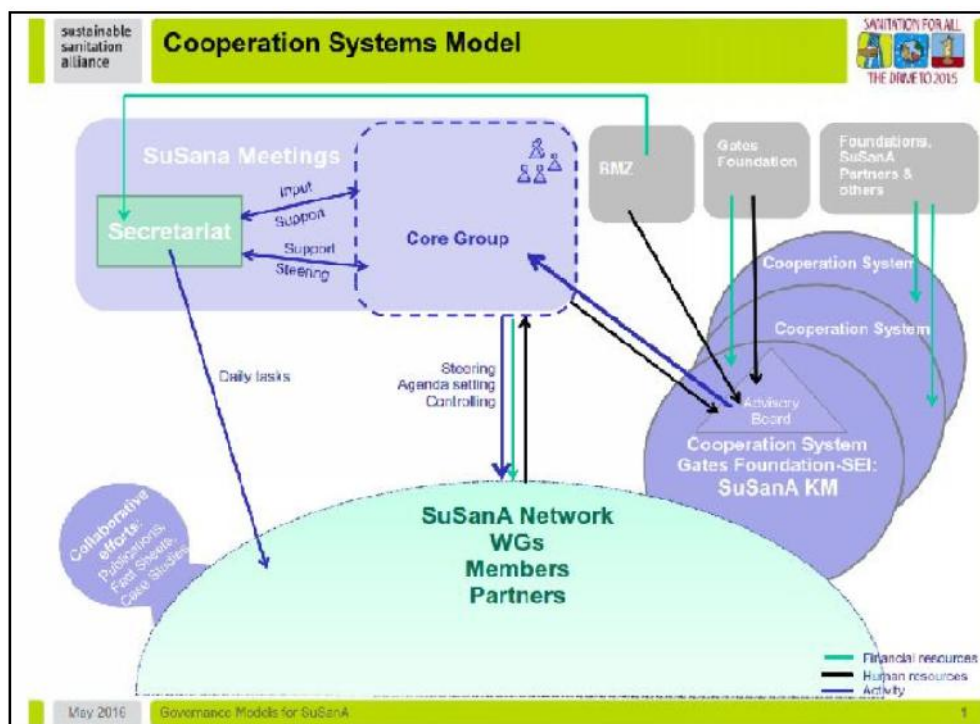
Item	Individual Online Focus	Think-Tank Interactive Focus (on and offline)
<b>Membership</b>		
Partner profiles (315)	X	
User membership profiles (8700)	X	
<b>SuSanA Website</b>		
Working Groups (Thematic Clusters)	X	

<sup>1</sup> SEI/IWA (2008 Pathways), EAWAG (Compendium), GIZ (Capacity building), etc.

Curation of literature, events, network activities with WG focus	X	
Partner project database (includes curated cross-referencing with the Discussion Forum)	X	
Library	X	
Case studies	X	
Regional chapters (India, MENA)	X	
Job listings	X	
Events calendar	X	
<b>SuSanA Discussion Forum</b>		
Open forum to all members and search-visible on the Internet	X	X
Thematic discussion series (online)	X	X
<b>Wikipedia Project</b>		
Editing of Wikipedia articles	X	X
Parallel live drop-in meetings on Adobe Connect	X	X
<b>Meetings</b>		
SuSanA Conferences in the North and South	X (streamed and recorded)	X
Webinars	X (live and recorded)	X
Core Group meetings		X
Working Group meetings	X (live and recorded)	X

## 2.4 Evolving SuSanA governance

The governance structure of SuSanA has evolved from the loose network with 50 organisations conceptualized in 2007 to work together to advise the UN prior to the 2008 Year of Sanitation and with no intent to create a permanent, legal organization. With each passing year SuSanA proved to have enough value that various partners supported its continued existence, forming a more complex hybrid with thousands of individual members (8700 at present) and hundreds of partner organisations (315 at present) that wish to communicate and coordinate their efforts in the sanitation sector. The present structure is based on activities and engagement both funded internally (through in-kind contribution) and externally, classified as cooperation systems (**Figure 2**). The complexity of this arrangement also reflects the complexity of the sector, its stakeholders and the nature of SuSanA. The communications strategy takes this plurality into account also realizing that flexibility in agreements and structures is necessary in order to create the necessary synergies.



**Figure 2. Current governance structure of SuSanA including how the current project will fit in as a “Cooperation System”.**

## 2.5 Trends in engagement

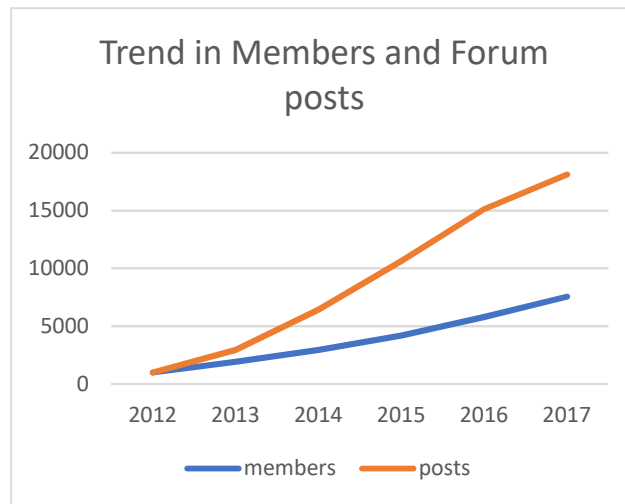
SuSanA is now in a transition period with clear opportunities that require our attention in order to tap into these and make an even greater impact than previously. After 10 years of operation, membership continues to grow and people continue to join Working Groups of choice that are now more like large Thematic Clusters with 1000s of members. The database of projects keeps growing and the Forum attracts more and more content.

But is SuSanA capable of keeping up with the increased demand? And are we actually delivering adequately what people want and need? Will membership engagement drop if people discover that they can't find what they want or they are not getting enough out of the membership with the Working Groups or on the Forum? How many of the present members are already showing inactivity? Most online sites show regular engagement by about 1% of the members, while an additional 9-10% are interested sporadic contributors, while the rest are so-called “lurkers” with varying levels of interest but mainly passive in nature<sup>2</sup>. Even if SuSanA has similar participation levels, we have always had a high percentage of returning users and they tend to spend significant periods of time on each visit<sup>3</sup>.

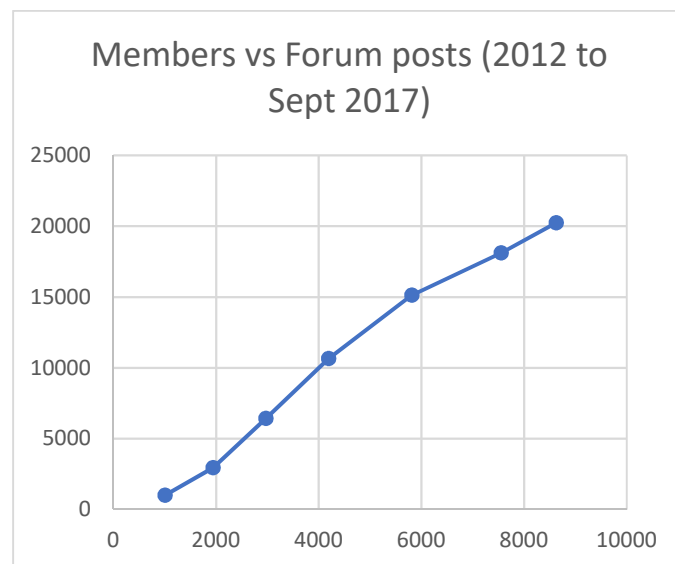
Although membership continues to increase along with numbers of Forum posts (**Figure 3**) a further analysis shows that the relative intensity of this engagement has not increased since 2014 (**Figure 4**).

<sup>2</sup> ([https://www.wikiwand.com/en/1%25\\_rule\\_\(Internet\\_culture\)\)](https://www.wikiwand.com/en/1%25_rule_(Internet_culture)))

<sup>3</sup> data from earlier web analytics reports, available from SEI/GIZ



**Figure 3. Trends in numbers of SuSanA members and postings on the Forum from January 2012 to January 2017.**



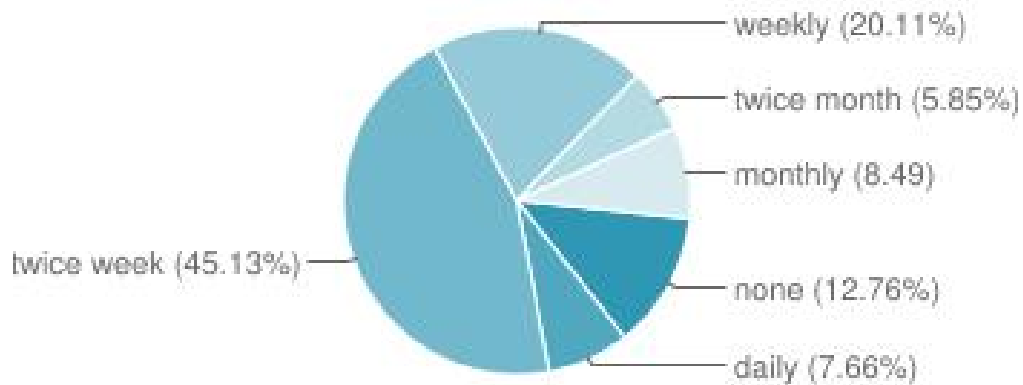
**Figure 4. Intensity of engagement in terms of plotting numbers of members (x-axis) vs numbers of Forum postings (Y-axis)**

And **Figure 5** shows as well that the intensity of engagement in terms of page actions stabilised in 2014 and has not shown increases since then. The reasons for this apparent saturation in intensity per user could be an indication that SuSanA has reached a peak level of impact based on what it has to offer at present. For this to change, new outreach tactics and activities are necessary in order to enrich the impacts SuSanA has on its members. This is the kernel of this Communications Plan.



**Figure 5. Trends in page actions on the Forum (page views, downloads, video playbacks, etc.) and unique users (visits) per month from a defined location and device over a defined period of time.**

That interest levels are high in terms of following the Forum is shown by the data on digests (Figure 6). Here 45% get their digests twice a week and an additional 20% once a week. Including those with daily digests, about 73% want to follow the Forum at least weekly.



**Figure 6. Percentage of members requesting email digests of Forum summaries.**

With regard to traffic to the mother site [www.susana.org](http://www.susana.org), this has remained rather consistent during the period 2011 to the present (Figure 7) with a spike in 2013 coinciding with the addition of the Gates Foundation WSH projects to the website database. The mother site receives about 8500 visits per month which is just a little higher than the Forum. Page views are running at about 25000 per month which is similar to the Forum as well.

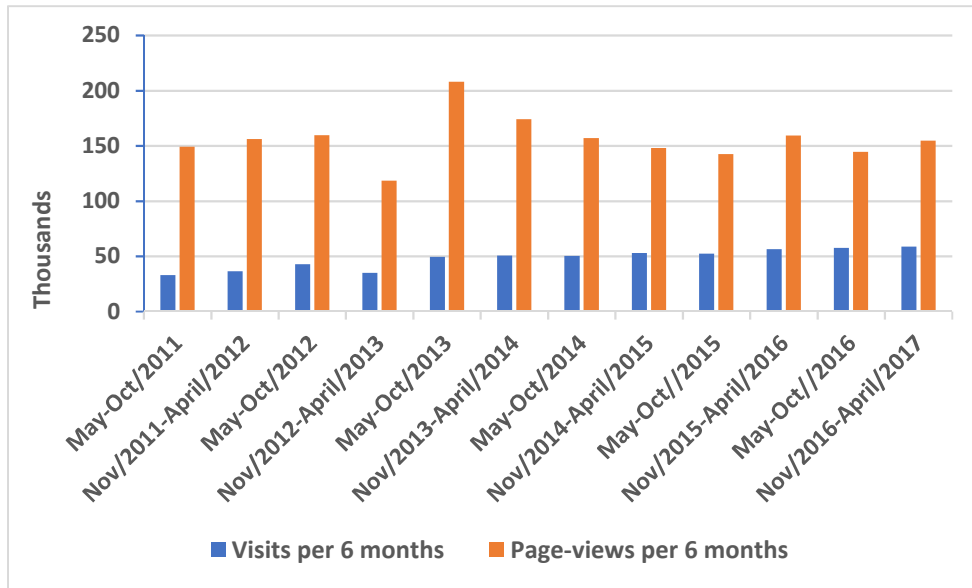


Figure 7. Visits and page-views to susana.org 2011-2017.

## 2.6 Working Group Engagement

Working Groups (properly called Thematic Clusters or Networks) continue to attract members and may be the prime reason for why people join SuSanA. And the level of interest is relatively high judging by high numbers (Figure 8). Still this remains an untapped potential for development within SuSanA given the lack of a robust and systematic procedure for communications within each WG. That WG leads are working on in-kind resources and that there is a minimum of support provided by the secretariat limits the level of ambition that can be applied. The WGs are beacons for state of the art, best practices, content curation, measuring the pulse of development in these identified sub-sectors. This has to be a top priority for SuSanA’s future development, communications strategy and future organisation.



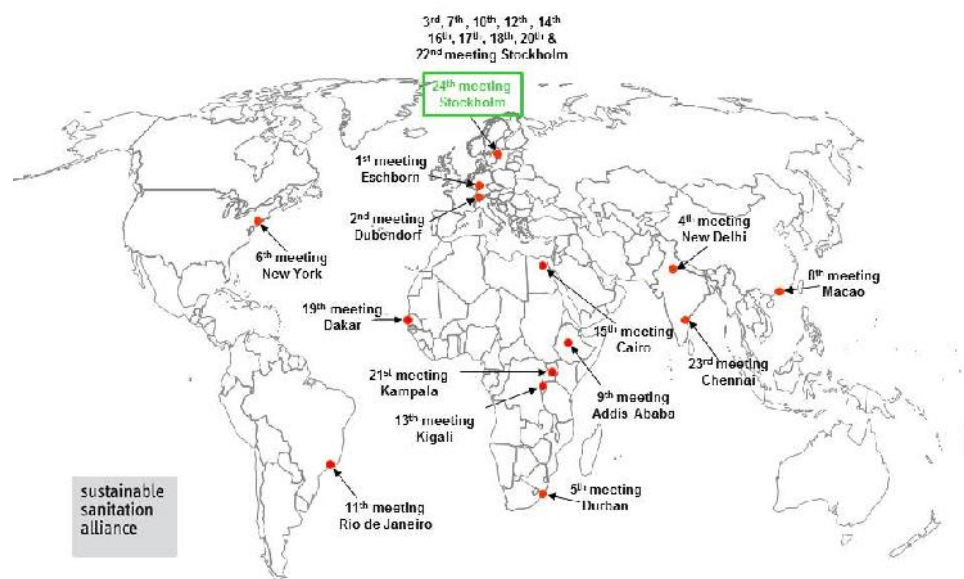
Figure 8. Numbers of members for each of the Working Groups.



SuSanA has recently initiated regional chapters in India and the MENA regions. This has attracted members now totalling 865 and 739 respectively (as of Oct 16, 2017).

## 2.7 Face to Face Meetings

SuSanA holds two meetings per year alternating between Stockholm and a site in the Global South (**Figure 9**) usually in connection with other larger meetings like World Water Week, AfricaSan, Faecal Sludge Management Conference, etc.



**Figure 9. 24 SuSanA meetings have been held in 14 countries since the start in 2007.**

A very important pillar for SuSanA is the regular face to face meetings. A lot of discussion and participation take place during these meetings, e.g. in the first years around the vision, mission and the sustainability criteria. A lot of the SuSanA's typical enthusiasm and commitment is much linked to these offline meetings. Many members are usually asking to get travel funding to join the meetings but it is unfortunately very limited.

## 2.8 Webinars

For several years SuSanA has been holding live webinars which are recorded and along with the face to face meetings these are made available over the SuSanA YouTube channel. Some 25 webinars have been held; other recordings included the FSM conferences, SFD seminars, the SuSanA meetings, tutorials on how to use the Discussion Forum and the Sanitation on Wikipedia events in connection with UN World Water and World Toilet Days.

## 2.9 SuSanA Case Stories

Selected sanitation projects from different parts of the world (**Table 3**) were requested to report on how SuSanA had influenced the work carried out. This resulted in a variety of evidence indicating that SuSanA can have a far-reaching effect providing expertise, convenor of meetings, a source of online information, networked contacts, discussion platform and a place to disseminate reports and publications.

**Table 3. Summary of impacts SuSanA has had on a sample of sanitation projects from various countries.**

Project name	Country	Organisation	SuSanA's influence	Products
"Sanitation Technologies in Emergencies"	Global	GTO [Global WASH Cluster, German WASH Network, Eawag, SuSanA]	<ul style="list-style-type: none"> <li>) The system approach promoted by SuSanA finds entrance into German policies through the "Compendium".</li> <li>) SuSanA has served as a valuable sounding board since the earliest stages of the publication.</li> </ul>	Publication "The Compendium of Sanitation Technologies in Emergencies"
"Up-Scaling Basic Sanitation for the Urban Poor in Kenya"	Kenya	The Water Sector Trust Fund (WSTF) [BMGF, KfW, GIZ]	<ul style="list-style-type: none"> <li>) The Water Sector Trust Fund has actively used the SuSanA Forum to get input on construction of Decentralised Treatment Facilities (DTFs).</li> <li>) The SuSanA library proved helpful in terms of capacity building and developing materials customized to fit the Kenyan context</li> <li>) SuSanA was a point of reference for stakeholders during the review of the 2007 environmental sanitation and hygiene policy that led to a more improved 2016 Kenya environmental sanitation and hygiene policy and the implementation strategy by the ministry of Health</li> <li>) The SuSanA platform has been used to support up-scaling of similar projects in different parts of the world based on UBSUP's lessons learnt which have been documented on the SuSanA website and forum</li> </ul>	Up-scaling program "Up-Scaling Basic Sanitation for the Urban Poor (UBSUP)"
"City Sanitation Plans and Septage Management"	India	Centre for Science and Development (CSE) [BMGF, SuSanA, GIZ]	<ul style="list-style-type: none"> <li>) SuSanA supported CSE on the two projects "SFD Promotion Initiative" and "Capacity Enhancement on preparation of City Sanitation Plan (CSP) and Septage Management for city officials."</li> <li>) SuSanA serves as host for the SFD Promotion Initiative as a neutral international platform, which was an essential prerequisite to receive funding from BMGF.</li> <li>) All information is freely available on SuSanA, contributing to the widespread use of SFDs.</li> <li>) As an international network of partners, SuSanA facilitates the acceptance of SFDs as a working tool in India and beyond.</li> </ul>	SFDs; various tools, e.g. the SFD Graphic Generator.

“National Norms for UDDTs and Constructed Wetlands in Moldova”	Moldova	WECF [SKAT, WHO, UNECE, SuSanA]	<ul style="list-style-type: none"> <li>) SuSanA played a key role in fostering the discourse on UDDTs/ecosan</li> <li>) SuSanA provided inspiration for the writing of national norms on UDDTs and wastewater treatment.</li> </ul>	<p>Two Codes of Practice in Construction:</p> <ul style="list-style-type: none"> <li>- Republic of Moldova (2016). “Systems of Communal Wastewater Natural Biological Treatment in Reed Bed Filters.”</li> <li>- Republic of Moldova (2016). “Construction of Urine Diverting Dry Toilets.”</li> </ul>
“WASH in Schools (WinS) in the Pan-European Region”	Europe	WHO [EEYHC, SuSanA]	<ul style="list-style-type: none"> <li>) SuSanA served as a cooperation partner for the two WHO publications.</li> <li>) The SuSanA platform supports the knowledge management of WinS and provides a space where different sector professionals can come together.</li> </ul>	<p>2 publications:</p> <ul style="list-style-type: none"> <li>- WHO (2016). Prioritizing pupils’ education, health and well-being. Water, sanitation and hygiene in schools in the pan-European region (2016)</li> <li>- WHO (2016). The situation of water, sanitation and hygiene in schools in the pan-European region.</li> </ul>
“The Work of the ISC-SuSanA India Chapter”	India	India Sanitation Coalition, SuSanA, Arghyam	<ul style="list-style-type: none"> <li>) The collaboration between the India Sanitation Coalition and SuSanA strengthens the discussion on sanitation and supports the Clean India Mission by including SuSanA’s international perspective and its extensive network of experts working in the field.</li> </ul>	<p>Various sanitation efforts/projects working towards “Swachh Bharat Abhiyan”, including collaborations with companies.</p>
“WASH and Nutrition”	Germany	GTO, ACF, SuSanA	<ul style="list-style-type: none"> <li>) For years, SuSanA has served as a platform to bring actors from both sectors together and discuss the topic of WASH and Nutrition.</li> <li>) Since 2014, SuSanA has co-convened various events and workshops on the topic during the World Water Week.</li> <li>) SuSanA was the online host of the WASH and Nutrition Forum 2015 in Bonn.</li> <li>) SuSanA has played a crucial role in the production of “2+6=17” as well as “WASH’ Nutrition.”</li> </ul>	<p>Two publications</p> <ul style="list-style-type: none"> <li>- WASH’Nutrition: A practical guidebook on increasing nutritional impact through integration of WASH and Nutrition programmes.</li> <li>- 2+6=17 – Linking WASH and Nutrition: A Blueprint for Living SDG 17</li> </ul>
“Incorporating WASH in Schools (WinS) in SDG4 indicators”	Global	GIZ, UNICEF, SuSanA	<ul style="list-style-type: none"> <li>) Through its working group 7 on schools, SuSanA has advocated for SDG4 receiving indicators that specifically address WinS. These indicators will be implemented in national policies.</li> <li>) The logic of the Fit for School (F4S) approach as well as the 3 Star Approach promoted by SuSanA found entrance in SDG4.</li> </ul>	<p>SDG4 indicators on WinS</p>
“Improving SDG6 (indicators)”	Global	Swiss Agency for Development and Cooperation (SDC), SuSanA	<ul style="list-style-type: none"> <li>) Through discussions on how to qualitatively improve indicators for the MDG on water and sanitation, SuSanA partners have contributed to making SDG6 more specific.</li> </ul>	<p>SDG6 and indicators</p>

### 3 Market Study

The market survey was carried out by a consortium made up of CAWST and Seecon following competitive bidding. The work consisted of the following components:

1. A KM needs user survey which was sent to the following mailing lists:
  - a. SuSanA, CAWST, and Seecon (about 25,000 unique emails),
  - b. 27 WaterAid Ghana staff
  - c. RSWN (approximately 3500 emails),
  - d. Newsletters for USAID (*Sanitation Updates*), WSSCC and GWP,
  - e. IISD WATER listserv,
  - f. LinkedIn lists for WSSCC and GWP,
  - g. and the Unicef country offices
2. Interviews of the following:
  - a. 30 professionals from within SuSanA partner organizations to better understand their KM needs and interest in SuSanA (chosen based on relative level of interest – both high and low)
  - b. 9 interviews from SuSanA core members and staff of the Secretariat to inform a SWOT analysis of SuSanA,
  - c. and 8 key informants associated with the MENA and India regional chapters to assess regional potential
3. The above two activities (1&2) resulted in the following:
  - a. *Market Study* Report (in PowerPoint),
  - b. 10 identified “Personas” to support the development of communication strategy recommendations
  - c. and an analysis of SuSanA’s regional outreach/targeting
4. SWOT analysis of SuSanA’s main attributes
5. Comparison of over 120 WASH KM and networking organizations
6. The two above activities (4&5) resulted in a relative ranking to highlight the average, lead, and SuSanA’s market values in key KM products and services
7. Mapping of 50 organisations that specialise in knowledge management surrounding SDG 6 and those for other associated SDGs
8. Consultation and verification of tentative results with SuSanA Core Group representatives and development of elements for the communication strategy during a series of meetings in Stockholm.
9. Recommendations for the Communications Strategy
10. Performance Measurement System including KPIs (Logical Model, Performance Measurement & guidance for adaptation)

The member survey attracted about 1300 responses (15% response rate) and the non-members survey about 1400 responses (7% response rate). Most responses were in English and carried out online (the survey was offered in French and Spanish and also offline). Of the 2700 responses, 77% completed the survey while 23% were left incomplete.

### 3.1 Composition of the SuSanA members

The largest share (19%) of SuSanA members who responded to the baseline market survey work in international not-for-profits / INGOs (**Table 4**). The next biggest groups are national not-for profits / NGOs with 17%, universities and research institutions with 16% and independent consultants with 13%. All other groups are below 10%. In case of respondents who are not SuSanA members the same groups are among the 5 largest groups of respondents.

**Table 4. Survey respondents by constituency**

	member	non-member		member	non-member
Student	5,7%	3,8%	UN Agency	2,4%	4,1%
<b>Independent consultant</b>	<b>12,5%</b>	<b>8,9%</b>	<b>International not-for-profit / INGO</b>	<b>19,1%</b>	<b>29,5%</b>
Private entrepreneur	6,2%	6,9%	<b>National not-for-profit / NGO</b>	<b>16,7%</b>	<b>14,5%</b>
<b>University or research institution</b>	<b>15,9%</b>	<b>7,1%</b>	International profit based company	2,1%	1,6%
Utility	1,6%	4,2%	Other profit-based company	1,2%	1,8%
Other public sector (national level) <sup>4</sup>	4,2%	3,3%	Development bank	0,9%	0,5%
Other public sector (regional level)	1,5%	2,7%	Community based not-for-profit / CBO	8,3%	8,1%
Other public sector (local level)	1,6%	3,0%			

**Figure 10** indicates that respondents are mainly dedicated to design, construction, operation and maintenance of sanitation facilities (30%), to training and community health mobilization (26%) and research and knowledge management (20%). But they represent a very high diversity of organizations in addition to international and national NGOs, universities and consultancies **Figure 11**. Their engagement mainly focusses on Sub-Saharan Africa and Asia followed by LAC (**Figure 12**)

<sup>4</sup> equivalent to national institutions in SuSanA's guiding objectives (Table 1)

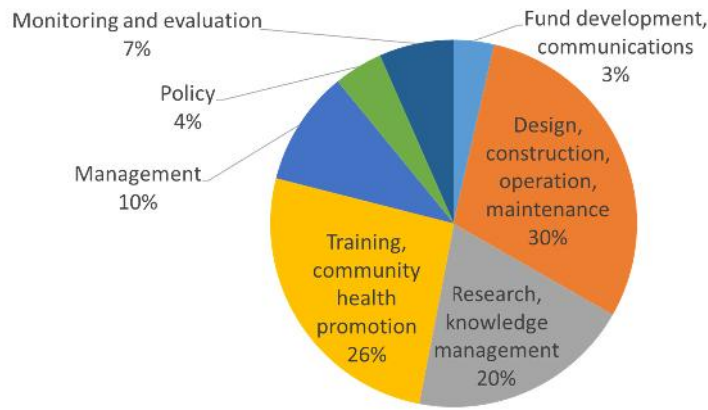


Figure 10. Which best describes what your organization mainly does in the field of sanitation?

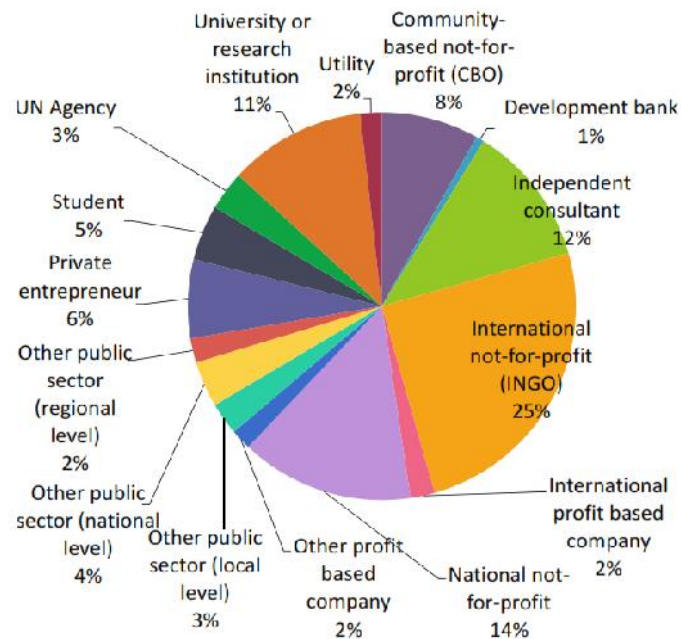


Figure 11. Which best describes your current work or sector? (select only one).

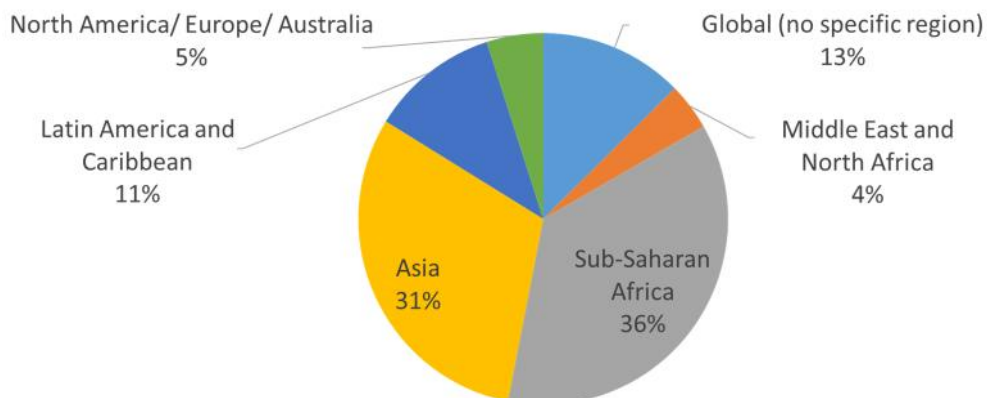


Figure 12. Which regions do respondents mainly work in?

### 3.1.1 Preferences for learning

- J The overall preferred methods of learning were **workshops and conferences, on the job experience, person to person** (e.g. working in groups or mentoring), and **reading**. Webinars, MOOCs, peer-to-peer online, and formal learning were ranked lowest.
- J For most groups (whether by member/non - member, interest, region, sector, organization type, or age), the top four learning methods had a similar number of points, and the precise order of these four changed from group to group. Likewise, with the bottom four ranked methods.
- J The key exceptions to this pattern were respondents who:
  - o were interested in funding development, or who worked for utilities, who ranked reading lower (and thus had three closely ranked top choices and five closely ranked bottom choices),
  - o worked for “other public sector (regional level)”, who ranked “person-to-person” lower (and thus had three closely ranked top choices and five closely ranked lower ranked methods),
  - o worked for development banks, who rated webinars higher (and thus had five closely ranked top choices and three closely ranked lower ranked methods)

*There are different ways to interpret these results. It may be that people do not like the online delivery of learning content. On the other hand, it may be that people like the media but find that they do not learn as well as through different formats. Alternatively, it may be that people would like the delivery method and learn from it, but that there is not enough relevant content presently available in this form, or that the content they have been exposed to in the past has not been well presented.*

### 3.1.2 Preferences for communicating

- J **Receiving email newsletters, communicating with colleagues and friends, and looking up on websites** were ranked within the top four for all groups as ways to keep up to date with current news and activities within the sector, with the exception of respondents who worked in manufacturing, who ranked “communicating with colleagues and friends” lower (5th/9)
- J Attend webinars and read blogs were in the bottom three for all groups with two exceptions:
  - o Respondents who worked for development banks ranked “read blogs” higher (6th/9)
  - o Respondents who worked for UN Agencies ranked “attend webinars” higher (5th/9)

### 3.1.3 Preferences for information sharing

- J There was higher variability for where respondents would go to find sanitation information than there was for other questions.
- J **“Websites of key sector organizations”** was in the top three for all but two groups:
  - o Middle East and North Africa, where it was ranked fourth.
  - o <25 age group, where it was ranked fourth
- J Webinars was in the bottom three for all groups.

- J In Low Income Countries, the main barriers to accessing sanitation information were the **cost of accessing materials**, and **poor internet connection**
- J *A related suggestion for improvement for SuSanA, which came up from the partner interviews, was to have a low bandwidth version of the website*
- J In Middle and High Income countries, the key barriers identified were a **lack of time**, and there being **too much information to sort through**
- J *This indicates a demand for curation of materials, clear organization, and distillation of information (e.g. summaries and review papers)*
- J **For respondents who chose to add an additional barrier in an open - text response, the most common responses centred around the topic of validation and quality of information. This was consistent with results from the partner organization interviews.**

### 3.1.4 Preferences for connecting

- J The overall preferred methods for connecting with others in the sanitation sector were:
  - o **Professional networks**
  - o **Conferences**
  - o **Local or Regional meetings**
- J These were in the top three for most groups, though the order of the three differed depending on the specific group. The order of the four remaining options (social media , online working groups ,online forums , and webinars or online trainings ) differed from group to group.
- J Key exceptions: Private entrepreneurs ranked social media as third and conferences lower. UN Agencies ranked webinars or online training third, and conferences lower.

## 3.2 Comparing the pattern of responses between members and non-members

- J A higher proportion of members listed “research and knowledge management” as their primary interest than non-members (23% vs. 13%), while a lower proportion were interested in training and community health promotion (20% vs. 30%)
- J A higher proportion of members worked in Sub-Saharan Africa (41% vs. 32%), while a lower proportion worked in Latin America and the Caribbean (7% vs. 16%)
- J A higher proportion of members were from universities or research institutions as compared to non-members (16% vs. 8%), while a lower proportion worked in INGOs (20% vs. 30%)
- J The age distribution of respondents was similar
- J The proportion of respondents based in low, middle, or high-income countries was similar

### Regarding preferences for learning

- J No significant differences were observed when comparing members with non-members (See questionnaire in [Annex 8](#) for the choices)



### Regarding preferences for sharing information

- ) Members ranked online forums somewhere towards the middle (9th/14) for seeking information. Non-members ranked them towards the end (12th/14)
- ) Non-members were more likely than members to list poor internet connection (59% vs. 49%) and not knowing where to look (52% vs. 43%) as barriers to finding information
- ) Members were more likely than non-members to prefer to share information by publishing (24% vs. 18%). Specifically, for online sharing, members were more likely to prefer posting in a forum (37% vs. 26%)

### Preferences for communicating

- ) Members ranked “Receive e-mail newsletters” as their #1 preferred way to keep up-to-date within the sector, while non-members ranked it #3.
- ) There was approximately equal use of Facebook for social media (59% members vs. 61% non-members) but more members than non-members were on Twitter (30% vs. 21%) and LinkedIn (53% vs. 41%)

### Preferences for connecting

- ) Members ranked online forums higher than non-members (4th/7 vs 7th/7) for preference for networking and connecting with others in the sector

## 3.3 Stakeholders that are under-represented

**Government officials** (at national, regional and local level) are the duty bearers responsible to facilitate access to sustainable sanitation services. The survey results suggest that SuSanA has not yet been able to engage government officials to a sufficient extent. This was also supported by interviews with SuSanA’s core group members and representatives from organizations responsible for regional chapters. Key informants suggested that government officials are reluctant to use some of SuSanA’s current products and services, like the forum, since they could get exposed to public and NGO scrutiny. Instead a ‘safe space’ or in-person meetings may be required to engage them in knowledge exchanges.

Another constituency that is comparably under-represented are **private sector actors like masons, plumbers, construction companies, ‘honey suckers’ etc.** who fall within the categories of private entrepreneurs and other profit based companies. Number-wise they are assumed to be one of the largest groups of sanitation professionals, responsible for the installation and maintenance of sanitation facilities. Judging from the survey, SuSanA is not reaching a sufficiently large share of this target group directly. While the importance of the private sector is not contested, it still needs to be established if SuSanA can reach them directly or may need to work through intermediaries, like government officials, associations and development partners.

Key informants further pointed to the need to better engage with **associations** that have a large outreach to specific constituencies. A positive example is the case of IWA that started to engage more actively with SuSanA just prior to the start of the survey. Engaging other local,

national and international associations for SuSanA's cause could be a key to leveraging SuSanA's outreach to utilities, construction companies or masons, among others.

### 3.4 Results from the interviews

About 30 of the 300 SuSanA partner organizations were interviewed. When asked why they joined SuSanA they answered it was to

- ) connect to the sector, share results and to access knowledge.

Most valuable from being a member were

- ) accessing information, connecting with others, keeping updated, and sharing events, knowledge and information.

As to how SuSanA could be improved the top ranked items were

- ) improving the Discussion Forum,
- ) increasing the diversity of members (eg more practitioners),
- ) linking organizations with funding opportunities and tenders,
- ) providing funding for travel to meetings,
- ) more promotion of SuSanA,
- ) more face to face meetings, and
- ) more region-specific information.

It was also observed that within the sector when it comes to scaling up sanitation, that there is a lack of

- ) knowledge on how to engage with government,
- ) easy access facts and figures,
- ) implementation business models,
- ) guidance on project implementation (approval processes, financing and stakeholder engagement) and
- ) directories of service providers

When asked what needs to be improved in knowledge management to support progress towards SDG6, the responses in priority were:

- ) What's really happening, transparency (including finding reliable data and failure reports)
- ) Consolidation, validation, curation of information
- ) Regional information
- ) Advocacy
- ) Public awareness
- ) Informing decisionmakers
- ) Link to the bigger picture
- ) Connect to finance opportunities
- ) Information is unreliable
- ) More face-to-face contact

- ) Link public and private sectors
- ) Monitor beyond the project
- ) Address better that everyone is working in isolation

### 3.5 Target group knowledge & information needs – the “Personas”

The results of the market survey provide detailed insights as to how individuals and organizations working in sanitation engage in knowledge management activities and what information they need. **The needs and interests of SuSanA’s target groups vary across types of organizations and roles.** Most target groups for example are somewhat interested in financing. It can however be assumed that donors seek to understand how they can finance more sustainable sanitation projects, while most other target groups are likely to be interested in understanding how they can access financing.

The survey results informed the development of generic target group profiles or personas that characterise the breadth of the communication targets for SuSanA. Market segment personas for were identified from the market survey, eight of which are summarized in **Table 5**. Learning methods are dominated by “on the job” and attending workshops and conferences. In terms of what the personas are finding difficult to find information on, they are dominated by questions surrounding the financing of projects. In the quest to find this information they are using websites primarily and that they were negatively affected by the presence of too much information and by the cost of access (implying the cost of commercial publications). The preferred knowledge sharing mechanisms were professional networks, followed by local/regional networks and conferences. The preferred communications channel was through email. The preferred choice of social media was dominated by Facebook followed by LinkedIn. **One could conclude from the personas summary that for SuSanA to become more relevant than today it should prioritize for its website work curated information on project financing, and it also needs to reach its members through email, Facebook and by holding local and regional workshops and meetings.** Of course it isn’t that simple, since the rankings include several additional preferred elements and topics such as technical, policy, community mobilization and behavior change in addition to the necessary information regarding project finance which is a common need and interest among users. Project financing also covers questions like what a project costs, how it was financed, what unit costs are for capital and maintenance, what tariff rates and systems are being used, and it also involves a suite of other project attributes like best practices, technology, stakeholder engagement, etc. **But the message is that finance is a key entry point in order to attract user interest. So for SuSanA to increase its relevance, finance information should be central to future development.** In deed the WASH Cost life cycle costing toolkit developed by IRC also helps to fulfill this need and SuSanA could curate knowledge profiles using WASH cost principles (<https://www.ircwash.org/projects/life-cycle-costing-tools>).

**Table 5. Personas – top survey choices**

Category	Learning method	Information management: -Prime topic not satisfied -Access method -Main bottleneck	Preferred knowledge sharing mechanism	Preferred communication channel	Preferred choice of social media
<b>Government</b>	workshop conference	-financing -websites	conference	email	Twitter

		-cost of access			
<b>Donor</b>	on the job	-technical -websites -too much info	professional network	email	Facebook
<b>Implementing INGO</b>	on the job	-links to other sectors -websites -too much info	professional network	colleagues and friends	LinkedIn
<b>Consultant</b>	on the job	-financing -reports -too much info	professional network	email	Facebook
<b>NGO</b>	workshop conference	-financing -websites -cost of access	local/regional meetings	email	Facebook
<b>CBO</b>	workshop conference	-financing -website -cost of access	local/regional meetings	email	Facebook
<b>Entrepreneur</b>	on the job	-financing -websites -too much info	professional network	websites	Facebook
<b>Academic</b>	on the job	-financing -peer-reviewed journals -cost of access	conference	colleagues and friends	LinkedIn
<b>Sanitation Expert</b>	Discussions with experienced sanitation professionals/ international conferences	Peer reviewed journals	Conferences Publications Face to face	Colleagues International conferences	Email

Year 2 and 3 could focus on further understanding the different stakeholders/personas that access SuSanA and customizing the products and outputs of SuSanA to meet their needs. An innovative model of curation and target specific knowledge management on the SuSanA portal is needed to develop the “persona” concept. Creation of target oriented web spaces integrated within SuSanA and inclusion of interactive elements to enable users to improve the quality of their own persona is need. This will foster an evolving environment which would allow direct feedback from the personas. One possibility would be to anchor these activities within the existing Working Groups to ensure linkages to the Core Group which is the decision making body of SuSanA.

For this to work, persona support groups would be formed. Their tasks would be to initially design their persona space, monitor and influence the development of the personas and feed this back to the core group, plenary and SuSanA meetings. There is a need to create additional personas that are not identified by the study such as local entrepreneurs like masons and vacuum tanker operators.

The concept would be anchored at the SuSanA secretariat to create the IT infrastructure and steer the continuous development. Target audiences and members that take ownership for their specific persona could form part of the persona support group and the processes would be lean enough to ensure sustainability.

Funding would therefore be required to program the personas and processes to make them self-learning and self-evolving. This is mainly addressing the KM dimension of SuSanA. The

think tank dimension should further be explored with SuSanA and should include integrating more south-to-south collaboration, more southern practitioners within SuSanA (Sanitation experts) and supporting members in developing and implementing their respective national agendas for sanitation. The think tank dimension should continue to focus on research, capacity building, advocacy and policy influence to benefit access to sustainable sanitation

### 3.6 Regional analysis

Recently SuSanA set up a regional chapter in India and is setting up one in the MENA region. Other regional chapters are envisioned for West Africa, East Africa, Latin America and Central Asia. The market study ([Annex 7](#)) assessed the justification for such activities and what priorities could be made. On the basis of need for scaling up sanitation based on the population size lacking access to basic sanitation, the following regions should be a priority in this order: South Asia (970 M lacking access), East Asia and Pacific (527 M), West Africa (273 M), East Africa (227 M), Central and Southern Africa (203 M), LAC (107 M), Europe (60 M), Central Asia (49 M), MENA (46 M). Adding the element of poverty the three regions in Africa should come as the top priorities for SuSanA. Still the question remains what added value can SuSanA provide. 90% of SuSanA members were of the opinion that a regional chapter would be helpful in their work in the following areas:

- ) Sustainable sanitation advocacy at the country level
- ) Raise awareness for sustainable sanitation
- ) Develop region-specific knowledge products
- ) Provide information on events in the region
- ) Facilitate events at national or regional level
- ) Provide documents in regional languages

For the India Chapter, several challenges were identified by the market study (see Annex 7, p.15) and collaboration with DASRA was an obvious requirement for strategic development. It can be added that in 2006 when SEI set up 8 global regions as knowledge nodes to promote sustainable sanitation it was quickly found that the challenges for regional coverage are enormous compared to the easier managed channels of communication and project development that can be had at the national level. SEI chose to develop national nodes that in some cases had regional interests and responsibilities (eg WRC in the SADCC region). Focussing on working directly with the regional sanitation knowledge platforms such as AfricaSan, SacoSan and LatinoSan are seen as essential opportunities for SuSanA. SuSanA is now a formal member of the AfricaSan International Task Force and all of its Sub-Committees.

### 3.7 Comparative study of performance of similar and partner organizations<sup>5</sup>

The process of defining the communication strategy for the future of SuSanA requires an understanding of the key actors involved in the WASH knowledge management arena. Because existing networks and platforms offer the user similar or related services to fulfil the same need, a comparative analysis was carried out to establish SuSanA’s current position, and to identify how it can make its products and services responsive and unique and the related communication effective. In all 121 organisations were assessed (full list in Annex 3).

For this purpose, Pete Cranston’s definition of knowledge management was used to compare existing WASH knowledge management platforms. **Table 6** below highlights the four dimensions of **Knowledge Management (KM)** in the first column (as per Pete Cranston), and links them to key activities and common products and services. SuSanA and the other WASH KM platforms all offer some or all of these products and services.

**Table 6. Knowledge Management components, activities, and their associated products and services**

<b>KM Component</b>	<b>Key activities</b>	<b>Associated Product / Services</b>
<b>Information management:</b> the collection and management of material from one or more sources, making that material accessible to and usable by one or more audiences	Collecting, systematizing info and making it accessible	Online WASH knowledge platform
<b>Knowledge sharing:</b> a set of practices that enables people to share what they know with others in the application of their work	Facilitating exchange among experts	Online platform for knowledge exchange
<b>Learning processes:</b> both individual and collective or social, focusing less on the “sending” and more on the “receiving”, particularly the processes of sense making, understanding, and being able to act upon the information available	Trainings and technical support offers	Online learning initiatives Knowledge production
<b>Communication:</b> in the sense of a meaningful exchange, as a foundational competence for the interactions that are at the centre of learning, sharing and managing knowledge	Reaching the community	Knowledge dissemination

To compare the different platforms, features and characteristics that sanitation professionals considered important in the survey were evaluated for each product / service offered by the different platforms. Responses to the baseline survey were used to weight<sup>6</sup> these aspects of

<sup>5</sup> The information presented in this section is based on the responses of >3000 responses to the baseline market survey and the comparative analysis of 130 WASH knowledge management platforms and networks

<sup>6</sup> The result of the comparative analysis for a given feature was multiplied with a factor that represents the importance that respondents attributed to this feature. The factorized results were then added up and divided by the maximum score to establish their position.

different KM services / products.<sup>7</sup> The maximum score of 100% applies if a platform offers all features that are considered important in an optimal way. A 0%-score (blank) means that none of the important features are provided. **Table 7** presents the results from the comparative analysis, for the top ranking 21 platforms, highlighting the position of SuSanA compared to the market average and the market leader. The orange shaded cells show ratings from 60% or higher. And the blue shaded cells are the highest ratings. Throughout the analysis it was considered that **SuSanA pursues a collaborative strategy to enhance sustainable sanitation rather than a competitive approach. Hence, the comparison is meant to help identifying potential partnerships for SuSanA<sup>8</sup>.**

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<sup>7</sup> To reduce the length of the survey the question related to factor for online learning initiative / courses was deleted and no weighting was applied for this product / service

<sup>8</sup> Some of the results from the comparative analysis may require further independent validation before they can be used in a definitive fashion in the communications plan

**Table 7. Comparative analysis of WASH KM platforms**

	online WASH knowledge platform	online platform for knowledge exchange	online learning initiative	knowledge production	knowledge dissemination
IWA-network	66%	69%	63%	66%	53%
UNESCO IHE	42%		50%	66%	27%
UNDP CapNet	23%	26%	75%	13%	37%
The WaterNetwork	13%	51%			59%
GSGPH (UNC)			63%	66%	77%
Intl Water Center			50%	60%	47%
SSWM	97%				76%
<b>SuSanA</b>	<b>66%</b>	<b>68%</b>	<b>38%</b>	<b>26%</b>	<b>38%</b>
The Water Channel	74%		25%		77%
UNESCAP	53%			55%	60%
WASH periurbano	43%	61%			40%
WEDC	47%		63%	60%	40%
EAWAG-Sandec	93%		88%	66%	47%
GWP	53%			45%	53%
India Water Portal	74%	68%		32%	85%
PSEAU	77%			26%	57%
WHO/UNICEF JMP	61%			13%	36%
Aquaknow (EUWI)	37%	77%			40%
RWSN	55%			45%	
WB WSP	87%	31%		66%	13%
CAWST	63%			45%	38%
IRC	77%			87%	48%
WSSCC	42%	38%	25%	32%	38%
ODI	29%			74%	97%
Market leader	97%	77%	88%	87%	97%
Market average	58%	54%	54%	50%	51%

60% and higher	
top rating	

### 3.8 Gaps and challenges with today’s KM supply

For the respondents that had difficulty finding the sanitation information they need, the following three aspects were the top obstacles:



- ) Too much information to sort through (77%)
- ) Cost of accessing materials (68%)
- ) Poor internet connection (57%)

The first two aspects speak to the need to make information available free of charge and to invest into curating and synthesizing information. The fact that approx. 2/3 of the respondents indicated that they lack time to look for information further stresses the need to find effective ways to match information with user needs.

The prevalence of poor internet access continues to pose a challenge when trying to make information accessible to practitioners in developing countries (especially in rural areas). The same can be expected when it comes to the language in which information is available. This was the 5<sup>th</sup> most important factor that keeps survey respondents from finding the right information. It can however be assumed that this is generally a more critical factor, since only practitioners who spoke one of the survey languages (English, Spanish and French) could participate. The fact that the Arabic version of Eawag's Sanitation Systems and Technologies Compendium that was disseminated among others through the MENA chapter was downloaded more than 3.000 times during the first weeks after its publication also supports this assumption.

### 3.8.1 SWOT analysis of SuSanA

The market baseline study highlights that SuSanA has been highly effective in its communications. The informal communications approach has proven conducive to establish a group of enthusiasts who to-date enable SuSanA to establish positions, respond to questions of practitioners and establish 'one voice' within the sanitation community. In addition, SuSanA has contributed to shaping the post 2015 (SDG) and the Working Groups are a proven mechanism to establish positions and consensus. SuSanA continues to attract new members and the Secretariat remains dedicated to the mission of SuSanA and SDG6. Many innovations created within SuSanA have been taken up and streamlined by sanitation organisations e.g. sustainability criteria and the SFD project.

SuSanA has a number of favourable conditions to consolidate and strengthen its position in the sector. There is increased political interest in sanitation in developing countries. Many countries find the SDGs more comprehensive and have identified various mechanisms, tools and processes to effectively translate the SDGs into practice and domesticate them at the local level. Increased urbanisation requires innovative low-cost decentralised sanitation systems and approaches and the challenge of providing sanitation for all, increases opportunity for innovation in the sector. The Gates Foundation has opened up SuSanA to new partners and members to disseminate KM which has increased our visibility in the sector. Huge markets of sanitation actors are not being served and there are many lessons that can be learned in the sector from implementing agencies and national institutions. SuSanA has a strong role to play as knowledge broker, capacity development supporter and partnership facilitator when developing countries work together, have common sanitation agendas and seek collective solutions therefore focussing on south to south and triangular cooperation should form an integral part of SuSanA

At the same time, it must be noted that to-date SuSanA has not approached communications and outreach systematically. The SWOT analysis (Annex 4) of SuSanA has shown among other things that benefits for members and partners are not communicated clearly.

There is a need, therefore, to

- ) define a strategic approach to address a continuously evolving sector (SuSanA Vision 2030, Roadmap)
- ) balance the supply side orientation with the demand orientation
- ) increase appeal to practitioners on the ground
- ) sustain the operations of SuSanA and effectively engage practitioners from the Global South
- ) focus on communication that highlights the added value for target groups e.g. customized communication

Moreover, there are some KM needs that SuSanA may not be able to cater to due to budget restrictions like the fact that users prefer to learn and network in person, since SuSanA currently offers only limited offline activities. Here Working Groups, Regional Chapters, in country events and conferences are seen as potential priority areas requiring attention.

As can be seen in Figure 13, SuSanA is offering a wide range of different products and services and users rate the usefulness of these products very differently. Moreover, some of the products / services are only used by a smaller share of SuSanA users. Instead of developing more products SuSanA should focus resources to optimize those products that are used the most. The information on the use and usefulness of the different SuSanA products is available disaggregated by target groups in the separate survey report (Annex 6)

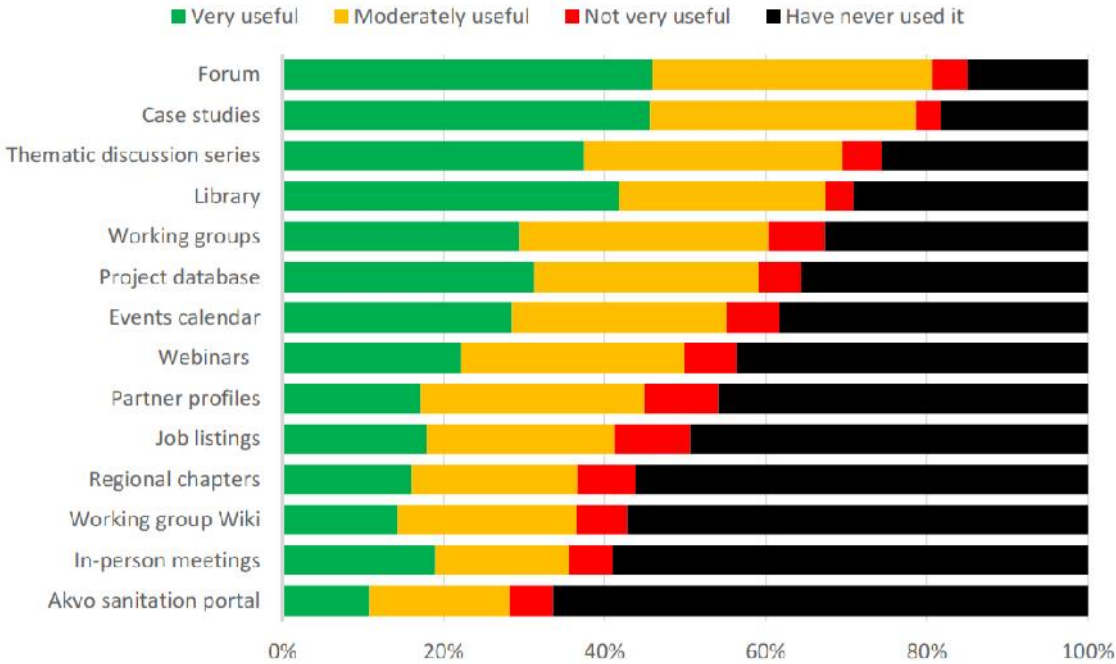
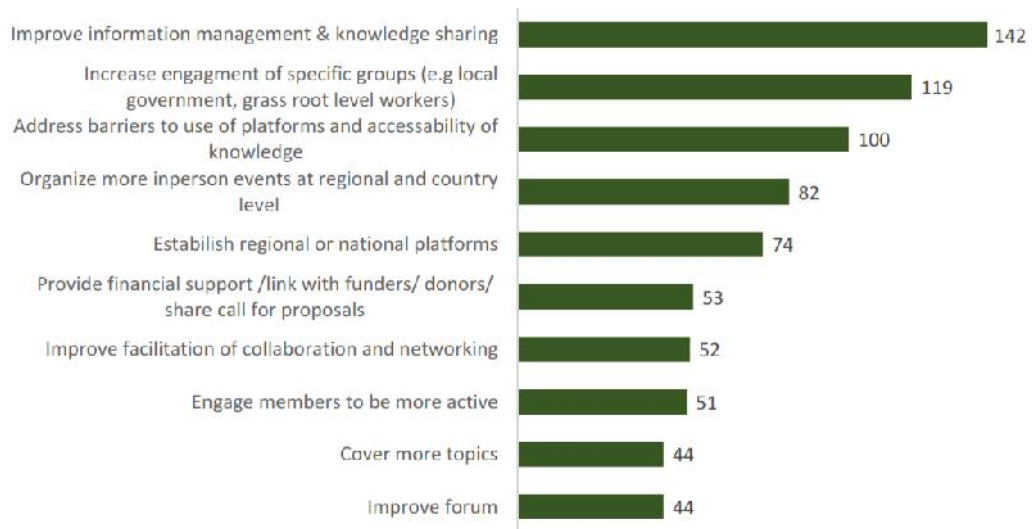


Figure 13. Use and usefulness of SuSanA products and services

In response to the question “how should SuSanA be improved”, several suggestions were made (Figure 14). The top five were improving information management and knowledge

sharing, focusing on specific groups at the local level, addressing barriers to platform use, organising more face to face meetings at the regional and country levels and establishing regional or national chapters.



**Figure 14. How do you think SuSanA can be improved? Highest ranked suggestions from the 3000 responses.**

## 4. Communications Strategy and Implementation Plan

The following section of the document provides details on the following components:

- ) The communications objectives, linked to SuSanA's guiding objectives
- ) Linking the objectives to the market segments
- ) Strategic approaches to reach the communications objectives
- ) Implementation steps
- ) An implementation workplan for 2018 and 2019 based on current funding available from BMZ and BMGF
- ) Future partnering towards developing a global SDG6 knowledge-based marketplace

### 4.1. Overall communications objectives

The Sustainable Sanitation Alliance works for a world in which all people have access to adequate sanitation, regardless of gender, age, income, culture or location<sup>9</sup>. Sanitation systems are important contributors to broader sustainable development. SuSanA members share a common understanding that sustainable sanitation is the key to realizing this vision. That means that sanitation systems should be economically viable, socially acceptable, technically and institutionally appropriate, and protect health, the environment and natural resources. SuSanA recognizes the importance of the 2030 Agenda for Sustainable Development, and will actively work to contribute to an integrated implementation of this globally shared mission.<sup>10</sup>

The following overall communications objectives for the Sustainable Sanitation Alliance have been defined, based on the vision and principles of SuSanA:

- ) Position SuSanA globally within the sanitation sector
- ) Facilitate scaling up of sanitation
- ) Achieve the SDGs through targeting of grassroots stakeholders
- ) Foster collaboration among members
- ) Inspire innovative solutions.

### 4.2. Linking communications objectives with target groups (Personas)

The key target groups or personas (See section 3.5 for more details) have been sorted according to how aligned they are with SuSanA's five guiding objectives. This matrix (**Table 8**), shows that SuSanA has a broad range of objectives and targets making a communications strategy both complicated and challenging. Providing a supply of products and services that are relevant to this very diverse array means spreading the efforts relatively thinly across this axis without being able to concentrate on one or two specific targets or sub-targets. The need for tactics to optimize efforts is therefore important. Finding common properties

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<sup>9</sup> [www.susana.org/en/about/vision-mission](http://www.susana.org/en/about/vision-mission)

<sup>10</sup> [www.susana.org/en/resources/library/details/2715](http://www.susana.org/en/resources/library/details/2715)

between the various identified targets will help identify priorities for outreach and marketing.

Communications experts might advise that only a few of the targets should be given priority based on a theory of change that not all stakeholders need to be involved since they are connected in various ways within the sector. The question is whether SuSanA can use a triggering strategy by focusing on key stakeholders with identified activities. For example, if the theory of change indicates that we need to focus on scaling up targets then we should focus on government, donors, implementing INGOs and entrepreneurs. The sector is complicated and for example if consumers are not properly involved, scaling up programmes can fail. So the theory of change in terms of targets and objectives is something that needs further attention in order to increase the probability of success.

**Table 8. Identified key target groups or personas to achieve the overall communications objectives of SuSanA.**

Communications objectives	Government official	Donor	Implementing agency / INGO	Consultant	NGO	CBO	Small entrepreneur / mason	Academia	Sanitation expert / guru
1. Position SuSanA globally within the sanitation sector	X (national)	X	X		X				
2. Facilitate scaling up of sanitation	X (national)	X	X				X		
3. Achieve the SDGs through targeting of grassroots stakeholders	X (regional/ local)				X	X	X		
4. Ability to foster collaboration among members - who contribute time and knowledge			X		X	X		X	X
5. Inspire innovative solutions by connecting to new partners and technologies				X			X	X	

An overview of key approaches to reach the overall communications objectives is presented in **Table 9**, which also depicts the target groups and their relevance to SuSanA.

**Table 9. Key approaches to reach target groups linked to the communications objectives**

Comms. objective	Key target groups	Relevance for SuSanA	Key approach to reach objective and target groups
1. Position SuSanA within the global sanitation sector	National governments; Donors/Funders; Implementing agencies/ INGOs; NGOs;	It is important to be relevant to target actors who can contribute to integrating sustainability criteria into national and international agendas/ other sectors and are in a position to allocate budgets accordingly.	Providing guidance on how sustainability is to be built into the sanitation sector. Strongly linking to the implementation to the 2030 Agenda on Sustainable Development is crucial, as well as building the relationship between the sanitation sector and neighbouring sectors, for example climate change, health, biodiversity, resilience and disaster response. Further feedback is needed from actors on the ground (e.g. from NGOs) on emerging challenges and findings how sustainable sanitation can be implemented in different contexts.
2. Facilitate scaling up of sanitation through targeting of a critical mass of larger implementing agencies and national institutions	National governments; Donors/Funders; Implementing agencies/ INGOs; Small entrepreneurs / masons;	Actors who influence government priorities and related funding and implementing agencies and INGOs with international outreach are important to create demand for sustainable sanitation, sustainable services and for engagement of practitioners with SuSanA.	Scaling-up and acceleration of implementing sustainable sanitation is key to reach the SDGs. Improve the services of SuSanA to become more useful for larger implementing agencies and national institutions. For this, we need improves to understand the needs and limits of larger implementing agencies in scaling up sanitation within their jurisdictions.
3. Achieve the SDGs through targeting of grassroots stakeholders in under-served areas, overcoming language barriers and the digital divide. Increase the targeted usability and relevance of the content/tools	National governments; NGOs; CBOs; Small entrepreneurs / masons;	Local and regional level government officials, NGOs and CBOs need to provide feedback on what works and what information is needed from the local level, to enable SuSanA to adapt its products and services, ensure utility of tools and information and eventually impact the work of its members. This is also key to offer added value to entities working at the local level and engage them as members.	To achieve the SDGs, knowledge on sustainable sanitation has to be broadly available and accessible also overcoming language barriers, for instance, with grassroots organizations and those based in remote underserved regions. The usefulness of SuSanA's km platform and needs to be strengthened, to support organizations and individuals that work on the ground. This include: the portal functionality and user experiences with the Forum, Library, webinar series, user-guidance need to be improved. New tools needs to be co-produced and designed in collaboration with SuSanA partners and members working at the grassroots, including through current and future SuSanA regional chapters.
4. Foster collaboration among members, who	Implementing agencies/INGO; NGO; CBO;	SuSanA is a loose network of organizations that are working along the same lines towards achieving sustainable sanitation.	SuSanA will need to trigger the voluntary contributions of key sector experts to maintain two essential elements of the nature of SuSanA: fostering collective action and

Comms. objective	Key target groups	Relevance for SuSanA	Key approach to reach objective and target groups
contribute time and knowledge	Academia; Sanitation Experts;	Implementing agencies and INGOs as well as academia have been a key driving force in collaborations between SuSanA members and partners.	voluntary contributions and knowledge sharing among the network. SuSanA needs to attract funded organisations to carry out their work linked to the SuSanA (e.g. through Working Groups) to attain added value in content, networking, and sharing of knowledge.
5. Inspire innovative solutions by connecting to new partners and technologies.	Consultant; Small entrepreneurs / Masons; Academia;	To be able to contribute to innovation across all other perspectives SuSanA will need to tap into the ideas and findings of actors involved in R & D and the development of new products, service concepts and other sanitation solutions.	To reach the SDGs, leapfrogging and implementing innovative solutions quickly and at large scale will be crucial. SuSanA needs to lead the discussion and knowledge sharing linked to innovation and be an accelerator for the uptake of innovative and more holistic approaches in the sector.

### 4.3 Strategic actions to reach the communications objectives

**Table 10** highlights key strategic actions that has been identified to support achieving the communications objectives, which to a large extent is based on the user experience and the market studies. This takes the strategy one level deeper in terms of unpacking the objectives and defining ways of working in order to achieve impacts. Apart from providing information on actions and what specific objectives each action address, the table specifies what functional category the action belongs to (e.g. mother website, online, and meetings), which is providing guidance on what type of implementation is required.

**Table 10. Key identified communications actions to reach the objectives.**

Objectives addressed	Key actions	Further details on actions	Functional Category
1,2,3,5	Curation, distillation and organization of online of information and material (e.g. case studies and review papers)	Curation of content and packaging of information has emerged as a key KM challenge in the sanitation sector that will be increasingly tackled through SuSanA. Since this is a time and resource intensive process SuSanA needs to seek to make use of its partnerships in this area to pool expertise resources and develop a knowledge platform that allows users to find the information they need more easily.	Mother website
1,2	Providing topic and best practices synthesis	The planned curation provides opportunities for synthesizing topics into brief reviews or discussion papers.	General direction; mother website
1,2	Provide more focused moderation on Discussion Forum	To facilitate and promote active discussion on the Forum there is a need to strengthen the team of moderators. Linking moderation to WG is one option that will be further explored.	Online
1,2	Target-group specific announcements, posts and mails	Using the persona-sign up directed communication. Need for creating communications responsibilities regarding the	Outreach



<b>Objectives addressed</b>	<b>Key actions</b>	<b>Further details on actions</b>	<b>Functional Category</b>
		different persona, for example within the SuSanA secretariat or at WG level.	
1,2,3	Compilation / development of target group specific info materials, manuals and guidelines	To improve the value proposition for target groups that are currently not sufficiently engaged with the SuSanA community detailed information needs of these target groups could be assessed to then develop or compile relevant materials and disseminate them through the SuSanA website and its outreach channels.	Outreach
1,2,5	Organize webinars / Thematic Discussion Sessions (TDS)	Using the existing Webinar processes and potentially attract new users from different constituencies. Could also be an interesting offer towards donors, as it may improve the quality of proposals they receive.	Online
3	Improving online information access, management, and knowledge sharing	Facilitate for users to find the information they need on the SuSanA websites. Need to create effective feedback mechanisms between those who provide information and those that are supposed to use it (especially practitioners in developing countries). Creating a low bandwidth (and potentially also an off-line) version of the website will be assessed.	Online
3	Customize the user-interface on the SuSanA websites to reflect the generic persona profiles and their KM-needs	Improve the user profiles (for new and present members) with the persona (see <b>Error! Reference source not found.</b> ) fingerprints thus complimenting the Working Groups and regional preferences verifying assumptions and complementing the picture of target groups from specific constituencies and geographical regions	Mother website; Online
4	Improving project information sharing	Improve project portal to increase knowledge exchange from and between projects. Facilitate the sharing of project news and information from all levels (local, regional and global)	Mother website
2,3,4	Continue supporting the establishment regional or national chapters	Improve KM exchange and engagement on regional and local level	Other
1,2,3, 4	Organizing more face to face meetings and events at regional and country levels	Off-line activities are highly valued among practitioners for learning and networking. These provide a space to exchange without online exposure that can help building trust. In cooperation with regional chapters or local WASH networks (like e.g. KeWasNet in Kenya) SuSanA could organize events for specific target groups that are not reached effectively through existing online channels.	Meetings; Other
2,4	Match-making activities (e.g. between donors and local partners)	Would significantly add to SuSanA's value proposition towards members working at the local level and who seek funds to realize projects. Some donors may be interested in such a service if SuSanA can link them up with highly qualified local partners.	Meeting; Others
2,4	Develop a concept to engage key strategic partners as SuSanA ambassadors	With the WG leads SuSanA already works with a light ambassador approach. A more systematic ambassador programme (that builds e.g. on successful approaches from the private sector or professional networks like LinkedIn) could help increasing both awareness for sustainable sanitation and users of the SuSanA website.	Outreach; Other
4	Mentoring program for students and young professionals	Based on SuSanA's access to a network of experts a system could be developed to list those who would be willing to act as mentors for students and young professionals. Such an	Other



<b>Objectives addressed</b>	<b>Key actions</b>	<b>Further details on actions</b>	<b>Functional Category</b>
		offer could an attractive value proposition to engage young sanitation practitioners.	
1,2,4	Promoting 'Partner of SuSanA' branding	Need to develop guidance on how SuSanA's partners can brand publications and events as 'partner of SuSanA', which will be an important way to reach a larger audience.	Other
1,2,4	Establishing additional cooperation systems with support from new donors	Donors can effectively promote the use of and engagement with platforms among the organizations they support; But they tend to focus on those that they support directly. By engaging donors in cooperation systems SuSanA could leverage new donors as champions and provide a steering function to other projects that helps mainstreaming sustainability considerations.	General direction
1,2,3,4,5	Restructuring working groups to differentiate between WG members and followers	Allow SuSanA to establish and communicate clear expectations and instructions towards WG members and possibly define benefits / incentives for active engagement. WG followers could in the future be asked to provide feedback on information that is disseminated by WGs.	General direction
1,2,3,4,5	Establish collaboration with other online KM platforms and networks	In areas that SuSanA have not been targeting and currently do not have a leading market position, such as knowledge dissemination, we will seek active collaboration with market-leading partners (e.g. based on the results of the comparative analysis, see Table 13).	General direction

The above list of strategic actions can be placed within a large market of opportunities that SuSanA can take advantage of both in terms of engaging current members and attracting new members and partner organisations (for further information see 4.4 - section D).

**Table 11** Error! Reference source not found. provides a selection of suggested specific communication efforts, building on SuSanA's existing outreach channels and resources. To develop a realistic implementation plan, resource requirements should be duly considered. For social media campaigns and similar activities SuSanA should consider contracting professional content marketing consultants and also carry these out in collaboration with other interested partners within the sector.

**Table 11. Examples of how communications actions can be developed and implemented to increase the impact of SuSanA, including how to evaluate the level of success.**

<p><b>Target-group specific mails to members</b></p> <p><i>Example:</i> SuSanA encourages WG leads to include target group-specific announcements in the WG mail updates. The same could be done with the SuSanA Forum digest mails. Such announcements should include a question for the target group and a link to relevant information.</p> <p><i>Evaluating success:</i> Monitoring page views to determine how many users are triggered by the announcement.</p>	<p><b>Target-group specific posts on the Forum</b></p> <p><i>Example:</i> In a first effort target group questions are posted in a specific Forum category (e.g. a question targeting CBOs on community health promotion). In a second approach, specific content (e.g. a publication or case study) could be posted in the same category for a specific target group.</p> <p><i>Evaluating success:</i> Monitoring the amount of responses to different target group specific posts and the clicks on resources that were posted.</p>
<p><b>Target-group specific social media campaigns</b></p> <p><i>Example:</i> Survey responses indicate that Asian sanitation practitioners have a higher affinity to</p>	<p><b>Using Live Chat plug-ins for customer engagement through the website</b></p> <p><i>Example:</i> Several companies offer so called Customer Messaging or Live Chat solutions that</p>

<p>social media than those from Africa. SuSanA could prepare a short Facebook campaign for the five target groups that most use social media, comprising for each target group e.g. 1-2 infographics with statistics about their role/contribution to sanitation, announcements of relevant events, sanitation related tender, and/or jobs in the region. These could potentially be sourced through WGs.</p> <p><i>Evaluating success:</i> Facebook and other social media platforms provide easy to use features to analyse the reach of posts, likes and clicks. These can be used to evaluate which campaigns generate the best outreach.</p>	<p>can be plugged into existing websites with minimal programming requirements. SuSanA could use such plug-ins to engage in conversations with users while they use the SuSanA website. A set of questions could be used to determine what target group they belong to, to better understand what they are looking for, how SuSanA could best serve their needs and what is keeping them from finding information on the SuSanA website.</p> <p><i>Evaluating success:</i> Document, which target groups respond to direct engagement and if they respond.</p>
<p><b>Develop information packages for outreach to partners' networks</b></p>	<p><b>Partner branding</b></p>
<p><i>Example:</i> At national level, inter-agency coordinating committees have been identified as a key channel to engage government officials. SuSanA could develop an information brochure / flyer for government officials and share it with key partners who are members of such committees together with a request to introduce SuSanA at the next meeting. Similarly, information packages could be circulated to partners prior to conferences where SuSanA cannot participate directly. Information materials should always include a clear call to action that either calls the target group to visit a specific page of the SuSanA website, to register as a member or to contact SuSanA directly.</p> <p><i>Evaluating success:</i> Depending on the call for action SuSanA should monitor the response rate. Further SuSanA should seek feedback from partners how the information packages were received.</p>	<p><i>Example:</i> Some of SuSanA's partners used to brand publications and events as 'partner of SuSanA' but this is not happening anymore. SuSanA (i.e. the secretariat staff and working group leads) should test different approaches - e.g. direct communication (mail of phone) with partners, newsletters, posts, etc. – to revitalize the co-branding of products.</p> <p><i>Evaluating success:</i> Monitoring the amount of sanitation-related publications that are branded as 'partner of SuSanA'.</p>

#### 4.4 Strategic implementation steps

The following eight elements encapsulate the steps to implement SuSanA's communications strategy.

##### A. Overall perspective

- )] Prioritize the guiding objectives and related objectives in the broader communication and outreach efforts.
- )] Apply the SWOT analysis to guide on priority activities, services and products
- )] Build on current success (Face to Face meetings, Working Groups, curated content, project database and library and discussion Forum)
- )] Foster partnerships, interlinkages and coordinated efforts to create a more complete package of services and products for the current market

##### B. Market segment classification

- )] Characterise and classify users into persona groupings to understand their context and needs, as a basis for more effective communication

- J Improve the user profiles (for new and present members) with the persona fingerprints thus complimenting the Working Group and regional preferences
- J Continue refining the generic persona profiles over time, verifying assumptions and complementing the picture of target groups from specific constituencies and geographical regions

### C. Targeted outreach

- J Establish how SuSanA can communicate most effectively with each identified target group to engage them to reach agreed to/defined objectives – eg periodic emailed summaries and links to the website and Forum, invitations to Working Group meetings and SuSanA conferences, webinars
- J Engage in periodic target group-specific outreach and communication
  - o Start from the target groups that SuSanA already reaches effectively
  - o Add the other target groups that are under-represented
- J Strengthen contacts with people who are actively engaged in contributing content to SuSanA by inviting them to take the lead in discussions, leading Working Groups, running webinars and writing summaries on special topics. Salaried assignments to senior experts will be required here.
- J Engage non-members and organizations in SuSanA
- J Better understand how to work with interagency groups such as the WASH cluster, UNICEF and other on the ground groups in emergency sanitation work

The market is mapped out in (**Error! Reference source not found.**) and grouped as follows:

#### ***KM Supply:***

- SuSanA (secretariat, Core Group, WG Leads, WGs, Regional Chapters)
- other WASH-related KM platforms and networks
- SDG-related professional networks

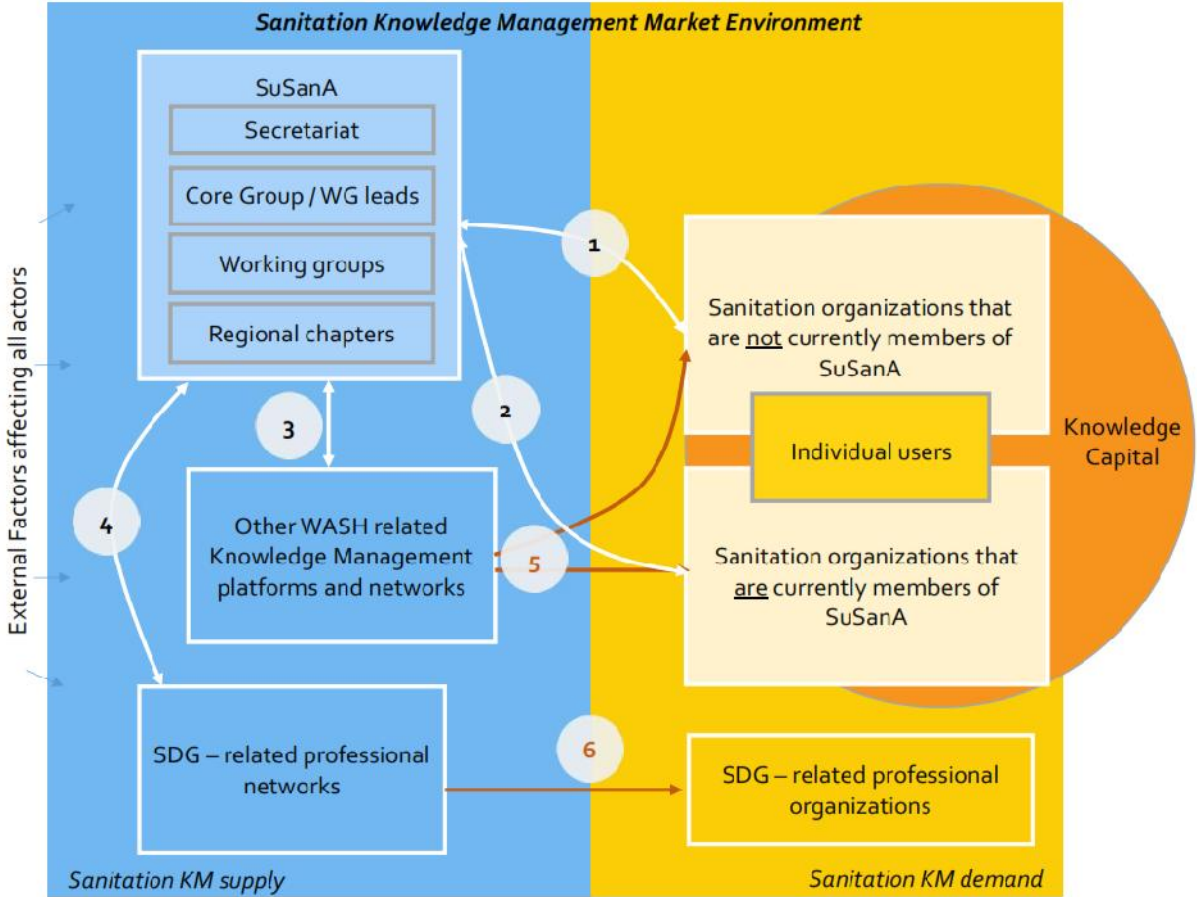
#### ***KM Demand:***

- Sanitation organisations and individuals not currently members of SuSanA
- Sanitation organisations and individuals that are currently members of SuSanA
- SDG-related professional organisations

The outreach approaches in Figure 15 are labelled as follows:

1. communicate to engage organizations and individuals that are not currently members through SuSanA's key products and services with the objective to register them as members or involve them in specific activities
2. communicate to encourage members to actively share and manage knowledge through SuSanA's key products and services
3. communicate to engage other WASH-related KM platforms to cooperate and coordinate with SuSanA in managing sanitation knowledge in a complementary and reinforcing way
4. follow-up communication should achieve that the right knowledge is made available to sanitation practitioners and encourage them to engage with SuSanA

5. communicate to engage SDG-related professional networks in disseminating relevant sanitation knowledge to SDG related organizations, to engage them to share relevant knowledge through SuSanA and to leverage “Sustainable Sanitation for All”.
6. follow-up communication should raise awareness of SDG platforms for relevant links to sanitation and foster a more enabling environment in relation to other SDGs. Moreover, SDG organizations should be encouraged to share information and engage with SuSanA



**Figure 15. Overview of the sanitation KM market environment including SuSanA, other WASH-related platforms/networks and SDG networks with the identified tactics to increase engagement with SuSanA.**

In the work of SuSanA, the outreach approach and actions should be continuously applied and evaluated to establish which combinations work most effectively with a specific target group. The identified target groups and the developed persona profiles (presented in Annex 1) can help to shape messages and communications actions. Testing is required to better know how well different types of messages and announcements work to bring users to the SuSanA website.

**D. SuSanA products and services**

- ) Link SuSanA’s products, services and activities to the target groups (eg personas, Working Groups (Thematic Clusters), regional chapters, meetings)

- J Focus on improving the KM products and services that are used and appreciated by users;
  - o curation of content,
  - o providing updated knowledge on what works and what does not (best practices),
  - o added efforts in moderation of the Discussion Forum by designated members,
  - o regional and global project news
  - o On the ground technical support services
- J Ensure the SuSanA Forum contains material to support exchange within the SuSanA Think Tank functions (eg in preparing for online and face-to-face meetings and in follow-up as well)
- J The above would require additional salaried assignments among senior experts
- J A SuSanA led e-conference series

#### **E. Partner KM platforms**

- J Identify the partners for collaboration within the WASH sector
- J Create MoUs to cover the extent of the collaboration detailing what is entailed (e.g. online linkages, meetings, common outreach activities, and mailing lists)
- J Outreach to SDG KM platforms in associated sectors, identified through the market survey and SuSanA's Vision 2030

#### **F. Workplans and organisation**

- J Set up an external advisory team with KM and communication experts within the sector (would include partnering organisations)
- J Define specific outreach, communication and knowledge management activities with clear goals, milestones, timetables and budgets
  - o Differentiate tasks on the basis of routine vs one-off special efforts
  - o Identify the periodicity of effort required to carry out the tasks
- J Identify the personnel that will carry out these tasks – ie current project consortium, secretariat, Working Group leads and members, SuSanA partner, IT and other consultants
  - o Set up task teams for each major activity grouping
  - o Identify staff limitations
  - o add specialists on contract to carry out specific activities/assignments
- J Use the identified KPIs and monitoring capacity to measure performance of these activities
- J Develop an annual plan of execution to be reviewed by the external advisory team

#### **G. Special effort surrounding SuSanA's Working Groups**

- J Background
  - o SuSanA's Working Groups which are now more like thematic clustered networks engaging thousands of members are seen as the organisations strength in attracting membership, providing focus to topics of interest and creating the bridging between Think Tank and online KM services.

- This is potentially SuSanA's greatest strength and contribution to the sector. It will provide clarity on issues concerning project development and execution, financing, finding partners, exchange of expertise and best practices and all bundled into periodically curated professional materials
- )] A special effort is therefore envisioned to provide the WGs with communication plans in order to further develop these units. A concept note is being developed internally within SuSanA (Annex 9). Meetings will be both face to face and online with proper recording further sharing
- )] Three levels of engagement are envisioned - topic member (thousands), task member (50-100) for consensus building and steering group (5-10 people) including two leaders who are experts in the WG topic.
- )] Each WG will require qualified staff for curation work, administrating meetings, recording proceedings and outreach.
- )] Understand software or other approaches to the WG approach (possibly from other sectors) to develop a working mechanism for the system

#### **H. Further development of SuSanA's communications and outreach capacities**

- )] SuSanA needs to break out of "old habits" and test different outreach channels, activities and tactics and evaluate what works best for the priority target groups
- )] For social media campaigns, SuSanA will need to contract professional marketing consultants in collaboration with other interest collaborating content and funding partners
- )] Through the Working Groups SuSanA will monitor what materials, events and activities are of interest in order to produce periodically updated curation profiles for the specific WG topics and these will be widely disseminated
- )] SuSanA will continue to be opportunistic in establishing cooperation systems for knowledge production and online learning with collaborating partners
- )] SuSanA will explore co-developing a global SDG6 "marketplace network" with ambitious partners such as Sphaera

## 4.5 Implementation workplan

(Table 12) provides a list of activities sorted by functional category with details on target groups, content, marketing method, type of personnel required and funding sources. The periodicity and level of effort are also defined in each case. This work is based on the present funding allotment from BMZ and BMGF integrated with additional funding sources from within the Alliance. It aims to implement the framework outlined in Section 4.3 and the described tactics and activities described in Section 4.2. The above strategies will help improve the way SuSanA carries out its work. There will undoubtedly be a need to make decisions on priority areas and levels of ambition limited by the current staff capacity available.

Present staff capacity of the Gates Foundation-funded project consortium is ca 5 PYs per year. To achieve the above proposed workplan, the staff will need to change some of their present activities to increase work surrounding the Working Groups, organise more meetings (online and face to face), expand the efforts to curate material and participate in pro-active outreach activities. Still there will be clear staff limitations and priorities will need to be made during 2018 and 2019 in order to create the most impact.

Current suggested priorities are:

- ) Working Group engagement (including facilitation of webinars, thematic discussion series and project case studies)
- ) Curation work including projects, reports, meetings, discussion threads, project news
- ) in-country activities: face-to-face and online meetings in the Global South
- ) implementation of the persona-concept on the SuSanA website, and related outreach activities
- ) outreach activities involving SuSanA partners, private sector and donors.
- ) target group oriented online activities (i.e. Forum moderation, thematic discussions, webinars and Wikipedia work
- ) alignment with strategic partners eg AfricaSan, SacoSan, LatinoSan, organisations like WSSCC, GWP, IRC, IWA, RWSN, UNESCO-IHE, etc.
- ) project management and financial steering

To implement the suggested workplan the project consortium will continue working closely together with the SuSanA Secretariat, which is funded by BMZ (2.5 PY annually). Current funding from BMZ expires in Oct 2018 but is expected to be renewed for 3 additional years. BMZ-funded staff members of the SuSanA secretariat are participating in the consortium meetings and are involved in all strategic planning to provide advice and guidance. Alignment of day-to-day activities is ensured through regular exchange between the Secretariat and all consortium staff members. The studies carried out under the BMGF grant are aligned to the demands of the SuSanA Secretariat which will take up the recommendations from these studies in its daily work and activities.

**Table 12. Workplan envisioned as the base programme for SuSanA during 2018 and 2019.**

Functional	Item	Target group	Content	Frequency	Marketing method	Type of personnel required	Funding source
General direction	<b>Think Tank hot topics</b>	-Core Group - Forum Members - Partners	Think Tank topics with high level engagement - SDG6, SWA focus eg AfricaSan Sacosan, UN Water, etc	Yearly round up	SuSanA Newsletter Forum Website Partner websites Annual conference	-research -writer -admin	BMZ/ BMGF
Mother website	-Library -Case studies -Job listings -Events calendar -Working Group pages	-Website users -Members -Partners -Working Group members	-content generation -curation of material -requires pro-active work	Continuous flow	-SuSanA website -SuSanA Forum	-Staff researchers and writers	BMZ/ BMGF/ WSSCC
	<b>Project database</b>	Partners (315) and website users	Projects carried out by the SuSanA partners -curation links to library and Forum discussions	Continuous flow	Linked to SuSanA newsletter	-Done by the partners online -but requires major background input from SuSanA researchers	BMGF/ BMZ
Online	<b>Discussion Forum</b>	Members and internet users	-Pro-active moderation -Pro-active outreach to potential responders	Continuous flow	-SuSanA Forum, -curated sources on SuSanA website (WG and project database	- moderators	BMGF/ BMZ



	<b>Thematic discussions</b>	WG members	Preparation of a concept note and pro-active moderation	1 TD quarterly	-SuSanA Forum and website -sector partner newsletters	-moderator	BMZ/ BMGF
	<b>Wikipedia Project</b>	Internet users	Editing of Wikipedia articles Parallel live drop-in meetings on Adobe Connect	Once every 6 months prior to World Water Day and World Toilet Day	-Press releases -SuSanA Forum -UN Water website	-researchers -admin	BMGF
	<b>Webinars</b>	Members and others interested	Planned speakers from partners and marketing	1 webinar monthly	-email -partner newsletters	--researcher -admin -facilitator	BMGF/ BMZ/ participating orgs
<b>Outreach</b>	<b>SuSanA newsletter sent by email and posted on the website</b>	Members (8800) and website users	-news -Messages from WG leads -curated material including important references, calendar events, Forum threads, thematic discussions, links to recorded meetings (WGs, conferences) -Links to partner newsletters	1 newsletter every 2 months	-email -SuSanA Forum -Sanitation Updates	-writer -admin support -WG leads -WG support	BMZ/ BMGF
	<b>Membership campaigns</b>	Sector target organisations	Marketing of SuSanA products and services to market segments	1 campaign annually	-Email -SuSanA Forum -newsletters	x	BMGF/ external collaborators
	<b>Outreach to other networks /intersectoral collaboration NEW ACTIVITY</b>	Partner networks	Targeted, joint activities SDG and SDG6 oriented		-webinars -meetings, -SuSanA Forum	-admin support -WG leads -active members	BMZ/ BMGF
	<b>Press releases NEW ACTIVITY</b>	Media contacts	Production of news from SuSanA's partners;	1 press release monthly	-news bureaus	-collaboration with communications	BMGF

			Sent to news bureaus and news sites			depts from SuSanA's partner organizations -salaried journalists/writers	
	<b>Mailing list maintenance</b>	-	Emails updated following returns	Monthly check up	-	-admin support	BMZ
	<b>Email enquiries</b>	Members and non-members	Replies to Membership and content queries	Daily activity	Emails and internally pro-active marketing of SuSanA in the responses	-admin	BMZ
<b>Meetings</b>	<b>Core Group meetings</b>	Core Group members (	SuSanA advisory function	Online three meetings per yr and face to face twice per year	Email	-admin	BMZ/ Core Group Orgs
	<b>SuSanA conferences</b>	Members and non-members	One in Stockholm during World Water Week and one in the Global South	1 conference every 6 months	-email -SuSanA Forum	-admin	BMZ SEI/ EAWAG/ BORDA
	<b>Working Groups meetings</b>	Working Group members	-preparation of WG meetings by leads and designated participants -recording of meetings for circulation to members	On demand/ but at least 1 meeting annually	-email -newsletter -SuSanA Forum	-WG lead -support staff -admin	BMZ/ BMGF/ WG lead orgs
<b>Other</b>	<b>Website maintenance</b>		Website improvements and upgrades	Continuous work with peak activities steered by upgrades and content changes		-IT admin -head Forum moderator -researchers (renew & revised content)	BMZ/ BMGF
	<b>Regional chapters</b>	Regional mailing lists	Regional news and reported stories	-Monthly news releases	Linked to newsletter and web pages	-Regional members	BMZ/ Externally funded

	(considered co-operation systems. i.e. externally funded)	(India, MENA at present)	-Think Tank processes regarding best practices, capacity building, professional exchange	-Meetings online quarterly and face to face twice per year	-Outreach and publicity through regional collaborators		
	<b>Monitoring and Evaluation NEW ACTIVITY</b>		Implementation of new M&E framework from the marketing study	Annual activity	Internal and funder use mainly in order to sharpen outreach and platform performance	-External consultant -admin -researchers	BMZ/ BMGF
	<b>In-country activities (Oxfam /WaterAid)</b>	-national partners	-Integration of SuSanA into programmes -In depth assessment of impact	-sporadic based on program work	-local meetings and outreach	-WaterAid staff -Oxfam staff	BMGF/ Oxfam/ WaterAid

## 4.6 Partnering for programme expansion

SuSanA needs to be made more available to other organisations that require networked outreach in order to better promote their work but also to learn about what the market place needs. The selection of the right collaborating partners will depend strongly on strategic decisions on SuSanA's positioning in the WASH knowledge management market. The comparative analysis from the present market study provides an overview of platforms that provide particularly interesting knowledge management services and products for SuSanA's current users. Beyond the mere performance of different platforms, SuSanA should also consider existing relationships that may be conducive to establish effective partnerships. Re-launches, strategic re-positioning and new funding agreements related to different platforms should also be monitored to identify emerging windows of opportunities for alignment and cooperation with others WASH KM actors.

**Based on the results of the comparative analysis SuSanA should strive to improve its services and products in the areas where it is above market average – e.g. the online knowledge platform (including the library, case studies, etc.) and the online exchange forum.** Moreover, SuSanA should strive to increase its ability to disseminate knowledge to a larger audience through collaboration with partners.

**Table 13** presents the key performers in these three areas from the WASH community (methodology was described in section 3.7):

**Table 13. Key performers in WASH community**

	Partner	online WASH knowledge platform	online exchange forum	Knowledge dissemination
<b>SuSanA</b>		<b>66%</b>	<b>68%</b>	<b>38%</b>
IWA network	yes	<b>66%</b>	<b>69%</b>	66%
The Water Institute	no	n/a	n/a	<b>77%</b>
SSWM	yes	<b>97%</b>	n/a	<b>76%</b>
The Water Channel	no	<b>74%</b>	n/a	<b>77%</b>
WASH periurbano	no	43%	<b>61%</b>	40%
Eawag Sandec	yes	<b>93%</b>	n/a	47%
India Water Portal	no	<b>74%</b>	<b>68%</b>	<b>85%</b>
PSEAU	yes	<b>77%</b>	n/a	40%
Aquaknow (EUWI)	no	37%	<b>77%</b>	40%
WSP (WB)	yes	<b>87%</b>	31%	13%
IRC	yes	<b>77%</b>	n/a	48%
ODI	no	<b>29%</b>	n/a	<b>97%</b>

Those platforms with high scores in knowledge dissemination should be engaged in discussion as part of the implementation of this communication strategy. Beyond the platforms relevant

to the WASH/SDG6 community platforms and organizations that work on other SDGs that are linked to sanitation should be targeted (compare separate Excel sheet [Annex 3](#)).

The overview shows that there is only a limited number of exchange forums and none of them are significantly better positioned than SuSanA. At the same time the SuSanA Forum has been a key tool for exchanges among the SuSanA 'enthusiasts' who contribute significant potential for SuSanA to position as a Think Tank. SuSanA should therefore continuously improve the Forum to become a key tool to support exchange within the SuSanA Think Tank. To improve acceptance and usability, linkages to social media could be explored. Where there is a clear added value, cooperation projects will be established for the management of parts of the Forum. This could e.g. be relevant for the SuSanA India Chapter that envisages a broader cooperation with the India Water Portal that also has a section in Hindi and a significant outreach into the Indian sanitation community.

**Curation of content and packaging of information has emerged as a key KM challenge in the sanitation sector that will be increasingly tackled through SuSanA.** Since this is a time- and resource-intensive process, SuSanA needs to seek to make use of its partnerships in this area to pool expertise resources and develop a knowledge platform that allows users to find the information they need more easily. Aside from the platforms listed in the table above, there are numerous other platforms that provide information on specific topics accessible on smaller platforms (see [Annex 3](#) for list of the 121 platforms assessed).

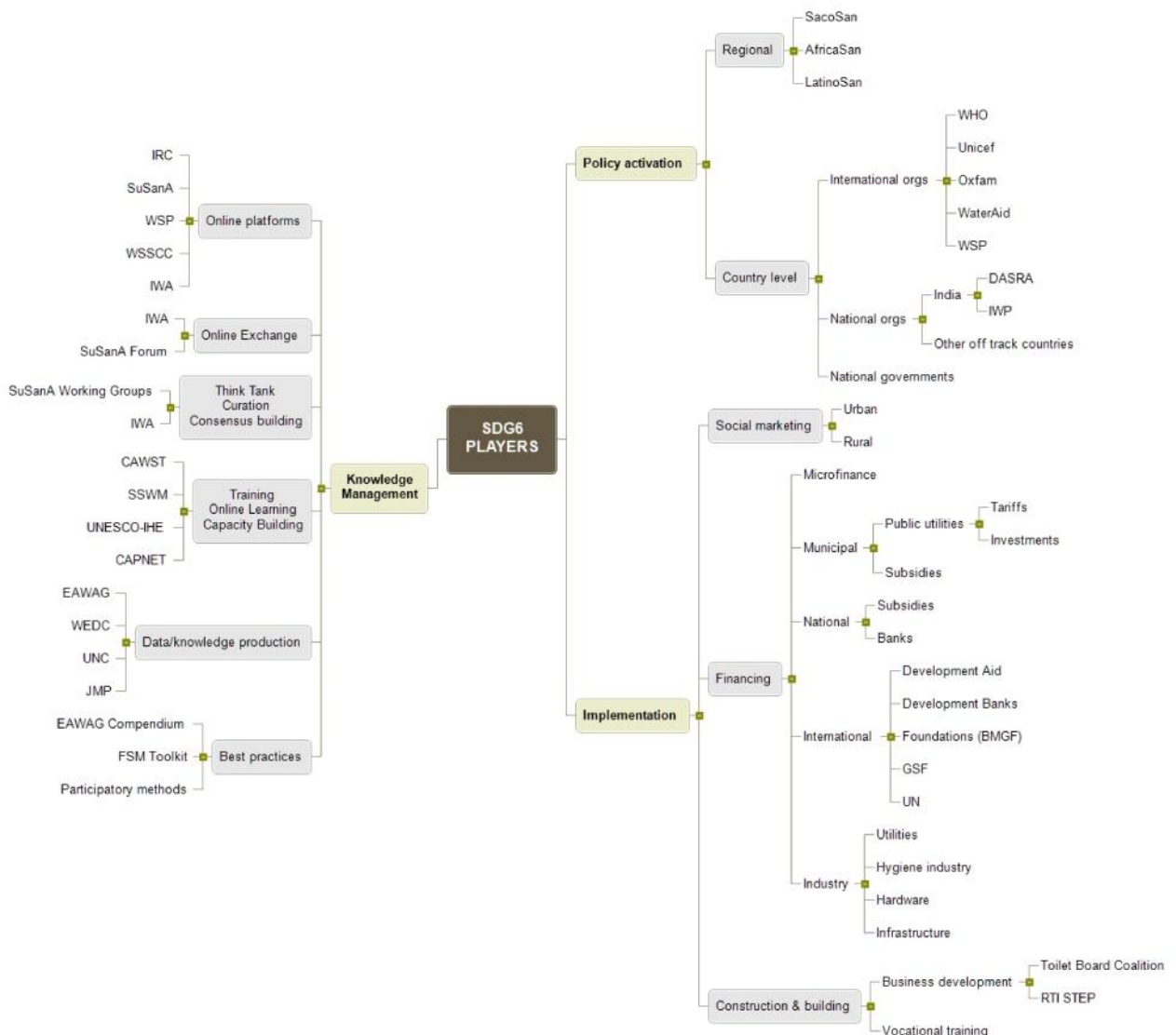
It is suggested to put less emphasis on further developing SuSanA's offers in the areas of online learning and original knowledge generation. Instead SuSanA should look at this area more opportunistically and establish cooperation systems / develop funding proposals where opportunities arise to develop knowledge and online courses under the umbrella of SuSanA with partners. For online learning Eawag Sandec, The Water Institute and IWA are potentially interesting partners for cooperation and actors like IRC, ODI, IHE Delft or the Water Institute have emerged strongly in the field of knowledge generation. Maintaining regular informal communication with individuals in these institutions will likely help to identify opportunities as they emerge.

#### 4.7 Developing a SDG6 marketplace

Although not part of the contracted assignment at present the project consortium has been requested to look into the longer-term future in terms of providing a capacity for global use as we get closer to 2030 in the daunting quest to meet the targets described in SDG6. Here, we can envision a much broader and more ambitious activity involving several partners in a large-scale Think Tank and IT platform involving regional and key country nodes. This would require various levels of staffing and consultancies as well as agreements between collaborating partners. It would involve the entire scope from knowledge management, to project development and strategic funding from multiple sources (financial institutions, banks, governments and business). It would be geared around working at scale in order to reach the SDG6 targets.

Ultimately an SDG networked market place could develop, bringing together collaborating partners dedicated to sharing and co-ordinating staff resources and other capacities. Here the five global perspectives that have evolved within SuSanA would be tested on a much larger global community. This would require tapping into and disseminating grassroots expertise and developing the SuSanA-led Think Tank potential.

Discussions with Sphaera ([www.sphaera.world](http://www.sphaera.world)) along these lines are ongoing to help establish a global marketplace for the sanitation sector. There is a need for SuSanA and its dedicated partners to organize within a larger context of program delivery within a more sophisticated platform including more think tank and face to face meetings, better functioning and more powerful online services with member profiles, sophisticated curation profiles designed around continuously updated user fingerprints and new functions surrounding project development, capacity building, training and funding mechanisms including loans, bonds, trust funds, grants, etc. We see the need for a platform that can take all this on linking together such efforts as FSM Toolkit, RTI-STEP, DASRA, SuSanA and other promising initiatives. Twinning mechanisms can be developed between currently funded projects/organizations. A mapping of organizations involved with SDG6 according to their roles shows a complex process of creating effective synergies ranging from knowledge management, to policy activation, to implementation (**Figure 16**). These would benefit from a sophisticated platform making up the SDG6 market network.







**Figure 16. Initial mapping of organisations involved in meeting SDG6 according to the functions of knowledge management, policy activation and implementation.**

## 5. Performance Measurement


CAWST has provided to the project a sophisticated performance measurement system (**Annex 5**) circulating around a long list of “Expected Results”. These will be applied to monitor project performance to the end of 2019.

KPIs have been identified in order to measure success towards achieving SuSanA’s 5 guiding objectives. These are described in (**Table 14**).

**Table 14. Key performance indicators devised to measure performance in achieving the 5 SuSanA guiding objectives.**

Guiding objective	KPIs	Indicators
 <b>Global / Positioning</b>	<b>KPI 1</b> indicates SuSanA’s ability to maintain and progress its position within the sanitation sector	Rank of first SuSanA hit that results from the following key word <sup>11</sup> searches related to SuSanA services
	<b>KPI 2a</b> measures growth in SuSanA membership and its ability to engage larger implementing agencies and national institutions	<u>Number of new SuSanA members</u> with larger implementing agencies and national institutions
 <b>Scaling-up</b>	<b>KPI 3a</b> measures if national level government and large implementing agencies use SuSanA tools	<u>Number of National level government / large implementing agencies</u> that participate in webinars, forum, download/share materials, or attend meetings
	<b>KPI 4a</b> measures SuSanA’s contribution to sanitation as reported by SuSanA members, specifically those associated with national level government and large implementing agencies	<u>Number of National level government/ large implementing agencies</u> that report that SuSanA contributed to sanitation work in-country as a result of SuSanA related activities
	<b>KPI 2b</b> measures growth in SuSanA membership and its ability to engage grassroots organizations	<u>Number of new SuSanA members</u> associated with grass roots organizations
 <b>Grassroots</b>	<b>KPI 3b</b> measures if grassroots organizations use SuSanA tools	<u>Number of grassroots organizations</u> of SuSanA that participate in webinars, forum (posts), download/share materials, or attend meetings.
	<b>KPI 4b</b> measures SuSanA’s contribution to sanitation as reported by SuSanA members, specifically those associated with grassroots organizations	<u>Number of grassroots organizations</u> that report that SuSanA contributed to sanitation work in-country as a result of SuSanA related activities.
	<b>KPI 5</b> measures the adaptation of information materials / tools to serve the needs or members and their ability to overcome context / language barriers where they exist	<u>Number of local partner organisations</u> that report enhancing SuSanA information materials and tools.
 <b>Nature of SuSanA</b>	<b>KPI 6</b> monitors how SuSanA contributes to collaboration activities in the sanitation sector	<u>Number of collaborations</u> reported by members or organisations that have resulted from their membership or participation in SuSanA
	<b>KPI 7</b> measures SuSanAs ability to grow in-kind contributions by partners and members	<u>Number of volunteered hours</u> (in-kind contributions) by SuSanA individual members

<sup>11</sup> E.g. Sustainable Sanitation, Sanitation, Fecal Sludge Management, Sanitation Policy, SDG 6, Sanitation Knowledge Management

		and partner organizations to keep the network thriving
 <b>Innovation</b>	<b>KPI8</b> measures the ability of SuSanA to stimulate innovation within the sector in terms of technology, finance, gender, and the other 13 SuSanA WG topics	<u>Number of</u> Think Tank innovative interventions within SuSanA carried out through the 13 WGs

Regarding the list of “Expected Results” beyond the above, the following items will be monitored:

- J Access to adequate and equitable sanitation and hygiene for all and end open defecation (SDG 6.2)
- J Individuals and organizations working in the provision of sanitation, including researchers, NGO staff, policy makers, and other professionals working in aspects sanitation, think and act holistically in their work
- J Individuals and organizations working in the provision of sanitation perceive SuSanA as the premier Knowledge Management platform within the sanitation sector
- J Individuals and organizations working in the provision of sanitation have benefited by gaining relevant knowledge on sustainable sanitation or through collaboration
- J Non-members join SuSanA
- J SuSanA members engage on social media or follow links in email news mail about SuSanA activity
- J SuSanA members view network opportunities related to sustainable sanitation
- J SuSanA members are aware of activity and opportunities specifically related to their Knowledge Management needs related to sanitation
- J Individuals and organizations working in the provision of sanitation access sustainable sanitation information through SuSanA
- J SuSanA members are participating and exchanging within the Thematic discussion and Forum, including Working Group and Regional Chapter Forums
- J SuSanA members are participating and exchanging within webinars
- J SuSanA members are participating and exchanging in person at meetings including meetings specific to Working Groups and Regional Chapters
- J SuSanA members are participating and exchanging within Regional Chapters (regionally)
- J SuSanA members are participating and exchanging within Working Groups (within specific topic areas)
- J SuSanA is promoted to non-members working in the provision of sanitation or a related field
- J Members are informed about activity (e.g. events, forum discussions, new resources, relevant facts) related to sustainable sanitation (i.e. Facebook posts, tweets and SuSanA email news mail), including specific activity within Working Groups and Regional Chapters
- J Members are informed about network opportunities through events calendar
- J Targeted communications, outreach and networking opportunities to specific SuSanA user segments are delivered based on their Knowledge Management needs related to sanitation
- J Thematic discussions are curated and archived, including thematic discussion that are organized by Working Groups and Regional Chapters
- J Relevant sustainable sanitation documents, including project-based information are available in the SuSanA Website for their global use, including those within Working Groups and Regional Chapters
- J SuSanA members have shared project photos through Flickr
- J Information related to sustainable sanitation is synthesized into a coherent product, including those specific to Working Groups and Regional Chapters
- J Relevant information on sustainable sanitation is created and shared on Wikipedia and YouTube



- ) Job openings in the sector are publicized
- ) Thematic discussion series and Forum have been moderated, including discussions that are organized by Working Groups and Regional Chapters
- ) Webinars have been facilitated
- ) In-person meetings have occurred, including meetings specific to Working Groups and Regional Chapters
- ) Regional Chapters are established to support peer-to-peer exchange and networking within a regional or local context
- ) Activity is increased within Working Groups to improve participation and exchange on specific Working Group topics.

## 6. Annexes

Annex 1 – SuSanA personas (PPT)

Annex 2 – Key comparative factors of KM products and services (Doc)

Annex 3. Comparative study WASH and SDG platforms (XLS)

Annex 4. SWOT Analysis (PDF)

Annex 5 and 5a. Performance Measurement Template (Word Doc and XLS)

Annex 6 and 6a. Baseline User Survey (PDF)

Annex 7. Regional Analysis (PDF)

Annex 8. SuSanA Member Survey (Doc)

Annex 9. Concept Note Revitalising the Working Groups (Doc)