

SWOT Analysis for SuSanA's Global Perspectives

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- The following slides present 5 separate SWOT analysis for each of SuSanA's Global Perspectives and the related objectives. The analysis is the result of qualitative interviews with 20 SuSanA stakeholders, the analysis of several SuSanA documents and reports as well as the responses to the global market survey (see also inception report section 4.3).
- This information was synthesised into SWOT diagrams.



Internal Environment:



Strengths

- **Strengths** are positive internal factors that an organization can draw on to accomplish its objectives. Examples of strengths are resources, assets, people, experience, and knowledge.



Weaknesses

- **Weaknesses** are inherent limitation or constrain that inhibits to reach a goal. Examples of weaknesses are: gaps in capabilities, financial deadlines, low morale and overdependence on a single product line.

External Environment:



Opportunities

- **Opportunity** is a favorable external condition in the organization's environment, which enables it to consolidate and strengthen its position. Examples of opportunities are: economic boom, favorable demographic shifts, loosening of regulations, unfulfilled costumers' need, among others.



Threats

- **Threat** is an unfavorable external condition in the organization's environment, which creates a risk for, or causes damage to the organization. Examples of threats are economic downturn, demographic shifts, new competitors, demanding new regulations, unfavorable politics or legislation, etc.



**Global
Perspective /
Positioning**

- SuSanA provides ‘one voice’ as orientation for sector professionals and organizations
- Co-owned by partner network
- Trustworthy for knowledge management and suitable for developing consensus on controversial issues
- SuSanA has contributed to shape the post-2015 SDG and to increase the awareness and sustainability of the sector.
- Members of SuSanA have managed to effectively promote the need for concerted engagement on sustainable sanitation over the past years
- Many SuSanA members are well positioned to integrate SuSanA’s agenda into projects and programmes or to leverage funding
- Working groups and fact sheets are a proven mechanism to establish positions and consensus



Strengths

- SuSanA lacks strategic approach and anchorage to address a continuously evolving sector
- Vision 2030 / strategic approach has been developed with most inputs from the supply side and little demand orientation
- Not clear what *THE next thing* to enhance sustainable sanitation is, after SuSanA defined sustainability
- SuSanA has focused on influencing the SDGs over the past years - this is now over and SuSanA has no clear international advocacy agenda at the moment
- SuSanA is perceived to be Eurocentric, too technical and “ecosan” oriented.
- No business model available to sustain operations
- Strong dependency of BMZ / GIZ for funding of SuSanA secretariat



Weaknesses

- Increasing political interest in sustainable sanitation in developing regions.
- Lack of local capacity to implement the SDGs.
- Inputs from/by communities of practices/knowledge are highly appreciated by decision makers
- Increased demand for accountability in projects.
- Instability, increasing number of refugees, displaced people and increasing urbanization requires innovative sanitation approaches.



Opportunities

- Increasing number of networks and organizations are also lobbying their own agenda and gaining momentum.
- High supply of knowledge management services (high intensity of competition)



Threats



Scaling-Up Perspective

- SuSanA continues attracting new members and a few see it as the one-stop-shop for sanitation.
- > 8.000 members^{according to Statistics report June 2017}
- Users can access a wide range of sanitation-related knowledge products
- Mailing list allows to actively reach out to a large community through the newsletter ^{Usability Study}
- Relatively high and increasing traffic (approx. 55.000 visits per month on website, including forum)
- Social media community: Facebook: 5.769 page likes, Twitter: 3.443 followers, >20.000 video views during last 6 month^{Statistics report June 2017}
- Large key organizations such as WaterAid, Oxfam, WB, IWA are working with SuSanA.
- MENA and India chapters are testing activities to engage practitioners from the South.



Strengths

- Partner organizations often only engage through individuals
- To date SuSanA has not engaged effectively with associations in the sector
- Has been dependent of GIZ/BMZ funding to ensured continuity
- Has not effectively engaged practitioners from the global south
- Many practitioners express interest in 'off-line' services and activities, while has limited resources to organize events, etc.
- Focus in communication is frequently on SuSanA not on its users (e.g. landing page not dedicated to benefits for users)
- Communication sometimes misses to highlight added value for target group; e.g. not clearly communicated why information on projects should be uploaded.



Weaknesses

- The Gates grant could help SuSanA adapt its products and services to gain visibility
- Increasing use of social networks to obtain information
- Key organizations and association now recognize the need for synergies and less rivalry.
- Approach through regional chapters and local partner networks who directly engage with practitioners could help reaching practitioners in the South



Opportunities

- Emphasis on specific / new target groups may affect interest of engaged members, who are currently driving SuSanA, due to shifting topics
- Google is a well established alternative to find relevant information without becoming member or registering
- Other sanitation knowledge platforms are visited by more users than SuSanA
- Other networks and associations offer a clearer package of benefits when becoming a member
- Online exchange will not substitute face-to-face events



Threats

The background features three stylized green grass blades of varying heights and positions, creating a sense of growth and movement. The blades are a vibrant green color and have a smooth, rounded tip.

Grassroots Perspective

Users can access a wide range of sanitation-related knowledge products

Uses broad range of communication products, including photos, videos, publications, social media (blurbs) and discussion forum

Regular updates on SuSanA activities through forum and social media channels

SuSanA platform allows making information and project results available in the long run

Renown members and thought leaders, who are members of the Core Group or actively participate in SuSanA effectively disseminate information and positions into the sector.

Newsletter: actively reaches out to a large community; most users get to the forum through links in the newsletter Usability Study

Forum: Active participation and exchange on forum (serves purpose); more than 250 members use the forum fairly regularly (more than 10 posts). There is a wide spectrum of knowledge and stakeholders and a big variety among forum members. There is a supportive, inclusive and passionate approach on the forum. Forum gives room and space to new people. Moderation reduces spam and keeps up comparably high level of quality.

Working groups: Themes are still relevant topics. Through participatory processes knowledge is generated and also disseminated into the sector by those who contribute. WG have produced a number of highly valuable factsheets. Working groups are still functioning and gather members in key SuSanA events.

Visual materials: SuSanA's Flickr account currently houses 11,157 photos and SuSanA YouTube channel houses 417 videos

Webinars: provide a platform for direct exchange on specific topics. Wide range of influential organizations are contributing. There is a system in place to organize webinars effectively, adding value to the community and visibility to the partners that contribute presentations

Library: Makes information available that may not otherwise be accessible. Filter options by views and by downloads provide indication of the relevance of available resources. It allows to document and make information available in the long-run (many websites are only online as long as projects are financed).



Strengths

SuSanA not the 'market leader' in any of its KM services; Products are not demand oriented / optimized to deliver value to target group

Added value of some KM products & services is not even clear all Core Group members

No target group specific communication; Not clear who is supposed to be reached through which channels

Limited possibilities for the secretariat to manage the platform, its products and services: e.g. due to GIZ regulations Google analytics and other advanced analytical tools cannot be used

Little knowledge and capacities in developing and managing online platforms

Field and project staff in many partner organizations do not know / use SuSanA

SuSanA's communication is perceived to be sometimes too academic

It has been neglected what information has to be translated

Members and partners used to brand publications or projects as 'member of SuSanA', not happening anymore.

Structure of SuSanA website and forum is not intuitive Usability Study (no user guidance)

Forum: Large share of members do not actively engage in the forum; '*Long texts and discussions on the forum are not attractive - they are [perceived as being] very boring*'. Active participation in the Forum is not an option for those practitioners that are reluctant to share information online. Core group and WG leads do not use the forum because they are well connected in the sector already and know who to e-mail.

Working groups: No clear concept; Setting with 1000+ members in some WGs, who do not engage actively is not effective; have been largely supply oriented; Engagement from the 'south' has been limited (members & WG leads), because work is voluntary; WG leads selection is not transparent.

Visual materials: Videos do not sufficiently provide perspectives of practitioners from the south and videos/fotos require good internet connection

Webinars: Branded as SuSanA webinars and little visibility for contributing partners

Library: Library and Project database is not intuitive Usability Study; Curated content is difficult to find; Partners hardly use available infrastructure to upload project information and other documents; Directly finding specific documents is easier via Google; No criteria or system on what constitutes a 'high quality' publication; Some organizations (e.g. IRC) do not wish to upload their documents or project information to SuSanA, because they lose track of their downloads



Weaknesses

There is a huge market of sanitation professionals in the South not being served with appropriate KM services.

Download statistics from library could be used to identify key topic (and convince donors/governments of their relevance).

Potential to play a role in balancing out positions / approaches to support informed decision making

Network provides option to source information that members seek from the bottom-up
Discussions from the forum could be used for social media campaign to inform and engage a broader audience that is not interested to participate in the forum itself

The regional chapters are being tested.



Opportunities

Limited internet access and band width in many areas; e.g. for downloading documents, etc.

Steady progress of search engines (especially Google) in advancing AI and search functions may make the Library obsolete

Online exchanges often take place on professional and social media platforms that SuSanA cannot compete with when it comes to functionality.

Developing a broad portfolio of knowledge management services may lead to SuSanA spreading its resources too thinly to substantially add value anywhere

As more and more information is available knowledge generation may not be a priority in the future anymore

Funding patterns are changing towards emergency relief, making acquisition highly competitive and affecting organizations' ability to participate in networks



Threats



Innovation Perspective

- Secretariat, Core Group and Working Group Leads are dedicated to the mission of SuSanA and advocate the platform to varying degrees



Strengths

- Many innovations created within SuSanA have been up-taken and streamlined by sanitation organizations (e.g. sustainability criteria, SFD, etc.)
- Many SuSanA members are well positioned to integrate SuSanA's agenda into projects and programmes or to leverage funding for innovative projects
- Research and knowledge (e.g. from eawag, etc.)
- Engagement of senior level staff from development organizations and NGOs with good connections and understanding of the sector

- Innovation within SuSanA has been mainly lead by individual, mostly European members, who had a vested interest to market them as their product.



Weaknesses

- Tools do not reach practitioners in the south, because of time constraints, lack of internet access, or regional chapters not being able to disseminate them effectively.
- IT knowledge and marketing expertise of the network not sufficiently leveraged.
- There is no systematic process to foster, capture and capitalize on innovation in the SuSanA network

- The challenges of “providing sanitation for all” opens the opportunity for innovation
- Growing trend of innovative start-ups in the sanitation field opens opportunity of cooperation
- Instability and increasing number of refugees and displaced people and increasing urbanization requires innovative sanitation approaches



Opportunities

- Innovation that can be profitable remains with individual partners
- Innovation in the sector is usually carried out by R&D institutes that publish papers in expensive journals; this knowledge cannot be shared for free



Threats



**Nature of
SuSanA
Perspective**



Strengths



Weaknesses



Threats



Opportunities

- Secretariat, Core Group and Working Group Leads are dedicated to the mission of SuSanA and advocate the platform to varying degrees
- Communication on the SuSanA forum is driven by users
- Cooperation systems (ESF, Gates Grant, WG-constellations like the one for the emergency Compendium on Sanitation Systems) are linked to the Core Group, allowing SuSanA to contribute to aligning initiatives and offer results to its user / target groups
- Cooperation systems projects leverage funding for activities that generate additional knowledge or improve functionality of the SuSanA platform.
- Informal exchange among SuSanA members facilitates knowledge sharing
- Core Group meetings and SuSanA events allow building trust among the 'inner circle' of SuSanA
- It caters to the nature of an informal network that SuSanA offers options for engagement or opportunities for cooperation to its members and partners or invites them to do certain things, instead of being prescriptive
- SuSanA provides personal networking opportunities and a coordination platform for 60 - 80 sanitation enthusiasts
- Organic match-making within the network prevent duplication of efforts and allow focussing efforts more effectively
- SuSanA's partners and members collectively hold vast knowledge and experience that can be accessed
- Inclusive attitude of forum users welcomes newcomers to the market and allows practitioners to make new contacts and connections with practitioners that would else be beyond their reach

- Co-ownership of SuSanA through partners provides credibility as neutral knowledge management platform
- Small group of frequent SuSanA users knows the platform well and has a great potential to leverage the platform
- Key networks (e.g. IWA) and organisations (e.g. WB) are interested to cooperate with SuSanA
- Several members who are or were actively involved in SuSanA are in key positions where they could create leverage within their organizations and beyond

- There is no comprehensive contact database / information on who is doing what that could be used for targeting
- Not clear what constitutes a successful visit to the platform for a specific user / target group (e.g. equivalent to a sales conversion in an online shop)
- Large share of members do not actively engage in SuSanA's activities
- Not effectively reaching practitioners from the global south / not engaged effectively with associations
- At present there is no clear concept for working groups and setting with sometimes 1000+ members who do not actively engage is not effective
- Perceived lack of transparency how partnerships for funded initiatives within SuSanA are created
- Funding through BMZ/GIZ provided continuity but also put a certain stamp on SuSanA. Difficult for SuSanA to obtain small amounts of funds, because it is not a legal entity and GIZ structures prevent the secretariat from acquiring small grants
- GIZ screening process hinders people from dedicating time in the long run, as they have to position themselves in the organization
- Not clear which services and products cost how much; hence it is difficult to evaluate efficiency
- Working groups have been largely supply oriented. Engagement of professionals from the south has been limited, because work is voluntary.
- WG leads setting is not transparent; e.g. sometimes leads do not have time anymore but keep their role.

- SDG process is over and there is no clear international advocacy objectives to engage the network
- There are other platforms (like TheWaterNetwork) have more sophisticated platforms and equally engage Sanitation practitioners
- Funding patterns are changing towards emergency relief, making acquisition highly competitive and affecting organizations' ability to participate in networks
- Increasing number of online-platforms, where members can upload sanitation related documents
- Some organizations do not wish to upload their documents or project information to SuSanA, because they lose track of their downloads