

STAKEHOLDER MARKET STUDY

Inception Report

By the consortium:



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1. INTRODUCTION

1.1. Programme Description

Today many individuals and organizations working in the provision of sanitation recognize the limitations of envisioning sanitation as merely access to the user interface (e.g. latrines) and accept that complete, viable, and sustainable sanitation solutions are imperative to address the many public and environmental health implications that result from poor and incomplete sanitation. It is also recognized that the growing body of knowledge around what does and does not work is central to taking steps forward in planning, designing, financing, implementing, operating, and maintaining these sanitation provisions on the ground.

Unfortunately, too often tools and information have been developed that are useful but not accessible or usable by individuals outside of a few. As well, despite the significant increase in sector collaborations, silos still exist, limiting our ability to make progress as a sector. To address these challenges, platforms and networks that facilitate information management and collaboration are needed to support individuals working in the provision of sanitation to think and act holistically¹ in their work--whether their work is the development of policy, research, or direct project implementation.

SuSanA has emerged as one key Knowledge Management (KM) platform, and is well-positioned to continue to provide KM activities including *Information Management, Knowledge Sharing, Learning Processes, and Communication* as they relate to sustainable sanitation. This effort in addition to other KM platforms will contribute to decreasing the number of individuals and organizations working in silos and help make the right information available to the right people with the ultimate outcome of achieving sustainable sanitation for all.

Overall, the purpose of the *Stakeholder Market Study* is to support SuSanA to clarify their position and strategy based on the KM needs identified within the sanitation sector and develop an informed strategy to effectively communicate this strategy to stakeholders.

The purpose of this Baseline Market Assessment, which is the primary focus of this inception report, is to better understand the knowledge, needs, and interests of individuals and organizations working in the sanitation sector and how KM platforms and networks, specifically SuSanA can better serve, respond to and help cultivate sector interests. The Baseline Market Assessment will inform the communication strategy output of this project and will be carried out in an integrated manner to cover the following:

- Assessment of Sanitation KM market **supply**: Assess strengths and weaknesses of and identify opportunities and threats to SuSanA, and carry out a comparative analysis of WASH related Knowledge Management platforms and networks, with the purpose of identifying partnership opportunities and proposing new strategies. This portion of the assessment investigates specifically the following market segments:
 - Sanitation, water and hygiene (WASH) - related knowledge management (KM) platforms and networks
 - Regional outreach/targeting
 - Sustainable Development Goal (SDG) - related professional networks and organizations
- Assessment of Sanitation KM market **demand**: Identify knowledge, networking needs and interests of stakeholders in the sanitation sector. The demand portion of the assessment will survey the following three segments:
 - Current to SuSanA and potential future sanitation - related partner organizations

¹ *Holistically* refers specifically to the five identified dimensions of sustainable sanitation

- Current and potential individual members/users

Therefore, five market segments will be investigated during this Baseline Assessment. These segments were outlined in more detail in the tender.

This inception report also includes a draft of the SuSanA Logic Model (LM) and Performance Measurement Framework (PMF) based on SuSanA's strategies and operations as they stand today. The draft of LM and PMF were developed to inform the data collection tools to be used in the Baseline Market Assessment. These two documents and their development process are described in the methods section. The documents will be updated towards the end of the project once results are available from the Baseline Market Assessment and should be used to monitor the progress of the three-year organizational development effort to deepen the quality and impact of SuSanA on sustainable sanitation practice.

The methodologies and tools associated with the abovementioned components are the focus of this inception report and will be discussed in detail in the upcoming methods section.

2. METHODS

2.1. Overall Approach

For each of the five market segments (referred to from hereon in as "sections") mentioned above, the consortium CAWST-seecon, the consultants, has develop the most appropriate research instruments (e.g. questionnaires, matrix, interview questions) to collect the necessary data. At the same time, we recognize that the same or similar information may be required for each of the five sections, and that the same person or organization may be targeted more than once. To streamline the information collection process and to avoid respondent fatigue and confusion, we have coordinated and harmonized the different research instruments and will coordinate the target respondent list, in order to reduce the number of times a person or organization is contacted.

The following sections describe the specific methods and resulting research instruments to be used to collect data and assess each of the five sections in more detail.

2.2. Understanding Supply

2.2.1. Development of WASH Knowledge Management Products and Services

The process of defining the strategy for the future of SuSanA requires a deep understanding of key actors involved in the WASH knowledge management sector, such as other KM platforms and networks. Because these networks and platforms offer the users similar services and/or fulfil the same need, the consultant seecon will carry out a comparative analysis to identify the key success factors of SuSanA, to establish its current position, and to identify how it can make its products and services unique.

The descriptions of the methodological approaches in this sub-chapter are related to the instruments presented in the separate Excel file [Supply Instruments Spread-Sheets 170531](#). The respective sheets are described in each section of the text.

In addition to the list provided by SEI, seecon has listed more than 120 organizations, platforms and networks that will be compared with SuSanA. In order to do this, seecon has identified a number of generic products based

on the definition of Knowledge Management (KM) by Cranston and Chandack², and identified the features (key comparative factors) to determine the key WASH KM service providers.

2.2.2. WASH platforms and networks comparative analysis (compare Excel sheet 2.2.2)

To compare SuSanA to other related WASH platforms and networks, seecon developed a methodology with the following five steps:

1. List all relevant WSH knowledge management actors: until now more than 120 WASH networks and platforms have been listed for evaluation.
2. Score relevance in different knowledge management areas using definitions below, as a basis for shortlisting KM platforms using the following criteria:

What	Where (sheet, columns)	Score	Definition
Rating in different knowledge management areas as proxy for shortlisting	Comparative Analysis, N-Q	Synthesizing information and making it accessible:	
		1	currently information on sustainable sanitation management is not systematized and made accessible
		2	limited information or only information from the host organization is systematized and made accessible
		3	comprehensive information on some areas of sustainable sanitation management is systematized and made accessible
		4	comprehensive information on all areas of sustainable sanitation management is systematized and made accessible
		Facilitating exchange:	
		1	currently no exchange is facilitated
		2	limited exchange is facilitated among a small community (e.g. only for a specific sanitation topic) but only through one channel (e.g. only an online forum, only one CoP, etc.)
		3	exchange is facilitated among a significant part of the community of sanitation practitioners but only through one channel
		4	extensive exchange is facilitated among a significant part of the community of sanitation practitioners through multiple channels
		Training and technical support offers:	
		1	currently no training and technical support is offered
		2	training or technical support is offered sporadically on a few topics (no systematic approach)
		3	training or technical support is offered regularly for selected sanitation topics
		4	training and technical support is offered regularly for all areas of sustainable sanitation management
		Reaching the community:	
		1	no significant outreach (< 1000 per month)
		2	limited outreach to a small community (1000 - 10.000 per month)
		3	medium outreach (10.000 - 100.000 per month)
		4	large outreach (> 100.000 per month)

3. Rank most relevant WASH KM platforms in each area of knowledge management and create a shortlist of 10-15 most relevant platforms in each area
4. Cross check areas of detailed analysis (columns W - CN) to identify areas where no KM platforms were identified and complement shortlist (reference Annex Supply Instruments Spread-Sheets 170531 for columns mentioned)
5. Carry out detailed analysis of shortlisted platforms filling in relevant details in columns W – CK (including an analysis of the potential to contribute to the individual objectives of SuSanA, focus on

² Cranston and Chandack (2016) Strengthening learning and knowledge management: Review of WaterAid’s approach to knowledge management. Briefing Paper. 39th WEDC International Conference, Kumasi, Ghana, 2016

different themes (in line with the working groups), and a comparative analysis of different knowledge management products)

In the comparative analysis, organizations and platforms engaging in similar areas of knowledge management are evaluated based on the key features of the services and products they offer. These are presented in the table below and were derived from an initial analysis of KM platforms and aligned with the KM definition by Cranston and Chandak. Moreover, the shortlisted WASH knowledge management platforms are linked to SuSanA's objectives and thematic working areas, to allow deriving a list of organisations with high potential to further SuSanA's agenda.

Through the global user survey the relevance of each of the features will be assessed from the user perspective (compare 2.3.3). This means that respondents to the survey will prioritize for example which of the features of an online WASH information database is most important. Based on this demand-oriented prioritization and the results of the comparative analysis of WASH knowledge management platforms the most relevant provider of each product and service will be identified.

With the results of the comparative analysis, it will be possible to prepare the Blue Ocean Diagram of WASH knowledge management to identify those areas that are not served and could be a strategic option for SuSanA. This will also enable us to identify the position of SuSanA as well as potential partners in each of the KM service line.

#	KM service or product	Key comparative factors
P1	Online WASH information database: an online platform with a focused collection of digital material related to WASH (including own and other's documents) along with means for organizing, storing, and retrieving the files and media contained in the collection.	<ul style="list-style-type: none"> ✓ Comprehensiveness of the information ✓ Provision of curated content ✓ Provision of synthesized/summarized information on thematic areas ✓ Quality of decision-making support (helpful filters/didactical concept) ✓ Provision of project information & case studies ✓ Provision of guidelines and tools ✓ Interlinked with other online WASH information databases
P2	Online platform for knowledge exchange: online platforms to share, ask questions, learn about other's experiences, collaborate, find opportunities related to WASH.	<ul style="list-style-type: none"> ✓ Open for external contributions ✓ Existence of a moderator or other form of quality control ✓ Ease to access /participate in the exchange platform ✓ Exchanges in multiple languages ✓ Number of participating members ✓ Response time in sample threads (time between posting a question and receiving an answer)
P3	Online learning initiative: capacity building activities that are organized online, focusing on receiving information related to WASH in a virtual environment.	<ul style="list-style-type: none"> ✓ Are webinars offered? ✓ Duration of webinars [hrs] ✓ Are MOOCs offered? ✓ Duration of MOOCs [hrs] ✓ Are online seminars offered? ✓ Duration of online seminars [hrs] ✓ Are times for participation flexible? ✓ Are events offered in other languages than English? ✓ Are certificates offered for the participation in the events?
P4	Knowledge production: activities for the production of new knowledge, compile information, describe an experience, etc.	<ul style="list-style-type: none"> ✓ Are case studies being developed? ✓ Are tool descriptions and guidelines being developed? ✓ Are academic research projects implemented? ✓ Are project evaluations carried out? ✓ Are thematic working papers and articles produced (including e.g. Wikipedia entries)? ✓ Are knowledge products peer-reviewed? ✓ Do other forms of quality control exist?
P5	Knowledge dissemination (online): Knowledge dissemination comprise activities to ensure relevant knowledge	<ul style="list-style-type: none"> ✓ Traffic in visits over last 30 days (http://www.trafficestimate.com/) ✓ facebook likes and activity level [posts per month] ✓ twitter follower and activity level [tweets per month]

<p>about sustainable sanitation management reaches development professionals and the public through online channels</p>	<ul style="list-style-type: none"> ✓ Flickr follower and activity level [posts per month] ✓ YouTube video views of organization's/platform's channel ✓ Newsletter ✓ Print run (in case of printed journals, etc.)
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Note: Based on consultations with the SuSanA team at SEI and GIZ it was decided not to include conferences and physical meetings in the analysis, because it was deemed to complicated to establish a meaningful analysis of these types of activities across a large range of different types of actors in the WASH sector.

2.2.3 SWOT Analysis (compare Excel sheet 2.2.3 a and b)

With the aim of identifying opportunities and threats, seecon has prepared an instrument for scanning the external and industry environment (see sheet 4.2 OT Analysis). Here, different political, economic, social, technological, environmental and legal trends affecting (favorably and unfavorably) the capacity of SuSanA to fulfill its mission will be documented. Furthermore, the industry environment as defined by the 5 Forces of Porter³ will be also analysed. Each trend will be evaluated as opportunity or threat, the relative importance, time, dynamics and implications for SuSanA.

Strengths and weaknesses will also be identified using the organizational capabilities dimensions: financial, marketing, personnel, management and operations. A number of interviews with SuSanA core members, staff of the Secretariat, special contributors, organizations in charge of the regional chapters and champion members (very active members) will be organized.

Understanding the strengths, weaknesses, opportunities and threats of SuSanA, as well as its current competitive advantages will allow to identify the strategies to follow, including where to focus its efforts, what products and services to offer, and what partnerships need to be created.

2.2.4 SDG related professional networks and organizations (compare Excel sheet 2.2.4)

Based on the terms of reference and further consultations with the SuSanA team at SEI and GIZ SDG related networks and organizations will be identified with whom SuSanA can potentially engage to:

- Ensure that sustainable sanitation is adequately recognized in the gradual implementation of the overall SDG agenda that comprises a large set of targets that are partly interlinked with sustainable sanitation
- Position information and knowledge products on platforms that allow reaching audiences from outside the WASH sector who need to contribute to ensuring sustainable sanitation

KM platforms related to SDG 6 will be identified as part of the comparative analysis of WASH platforms and networks (compare section 2.2.2).

The complexity of both sustainable sanitation and the broad range of SDGs requires targeted engagement of with different SDG related platforms to advance sanitation in specific areas. To facilitate the identification and later the engagement with different SDG related platforms, seecon has mapped the SDGs against SuSanA’s different thematic work areas, organized in the alliance’s working groups (compare table below). Moreover, specific constituencies (e.g. private sector and humanitarian aid/emergency relief) that engage in the SDG agenda were included in this mapping to equally map their key platforms.

This mapping will allow us to check in which areas the list of identified KM platforms has gaps. At a later stage, working group leaders and participants will be able to use the mapping through a filter, to identify SDG platforms that are relevant for their areas of work.

³ Porter, M.E. (January 2008) The Five Competitive Forces That Shape Strategy, Harvard Business Review.

WG 1	WG 10	WG 8	WG 2	WG 3	WG 4	WG 12	WG 5	WG 6	WG 7	WG 9	WG 11	WG 13
SDG 17 - Partnerships for the Goals	SDG 16 - Peace, Justice and Strong Institutions	Humanitarian aid and relief KM platforms engaged in the SDG agenda	SDG 8 - decent work and economic growth Private sector knowledge management platforms engaged in SDG agenda	SDG 7 - Affordable and clean energy SDG 13 - Climate action	SDG 3 - Good Health and wellbeing		SDG 2 - Zero hunger	SDG 11 - Sustainable cities and communities	SDG 4 - quality education		SDG 15 - Life on Land	SDG 1 - End poverty in all its forms everywhere

To identify relevant SDG knowledge management platforms seecon will proceed as follows:

1. By means of internet research key SDG knowledge management platforms will be linked for all SDGs relevant for SuSanA (compare mapping of WG themes with SDGs)
2. Evaluate each platforms potential for awareness raising and lobby and advocacy, as a basis for shortlisting SDG KM platforms
3. Complement list to ensure relevant KM platforms are identified for all relevant SDGs and WG themes
4. Rank most relevant KM platforms in each area of knowledge management and create a shortlist of 10-15 most relevant platforms in each area
5. Carry out detailed analysis of shortlisted platforms filling in details in columns AN – BF

2.2.5 Regional outreach/targeting

The analysis of the regional outreach/targeting needs to answer two key questions:

- Where is regional outreach/targeting needed?
- How should regional outreach/targeting be designed?

For each of these question seecon has developed separate approaches.

To identify **where regional outreach/targeting is needed** the parameters presented in the table below will be analysed, using available data from JMP, SuSanA’s web-statistics, forum logs as well as primary data from the user survey and the results from the comparative analysis of WASH platforms and networks.

Areas of analysis	Parameters	Information source
Basic information on each region	Countries in the region	Wikipedia
	Languages per country	
	Population per country	
Sanitation status	% of people using non-improved sanitation	JMP
	% of people practising open defecation	
Level of participation on the SuSanA forum	# of registered members from	Forum statistics
	# of forum posts per year	
	# of visits per year	
Use of SuSanA website	# of visits per year	Website statistics
	level of use of SuSanA website	User survey
Demand for regional chapters	need for additional, regional knowledge management services	User survey
	willingness to contribute in-kind	
	willingness to pay	
Potential partners in the region, for	Information management	Comparative analysis of WASH platforms and networks
	Knowledge sharing	
	Learning processes	
	Communication	

The results of this analysis will be aggregated in the Excel work sheet 2.2.5a for the following regions:

- Middle East and North Africa (MENA)
- South Asia
- Latin America & the Caribbean
- Caucasus & Central Asia
- East Asia & Pacific
- Francophone & West Africa
- East Africa
- Central & South Africa
- Europe
- USA & Canada

Qualitative interviews with 15 - 20 SuSanA's core group members, the organizations in charge of SuSanA's current regional chapters and with its members will be used to establish **how the regional outreach/targeting should be designed**. Separate sets of questions have been developed for each of these groups of interviewees, to:

- Needs that could be addressed through regional chapters
- Possible services and products that could be offered through regional chapters
- Processes how regional chapters could be established
- Governance, roles, responsibilities and relationship management
- Requirements for regional chapters

An overview of the interview questions is presented in the Excel work sheet 2.2.5b.

2.3. Understanding Demand

2.3.1. Development of SuSanA Logic Model & Performance Measurement Framework

To draft the logic model (LM) and performance measurement framework (PMF), CAWST and seecon reviewed the following key SuSanA documents:

- SuSanA. 2008. Towards More Sustainable Sanitation Solutions (Version 1.2)
- SuSanA. 2014. SuSanA Joint Roadmap 2015 to 2018-Towards More Sustainable Sanitation Systems (Version 1.1)
- SuSanA. 2016. SuSanA Joint Roadmap 2015 to 2018-Towards More Sustainable Sanitation Systems (Version 1.3)
- Dmitrieva, et al. 201_. SuSanA Platform Usability Study Report. Bentley University
- SuSanA. 2016. Welcome Package for SuSanA Partners
- SEI-SuSanA. 2016. Supporting Sustainable Sanitation Through Knowledge Management and Collaboration Action Within SuSanA (Grant Proposal)
- SuSanA. 2015. The Sustainable Sanitation Alliance (SuSanA) Cooperation Systems Model (Draft)
- SuSanA. 2016. Sustainable Sanitation and the SDGs: Interlinkages and Opportunities (Draft)
- SuSanA. 2014. Appendix II: Analytics Report Covering Time Period July 2011 Until 3 March 2014
- SuSanA. 2016. Statistics Report to Monitor SuSanA Discussion Forum and Library Up To 30 April 2016
- GIZ. 2016. Monitoring and Evaluation of the Online SuSanA Platform (Updated from 2012)

Additionally, three meetings were held to talk with different member of SuSanA Secretariat and Core Group for feedback on our understanding of core activities.

The information was synthesized and categorized into what are considered the main activities of SuSanA to achieve the set outcomes and vision set forth in the abovementioned literature and meetings. During this process, we recognized the true complexity of the alliance and the breadth of the activities carried out to support individuals and organization working in the provision of sustainable sanitation. This in mind, the resulting logic model is exactly that, a model of the complex KM platform. The LM is a graphical depiction of the logical relationships between the activities, outputs and outcomes towards supporting individuals working in the provision of sustainable sanitation to think and act holistically in their work.

The LM was then used to identify preliminary indicators (located in the PMF) in order to track progress. From these, a set of indicators have been selected as Key Performance Indicators (KPI). These will be discussed in more detail in the following section.

Below is the draft of the LM and its narrative as well as a description of the draft PMF.

2.3.1.1. Logic Model Narrative

The ultimate outcome or vision of SuSanA is sustainable sanitation for all where sustainable sanitation is defined as a comprehensive solution that considers the five sustainable sanitation aspects (referred to here as sustainable sanitation dimensions). The five dimensions are as follows:

- Health and hygiene
- Environment and natural resources
- Technology and operation
- Financial and economics
- Socio-cultural and institutional considerations

Many factors contribute to each of the abovementioned dimensions and affect sustainable sanitation for all. Of the many factors, few are within the control or mandate of SuSanA (or within the control of any organization, for that matter). As such, the ultimate outcome, “Sustainable sanitation for all”, does not have an indicator because the measurement would not be useful in understanding SuSanA’s contribution.

That said, in practice, we know that many sanitation systems fail because individuals and/or organizations working in the provision of sanitation do *know to* or do not *have the means to* consider all sustainable sanitation dimensions in their work. SuSanA directly addresses these challenges by offering a suite of products and services with the objective of increasing awareness, motivation, knowledge and coordination/collaboration to progress the sector towards its vision.

As a result, the intermediate outcomes in the LM relate to motivation (1100), knowledge (1200), and coordination/collaboration (1300) within the sector that occurs **because of SuSanA**. The long-term outcome is then individuals and organizations working in the provision of sanitation, including researchers, NGO staff, policy makers, and other professionals, thinking and acting holistically in their work, meaning they consider and incorporate the five dimensions (1000). Additionally, it is important to mention that ‘work’ encompasses all work including but not limited to the development of policies, regulations, research, and hardware and software implementation. Essentially, the long-term outcome is SuSanA’s contribution to the sustainable sanitation vision.

The activities and their outputs in the LM are the core SuSanA elements that exist to accomplish both the intermediate and long-term outcomes. It is important to note that the list of activities is not exhaustive. As mentioned above, SuSanA is complex. Therefore, in order to track progress towards the vision, a manageable amount and only measurable activities were captured in this model. The key activities include the following:

- Activities related to motivation/awareness
 - 1111: SuSanA is promoted to non-members working in the provision of sanitation or a related field
 - 1121: 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 letter), including specific activity within Working Groups and Regional Chapters
 - 1131: Members are informed about network opportunities through events calendar
- Activities related to knowledge
 - 1211: Thematic discussions are curated and archived, including **Working Groups and Regional Chapter Forums**
 - 1212: 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
 - 1213: SuSanA members have shared project photos through Flickr
 - 1214: Information related to sustainable sanitation is synthesized into a coherent product, including those specific to Working Groups and Regional Chapters
 - 1215: Relevant information on sustainable sanitation is created and shared on Wikipedia and YouTube
 - 1216: Job openings in the sector are publicized
- Activities related to coordination/collaboration
 - 1311: Forum has been moderated, including Working Group and Regional Chapter Forums
 - 1321: Webinars have been facilitate
 - 1331: Meetings have occurred, including meetings specific to Working Groups and Regional Chapters
 - 1341: Regional Chapters are established to support peer-to-peer exchange and networking within a regional or local context
 - 1351: Activity is increased within Working Groups to improve participation and exchange on specific Working Group topics

Each activity was also linked to a SuSanA product or service, which is related to one of the five products identified in section 2.2.2 as well as one of the four areas of knowledge management:

- Information management (Info. Mgmt.)
- Knowledge sharing
- Learning processes
- Communication (Comm.)

Lastly, the immediate outcomes of each completed activity represent the uptake by or transfer to individuals and organizations working in the provision of sanitation.

The table below is a copy of the LM. The complete version can be found in the Excel file titled *2017-05-31_LM&PMF*.

2.3.1.2. Logic Model & Performance Measurement Framework Description

SuSanA Vision	0 Sustainable Sanitation for ALL										
Contribution to SuSanA vision	1000 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, meaning they consider and incorporate 5 sustainable sanitation dimensions										
Benefit to SuSanA member's work	1100 Individuals and organizations working in the provision of sanitation are motivated to consider 5 sustainable sanitation dimensions			1200 Individuals and organizations working in the provision of sanitation have relevant <u>knowledge</u> on 5 sustainable sanitation dimensions			1300 Individuals and organizations working in the provision of sanitation coordinate and collaborate to fully apply 5 sustainable sanitation dimensions in their projects and avoid duplication (In other words collaborative, off-shoot products and services are created as a result of coordination and collaboration facilitated by SuSanA)				
Transfer to / access by SuSanA members & non-members	1110 Non-members join SuSanA	1120 SuSanA members engage on social media or follow links in newsletter about SuSanA activity, including specific activity within Working Groups and Regional Chapters	1130 SuSanA members view network opportunities related to sustainable sanitation	1210 Individuals and organizations working in the provision of sanitation <u>access</u> sustainable sanitation <u>information</u> through SuSanA			1310 SuSanA members are participating and exchanging within the Forum, including Working Group and Regional Chapter Forums	1320 SuSanA members are participating and exchanging within webinars	1330 SuSanA members are participating and exchanging in person at meetings including meetings specific to Working Groups and Regional Chapters	1340 SuSanA members are participating and exchanging within Regional Chapters (regionally)	1350 SuSanA members are participating and exchanging within Working Groups (within specific topic areas)

Completed activity by <u>SuSanA</u>	1111 SuSanA is promoted to non-members working in the provision of sanitation or a related field		1121 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 letter), including specific activity within Working Groups and Regional Chapters	1131 Members are informed about network opportunities through events calendar	1211 Thematic discussions are curated and archived, including Working Groups and Regional Chapter Forums	1212 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	1213 SuSanA members have shared project photos through Flickr	1214 Information related to sustainable sanitation is synthesized into a coherent product, including those specific to Working Groups and Regional Chapters	1215 Relevant information on sustainable sanitation is created and shared on Wikipedia and You Tube	1216 Job openings in the sector are publicized	1311 Forum has been moderated, including Working Group and Regional Chapter Forums	1321 Webinars have been facilitate	1331 Meetings have occurred, including meetings specific to Working Groups and Regional Chapters	1341 Regional Chapters are established to support peer-to-peer exchange and networking within a regional or local context	1351 Activity is increased within Working Groups to improve participation and exchange on specific Working Group topics.
	Products & services offered by <u>SuSanA</u>	Wikipedia Facebook Twitter YouTube	Side-events Meetings	News Letter (SuSanA, Working Group & Regional Chapter News Letters) Facebook Twitter	Events Calendar	Thematic Discussion Series Forum (SuSanA, Working Group and Regional Chapter Forums)	Library Case Studies Akvopedia SuSanA Wiki-pages (for WG) SFD School Activity Collection Conference Materials Project Database Factsheets SuSanA publications	Flickr	Fact sheets Case studies SuSanA publication (SuSanA, Working Group and Regional Chapter specific knowledge products)	Wikipedia SuSanA YouTube Channel	Jobs (Under 'About SuSanA')	Thematic Discussion Series Forum (SuSanA, Working Group and Regional Chapter Thematic Discussions & Forums)	Webinar Series	SuSanA meetings Working Group meetings Regional Chapter meetings	Regional Chapters

Activities carried out by <u>SuSanA</u> secretariat & paid staff	1111.1 Promote SuSanA to non-members using Wikipedia, Facebook, twitter & YouTube	1111.2 Promote SuSanA to non-members in-person (i.e. side-events, meetings)	1121 Inform members about activity (e.g. events, forum discussions, new resources, relevant facts) related to sustainable sanitation (i.e. Facebook posts, tweets and SuSanA email news letter), including specific activity within Working Groups and Regional Chapters	1131 Inform members about network opportunities through events calendar	1211 Curate and archive thematic and relevant discussions on Forum related to sustainable sanitation, including Working Groups and Regional Chapter Forums	1212 Provide platform that is curated by SuSanA to share publications, reports, tools (SFD), case studies, project information, factsheets and SuSanA publications on sustainable sanitation including those within Working Groups and Regional Chapters	1213 Provide platform of visual project-based information related to the provision of sanitation within Flickr	1214 Synthesize information into knowledge capital (i.e. factsheets, case studies, SuSanA publications) related to sustainable sanitation, including those specific to Working Groups and Regional Chapters	1215 Coordinate SuSanA members to create and share information related to sustainable sanitation (e.g. Wikipedia and YouTube)	1216 Compile and publicize sanitation sector job openings	1311 Moderate thematic and relevant discussions on Forum related to sustainable sanitation, including Working Group and Regional Chapter Forums	1321 Provide SuSanA members an opportunity to share their work and discuss topics of interest with other SuSanA members through SuSanA webinar series	1331 Plan and facilitate meetings to facilitate collaboration within the sector, including meetings specific to Working Groups and Regional Chapters	1341 Establish Regional Chapters to support peer-to-peer exchange and networking within a regional or local context	1351 Increase activity (referring to the total number of discussions, meetings, webinars, and information made available through library over a period) within Working Groups to improve participation and exchange on specific Working Group topics.
KM field	Comm.	Comm.	Comm.	Comm.	Info. Mgmt.	Info. Mgmt.	Info. Mgmt./ Comm.	Learning Process	Info. Mgmt./ Comm.	Info. Mgmt.	Knowledge Sharing	Learning Process	Learning Process/ Comm.	Knowledge Sharing	Knowledge Sharing
Product category	P5	N/A	P5	N/A	P1	P1	P1 / P5	P4	P1 / P5	N/A	P2	P3	P4	P2	P2

In addition, indicators have been proposed from all outputs, immediate outcomes, intermediate outcomes, and for the long-term outcome. See the Excel file titled *2017-05-31_LM&PMF* for these indicators. Target values should be determined in coordination with SuSanA and based on the baseline values. Additionally, responsibilities should be determined to establish who collect and analyse what data to track progress.

Lastly, the LM and PMF are drafts. It may be the case that changes will be made to activities based on the feedback from SuSanA and the results of this Stakeholder Market Study. The final LM and PMF will finalized by August 31.

2.3.2. Key Performance Indicators (KPI)

Key Performance Indicators (KPI) are defined as a set of quantifiable measures used to gauge organizational or project-based progress in achieving strategic and operational goals over time. KPIs are not intended to measure ultimate or even long-term outcomes, but rather should measure the effectiveness of products and services that are viewed as central to the achieving those long-term and ultimate goals.⁴ KPIs should also focus on results that are largely within the control of the organization.

Also important to developing successful and useful KPIs is the involvement and buy-in of individuals managing the project or organizations. To address this, iteration between SuSanA-SEI is expected and necessary to ensure that the right things are measured.

The following table outlines the proposed KPIs. The complete description can be found in the Excel file titled *2017-05-31_LM&PMF*

Key Performance Indicator		PMF Indicator Reference	Objective	Notes
KPI 1	Number of individual members and organization of SuSanA that express motivation or plans to incorporate all five dimension of sustainable sanitation in their work	1100	To track progress in making individuals working in the provision of sanitation aware about five dimensions of sustainability	Question 44 in the survey guide assesses the degree to which SuSanA is responsible for the change. If 3, 4, or 5 is selected, then the respondent is asked question 44a. Only those who check all 5 dimensions are counted. Subtotals of the individuals working in the following areas will be calculated (see question 10 for note): -Capacity Development -Hardware Implementation -Research (including both academic & market) -Policy/ Regulation -Funds/Donations
KPI 2	Number of individual members and organizations of SuSanA that report increased knowledge and skills as a result of their membership or participation in SuSanA	1200	To track progress in supporting the growth of knowledge and skills related to five sustainable sanitation criteria of individuals working in the provision of sanitation	Question 45 in the survey guide assesses the degree to which SuSanA is responsible for the change. If 3, 4, or 5 is selected, then the respondent is asked question 45a. Only those who check all 5 dimensions are counted. Subtotals of the individuals working in the following areas will be calculated (see question 10 for note): -Capacity Development -Hardware Implementation -Research (including both academic & market) -Policy/ Regulation -Funds/Donations

⁴ Parmenter, D. 2015. Key Performance Indicators: Developing, Implementing, and Using Winning KPIs. John Wiley & Sons, Inc., Hoboken, New Jersey

KPI 3	<u>Number of individual members and organizations of SuSanA</u> that report collaborating or coordinating with other members or organizations as a result of their membership or participation in SuSanA	1300	To track progress of impact of SuSanA activities on coordination and collaboration within the sector	Question 46 in the survey guide assesses the degree to which SuSanA is responsible for the change. If 3, 4, or 5 is selected, then the respondent is asked question 46a. The number of individuals who report collaborations/coordination greater than zero will be counted. Subtotals of the individuals working in the following areas will be calculated (see question 10 for note): -Capacity Development -Hardware Implementation -Research (including both academic & market) -Policy/ Regulation -Funds/Donations
KPI 4	<u>Number of new SuSanA members</u>	1110	To track progress of engaging individuals working in the provision of sanitation	The number of new members will be counted.

2.3.3. Survey Methods & Data collection tools

There is considerable overlap between individuals and organizations on the SuSanA membership list. Many organizational contacts listed for SuSanA, for example, will also be individual members. Therefore, CAWST, as lead consultant for this segment, combined the market segments--current to SuSanA and potential future sanitation-related partner organizations and individual users/members—and will use the same collection methodology and tool.

The survey tool intends to serve multiple purposes as follows:

Goal
Develop a directory of professionals in the sanitation sector (Directory)
Develop a description/map of knowledge management within the sanitation sector (KM Map)
Support a baseline market assessment for knowledge management and networking within the sanitation sector. Objectives of this assessment include the following: <ul style="list-style-type: none"> To determine KM practices, needs and interests of potential and existing members/users (Practices/Needs/Interests) To understand better the strengths and weaknesses of SuSanA (from the perspective of members/users) (SWOT) To assess where regional chapters may achieve the greatest impact based on needs expressed by members/users (Regional Potential) To support the development of targeted communications strategies for existing and potential member/users (Communication Strategy)
Collect baseline data for proposed Performance Measurement Framework (PMF), which contains Key Performance Indicators (KPIs) to track SuSanA’s progress and impact overtime (Measurement)

The intended audience of the survey refers to the five market segments outlined in the tender. For the survey, they have been re-categorized to designate an audience(s) for each proposed question. The four primary segments targeted in this survey are the following:

Tender Category	New Category	Market Segment
3	1	Individuals from <i>current</i> SuSanA partner organizations
	2	Individuals from <i>potential</i> SuSanA partner organizations
4	3	<i>Current</i> individual SuSanA members or users
	4	<i>Potential</i> individual SuSanA members or users

These four new segments, however, contain individuals that are also associated with the other three segments mentioned in the tender:

1. WASH-related Knowledge Management platforms and networks,
2. Sustainable Development Goal (SDG)-related professional networks and organizations, and
5. SuSanA Regional Chapters

In the actual survey document, these will be referred to using their relative number (see *2017-05-31_SurveyTool* document).

The survey questionnaire was developed containing survey response path logic. This logic will ensure that any individual respondent will only receive questions specific to their experiences and expectations of SuSanA, if in fact they are SuSanA member or an individual from a partner organization, while respondents who identify as non-members will receive questions that more generally relate to their knowledge, needs and interests as they relate to KM.

The results based on the responses will then be categorized based on these segments, as well as based on other respondent attributes such as the country- and region-base of the respondent.

The draft tool is currently divided into 9 parts. This partitioning will not be part of the final tool. This is for ensuring that all required information is included in the planning of the tool. **The order of the questions will change.**

Currently, the survey consists of 45 questions in order to address all of the objectives outlined in the tender (also mentioned above). While not all questions will be distributed to all individuals on each distribution list because of applied survey logic, including all of these questions may discourage respondents from participating or fully completing the survey and result in a low response rate. Conversely, if we were to remove questions the degree to which we are able to address each of the outlined objectives would decrease. As such, we look to SuSanA-SEI to provide feedback on their greatest priorities in terms of objectives and information of interest. This feedback will be used to order the survey in such a way that if a respondent decides to stop the survey before finishing, we will retain the most important information.

It is important that the survey questionnaire be readily accessible to the various market segments. To facilitate accessibility, the survey will be surveyed into French and Spanish, as well as available in English.

The survey will be directly distributed across four client lists using the online survey platform, Survey Gizmo. The four client lists include SuSanA's existing membership list, SSWM Program Stakeholder List (developed by seecon), Global Water Partnership (GWP) lists, and CAWST's client list. Across these four lists, duplicates will be removed. It is anticipated that this distribution list will be close to 30,000 individuals.

In addition to directly distributing the questionnaire using the mentioned client lists, the URL to the Survey Gizmo survey will be shared with IRC, Water Supply & Sanitation Collaborative Council (WSSCC), International Water

Association (IWA), Swiss Resource Centre & Consultancies for Development (SKAT), African Development Bank (AfDB), pending their consent, to distribute to their membership lists.

Arno Rosemarin has agreed to reach out to the abovementioned networks to share the draft survey. Unfortunately, due to time constraints and the current length of the survey, the networks will be unable to add extra questions. We have experience doing this with other surveys, and we have learned that the process of clarifying to ensure we ask the right questions and the cleaning/verification of additional data can take time. The main benefit to these networks will be shared sector-wide and network-specific results on knowledge management needs and interests.

For these membership lists, we will not remove duplicates. We acknowledge that without sending the survey directly through Survey Gizmo, some individuals may exist on more than one membership list and therefore will receive the survey more than once. Usually, we would avoid sending a survey more than once to the same individual, however distributing the survey via these other networks, we believe will communicate the magnitude and importance of the survey and ultimately increase our response rate.

Once the survey is open, automatic follow-ups will be sent to any individuals that have not yet responded to the survey. Once a response has been received, a 'Thank you' email will be sent to foster the relationship with these respondents so that they may be open to sharing in the future.

Lastly, follow-up interviews may be conducted as a result of the larger survey. If this is the case, the interview guides will be based on the responses provided in the survey and will be developed as needed. In the event we decide to follow-up with individual respondents for additional details regarding their responses, we will submit those tools for feedback and approval.

3. SUMMARY OF ATTACHMENTS

Attachment	Docment Refernce	Attachment Content
Supply Instrument	Supply_Instruments_Spread-Sheets_170531.xls	<ul style="list-style-type: none"> WASH platforms and networks comparative analysis (Excel sheet 2.2.2) SWOT Analysis (compare Excel sheet 2.2.3 a and b) Regional outreach/targeting (Excel sheet 2.2.5 a)
Demand Instrument	2017-05-31_LM&PMF.xls	<ul style="list-style-type: none"> Logic Model Performance Measurement Framework Key Performance Indicators (KPIs)
Survey Tool	2017-05-31_SurveyTool.doc	<ul style="list-style-type: none"> Survey