

Report Information

Title of the report	WaterAid Final Report		
Task Group number	Predominately task group 2		
Report date:	30-09-2018	Report prepared by:	

Project progress and results

1. Background

In summary provide the goal of the task and its relevance to the project:

WaterAid (WA) is part of the consortium working on the Bill and Melinda Gates Foundation funded project to increase engagement in SuSanA from on-ground stakeholders. The sustainable sanitation alliance (SuSanA) has rapidly grown as a network from a small group of people working in sanitation to 10 000 members, and over 330 partner organisations. SuSanA has contributed to significant developments in the sanitation sector, for example: lobbying for the inclusion of sanitation in the sustainable development goals (SDGs), producing vision documents and showing interlinkages between SDG6 and the rest of the SDGs. In recent times it has become apparent that engagement on the SuSanA platform is dominated by certain demographic. Consequently, SuSanA is increasingly taking measures to ensure it serves a global community of practitioners in its core business of Knowledge Management.

A Bill and Melinda Gates Foundation funded consortium was established to broaden the reach of SuSanA. WaterAid and Oxfam came on board on the third round of this grant to help demonstrate ways that SuSanA can reach and serve stakeholders working in different contexts. With a focus on responding to the diversity of sanitation stakeholders, taking into account, geographic and demographic contexts.

At the beginning of WaterAid's involvement in the project we carried out an [internal market study](#) which aimed to capture perceptions of SuSanA, functionality and utility, as well as knowledge sharing preferences of our staff and partners. We surveyed staff working across different regions in the global south as well as at HQ and member countries. The main findings from the survey were that topically, there is a high demand amongst WaterAid country programme staff to access information on the sanitation topics covered by the SuSanA working groups. However, the knowledge products through which the topical information is delivered via SuSanA are less well-suited to the needs of WaterAid country programme staff. Knowledge products preferred by WaterAid country programme staff include face-to-face meetings, toolkits, short videos and technical designs and diagrams.

During the first year of the grant, a persona study was also carried out which indicated that the missing audience of SuSanA are practitioners who occupy the 'middle' space between very high level decision makers and staff implementing on ground, e.g. 'practitioners ranging from the highest technical staff working in a ministry to staff members of NGOs supporting

implementation, including trainers, trainers of trainers, consultants and specialists in between.¹ The persona study helped to confirm the findings from our own market study and the knowledge preferences of the target personas helped us to refine our in-country initiatives. For example, 7 of the 9 personas had local workshops and person-to-person learning (peer-to-peer) in their top 'likes to learn through'. Persona 8 (Alex (50) CBO, Kenya), who belongs in our target group of 'middle segment practitioners' finds that there are 'too few members at a local level' and that there are 'not enough initiatives to bring members from the region in touch'. Our in-country initiative was designed to directly address these kind of concerns. We hoped to attract more local members, and to bring regional members together.

To respond to the issues raised we developed the 'in country initiative' to directly address the learning and engagement style preferences of our staff and partners, including governments in our programme countries. WaterAid and Oxfam led the implementation of coordinated in-country initiatives (known as 'Task 2' in the second year of the project) in different countries.

The in-country initiative led by WaterAid was implemented in Ghana. It involved learning sessions and workshops, at government level, national and local level to discuss innovations and challenges in achievement of SDG6. We worked to engage national ministry and they helped drive the learning events. The aim of the initiative was to pilot a sustainable model of:

- Embedding SuSanA in preexisting national research and learning functions and convening.
- Helping to demonstrate the value of the SuSanA platform in-country and increase membership.
- Bringing knowledge, innovations and challenges from Ghana back to global platform.
- Bringing curated knowledge from global platform to be brought to learning sessions. Facilitating a circular flow of knowledge between stakeholders in Ghana and the global membership.

WaterAid chose Ghana as a focus country because it is felt that the sector in Ghana will be responsive to these kind of activities with the new Ministry of Sanitation and Water Resources (MSWR) and with innovations in the private sector. In the second year of the project, WaterAid chose to continue working in Ghana, for the reasons it was initially chosen, and to allow us to build on the work in year 1.

2. Progress up to date:

#	What the activity aimed to achieve	Output/milestone achieved	Indicator(s) if any	Remarks
1	In-country initiatives to benefit practitioners in the global South by demonstrating the value of the SuSanA platform and increase the membership. Use of strategic partnerships; produce curated products and learning alliances			
1.1	Visit to Ghana at the beginning of July 2017, where WaterAid along with other organisations participated in the Ministry of Sanitation and Water Resources consultative workshop on the 5 year Strategy. To introduce Ministry to SuSanA and lay foundation for ongoing engagement.	<ul style="list-style-type: none"> • The visit was completed successfully, a presentation on SuSanA was made. • The engagement with ministry and key stakeholders in Ghana resulted in creation of a joint workplan with Ministry on KM. 		

¹ SuSanA strategy and workplan, BMGF consortium 2018

1.2	<p>One day SuSanA Workshop in Accra, September 2017. The purpose of the workshop was:</p> <ul style="list-style-type: none"> • To present SuSanA as an active network and knowledge hub that can accompany the government of Ghana and national sanitation actors in Ghana on the achievement of the SDG 6 and other commitments. • To identify national challenges to the achievement of SDG6. • Provide an opportunity for Ghanaian sanitation sector actors to consider what knowledge support they would like to receive from SuSanA and give feedback on the kinds of knowledge sharing partnerships which would best support them in their efforts to increase access to adequate and equitable sanitation. 	<ul style="list-style-type: none"> • Workshop completed: presentation on SuSanA made. Raising awareness of SuSanA in Ghana. • During the workshop there was identification of challenges to the achievement of SDG6, knowledge gaps and knowledge strengths in the Ghanaian sanitation sector. • Webinar with ESPA, sharing innovative private sector involvement in knowledge management and creation in Ghana. • New members registered to SuSanA. 		<p>Full workshop report available here</p> <ul style="list-style-type: none"> • There were 71 participants of workshop.
1.3	<p>Internal promotion of SuSanA at WaterAid.</p>	<ul style="list-style-type: none"> • Link to SuSanA integrated in internal knowledge sharing database. • Advertisement of various webinars and events through email, face-to-face meetings and yammer (WaterAid social media platform). 		
1.4	<p>Internal market survey at WaterAid at beginning of project. The purpose of the survey was to get more details on: WaterAid country programme staff's view of SuSanA, their awareness and usage of SuSanA, understand which other knowledge management platforms and websites are used for learning and knowledge sharing. Specifically targeting those who work in implementation.</p>	<ul style="list-style-type: none"> • Market survey sent to over 100 WaterAid staff, including country programme staff. • Survey results showed: high demand amongst WaterAid country programme staff to access information covered by the SuSanA working groups. However, it also showed that the knowledge products delivered via SuSanA are less well-suited to the needs of WaterAid country programme staff. Knowledge products preferred 		<p>Activity took place in year 1 of project and informed how we went on to engage with country programme staff.</p> <p>Available here</p>

		include face-to-face meetings, toolkits, short videos and technical designs and diagrams.		
1.5	Discussions and engagement with relevant members in Ghana's Ministry of Sanitation and Water Resources	<ul style="list-style-type: none"> • A number of meetings/discussions were held with key stakeholders at the ministry. These meetings provided the opportunity for the project to be introduced to the ministry and to get their buy-in. 		
1.6	Collation of global 'sanitation update' of trends and resources which are relevant to Ghanaian context, sourced from SuSanA platform	<ul style="list-style-type: none"> • During learning local and national learning sessions participants were directed to resources available on SuSanA platform which have relevance to their contexts. 		
1.7	Supporting/facilitation of convening and writeshops within Ministry of Sanitation and Water Resources in Ghana	Initial structure of in-country engagement with MSWR changed in nature because we wanted MSWR to drive activities. MSWR preferred to hold a national workshop rather than have shorter learning sessions as originally proposed. That MSWR were keen to drive activities is evidence of the strong partnership that was formed. Find details of the national workshop 1.12-1.15		MSWR chose to instead convene a SuSanA national level workshop, inviting key stakeholders. MSWR felt that shorter sessions within the ministry would not be productive as it would be harder to retain the attention of staff. This means engagement with ministry should be flexible, adapting to allow ministry to drive activities for more effective ownership.
1.8	Support of documentation of writeshops/outputs.	<ul style="list-style-type: none"> • Because structure of in-country engagement changed in nature (see 1.7) this is no longer applicable. 		
1.9	Sharing of convening and writeshop outputs with SuSanA platform	<ul style="list-style-type: none"> • Because structure of in-country engagement changed in nature (see 1.7) this is no longer 		

		applicable.		
1.10	<p>Attend CLTS Stocktaking forum (STF) in Ghana and present on SuSanA</p> <p>The objectives of the trip were:</p> <ol style="list-style-type: none"> 1. To engage stakeholders in Ghana in SuSanA, to build momentum and kick start our in-country activities in SuSanA project. Particularly to engage Ministry of Sanitation and Water Resources (MSWR). 2. Through verbal presentation during STF and through meetings. <p>To informally gauge current levels of awareness and understanding of SuSanA amongst stakeholders in Ghana. Through informal conversations and through discussion post presentation.</p>	<ul style="list-style-type: none"> • CLTS STF attended July 2018. • Presentation on SuSanA made to around 130 participants. • Around 20 new members registered for SuSanA. • Meeting held with MSWR. Provisional dates for national workshop agreed with MSWR agreeing to take lead. 		<ul style="list-style-type: none"> • Low initial level of understanding of SuSanA in audience: only around 10 participants raised their hand when asked if currently aware of SuSanA. This fell to around 5 when asked if had actually used the platform. • However, a lot of interest in SuSanA generated, conference facilitators repeatedly encouraged participants to upload to SuSanA platform. • 20 new members registered for SuSanA, Ghana rose several places to become the country with 6th highest membership. • Full report available
1.11	Engagement with existing regional/national convening around sanitation in Ghana	<ul style="list-style-type: none"> • The 3 local level learning and sharing sessions (detailed in 1.14) were held in collaboration with the regional and district inter-agency coordinating committees on sanitation 		<ul style="list-style-type: none"> • All three convenings have agreed to integrate learning and sharing with the wider SuSanA platform as part of their knowledge management practices.
1.12	Scoping of local challenges prior to workshops.	<ul style="list-style-type: none"> • Together with the MSWR, the key challenges facing the sanitation sector were identified as priority issues to be discussed at the national level workshop. Scoping of local challenges was also conducted in the Upper West Region 		<ul style="list-style-type: none"> • The collated challenges were shared with participants at the national workshop and the Wa workshop and formed the basis of the deliberations

1.13	Sharing of results of scoping with SuSanA platform and relevant working groups. SuSanA members provide support in form of resources or more substantial partnerships.	Scoping for Upper West sent to Working group mailing list and posted on forum here .		37 replies to Working groups.
1.14	Support set up of workshop in collaboration with existing regional convening mechanisms. Facilitation of workshop.	<ul style="list-style-type: none"> • 1 National level learning and reflection workshop organized in collaboration with the MSWR • Learning and reflection session organized in collaboration with the Wa Municipal Interagency Coordinating Committee on Sanitation on 14th August 2018 at Wa in the Upper West Region • Learning and reflection session organized in collaboration with the Kassena Nankana West District Interagency Coordinating Committee on Sanitation on 19th September 2018 at Paga, the district capital • Learning and reflection session organized in collaboration with the Bongo District Interagency Coordinating Committee on Sanitation on 20th September 2018 at Bongo, the district capital • These workshops leveraged on existing sanitation convenings in the country. The local level workshops leveraged on the regional/district interagency coordinating committees (RICCS/DICCS) • WaterAid co-facilitated the workshops with the MSWR 		<ul style="list-style-type: none"> • A total of 77 people participated in all 4 workshops. • About 40 participants registered for SuSanA during the workshops

1.15	Documentation of curated learning/challenges and discussion from regional workshops. Then shared and uploaded to SuSanA.	<ul style="list-style-type: none"> • Learning and challenges and discussions from local level workshops documented into 4 separate briefs • See the brief from the Wa workshop on the discussion forum here • See the brief from the Kassena Nankana West District workshop on the discussion forum here • See the brief from the Bongo workshop on the discussion forum here 		<ul style="list-style-type: none"> • Brief from national workshop yet to be shared on the discussion forum, the delay has been caused by a need to get approval from various people within ministry.
1.16	Documentation of curated Ghana 'sanitation update' report summarising SuSanA activity in Ghana and learning, shared and uploaded to SuSanA. Embedded in Ghana country profile page.			Given budget and time restrictions 'country profile' pages on the webpage were not implemented by the secretariat.
1.17	Create guidance note for Ghana in-country activity	<ul style="list-style-type: none"> • Guidance note developed, final draft awaiting sign off. To be shared with core group and consortium members. 		
2	Strengthen curation of SuSanA products and services and further web platform improvements			
2.1	Support to the improvement of WG webpages to include more information on engagement opportunities (e.g. systematic documentation of WG meetings and activities)	<ul style="list-style-type: none"> • Active support and engagement for the initial Wikipedia event in March 2017, number of WaterAid staff participated. • Support for recruitment of actors in further Wikipedia events 		
2.2	Documentation of curated Wateraid resources uploaded on SuSanA platform for sharing with the wider SuSanA membership. This can include the lessons from learning from Ghana in-country activity and sharing with wider SuSanA membership.	<ul style="list-style-type: none"> • 22 WaterAid projects uploaded to the SuSanA project database. • Various WaterAid blog posts highlighted on forum. • In-country activity report uploaded to SuSanA. • Updates from in-country work posted on 		

		forum.		
3	Restructuring and strengthening of the Working Groups to revitalise members contribution to contents as well as cross-learning following the new resolved concept note.			
3.1	Restructure WG webpages to include more information on engagement opportunities (e.g. systematic documentation of WG meetings and activities)	<ul style="list-style-type: none"> • WG 2 webpage copy rewritten. • WG 13 added link to recent webinar series on homepage. 		Dependent on willingness and ability of WG leads to contribute.
3.2	Assist WG leads and members to organise webinars, meetings and TDS	<ul style="list-style-type: none"> • Developing markets for sanitation: where to start? webinar May 2017 • Ghana private sector actors facilitate innovations, learning and knowledge management in sanitation December 2017 • Behaviour change global webinar series part 1 March 2018 • Behaviour change global webinar series part 2 May 2018 • The toilet trade: how to sell sanitation successfully and to scale August 2018 • Working Group 2 meeting August 2017 at Stockholm WWW. • Supported and promoted a panel discussion on 'How to influence and engage governments in sanitation.' Panellists included Louisa Gosling (Quality Programmes Manager, WaterAid) May 2017. • Working Group 12 Meeting August Stockholm WWW. • Launch meeting for Working Group 13 held at WEDC 2017. 	(in order of webinars in column on left) <ul style="list-style-type: none"> • 243 people registered for the webinar. 230 views on youtube. • 55 people registered for the webinar. 60 views on youtube. • 241 people registered for the webinar. 403 views on youtube. • 143 people registered for the webinar. youtube views not available as uploaded incorrectly. • 191 people registered for the webinar. 137 views on youtube. 	
4	Further development of the monitoring and evaluation of SuSanA			
4.1	Support the identification of key M&E questions, issues and feasible evaluation approaches and parameters for SuSanA activities.	<ul style="list-style-type: none"> • Comments on draft M&E framework provided 		M&E framework not WaterAid focus, there was limited time to thoroughly engage.

4.2	Support the reviewing and refining the M&E requirements of the SuSanA Network.	<ul style="list-style-type: none"> • Comments on draft M&E framework provided 		
5.1	Day-to-day Activities			
5.2	Attend core group and consortium face-to-face meetings in Eschborn and Bonn (June 2018) to contribute to governance of SuSanA and allow for constructive working relationship within consortium.	<ul style="list-style-type: none"> • Participated in design thinking workshop led by Sphaera and attended by the SuSanA consortium and the core group members. 		
5.3	Attend SuSanA, core group and consortium meetings in Stockholm WWW (August 2017/2018) to promote in-country work and contribute to conversations about future direction of SuSanA.	<ul style="list-style-type: none"> • Presentation on in-country work in Ghana made to attendees of the 26th SuSanA meeting. Participants were made up of SuSanA members. 		
6	Other			
6.3	International women's day initiative, inviting women to introduce themselves and their work on the SuSanA discussion forum. Recognising and celebrating the important role of women in WASH. Leveraging international women's day to encourage women to post on the male-dominated forum.	Forum post here	<ul style="list-style-type: none"> • 3296 views on the forum post • 20 replies 	

4. Lessons Learned & Recommendations

3.1 In-country initiatives to benefit practitioners in the global South by demonstrating the value of the SuSanA platform and increase the membership. Use of strategic partnerships; produce curated products and learning alliances

- **Existing awareness of SuSanA in Ghana very low.** During the Stock Taking Forum (STF) in Kumasi, Ghana, a national event for knowledge sharing around sanitation, we presented on SuSanA to launch our year 2 in-country activities. Only around 10 of the 130 attending the presentation had previously heard of SuSanA. Similarly, the majority of participants at regional sessions lacked awareness about SuSanA and its function. Consequently, the platform is an untapped resource to Ghanaian WASH practitioners. Additionally, this means that Ghanaian practitioners' engagement and context-specific experience is missing from the platform which doesn't make it a useful resource for the sector.
 - *Increase amount of context specific knowledge on the SuSanA platform, to ensure it is a relevant resource for stakeholders working in the global South.*
 - *Market SuSanA to stakeholders working in the global South to increase awareness of SuSanA and subsequent engagement with the platform. For example, by presenting SuSanA at national events.*

- **During in-country activities there has been lots of enthusiasm for SuSanA.** Over the project period 2017-2018 approximately 151 new members registered from Ghana. Facilitators at the STF in Kumasi encouraged presenters to share their work on the platform. In particular, there was excitement surrounding the possibility of sharing the innovative work happening in Ghana. However, with this enthusiasm comes a certain level of skepticism based on experiences of how similar knowledge management initiatives have ended up.
 - **We recommend to continue with and expand country level SuSanA engagement.** *There is often national demand for learning around country specific challenges in relation to the achievement of SDG6. We recommend replicating (with adaptations for context) the model piloted in Ghana, see in-country guidance note for full details of process and recommendations.*
 - **Increase amount of face-to-face meetings in the global South.** *Most stakeholders want to explore different methods of engagement, but regular face-to-face SuSanA meetings, with an opportunity to network, has been a popular option.*
- **Buy-in from ministry from the beginning helps with engagement in-country and ownership.** WaterAid made substantial effort to engage with the ministry of sanitation and water resources (MSWR) in Ghana, from the beginning of the in-country work. This resulted in the MSWR sending out the invitations to the National Workshop and suggesting participants. MSWR is also in the process of becoming a SuSanA partner. The hope is that this will increase likelihood of sustainability of ongoing SuSanA engagement in Ghana with potential to be a knowledge resource for context-specific information.
 - **We recommend engaging with national government and securing focal person for SuSanA activities based in the relevant ministry.** *While implementing this project in Ghana we found strength with focal person from MSWR supported by WaterAid Ghana staff. If it is not possible in a particular context to have a focal person based within government the focal person in-country could be in an NGO or other organization in country. This point of contact in country is critical to understanding the country context and various stakeholders in country, and to establish ownership of SuSanA in-country.*
 - **To get government participation it is important to take into consideration their agenda and plans.** *The benefits of involving government in the pursuit of ownership and sustainability outweigh the increased time bureaucratic processes add to the project. For example, briefs developed following learning sessions could not be immediately shared on the SuSanA platform by the focal person without his supervisor's approval which in one instance took three weeks. However, implementation of the SuSanA project in Ghana was largely successful because the ministry bought into the idea.*
 - **To ensure sustainability of the initiatives in Ghana, it is recommended that SuSanA as a platform signs a memorandum of understanding with the ministry of sanitation and water resources.** *Also, ensure a dedicated staff in the Environmental Health and Sanitation Directorate, which houses the ministry's knowledge management unit and is tasked to cross share learning on SuSanA.*
- Existing convening in-country provides a good entry point for in-country activities. For example, presenting at the STF in Kumasi, Ghana allowed us to reach around 130 national stakeholders. This has the added benefit of bringing down cost, ensuring sustainability and ownership of SuSanA.
 - **Piggyback on existing convening and form partnerships rather than replicating existing convening around sanitation.** *To do this it is important to explore the existing convening in-country and understand who the key stakeholders are.*
 - **In-country initiatives do require some investment, but this is necessary if SuSanA is to be truly representative of the global community and engage with all members.**

3.2 Strengthen curation of SuSanA products and services and further web platform improvements

- **SuSanA is a strong network with an immense amount of resources available on sanitation. However, these resources need to be curated and delivered in context specific packages acknowledging the diversity values of SuSanA.** The internal WaterAid market survey conducted during year 1 of the project showed that there is high demand amongst WaterAid country programme staff to access information covered by the SuSanA working groups. However, it also showed that the knowledge products delivered via SuSanA are less well-suited to the needs of WaterAid country programme staff and partners. Knowledge products preferred include face-to-face meetings, toolkits, short videos and technical designs and diagrams. Whilst some effort during the project has been made to widen the products offered, such as face-to-face meetings in selected countries, this is not yet enough to meet demand of those in-country. Since there are so many resources available on SuSanA it can be difficult for users to find resources relevant to their needs. SuSanA has many resources and sometimes the high quality resources aren't easily accessible because of the sheer quantity of resources available.
 - **Website improvements which make context specific resources easier to find.** *What is needed is quality control which filters those high quality resources and places them somewhere easy to find.*
 - **Increase accessibility of curated alternative media resources (e.g. toolkits, short videos) targeted to those working in global South.**

3.3 Restructuring and strengthening of the Working Groups to revitalise members contribution to contents as well as cross-learning following the new resolved concept note.

- **Working groups are central to SuSanA and have led to developments in their respective thematic areas.** Working Groups have potential to function like global think tanks for learning in their thematic areas. **However, we have found that in the current structure Working Group productivity is heavily dependent on Working Group lead's ability and willingness to drive activities.** When working with multiple busy working group leads who are contributing on a voluntary basis, even small activities, like updating webpage copy, take a long time to finish. The difference between those working groups who are productive (WG2) and those which are dormant is the ability and willingness of leads to contribute. This means some working groups are almost entirely dormant, with no outputs. This is true even with a ratio of 1 support person to 4 or 5 groups, whose role is to nudge leads forward. These dormant working groups are effectively mailing lists which isn't enough to constitute a knowledge network.
 - **Restructure Working groups as originally intended under this task group.** *We recommend that working groups are not led on a voluntary basis and are defined by tasks with specific and clear outputs, each of which will have its own small task group comprising of working group members who want to actively contribute. The wider working group can then continue to function more like a mailing list. It is recommended that these tasks have associated budgets and timelines.*
 - *2 working group leads who are WaterAid staff will continue to engage with SuSanA through the core group meetings and contribute to their own thematic areas and working group activities.*
- **There is appetite for practical capacity building webinar series which brings in engagement to SuSanA.** A series of webinars brings more attraction and input, for example, The Behavior Change global webinar series has been popular, the first series of webinars on SuSanA, rather than individual webinars. It offered a combination of theory and practical guidance of a specific behavior change approach. There was a lot of interest surrounding the tools described in the webinar, this suggests that the series is very relevant to practitioners who are implementing. However, there was some feedback that spacing the webinars so far apart (3 months) was not conducive to digesting information.
 - *Practical training webinar series may be something SuSanA wants to incorporate moving forward.*

- **Have a more coordinated approach to webinars like RWSN.** Hold further webinar series with focus on capacity building for practitioners in the global South but coordinate so they are no more than a week apart.
- **Working group mailing list could be a useful tool for getting feedback and information that can help to inform decision making. Using the working group mailing list to appeal for information prior to a local workshop had good response.** 37 replies were received in response to a request for information on fecal sludge management from working group 4 prior to the local learning and reflection workshop in Wa, Ghana.

5.4 Other

- Through working with SuSanA we have experienced some slow decision making and progress, this is a barrier to productivity. Currently the secretariat is too small and the core group too large. This is part of the slow decision making and progress.
 - *We feel that a small management team, properly funded and with technical competency, would be more effective. Whilst this would require substantial investment we feel that it would enormously lift SuSanA's value and potential contribution toward the achievement of SDG6.*
 - **We recommend SuSanA continues to make a concerted effort to bring in missing partners from SuSanA who are critical in the achievement of SDG6, for example, practitioners in-country, private sector, government, donors.**
 - **SuSanA will be promoted as a sector knowledge base within WaterAid, to share our experience as well as learn from others in the sanitation space.**
 - **At WaterAid we will continue to cross post across our internal information sharing channels as a knowledge resource for staff working on sanitation.**

5. Challenges

4.1 In-country initiatives to benefit practitioners in the global South by demonstrating the value of the SuSanA platform and increase the membership. Use of strategic partnerships; produce curated products and learning alliances

- **The sustainability of this initiative in Ghana is strongly linked to it being embedded in the MSWR.** If the ministry maintains the same level of commitment seen during this project this will ensure their knowledge management will be strongly linked to SuSanA. However, the project period is too short to give a high confidence level in the ministry's promise to embed it in their everyday work.
- **Increased engagement of in-country practitioners in the existing SuSanA platform requires adopting new knowledge management habits, these will take time to establish.** The value SuSanA offers in addressing knowledge requirements of Ghanaian practitioners has been recognised, However, adapting the various learnings on the platform to the Ghanaian context takes time. The current engagement of Ghanaian practitioners on the platform is limited. It will take some time to make engagement of in-country practitioners on the platform part of their work routine. Because the project period was short it is not yet clear if there has been enough time to ensure adoption of SuSanA into work routines, this may have implication for sustainability.

4.3 Restructuring and strengthening of the Working Groups to revitalise members contribution to contents as well as cross-learning following the new resolved concept note.

- **Role and purpose of working groups not clear.** The working groups currently function like a mailing list rather than a network of people working together to produce outputs. Additionally the link between the working groups and thematic discussions on the discussion forum is not very clear. As detailed above, completing even small tasks takes a long time when reliant on donated time of working group leads.
- **At the beginning of year 2 we were tasked with supporting the restructuring of the working groups. However, restructuring the working groups in the second year of the project couldn't go ahead as originally planned due to budget and time constraints.**

4.5 Other

- **New resources and knowledge are shared on SuSanA everyday with many new topics of discussion in the discussion form. However, the network is still dominated by a certain demographic and missing perspectives, particularly from the global South.** This also means that the knowledge shared is not reaching the entire target audience of SuSanA. The missing demographic is reflected in the lack of global diversity amongst core group and consortium members, who are predominantly based in Europe. It is further reflected in the fact that SuSanA meetings overwhelmingly take place in Europe, which can be a financial barrier for those working in the global South.