

**IASC
GLOBAL Water, Sanitation, and Hygiene
(WASH) CLUSTER**

KNOWLEDGE MANAGEMENT STRATEGY

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With knowledge systems expertise

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Executive Summary

This report is the result of audience analysis and background review of the internal and external knowledge and information sharing systems that support the activities of the Global Water, Sanitation and Hygiene (WASH) Cluster lead by UNICEF. The report details findings from three key activities:

1. Background research
2. Online survey of key stakeholders
3. In-depth phone interviews with key stakeholders

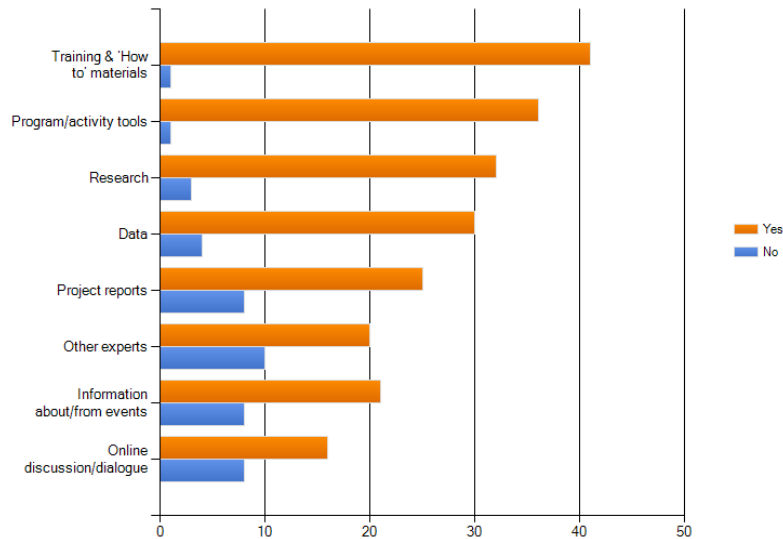
The goal of this activity is to provide the WASH Cluster with a clear direction for the following:

- A Cluster-wide knowledge management concept (processes, long term objectives)
- A proposed knowledge sharing system
- Corresponding Implementation Recommendations

Knowledge Needs

Our research revealed knowledge needed by the WASH community and is explained in detail in this report. When asked, "What knowledge resources are most needed for WASH professionals?", 98% of our online survey respondents indicate that 'Training and How To materials' are most needed. This learning might be, for instance, about how a successful program, tool, or methodology has been implemented in a similar setting, what lessons can be applied from a new WASH program, or take-aways from a valuable training event. Our subsequent phone interviews revealed the same overarching wish: to learn from others, benefitting from training and from the collective knowledge that is already available around the globe, but not accessible. The image below shows survey results in order of importance.

What knowledge resources are most needed for water, sanitation and hygiene projects?



Primary Recommendations

The Global WASH Cluster (GWC) comprises several hundred professionals who work for one of the many development, donor, or nonprofit organizations involved in humanitarian crisis response and water, sanitation and hygiene programs worldwide.

Each of its 20+ organization employs staff, and serves its own knowledge sharing needs in unique, often internal ways, so while staff may have access to ‘private’ knowledge, there is very limited sharing across organizations. Knowledge is shared on many levels, including through: meetings, ad-hoc encounters in the field, email, conferences, training sessions, online, email, phone, etc. It is impossible to create systems to map every scenario for knowledge sharing in this complex web. However, it is possible to lay the groundwork and to provide a number of easy-to-use tools that will allow the Cluster to capture and share whenever the opportunity presents itself. Broadly, the types of knowledge that need to be shared fall in two distinct categories:

Knowledge for Emergency Response:	Knowledge to Operate Long-Term Programs:
<ul style="list-style-type: none"> • Who’s doing what, where? • Contact information • Situation-specific guidelines/methodologies • Knowledge capture on-the-ground • Close coordination • Expert advice (TSS) 	<ul style="list-style-type: none"> • Who’s doing what, where? • Resources & Tools • Contacts • Stories • Guidelines/ methodologies • Program knowledge • Expert advice (TSS) • News, analysis • Templates, How tos • Training capture

Based upon research and analysis, we present two primary recommendations for WASH:

Recommendation 1: Adopt a knowledge sharing mindset, and create and foster a culture of sharing promoted from the top down, and sub-national level up.

In order for a community of professionals such as the WASH Cluster to effectively share knowledge and benefit from the collective group, first and foremost, the knowledge must be relevant and needed by its intended audiences. WASH already has this—it is clear that the knowledge produced by programs and elsewhere is of need—sometimes in the most critical of disaster situations.

But the other critical element is that the community and its leadership embrace a ‘spirit of collaboration and sharing.’ This means that adequate resources are allocated to knowledge sharing systems and activities, and that at all levels, the community takes advantages of and thinks proactively about capturing, packaging, re-purposing, and further extending/disseminating what is most valuable. This represents the ‘people’ and strategy elements of a successful system.

It is equally important for the agencies, NGOs, and government entities performing their invaluable WASH work to relinquish formal control of knowledge produced through program operations and disaster response. In simple terms, organizations and authors of knowledge may receive credit, but must purposefully push/offer knowledge to the community, ‘for the greater good.’ At the same time, and by example, individuals can be encouraged to share their own knowledge, expertise, and ‘products’ to the community.

Recommendation 2: Develop a Cluster-wide knowledge management infrastructure, including adequate, dedicated staff time, a reasonable schedule/plan, and core electronic systems.

The second recommendation is to support (through adequate funding, institutional support, and promotion) a system to help the Cluster share knowledge and experiences collectively. This report details how this can be accomplished, and includes recommendations for technology preferences, leveraging what is already available, and staffing/infrastructure. The plan is realistic, however does imply certain necessary changes and additions to what is currently in place. The corresponding technology platform assessment and plan created by Upwelling provides further detail.

Background and Context

Background: The WASH Strategic Framework

The WASH Cluster Strategic Framework has been developed and evolving over the past 5 to 7 years. The Framework comprises 5 key areas of focus that serve the ultimate goal: “Improve the predictability, timeliness and effectiveness of comprehensive WASH response to humanitarian crisis.” The five areas, shown in the table in Appendix A (Page 45), are:

1. WASH Sector Coordination and Advocacy
2. Information Management and Standards Policy
3. WASH Sector Capacity for Humanitarian Response
4. WASH Sector Preparedness
5. WASH Sector Best Practice, Learning, and Accountability

The recommendations from this knowledge management strategy and the tools and tactics proposed will ultimately serve the Cluster in each of these strategic areas, while more generally, it will advance capacity in these three areas:

1. Preparedness
2. Humanitarian Response
3. Best Practice, Long-term Learning, and Continuous Improvement

WASH Stakeholders

For this project, our team conducted multiple telephone interviews with a large sample of representative Cluster members, including:

- Global WASH Agencies
- Technical support service providers and managers
- Other organizations with knowledge management strategies (e.g. Sphere)
- Field WASH practitioners (multi-agency, national and international, government, cluster coordinators, etc.)
- Other cluster/sector representatives (e.g. Nutrition, Shelter, Health/HIV/AIDS)
- UNICEF focal points for knowledge management (e.g. Division of Policy & Practice, EMOPS)

The above-listed breakdown by title or job category is important to the Cluster. For the remainder of this report, however, we group the stakeholders as representative individuals who share knowledge among the Cluster – or as ‘stakeholders’ of a knowledge management system (both online and offline.)

Therefore, the following list represents the WASH Cluster key stakeholder/user audiences:

- 1) Cluster Coordinators
- 2) Emergency Response Professionals
- 3) Field WASH Practitioners
- 4) Policy/NGO/Development Organization Leaders
- 5) Cluster Management

Each of these groups will ultimately be served by an improved WASH knowledge sharing system. The report below details their unique needs, attributes, and assets—and also what they can contribute to the greater WASH community.

General Knowledge Sharing and Learning Opportunities

This strategy acknowledges that ‘knowledge sharing’ very broadly encompasses myriad ways WASH professionals engage, discuss, share, and contribute through their work every day. By and large, knowledge is currently shared in most cases by person-to-person contact in person, by phone or by e-mail and very informally, and in a case-by-case, country-by-country setting. WASH Cluster members share ideas, agendas, notes, ‘what works,’ etc. through word of mouth, and if electronically, primarily via email. Rarely is knowledge centrally stored and made available to a wider audience who could benefit. There is a significant opportunity for WASH Cluster management to build upon this situation, and to develop a culture of sharing, with adequate personnel, organization, and electronic systems. If achieved, WASH would expedite and simplify the capture and sharing of on-the-ground knowledge, and make it available to a much wider audience of WASH professionals globally. In our interviews, we spoke with representatives of the Education and Logistics Clusters, both of which are employing similar tactics, tools, and leadership principles as recommended in this report. They may continue to serve as resources for the WASH KM team in the future.

Goals of WASH Knowledge Sharing

Broadly, the goals of applying technology and knowledge sharing systems to this existing and rich network of dedicated people are to:

- Connect the community of WASH professionals globally
- Avoid duplication of work in WASH as much as possible. (i.e. don’t reinvent the wheel),
- Guard against loss of institutional capacity as WASH Cluster members migrate to different work, new countries, etc. (Turnover on projects and for organizations is a big challenge, an issue this system can help address.)
- Leverage assets and past assets/successes,
- Connect the already vast amount of knowledge online (existing on partner/Agency websites, etc.),
- Reduce ‘churn’ associated with spending lots of time seeking answers, tools, documents, etc.,
- Showcase and celebrate excellence, and
- Alleviate the burden and reliance on email.

While there currently is limited ‘trickle down’ of knowledge from Cluster leadership, via email and via the two Cluster websites, there is virtually no opportunity for the ‘trickle up’ of knowledge to the greater community—except via email and direct personal connection.

This report aims to portray how systems (current and new) can be used to improve the flow of knowledge in all directions. It addresses gaps and identifies opportunities to leverage the truly inspiring work that is done daily by very dedicated individuals across all levels (e.g.

country cluster management, emergency response, long-term program implementation, etc.). Ultimately, through this strategy, the authors hope that in many small ways, the work that is carried out within the Global WASH Cluster can be strengthened and more quickly improved upon, to improve the lives and livelihoods of those being served on the ground.

Review/Analysis of Current WASH Websites

There are currently two Cluster-specific websites that have been developed independently and need to be either enhanced, or replaced. As part of this work, a formal technology review has been conducted by Upwelling Knowledge Consultants. This section summarizes briefly the findings, which are provided in a corresponding report:

The first/oldest website, www.humanitarianreform.org, is no longer supported technically by the Cluster, and yet it houses a considerable amount of knowledge that is still useful on many levels. It is imperative that this knowledge be saved and moved to a system where it will be stable.

The second, www.OneResponse.info, was developed in an attempt in 2009-10 to launch a single platform across all clusters (OCHA-lead OneResponse). Unfortunately, it has failed to fulfill its requirements, according to a formal review (accompanying document), leading to the launch of yet two more parallel platforms for subsequent emergencies (Haiti and Pakistan). In summary, the main problems with the platform include:

- complexity (185 functionalities)
- posting of information and creation of sub-sites not user-friendly (in fact, very frustrating)
- reliability, accessibility and speed issues (hosting issues)
- inadequate cataloguing/tagging of resources

Microsoft Corporation donated free Sharepoint licenses to develop the onerresponse.info platform. It seems, however, this platform has failed, because technically, Sharepoint customization is very complex, no level of ongoing support to customize and enhance the bplatform was included in the agreement. To make matters worse, three months of data were lost on Seattle-based servers during the Haiti crisis response) [IASC Oneresponse review, 2010, § 13, 16, 22.]

This situation has led to a pessimistic attitude overall about the utility of the main WASH Cluster website, as reflected in individual interviews and in survey responses. Overall, users say information sharing tools should not be too sophisticated, and should remain focused on essentials.

Challenges

Understanding of this situation has revealed several challenges (some expressed during interviews and some inferred) for which the remainder of this strategic plan attempts find solutions.

1. Coordination during emergency response is extremely difficult; When emergencies occur, all are forced to move quickly with whatever means possible and adopt ad-hoc technologies and systems.

2. There is no clear, dedicated 'ownership' of the systems, or staffing to help manage them, train or be trained in their use, and help the WASH Cluster benefit from what is available.
3. In addition to the two central websites, there are already many disparate systems and resources – especially within the large NGO humanitarian response community – and the Cluster must endeavor not to duplicate, but to leverage, and pull resources together.
4. There is an implied Cluster-wide uncertainty, and a lack of trust. Scarce resources have meant that historically, Cluster Coordinators and others have had to 'make do' and create their own plans and tools.

Online Survey Analysis

To begin this research, the team conducted an online survey to assess the level of familiarity of the WASH Cluster with the currently available online tools, and to identify gaps or inconsistencies.

BackgroundForty-four individuals responded to the survey from a very globally diverse field. Respondents live and work primarily in these countries/regions: Haiti (10); Pakistan (5); Benin; South Sudan (2); Sierra Leone; Niger; Honduras; Zambia; Switzerland (3); Africa; Spain; France (3); Madagascar; Sri Lanka; Belize; US (2); DRC; Afghanistan; Norway; The Netherlands; Ethiopia; Bangladesh; Nepal; South America (2); South Asia (3); Latin America; and working globally where there is need (10).

Generally, the respondents are split evenly between direct program implementation, senior leadership or policy leaders, and technical specialists/ emergency response professionals within WASH. Most respondents work for NGOs (60%) or UN or Government-sponsored cooperative programs (30%).

Value of Current Knowledge Sharing WebsitesOne of the primary goals of the survey was to understand whether the WASH Cluster is taking advantage of currently available online knowledge sharing tools. 43% of the group use the recently developed www.oneresponse.info website. When asked 'What do you find useful on this site?', answers included:

- I did not know it existed until today
- Extensive relatively up-to-date info on country-specific response
- The concept of having all these info in one portal is fine. The problem is that it doesn't work from IT perspective.
- nothing. hard to use, hard to find what you're looking for, hard to upload
- Emergency Response Tools and cross cutting issues.
- Almost everything
- tool of assessment and monitoring
- Reports
- site seems a bit outdated. meeting minutes posted date from 2008.
- I found the humanitarianreform site better

Meanwhile, a larger percentage (55%) use the older website that is no longer regularly updated, at www.humanitarianreform.org.

When asked 'What do you find useful on this site?', answers included:

- I did not know it existed until today

- Extensive info on the development of global tools and approaches for WASH humanitarian. Sadly, much of it is not up-to-date.
- It works smoothly, the WASH cluster part of it is excellent
- tool kit
- I am more familiar with this site than One Response, and tend to visit this first

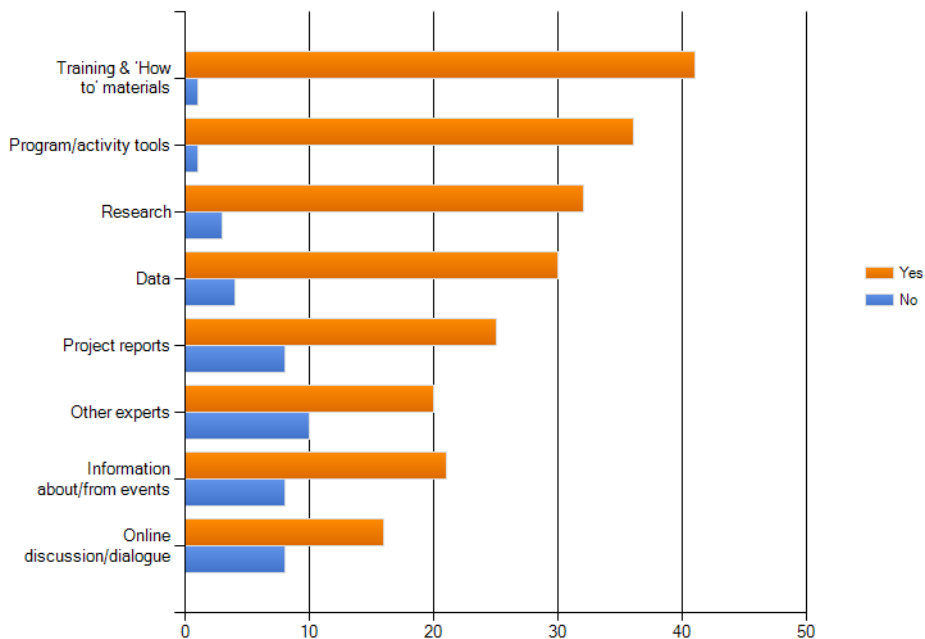
Subsequent phone interviews echoed these responses—that that Humanitarian Reform still has a wealth of valuable information, and is far easier to navigate and use, and much preferred—but is now outdated. It is particularly difficult and frustrating to manage posting new content to www.oneresponse.info.

(here you may want to insert the conclusions of the OneResponse review (mentioning the source) – I think I had made an abstract of it for Ben)

Knowledge Needs

Question 6 asked, “What knowledge resources are most needed for WASH professionals?” Results are surprisingly similar among all choices, shown below. It is important to note that 98% of respondents note that ‘Training and How To materials’ are most needed. Our subsequent phone interviews revealed the same overarching wish: to learn from others. This learning might be, for instance, about how a successful program, tool, or methodology has been implemented in a similar setting, what lessons can be applied from a new WASH program, or take-aways from a valuable training event. [All phone interviewees who have participated in WASH Cluster training events have found them very useful.]

What knowledge resources are most needed for water, sanitation and hygiene projects?



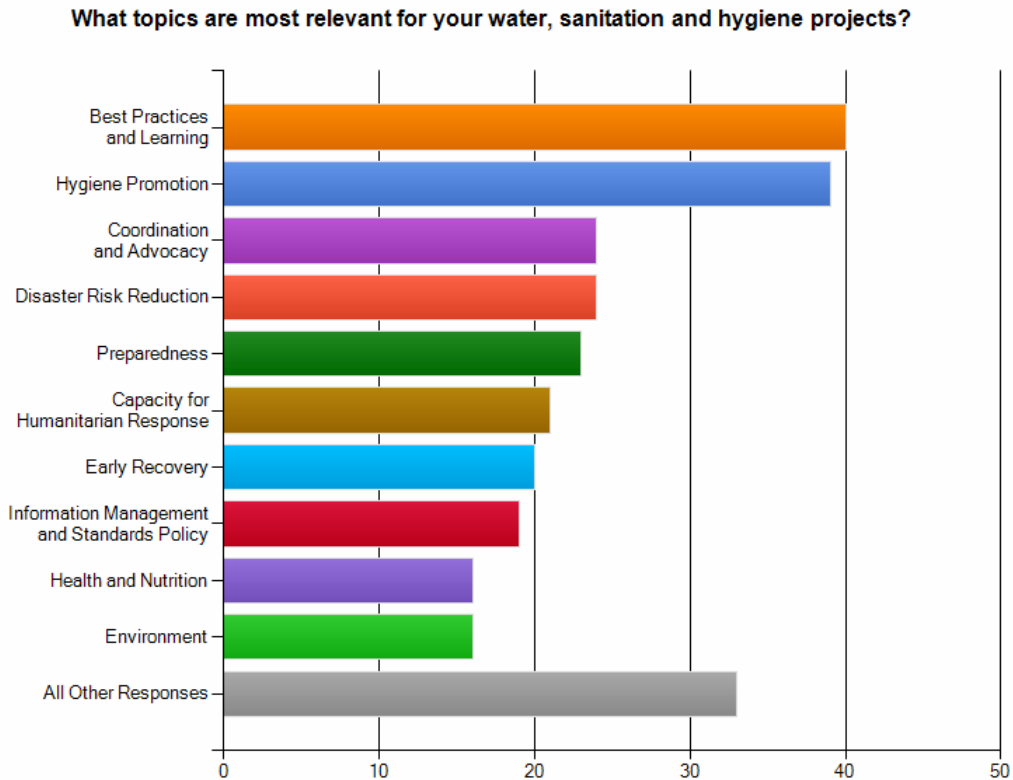
Other comments on knowledge needs are particularly interesting:

- We need more information on program RESULTS, two to five years after completion and a website to find all the WASH NGOs in a particular country so that we can email them in advance of our in-country trips to allow collaborations, if they are interested.
- Program/activity tools
- Project reports are highly valuable. Also programme tools.
- Data from projects would be most useful. Reports with tangible, useful data that shows success or where things didn't work so well.
- If it means sharing experiences with other experts, I would be interested.
- Research and data are useful, but not easy to use in very concrete situations, especially emergency.
- Documents that are reflective in nature-what works, what is not? and what could be improved
- Projects reports, Research
- Depending on the location of work, Tools, Experts' advice, field level Data sharing and How-to's are useful in the field. If back home or in HQ where the internet access is easy and rapid and if office time is less of a problem, then reading Reports, participating in Dialogues and Research is much easier.
- Project outputs, meeting minutes
- Hygiene promotion material, Accountability, WASH assessment section of the Information Management Tool
- Expert support is of great interest, specially facing acute emergencies. But data (pre disaster situation for instance) are compulsory to identify the adequate response. Research in WASH must be increased since we are much more orientated by standards and repetition than useful and sustainable innovation.
- Interaction with other key players (field practitioners)
- Reports, data about upcoming events, for sake of planning, online discussions, training, vacancies, contact details. Site should be mirror of what is happening and where, highlighting challenges and achievements in real time. ← interesting
- Research, best practice
- Experts network
- Experts, data (much of it online), reference materials
- Training tools and technical 'how to' guidance documents
- Continual personal experience
- Sharing best practices of WASH and lesson learned. How to motivate and ensure proper handwashing at critical moments with water and soap (especially in situation where the distribution of soap is not a component)
- Program activity tools
- Tools such as the hygiene materials or IM

- Online discussion will help know the views of different people on certain topics based on their experiences.

Knowledge Categorization

The survey asked which categories or types of information are most valuable to respondents, to help identify both how to create a proper content structure and taxonomy, and to identify what kinds of new knowledge will be most useful to the Cluster. The chart below identifies responses in order.



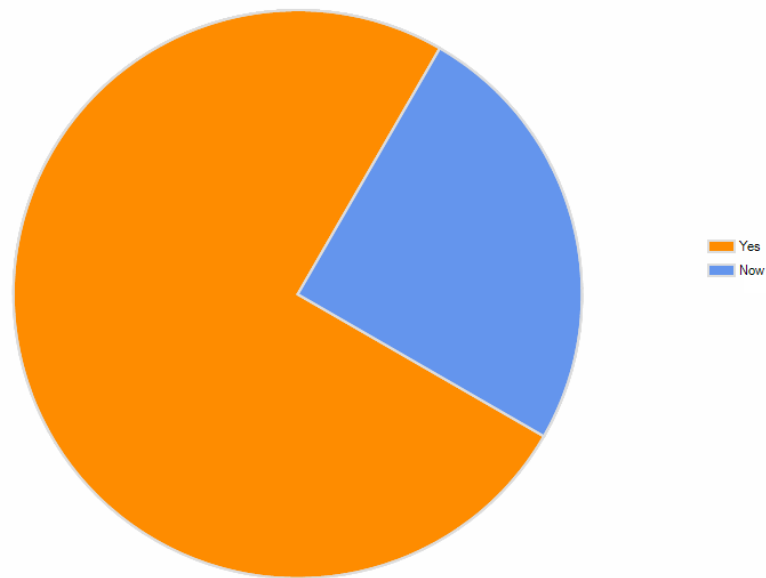
- It would be great if you can come up with a SIMPLE yet relatively universal evaluation technique that all of us might adopt so that our program evaluations are more standard. Perhaps an example KAP evaluation for water, sanitation, hygiene separately and all inclusive. Have the evaluation address reduction in water related illness - use diarrhoeal disease reduction as an indicator. The evaluations do not need to be exact as much as they need to indicate a solid trend after a program is introduced. ←Note: this has more to do with M&E rather than knowledge management, however, it is interesting because it illustrates how closely M&E is related and should be included in planning.
- Agreement on sanitation promotion in IDP camps, from DAY 1!
- Use of international standards (SPHERE), matrix of roles and responsibilities of different clusters, funding tools guidelines and examples (Flash, CERF, etc)
- Emerging disaster trends and threats

- Emergency Sanitation, Urban emergency practice
- List is pretty complete
- A bit of everything...and not cut the way it is presented - a typical UN presentation
- Project management including establishing timeframes and budgets
- WASH emergency response in urban areas best practices and lessons learned

Online Engagement

One of the questions this project tries to identify is how the Cluster would like to engage in order to share knowledge. It is clear, and validated through interviews, that face-to-face interaction (meetings, conferences, training sessions, at all levels) are extremely important and useful. Survey respondents also feel that more online engagement would be very helpful to them, and while internet connectivity does pose challenges, the general consensus is that the opportunity to gain knowledge, insight, and collaborative assistance outweighs the challenges posed by challenges to connectivity.

Would you value the opportunity to have more online engagement with other WASH Cluster professionals?



Comments to this question include:

- It would be better for me to have access to a library that is indexed very well. This might include online conversations as well as reports.
- Online engagement on the above subject with other WASH partners would be useful and will help get update, share views on a timely manner
- The problem is the time. It would be good to have some exchange discussion programmed like WebEx session to discuss particular things. Would be good to discuss with neighboring countries same events, like flooding in common river basin but different countries, to exchange about main preparations and responses provided. Also when it comes to epidemics or other common issues would be good

to have WebEx discussions ←Note: this comment implies that synchronous online events are deemed less time-consuming than research on knowledge bases. Interesting in terms of incentives.

- I think there is a big need of transversal approach (intercluster approach) especially for WASH /Nutrition/CManagement/Logistics
- to share information and experiences
- promotes frequent contact, sharing of learning among professionals
- Sharing experiences in urban responses
- Again, it depends where the work is being conducted. In the field, technical support is a must.
- yes, but how that interaction takes place needs to be balanced with available capacity to ensure that it does take place.
- My (our) current active participation with the Cluster already affords me good contact with professionals and counterparts.
- Technical platform would be good. Then, the common bottleneck is availability and human resources for that.
- At the time of an emergency
- Provided site is more user-friendly, proactive.
- No - not 'NOW'
- Working groups
- It would be useful to have emergency specific online groups. People in the emergency bringing to light the contextual information and 'outsiders' helping with background, desk study information and helping to identify solutions.
- I am in touch with other professionals. Problem is that there are too many e-mails that say nothing. It is not communication.
- To share website and forums links
- Must be concise. Data sharing. ←Note: Implies the need for editorial oversight.
- These fora begin as valuable but quickly become populated with people seeking advice - rather than experienced individuals with added value - don't have time.
- It would be valuable but I do not have time

Common themes are that online communication needs to be carefully planned, the Cluster members are very busy and do not have much extra time, that online collaboration would be very useful during emergency responses, and that there are different opportunities and models for this.

Currently Available Online Knowledge Sharing Services

The following list is not exhaustive but includes many of the most relevant current online sources of knowledge, presented by the survey respondents. Any new tools should be carefully planned to include links, or direct networking (RSS, shared content posting, etc.) so that the Cluster can navigate the most useful sources quickly and avoid duplication.

- IRC Sanitation News <http://sanitationupdates.wordpress.com/>

- ALNAP
- <http://humanitarianreform.org>
- watersanitationhygiene.org
- Red de Agua y Saneamiento de Honduras RAS-HON
- <http://www.reliefweb.int>
- ALNAP <http://www.alnap.org/>
- www.paho.org/disasters
- Sanitation Updates from Dan Campbell
- <http://www.wedc-knowledge.org/WEDCcart/login.aspx>
- <http://www.irc.nl/>
- WatSan & HP Newsletter Water Sanitation List
WATERSANITATION@LISTSERV.WHO.INT
- various and depending subject: mostly WHO
- [Source-weekly] Source Weekly, IRC, sourceweekly@watsan.net
- US EPA
- wash dgroup discussion
- www.crid.org
- Dewpoint
- household-water-treatment@googlegroups.com
- <http://washinternational.wordpress.com/>
- OCHA online - <http://ochaonline.un.org/>
- <http://www.lboro.ac.uk/well/>
- Shelter Centre
- IRC Environmental Field Guide
- InterAction
- CERF website - <http://ochaonline.un.org/Default.aspx?alias=ochaonline.un.org/cerf>
- ACF material (on-line and hard copies)
- Reliefweb - <http://www.reliefweb.int>

WASH Blog

Our team asked whether respondents think a blog focused specifically on WASH could be a valuable addition to the knowledge provided to the Cluster. A blog could become an authoritative source of knowledge, opinion, commentary, story telling, resource sharing, and general collaboration across the Cluster in an easy-to-use web-based format.

Comments to this question include:

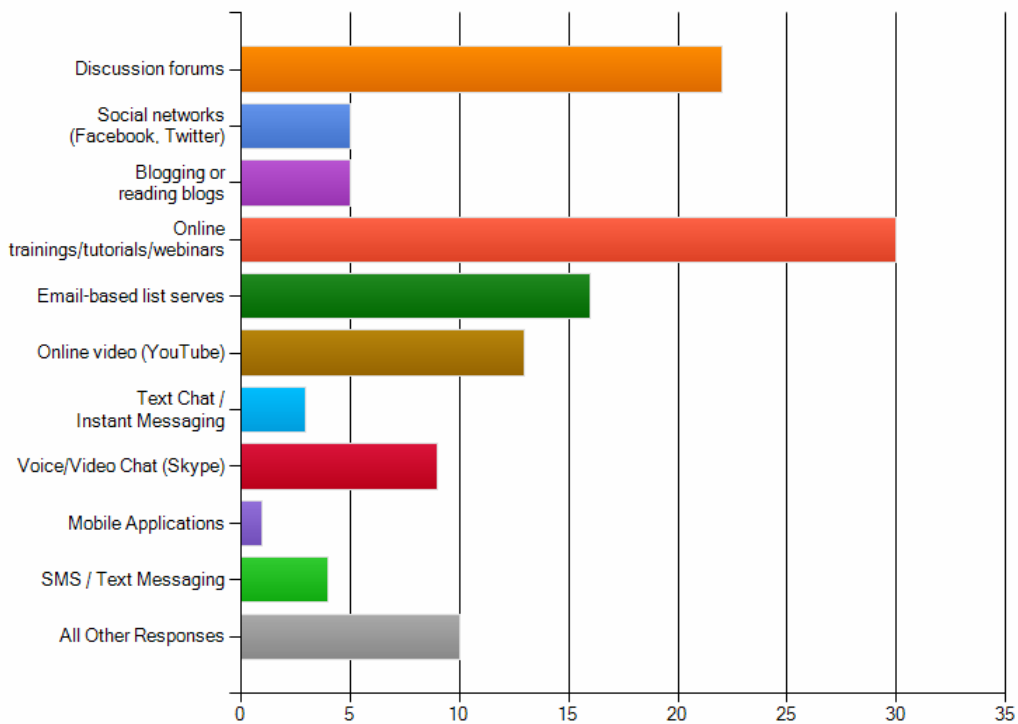
- Not really; the two web sites mentioned above have ample information for those WASH professionals not full-time on humanitarian WASH.
- No (5 similar responses)
- Sure. No leading blog that I am aware off

- Unlikely - it could work but it could also get chatty and not useful. If people stayed direct and kept it with suggestions, questions, etc
- Yes. This would be helpful. USAID has a good Environment health blog that I use quite regularly on cholera.
- yes
- Not sure. Quite time consuming
- An interactive blog would be useful-perhaps we could learn from improved website of the Shelter Center
- No blogs in the field and yes, a blog can be useful
- Interactive online forum/s (including blogs) would be very needed.
- Only as long as everyone can contribute and the hosting organization has capacity to ensure it is sustainable
- Yes, although good WASH blog sites already seem to exist (e.g. Merlin) ←Note: Must consider the opportunity to integrate the already existing, useful sources into one platform
- A specific WASH Cluster site would be useful
- Not really, depends on identity of bloggers...
- Yes, but it is a question of time to be able to participate
- Already a lot. No need to add some with the blue color
- Don't know, have never used blog before
- Yes, it is beneficial. The above website is also a discussion forum in addition to providing on line Technical Resources
- Not at all Blog and online are misleading information that can not be verified and jeopardize the cluster
- There is a blog (I think it is a blog) by a group that calls itself Merlin (after the wizard not the NGO) but do not have time to participate
- yes

Valuable Online Knowledge-Sharing Tools

This question asks what types of tools Cluster members would find useful in terms of sharing knowledge online:

Which tools would be the most helpful to WASH Cluster professionals?



Again, training and ‘how to’ knowledge/tools are most requested. Interestingly, half of the respondents say that online discussion forums would be useful. Other comments include:

- Monthly email alerts on discussion forums that will be held in the next month so that we have time to schedule.
- WebEx (i.e. for live virtual exchanges)
- Lessons learnt and Good practice
- WASH professionals are likely to be interested in on-line trainings.
- Mentoring junior professionals in on the job training, learning by doing with experienced practitioners. Just look at the procedure to gain professional membership of an institution.
- None for me thanks

Other Comments

Finally, the survey solicited any other general feedback. Responses included:

- The WASH humanitarian reform web site needs to be updated!!
- Good literature is for me the best way to keep abreast.
- Prevention web

- Repository for technical Documentation, Powerpoint presentations, Lists of suppliers for various WASH materials and equipment
- A regular WASH newsletter, featuring technical applications and approaches - available in PDF format, with links to web-sites
- A dynamic database on predisaster situation updated for each affected area on reliefweb or oneresponse.
- Professional Technical material
- Vacancy announcements, contact details, creating virtual WASH community, at global and country level
- KnowledgePoint - www.knowledgepoint.org still in development but will provide WASH technical enquiry service
- Valid / up-to-date resources / tools on the cluster website

Overall conclusions from this survey include:

1. Respondents do use the Cluster websites currently available, but there is a great room for improvement.
2. There are many other useful online sources of knowledge and the Cluster should provide linkages/serve as an overall WASH 'funnel' for other knowledge, through links, RSS, content sharing, or other means.
3. There seems to be consensus that more online sharing would be valued by the respondents (and, it may be inferred, by the Cluster.) Of great interest are more training materials, 'how tos', practical guides, etc. [In-person phone interviews echoed this need.]
4. Of value would be a better central knowledge 'space' and library, organized email outreach, technical assistance, and in general, lessons from colleagues. The systems should leverage what is already available and what already works, and should integrate this into one platform with, as an added value, user-friendly social profiles and day-to-day updates/uploads.

In-Depth Stakeholder Interview Summary & Analysis

The second major task of this project was to interview a wide array of global stakeholders from the WASH Cluster and related community. Forum One conducted phone interviews from February through April, 2011. The goal of the interviews was to understand the existing knowledge practices, needs and gaps among global WASH key players, so that needs can be met in order for them to be more effective in their work within the WASH framework. From this, ultimately, an outline of necessary processes and resources as well a framework for a WASH interactive online web platform will be proposed. A summary of the findings from the individual interviews follows. The interviews have been conducted to understand and evaluate 'what more precisely is needed/wanted in terms of access to WASH information and resources.'

Summary

Interviews have been conducted by phone with members of these Global WASH Cluster Stakeholder groups:

1. Global WASH Agencies
2. Existing technical support service providers
3. TSS KnowledgePoint Team
4. Other organizations with KM strategies, e.g. Sphere
5. Field WASH practitioners (e.g. multi-agency, national and international, govt, cluster coordinators etc)
6. Other cluster/sector representatives (e.g. Nutrition, Shelter, Health/HIV/AIDS)
7. UNICEF focal points for KM; Division of Policy & Practice, EMOPS, WASH

From this group, we break the producers and end-users of knowledge into audience types, for in this setting it will ultimately be 'types of users' who will produce, share, and interface with WASH knowledge. For this report, we categorize these audiences as:

1. Emergency Response Professionals
2. Cluster Coordinators
3. Field WASH practitioners
4. Partner Agency/NGO Leadership
5. WASH Cluster management and leadership (includes UNICEF, partner agencies, NGOs, etc.)

WASH Cluster Personas

The following five personas capture in anonymous format the highlights obtained through the detailed phone interview process of representative stakeholders working around the world. They present an array of unified comments, characteristics, knowledge sharing needs and ideas, and general 'wishes' as expressed throughout the interview process for each persona type.

1. Emergency Response Professionals

Overall WASH Knowledge Needs, in emergency setting:

- Who is doing what, where? Contact lists
- Maps of resources
- Extensive, well categorized resource library/links to partner resources.
- Global, moderated WASH email (newsletter) list for general updates
- Local email lists for groups focused on-the-ground immediate response
- System to share 'back' to the community after response simmers, after initial start-up—to capture lessons learned, tools created.
- Print still widely used, CDs, DVDs, Flash drives (?)
- Central, coordinated response websites for communal sharing, contact sharing, etc. Pakistan response is a very good model for this. Ideal: **Sub-sites that can be instantly launched for a new crisis.**
- Categories of knowledge needed for phases of emergencies:
 - Design
 - Implementation
 - Recovery
 - Evaluation

Key Individual Attributes:

- Quick to respond to large humanitarian crisis
- Short on time
- Generally connected via intermittent web access, mobile phones (some smartphones), satellite, etc.
- Email is generally easy to access during emergencies, and internet connectivity is becoming more and more easy to obtain
- Intense need to connect immediately with other players
- Extremely willing to share 'back' to the community – if given opportunities and channels. Heart/wishes definitely with the community interest in mind.
- Tend to resort to using Google to find any WASH related knowledge online.

Biggest Knowledge/Service Opportunities:

- The large NGOs and other players already have significant resources. Link to/relate/connect with knowledge on their websites, and their KM staff. (e.g. OXFAM, REDR, IRC);
- Identify 8-10 key interested 'knowledge champions' from these organizations, and collate 'best of' materials from their organizations for an enhanced WASH library.
- Engage these champions in ongoing ways to continue to build culture of knowledge sharing.
- "Each crisis response needs to be supported by adequate information management staff – Maintain roster of qualified candidates who may deploy immediately."
- "Need to roll up data about an emergency situation for more top-level analysis. E.g. number of people helped by xyz activity: We're serving 10,000 people in x location to have abc...and here are the remaining gaps and

Suggested Next Steps:

- Support Google Groups and other existing listservs by storing their content and offer an off-the-shelf listserv functionality in Teamworks
- Create central contacts database (Teamworks)
- Develop global WASH outreach list/regular newsletter via Teamworks
- Identify 8-10 champions

Suggested/Related Valuable Resources:

- Overseas Development Institute (ODI): Produces very interesting print – leverage for WASH
- MAPAction – British NGO using GIS to map emergency response
- Christina at OXFAM: cschmalenbach@oxfam.org

<p>needs. Ideally this could be linked to GIS mapping.”[This is not necessarily an activity for the KM team, but an interesting need to note.]</p> <ul style="list-style-type: none"> • For non-emergency times, need: • Standards and support shared across agencies • How to work in urban settings (newly emerging, more frequent need.) • Technical workshops • In-between emergencies at global level • On-the-ground during emergencies, e.g. after the initial 2-3 month crisis is over/situation smooths • Great opportunity here for knowledge sharing • Inter-agency discussion/collaboration 	<p>Risks and Challenges:</p> <ul style="list-style-type: none"> • “Lots of time spent reinventing the wheel” • “Tend to go to internal resource persons for technical knowledge, answers to questions” • “Organizations need to embrace a culture of sharing and foster thinking about the ‘good of the greater community’.” • “Empower and use SAGs and TWIGs to create a culture of knowledge sharing”
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2. Cluster Coordinators

Overall WASH Knowledge Needs:

- Need to manage array of email lists for different groups
- Sometimes manage country-level website
- Handbook (generally perceived as very helpful, but could become a 'living' manual constantly updated and improved)
- Need effective system to help Country level WASH Clusters more easily meet the needs of the WASH Cluster members in each country.

Needs from the Global WASH Cluster:

- Up to date information on Global WASH projects, minutes
- Up to date information on Country Clusters
- Feed up mechanism from Country to Global Cluster

Suggested Cluster Guiding Knowledge Sharing Principles

- All components to cover a similar format to ISO global standards: Policy, Plan, Implementation, Monitoring, Evaluation (Plan, Do, Check, Act)
- Continual improvement to be the backbone of the WASH Cluster Information Management (again as per ISO international standards)
- Information to be kept "live". E.g. dedicated resource to capture relevant/useful information and update (preferably not a collection of every possible thing). Too many websites have been established, but with no dedicated resource to update information for users, for example Humanitarian Reform (HR) was primarily for Global WASH Cluster, not Country level WASH Clusters. HR was not only for WASH, but serves everyone.
- Don't focus on IT solution. It is critical that tools can be used by everyone. It is the outcome, not the tool that is important.
- Knowledge capture to respond to very high turnover. This is a very big issue for the cluster and the sector, in general.

Key Individual Attributes:

- Often isolated, feel as if everything must be reinvented for management of a Cluster group
- Driven by core need to manage and share information.
- Good managers/coordinators – need much better knowledge management tools and systems.
- Continually seeking/need/producing 'good practices'
- Need to foster community within their country – enable national-level communities of practice, or better ways for email/discussion lists to accompany the many knowledge/program activities that occur in person
- Frequently change job positions

<p>Biggest Knowledge/Service Opportunities:</p> <ul style="list-style-type: none"> • Clearly presented, easy to find and use, tools/resources developed by Global WASH Cluster, and other key resources (eg Shelter Cluster Handbook, James S-B SAG guide); • Baseline documents, sample meeting agendas, sample action lists, sample database tools. • Best practice WASH Cluster tools (developed and used by different countries) available quickly and easily (3W, Contact list, filing methodology, assessment formats, contingency planning, SAG, evaluations, capacity mapping etc) • To share documents produced by country level clusters (SOF, Technical Guides) between countries • Other relevant Guides – eg Relevant IASC Guidance notes: such as Gender Handbook, Contingency Planning • Support for new Information Mgt specialists, working within Cluster Country team , to get up to speed • To develop tools (e.g. best practices website formats, meeting minutes templates, budget spreadsheets, 3W to auto convert to maps...samples/templates/programmatic ‘how to’s) for country WASH Clusters to share information with members quickly and easily • Identify and inspire the most committed ‘10’ within the Cluster who are really the ‘heart’ of what’s going on – and empower them to share/use tools. • Database tool for program tracking programs so that donors can receive monthly reports, generally tracking: <ul style="list-style-type: none"> • Location of programs • Types of intervention 	<p>Suggested Next Steps:</p> <ul style="list-style-type: none"> • Make the handbook a living, evolving online resource document/library with templates, samples, good practices, how-tos • Create a formal community of practice of Cluster Coordinators to share and continually improve – so they can better help each other since top-level resources are so limited. • Empower, train in knowledge sharing, enlist them as primary champions of better ‘culture of sharing’ across the Cluster • Allow for Cluster email management • “Be sure to bring in other major partners – Oxfam, CARE, ICRC, etc. into the conversation so that UNICEF is not the only one ‘talking.’ Make sure it’s not just ‘UNICEF’ but ‘the ‘Cluster’.” • Begin moderated email updates, e.g. monthly basis.
	<p>Suggested Resources:</p> <ul style="list-style-type: none"> • Noted that David Hodgkin has incredibly useful spreadsheets for Cluster management • American Water Works Association – has a very useful platform for working group listserves—can be linked to. • International Water Association • Identify the National level ‘Top 10 Strategic Advisors’ and create a group – they will be the backbone of the TSS • Humanitarian Reform website housed the Coordinator Handbook – ensure this is updated/disseminated, keep it ‘a living resource’ continually updated, solicit feedback and improvements. (Resources to adapt this material?)

<ul style="list-style-type: none"> • Intervention agency • Donor agency • Contact Toby Stillman (tstillman@unicef.org) if this is of interest. • A 12 month OCHA schedule and how it relates to emergency funding, so we know the funding/CAP cycles, etc. • Ability to know ‘who can fund xyz’ and what are their funding cycles. • Assistance to: identify needs, identify partners & local donors, and then mobilize resources • Enable easy management of relevant email and contact lists, for tracking changes and input given at on-the-ground monthly meetings, etc. 	<p>Risks and Challenges:</p> <ul style="list-style-type: none"> • “Lots of time spent reinventing the wheel” • “Limited resources at the global WASH level means they are left on their own.” • “Foster ‘trickle up’ from the field and the national level of good ideas, tools, resources, people.” • “Capture what’s already been created for the Cluster but resides all over on individual hard drives.” • “Contacts info resides in UNICEF’s Lotus Notes system. No ability to share with those outside UNICEF.” • “Contracting mechanisms for Country Coordinators/KM staff are too uncertain – leading to very frequent/high turnover of staff and huge loss of institutional knowledge. Poor perception of Country Coordinator role, lack of stability – consider examination of staffing this position.” • “Most/many tools have been developed for Africa; When we try to ‘translate’ them for use in similar settings in LAC, it’s very obvious (e.g. photos are African, wording does not work, etc.). Need to customized shared resources/tools for each region.” • “Websites have been developed, and then are difficult to manage and use...so become obsolete. Ensure this does not happen by maintaining system with long-term organizational vision and backing.” • “With so much turnover, perhaps there is an opportunity to leverage a tool such as LinkedIn as the primary source of contact information for the Cluster(?)”
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3. Field WASH Practitioners

Overall WASH Knowledge Needs:

- Need to manage array of email lists for different groups
- Sometimes manage local/country-level website, e.g. northafrica.humanitarianresponse.info
- TSS
- General support from the Cluster—Needs to know/feel there is a supporting infrastructure and team that he/she can call upon, to avoid churning, searching via Google, reinventing what others have already created and are using elsewhere.
- Need/appreciate some assets in print or via CD-ROM/thumb drive
- Typically need very country-specific resources, often able to be tailored
- Could really benefit from connecting with same kinds of professionals from other organizations/in other countries.
- Email from the Cluster – updates, etc.
- Able/willing to use audio/video
- Knowledge capture to respond to very high turnover.

Representative Quotes: “I’d really like to learn other countries’ different challenges, what they face, and what they are doing so I can contribute.” And “I would contribute a lot.”

Key Individual Attributes:

- Working in often very remote settings, post crisis
- Work closely with Cluster Coordinators/coordinate at sub-national level
- Typically seem to have regular/reliable internet connectivity
- Rely heavily/almost exclusively on email to coordinate and share knowledge
- Attend regular meetings where knowledge is shared
- Value training provided by Cluster
- Generally not supported by Global Cluster – minimal ‘trickle down’
- Generally uses Google search to find technical support assistance, knowledge; Does not rely on WASH Cluster websites.
- Extremely eager/willing to contribute to a shared knowledge library and /post resources to a reliable community space
- Often seek paper resources at headquarter/UN offices
- Often uses Facebook, for personal networking, and perceive a social tool for professional purposes interesting/worth considering
- Seek to boost professional skills/knowledge

Biggest Knowledge/Service Opportunities:

- Seek from others/WASH:
- Lessons from other country settings; Approaches, challenges, how handled; Resources from other orgs.
- Resources focused on ‘day-to-day’ rather than disaster response/crisis
- New findings and research
- Email – connected to greater WASH Cluster
- Important to ensure that there is adequate

Suggested Next Steps:

- Create email distribution list across these professionals and begin corresponding/enlisting ideas.
- Cultivate knowledge/best practices already available
- Create platform for simple locally-focused website development (if humanitarianresponse.info will not be available)

<p>staffing of information management team in each setting (often this is not provided.)</p> <ul style="list-style-type: none"> • Ability to share basic knowledge trickling up from the field: • Meeting minutes/outcomes • Situation reports, maps, gap analyses • Contact information / calendar • Technical knowledge: • New solid methodologies; e.g. design for a latrine for xyz setting • Analysis/assessment of how tools/methodologies have worked in other country or similar settings; Stories; e.g. ‘How we implemented xyz hygiene promotion program’ • TSS • Research findings, e.g. how climate change is affecting sanitation and hygiene, and new tools/tactics for response • Typically served by their employer/organization in terms of technical support, but not in touch/connected through WASH – opportunity to generate ‘community of practice’ across sector, organization, and country 	<p>Suggested/Related Valuable Resources:</p> <ul style="list-style-type: none"> • Ability to maintain locally-focused websites, e.g. northafrica.humanitarianresponse.info • IFRC has very solid contact (a water/sanitation engineer) in Johannesburg who provides TSS – enlist his help in contributing to the community <p>Missed Opportunities/Perceived Risks:</p> <ul style="list-style-type: none"> • This is a very underserved audience, who seems incredibly appreciative and willing to share/contribute to the ‘greater good’ if given simple ways to do so. • “Lots of time spent reinventing the wheel / searching for knowledge” • ‘Gold mines’ of locally produced assets that remain locked away on hard drives and are never shared with others who could really use them. • ‘Everything is changing. We need to adapt and adopt good practices.’ Need to learn how to work in urban setting, too. • Often seek information from local Ministries – Need to leverage
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4. Partner Agency/NGO Leadership

Overall WASH Knowledge Needs:

- Provide access to technical support/knowledge to staff in the field
- “One place to go, that people trust, that is maintained and updated.”
- Provide French, Spanish, and other language resources for staff
- Country-level or emergency (dedicated) information specialists responsible for gathering all knowledge from the field (e.g. drawing it out of hard drives/individual email accounts.)
- To inspire Cluster Coordinators to capture everything they can.
- Share/learn/understand big issues, e.g. “how can we deliver a water service in such a way that it is permanent?”
- Need to have the profession ‘taken seriously.’ Discussing professionalizing this type of expertise – e.g. working with institute to create program for ‘chartered development professional.’

Key Individual Attributes:

- Keen to leverage their own resources with those in the rest of the community – need to work closely with partners.
- Organizations have a tremendous amount of internal knowledge, credibility, expertise, and good will.
- Need to leverage and share, influence the most effective responses and programmatic outcomes.
- Keen to ‘enhance the technical excellence of our work;’ focus on capacity building, institutional support, and technical support.
- See a need for extreme ‘culture change’ to one of sharing of knowledge and expertise.
- Interested in strategic use of social media, online tools, video, etc. to connect, enable, share, distribute, promote.

Biggest Knowledge/Service Opportunities:

- Video capture; Imagine TED-like videos detailing big/good ideas or successes in a growing video or podcast library, available globally in an easy-to-use library.
- Some print resources likely useful if the Cluster can produce them: Technical briefs, newsletter (also electronically), magazine with peer reviewed articles that ‘moves issues along’, program/field insights, resources that need to be pushed to/targeted to Ministries/local governments.
- Acknowledge bandwidth poor areas and

Suggested Next Steps:

- Inspire all WASH organizations to actively acknowledge that the materials they develop are ‘public domain’ – it is not intellectual knowledge that you keep to yourself. E.g. you’re the author, and you share it – but allow the sector to make use of it for advancement of the sector and programs.
- Inspire WASH organizations to understand they can likewise use resources from other organizations within the Cluster.
- Remove competition as a barrier to sharing.

<p>understand how to make knowledge more portable and mobile friendly.</p> <ul style="list-style-type: none"> • Materials in other languages – esp. French, English, Spanish, Swahili, Mandarin (address the need to standardize and publicize ‘sector jargon’); Translate at least abstracts into other languages. 	<p>Suggested/Related Valuable Resources:</p> <ul style="list-style-type: none"> • Work with Water Aid’s Program Effectiveness Unit in London – working to ensure that technical excellence is better marketed to the community – have lessons for WASH. • Rural Water Sanitation Network – as a model for a professional network, hosted by a group but ‘owned’ by the community • Fresh Water Action Network • Clarissa Brockelhurst, formerly chair of RWSN, on engaging the community • AKVO.org <hr/> <p>Challenges and Risks:</p> <ul style="list-style-type: none"> • Sharepoint systems have repeatedly failed—connectivity is a big problem. • Bandwidth – maintain ‘light’ system • Make sure any system is EASY to use • Organizations not willing to share their own ‘gold mines’ of knowledge.
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5. WASH CLUSTER MANAGEMENT

Overall WASH Knowledge Needs:

- Especially in looking to future, need to gather, organize, centralize, and disseminate critical knowledge developed in the field.
- Need to create, foster, and grow a collaborative WASH community that embodies a global culture of sharing

Key Individual Attributes:

- Eager to share and promote, however strapped for time and resources.
- Solid knowledge of the sector and the needs of the Cluster.
- Constrained by UNICEF systems (i.e. internal staff-only Lotus Notes for email) and by unsupported Sharepoint-based oneresponse.info

Biggest Knowledge/Service Opportunities:

- Be empowered by leadership and a solid system to enable and inspire all WASH organizations to actively acknowledge that the materials they develop are ‘public domain’
- Provide access to centralized systems for:
 - Contact management
 - Email list management
 - Emergency response platform
 - Centralized resource/knowledge sharing platform
- Dissemination and marketing/promotion plan and regular outreach/soliciting ‘best of’ knowledge
- Facilitate community of practice for Cluster Coordinators, and provide adequate resources and sharing

Suggested Next Steps:

- Develop formal plan, budget, staffing
- Begin to roll out regular email outreach, to unify the Cluster

Challenges and Risks:

- Incredibly stretched for time. Especially when a crisis occurs, and time becomes dedicated to one initiative at the expense of overall Cluster coordination.
- Lack of consolidated knowledge management tools, including basic email and contact management system.
- Minimal support from UNICEF technical staff, who are dedicated to UNICEF operations rather than an ‘external’ Cluster.

Current website (oneresponse.info): very difficult to manage content, frustrating user interface (their point of view on humanitarianreform? Lessons learnt?)

Knowledge Management Recommendations

Overall Vision

Based upon the stakeholder personas compiled above, the WASH Cluster has a very large knowledge gap to fill. Broadly, the main types of knowledge needed and produced by Cluster members that needs to be shared include the following:



Because activities are so varied and the Cluster reach so widespread, it is imperative to acknowledge that there is not one system or tool to meet all needs. Knowledge will be shared on the ground, online, through daily program work, and through events, as shown here:



We identify a fairly clear and realistic path for the Cluster that will advance its knowledge sharing exponentially and help it connect stakeholders to information:

1. **Contact/Email Management:** The Cluster has no centralized system for managing contacts throughout the Global community, and each coordinating unit at the country

or disaster response level currently manages contacts/emails differently. This is a priority for the Cluster, so that some top-level global communications can be used to direct Cluster members to services, websites, events, etc. and create a unified community.

2. **Social Networking:** At a top level, we recommend that the Cluster use a social platform that will allow members from the country, sub-national, and Global WASH Cluster levels to interact, find each other, and share many types of knowledge. This social platform must enable the WASH community to share:
 - news and updates via a Facebook-like interface
 - files (uploaded and tagged by the user, and stored in an intuitively designed library)
 - materials, photos, resources from meetings/trainings (uploaded and tagged by the user)
 - social profiles, consultant rosters, vacancy announcements

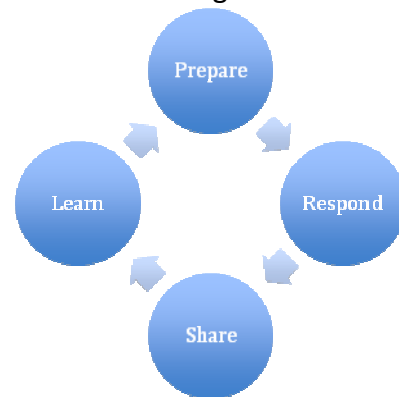
The social platform selected by WASH should also allow the Cluster to instantly set up groups and sub-sites focused on various Cluster aspects, including: country, topic, issue, emergency.

We find that the UNDP-managed Teamworks platform will suit the needs of the Cluster quite well for these purposes. Teamworks is intuitive, fully supported, and has undergone satisfactory usability testing. We recommend that it be pilot tested as soon as possible for these purposes.

3. **Disaster Response Coordination:** The same social interaction and targeted resource sharing listed above is essential during disaster response, and disaster-specific resources are also critical (contact spreadsheets, email lists, schedules, maps, tools, coordination tools, etc.). For disaster response, we recommend also that Teamworks be piloted and that a committee organize a group space in preparation for the next disaster response. It will be important to plan also how other existing tools or systems will be linked to or integrated with Teamworks.
4. **Core Knowledge Management:** At its core, the Cluster must also provide a robust and easily maintained, searchable resource library that pulls resources from Humanitarian Reform and OneResponse. The platform should house all 'global' tools, documents and resources, in addition to a space for each Country to house their national WASH Cluster resources. It must allow for materials in multiple languages, and it must allow community members to participate through sharing their own resources, providing comments, and engaging 'around' resources.
5. **Technical Support Service:** This Expert Technical Question & Answer system is already under development and should be technically integrated, with the above-described systems to provide a unified whole, and single log-in.

Proposed System	1. Contact/ Email Management	2. Social Networking	3. Disaster Response Coordination	4. Core Knowledge Management System	5. Technical Support Service
Characteristics:	Explore use of Teamworks for centralized contact management. Share updates, links, resources, emergency response	Explore/pilot use of Teamworks Platform	Utilize the same social networking system and/or the Core KM system, targeted for each disaster response initiative.	Likely need to create new stand-alone resource library; Explore Teamworks' document sharing/cataloguing capabilities. Houses Country Cluster knowledge.	Likely a stand-alone Expert QA tool, closely integrated with other platforms.
Audience Focus:	All audiences				
Further Strategic Areas:	<u>Further Strategic Areas:</u> 3: Humanitarian Response; 4: Preparedness 5: Best Practices and Learning	<u>Further Strategic Areas:</u> 3: Humanitarian Response; 4: Preparedness 5: Best Practices and Learning	<u>Further Strategic Areas:</u> 3: Humanitarian Response; 5: Best Practices and Learning	<u>Further Strategic Areas:</u> 3: Humanitarian Response; 4: Preparedness 5: Best Practices and Learning	<u>Further Strategic Areas:</u> 4: Preparedness 5: Best Practices and Learning
Strategic Area 2: Information Management					

Together, these systems should help the WASH Cluster manage a virtuous cycle:



Sample High Level System Functionality& 'Views'

Email/Messaging Push


The first step towards generating an active community is to begin to push messages and knowledge out proactively, to expand the user base and let them know about the already-rich amount of knowledge available today. The fact that several survey and interview participants are not aware that the Cluster has two informative websites already is indicative of this current gap.


When possible, Cluster members want to know that knowledge sharing has been vetted and validated as useful. This will not be possible in every case, however the Cluster can indeed oversee at least some of the many valuable resources, and package them for distribution through relevant channels. Teamworks should provide the platform to allow the Cluster to consolidate existing email addresses, and begin to solicit new 'membership' into the Global WASH social networking group. Depending upon the outreach functionality, the Cluster can then package knowledge on a regular (i.e. monthly) basis and alert the Cluster. The image below is a nice example for what a newsletter might look like, complete with useful summaries and links to download, share, and learn more:


ZUNIA KNOWLEDGE EXCHANGE


To unsubscribe from all Zunia emails [click here](#)
 To unsubscribe temporarily or change your alert preferences please go to <http://Zunia.org>


Health [view all](#)


 [Global Smart Update 2011](#)
 The UNODC Global Synthetics Monitoring, Analyses, Reporting and Trends (SMART) Program enhances the capacity of Member States in priority regions to generate, manage, analyse, report and use synthetic drug information to design effective policy and program interventions. [Global more...](#)

 [2011 Call For Proposals: 9th Annual Medical Rehabilitation Education Conference](#)
 The Education Committee of the American Medical Rehabilitation Providers Association is currently planning the 9th Annual Medical Rehabilitation Education Conference, which will be held on September 28-28, 2011 at the Ritz-Carlton in Miami, FL. Proposals must be submitted by April 15, 2011. Further [more...](#)

 [Early Childhood Development in Developing Countries: Pre-primary Education, Parenting, and Health Care](#)
 Despite the convincing argument for the importance of early childhood, more than 200 million children under five years of age in developing countries do not reach their developmental potential (McGregor et al., 2007). This paper examines - across the age span, across the disciplines, and across the [more...](#)

 [Creating A Healthy Environment: The Impact of the Built Environment on Public Health](#)
 The diseases of the 21st century will be "chronic" diseases, those that steal vitality and productivity, and consume time and money. These diseases-heart disease, diabetes, obesity, asthma, and depression- are diseases that can be moderated by how we design and build our human environment. [more...](#)

 [Rapid detection of drug resistance and genetic characterisation of Mycobacterium tuberculosis isolates in Honduras](#)
 This thesis focuses on the evaluation of new diagnostic tools and the genetic characterization of TB in a low-middle income setting. The purpose of this work was to increase the knowledge about effectiveness of new laboratory assays for early detection of drug-resistant TB. In addition, this thesis [more...](#)

 [The Global Fund to Fight AIDS, Tuberculosis, and Malaria: U.S. Contributions and Issues for Congress](#)

General CMS / Resource Library

A general content management tool must be developed (or enhanced from current platforms.) First, the Cluster should consolidate the wealth of WASH knowledge already available. Currently, it exists on WASH websites, individual organization websites, Cluster/Country websites, and also locked away in individual laptops around the globe. At the same time, the Cluster should assess its options to leverage and enhance current systems. Ideally, WASH knowledge will be available for tagging in myriad ways, but can also live within a structure that allows stakeholders to filter on several levels. Useful taxonomies will include:

GeneralContent Structure:

- Type
 - Article
 - Report
 - Tool
 - Template

- Budget/spreadsheet
- Analysis
- Guideline
- Story
- News
- Topic
- Country
- Cluster
- Organization
- Disaster (event)
- Language

More broadly, knowledge can be identified in terms of WASH activity, e.g.:

- Water, Sanitation, and/or Hygiene
- Disaster response
- Cluster management/coordination
- Technical expertise

The image below shows an example of a systematically organized resource library that has been coordinated and catalogued in a way similar to how WASH would organize its library:

The screenshot displays a 'Resources' page with a navigation bar at the top containing 'Date', 'Title', and 'Highest Rated' tabs, and a 'Subscribe to Content' button. The main content area lists three resources, each with a thumbnail, title, description, star rating, comment count, and a link. The first resource is 'Missing Midwives', the second is 'Women-focused development intervention reduces delays in accessing emergency obstetric care in urban slums in Bangladesh: a cross-sectional study', and the third is 'Utility of local health registers in measuring perinatal mortality: A case study in rural Indonesia'. To the right, a 'Browse Resources' sidebar offers search filters for Keyword, Type, Topic, Country, Organization, and Language, with 'Submit' and 'Reset' buttons. Below the filters is a 'Looking for COUNTRY STATISTICS?' section with a 'Click here' link and an icon of books. At the bottom of the sidebar is a 'Community' section with tabs for 'Most Comments' and 'Highest Rated', listing two community items with their respective comment counts.

There are four possible technical platform options for general content management of this type, which should be assessed in the following priority order:

1. Within Teamworks. If Teamworks will allow adequate tagging and categorizing, it could become the central 'go-to' place for resources and for links to all external, related websites and platforms.
2. Within an enhanced, and fully supported www.onerresponse.info. This platform could serve WASH much more fully if access to technical support and improvements could be guaranteed. A number of modifications to the interface for front-end users and to content administrators could make the system far less cumbersome (a primary reason it is not utilized.)
3. As part of the currently planned Technical Support Services Platform (TSS), called KnowledgePoint. Depending upon the technical requirements and platform selected, it is possible for content management to be integrated into this system, and for it to become the face of WASH, where the Cluster asks and answers questions, and also finds and shares resources.
4. Within a new, separate web platform. This is the 'last resort' option, but must be considered if other platforms prove inadequate.

Social Networking

As mentioned, Teamworks, hosted and supported by UNDP, is designed to become a large and rich 'hub' of social interaction among development professionals around the globe. WASH should pilot its use for the Cluster by creating a Global WASH group, and should then begin to market the service as a valuable online home for sharing ideas, resources, knowledge, contact information, etc. Social bookmarking, labeling and peer-reviewing systems currently being developed as part of knowledge sharing platforms, and inside Teamworks, may not have received all the attention they deserve and will be beneficial to any library developed for the Cluster. The interface is familiar, and based upon interviews, most Cluster member will be comfortable with use of this type of platform, shown below:

The screenshot displays the Teamworks user interface. At the top, there is a navigation bar with tabs for 'People', 'Content', 'Spaces', and 'Add', along with a search bar and a 'Settings' dropdown. The main area is titled 'My Private Dashboard' and includes a 'Change your status' text box with a 'Post' button and a character count. Below this is an 'Activity by my colleagues and in my spaces' section showing a list of recent posts and user actions, such as 'Suzanne Rainey joined Corporate Space Connecting UNDP through ICT' and 'Robert ROHLIN joined Corporate Space Teamworks Orientation'. On the left side, there are several announcement boxes: a blue one about a photo contest, a green one about training on May 27, and a yellow one about getting started with Teamworks. On the right side, there is a 'Manage My Content' section with options for Articles, Blog posts, Bookmarks, Events, Files, and Wiki Pages. At the bottom, there is an RSS feed section showing 'No items are available' and a 'Bookmarks' section with links to 'Global WASH Cluster Website' and 'WASH Cluster Website'.

Phased Approach

The above-described activities and tactics can be loosely prioritized in an order that is both sensible and manageable given the current staffing allocation of the Global Cluster:

1. Adopt knowledge sharing as a Cluster priority, and secure at least one full time knowledge management manager (either from existing staff, or external resources.)
2. Pilot Teamworks, engage the Cluster/invite a core team to join and begin to use the space.
 - a. Collect all current Cluster member contact email addresses, and set up a Cluster email/message distribution system.
 - b. Begin to send regular (e.g. monthly) messages to the Cluster, including:
 - i. Valuable news and updates
 - ii. Links to useful content and resources
 - iii. Commentary about sharing knowledge
 - iv. Promotion of Teamworks and how to use it/back-stopping assistance
 - v. Initial TSS outreach, if available
3. Set up a preparation space for the next emergency response. Plan details thoughtfully, considering what other systems or resources will be needed and how they will be integrated. Create a master plan for knowledge sharing during the next crisis.
 - a. Assess before the emergency arises whether the knowledge platform has sufficient modularity to allow easy and quick setup of a dedicated sub-section, and if this sub-section can manage a sudden and massive load of new subscriptions. Key indicators for this assessment will have to be developed in the ToR for any knowledge sharing platform.
4. Assess use of Teamworks as core resource repository: Is functionality (current or under development) adequate? Can documents be tagged in a meaningful way?
 - a. This is an area of quick and continuous technology development. It is therefore advisable to keep track not only of the existing system, but also of systems and functionalities under development to get the best of collaborative bookmarking and vetting systems.
5. Assess whether Teamworks can 'replace' the humanitarianreform.org and onerresponse.info websites and house all meaningful content. If so, plan migration of knowledge; If not, assess next steps (building new platform vs. enhancing onerresponse.info vs. utilizing something else already in existence.)

Cluster-wide community management and tactics for effective WASH collaboration

In order to begin to adopt and instill a culture of sharing, we list here an array of activities that should be planned and rolled out by Cluster leadership. A significant next step will be to formalize the job responsibilities of the knowledge manager and team, and to begin to incorporate these types of activities into Cluster work:

- Centralize communications
- Create a culture of sharing, from the top
- Communicate regularly to the Cluster
- Solicit input/knowledge that can 'trickle up' regularly
- Showcase expertise, offer technical assistance/answers
- Liaise w/ organizational KM specialists
- Promote and share from events
- Ensure systems are simple to use
- Promote, incentivize, encourage, think creatively to spark interest/attention
- Find and leverage champions

Recommended Roles and Responsibilities

We provide here guidance for staffing and rollout of knowledge management systems and activities. These are very general, and the steering committee will need to determine how much of this is possible to take on and manage with current funding, commitment, etc.

Role	Responsibility
WASH Leadership and Steering Committee	Champion the use of the site/system, identify opportunities to leverage and support off-line activities (e.g., publicize, plan, and follow-up for a face-to-face convening)
	Champion use of the tools and model desired behavior by participating actively, setting up Teamworks profiles
	Set expectations for Cluster-wide participation during events, meetings, phone conversations, etc.
	Allocate staff time and resources
Cluster Coordinators	Work with Knowledge Manager to centralize resources and develop a community of practice (COP) to share across all Clusters.
	Determine central platform that will serve the COP as well as country clusters
	Allocate appropriate staffing and LOE commitments
	Enlist knowledge sharing assistance from Cluster members, and promote use of Teamworks platform and other tools.
	Develop operating COP
Knowledge Manager: Community Management Tasks	<p>Goal: Oversee the creation of a vibrant online community of WASH professionals sharing knowledge, ideas, opinions, resources, emergency response details, contacts, etc. Proactively engage the WASH community and staff and promote use of online tools as imperative for Cluster coordination. Network with the wider community of colleagues and partners and create a trusting space for productive engagement and sharing.</p> <p>Tasks include:</p>

	Initial task: Lead 'scan' of the best resources currently available, consolidate.
	Identify 'champions' of knowledge sharing and develop relationships, standards, processes
	Plan and implement new platform development/customization, and content migration
	Lead platform selection process.
	Manage interaction. Generate community among Cluster coordinators. Enlist assistance from partner organization knowledge/thought leaders.
	Network and solicit community-driven content for e-mail updates
	Monitor the document repository and update resources as needed
	Keep track of website statistics, e.g. number of new posts, members, etc.; prepare monthly/quarterly/annual reports
	Solicit feedback and plan and coordinate ongoing improvements based on that feedback
	Oversee print production where necessary
	Promote use and sharing of video/podcast content production
	Provide periodic reports on the performance of the tools and participation of the WASH community
	Liaise with KnowledgePoint technical team and coordinate as necessary

Appendix A: GLOBAL WATER SANITATION HYGIENE (WASH) CLUSTER STRATEGIC FRAMEWORK — 2006 to 2008

WASH Cluster Goal:
 Improve the predictability, timeliness and effectiveness of comprehensive WASH response to humanitarian crises

WASH STRATEGIC Area 1

WASH Sector Coordination and Advocacy

OUTPUTS

- 1.1 Dedicated global Cluster Advocacy and Support Team
- 1.2 Regular global meetings
- 1.3 Tools for advocacy and resource mobilisation - *PROJECT 8*
- 1.4 Evidence based high level advocacy paper on integrated WASH programming
- 1.5 Right to Water in Emergencies (*NEW 07/08*)
- 1.6 Cluster coordinators identified, assessed and trained and roster of potential country-level coordinators established
- 1.7 Resources for initial cluster coordination cell (*NEW 07/08*)
- 1.8 Dedicated Rapid Response Team (*NEW 07/08*)
- 1.9 Mapping of Roles and Responsibilities for WASH with CCCM, Education, Health and Shelter

WASH STRATEGIC Area 2

Information Management and Standards Policy

OUTPUTS

- 1.1 Standardised rapid and comprehensive assessment, gap analysis and monitoring tools. Phase II includes production, training and dissemination of information management toolkit - *PROJECT 2*
- 1.2 Standards policy guidance (*NEW 07/08*)

WASH STRATEGIC Area 3

WASH Sector Capacity for Humanitarian Response

OUTPUTS

- 1.1 Hygiene promotion—coherence, tools, guidance, training, resources and mentors- *PROJECT 3*
- 1.2 Training for capacity building - needs assessment, development and roll out - *PROJECT 6*
- 1.3 -3.8 WASH cluster agencies specific internal capacity building – covering five agencies (*NEW*)
- 1.9 Technical support services for WASH response- *PROJECT 9 (NEW 07/08)*

WASH STRATEGIC Area 4

WASH Sector Preparedness

OUTPUTS

- 1.1 WASH cluster awareness workshops (*NEW 07/08*)
- 1.2 Global WASH equipment stockpile- *PROJECT 5*
- 1.3 Interagency WASH preparedness and Contingency Planning (*NEW 07/08*)
- 1.4 Global and national capacity mapping frameworks - *PROJECT 4*

WASH STRATEGIC Area 5

WASH Sector Best Practice and Learning

OUTPUTS

Learning:

- 1.1 WASH cluster field implementation reviews and global level evaluations - *PROJECT 7*
- Best Practice:**
- 1.2 Review of cross cutting issues (*NEW 07/08*)
 - 1.3 Best practices and guidance in WASH Programming (including cross-cutting issues and vulnerable groups), and production and dissemination of WASH publications - *PROJECT 10 (NEW 07/08)*
 - 1.4 Guidance on WASH and HIV/AIDS programmes in emergencies (*NEW 07/08*)
 - 1.5 Environment & WASH - Checklists, guidance & best practice: including solid waste management, coordinators training and environment advisor - *PROJECT 11 (NEW 07/08)*
 - 1.6 Technical Learning - *PROJECT 15 (NEW 07/08)*
 - 1.7 Development of early recovery best practice guidance and tools - *PROJECT 12 (NEW 07/08)*
 - 1.8 Development of Disaster Risk Reduction (DRR) best practice guidance and tools - *PROJECT 13 (NEW 07/08)*
 - 1.9 Guidance and tools for accountability in WASH programming - *PROJECT 14 (NEW 07/08)*