Global Knowledge Management Strategy

Empowering Local People and Rural Development through Telecenters
Global Knowledge Management Strategy

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### Abbreviations and Acronyms

- **CoP** - Community of Practice
- **ICT** – Information and Communication Technologies
- **ICT4DEV** - ICT for Development
- **KM** - Knowledge Management
- **KN** - Knowledge Network
- **KS** - Knowledge Sharing
- **SE** - Solution Exchange
- **MDG** – Millennium Development Goals
- **CSO** – Civil Society Organization
- **ESCWA** – Economic and Social Commission for Western Asia
- **ECLAC** – Economic Commission for Latin America
- **ESCAP** – Economic and Social Commission for Asia Pacific
PART 1- THE STRATEGY

1. BACKGROUND AND PROBLEM STATEMENT

Communal internet access points have been built in different localities around the world, under such diverse label’s such as: telecenters, info-centres and multi-purpose communications centre, school centers and libraries, yet access to Information and Communications Technology (ICT) applications, knowledge resources and services in disadvantaged communities i.e. most isolated /rural areas, represent a challenge for developing countries. ICTs are either non-existent or very difficult to obtain and use, and access (individual and household) to ICTs remains out of reach for the most disadvantaged communities and in particular, to women.

International support and donor agencies are increasingly demonstrating interest in initiating new projects in this area because even though most access centres remain simple cyber cafés, others have improved, and in cases revolutionized, the communities by creating an enabling environment and opportunities for socioeconomic development, for example, through the creation of local micro-enterprises, improved access to markets for local produce, and e-learning capabilities through effective knowledge sharing. Community access points are perceived positively by stakeholders as enabling tool for realizing socio-economic development goals.

The challenge to maximizing the use of telecenters for development is that while the majority of access points studied whether private or public, serve as internet portal for the community, only a small percentage implements e-learning initiatives and actually become vehicles for development. The services being delivered are based on ICT applications that are accessible to the communities, for example, communities that have informal ICT-based training in specific areas such as e-health, e-business, e-government, and e-learning. However, these ICT access points need to be re-designed differently in the form of nodes of knowledge networks while continuing to operate according to a flexible structure for supporting non-formal processes as sustainable and autonomous entities. They need to be transformed into service and community development hubs, as well as centres for exchanging business information providing sustainable sources of revenue, thus extending the model beyond the original model that only focuses on access to ICT.

The United Nations, involving its five Regional Commissions, is executing a project aiming to empower poor and disadvantaged communities through the transformation of existing ICT access points in selected countries into knowledge hubs of global knowledge networks. The project is expected to increase engagement of target beneficiaries in disadvantaged communities in these knowledge networks.

The project seeks to accomplish two key objectives: 1) to enact the transformation of ICT access points into knowledge hubs, empowering communities in development; 2) the creation of a global framework for linking telecenters globally -creating linkages for the local, national, regional, and global spheres of knowledge sharing.

To this end, the project seeks to enable local users using these existing or envisioned access points through the implementation of a global strategy on knowledge networking and knowledge services. Working within the UN system and with other likeminded
service providers and users, the regional advisors of the project and UN staff are developing strategies for linkages and broad reaching platforms, adapted for regional variation and intended to bolster the planned outcomes of the project.

Achievements to date
- Considerations of a multi-level partnership for knowledge sharing;
- Situational assessments and regional planning workshops for each region
- Conceptualizing the possibilities for generating content and joint services emphasising local level partnerships with international, national and local actors.
- Establishing the strengths and gaps in links between improved access to development opportunities (poverty reduction/democratic governance) and basic services delivery (access to information).
- Conceptualizing the integration of MDG targets into Telecenters activities and thematic functions
- Limited actions for the creation or improvement of Telecenters into knowledge hubs and integration of Telecenters into global knowledge networks;

2. RATIONAL FOR A KNOWLEDGE MANAGEMENT STRATEGY

Knowledge management, as a concept, is relatively new and encompasses diverse fields. There is no agreed definition of knowledge management, even among practitioners. In the context of this report, the term could be defined as the systematic process of identifying, capturing and sharing knowledge people can use to improve social development outcomes.

The overarching project objective is to contribute to transforming ICT access points into knowledge hubs of a global knowledge network, providing resource and connecting disadvantaged communities in all regions of the world in order to promote good governance, reduce poverty and inequality. A global knowledge management strategy is central to reaching this objective. Knowledge management is essential for enhancing telecenters effectiveness, as means for integration and local empowerment through the sharing of best practices, improving social services delivery and for leveraging resources.

A knowledge management strategy is therefore needed to support the coordination of local, regional and global knowledge resources and provide a mechanism for effective sharing of rural development best practices and promoting south south cooperation (local communities, regions and developing countries). A km strategy will provide a regional and global framework for telecenters integration and further understanding of the communications and ICT infrastructure needed to respond to a variety of development knowledge needs. As the KM strategy is developed and implemented, the means for streamlining and elucidating the diverse knowledge needs and modes of interaction between the telecenters and other stakeholder institutions will be formatted and strengthened. Providing the following elements of integration are essential components to the advantage of a KM strategy:

- Reaching many people simultaneously,
- Overcoming geographic boundaries,
- Overcoming social and literacy barriers,
- Providing frequency and repetition of contact,
• Storage of information for on-demand access,
• Capturing the reality of events,
• Greater efficiency (lower costs) in sending and receiving information.

Key Concepts

This section provides an overview of basic knowledge management concepts and tools including Telecenters, ‘Knowledge Networks’, Knowledge Network Planning and Communities of Practice. Definitions are needed in advance of conceptualizing development of an organized knowledge network and strategic plan for enhancing rural development objectives through ICT access points.

Strategic Target and Key Concept(s)

What are ICTs?

ICTs include all those instruments, modes, and means both old and new through which information and/or data is transmitted or communicated from one person to another or from one place to another. ICTs comprise: telephone, facsimile, video, television, radio, print material (e.g., newspapers and books), and computer-based or computer-mediated modes (e.g., email, chat and news groups, blogs, electronic conferencing, CD-ROMs, etc.). Even early technologies for relaying information, such as the talking drum ought rightly to belong to this list.

Telecenters

A telecenter is an integrated information and communication facility that houses a combination of both new and not-so new ICT’s (e.g., television, video, facsimile, telephone, computers with Internet connectivity and sometimes books). This type of facility in which a number of different information and communication technologies are housed and used in an integrated manner is seen as the modern telecenters and is called a multi-purpose telecenters. There is however, a certain variety in the form, facilities and functions available at telecenters, from the simple entity with only one or two telephones and no link to the World Wide Web (known as merely call centers), to a centre with numerous telephones, facsimile machines, printers and computers connected to the Internet. Telecenters provides public access to communication and information for economic, social and cultural development or telecommunication and information services for a range of developmental goals. (From ESCWA Global Assessment of ICT Access Points)

The project aims to contribute to transforming and integrating Telecenters into knowledge hubs of a global knowledge network connecting disadvantaged communities in all regions of the world with each other and with the rest of the cyberspace. Knowledge management through access point networking of these centers is basic to their effectiveness. The involvement of both governments and grassroots NGOs in the creation and establishment of community access points is essential for their sustainability.

“If telecenters are to make their mission more effective they need to organize themselves in overlapping national, regional and international networks.”

The focus of the organization in the project are the operators of the Telecenters, the main focus of the
project, and will be a major component of strategy involving the global network and Community of Practice.

What is Knowledge?

Knowledge differs from information and data in that knowledge is complex and contextual, created as part of an interactive process, essentially a human attribute, value laden, and connected to action to be relevant. Knowledge is created in the minds of people and is difficult to capture and record. Experience has shown that the means to capture complex knowledge most effectively is to provide platforms that facilitate knowledge sharing. Knowledge collection through databases is important, but it needs to be driven by communities of like-minded-people that collaborate around the same substantive interests and passions. Knowledge management architecture is about connecting people not just about electronic platforms -- these are the support structures for knowledge management.

What is Knowledge Management (KM)?

KM is an approach to improving organizational outcomes and organizational learning by introducing into an organization a range of specific processes and practices for identifying and capturing knowledge, know-how, expertise and other intellectual capital within the organization and for making such knowledge assets available for transfer and reuse across the organization.

KM is ‘the process of selectively applying knowledge from previous experiences of decision-making to current and future decision-making activities with the express purpose of improving the organization’s effectiveness.’ This definition encompasses the goals of KM broadly: (1) identify critical knowledge; (2) acquire critical knowledge in a knowledge base or organizational memory; (3) share the stored knowledge; (4) apply the knowledge to appropriate situations; (5) determine the effectiveness of using the applied knowledge; (6) adjust knowledge use to improve effectiveness.

‘Knowledge Management’ in the current context is a collection of activities, processes and policies which enable organizations to apply knowledge to improvement of effectiveness, innovation and quality. Larry Prussic, a ‘guru’ of KM, states simply that ‘knowledge is what people know.’ The purpose of knowledge management is to turn personal knowledge into collective knowledge, helping organizations know what they know – and to know something new.

In the context of our project, knowledge management will deal with the first three elements of the above definition

Community of Practice (CoP)

A Community of Practice is overarching platform or communications framework that seeks to develop its members’ capacity to implement concrete activity in a practice area and to communicate effectively with partners. The CoP supports its members to integrate all these areas of activity into a smoothly-functioning whole, based on a complete understanding of their multiple contributions to the above processes. CoPs operate principally as a forum for sharing and consolidating its member’s knowledge and information, and as a vehicle for capacity building in knowledge and information
Global Knowledge Management Strategy

management. An annual CoP meeting is one of the principle activities through which this takes place. Further, Community of Practice(s):

- Have a multitude of entry points, diversity of members;
- Engage systematic ways of collecting and building on people’s experience (an iterative processes);
- Focus on communication, and on knowledge management;
- Require attention and resources dedicated to all ten elements of the practice architecture as a systematic way of building and sustaining itself. Integral here is follow-through to keep the CoP active once the structure has been established.

Mission

The mission depends on the issues, process, or practice area around which it is organized and upon which it is focused. In general, KM drivers include the following:5

- To stimulate interaction on subjects related to rural development;
- To foster learning communities;
- To create new knowledge;
- To socialize members;
- To identify and share best practices

Additionally, CoPs serve to meet national and regional demands for assistance to achieve concrete sustainable impacts and results. The value is in the collective knowledge of the participants that is scalable to reach out to larger groups of actors.

Thus, CoPs:

(a) facilitate interaction among people that help each other finding solutions, thus bringing together demand and supply on a case-by-case basis; and
(b) enable members to decide proactively what knowledge needs to be distilled and codified on a clearly defined development problem. Such exercise can be conducted in a systematic manner that facilitates replication, leading to greater efficiency and effectiveness of development programmes.

Knowledge Sharing Tools

While the CoP will strategically carry forward the agenda on key issues, it will also have tools in place that facilitate responses to CoP members, which may include:

- Proactive knowledge-building projects. In areas defined as “burning issues”. The CoP can organize tailored activities to meet the set objectives, such as face to face meetings, network discussions, and knowledge codification through ‘Consolidated Replies’.
- Referral service, facilitating the matching of query and answer. Referrals will rely on the contributions by the network participants. The quality of the answers thus will depend on the input of fellow network members.
- Moderated network discussions on a given subject to exchange knowledge electronically.
Global Knowledge Management Strategy

- Sharing of resource updates, such as selected papers on the subjects or distilled products such as newsletters, summarizing the essence of global discussions and key network activities
- Periodic face-to-face meetings of the most active members to energize the network and readjust its priorities.
- Exchange of practitioners within the Community

3. OVERCOMING BARRIERS - EFFECTIVE KNOWLEDGE SHARING

What are the barriers to effective Knowledge sharing/networking between telecenters?

The criteria employed to assess the barriers to effective knowledge networking between the telecenters include: ownership, awareness, demand, and capacities. Based on globally relevant experiences, principles for assessing knowledge networking effectiveness and opportunities considerations include:

- Existence of “bottom up” approach to information and knowledge sharing systems design (portal, electronic networks, telephones, HF radio or otherwise design) – based on understanding of real needs/national and regional contexts;
- Ownership and sustainability considerations- whether built into knowledge system’s design
- In terms of this project, has the project succeeded to effectively involve Telecenters operators through community based incentives, and eliminating or mitigating roadblocks (resource and capacity issues, other incentives) in developing a networking agenda.

Identifying needs and challenges to generating a cycle of local knowledge services demand and developing knowledge services in the thematic areas – employment, health, education, etc, are envisioned as major pillars of the initiative, as well as the integration of the mechanisms to meet such needs and challenges into the global realm.

Based on the meta-review of the regional assessments conducted in 2008 and discussions with regional knowledge managers, the key barriers to the project’s knowledge management objectives, include: a) the lack of integration of the global system to fit local needs; b) the need for more ‘buy-in’ of local communities (lead by telecenters operators initially) into the knowledge system; c) lack of resources and capacity of rural telecenters for effective knowledge networking and information management. To achieve this, first, there should be clearly defined goals, objectives and membership selection criteria.

Table-1 Thematic Knowledge Sharing Needs – Rate: Low/Medium/High

<table>
<thead>
<tr>
<th>Region</th>
<th># of Centers</th>
<th>Systems (capacity)</th>
<th>Knowledge (demand)</th>
<th>Community Involvement</th>
<th>Sustainability (mechanisms)</th>
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<td>CIS</td>
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(there is little information regarding Africa as a whole)

**Table-2 Demand for Services – Rate: Low/Medium/High**

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<tr>
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<th>Education</th>
<th>Partnerships</th>
<th>Development –ICT4D</th>
<th>E-Governance</th>
<th>SME Facilitation</th>
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<td>CIS</td>
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**Table 3 – MDG Based Linkages – Demand: Low/Medium/High**

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(For Asia-Pacific, India stands alone in terms of telecenters and Knowledge Hub development)

**3.1 Regional Assessments –Summary**

The project assessed the regional knowledge sharing needs through regional stakeholder’s survey’s and a series of regional workshops held to gain understanding of regions knowledge sharing and resources needs, current state of ICT services and finally, to outline strategies for overcoming the obstacles. Criteria employed in regional assessments, included:

- Identification of stakeholders
- Segment analysis among stakeholders
- Capacity needs assessment for enhancing telecenters functions

Based on the results, the main challenges and opportunities impacting on effective knowledge sharing for telecenters in each region are summarized below.

**a. Asia Pacific**

Based on Asia and the Pacific assessment, the knowledge gaps translate into: (i) vocational education to promote jobs out-of-agriculture and (ii) a second network focusing on agriculture. Agriculture is the livelihood of the poor, provides employment for 60 per cent of the working population in Asia-Pacific. The 2008 ESCAP Economic and Social Survey for example, show’s that improving agricultural labour productivity would enable one third of the region’s poor – 218 million people – to rise out of poverty.
ESCAP has proposed a two-pronged strategy to make agriculture economically and socially viable, returning it to its place a reduction in poverty and inequality.

**Central Asian Countries**

For the second Asia Pacific sub-region, the Central Asian countries, the nature of their transitory economies result in different challenges. After the collapse of Soviet Union the population of these countries suffered a drastic decline in the quality of education and health services. Therefore the project will focus on the establishment of two knowledge networks focusing respectively on (i) education and (ii) health services. As an outcome of the project, participating telecenters will progressively sharpen their capacity to serve focused segments of their local populations and address specific knowledge needs of their local communities, initially focusing on education and health and then expanding into other sectors as the project continues.

Due to the transitory nature of these economies, a tailored KM approach focusing on E-Governance, SME facilitation and the incorporation of E-Centers into governance structures are the more pressing needs in the CIS region. The role for international organizations, particularly the project, is a means to help development with a non political orientation, similar to the roadblocks highlighted in the ECLAC project and report. National strategies need to be streamlined with business sustainability models, and there are a few good examples to build off of already in the region. Furthermore, due to the relative position of Estonia and other well-performing nations synergies should be looked for that incorporate the high level of technological literacy and capacity in these countries to apply to the region as a whole.

**Pacific Countries**

For the Pacific, based on the needs expressed, it is clear that agriculture needs another revolution. Connecting the rural poor to cities and markets, promoting technology transfer, and investing in human capital to increase agricultural productivity would be part of the strategy. Rural access to ICT through telecentres can improve agricultural productivity by connecting the rural poor to direct markets, and by giving them ready access to information on the prices of inputs and products. Better information would also give farmers a sense of market demand and of seasonal variations in produce and prices so that they can adjust their production.

Facilitating job creation out of agriculture by empowering the poor, particularly women, with the skills to tap labor market opportunities and by promoting rural non-farm activities and regional growth centers is a central component to the second phase of the project in Asia Pacific. Furthermore, ICT can also facilitate the development of rural non-farm activities, depending on local context, thereby offering more value to local communities.

**b. Latin America and the Caribbean**

Comparatively, the Latin America region has the most KM infrastructure and user base in place, thereby making the region poised to reap benefits from improved systems and coordination mechanisms, as well as cross-regional collaborations. Most nations in the regions have implemented initiatives revolving around ICT, and there are a substantial amount of telecenters and other ICT access points in existence, with services reaching a substantial proportion of the population. That said, continuing hurdles have been
identified by an in depth ECLAC KM regional plan. Of these, there are several that are relevant to the whole region and perhaps the global system, with the most important being ‘independence from political bodies’, earning community trust, and facilitating the participation of less advantaged members of the community.

c. Africa

Information is severely limited for Africa in terms of the existence and status of telecenters and IT infrastructure. Given this, challenges must be perceived as being in their initial stages, and here the comparative experiences of other regions with more established and developed Knowledge Management systems could be of substantial benefit to the African region. Further, given the status of most of Africa in regards to the MDGs, a targeted effort to improve KM systems could yield substantial benefits to the track to meeting the MDGs. In short, Africa seems to be the least developed in terms of KM but to have the most potential to harnessing KM/KS towards positive and equitable development.

d. West Asia

The regional assessment of telecenters (status and potentials) in the five West Asia counties: Jordan, Syria, Egypt, Lebanon and Yemen, show that capacity building is the most essential prerequisite for effective knowledge networking. At the very minimum, the project will need to train telecenters network operators and link telecenters through a regional portal in Arabic languages. The assessment has also shown a natural trend that the share of e-applications in project focuses areas such as e-health-, learning and business is increasing.

4. GLOBAL FRAMEWORK FOR EFFECTIVE KNOWLEDGE SHARING

4.1. e-Mpower – Telecenters Knowledge Network – vision, mandate and services

Methods

Assessing the knowledge sharing needs involved a collaborative process between the myriad of parties with a stake (actual or possible) in the outcomes of the project. Achieving effective knowledge management strategies involve foremost, a common agreement on the overall network vision and mandate, the demand for services and baseline understanding of the culture for knowledge sharing.

The process therefore, involved, first, gaining an understanding of the current practices, types of communications and infrastructure, and assessing the overall supply and demand for knowledge services (based on regional assessments), i.e. learning and ICT resources available, state of government services, demand for knowledge resources and best practices. Once the knowledge needs assessment phase was complete, in which these needs and assessments were accounted for, the design of knowledge networking strategy followed.

Findings
The regional assessments (2008) concentrated on understanding the variances and obstacles to the transformation of ICT access points into knowledge hubs. In addition to conducting studies and workshops, regional knowledge managers debated (through online discussions June -July 2008) upon the variations in content, information flows and ICT infrastructure. Online discussions centered on the relevance of the information sharing tools and technology for optimizing connectivity and finding user friendly two way dialogue, considerations of the implications of substantive content management (information and ‘knowledge’ quality control, etc), comparative models of global, regional, national and local networks, the use of search engines, and finally agreeing and elaborating upon a global ‘community of practice’ architecture. Furthermore, the RKMs ongoing investigation into the means and mechanisms of a knowledge depository and knowledge gaps will continue to inform the strengthening the KM strategy implementation.

Through the regional dialogue and workshops, the project begun to identify potential entry points, clients, infrastructure and gaps however, more work is needed using commonly agreed norms and standards (regional methodology for planning a strategy). In any case, the articulation of the knowledge management strategy was developed in this context, based on understanding of the relationships across communities, regions and globally. The visual representation of the hierarchy of the involved geographical considerations, i.e. local services delivery and information sharing (and evolving the global, regional and local framework in one overarching conceptual picture) has begun to emerge.

Baaed on the above, strategy for supporting needed elements for effective knowledge networking between telecenters include:

1. Supporting rural telecenters knowledge sharing and learning culture in the key thematic areas
2. Linking global, regional and local infrastructure for effective knowledge networking and building a global ‘community of practice’ of rural telecenters
3. Fostering partnerships for effective networking- broader learning and knowledge sharing
4. Identifying generic template of knowledge products and services.

4.2. The Strategy - E-Mpower -Global Learning Network

The desired outcome of the knowledge management strategy is the development of a knowledge sharing platform– a Global ‘Community of Practice’ linking newly created networks of regional telecenters operators and interested practitioners – providing overarching platform for sharing information and promoting rural advancement through comparative experiences exchange..

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Why E-mPowerNetwork?

- Taps into collective experiences and knowledge base on a range of development issues in order to address problems and find solutions
- Provides a forum for discussing issue related policy and programme modalities
- Peer review of prodocs, guidance notes, policy papers, etc.
- Shares information and comparative experiences
- Improves substantive capacity and performance
- Identifying expertise for technical advice and support
- Promotes south south cooperation
The online knowledge network will be called -E-Mpower and the main principle for knowledge networking is to provide linkages framework and a commonly agreed mandate and slate of services geared to develop global, national and regional capacities.

Initially, three communities will be created, following two phases. During the first phase, the project team will support the Telecenters evolution into knowledge hubs and to network across the region in order to progressively form and grow a community. It is expected that the Telecenters will find the community useful to advocate the Telecenters movement, share experiences on issues of their interest (content, sustainability, connectivity etc) and cooperation on developing of solutions for common problems. Once capacity has been established, the project will enter a second phase during which it will focus on the launch of thematic capacity building knowledge networks by participating Telecenters.

4.3. Minimizing Barrier’s to effective Knowledge sharing

Both structural and cultural differences impact on network governance approaches that might be employed. Important considerations during planning therefore, include questions such as: how the network will be approached?, what are its services?, who will manage it?, will the network be facilitated or non –facilitated?, where will resources for managing the network come from and finally, what are the rules for participation in the new knowledge network?

Developing a relevant knowledge management and networking strategy is to improve the situation -the impacts. A Community of Practice (COP) is service oriented.

A commonly known networking challenge is to instigate relevant learning communities. Usually learning communities happen when the demand for the –sharing- is most obvious, and therefore, externally initiated networks risk the potential danger of outside knowledge management approaches is that a degree of systematization and formality will stifle such communities. How can knowledge managers minimize this risk?

- Provide facilities that make it easy for meetings and exchanges to take place, such as web space, internal newsgroups, mail lists. Physical meeting spaces can also play a substantial role (where tacit knowledge conversion can take place)
- Offer network facilitation (where and when it is possible) to help improve current processes; too often communities get bogged down in the content, not stepping back and seeing the effectiveness of their ongoing processes, like when enrolling new members.
- Provide connection information - help others who share their interests apply to join, help them publicize their existence to the outside world e.g. via community directories.
- Develop effective note taking methods for meetings, articulating the gems of conversation that often pass too quickly into 'knowledge nuggets', that can be recalled and shared with those not at the meeting. This represents the creation of value through conversion of 'tacit' to 'explicit' knowledge.
- Suggest that email discussions be synthesized and edited; this is a common role for a ‘knowledge editor’, and represents explicit to explicit conversion
• Respect their norms and values – as many ‘knowledge communities’ want to remain small and intimate and restrict membership.

4.4. Purpose of the regional networks: is it to be the same across all regions?

The objective of the project is to network telecenters across regions and provide knowledge sharing infrastructure and facilitation to build capacities of local communities to own and solve their own problems. The aim is to use existing capacities to develop solutions for reducing community poverty. The goal is to be achieved by harnessing the knowledge networking potential of local telecenters and employing ICT to reveal larger pools of challenges as well as ideas and options to tackle them. The intent is to increase the formulation and sharing of development problems and match them with a higher number of development solutions. Flexibility is inherent in the overall global architecture so that regions can develop contextual knowledge management systems - reflecting local priorities and knowledge needs.

In the AP region, for example, the driving incentive for ICT focal points will be the opportunity to enhance the development of their local communities. For these communities, Telecenters operators will act as intermediaries and will link the local demand for knowledge (local problems) to the network supply of knowledge (good practices, regional/global knowledge). As a consequence, membership of the Knowledge network in Asia and the Pacific will initially target the Telecenters that have some social-economic development component in their goal.

The purpose of the regional networks is to facilitate connections and develop a regionally relevant knowledge sharing mechanism highlighting thematic similarities and understanding the differences in needs and requirements across regions and principal thematic areas to be supported. The assessments have shown there are similarities and differences in a global comparison of thematic knowledge needs and status of Telecenters (capacities, resources, institutional set up, sustainability mechanisms). The regional variation in knowledge sharing needs is sought to be accounted for in the global knowledge exchange platform, both with sections with cross-regional thematic needs and for more the unique demands of specific regions or local areas.

4.5. Telecenter Operators – A Central Role

The project champions are the local telecenters operators, and as such, expected to drive the demand and interface between local and regional level for enriching the knowledge exchange. The principle project risk is that without the buy-in of the local telecenters and the engagement of the operators in particular, the project will not be able to effect knowledge exchange. Hence, many of the activities in the project will seek to engage telecenters and their operators and user base to become part of the global system and exchange.
The new and increased availability of information and answers to previously unsolved questions and unanswered needs on the local level is seen (primarily through previous studies and existing problem solving networks and KM systems such as UNDP’s Solution Exchange - see Solution Exchange description below) as what will drive the project from the local to the global sphere. Indeed, if people see the project as something that can provide real answers for real needs in their respective existence(s), then the most important aspect of the project will be accomplished. If the project can achieve the buy-in of the local populations (specifically the telecenters operators as the main drivers of the project locally), then the engine of the project, the local populations, will drive the project forward.

4.6. Partnerships

Partnerships are an important component of KM strategy. Benefits of effective partnerships include enhanced trust for coordination and collaboration, capacity building and mainstreaming, an enhanced knowledge base, and resource mobilization. Partnerships are essential to the more systemic learning and knowledge sharing. Effective sharing impacts on overall project sustainability, providing 1) capacity building and technical support for effective knowledge sharing and networking as needed and 2) the maximization of resources for building the model and planning implementation for a relevant knowledge sharing network and system.

In pursuit of these partnerships, the project will engage the following strategies:

1) To effectively coordinate and avoid overlap and duplication - before setting up a new community or practice architecture - the project must investigate current global initiatives, like the IDRC facilitated global community ‘telecenters.com’ to take lessons learned and best practices and incorporate them into the project strategy, as well as partnering with these organizations to build strategic networks.

2) Maximizing the use of scarce resources, work will focus on creating synergies towards the MDGs goals. There are other UN and development agencies involved in similar initiatives, and the project KM strategy is to identify synergies and link the project to/with all ongoing efforts.

3) Strategically linking and strengthening the ‘knowledge sharing’ agenda by providing legitimacy and broad reaching entry points for telecenters operator’s idea’s and information exchange is a main pillar of the strategy. The project seeks to identify the stake holders and define their role in knowledge sharing in its initial project stages.

4) To create a comprehensive dynamic knowledge base needed for effective global, regional and local knowledge sharing. The project strategy is to engage as many relevant institutions as possible in order to create a comprehensive knowledge base.
External Partnerships

IDRC- Telecenters.org Telecenters.org has already created a network and CoP for telecenters operators, and hence will be utilized as a gateway to this community. The organization is envisioned as being a strategic partner, mobilizing its resource base to couple with the envisioned expanded outreach of the project and the UN coordination mechanism. Telecenters.org will help avoid duplication by the project, and will provide a springboard to engage telecenters operators, a main component of the project.

UNDP- Solution exchange – Solution Exchange is a product developed and implemented by the UN India country team, and is one of the primary resources that the project plans to build upon in the creation of global networks. Solutions Exchange’s ‘Consolidated Reply’ is an invaluable tool and will be utilized (preliminarily) for the means and goals of the project. The following is a brief explanation of the workings of the Solution Exchange -- “Solution Exchange Community members are all part of a moderated mail group. A member will ask the Community for advice, experiences, examples or referrals on a topic of concern. Other members respond based on their experience and knowledge. The moderation team provides additional research. Within a fixed time period – normally 10-15 days from the Query posting – the Consolidated Reply is issued.” See more at http://www.solutionexchange-un.net.in/en/

UN Agencies Other development agencies are providing knowledge services and support for similar outcomes. The aim of this project is to identify these synergies and build upon.

UNESCO Active in supporting telecenters and transforming into CMC (Community Multimedia Centres) in the past over ten years. Working with UNESCO in the transformation of the telecenters through the KN would be an important strategic approach. The KN would also explore the possible use of eNRICH (http://enrich.nic.in/, an open source software developed jointly by UNESCO and Government of India) which is web-based solution for community information, communications and knowledge management, by telecenters. UNESCO would also be a strategic partner in sustainability of this initiative.

Centre for Agricultural and Rural Co-operation (CTA), Technical Centre for Agricultural and Rural Co-operation ACP-EU, is also active in supporting telecenters in ACP countries. CTA could also be a potential partner particularly in the area of content sharing as CTA produces very practical (‘how to’ type of publications) and useful resources for farmers and rural communities in the area of agriculture and natural resource management, etc.

Partnership matrix

<table>
<thead>
<tr>
<th>Partnership areas/Organizations</th>
<th>Project development and implementation</th>
<th>Content knowledge / knowledge sharing</th>
<th>Networking/ knowledge sharing</th>
<th>Capacity building</th>
<th>Sustainability</th>
</tr>
</thead>
<tbody>
<tr>
<td>IDRC telecentre.org</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>√</td>
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<tr>
<td>UNDP</td>
<td>√</td>
<td>√</td>
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<tr>
<td>UNESCO</td>
<td>√</td>
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<td>British Council</td>
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</tbody>
</table>
4.7. Incentives (for effective knowledge sharing and relevant content generation)

The incentives for the buy-in and continued active participation amongst telecenters operators and their communities are vital for the success of the project. As local communities and telecenters operators are envisioned as the primary engine of sustainability, it is essential to facilitate their active engagement throughout, and beyond, the project life cycle. To this end, there are a few varying options to maintain incentive for engagement and the continued growth of the networks.

Essentially, the possibility of real applicable answers facing pertinent questions regarding development (on the local level primarily) are seen as what will interest people in the exchange of knowledge and therefore the continued participation (and growth of engagement) in the project and its outputs. Here, a continuing growth in the basic level of network subscribers is an indicator that can be used to evaluate the progression, and success, of the project and the networks (DGroups) specifically. New answers to old questions can certainly be a very large incentive for local populations.

Also, the outcomes of the connections emerging from DGroups and cross national/regional/global inquiries and conversations has the possibility of connecting donors to those seeking funds for local developmental projects. Grants, partnerships and the like can possibly be resultant from relationships and connections resultant from these new knowledge network modalities, as has been the case in other existing services, like Solution Exchange.

Further, the ability of local individuals to have a direct connection to their governments (in a new, direct, and electronic role) can be seen possibly as a driving force and incentive for participation and membership in the networks. Here, the UN has a unique opportunity to lobby governmental departments, universities, and CSOs, and leverage its role as a coordinating mechanism to create and sustain the involvement of these entities in the project and DGroups specifically. Then, as people are made aware that they have the opportunity to connect and pose questions to their governments, in a way that far surpasses traditional channels (in which individuals could only realistically interact and connect with local officials), to a new modality where a connection to a governmental bureau in a faraway location is merely a query-post away, or something similar. Examples of this type of incentive can also been seen in the Solution Exchange’s work.

The offering of cash resources and/or benefit packages for best performance or some sort of reward based structure has been posited as a possibility in terms of incentives for users of the networks or project KM mechanisms. While this may certainly be possible, and may provide short term gains in terms of involvement and management, there is an essential element of problems in sustainability, as injections of cash, ect would require a continued fiscal involvement for the UN (and the global project in particular) that is beyond both the means and the timeline of the project. Also, it is very important for
users, be they local individuals, telecenters operators, governmental officers, etc to involve themselves in the project and its mechanisms for the pursuit of knowledge they can apply to better their respective existences (work/life), rather than as a money making enterprise.

**Alternative** – The project can also possible adapt the Solution Exchange Platform for its own needs in more of an ‘off the shelf’ appropriation of existing UN KM modalities, thereby supporting a “ONE UN” knowledge base.

### 4.8. Knowledge products and services

The telecenters knowledge network is based on a ‘**knowledge services**’ approach. For example, based on the assessment, five overarching developments oriented knowledge services include:

1) Sharing comparative experiences- through a ‘consolidated reply’
2) Technical backstopping and policy support
3) Experts referrals
4) Research on development issues of common interest
5) The development of a ‘Knowledge Repository’ to store queries for further reference (with a search engine)

Regional services will be further developed in context and could include:
- Knowledge Sharing Platform- Electronic and Face to Face- Community or Practice
- Member registration services
- Facilitation and consolidation of network queries and responses
- Facilitated e-Discussions
- Virtual Knowledge Fairs
- Face-to-face knowledge sharing events
PART 2 – NORMS AND STANDARDS

5. NORMS AND STANDARDS

5.1 Overarching Network Framework- e-Empower -Community of Practice

Networks (regional and global) are an increasingly common part of organizational and institutional development literature. It is clear from the foregoing that in this context, for problems that require collective action, organizational governance is also no longer sufficient – network governance is required to achieve broad, network-level goals. Unlike organizations, networks are being governed without benefit of hierarchy or ownership. In addition, network participants typically have limited formal accountability to network-level goals and conformity to rules and procedures is purely voluntary.

The “network as a form of governance” approach treats networks as the unit of analysis (in contract to organizational). ‘Network’ is viewed as the mechanism of coordination, or what has often been referred to as ‘network governance’. For example, a network might be designed to support certain knowledge services such as referrals (e.g., identifying experts, comparative experiences) and for general information sharing. In the development field, knowledge networks are increasingly employed for peer review, policy discussions, and identification of best practices. The efficiency of networking has also increased as ICT and tools have become user-friendly and members become familiarized with what networks can offer.

In terms of the project, the principles of knowledge management and ICT4D hinge upon the telecenters operators primarily, creating a mechanism that allows them to share, collaborate, and learn from each other in a joint attempt to address the issues they face individually and collectively. Essentially, the telecenters operators and other individuals on the local level will drive content creation and spearhead the demand for knowledge exchange. Support in knowledge facilitation and coordination will come from the global and regional managers of the project, as well as being supplemented by other involved institutions from civil society (and NGOs), government, and the international realm.

The incentives for telecenters and telecenters operators lie mainly in the idea that increased knowledge and global relevance will only empower communities and allow them opportunities to steer their development in a thoughtful, inclusive, and progressive way, utilizing the knowledge and experience of whole world for pertinent questions that pertain to their lives and
Global Knowledge Management Strategy

communities. Other mechanisms, more relevant to specific local situations, will be devised depending on particular needs of communities and networks as the project proceeds and the need for these mechanisms becomes apparent. Finally, in designing the final knowledge sharing systems and outlining norms and standards, eventually some naming conventions can be adopted if there’s a capacity to maintain them. For instance if there’s a network moderator, headings of messages might be normalized

5.1.2. E-Empower rural communities – transforming telecenters into knowledge hubs.

The project aims to empower rural communities through initiating a transformation of telecenters into knowledge hubs. The project demonstrates that regions are having different experiences with initiating the desired transformation and need more specifically tailored responses to the regional specific demand.

From the ESCWA Global Assessment, a general understanding of the transformation of telecenters into Knowledge Hubs involves several key points, listed here:

- Promote and coordinate the supply of content with developers and suppliers;
- Negotiate with resource suppliers;
- Arrange public relations advocacy and awareness campaigns for ICT and telecenters;
- Provide liaison with government departments and NGOs;
- Train telecenters personnel and organizational users of telecenters facilities;
- Promote and arrange telecenters research;
- Provide liaison/negotiating with other communication enterprises (for example, cable television operators, equipment suppliers);
- Provide leadership and enforcement of minimum standards of service and professional codes of conduct.

Furthermore, in a consideration of the sustainability of telecenters as knowledge hubs, there are several guidelines:

- A commitment by government and policy makers for multi-year programs and funding enables telecenters to be more forward thinking and accomplish more
- Partnerships between all relevant organizations are essential for the required inclusive nature of telecenters and knowledge management
- Involve universities as both repositories and actors for knowledge
- Find and enable local champions to push the project forward
- Enhance community participation, using a variety of mechanisms (discussed in more detail below)
- Increase community awareness of telecenters, knowledge hubs, and the myriad new opportunities for empowerment through the collaborative sharing of knowledge and solutions
- Use research as a telecenters management tool, thereby increasing the relative power and general relevance of the telecenters locally, regionally, and globally
- Create business and sustainability plans to better vision the continued existence and growth of the telecenters
Based on the project learning to date, the transformation is about performing a shift in the telecenters activities, making them evolve to be more information and knowledge oriented. This transformation will also serve their communities in their economic and social activities with the main goal being the assistance of communities’ citizens to take full advantage of the information and communication technologies for their businesses and welfare. Telecenters can and should participate actively in bridging the gap between those who have access to knowledge and information, and those who have not.

The following guidelines should be adapted to each region and telecenters according to ground context and daily life issues. They are indicative and not limitative.

- **Enhance and widen the current telecenters activities.**
  Telecenters should continue playing their actual roles as well as enhancing their traditional areas such as training and utilization of ICT tools like broadband access and VoIP services. They should seek quality and recognition from their community as being reliable and affordable.

- **Adopt inclusive policy for operating telecenters.**
  The most recurrent clients of telecenters are youths, but other groups should be attracted to take advantage from telecenters. Other community groups should be targeted such as women, disabled people, and elderly people (more than 40 years old).

- **Create special space for kids:** Telecenters can contribute to the implementation of information culture at the kids’ level. They can offer kids various ICT related activities contributing to the enhancement of their general knowledge about different topics such as foreign languages, music, painting, world geography, culture, and technological discoveries. Additionally, kid clubs can be operational in summer periods where the need is available.

- **Insure adequacy between training and market and professions needs** i.e. training should be:
  - 1) Standardized and ending with accredited diploma such ICDL or CIW (web design) in case of software applications
  - 2) Corresponding to some professional needs such lawyers, engineering design tools, accounting, and inventory applications. This kind of training will empower trainees while seeking employment or in enhancing their productivity and can also attract youth seeking learning for employment opportunities.

- **Contribute literacy** where illiterates can follow special classes and sessions. They can learn the essentials about reading (road panels, special signs, etc) and writing (their personal data and short sentences). Tackling such topics with the means and tools (video projector, DVD, images, etc) usually available in telecenters will increase the level of general knowledge in telecenters’ communities and is considered to be very helpful in various regards.

- **Undertake advanced steps for telecenters toward being a knowledge hub**
  By offering special training courses on information search and retrieval, the methodological aspect of the project can facilitate the inclusion of the telecenters into the global realm of knowledge exchange.
Main subjects could be:

- The well known web information search engines with all their options and possibilities and best methods to retrieve appropriate information;
- Web2.0 tools such as blogs, wikis, and posting;
- Communities of practice and networking;
- Information and knowledge sharing.

*Strength accessibility for community members* by facilitating broadband access: This is imperative to the people with the lowest income, but not always affordable due to high cost or availability. In case where broadband can be available for telecenters, they can invite community members to share the broadband access.

*Help community exposure on national or regional level* by the creation of a community website reflecting the community's activities and community's related information in addition to many other specific topics in order to induce the information culture in the community itself and offer adequate depository of appropriate knowledge for the community development. This knowledge can be posted by community’s members or others from the community’s nation or region. This website could be based on information tailored for the community needs, and used also as a platform for debating community’s issues on citizen-driven forums. Thus, it can contribute to the good governance of the community. The website can have additional functions such as health, education, and legal forums where local citizens can make their questions and receive responses from volunteer networks of specialists. It can play also a tremendous role in networking the community with its peers on the national level, and even regional in some case when language is not a barrier.

*Participate in awareness campaigns* on crucial issues for the community. This can be done in cooperation with local, national partners or international resident organizations in order to make community members very aware about topics such HIV, environment change, ecological equilibrium, and gender issues. The role of telecenters is to organize appropriate events with related stakeholders, conclude partnerships, invite speakers or moderators, and disseminate information.

*Establish partnership with institutional agencies offering e-services.* Many countries across the world offer e-services despite the fact that not all citizens or areas can benefit from these services due to problems related to illiteracy or ICT-illiteracy or lack of equipments or connectivity. In these cases, telecenters can play the role of a proxy agent assisting citizens reaching and dealing with these e-services.

*Play a library role in communities* where libraries are inexistent or inadequate to community's development needs.

*Be an information center for all* by editing and publishing paper-newsletter (monthly) containing local and regional important news as well as good-to-know subjects and valuable information for the community. This newsletter should be edited, published and distributed in partnership with local actors. It should allow those who do not have access to the Internet to have the essential information in paper rather than electronic form. Finally, it can insure wide and sure dissemination among the local population.
• Establish a community knowledge base based on a regular survey probing the community needs in term of knowledge (agriculture, health, education etc), and by cooperating with local authorities to create sustainable facilities satisfying community needs in term of information and knowledge

• Ensure sustainability by revisiting the telecenters (knowledge hub) business model in order to reach sustainability. Sustainability is the vital issue for telecenters or knowledge hub continuity, especially financially. In case telecenters do not receive subsidies from the state, foundations, or CSOs, their services should be chargeable in order to cover their staff salaries, upgrading equipment and maintenance. One should bear in mind that sustainability is inherent in the continuous innovation and adaptation of services offered to the community. To attain this objective, telecenters operators should be trained in management and marketing aspects, as well as in new technologies and products. Usually one of the most financial sources is training performed for governmental offices, schools, and private enterprises.

5.2. Standards for the Knowledge Sharing and Information Management Systems

Before designing a knowledge and information management system, strategies for hosting and managing a web portal must be undertaken.

5.2.1. Web Portal Design Considerations

Before developing the comprehensive global knowledge sharing framework, considerations of the regional assessments was given to inform the design of knowledge and information management systems and suitable platform (portal) for communication and knowledge service dissemination. Key considerations include:

• Existing information flow channels - information and knowledge dissemination-exchange
• Windows -knowledge sharing occasions and opportunities
• Challenges and gaps -technology, practices, attitudes, culture
• Leveraging the plan -knowledge sharing across the UN - naming conventions of knowledge sharing products and services.

In addition, other key design (portal and infrastructure) questions included:

Where are the traditional knowledge reserves concerned with rural development issues?
• Where is relevant knowledge being accumulated?
• In what form and who should be approached?
• How it is disseminated?
• What are the gaps?

What are the available technical, scientific and research on rural development and development opportunities?
• Technical, scientific and research content
• Format of knowledge products (books, research papers)
• Reserves (Libraries, electronic networks, web sites, individual blogs etc)
• What are the gaps -why this knowledge is not being disseminated to the extent needed?
Explain the current application of knowledge to the community needs and challenges in pooling the local knowledge for community empowerment.

5.2.2. Web Portal Management Considerations

Key network /portal management considerations include: institutional capacities, processes, and technology.

a. Institutional Capacity (Who does the Moderation, Facilitation, Networking?- What is justification for the UNs current role?)

Understanding information flows helps to identify the capacities and human resource needs for future knowledge facilitation activities (external to the UN support model). During phase one project managers identified key regional support institutions that could potentially support the project objectives. The strategy is to partner with regional knowledge institutions where possible and in the absence of regional and national capacities, develop a local plan to address this gap. In the second phase, the strategy is to continue strengthening capacities of regionally relevant institutions and key individuals through effective network moderation engaging and motivating knowledge sharing among global, regional local project stakeholders.

Processes and Human Resources Considerations

A portal management strategy depends on several processes in play in the concept of network management. Primary considerations are ‘who is going to decide what is to be posted on the network and web platform’? Given the current project objective and goals, regional knowledge manager’s role depending on resources available can be extended to also facilitate relevant regional knowledge sharing. The regional knowledge manager must decide together with his constituents, how the network is to be managed (and by whom) and what services are to be developed, in conjunction with consultation with relevant communities and organizations.

How are the regional networks to be moderated, i.e. how messages be approved and by whom? For an effective web platform, ensuring the quality and relevance of the knowledge sharing is of paramount importance. As such, portal and communication systems design consideration require answers to questions including: will there be a filtering process or is it possible to add anything? Who will remove irrelevant content from the web platform? Will there be a space for good practices, or will it be self selection by Telecenters Operators? Is it helpful to create a peer group to review and select good practices?

b. Technology and Content

Global technology

As a UN institutional starting point, Dgroups featured as an online working modality for UN project staff. Presently the project is utilizing this resource, with initial tasks being the construction of a ‘Welcome message’ for new members, and the creation of a light
taxonomy for the online storage space. The DGroup is to facilitate global communications and eventually can be discarded as the more relevant global and regional web portal comes on line during which additional members will be invited to join the community of practice. The current DG includes the eGroup email list and online archive; it has capability to upload documents in a web based environment, hold contact details of the members, and provide a calendar. Finally, the D-Group is not the end result web based platform for telecenters communication and knowledge sharing, it is an interim solution for the project's work until the final web portal is up and running1.

Local technology

Here, essentially the tasks included identifying the functionalities the Knowledge Sharing Platform, i.e. what is to be offered and what is needed. Eventually, a more tailored survey can delve into the more nuanced needs and available systems for local communities.

In order to ensure greater and easier circulation of knowledge and ideas, it is proposed that documents and systems adopt standard categorization schemes across regions. Tools and Technologies – (See APPENDIX 1)

5.2.3 Content Taxonomy and Categorization

Four taxonomic categories will be used to tag content under the Content Management System of the Knowledge Sharing webPortal. These categories will add to the ones that standard productivity suites attach to documents. They will be:

(a) Knowledge services,
(b) Thematic domains,
(c) Documents types,
(d) Region.

The initial description of the categories to be owned by the RKMs, therefore, includes:2

a. Knowledge Services

<table>
<thead>
<tr>
<th>Telecenters Hardware Services</th>
<th>Telecenters Software Services</th>
<th>Telecenters Professional Services</th>
<th>Other Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Computer</td>
<td>• Software</td>
<td>• Content development</td>
<td>• Community radio</td>
</tr>
<tr>
<td>• Phone</td>
<td>• o Word processor</td>
<td>• Computer maintenance</td>
<td>• Counseling</td>
</tr>
<tr>
<td>• Fax</td>
<td>• o Spreadsheet</td>
<td>• Intranet access</td>
<td>• Advocacy</td>
</tr>
<tr>
<td>• Photocopier</td>
<td>• Internet access</td>
<td>• ePost and eMail</td>
<td>• Exchange programs</td>
</tr>
<tr>
<td>• Printer</td>
<td>• eIntranet access</td>
<td>• Software installation</td>
<td>• Matrimonial match</td>
</tr>
<tr>
<td>• Scanner</td>
<td>• Space to sell computer media and other products</td>
<td></td>
<td>• Gaming</td>
</tr>
<tr>
<td>• Digital photograp</td>
<td></td>
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</tr>
</tbody>
</table>

1 DGroups are a good tool for virtual projects management and coordination, and for knowledge sharing. Maintenance is an issue and new members will have to learn how to use the mechanism. Dgroups is available at [http://www.dgroups.org](http://www.dgroups.org)

2 The RKM will be in charge of the maintenance and quality of all content posted in the regional portal. Caveat: The proposal for the Asia-pacific region was instrumental to inform the global strategy of the interface design
<table>
<thead>
<tr>
<th>hy</th>
<th>hosting</th>
</tr>
</thead>
<tbody>
<tr>
<td>TV set</td>
<td></td>
</tr>
<tr>
<td>Video camera</td>
<td></td>
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<tr>
<td>DVD</td>
<td></td>
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<tr>
<td>LCD projector</td>
<td></td>
</tr>
<tr>
<td>Radio</td>
<td></td>
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<tr>
<td>Generator</td>
<td></td>
</tr>
</tbody>
</table>
### b. Portal Thematic domains

<table>
<thead>
<tr>
<th><strong>Education</strong></th>
<th><strong>Employment</strong></th>
<th><strong>Small business</strong></th>
<th><strong>Health</strong></th>
<th><strong>Agriculture</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>- E-Literacy</td>
<td>- Employment information</td>
<td>- E-Business Services</td>
<td>- Information</td>
<td>- Information on global and domestic prices</td>
</tr>
<tr>
<td>- Basic ICT</td>
<td>- Job search</td>
<td>- Online Trading</td>
<td>- Online forms and applications</td>
<td>- Agricultural training program</td>
</tr>
<tr>
<td>- Computer science course</td>
<td>- Insertion in the work market</td>
<td>- Selling insurance policies</td>
<td>- Communications and complaints</td>
<td>- E-Gov Services</td>
</tr>
<tr>
<td>- Computer network</td>
<td>- Education</td>
<td>- Classified advertising</td>
<td></td>
<td>- Information</td>
</tr>
<tr>
<td>- Videographer</td>
<td>- My first job</td>
<td>- E-Gov Services</td>
<td></td>
<td>- Online forms and applications</td>
</tr>
<tr>
<td>- Child education</td>
<td>- Professional certification and training courses</td>
<td>- Information</td>
<td></td>
<td>- Communications and complaints</td>
</tr>
<tr>
<td>- School program</td>
<td>- Training project for employment</td>
<td>- Online forms and applications</td>
<td></td>
<td>- E-Business Services</td>
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<td>- Communications and complaints</td>
<td></td>
<td>- Online Trading</td>
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<tr>
<td>- Research for school projects</td>
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<td>- Selling insurance policies</td>
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<tr>
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<td>- Other language courses</td>
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<tr>
<td>- Business development</td>
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<tr>
<td>- Entrepreneurship program</td>
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<tr>
<td>- Business management course</td>
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<tr>
<td>- Telecenter management</td>
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<tr>
<td>- Agricultural program</td>
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<td>- Fishing program</td>
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<tr>
<td>- Environment Education</td>
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<tr>
<td>- Nutrition and Health Education</td>
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<tr>
<td>- Employment</td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>- My first job</td>
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<td></td>
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<tr>
<td>- Professional certification and training courses</td>
<td></td>
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<td></td>
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<tr>
<td>- Training project for employment</td>
<td></td>
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</tbody>
</table>
c. Portal Document types

<table>
<thead>
<tr>
<th>Decisions; Directives; Procedures</th>
<th>• Evaluation</th>
<th>• Action</th>
<th>• Back-to-Office Report</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Reflection Note</td>
<td>• Procedure</td>
<td></td>
</tr>
<tr>
<td>Profiles; Directories</td>
<td>• Telecentre / Knowledge Hub Profile</td>
<td>• Donor Profile</td>
<td></td>
</tr>
<tr>
<td>Guiding Frameworks; Progress Reports; Evaluations</td>
<td>• Company Profile</td>
<td>• Organization Profile</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• List of Companies</td>
<td>• Focal Points Directory</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• List of Participants</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Meeting Information</td>
<td>• Agenda</td>
<td>• Minutes</td>
<td>• Discussion Paper</td>
</tr>
<tr>
<td>Latin America and the Caribbean</td>
<td>• Program</td>
<td>• Event Information</td>
<td>• Presentation</td>
</tr>
<tr>
<td>Marketing &amp; Public Info</td>
<td>• Speech</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Press Releases</td>
<td>• Publication</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Marketing Material</td>
<td>• Report</td>
<td></td>
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<tr>
<td>Press Clipping</td>
<td></td>
<td>• Correspondence</td>
<td></td>
</tr>
<tr>
<td>Publications; News; Reports</td>
<td></td>
<td>• Incoming Correspondence</td>
<td></td>
</tr>
<tr>
<td>Correspondence</td>
<td></td>
<td>• Outgoing Correspondence</td>
<td></td>
</tr>
<tr>
<td>Templates &amp; Forms</td>
<td></td>
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</tr>
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</table>

d. Portal Regions

<table>
<thead>
<tr>
<th>West Africa</th>
<th>Equatorial Guinea</th>
<th>Guinea</th>
<th>Eritrea</th>
<th>Ethiopia</th>
<th>Gabon</th>
<th>Kenya</th>
<th>Rwanda</th>
<th>Sao Tome &amp; Principe</th>
<th>Uganda</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>South Africa</th>
<th>Angola</th>
<th>Botswana</th>
<th>Comoros</th>
<th>Lesotho</th>
<th>Malawi</th>
<th>Mauritius</th>
<th>Mozambique</th>
<th>Namibia</th>
<th>South Africa</th>
<th>Swaziland</th>
<th>Tanzania</th>
<th>Zambia</th>
<th>Zimbabwe</th>
<th>South East Asia &amp; Pacific</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Northeast Asia &amp; Mekong</th>
<th>Cambodia</th>
<th>China</th>
<th>DPR Korea</th>
<th>Lao PDR</th>
<th>Malaysia</th>
<th>Indonesia</th>
<th>Mongolia</th>
<th>Myanmar</th>
<th>Philippines</th>
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<table>
<thead>
<tr>
<th>Timor Leste</th>
<th>Fiji</th>
<th>Papua New Guinea</th>
<th>Samoa</th>
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<table>
<thead>
<tr>
<th>South &amp; West Asia</th>
<th>Afghanistan</th>
<th>Bangladesh</th>
<th>Bhutan</th>
<th>India</th>
<th>Iran</th>
<th>Maldives</th>
<th>Nepal</th>
<th>Pakistan</th>
<th>Sri Lanka</th>
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</table>

<table>
<thead>
<tr>
<th>Latin America and the Caribbean</th>
<th>Argentina</th>
<th>Barbados</th>
<th>Bolivia</th>
<th>Brazil</th>
<th>Chile</th>
<th>Colombia</th>
<th>Costa Rica</th>
<th>Cuba</th>
<th>Dominican Republic</th>
<th>Ecuador</th>
<th>El Salvador</th>
<th>Belize</th>
<th>Guatemala</th>
<th>Guyana</th>
<th>Haiti</th>
<th>Honduras</th>
<th>Jamaica</th>
<th>Mexico</th>
<th>Nicaragua</th>
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<tr>
<th>Rep of Korea</th>
<th>Thailand</th>
<th>Viet Nam</th>
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<table>
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<tr>
<th>East and Central Europe</th>
<th>Albania</th>
<th>Armenia</th>
<th>Azerbaijan</th>
<th>Belarus</th>
<th>Bosnia and Herzegovina</th>
<th>Bulgaria</th>
<th>CIS</th>
<th>Croatia</th>
<th>Georgia</th>
<th>Kazakhstan</th>
<th>Kyrgyzstan</th>
<th>Latvia</th>
<th>Lithuania</th>
<th>Macedonia</th>
<th>Moldova</th>
<th>Poland</th>
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<table>
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<tr>
<th>Arab States</th>
<th>Algeria</th>
<th>Bahrain</th>
<th>Djibouti</th>
<th>Egypt</th>
<th>Iraq</th>
<th>Jordan</th>
<th>Kuwait</th>
<th>Lebanon</th>
<th>Libya</th>
<th>Morocco</th>
<th>Saudi Arabia</th>
<th>Somalia</th>
<th>Sudan</th>
<th>Syria</th>
<th>Tunisia</th>
<th>UAE</th>
<th>Yemen</th>
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<tr>
<th>Paraguay</th>
<th>Peru</th>
<th>Trinidad and Tobago</th>
<th>Uruguay</th>
<th>Venezuela</th>
<th>Serbia</th>
<th>Tajikistan</th>
<th>Turkey</th>
<th>Turkmenistan</th>
<th>Ukraine</th>
<th>Uzbekistan</th>
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</table>
6. MONITORING AND EVALUATION

There are two types of monitoring and evaluation to be developed as part of global knowledge network ME system. The first, process monitoring is for assessing and refining network governance and management and, second, is for measuring outcomes/results. The ME strategy for outcome monitoring will be elaborated and include a results and costing management framework in line with all the key strategies mentioned above. Indicative network development activities will also be delineated to provide the benchmarks and objectively verifiable indicators for measuring the overall development outcomes mentioned in the introduction of the networking strategy (The why of developing a telecenters network - rural development, equity, good governance and enhancing public services objectives).

A network steering committee will be instituted as per the network governance arrangements and a monitoring and evaluation plan also elaborated. It is envisaged that network will develop annual work plans which will be evaluated. The network will also develop indicators for measuring network and knowledge sharing success including memberships, number of queries and replies.

7. EXPECTED RESULTS / SUSTAINABILITY ISSUES

The key result expected of the global knowledge management strategy is the development of an operational medium term action plan -2/3 year, a programme framework and guide for the regional managers to institute regional knowledge networks based on agreed services and products.

The global KM strategy will continue fine tuning the knowledge management, services, dissemination and networking strategy for each region and to continually refine a common methodology in line with this guidance note. Once the regional need assessments are finalized and the portal template is tested, the global knowledge network implementation strategy and costed business plan elaborated including details of activities, i.e. infrastructure, knowledge networks managers and telecenters operators training. It will also determine the specific regional management arrangements-institutional alignment and capacity issues that will need to be dealt with, including how the project will build or support existing national or regional level telecenters networks and link it to the project objectives.

risks /sustainability

A key question remaining concerning the capacities and resources available to implement this strategy, for example, related question is: are there resources available for regional facilitation? For example at UNESCAP, the project team may employ a local regional knowledge manager once the network is launched, to also act as network
8. NEXT STEPS

In order to develop an effective global knowledge sharing and management system, portal design support activities must continue in each region so that regional managers can build a comprehensive global knowledge sharing system based on demand and arrangements that ensure future networking success. The system should define, link, build and share local and global knowledge sharing strategy and provide the overall global platform for exchange. As a pilot project, the identification of whom at the local level will be targeted to receive knowledge services and network support through the project is still outstanding. In addition regional assessments have not yet considered knowledge needs assessments (using standard methodology) and therefore, this important compliment must be conducted before regions can develop their knowledge sharing strategies and systems. At the global level, knowledge sharing partnerships are to be explored further, as well as assimilation mechanisms, such as translation and language systems.

**roles and responsibilities**

The regional knowledge manager’s input during the project lifecycle must continue to provide guidance to clarify institutional linkages (at all levels) and to build strategic partnerships for relevant knowledge exchange, assess the regional portal content and constantly redefine relevant knowledge services in the targeted thematic areas.

In general, the roles and responsibilities of team during phase one, include:

- Building a multi-level partnership for knowledge sharing;
- Assessing knowledge services and demand for knowledge sharing before designing systems (portals and communication modalities);
- Generating agreement on portal content and services with an emphasis at the local level on partnership with international, national and local actors.
- Establishing programme linkages with improved access to development opportunities (poverty reduction/democratic governance) and basic services delivery (access to information).
Annex 1 – Concepts

Ownership

Research has shown that ownership is perhaps the most significant issue and challenge. All the people in the rural communities hosting such a facility must regard it as a common asset, shared by, and accessible by all the community. This will come about to best effect if the request for such facilities is driven by the community.

Awareness

The potential users of a facility such as a rural email station need to be fully aware of what it can do for them, and feel that they are able to access and use the facility. This requires:

- Public awareness meetings, with follow up;
- Training for the Telecenters operator
- Provision of notice boards and other means of informing people – in local language
- Identification and nurturing of enthusiastic people who can show others by example

Awareness is also an issue if when creating “top-down” demand from providers of services and information. No matter how potentially useful a linkage is, there will be no uptake if the provider is not aware how the system works, what the limitations are, and who the intermediaries and sources of technical assistance are. Then, the provider is able to design the delivery of services to fit the system.

In all of the above, therefore, a component of “continuously advertising” the network is required. Finally, one has to follow up on improved awareness with technical assistance (i.e. through champions in the village, and follow up meetings and enquiries with providers).

Demand

Uptake will be influenced by both the local demand for services and communications, and the availability of such services through the facilities. It is driven by awareness (as explained above) and is also highly influenced by the sense of community ownership.

Local demand is mainly a question of raising awareness of how people can be helped with their real-life needs by the facility; i.e. making the facility relevant in their own perspective. Demand can then be translated into uptake through capacity building, the identification of seed users and champions etc (see below).

By top-down demand, I am referring to the demand of services providers for access to the networks to deliver their services. This is often quite hard to generate. In the case of government services, there may not be any policies that direct them to take action through these means. For the government to fully utilize such networks, they need to adopt strategies and policies, and to mainstream their programmes and service delivery through the networks.
Capacity

Capacity needs to be sufficiently built in the following areas:

1. Telecenters Operators
2. The participating providers
3. Communities

Seed users and champions
Communities also need to contain sufficient capacity to utilize the networks to meet their needs. The strategy involves the identification of seed users and champions.

A seed user is an enthusiast who can immediately see the utility of the facility. These persons can be nurtured at an early stage so that they can immediately begin to use the networks, and then others will follow their example.

A champion is someone who is identified in a particular group, who is willing to act as an intermediary and help the group to interpret their needs and to help them with the technical aspects of using the networks. For their impact to be sustainable, champions have to be supported by their own support networks (for instance civil society organizations, community-based groups such as women, church and youth networks, or service providers that represent their particular interest). Thus, capacity development in the form of training is required for both the champions and the supporting organizations.

Capacity in the community to use the networks can also be built through the identification of existing human networks that can benefit from the ICT networks.
Annex 2 – Processes to assist in identification and escalation of regional good practice

This section offers some guiding principles to be used when seeking to identify “good practices” in areas of the Knowledge Hubs project. It is important to note that the terms "good" and "best" practice are subject to some controversy and should be used very carefully given the fact that development outcomes are highly contextual. Possible principles could include all or a combination of several of the following criteria:

Basic Criteria
1. Inducing Strategic Policy Changes – practices /projects that have the greatest impact on accomplishing a goal or producing significant results in an area. The project or thematic areas informs policy development and led to the establishment of capacity. In this respect, they could be seen as being catalytic in nature.
2. Innovation - projects and practices which have been innovative, new and creative in their approach. More specifically, the project/practice could adhere to two criteria in terms of innovation. First, it should be context-specific, meaning that although an approach may be based on experiences tested in other countries previously, it would be particularly innovative in the given country. Second, the innovation should have global value for the practice. This refers to an approach that is considered revolutionary because it introduces new approaches and methodologies that have not been used before.
3. Significant impacts - this principle is very important as it extends beyond the simple impact on policy changes to look at other broader outcomes such as direct or indirect contributions to the country's development goals. In fact, positive impact on policy does not necessarily mean that there is also a positive welfare outcome.
4. Sustainability and ownership - the practice or project should be demand-driven, country or region-led and owned, and building on existing capacities and cultural context.
5. Reliability, flexibility, and value for the practice network - the practice has the potential to be replicated, in different countries and areas (within a country, as a base model for further application. Flexibility is also tied to replicability in that it allows for adaptation to support future learning, in response to changing circumstances and accumulation of experiences. Similarly, the practice should be of current relevance to the knowledge network(s) and can be synthesized for knowledge sharing purposes.
6. Supports Overarching Goals of MDGs and Capacity Development - the projects help promote the distinctive contributions UNESCAP can make to its overarching goals as agreed to in consultation with its governing body.
7. Dialogue and participation - the project/practice is an example of convergence and participation/collaboration among stakeholders (beneficiaries, donors, civil society organizations, national government, local government, local communities, private sector). This collaboration could take place at the local, national, regional or international level or interfaces between them.
8. Inclusiveness and appropriate social preparation - the project/practice pays special attention to targeted groups (for example women and ethnic minorities) and pays attention to appropriate social preparation, involving among others community organization, information dissemination, and awareness building,
adapted to the specific situation of the beneficiaries.  
9. Rights based approach to development - the practice/project supports measures to strengthen the empowerment of people (especially the most marginalized and excluded) so that they are in a better position to claim their rights. The practice or project also develops rights-sensitive assessment methodologies demonstrating the links between rights, obstacles faced for realization and strengths and assets around which people secure their livelihoods.  
10. Demonstrates successful partnerships - partnerships related to the practice or project respect national ownership, the UN’s neutral approach, and benefit capacity building for national stakeholders.  
11. Demonstrates the unique value of UNESCAP as a global development network - the practice/project represents a good representation of the spirit of the UNESCAP brand and helps to define value-added activities for UNESCAP in a particular area of involvement.  
12. Builds on the synergies of the core UN thematic areas - the project has taken an integrated and multidisciplinary approach that builds on cross thematic work between 2 or more UN areas of work.  
13. Helps promote UN family collaboration - in light of the spirit of MDGs, the CCA/UNDAF process, and the S.G. reforms, the project provides important lessons to guide further UN activities in a thematic area in collaboration with other UN agencies.  

Annex 3  – E-Mpower -Knowledge Sharing -Web Tools and Technologies

<table>
<thead>
<tr>
<th>Tools/features</th>
<th>Interface</th>
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</thead>
<tbody>
<tr>
<td><strong>Members’ space</strong></td>
<td><strong>Administrator (Technology Assistant)</strong></td>
</tr>
<tr>
<td></td>
<td>Design experts database, add, remove, update members’ profiles, grant</td>
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<tr>
<td></td>
<td>members’ access rights (read/edit/review/publish/manage content) and</td>
</tr>
<tr>
<td></td>
<td>provide a personal access code upon approval of qualifications and</td>
</tr>
<tr>
<td></td>
<td>experience</td>
</tr>
<tr>
<td></td>
<td><strong>User (Network members)</strong></td>
</tr>
<tr>
<td></td>
<td>Can update their own profiles online via a personal access code, can view</td>
</tr>
<tr>
<td></td>
<td>other members’ profiles and communicate directly with individual members</td>
</tr>
<tr>
<td></td>
<td>or groups specialized in a specific area of practice.</td>
</tr>
<tr>
<td></td>
<td><strong>Network Facilitator (Moderator)</strong></td>
</tr>
<tr>
<td></td>
<td>Add, remove, update members’ profiles, grant members’ access rights (</td>
</tr>
<tr>
<td></td>
<td>read/edit/review/publish/manage content) and provide a personal access</td>
</tr>
<tr>
<td></td>
<td>code upon approval of qualifications and experience</td>
</tr>
<tr>
<td><strong>Discussion space</strong></td>
<td><strong>Administrator (Technology Assistant)</strong></td>
</tr>
<tr>
<td></td>
<td>Design discussion database, discussion workspaces, monitor content format,</td>
</tr>
<tr>
<td></td>
<td>size, workflow, security of workspaces, categorize and archive discussion</td>
</tr>
<tr>
<td></td>
<td>messages</td>
</tr>
<tr>
<td></td>
<td><strong>User (Network members)</strong></td>
</tr>
<tr>
<td></td>
<td>Participate in the threaded discussion forum by reading posted messages,</td>
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<tr>
<td></td>
<td>replying to posted messages, post new messages</td>
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<tr>
<td></td>
<td><strong>Network Facilitator (Moderator)</strong></td>
</tr>
<tr>
<td></td>
<td>Moderate and facilitate the discussions, monitor content relevance and</td>
</tr>
<tr>
<td></td>
<td>quality, review messages and approve for public postings, monitor the</td>
</tr>
<tr>
<td></td>
<td>“code of conduct” of the members, delete irrelevant discussion message and</td>
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<tr>
<td></td>
<td>send warning to members, launch and close</td>
</tr>
<tr>
<td>Tools/features</td>
<td>Interface</td>
</tr>
<tr>
<td>-------------------------------</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>Documents’ space</strong></td>
<td>Administrator (Technology Assistant) Design document’s database and categorization, add, remove, manage contributed documents, categorize and archive documents, monitor content format, size and security of workspaces to block files with viruses</td>
</tr>
<tr>
<td></td>
<td>User (Network members) Access and download contributed documents, upload new documents, related resources contents such as web links</td>
</tr>
<tr>
<td></td>
<td>Network Facilitator (Moderator) Access and download contributed documents, upload new documents, related resources contents such as web links, monitor content format, size, relevance and quality of documents and delete irrelevant content</td>
</tr>
<tr>
<td><strong>Search engine</strong></td>
<td>Administrator Design and update the search engine and power to incorporate the criterions requested by the networks (by keyword, by discussion type, by document type, by name of network member, etc…)</td>
</tr>
<tr>
<td></td>
<td>User Search web content to locale discussion message, documents, members and other content types by selecting the specific (advanced search) of general (keyword) criteria</td>
</tr>
<tr>
<td></td>
<td>Network Facilitator Search web content to locale discussion message, documents, members and other content types by selecting the specific (advanced search) of general (keyword) criteria</td>
</tr>
<tr>
<td><strong>Mailing List</strong></td>
<td>Administrator Design, create and manage the mailing list per the request of the networks and the Network Facilitator (create one mailing list per network, task force team or topic-specific sub-groups)</td>
</tr>
<tr>
<td></td>
<td>User Notify all network members, Task Force Team members or topic-specific sub-groups when new posts, events, documents, events and contents are published on the platform</td>
</tr>
<tr>
<td></td>
<td>Network Facilitator Notify all network members, Task Force Team members or topic-specific sub-groups when new posts, events, documents, events and contents are published on the platform, notify members when summaries and knowledge products are published on the platform</td>
</tr>
<tr>
<td><strong>Events and Calendar Management</strong></td>
<td>Administrator Design events announcement and calendar template and linkage between calendar, events postings and notifications to network members when event dates approach</td>
</tr>
<tr>
<td></td>
<td>User View calendar and the events board to stay informed about meetings, trainings, conferences, new publications announced by network members, post new events by specifying the criteria for notification date, announcement date, expiry date, etc…</td>
</tr>
<tr>
<td></td>
<td>Network Facilitator View calendar and the events board to stay informed about meetings, trainings, conferences, new publications announced by network members, post new events by specifying the criteria for notification date, announcement date, expiry date, etc…, Monitor and delete events irrelevant to the networks.</td>
</tr>
</tbody>
</table>
### Global Knowledge Management Strategy

<table>
<thead>
<tr>
<th>Tools/features</th>
<th>Interface</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>Administrator (Technology Assistant)</strong></td>
</tr>
<tr>
<td>Newsletter</td>
<td>Distribute Newsletter to Mailing List</td>
</tr>
<tr>
<td>Knowledge Products (consolidated replies, best practices, case studies, success stories, etc…)</td>
<td>Categorize, index knowledge products to ease easy and fast contribution and retrieval by network members</td>
</tr>
<tr>
<td>Syndicated Content (Rich Site Summary – RSS Feed)</td>
<td>Ensure all network members receive a notification as soon as a discussion message, document, web link or other content is published as per the preference/interest they indicated in the RSS Feed</td>
</tr>
<tr>
<td>Multi-lingual content integration</td>
<td>Ensure that the language scripts are integrated so that network users can contribute contents and knowledge products in English and other languages</td>
</tr>
</tbody>
</table>

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1. Digital Inclusion: Networking Telecenters in LAC; TELELAC II, from telecentre.org, feed on telecenters policy.
5. Community of Practice, Fred Nichols, 2000
6. The Consolidated Reply – A moderated summary of individual answers to a query within the CoP
7. See Appendix for active definitions of these terms
8 One example is the telecenters called e-Choupal – established by ITC Ltd., an Indian company. These telecenters are operated by ICT-trained local farmers that facilitate other farmers' access to good practices in agriculture and to market prices for commodities. Better market information helps farmers to decide when and where to sell. By purchasing directly from the farmers, ITC made the channel more efficient and created value for both the farmers and the company. Farmers benefit from more accurate weighing, faster processing and prompter payment. By 2007, more than 6,500 e-Choupals were operating in about 31,000 villages. In Freire C., Telecenters Magazine, 2008.
9 In Malaysia’s remote Bario district, telecenters have improved livelihoods by facilitating the development of eco-tourism. The once-isolated community now communicates with potential tourists directly through email and confirms bookings for accommodations online. More youths are staying in Bario to run the tourist accommodation and tourist activities. Ibid.
10 See Tools and Technologies table in Appendix for further elaboration and as a skeleton for project indicators