PROJECT DOCUMENT

Project Title: Knowledge networks through ICT access points for disadvantaged communities

Executing entity: Economic and Social Commission for Western Asia (ESCWA)

Collaborating entities: ECA, ECE, ECLAC, and ESCAP

Source of Funding: Development account

Budget: $970,000

Duration: Thirty-six months (2006 – 2009)

Objective: To empower poor and disadvantaged communities, women in particular, through transforming selected existing ICT access points into knowledge hubs of global knowledge networks, providing, developing, organizing, sharing and disseminating knowledge pertinent to these communities.

1. EXECUTIVE SUMMARY

The main goal of the project is to empower poor and disadvantaged communities through the transformation of existing ICT access points in selected countries around the world into knowledge hubs of global knowledge networks. The project aims at increased engagement of target beneficiaries in disadvantaged communities (with an emphasis on women) in these knowledge networks. This involvement will serve to deploy relevant knowledge pertaining to key areas of sustainable development such as employment, education, gender and health.

The project will be implemented jointly by United Nations Regional Commissions, with ESCWA as the lead organization, over a period of 36 months starting in 2006. Close collaboration with other relevant United Nations agencies as well as representatives of Governments, the private sector, civil society and international organizations, will be maintained throughout the different phases of implementation.

The activities to be carried out include: (a) reviewing the status of existing community ICT access points in terms of operational models for sustainability, technologies, resources, gender issues and potential partners, identifying best practices; (b) conducting a meeting to set a global framework and a detailed implementation plan; (c) implementing the global and regional networks; (d) promoting the project, increasing visibility, government/municipality engagement, and political support; (e) transforming access points into knowledge hubs in a sustainable manner involving government and NGOs; (f) activating knowledge hubs and engaging beneficiaries through the organization of two or three workshops per region for selected topics (e.g. employment, small/micro enterprises, education, gender and health); and (g) organizing a global meeting to assess the project achievements and share experiences on good practices, lessons learned, and next steps.

Throughout its activities, the project stresses the link between Information and Communication Technology (ICT) and development, including the achievement of the Millennium Development Goals, in particular Goal 8.
II. BACKGROUND AND LINK TO STRATEGIC FRAMEWORK AND MDGS

Access to Information and Communications Technology (ICT) applications and services and systematic knowledge sharing in disadvantaged communities and rural areas is either non-existent or very difficult. Individual and household access to ICTs remains out of reach of those disadvantaged communities and in particular to women.

Communal access points have been built in different localities around the world, under different labels such as telecentres and multi-purpose communications centre. Funding agencies have shown continuing interest in initiating new projects. Some of these centres turned into mere cyber cafés, whereas others succeeded in improving, and in some cases revolutionizing, the communities by creating an enabling environment and new opportunities for socio-economic development, such as creation of local micro-enterprises, better access to markets for local produce, and e-learning capabilities. Community access points are seen as one of the most effective tools in the realization of many socio-economic development goals.

While most access points, private or public, serve as mere Internet access points and only some implement e-learning initiatives, some ICT access points act as vehicles for launching a number of services that should focus on empowering disadvantaged communities through networking and sharing of information and relevant knowledge. The various services currently delivered are based on ICT applications needed by the communities served. This includes, in many instances, informal ICT-based training and a number of specific applications in 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.

This project will contribute to transforming ICT access points 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 points networking of these centres are 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.

The UN Regional Commissions (RCs) are well placed to help access points in offering specific services and applications for local needs and linking them into knowledge networks for exchanging best practices, optimising use of resources and providing a platform for the dissemination of such services. This project, when fully functional, will provide a model for policy makers to follow, including lessons learnt and experiences gained.

Regional Commissions’ competency in real local needs assessment and planning, monitoring and evaluating field projects is an invaluable asset for the success of the project. Lessons learned from other field

---

1 Disadvantaged communities are understood in this project document as communities with lack of resources to live in dignity and in larger freedom. From the MDGs perspective, disadvantaged communities have individuals living with less than a dollar per day. Among others, lack of gender equality, means for combating HIV/AIDS or malaria, schools for children, maternal health system or employment make a disadvantaged community. Also, problems in the area of environmental sustainability make it, in particular where this relates to reversing loss of environmental resources.

2 One case in point is the Asian Development Bank, which has very recently approved a 1-million-dollar ESCAP project on establishing pilot community e-centres (CeC) projects in four South Asian countries, namely Bangladesh, Bhutan, India and Nepal. Another is the European Union’s approval earlier this year of another ESCAP project on community ICT-based disaster management centers, which are one form of specialized access points.

3 Some governments, such as Jordan’s, have embarked on projects for access points, aiming at reaching 1000 access points in the next five years. Networking of these access points, as well as knowledge building, is essential to reap socio-economic benefits. Therefore, ESCWA included in its regional plan of action for building the information society such a project along these lines. Also, ESCAP launched a focused thrust on CeC and their networking to share best practice, build capacity and demonstrate pilot applications.
projects undertaken by RCs and UN agencies will be taken into consideration in order to avoid potential problems and dead ends.

Each RC has its own comparative advantage. For instance, ESCWA has launched several projects such as access points in South Lebanon, Smart Communities in Iraq, Syria and Yemen, and Networking Academies in Iraq. Through these projects, ESCWA has built expertise and has already developed powerful partnerships among stakeholders and successful models for replication. The project builds on and creates synergies with those successfully implemented initiatives.

ECE has built expertise on issues of ICT access points for disadvantaged communities through its powerful partnership with the UNECE Team of Experts on Internet Enterprise Development (TSIED) since 2000. The team is composed of government officers, representatives from the private sector and non-for profit organizations of the UNECE member States. The Team established a strong network of rural Public Information Centres (PICs) in Kyrgyz Republic, and organized an international conference on the use of ICTs at rural PICs in Bishkek in 2005. UNECE also coordinates the work of the SPECA project Working Group on ICT for Development together with UNESCAP, where UNECE can address issues of ICT access points directly to the SPECA ICT policy-makers.

In the light of the eLAC2007, which is the inter-governmental action plan for Latin American and Caribbean Information Society development, ECLAC is producing informational, analytical and policy background support for ICT access points in the Latin America and Caribbean region. ECLAC has established a continuous relationship with the main public stakeholders sponsoring these access points, namely the heads of the Executive branches.5

ESCAP has been working on a wide range of ICT applications, such as e-government, e-business and e-learning, with particular focus on the promotion of these applications to rural communities in the Asian and Pacific region through community e-centres in order to provide access to information for all. Ongoing and future initiatives include the support to small and medium sized enterprises in the Greater Mekong Subregion, a project to build capacity for rural women in entrepreneurship and e-business through co-op based community e-centres and a project to establish sustainable community e-centres in four South Asian countries6.

Networking of these knowledge-based community access points will help in building an inclusive and sustainable information society in the developing countries and in achieving the Millennium Development Goals. They will also facilitate achieving targets set out in the Tunis Agenda of the World Summit on the Information Society (WSIS) adopted in November 2005 by providing sustainable models, with socio-economic benefits, through improving ICT literacy and community connectivity, particularly in underserved communities. 7

4 UN Special Programme for the Economies of Central Asia (SPECA), initiated by the UN Secretary-General

5 ECLAC has undertaken an initial inventory and has identified more than 44,000 public ICT access centers that are run by the governments and more than 100,000 very dynamic private public access centers. Considered disadvantaged communities are not only in rural areas, but also in slums (metropolitan urban areas), urban service areas of great size, urban areas with middle-size industries, urban with rural domination and tourist areas. It is a regional census on number and profile of the ICT access points. This project will help better understand the dynamics of evolution, sustainability and impact of the different initiatives.

6 These initiatives are complemented by research and analysis at UN-ESCAP. To build capacity of the countries in the region in ICT applications, ESCAP is addressing various topics: the "guidelines on the development of community e-centres in rural areas" were developed; and the "guidelines for entrepreneurship development for women in rural areas" and "guidelines for e-business development for women green co-operatives" are under development. Capacity building programme on ICT will be strengthened through the establishment of the Asian and Pacific Training Centre for ICT for Development (APCICT), one of the ESCAP regional institutions at Incheon, Republic of Korea that will be operational in April 2006.

7 WSIS-05/TUNIS/DOC/6(Rev.1)-E paragraph 90.k.
2.1. Relationship to Millennium Development Goals (MDGs)

The project contributes directly to Goal 8 of the MDGs: “Develop a global partnership for development”, which includes “accelerated transfer of technology and improved employment opportunities for the growing ranks of young people in the developing world.” More specifically, the project aims at accomplishing target 7 “In cooperation with the private sector, make available the benefits of new technologies, especially information and communications.”

Additionally, the project contributes to the other Millennium Development Goals in four priority areas, namely employment, education, gender equality and health. Development is largely a result of the application of knowledge and can be attributed to interactive learning involving government, industry, academia and civil society through the ICT access points. As a matter of fact, technological empowerment is more than installing devices; it is about imbuing society with a knowledge culture that involves valuing openness, encouraging criticism and exploration, promoting democracy, and broadening education.

Knowledge Networks will specifically focus on contributing to the other MDGS, namely:

**MDG 1**: The first Millennium Development Goal focuses on halving the proportion of people whose income is less than $1 a day and halving the proportion of people who suffer from hunger, both by 2015. Knowledge networks will focus on employment creation as a way to sustainably achieve these goals. ICT employment among youth will be fostered through entrepreneurship, putting young people in charge of their destiny. Knowledge networks goes beyond just ICT skill acquisition, focusing on the transformation of these skills into employment leading self-sustainability for people in disadvantaged communities in four main areas: employability, equal opportunities, entrepreneurship and real employment creation.

**MDG 2**: The educational target within the MDGs is to “ensure that, by 2015, children everywhere, boys and girls alike, will be able to complete a full course of primary schooling.” E-learning, including the application of computers and multimedia are receiving increased attention as the platforms have become more affordable in developed nations.

One of the problems of education in developing countries is that students can't gain access to good teachers in a reliable and consistent manner. Knowledge networks will improve education by applying ICT so that people with scarce skills can technologically amplify their usefulness. They may use computing power to amplify their efforts (e.g., PC-based courseware to expand the numbers of learners that can take a class). They may also use connectivity to establish social networks and to share relevant digital content.

**MDG 3**: The role of women is key in development. According to “In larger freedom”, “empowered women can be some of the most effective drivers of development.” Knowledge networks will focus on what knowledge can do for gender equality and how knowledge can advance the realization of Goal 3 (education, literacy, jobs and political participation). Knowledge networks can contribute to increase primary and secondary education for girls, to ensure access to sexual and reproductive health services and to provide employment in the ICT sector.

Furthermore, knowledge networks can reduce discrimination and empower women for all types of activities, since information and capacity to communicate and to enrol in decision-making processes are the basic pillars of empowerment. In Beijing words, “ICTs are a powerful tool that women could use for mobilization, information exchange and empowerment”. In remote and rural areas, for example, ICT can avoid women experiencing social isolation related to their limited connectivity and infrastructure and access to training.

Knowledge networks can improve the effectiveness of detection and prevention measures to reduce risks of particular diseases. The health care system is often conceptually divided into primary, secondary and tertiary health care. Treatment, together with simple diagnostic and curative services, are the function of the primary care system; they are relatively simple and inexpensive, and are provided to large numbers of people. The simplicity does not imply lack of need—immunizations, for example, are very cost-effective
means to prevent disease, and immunization programmes have reduced dramatically the morbidity and mortality from polio, diphtheria, whooping cough, measles, and other infectious diseases in many countries.

**MDG 7:** Goal number 7 aims at ensuring environmental sustainability. It will be addressed in the project, in particular where this relates to reversing loss of environmental resources and the creation of new employment opportunities for community and SME engaged in resource management. In some RCs, the effect of disasters and disaster risk reduction will also be addressed as an additional function of the knowledge hubs.8

### 2.2. Relationship to Strategic Framework 2006-07 of RCs

The project will contribute to:

- **ESCWA sub-programme 5** “Information and communication technology for regional integration”, expected accomplishment “Activated partnership for implementing ICT projects to achieve socio-economic development, with particular emphasis on the Millennium Development Goals.”
- **ESCAP sub-programme** “Information, communication and space technologies”, expected accomplishment “Increasing national capacity in ICT applications.”
- **ECA sub-programme** “Harnessing information for development”, expected accomplishment “Improved availability and use of information for development at the national regional and sub-regional levels.”
- **ECE sub-programme** "Economic Cooperation and Integration", established as a result of UNECE reform of 2005. The sub-programme will promote "knowledge-based economies and innovation".
- **ECLAC sub-programme** “Policy and regulatory dialogue of the Alliance for the Information Society”. The Latin American and Caribbean “eLAC 2007” Action Plan, adopted in June 2005, will set forth a measurable, numeric goal for public ICT access as the major kind of connectivity for the poor of the region.

### III. PROBLEM ANALYSIS

Establishing knowledge networks through ICT access points enables to overcome the main problem that the project strives to resolve, namely “fragmented and inadequately utilized knowledge in sustainable development” (refer to figure 1). As illustrated below, the problem tree presents the causes that lead to the main problem along with the resulting effects on the disadvantaged communities as well as on the ICT access points.

The inadequate and low exchange of information and experiences among impoverished and disadvantaged communities, with one another and with the rest of the cyberspace, is a major cause, on the medium and long term, for not updating or enriching the services delivered in the ICT access points. To that effect, demand is reduced thus jeopardizing the sustainability of these access points to continue serving the poor and the disadvantaged.

The weak linkages among stakeholders, especially at the regional level, to effectively and efficiently serve higher market demands will result in missed opportunities for SMEs and young entrepreneurs to pool resources in order to increase productivity, competitiveness and growth, therefore job creation capabilities.

The low capabilities to access, adapt and disseminate knowledge will lead to limited empowerment capabilities of the poor and the disadvantaged, in particular women, to actively participate in the information

---

8 For example, the knowledge hubs can provide information and e-learning facility on disaster preparedness and early warning to communities to respond to possible disasters. A past practice in the Asia Pacific region: following a super cyclone in 1999, information kiosks were set up in Orissa, India, under the UNDP initiative on Vulnerability Reduction and Sustainable Environment, to facilitate access to information and function as disaster information centres. Many community e-centres in the region provide weather and sea condition information as part of their functions to help farmers and fishermen.
society and knowledge-based economy; thus increasing the isolation of disadvantaged communities and slowing down their socio-economic development.

In view of the above, the knowledge networks through ICT access points are well positioned to facilitate the creation of joint value through the interaction of different perspectives and approaches as well as the exchange of experiences and information in order to support sustainable development of impoverished and disadvantaged communities. Consequently, a broader range of stakeholders, which were previously neglected or unconcerned with the ICT access points initiative, could be attracted and energized to actively participate in and benefit from this project.

Figure 1. Problem Tree

<table>
<thead>
<tr>
<th>Causes</th>
<th>Effects</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inadequate exchange of experiences and information related to ICT access points</td>
<td>Reduced sustainability of ICT access points</td>
</tr>
<tr>
<td>Weak linkages among stakeholders</td>
<td>Insufficient rates of job creation</td>
</tr>
<tr>
<td>Limited empowerment opportunities</td>
<td>Isolated disadvantaged communities and slowing down of their socio-economic development</td>
</tr>
</tbody>
</table>

IV. OBJECTIVES, EXPECTED ACCOMPLISHMENTS AND STRATEGY

4.1 Objective:

To empower poor and disadvantaged communities through transforming selected existing ICT access points into knowledge hubs of global knowledge networks, providing, developing, organizing, sharing and disseminating knowledge pertinent to these communities.

4.2 Expected accomplishments:

As depicted in table 1, it is evident that the first expected accomplishment of the project (EA1) is the establishment of global/regional knowledge network(s) in selected areas that are of priority to disadvantaged communities. Priority areas include employment, education, gender and health. Without establishing knowledge networks, sharing of knowledge and even creation thereof continues to be an unattainable goal. This task may be considered as a sub-project on its own and involves decision-making, planning and implementation of selected networks on either a global or regional levels. Figure 2 describes five possible types of global/regional networks that may be established for priority issues. Since every region has its own specificity, it is expected that some of these knowledge networks may be established on a regional level.

ICT access points need to be thought of as nodes of knowledge networks, while at the same time, continuing to operate according to a flexible structure. They need to be re-conceived as 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 application-specific or multi-purpose model that mainly focuses on access to ICT. The project will contribute to transforming selected ICT access points into knowledge hubs of the established global/regional knowledge network(s) connecting disadvantaged communities in all regions of the world with each other and with the rest of the cyberspace.

**Figure 2. Global/Regional Knowledge Networks**

The second expected accomplishment (EA2) is specifically concerned with transforming ICT access centres from conventional access centres into smart knowledge hubs. A Knowledge Hub can be defined as a vibrant centre that is regularly accessed by beneficiaries to gain, share and organize knowledge that is very relevant to this particular community. Transforming an ICT access point into a knowledge hub, as illustrated in figure 3, involves revitalization of ICT access points, developing new functions, connecting them with the global networks, and activating partnerships. Although it may be difficult to sustain operation of local ICT access points solely through selling information, people are willing to pay for training related to the use of ICT, particularly for business purposes. Hence, during the establishment of a specific knowledge network or as part of the transformation process through developing new functions, it may be necessary to provide specific training modules that are beneficial to targeted communities.

There should be some agreed upon criteria for the selection of the ICT access points to be transformed into knowledge hubs. One criterion can be the size of the targeted community, the number of existing ICT access points per country, the number of these potential hubs per country relative to its poverty level, or the number of these potential hubs per global network. These criteria can be agreed upon precisely during the global meeting planned to set the detailed framework for the whole project. The early involvement of both governments/municipalities and grassroots NGOs in the launch of the network and the transformation of community access points into knowledge hubs is essential for their sustainability.
Creating knowledge networks does not automatically guarantee the creation of employment, and the improvement of health within the disadvantaged communities. The project attempts to bridge the gap between creation of the knowledge networks and empowering those communities. This is clarified through Table 1, which gives the expected accomplishments and indicators of achievements. Hence, the project is not only concerned with transformation of ICT access centres into knowledge hubs, but is also concerned with engaging beneficiaries in the services and activities of these knowledge hub, as indicated by EA3. Beneficiaries include individuals, women in particular, young entrepreneurs and small/micro enterprises. Success depends on the number of engaged beneficiaries, women in particular, from targeted communities.

In order to align knowledge networks and community development, five immediate goals are sought, namely: 1) strengthening the local ICT access points in supporting content development of their services; 2) enhancing capacity of local ICT access point leaders; 3) providing use of the ICT for business purposes; 4) assisting development of income-generating services at local ICT access points; 5) ensuring support from the government.

With these three expected accomplishments, the project is able to solve the main causes of the core problem as outlined in the previous section of this document, namely “fragmented and inadequately utilized knowledge in sustainable development”.

**Table 1. Expected Accomplishments and Indicators of Achievements**

<table>
<thead>
<tr>
<th>Expected Accomplishments</th>
<th>Indicators of achievements</th>
</tr>
</thead>
<tbody>
<tr>
<td>EA1: Established global/regional knowledge network(s) for community development.</td>
<td>IA1.1: Number of established global/regional networks for the different priority areas.</td>
</tr>
<tr>
<td></td>
<td>IA1.2: Number of identified value-added services based on the established knowledge networks.</td>
</tr>
<tr>
<td></td>
<td>IA1.3: Number of parties actively involved in the established networks.</td>
</tr>
<tr>
<td>EA2: Enriched value proposition of ICT access points through their transformation into knowledge hubs.</td>
<td>IA2.1: Number of officials from governments/ municipalities from participating countries involved in the launch of the Knowledge networks.</td>
</tr>
<tr>
<td></td>
<td>IA2.2: Number of transformed ICT access points into knowledge hubs.</td>
</tr>
</tbody>
</table>
### Knowledge Hubs and Community Development

| EA3: Increased engagement of beneficiaries in poor areas and disadvantaged communities in knowledge hubs. | IA2.3: Number of new services offered by knowledge hubs to the respective communities. |
| IA3.1: Number of beneficiaries in poor areas and in disadvantaged communities engaged in the established knowledge networks. |
| IA3.2: Number of women in poor areas and disadvantaged communities benefiting from the established knowledge networks. |
| IA3.3: Number of success stories resulting from established networks. |

**Remarks:**
- Beneficiaries of the project include women, young entrepreneurs and small/micro enterprises;
- Establishing knowledge networks includes establishing a network of community development actors with a dedicated portal/website, and related applications as well as a link to major organizations related to ICT access centres and/or community development;
- Knowledge hubs will act as intermediary stations between the local communities and the global knowledge networks. Knowledge hubs will be localizing knowledge gained from peer ICT access points, including those in other regions fitting the specificity of the localities they are serving, while they will also contribute to creating knowledge by providing experiences gained from the local community to the benefit of the global networks at large.

### 4.3. Project strategy:

As described, the project is concerned with establishing global/regional knowledge networks and transforming selected ICT access points in selected countries into vibrant knowledge hubs of global knowledge networks related to priority areas of concern for those poor and disadvantaged communities. This process should be accomplished in a globally coordinated fashion - and this is what distinguishes this project from other projects that aim only at enhancing ICT access points or enriching their offerings. Global coordination will be done through the cooperation of the UN regional commissions to formulate a global framework for planning and implementation of the intended transformation.

The project is mainly concerned with identifying and implementing solutions that aggregate fragmented knowledge that is useful to different disadvantaged communities, and providing solutions that increase utilization of this aggregated knowledge.

The project is not concerned with establishing new ICT access points and will only provide minimal equipment when considered essential, therefore creation of new ICT access points is not foreseen.

While what can be characterized as useful knowledge may vary from one community to the other, let alone its disparity across regions, there is still a common pool of knowledge for each priority area that can be shared amongst the different communities or a different region. This common pool is the basic foundation of the global knowledge networks to be established as a major outcome of the project. Best practices in the priority areas will be identified during the assessment phase, methods/mechanisms for sharing and dissemination them will be designed and the results will be broadly disseminated through the technological platform.

The possible mechanism for aggregating, sharing and disseminating knowledge through ICT access points can be in the form of portals, multimedia products and courseware/publications. Furthermore, this can also be done through community workshops and networking events between ICT access points sharing similar interests of their respective communities.

In order to reach the project’s objective of empowering target communities through enhancing the role of ICT access points as knowledge hubs of a global knowledge network, it is necessary to engage representatives from targeted communities, women in particular, in the early stages of the project, and to work with different layers of actors and to adopt the following strategies on the various levels:
At the global/regional level

- Promoting bilateral, regional and international cooperation, particularly South-South cooperation, in the areas of ICT access centres and community development through establishing a network of activists, actors, and policymakers;
- Creating global/regional knowledge platforms for learning, sharing experiences, and exchanging best practices.

At the national level

- Increasing awareness and understanding among decision-makers in governments/municipalities and NGOs of developing countries and countries with economies in transition of the potential of using ICT access points as knowledge hubs for the disadvantaged communities,
- Assisting those decision makers in governments/municipalities building indigenous capacity in policy making pertaining to disseminating knowledge networks in disadvantaged communities;

At the community level

- Revitalizing and enriching selected existing ICT access points, through enhancing their services and knowledge management;
- Developing and promoting value-added services of ICT access points to better serve their local communities;
- Networking existing selected ICT access point with each other to share experiences and best practices;
- Transforming selected ICT access points into knowledge hubs of the global knowledge platform, providing, developing, organizing, sharing and disseminating knowledge pertinent to these communities.
- Activating and promoting the engagement of beneficiaries at the community level in the services offered by the established knowledge hubs.
- Promoting engagement of knowledge hubs with partners from their respective communities, such as schools, hospitals and entrepreneurship.
- Disseminating success stories (2-3 from each Regional Commission) to be combined in a pamphlet, posted on website, and shared as valuable knowledge gained from the project.

Figure 4 describes knowledge networks with their knowledge hubs. It indicates how ICT access points become Knowledge Hubs specifically when they are connected to global/regional knowledge networks, while those ICT access points that are not connected to those networks remain isolated with untapped potential. Additionally, the figure also illustrates that a transformation process is going to be carried out on selected ICT access points on a discretionary basis; i.e. not all selected hubs will be connected to all networks. While some will be connected to the global network for micro-enterprise development, for example; some others will be connected only to the global/regional network for rural development, and hence, each hub will be configured in a way that is most appropriate to its community.
4.4 Project activities:

Chronologically ordered, the following activities will be carried out by the regional commissions (RCs):

4.4.1. Review and assessment

Regional reviews will be carried out, focusing on the status of existing community ICT access points (and the communities they serve) in the different regions, identifying best practises for each priority area. These reviews will provide the basis for formulating the global framework in terms of identified operational models for sustainability, needed technologies, required resources, and potential partners. The assessment will also include a gender analysis of the ICT access points to make sure that women benefit as much as men.

A global report will distil these regional reviews, recommended key practices and a global framework, including modalities.

4.4.2. Setting a global framework and detailed implementation plan

A global regional commissions’ meeting is to be held to agree on the detailed implementation plan for the project, including methodology, scope, contents and modalities. Role and task distribution and responsibilities that each regional commission will assume need to be agreed upon in this meeting to ensure optimal execution of the project. Specific criteria for selection of the ICT access points to be transformed into knowledge hubs will be set. Preparation for the meeting, including exchange of ideas and draft documents will be done through email. This meeting is to be hosted in one of the regional commissions, potentially ESCWA region, as ESCWA is the lead organization of the project.

The meeting should result in defining recommended knowledge management and networking facilities, business models for setting up knowledge hubs, and the way they will be networked with guidelines for budgeting. A structure for linking RCs, as well as Government and NGOs, to the implementation plan should be clearly spelled out to ensure sustainability.

4.4.3. Implementation of global/regional knowledge networks

This activity is concerned with the design and implementation of the recommended knowledge management and networking facilities, tools and services, including the design and implementation of
operational pilot knowledge networks, and/or the building of a global web site and resource facilities for community-based ICT access points.

Tools may be hosted in municipalities or local government premises and used for e-government applications. RCs will identify existing or new tools and will commission the customisation of these tools and their implementation through consultancy and contractual services, and will also provide pilot business plans for the implementation of the knowledge hubs.

For each global knowledge network to be established, there will be a Knowledge Manager who will be designated with the following tasks:

1. Assist in the design and development of the Knowledge Management strategy to meet project needs;
2. Conduct intelligence gathering and research regarding knowledge networks and trends;
3. Partner with other knowledge networks centers;
4. Oversee reporting and analysis projects to support the Knowledge Management strategy;
5. Provide consultative, problem-solving support for identified issues;
6. Implement and supervise development of information systems and virtual portals;
7. Promote and facilitate collaborative tools such as communities of practice and virtual workshops;
8. Help monitor and evaluate knowledge sharing, including external benchmarking and evaluation programs/opportunities;
9. Prepare and disseminate weekly thought leadership material; and
10. Assist users in the access and use of material.

4.4.4. Launching knowledge networks amongst stakeholders

This activity is mainly related to promoting the knowledge networks amongst key stakeholders (private sector, NGOs, etc.) at the community level. It also involves increasing the project visibility, government/municipality engagement, and political support for the newly established networks. Furthermore, this activity would raise awareness of local communities on the potential use of the local ICT access points as knowledge hubs. It is useful also in engaging other international organizations and donors.

Launching the newly established knowledge networks could be in the form of five regional events or project mobilization workshops (PMW), organized by the Regional Commissions, and accompanied with adequate local press coverage.

4.4.5. Transformation of access points into knowledge hubs

Sustainability will be ensured through stakeholder involvement, including government and NGOs. The transformation process of selected ICT access points, according to the criteria defined in activity 4.4.2, will be executed by implementation partners, to be identified and supervised by RCs. Those implementation partners are essential in providing the necessary funds for the transformational activities. Transformation activities involve the following steps:

- Revitalization and strengthening of the ICT access points (with minimum provided equipment);
- Developing new functions, including training courses and content in local language;
- Networking with established global networks;
- Training of managers on knowledge management, financial sustainability and e-business;
- Providing advisory services in the above areas;
• Engaging beneficiaries, and activating partnerships.

This activity of the project will involve the provision and/or development of software/courseware/knowledgeware in addition to connection with global portals. Budget will not be used in providing equipment other than minimal needed hardware, if deemed essential in exceptional cases.

4.4.6. Activating knowledge hubs and engaging beneficiaries

Organizing two or three workshops per region for selected topics (e.g. employment, small/micro enterprises, education, gender and health), in cooperation with defined implementation partners, in order to foster policy dialogue among stakeholders on building knowledge networks based on ICT access points and to develop capacity on approaches and tools in establishing and managing knowledge-oriented access points/e-centres, and training implementation partners and staff working in those access points on tools and services of the global knowledge networks pertaining to their communities.

4.4.7. Project evaluation and feedback

Organizing a global meeting to assess the project achievements and share experiences on process review, results and outcomes, good practices and lessons learned, next steps and self-evaluation. While it is important to organize the global meeting, evaluation and monitoring constitute an ongoing process and, therefore, a basis for conducting reviews of success stories and measuring the overall achievement of objectives.

This activity will be quite demanding in resources, since describing the project, extracting best practices, producing communication materials and disseminating lessons learned will be effort and time consuming. Each RC will have to recruit a consultant to produce a regional report; also, a consolidated global evaluation based on these regional reports will be produced.

V. SUSTAINABILITY

To ensure that the project induces a significant impact in the target communities, sustainability is indispensable. It constitutes the capacity to sustain a desired level of output or service for an extended period of time. It requires not only that all projects achieve their expected accomplishments during the project life but also that the benefits they generate continue beyond the time of the donor’s involvement and continue despite technological changes. Project management will include adequate technology and financial and administrative arrangements to ensure sustainability and gradual economic self-reliance. Ensuring sustainability will be included as an important management function. The project will establish mechanisms to ensure sustainability at two levels:

1. Global/regional knowledge platform for community development;
2. Enriched value proposition for ICT access points.

Addressing real problems existing at the local levels and providing solutions that are perceived to create value by the beneficiaries is very important to ensure that the project will continue after the donors finish their role. Sustainability depends on various interrelated factors, such as:

• Management and local participation;
• Financing;
• Technological factors;
• Social and cultural values.

Special importance will be given to inappropriate social and cultural values. This suggests institutional and cultural opposition to the free flow of information upon which the centres would be premised. In the UNECE region, some existing ICT centres, e.g. the OSCE Aarhus Centres, have already the experience to actively address this theme. They deliver many of the services that conceivably could be supported through the project, such as providing access to information on sustainable development.
Three elements will ensure sustainability of Knowledge Networks, namely; partnership, governance and business plan.

5.1. **Partnership**

Synergy needs to be created between this project and those readily implemented initiatives. This synergy will result in inducing significant impact amongst beneficiaries and target communities. The key in achieving such synergies is mainly through win-win partnerships, creating a multiplier effect on the field level. Partnership is key for a successful initiative. Multi-stakeholder partnerships have proven to be very successful in mitigating risks and enhancing demand for knowledge in ICT access points. They are also the best practice to achieve capacity building at the local and global levels.

Knowledge Networks have to be implemented in partnership with the following other institutions:

- Local municipalities;
- Local NGOs;
- Private sector ICT companies;
- Financial institutions;
- Education institutions;
- National governments; and
- International organizations.

The early involvement of both governments/municipalities and grassroot NGOs in the launch of the project is also essential for the project sustainability.

5.2. **Governance**

Knowledge Networking aims at creating models to be replicated in terms of successful initiatives that have proved to increase the value of ICT community centres. These models need to be alive and dynamic, evolving and becoming richer through latest developments, new technologies and other pilot projects.

For sustainability, proper governance schemes need to be established. Each pilot project needs to have a steering committee and an advisory committee. The steering committee will be assigned on a voluntary basis and will aim at providing extended efforts in fund raising from donors and establishing new forms of partnership beyond the scope of the project. The advisory committee, composed of experts, will provide technical assistance in the local arena; both committees will be independent of the executing structure and will provide an extended link with the original donors and other international organizations.

This governance scheme will also be replicated for the global/regional knowledge platform for community development. Guided by the inputs of the advisory committee, the Steering committee will lead the executing team and will represent the international organizations.

5.3. **Business plan**

All projects will have a component that will generate benefits to cover incurred costs. Benefits will be tangible in terms of financial returns and intangible in terms of future capacity of improvement for the beneficiaries. Costs should be partly financed by fees paid by the beneficiaries. These fees will be calculated to maximize the value to the beneficiaries. However, costs and fees should be balanced to provide sustainability to the projects beyond the involvement of donors and the availability of non-reimbursable funds.

One example of business plan is to offer advertising possibilities to local beneficiaries and accept small payments for the service. Training and thematic courses can also be against fees to cover part or all the costs they incur. These cases generate cash flow by combining inputs and outputs, costs and returns.
From a financial perspective a visible and well-known global network portal has a commercial value. Transformed ICT access points will implement a cost-recovery mechanism using this newly created portal (i.e. advertisement). The generated revenue will be used to sustain central operations (for hosting and updating of the portal) during the operational cycle.

In terms of training, it is important to note that people are not much willing to pay for access to information. However, it has been proven that people are willing to pay for training relating to ICT and their applications for business purposes.

To improve sustainability, managers of ICT access points will receive adequate training on business planning and advertising of their services.

VI. MONITORING AND EVALUATION

Monitoring is essential in order to measure indicators and evaluate progress towards the expected accomplishments as defined in this project document. The difference between the objectives/expected accomplishment and actual achievement will provide constant assessment of the project. The following indicators will be used for monitoring and evaluation:

- Number of established global/regional networks for the different priority areas;
- Number of identified value-added services based on the established knowledge networks;
- Number of parties actively involved in the established networks;
- Number of officials from governments/municipalities from participating countries involved in the launch of the Knowledge networks;
- Number of transformed ICT access points into knowledge hubs;
- Number of new services offered by knowledge hubs to the respective communities;
- Number of beneficiaries in poor areas and in disadvantaged communities engaged in the established knowledge networks;
- Number of women in poor areas and disadvantaged communities benefiting from the established knowledge networks;
- Number of success stories resulting from established networks.

As soon as the implementation phase begins, monitoring will start taking place through periodical assessments on a quarterly basis. The monitoring process will be oriented to delivery, thus fostering continuous improvement of implementation and raising quality control.

A final evaluation will come also at the end of the project. It will summarize success stories and present lessons learnt and discus all aspects of the project, with recommendations for the future. It will require external and neutral competence and will focus on impact of what was achieved and its quality. A final report on impact will be provided by the RCs.

VII. EXTERNAL FACTORS

The success of the project is contingent on the significant and sustainable involvement and contribution of the collaborating entities and other partners, as well as on cooperation of national decision makers.

VIII. IMPLEMENTATION ARRANGEMENTS

The project will build on existing and planned activities of participating entities (Regional Commissions) in this field, complement and further strengthen their impact through the use of innovative,
primarily web-based, tools and methods. While all partners in the project may contribute to and be involved in all the activities under this project, delineation of responsibilities for implementation of specific activities will be based on comparative strengths and experiences of individual partner organizations. Broad indication of such responsibilities is presented in Table 2 below.

UN-ESCWA will spearhead the implementation and will be responsible for overall coordination of the project. A network of experts from developing countries and countries with economy in transition will be established as an integral component of the global knowledge networks. These experts may also play an active role in the implementation of the project.

Taking into account the limited amount of resources under the Development Account relative to the immensity of the task and its resource requirements, the project will forge a series of complementary and synergistic multi-stakeholder partnerships with relevant activities undertaken by donor governments, private sector companies, academic and research institutions, and civil society organizations.

Table 2. Responsibility for main activities

<table>
<thead>
<tr>
<th>Main activity</th>
<th>Primary implementation responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>A 2.1. Review and assessment</td>
<td>All RCs, (coordinated by ESCWA)</td>
</tr>
<tr>
<td>A 1.1. Setting a global framework and detailed implementation plan</td>
<td>All RCs</td>
</tr>
<tr>
<td>A1.2. Implementation of global/regional networks</td>
<td>Selected RC’s</td>
</tr>
<tr>
<td>A 1.3. Launching knowledge networks amongst stakeholders</td>
<td>All RCs</td>
</tr>
<tr>
<td>A 2.2. Transformation of access points into knowledge hubs</td>
<td>All RCs, governments/municipalities</td>
</tr>
<tr>
<td>A 3.1. Activating knowledge hubs and engaging beneficiaries</td>
<td>All RCs, governments/municipalities</td>
</tr>
<tr>
<td>A 1.4. Project evaluation and feedback</td>
<td>ESCWA</td>
</tr>
</tbody>
</table>
### Annex I

**SIMPLIFIED LOGICAL FRAMEWORKS**

<table>
<thead>
<tr>
<th>Intervention logic</th>
<th>Indicators</th>
<th>Verification Source</th>
<th>Risks/Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objective</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>To develop a model for empowering poor and disadvantaged communities through transforming selected existing ICT access points into knowledge hubs of global knowledge networks, providing, developing, organizing, sharing and disseminating knowledge pertinent to these communities.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Expected accomplishment 1</strong></td>
<td>Established global/regional knowledge network(s) for community development.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>IA1.1: Number of established global/regional networks for the different priority areas.</td>
<td>1. Surveys with involved users, with experts and with final beneficiaries will be conducted.</td>
<td>- Political instability;</td>
<td></td>
</tr>
<tr>
<td>IA1.2: Number of identified value-added services based on the established knowledge networks.</td>
<td>2. Web logs will be extracted from daily functioning of the Internet based applications that will be ad-hoc developed and put into production. Forums, repositories, news and links will be exceptional source for relevant data.</td>
<td>- Unacceptability of certain models for certain ICT access points</td>
<td></td>
</tr>
<tr>
<td>IA1.3: Number of parties actively involved in the established networks.</td>
<td></td>
<td>- Lack of skilled management and/or local participation</td>
<td></td>
</tr>
<tr>
<td><strong>1. Main activity</strong></td>
<td>Review and assessment*</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- To establish a knowledge network for community development;</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- To transform a pilot ICT access point into a knowledge hub; and</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- To engage beneficiaries into the knowledge hubs.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>1.2. Main activity</strong></td>
<td>Implementation of global/regional networks*</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>1.3. Main activity</strong></td>
<td>Launching knowledge networks amongst stakeholders*</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>1.4. Main activity</strong></td>
<td>Project evaluation and feedback*</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Intervention logic</th>
<th>Indicators</th>
<th>Verification Source</th>
<th>Risks/Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Expected accomplishment 2</strong></td>
<td>Enriched value proposition of ICT access points through their transformation into knowledge hubs.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>IA2.1: Number of officials from governments/municipalities from participating countries involved in the launch of the Knowledge networks.</td>
<td>1. Surveys with beneficiaries, experts in socioeconomic development, local leaders, trainers and supervisors in pilot facilities will be conducted.</td>
<td>- Political instability;</td>
<td></td>
</tr>
<tr>
<td>IA2.2: Number of transformed ICT access points into knowledge hubs;</td>
<td>2. Counting new ICT access points and enumerating new different services.</td>
<td>- Unacceptability of certain models for certain ICT access points</td>
<td></td>
</tr>
<tr>
<td>IA2.3: Number of new services offered by knowledge hubs to the respective communities.</td>
<td></td>
<td>- Lack of skilled management and/or local participation</td>
<td></td>
</tr>
<tr>
<td><strong>2.1 Main activity</strong></td>
<td>Review and assessment*</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>2.2. Main activity</strong></td>
<td>Transformation of access points into knowledge hubs*</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intervention logic</td>
<td>Indicators</td>
<td>Verification Source</td>
<td>Risks/Assumptions</td>
</tr>
<tr>
<td>-------------------</td>
<td>------------</td>
<td>---------------------</td>
<td>-------------------</td>
</tr>
</tbody>
</table>
| **Expected accomplishment 3**
Increased engagement of beneficiaries in poor areas and disadvantaged communities in knowledge hubs. | IA3.1: Number of beneficiaries in poor areas and in disadvantaged communities engaged in the established knowledge networks.  
IA3.2: Number of women in poor areas and disadvantaged communities benefiting from the established knowledge networks.  
IA3.3: Number of success stories resulting from established networks. | 1. Qualitative surveys with involved final beneficiaries will be conducted.  
2. Success stories will be reported as they occur. | - Political instability;  
- Unacceptability of certain models for certain ICT access points  
- Lack of skilled management and/or local participation  
- Inappropriate social and cultural values |

3.1. Main activity
Activating knowledge hubs and engaging beneficiaries*

* For full description of this activities, please refer to section 4.4
## RESULT BASED WORK PLAN

### EA1: Established global/regional knowledge network(s) for community development.

<table>
<thead>
<tr>
<th>Main Activity</th>
<th>Timeframe by output/activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>A 1.1: Setting a global framework and detailed implementation plan</td>
<td>2006 X</td>
</tr>
<tr>
<td>A 1.3: Launching knowledge networks amongst stakeholders</td>
<td>2008 X</td>
</tr>
<tr>
<td>A 1.4: Project evaluation and feedback</td>
<td>2009 X</td>
</tr>
</tbody>
</table>

### EA2: Enriched value proposition of ICT access points through their transformation into knowledge hubs.

<table>
<thead>
<tr>
<th>Main Activity</th>
<th>Timeframe by output/activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>A 2.1: Review and assessment:</td>
<td>2007 X</td>
</tr>
<tr>
<td>A 2.2: Transformation of access points into knowledge hubs</td>
<td>2008 X</td>
</tr>
</tbody>
</table>

### EA3: Increased engagement of beneficiaries in poor areas and disadvantaged communities in knowledge hubs.

<table>
<thead>
<tr>
<th>Main Activity</th>
<th>Timeframe by output/activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>A 3.1: Activating knowledge hubs and engaging beneficiaries</td>
<td>2006 X</td>
</tr>
<tr>
<td></td>
<td>2007 X</td>
</tr>
<tr>
<td></td>
<td>2008 X</td>
</tr>
<tr>
<td></td>
<td>2009 X</td>
</tr>
<tr>
<td>Expected accomplishment</td>
<td>Main Activities</td>
</tr>
<tr>
<td>--------------------------</td>
<td>-----------------</td>
</tr>
<tr>
<td><strong>EA1:</strong> Established global/regional knowledge network(s) for community development.</td>
<td><strong>A1.1:</strong> Setting a global framework and detailed implementation plan</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>A1.2:</strong> Implementation of global/regional networks</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>A1.3:</strong> Launching knowledge networks amongst stakeholders</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>A1.4:</strong> Project evaluation and feedback</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>EA2:</strong> Enriched value proposition of ICT access points through their transformation into knowledge hubs.</td>
<td><strong>A2.1:</strong> Review and assessment</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>A2.2:</strong> Transformation of access points into knowledge hubs</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>EA3:</strong> Increased engagement of beneficiaries in poor areas and disadvantaged communities in knowledge hubs.</td>
<td><strong>A3.1:</strong> Activating knowledge hubs and engaging beneficiaries</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**RESULT BASED WORK PLAN**

Total Budget: $970,000
Annex IV

ALLOTMENT REQUEST

1. Summary table:

<table>
<thead>
<tr>
<th>Object class</th>
<th>Object Description</th>
<th>Allotment (in US$)</th>
<th>Explanation of changes compared to the concept paper</th>
</tr>
</thead>
<tbody>
<tr>
<td>602</td>
<td>General Temporary Assistance</td>
<td>155,000</td>
<td>GTA have been increased $35,000 to add needed man/months for EA1 and EA2</td>
</tr>
<tr>
<td>612</td>
<td>Contractual Services</td>
<td>340,000</td>
<td>Contractual Services has been increased by $30,000 to develop ICT material for training and workshops</td>
</tr>
<tr>
<td>604</td>
<td>Consultancy</td>
<td>170,000</td>
<td>Consultancy has increased by $50,000 to reflect the need for an expert to manage the process of transformation of the access points to knowledge hubs (activity A.2.2)</td>
</tr>
<tr>
<td>608</td>
<td>Travel of staff</td>
<td>60,000</td>
<td>Travel has been reduced by $15,000 to accommodate other more critical activities</td>
</tr>
<tr>
<td>616</td>
<td>General operating expenses</td>
<td>25,000</td>
<td>GOE has been reduced by $5,000 to accommodate other more critical activities.</td>
</tr>
<tr>
<td>621</td>
<td>Workshops and Training</td>
<td>220,000</td>
<td>Workshops have been reduced by $95,000 to produce replicable ICT based materials instead of face-to-face courses.</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>970,000</td>
<td></td>
</tr>
</tbody>
</table>

Changes are mainly due to achieving better clarity and more focus with respect to the project concept. No piloting of new centres will be required; no major equipments are to be purchased. More focus will be on GTA and consultants for better management and coordination.

2. Detailed justification by object code:

For each object code provide more details.

**General temporary assistance**

A provision of $155,000 is required to cover temporary assistance needs for launching the knowledge networks amongst stakeholders and for transforming the access points into knowledge hubs (in support of activities A1.2, 1.3, A.2.2 and A.3.1). Management and support staff will be hired for these activities.

**Expert Services (Consultancy)**

A provision of $170,000 is made to cover specialized expertise:

- One or more consultant(s) at the international level for the preparation of a study on setting a global framework and detailed implementation plan (In support of activity A1.1);
- A consultant for launching knowledge networks amongst stakeholders (In support of activity A1.3);
- A consultant for preparation of the project evaluation and feedback (In support of activity A1.4);
- A consultant at the international level and 5 regional consultants for review and assessment of the enriched value proposition of ICT access points through their transformation into knowledge hubs. (In support of activity A.2.1);
- One consultant per region for the transformation of access points into knowledge hubs (In support of activity A.2.2);
- Travel of consultant to provide project evaluation and feedback (in support of activity A1.4); and
- Five regional consultants for adaptation and preparation of course material for activating knowledge hubs and engaging beneficiaries (In support of activity A.3.1).

**Contractual Services**

A provision of $340,000 is required for the following contractual services:

- Implementation of global/regional networks (best practices, forums, blogs, email lists…) (in support of activity A1.2);
- Transformation of access points into knowledge hubs (in support of activity A2.2). This may involve systems analysis, software/portal design and implementation; purchase of licenses for essential software tools and minimal equipment. Services may also involve design and delivery of courseware/manuals necessary to maximize the usage and outcome of the knowledge networks.

**Travel**
A provision of $60,000 is made for staff and consultant travel.

- Travel of staff to the global meeting to set up the overall plan and global framework;
- Travel of staff to provide project evaluation and feedback (in support of activity A1.4);
- Travel to provide review and assessment of the enriched value proposition of ICT access points through their transformation into knowledge hubs (In support of activity A.2.1).

General operating expenses

A provision of $25,000 is required for printing reports, communications (coordination) and other miscellaneous expenses, which may arise during the implementation of global/regional networks and their transformation into knowledge hubs.

Training

- A provision of $220,000 is required for the organization of several training seminars/workshops to activate knowledge hubs in access points and engage beneficiaries (In support of activity A.3.1).