6th World Congress of Muslim Librarians and Information Scientists 2011

Intellectual Transformation: Harnessing and Preserving Islamic Knowledge and Resources towards the Renaissance of Ummah

Cultural Activity Centre, International Islamic University Malaysia
16 - 17th November 2011 / 20 - 21 Zulhijjah 1432H

Organised by:

In collaboration with:
Knowledge management and information sharing for rights based and collaborative social progression
Md. Azharul Islam

University of Information Technology and Sciences, Dhaka, Bangladesh
E-mail: aimdhaka@gmail.com/azhar.ananda@gmail.com

Abstract: Information sharing (IS) or communication is one of the important tasks of knowledge management (KM). A number of complex works and phenomenon take place in managing knowledge for ensuring the proper utilization of information in research and development. Information behaviors show some techniques and approaches in knowledge communication overcoming its barriers. Professional ethics and principles are mandatory for authentic information delivery for greater interest of society where we live in. Effective KM is an increasingly important source of competitive advantage and a key to success of contemporary organizations, bolstering the collective expertise of its employees and partners. Human operates the technologies in handling dissemination of information benefiting the mankind. Knowledge based society urges for proper sharing of information acknowledging the right to information (RTI) in right time and right way. It must uphold personal confidentialities and value the indigenous peoples’ group dynamics. Though itself is for all and the technologies facilitate and push on step more, somehow, a restriction is need considering the sensitivity, suitability and environment. Information context, environment, and sharing models work for KM with maximum utilization of resources for civilizational progress and development. This paper discusses the issues relating to knowledge management and information sharing (KMIS).

Key words: information behavior, environment, confidentiality, consent, and disclosure, RTI, knowledge communication, 3Ks (Knowledge creation, knowledge engineering; and knowledge management), knowledge mapping, indigenous peoples’ group dynamics, informed consent, PIA, collaborative social progression etc.

Knowledge is the sum of information conserved by human being with a full capturing over managerial aspect for using with experience and actions through humanized and technological manner. Knowledge management (KM) is organization of information as knowledge for using when and where needed for research and development. It requires recognized systems and technologies with association of skilled humanware that concerns of capturing, organizing, and retrieving information, evoking the notions of data mining, text clustering, databases, and documents. Data precedes to information forming maturity into knowledge make a sense of wisdom as:
Making sense of:

> Data ……………

>> Information……

>>> Knowledge……

>>> Wisdom ……..

KM must be as simple as user friendly for maximum use of information i.e. knowledge properties for maximum benefit of mankind and civilization. Communications and sharing of information ensure its utilization through world wide acceptable systems and access with delivery approaches using skills, experience, techniques and technologies. The knowledge based civilized society feels highly the importance of factual knowledge and the usefulness of information technologies. It closely involves the human and social factors leading in creation, engineering, and communication of knowledge (3Ks) offering a unified KM framework and techniques with approaches[3] though there are some arguable risks. Nowadays, knowledge management and information sharing (KMIS) for purposeful usage have a dependency on two consisting phenomenon[4]. Firstly, computer supported cooperative work (CSCW) represents the www, internet, wireless, satellite, radar and other communicative operations; and secondly, human-computer interface (HCI) associates the approaches and skills of know how to access the beneficiary into the knowledge depository. Categorically CSCW and HCI can be the: ‘(a) processes, and (b) activities’[5] as shown in the table-1.

Table 1: CSCW and HCI processes and activities

<table>
<thead>
<tr>
<th>(a) Processes</th>
<th>(b) Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gathering</td>
<td>● Data entry, ● OCR and scanning, ● Voice input, ● Pulling information from various sources; ● Searching for information to include</td>
</tr>
<tr>
<td>Organization</td>
<td>● Classification, ● Cataloguing, ● Indexing, ● Compressing, ● Filtering, ● Linking</td>
</tr>
<tr>
<td>Refining</td>
<td>● Contextualizing, ● Collaborating, ● Compacting, ● Projection’ ● Projection, ● Mining</td>
</tr>
<tr>
<td>Disseminating</td>
<td>● Flow, ● Sharing, ● Alert, ● Push, ● Flash, ● Profiling, ● Web posting, ● Bibliometrics, ● Technical and professional writings</td>
</tr>
</tbody>
</table>

Information rights

In its constitution, UNESCO urges for knowledge “to contributes to peace and security by promoting collaboration among the nations through education, science and culture in order to further universal respect for justice, for the rule of law, and for the human rights and fundamental freedoms which are affirmed for the peoples of the world, without distinction of race, sex, language or religion, by the charter of the united nations”[6]. The 104th Executive Board of UNESCO recommended in 3.3 extended paragraph 14 as “individuals, groups of individuals, and non-governmental organizations may submit communications to UNESCO for avoiding anonymous, manifestly ill-founded and must appear to contain relevant evidence without affecting human rights and abuse them. It endeavors to resolve the problems in a sprit of international cooperation, civilization-dialogue, conciliation and
mutual understanding where information sharing or communication is in the central theme and importance.

Knowledge communication and sharing cycle

Knowledge communication is mainly made by KM that is effective through sharing and use of information for development purpose. Its final stage “use/reuse” involves both informal contacts and access to reports, good practices, success stories, and other forms of communications including exhibits, demonstrations, workshops, symposia and training sessions. With a little debating, the best communication and sharing means of information and knowledge is ICTs. How ICTs be used for knowledge management and sharing may describe as:

(1) knowledge sharing efforts (KSE);
(2) knowledge query and manipulation language (KQML); and
(3) knowledge interchange format (KIF).

In KMIS processes and operational and operational performance, there are three different category of barriers \(^{[7]}\) namely-(a) individual, (b) organizational, and (c) technological.

(a) Individual barriers

(i) **Lack of time:** general lack of time to share knowledge, and time to identify colleagues in need of specific knowledge;
(ii) **Fear:** apprehension of fear that sharing may reduce or jeopardize people’s job security;
(iii) **Awareness:** low awareness and realization of the value and benefit of possessed knowledge to others;
(iv) **Domination:** in sharing explicit over tacit knowledge such as know-how and experience that requires hands-on learning, observation, dialogue, and interactive problem solving;
(v) **Usability:** use of strong hierarchy, position-based status, and formal power;
(vi) **Past mistake:** insufficient capture, evaluation, feedback, communication, and tolerance of past mistake that would enhance individual and organizational learning effects;
(vii) **Experience:** differences in experience levels;
(viii) **Time:** lack of contact time and interaction between knowledge sources and recipients;
(ix) **Communication:** poor verbal/written communication, interpersonal skills;
(x) **Age:** age differences;
(xi) **Gender:** gender difference;
(xii) **Social application:** lack of social networks;
(xiii) **Education:** differences in education levels;
(xiv) **Ownership:** taking ownership intellectual property due to fear of not receiving just recognition and accreditation from managers and colleagues;
(xv) **People:** lack of trust in people because they misuse knowledge or take unjust credit for it;
(xvi) **Accuracy:** lack of trust in accuracy and credibility of knowledge due to the sources; and
(xvii) **Cultural differences:** difference in national culture or ethnic background; and values and beliefs associated with it including language also.

(b) Organizational barriers

(i) **Integration of KM strategy and sharing initiatives:** into the company’s goals and strategic approach is missing or unclear;
(ii) **Lack of leadership and managerial directions:** in terms of clearly communicating the benefits and values of knowledge sharing practices.
(iii) **Shortage of formal and informal spaces:** to share, reflect, and generate new knowledge;
(iv) **Existing corporate culture**: does not provide sufficient support for sharing practices;
(v) **Deficiency of company**: resources that would provide adequate sharing opportunities;
(vi) **External competitiveness**: within business units or functional areas and between subsidiaries can be high;
(vii) **Communication and knowledge flow**: are restricted into certain directions generally top to down;
(viii) **Physical work environment**: and layout of work areas restrict effect sharing practices;
(ix) **Internal competitiveness**: within business units, functional areas, and subsidiaries can be high;
(x) **Hierarchical organizations**: structure inhibits or slows down most sharing practices; and
(xi) **Size of business**: units often are not small enough and unmanageable to enhance contact and facilitate ease of sharing.
(xii) **Lack of country’s RTI implementation**: right to information is not equally exist and implemented among the units and personnel;
(xiii) **Lack of accountability and commitment to the users**: top management as well as functionaries are often transparent and accountable to each other and information recipients;
(xiv) **Users’ inability in establishing rights**: users are often unconscious about the right and value of time and required information peaces.

(C) **Technological barriers**

(i) **Lack of integration of IT systems and processes**: impede on the way people do things;
(ii) **Lack of technical supports**: for immediate maintenance of integrated IT systems obstacles work routines and communication flows;
(iii) **Unrealistic expectations of employees**: as to what technologies can do and cannot do;
(iv) **Lack of compatibility**: between diverse IT systems and processes;
(v) **Mismatch**: between individuals’ need requirements and integrated IT systems and processes restrict sharing practices;
(vi) **Reluctance to use IT systems**: due to lack of familiarity and experience with them;
(vii) **Lack of training and technology adoption**: regarding employee familiarization of new IT systems and processes and their adoptions; and
(viii) **Lack of communication**: and demonstration of all advantages of any new system over existing ones.

**KMIS Principles to approaches**

Like others, KM that is in modalities of communication as information sharing follow some principles\(^8\) and carried out with some approaches\(^9\) as:

**Principles**

1. **Encourage questions**: encourage people to ask questions, and recognize them when they do. Create opportunities for open and rigorous dialogue that allows assumptions to be explored and debated.
2. **Go to the source**: Knowledge deteriorates as it is transmitted through the hierarchy. Whenever possible, find the source and have a conversation with them.
3. **Share**: Share what you know and help others to learn and practice the same.
4. **Relationships**: Value relationships and understanding between all divisions and invest in the development of these relationships.
5. **Have we done this before**: Build on what has been done rather than creating something from the ground up.

6. **Collaborate**: Link up with people outside your area to see if they are doing something your area can use with some terms and reference.

7. **Value diversity**: Get new ideas and fresh perspective into play teams work best when the people within them are divers in both background and approach.

8. **Synthesize**: Try to combine ideas from different fields.

9. **Be approachable**: Approachability and accessibility have major impacts on knowledge sharing and communication. All staff, especially senior managers, need to be approachable and ensure all staff have the context they need to be successful in their roles.

10. **Learn**: Learn before, learn during and learn after. Take time to reflect on what’s happened and discuss this with your colleagues. Learn from experience. Help others learn and grow. View mistakes and near misses as learning opportunities.

11. **Empathize**: Consider things from the perspective of others. When communicate, remember that people look at events in different ways and the value of your message is determined by the receiver, not by the sender.

12. **Not only information**: We are talking about sharing knowledge and information—not just merely information.

13. **Business objective**: The purpose of knowledge sharing is to help an organization as a whole to meet its business objectives not for own sake.

14. **Productive**: Learning to make knowledge productive is as important if not more important than sharing knowledge.

15. **Culture**: Changing a culture is tough. Not only does it mean change, which has always been tough—it means seeing the world in a different way. It means revealing our hidden paradigms lake the tacit acceptance that “knowledge is power”.

1. **Approaches**

   1.1. **Human approaches** with problems and potentialities-
   (a) **Individualized approaches**: while information managed in humanware as when, where, and whenever needed.
   (b) **Development**: means and opportunities for human development for knowledge management. Normally education and training on the particular subjects concerned to organize, to manage and to control (rightly-grown) information in a recognized method.
   (c) **Problems**: barriers, without opportunity, and no-scope of getting professional training and education. Human and resource capitals are also problems in this regard.
   (d) **Potentialities**: indicate the scope, opportunities, facilities that cove all the issues for KM with question to what, where, when, how, why, who, and bywhom.

2. **Technical approaches**

   The early KM technologies were mainly online corporate and document management systems. Combined with the early development of collaborative technologies, KM technologies have been expanded in the mid 1990s. More recently, social computing tools such as blogs and wikis have developed to provide a more unstructured, self-governing approach to the transfer, capture and creation of knowledge through the development of new forms of community, network or matrix. These tools face challenges in distilling meaningful re-usable knowledge and intelligible information and ensuring that their content is transmissible through diverse channels, platforms and fora. **Knowledge mapping**- is commonly used to cover functions such as a knowledge audit (discovering
what knowledge exists at the start of a KM project), a network survey (Mapping the relationships between communities involved in knowledge creation and sharing) and creating a map of the relationship of knowledge assets to core business process of program.

Domains with range and approaches to KMIS

Knowledge has always been the prime mover of prosperity and power. The acquisition of knowledge as therefore been the thrust area throughout the world. It has many forms and it is available at many places. It has acquired through education, information, intelligence and experience available in academic institutions, with teachers, in libraries, in research papers, seminar proceedings, and in varies organizations with workers, managers, in drawings, in process sheets and on the shop floors. There are hidden treasures of knowledge also in our environment, in the oceans, bioreserves and deserts, in the plant and animal life\textsuperscript{[10]}. May be that is why, knowledge management draws from a wide range of disciplines and technologies\textsuperscript{[11]}. Some of them may be stated as:

(i) **Cognitive science:** Insights from how learn and know will certainly improve tools and techniques for gathering and transferring knowledge and sharing information.

(ii) **Expert systems, artificial intelligence (AI) and knowledge based management systems (KBMS):** AI and related technologies have acquired an undeserved reputation of having failed to meet their own — and the service stations’ — high expectations. In fact, these technologies continue to be applied widely, and the lessons practitioners have learned are directly applicable to KM systems.

(iii) **Computer-supported collaborative work (groupware):** In the global age, knowledge management is almost synonymous with groupware. Sharing and collaboration are clearly vital to organizational knowledge management with or without supporting technology.

(iv) **Library and information science:** We take it for granted that card catalogs in libraries will help us finding the right book when we need it. The body of research and practice in classification and knowledge organization that makes libraries work will be even more vital as we are inundated by information in business. Tools for thesaurus construction and controlled vocabularies are already helping us manage knowledge.

(v) **Technical and professional writing with bibliometrics:** Also under-appreciated — even sneered at - as a professional activity, technical writing (often referred to by its practitioners as technical communication) forms a body of theory and practice that is directly relevant to  state of effective representation and of transfer knowledge.

(vi) **Documents management:** Originally and primarily concerned with managing the accessibility of images, document management has moved on to making content accessible and re-usable at the component level. Early recognition of the need to associate "metinformation" with each document object prefigures documents management technology’s growing role in KMIS activities.

(vii) **Decision support systems:** According to Daniel J. Power\textsuperscript{[12]}, “Researchers working on Decision Support Systems have brought together insights from the fields of cognitive sciences, management sciences, computer sciences, operations research, and systems engineering in order to produce both computerized artifacts for helping knowledge workers in their performance of
cognitive tasks, and to integrate such artifacts within the decision-making processes of modern organizations."

(viii) **Semantic networks**: Semantic networks are formed from ideas and typed relationships among them — sort of "hypertext without the content," but with far more systematic structure according to meaning. Often applied tasks as textual analysis, semantic nets are now in use in mainstream professional applications, including medicine, to represent domain knowledge in an explicit way that can be shared.

(ix) **Relational and object oriented databases**: Although relational databases are currently used primarily as tools for managing "structured" data — and object-oriented databases are considered more appropriate for "unstructured" content to apply the suitable models to representing and managing knowledge resources.

(x) **Simulation**: Knowledge Management expert Karl-Erik Sveibý suggests "simulation" as a component technology of knowledge management, referring to "computer simulations, manual simulations as well as role plays and micro arenas for testing out skills.

(xi) **Organizational science**: The science of managing organizations increasingly deals with the need to manage knowledge — often explicitly. Academics and professional bodies are tremendously contributing to go ahead.

(xii) **Telecommunication, microwave, FM band radios and electronic means**: International Telecommunication Union (ITU), World Radiocommunication Bureau and National Telecommunication Regulatory Authority, and Telecommunication Operators are playing roles communicating information and managing knowledge as the faster medias and technologies etc.

(xiii) **Wireless, radar, satellite technologies**: These are getting smarter and popular as means of communication, managing knowledge and sharing information.

(xv) **Technologies for information sharing and Knowledge communications**: However, some of the specific technologies that can be used to enable better knowledge management and information sharing are: • IIS / ASP.NET, • Microsoft SharePoint Server, • BizTalk Server, • Identity Server, • InfoPath, • Microsoft Project Server, • Microsoft BusinessPortal, • Exchange Server, • Microsoft Office, • .NET (C#, ASP.NET, WinForms, SQL, etc.). The platforms that are generally used: • Windows NT, • Windows 2000, • Windows XP, • Windows Server 2003, • Windows CE, Pocket PC.

(xvi) **Other technologies**: Include object-oriented information modeling; electronic publishing technology, hypertext, and the World Wide Web; help-desk technology; full-text search and retrieval; and performance support systems.

**Information technology infrastructure for real-time KMIS**
Information sharing is key to the agencies’ goals of delivering better, more efficient public services that are collaborated about needs of the individual. Essential preventive measures for safeguarding and protecting wider public welfare must be ensured in knowledge management initiatives. It is not merely software applications having platforms to share information and to communicate rather part of a knowledge management initiatives with sufficient public safety. Some of the success factors related to information technology are:
(a) **Multidisciplinary approaches:** The implementations/librarians/facilitators/experts/technologists must take time to understand their users’ needs. Matching the knowledge management system with the objectives are essential.

(b) **Contents:** Establish great content involves having the processes in place to acquire, manage, validate, and deliver relevant information when and where it is needed.

(c) **Simple technologies:** An important organizational part of knowledge management is to create and to cater simple technology environment and work culture in which our knowledge ‘starters’/users will actively engage in developing solutions and sustain the knowledge management system.

(d) **Adequate training and experimentations:** There is no such thing as a finished requirement specification. Central knowledge management group should spend most of its time in teaching, guiding, and coaching the users how to use the systems to interact, communicate and share information and knowledge with another.

**KMIS collaboration**

The global village is based on knowledge that visualized in many forms and modes. A united world is the demand of mutual understanding for sharing resources as well. Nations are on a track of minimizing the barriers in getting information in possible shortage way with minimum efforts and labour. RIT is almost open for right communication of information and sharing skills based knowledge. Single-issue approach often reduces the effectiveness of the services and misses the opportunity to address the underlying needs of clients in a comprehensive way. Recognizing the lack of coordination across service systems and the fragmentation and duplication of services it often creates, states and communities seek more integrated approaches that involve greater coordination and collaboration across different agencies and organizations serving children and families. Through interagency partnerships, states and communities hope to fill gaps in services, provide more service continuity and consistency, and reach beyond specific labels to provide more effective services. These collaborations face many obstacles. One of the most commonly cited obstacles to interagency collaboration is the existence of confidentiality provisions that appear to restrict agencies from working together. This resources propose that confidentiality needs not to a significant impediment to interagency collaboration. Based on the work in number of states and communities, several mechanisms exist for effective interagency information sharing that balance the interests of protecting information from disclosure with the interests of agencies who need to share information to work effectively. Brief draws from legal research, literature reviews, and extensive discussions with collaborative agency personnel to address confidentiality concerns successfully. Modalities are must for stakeholders in collaboration nets.

**Informed consent: releases and waivers in sharing right information at right time as rights**

Resource briefing concurs with a larger Youth Law Center study of confidentiality provisions and interagency collaborations. Agencies can successfully balance the privacy interests of clients and their own needs for information sharing and can find ways to share virtually all necessary information. Different agencies have different types of confidentiality requirements. These different requirements must be understood and balanced in order to share information across agencies. The first, discuss obtaining informed consent to release information. The second, review of informal exchanges of information - information sharing authorized by statute, memoranda of understanding, interagency contracts, similar agreements, and court orders. The third discuss safeguards that agencies should employ to assure that information is not shared inappropriately. The final, covers special
considerations when dealing with computerized information. Informed consent is the most common formal mechanism for exchanging information. The individual, who is the subject of the information, gives consent generally through a signed written release. When the person is legally incompetent, because of age or with disabilities for example, the parent or guardian, or solicitor may sign in favour of the individuals.

**Requirements of releasing information:** Any release of personal information must be in writing\(^{[17]}\) that contains the following:

- name of the person who is the subject of information;
- name of the person, program, or agency sharing of required information;
- name of the person, program, or agency with whom the information will be shared;
- reasons for sharing the information;
- kind of information that will be shared;
- signature of the person who is the subject of the information;
- date the release is signed;
- statement that release can be revoked any time by the subject to information;
- expiration date for the release or a specific event (such as the end of the school year) that will terminate the release; and
- notice stating that the subject of information has a right to receive a copy of the release.

**Notices to clients:** Notices to clients of agency's need to release information are critical to the process of obtaining informed consent. These notices inform clients about the purpose and the extent of the consent being requested. Inadequate and confusing notices may mislead clients and impair the relationship between clients and service providers. Clearly presented notices can inform clients of their rights and help promote trust in the agency. Some statutes include specific requirements for notices to clients regarding the release of confidential information.

**Routines for obtaining releases:** It is good practice to obtain written releases from clients during initial interviews or as services begin. These releases should cover routine information. If the agency needs additional information from the client later, it can obtain a supplementary release too.

**Multiagency releases:** In Iowa, California, and other states in USA, interagency collaborations have developed comprehensive release forms that satisfy the confidentiality mandates of the participating agencies. By signing one release form, the client permits the participating agencies to exchange information and to coordinate services for the client. Various knowledge bodies and organizations or groups are also doing the practices on their own ethics and modalities.

**KMIS need minimizing obstacles of getting consent informed**

Consent to release confidential information must be "informed\(^{[18]}\)." The concept is analogous to consent to medical treatment. Generally, a client may give consent to release information in the same circumstances in which he or she may give consent to treatment: the person should possess sufficient knowledge of the risks and benefits of the release of information, and should be capable of making a reasoned choice between alternatives. The person should understand what information will be disclosed, to whom it will be disclosed, the purpose of the disclosure, and the benefits of such disclosure.
Minors and legal incompetence: Even though minors are not legally allowed to make certain decisions, some state statutes provide that they may consent to release information. California, for example, allows minors to consent to and release information pertaining to certain types of health care, including care related to pregnancy, rape, sexually transmitted diseases, HIV/AIDS, and drug or alcohol abuse. Some states have "mature minor" rules under which minors found by a court to be sufficiently mature may consent to medical care and to the release of records. Some states allow minors who are legally emancipated, or who are themselves parents, to consent to care and the release of records. But in Asian nations, there are also legal bars.

Language and culture: Language and culture may compound the difficulties in obtaining informed consent. A written release of confidential information in a language not understood by the client is invalid. Some confidentiality statutes require that a notice of the consent, or the release form itself, be presented in the individual's native language. Agency personnel should also be aware of different cultural customs and attitudes about privacy. Many immigrants fear that the personal information they provide may put them or their families at risk of deportation. Whenever this is an issue, release forms should state clearly that no personal information will be given to the department of Immigration and Naturalization Services.

Consequences of refusing to give consent: In most situations, if an agency worker explains the purposes and benefits of information sharing to a client, the client will consent to release information. If an agency needs the information to fulfill its own legal duties, it may be required to seek a court order to obtain the information. If an agency needs client information to provide additional services and the client initially refuses to allow for sharing of information to provide additional services and the client initially refuses to allow for sharing of information, the agency personnel should seek to show and convince clients that it is in their interest to allow sharing, and that sharing is essential to providing additional services. Specific declaration is required in these cases.

Penalty for violation: Violations of confidentiality may result in criminal and civil liability on the part of the agency and the individual who releases the information. In practice, however, such penalties are quite rare because most information sharing benefits the client. Mistakes can occur, but the agency's beneficial intent is usually evident. Moreover, the initiation of formal proceedings may lead to an even wider disclosure of the information the client wishes to keep confidential. Only in the most unusual situations, in clear violation of applicable regulations, have clients sought relief under the penalty provisions of confidentiality statutes. Professionalism, ethics, and the tone set by agency administrators all play important roles in enforcing confidentiality provisions.

Information sharing modes

Information sharing authorized by statute and regulation: Most disclosure of confidential information for a variety of administrative purposes without consent of the individual. An agency may share information for a number of reasons with authorized sharing of confidential information as state statutes, including the following:

- administration of the program or related programs;
- audits;
- determinations of eligibility for services;
- medical emergencies;
- defense and state security affairs; and
• investigations, prosecutions, or civil or criminal proceedings related to program administration.

**Interagency agreements and memoranda of understanding KMIS:** Under several federal and state statutes, agencies may enter into agreements to share information about clients to better achieve service goals. For example, federal regulations concerning alcohol and drug abuse authorize interagency information exchanges under a "qualified service organization agreement" (QSOA). Statutes in several states contain similar authorizations that allow agencies to share information without obtaining written releases from individual clients. The state to state or government to government memorandums of understanding and exchange or contract programmes are also of this modalities. Interagency agreements shall specify:

- what information will be shared?
- how information will be shared?
- who will have access to information?
- why (the purposes) to information sharing?
- assurances by the participating agencies that they will not disclose information further except as dictated by the agreement, and that they will resist other efforts to obtain information; and
- other requirements mandated by applicable confidentiality provisions.

**Court orders:** In recent, courts in different countries have issued orders to guide interagency sharing of information. These orders allow the routine disclosure of information to designated agencies/individuals for planning, reference and use.

**Informal (verbal or telephonic) sharing and exchanges of information in KM:** The most common way to share information among agencies in informal. It is usually verbal and by telephone. A probation officer may, for example, call a school counselor to find out whether a child is attending school, in compliance with terms of probation. This method of exchange occurs principally when people who need limited bits of information are familiar with each other and have developed a relationship of trust. Despite the widespread use of this form of information sharing, it may not comply with statutory requirements. These informal sharing and exchanges frequently take place without consent or statutory authorization. If an agency participates in this form of information exchange, it should advise clients that such limited, informal information sharing may occasionally be necessary, and then determine whether the clients have objections to the practice. The agency will be on safest legal grounds if it obtains voluntary consent, in written form, to the exchange of verbal information, and establishes clearly the types of information exchanges that will occur. While informal and verbal communications often do not result in any written records, they represent communications and therefore do come under confidentiality provisions.

**Ensuring compliance with information sharing and confidentiality provisions**

Whatever the procedures established for information sharing and confidentiality, it is up to agency workers to carry out those procedures. Agencies should strive to provide work places that foster respect for clients and their privacy in light of RTI.

The methods described below can help emphasized the importance of confidentiality and help meet confidentiality obligations.
Gatekeepers: Many agencies designate one individual to act as the "gatekeeper" of confidential information concerning agency clients. Often the gatekeeper is the agency counsel or front desk officer. Other agencies designate a "seasoned" employee with specialized training who develops experience with the confidentiality issue and becomes a local specialist with following major duties includes:

- maintaining a library of confidentiality materials;
- providing training for agency employees on confidentiality requirements;
- responding to requests for information and maintaining records of requests and responses;
- developing forms for information requests;
- suggesting changes in management information practices when appropriate; and
- assuring that records are secure from fire, theft, and other damage.

Confidentiality oaths: Some agencies use these staff pledges of confidentiality oaths to promote sensitivity to clients' interests in privacy. The confidentiality oaths are usually written and signed. They constitute promises to use information only for designated agency purposes, and not to disclose information to any other person or agency unless specifically authorized. Somehow, it contradicts the country’s “Right To Information (RTI)” provisions.

Staff training: To follow legal mandates and respect individuals' right to privacy and right to information, it is essential for agencies to establish thorough and ongoing programmes of staff instruction. Staff training on confidentiality should include:

- reasons for ensuring confidentiality of information about the clients;
- specific information the agency needs;
- reasons why the agency needs the information;
- type of information the worker's agency will share with other agencies;
- purposes of information sharing among agencies;
- legal provisions, particularly federal and state statutes and regulations to agency;
- importance of clearly explaining to clients why consent is essential;
- need for sensitivity to language and cultural issues;
- requirements of informed consent with necessary written releases;
- role of interagency agreements, court orders, and other mechanisms that facilitate interagency information sharing; and
- special issues arise from the use of automated management information systems.

Technological safeguarding: Hi-tech electro-magnetic security provision can ensure safe information depository, establishment and service modality. Security alert is also required for preventing theft, fire and other damageable occurrences.

Individuals’ privacy impact analysis (PIA) in IS for effective KM

Fundamentally the PIA should ensure that the risks of privacy are mitigated and information is not inaccurate or out of date, expressive or used in unacceptable or unexpected way. The PIA must follow some principles. Some key PIA items may be described as:

<table>
<thead>
<tr>
<th>Accountability</th>
<th>An organization must appoint someone to ensure that privacy policies and practices are followed. Audit functions must be present to monitor all data/information accesses and modifications.</th>
</tr>
</thead>
</table>
### Table 2: PIA Principles

<table>
<thead>
<tr>
<th>Description</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purpose</td>
<td>There must be a clearly specified purpose for the collection and sharing of personal information.</td>
</tr>
<tr>
<td>Scope</td>
<td>Only information that is required to fulfill the stated purpose should be collected or shared.</td>
</tr>
<tr>
<td>Limiting use, disclosure and retention</td>
<td>Information only can be used or disclosed from the purpose for which it was collected and should only be divulged to those parties authorized to receive it. Personal information should be aggregated or anonymised wherever possible to limit. Personal information should not be kept as long as is necessary.</td>
</tr>
<tr>
<td>Personal information</td>
<td>Treatment of the information must confirm to fair information processing practices. Information must be collected directly from the person unless there are very good reasons why this not possible.</td>
</tr>
<tr>
<td>Accuracy</td>
<td>Every effort must be made to ensure that the personal information shared is accurate.</td>
</tr>
<tr>
<td>Safeguards</td>
<td>Personal information must be protected from loss of theft. Safeguards must prevent unauthorized access, disclosure, copying, use or modification.</td>
</tr>
<tr>
<td>Consent</td>
<td>Data/information subjects must give their consent to the collection, use and disclosure of their personal information.</td>
</tr>
<tr>
<td>Openness</td>
<td>Privacy policies must be made available to clients.</td>
</tr>
<tr>
<td>Individual access</td>
<td>Clients have the right to ask to see their personal information and to request the correction of perceived inaccuracies. Clients must be informed about parties’ with whom it has been shared.</td>
</tr>
<tr>
<td>Challenging compliance</td>
<td>Clients must be able to challenge an agency’s privacy processes.</td>
</tr>
</tbody>
</table>

### KMIS Behavior in the Indigenous People Dynamics

Information users in developing communities are not necessarily homogeneous as far as information practices are concerned. Usually, indigenous people belong to this group of users are either illiterate or only functionally literate, to a large extent, dependent on indigenous knowledge systems and oral communication to access and use information. It can therefore, be assumed that the oral culture remains evident in developing communities and will probably manifest in the information behavior of indigenous people. Indigenous literature states that over generations, indigenous people developed specific mechanisms such as storytelling, memorizing, repetition, dancing, acting, observing cultural practices and demonstrations to collect, store and share information. In addition, information flow in an oral context is controlled by attitudes, perceptions, norms, values and belief systems inherent to indigenous people. For example, when people experienced an information need, they will approach a knowledgeable person whom they trust. They are hesitant to take individual decisions, unless these have been sanctioned by the group, or the headman of the community. Information messages in recorded format (books, documents, etc.) have less credibility than spoken messages. Underlying information sharing between people used to modern information practices and between indigenous people used to oral communication practices are two different information resource systems that the respective groups rely on to meet their information needs. These are the information resource systems of recorded information of the modern society, and the indigenous knowledge systems of traditional societies stored in the collective memory of the people in these communities. In the oral tradition, various control mechanisms are used to enable access to information. Usually the hierarchical structure (headmen or other community leaders) determines who is allowed to have access to what
type of information. This is a typical example of the power structures and hierarchical nature of society in their respective cultural contexts.

An authority figure whom the indigenous group respects has more credibility than an impersonal and abstract document that contains information. Written or concrete information is often seen as undermining the authority of leaders. Authenticity of information flows and KMIS acceptance fully depend on the will and wish of the headmen or the community leaders. Norms and values systems also play a role in the way incoming information be accepted or rejected. Messenger’s credibility does factors among the group. Group dynamics also play an important role in the acceptance of incoming information\(^{26}\). It seems that individuals do not feel confident enough to take decisions in isolation. When decisions are taken by the group, individuals do not have to take the blame if something goes wrong. This is different from modern societies, where people tend to take individual decisions that are supported by evidences. As far as the dissemination or sharing of information in traditional societies is concerned, verbal communication is used to emphasize meaning. Metaphorical speech is used to link incoming information with existing knowledge and enhance understanding. Live demonstrations are often used to explain processes or procedures. Considering that information behavior of groups of people emerged as a response to their information needs, how they make sense of incoming information, and how they seek and use information all the above mentioned aspects will influence the information behavior of indigenous people. They will be reflected in responses such as acceptance, resistance, beliefs, motivation, relevance, trust, learning, thinking, liking and practices.

**Marketing information**

**Sharing/marketing information in general:** Any form of information service, retrieval, reuse, creation, engineering, and delivery is known as information sharing. As it is concerned to organizational plan, strategy, growth and sustainability that is why it is ‘marketing information’\(^{21}\) also. Ethically it should be for the benefit of mankind and development that cover:

1. organization-name, brief background, organizational structure, who’s who, location, address and contact numbers;
2. functions- policies, mandate, activities, past achievements, future plans, visions;
3. documents-acts, regulations, rules, reports and publications;
4. forms—application or other service forms with clear procedures and contacts;
5. services- types and norms of services provided, procedures, rules and process, fees and levies, timeframe for service delivery etc;
6. provisions- systems’ availably and forms of services (manual or online) and procedures for filling complaints, getting feedback, and contact person’s address;
7. mechanisms- information service delivery and dissemination means through electronic, print, broadcasting, personalized communication and counseling etc.

**Techniques for making effective information marketing:** It requires to control the application of a range of skills and techniques in marketing. Four broad groups\(^{22}\) of marketing skills and techniques in these means are:

1. those used in order to obtain data about the market;
2. those used to create and stimulate demand;
3. those used to analyze costs and other marketing factors; and
4. other practical skills and techniques.

**Professional skills for marketing:** knowledge and information professionals require the following skills and experience for marketing knowledge resources and information services:
(a) perception of user needs and ability to obtain feedback from users;
(b) technical knowledge, such as ability to use internet and other online and e-processes and digital phenomenon; and
(c) knowledge of various marketing strategies for promoting information skills.

**Difficulties of marketing information services**

Factors which characterized the difficulties of marketing information services are:

(i) relatively low level of knowledge and lack of agreement on user requirements, wants, and needs;
(ii) subsidized non-market environment in which most scientific and technical produces and services are used;
(iii) virtual impossibility of estimated value contributed by information produces and services to the efficiency and conduct of research and development and the advancement of scholarly pursuits; and
(iv) general un-sophistication of those, mostly schooled in the humanities and the non market oriented library school environment, who purchase information produces and services.

**Recommendations**

1. follow principles and ethics of KM in IS operations;
2. minimize KMIS barriers with appropriate human resource programming, implement RTI provisions and adopt sustainable ITs with smooth KMIS;
3. follow acceptable “informed consent” methods to disclose personal information;
4. show maximum values handling KMIS with indigenous peoples’ group dynamics;
5. pay highest respect to the laws and statutes concerned to collaborative KMIS; and
6. market information following culturally acceptable models of KMIS.

**Conclusion**

Information sharing is important in knowledge management in all aspects of development. Knowledge management executives must bear in mind and make sure that sharing and communicating information follow the norm, values, manner, environment and ethics to make users’ friendly. Any misuse or ill delivery may cause a great harm to individuals, organizations, professions and societies even. Careful and effective knowledge management for sharing and communicating information can contribute to sustainable development in the civilizational process. These are mainly depended on appropriate approaches, knowledge skills and usages on technologies. Somehow, KMIS practice in developed nations may encourage and push the developing countries for better systems for social progress and sustainability. I can reducing the inner gaps and help balancing them to the road to peace and progress through research and development.
References

2. www.systems-thinking.org/dikw/dikw.htm
12. www.informatik.uni-trier.de/~ley/db/indices/a-tree/p/Power:Daniel_J-.html
17. www.elsnrc.org/information resources/resources articles/ftconf.htm
18. What is knowledge management? KMgathers, …… … knowledge. //searchdomino.techtarget.com
19. www.elsnrc.org/information resources/resources articles/ftconf.htm
20. http://Information.net/ir
23. http://Information.net/ir