UNOPS
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e-Pacifika
Facilitating National
Information &
Communication Technology
Development Strategies

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e-FSM

"Sharing the ICT Experience Today, Re-shaping a Better Tomorrow"

November 26, 27 and 28, 2002

National Workshop Report

This report documents the discussions and outcomes of the workshop held at the Government Conference Centre in Palikir, Pohnpei, Federated States of Micronesia.. While explanatory notes have been included on the process used at the workshop and the objectives of information and communications strategy development, the findings of the workshop are presented as much as possible as they were at the workshop to avoid the authors misinterpreting the results.

e-FSM

"Sharing the ICT Experience Today, Reshaping a Better Tomorrow"

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Summary of Workshop Results

A workshop involving fifty-four stakeholders (government, private sector and community organizations from Pohnpei, Kosrae, Yap and Chuuk) was held in Palikir, Pohnpei, Federated States of Micronesia on November 26, 27 and 28, 2002.

The workshop was based on the strategic planning process "Future Search". The process has been used in a variety of circumstances, in the private sector, governments and non-government organizations in developed and developing countries. This methodology was chosen for e-Pacifika because of its' emphasis on collaborative action planning.

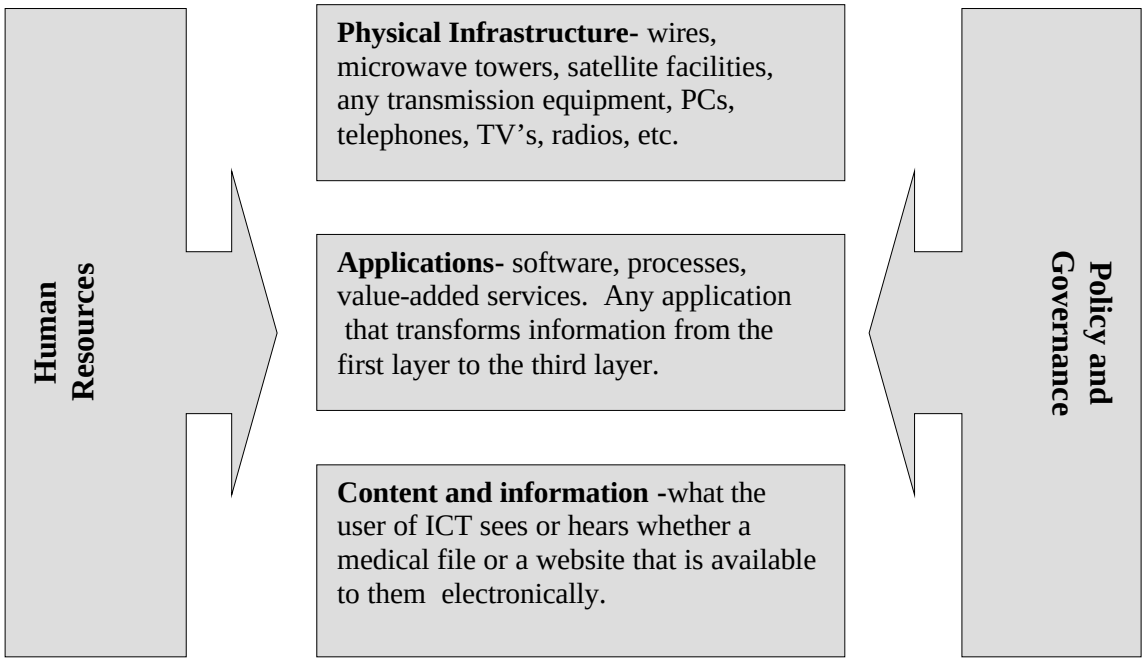
The common goals for the future that the group identified include:

- Effective, efficient and transparent governance.
- Appropriate allocation and development of financial and human resources.
- ICT public awareness.
- The development of a co-ordinated FSM ICT policy.
- Strengthening and improving health and education through ICT.
- Strengthening and improving commerce through ICT.
- FSM-wide access to quality ICT services.
- Affordable FSM ICT.
- Sustainable and appropriate infrastructure for transportation, power and communications to support ICT

The group viewed the first main step as the development of a National Committee in the short-term (January 2003) to achieve the development of a co-ordinated FSM ICT Policy. The President has already approved the development of a national policy so it can be started immediately (members still need to be finalized but the Chair has been chosen). The National Committee then would facilitate the establishment of task group. The membership would be at the Ministerial or equivalent level.

The people in the workshop now have a good understanding of the issues and options for ICT development and want to use this knowledge to help progress. Toward this end, working groups were established for each of the nine goals identified above. These groups will provide support, background information and analysis to the National Committee.

Information and Communications Technology Defined



This diagram is intended to facilitate discussion on the issue of information and communications technologies.

The Layers: Infrastructure, Applications and Content

The layers are intended to represent the different aspects of ICT. The bottom layer is infrastructure and includes all physical aspects of electronic/telecommunications networks intended to relay or communicate information to people. The middle layer consists of services or products that turn the electronic signal or data into useable information. The third layer is the actual content or information. It is content and information that drives the use of technology and it is the reason for using technology in the first place. None of the layers stand-alone, all are inter-related to each other.

The Side Bars: Human Resource Development, Policy and Governance

These are components of ICT development so critical that they must be acknowledged. There are other factors but typically they can be categorized into either of these two. For instance, money to finance ICT development is often a case of policy and human resource priorities in both the public and private sectors.

The Objective of ICT Strategies

Information and communications technology (ICT) strategies can achieve a number of specific objectives. Specifically:

- Strategies identify common goals and practical ways to achieve them. The underlying concept is very simple: the more people have the same goals and targets, the more likely it is that those goals and targets can be achieved.

- Often there are "pockets" of ICT activity but no real continuity. An ICT strategy can bring this continuity.

- An ICT strategy provides a framework for ensuring that as much as possible initiatives are target to a common goal (something to rally around).

- An ICT strategy can help sort out project priorities by identifying the common goals of most importance to the country.

- ICT strategies are also instrumental in building awareness among society.

- A national ICT strategy also tells outsiders, foreign investors and trading partners for instance, that the country has a common goal and a plan to achieve that goal.

The important characteristics of a successful national ICT strategy are:

- It is practical in that it can be implemented using identified and available resources and expertise. A comprehensive and detailed strategy serves no purpose if it cannot be implemented.

- A champion: someone who is vocal and has authority and respectability within the community

- Strategies need to be revisited and revised. Typically ICT strategies start out general but become more refined and focused over time. Some country examples of ICT strategies include:
  India, software, back office functions,
  Ireland, software services,
  Singapore, use IT to become the business centre of Asia,
  Canada, connectivity: "most connected country in the world",
  Japan, broadband connectivity,
  South Africa, using ICT as an enabler of social development
  A strategy should be a living document that can be adapted as circumstance change.

- A group of multiple stakeholders to oversee implementation and revisions to the strategy.

How the National ICT strategy fits with other strategies

The Pacific regional ICT strategy, Pacific Islands Information and Communication Technologies Policy and Strategic Plan (PIIPS) provides a framework for regional development. There are regional initiatives, particularly on the policy side, that aim to achieve the objectives outlined in that strategy. There are regional projects (University of the South Pacific, Fiji School of Medicine, possible telecentres) that also adhere to the principles and objectives outlined in the regional strategy.

It is likely that National ICT strategies will be more focused on individual country strengths. Some of the policies, principles and action items in the regional strategy will resonate more strongly with some countries than with others. In a sense, the National Strategies will be a further refinement of the regional strategy. In fact, one of the action items in the regional strategy is to develop national strategies.

Individual companies and government departments can again have specific ICT strategies that reflect their requirements. There is no conflict between these strategies rather they are drilling down into the individual requirements of organizations that are all part of the community/nation.

The Future Search Process used in e-Pacifika National Workshops

"Future Search" is a strategic planning methodology that has been developed over the past twenty years by a number of researchers from around the world. The process has been used in a variety of circumstances, in the private sector, governments and non-government organizations in developed and developing countries. This methodology was chosen for e-Pacifika because of its' emphasis on collaborative action planning. Workshops involving presentations and lectures are common in the Pacific region but often it is difficult to use these sessions to initiate activity without regular and ongoing follow-up and support. The scope of the e-Pacifika project does not allow for sustained support in each country so the workshops must both define the priority activities as well as get them started. Future Search is designed to do exactly that.

Future Search is a planning process that:

- Leads stakeholders to create and act upon a shared future vision for the nation,
- Enables all stakeholders to discover shared intentions and take responsibility for their own plans, and
- Helps people implement a shared vision that already exits.

It is not a substitute for rational planning procedures, rather it is an umbrella for building commitment. It is not a conflict resolution or problem solving event. It is a forum that allows people to work through the dynamic issues that stand in the way of implementing anything.

The workshop is an encounter with the whole - self, community and world. It sets up a situation that involves the whole person on many levels. It asks people to share the work, move around, make their wishes visible, and live with uncertainty. In a future search people experience a different version of "reality" than the one they are used to. They talk over issues they have not raised before with people they have never met. They dramatize ideal futures as if they have actually happened, thus anchoring them in first hand experience. They identify what they really

want. It is common for people to voluntarily commit to actions made possible only because of the other people in the room. These workshops lead to: participants taking personal responsibility; fast implementation of action plans, and; lasting relationships across key sectors of the community.

Workshop Participants

The process starts with the planning of the event and ensuring that the "whole system" is in the same room. This means any stakeholder, or potential stakeholder, of the issue is invited. Guidelines suggest that the group should be no larger than 64. Too small a group (less than 24) may have too much "group think" and not enough diversity. Any larger than 64 it becomes unwieldy for the process to work effectively. The basic premise is that everyone has some knowledge of the issue and can provide meaningful input. It is premised on the understanding that the current situation is not working and the people with the knowledge and the power to make changes are within the room.

Over 85 people from all sectors of society were invited to the workshop. Fifty-four people attended the workshop for its duration.

Official Opening

The Workshop was officially opened by the Secretary of the Department of Transportation, Communications and Infrastructure.

Workshop Session Results

Most of the effort in the workshop is done in small, self-managed groups, of no more than eight. The workshop strives to find "common ground". It does this by reviewing the past, the past that everyone shares. This past is reviewed from a personal, global, and national issue perspective. Once we have identified the past we acknowledge our common history and learn from past mistakes. Everyone is heard and all views are valid.

The FSM National History recorded below is copied directly off of the large sheets of paper on which participants were asked to write down their recollection of the history of information and communications technology in the FSM and from their stories. Some people recorded dates, others notable events or technologies.

Pre 1973 to 1983

- First PC-XT without hard drive.
- Radio station established. Single band radio. Heavy reliance on radio communication between islands.
- FSMTC radio then dispatch then fax.
- Limited use of communications domestically or internationally.
- Telegraph is available.
- Solar power is being used.
- Awakening period for FSM.

1984-95

- Change from off-air TV to cable providing access to live programming.
- Experimental period for FSM. Beginning of confusion.
- Peacesat in use.
- PC introduced.
- CNN was made available which increased the exposure of FSM to international events.
- First "compact" with the United States in effect.
- Electronic transfer of funds introduced.

Since 1995

- More sophisticated technology but costs of implementation increasing. Confusion growing.
- Electronic banking widely available
- Introduction of the cell phone.
- Video conferencing being used in education and health.
- On-line dating, shopping and a little gambling now available.
- Outer islands still rely on early technology.
- "Slow sailboat moving at the speed of light but without a course".

In discussion after the history review, participants commented that we should never forget the human element even though it is not reflected in the "historical events".

Present Trends and the "Mind Map"

Once the group reviewed the past we then look at the present. We mutually discover the trends that are now impacting the issue. In this case what trends are affecting the achievement of further ICT development in the FSM. This tends to be a messy "mind map" that the workshop then analyzes and attempts to make sense of what has been stated.

The trends identified on the "mind map" included the following (in no order of priority). The list is long because every comment was put on the "mind map". Participants were then given eight "dots" to stick on the trends that they feel were most important. This process led to the establishment of priority trends by votes. The top trends are in **bold.**

Trend	**Implications, impacts and or examples on e-FSM**
Power and job security	Control of information used a source of power.
Inappropriate distribution of resources	**Political influence in how ICT money is spent**
Limited access to information	Prioritization and processing information is required in today's decision-making. Good decisions require good data. Data gathering is necessary.
Access to technology is limited.	
Economy	**ICT can increase trade, business and tourism. The economy also impacts ICT usage.**
Over dependence on technology	
Health	**ICT can be used to improve health care.**
Sharing ICT knowledge	
Government fragmentation	Lack of coordination and communication in ICT projects. Impacted by the Federal system and geography.
Technical support	
Limited resources	**"cost-divide", purchase of computers, lack of local expertise, lack of job opportunities, brain drain because of better paying jobs elsewhere.**
Telecom provider	Access to stable and reliable power. Competition to reduce costs.
Awareness of the public of ICT.	Government coordination and government support for public usage needed.
Social impact	**Appropriate use of content and information particularly by youth. Potential for neglect of family.**
Legal framework not sufficient	Need appropriate policy framework and development of national standards.
Acceptance by public of ICT.	
Awareness of ICT by leaders	**Need to provide support for ICT plans and projects. Need support for budget allocations. Need good policies.**
Ownership of information	Security. Copyright.
Language impact	Cultural influences.
Collaboration potential to share resources	
Education	**Emphasis on ICT may impact on other areas of education (the "basics"). "Know-how divide". Need equitable access by all students.**
Entertainment	Access to more.

Analysis of the Mindmap

The stakeholder groups were asked to review the mindmap and make sense of the trends and implications then present their results back to the whole group.

Private Sector Group
Government support is needed to progress ICT.
Education is needed. Farmers, for example, would not have much knowledge of ICT. Teach people to teach others.
The economy is dependant on the first two issues.
Legal framework, copyright, Internet, etc. required to promote development.
Social impact: ICT is affecting our lifestyle and it must be recognized.
Technical support is needed to maintain equipment.

User Group One
The group reviewed the issues with the highest number of votes and prepared a diagram linking the following issues: effective utilization of ICT to education, leaders, economy, resources, health and social impact. All of these factors are interconnected to each other. Education is central to the issues identified. With a better economy everyone is educated.
Leaders and stakeholders are needed to balance social impact.
Output should be a better tomorrow.

Community Group
The group prepared a diagram illustrating the link between community and other issues. Education, economy and policy were the three main issues linked to community. Education includes on-line study Policy includes security issues. The economy includes obtaining necessary funding and empowerment of people.

User Group Two
The ICT applications that the group liked most were distance education including on-line courses, on-line library and teleconferencing. They prepared a diagram of the different types of ICT applications (education, health, library and the infrastructure needed to support these applications).

Health and Education Group
ICT has been around a long time but has been fragmented. At the federal government level, policy is the main responsibility so the government should put in place transparent and appropriate policy. State government would be responsible for improving infrastructure, education and training. State level is also responsible for health care and communication between hospitals and health care workers for health services is lacking. At the local government level the responsibility is for public awareness and appropriate technology for outer islands.

Policy Group Two
Accessibility and education needed to address accessibility and the social and economic impacts that also affect that accessibility. One of the major policy statements that needs to be addressed is an equal level of information access to all communities within FSM. In the education system ICT is used primarily at the high school level but it needs to be extended to lower levels. Again all levels of education in every community should have access to information. A policy statement is needed to reinforce this objective as well. These accessibility issues will impact society and economy. Appropriate use of technology is critical and is also a policy area that needs to be addressed. Low-tech may be most appropriate in some cases. Need to address the fragmentation issues to maximize resource allocations.

Infrastructure Group One
The group prepared a diagram showing the linkages between the major issues. The four main issues are education, administration, private sector and economy. Policy is important to each of these areas. Each government section has their own way of looking at these policy areas. A common ICT policy will address this issue. Efficiency and effectiveness will help maximize resources. Need efficient policies and procedures.

Infrastructure Group Two
The group prepared a diagram linking ICT development with administration (Government), education (students), the economy and the private sector. There are policy elements of each of these four sectors. Need legal framework first to promote development. Need policies and laws. Networking needed in government to coordinate policies and activities. Need special rate for government because government is working for the people.

Two factors were referenced in almost every presentation: the importance of policy and the need to ensure that the technology utilized is appropriate.

Satisfactions and Regrets

To come to terms with events of the past to go on to the future, the participants are asked to review “satisfactions”, things or events of which they are proud and “regrets”, things or events of which they are sorry.

Some of the “satisfactions” include: no policy for ICT development but the President has created a committee; present technology; no hackers; there are multiple accesses to information; e-banking; ATMs; telecom infrastructure; having an ICT workshop; rate of development of ICT in FSM is good; young people are enthusiastic in adopting ICT; use of ICT in education; timely introduction of internet, and; children have access to technology.

Some of the “regrets” include: no policies; limited access to technology due to cost; monopoly that may keep costs high; not equal access in all communities; limited resources; ICT literacy is low; cultural resistance to new technology; socio-economic disparities; lack of agreement on what infrastructure should be put into place; under- developed human resources, and; waiting lists for service.

Again, all of the groups highlighted similar issues and there was a great deal of commonality in both satisfaction and regrets.

Future Scenarios

With a foundation of where we have come from and where we are now, we then dream and define where we want to go. The various groups create a future scenario that they consider is feasible, desirable, and motivating.

A summary of the presentations by the groups follows.

Group 1: Improved standard in education to use ICT. Need a standard level of service and quality. In health, training and education is needed. Distance education can provide this but bandwidth improvements are required. Health services can also be provided at a distance and from developed countries. Sound ICT policy is in place. There needs to be higher levels of acceptability of ICT among employees of government and in the community and the development of policy. The goal should be to improve the quality of life. The cost of ICT is the major barrier.

Group 2: Universal connectivity is now available to all of FSM. Cell phones, radio and internet is available everywhere. E-commerce allows shopping and business transactions quickly. It is a peaceful community. Surveillance using ICT is used on the streets so people don't commit crimes.

Human resources are lacking in FSM. Investments should be made in individuals in necessary training. They should then train others. Infrastructure also needs to be improved. Again, educated people can understand the need and get necessary infrastructure installed.

Policy Group One: ICT for all is the goal. Distance education, health care, basic communications is all available. Outer islands are developing small industry and small business. Shipping and transportation between islands is improved and fully utilizes ICT.

Businessman, Mr. Bin Laden, has been living in the States but has decided to return to his home island in FSM. He has set up a business doing what he was doing in the US. His salary is lower but so is the cost of living. He has access to health care on-line. His children have access to distance education courses. He shops on-line and delivery is fast. E-banking allows him to maintain his accounting.

Group 3: All students have access to ICT. The cost of technology has come down. Technology can be upgraded without impediments in cost. There is e-health, e-learning, e-banking, etc. All of the necessary policies are in place and the government is progressive in responding to policy issues. Infrastructure is in place including on outer islands. Alternative energy sources are being used now. Every student has the opportunity to participate in classes with students from elsewhere in FSM and around the world.

To get there the major impediment was the difficulty in "selling" the ICT vision to leaders and the public because of lack of resources, insufficient information and lack of education. Leaders need to be exposed to ICT. People need to see success stories in FSM to believe in going forward.

Group 4: TV Special.
Establish automated systems at the hospitals that allow doctors to diagnose and treat medical problems. ICT is used in all aspects of medical care to improve the quality of care.

Group 5: The group developed an "ICT Timeline". ICT is installed and is accessible to everyone in FSM. Policies have been established and fully implemented. Sufficient technical support exists. Infrastructure including transportation allows service to outer islands. The private sector is larger and stronger. There is full transparency in government.

Barriers to progress include funding, education and commitment of leaders and the lack of human resources.

Health and Education Group: ICT has increased employment. There is competition in telecommunications and communications in all of the islands. Access to technology is no longer an issue. Education courses are available at home. Power sources now include alternative energy sources. Transportation has been improved. Health services are provided using ICT. Technicians are now available to maintain equipment. Home security and protecting marine-life are accomplished using ICT.

Need to establish policy and improve infrastructure. Training and awareness are needed to help people utilize technology appropriately.

Group 3: Better communication with states and other organizations. Every school has ICT. Computer literacy is 80%. Everyone has access to on-line education. There is competition in telecommunications. Fibre optics has been installed providing cheaper, better quality services. Telehealth is offered and ICT is used for additional training for medical personnel.

Lack of funding, geographical isolation, lack of technical experts and costs of technology have all been addressed.

Common Ground

After considering the past, present, and future, the workshop then proceeds to find the "common ground". This is where everyone at the workshop finds agreement on basic concepts and identifies projects to achieve and/or support them. The "common ground" should be principles and values that: relate to ICT development, and: can stand the "test of time" (they will be understood tomorrow or next year).

Some goals cannot be agreed in terms of scope or wording. It is not that people do not agree with the underlying goal. Not-agreed goals included: compromising cultural values and inappropriate technology and infrastructure; ICT policy will be supplemented by a legal framework. Such

policy should incorporate the preservation and strengthening of language and culture and sustainable environment.

The common goals and values that were agreed include:

- Effective, efficient and transparent governance.
- Appropriate allocation and development of financial and human resources.
- ICT public awareness.
- The development of a co-ordinated FSM ICT policy.
- Strengthening and improving health and education through ICT.
- Strengthening and improving commerce through ICT.
- FSM-wide access to quality ICT services.
- Affordable FSM ICT.
- Sustainable and appropriate infrastructure for transportation, power and communications to support ICT.

The common goals for the future that the group identified include:

This common ground can serve as a "filter" for future ICT projects. That is, if a project is being considered it should promote one or more of these goals.

Action Plan Ideas

All of the groups supported the development of a National Committee in the short-term (January 2003) to achieve the Development of a co-ordinated FSM ICT Policy. The President has already approved the development of a national policy so it can be started immediately (members still need to be finalized but the Chair has been chosen). The National Committee then would facilitate the establishment of task group. The membership would be at the Ministerial or equivalent level.

One group suggested that a country profile needs to be created (inventory of legislation, service providers, major users). This would provide input into the national policy. Another group suggested that an assessment be developed by February 2003.

Several groups mentioned that public awareness can begin immediately.

The people in the workshop now have a good understanding of the issues and options for ICT development and want to use this knowledge to help progress.

There was a concern raised that the national committee members be representative of the various sectors.

Jolden indicated that any draft policy would be subject to consultation with the states and various sectors. The national policy draft could be ready in six months for discussion.

Suggestion was made to establish task groups out of this workshop to provide background information to the task force. There would be one group for each of the agreed "common ground".

Outcomes: Selected Tasks/Projects
The following working groups are established to provide support for the National Committee,

Effective, efficient and transparent governance.
Bermin Weilbacher, Blair Charley, Joe Kasian, Henry Skilling, Alister Tolenoa

Appropriate allocation and development of financial and human resources.
Aaron Sigrah, Robert Fathlamanbay, Mackenzie Reynold, Jimmy Hicks, Philip Raffilpiy, Jeff Benjamin, Blair Charley, Livinson Taulung, Sepehr Sohran, Rahman Tajmilur, William Ladore, Frank Hadley

ICT public awareness.
Bermin Weilbacher, Winciner David, Ned Makaichy, Blair Charley, Philip Raffilpiy, Dorothy Chieg, Tolenne Langu, Kimeno Kimiuo, Perez Graham, Esmond Moses, Simao Nanpei

The development of a co-ordinated FSM ICT policy.
Ricky F Cantero, Joe Kasian, Ned Makaichy, Aaorn Sigrah, Jeff Benjamin, Jimmy Hicks, Joe Habuchmai, Dorothy G. Chieq, Blair Charley, Kimeuo Kimiuo, Rahman Tajmilur, Esmond Moses, Vincent Tafleimal, Henry Skilling

Strengthening and improving health and education through ICT.
Kino Ruben, Wincent David, Blair Charley, Aaron Sigrah, Livinson Taulunlo, Ned Madeaidy, Joe Kasain, Marlene Gallen, Jimmy Hicks, Joe Habuchmai, Jeff Benjamin, Seper Sohras, Toleany Langa, Chris Ithelmal, Vincent Taefleimal, Esmond Moses, J. Hedson, Carter J. Aspaisam, Gordon Segal, Maxson Mallarme, Dorothy Q. Chieg, Maragaret Beengin, Henry Skilling

Strengthening and improving commerce through ICT.
Sarah M. Bayluy, Roger S. Mori, Vida Ricafrente, Aaron Sigrah, Chris Ithemal, Blair Charley, William Ladore, Semiai Mongkeya, Henry Skilling, Margaret Beengin

FSM-wide access to quality ICT services.
Robert Fathlamanbay, Chris Ithelmal, Maxson Mallarme, Margaret Beengin, Mathew Chigiyal

Affordable FSM ICT.
Robert Fathaltamanbay, Blair Charley, Livinson Taulung, Aaron Sigrah, Joe Habuchmai, Jimmy Hicks, Tolenna Langy, Chris Ithemal, Esmond Moses, J. Hedson, Henry Skilling.

Sustainable and appropriate infrastructure for transportation, power and communications to support ICT.

Sepher Sohrab, Melson Darra, Frank Hadley, Aaron Sigrah, Rahman Tajmilur, Joe Habuchmai, Robert Fathaltamanbay, Chris Ithelmal, Aurio Saimon, Jolden Johnnyboy, Vida Ricafrente, Kino Ruben, Henry Skilling

Closing Remarks

Mr. Simao Nanpei thanked all of the participants for working hard and speaking freely during the workshop. He commented that there was creativity and humour but more importantly there were great ideas presented and discussed. He noted that these ideas were their ideas not those of foreign experts. He reiterated that the challenge now is to begin actions that can realize the visions of the group and reminded the participants that they have made a commitment to themselves and to each other. He expressed the groups thanks to the facilitators.

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Terms of Reference Micro- Projects
e-Pacifika: Facilitating National ICT Strategies for Development

Objective
The micro-projects financed under e-Pacifika are intended to build upon the action items identified in the e-Pacifika National Workshop. The National Committee/Council is requested to seek micro-project proposals that will have a long-term positive impact on ICT development in the country. ICT development can involve increased awareness or usage of appropriate technology, policy formulation and implementation.

Description and Criteria
The criteria listed below are provided to assist in the preparation and evaluation of proposals.

Due to budget limitations e-Pacifika, and to ensure that all countries benefit, can only allocate a maximum of USD$7,000 in each country. This allocation per country could be dispersed to one project or several. The funding is not earmarked for each country and will only be disbursed for approved proposals. These funds should constitute only a portion of the total micro-project budget. Specifically, it is expected that other contributions, either as cash or in-kind form at least 40% of the total project budget. Proposals, which can provide higher levels of other funding, will be viewed favourably.

Where possible and practical the National ICT Committee/Council will be asked to vet the proposals and make recommendations before the proposal is submitted to
e-Pacifika.

In-kind contributions include: time devoted to the project by persons who are not compensated in any other way for their work on the project and/or donated space, services or supplies directly related to the implementation of the project.

Only non-government or not-for-profit organizations are eligible to receive funding under this program.

Project proposals are evaluated on a first-come first-served basis.

Sustainability – the initiative started will have a long-term positive impact for ICT development in the country. Applicants are requested to provide a few paragraphs outlining how the proposed project will benefit the community and help promote ICT development.

Impact – there is an identifiable impact towards furthering the action plan identified in the National e-Pacifika Workshops. Preference will be given for projects that impact the community at large rather than particular interests. Social impacts will be deemed more valuable than the acquisition of hardware and as such this funding may not be used for hardware purchases.

Duration- the portion of proposed project financed under e-Pacifika is expected to be of short duration (not exceeding six months) and initiated immediately upon approval by UNDP/UNOPS.

Partnership – proposals involving multiple partners (private sector, NGOs, Government or other civil society) are highly encouraged and will be given preference. Proposals that involve cooperation between organizations within three or more of the countries participating in e-Pacifika are also encouraged.

Capacity building – proposals that will further develop human resources needed to promote ICT are also encouraged.

Reporting
Recipients of funding will be required to provide a status report of funded activities within three months of receipt of funding.

Evaluation Table
A committee formed and chaired by the Regional Coordinator of e-Pacifika will evaluate the proposals based on the criteria and scores listed in the table below. The Committee shall be comprised of:

Mr. Murray Doehler, Senior Consultant e-Pacifika
Mr. Taholo Kami, Senior Consultant e-Pacifika
Dr. Robert Guild, Pacific Islands Forum Secretariat
Ms. Miwako Takase, First Secretary, Embassy of Japan
Ms. Katherine Peart, Regional Coordinator e-Pacifika, UNDP/UNOPS.
Mr. Edo Stork, Thematic Analyst ICT for Development, UNDP Fiji Multi Country Office
Mr. Jeff Liew, Regional Coordinator, Sustainable Livelihoods Programme, UNDP/UNOPS

Criteria	**Point**	**Score**
Cost-Sharing	Yes or No. If no, the proposal is rejected. If yes, if the funding is between 40-65% thirty points (30), 66%-95% fifty points (50).	
Duration	If more than six months, rejected.	
Sustainability	Maximum 50 points	
Impact	Maximum 50 points	
Partnership	Maximum 40 points	
Capacity Building	Maximum 25 points	
Accurate and reasonable budget	Maximum 50 points	
Proposal completeness (risks assessed, practical, implement able, workplan included, human resources identified)	Maximum 40 points	
Total Points	**Maximum 305,** **Minimum required 220**	