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e-Pacifika
Facilitating National
Information &
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Development Strategies

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e-Palau

"Widening the Gate"

December 4, 5 and 6

National Workshop Report

This report documents the discussions and outcomes of the workshop held at the Happy Landing II, Koror, Palau. 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.

Special thanks to Hayes Moses, the unofficial workshop photographer.

DRAFT December 8, 2002

e-Palau

"Widening the Gate"

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Summary of Workshop Results

A workshop involving forty six stakeholders (government, private sector and community organizations) was held at Happy Landing II, Koror Palau on December 4, 5 and 6.

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.

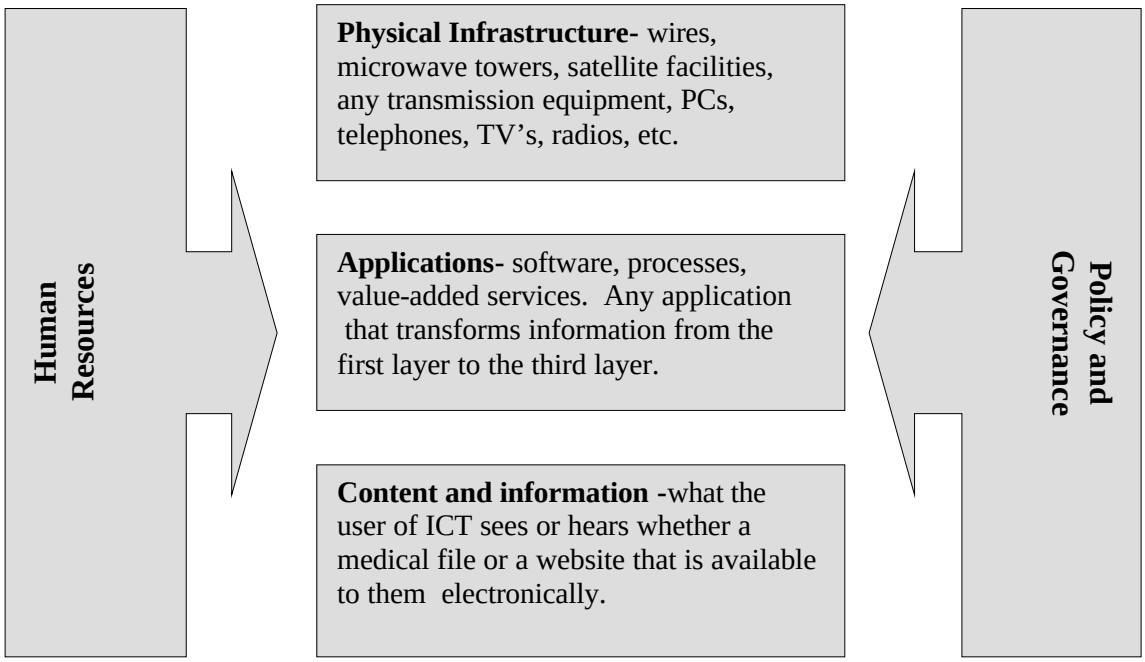
The common goals for the future that the group identified include:

- Quality of life as defined by improved lifestyle in society through health and education and a healthy environment.
- Universal accessibility
- Increased capabilities and efficacy of which mobility/ telecommuting any where, any time and all "e's" e-commerce, e-government, interactive media are some examples.
- Unified ICT vision/policy is supported by political will, commitment and consensus.
- Security, privacy and confidentiality of information.
- Human resource development through ICT.
- Human resource development about ICT.
- Public awareness of ICT.
- Public awareness through ICT.
- Balance technology and culture.
- Use ICT to improve the economy (i.e. industry, jobs and growth) to help achieve self-sufficiency.

There was considerable discussion about being more specific about the role of ICT in culture but the group could not agree on actual wording. This issue needs to be discussed further and more clearly defined as the national strategy is further developed.

Next steps: CITA agreed to draft the strategy and action plan within the next few weeks using the priorities, goals and action items identified during the workshop. Once a draft is available, all participants will be contacted to provide input. Task groups will be established to work with CITA as appropriate.

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.

Sixty-six people from all sectors of society were invited to the workshop. Forty-six people attended the workshop for its duration.

Official Opening

Mr. Billy Kuartei of the CITA group (and Chief of Staff, Office of the President) acted as Master of Ceremonies for the opening and reminded participants of the commitment of the President and the government to ICT development. The Chairman of Communications Information Technology Action (CITA) group (who is also the Minister of Commerce and Trade), Mr. O. Besebes welcomed the participants and explained:

> The objective of the e-Pacifika project is to facilitate the creation of national ICT strategies. These strategies will provide a framework and a context to further advance the use of ICT in achieving a country's social and economic development goals.
>
> Developing strategies takes serious thought and open dialogue among people with different perspectives. This workshop has purposely brought together people with diverse interests in order to ensure that a broad and more complete view of ICT is stated and represented. Many of you have not met each other before but over the next two days you will be helping to chart a realistic plan for ICT development in Palau. Each of you has your own understanding of ICT and in this workshop it is not important how much you know about ICT. What is important is being able to help others understand your experience with ICT and your thoughts on how ICT might influence you, and the Republic of Palau, in the future. It will take the efforts of many, including all of you, to put into effect the plans you devise in the next few days.
>
> This is a working workshop. You are asked to forget your job titles but relate your professional and personal interests and experiences. Most importantly you must remember that this is only one step in the process of discussion and action. ICT strategies need to be revised as progress is made and circumstances change.

> We are honoured that the Japanese Government has provided the funding for the e-Pacifika project that is hosting this workshop.

The Workshop was officially opened by the Special Assistant to the Charge d'Affaires of the Embassy of Japan, Mr. Kazuyoshi Ogawa. Mr. Ogawa explained the origins of the Government of Japan's assistance in saying:

> In April 2000, leaders of the Pacific Islands Forum member countries and Japan met for the Second Japan-South Pacific Forum Summit Meeting at Miyazaki in Japan. A result of this meeting was a document called the Miyazaki Initiative, which outlines the future direction of development cooperation between Japan and the Pacific Islands Forum member countries. One of the major components of the Miyazaki Initiative is the development of information and communication technologies in the Pacific Region. Since this meeting, Japan has increasingly mobilised its Official Development Assistance programme mechanisms to help achieve the goals of the Miyazaki Initiative.

He also expressed his confidence that the people of Palau were well positioned to use ICT for development because of the enthusiasm and team work that is so evident here.

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 Palau 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 Palau and from their stories. Some people recorded dates, others notable events or technologies.

Pre 1972 to 1981

- Manual typewriters to IBM PCs (Selection I, II and III, Wheelwriter and Apple IIc)
- Radio-phone communications. Ham radios and teletype were the only communications widely available.
- AM radio only (no FM)
- First telephones, less than 1,00 lines
- "SSB" HF Facsimile (fax, drum cylinder)
- Ditto machine (drum, fluid)
- TV introduced in Palau in 1978 with eight hours of programming per day
- No voice communications to Hawaii, mail through the post office or through travelling relatives was the main form of communications overseas. Mail service took several weeks.
- In emergencies, telegrams were used

1982-90

- Computerization of government, business, finance and accounting
- PNCC – more phone lines, phones to outlying states, fax service
- Some use of networking programs
- Computers installed in schools
- Now have FM in addition to AM radio
- TV (CNN, ESPN), magazines, newspapers, radios and short-wave radios brought more news of the outside world to Palau
- Telephone numbers changed from 3 digits to 7 digits
- Reception for long distance phone calls still not good
- Computers and scanners in use in the retail sector
- Colour copies, mass production
- On-line reservation system established (Airmike Link)
- On-line weather bureau to Hawaii
- Participation in global events is easier- fibre optics connecting all states in Palau making it possible to call anywhere
- Switch from telex to fax
- Village teachers using mimeo-graph machines

1991-Present

- Palau is growing fast in all aspects (roads, air travel, ICT)
- 1-800 services available
- Internet access created (US government offices stop sending faxes)
- Can call anywhere from government office phones (pay dearly, of course)
- Cell phones
- Computers installed in the schools
- Digital earth station provides a clear reliable link to the world
- On-line banking
- "Information highway" is the focus
- Expanded ICTV coverage to 80% of Palau
- Booming of computer vendors
- First websites created but often maintained by overseas firms
- 1997 Palunet established
- Health information systems
- Annoying echo in overseas calls removed; overseas calls price lowered to $1.50
- Internet Services price reduction allows for more local users (2000ish)
- Internet cafes
- Computers becoming a very useful part of business operations. PCs becoming more of a necessity than a luxury (but power reliability still an issue)
- Globalization

In discussion after the history review, comments were made about the diversity of people in Palau and those in the workshop in terms of background and experience. Technology is changing rapidly and it is important that the people of Palau use the technology for their benefit.

ICT has become a basic requirement of our community to the extent that it is being taken for granted.

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 Republic of Palau. 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-Palau**
Increasing business applications	Banking on-line, e-commerce, e-government
Confidentiality	Privacy
Appropriate content	
International regulations	Copyright (WTO, WIPO), revenue implications (FCC)
High capacity international connection	**ICT industry employment**
Waste/disposal of equipment	Renewing ands maintaining equipment
High costs	**International telephone and internet, slow and limited access, unreliable internet**
Changing economy	Changing business and government environment
Low cost	Local voice and internet, good fibre network
Aggregation of services	Cable, phone and internet all provided by PNCC, content control, economic usage of shared network
Training	**Lower usage without training, public awareness, some people will be indifferent to ICT, lack of expertise in opposing views**
Use of ICT in education	
Increased number of users	More training required, more equipment required, lower cost, less "catch-up"
Small market for ICT	**Limited or lack of competition, improved access, reduced cost, privatization of PNCC, lower cost ™ increased demand**
Increased need for hard-drive storage	Accessibility of data and archiving
Impact on lifestyle	Obesity, need for ICT wants, government productivity decreases - blame computers, need acceptable use and other usage policies, brain development for ICT, increased dependence on ICT
Lack of vision	**Need for a unified/coordinated vision, no plans to create a better life for the people of Palau**

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.

Policy Stakeholder Group
Access is the main issue they identified. Access including Koror and throughout Palau. The cost is too high and training is needed. Palau has 90% access now because the majority of the population lives in Koror. Fibre optics is extended throughout most of the outer areas. To have access, cost and training must be dealt with. On costs, the government and PNCC are working with National Exchange Carrier Association (NECA) in the US to become recipients of subsidies. There have been discussions of a fibre cable to Guam. This would help with cost and access. Discussions are also taking place with foreign toll carriers to reduce costs. There are outstanding requests for technical help from donors to increase capacity for maintenance. Access in schools, community colleges (including computer classes) and PNCC has an outstanding grant application for community centres in a few unserved villages.

General Business Group
Four trends are most important: unified vision is the central issue and the priority for the Republic; training; high cost, and: increased business applications. In the training area there is an alliance that has been created to improve training and courses that others can participate. On high cost they are looking at shared DSL access within buildings to allow 24 hour access. Increased business applications include on-line banking, word processing, on-line information.

Infrastructure Group
Bandwidth is the major issue. The user base is the driving force: what are the needs of the people. Government support is needed and there is some support now but more will be needed in future. Domestic infrastructure can provide the opportunity to showcase what could be done with an international link. Additional applications in health, business and electric utilities need to be implemented. Alternative carrier is an option to help bring down cost. The satellite cost $15,000/month to maintain. This provides the international link. This is believed to be a reasonable price. The fibre proposed for Palau to Guam would be about $50 million plus maintenance, insurance, etc. Government support would be needed for this because of the high cost. If we go ahead with the fibre optics who are we building it for: national use, an international interest (like Intel)? This needs to be understood before going ahead with this level of investment.

Community Volunteers Group
Environmental, education . Focused on where volunteers come into the picture. We are lucky in Palau because of state-of-the-art fibre optics. The gap between computer literate and illiterate is very high especially in volunteer agencies. Media can provide inaccurate information. Different languages can be a deterrent. Creating competition can be good for decreasing costs. Effective communication in business dealings can increase efficiency. More products can be good or bad: more choice, more awareness. Cheap labour causes brain drain: people from Palau leave and bring in people from other countries. Quality, quantity control can be effected through ICT. A

lot of exposure to the community can be good or bad. There are plenty of opportunities for getting the message out. Want access to research into modern technology. Disposal of technology is an issue. Need to improve education, enforcement, control and follow-up. Policy should be developed. Act globally and think globally. Need to assess needs.

Tourism Group
Sustainability in several forms is the main issue. Sustainability promoted by ICT for the tourism industry. Reliable information, reliable services, low costs, training, meeting customer education, state-of-the-art hardware and software are what is needed to support tourism in Palau. Need training to make the industry use ICT effectively. ICT has already helped the growth of businesses: in marketing, sales, bookings, human development and increasing productivity and efficiency. Now exploring all of the possibilities related to using ICT to further increase tourism. Tourism can in turn help sustain the lifestyle in Palau: creating business opportunities, jobs, increased training.

Users Group
Small market is the main concerns. These are associated with training and costs. There are limited resources for on the job training. Cost is high personally if you try to get training while working. Increasing training would increase the number of users. Vendors' prices tend to be high. Increase the market could decrease the cost.

Community Group
A major portion of the community doesn't understand ICT because the costs are high. At the national level there are some things happen. At the local level is trying to use the technology to offset the high cost. Connectivity, redundancy needs to be improved so that service is available. Availability of service could be improved by renegotiating pay back of national loans. Identifying needs and assessing affordability then determining if it can be sustained is the process that should be followed.

Users of Infrastructure Group
Training is an issue that needs to be addressed: train people to use software. Storage and use of data for later use needs to be addresses. Technology is changing rapidly and replacement of equipment is a concern: what is done with the old computers. Accessibility and cost of ICT. Security of the system is a concern. Infrastructure needs to be reliable (power outages cause down-time). The cost of infrastructure and maintenance are an issue. Lifestyle changes where people spend more time in front of computers and telephones results in less physical activity and poorer health. Productivity is increased and less people can do the same job. We need to get our people trained and using ICT. We need to get our children to study ICT more. We need to identify alternative energy sources to provide a back-up for power. Policy-makers need to identify the types of information that needs to be secured.

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: Executive Order 193 to create CITA; approach to NECA for subsidies; ICT is a priority for donors; local rates; availability of ICT; government moving toward e-government; PNCC upgrading facilities; freedom of society; fibre optics; connections and action links; technology availability; efficiency and effectiveness promoted by ICT; being here now; infrastructure locally has developed very quickly; internet and e-mail; hardware in place; potential international link; awareness of the importance of ICT; participate with a group of committed people to develop a national strategy; great ideas have been presented in the workshop; Palau is open, allows criticism; availability of state-of-the-art technology; community organizations are more involved in ICT development; more choices in communications mediums;

Some of the "regrets" **(or "could be better")** include: EO included too ambitious dates; US Federal Communications Commission has stated that Palau must approach the whole Commission not just the Chairman; international rates; changes in lifestyle from too rapid introduction; e-government is more talk than action; government could provide more support for facilities upgrade; control of content; educators are behind in using ICT; high cost; lack of national plan; impact on culture; technology not used to full capacity; as a community always trying to be better than other countries who have larger population bases and economies; keeping up with demand of new applications; lack of technical support; no comparison for PNCC; cost of international link; is this going to be another plan that will sit on a shelf; can we meet the costs of upgrading/updating; not everyone can access ICT (whether by illiteracy or cost); impact on lifestyle (life is not simple anymore); often criticize but don't plan to change; awareness of ICT issues like rates; PNCC low priority; increasing dependence on ICT; no pornography laws; lack of "personal touch" of ICT; not knowing where we are going in ICT development; no policy for networking data for the public sector; acceptance of ICT in the community may be limited, and; limited budgets for local area networking.

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
The barrier to development is the balancing act of culture and technology. In 2020 Palau is self-sufficient, community focused, culturally intact. Key accomplishments: national ICT plan adopted and fully funded. The plan is continually updated to maintain relevancy. Continue to live in a rural setting but will do some telecommuting. We will have real-time information and

entertainment and interactive media to participate in community events. Self-sufficiency relates to environmental protections yet economic activity. Technology (ICT and other technologies) itself becomes an industry. Community-based education is available. Remaining culturally intact would entail archiving our history and providing local content in media. Community activities will be shown in real-time. Alternative energy sources are available and the country is less reliant on imports resulting in lower living costs.

Group #2
Yap wants to become a state of Palau. Four Palauans are discussing these with a Yapese. Education is available to the home so that if you are sick you can still participate in the class. In health care, there are specialists in one hospital but they can provide health care at a distance. Palau is one of the safest places on the planet. The government has been revamped and you need a college degree to be an elected representative. All of this was made possible by the ICT planning. There are now two ports. Palau has maintained its beauty. Forward thinking leaders ensured that the environment was a priority to maintain tourism. Cruise ships visit regularly. Transportation to Palau from overseas has increased. Leisure and lifestyle are good. Marine protected areas designated years ago have resulted in a clean environment. All land rights/ownership in Palau has been settled.

Group #3
Typical workplace in 2020. You work where you are: your work comes to you. Health care can be offered remotely. Business transactions take place electronically. The post office is no longer needed. By 2006, have reliable power plant with excess power generation. By 2012, all policies have been implemented. Quality of life is very high. By 2018, everything is wireless, voice activated and archived for future generations. The environment is clean. There is a need to stay on top of the changing technology. Culturally, the Palauans are still very strong. The future has been achieved by working together and believing that it can be done.

Group #4 “You’ve come a long way, baby”
The group created a special program looking back at the lives of the first ICT planning group. These people are holographic images they are not really here. One of the members is attending a function where all of the teachers are being re-certified using distance education. Another member indicates that he runs a company that maintains and stores holographic images while he runs the business from the beach. ICT in 2002 controlled him but now he controls ICT. His refrigerator maintains inventory. His watch is a phone with video images. His watch is hooked up to his doctor to monitor his heart and blood pressure. A third member in Honolulu is fully retired. Now air travel is much faster and easier. The fourth member describes how everything is digital, all areas of Palau have connectivity. Because of ICT no one is sick and everyone is educated. Accomplishments include: national ICT plan implemented; membership in NECA; international link is fibre optics; ICT costs are reduced; e-government is a reality; e-commerce the norm; ICT technology is common place in households. The major barrier has been cost but everything has been possible by a clear vision and collaboration.

Group #5
The group created a diagram that was new art work in Palau delivered by computer. Everyone is working together. Palau is clean and green and full of natural resources. Fibre optics connects

all of the country. Communication is possible anywhere. ICT has made it possible for the leaders to meet at a distance and can converse in their own language. There are more NGOs who are active and dialogue with government on issues. The school principals meet at a distance. We are able to maintain food supply. We are still speaking Palauan and protecting the language, culture and sports. Palauans ride the wave instead of being swamped by it.

Group #6
Computer in every household (75% at least) doing at least 50% of transactions using computer. The country is green and clean. There is competition in services. It is a cashless society. Education is available to anyone. Accomplishments include: completing the national plan with support of donors; continuing with strategy and policy. Barriers include: public awareness, small population and lack of resources. Palau has access to distance education with other nations. "Do business, do work, anywhere, anytime." Less people living in Koror because they can live where they want. People have more time for home and family. "Using technology to improve the quality of life in Palau".

Group #7
A day in the life…December 5, 2020, 29 years old Lucy wakes up to coffee brewed because the computer was programmed to start it, able to work from home, order groceries from home, pays bills on line, on-line payments to service providers is available, on-line specialist are available for health care. Accomplishments include: the development of a national plan and implementation; donor assistance for fibre optic international links; established data bases and better sharing of information. The barriers include: lack of political consensus; community and stakeholders need to be more committed than before.

Group #8
The group developed a December 5, 2020 news program. The Minister of Education has come to talk on ICT. The schools now all have computers. He has a video-phone and makes an order for computers on-line. He is able to get budget authorization on-line. Signature was by fingerprint. The supplier similarly was able to conclude the transaction on line. The keyboards include Palauan characters. Accomplishments include: implementing the national strategy; improved service providers; e-government, e-banking, e-business are all in use; fibre optic international link is installed; security issues have been resolved. Barriers include: funding but government and private sector was able to find the funds; traditions slow progress; the public has been educated computer literacy is 100% in usage but not to the detriment of studies in basics such as reading and writing.

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 but cannot agree on wording or actual meaning. Everyone in the room has to agree with the goal or it becomes "not agreed". Not-agreed goals included: "affordable access, anywhere, anytime; customers are king and queen" because it was too broad; "increased accessibility to sustainable service providers" because the meaning was unclear and accessibility was covered in another value.

"Use ICT to preserve and enhance culture" or "use ICT to preserve, promote and enhance Palau's ethnic cultures". There was considerable discussion of the culture issue but no agreement on the actual wording. The concern was related to whose/what culture was being referred to given the diversity of the people of Palau. The nature of culture as evolving was also raised. Several participants felt quite strongly that this issue not be "lost". However, there is not sufficient time in this workshop to fully discuss and resolve this subject. This is clearly an issue that needs to be discussed and further defined in future.

The common goals and values that were agreed include:

- Quality of life as defined by improved lifestyle in society through health and education and a healthy environment.
- Universal accessibility
- Increased capabilities and efficacy of which mobility/ telecommuting any where, any time and all "e's" e-commerce, e-government, interactive media are some examples.
- Unified ICT vision/policy is supported by political will, commitment and consensus.
- Security, privacy and confidentiality of information.
- Human resource development through ICT.
- Human resource development about ICT.
- Public awareness of ICT.
- Public awareness through ICT.
- Balance technology and culture.
- Use ICT to improve the economy (i.e. industry, jobs and growth) to help achieve self-sufficiency.

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.

Projects and Big Ideas

At the same time that the group develops common ground they are asked to identify "big projects and ideas". These included: alternative power systems and back-up; a national ICT plan that is developed then financed by foreign aid resulting in projects and goals achieved; cost reduction; international bandwidth; interactive classroom; donor countries, assistance, private sector and local government; empower CITAG- partnership of all stakeholders and media; GYP fibre optic submarine cable; partnership of all stakeholders, i.e. development of programs, tele-medicine, tele-education, e-commerce- rally by constituents; Palau-wide core network, fibre wide area network.

Action Plan Ideas

Stakeholder groups were asked to choose the goals most relevant to them and identify short term and long term action items. These included:

Short term:

- The plan to be presented to Congress has to be "sexy" and it has to "jive" (hold together). ICT has to be accessible, affordable and sustainable. Get approval of the unified ICT strategy by the time of the PALM Summit in May 2003. Objectives: Firstly, all in the group needs to understand and comment on the strategy/policy. That is all become "champions". Secondly, need to lobby for approval. Thirdly, once it is accepted then we need to come back as a group and figure out the next step.

- Unified policy and plan. By Dec 15 have a draft strategy. By Dec 15 decide on which groups participants want to be involved. Six groups are envisioned (based on the goals agreed): education, health, human resources, security, e-commerce and e-government. Actions plans would be developed. Plans would be presented to CITA. CITA will take them to the President. OEK give approval by April 2003. Implementation would begin in June 2003. Projects are developed through action plans. Monitoring action plans is required in the short-term and long-term.

- Using ICT to improve the economy. ICT public awareness in tourism is the first objective to be started by first quarter 2003 (CITA and PNCC). Secondly, develop tourism industry service standards. Training needs must be identified for this. Start first quarter 2003. Thirdly, training program development and a training certification program is conducted by March 2003. Fourthly, further develop ICT as a marketing tool. Fifthly, there is a need to stabilize the existing platform for e-mail and that should happen now.

- Human resources and awareness. Identify users and potential users; conduct a session about ICT initiative; PNCC identify what is available now and all potential services; stakeholders should implement the short-term.

- Using ICT to improve the economy. The first step is to develop the plan of action by reducing rates for internet and voice and promote Palau to the outside world. Identify all of the stakeholders.

- Increase capabilities and efficacy. Broadened the meaning to include users in education, health and the general public. Short term: first, identify funding sources through government (before end of Jan.); CITA develop strategy that leads to policy by early next year.

- Use of ICT to improve quality of life. Short term: government and community leaders support implementation of strategy; public awareness and support; specify activities and clearly defined roles.

- Improve economy. Appropriate government agencies work with the private sector and the community to identify specific projects to be implemented. Unified ICT vision, increased capabilities and use ICT to improve economy. ICT plan (by PALM Summit). Medium term: needs to be privatization of facilities and more competition; seek outside donors.

Long term:

- Continue negations with NECA; identify sources of funding for major projects.

- In the longer term there is a need for: a national office for industry; standards and certification; secure donor funding for continued technical improvement; HR development and training (website, graphic artists, etc.)

- Continuing HR development, CITA group continues working with the public and private sector to implement the strategy.

- Certification courses to repatriate Palauans.

- Longer term: improve business and job opportunities.

Outcomes: Selected Tasks

CITA agreed to draft the strategy and action plan within the next few weeks using the priorities, goals and action items identified during the workshop. Once a draft is available, all participants will be contacted to provide input. Task groups will be established to work with CITA as appropriate.

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**	