UNOPS
Office for Project Services

e-Pacifika
Facilitating National
Information &
Communication Technology
Development Strategies

Funded by the
Government of Japan

Multi-country Office in Fiji

e-Marshalls
"Information, Communications and Technology for every Marshall Islander"

November 20, 21 and 22, 2002

National Workshop Report

This report documents the discussions and outcomes of the workshop held at the Nitijela Conference Room in Majuro, Marshall Islands on November 20, 21 and 22, 2002. 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-Marshalls

"Information, Communications and Technology for every Marshall Islander"

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Summary of Workshop Results

A workshop involving forty-three stakeholders (government, private sector and community organizations from Majuro and the outer islands) was held in Majuro, Marshall Islands on November 20, 21 and 22, 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:

- Infrastructure development in outer islands: reliable air and sea transport, power and cell phones to enable e-Marshalls.
- Economic and social development, including private sector.
- Funding needs to be identified to support development.
- National ICT Policy needs to be developed. A National Telecom Policy and revised Telecom Legislation would be part of that policy but could be completed before the ICT policy.
- Formal education needs to be improved to produce better qualified people.
- Training, especially training for local personnel, needs to increase.
- Education and health should be delivered by ICT (requires infrastructure development).
- Maintenance of infrastructure must become a higher priority.
- Affordable communications for end-users.

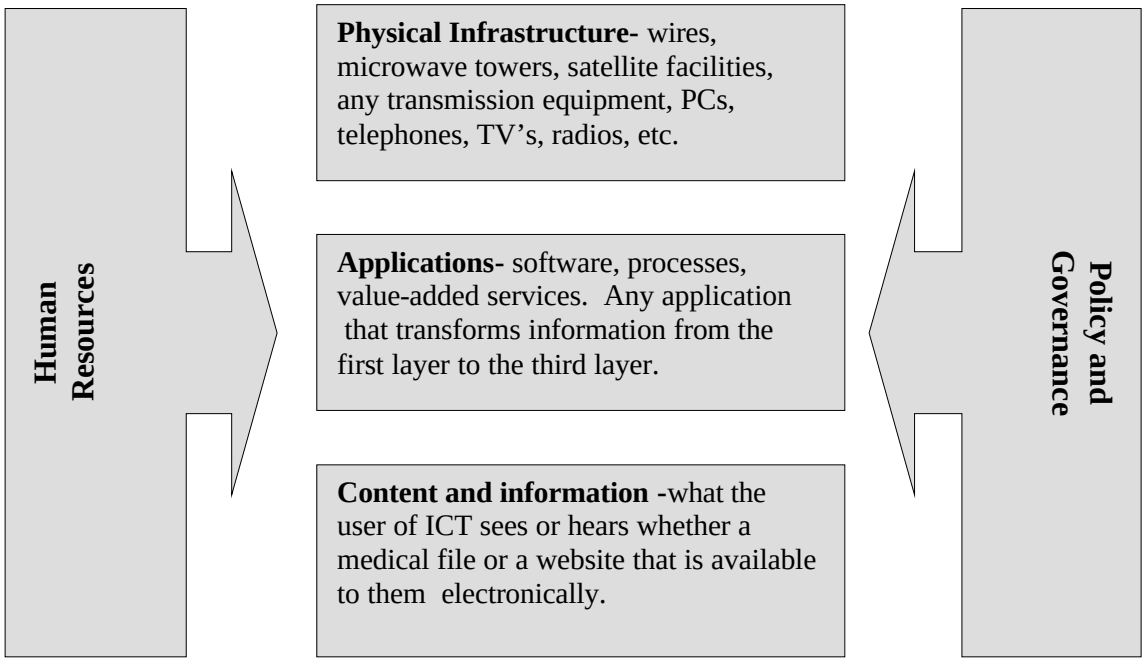
The action areas and working groups identified during the workshop include:

Working Group to establish a National Coordinating Committee: A National Coordinating Committee needs to be established to help prioritize projects and initiatives. This Committee should be mandated by Government and include membership from across society. The Committee should be supported by government and NTA. The working group will develop the necessary documentation to obtain Government approval of the NCC. Once the work of this group has been completed, some of the members will form the **Working Group on Policy.**

Working Group on Funding: The working group would provide support to the proposed National Coordinating Committee (NCC). The group will scan regional and international sources for funding. Included in this assessment will be modes (criteria) for funding, identifying revenue generating opportunities.

Working Group on Training: There is a short term training requirements for radio operators. The working group will assess what the training requirements are in both the short and long term. Longer term training would be on maintenance and repairs, solar power systems. Funding group needs to help identify sources of money to do this training.

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 does not

- 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,
  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 people from all sectors of society were invited to the workshop. Forty-three people attended the workshop.

Official Opening

The Workshop was officially opened by Mr. Toru Hayashi, Charge d'Affaires demissi, Embassy of Japan, Majuro who explained the origins of the project and the Japanese Government's funding assistance. Mr. Hayashi was introduced by Mr. Jorelik Tibon Secretary of Ministry of Transportation and Communications who spoke of the political commitment to ICT strategy development and the need for the country to control its' own destiny.

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 Marshall Islands 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 Marshalls. Some people recorded dates, others notable events or technologies.

One group made up a story to describe what they saw as the history of ICT in the Marshalls, which follows:

The ICT Journey of Letao: A New Marshallese Legend
Once there was a man named Letao who was famous for his Marshallese tricks.
Up until 1986 he relied on coconut wired postal service.
If he needed something on Rita he had to travel by boat or on one of the few vehicles available then.
He liked to listen to music and news on radio.
One day a relative in Hawaii bought home a TV. He was very happy.
When he wanted to make misfits in OIS he used SSP radio.
In 1985 he was arrested. His first sight of a computer was in the courtroom.
At the time, Letao was dating Linkar who was a word processing course in Hawaii.
Often he had to call her but was always disappointed because his phone bill was high.
Sometimes Letao needed to fax but his writing wasn't good.
Later on he bought his own computer after learning that he could get an Internet connection in 1995.
Now Letao was satisfied.

Pre 1986

- Communications was not fully developed within the Marshalls but many new technologies were being introduced globally (hardware, telephone, fax, military Internet, etc.). The Marshalls was gaining exposure to technology but was thinking locally and acting locally.
- Television was widely available. Satellite connectivity was established.
- Outer islands relied on the "coconut wire" and a letter every three months. WSZO and HF radio were the primary electronic means of communications. Both electricity and telephone service were limited in availability. There were computers in some offices.

1987-95

The Marshalls began absorbing many of the technology opportunities and became more diversified. Internet, long distance, cell phones, satellite links, TV stations and personal computers all became more widely available during this time. The first Compact with the United States was negotiated and major communication with the US was established. The MINTA Act and the RadioComm Act were both enacted during this time.

Since 1995

- Technology is "at our fingertips" and it is being used everyday. The Marshalls is becoming more diversified and becoming more involved in the "global village". Internet is made available in Majuro and Ebeye. Video conferencing is introduced.
- Local services with calling features are now available.
- Computers are used regularly. Cable and satellite TV is now available live. Global communication is possible via the internet. NTA opened the Internet Café.
- There is a very definite gap between rural and urban access. Most of the technology available elsewhere in the world is available in the Marshalls but may not be readily used. The technologies available in Kwajalein (US bases) are not indicative of what is available elsewhere in the country.
- Public radio continues to be important for announcements, news, entertainment and outer island communication.
- SSB (radio) important but are high cost for individual users.
- Power and electrification means an increase in communications technology use.
- The introduction of the internet and cell phones, along with the expansion of the business sector makes it easier to do business globally.
- If the number of users is going to increase then training and education in technology has to increase.
- NTA revenues are dropping because of the use of "black boxes" in Majuro.

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 Marshalls. 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-Marshalls
Demand for the latest in ICT	Lack of infrastructure to meet demand
Population	**Small size and customer base**
Lack of ICT coordination	In government and other sectors
Geography	**Spread out and not connected by land**
Health	ICT driver, implications for training, delivery and information
Kwajalein market (US Military)	Limited use of local infrastructure, security concerns
Cost of technology services	**Lack of trained maintenance personnel increases costs, affordability of services**
Government influence on telco	**Too much participation by the government in the telephone co. discourages private investment and development of services**
Legislation	**Licensing restrictions, monopoly. RadioComm Act and MINTA**
Economy	Diversity of the economy is limited. Compact is being reviewed.
Resources	**Lack of money, lack of trained personnel in ICT hardware and software.**
Criminal justice system	ICT driver, immigration applications
Availability of technology	**Availability of technology is good.**
Education	Driver of ICT
Natural disasters	Adversely affects infrastructure. Can provide early warning.
User characteristics	**Affected by education/training, awareness of ICT. Businesses tend to be drivers.**

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 Group:
Related issues are legislation, cost of services, availability of resources and the geography. Funding of extension of services to unserved areas is continuing but funding is limited and providing service to some of the outer islands is not economically viable. Legislation may need to include subsidy provisions to extend service. Mobile services may be more viable in some areas. An independent regulator particularly for tariffs may be preferable. Personnel and training is essential even for the urban areas. Services might need to be costed overall instead of by area.

Radio Group 2:
Important issues are health (OIS always on the air, access to health assistance, etc.), weather (for warnings), and outer island household and communications needs. Training and awareness in usage of radios and maintenance are needed. Funding is one of the major issues.

Community Group:
The major issue is resources. Transportation is still a significant issue in outer islands. Communications needed to be upgraded. Funding needed for training in technology (hardware and software)

Education Group:
Education needs to be recognized as the foundation to ICT development. Two major parts of the education program: standard programs (formal academics) and outside the formal education (short-term certificate programs). Technologies are used in various aspects of standard programs. Need to ensure that technology is used effectively.

Infrastructure:
Key trends of concern are availability of technology, resources, training in technology. Need to resolve issues of more service to be offered throughout the Marshalls. NTA authorized to provide services without any competition. Competition should bring down costs and increase services. Legislative changes would need to be made to introduce competition. Need funding as well as training for people on ICT usage.

Radio Group 1:
Communications is particularly important to the outer island communities. Modem system connected to the HF system. Having access to the USA and Australia through these communications is important.

Money and resources (including training) were sited by all of the groups as significant issues as was education and training. The expectation that all of the islands have access to communications services prevailed throughout the presentations.

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: access to services, even if often unreliable, in most places (including air, sea and communications services); NTA provides fairly reliable service; expansion programs to outer islands; existing legislation on ICT and privatization; current technology available; most NTA employees are Marshallese; have international links (Hawaii, Tonga); website development, networking, activities to further develop ICT, and; secondary education use of ICT and programs in primary school on ICT use.

Some of the "regrets" include: NTA high rates; uneducated customers leads to high expectations; legislation needs to be updated to remove constraints to development and ownership/management issues; cellular service is very unreliable; ICT development in outer islands is slow; lack of international assistance/funding; lack of reliable radio technicians and trained personnel in networking; lack of training; lack of awareness of ICT services such as websites; slow and expensive internet access; too reliant on outside help; education level and salaries of teachers are low, and; no legislation requiring children to be in school.

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: TV Program Special on ICT
Marshall Islands are linked to each other and outside world in both transportation and communications. There is a reliable and educated work force in all sectors of society. Power is solar based for ICT. RMI has a national satellite made economic by user fees from others. ICT has linked health facilities so that doctors can communicate via video. Education also delivered via ICT so that people from outer islands can get services without having to travel to the main centres.

Government has played a supportive role in development. A strategy exists and legislation has been revised. NTA rates have dropped and are very low. Cellular telephones are widely available. All households have televisions, internet access and video recording capability.

Webcams are available throughout the country. Outer islands have postal service and Air Marshall Islands' service has become more reliable.

Group 2:
The community is automated. Intelligent houses. Solar energy is available on all atolls. Video-conferencing is available in other islands for health services. On-line banking is available.

The community is healthier, the private sector is growing, society is more educated and universal access to ICT has been achieved. The barriers of funding, training, new policy/legislation, resources and geography have been addressed.

A solid ICT strategy exists. Ten follow-up national ICT workshops have been funded by UNDP/UNOPS.

Group 3: Radio Program Special on ICT
Key accomplishments include: infrastructure development (power and communications). Funding has been provided by government to extend power to all outer islands which allowed the development of ICT.

Radio has been replaced by telephone to outer islands. Internet has been provided to these communities as well. Transportation (air and sea) has been improved in terms of communities reached and reliability so that engineers can travel to maintain ICT infrastructure.

Funding has been provided through an inter-generational fund set up 18 years ago.

Group 4:
New technology is still being introduced. The barrier of funding continues.

Group 5: TV Show
Can now communicate with other atolls and with the outside world more easily.

Group 6: Interview with Retired NTA Representative
Submarine and satellite would provide health and education services, internet access in all homes. Coconut oil is the main fuel source. Transportation links have improved. Outer islands have developed tourist attractions and coconut processing plants have been set up. ICT has played a major role in making these things happen.

Key accomplishments since 2002 include: legislation had to be revised, along with a new telecommunications policy; better education has been provided and more islanders are graduates; health facilities have been improved; classrooms have been upgraded; communications is truly global; more technical skills are offered and maintenance has increased; health services are available almost everywhere; small businesses are growing and employment has increased.

Training, funding, education, maintenance problems and legislation were the major barriers but with cooperation with the government and ongoing funding (domestic and international) progress could be made. Detailed implementation plans were produced in recognition that not everything could be done at once.

Education and training, both formal and continuing, was a major focus to achieve progress. On the job training is regularly provided. Consultants are only used for short-term assignments. Equipment is standardized. Maintenance has been improved and spare parts are available locally.

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).

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

- Infrastructure development in outer islands: reliable air and sea transport, power and cell phones to enable e-Marshalls.
- Economic and social development, including private sector.
- Funding needs to be identified to support development.
- National ICT Policy needs to be developed. A National Telecom Policy and revised Telecom Legislation would be part of that policy but could be completed before the ICT policy.
- Formal education needs to be improved to produce better qualified people.
- Training, especially training for local personnel, needs to increase.
- Education and health should be delivered by ICT (requires infrastructure development).
- Maintenance of infrastructure must become a higher priority.
- Affordable communications for end-users.

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

Policy Group

Short-term:
Identify funding sources with the national government.
Develop priority list of ICT projects. Involve government departments, private sector and local governments.
Develop ICT policy.
Awareness campaign. Begin awareness, radio, television, newspaper. Identify other technologies for outer islands. Involve NTA, private sector.

Longer term:
Submarine fibre optic cable Majuro to Ebeye (to Guam).
Satellite earth stations on outer islands. NTA and government funded.
Upgrade internet. NTA and government.

Training and Infrastructure Group

Need support of the college, USP, National Training Council and others in the country.
Seek funding from international and national donors.

Radio Group (Outer Island Participants)

Funding and Education
Need funding for extending radio services to the outer islands.
Training needs to be conducted for users and managers of radio facilities in outer islands.

Education and Health Delivery using ICT

Need to identify funding sources. Ask for donations from government and private sector. Need to encourage infrastructure development (power, satellite, building structures).

Outcomes: Selected Tasks/Projects

It was agreed that the working groups would prepare discussion papers to present to a proposed National Coordinating Committee.

Working Group to establish a National Coordinating Committee.

A National Coordinating Committee needs to be established to help prioritize projects and initiatives. This Committee should be mandated by Government and include membership from across society. The Committee should be supported by government and NTA.

The first meeting of the committee will be 12 noon on November 26. The agenda: recommend/discuss members (sector or individuals); micro-project proposals, determine how to draft the Cabinet documentation necessary for approvals. This group will become the working group on Policy once its work is completed.

Members: Allan Fowler, Tony Muller, Bill Capelle, Wesley Lemari, James Capelle, Hilton Kendall, Isaiah Alee, Walsor Clement

Working Group on Funding

The working group would provide support to the proposed National Coordinating Committee (NCC). The group will scan regional and international sources for funding. Included in this assessment will be modes (criteria) for funding, identifying revenue generating opportunities. They will report back to the NCC. Once NCC establishes priorities then the funding group would help identify relevant sources of funding, developing project proposals, grant submissions and other necessary documentation. The working group will stay apprised of upcoming regional projects or proposals to ensure that the Marshalls have an opportunity to participate. Public- private partnerships or foundations will also be considered as potential sources of funding.

The funding group can provide support to the other working groups once project proposals have been developed.

Members: Jackeo Relang, Riyad Mistry, Carthney Laukon, Kimura K., Karlyse Hesley, Linda Jomuly

Working Group on Training

There is a short term training requirements for radio operators. The working group will assess what the training requirements are in both the short and long term. Longer term training would be on maintenance and repairs, solar power systems. Funding group needs to help identify sources of money to do this training.

Dunstan Lokbos, Tony Joab, Colina , Walton Mathew, James Capelle, Jackson Jacklick David Anchor, Canover Katol, Lucky Gideon, Frankey Lajar, Fred Ansain, Tommy Briand, Kimura, Jokmen Kilo, Carthney Laukon

Working Group on Policy

Alan Fowler, Tony Muller, Riyad Mistry

This group will become active when the working group to establish a National Coordinating Committee completes its work (estimated one month).

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**	