Pacific Islands

Information and Communication Technologies

Policy and Strategic Plan

April 2002

Information and Communication Technologies for every Pacific Islander

Contents

Pacific Islands
Information and Communication Technologies
Policy and Strategic Plan

April 2002

Vision

Information and Communication Technologies for every Pacific Islander

Introduction

This draft policy and strategic action plan sets out a framework of guiding principles and policies and recommended activities to guide future policy development and co-operation by the Pacific Island Countries and Territories (PICTs).

The development of PICTs has long been hampered by dispersed populations, small sizes and vast ocean distances. These circumstances impose large costs on service provision in education, economic development, social welfare, health, travel and communication and have limited the growth of important industries such as fisheries, agriculture and tourism.

Improvements in telecommunications services and information technology now provide increasing opportunities for PICTs to overcome these circumstances by:

- reducing barriers of distance,
- improving service delivery across countries and the Pacific Community,
- reducing costs,
- improving the knowledge, skills and general development of their people,
- maximising the economic growth of their countries and the Pacific Community, and
- working more effectively together.

Leadership from governments and partnerships with businesses, non-government organisations (NGOs), religious groups and the community at large are required to facilitate participation in the knowledge society and to make their countries part of the global knowledge economy. All need to work closely to develop a connected population and to use information and communications technology to maximise the potential of the region and its people. Governments will also need to provide special attention to protect the social, cultural and ethnic diversity of the Pacific Community. By committing to individual and collective action partners will increase the use of ICT to benefit the people of the Pacific Community.

Co-operation amongst the PICTs is essential to fully realise the benefits of ICT noted above. Co-operation provides a voice on the common needs and issues of the Pacific Community, and strengthens national efforts.

This document is organised as follows:

- The regional policy has four guiding principles on human resources; infrastructure development; cooperation between stakeholders; and appropriate policy and regulation. These are the region's goals.
- Policies are stated for each guiding principle, intended to set the rules by which specific strategies and actions will be designed to achieve the goals. They are long-term, but may be reviewed and changed every 3-5 years if necessary.
- The regional strategic plan consists of strategies for each policy, intended as the general means by which the goals will be reached. They are medium-term, but may be reviewed and changed on a 1-3 year cycle as required.
- Activities under each strategy in the plan are the specific means by which strategies are implemented. They should be monitored continually and modified annually if needed. Each activity has an identified actor(s) and a proposed time line or milestone.

This policy and strategic action plan is a draft document that will be circulated for review and comment by governments, regional organisations, the private sector, and development partners. It was initially developed by the Pacific Information and Communication Technologies (ICT) Needs Assessment and Strategy Planning Workshop, held between 27-31 August 2001 in Noumea, New Caledonia. The workshop was sponsored by the Governments of Australia, France and New Zealand; jointly organised by SOPAC, Pacific Islands Forum Secretariat and Secretariat of the Pacific Community; and attended by about 100 representatives of PICTs and regional organisations.

The draft policy and strategic action plan has been further elaborated and finalised by the Council of Regional Organisations of the Pacific ICT Working Group, comprising the Forum Fisheries Agency, Pacific Islands Development Program, Pacific Islands Forum Secretariat, South Pacific Applied Geoscience Commission, Secretariat of the Pacific Community, South Pacific Regional Environmental Programme, South Pacific Tourism Organisation, and University of the South Pacific, along with international development partners. Contact information for the ICT working Group is provided at the end.

This policy and strategic action plan is intended to provide guidance at two levels. On matters where regional co-operation is required, it should be taken as a mandate to regional organisations. On matters where national action is required, it should be interpreted as guidance for national consideration. This policy and strategic action plan was developed by and on behalf of the following Pacific island countries and territories:

- American Samoa
- Cook Islands
- Federated States of Micronesia
- Fiji
- French Polynesia
- Guam
- Kiribati
- Marshall Islands

- Nauru
- New Caledonia
- Niue
- Northern Marianas
- Palau
- Papua New Guinea
- Pitcairn Islands

- Samoa
- Solomon Islands
- Tokelau
- Tonga
- Tuvalu
- Vanuatu
- Wallis and Futuna.

The workshop endorsed this draft policy and strategic action plan for consideration by national governments, regional organisations and development partners. PICT representatives also asked the Council of Regional Organisations in the Pacific (CROP) ICT Working Group to:

- co-ordinate further regional action to have this policy recognised by stakeholders in the development of their national ICT policies.
- further develop the ICT strategic plan, taking into consideration the information papers presented in the workshop and keeping all workshop participants informed
- identify a suitable review process for the policy and strategic plan, such as in conjunction with the annual meeting of the working group.

The workshop agreed that the profile of "ICT for every Pacific islander" warranted highlighting and recommended to national governments, regional organisations and development partners that this could be achieved by: (i) a Pacific decade of ICT; (ii) a Pacific year of ICT; (iii) establishing an annual Pacific ICT forum.

Part 1: Pacific Islands ICT Policy

Guiding Principle 1: human resources

> **ICT will be used to inform and connect Pacific Island populations and ensure that they benefit from flexible and appropriate education and training.**

Pacific Island Countries and Territories (PICTs) are characterised by their remoteness, dispersed populations, and limited human resources and institutional capacity. As a result, opportunities for participation in sectoral applications are limited. Improvements in access, awareness, human resources development, and usage are required for populations of PICTs to take their full place in the global knowledge society.

Policy 1.1:   Awareness of ICT and computer literacy at all community levels will be promoted and developed while safeguarding existing social and cultural values.

Policy 1.2:   PICTs will develop and retain a knowledgeable ICT workforce that will be able to contribute to the maintenance and further development of ICT.

Policy 1.3:   ICT strategies will be developed and/or strengthened in a flexible manner to facilitate human resource development, capacity building, and reduce professional isolation of Pacific Islanders at all educational levels and especially in rural and remote communities.

Policy 1.4:   Everyone will have equal opportunity access to ICT without barriers with special regard to women, the disadvantaged, the disabled, under represented minorities, and those in rural and remote communities.

Policy 1.5:   Recognising the value of information, Pacific people will have the opportunity to contribute to the global community through the promotion of the rich Pacific cultural identity and diversity.

Guiding Principle 2: infrastructure development

Appropriate ICT infrastructure will be developed to support development for Pacific islands.

Access to basic telecommunications and the Internet is generally more expensive in the Pacific Island Countries and Territories (PICTs) than in other parts of the world. These higher costs have negative impacts on development of essential services such as education, health, and greater economic opportunities.

Policy 2.1:   Regional and national ICT networks and support infrastructure will be reliable, secure, fast, cost effective and adaptive.

Policy 2.2:   PICTs will encourage private sector investment in ICT infrastructure and promote competitive markets for ICT service provision, where appropriate.

Policy 2.3:   PICTs and regional organisations will co-operate to promote a regional approach to consideration and adoption of global ICT standards.

Policy 2.4:   Regional and national institutions will work with service providers toward practical Universal Access to ICT.

Policy 2.5:   PICTs and regional organisations will co-operate to improve access and lessen the financial burden that development of ICT imposes on governments, non-government organisations and businesses.

Guiding Principle 3: cooperation between stakeholders

> **Easy access to information through ICT will strengthen cooperation between stakeholders to ensure good governance, to develop the private sector and to improve service delivery.**

Development of new methods in commerce, education, and public administration in PICTs is inhibited by limited human resources and institutional capacity and the high cost of information management systems. Co-operation between the three spheres of social, economic, and civil activity is essential to overcome these constraints.

Policy 3.1: Governments and regional organisations, the private sector and NGOs including religious groups will expand their use of ICT for interaction with their stakeholders, dissemination of information, and promotion of the principles of good governance and sound business planning.

Policy 3.2: Development of community access to local content will be encouraged for all fields of information.

Policy 3.3: ICT action plans will be actively monitored to identify their impact on national and regional development.

Policy 3.4: Governments and regional organisations, the private sector and NGOs including religious groups will be encouraged to adopt appropriate management information systems for effective decision-making.

Policy 3.5: Governments and regional organisations, the private sector and NGOs including religious groups will actively co-operate to acquire and maintain ICT resources in order to optimise the overall regional development investment.

Policy 3.6: Governments and regional organisations, the private sector and NGOs including religious groups will actively co-operate to ensure that ICT policies are integrated in the development policies of all other relevant sectors.

Guiding Principle 4: appropriate policy and regulation

ICT policies and regulations will facilitate development of the sector and be appropriate to the people and cultures of the Pacific islands.

ICT and related legal and regulatory frameworks in most PICTs are outdated, insufficient or non-existent to meet the challenges and opportunities made possible by rapidly developing technologies. Adaptation is needed urgently at the national and regional levels, based on a sound technical understanding and a realistic assessment of fundamental benefits, to ensure that the greatest possible economic and social benefits are gained from new developments while protecting social and cultural values.

Policy 4.1:   Regional and national institutions will co-operate in the development of ICT regulations that are consistent with international and national laws, regulations, technical standards, and obligations.

Policy 4.2:   Appropriate ICT and related regulatory frameworks will be developed that benefit the specific cultures, customs, and economies of the people of the Pacific.

Policy 4.3:   ICT and related regulatory frameworks will be developed, based on legislation, to address socially undesirable activities.

Policy 4.4:   ICT and related regulatory frameworks will promote open and non-discriminatory access to publicly accessible networks where appropriate.

Policy 4.5:   National ICT and related regulations will balance and protect community and individual interests, including privacy issues.

Policy 4.6:   PICTs and regional organisations will take a pro-active approach to representation and advocacy in regional and international fora in order to promote partnerships to resource the development of ICT for all Pacific islanders.

Part 2: Pacific ICT Strategic Plan

Guiding Principle 1: human resources: ICT will be used to inform and connect Pacific Island populations and ensure that they benefit from flexible and appropriate education and training.

Policy 1.1:   Awareness of ICT and computer literacy at all community levels will be promoted and developed while safeguarding existing social and cultural values.

Strategy 1.1.1: Promote greater awareness of ICT

Activities	Actors	Performance Indicators	Risks / Mitigation	Time frame
Develop high level "champions"	Regional Organisations User groups	Number of MPs using a computer or surfing the internet at least every day	Finding right people with availability for the issues	One year
Involve schools at primary and secondary levels	Education Sector NGOs			One year
Use local media to promote awareness	Broadcast and print media	Number of articles in the local press on ICT issues per year	Media may sensationalise issues creating fear or opposition	One year
Use local theatre groups to promote awareness	NGOs			One year
Involve community groups	Community centres	Number of community centres involved in ICT		One year
Develop community awareness programs to maximise benefits and minimise adverse social impacts	Governments Librarians Education sector NGOs		Funding may not be available	One year
Hold an annual event to celebrate and highlight the significance of ICT such as	Governments Private Sector			

Strategy 1.1.1: Promote greater awareness of ICT

Activities	Actors	Performance Indicators	Risks / Mitigation	Time frame
ITU's World Telecommunications Day	User groups			
Declare a Year of Pacific ICT	Governments Regional Organisations			
Create content suitable to all sectors of society that promotes awareness and use	User groups		Monitor comprehension and use	One year
Establish user groups to raise awareness and lobby for improvements	Governments Private Sector Professional Institutions	Number of user groups meeting per year	Establish government groups as early as possible as implementation, monitoring begins with them	One year

Policy 1.2:   PICTs will develop and retain a knowledgeable ICT workforce that will be able to contribute to the maintenance and further development of ICT.

Strategy 1.2.1: Develop and retain a knowledgeable workforce in ICT.

Activities	Actors	Performance Indicators	Risks / Mitigation	Time frame
Obtain baseline information	Statistics sector Regional organisations		lack of information on country and community needs	One year
Review and build ICT in school curricula (primary / secondary / tertiary)	Education sector Curriculum dev't units Regional organisations	Date of the completion of the review of ICT curricula	ensure that training includes ethical awareness and standards	Three years
Hold regular regional ICT workshops, seminars or conferences	Governments Regional organisations			
Train the teachers/trainers	Teacher training inst Regional organisations	Number of teachers trained in ICT		Two years

Strategy 1.2.1: Develop and retain a knowledgeable workforce in ICT.

Activities	Actors	Performance Indicators	Risks / Mitigation	Time frame
Install ICT in Schools	Education Sector Libraries	Percent of schools with computers for training, Percent of schools with Internet access	cost of ICT equipment and services is generally more expensive than in other parts of the world	Two years
Recruit and retain ICT professionals at all levels (from technicians to managers, in all application areas)	Governments Private sector		Migration of trained professionals Prioritise and concentrate on few that we can sustain at a relatively high standard	Two years
Encourage professional training in ICT	Regional organisations			One year
Create a mobile training force to train in the rural areas	Regional organisations			
Create training centres (fixed and mobile)	Government Education Sector Businesses Regional organisations	Number of access points		Two years
Develop corporate partnerships for training	Government Businesses NGOs Educational Institutions			
Utilise capacity in existing institutions and build additional capacity to cover gaps.	Government Businesses NGOs Educational Institutions Regional organisations		Need to train technicians as well as programmers and designers and analysts	Two years
Develop or strengthen quality assurance and accreditation systems	Education sector Regional organisations	Review of certificates and diploma available in ICT		Two years
Promote private sector involvement in education and training	Government Businesses		inadequate awareness of the importance of ICT and its	Two years

Strategy 1.2.1: Develop and retain a knowledgeable workforce in ICT.

Activities	Actors	Performance Indicators	Risks / Mitigation	Time frame
	NGOs Educational Institutions Regional organisations		contribution	

Policy 1.3:   ICT strategies will be developed and/or strengthened in a flexible manner to facilitate human resource development, capacity building, and reduce professional isolation of Pacific Islanders at all educational levels and especially in rural and remote communities.

Strategy 1.3.1: Facilitate human resources for Pacific Islanders

Activities	Actors	Performance Indicators	Risks / Mitigation	Time frame
Assess community needs	Government		identify gaps and strengths of previous assessments	One year
Increase ICT use and support at all educational levels	Government Private Sector NGOs		All information sources should be considered – disks, CDs, DVDs, Internet, intranet, digitized text, videophone	Two years
Ensure widespread availability of HRD opportunities and challenges	Government Private Sector		Migration of skilled people, need incentives to retain, better remuneration	Two years
Develop incentives to retain personnel	Government Private Sector			
Localise expatriate and consultant posts				
Develop exchange/vocational programs	Government Education Sector			
Develop distance-education programs	Educational Sector	Number of hours of ICT	availability may rely on the	

Strategy 1.3.1: Facilitate human resources for Pacific Islanders

Activities	Actors	Performance Indicators	Risks / Mitigation	Time frame
	Universities	courses provided remotely	quality of the infrastructure	
Ensure widespread knowledge dispersal	Government	Number of educational programs that includes ICT as part of the curriculum		
Reduce professional isolation through the use of ICT in all sectors to promote the retention of professionals, especially in remote communities.	Government Professional Associations	level of access to information in remote areas , serviced by all professionals	Ensure that training and education reflect changing nature of employment	

Policy 1.4:   Everyone will have equal opportunity access to ICT without barriers with special regard to women, the disadvantaged, the disabled, under represented minorities, and those in rural and remote communities.

Strategy 1.4.1: Provide equal access to ICT.

Activities	Actors	Performance Indicators	Risks / Mitigation	Time frame
Identify barriers, target groups and their needs	NGOs Governments			One year
Raise awareness of unequal access by particular social groups such as women or the disabled	Government Regional organisations			
Develop equal opportunity legislation	Government			Two years
Subsidise access for educational purposes	Government			One year
Subsidise access for disadvantaged groups	Government			One year
Develop self contained access points for ICT, such as mobile centres and telecentres	Government Businesses Educational Sector	Number of access points	May rely on the quality of the infrastructure	Two years

Strategy 1.4.1: Provide equal access to ICT.

Activities	Actors	Performance Indicators	Risks / Mitigation	Time frame
	NGOs			
Consider disabilities for service provision	Government Private Sector Educational Sector			One year

Policy 1.5:   Recognising the value of information, Pacific people will have the opportunity to contribute to the global community through the promotion of the rich Pacific cultural identity and diversity.

Strategy 1.5.1: Develop opportunities to contribute to the global community

Activities	Actors	Performance Indicators	Risks / Mitigation	Time frame
Demonstrate economic benefit	Government Private Sector Regional organisations NGOs		Individuals tend to retain and restrict the free flow of information	
Develop virtual communities in all sectors	Government Private Sector Regional organisations NGOs			
Develop publication competitions for local content	Government Print and broadcast media			One year
Encourage cross-linkages for culture and custom promotion	Regional organisations			

Strategy 1.5.1: Develop opportunities to contribute to the global community

Activities	Actors	Performance Indicators	Risks / Mitigation	Time frame
Encourage local content in ethnic languages	Government Regional organisations NGOs	Number of pages/web sites in ethnic language Percentage of local media with a web presence Number of participants in local content publication competitions	There is a lack of government funding and other support. Lack of awareness on domain names and location of servers / services may hinder development of local content.	One year
Establish virtual communities with dispersed populations nationally or internationally	Government NGOs		There is a lack of government funding and other support	One year
Encourage online provision of local media	Private Sector Print and broadcast media			One year
Develop and promote online forums	Government Private Sector		There is a lack of government funding and other support	One year
Establish national and regional portals	Government Regional organisations			

Strategy 1.5.2: Develop economic opportunities to benefit from the global economy

Activities	Actors	Performance Indicators	Risks / Mitigation	Time frame
Develop appropriate e-commerce frameworks	Private Sector Government		Regulatory framework and inadequate legal provision for e-commerce can constrain its development.	
Proactive approach to promote private enterprise via the Internet	Government Private Sector			Three years
Create opportunities for public access to e-commerce in Pacific communities	Government Private Sector			Three years

Guiding Principle 2: infrastructure development: Appropriate ICT infrastructure will be developed to support development for Pacific islands.

Policy 2.1:   Regional and national ICT networks and support infrastructure will be reliable, secure, fast, cost effective and adaptive.

Strategy 2.1.1: Develop national and regional high speed networks

Activities	Actors	Performance Indicators	Risks / Mitigation	Time frame
Investigate installation of a broadband submarine cable loop linking PICT	Governments Private sector Regional organisations Development partners	Completion of a survey and study report submitted to PICT	Difficulty to access technology providers Study not considered by private sector due to size and resource of market	Three years
Investigate inter-linking of PICT data networks using existing and emerging technology	Governments Private sector Regional organisations Development partners	Completion of a survey and study report submitted to PICT	Lack of training and expertise may hinder the analysis of new technologies	Three years
Investigate development of national high speed data network using fibre optic cable or other appropriate technology	Governments Private sector Regional organisations Development partners	Completion of a survey and study report submitted to PICT	Lack of training and expertise may hinder the analysis of new technologies National needs to be addressed individually	One year
Investigate adaptive technologies for existing infrastructure (xDSL, PLC)	Private sector Regional organisations Development partners	Completion of a survey and study report submitted to PICT	Lack of training and expertise may hinder the analysis of new technologies	One year
Establish performance standards and monitoring procedures to assess quality of service, and establish a dispute resolution procedure	Governments Regional organisations Development partners NGOs	Establishment of regional standard performance indicators and dispute resolution methodology	Difficulty to compare PICT infrastructure, services due to geographical differences	Two years

Strategy 2.1.1: Develop national and regional high speed networks

Activities	Actors	Performance Indicators	Risks / Mitigation	Time frame
Reduce service prices to increase number of customers	Governments Private sector	International benchmarking	Universal service policies may hinder reduction of prices	One year
Investigate alternative delivery mechanisms to match demand	Governments Private sector Regional organisations Development partners	Completion of study report and implementation plan	National needs to be addressed individually: network, phone lines, costs , electricity.. Second hand equipment from developed countries may be preferred for finance but hinder future developments	One year
Explore horizontal co-operation to integrate services	Governments Private sector Regional organisations Development partners NGOs	Completion of study report and implementation plan	Services provider using proprietary technologies and methods Accumulation of services toward market control	One year

Strategy 2.1.2: Assist in procurement, operation, and maintenance of hardware and software

Activities	Actors	Performance Indicators	Risks / Mitigation	Time frame
Establishment of operational procedures to facilitate the exchange of data amongst PICT stakeholders	Governments Regional organisations Development partners	Publication of report by CROP ICT working group	Adoption of proprietary file standards Existing base of incompatible systems	Three years
Establishment of annual procurement minimum standards for purchasing purpose	Governments Regional organisations Development partners	Publication of report by CROP ICT working group	Failure to recognise market trends Variations amongst stakeholders needs	On going

Strategy 2.1.2: Assist in procurement, operation, and maintenance of hardware and software

Activities	Actors	Performance Indicators	Risks / Mitigation	Time frame
Negotiate with suppliers to obtain discounts or rules of exception for PICT procurement of equipment	Governments Regional organisations Development partners	Number of agreements negotiated with suppliers	Market too small for suppliers to consider requests from PICT	One Year
Investigation of the role of Open Technologies in the development of PICT network needs	Governments Regional organisations Development partners	Completion of study report and implementation plan	Resistance to change	One Year
Facilitate creation of a replacement market to provide improved equipment at constant costs:Request suppliers to lease equipment Establish suppliers selling used equipment	Governments Regional organisations Development partners Private sector	Number of relevant agreements with suppliers	Market economy too small	Two years

Policy 2.2:   PICTs will encourage private sector investment in ICT infrastructure and promote competitive markets for ICT service provision, where appropriate.

Strategy 2.2.1: Provide regulatory frameworks to encourage private participation in infrastructure and competitive markets where appropriate

Activities	Actors	Performance Indicators	Risks / Mitigation	Time frame
Work with business to obtain cost effective access to telecommunications services to improve competitiveness and market reach	Governments Private sector Regional organisations	Change of services price Penetration of services	Needs to change legislation	Two years
Review legislation to allow competition and increase flexibility where appropriate to maximise benefit to communities	Governments	Changes in legislation	Usually a long process, by completion benefits may not be as important as they were	Two years
Provide a stable and simplified regulatory environment	Governments	Establishment and publication of regulatory policies	Pressure from industry for self regulation, while maintaining monopolies	Two year

Strategy 2.2.1: Provide regulatory frameworks to encourage private participation in infrastructure and competitive markets where appropriate

Activities	Actors	Performance Indicators	Risks / Mitigation	Time frame
Explore economic incentives such as tax holidays for e-commerce start-ups	Governments Private sector Regional organisations Development partners	Number of incentives created by country	Needs to change legislation	Two years
Review duration of licenses	Governments	Publication of a study report on licensing issues	Pressure from industry for self regulation, while maintaining monopolies	One year
Explore opportunities for private participation in infrastructure and develop an action plan	Governments Private sector Regional organisations Development partners	Numbers of private companies participating in service and infrastructure development Development of an action plan for PPI	Private participation in infrastructure may be seen as the erosion of monopolies PPI may erode public access	One year

Policy 2.3: PICTs and regional organisations will co-operate to promote a regional approach to consideration and adoption of global ICT standards.

Strategy 2.3.1: Participation in development and exchange of ICT standards

Activities	Actors	Performance Indicators	Risks / Mitigation	Time frame
Regional organisations continue participation in ICT Working Group and similar for a	Regional organisations	Number of reports made by ICT Working Groups	Both national and international involvement are important	One year
Encourage national participation in ICT Working Group and similar fora	Governments Private sector Regional organisations NGOs	Number of governments participating directly in the CROP ICT Working Group	Cost of attendance and organisation of meetings	One year

Strategy 2.3.1: Participation in development and exchange of ICT standards

Activities	Actors	Performance Indicators	Risks / Mitigation	Time frame
Establish and maintain an ICT policy advisory service in an appropriate regional organisation	Regional organisations	Creation of an advisory service in a CROP organisation	Coordination between regional organisations	One year
Identify the role and responsibility of each CROP organisation in regard to ICT	Regional organisations	Policy document on CROP Organisation ICT roles	Activities are spread amongst several organisations but none is specifically in charge of regulatory issues. Coordination essential	One year

Policy 2.4:   Regional and national institutions will work with service providers toward practical Universal Access to ICT.

Strategy 2.4.1: Develop ICT infrastructure to promote Universal Access

Activities	Actors	Performance Indicators	Risks / Mitigation	Time frame
Establish Universal Access and Universal Service definition country by country, service by service	Governments Regional organisations Development partners Private sector	Publication of a study report and establishment of definition country by country	Difficulty to understand the difference between access and service	One year
Develop and promote community access centres	Governments Private sector Regional organisations Development partners NGOs	Number of centres developed	Geographic inhibitors Sustainability of centres Community acceptance	Three years
Develop National network to reach Universal Access where appropriate	Governments Private sector Regional organisations Development partners NGOs	Universal access coverage map	Confusion between Universal Service and Universal Access	Three years

Strategy 2.4.1: Develop ICT infrastructure to promote Universal Access

Activities	Actors	Performance Indicators	Risks / Mitigation	Time frame
Encourage and facilitate the development of VSAT systems for remote areas	Governments Private sector	Penetration of systems in remote areas	Laws may forbid the use of VSAT systems or point-to-point radio system.	Three years
Free some part of the radio spectrum for point-to-point use	Governments Private sector	Number of countries with an unlicensed spectrum range	Difficulty in modifying legislation	Two years

Policy 2.5:   PICTs and regional organisations will co-operate to improve access and lessen the financial burden that development of ICT imposes on governments, non-government organisations and businesses.

Strategy 2.5.1: Identify and develop entities to provide expertise in ICT

Activities	Actors	Performance Indicators	Risks / Mitigation	Time frame
Develop National help desks	Government Private sector Regional organisations Development partners NGOs	Number of help desk created	Paid support not yet a market concept in PICT	Two years
Establish centres of expertise in regional organisations	Regional organisations Government	Establishment of ICT divisions in regional organisations	Duplication of expertise and goals amongst regional organisations	Two years
Review salary scales and incentives to retain skilled professionals	Government Regional organisations Private sector	Establishment of clear salary scales Changes in salary and incentives for professionals	Promotion of a sector against other sector with equally skilled professionals	Two years

Strategy 2.5.2: Develop common and cost effective policies for equipment procurement and deployment

Activities	Actors	Performance Indicators	Risks / Mitigation	Time frame
Establish purchase policies on hardware and software especially in consideration of licensing issues	Government Regional organisations	Number of agreement established with suppliers	Pressures from the IPO requires compliance in licenses while national budget are not strong enough to cater for a full ICT government	One year
Investigation of the role of OpenSource software in the development of PICT software needs	Governments R egional organisations Development partners	Completion of study report and implementation plan	Resistance to change	One Year
Establish policies in software development and data transfer for the government	Government Regional organisations Development partners	Date of establishment of policies in purchase and software development.	Lack of coordination amongst departments and stakeholders Different needs	One year

Guiding Principle 3: cooperation between stakeholders: Easy access to information through ICT will strengthen cooperation between stakeholders to ensure good governance, to develop the private sector and to improve service delivery.

Policy 3.1: Governments and regional organisations, the private sector and NGOs including religious groups will expand their use of ICT for interaction with their stakeholders, dissemination of information, and promotion of the principles of good governance and sound business planning.

Strategy 3.1.1: Develop an ICT plan

Activities	Actors	Performance Indicators	Risks / Mitigation	Time frame
Develop national ICT plans	Governments Private sector Development partners Regional organisations NGOs	Number of completed or updated national ICT plans.	Ensure selection of chief ICT National Plan champions from outside ICT sector.	Two year
Create a position and train a Chief Information Officer	Governments Development partners Private sector	Chief Information Officer appointment.	Senior government support is a prerequisite.	Two years
Establish special focal and subject groups in ICT services for policy review	Governments Development partners Private sector	ICT service and policy review process established and followed.	Ensure under-represented groups are involved	Two years
Complete the regional ICT policy and strategy	CROP ICT Working Group Governments Private sector	Completed regional ICT Policy and Strategic Plan.	Ensure wider and critical review by all PICT stakeholders.	One year
Identify linkages between national ICT Plan and development plan, budget & donor strategies	Governments Regional organisations Development partners	Annual report of the review of national ICT Plan and its implementation.	A suitable function for the CIO's office.	Annual
Develop business and corporate plans with	Governments	Number of business and	Ensure involvement by CIO's	Annual

Strategy 3.1.1: Develop an ICT plan

Activities	Actors	Performance Indicators	Risks / Mitigation	Time frame
specific reference to ICT	Development partners Regional organisations	corporate plans reviewed by CIO's office.	office.	

Policy 3.2: Development of community access to local content will be encouraged for all fields of information.

Strategy 3.2.1: Develop ICT skills

Activities	Actors	Performance Indicators	Risks / Mitigation	Time frame
Train users in finding and managing information	Education sector Governments Private sector Libraries Regional organisations	Number of trained users. Number of training sessions completed.	Promote both formal and informal training opportunities.	Annual
Develop and support practical training opportunities for specialisation ICT skills	Education sector Governments Development partners Private sector Regional organisations	Number of national staff that complete practical specialisation ICT skills training. Percentage of identified national requirement addressed.	Promoted at the national, sub-regional and regional level in sites with appropriate infrastructure and resources.	Annual
Develop and support specilaised ICT industry certification	Education sector Governments Development partners Private sector Regional organisations	Number of training centres for specilaised ICT industry certification Number of people with ICT industry certification	Includes Microsoft, Cisco, Oracle, CompTIA and other vendors. Regional and national organisations may wish to negotiate partnerships to promote this.	On-going

Strategy 3.2.2: Facilitate community access to ICT

Activities	Actors	Performance Indicators	Risks / Mitigation	Time frame
Enhance existing community technology centres	Governments Private sector Regional organisations NGOs	Number of people that have benefited from enhanced community technology centres	PFNET in Solomon Islands is an example. That's an attractive model to follow	Two years
Create telecentres or mobile access centres	Governments Private sector	Access to telecommunication and Internet services in remote and rural areas. Cheaper information service access in urban centres.	Restrictive national licensing and regulations. Poor telecommunication infrastructure.	Two years
Develop portals relevant to Pacific communities	Governments Private sector Regional organisations	Increased number of users accessing information on Pacific communities. Number of recorded information requests.	Existing sites should be supported. Take advantage of global portals that provide regional gateways	Two years

Strategy 3.2.3: Address affordability of ICT technology

Activities	Actors	Performance Indicators	Risks / Mitigation	Time frame
Develop regulatory framework to address access constraints	Governments Private sector	Number of new national regulatory frameworks developed or updates of existing versions.	Closed or monopoly licensing in existing national regulatory environment.	Two years
Enhance existing and establish new community technology centres	Governments Private sector	Number of technology centres in operation. Number of programmes offered at technology centres.	Limited or no appropriate ICT infrastructure in remote and rural areas.	Two years
Establish concessionary rates as a transitional measure towards low-cost	Government Private sector	Reduced information and Internet access costs.	Limited number of service providers to provide	Two years

Strategy 3.2.3: Address affordability of ICT technology

Activities	Actors	Performance Indicators	Risks / Mitigation	Time frame
access		Increased number of ICT users. Increased % of ICT uptake in rural and remote areas.	competitive options.	
Develop appropriate project management methodologies and techniques for implementation of ICT technology solutions	Governments Private sector Development partners Regional organisations	Number of successful ICT technology solutions being implemented.	Ensure involvement and support of the CIO's office.	Two years

Policy 3.3: ICT action plans will be actively monitored to identify their impact on national and regional development.

Strategy 3.3.1: Continually evaluate ICT plans and their impacts

Activities	Actors	Performance Indicators	Risks / Mitigation	Time frame
Evaluate success of ICT plans and programs addressing their social, economic, environmental and cultural aspects	Governments Regional organisations Private sector Development partners	Regular reports to appropriate units	Insufficient data gathering and monitoring	Annually
Convene a regional workshop to evaluate this policy and strategic plan	Regional organisations Governments Development partners	Number of national and regional evaluation activities convened. Number of operational ICT Policy and Strategic Plan committees in existence.	Ensure evaluation objectives are focused on national priorities.	Annually

Policy 3.4: Governments and regional organisations, the private sector and NGOs including religious groups will be encouraged to adopt appropriate management information systems for effective decision-making.

Strategy 3.4.1: Identify appropriate Management Information Systems

Activities	Actors	Performance Indicators	Risks / Mitigation	Time frame
Inventory all existing information systems and application portfolios (recommended for every organisation or business)	Governments Private sector Regional organisations NGOs	Reports of existing information systems Reports of existing application portfolios	Benefits are not easily and quickly identifiable, making it hard for organisations and businesses to commit to it.	On-going
Develop corporate management information systems that integrate and maximize the quality, timeliness and useability of business information	Governments Private sector Regional organisations	Increased percentage of controlled sharing of business data. Reduced percentage of data redundancy and fixes due to errors. Increased percentage of successful projects being implemented.	Requires the use of proven development methodologies and techniques. Very limited institutional capacity.	On-going
Review organisational business functions and focus ICT strategies on delivering sustainable, reliable, serviceable and high availability information systems	Governments Private sector NGOs Regional organisations	Increased use of deployed management information systems. High percentage of satisfied customers and users. System and application uptime continuously higher than required high availability percentage.	Lack of knowledge about this strategy and the value from implementing tasks to achieve it. Negative political and administrative reasons to pursue this strategy.	As soon as possible
Encourage accountability and management of ICT initiatives at senior executive level	Governments Private sector NGOs Regional organisations	All corporate ICT projects sponsored by senior executives. Increasing percentage of successful projects implemented.	Limited or no links between corporate ICT projects implemented and organisational objectives	On-going

Strategy 3.4.1: Identify appropriate Management Information Systems

Activities	Actors	Performance Indicators	Risks / Mitigation	Time frame
Develop and maintain information systems as part of appropriate solutions to business problems identified and prioritised by customers and users	Governments Private sector NGOs Regional organisations	Increasing percentage of successful projects implemented.	Limited o r no practice using system development methodologies and/or project management techniques to implement new systems or maintain existing applications.	On-going

Strategy 3.4.2: Develop appropriate ICT infrastructure standards

Activities	Actors	Performance Indicators	Risks / Mitigation	Time frame
Develop model guidelines for appropriate ICT infrastructure standards	Governments Private Sector Regional organisations	National or regional model guidelines for appropriate ICT infrastructure standards.	Regional model guidelines available and revised annually through the CROP ITPACNET forum.	One year
Develop and maintain centralised control for corporate infrastructure standards and accepted business processes	Governments Private sector Regional organisations	Corporate infrastructure standards and documented business procedures. High percentage of successfully implemented ICT projects.	Limited number of ICT champions at senior level Potentially high costs to implement this strategy	Annual
Design, build and maintain cost-effective and flexible ICT infrastructure and measure all its different aspects	Governments Private sector Regional organisations	High percentage of system availability. High percentage of user satisfaction.	High costs to implement this strategy Requires good benchmarking and system performance measurements	Annual
Encourage careful and systematic analysis of open system standards and their potential deployment where proven more cost-effective and appropriate to the identified business needs of organisations	Governments Private sector Development partners NGOs Regional organisations	Reducing cost per user of ICT technology fusion into workplace. High percentage of user satisfaction.	Lack of senior staff attention to address this area Limited i nstitutional capacity	Annual

Strategy 3.4.2: Develop appropriate ICT infrastructure standards

Activities	Actors	Performance Indicators	Risks / Mitigation	Time frame
Provide specialised training in the development and support of ICT plans and standards and promote means of exchange for trained professionals to share in-country, regional or best-practice knowledge	Governments Private sector Development partners NGOs Regional organisations	Number of implemented training programs. Number of trained Pacific Island nationals.	Limited institutional capacity	Annual

Strategy 3.4.3: Develop appropriate standards and regulatory frameworks for data sharing and copyright.

Activities	Actors	Performance Indicators	Risks / Mitigation	Time frame
Develop model guidelines	Governments Private sector Regional organisations	Completed model guidelines.	Limited institutional capacity.	One year
Explore digitisation of media collections	National libraries ICT departments Regional organisations	Report of recommendations for digitisation of media collections.	Co-ordination to prevent duplication and ensure best practice is required	Three years
Collect inform ation pertaining to development priorities to improve decision-making processes	Governments Regional organisations	Number of national reports on development priorities to improve decision making.	Limited institutional capacity.	Three years
Develop appropriate software licensing plans to address copyright requirements	Governments Private sector Regional organisations NGOs	Decreasing number of reported copyright infringements.	Need monitoring and reporting mechanism.	Two years

Policy 3.5:   Governments and regional organisations, the private sector and NGOs including religious groups will actively co-operate to acquire and maintain ICT resources in order to optimise the overall regional development investment.

Strategy 3.5.1: Encourage partnerships in ICT development in all levels

Activities	Actors	Performance Indicators	Risks / Mitigation	Time frame
Undertake assessment of existing resources and appropriate needs by all stakeholders	Governments Private sector Development partners Regional organisations NGOs	Number of needs assessment and evaluation reports completed.	Limited institutional capacity.	Two years
Encourage the appropriate sharing of ICT resources and data between all stakeholders	Governments Private sector Development partners Regional organisations NGOs	Number of active centres or nodes for shared ICT resource and data. Easy and quick access to shared ICT resource and data.	Limited institutional capacity.	Two years

Strategy 3.5.2: Develop and maintain training policies and programs to ensure ICT resources are properly managed

Activities	Actors	Performance Indicators	Risks / Mitigation	Time frame
Conduct inventory and research into appropriate training needs.	Governments Private sector Regional organisations	Number of completed surveys of national, sub-regional or regional training needs.	Limited institutional capacity.	Two year
Evaluate non-discriminatory cost recovery mechanism for public services.	Governments Private sector	Completed report on alternative cost recovery mechanisms for public services.	Limited institutional capacity.	Two year
Develop and implement focused training	Governments	Number of implemented	Limited institutional capacity..	Annual

Strategy 3.5.2: Develop and maintain training policies and programs to ensure ICT resources are properly managed

Activities	Actors	Performance Indicators	Risks / Mitigation	Time frame
programs to enhance the efficient use of ICT resources	Development partners Regional organisations	training programs. Number of trained Pacific Island nationals.		

Strategy 3.5.3: Identify and secure adequate resources for development of the ICT sector

Activities	Actors	Performance Indicators	Risks / Mitigation	Time frame
Review national budgets for ICT investment across sectors with respect to national, regional and international commitments	Governments	Review completed and results quantified	Limited institutional capacity	Two year
Examine opportunities for loan and grant funding	Governments Regional organisations Development partners	Potential targets for submissions identified	Limited information on opportunities	Two years
Examine opportunities for incentives to generate private investment	Governments	Investment proposals received	Limited institutional capacity	Two years
Prepare proposals for ICT programmes and projects for submission	Governments Regional organisations Development partners NGOs	Number of proposals finalised	Limited institutional capacity	Two years
Employ PIIPP in negotiations with potential development partners to ensure priorities are funded and overlaps eliminated	Governments Regional organisations Development partners	Requests for PIIPP "ticks" in boxes of PIIPP	Insufficient awareness of PIIPP on the part of governments and donors	Annual

Policy 3.6:   Governments and regional organisations, the private sector and NGOs including religious groups will actively co-operate to ensure that ICT policies are integrated in the development policies of all oth er relevant sectors.

Strategy 3.6.1: Adopt cross-sectoral approach within government and the private sector to ensure consistent policy development and implementation

Activities	Actors	Performance Indicators	Risks / Mitigation	Time frame
Develop e -democracy and e-government	Governments Private sector Development partners Regional organisations NGOs	Number of active centres or nodes for shared public information. Easy and quick access to shared public information.	Difficulties due to information censorship, high costs of information access and poor or unavailable ICT infrastructure in rural and remote areas.	Five years
Conduct regular reviews of national sector policies that include participation by all stakeholders.	Governments Private sector Regional organisations NGOs	Number of ICT programs implemented as part of operational national sector policies.	Need monitoring and reporting mechanisms	Annual
Encourage sharing of experiences through cross sectoral meetings	Governments Private sector Regional organisations NGOs	Regular reporting by cross-sectoral committees on ICT policies and activities	Need monitoring and reporting mechanism	Annual
Attendees of relevant meetings should disseminate the relevant information across sectors.	Governments Private sector Development partners Regional organisations NGOs	Increased information sharing Regular cross-sectoral reporting	Need monitoring and reporting mechanism	Annual
Governments should facilitate cross-sectoral participation in meetings and conferences including representation from the private sector.	Governments Private sector Development partners Regional organisations NGOs	National and regional strategy to address important ICT issues facing PICTs identified Annual meeting of national CIOs	Need monitoring and coordination mechanisms	Annual

Guiding Principle 4: appropriate policy and regulation: ICT policies and regulations will facilitate development of the sector and be appropriate to the people and cultures of the Pacific islands.

Policy 4.1: Regional and national institutions will co-operate in the development of ICT regulations that are consistent with international and national laws, regulations, technical standards, and obligations.

Strategy 4.1.1: Develop widespread and open consultation mechanisms

Activities	Actors	Performance Indicators	Risks / Mitigation	Time frame
CROP ICT Working Group to continue monitoring and reporting on the PIIPP	Regional organisations	Regular reports to member countries	Difficulties obtaining info on implementation	Annually
Integrate ICT issues into all other sectoral plans and policies	Governments Regional organisations Development partners	Reviews of sectoral plans and policies as available	Other sectors lack awareness	Three years
Create awareness	Governments Regional organisations Development partners	Requests for PIIPP copies ICT recognition in other sectoral documents	See Strategy 1.1.1	Two years
Include wide range of stakeholders in consultations	Governments Regional organisations Development partners	Participant lists are broader by sector and industry	Public sector risk-averse	One year

Strategy 4.1.2: Develop legislation and regulations

Activities	Actors	Performance Indicators	Risks / Mitigation	Time frame
Draft a regional model legislation based on sound technical understanding and international experience	Regional organisations Development partners	Completion of model document Requests for implementation TA	Difficulty of creating a generic model Identify expertise	One year

Strategy 4.1.2: Develop legislation and regulations

Activities	Actors	Performance Indicators	Risks / Mitigation	Time frame
Review / develop national legislation and regulations to ensure all ICT services are treated consistently	Governments Regional organisations Development partners	Number of new or revised documents	Difficult integration between all necessary sectors Identify expertise	Three years
Assist at national level	Regional organisations Development partners	Number of TA visits Number of reports or documents	Lack of funding Identify expertise	Three years

Strategy 4.1.3: Support institutional strengthening of national regulators

Activities	Actors	Performance Indicators	Risks / Mitigation	Time frame
Improve information exchange through electronic means (email lists, web site)	Regional organisations Governments	Frequency of messages Frequency of web site hits	Infrequent maintenance of web site or list moderation	One year
Develop database of expertise for mutual assistance	Regional organisations	Depth of database Requests for information	Infrequent maintenance Difficult quality assurance	One year
Create a regional association of regulators	National governments Development partners	Number of members Frequency of interaction	Adequate resources for meetings / communications	Two years

Policy 4.2:   Appropriate ICT and related regulatory frameworks will be developed that benefit the specific cultures, customs, and economies of the people of the Pacific.

Strategy 4.2.1: Conduct multi-sectoral reviews of regulatory and policy frameworks

Activities	Actors	Performance Indicators	Risks / Mitigation	Time frame
Incorporate gender issues in ICT policies	Governments Regional organisations Development partners	Number of new or revised documents	Resistance to age issues Difficulty of conducting broad reviews across sectors	Three years

Strategy 4.2.1: Conduct multi-sectoral reviews of regulatory and policy frameworks

Activities	Actors	Performance Indicators	Risks / Mitigation	Time frame
	NGOs			
Incorporate multi-generation issues in ICT policies	Governments Regional organisations Development partners NGOs	Number of new or revised documents	Resistance to age issues Difficulty of conducting broad reviews across sectors	Three years
Encourage local content and local language at national level	Governments Regional organisations Development partners NGOs	Creation of incentives Number of products (web sites, broadcasts, documents)	Insufficient local developers Marginalisation of users	Three years
Recognise conventional and indigenous intellectual property rights	Governments Development partners NGOs	Incorporation of IPR conventions in national frameworks	Unfamiliarity with international IPR standards	Three years
Establish targets for community access	Governments	Access metrics: distance to available centres and services Demographics: statistics on users by gender, age, group	Slow development of infrastructure and services	

Policy 4.3:   ICT and related regulatory frameworks will be developed, based on legislation, to address socially undesirable activities.

Strategy 4.3.1: Incorporate social objectives in policy and regulatory frameworks

Activities	Actors	Performance Indicators	Risks / Mitigation	Time frame
Develop mechanism to ensure benefits accrue to the stakeholders	Governments User groups NGOs	Monitor services charges Monitor user subscriptions	Weak or non-existant enforcement mechanisms	Two years

Strategy 4.3.1: Incorporate social objectives in policy and regulatory frameworks

Activities	Actors	Performance Indicators	Risks / Mitigation	Time frame
Review regulations and legislation, relevant to ICTs, to assess gaps with respect to socially undesirable activities	Governments User groups NGOs	Documents reviewed and revised	National issue but regional direction and advice can be given	Two years

Policy 4.4: ICT and related regulatory frameworks will promote open and non-discriminatory access to publicly accessible networks where appropriate.

Strategy 4.4.1: Develop open interconnection regimes

Activities	Actors	Performance Indicators	Risks / Mitigation	Time frame
Ensure regulations are technology-neutral to allow for cross-sectoral technologies	Governments Regional organisations Development partners	Monitor implementation of new technology	Difficulty of legal drafting	Three years
Develop guidelines for unbundling of facilities and services	National governments Development partners	Guidelines produced	Availability of technical assistance	Three years
Develop guidelines for interconnection	National governments Development partners	Guidelines produced	Availability of technical assistance	Three years
Review communications tariff regulations to maximise benefits to communities	Governments	Tariffs relative to price indices	Existing business structures entrench high costs	Two years
Ensure a stable ICT regulatory environment to protect investors	Governments	Review of licensing and regulation challenges	Vested interests of incumbents	Two years
Allow access to networks for all service providers and users of information	Governments	License applications received Proportion granted	Legal challenges from incumbent service providers	Two years

Policy 4.5:   National ICT and related regulations will balance and protect community and individual interests, including privacy issues.

Strategy 4.5.1: Ensure community and individual interests are balanced

Activities	Actors	Performance Indicators	Risks / Mitigation	Time frame
Review existing and model legislation	Governments Regional organisations Development partners	Documents reviewed and revised	National issue but regional direction and advice can be given	Two years
Review and develop national technical standards and regional interoperability	Governments Regional organisations Development partners	Documents reviewed and revised International compatibility	National and service provider issue but regional direction and advice can be given	Two years
Ensure cross-sectoral regional and national coordination		Coordination meetings		Two years
Ensure legislation meets national and international requirements	Governments Regional organisations	Documents reviewed and revised International compatibility	National copyright laws do not address electronic and digitized material. No laws on Internet use	Two years
Encourage legislative measures, such as freedom of information laws, protected disclosure policies and regulations on the online accessibility of public and government-held records	Governments Regional organisations	Documents reviewed and revised New framework components promulgated	taking appropriate account of national security concerns	Two years
Support effective online presence and citizen rights	Governments	Evidence of user rights Codes of practice	implement measures that encourage best practices, ethical behaviour and respect for community values regarding activities and content	
Support authenticity and security of transactions	Governments User groups	Availability of secure transaction methods		Two years

Policy 4.6:   PICTs and regional organisations will take a pro-active approach to representation and advocacy in regional and international fora in order to promote partnerships to resource the development of ICT for all Pacific islanders.

Strategy 4.6.1: Expand active networking among stakeholders

Activities	Actors	Performance Indicators	Risks / Mitigation	Time frame
Foster regional and international partnerships	Governments Regional organisations Development partners	Number of active initiatives Coordination meetings held	Limited institutional capacity	One year
Governments to maximise accessibility to public information	Governments	Number of public documents accessible on-line	Institutional capacity to move to digital archives	Two years
Identify information on regional and international fora	Regional organisations Development partners	Number, quality of reports and information bulletins circulated	Inadequate communications	One year
Conduct regular regional fora	Regional organisations Development partners	Coordination meetings held Workshops held	Limited resources	One year
Investigate membership opportunities	Governments Regional organisations	Number, quality of reports and information bulletins circulated	Inadequate communications	One year
Employ existing infrastructure (ex: USPNet)	Governments Regional organisations		Existing licensing restrictions, Requires mediation	One year
Nominate appropriate technical representatives	Governments	Quality of outputs from workshops and meetings Number of written submissions to regional work	Limited institutional capacity	One year
Ensure ICT committees have cross sectoral representation	Governments Regional organisations Development partners NGOs	Scope of represenation	Limited institutional capacity	One year

Contacts: CROP ICT Working Group

The Council of Regional Organisations of the Pacific comprises the Forum Fisheries Agency, Pacific Islands Development Program, Pacific Islands Forum Secretariat, South Pacific Applied Geoscience Commission, Secretariat of the Pacific Community, South Pacific Regional Environmental Programme, South Pacific Tourism Organisation, and the University of the South Pacific. International development partners are also invited participants.

Collectively these organisations represent the following Pacific island countries and territories: American Samoa, Cook Islands, Federated States of Micronesia, Fiji, French Polynesia, Guam, Kiribati, Marshall Islands, Nauru, New Caledonia, Niue, Northern Marianas, Palau, Papua New Guinea, Pitcairn Islands, Samoa, Solomon Islands, Tokelau, Tonga, Tuvalu, Vanuatu, and Wallis and Futuna.

Forum Fisheries Agency (FFA)			
Mr Albert Carlot VMS Support Officer PO Box 629 Honiara SOLOMON ISLANDS	Phone: +677 21 124 Fax:　　+677 23 995	Email:	Albert.Carlot@ffa.int
Pacific Islands Development Program (PIDP)			
Mr Scott Kroeker JCC Project Officer East-West Center, Honolulu, HI 96848-1601 USA	Phone: +808 944 7721 Fax:　　+808 944 7670	Email: Internet:	kroekers@ewc.hawaii.edu http://pidp.ewc.hawaii.edu
Pacific Islands Forum Secretariat (PIFS)			
Dr Robert Guild Economic Infrastructure Adviser Private Mail Bag, Suva, FIJI ISLANDS	Phone: +679 312 600 Fax:　　+679 300 192	Email: Internet:	robertg@forumsec.org.fj www.forumsec.org.fj
Secretariat of the Pacific Community (SPC)			
Mr Sam Taufao Information Technology Manager BP D5-98848 Noumea, NEW CALEDONIA	Phone: +687 262 000 Fax:　　+687 263 818	Email: Internet:	SamT@spc.int www.spc.int

South Pacific Applied Geoscience Commission (SOPAC)		
Mr Les Allinson Information Technology Manager Private Mail Bag, Suva, FIJI ISLANDS	Phone: +679 381 377 Fax: +679 370 040	Email: les@sopac.org Internet: www.sopac.org.fj
South Pacific Regional Environmental Programme (SPREP)		
Mr Herve Dropsy Information Technology Manager PO Box 240, Apia, SAMOA	Phone: +685 21 929 Fax: +685 20 231	Email: herve@sprep.org.ws Internet: www.sprep.org.ws
South Pacific Tourism Organisation (SPTO)		
Mr Arthur Terry Information Technology Administrator PO Box 13119, Suva, FIJI ISLANDS	Phone: +679 304 177 Fax: +679 301 995	Email: netcare@is.com.fj
University of the South Pacific (USP)		
Prof Rajesh Chandra Deputy Vice Chancellor P O Box 1168, Suva, FIJI ISLANDS	Phone: +679 212 269 Fax: +679 302 809	Email: chandra_r@usp.ac.fj Internet: www.usp.ac.fj