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*e – Pacifika*

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*e-Fiji*

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&  
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*Fiji National Workshop Report*

This report documents the discussions and outcomes of the workshop held at the Pacific Islands Forum Secretariat in Suva, Fiji on June 10 and 11, 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.

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## 1) Summary of Workshop Results

The goal of the workshop was to bring people together to agree upon a way forward for information and communications technology development in Fiji. The rationale for strategic planning is that real progress requires the efforts of many people not just a few. Three significant results were achieved in the workshop:

- the group agreed on the principles and values that should be promoted in any ICT project;
  - Transparency within government and within and between enterprises and government
  - Accountability, personal, society, government
  - Decentralization of government services
  - Effectiveness of government policies and services
  - Efficiency of government services
  - Universal access to education
  - Leadership required
  - Equity/equality of access to ICT
  - Ownership/partnership of development of ICT policies and their implementation
  - Tolerance and respect
  - Diversity/Choice- competition
- six projects were identified that can be implemented immediately;
  1. Recycling PCs
    - Awareness, expansion of existing Rotary program.
  2. Nationwide awareness of what the Internet is all about
  3. Rural Telecom Development and Telecentres
  4. Policy Issues
  5. e-government
  6. Educational curriculum reform P-13
- workshop participants volunteered to work on those projects.

Further information on these results is presented in this report.

## 2) 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 exists.

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 boundaries.

#### **a) 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 based on the understanding that what exists is not working and the people with the knowledge and the power to make changes are within the room.

Over sixty people from all sectors of society were invited to the workshop. Thirty people attended: eleven from ten different government departments and agencies, eight from the private sector, seven from non-government-organizations, and four from educational institutions. (The participants list is included at the end of this report.)

#### **b) Official Opening**

Mr. Peter Witham, Resident Representative, UNDP and Mr. Masaaki Takada, Charge d’Affaires of the Embassy of Japan presided over the official opening of the workshop. Mr. Witham commented that:

Developing strategies takes serious thought and open dialogue among people with different perspectives. This workshop has purposely brought together people with diverse interests in order to ensure that a broad and more complete view of ICT is stated and represented. Many of you have not met each other before but over the next two days you will be helping to chart a realistic plan for ICT development in Fiji. Each of you has your own understanding of ICT and in this workshop it is not important how much you know about ICT. What is important is being able to help others understand your experience with ICT and your thoughts on how ICT might influence you, and Fiji, in the future. It will take the efforts of many, including all of you, to put into effect the plans you devise in the next few days.

Mr. Takada added that:

This two-day workshop is also a direct result of the commitment undertaken by Japan towards the Miyazaki Initiative. I will not stress the importance and vast potential of information and communications technologies to develop economies and societies for I believe that all of you are better informed on this subject matter than I am. However, I will say that for the South Pacific Island countries, where development is hampered by dispersed populations, small sizes and vast ocean distances, information and communications technologies can help overcome these restrictive circumstances leading to accelerated economic growth and social development. This fact enhances the importance of this workshop and more so, the participants.

### c) **Workshop Session Results**

Most of the effort in the workshop is done in small, self-managed groups, of no more than eight people. 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 **Fiji National History of ICT** that follows is copied directly from the large sheets of paper on which participants were asked to write down their recollection of the history of information and communications technology in Fiji. Some people recorded dates, others notable events or technologies.

### **Pre 1990**

- |  |   |
|--|---|
| 1954 FBC Started                                     | • Telex   |
| 1963 Mostly Analogue Radio Links Step *Step Exchange | • Mainframe computers into EDP (GOVT)                     |
| Single Channel Radio Links (analogue) for Commercial | • Proliferation of PCs in Gov of Fiji                     |
| users in remote islands                              | • WAN for many Govt Systems (Immigration / payroll / etc) |
| 1967 First Computer in Fiji                          | • Computers in schools                                    |
| 1976 Completion of COMPAC Cable                      | • ANZ-CAN Submarine Cable (Analogue)                      |
| Mid 1980s Introduction of Satellite Services         | • Posts and Telecommunications Decree 1989                |
| 1982 First IBM PC                                    | • Digitization of Telecom Networks begin                  |
| 1983 FEA First SCADA system on Radio 300 / 600 Baud  | • Computer Courses in USP part of Maths Major             |
| 1984 First Planning of Digital Microwave for FEA     |   |
| 1985 First Fax in Lautoka – no Direct dial           |   |
| 1985 First Private FM Radio                          |   |

## 1990-96

1993 Use microwave for WAN – FLIS  
 1991 – TVNZ broadcast services to Suva, Lautoka and Nadi  
 1992 Operating of Fiji Land Information Systems  
 1994 First Bulletin Board in Lautoka  
 1994 – FijiTV formed  
 1995-96 FijiTV to Vitilevu main centres and Labasa / Savusavu

- First Computer science Graduates from USP
- Internet in Fiji
- Computer Studies examinable subject in Schools
- GIS User group created Modems
- Fair Trading Decree 1992
- Disastrous Monopoly Licenses granted to Telecom and Fintel – ATH formed
- Digital Radio Microwave systems
- Mobile Phone in Suva

## Since 1997

- Completion of Southern Cross Cable (2000)
- Digitalization of Radio links and Exchange
- Rollout of commercial dialup Internet service
- Issue of ISP licenses
- First Private TRS Rural Services 1998
- FEA Microwave installed 2002
- Community TV 1998 in Nadi
- Digital Infrastructure for Telecommunications
- Draft Government and ICT Development Policy
- First National ICT Strategy Workshop
- HODS e-Governance awareness seminar
- Internet in Suva Central Library for school children
- Southern Cross still under utilized
- Many LANS in Government (FLIS, PSC, Education)
- Migration of IT Skills overseas.

### d) 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 “e-Fiji”? This tends to be a messy “mind map” that the workshop participants then analyze and attempt to make sense of what has been stated.

The trends identified on the “mind map” are included in the table that follows (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 ten trends are in **bold**.

<i><b>Trend</b></i>	<i><b>Implications, impacts and or examples</b></i>
Online Education	More Opportunities for Region and Rural dwellers
e-Democracy	Open Government; Policy Formulation online / Feedback on policy
<b>Infrastructure Development</b>	<b>Security / redundancy; Saturation in Urban Areas / Non existent in other areas; Underutilized International Link</b>
<b>Education</b>	<b>Marketplace education; Basic Education; Internet Awareness</b>
<b>e-Government</b>	<b>Lower Transaction Costs; Business Process Engineering</b>
<b>Policy</b>	<b>Deregulation-Telecom Sector; Censorship -need to apply to new technology; Need for Legislation on Cyber-crime</b>
<b>Resources</b>	<b>Financing is limited; Need to establish priorities</b>
<b>Financial Mechanisms</b>	<b>Few players can afford the risks; No Informal Financial sector; Formal sector is risk averse; Deregulation increases risk; Laundering</b>
<b>e-commerce</b>	<b>Lower cost / increasing markets; Expanding markets externally; Employment Impacts and Community Prosperity; New Investment Opportunities; Business Process Reengineering; Finance Sector Behind in ICT adoption</b>
Content	Lack of local content; No Quality control on information on the Internet; Authentication or validity of content; Information needs to be available in Fijian
Land Issues	Boundaries and Borders
Benchmarking	What is appropriate for Fiji? Against whom?; What do people want?; Leadership required; Need to collect and monitor statistics
Media	Digitization; webpages; e-mail lists; Forums / end user feedbacks
<b>e-Development</b>	<b>Minorities; Cultural Preservation; Education; Personal Development ICT Capacity building</b>
<b>Digital Divide</b>	<b>Gender Gap; Gap between haves and have nots; Implications – education; Rural and Urban areas – access discrepancies; Access to Information; Quality of technology</b>
Tourism	Marketing leading to increased opportunities and abilities; Efficiency; Tourism is a champion for ICT in Fiji; Note – ICT is well ahead but uses outside resources
ICT Industry Growth	Computer Hardware; Software; Services; Fueled by Tax concessions
More Demanding Public	Affordable services; Small Numbers therefore no critical mass Access and Quality
Wireless Tech	Increased Access
<b>Leadership</b>	<b>Benchmarking; No Champion; Coordinate Private sector / NGOs and Government; Need info systems for decision-making</b>
Employment	Brain Drain; Salaries
Social Impacts	Working Habits; Lifestyle Computer Games; Cultures; Languages Traditions
Health	Referrals; Telemedicine; Epidemics – communications
Globalization	Need to adapt national standards, rules and regulations; Competition from other countries; Products and Services; ISO standards

### e) **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.

Each of the groups identified a society and lifestyle that was facilitated by ICT. Education, health, commerce and government applications of ICT were referenced in each future scenario. Participants presented the future scenarios as illustrations.

### f) **Common Ground and Projects and Big Ideas**

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” are principles and values that: relate to ICT development, and: can stand the “test of time” (they will be understood tomorrow or next year).

The **principles and values**, applicable to all ICT related initiatives, agreed to by the group were (in no particular order):

- Transparency within government and within and between enterprises and government
- Accountability, personal, society, government
- Decentralization of government services
- Effectiveness of government policies and services
- Efficiency of government services
- Universal access to education
- Leadership required
- Equity/equality of access to ICT
- Ownership/partnership of development of ICT policies and their implementation
- Tolerance and respect
- Diversity/Choice- competition

These principles and values 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 principles and values. The priority of any project can be determined by the number of principles and values that it advances. So if there are two projects competing for scarce resources, the one that furthers or is based upon the most principles and values should get selected.



### g) Projects and Big Ideas

The projects and ideas that were identified by participants again formed a long list because all ideas were recorded whether they overlapped with others or not. It was from this long-list that participants identified the projects that should be pursued and wanted to work on.

- Nation-wide awareness drive
- Primary and secondary school curriculum reform (learn how to find info)
- e-Governance
- e-Government
- Rural telecom development
- Establish an independent ICT body to provide leadership
- Establish appropriate regulatory framework for ICT
- Rural area electrification
- ICT's in schools
- Create a national information infrastructure (NII)
- Addressing financial institution issues fees, interconnection
- Develop/enact appropriate legislation
- Content creation
- Deregulation/competition
- Reduce utilities service costs
- Information literacy education
- Implement telecentres in rural areas
- Campaign/awareness public education
- Special ICT training for leaders
- Build national information infrastructure
- Formation of independent regulators
- Deregulate industry within 5 years
- Infrastructure
- Recycle PCs
- Use schools as telecentres
- ICT Business Park
- Promote Fiji for ICT Investments
- Be the Singapore in the Pacific
- Attitude and change
- IT instructor in each school
- Introducing IT to children

### h) Outcomes: Selected Tasks/Projects

Since there is agreement on the common ground, the participants are committed to carrying out any project which portrays their values and in areas of most interest to themselves. The workshop participants then willing volunteer to commit their own resources to carry out specific projects. The last task of the workshop is for the volunteers of those tasks that excite them individually to go forward with implementation. This listing of common ground and the commitment to action are the real outcomes of the workshop.

The following are the agreed projects that the workshop wished to pursue at this time and the participants who volunteered to work on them:

Project	Volunteers (the name in <b>bold</b> indicates the group lead)	Milestones and timelines
Recycling PCs Awareness, expansion of existing Rotary program.	<b>Winston Thompson</b> Tarun Patel Vinod Morer Franck Martin Sailasa Taganesia	1. The program has already been started by the Rotary Club. 2. Within 6 months to have distributed to at least 10 schools in liaison with Rotary 3. Clubs and Education Ministry To cover at least 50 schools within two years.

Nationwide awareness of what the Internet is all about	<b>Sharon Smith</b> Winston Thompson Tarun Patel Niren Kumar Franck Martin Sailasa Taganesia	
Rural Telecom Development and Telecentres	<b>Norman Nicholls</b> Winston Thompson Edo Stork Maki Kato Fred Christopher Richard Lucas Franck Martin Vinod Morer Josese Ravuvu Jale Curuki Silika Tuivanuavou Are Wakowako	<ol style="list-style-type: none"> <li>1. Agreement on concepts - ASAP, June</li> <li>2. Business Model – July</li> <li>3. Pilot Project - August (latest December)</li> <li>4. Select Pilot Villages - August</li> </ol>
Policy Issues	<b>Josua Turaganivalu</b> Edo Stork Yogesh Karan Winston Thompson Shiu Raj Sailasa Taganesia Vinod Morer Fred Christopher Franck Martin Sanjesh Naidu Tarun Patel Are Wakowako	<ol style="list-style-type: none"> <li>1. Submission of draft ICT Development Policy to the Cabinet Sub-Committee on Investment [CSI] by end of June 2002. This draft document will incorporate additional relevant aspects highlighted in the last ICT Strategy workshop.</li> <li>2. Upon approval by the CSI, submission of the draft Policy document will be made in July 2002.</li> </ol>
e-government	<b>Sailasa Taganesia</b> Edo Stork Josua Turaganivalu Shiu Raj Sanjesh Naidu Silika Tuivanuavou George Ratawa Franck Martin Jale Curuki	
Educational curriculum reform P-13	<b>Yogesh Karan</b> Vinod Morer Shiu Raj Josese Ravuvu George Ratawa Silika Tuivanuavou Maki Kato	<ol style="list-style-type: none"> <li>1. Meeting with Minister of Education to discuss: curriculum development; timeframes; levels, and; examinations.</li> <li>2. Resources: manpower, equipment and financial.</li> <li>3. Stakeholder</li> <li>4. Promotion and awareness</li> <li>5. 10 schools have computers in the next twelve months</li> <li>6. Draft curriculum developed in next six months</li> </ol>

## 5. The Objective of ICT Strategies

Nearing the end of the workshop, a brief summary of what ICT strategies can achieve was presented as follows:

An ICT strategy:

- Identifies 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.
- In Fiji now there are pockets of ICTS activity, some of them very advanced, but there is 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 that are of most importance to the country.
- ICT strategies are also instrumental in building awareness among members of 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:

- A champion: a person who is vocal and has authority and respectability within the community needs to “champion” ICT development.
- Are frequently revisited and revised. Typically ICT strategies start out general but become more refined and focused over time. International 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 circumstances change.
- A group of multiple stakeholders to oversee implementation and revisions to the strategy.

## 6. How the National ICT strategy fits with other strategies

The regional ICT strategy, the Pacific Islands Information and Communications Technologies Policy and Strategic Plan (PIIPS) was adopted by Ministers of Communications at the Pacific Islands Forum Secretariat meeting in April 2002. This strategy provides a framework for regional development. There are regional initiatives, particularly in ICT policy, that aim to achieve the objectives outlined in that strategy. There are regional projects (USP, FSM,

possible telecentres) that also adhere to the principles and objectives outlined in the regional strategy.

National ICT strategies tend to be more focused and concentrate on what individual country strengths are. 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.

## **7. Workshop Closing Address**

The Minister of Works, Telecommunications, Energy, Road Transport and Shipping, the Honourable Savenaca Draunidalo closed the workshop with the following comments:

The workshop could not have occurred at a better time. We now live in an era where the rapid advances in ICT will usher in an array of new products and services, businesses and new trends in our lifestyle. Today's and future technological innovations are migrating societies to another level of communication where wireless, broadband, e-commerce and the Internet will become the norm.

In the midst of this world scene, a workshop such as this one presents the opportunity to interested stakeholders to take stock of recent developments and identify key strategies for ICT development and growth in Fiji.

He also noted that:

From the composition of participants in this workshop, I am able to identify individuals from within our society who, with government, will champion this important development. Be assured that when the need arises, I will call upon you, and I am confident of the cooperation you will offer in such instance.

## **8. Next Steps**

It will be recommended to Minister Draunidalo that consideration be given to re-mandating the ICT Council, increasing its membership and charging it with overseeing the further development of the strategy and implementation of the strategy.

Revise the existing draft ICT strategy to reflect the broader issues identified in the workshop. The e-Pacifika project team is available to review drafts and assist as required.

Encourage the project groups to meet and plan to make real progress in their respective areas. The e-Pacifika project team is available to provide technical assistance as needed.

## 9. List of Participants

Name * = IT Council Member	Organization	Mailing Address	Telephone	Fax	E-mail
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