

# **Post-Evaluation Report (2011-1)**

## **E-government Technical Assistance Program (I) — Kiribati and Tuvalu**

### **Prepared by**

**Dr. Lee Pai-po (Deputy Secretary General, TaiwanICDF)**

**Chen Shu-ping (Project Manager, Auditing Office, TaiwanICDF)**

**International Cooperation and Development Fund**

**March 2011**

## CONTENTS

	<b>Page</b>
<b>EXECUTIVE SUMMARY</b>	<b>1</b>
<b>I. BASIC DATA</b>	<b>3</b>
<b>II. PURPOSE OF EVALUATION</b>	<b>4</b>
<b>III. BACKGROUND</b>	<b>5</b>
<b>IV. EVALUATION OF PROGRAM DESIGN AND IMPLEMENTATION</b>	<b>7</b>
A. Relevance of Design and Formulation	7
B. Program Outputs	7
C. Implementation Arrangements	9
D. Conditions and Covenants	9
E. Related Technical Assistance	9
F. Performance of Consulting Agency	10
G. Performance of Executing Agency	10
<b>V. EVALUATION OF PERFORMANCE</b>	<b>10</b>
A. Relevance	10
B. Effectiveness and Efficiency in Achieving Program Outputs	11
C. Preliminary Assessment of Sustainability	16
D. Impact	16
<b>VI. OVERALL ASSESSMENT AND RECOMMENDATIONS</b>	<b>16</b>
A. Overall Assessment	16
B. Lessons Learned	16
C. Recommendations—Program Related	17
<b>APPENDICES</b>	
1. Meeting Minutes	19
2. Pictures of Donated Computers and Hardware	24

## EXECUTIVE SUMMARY

As part of the Palau Declaration signed on September 4, 2006, the government of the Republic of China (Taiwan) pledged to assist its Pacific-island allies by training their information and communications technology (ICT) personnel, upgrading ICT infrastructure and updating software and hardware. Immediately thereafter, the Ministry of Foreign Affairs (MOFA) authorized the International Cooperation and Development Fund (TaiwanICDF) to initiate an E-government Technical Assistance Program in countries signatory to the Declaration.

In April 2008, the TaiwanICDF contracted National Yunlin University of Science and Technology (NYUST) to act as the Consulting Agency for the program; in March 2009, Chuan Jia technology Co. Ltd was authorized to implement the program as the Executing Agency in four countries over a period of seven months. The program was terminated in November 2009.

To ensure that the program objectives were achieved and learn from the experience of implementing the program, the TaiwanICDF recently dispatched a team to perform program post-evaluation. The team was led by Dr. Lee Pai-po, TaiwanICDF Deputy Secretary General, accompanied by Chen Shu-ping, a Project Manager in the TaiwanICDF's Auditing Office. The team worked in Kiribati and Tuvalu over a period covering February 10-22, 2011 — the first occasion on which the TaiwanICDF has dispatched a mission for the purposes of post-evaluation.

During the evaluation, the team called on government departments in Kiribati and Tuvalu to solicit the opinions of computer users and understand whether program participants had genuinely gained the intended program benefits. In order to make a fuller judgment on the effectiveness of the program, the team also visited Taiwanese embassies and Taiwan Technical Missions in these two countries to understand the point of view of participating Taiwanese stakeholders.

All of the beneficiary parties expressed their gratitude for the

implementation of the program. Despite this, policy changes in the initial stages of the program resulted in a sharp reduction to the program budget, so that budgetary limitations were introduced subsequent to the preparation of the Feasibility Study Report. The scope of the program in its initial design was reduced and the program was unable to address all of its initial objectives. Furthermore, the program provided limited technical assistance and a lack of similar technical cooperation programs in participant countries meant that there were no opportunities to explore integration and cross-sectoral linkages. This reduced the availability of resources that might otherwise have increased the sustainability of the program.

Recommendations following post-evaluation are as follows:

- (a) Monitoring and evaluation of programs should be strengthened, both during and after implementation;
- (b) Programs of this type should pay greater attention to enhancing the utilization rates of equipment and maintaining the capacity of human resources;
- (c) Program design should pay greater attention to localization; and
- (d) Program-specific Memorandum of Understandings (MOU) should be signed in cooperation with participant countries.

## I. BASIC DATA

Program Name	E-government Technical Assistance Program		
Scope of Evaluation	Evaluation was conducted in Kiribati and Tuvalu; evaluation was not conducted in Palau and the Marshall Islands.		
Program Description	In line with trends in the international development, the government of the Republic of China (Taiwan) is seeking to bridge the “digital divide” in four Pacific-island partner countries by providing funding, technology and educational resources to improve the general standard of ICT. The program is designed to draw on Taiwan’s comparative advantages in the sector.		
Implementation Start Date	March 2009		
Implementation End Date	November 2009		
Approval Amount	NT\$10,818,000 (total for Kiribati, Tuvalu, Palau and the Marshall Islands)		
Source of Funding	Ministry of Foreign Affairs (MOFA), Taiwan		
Consulting Agency	National Yunlin University of Science and Technology	Executing Agency	Chuan Jia technology Co. Ltd
Program Objectives	Assist the governments of Kiribati, Tuvalu, Palau and the Marshall Islands to renew their stock of ICT equipment, strengthen ICT-related education and establish the foundations of E-government systems.		
Implementation Arrangement	<ol style="list-style-type: none"> <li>1. Each country received donations of 20 computers and other ICT-related equipment.</li> <li>2. Eight ICT-related training workshops were held.</li> </ol>		

## II. PURPOSE OF EVALUATION

Post-evaluation is performed within a few years of the completion of a project or program and represents an important phase of the project cycle. The process refers to the objective assessment of the efficiency and effectiveness of the implementation of a development program, along with its logic and socio-economic impact among intended beneficiaries. The purpose of such evaluation is to obtain a comprehensive and independent appraisal of the extent to which the objectives of a project or program have been achieved or are likely to be achieved, and learn from that experience.

The E-government Technical Assistance Program represents the first occasion on which the TaiwanICDF dispatched a team to perform post-evaluation. Since the process should be conducted by an independent department or outside specialists, the team was lead by Dr. Lee Pai-po, Deputy Secretary General of the TaiwanICDF, accompanied by Chen Shu-ping, a Project Manager in the TaiwanICDF's Auditing Office. The mission conducted its evaluation in Kiribati and Tuvalu over a period covering February 10-22, 2011.

During the evaluation, the team called on relevant government departments in Kiribati and Tuvalu – including the Ministry of Agriculture; the Ministry of Communication, Transportation and Tourism Development; the Ministry of Fisheries and Maritime Resource Development; the Ministry of Finance and Economic Development; and the Ministry of Education – to solicit the opinions of computer users, understand whether program participants had genuinely gained the intended program benefits, and judge whether program outputs were equivalent to those envisaged during program design.

The evaluation team also visited Taiwanese embassies and Taiwan Technical Missions to understand the point of view of Taiwanese stakeholders, judge whether the program had achieved its intended objectives and outcomes, hear observations on the local environment and take suggestions on the implementation of future programs.

### III. BACKGROUND

Technology has changed our approach to living and human survival, and has transformed the way in which societies generate wealth. ICT has become an important component of the development aid granted by international agencies and is becoming an increasingly indispensable pathway to development for developing nations. ICT delivers economic growth by minimizing technological barriers, augmenting the quality of human resources and the speed with which workforces acquire knowledge, enhancing governmental transparency and the process of deregulating markets, and boosting production efficiency and performance.

Despite a lack of major natural resources, Taiwan has made a successful transition from agrarian society to ICT-based “powerhouse.” Taiwanese innovation and technological achievements have received significant international attention and spurred Taiwan to use ICT as a means of boosting development in its partner countries.

In 2006, MOFA proceeded to apply Taiwan’s diplomatic policy by donating 420 computers and similar equipment to Palau, Nauru, Tuvalu, Kiribati, the Solomon Islands and the Marshall Islands, which was given in conjunction with short-term computer training courses. The program, designed in March 2006 and completed by December 2006, was implemented in cooperation with the TaiwanICDF.

On September 4, 2006, President Chen Shui-bian and the six presidents of these nations signed the Palau Declaration in Koror, Palau. In the Declaration, Taiwan and these Pacific partners agreed to strengthen cooperation in three major fields: Human resources development, economic development, and socio-cultural development. As part of this commitment, Taiwan pledged to assist its allies by training their ICT personnel, upgrading ICT infrastructure and updating software and hardware.

This commitment led MOFA to authorize the TaiwanICDF to initiate the E-government Technical Assistance Program in April 2007. The

TaiwanICDF proceed to contract NYUST to act as the Consultant Agency for the program. NYUST conducted a feasibility study from January to August 2008, during which they drafted minutes for meetings held in each country (Appendix 1).

Following their feasibility study, NYUST drafted a comprehensive program design tailored to the needs of each of the six countries. The initial design included the donation of computers, computer training workshops and assistance to establish and strengthen E-government systems.

However, the budget as required to implement NYUST's recommendations was considered too high. Accounting for further considerations introduced by MOFA, NYUST was subsequently required to make design adjustments to account for reductions to the program budget. Due to budgetary limitations arising subsequent to the preparation of the Feasibility Study Report, significant reductions were required to the scope of the program in its initial design.

Since such budgetary limitations were introduced after meetings to discuss the Feasibility Study Report, the adjusted program design deviated from baselines established during initial studies. Program design was finalized in January 2009. As part of the amended program design, the program was only to be executed in four countries and program content only included donations of computers and the provision of short-term computer training courses. The total program cost across four countries (Kiribati, Tuvalu, Palau and the Marshall Islands) was NT\$10,818,000 (US\$360,600), with costs in each country amounting to approximately equal shares of NT\$2,704,500 (US\$90,150) per country.

Following the feasibility study and associated meetings, the TaiwanICDF authorized Chuan Jia technology Co. Ltd to implement the program as Executing Agency in four countries over a period of seven months, beginning in March 2009. Two days were allocated to training programs in each country. The company had implemented the program by



May 2009, and presented its Final Report in June 2009.

#### **IV. EVALUATION OF PROGRAM DESIGN AND IMPLEMENTATION**

##### **A. Relevance of Design and Formulation**

Adjustments to initial program design did not include cost-benefit analysis. Budgetary and organizational concerns were evaluated; however, financial, economic, technological, environmental, social and legal concerns were not evaluated. Overall, program design was judged to be *minimally relevant*.

##### **B. Program Outputs**

The governments of Kiribati and Tuvalu used the computers received to renew their stock of ICT equipment (as in Table 1 and Table 2).

Table 1: List of equipment in Kiribati

<b>Item</b>	<b>Quantity</b>	<b>Department</b>	<b>Condition</b>
PC	3	Ministry of Communication, Transportation and Tourism Development	Good
PC	1	Ministry of Communication, Transportation and Tourism Development	Missing
PC	4	Kiribati Institute of Technology (KIT)	Good
PC	2	Kiribati Institute of Technology (KIT)	Broken in a school fire last year
PC	1	Department of Commerce	Good
PC	1	Department of Commerce	Repaired
PC	2	Ministry of Education	Good
PC	2	Ministry of Fisheries and Maritime Resource Development	Good
PC	2	Ministry of Finance and Economic Development	Good
PC	2	Personnel Administration	Good

<b>Item</b>	<b>Quantity</b>	<b>Department</b>	<b>Condition</b>
Switch	1	Ministry of Communication, Transportation and Tourism Development	Good
Power supply	5	Ministry of Communication, Transportation and Tourism Development	Good
Access point	1	Ministry of Communication, Transportation and Tourism Development	Good
Printer	1	Ministry of Communication, Transportation and Tourism Development	Good
Projector	1	Ministry of Communication, Transportation and Tourism Development	Good
Antivirus software	100	Ministry of Communication, Transportation and Tourism Development	Good

Table 2: List of equipment in Tuvalu

<b>Item</b>	<b>Quantity</b>	<b>Department</b>	<b>Name</b>	<b>Purpose</b>	<b>Condition</b>
PC	1	OPM	Secretary to Government	Work	Good
PC	1	Ministry CT	Minister	Work	Good
PC	1	Foreign Affairs	Multilateral Affairs Officer	Foreign affairs work	Good
PC	1	Ministry CT	Assistant Secretary	Ministry headquarters work	Good
PC	1	ICT Department	Director	ICT Policy Development/Systems Administration	Good
PC	1	ICT Department	Senior ICT Officer	Systems Administration	Good
PC	1	ERPD	Economics Advisor	Budget preparations	Good
PC	1	Treasury	Payroll Officer	Payroll preparations	Good
PC	1	Personnel and Training	Staff Development Officer	Training and Personnel matters	Good
Switch	1	ICT Department	Director	awaiting training room	Good

<b>Item</b>	<b>Quantity</b>	<b>Department</b>	<b>Name</b>	<b>Purpose</b>	<b>Condition</b>
Power supply	4	ICT Department	Director	awaiting training room	Good
Teaching broadcast	1	ICT Department	Director	awaiting training room	Good
PC	1	ICT Department			Missing
PC	10				Missing
Power supply	1	ICT Department			Missing

### **C. Implementation Arrangements**

The program tender process and authorization of the Executing Agency were carried out in an appropriate fashion and in accordance with relevant laws. The Executing Agency followed the final program design but was not familiar with local social and economic conditions. The TaiwanICDF did not dispatch any personnel to evaluate the program while implementation was underway.

### **D. Conditions and Covenants**

During the course of conducting the feasibility study, NYUST drafted minutes for meetings held in each country. In subsequent stages of the program, however, Taiwanese stakeholders did not draft formal agreements with cooperating partner countries. Subsequently, operations that took place during the implementation of the program deviated from the general agreements and conclusions documented in meeting minutes.

### **E. Related Technical Assistance**

One round of two-day computer training workshops was held in each country during the period May 9, 2009 to June 24, 2009. Trainees were selected following recommendations by two units responsible for the program: KIT, in Kiribati; and the Ministry of Transport, in Tuvalu. In both countries, the training course included the following modules: Windows XP Tutorial, Introduction to PC Hardware and Maintenance, Linux

Installation and Operation, and OpenOffice Suite (Open Source Writer, Open Source Calc, Open Source Impress, Open Source Draw and OpenOffice.org). A total of 136 persons were trained in Kiribati, most of whom work in ICT-related government departments. A total of 200 persons were trained in Tuvalu, most of whom are administrative personnel working in government departments. Trainees in both countries stated that they had learned a great deal and that the courses were helpful to their work, although they also suggested that the training period should have been prolonged.

#### **F. Performance of Consulting Agency**

The Consulting Agency did not have sufficient additional time to redesign the project and the adjusted budget only allowed for the donation of 20 computers and a two-day training program in each country.

#### **G. Performance of Executing Agency**

The Executing Agency implemented the program in accordance with the conditions of its contract. The agency performed its tasks well but was not familiar with local social and economic conditions.

No implementation agreements were signed between the TaiwanICDF and local government stakeholders, meaning that the TaiwanICDF had no right to oversee the operations of locally hired subcontractors. Subcontractors did not offer any reports or documentation relating to the program.

### **V. EVALUATION OF PERFORMANCE**

#### **A. Relevance**

The initial program design was considered to be *highly relevant* to the TaiwanICDF's development strategy and goals, and would likely have significantly enhanced government efficiency and capacity in each of the

four countries. The adjusted program design, however, was *minimally relevant* to the TaiwanICDF's development strategy and goals.

## **B. Effectiveness and Efficiency in Achieving Program Outputs**

Program operations were *minimally relevant* to the goals of the program. However, adjusted program outputs were achieved as expected and the majority of the computers and hardware donated through the program continue to work well. Taiwanese Embassies and relevant government departments in Kiribati and Tuvalu are satisfied with the outcome of the program.

Commentary and feedback on the program given by Taiwanese embassies, Taiwan Technical Missions and beneficiary government departments is summarized as follows:

### **(a) Kiribati**

#### **1. Taiwanese Embassy**

- i. Program impacts: The embassy agreed on the effectiveness of the program, stating that the government of Kiribati had insufficient financial resources to purchase new ICT equipment. The program has helped to bridge the “digital divide” significantly, with the Ministry of Fisheries and Maritime Resource Development, for example, using their computers to install and run new and better software.
- ii. Program problems: Since every government ministry has a dedicated ICT department to service its computers, it is highly unlikely that any significant problems will arise. However, civil organizations and institutions are constrained by limited funds and human resources; when equipment breaks down, it often lies idle and is likely to be abandoned. For example, five UPSs, two computers and one printer donated to Kiribati Teachers College remain broken and are

presently awaiting repair.

iii. Feasibility of integration with other programs: The program should be maintained through 2009 by dispatching a Taiwanese contractor to provide continued short-term training and follow-up technical assistance, and assume responsibility for simple maintenance work such as removing faulty computers and replacing components. Due to the lack of skilled ICT personnel on Kiribati, a short-term volunteer could also work with the Kiribati Donation Unit to instruct beneficiaries on how to use the hardware and software received. This could yield twice the result for half the effort.

## 2. Taiwan Technical Mission

- i. Program outcomes: Since donated computers were manufactured in Taiwan, this kind of program increases goodwill towards Taiwanese computer manufacturers and increases the visibility of their products.
- ii. Program problems: Recipient government agencies do not have sufficient numbers of trained ICT personnel to be able to maintain equipment in good working order. Furthermore, the supply of replacement and spare components is insufficient.
- iii. Feasibility of integration with other programs: In the future, more volunteers should be dispatched to address a given case or situation. Furthermore, since local citizens do not always have ready access to the best education, Taiwan could build on the donations of these computers and increase access to education by designing and producing computer-based teaching materials for “digital delivery.”

## 3. Beneficiary Government Departments

- i. Representatives from all beneficiary departments expressed their gratitude for the donation of computers.
- ii. Ministry of Education: At present, the majority of computers used by the ministry are Dell models and maintained by this company's local technical support office. Ministry staff expressed a hope that Taiwan might provide short-term ICT training courses in future.
- iii. Kiribati Teachers College: Tauanei Marea, a teacher at the college, reported that the majority of computers donated in 2006 are now broken and awaiting repair. The college does not employ maintenance personnel and is waiting for the Ministry of Education's ICT department to repair the equipment; however, that department is itself understaffed. College staff expressed a hope that the TaiwanICDF might dispatch personnel to provide computing lessons and offer them general, ICT-related assistance.

(b) Tuvalu

1. Taiwanese Embassy

- i. Program impacts: The embassy agreed that the program had been effective in building E-government and reducing the "digital divide." Internet use is common within Tuvaluan government departments and donations of computers have expanded the potential to enhance government efficiency. For example, Mr. Willy Telavi, the Tuvaluan Prime Minister, uses e-mail to communicate with Taiwanese ambassador Mr. Ruey-li Tseng.
- ii. Program problems: Tuvalu does not have sufficient human resources or capacity to repair computer equipment. Moreover, access to replacement or spare parts is extremely limited due to its physical isolation and the high costs of

transportation and shipping; efforts to increase Tuvalu's capacity to repair computers will be restricted by the inconvenience of ordering components. Finally, Taiwanese volunteers dispatched to provide ICT-related services are often unable to stay for lengthy periods due to excessive workloads, difficult living conditions and a lack of volunteer benefits.

- iii. Feasibility of integration with other programs: Other technical programs could be executed to enhance the efficiency and sustainability of this type of program. Taiwan could dispatch computer volunteers or short-term specialists to conduct training programs on computer repair and software applications. Taiwan could also offer scholarships for computer-related curricula. Furthermore, donations of less expensive computers could be made to local elementary and high schools for use in providing computer courses to students, which would reduce the "digital divide" between the government and public.

## 2. Taiwan Technical Mission

- i. Program outcomes: This kind of program increases goodwill towards Taiwanese computer manufacturers and increases the visibility of their products. However, donations of equipment are "one-off" events and their impact can easily become forgotten as time goes by.
- ii. Program problems: All of the computers in official use in Tuvalu were donated by other countries, mainly Taiwan, Korea and Australia. Since donations have often been given over a little too readily, there is a tendency for Tuvaluan recipients not to value these donations as highly as they possibly might. For this reason, various Tuvaluan stakeholders make quite significant requests even when they



know that they do not have the capacity to maintain the equipment that they would receive. The key to turning this situation around is to create a pool of ICT-related human resources and develop an adequate supply of replacement and spare parts. Furthermore, many personnel working in government ICT departments go abroad for further education, for which reason they are promoted on returning to Tuvalu, and no longer have responsibility for maintenance work.

- iii. Feasibility of integration with other programs: Because living standards are difficult and there are few leisure activities, it is difficult to dispatch long-term volunteers to Tuvalu. Short-term volunteers or members of the Taiwan Youth Overseas Service represent a better solution and would still satisfy local needs.

### 3. Tuvalu ICT Department

- i. Program outcomes: The program was very helpful. The training was useful and the new computers have been distributed to support major functions of government — especially for tasks such as budget preparation, payroll and systems administration.
- ii. Program problems: The department is quite comfortable with using the computers and reported that there have not been any problems to date. However, there have been issues with computer viruses across the network.
- iii. Feasibility of integration with other programs: Some government departments already operate small websites and there is now a push to build on this by creating an official and fully functional government portal. The government would require further assistance to plan and develop these more sophisticated E-government systems.

### **C. Preliminary Assessment of Sustainability**

Since the operations of the program were not integrated or coordinated with any other technical assistance program, the program was judged to be *minimally sustainable*.

### **D. Impact**

The short-term goal of improving efficiency and renewing equipment in partner countries has been achieved. However, the program was not considered sustainable and its long-term goals are not achievable.

## **VI. OVERALL ASSESSMENT AND RECOMMENDATIONS**

### **A. Overall Assessment**

All of the beneficiary countries agreed that the donated computers had been a genuine help, with government representatives expressing their gratitude for the implementation of the program.

However, the program as it was implemented was *minimally relevant* to the TaiwanICDF's development strategy, although its impact was *highly effective* and *highly efficient* in the short-term. The program was not sustainable; it will be *minimally effective* and *minimally efficient* in the long-term, and *minimally relevant* to the achievement of stated program goals.

### **B. Lessons Learned**

**(a) Flexibility in design:** Due to changes in policy, there was a sharp reduction to the program budget after the Feasibility Study Report had been written. Additional adjustments to program design were required subsequent to the approval of the budget, and did not include cost-benefit

analysis. Budgetary and organizational concerns were evaluated; however, financial, economic, technological, environmental, marketing, social and legal concerns were not evaluated.

**(b) Program implementation:** Implementation of the program ended once the donation of computers and provision of training workshops was completed. Since implementation agreements or contracts were not signed with local government stakeholders, locally hired subcontractors were not obligated to prepare any program reports. The TaiwanICDF did not dispatch personnel to evaluate the program during or immediately after implementation, leaving few or no opportunities to adjust or strengthen program activities at crucial junctures. To smooth the progress of implementation, the TaiwanICDF could consider dispatching short-term volunteers or experts to carry out maintenance training programs.

**(c) Technical assistance resources:** The program provided limited technical assistance and the lack of similar technical cooperation programs meant that there were no opportunities to explore integration and cross-sectoral linkages. This reduced the resources that might otherwise have been available and impacted the sustainability of the program.

### **C. Recommendations—Program Related**

**(a) Strengthening the monitoring and evaluation of a program during and after implementation:** The program was not evaluated at appropriate intervals. The TaiwanICDF was not in control of the equipment once it had been donated and was therefore unable to identify problems relating to program implementation in a timely manner.

**(b) Enhancing utilization rates and maintaining capacity:** Computer training workshops were too brief, despite the clear need to ensure that computers would be utilized and that human resources were sufficiently trained. This raises the possibility that the utilization rates of the computers will diminish and that there will be insufficient human resources available

to repair equipment in the future.

**(c) Localization of program design:** Program design was impacted and restricted by budgetary limitations and subsequent adjustments did not account for factors that were likely to influence the overall effectiveness of the program. The reduction of the scope of the program lowered overall effectiveness and efficiency.

**(d) Draft Memorandum of Understanding (MOU):** Before executing a program, responsible parties should draft bilateral or multilateral agreements, whichever is appropriate. An MOU would clarify the responsibilities and rights of the parties and increase the potential for the success of a program.

## APPENDIXES 1. Meeting Minutes

<b>International Cooperation and Development Fund</b>	<b>Meeting Minutes</b> Project Name:	TAIWAN 
---	---	--

Date: 04/07/2008

Subject: Promotion of e-government development for Kiribati

### Background

Having developed e-government for many years, the Republic of China government has increased the efficiency of government administration significantly. To strengthen the friendship between Kiribati and the Republic of China, we propose to assist the government of Kiribati to develop e-government policy for a couple of years. When e-government is practiced, people will become more satisfied with the better service e-government provides.

### Objectives

Promotion of e-government development for Kiribati

### Areas of focus


1. Human resources management system
2. Training courses
3. Website design for various ministries
4. Computer security improvement with antivirus software

### Outline of Scope

1. Design and develop a human resources management system and provide a system server.
2. Offer computer training courses at Kiribati Institute of Technology and upgrade some computer equipment.
3. Design web sites to introduce various ministries of the Kiribati government and provide a website server.
4. Provide a number of computer security software to enhance the security of computer systems.

### Potential areas of focus between Taiwan ICDF and Kiribati Government for 2009

1. Increase the speed of internet connection within Kiribati.
2. Increase the speed of internet connection from Kiribati to the outside world.
3. Design a new accounting management system for the Ministry of Finance & Economic Development.



<p align="center"><b>International Cooperation and Development Fund</b></p>	<p align="center"><b>Meeting Minutes</b></p> <p align="center">Project Name:</p>	<p align="center">TAIWAN </p>
---	--	--

**Key dependencies and responsibilities**


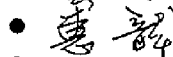
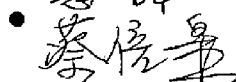
1. With regard to the management system for human resources, Kiribati government will be represented by Mr Teakai Tune, Director-Information Technology Services, Public Service Office. He will provide the document of system analysis, which will serve as guidelines for Taiwan ICDF to find a private company to do system design and development, and set up a server for the human resources management system.
2. With regard to the training courses, Taiwan ICDF will offer the courses at Kiribati Institute of Technology. Mr. Tune represents the Kiribati government and is responsible for providing a list of government employees who need to take the courses.
3. With regard to the web design, Mr. Tune represents the government of Kiribati and is responsible for collecting the website information desired by each Ministry. Based on the collected information, Taiwan ICDF is responsible for building the websites and provides a convenient mechanism for website managers, who are staff members of the corresponding Ministries, to update the websites.

This meeting minutes has been reviewed and agreed on \_\_\_\_\_ by:




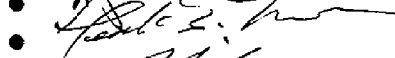
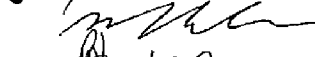

**Taiwan Embassy**

-  Samuel Chen
-  SHAU SUN LO

**Taiwan ICDF**

-  Wong Wang Kwong
-  Hwei lung
-  PK TSAI

**Kiribati Government**

-  - Tanginako
-  - Renga
-  - Tiare
-  - Teakai Tune
-  - Phayne Lether
-  - Bai teake Nantoon

<p align="center"><b>International Cooperation and Development Fund</b></p>	<p align="center"><b>Meeting Minutes</b> Project Name:</p>	<p align="center">TAIWAN </p>
---	--	--

Date: 11 July 2008

Subject: WIFI communication system for Tuvalu government as a part of e-government project

**Background**

Having developed e-government for many years, Taiwan, the Republic of China government has increased the efficiency of government administration significantly. To strengthen the friendship between Tuvalu and Taiwan, the Republic of China, we propose to assist the government of Tuvalu to develop WIFI communication system as part of e-government stage. This system is aimed to introduce cost saving on inter network wireless communications and efficiency improving via cutting down the car transportation and quick response to emergencies.

**Objectives**

Build Funafuti Island wide WIFI communication system for Tuvalu government

**Areas of focus**

- 1 Wireless coverage for Funafuti Island
- 2 Offer Wireless Cell-phone for Mobile & Mobility
- 3 Training for management and maintenance of the WIFI system

**Outline of Scope**

- 1 Wireless implement for Funafuti Island
- 2 Rely-on the FLR Ethernet/IP Networking
3. Wireless Cell-phone for Tuvalu government officials

**Potential areas of focus between Taiwan ICDF and Tuvalu Government for 2009**

Summarized discussions with ICT department of Tuvalu government, the following areas are most needed

- 1 Design network system for Tuvalu government building
- 2 Upgrade data security system for Tuvalu government
3. Design an Integrated government portal and file management system

**Key dependencies and responsibilities**

1. With regard to the WIFI communication system, Tuvalu government will be represented by Mr. Isala Taape, Secretary Communication, Transport & Tourism to provide Taiwan ICDF with the necessary information including relevant documentation, define job positions require WIFI cell -phone and arrangement for the project implementation.
2. Taiwan ICDF will provide facilities and technology to set up the WIFI communication system; while Tuvalu government can provide manpower on cabling and electricity for the facilities.
3. With regard to the training courses, Taiwan ICDF will offer the courses related to WIFI communication system management and maintenance. Mr. Taape represents the Tuvalu government and is responsible for providing a list of government employees who need to take the courses


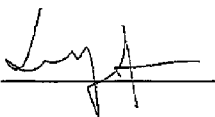
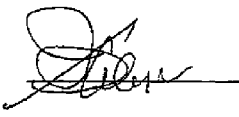

**Taiwan ICDF**

- 
- 
- 
- 

**Host Country Government agencies**

- 
- 
- 
- 

This meeting minutes has been reviewed and agreed on \_\_\_\_\_ by:

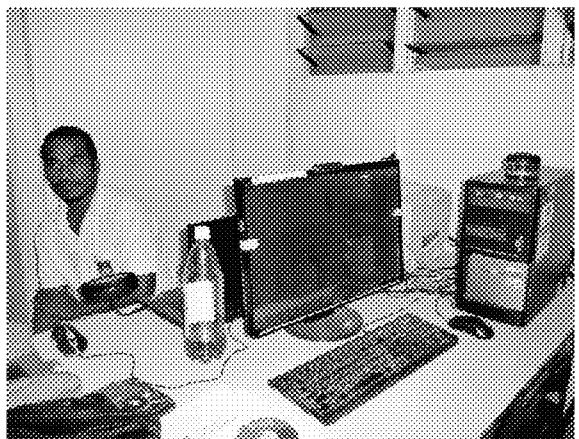
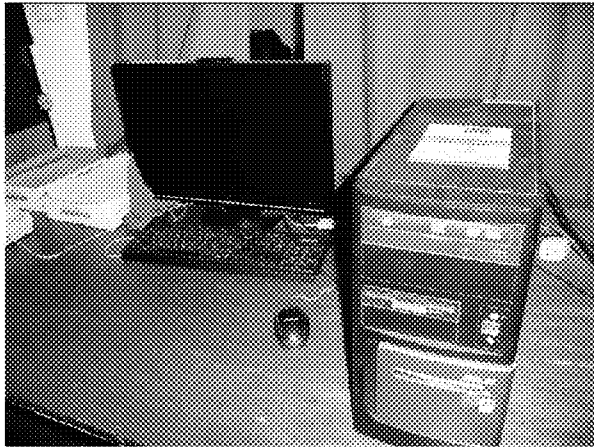





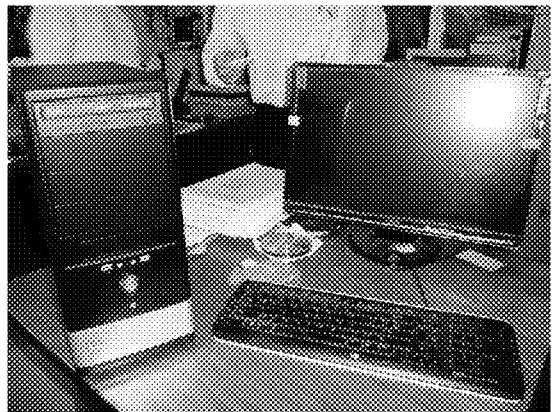
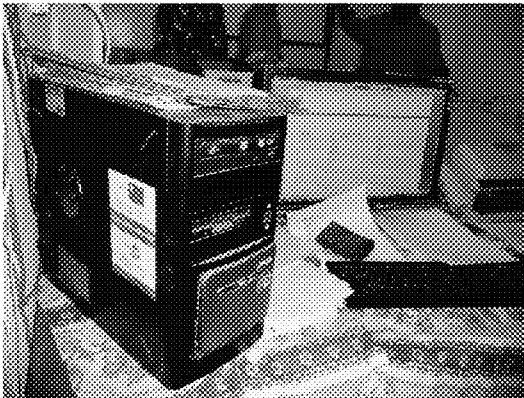
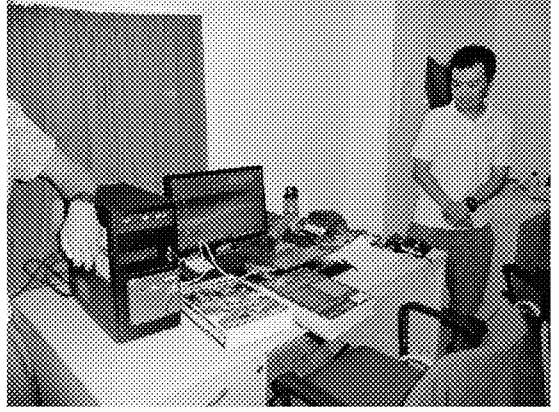


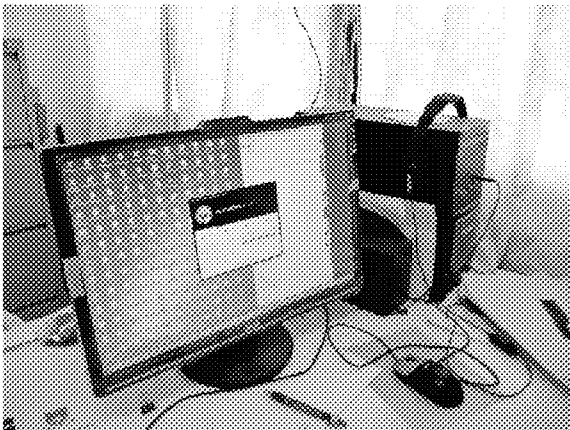
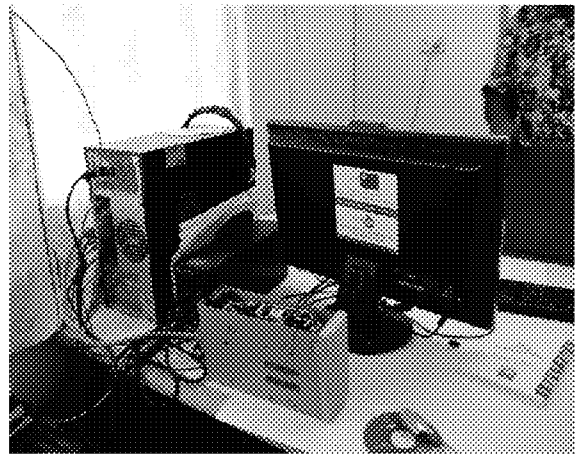
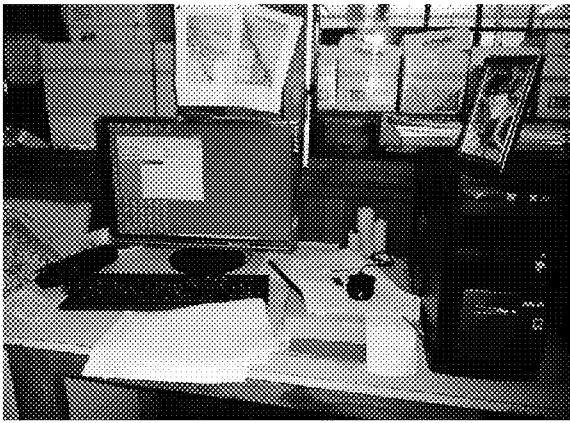
1. MOLIPI TAUSI DEPARTMENT OF ENERGY MINISTRY OF PUBLIC UTILITIES AND INDUSTRIES  
mtausi@yahoo.com
2. Lanika Falasiu DEPARTMENT OF ICT MINISTRY OF COMM, TRANSPORT + TOURISM  
lfalasiu@gov.tu
3. Kasanita Muaifono DEPARTMENT OF LG MINISTRY OF COMM, TRANSPORT + TOURISM  
kmuaifono@gov.tu
4. Maseiga Osema Education Department MINISTRY OF EDUCATION, YOUTH & SPORTS  
mionatana@gmail.com  
mosema@gov.tu
5. Taufia Papolo ~~Finance Ministry~~ Treasury Unit Ministry of Finance Economic Planning  
tpapolo@gov.tu  
tpapolo@yahoo.com
6. Isiao Tsape Min of Communication, Transport & Tourism (HEAD QUARTER)  
itsape@gov.tu
7. Atufenna Maui amau@gov.tu Dept of ICT MINISTRY OF COMM, TRANS & TOURISM
8. Arc Huang archuang@gov.tu Dep of ICT Ministry of Comm, Trans, & Tourism ✓

## APPENDIXES 2. Pictures of donated computers and hardware

### A. Equipments in Kiribati







## B. Equipments in Tuvalu

