

Building an E-Government: A Toolkit for Malawi

by

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I. Background

This E-Government Toolkit has been developed by Paul Shaw, CEO of [Africa-Online](#), a locally based Internet Service Provider (ISP) in Malawi, Asif Kassam, Webmaster of Africa-Online, and Kevin Newman, Information Technology Planning Adviser to the [COMESA Bankers' Association](#). This Toolkit is based primarily on the experiences of Africa-Online working with the Malawi Government, particularly the Ministry of Information and National Statistics Office. While the target audience for this proposal would be the national policy makers of Malawi, including civil servants and elected officials, the application of this particular Toolkit would be equally viable for all countries classified in the Least Developed Country category, especially in Sub-Saharan Africa. The authors are based in Blantyre, Malawi with extensive, accumulated experience in Malawi and Africa, as shown in the attached CVs. Therefore, this proposal has been based on Malawian experiences, as well as the perceived benefits and challenges of introducing comprehensive, integrated E-Government in Malawi.

II. Overview

Successful E-Government applications depend on several interdependent factors, which must ultimately solve two fundamental questions, "In the age of the Internet, what is the appropriate role of the Government in producing goods and services, and in regulating private-sector activities?" Our Toolkit is designed to bring these divergent elements together, particularly designed for those countries at the nascent stages of building an E-Government infrastructure. The Toolkit targets six distinct areas for initiating sustainable E-Government programmes: Connectivity, Leadership, Human Capital, Intergovernmental, Policy and E-business Environment.

The concept of E-Government is no longer a fantasy, or unfamiliar concept to political leaders, civil servants, or business captains around the globe. Few disagree on the dire necessity of connecting government more effectively with her citizenry and industry, as well as promoting the training of future generations to capture the benefits of a knowledge-based economy. However, very few of these national leaders are quite sure about the state of E-readiness for their own country, what needs to be changed, what barriers exist, and often fail to see the benefits of such changes. This Toolkit is designed to give each of these stakeholders the diagnostic tools necessary to make the proper decisions for building an E-Government infrastructure in a resource-scarce environment.

The Toolkit has necessarily been created with the idea that physical infrastructure improvements alone will not suffice. The crucial role of policy, particularly the appropriate legal and regulatory environments, must be stressed when confronting the more apparent issue of low

teledensity and Internet penetration. The Toolkit will provide those in critical decision-making positions in government with a diagnostic tool to determine what are the greatest barriers in effective delivery of E-Government services, as well as decide what policy decisions must be made politically to break down the key legal and regulatory obstacles. The creation of an enabling environment for a vibrant information-based economy must be positioned as a top priority with government and business leaders.

However, the Toolkit is designed foremost to build recognition that E-Government is not simply putting government forms on-line, creating a static tourism websites or even posting simple tariff schedules on-line, but rather it is the integration of government operations in the delivery of services to her citizenry and the business sector.

First, the issue of connectivity should be addressed as a high-priority for policy makers. The deregulation and over-regulation of the Internet Service Provider (ISP) market should be targeted as a key component to increasing Internet penetration in the local community. Since bandwidth is key component of service quality for ISPs, national policy should be addressed allowing for more than a single gateway for Internet provision.

For example, the policy on 2-way VSAT connections for increasing bandwidth in a country should be re-examined in order that the policy is clear and fair to all participants in the Internet Service market.

The technical issues resolving the fixed-line dilemma of most developing countries, where low teledensity and telecommunications penetration are the greatest problems, should be addressed. In most instances, the resolution may simply involve the provision of fixed wireless access, but the policy makers should be made aware of proper regulations as commonly agreed within the ITU international framework of spectrum allocation of radio frequencies, which includes cellular networks, Television or Radio programming, or fixed wireless Internet access solutions. This is a clear indication of E-readiness, which demonstrates whether a country is prepared to capture the advantages of Internet based solutions for government effectively.

Likewise, these types of regulations, as well as the responsible ministries and agencies, should be made clear and publicly announced through government websites. Through irrefutable case studies and demonstrable evidence of the benefits of successful telecommunications network supervision, the Toolkit addresses fully the oft cited problem of poor connectivity and low-bandwidth in developing nations and allows for more substantive dialogue in the more pressing sectors of developing long-term human capital needs, increasing intergovernmental

networks such as LANs and WANs, open and transparent government e-procurement procedures available, and establishing a long-term strategy for E-business readiness in a country.

The Toolkit seeks next to identify National Champions within the political leadership, bureaucracy, and industry captains of a nation who will provide the necessary leadership for shaping the nation's response to E-Government. This is critical. Without overt, progressive leadership from the public and private sectors, the development of E-Government will be relegated to the passive, non-interactive provision of information on the Internet by Government ministries and agencies, and perhaps lower access charges, but not much more.

Leadership is key in the development of vibrant ISP, B2B and G2C markets such as the burgeoning on-line markets of Brasil, e-procurement systems in Hungary, or the electronic postal initiatives of Egypt (see [Ready? Net. Go!](#), pg 13, McConnell International, May 2000). If governments are to be successful in multi-channel service delivery for public goods, there must be forward thinking leaders to commit resources for future benefits. The Toolkit will provide these decision-makers with the necessary guidelines to make the most prudent decisions and gauge progress against the successes and failures of other nations.

Next, the Toolkit emphasizes continuously the development of Human Capital through education, lifelong education, and tax incentives to companies investing in worker training as a mission critical component of any successful, long-term E-Government project. The innovative programs of Mexico and Korea will be cited as powerful examples of the state investing in the future through progressive programs across numerous sectors, particularly benefiting the rural population.

The Toolkit proposes detailed assessment of the math, science, and computer science curriculum at all levels of the educational system. The integration of life-long education and training must be assessed as a nation develops an increasingly integrated E-Government strategy.

A crucial element in the Toolkit is a focus on improving Intergovernmental communications, particularly developing central databases and LAN / WAN communications networks among Government departments.

In Malawi, for instance, three government departments would be selected initially for developing interdepartmental communications at the Ministry of Information. This would be a prerequisite before seeking WAN to the numerous national branches of any Ministry. Therefore,

following the initial work with the Malawi Ministry of Information, the degree of interconnectedness of the 38 Government ministries would necessarily be mapped out. The Toolkit addresses the need for a survey of existing systems in Government Ministries and Agencies, as well as the interoperability of intergovernmental systems, as well as a survey of access issues for main Government departments, branches, and service centres.

In most developing nations, some Ministries and Agencies have already established a degree of low-level networking, as well as some central databases for specific projects. However, the amount of shared information within a Ministry, not considering intergovernmental information management, must be assessed. As successful projects in Korea and Malaysia have shown, implementing a large scale WAN for overall government information resource management is crucial in developing the next stage of Toolkit implementation.

To assist the process, the Toolkit would provide an outline for the creation initially of static, information-only websites for all Ministries and Government Agencies. Thus, the three specific government departments selected in the Malawi example will be utilised as pilot projects to create comprehensive, interactive websites, which are necessarily more sophisticated with on-line databases, and would begin during the first stage of the Toolkit implementation.

As specific illustrations of the implementation, the Malawi Ministry of Tourism will be targeted for interactive website development, particularly given the untapped, vast tourism potential of Lake Malawi. Likewise, working closely the Ministry of Information, who controls all external information delivery, as well as the immigration and customs bureaus, these government organisations will have their services brought on-line with issues such as Visa requirements, Visa forms, and tariff schedules made publicly available via the web.

In the initial stages of the Toolkit implementation, this static development of Government websites would allow users to see benefits immediately over the short-term and enable larger scale interactive Government website development to begin earlier. The Toolkit would provide comprehensive examples of effective information-only website development.

Regarding the automation of government services, a specific case study in the Toolkit would be the improvement of the import/export system in Malawi. It would be automated via the Internet where the application for bank approval of Foreign Exchange is forwarded to the pre-shipment inspector in a timely manner. The process would move from a needless weeks to a few hours in turnaround processing. The benefits to exporting businesses would be enormous, particularly if all tariff schedules and forms were available on-line. As a pilot project, it would demonstrate

immediate benefits to all parties concerned.

Finally, the Toolkit assesses the state of Policy development regarding the delivery of E-Government enable services, such as the existence and enforcement of privacy laws, the reduction legal / regulatory barriers, the provision tax incentives for company training / skills development, promotion of the Free Trade Areas such as COMESA or MERCOSUR, and perhaps most importantly, internet based procurement mandates and procedures for government departments migrating to private sector providers.

III. Toolkit Outline

The Toolkit initially deals with connectivity where the main challenge deals with insufficient infrastructure. Wide area networking is far from commonplace and the existing telephone infrastructure is not capable of supporting the connectivity required. This situation requires then not just equipment and training but a different approach to communications. In the typical developing country it is necessary to build Wide Area Networks using a combination of telephone and microwave technology even using Email over HF radio where nothing else will work.

For example, in Malawi the second most important export is Tea. Producers based in the South of the country find it impossible to connect to the internet and even emails larger than 10Kb are difficult to download except late at night. Some attempt to remedy this is being made by means of a fibre link between the telephone exchanges.

However, the “last mile” challenge of connecting the end-user remains where the need to replace the miles of copper wire linking the exchange to the farms will not be resolved so easily. Thus a key element of the economy is denied access to vital communications with clients, suppliers, financiers, and the Malawi Government regarding production statistics. The ASYCUDA system, supported by the World Bank in Eastern and Southern Africa, on customs and tariffs could be accessed more readily and provide far more efficient processing of transactions with customers, which again depends on a reliable communications network.

A solution, which is universally applicable in developing nations, is to install a low power microwave network between the urban areas and the primary commodity producing regions. This costs only a fraction of the price of new telephone lines and offers a fast and efficient solution.

The second requirement is computer hardware. Use of computers by government offices has

been increasing steadily over the past five years to a point where ministries such as finance and home affairs have reached a level of sophistication that will allow them to interact with central databases and provide online answers where available. What is a challenge is the collection and collation of information into an online database. In the example of Malawi, there is some central collection in places such as the Reserve Bank and Ministry of Finance but this is not generally the case. There are other departments that operate entirely manually and these will require more computer hardware investment to contribute to central databases as well as provide on-line services.

What has been proved recently is that the collection of data need not be a challenge. The recent census in Malawi has been captured and published in record time using local labour in what can be described as a “hot and dusty” environment. Where it is necessary then to capture old records this could be undertaken by a specialist department operating on an inter ministerial basis. There will be cost implications in purchasing suitable mainframe equipment and software and in training for the use of these.

Finally there is the establishment of public computer centres for the dissemination of information. Whilst this will require infrastructure in terms of connection it is likely in a developing country that small business people will take up this challenge and set up small-scale businesses. The support requirements will be high in the implementation period but can also be provided locally in the long term.

In order to implement effectively the Toolkit, the following must be established:

1. Which departments/ministries are currently collecting data using computers, which are networked with trained staff?
2. Which departments/ministries have networks linking their machines to each other and Wide Area Networks linking them to central databases?
3. Which Departments/Ministries does the government want to prioritise in terms of advancing E*Government?
4. Where do priorities lie, in providing some information quickly at least cost or providing the most useful information regardless of time/cost?
5. Which is the most important, to provide intra Governmental communications to enable E*Government or to provide fast and accurate information to citizens?
6. Do we want to capture all the old information?

Centralized versus Decentralized

Decentralised

1. Data base may still be centralized if communications allow
2. Each area should progress at roughly equal pace to prevent migration.
3. Industrial versus agricultural communities have different requirements
4. Poorer areas must receive special consideration or a new divide will appear
5. Language and cultural differences

Centralised

1. Bigger data flows
2. Longer distances
3. More information to capture
4. Longer to achieve results
5. Poorer areas low income communities must be empowered

The following chart outlines what would be considered a typical implementation plan within a specific target country, in this case Malawi.

TOOLKIT IMPLEMENTATION IN MALAWI

Deadlines	Activity	Comments
Complete by day 14	◆ Identification of Ministry contact persons, Networking personnel, and project leaders ◆ Discussions with President's Office concerning implementation and design ◆ Survey design and distribution ◆ Operational plan developed for LAN/WAN networks among targeted Ministries ◆ Initial discussions with National and Local Chambers of Commerce, Corporate CEOs, and leading ISPs for formulating coordinated national strategy ◆ Outreach sessions with NGOs, Resident Donor organisations, and civic groups ◆ Identification of relevant successful E-Government implementation schemes regionally and globally ◆ Identify the critical government sector to go on-line within 6 months	
Complete by day 28	◆ Roundtable workshop with representatives of all 38 Malawi Ministries, led by the Project Team of Senior Officials from the Ministry of Information to establish dialogue on E-Government aims, strategies and objectives within the Government	

	◆ Establish types and requirements for centralised databases within and among selected Ministries and Agencies ◆ Identify the most promising cross-sector partnerships ◆ Create committee of selected Ministry officials and private sector participants to identify best E-Business Readiness measures ◆ Mapping of wired/wireless topography of Malawi for linking Ministry and Agency branches ◆ Website drafts for targeted Ministries ◆ First Technical meeting of LAN/WAN and network engineers of selected Ministries ◆ Identification of Ministry Webmasters ◆ Work with President's office to establish National Information Infrastructure initiative	
Complete by day 42	◆ Meetings with Government Legal Department to determine relevant statutes, regulations and laws that govern information resource management ◆ Establish country-specific web based diagnostic tool with resources on legal ramifications and operational guidelines for developing internal ministerial policy ◆ Determine Ministry of Information needs in designing information resource management strategy, including LAN and internal resource management, centralised database management, statistical measurement, workshops on data quality, and mapping of intergovernmental information management flows ◆ First Webmaster workshop on design and maintenance ◆ Outline hardware and software capital expenditure needs of selected Ministries to implement the E-Government Toolkit ◆ Strategise with the Ministry of Post and Telecommunications regarding the use of regional post offices to establish cyber-kiosks to access readily available government information ◆ First training session with Ministry officials on utilising the Web-based diagnostic tool for tracking the E-Government Toolkit progress ◆ First progress report published on the project's global E-Government website ◆ Begin filing database on legal statutes and regulations governing the telecommunications, finance and commerce sectors impacting E-Government	
Complete by day 56	◆ Identify the training resources available to begin local and regional workshops for Ministry branch officials and customs officials from border posts ◆ Meet academic and educational leaders to formulate plan for developing human resources	

	◆ Hold second roundtable strategic planning session of intergovernmental cooperation among targeted Ministries ◆ Provide plan for distributing costs of implementing interoperable system among participating parties ◆ Complete working plan for citizen centres made available through national post office network ◆ Review Tax incentives with Malawi Revenue Authorities for encouraging Industry involvement in IT skills development	
Complete by day 70	◆ Complete installation of first full intranet in the Ministry of Information ◆ Establish network strategy among Ministries and Agencies ◆ Follow-up workshop with Ministry representatives and President's Office for a progress report on Toolkit implementation ◆ Produce blueprint for E-procurement plan for Government agencies ◆ Work with Ministry of Information in producing White Paper on Government role in the development of standards ◆ Conduct IT Security and Public Safety Workshop for all Technical personnel, Senior staff of Ministries, Chambers of Commerce and private sector representatives	
Complete by day 84	◆ Go live with Interactive Tourism, Immigration, and Customs/Tariff Websites ◆ Link Websites with the regional COMESA and SADC projects providing statistical information on the Free Trade Area ◆ Hold 2nd Webmaster training session ◆ Present drafts of recommended legislation and regulation amendments according to Toolkit outlines	
Complete by day 96	◆ Host interactive Lake Malawi Tourism Website on Government Servers with local management by Ministry personnel ◆ Host Risk Management Workshop for Senior Management of targeted Ministries and Industry ◆ Hold follow-up a roundtable discussion with Chambers of Commerce, business leaders, NGOs, regional donor representatives, and Malawi government officials ◆ Deliver second Progress Report to the World Bank E-Government representatives, Malawi Ministry Officials and Private Sector representatives	
Complete by day 110	◆ Complete 38 Ministry information resource Websites	

	- on a standard platform ♦ Training sessions for relevant web design personnel ♦ Assess access data for on-line forms already made available through targeted Ministries, particularly focussing on number of visitors and complaints registered by outside users ♦ Produce list, in conjunction with public and private sector participants, of relevant legal and regulatory barriers to effective E-Government implementation	
Complete by day 124	♦ Hold 3rd Webmaster and LAN/network manager training workshop ♦ Fact-finding mission to research the results of E-Government implementation in Egypt, Kenya, and Brazil ♦ Meet officials of COMESA, SADC, and regional donor organisations to promote tangible benefits gained by the E-Government Toolkit ♦ Develop shared central databases for the targeted ministries of Information, Tourism and Finance ♦ Database development and management workshop ♦ Develop citizen information centres, connected by central databases, in five target cities outside the capital ♦ Work with Post Offices to develop citizen-focussed cyber-kiosk strategy based on successful Egyptian experiences	
Complete by day 138	♦ Hold Final Webmaster training session ♦ Host final IT Security and Public Safety Workshop for all Technical personnel	
Complete by day 152	♦ Produce the 3rd Progress report for the World Bank E-Government representatives	
Complete by day 164	♦ Final roundtable session with public and private sector leaders of the E-Government Implementation Project	
<u>Completion Date:</u> Complete by day 178	♦ Publish final report on Toolkit's Evaluation Website.	

Identification of Participants

Ministry of Information, Home Affairs, Post and Telecommunications, Tourism and Immigration. Customs and Tariffs Bureau. Representatives of all 38 Malawi Ministries. Senior Technical Staff of selected Ministries. Chambers of Commerce (national and local). CEOs of major corporations. COMESA and SADC Secretariats. NGOs. ISP representatives. Resident Donor Missions.

IV. Dissemination Plan

This would be accomplished through the identified national champions within the most relevant ministries and private sector corporations. The President or Prime Minister's Office would be involved with the meeting of stakeholders throughout the entire process. There would be working groups set up for public-private sector dialogues.

Through the Toolkit E-Government Website, all aid agencies and Ministries of Information within emerging market nations would be notified of the project, provided follow-up progress reports on-line and the World Bank E-Government website.

Finally, the front-line staff of Ministries in the project countries would be surveyed in the initial implementation stages and throughout the Toolkit implementation regarding their personal experiences and views on the success or barriers encountered in carrying out the Toolkit.

V. Qualifications of the Proponents

Mr [Paul Shaw](#) is the CEO of Africa-Online, incorporated in Malawi. Mr Shaw has obtained his Cisco Certification (only qualified personnel in Malawi), MSCE Certification, and Breezecom Certification (Fixed Wireless Applications). Unlike other ISPs in Malawi with government or donor support, Africa-Online began four years ago independent, entrepreneurial initiative with two founding partners. Africa-Online has consistently proven its technical lead in the Malawi market by registering the fastest growth of any ISP, building the National Statistics Office Intranet and Extranet applications, and being chosen as the main provider for the Ministry of Information Internet Services, both internal and external. As architect of these initiatives, Mr Shaw brings a unique perspective to the development of practical, sustainable E-Government applications in a Least Developed Country environment.

Mr [Asif Kassam](#) is the Webmaster of Africa-online with extensive experience in web design, development and maintenance. Mr Kassam is the only Webmaster in Malawi with working experience in HTML, JAVA, Perl, CGI, ASP and XML languages. Mr Kassam graduated from Imperial College Of Science, Technology & Medicine, University Of London, with A First Class Masters Engineering Degree (with honours) in Aeronautical Engineering, with distinction for his Master's Thesis on the Conceptual Design Of A Passenger Amphibious Aircraft.

Mr [Kevin Newman](#) is the Information Technologies Planning Adviser to the COMESA Bankers' Association, which is part of a programme funded by USAID. Mr Newman is obtaining his Master's Degree from the Fletcher School of Law and Diplomacy in International Development with a specialisation in Telecommunications and Economics. Mr Newman has

worked for the Asia-Pacific Development Information Development Programme (APDIP), which is part of the UNDP Info21 efforts, in Kuala Lumpur, Malaysia. Previous experience includes working with the Kyrgyzstan Ministry of Finance, Research Triangle Institute Center for International Development, and the Japanese Government.

For further information, please refer to the CVs of the authors, which are included in the [ANNEX](#) and with hyperlinks to the HTML versions.

VI. Budget and Budget Justification

BUDGET ITEMS

1). Research Missions

Local

Lilongwe, Mzuzu, Zomba (14 days 2 people)

Travel	USD 2500
Accommodation	USD 2100
Car Hire	USD 900

International

Egypt, Ethiopia, Kenya, Lusaka, Gabarone (10 days 2 people)

Travel	USD 3500
Accommodations	USD 2000

Brazil and Argentina (7 days 2 people)

Travel	USD 3200
Accommodation	USD 1400

2). Capital Expenditures

Equipment

Broadband wireless link and low-end server

(Hosting of server during testing and development phase)	USD 6400
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Webserver space

(Hosting Pilot Interactive and Static Government Sites)	USD 1000
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Web site design and maintenance

(Including HTML, ASP, and XML programming and training)	USD 3000
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Printing, publishing, and Communications

(Telephone USD 2000)

Equipment Hire	USD 2000
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Meeting expenses and working lunches	USD 1000
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3). **Human Resources**

Consultancy charge

(Includes pre- and post-assessment surveys, analysis, and final report) USD 20000

Legal team

(Identify key legislation needs and regulation barriers) USD 5000

Total Project Costs: USD 54,000

VII. Evaluation/Lessons Learned

The impact will be assessed and shared through the initial and ongoing surveys, workshops, training sessions, and progress reports prepared throughout the Toolkit implementation phase. At the end of the Toolkit implementation, a standard survey prepared for cross-sector analysis of the sample groups, such as businesses, donors, NGOs, mid-level government employees and citizens will be carried out to provide salient data on the results produced.

Assuming that a confidentiality agreement will be reached with implementing countries, the results made available by participating Governments in the first instance, will be shared with the Toolkit Implementation team and World Bank E-Government Project officials concerned. The Toolkit team are very concerned about issues of confidentiality, which must be maintained especially among the participants to maintain trust and openness throughout the process.

As general data is gained from the access to the operational Government website, the creation of an interactive evaluation website, based on the Toolkit's diagnostic results, will be made available to the general public, which will allow for immediate feedback on the project. This website will be publicised through the World Bank and targeted groups in the Information for Development category. Finally, the results will be published on sectional basis, which can be checked against by countries as they implement their own E-Government strategies.

The Toolkit will provide Final Reports to all participants at the conclusion of the project, which will be posted and publicised through the Toolkit Evaluation website.

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Key Qualifications

Extensive financial and IT experience in developing countries. Have developed local and wide area networking solutions using various media. Established a successful Internet Service Provider in Malawi. Established the first wireless WAN for Internet Access in Malawi. Aware of all modern WAN technologies including Microwave, Laser and DSL. Used by the Ministry of Information in Malawi as preferred service provider and recently asked to provide permanent links to all government ministries.

Education

University of Liverpool	BSc Economics	1970
Chartered Institute of Management Accountants	Associate	1975
Microsoft Certification	Systems Engineer	1998/9
Cisco Certification	Network Associate	1999
BreezeCom Certification	Installation/Configuration	2001

Africa Online/Data Systems Limited**1998-Present****Director of Software Support, General Manager**

To manage all aspects of Software installation and support, including networking operating systems, particularly Windows NT. Set up and support of communication software advise on most appropriate methodology. Establishment and management of an ISP in Malawi including the creation of (WANs) Wide Area Networks.

Designated Schools Board of Malawi**1993/8, Executive Secretary**

Contracted to the DSB with specific responsibility to introduce modern accounting and reporting and computer education in the schools. Achieved the introduction of computerised monthly management accounts, MIS and introduced computer laboratories.

United Plantations Swaziland**1989/93, Systems Development Contract**

Analysis of system requirements, design and implementation of financial reporting structure, orchard management system and billing system. Design and write billing and tracking system for one million, plus cases per annum exported to Europe.

Supersonic (Pty) Ltd**1985/89, Various Contracts**

Analysing and investigating various projects concerned with the introduction of manufacturing facilities in several Southern African Countries.

Bophuthatswana National Provident Fund**1982/85, Financial Manager****Stone Platt Industries****1976/1982, Financial Controller****John Rigby Steel Ltd.****1971/76, Various Accounting**

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Experience	2000 -Present	Africa-Online	Blantyre
	Webmaster		
	♦ Webmaster for Africa-Online, a leading ISP providing dial-up and leased-line Internet and email services, as well as web design and hosting services.		
	1998 - 1999	NCR – Office Equipment Company	Blantyre
	Projects Manager		
	♦ Procuring and implementation of Windows NT based Local Area Networks.		
Professional Memberships	Associate of the City & Guilds Institute (ACGI)		
Education	1994 – 1998	Imperial College of Science Technology & Medicine	London, SW7 2AZ
	First Class MEng (Hons.) Degree in Aeronautical Engineering		
	■ Third Year Project: Conceptual Design of a General Aviation Tandem-Wing Aircraft. I was Group Leader tasked with managing 14 students and responsible for the Computer Aided Design of the aircraft. Also responsible for the setting up and maintenance of an electronic database.		
	■ Fourth Year Mini Project: Design of a flight control system for an autonomous stealth bomber.		
	■ Fourth Year Individual Project: Design of a 30-seat passenger amphibian aircraft.		
Computational Skills	Expert at Windows NT, Microsoft Proxy Server 2.0, Microsoft IIS 4.0, Microsoft Exchange 5.5, Macromedia Dreamweaver Ultradev 4.0, FORTRAN 90, AutoCAD R14, 3Dstudio Max R2. Knowledge of Java, JavaScript, ASP, XML, Visual C++, Visual Basic, Lotus Notes, Unix, Linux.		
Awards Received	School Prize For Mathematics & Physics, Saint Andrews Secondary School, Blantyre, Malawi, 1993 and 1994		
Interests and Activities	Golf: Won the Saint Andrews Secondary School Junior Golf Championship in 1992, runner-up in 1993, third in 1994. Snooker: Regular member of the Imperial College Snooker A & B teams. The B team reached the quarterfinals of the National University Championships in 1996.		
Hobbies	Disc Jockeying		
References	The Rt. Hon. J. C. Malewezi, Vice-President of the Republic of Malawi, Office of the Vice-President, Lilongwe, Malawi. Tel: +265 780276 (Direct Line), +265 721680 (H), +265 826482 (Cell).		
	Dr. V. C. Serghides, Department of Aeronautics, Imperial College, London SW7 2BY. Tel: (0171) 594 5066		

ANNEX III

KEVIN D. NEWMAN

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Experience	<u>COMESA Bankers' Association</u>	Blantyre, Malawi
2000-2001	<i>IT/Strategic Planning Consultant</i> • Creating web-based strategy for disseminating information on monetary, financial and banking issues to member countries and organisations in Eastern and Southern Africa • Establishing a strategic vision for the interlinking of national capital markets and the flow of crossborder investments, which build on the Free Trade Area of COMESA	
Summer 2000	<u>Asia-Pacific Development Information Programme</u> <i>Policy Adviser</i> • Co-wrote the USD 1.5 million Project Proposal for Asia-Africa Development Information Program, which funded by the Japanese Government as part of the TICAD II discussions • Wrote original draft of Policy Package for Asia-Pacific regarding country e-readiness in national regulations, policies, and sector-specific legislation • Developed Japanese language brochure for website and dissemination among Japanese ministries, agencies and press prior to the July Okinawa G-8 Summit	Kuala Lumpur, Malaysia
Spring 2000	<u>SOFTBANK/IFC Emerging Markets</u> <i>Research Analyst</i> • Provided analysis on Asian market players and Internet Infrastructure barriers in SE Asia	Boston, Massachusetts
Winter 2000	<u>United Nations Development Programme</u> <i>Winter Intern, IT for Development Programme</i> • Provided analysis on potential partnering opportunities with Japanese IT-related corporations	New York, New York
Summer 1999	<u>Ministry of Finance, Kyrgyz Republic</u> <i>Consultant, Public Debt Department</i> • Provided analysis on local government finance, administration, and personnel development	Bishkek, Kyrgyzstan
Spring 1999	<u>Research Triangle Institute (RTI)</u> <i>Consultant, Center for International Development</i> • Identified over 200 minority-owned or disadvantaged small businesses as potential partners	Research Triangle Park, NC
1995 - 1998	<u>Council of Local Authorities for International Relations</u> <i>Programme Coordinator</i> • Authored a Country Study on Japanese Local Government for a development program sponsored by the United Nations Economic and Social Commission for Asia-Pacific	Tokyo, Japan
1992 - 1995	<u>Hokkaido Government</u> <i>Coordinator for International Relations, Governor's Office</i> • Developed US State-focussed Trade and Investment Seminar with Sapporo and Hokkaido	Hokkaido, Japan
Education	<u>The Fletcher School of Law and Diplomacy, Tufts University</u>	Medford, MA
1999 - present	Candidate for Master of Arts in Law and Diplomacy degree, May 2001.	
1986 - 1990	<u>University of North Carolina at Chapel Hill</u> B.A. Political Science. Wrote graduation thesis on Japanese Business and Government Relations	Chapel Hill, NC
Personal	Fluent in Japanese (spoken/written), basic Korean and Chinese (written).	