

CURRICULUM VITAE

PERSONAL DATA:

Surname: Tax
Names: Stergomena Lawrence
Gender: Female
Nationality: Tanzania
Birth; 6th July, 1960
Martial Status Married
Mother Tongue: Swahili
Other Languages: English - Fluent in Oral and written English
Japanese – Basic

KEY SKILLS, COMPETENCIES AND ACCOMPLISHMENTS

- (a) ***Leadership and Management skills***, as a Chief Executive Officer, and an Accounting Officer, provided strategic oversight and successfully led a number of Public and Quasi-Governmental Organizations.
- (b) ***Diplomacy and Negotiations skills***. Successfully negotiated and coordinated the implementation of a number of Projects/Programmes.
- (c) Theoretical and practical knowledge in ***Regional Integration and cooperation***. As the Executive Secretary of the Southern African Development Community (SADC), among others, successfully led the formulation of the SADC Revised Regional Integration Strategic Development Plan (RISDP) 2015-2020 defining the strategic direction of SADC for 2015 - 2020; the formulation of the SADC Industrialisation Strategy 2015 – 2063; and negotiated, mobilized resources, and led the implementation of a number of socio-economic and peace and security regional projects. As Permanent Secretary of the Ministry of East African Cooperation (EAC) coordinated a number of programmes, including the implementation of the EAC Customs Union, regional infrastructural development programmes, the establishment of One Border Posts, and mutual recognition of curriculum and qualifications. Also led and coordinated the negotiations of the EAC Common Market Protocol that was signed by the Head of States in November 2009, and negotiations of the EAC Monetary Union, and of the COMESA-EAC-SADC Tripartite Arrangement
- (d) Theoretical and practical knowledge in ***Policy Processes and Reform Programme***. As the Executive Secretary of SADC, a researcher, and having worked for the Government and closely with International Cooperating Partners, I have dealt with a number of socio-economic policies, and reform processes.

- (e) Theoretical and practical knowledge in ***Private Sector Development***, I worked with a team that prepared the East African Private Sector Development Strategy, and as the Chief Executive Officer of the Better Regulation Unit, I successfully managed and coordinated the Business Environment Strengthening Programme for Tanzania, and handled a number of private sector development issues, in particular legislative and regulatory matters.
- (f) Management and ***Coordination of Donor Funded/Government Funded Government and Other Projects***. As a Government Official in the External Finance Department of the Ministry of Finance, I coordinated a number of Donor Funded/Government Funded Projects. I also researched substantially on foreign aid, and development cooperation in the course of undertaking my PhD studies.
- (g) Extensive theoretical and practical knowledge in ***Programme design, implementation, Management, and Monitoring and Evaluation***. As a government official responsible for external financing, and aid coordination and management; and as the Chief Executive Officer responsible for a cross-cutting multi-donor funded Business Environment Strengthening Programme for Tanzania (BEST); and as a researcher I have extensively participated in programme design, formulation, implementation, and monitoring and evaluation.
- (h) Extensive theoretical and practical knowledge in ***Public Finance, Planning Processes, and Budgetary and Financial Processes***. I have extensively participated in budgeting processes, public expenditure reviews, and led a number of consultative engagements.
- (i) Theoretical, practical knowledge and field experience in ***preparing, carrying, supervising, and coordinating studies***. As a Researcher/Consultant at the Economic and Social Research Foundation (ESRF) I prepared and supervised a number of winning proposals, successfully coordinated and carried out a number of studies, which, informed a number of social-economic processes; and delivered several training, seminars and workshops, including seminars for top Government officials and Members of Parliament on a number of subjects. As Chief Executive Officer of the Better Regulation Unit I successfully coordinated and supervised the implementation of the Business Environment Strengthening Programme (BEST).
- (j) Theoretical and practical knowledge in ***Trade and Industrial Development, Capacity to bridge between government and non-government actors, and between policy makers, academicians and practitioners***. I have a track record in organizing and coordinating development policy dialogue, and workshops involving different stakeholders. I am capable of collaborating with various stakeholders at different levels. As Permanent Secretary in the Ministry of Trade, Industries and Marketing I was able to initiate and oversee the preparations and implementation of several Trade and Industry Development Programmes, and managed to solicit support from Ministries, Departments and Agencies (MDAs), as well as from Development Partners. Such projects included the formulation of the Tanzania Integrated Trade Strategy (TTIS), the formulation of the Integrated Industrial Development Strategy and Master Plan, and supervision and coordination of the Business Support Programme.

- (k) Knowledgeable with the decentralization and local government issues, and thus with an *insight into governance and accountability issues*.
- (l) Experienced and capable *to work effectively in different settings and cultural environment*. As a leader of Regional Organization (SADC), a tutorial Assistant at the University of Tsukuba, and through a number of joint studies with External Researchers/Research Institutes, as well as through a number of international engagements, I am experienced with different/multiple working and cultural environments, and capable of adapting to national/regional/continental/international Practices.
- (m) Well vested with *financial management, human Resources management and procurement processes*.

EDUCATION

University of Tsukuba, Tsukuba, Japan, April 1997 – 2002, Doctoral-Phil. International Developments.

University of Tsukuba, Tsukuba, Japan, April 1995 - March 1997, M.Phil. International Developments and Policy Management.

University of Dar es Salaam, July, 1987, March, 1991 Degree in Bachelor of Commerce (Finance)¹.

College of Business Administration, (CBE), Dodoma January, 1984 - December, 1985, Diploma in Business Administration.

TRAINING AND PROFESSIONAL COURSES

Training in Result Oriented and Leadership Skills by ESAMI, December, 2009.

Training in Government Procurement by Public Procurement Regulatory Authority, (PPRA), 2007.

Customer Care by Excellency Company Limited, December, 2007

Training in Regulatory Best Practice and Regulatory Impact Assessment by Uganda Regulatory Best Practice Programme, and Uganda Management Institute, October, 2004.

¹ The University was closed for one year.

Training for Trainers in Poverty Reduction: Advanced Poverty Measurement and Vulnerability by the World Bank Institute, April, 2003.

Training for Trainers in Poverty Reduction: Poverty Measurement and Diagnostics by the World Bank Institute, February, 2003.

Business Writing Course by Tack International, Dar es Salaam, Tanzania, August, 2002.

Applied International Trade Bargaining Course at the University of Cape Town, South Africa, July, 2002.

Post HIPC Debt Strategy and New Financing – A training on Debt Sustainability Analysis – DSA organized by Macroeconomic and Financial Management Institute of Eastern and Southern Africa (MEFMI) in collaboration with Debt Relief International (DRI), held in Dar es Salaam, Tanzania, March, 2002.

Japanese Intermediary Language Course, at the Tsukuba City International Center, Ibaraki-ken, Japan, March – June, 2000.

Japanese Conversation Course, at Ichinoya Community Center, Tsukuba, Japan, July – September, 1997.

Loan Negotiations and Debt Management Course, at the Intentional Law Institute (ILI), Washington D.C., U.S.A., March, 1994 - May, 1994.

International Programming Course, at the International Monetary Fund Institute (IMF), Washington D.C, U.S.A., Jan., 1993 - May, 1993.

WORK EXPERIENCE

Executive Secretary, Southern Development Community, September, 2013 to-date

Permanent Secretary Ministry of East African Cooperation, November, 2008 to August, 2013

Permanent Secretary, Ministry of Trade, Industry and Marketing, December, 2006 to November, 2008

Deputy Permanent Secretary, Ministry of Planning, Economy and Empowerment, January, 2006 - 2007.

Chief Executive Officer, the Better Regulation Unit - The Business Environment Strengthening Programme for Tanzania (BEST), in the President's Office, Planning and Privatization, October, 2004 to May, 2006.

Coordinator Commissioned studies, Economic and Social Research Foundation, (ESRF) November, 2003 – September, 2004.

Consultant, Commissioned Studies, Economic and Social Research Foundation (ESRF), May, 2002 - October, 2003.

Ministry of Finance, Tanzania, May, 1991 – April, 2002; Responsibility in the Ministry of Finance included: In-charge for Aid Management and Coordination, up to 2002, Finance Management Officer 1991-92; Officer In-charge for World Bank Desk 1993, Officer In-charge for Arab Funds - i.e. Kuwait Fund, Saudi Fund, OPEC Fund, 1994; Officer In-charge for PTA² and SDAC³, 1995, and UNDP Desk.

Center for Foreign Relation - under the Ministry of Foreign Affairs and International Relations, May, 1993 - 1995, Part-time lecturer, lecturing International Negotiations Techniques.

University of Tsukuba, Japan, April, 1998 - March 2001, Tutorial Assistant.

MEMBERSHIP TO BOARDS

Chairperson and member of a number of Boards, including:

Member to Board of Uongozi Institute.

Chairperson of the Board of the College of Business Education.

Chairperson of the Board of the Weight and Measures Agency (VIPIMO)

Chairperson to the Board of National Development Cooperation (NDC)

² Preferential Trade Area (PTA)

³ Southern Africa Development Corporation (SADC).

Chairperson to the Board of Business Registration and Licences Authority (BRELA)

Member of the Board of Tanzania Bureau of Standards (TBS)

Member to the Board of Vocational Training Authority (VETA)

Member of the Board of MZUMBE

FELLOWSHIPS

International Fuji Ginko Fellowship by Fuji Ginko (Fuji Bank) to finance part of my PhD. Studies at University of Tsukuba, Japan.

Fellowship by Ministry of Education Japan, - through the University of Tsukuba, to finance part of my PhD. Studies at University of Tsukuba, Japan.

A Joint World Bank and Government of Japan (JWBGJ) Fellowship to finance my Master Course at the University of Tsukuba, Japan.

Fellowship by USAID to finance the Loan Negotiations and Debt Management course at the Intentional Law Institute, Washington D.C., U.S.A.

Fellowship by the IMF to finance the International Programming Course.

A number of Government Sponsorships.

OTHER KEY SKILLS

A Trainer in Regulatory Best Practices

Trainer in Poverty Measurement and Diagnostics

Trainer in Poverty in Financial Management

Trainer in Poverty Negotiations Techniques

Standard computer literacy (Word, Excel, Power Point, Internet).

Skilled in using analytical packages, e.g., STASTICAL, SSP, TSP, STATA

MAJOR STUDIES AND PUBLICATIONS:

Tax, S.L.: The Social Consequences of Structural Adjustment Programme in Tanzania, *Tanzanet Journal*, Vol. 1, December, 2000.

Tax, S.L.: Foreign aid in Sub-Saharan Africa Economies, a case of its effects in Tanzania, *The International Political Economy Journal of the Graduate School University of Tsukuba*, 2001.

Tax, S.L.: The effectiveness of Foreign Aid in Sub-Saharan Africa: The Case of Tanzania during 1970-1995, A PhD. Thesis, 2003.

Tax, S.L.: The Need for a Transitional Fund to Mitigate Imbalances in the Economies of East African Countries: The case of Tanzania, *East Africa Community*, December, 2002

Shams, R., Tax, S. L., Obwona, M., Gitu, D.W, Wambua, J.K.: The Need for Operationalisation of a Transitional Fund to Address Imbalances That May Arise in the Economies of the Partner States of the EAC; as a Result of the Intensified Process of Regional Integration, *EAC, and GTZ*, February, 2003.

Tax, S.L., Hauck, V.: Sector Wide Approaches and Decentralization Towards Greater Policy Coherence: The case of Tanzania, *ECDPM, Maastricht, The Netherlands, and ESRF* March, 2003.

Tax, S.L. and Wanga, G.: Current Procurement Instruments and Policies in Tanzania, *SATRN, Government Procurement Project Botswana Institute for Development Policy Analysis*, March, 2003.

Van Arkadie, B., Tax, S.L., Mutalemwa, D.P.: Public Expenditure Review: Development Budget in Relation to PRSP objectives, *Ministry of Finance, Dar es Salaam, Tanzania*, March, 2003.

Tax, S.L: Budgeting Processes and HIV/AIDS, *Economic and Social Research Foundation, ESRF*, May, 2003.

Tony Land et al: "Building coherence between sector reforms and decentralization: do SWAps provide the missing link? Discussion Paper No. 49, *the European Centre for Development Policy Management*, September, 2003.

Tax, S.L. and Uddo Philipp: "Rapid Assessment on Development Partners Commitments to HIV/AIDS activities in relation to the National Multi-Sectoral Strategic Framework 2003-07, *ESRF*, October, 2003.

Amani, H, and Tax, S.L.: “Assessing budget allocations and outcomes to Governance in Tanzania, ESRF, December, 2003.

Tax, S.L. and Ngowi, D,: A Review of Budgeting Processes and Economic Governance in Tanzania, by Southern and Eastern African Policy Research Network (SEAPREN) in collaboration with ESRF, April, 2004.

Kessy, F. and Tax, S.L.: Assessing the impact of HIV/AIDs on the Agriculture Sector in Kilombero and Ulanga Districts, ESRF, April, 2004.

Tax, S.L, Ngowi, D.: “Impact Assessment of Executive Agencies in Tanzania”, ESRF, October, 2004.

TECHNICAL INPUTS IN SELECTED STUDIES

Pooling of Technical Assistance in the context of Sector Wide Approaches in Tanzania, ESRF, 2003.

Wangwe, S. at. El., Enhancing Aid Relationships in Tanzania, by an Independent Monitoring Group, 2003.

CODA Ltd., and ESRF, East Africa Private Sector Development Strategy Report, East African Community, 2003.

SELECTED COORDINATED STUDIES

Formulation of Agricultural Marketing Policy, for Ministry of Cooperatives and Marketing, by the Economic and Social Research Foundation, 2004.

Nation Business Initiative (NBI): A Review of Institutional and Legal Environment Regarding Public Private Partnership in Tanzania, a study for Banking Council of South Africa (BSCA) and SADC Banking Association, by CRISIL Limited, India in collaboration with the Economic and Social Research Foundation, 2004.

ILO study on Poverty and Food Security in Ludewa, by the Economic and Social Research Foundation, 2004.

FAO Study to investigate Agricultural Development and Food Security Situation in Tanzania, by the Economic and Social Research Foundation, 2004

Review of the Public Expenditure in the Sector of Road, Ministry of Works, by NORPLAN A.S (T) Branch in association with the Economic and Social Research Foundation, January, 2004.

Study on Community Based Organization (CBO) Changes at CBO Level in Lindi and Mtwara Regions During Phase III of the RIPS Programme, Eastern Zone Credit Research and Extension Programme, by the Economic and Social Research Foundation, March, 2004

Review of the Public Expenditure in the Sector of Environment for 2004, Vice President's Office, by the Economic and Social Research Foundation, May, 2004.

Review of the Public Expenditure in Energy and Mineral Sectors for 2004, Ministry of Energy and Minerals, by the Economic and Social Research Foundation, May, 2004.

Review of the Public Expenditure in the Education Sector, Ministry of Education and Culture, by the Economic and Social Research Foundation, May, 2004.

Executive opinion survey, for the World Economic Forum, May 2004.

Impact of Trachoma Control Programme on Equity and Poverty for the International Trachoma Initiative (ITI), by Erasmus Institute in Rotterdam with the back-support of Economic and Social Research Foundation, July, 2004

Study on Non Government Organization (NGOs) Changes at NGO Level in Lindi and Mtwara Regions During Phase III of the RIPS Programme, by the Economic and Social Research Foundation, September, 2004.

Impact Assessment of Executive Agencies, Public Service Management, by the Economic and Social Research Foundation, October, 2004'.

The Relevancy and Adequacy of Existing Sector Policies in Promoting Agricultural Development: Identifying Possible Inconsistencies in Agricultural Sector Policies in Relation to ASDP, the Ministry of Agriculture and Food Security, by the Economic and Social Research Foundation, December, 2004.

Strategies and Modalities for Joint Donor Support for District Agricultural Development Plans, the Ministry of Agriculture and Food Security, by the Economic and Social Research Foundation, December, 2004.

Review of Defense Policy: An Update on Current Issues on Defense in Line With National Policy Framework for the Ministry of Defense, by the by the Economic and Social Research Foundation, 2004.

A review of Tanzanian Food Security Preparedness and Response Systems, for the Save the Children UK and Oxfam GB, by the Economic and Social Research Foundation, 2004.

SELECTED DELIVERED WORKSHOP/SEMINARS

Seminar on Strengthening Business Environment, and Regulatory Best Practice, by the Business Environment Strengthening Programme (BEST), April, 2005.

Seminar to the House of Representatives on Public Private Partnership, by the Business Environment Strengthening Programme (BEST), December, 2004.

Seminar to the House of Representatives on Strengthening Business Environment, by the Business Environment Strengthening Programme (BEST), December, 2004.

Parliamentarians Seminar on HIV/AIDS mainstreaming and Financial Frameworks, Organized by Policy Project in collaboration with TAPAC and Economic and Social Research Foundation, ESRF, in Dodoma, July, 2004.

Meeting the Challenges of Policy Management in Tanzania: Best Practices in Planning and Budgeting; a Policy Analysis Capacity Enhancement Training to the Ministry of Natural Resources and Tourism, by the Economic and Social Research Foundation, ESRF, August, 2004. East African Private Sector Development; Institutional Strengthening and Capacity Building Training Workshop, at the AICC, Arusha, by CODA Ltd., in collaboration with the Economic and Social Research Foundation, ESRF, 26-27th October, 2003,

Parliamentarians Seminar on HIV Budgeting Process, Organized by Policy Project in collaboration with TAPAC and Economic and Social Research Foundation, ESRF, in Dodoma, 21st to 1st July, 2003.

Seminar on Basic Poverty Measurement and Diagnostics, organized by the World Bank Institute, 5th to 13th May, 2003, in Dar es Salaam, Tanzania.

Seminar on HIV Budgeting Process for the Parliamentarians, Organized by Policy Project in collaboration with TAPAC and Economic and Social Research Foundation, ESRF, May, 2003

Seminar on Policy analysis for Sustainable Development: Foreign aid and Policy analysis, organized by Economic and Social Research Foundation, in Zanzibar 17th – 21st March, 2003.