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**CANDIDATE FOR THE ELECTION
OF COMMISSIONER FOR ECONOMIC DEVELOPMENT
TRADE, INDUSTRY AND MINING**

Mr. David Fashola LUKE
SIERRA LEONE

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Senior Leadership Position Curriculum Vitae (CV) Template

Position: *(Indicate the title of the position you are applying for)*

Commissioner, Economic Development, Trade, Industry and Mining

Personal Information:

Name:	David Fashole Luke
Physical Address:	A-901, May Residence, Kazanchis, Addis Ababa, Ethiopia
E-mail Address:	luke@un.org
Phone Number:	+251 930 03 5021
Date of Birth (dd/mm/yy):	10/05/56
Nationality:	Sierra Leone
Citizenship:	Sierra Leone
Gender:	Male

Vision Statement *(In not more than one thousand (1,000) words, outline how you intend to achieve the aspirations set out in Agenda 2063 and address the most pressing issues facing Africa and the Commission in this role)*

My vision for carrying out the responsibilities of Commissioner, Economic Development, Trade, Industry and Mining is anchored on the African Union's Agenda 2063 which is the continent's blueprint and master plan for transforming Africa into a global powerhouse of the future. Agenda 2063 is the continent's strategic framework that aims to deliver on its goal for inclusive and sustainable economic growth and development. As African countries seek to build back better and stronger from the Covid-19 crisis, Agenda 2063 is more relevant than ever to ensure strategic direction and policy coherence, including with the UN's Sustainable Development Goals.

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However, the Covid-19 crisis has triggered Africa's first recession in 25 years. Finance will be a key challenge to help Africa return to the pre-Covid-19 growth trajectory. One of my key priorities as Commissioner, Economic Development, Trade, Industry and Mining will be to ensure that the question of sustainable financing for Agenda 2063 is addressed including through innovative financing solutions. Active partnerships with the international financial institutions, development partners and private creditors who hold African debt will be required.

My vision on finance also includes working with member states to make African countries attractive investment destinations as well as to ensure that national tax, fiscal regimes, revenue sources and monetary policies are fully aligned to support sustainable financing for a return to growth.

Agenda 2063 seeks to deliver on Seven Aspirations each with its own set of goals to move Africa closer to achieving its vision for the year 2063. These Seven Aspirations reflect the desire of the African people for shared prosperity and well-being, for unity, integration, a continent of free citizens and expanded horizons, where the full potential of women and youth are realized, with freedom from fear, disease and want. Out of the Seven Aspirations, Aspiration # 1 and several of its goals are directly related to the responsibility of the Commissioner, Economic Development, Trade, Industry and Mining. These are as follows.

Aspiration # 1: A prosperous Africa based on inclusive growth and sustainable development. This aims at eradicating poverty in one generation and building shared prosperity through social and economic transformation of the continent.

The specific goals include achieving a high standard of living, quality of life and well-being for all ending poverty, inequality; job creation, especially addressing youth unemployment; responding to rapid population growth and urbanization; well educated citizens and skills revolutions underpinned by science, technology and innovation; healthy and well-nourished citizens, expanding access to quality health care services, particularly for women and girls; transforming Africa's economies through beneficiation from Africa's natural resources, manufacturing, industrialization and value addition, raising productivity and competitiveness.; modern agriculture for increased proactivity and production; blue/ocean economy for accelerated economic growth; environmentally

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sustainable climate and resilient economies with adaptive measures to address climate change risks.

As Commissioner, Economic Development, Trade, Industry and Mining, I will draw upon my extensive knowledge and experience of trade policy, regional integration and economic development in the real economic sectors such as industry and mining to ensure that steady progress is made towards the realization of the goals under Aspiration 1 that fall under my responsibility.

I will also ensure strong coordination with other Commissioners responsible for the specific goals under Aspiration #1 that do not fall under my responsibility. More broadly, I will work as part of the College of Commissioners as the team under the Chairperson and Deputy Chairperson to deliver on the Seven Aspirations and their respective goals.

I am further aware that the African Union has in place key flagship programmes to boost Africa's economic growth and development and the rapid transformation of the continent. The flagship programmes are part of the African Union's 10 year Implementation Plans to ensure that Agenda 2063 delivers both quantitative and qualitative transformational outcomes for Africa's people. The current 10 year Plan covers the period 2013-23.

As Commissioner Economic Development, Trade, Industry and Mining I will ensure that the flagship programmes which are currently being implemented deliver on the expected results. The flagship programmes that will fall under my responsibility are as follows.

The African Commodities Strategy which aims to enable African countries to add value, extract higher value from commodities, integrate into regional and global value chains, and promote vertical and horizontal diversification anchored in value addition and local content development. As Commissioner, I will work to ensure the realization of the African Commodities Strategy.

Closely related to the Commodities Strategy is the African Mining Vision which is the AU's policy framework to ensure that Africa utilizes its mineral resources strategically for broad-based, inclusive development.

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I will work diligently to ensure that the African Mining Vision is fully implemented and that the African Mining Centre which is based in Conakry, Guinea, is operational and carries out its mandate for the benefit of the African people.

Establishment of the African Continental Free Trade Area (AfCFTA) which aims at accelerating intra-African trade and boosting Africa's trading position in the global market place. The AfCFTA will significantly accelerate the growth of intra-Africa trade and use trade more effectively as an engine of growth, industrialization and sustainable development by doubling intra-Africa trade, strengthening Africa's common voice and policy space in global trade negotiations. I will ensure full support for the implementation of the AfCFTA through its Secretariat in Accra, Ghana.

Specifically as regards industrial development, I will further ensure that the AU's Accelerated Industrial Development for Africa (AIDA) Strategy is fully implemented in close coordination with implementation of the AfCFTA.

Establishment of African Financial Institutions which is aimed at the creation of continental Financial Institutions to play a pivotal role in the mobilization of resources and management of the African financial sector. The financial institutions envisaged are the African Investment Bank, the African Stock Exchange, the African Monetary Fund and the African Central Bank.

Creation of the Pan-African E-Network building on the AU Digital Transformation Strategy which will lead to transformative e-applications and services in Africa; transforming Africa into an e-Society in line with trend global toward a fourth industrial revolution.

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Executive Profile: *(In not more than three hundred (300) words, provide a summary and highlights of your relevant skills, experience, goals and accomplishments)*

I have over thirty years' substantive experience in trade policy, regional economic integration, industrial development and private sector response; senior management including results-based management, work planning and budgeting, staff supervision, monitoring and evaluation, change management, resource mobilization, multi-donor trust fund oversight, partnerships, media and strategic communications; in knowledge services including research, quality control, dissemination, policy support, technical assistance, training and capacity development for both private sector operations and government; and in trade negotiations including helping parties with preparation and to find common ground for agreement. This experience stems from an extensive career at field, country, regional and global levels and in university teaching and research.

Membership in Professional Societies *(List of professional bodies in which you are a member, specify position where applicable)*

Recent honours include the giving 60th anniversary of the Department of Economics Lecture at the University of Ibadan, Nigeria, on the African Continental Free Trade Area.

Another recent honour was to serve as moderator of a high level webinar on African debt and possible solutions organized by the London School of Economics, London, UK.

Academic and Professional Qualifications *(Indicate your academic and professional qualifications, beginning with the highest qualification)*

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Name of Institution	Address of institution (Postal address, Telephone numbers and Website)	Qualification Received	Year Obtained
School of Oriental and African Studies, University of London, UK	Russel Square, London WC1, UK	Ph.D in African Political Economy	1982
London School of Economics and Political Science, University of London, UK	Houghton Street, London WC1 UK	M.Sc. in Economics	1978
London School of Economics and Political Science, University of London, UK	Houghton Street, London WC1 UK	B.Sc Honours in Social Science and Administration	1977
Albert Academy	Berry Street, Freetown	Advanced GCE Level Certificate	1974

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Other Relevant Training (Indicate other certified trainings/courses you have attended that are relevant to this role)

Course Title	Certifying Body or Institution	Address of institution (Postal address, Telephone numbers and Website)	Year Attended

Work Experience (Indicate your work experience beginning with most current or most previous one. Give a comprehensive work history and include/edit table accordingly to capture your work experience)

Name of Organisation/Employer:

UN Economic Commission for Africa

Address of Organisation/Employer ((Postal address, Telephone numbers and Website):

Addis Ababa, Ethiopia

Position Held (Title of the role)	Coordinator (Director) African Trade Policy Centre
Duration (Start Date to End Date)	2014 to present
Number of People Supervised	18
Responsibilities	Responsible for managing the Centre and leading knowledge services on all aspects of African trade policy and regional integration taking into account the UN's normative principles such as inclusion, gender equality, equity, human rights and sustainable development. Further responsible for managing the Centre's extra-budgetary financial resources which cumulatively stand at US\$22 million since 2014. reinforcing ATPC's reputation

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<i>Achievements</i>	Specific achievements include enhancing the profile of the African Trade Policy Centre as a centre of excellence in trade policy and economic integration. In close collaboration with the African Union Commission and other partners, the Centre continues to be the leading source of technical support to the African Continental Free Trade Area (AfCFTA) process, the flagship regional integration initiative of the African Union under its Agenda 2063.
Name of Organisation/Employer: United Nations Development Programme	
Address of Organisation/Employer (Postal address, Telephone numbers and Website): Geneva Office, Geneva, Switzerland	
<i>Position Held (Title of the role)</i>	Senior Adviser and Head of the Trade and Human Development Unit
<i>Duration (Start Date to End Date)</i>	2004-2014
<i>Number of People Supervised</i>	12
<i>Responsibilities</i>	<p>Served as UNDP's global focal point for the Integrated Framework (IF), now Enhanced Integrated Framework (EIF), the trade capacity development program for least developed countries.</p> <p>Responsible for leading the Trade and Human Development Unit and for managing the IF Trust Fund (2004-10). The Fund attracted over US \$64 million in donor contributions and achieved a 92 per cent implementation rate in delivering trade capacity building interventions through UNDP country offices and in cooperation with a range of partners in over 40 least developed countries in Africa, Asia and the Pacific.</p> <p>Also served as UNDP representative in the six agency consortium (IMF, World Bank, WTO, ITC, UNCTAD and UNDP) that provided oversight of IF operations.</p> <p>Further responsible for following trade negotiations in Geneva and globally on behalf of UNDP to enhance a better understanding of the link between trade, poverty and human development concerns in trade policy discussions. Provided</p>

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	knowledge, policy services and products at country, regional and global levels and strengthened UNDP's trade-related institutional partnerships including with donors. Served on the WTO Aid for Trade Task Force during 2006-7 which designed the Aid for Trade initiative.
<i>Achievements</i>	Ensured that UNDP is a key agency on global trade and development issues with enhanced reputation for delivering quality trade projects.
Name of Organisation/Employer: United Nations Development Program	
Address of Organisation/Employer (Postal address, Telephone numbers and Website): UNDP Southern African Office, Pretoria, South Africa	
<i>Position Held (Title of the role)</i>	Senior Adviser
<i>Duration (Start Date to End Date)</i>	2001 – 2004
<i>Number of People Supervised</i>	6
<i>Responsibilities</i>	Responsible for 16 countries from Swaziland to Ethiopia and undertook assignments to these countries in response to demand from UNDP country offices on a range of trade policy issues. These included, e.g., mainstreaming inclusive trade strategies in national development policies and plans in Mozambique and Tanzania; sourcing expertise for capacity building support for national trade promotion agencies in Lesotho; and working with the pharmaceutical sector to find solutions to procurement, storage, distribution and intellectual property issues as part of the effort to scale-up sustainable access to affordable anti-retroviral medicines in Botswana and Zambia
<i>Achievements</i>	Ensured high quality delivery of UNDP trade and development assignments and projects.
Name of Organisation/Employer: Organization of African Unity (now African Union)	

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Address of Organisation/Employer (Postal address, Telephone numbers and Website): OAU, Geneva Office, Switzerland	
<i>Position Held (Title of the role)</i>	Senior Economist
<i>Duration (Start Date to End Date)</i>	1999 – 2001
<i>Number of People Supervised</i>	2
<i>Responsibilities</i>	Contributed to the setting up of the WTO African Group as a trade negotiating bloc and provided technical support to the Group on negotiation issues including its agenda for the Doha Round. Responsible for keeping AU headquarters in Addis Ababa abreast of current issues and developments with respect to Geneva trade discussions and played a key role in strengthening AU partnerships with Geneva-based trade-related organizations including UNCTAD, WTO, ITC, WIPO and International Standards Organization (ISO).
<i>Achievements</i>	Ensured that the OAU Geneva Office was a key player in Geneva trade negotiations and effective coordination of OAU member states
Name of Organisation/Employer: Organization of African Unity (now African Union)	
Address of Organisation/Employer (Postal address, Telephone numbers and Website): OAU Headquarters, Addis Ababa, Ethiopia	
<i>Position Held (Title of the role)</i>	Chief of Trade
<i>Duration (Start Date to End Date)</i>	1994-1999
<i>Number of People Supervised</i>	9
<i>Responsibilities</i>	Responsible for leading and managing the staff and resources of the (then) Trade Section within the (then) Department of Economic Development and Cooperation; and for providing technical support and advice on trade policy and regional

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	integration issues to the organization's top management and intergovernmental bodies. Played a leading role in the organization of the inaugural Conference of African Ministers of Trade that took place in Abidjan in 1996. Led OAU discussions with the regional economic communities (RECs) on the implementation of the regional integration provisions of the Abuja Treaty and was also involved in South-South cooperation initiatives. Took part in the discussions that led to the United States Africa Growth and Opportunity (AGOA) Act, the US preferential trade regime for eligible African exporters. This included strategies to enhance the benefits to SME exporters.
<i>Achievements</i>	Ensured that the OAU played a leadership role on African trade policy and regional integration issues; and provided effective support to member states.
Name of Organisation/Employer: Dalhousie University	
Address of Organisation/Employer (Postal address, Telephone numbers and Website): Halifax, Nova Scotia, Canada	
<i>Position Held (Title of the role)</i>	Post-Doctoral Fellow (1982-4); Assistant Professor (1984-9) Associate Professor (1989-95)
<i>Duration (Start Date to End Date)</i>	1982-1995
<i>Number of People Supervised</i>	40
<i>Responsibilities</i>	As Post-Doctoral Fellow, undertook and published research on the EU-ACP relationship and in particular the Lomé III Convention. Following promotion to the faculty as Assistant Professor in 1984, introduced and taught courses in African political economy; international economic organization; and development policy and management. Supervised over 40 graduate students; undertook consultancy activities with Pan-African organizations (including the ECA and OAU – initial engagement at the OAU was on leave of absence from Dalhousie University). Promoted Associate Professor with tenure in 1989 and served on various university committees including the senate.

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<i>Achievements</i>	Helped to strengthen the reputation of Dalhousie University in the field of international development; published several articles and book chapters. Awarded the prestigious Hallsworth Fellowship for a sabbatical year during 1990-91 at the Institute for Development Policy and Management at the University of Manchester, UK, where I participated in research on efficiency through competition in public utilities focusing on port management, logistics and trade facilitation.
Name of Organisation/Employer:	
Address of Organisation/Employer (Postal address, Telephone numbers and Website):	
<i>Position Held (Title of the role)</i>	
<i>Duration (Start Date to End Date)</i>	
<i>Number of People Supervised</i>	
<i>Responsibilities</i>	
<i>Achievements</i>	

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Skills and Competencies *(In not more than five hundred (500) words, demonstrate how your experience and qualifications match the skills and competences outlined in the role profile of the position you are applying for)*

I have over 30 years' substantive experience in trade policy, regional economic integration, industrial development and private sector response; senior management including results-based management, work planning and budgeting, staff supervision, monitoring and evaluation, change management, resource mobilization, multi-donor trust fund oversight, partnerships, media and strategic communications; in knowledge services including research, quality control, dissemination, policy support, technical assistance, training and capacity development for both private sector operations and government; and in trade negotiations including helping parties with preparation and to find common ground for agreement

All of these skills and competencies are integral and relevant to the post of Commissioner Economic Development, Trade, Industry and Mining and will ensure that I carry out both the management, leadership responsibilities as well as provide direction on the substantive issues.

Achievements/Accomplishments: *(In not more than five hundred (500) words, indicate any other achievements besides those under work experience you would like to highlight)*

Publications (if any): *(Provide list of publications you have authored or co-authored, provide links to access the publications if online)*

Books

Inclusive Trade in Africa: The African Continental Free Trade Area in Comparative Perspective, London: Routledge International Political Economy Series, 2019 (co-editor and contributor)
(<https://www.taylorfrancis.com/books/e/9780429401121>)

Development Management in Africa (co-editor and contributor) Boulder, Colorado, Westview Press, 1995

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Continental Crisis: The Lagos Plan of Action and Africa's Future (co-editor and contributor), Washington DC: University Press of America, 1984

Labour and Parastatals in Sierra Leone Washington DC: University Press of America, 1984 (author)

Selected Book Chapters

The Tripartite Free Trade Area and the African Continental Free Trade Area – The Case for Consolidation in Said Adejumobi ed., Developmental Regionalism and Economic Transformation in Southern Africa, London: Routledge International Political Economy Series, forthcoming

Making the Case for the African Continental Free Trade Area in David Luke and Jamie Macleod eds., Inclusive Trade in Africa: The African Continental Free Trade Area in Comparative Perspective, London: Routledge International Political Economy Series, 2019

(<https://www.taylorfrancis.com/books/e/9780429401121>)

Towards Rethinking the Economic Partnership Agreements in San Bilal and Bernard Hoekman eds., Perspectives on the Soft Power of EU Trade Policy 2019, Brussels: CERP Press (<https://voxeu.org/content/perspectives-soft-power-eu-trade-policy>)

Foreword in H. Besada, M. Tok and L. Polonenko eds., Innovating South-South Cooperation: Policies, Challenges and Prospects, Ottawa: University of Ottawa Press, 2019

Taking Stock – What's Next for the African Economic Partnership Agreements? in The Future of Africa-UK Trade and Development Cooperation Relations in the Post Brexit Transition Period, Royal Africa Society/All Party Parliamentary Group on Africa, London: Royal Africa Society/APPG, 2017

Options for the UK's Offer to Developing Countries on Trade – A Perspective from Africa in Max Mendes Parra, Dirk Te Velde and L. Alan Winters eds., The Impact of the UK's Post-Brexit Trade Policy on Development, London: ODI/UK Trade Policy Observatory, 2016

Rethinking Aid for Trade Governance in C. Birkbeck ed., Making Trade Governance Work for Development Cambridge: Cambridge University Press, 2011

Perspectives on Aid for Trade in De Lombaerde and Lakshmi Puri eds., Aid for Trade, Brussels: Springer, 2009

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Trade Capacity Building in Bernard Hoekman, ed., Development, Trade and the WTO, World Bank, 2002

(<http://documents.worldbank.org/curated/en/805981468763835259/pdf/297990018213149971x.pdf>)

Regional Integration and Competitiveness in Alioune Sall, ed., Competitiveness of African Economies, Paris, Karthala, 2000

The Lagos Plan of Action and the Lomé III Convention in R. Boardman, ed., Lomé III, Washington DC: University Press of America, 1985

Selected Journal Articles

Canada, Africa and the Inclusive Trade Agenda, Canadian Foreign Policy Journal, co-editor of the special issue of the journal on Canada and Africa and contributor, 2019

(<https://www.tandfonline.com/doi/full/10.1080/11926422.2019.1657921>)

The AfCFTA: Industrialization Opportunities in the Digital Age, Contemporary Issues in Intra-African Trade, December 2018 (<https://s3-eu-west-1.amazonaws.com/demo2.opus.ee/afrexim/CIATVolume-4-Number-1-v5-spreads.pdf>)

OAU Member States and the WTO Seattle Meeting, Journal of World Trade, June, 2000

(<https://kluwerlawonline.com/JournalArticle/Journal%20of%20World%20Trade/34.3/1393>)

The Impact of the Uruguay Round on Trade Preferences, Journal of World Trade, June, 1996

(<https://kluwerlawonline.com/journalarticle/Journal%20of%20World%20Trade/30.3/26489>)

Efficiency through Competition in Public Enterprise: the Case of the Port of Freetown, Journal of Public Enterprise, 1992

Selected Blogs

Informal Traders in Covid 19: A Balancing Act of Survival, London, African Business Online May 2020 (<http://africanbusinessmagazine.com/bBel6>)

Nigeria's Closure of Benin Border Chokes Regional Trade, London, African Business Online October 2019

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(<https://africanbusinessmagazine.com/region/op-ed-nigerias-closure-of-benin-border-chokes-regional-trade/>)

Continental Agreement, Country Implementation: Making the AfCFTA a Reality, Geneva, International Trade Centre Trade Forum 2019
(http://www.tradeforum.org/uploadedFiles/Common/Content/TradeForum/Trade_Forum_3.pdf)

The African Continental Free Trade Area: Dawn of a New Era 2019
([https://trade4devnews.enhance\(dif.org/en/news/african-continental-free-trade-area-dawn-newera\)](https://trade4devnews.enhance(dif.org/en/news/african-continental-free-trade-area-dawn-newera)))

How to Ensure Africa's Bold Free Trade Area Propels Industrialisation, London, African Arguments, April 2018
(<https://africanarguments.org/2018/04/10/how-to-ensure-africa-bold-free-trade-area-propels-industrialisation-afcfta/>)

Bringing the CFTA About: Key Factors for Success, Geneva, Bridges Africa, September 2017 (<http://www.ictsd.org/bridges-news/bridges-africa/news/bringing-the-cfta-about-key-factors-for-success>)

Smart Industrialisation through Trade in the Context of Africa's Transformation, London, ODI Policy Brief, August 2017
(<https://www.odi.org/sites/odi.org.uk/files/resource-documents/11678.pdf>)

The African Trade Revolution Quietly Afoot, London, African Arguments, July 2017 (<https://africanarguments.org/2017/07/14/the-african-trade-revolution-quietly-afoot-cfta/>)

Aid for Trade in Africa: What are the Strategic Priorities? Geneva, Bridges Africa, July 2017 (<http://www.ictsd.org/bridges-news/bridges-africa/news/aid-for-trade-in-africa-what-are-the-strategic-priorities>)

How can Trade Policy be used to Transform African Livelihoods? Geneva, Bridges Africa, October 2016 (<https://www.ictsd.org/bridges-news/bridges-africa/news/how-can-trade-policy-be-used-to-transform-african-livelihoods>)

Priority Trade Policy Actions to Support the 2030 Agenda and Transform African Livelihoods, International Centre for Trade and Sustainable Development, Geneva, Bridges, September 2016
(https://www.ictsd.org/sites/default/files/research/trade_and_poverty.pdf)

Launch of the Continental Free Trade Area, Geneva, Bridges Africa, September 2015

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The Tripartite Free Trade Area Agreement - A Milestone for Africa, Geneva Bridges Africa, September 2015

Selected Reports Published by the United Nations

Trade policies to Tackle Covid-19, UN Economic Commission for Africa, 2020
(<https://www.uneca.org/publications/trade-policies-africa-tackle-covid-19>)
lead author and research coordinator

Q & A on AfCFTA, UN Economic Commission for Africa, 2020
(<https://www.uneca.org/publications/african-continental-free-trade-area-questions-answers>) lead author and research coordinator

Assessing Regional Integration in Africa Volume IX, UN Economic Commission for Africa, 2019 (<https://www.uneca.org/publications/assessing-regional-integration-africa-aria-ix>) lead author and research coordinator

Digital Trade in Africa: Implications for Inclusion and Human Rights, UN Economic Commission for Africa, Office of the UN High Commission for Human Rights and Friedrich Erbert Stiftung, 2019
(<https://www.uneca.org/publications/digital-trade-africa-implications-inclusion-and-human-rights>) research coordinator

A Comparison of the Provisions of the Economic Partnership Agreements, UN Economic Commission for Africa, 2019
(<https://www.uneca.org/publications/comparison-provisions-economic-partnershipagreements>) lead author and research coordinator

An Inclusive African Continental Free Trade Area - Aid for Trade and the Empowerment of Women and Young People, UN Economic Commission for Africa, 2019 (<https://www.uneca.org/publications/inclusive-african-continental-free-trade-area-aid-trade-andempowerment-women-and-young>) research coordinator

Assessing Regional Integration in Africa Volume VIII, UN Economic Commission for Africa, 2017 (<https://www.uneca.org/publications/assessing-regional-integration-africa-viii>) lead author and research coordinator

The Continental Free Trade Area (CFTA) in Africa – A Human Rights Perspective, UN Economic Commission for Africa, Office of the UN High Commission for Human Rights and Friedrich Erbert Stiftung, 2017
(<https://www.uneca.org/publications/continental-free-trade-area-cftafrica-%E2%80%93-human-rights-perspective>) research coordinator

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Addis Ababa, Ethiopia P. O. Box 3243 Telephone: 251115517700/251115526373
Fax: 251115518718/251115536950 Website: www.au.int

Assessing Regional Integration in Africa Volume VII, UN Economic Commission for Africa, 2016 (<https://www.uneca.org/publications/assessing-regional-integration-africa-vii>) lead author and research coordinator

Tourism and Poverty Reduction Strategies, UNDP, 2011, lead author and research coordinator

A Practical Guide to Mainstreaming Trade, UNDP, 2011, research coordinator

Aid for Trade and Human Development, UNDP, 2008 contributor

Making Global Trade Work for People, London, UNDP/Earthscan, 2003 contributor

Selected Videos

David Luke on the AfCFTA (UNCTADOnline)

https://www.youtube.com/watch?v=QkARM5J_Kso

Framework for Intra-African Trade Facilitation 2018

<https://www.youtube.com/watch?v=RoeIoWoILRQ>

Tralac Annual Conference 2017 Interview

<https://www.youtube.com/watch?v=bm19IjXiHqo>

IATF Debate: Policies and Legal

<https://www.youtube.com/watch?v=RoeIoWoILRQ>

The impact of Brexit on Developing Countries 2017

<https://www.youtube.com/watch?v=CX1nUQSCqVI>

How to create more jobs in Africa 2017 <https://www.odi.org/opinion/10411-how-create-more-jobsafrica-odideas-david-luke>

Working Languages (Indicate your speaking, reading and writing proficiency levels for the AU languages below. Examples of proficiency levels: Excellent, Good, Fair or Poor)

Working Languages	Speaking	Reading	Writing
Arabic			
English	Fluent	Fluent	Fluent
French	Intermediate	Intermediate	Beginner

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Referees (Indicate three persons as your referees with the details below. One referee should be a professional referee and one be a personal/character referee)			
Name	Position and Organisation	Email Address	Telephone Number
Hon. Mrs. Nabeela Tunis	Minister of Foreign Affairs and International Cooperation, Government of the Republic of Sierra Leone	Farida2nis@gmail.com	+232 76 60 16 21 +232 78 83 16 66
H. E. Mr. Adekunle King	Ambassador of the Republic of Sierra Leone to the African Union, UNECA and Ethiopia	Adekunle76_@yahoo.com	+232 80 68 22 28 +232 76 26 25 61
H.E. Dr. Carlos Lopes	AU High Representative for the Post-Cotonou Negotiations & former Executive Secretary, UNECA	carloslopes@africacheetah.run	+41 79 509 05 66

Certification	
I, the undersigned, certify that this information correctly describes me, my qualifications and my experience.	
Name	David Fashole Luke
Signature	
Date	4 September 2020

Mr. Albert MUCHANGA
ZAMBIA

Position
African Union Commissioner for Economic Development, Trade, Industry and Mining (ETIM)

Personal Information	
Name	Albert Muchanga
Physical Addresses	<p>(a) Permanent Residential Address: 31 Nalikwanda Road, Woodlands, Lusaka Zambia.</p> <p>(b) Current Residential Address: 2064, Waroda, Block Number 11.</p> <p>(c) Workplace: AU Commission, P.O. Box 3243, Roosevelt Street, Addis Ababa, Ethiopia.</p>
E-mail Address	MuchangaA@africa-union.org
Phone Number	Landline: +251115182902/2901, Cellphone: +251911503406
Date of Birth (dd/mm/yy)	21 st May, 1959
Nationality	Zambian
Citizenship	Zambian
Gender	Male, married and blessed with three daughters

Vision Statement *(In not more than One Thousand (1,000) words, outlining how I intend to achieve the aspirations set out in Agenda 2063 and address the most pressing issues facing Africa and the Commission in the role of Commissioner for Economic Development, Trade, Industry and Mining (ETIM))*

My vision is to leapfrog Africa's development, lead and manage a productive Department.

- (1) Leapfrogging Africa's development would be achieved by designing strategies that eliminate our underdevelopment and middle-income trap and replace it with high and sustained levels of green growth. This would be achieved by doing the following:
- (2) Eliminating illicit financial flows through improved governance and effective tax administration; in turn improve domestic resource mobilization. Achieving this would attract pension funds, other financial institutions and individuals with financial holdings abroad to remit them back and invest across the continent;
- (3) Designing and implementing, in collaboration with Member-States, strategies promoting post COVID-19 pandemic recovery, and targetting 7% annual growth rates over a sustained period of thirty years. The strategies will also incorporate distributional, sustainability as well as stability measures in order to promote inclusive sustainable development and economic resilience. Rapid economic growth and sustainable development will also create conditions for the development of the African Investment Bank, Pan-African Stock Exchange, African Central Bank and African Monetary Fund.
- (4) Positioning Africa to leverage the digital economy and fourth industrial revolution through skills training and development of digital entrepreneurs capable of investing

in start-ups and other innovations, thereby contributing to resolving underemployment and unemployment;

(5) Promoting collaboration among governments, academia and African private sector to

4.1 Develop regional manufacturing, agro-processing and design institutes crucial to promoting industrial skills development required for Africa's accelerated industrialization and structural transformation;

4.2 Invest in Research and Development to facilitate original-design-manufacturing and later, original-brand-manufacturing, vital to avoiding intellectual property rights restrictions associated with original-equipment-manufacturing in the process of industrialization. Emerging innovations will move Africa up in the global value chains as well as create her capacity to develop regional value and supply chains critical to facilitating increased intra-African trade in value-added products; and, resilience from crises.

(6) Collaborating with Member-States, African Continental Free Trade Area(AfCFTA), AU Development Agency-NEPAD and Regional Economic Communities(RECs) to:

5.1 Develop and implement a framework of collaboration among the African Union Commission, the AfFTA, AUDA-NEPAD and RECs aimed at:

- (a) Building transparency, mutual trust and synergies in their daily operations;
- (b) Overcoming overlaps and duplication, thereby removing resource wastage, critical to generating high impact results; and,
- (c) Laying foundations for the African Customs Union and ultimately the African Economic Community. This will include defragmenting Africa by creating a single market of 1.27 billion people, making it the third biggest market after India and China, in the process, unleashing large economies of scale and scope that are vital to attracting and retaining investments and increasing Africa's share in global trade. A single market will also create conditions for coming up with a self-financing mechanism critical to increasing funding to the AU system. In addition, a programme of macro-economic convergence will be developed to deepen economic integration across Africa with win-win outcomes among all AU Member-States.

I also envision pursuing the following in leading and managing an accountable and productive Department:

1. Promoting domestication of Agenda 2063 at national and regional levels to facilitate policy alignment and effectiveness.
2. Leveraging tourism as a source of economic diversification, foreign exchange earnings and community development. Key to this will be the development of a Pan-African Tourism Master Plan anchored on the national Tourism Plans of AU Member-States.
3. Bringing the AU closer to the people (the prime stakeholder) through the commemoration of Africa Day and Africa Integration Day as well as participation in the Intra-Africa Trade Fair editions, the AfCFTA Business Forum, the African Economic Platform and other community involvement activities.

4. Harnessing and exploiting Africa's mining potential, including oil and gas, through effective implementation of the Africa Mining Vision. Key to this will be facilitating its domestication at national levels as well implementing the African Commodity strategy; enhancing capacities in mining contract negotiations; improving mining governance; development of artisanal and small-scale miners, and, developing national capacities in managing mineral wealth. Engagements already established with the Association of Chambers of Mines and other Mining Association of Africa (ACMMAA) and African Minerals Development Centre (AMDC) will be enhanced.
5. Building on the foundations already established to increase engagements with the African Private Sector, African financial institutions as well as external development cooperation partners to promote resource mobilization. From the African private sector, I will mobilize expanded investments in manufacturing, agro-processing, mining, tourism, and trade across Africa In line with the action plan on Accelerated Industrial Development in Africa and the Small and Medium Enterprises Strategy;
6. Exercising effective leadership and management through, inter-alia: mindfulness, vision, moral responsibility, accessibility, communication, negotiation, advocacy and influencing. Against this background, I will ensure effective supervision and performance evaluation of the two Departmental Directors so that they attain the following to anchor a culture of high productivity:
 - 6.1 Developing and retaining a departmental workforce capable of fully delivering on annual performance goals and targets;
 - 6.2 Promoting organizational development anticipative of, and responsive to emerging challenges and opportunities;
 - 6.3 Developing mutual respect, teamwork, professionalism, transparency, thereby motivating staff to deliver at peak performance;
 - 6.4 Monitoring budget execution and staff performance so that there are 100% budget execution and performance appraisals annually;
 - 6.5 Promoting zero-tolerance for corruption, sexual harassment and other negative values in the workplace;
 - 6.6 Preparation and submission of high quality and timely reports to oversight institutions on matters requiring their policy guidance;
 - 6.7 Close coordination with the Director-General to ensure alignment of activities with other Departments to achieve synergies; and,
 - 6.8 Promoting knowledge and knowledge management through basic research, development of continental statistics and African Trade Observatory, timely preparation of economic and departmental reports and statistical bulletins on Africa to promote accountability and evidence-based programming and decision-making.

Momentum/dynamism, agility and results matter. In this connection, I will propose to the new Commission within a week after on-boarding to go on a retreat to develop a first ninety days agenda that would include redesign of the agenda of weekly meetings to focus principally on meeting accountabilities to Member States and programme and organizational development.

Executive Profile (In not more than three hundred (300) words, I provide a summary and highlights of my relevant skills, experience, goals and accomplishments)

Pan-Africanist, development economist and leader with skills and practical experience in areas of development, diplomacy, regional/ continental integration, trade, tourism, industry and mining, parliamentary business, communication, team building, organizational development and, inter-alia, agenda setting.

Key accomplishments, awards and goals:

- Facilitated rapid negotiation, signature and ratification of the African Continental Free Trade Area (AfCFTA) Agreement and commissioning of secretariat;
- Secured designation of 7th of July of each year as Africa Integration Day.
- Delivered African Commodities Strategy.
- Mobilized the African private sector to invest and trade across Africa such as development of:
 - youth start-ups and Sokukuu e-commerce platform aimed at increasing youth employment opportunities;
 - regional special economic zones to enhance development of regional value and supply chains;
- Collaborated with the African Export Import Bank in the Intra-African Trade Fair, first held in December, 2018 in Cairo, Egypt, targeting 1, 000 exhibitors and US\$25 billion in business to business transactions but attracted 86 exhibitors and US\$7 billion above targets respectively.
- Designed:
 - framework of collaboration among regional economic communities, AfCFTA secretariat, AU Development Agency and AUC to promote transparency, mutual trust and removal of overlaps and duplication; and,
 - AU Trade Corridor.
- Awarded:
 - Champion of Trade Award, 2019; and,
 - West Africa Business Excellence and Leadership Award 2019.
- Negotiated admission of Zambia as Least Developed Country (LDC) in 1991, expected to graduate soon. I plan to use the experiences of African LDC graduation to design programs facilitating Africa's escape from middle income trap.
- Capacity to work in a multi-cultural environment and engaging at the highest levels of leadership.
- Committed to life-long learning.
- Capacity to balance work and family.
- Committed to performing civic duties in the church and diplomatic community; and,
- Regular in exercising as key element of stress management and keeping fit, agile and healthy.

Membership in Professional Societies (I must list professional bodies in which I am a member, specifying positions where possible)

I am a certified member of the Economics Association of Zambia and was President of the Association from 1998 to 2001. I addressed the first ever National Economic Summit held in July, 2019 in Livingstone on the African Continental Free Trade Area.

Address: Economics Association of Zambia, Number 11 Mwalule Road Northmead Lusaka,
Telephone: +260-211-842088, Emails: info@eazzambia.org, Secretariat@eazzambia.org,
Website: eazzambia.org.

Academic and Professional Qualifications (I must indicate my academic and qualifications, beginning with the highest qualification)

Name of Institution	Address of Institution (Postal Address, Telephone Numbers and Website)	Qualification Received	Year Obtained
Vanderbilt University, Graduate Program in Economic Development (GPED)	GPED Vanderbilt University PMB 351825 2301 Vanderbilt Place Nashville TN USA 37235-1825 Telephone: +1(615) 322- 2486 Email: gped@vanderbilt.edu Website: as.vanderbilt.edu	Master of Arts in Economics	1986
University of Zambia	University of Zambia Great East Road Campus School of Humanities and Social Sciences P.O. Box 32379 Lusaka, Zambia Email Address: registrar@unza.zm Telephone: +260211293348 +260211254408 Website:	Bachelor of Arts in Economics and Business Administration	1980

	www.unza.zm		
Robert Kennedy College, Zurich,	<p>(1) Robert Kennedy College Zurich GmbH, Technoparkstrasse 1, 8005 Zurich, Switzerland, Telephone: +41844007007, Email Address: Zurich@rkc.edu, Website: rkc.swiss</p> <p>(2) York St. John University,</p>	Advanced Diploma in Leading Innovation and Change, awarded by York St John University, UK	2014

Other Relevant Training (I must indicate other trainings/courses I have attended that I relevant to this role)

Course Title	Certifying Body or Institution	Address of institution (Postal address, telephone number and website)	Year Attended
Certificate in Leading and Managing Change	Columbia Business School Executive Education Columbia University, New York USA	Columbia University in the City of New York, 3022 Broadway, New York, NY10027, Telephone: +1212-854-1100 Website: www8.gsb.columbia.edu	7-12 December, 2003
Certificate in Speechwriting	Bespoke Speechwriting Services Limited, UK	9 Adam Street, London WC2N6AA Telephone: +442077302883 Cellphone: +447725146770 Email Address: enquiries@bespokespeeches.com Website: bespokespeeches.com	2016
International Balanced Scorecard Certification Master Class: (1) 10 Steps Execution	Balanced Scorecard Institute EMEA, UK	Balanced Scorecard Institute EMEA 11 Kingsway House King Street Bedworth CV128HY United Kingdom	2016

Success Process; and, (2) Introduction to Execution with Strategy Maps		Telephone: +442477051279 Cellphone: +447412908117 Website: www.balancedscorecard.co.uk	
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Work Experience (I must indicate my work experience beginning with the most current or most previous one. I must also give a comprehensive work history and include, edit table accordingly to capture my work experience).	
Name of Organization/Employer: African Union Commission	
Address of the Organization/Employer (postal address, Telephone Numbers and Website: P.O. Box 3243, Roosevelt Street, Telephone Number: +251115182902/2901, Website: www.au.int	
Position Held (Title of Role)	Commissioner for Trade and Industry
Duration (Start Date to End Date)	15 th March, 2017 to present, until next elections in January/February, 2021
Number of people supervised	One Director, who supervised four Heads of Division. The total strength of the Department is approximately 60 people.
Responsibilities	Implementation of all decisions, policies and programmes in respect of the portfolio of Trade and Industry and accountable to the Chairperson of the African Union Commission (As provided for in the Statutes of the Commission of the African Union-ASS/AU/2(1)-d)
Achievements	<p>(1) Developed positive working relationships with the AUC Chairperson and Leader/Champion of the AfCFTA, His Excellency Mr. Issoufou Mahamadou, President of Niger, a major factor leading to high rates of achievement of the Department;</p> <p>(2) Represented the AUC Chairperson in several official engagements;</p> <p>(3) Contributed to ensuring during the current AUC institutional reform process that all positions of AU Elected Officials have detailed and specific job descriptions to enhance performance and accountability in addition to advocating for regular consultations with staff on the AUC reform process;</p> <p>(4) Contributed to ensuring during the current AUC institutional reform process, implementation of Assembly to have Junior Professional Officer</p>

	<p>positions in the new AUC and AfCFTA secretariat organizational structures;</p> <p>(5) Actively participated in weekly Commission meetings with a focus on offering solutions to challenges under discussion;</p> <p>(6) Successfully convened two Departmental retreats in 2018 and 2019 focused on change management, building team work and creating self-awareness for higher productivity;</p> <p>(7) Leveraged capacity to work through people by cultivating a culture of team spirit, mindfulness, delegation, creativity and innovation, organizational development, passion; and, among others, drive to act and generate signature results as well as resilience which energized all staff of the Department of Trade and Industry deliver progressively superior results, without which the achievements outlined below would not have been realized. This is a cultural experience to be used in future;</p> <p>(8) Facilitated timely conclusion of negotiations of the Agreement Establishing the African Continental Free Trade Area (AfCFTA), a flagship project of AU Agenda 2063. The AfCFTA; among others, can double Africa's manufacturing output by 2025, reduce high tariffs and non-tariff barriers across the continent, reduce Africa's dependency on commodities and unilateral trade preferences for her exports, thereby facilitating structural transformation;</p> <p>(9) Facilitated rapid signature of AfCFTA Agreement, only one AU Member-State currently remaining to sign;</p> <p>(10) Facilitated the achievement of unprecedented attainment of the minimum threshold of 22 ratifications in a period of one year, one month, one week and one day. On average, it takes five years for an AU legal instrument to attain the minimum ratifications;</p> <p>(11) Facilitated launch of the operational phase of the AfCFTA on 7th July, 2019 unveiling the instruments to support trading under the AfCFTA (schedules of tariff concessions on trade in goods; regime on rules of origin with online-password protected portal for making tariff offers; schedules</p>
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	<p>of specific commitments in trade in services; online non-tariff barriers monitoring, reporting and elimination mechanism; African Trade Observatory and Pan-African Payments and Settlements System); securing Assembly Decisions on Accra, Ghana as headquarters of the AfCFTA secretariat and 1st July, 2020 as the start of trading under the AfCFTA;</p> <p>(12) Facilitated rapid commissioning of AfCFTA secretariat on 30th March, 2020, with a Secretary-General in post, eight months after designation of Ghana as headquarters of the AfCFTA secretariat. Traditionally, it takes a minimum of one year to inaugurate an inter-governmental secretariat;</p> <p>(13) Secured Assembly approval on the establishment of National AfCFTA Committees and formulation of National AfCFTA implementation strategies aimed bringing the AfCFTA closer to the people as well as aligning national policies and programmes to those of the AfCFTA;</p> <p>(14) Secured Assembly approval to designate 7th July of each year as Africa Integration Day in order to enhance public awareness about the AfCFTA and Pan-Africanism in general;</p> <p>(15) Successfully convened the inaugural edition of Africa Integration Week held from 1-7th July 2020 culminating in the issuance of a joint statement on 7th July, 2020 by the current Chairperson of the African Union, His Excellency Mr. Cyril M. Ramaphosa, President of South Africa, the Leader/Champion of the AfCFTA, His Excellency Mr. Issoufou Mahamadou, President of Niger and, the Chairperson of the African Union Commission, His Excellency Mr. Moussa Faki Mahamat. Over 3,000 participants took part in the varied discussion groups which were also streamed live on YouTube;</p> <p>(16) Secured 4.9 million from the European Union for the establishment of the African Trade Observatory which will provide a wide range of trade information;</p> <p>(17) Secured US\$4.8 million from the African Development Bank for private sector programme support to the AfCFTA;</p>
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	<p>(18) Secured US\$3.0 million from the African Export Import Bank (Afreximbank) as budget support to the AfCFTA secretariat;</p> <p>(19) Effectively executed duties as Chairman of the Steering Committee of the African Trade Policy Centre (ATPC) whose strategic duty is to research on trade policy. AfCFTA negotiations were greatly informed by the work of ATPC, including the Annual Reports on Integration in Africa (ARIA);</p> <p>(20) Leveraged partnerships with UN Conference on Trade and Development, UN Economic Commission for Africa, World Bank, OECD and IMF to develop knowledge about the AfCFTA through research on and production of documents on it;</p> <p>(21) Invited to several speaking engagements on the AfCFTA in Africa and abroad which enhanced the visibility of Africa's growing commercial and economic agenda;</p> <p>(22) Successfully convened the Africa Industrialization Week commemoration editions drawing participants from governments, the private sector, youth, women and civil society as well collaboration from the Government of South Korea, Government of Ethiopia, International Trade Centre and the Islamic International Finance Corporation; among others;</p> <p>(23) Rolled out virtual negotiations on outstanding tasks on rules of origin, tariff concessions and trade in services to facilitate convening of an Extra-Ordinary Assembly on 5th December, 2020 and roll out of the AfCFTA market on 1st January, 2021;</p> <p>(24) Rolled out a fully functioning Non-Tariff Barriers Monitoring, Reporting and Elimination Mechanism which will enhance trade facilitation across Africa;</p> <p>(25) Secured commitment from the (Afreximbank) for US\$3,000,000-00 for meeting adjustment costs pending establishment of AfCFTA Adjustment Facility;</p> <p>(26) Secured commitment from Afreximbank for US\$2.5 billion to support firms wishing to expand trade and investment in the AfCFTA market;</p>
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	<p>(27) Secured commitment from the Afreximbank to establish a digital Pan-African Payments and settlements System to support operation of the AfCFTA; through daily settlements in local currency and net settlements in foreign exchange. Afreximbank will provide a guarantee of US\$3 billion for all AU Member-States;</p> <p>(28) Collaborated with the Afreximbank to commission the Intra-African Trade Fair editions, building on the All Africa Trade Fair which floundered in the 1980s and 1990s when Africa went through severe economic crises as a result of the continued collapse of commodity prices and the unsustainable external debt burdens. The inaugural edition of the Intra-African Trade Fair was held in December, 2018 in Cairo, Egypt with above target performance in terms of exhibitors and business to business transactions. With targets of 1, 000 exhibitors and US\$25 billion in business to business transaction, the Trade Fair attracted 86 exhibitors above target and US\$7 billion above target respectively;</p> <p>(29) Appointed member of the Intra-African Trade Fair Advisory Council;</p> <p>(30) Mainstreamed digital trade and e-commerce by initiating the AU e-commerce conference series;</p> <p>(31) Mobilized the African manufacturing private sector to establish the Pan African Manufacturers Association as a strategic continental platform for networking in the development of regional value and supply chains in manufacturing; An interim committee is coordinating preparation of articles of association to be ready by November this year;</p> <p>(32) Mobilized the African mining private sector to establish the Association of Chambers of Mines and other Mining Association of Africa (ACMMAA) as a platform for development of regional value and supply chains in mining. Articles of association and executive committee are already in place;</p> <p>(33) Increased engagements with private sector entities such as Afro-champions Initiative, Africa Finance Corporation; Pan-African Chamber of Commerce and Industry; Pan African Manufacturers Association; Association of Chambers of Mines and</p>
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	<p>other Mining Association of Africa (ACMMAA); Federation of African Pharmaceutical Manufacturers Associations (FAPMA); African Shippers Association; International Federation of Freight and Forwarders Associations- Region Africa Middle East; African Cotton and Textile Industries Federation, A e Trade Group and, Pan African Trade Private Sector Investment Policy Committee;</p> <p>(34) Initiated work to establish the African Business Council which will be the umbrella body for all Pan-African private sector entities;</p> <p>(35) Established AfCFTA Business Forum to facilitate business to business and government to business engagements aimed at increasing trade and investments in the AfCFTA;</p> <p>(36) Established the AfCFTA Civil Society Forum to enhance government-civil society engagement on the AfCFTA;</p> <p>(37) Secured collaboration with the Africa e-Trade Group, an African diaspora social enterprise to promote the development of youth start-ups across Africa, and with this, generation of increased youth employment opportunities;</p> <p>(38) Rolled out the Sokukuu e-commerce platform geared to generate 600,000 SMEs working as online export trading companies and 22,000,000 jobs between 2020 and 2024. The Chairperson of the Presidential Advisory Council, His Royal Highness, King Mswati III gave a key note address at the event ;</p> <p>(39) Rolled out competition for 150 exhibition spaces for Youth Start-Ups at the September, 2020 Intra-African Trade Fair with targeted business to business transactions of US\$1.3 billion. The Leader/Champion of the AfCFTA, His Excellency Mr. Issoufou Mahamadou, President of Niger gave a key note address at the event;</p> <p>(40) Secured commitment from African private sector to develop regional special economic zones across borders as part of the efforts of developing regional value and supply chains for the African Continental Free Trade Area market;</p> <p>(41) Delivered Trade Facilitation Strategy;</p>
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	<p>(42) Delivered the African Commodities Strategy, a flagship project of AU Agenda 2063;</p> <p>(43) Delivered the Explore (public use) and Compare (official use) components of the African Trade Observatory;</p> <p>(44) Delivery of the Small and Medium Enterprises Strategy;</p> <p>(45) Secured Assembly Decision to make the African Minerals Development Centre (AMDC) a specialized agency of the African Union to be headquartered in Guinea;</p> <p>(46) Established the Industry Coordination Unit to enhance implementation of the Action Plan for Accelerated Industrial Development of Africa (AIDA). The two key issues underway are Regional Supply Chains Mapping Exercise and preparations for the African Union Summit on Industrialization and Economic Diversification, both of which are aimed at promoting increased intra-African trade in value added products on a win-win basis;</p> <p>(47) Initiated work on the African Union Trade Corridor to facilitate cross-border flows of essential commodities during the COVID-19 pandemic and future crises;</p> <p>(48) Initiated work on a framework of collaboration among AUC, AfCFTA secretariat, AU Development Agency and Regional Economic Communities aimed at promoting transparency, mutual trust, removal of overlaps and duplication and in the process, attain alignment of activities, remove resource wastage and generate high impact results.</p> <p>(49) Mainstreamed the Treaty Establishing the African Economic Community in the African economic integration agenda. As a result, this legal instrument will be one of the key responsibilities of the new Commissioner for Economic Development, Trade, Tourism, Industry and Mining. The mainstreaming was also used to secure Assembly Decision to initiate readiness assessment towards the African Common Market. Resource mobilization is underway for this strategic activity;</p> <p>(50) Mobilized resources for hiring senior experts to facilitate negotiations for the protocols on</p>
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	<p>sustainable investment, competition policy, intellectual property rights and e-commerce. These protocols, when negotiated and implemented will deepen continental economic integration. The expert on sustainable investment is already in post;</p> <p>(51) Led the formulation of the Africa Quality Policy, now awaiting consideration by the Specialized Technical Committee on Trade, Industry and Mining. The policy will promote continental standards development and harmonization in support of industrial development and intra-African trade by facilitating mutual recognition of conformity assessment results. This will remove technical barriers to trade, facilitate the establishment of the Made in Africa standard as well as support production of market competitive, safe and environmentally friendly products.</p> <p>(52) Secured Summit Decision to embark on third phase negotiation of a Protocol on digital trade and e-commerce aimed at deepening the continental economic integration process;</p> <p>(53) Concluded Memoranda of Understanding with the Islamic International Finance Corporation and Trademark East Africa on trade development and trade facilitation respectively;</p> <p>(54) Registered health and clean record of audits of Division's financial statements during my tenure as AU Commissioner for Trade and Industry.</p> <p>(55) Recipient of Champion of Trade Award, 2019; and,</p> <p>(56) Recipient of West Africa Business Excellence and Leadership Award 2019;</p>
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Name of Organization/Employer: Office of the Vice President	
Address of Organization/Employer (Postal address, telephone numbers and website): Cabinet Office Building, P.O. Box 50773, Independence Avenue, Lusaka, Zambia, Telephone +260211250827, www.ovp.gov.zm	
Position Held (Title of role)	Permanent Secretary, Parliamentary Business Division.
Duration (Start Date and End Date)	9 th October to 31 st January, 2017.
Number of People Supervised	One Director with professional officers below her, each with focal points in all Ministries and Statutory bodies with reporting

	obligations to the National Assembly of Zambia.
Responsibilities	<ul style="list-style-type: none"> (1) Policy advisor to Her Honour the Vice President of the Republic of Zambia on Parliamentary Business; and, (2) Leading a team of professionals promoting the accountability of the Executive wing of Government to the Legislature through oversight instruments covering the following, among others: Ministerial Statements, Action Taken Reports, Parliamentary Questions and Annual Reports.
Achievements	<ul style="list-style-type: none"> (1) Registered health and clean record of audits of Division's financial statements during my tenure; and, (2) Appointed by the Secretary to the Cabinet to be Chairman of the Committee of Permanent Secretaries to prepare the speeches and briefs for the President of the Republic of Zambia. The following were prepared between 2016 and 2017: <ul style="list-style-type: none"> (i) 2016 Address by the President on the eve of Africa Freedom Day; (ii) 2016 Brief for the incoming President; (iii) 2016 Inauguration Address by the Republican President; (iv) 2016 Opening Address by the President to the National Assembly; (v) 2016 Address by the President on the eve of Zambia's Independence Anniversary; (vi) 2017 Address by the President to the National Assembly on Progress made by the Executive in the application of the National Values and Principles.

Name of Organization/Employer: Ministry of Tourism, Arts and Culture	
Address of Organization/Employer (Postal address, telephone numbers and website): Kwacha House, P.O. Box 30575, Cairo Road, Lusaka, Zambia, Telephone: +260211223930, Email: info@mota.gov.zm, www.mota.gov.zm.	
Position Held (Title of role)	Director of Tourism.
Duration (Start Date and End Date)	13 August, 2013 to October 2015.
Number of People Supervised	Two Assistant Directors with professional officers below them at both headquarters and regional offices in Livingstone, Ndola, Kasama and Chipata.
Responsibilities	Providing strategic direction on the following: Development of Tourism Policy, Administration of the Tourism and Hospitality Act Number 23 of 2007, Tourism Development and Research, Inspection and Licensing of hotels, lodges, guest houses, restaurants and casinos, Generic marketing of Zambia's tourism products, training and capacity building in the tourism sector, participation in travel fairs at home and abroad, and wildlife management.
Achievements	<ul style="list-style-type: none"> (1) Developed concept papers for the preparation of a Tourism Master Plan and Tourism Export Strategy. Funding for these activities was being mobilized from cooperating partners at the time of leaving the Department. (2) Facilitated Parliamentary approval of the Act establishing the Zambia Tourism Agency; (3) Appointed by the Secretary to the Cabinet as Chairman of the Committee of Officials which drafted the Address by His Excellency the President of the Republic of Zambia to the Nation on the Eve of Zambia's 49th and 51st Independence Anniversaries in 2013 and 2015 respectively; (4) Appointed by the Secretary to the Cabinet as a member of the

	<p>Committee of Officials drafting the Opening Address by His Excellency the President of the Republic of Zambia to the 2013 Sessions of the National Assembly</p> <p>(5) Appointed by the Secretary to the Cabinet as a member of the Committee of Officials drafting the Opening Address by His Excellency the President of the Republic of Zambia to the 2014 Sessions of the National Assembly</p> <p>(6) Appointed by the Secretary to the Cabinet as a member of the Committee of Officials drafting the Opening Address by His Excellency the President of the Republic of Zambia to the 2015 Sessions of the National Assembly;</p> <p>(7) Represented the Permanent Secretary on the Boards of Directors of the Zambia Wildlife Authority and Zambia Tourism Board; and,</p> <p>(8) Successfully coordinated preparations for and managing of the co-hosting by Zambia and Zimbabwe of the 2013 General Assembly of the UN World Tourism Organization.</p> <p>(9) Registered health and clean record of audits of Department's financial statements during my tenure.</p>
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Name of Organization/Employer: Ministry of Commerce, Trade and Industry	
Address of Organization/Employer (Postal address, telephone numbers and website): Government Complex, P.O. Box 31968, Lusaka, Zambia, Telephone: +260211223617, Email: comtrade@zamnet.zm.	
Position Held (Title of role)	Director of Domestic Trade.
Duration (Start Date and End Date)	January, 2012 to 13 August, 2013.
Number of People Supervised	One Assistant Director with eight professional staff below him
Responsibilities	Providing strategic direction to the following: Development of Domestic Trade Policy and its implementation, Retail and Wholesale Trade,

	Consumer Welfare, Competition and Fair Trading, Trade Remedies, Standards, Quality Assurance, Metrology and Accreditation, Patents and Company registration, Trade Facilitation, Trade Promotion, Intellectual Property Issues, Commercial Services, Sugar Issues and Doing Business Reforms.
Achievements	<ul style="list-style-type: none"> (1) Commissioned a domestic trade survey aimed at facilitating the development of domestic trade statistics as well as options for the development of a domestic trade policy and strategy in collaboration with the Department of Planning and Information of the Ministry; (2) Coordinated feasibility studies on the development of inter-country markets to regularize cross-border trade. At the time of transfer, work was on-going to prepare architectural drawings for the inter-country markets; (3) Appointed member of the Committee of Officials which drafted the Address to the Nation by His Excellency the President of the Republic of Zambia During the Commemoration of the 2012 Africa Freedom Day Celebrations; (4) Appointed by the Secretary to the Cabinet, member of the Committee of Officials which drafted the Opening Address by His Excellency the President of the Republic of Zambia to the 2012 Session of the National Assembly; (5) Appointed by the Secretary to the Cabinet as a member of the Committee of Officials which drafted the Address to the Nation by His Excellency the President of the Republic of Zambia on the eve of the 48th Independence Anniversary in 2012;

	<p>(6) Represented the Ministry on the Management Boards of the following: Food Reserve Agency, Mukuba Hotel Limited, Zambia International Trade Fair, and Competition and Consumer Protection Commission;</p> <p>(7) Periodically represented the Permanent Secretary on the Board of the Patents and Companies Registration Agency (PACRA); and,</p> <p>(8) Registered health and clean record of audits of Department's financial statements during my tenure.</p>
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Name of Organization/Employer: Ministry of Foreign Affairs, Embassy of Zambia, Ethiopia	
Address of Organization/Employer (Postal address, telephone numbers and website): P.O. Box 1909, Addis Ababa, Ethiopia, Telephone: +251113833040, commsadd@gmail.com.	
Position Held (Title of role)	Ambassador to Ethiopia with extra-accreditation to Djibouti, Sudan, South Sudan, Yemen and Inter-Governmental Authority on Development as well as Permanent Representative to the African Union and United Nations Economic Commission for Africa.
Duration (Start Date and End Date)	August, 2009 to November, 2011.
Number of People Supervised	One Minister-Counsellor with eleven diplomatic staff under him
Responsibilities	Diplomatic representation
Achievements	<p>(1) Successfully promoted bilateral relations between Zambia and Ethiopia and other countries of extra-accreditation;</p> <p>(2) Served on AU Election Observer Missions;</p> <p>(3) Successfully projected Zambian positions in AU and ECA policy organs meetings;</p> <p>(4) Successfully facilitated participation of Zambian Head of State and Government, Ministers and other headquarters delegations to AU and ECA policy organs meetings;</p>

	<ul style="list-style-type: none"> (5) Left the Embassy with budget surplus; and, (6) Registered health and clean record of audits of Mission financial statements during my tenure.
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Name of Organization/Employer: Ministry of Foreign Affairs, Embassy of Zambia, Brazil	
Address of Organization/Employer (Postal address, telephone numbers and website): SHIS QL 10 Conjunto 10, Casa 17 oLago Sul, Brasilia, Brazil, Telephone: +556132483277, Email: zambiansbrasil@embaixadazambia.org.br , www.embaixadazambia.org.br .	
Position Held (Title of role)	<ul style="list-style-type: none"> (1) Ambassador-Designate, Ministry of Foreign Affairs. I was on paid leave while awaiting posting, which happened to be Brazil; and, (2) Ambassador to Brazil with extra-accreditation to Argentina, Bolivia, Chile, Colombia, Ecuador, Guyana, Paraguay, Peru, Suriname, Uruguay and Venezuela.
Duration (Start Date and End Date)	<ul style="list-style-type: none"> (1) As Ambassador Designate: September 2005- September, 2006; and (2) As Ambassador to Brazil: September 2006 to August, 2009.
Number of People Supervised	Six professional officers
Responsibilities	Diplomatic representation
Achievements	<ul style="list-style-type: none"> (1) First ever resident Ambassador of Zambia to Brazil; (2) Organizational development of the Embassy by promoting team spirit, high aspirations and high productivity to make a mark as a new Embassy; (3) Awarded medal by Government of Brazil for promoting bilateral relations between Zambia and Brazil; (4) Facilitated State Visit of the President of Brazil to Zambia; (5) Left the Embassy with budget surplus; and, (6) Registered health and clean record of audits of Mission financial statements during my tenure.

Name of Organization/Employer: Southern African Coordination Conference (SADC)	
Address of Organization/Employer (Postal address, telephone numbers and website): Plot Number 54385, Central Business District, P.O. Box 0095, Telephone: 3951863, Gaborone, Botswana.	
Position Held (Title of role)	Deputy Executive Secretary
Duration (Start Date and End Date)	September, 2001 to September, 2005.
Number of People Supervised	Five Heads of Division of Finance, Administration, Conference Services, Information Communication and technology and, Corporate Communications each with officers below them.
Responsibilities	<ul style="list-style-type: none"> (1) Acting as Executive Secretary during absence from station of substantive office bearer; and (2) Providing leadership and management to the common services of the SADC secretariat.
Achievements	<ul style="list-style-type: none"> (1) Took the Myers-Briggs Type Indicator in 2003 at Columbia University-Executive Education to develop empathy (self-awareness, and situational-awareness) to enhance appreciation of how I affect other people in leadership and in the process, improve leadership effectiveness; (2) Regularly and successfully acted as Executive Secretary in the absence of the incumbent; (3) Led several SADC Secretariat Delegations to regional and international meetings to promote the interests and image of SADC; (4) Mobilized resources and build or strengthen international partnerships, including at the level of the African Union; (5) Successfully managed the SADC restructuring and reform programme which took place from 2002 to 2005; and, (6) Successfully assisted the Executive Secretary in putting a management

	<p>team in place that resulted in delegation of responsibilities as well as drafting of the vision, mission and values of the SADC Secretariat that were adopted by all staff of the Secretariat on 25th May, 2004;</p> <p>(7) Took the a voluntary decision not to seek a second term to facilitate continued stay of a Zambian Director following a Summit Decision that there should only be one national in the senior management of the SADC secretariat as part of the reform measures;</p> <p>(8) Left SADC secretariat with budget surplus; and,</p> <p>(9) Registered health and clean record of audits of SADC secretariat financial statements during my tenure.</p>
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Name of Organization/Employer: Ministry of Foreign Affairs Headquarters	
Address of Organization/Employer (Postal address, telephone numbers and website): Charter House, Independence Avenue, P.O. Box 50069, Telephone: +260211253508, Email: foreignlsk@zamtel.zm , www.mofa.gov.zm .	
Position Held (Title of role)	<p>(1) Assistant Secretary (Economic Affairs);</p> <p>(2) Director of International Organizations; and,</p> <p>(3) Deputy Permanent Secretary for European Affairs and Development Cooperation.</p>
Duration (Start Date and End Date)	<p>(1) As Assistant Secretary (Economic Affairs): August 1994-July, 1996;</p> <p>(2) As Director of International Organizations: August ,1996-August, 1998; and,</p> <p>(3) As Deputy Permanent Secretary for European Affairs and Development Cooperation: August 1998 to August, 2001</p>
Number of People Supervised	<p>(1) As Assistant Secretary (Economic Affairs): five professional officers;</p>

	<ul style="list-style-type: none"> (2) As Director of International Organizations: six professional officers; and, (3) As Deputy Permanent Secretary for European Affairs and Development Cooperation: three directors in charge of economic and technical cooperation, regional cooperation and integration and European Affairs.
Responsibilities	<ul style="list-style-type: none"> (1) As Assistant Secretary (Economic Affairs): Promotion of Zambia's economic, commercial and development diplomacy; foreign policy analysis and implementation; (2) As Director of International Organizations: Projection of Zambia's interests in the multilateral system; and, (3) As Deputy Permanent Secretary for European Affairs and Development Cooperation: Rendering policy advice on relations between Zambia and European countries, the multilateral system and on matters of economic, commercial relations as well as economic integration.
Achievements	<ul style="list-style-type: none"> (1) Elected as President of the Economics Association of Zambia (EAZ) (2) Elected as Treasurer of the African Association for Public Administration and Management(AAPAM); (3) Appointed as member of the National Economic Advisory Council and Convener of its Economic Policy Analysis Committee; (4) Appointed as Cabinet Liaison Officer, responsible for processing draft cabinet policy papers; (5) Chairman of the Ministry's Budget and Strategic Planning Committee; (6) Successfully negotiated 50% reduction in Zambia's and other Least Developed Countries' contribution to the United Nations peace-keeping budget;

	(7) Elected Chairman of the Economic and Social Committee of the 11 th Summit of the Non-Aligned Movement, held in Colombia in 1995.
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Name of Organization/Employer: Ministry of Foreign Affairs, Permanent Mission of Zambia, United Nations, New York, United States of America	
Address of Organization/Employer (Postal address, telephone numbers and website): 237 E 52 nd Street, New York, NY10022, USA, Telephone: +1 212 888 5770, Email: zambia@un.int.	
Position Held (Title of role)	(1) Counsellor for Economic Affairs. (2) Minister-Counsellor and Head of Chancery.
Duration (Start Date and End Date)	(1) As Counsellor for Economic Affairs September 1989- June, 1993 (2) As Minister-Counsellor and Head of Chancery, June, 1993-August, 1994
Number of People Supervised	(1) As Counsellor for Economic Affairs: (0) (2) As Minister-Counsellor and Head of Chancery: one Mission Accountant and eleven locally engaged staff.
Responsibilities	(1) As Counsellor for Economic Affairs: representing Zambia in the Economic and Finance Committee as well as Social Committee of the UN General Assembly; (2) As Minister-Counsellor and Head of Chancery: representing Zambia in the Administrative and Budgetary Committee and Economic and Finance Committee of the UN General Assembly as well as administering the Chancery on a day to day basis.
Achievements	(1) Successfully negotiated the admission of Zambia as Least Developed Country, providing the country with enhanced preferential market access, concessional development assistance, partial funding of at least three delegation members to selected United Nations

	<p>meetings and conferences, lowered contributions to the United Nations budgets and subsidized office space rentals for the Zambian Mission at Geneva, Switzerland. The application was made in 1986;</p> <p>(2) Featured as only Mission Representative in Who's Who in the United Nations and its Related Agencies, second edition, 1992;</p> <p>(3) Elected as Vice Chairman of Work Group III on Institutional Arrangements of the UN Conference on Environment and Development held in Rio de Janeiro, Brazil in 1992 and,</p> <p>(4) Successfully advocated to Foreign Minister that Zambia opens Mission in Geneva, Switzerland because of the station's growing role in multilateral diplomacy;</p> <p>(5) Assigned responsibility to open the Permanent Mission of the Republic of Zambia to the United Nations Offices in Geneva and Other International Organizations in Geneva, Switzerland in 1992 and successfully carried out the assignment in a period of three months; and,</p> <p>(6) Registered health and clean record of audits of the audit of financial statements on the establishment of the Zambian Mission in Geneva.</p>
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Name of Organization/Employer: National Commission for Development Planning	
Address of Organization/Employer (Postal address, telephone numbers and website): This establishment was abolished in 1991 following Zambia's shift towards economic liberalization. The staff of the Department of Economic and Technical Cooperation was transferred to the Ministry of Finance while the rest of the staff were transferred to the Ministry of Finance	
Positions Held (Titles of roles)	Economist, Senior Economist and later, Principal Economist, Department of Economic and Technical Cooperation.
Duration (Start Date and End Date)	(1) As Economist: September 1980-February, 1986; (2) As Senior Economist: March, 1986-December, 1988; and, (3) As Principal Economist: January-August, 1989.
Number of People Supervised	(1.) As Economist: (0). (2.) As Principal Economist and Deputy Head, African Affairs and Multilateral Cooperation: (5) professional staff.
Responsibilities	(1.) As Economist: Desk Officer for the United Nations System, South America, African bilateral cooperation and Regional Economic Integration; (2.) As Principal Economist and Deputy Head, African Affairs and Multilateral Cooperation: supervision of professional officers working as desk officers for the United Nations System, South America, African bilateral cooperation and regional economic integration (Southern African Development Coordination Conference-now Southern African Development Community and Preferential Trade Area for Eastern and Southern African States, now Common Market for Eastern and Southern Africa).
Achievements	(1) Successfully coordinated preparation of Zambian delegation position papers in the areas cited above;

	<p>(2) Awarded scholarship to study for a Master's programme at Vanderbilt University, USA from January 1984 to February, 1986; and,</p> <p>(3) Recognized with competence in the then emerging economic diplomacy and transferred to the Ministry of Foreign Affairs for posting to the Zambian Permanent Mission to the United Nations in New York, USA.</p>
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Skills and Competencies (In not more than five hundred (500) words, demonstrate how your experience match the skills and competencies outlined in the role profile of the positions you are applying for

As a Pan-Africanist, development economist, diplomat and leader with a culture of high delivery, the skills and expertise that I have acquired over the past 40 years of experience match very well with the skills and profiles of the position I am applying for. The training, work done and achievements demonstrate this.

I have held high level leadership positions of Director, Deputy Permanent Secretary, Ambassador/Permanent Representative, SADC Deputy Executive Secretary, Permanent Secretary and currently AU Commissioner for Trade and Industry. These have given me exposure to the core programs of economic development, trade, tourism, industry and mining.

I have demonstrated intellectual leadership as evidenced by establishment of the Zambian Mission in Geneva; and, at the AUC: timely negotiation, signature and ratification of AfCFTA Agreement; and, inter-alia; initiating proposals like designation of 7th July as Africa Integration Day. I am also a change leader as demonstrated by leading the SADC secretariat reform programme and active contributions to the AUC reform programme.

I have worked and lived in five countries in addition to extensive international travel, making me capable of working in multicultural environments. My strategic focus is manifested in mainstreaming the Abuja Treaty in Africa's economic integration agenda as well as delivering the two flagship projects of Agenda 2063. Going forward, the key task ahead is to use continental integration and innovation in leapfrogging Africa's inclusive sustainable development.

In addition, I have developed negotiation skills in diplomatic engagements in Zambia, SADC, AU and UN. This has been complimented with good political acumen skills in securing the support of African Heads of State and Government and other AU policy organs on policy proposals from the Department.

I have also demonstrated a record of financial probity my work experience. Deliveries like the Zambian Mission in Geneva, the AfCFTA and Commodity Strategy are value for money achievements.

Leadership effectiveness lies in leading through people. In this spirit, I have been able to mobilize and motivate officers under me to make a difference my performing beyond expectations under tight deadlines as evidenced in the record of achievements. Staff have responded with passion for results, innovation and strategic thinking translating into high productivity.

In addition to this, I have developed capacity to initiate, strengthen and broaden strategic partnerships, including the African private sector to support programme implementation.

I am a good communicator, verbally and in writing as demonstrated by invitations to speaking engagements and writing speeches.

High energy requires balance between work and family. Regular exercise, focus on the family and faith have provided that crucial balance as demonstrated in my experience.

Against this background, I am capable of outstanding results as Commissioner for Economic Development, Trade, Tourism, Industry and Mining.

Achievements/Accomplishments (In not more than five hundred (500) words indicate any other achievements besides those under work experience you would like to highlight

- (1) Happily married to my wife Rachel since 1982 and blessed three biological daughters, each holding a job. In line with traditional custom, we have raised and educated our five children left in our custody when my young brother and wife as well as my wife's young sister and wife died. We are blessed with five grand-daughters and five grandsons;
- (2) My wife I have also kept and raised close to twenty dependents, (children of our relatives) some of whom have gone on to graduate and hold regular jobs;
- (3) The children of our cousins who have come to our home in Lusaka have either named their male children after me or requested me to name their children in accordance with tribal custom. Three boys are named after me and I have named two of them as Andrew and Mathew (Apostles of Jesus because they were born on the feast days of these two saints. The third one has been named as Mbilu, in memory of my

grandfather who founded the village where I was born and the fourth one is named Kizito, in memory of the child Ugandan martyr;

- (4) Accepted responsibility from parents to be a Godfather to their young boys. I have so far six Godchildren;
- (5) Active on matters of faith, both in Zambia in diplomatic postings. As part of growing our faith, we also support the Church materially in Zambia and areas of diplomatic posting. In the Small Christian Community in Zambia, we initiated a community support project giving scholarships to needy children, some of whom have graduated and hold good jobs;
- (6) My wife and I are ordained marriage counsellors in our Parish in Lusaka, helping young couples to prepare for marriage before the marriage is blessed by a priest; and, counselling couples with marriage problems;
- (7) Maintained health life styles by eating well and keeping fit through regular exercising;
- (8) Developed retirement farm in Choma, Zambia. To keep body and mind active, we will engage in small-scale green marketing and dairy farming;
- (9) Rewarded eight young dependents who have maintained our retirement farm during our active duty with a three-hectare small holding each, complete with a borehole. For the first one year, they will use our farm equipment after which, they will either form a cooperative or each one of them will buy their own farm equipment;
- (10) Convinced my cousins in the village where I was born to pool their holdings and register a primary cooperative to enable them move up in the farming value chain.

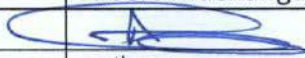
Publications (If any): Provide List of publications you have authored or co-authored, provide links to access the publications if online.

Albert Muchanga: *The African Continental Free Trade Area in an Era of Pessimism Over Multilateralism: Critical Success Factors and Prognosis*, Afreximbank Distinguished Lecture Series 1/2019, Cairo, Egypt, afreximbank.com.

Contributed articles on the AfCFTA in *Foresight Africa* (Brookings Institution), *Echo* (African Union Commission), *Invest in Africa* (AU Mission to US) and Commonwealth Heads of State and Government brochures

Working Languages (Indicate your speaking, reading and writing proficiency levels for AU languages below. Examples of proficiency levels: Excellent, Good, Fair, Poor)			
Language	Speaking	Reading	Writing
Arabic	Poor	Poor	Poor
English	Excellent	Excellent	Excellent
French	Poor	Poor	Poor
Portuguese	Poor	Poor	Poor

Referees (Indicate three persons as your referees with the details below. One referee should be a professional referee and one be a personal/character referee)			
Name	Position and Organization	Email Address	Telephone Number
H.E Moussa Faki Mahamat (Referee as Immediate Supervisor)	Chairperson African Union Commission	C/lo Chief of Staff: Diopab@africa-union.org	+251115517700
Professor Benedict Okey Oramah (Referee on Professional Competence)	Chairman of the Board of Directors and President African Export Import Bank, Cairo, Egypt	boramah@afreximbank.com.	Telephone: +20-2- 24564100/1/2./ 3
Father Sydney Musonda, OMS (Referee on Character)	Parish Priest, Mary Immaculate Parish, Lusaka, Zambia	sydneyomi@yahoo.com	+260974045713

Certification	
I, the undersigned, certify that this information correctly describes me, my qualifications and my experience.	
Name	Albert Muchanga
Signature	
Date	13 th July, 2020

Mr. Apollo Keneth BAGAMUHUNDA
UGANDA

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Fax: 251115518718/251115536950 Website: www.au.int

Senior Leadership Position Curriculum Vitae (CV) Template

Commissioner Economic Development, Trade, Industry and Mining

Name:	Kenneth Apollo Bagamuhunda
Physical Address:	P.O Box 1096 Arusha, Tanzania
E-mail Address:	kbagamuhunda@yahoo.com
Phone Number:	+256772434848/+255755063703
Date of Birth (dd/mm/yy):	21st June 1962
Nationality:	Ugandan
Citizenship:	Ugandan
Gender:	Male



Africa and the Commission in this role

My vision as a Commissioner is to be a key driver for the realisation of Agenda 2063 with its aspirations of the Africa we want anchored on the Constitutive Act. In my role, I shall be guided by the AU vision and Africa Union Commission (AUC) mission, values and principles. Agenda 2063 is a comprehensive framework that encapsulates a range of key strategic aspirations covering among others, sectors of Economic Development, Trade, Industry and Mining.

The first point of reference is the initial implementation tool namely, The First Ten Year Implementation Plan (2013- 2023), which specifies the goals, priorities and outcomes to be attained by 2023. In addition, I will use the quantitative and qualitative findings contained in the First Report on the Implementation of Agenda 2063. These are key instruments that will shed light on areas of emphasis particularly where performance needs improvement and sustaining and further strengthening where performance is good.

The seven overarching aspirations in Agenda 2063 requires a multisectoral approach and multiagency participation premised on the principle of subsidiarity and complementarity. The First Ten-Year Implementation Plan sets 2023 as the target timeframe for attainment of the specified goals, priorities and targets including the identified flagship projects.

My approach to the realisation of the aspirations and goals of Agenda 2063 will also put into context the impact of COVID 19 pandemic on Africa's economic growth and sustainable development in the medium to long-term perspective. It is evident that Africa's economies have been negatively affected by the pandemic with some sectors being hit hard thus a drastic decline in GDP growth, loss of jobs, income erosion and shut down of some key sectors will negate the aspirations and slow the pace for the attainment of some aspirations and goals. It is therefore pertinent to design mitigating measures and recovery plans to trigger a rebound of the socio-economic status.



According to the First Report on Implementation of Agenda 2063, the initial cycle performance shows a below average rating against 2019 targets for most of the aspirations and goals. These findings will form the basis upon which I will together with my colleagues, design action plans that will place the continent on a trajectory towards attainment of these goals and aspirations. Specifically, my priority focus will be the following:

1. The Africa Continental Free Trade Area (AfCFTA) goal has been the most successful goal with the highest score in the report of implementation of Agenda 2063. The AfCFTA is expected to enhance intra-Africa trade by threefold and enhance investment and value addition on our agricultural and mineral products. To sustain this trajectory and have a functional Free Trade Area, I intend to prioritize trade by the following;
 - a) Finalisation of all pending issues on the Protocols on Trade in Goods and Trade in Services to facilitate smooth implementation of the AfCFTA.
 - b) Fast tracking the Phase II negotiations on Competition, Investment and Intellectual Property Rights.
 - c) Recalibrate and galvanise African common voice and interests in multilateral and bilateral trade arrangements including Post-AGOA, Post-Cotonou, WTO and UK-Africa trade arrangements.
 - d) Work closely with the AfCFTA Secretariat to develop policies and strategies that will enhance trade facilitation across borders and bolster intra-Africa trade.
 - e) Develop and review for implementation action programmes for inclusive economic growth and sustainable development to uplift women, youth and informal sector.
2. Implement and evaluate the Action Plan for Accelerated Industrial Development for Africa (AIDA) initiative partnering with UNIDO, RECs and Member States agencies.
3. Pursue the domestication of Agenda 2063 in concert with my colleagues at AUC.
4. Drive the establishment and operationalization of Continental Financial and Monetary Institutions by firstly engaging Members States to get the requisite signatures for the



- establishment of the Africa Investment Bank, Africa Central Bank, Africa Monetary Fund and Africa Stock Exchange. Will seek full ownership of Ministers of Finance as drivers of this initiative. Collaboration with International Financial Institutions will be pursued.
5. Tourism before COVID 19 was contributing about 8% of the continents GDP and hence one of the most promising and fastest growing sectors in Africa. My focus will be work with AUDA-NEPAD to concretize the Tourism Plan of Action, harness the regional initiatives on tourism and engage the Ministers responsible for Tourism as a priority component under Agenda 2063. To revitalize the tourism sector which has been hit hard by COVID 19 pandemic, I will lead the development of a harmonized recovery plan drawing from the RECs and Member States' strategies.
 6. Generation of timely, reliable and harmonised statistics for Africa is encapsulated in the Strategy for the Harmonisation of Statistics in Africa (SHaSA) and is an underlying component for attainment of the Agenda 2063 aspirations and goals. Coordination and implementation of the strategy will be prioritised including mobilisation of resources for statistics programmes. The work will entail engagement of REC's Statistical programmes and build linkage to National Strategies for Development of Statistics. My goal is to periodically produce timely and quality statistics depicting realistic trade and socio-economic status of Africa.
 7. I will direct my effort to enhance partnerships with the Private Sector as engines of Africa's Economic growth and development. I will engage and provide support to galvanize an African Business platform and establish a two-way working relationship to enhance dialogue, policy input and fair business practices on the continent.
 8. Drive the implementation of the Africa Mining Vision (AMV) so that Member States adopt policies and strategies that harness and prudently utilise the extractive resources for the development of their economies. There has been a slow pace in the implementation the AMV. I intend to collaborate with respective continental bodies, Member States and private sector groups to push for domestication and



implementation of the vision.

9. In collaboration with AUDA-NEPAD, ECA and AfDB, I intend to put in motion the realisation of the recommendations in the Eminent Persons Report on Illicit Financial Flows and commence mechanisms to activate the directives of the Assembly on diplomatic advocacy for repatriation of illicit resources taken from Africa.

Executive Profile: (In not more than three hundred (300) words, provide a summary and highlights of your relevant skills, experiences, goals and accomplishments)

I have 35 years work experience of which 20 years have been at senior management level in key national and regional integration institutions. I have been a Director General Customs and Trade at the EAC since 2017 where I am responsible for implementation of Customs Union, Common Market and Economic Development programs. I also provide multi-sectoral strategic leadership as part of the EAC Executive team.

I have championed, guided and provided strategic and technical expertise in bilateral and multilateral trade and economic negotiations including the Tripartite Free Trade Agreement, the EAC-EU EPAs, the EAC-US Trade and Investment Partnership and actively participated in the negotiations of Africa Continental Free Trade Area Agreement (ACFTA).

Prior to the current position, I was a Director of Customs at the EAC for 12 years where I championed initiatives on trade, customs, fiscal policy harmonization, investment promotion, industrial development, and private sector partnerships.

I was an Assistant Commissioner of Customs in Uganda responsible for customs strategy and policy and led the development of the EAC Customs laws and operational instruments.

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As a student of MBA and lecturer at Makerere University Business School, I was an initiator of the EAC integration forum that provided policy backup to the Uganda negotiating team.

I have been involved in shaping policies and providing innovative interventions on trade facilitation, value chain development, investment promotion and economic development of EAC, TFTA and Africa. The sectors under my supervision have been rated as the best performing directorates with a strong teamwork orientation. Internationally, I have built a network of partners who have continued to provide support to the economic and trade integration of EAC. In the last 20 years, my focus has been to make a contribution in transforming EAC into a functional integrated entity and a catalyst for continental integration.

Membership in Professional Societies (List of professional bodies in which you are a member, specify position where applicable)

East African Community Forum- Member

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Addis Ababa, Ethiopia P. O. Box 3243 Telephone: 251115517700/251115526373
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Academic and Professional Qualifications (indicate your academic and professional qualifications, beginning with the highest qualification)			
Name of Institution	Address of Institution (Postal address, Telephone numbers and Website)	Qualification Received	Year Obtained
Makerere University	P.O. Box 7062 Kampala, Uganda +256 41454803 www.mak.ac.ug	Master of Business Administration (MBA)	2000
Makerere University	P.O. Box 7062 Kampala, Uganda +256 414542803 www.mak.ac.ug	BA (Hons) Economics and Rural Economy	1986
Harvard School Kennedy	79 John F Kennedy St, Cambridge, MA 0238 United States 617-495-1100 www.hks.harvard.edu	Certificate Comparative Tax Policy and Administration	2013
Harvard School Kennedy	79 John F Kennedy St, Cambridge, MA 0238 United States 617-495-1100 www.hks.harvard.edu	Certificate Mastering Trade Policy	2011
Harvard Business School/ Gordons Institute of Business Science, University of Pretoria	26 Melville Rd, Illovo, Johannesburg, 2196, South Africa +27 21 569 0078 www.gibsonline.co.za	Certificate Making Markets Work (International Business)	2006

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Other relevant training (please state the name of the course, you have attended that is relevant to this role)			
Course Title	Certifying Body or Institution	Address of institution (Postal address, Telephone numbers and Website)	Year Attended
International Management Course	World Customs Organisation	Rue du Marche, 30 B-1210 Brussels Belgium +3222099211 www.wcoomd.org	2000
Financial crimes and money laundering	United States Department of Treasury	1500 Pennsylvania Avenue, NW Washington D.C 2020 +1 202 622-2000	2003
Audit and Management	Crown Agents Training Services	P.O. Box 7135 Kampala, Uganda +256 414235312 www.crownagents.com	1988
GATT Valuation	Uganda Revenue Authority Training Centre	P.O. Box 7279 Kampala, Uganda. +256 417440000 www.ura.go.ug	1999
Team Management and Results Based Management	MDFESA Training and Consultancy	P.O. Box 21372 Nairobi, Kenya +254 728 372 757 www.mdf.nl	2013
Training of Trainers	Institute of Tax Administration	P.O. Box 11491 Dar es Salaam, Tanzania +255 22 278 0269	2005

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		www.ita.ac.tz	
Balance Scorecard	African Virtual University	P.O. Box 7181 Kampala Uganda +256414220530 www.cees.mak.ac.ug	1998
Customs Basic Course	Uganda Revenue Authority Training Centre	P.O. Box 7279 Kampala, Uganda. +256 417440000 www.ura.go.ug	1992

previous one. Give a comprehensive work history and include/edit table accordingly to capture your work experience)

Name of Organisation/Employer: East African Community Secretariat	
Address of Organisation/Employer ((Postal address, Telephone numbers and Website): P.O.BOX 1096 Arusha +255272162100 www.eac.int	
Position Held (Title of the role)	Director General (Customs and Trade)
Duration (Start Date to End Date)	3.5 years since April 2017
Number of People Supervised	20
Responsibilities	1. Coordination and leading policy development and



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| | <p>implementation on Customs Union and Common market.</p> <ol style="list-style-type: none"> 2. Guiding and coordinating trade and other economic related negotiations of EAC with other parties. 3. Managing compilation and reporting Trade and Investment statistics. 4. Provision of strategic leadership on multi sectoral areas as part of the executive team. 5. Projects and program development and mobilization of resources for their implementation. 6. Development and coordinating of dispute settlement measures and trade remedies matters. 7. Building collaboration and partnerships with international agencies such as WTO, WCO, UNCTAD, ITC, UNIDO, EU, IMF, World Bank, AfDB. 8. Diplomatic representation on high level forums such as FOCAC, WTO Ministerial meetings, WCO Council meetings, World Bank/IMF Spring and Annual meetings, AfDB Africa investment Forum. 9. Supervising and coordinating studies and research on economic development, trade and customs, industry and investment promotion. 10. Guiding Partner States on domestication of regional, continental and international instruments. 11. Partnership and engagements with private sector institutions on Trade integration, Financial integration and Investment promotion such as the East African Business Council, EAC Civil Society Organization, EAC Law Society, EAC Farmers Association and Chambers of Commerce. 12. Organizing and conducting trade forums for awareness |
|--|---|



	<p>promotion;</p> <p>13. Initiating innovative trade facilitation interventions to reduce cost of doing business, promote intra- EAC trade and Investment.</p>
Achievements	<ol style="list-style-type: none"> 1. Enhanced partnership and collaboration with various Agencies and Development Partners where we have established a number of trade facilitative programs. Examples include TradeMark East Africa. UNCTAD, USAID, World Bank, IMF, JICA, UNECA, SIDA, World Customs Organisation, WTO, UNIDO, GIZ, EU and others. 2. Mobilisation of resources for the programmes and projects under my supervision. 3. Developed a strong team under my supervision who are result and self-driven. 4. Attained harmonisation of EAC instruments including laws, procedures and systems on Customs, Standards, Competition, Trade Related Issues, Non-Tariff Barriers, One Stop Border Posts, Trade in Services, Fiscal policy, Industrial development and Monetary/Financial sector development. 5. Led and guided EAC to negotiate as a bloc under the ACFTA and TFTA where we are now in the process of making tariff offers. 6. Intra EAC trade has been increasing where total intra-trade grown from \$1.5 b in 2015 to \$ 5.5 b in 2019 while intra-EAC trade has grown form 10 % in 2005 to 22% in 2019 . 7. My contribution in the implementation of Customs Union and Common Market has resulted EAC being rated the most



	<p>integrating REC in Africa by AfDB Integration index.</p> <p>8. Under my leadership together with my colleague the Deputy Secretary General, we have since the outbreak of COVID 19 been steering the Regional Coordination Committee on COVID 19 where we have developed the EAC Response Plan, the EAC Administrative Guideline on movement of goods and services, the Regional Electronic Cargo and Driver Tracking System and the EAC Recovery Plan.</p> <p>9. Built a network and pool of global contacts who provide valuable input to the integration agenda of EAC and Africa.</p> <p>10. Leadership in the establishment of 13 One Stop Border Posts in EAC which has substantially improved border clearance of goods.</p>
Name of Organisation/Employer: East African Community Secretariat	
Address of Organisation/Employer (Postal address, Telephone numbers and Website): P.O.BOX 1096 Arusha +255272162100 www.eac.int	
Position Held (Title of the role)	Director Customs
Duration (Start Date to End Date)	12 years since December 2005- April 2017
Number of People Supervised	15
Responsibilities	1. Headed the Directorate of Customs at the EAC Secretariat and coordinated regional programs and projects on customs



	<p>union.</p> <ol style="list-style-type: none"> 2. Initiation, development and monitoring implementation of regional customs and related trade policies and strategies. 3. Supervision and guiding development of customs, trade, competition and industry instruments and monitor their implementation. 4. Provision of technical guidance, interpretation and rulings on customs, trade and industrial matters to Partner States. 5. Participation and provision of technical inputs on bilateral and multilateral trade and other economic related negotiations. 6. Coordinating implementation of international customs and trade standards and best practices such as the World Customs Organisation and World Trade Organisation conventions. 7. Initiation and supervision of studies and research on customs areas which guide policy organs on policy direction. 8. Ensuring quality assurance of customs systems and processes. 9. Liaison with international organizations on customs and trade matters. 10. Provision of advice to the EAC organs and Partner States on matters pertaining to Customs and Trade facilitation. 11. Networking and guiding private sector bodies. 12. Development and coordination of trade facilitation interventions. 13. Providing technical input in the negotiation of the EAC Common Market Protocol. 14. Team leader of EAC team that negotiated the joining of Rwanda, Burundi and South Sudan.
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<p><i>Achievements</i></p>	<ol style="list-style-type: none"> 1. Initiated a trade facilitation system known as Single Customs Territory, which transformed clearance of goods by reducing the turnaround of movement of cargo, documentation and cost of doing business. 2. Supervised the development of several regulations and operational manuals that are uniformly used in EAC Partner States. 3. Led in the development and establishment of interconnectivity of Customs and trade across the region which have eased doing business. 4. Built a strong partnership with the private sector particularly the East African Business Council, Manufacturers Associations, Clearing and forwarding bodies and International Associations. 5. Chaired the Institutional Review team for EAC and produced a report which informs the ongoing reforms. 6. Enhanced Trade related Inter-agency linkages across the region particularly with the Private Sector.
<p>Name of Organisation/Employer: Uganda Revenue Authority</p>	
<p>Address of Organisation/Employer (Postal address, Telephone numbers and Website): P.O.BOX 7279 Kampala Uganda =256-41-7440000 www.ura.go.ug</p>	
<p><i>Position Held (Title of the role)</i></p>	<p>Assistant Commissioner Customs</p>
<p><i>Duration (Start Date to End Date)</i></p>	<p>4 years June 2001- December 2004</p>



<i>Number of People Supervised</i>	60
<i>Responsibilities</i>	<ol style="list-style-type: none"> 1. Development of Customs Strategies and monitoring implementation. 2. Managing customs operations and head of the Customs airport functions. 3. Managing trade facilitation programs under Customs. 4. Leading customs cluster negotiations in EAC and COMESA. 5. Representation at the international customs and trade activities. 6. Leading business plan development and monitoring execution. 7. Training on International Trade under customs training programmes. 8. Was a member of the senior management team of customs in Uganda that provided overall management of customs in Uganda.
<i>Achievements</i>	<ol style="list-style-type: none"> 1. Team leader that developed the EAC Customs Management Act, the EAC Rules of Origin and several regulations which are applied uniformly by EAC Partner States. 2. Developed a trade facilitation strategy for Customs in order to encourage business enterprise be tax compliant. 3. Designed a customs capacity building strategy that focused on customer relations, internal reforms and business practices. The strategy informed the reorganization of URA in 2004. 4. Developed an export promotion framework and procedure that focused on SMEs involved in production for exports that require support. 5. Designed benchmarks and business process re-engineering in customs.

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Name of Organisation/Employer: Uganda Revenue Authority	
Address of Organisation/Employer (Postal address, Telephone numbers and Website): P.O.Box 7279 Kampala Uganda +256 41-7440000 www.ura.go.ug	
Position Held (Title of the role)	Senior Principle Revenue Officer
Duration (Start Date to End Date)	2 years 1999- 2001
Number of People Supervised	30
Responsibilities	<ol style="list-style-type: none"> 1. Headed a division responsible for customs inspection and audits. 2. Developed and managed audit framework for customs. 3. Responsible for development of quality assurance mechanism for customs. 4. Trainer at the Customs Training Centre. 5. Responsible for designing annual business plans for customs. 6. Provided technical expertise on application COMESA trade regime. 7. Team leader for customs research and innovation.
Achievements	<ol style="list-style-type: none"> 1. Developed business assessment and risk criteria to enable identify business capacity of enterprises in relation to projected growth and tax payment.

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	2. Developed a sector-based approach in taxation planning. 3. Developed Customs Business plans which guided the functioning of Customs in Uganda. 4. Development performance-based management framework for the Uganda Revenue Authority. 5. Business research on management of inventories under customs control. 6. I was a team leader that developed a revised training module for customs in Uganda.
Name of Organisation/Employer: Makerere University Business School	
Address of Organisation/Employer (Postal address, Telephone numbers and Website): P.O.Box 1337 Kampala +256 414 338125/6 www.mubs.ac.ug	
Position Held (Title of the role)	Lecturer
Duration (Start Date to End Date)	2000 -2004
Number of People Supervised	10 students
Responsibilities	1. Lectured at MBA course on regional integration, strategic management, general management, management economics and entrepreneurship. 2. Guiding students on their research projects.
Achievements	1. Was part of the team that introduced and reviewed a course on Regional integration.



	2. Successfully supervised and guided students in their research work.
Name of Organisation/Employer: Uganda Revenue Authority	
Address of Organisation/Employer (Postal address, Telephone numbers and Website): P.O.Box 7279 Kampala +256 41 7440000	
Position Held (Title of the role)	Ag. Senior Principle Revenue Officer
Duration (Start Date to End Date)	1995-1999
Number of People Supervised	30
Responsibilities	<ol style="list-style-type: none"> 1. Headed and managed the biggest Inland Container Depot in Uganda; 2. Development of Risk management systems. 3. development of strategies for efficient management of container depots and warehouses. 4. Member of the management team of Customs.
Achievements	<ol style="list-style-type: none"> 1. Initiated the expansion of internal container depot that led to increased turnaround of cargo movement and revenue. 2. Introduced risk-based verification of cargo that enhanced efficiency. 3. Introduced exchange of information with Kenya Customs which improved on compliance.

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Name of Organisation/Employer:	
Address of Organisation/Employer (Postal address, Telephone numbers and Website):	
Position Held (Title of the role)	Principal Revenue Officer
Duration (Start Date to End Date)	1993-1995
Number of People Supervised	50
Responsibilities	<ol style="list-style-type: none"> 1. Managed Malaba Customs which is the biggest inland customs border station in Uganda. 2. Management of staff and operations. 3. Initiating and executing trade facilitation interventions. 4. Undertaking joint programmes with Kenya Revenue Authority on matters relation to customs cooperation. 5. Collaborating with Border agencies in running of the border activities.
Achievements	<ol style="list-style-type: none"> 1. Attaining the performance targets including revenue collection targets. 2. Reorganized the station that enhanced efficiency, staff integrity and teamwork. 3. Changed the image of the station and improved confidence of stakeholders.

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Please use this space to provide a brief summary of your experience and qualifications that match the skills and competencies outlined in the role profile of the position you are applying for.

My leadership experience spans over 25 years having progressed from middle to senior management positions. I have demonstrated strategic leadership by ensuring forward planning, understanding the operating environment and rallying my staff on explicit strategic objectives.

In Uganda Customs, I championed the development of strategies and plans and instituted mechanism to evaluate performance against set targets. This was crystallized by the knowledge I gained at MBA where I excelled in fields of strategic management.

In EAC, I have spearheaded the development of three Customs strategies and involved in development of four EAC Development Strategies.

On Economic development, I have an extensive exposure and understanding of the Africa economic terrain. I participated in the economic restructuring of Uganda while working in Ministry of Finance in 1980's. I have been involved in designing and shaping the fiscal policy at national and regional level. I headed the domestic tax harmonisation programme in EAC. My practical skills in macro-economic management is founded on my training in economics and having closely worked with global bodies such as World Bank, IMF, AfDB on a number of macro-economic projects in Africa.

I am a scholar and practitioner of regional integration having studied and taught the subject at MBA. I have practiced its implementation since 2003 as an architect and implementer of EAC Customs Union, Common Market and other Integration programmes.

For 15 years at EAC, I have been a driver of sub-regional and continental programmes. I have demonstrated and tested trade negotiation experience and skill having been one of the initiators of the Tripartite Free Trade Arrangement between COMESA, EAC and SADC that formed the AfCFTA. I have also provided leadership in EAC on negotiation of AfCFTA,

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EAC-EU EPAs, EAC-US Trade and Investment engagement. I have participated in ACP-EUC engagements and led EAC to three Trade Policy Reviews at the WTO. I guided EAC on admission of Rwanda, Burundi and South Sudan. I have been a team leader for EAC EDF10 and 11. I will bring to AUC a rich experience and extensive knowledge on workings and dynamics of RECs which is an opportunity for strengthening the synergies and enhanced coordination between AUC and RECs.

I know how to build internal relationships based on trust, teamwork and strengthening the external relationships that promotes the image of AU and attract support of the continental agenda. I have done this at EAC and I am desirous to roll out this competence to Africa.

One important element in the integration leadership is building consensus amongst its members and even with third parties. I have successfully performed this role in EAC by engaging the Partner State delegates from Senior officials up to Ministerial level. The strategy for this is impartiality, confidence, technical knowledge and trust. These are virtues I often employ which helps to resolve stalemate situations.

I possess strong interpersonal and communication skills gained through working in organizations with people of diverse cultural background. I have analytical, research and interpretation skills particularly on customs, trade and economic matters.



any other achievements besides those under work experience you would like to highlight

Right from my student days, I have performed leadership roles in various capacities ranging from school societies and voluntary related work. I have done community work and mobilised students to participate in activities that enhance the living conditions of people. I was involved in awareness campaign related to hygiene and poverty reduction. During my student days we were able to mobilise youth who had abandoned school and engaged them to start income earning activities.

After University, I got actively involved in development and voluntary work where I started development associations for my home district and the area where I reside in the capital city. We managed to work on the road system in our area and extended piped water to the areas where there was no water. Together with my colleagues, we engaged Government to provide road equipment while I spearheaded the mobilisation of resources for the materials.

I was a vice chairperson of Kabale Development Association, which focused on economic revival of our district particularly agro-processing, trade and tourism. We developed project proposals for interested entrepreneurs at no cost as part of our contribution to the revival of the economy of the district which was experiencing declining agricultural production due to increasing population that put pressure on available land.

I am a member of International Community of Banyakigezi, a global grouping of people from Kigezi that engaged in different projects to improve the socio-status of Kigezi region in Uganda. We have so far completed several projects on skills development, improving agriculture production, eco-tourism and SMEs.

As an individual I with my family building a church in our locality where we provided land and have now reached the roofing level. I have also provided support in form of education to vulnerable children.

In addition, I am also an entrepreneur engaged in real estate business together with my wife and using bank facilities we have been able to build a moderate business that contributes in



providing housing to middle and low-income earners. I therefore have practical skills of doing business. I have been a Board member of private and public bodies.

I have been active in sports. I was a chairperson of Lugogo Tennis Club for three years, a premier tennis club in Uganda that produced a number of professional players. I was also part of the minds that initiated the formation of Uganda Revenue Authority Football Club which now plays in the super league division in Uganda. I am an active member of Kampala Capital City Club supporters group and I am a member of Arusha Golf Club where I play golf for leisure.

Click links to access the publications (if online)

I do not have peer reviewed publications, but I have written a number of papers, articles and made presentation on different fora as here below:

- a) The Role of Regional Economic Communities in Development of OSBPs: Presentation to the AU Sub-Committee of Directors General of Customs in Africa.
- b) Implementation, Challenges and Future of East African Community Customs Union: Presentation at a workshop of the Private Sector Forum in EAC
- c) From Customs Union to a Common Market: The EAC Experience: Presentation to a high-level forum in preparation for the Common market in Entebbe
- d) Tax harmonization in EAC: Status, Challenges and Future: Presentation made at a high-level business forum in Dar es Salaam
- e) The EAC Customs Union: Status Challenges and Future; Presentation to Media forum in Nairobi.
- f) Regional AEO programme: A case of EAC. Presentation made at the WCO in Brussels.
- g) Entrepreneurship and Performance of Import Trading Enterprises in Uganda: MBA



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dissertation

- h) Moving into a Single Customs Territory: A conceptual Framework: Presentation to a Ministerial forum on Trade, Industry, Finance and Investment.
- i) Financial Distress; Predictors of Public Enterprises in Uganda. Academic paper presented at Makerere University Business school
- j) Market Demand. Academic paper presented at Makerere University Business school
- k) Regional Integration and Competitiveness of the Manufacturing Sector in East African Community: Paper being developed for publication.

All languages below. Examples of proficiency levels: Excellent, Good, Fair or Poor.			
Working Languages	Speaking	Reading	Writing
Arabic	No	No	No
English	Excellent	Excellent	Excellent
French	Poor	Poor	Poor
Portuguese	No	No	No

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Name	Position and Organisation	Email Address	Telephone Number
Mrs Edith Mwanje	Permanent Secretary Ministry of East African Community Affairs P.O. Box 3138 Kampala	ensajja@yahoo.com	+256787015101
Mr Patrick Ocailap	Deputy Secretary to Treasury Ministry of Finance and Economic Development P.O. Box 8147 Kampala	patrick.ocailap@finance.go.ug	+256752700004
Hon. Beatrice Kiraso	Former Deputy Secretary General EAC P.O. Box 3743 Kampala	bkiraso@yahoo.com	+256772445476

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Certification	
<i>I, the undersigned, certify that this information correctly describes me, my qualifications and my experience.</i>	
Name	Kenneth Apollo Bagamuhunda
Signature	
Date	10/08/2020

Mr. Kheshwar JANKEE
MAURITIUS

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Senior Leadership Position Curriculum Vitae (CV) Template

Position: (Indicate the title of the position you are applying for)

Commissioner Economic development Trade Industry and Mining (ETIM)

Personal Information:

Name:	KHESWAR JANKEE
Physical Address:	SAYEED HOSSEN ROAD MONDESIR VACOAS MAURITIUS
E-mail Address:	Jankeechandan2161@gmail.com , c.jankee@uom.ac.mu
Phone Number:	+23052547729
Date of Birth (dd/mm/yy):	21 April 1961
Nationality:	Mauritian
Citizenship:	Mauritius
Gender:	Male

Vision Statement (In not more than one thousand (1,000) words, outline how you intend to achieve the aspirations set out in Agenda 2063 and address the most pressing issues facing Africa and the Commission in this role)

With the United Nations Conference on Trade and Development (UNCTAD) predicting a significant exacerbation in the level of FDI flows to Africa of up to 40% and World Bank expecting a recession in growth forecasts for the continent in 2020, this paints a bleak picture of the state of affairs for African nations. With the COVID-19 pandemic impacting on the way business is being conducted at all levels, individuals, institutions, governments and industries are reviewing their priorities and reassessing their strategies to mitigate the repercussions in the long run. The Agenda 2063, altogether, as a blueprint for the transformation of Africa, bears all the necessary ingredients to stimulate change and drive pan-African cooperation and inclusive growth.

The major challenges that hinder Africa's ability to usher in new areas of growth and development are still relevant today and are addressed through the aspirations of governments which are embodied in the blueprint. Collective decision-making at the highest levels of regional cooperation and Government-to-Government initiatives should be at the forefront of the uphill battle to reinstate trust in our institutions and markets. Measures inherent in the overarching objectives of the Agenda 2063, which include promoting inclusive growth, sustainable development and the eradication of poverty, should



pave the way forward to foster regional unity and induce self-reliance of African countries. The year 2020 has exposed vulnerabilities at all levels of economic activity, ranging from meagre disaster relief to highly volatile market conditions that threaten the livelihood of mostly low-income earners.

However, despite the disruptions to the services sector and economic performance on the downside, the underlying opportunities that the outbreak presents to African countries should not be disregarded. With initiatives ranging from digitization of services to the shortening of supply chains, the intra-African market is expected to mitigate some of the negative effects of COVID-19. The African Union, in its endeavours to provide for the socio-economic transformation of the continent and drive inclusive growth, should adopt a more pragmatic approach to fulfilling its objectives. With migration from Africa soaring and urbanization motivated by job-seekers, there is a compelling need to review the allocation of resources and their productivity and efficiency.

Using an agile system of management, it is of my firm belief that the development of Africa will be through not only the setting of long-term goals but also employing a project-based approach with set deliverables to each objective. Industries, today, are the culmination of a series of impact-oriented measures and initiatives to stimulate growth across all levels of society so that growth is inclusive and can be sustained over longer periods of time. This, in my perspective, includes the introduction of benchmarks and conditions for harmonisation and regional integration relating to all economic policies. Research is key in paving the way forward on the economic agenda of Africa, ranging from economic modelling to regulatory impact assessments.

With significant threats to economies such as capital flight, climate change, governance failures and political instability, education and training will play a key role in upgrading African citizens to being change makers. In revitalising the SME sector, it is crucial to review our stance on women entrepreneurship, which can be key to contributing not only developing niche markets but also maintaining balance and unity across African families. Good governance principles should not only be put in practice at executive level but inculcated in each and every African child to act as deterrent to social issues such as fraud and corruption, amongst others. The Improvement of the delivery of public services as well as providing sufficient safety nets is essential to long term cross-border development and growth of the sectors.

Promoting a 'culture to save' will be the first stepping stone to empower Africans in managing their finances. Access to capital will motivate more vibrant industries, and the diversification of the avenues for raising money is of capital importance to empowering countries to pursue new avenues of growth. This requires up skilling of the labour force and setting up the necessary ecosystem to support new methods of financing, especially with the advent of Fintech, microfinance, crowd funding, factoring and leasing. The strategic execution of measure to set up these conduits should be phased and replicated from success stories in other jurisdictions, but tailored to the needs of the countries adopting those new measures. This will also pave the way to commodity trading on the continent, which will provide for medium- and long-term opportunities for markets to spur economic growth. Ultimately, the key objective, for me, to call Africa a success is to significantly increase the quality of life for African citizens across all levels of society.

The transformation of Africa, in light of its unique realities and challenges, can only be undertaken by Africans themselves. As a scholar in Economics and member of a diplomatic corps, relying on values inculcated from the very beginning, such as integrity, dedication, humility and passion, are my drivers to bring about positive change, which I believe every child should possess on the continent. This will allow for Africans to think and react collectively when faced with adversity, and promote an inter-connected Africa, without borders and restrictions. The AfCFTA is a laudable initiative to drive regional

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cooperation, and should be pursued relentlessly to get the buy-in of all governments to act in unity for progress. In the socio-economic transformation of Africa, it is important that we start thinking ourselves as Africans, with the same aspirations and goals, bracing for challenges and being empowered to contribute to furthering the economy, together one step at a time.

Executive Profile: (In not more than three hundred (300) words, provide a summary and highlights of your relevant skills, experience, goals and accomplishments)



Designate Ambassador of Mauritius to Russia
Immediate Former Ambassador of Mauritius to Germany and accredited to Poland, Czech Republic and Austria

PhD (Economics), University of Mauritius
MA (Economics), Delhi School of Economics
US Fulbright Scholar, PhD (Sc), University of Maryland

President of All Africa Association for Small and Medium Enterprises (AAASME)

Permanent Representative Economic and Financial Consultant for the World Association of Small and Medium Enterprises (WASME)

Ex-Chairman of the Development Bank of Mauritius

Chairman of the National Savings Fund
Member of National Equity Fund in Mauritius

Associate Professor (on leave)
Department of Economics and Statistics
Faculty of Social Studies and Humanities
University of Mauritius, Reduit, Mauritius

Visiting Professor
Institute of Development Studies, Jaipur, India
University of Africa, Bayelsa, Nigeria
SRH University, Berlin, Germany

Executive Profile – H.E. Ambassador Prof (Dr) Kheswar Jankee

I humbly evaluate myself as an energetic, ambitious and creative person who has developed a mature and responsible approach to whatever task I undertake. I have a great eye for detail and invest myself fully in any of my endeavours. Eager to learn, I enjoy overcoming challenges, and I have a genuine interest in development economics and financial inclusion. This stems from my modest background and is fuelled by my desire to contribute to furthering communities and peoples to collectively embrace progress despite cultural, societal and economic differences. The values and ideals that I live by are not only transcribed in my research papers and publications but are also embodied within the stance I take in conducting my work and my pragmatic approach to life itself.



My appointment as Ambassador for Mauritius to Germany for a period of 5 years has allowed me to gain further insight on the various issues and challenges faced by countries on a socioeconomic level. During my term, I have engaged on deliberations with members of the diplomatic corps, high-level government officials, representatives of international organisations and C-suite executives. This has enabled several successful collaborations and opportunities created on a wide array of items such as regional integration, international trade, cross-border investment, health and sanitary measures, renewable energy, environmental-friendly initiatives and sustainable tourism.

Called upon to nurture the relationship between Germany and Mauritius, I have also led successful interactions with African diplomats in Europe and significantly contributed to collectively define the African agenda on EU political dialogues, especially in areas such as external funding, corporate governance matters, access to finance, SME empowerment, capacity building and the development of our industries. These aspects inherently impact on regional development, inclusive growth and ultimately raising the standard of living of African countries. I was actively involved in the African group to discuss the Marshall plan for Africa and Compact with Africa proposals.

Having served as Chairman of the Development Bank of Mauritius, microfinance was fundamentally the product offering of the bank, serving as catalyst for promoting entrepreneurship and contributing to the development of SMEs. The client portfolio was diverse and wide-ranging, from well-established companies to start-ups, and included entities in agriculture, transportation, connectivity, manufacturing, technology, energy, real estate and tourism. To build an ecosystem conducive to SMEs, industrial estates and parks for SMEs were established which allowed for establishment to progress and grow in a productive manner.

As Associate Professor in Economics at the University of Mauritius, my areas of expertise comprised of banking efficiency, interest rate liberalisation, economic cooperation, international financial centre development and corporate financial policies, amongst others. Providing for research uptake was also a key aspect of my career, ranging from private sector involvement to dissemination of key findings. I also served as participant and speaker to several international conferences and summits conducted by organisations such as the Organisation for Economic Cooperation and Development (OECD), the United Nations, the African Economic Research Consortium. I have also been involved in several consultancy projects on SME development, competition policy in Eastern and Southern Africa, productive efficiency of non-bank financial institutions, macroeconomic convergence in Southern African Development Community (SADC), amongst others. Moreover, as a research officer at the Bank of Mauritius for 4 years and training at the International Monetary Fund, I was involved in economic analysis and policy making.

On a more personal level, I am very well organised, flexible and enjoy working in a proactive team. I also believe in excellent work ethics based on discipline, transparency and accountability. I always engage myself fully to demonstrate my commitment to contribute to the success of any project I commit to. As a firm believer in good governance and sustainability, my motto is to work smartly and ensure the success of projects through a process-based multi-pronged approach with viable target sets. Given the idiosyncratic nature of the current market dynamics, especially for the African continent, it is of my belief that it is through boosting economic, political and cultural cooperation that collectively, all African nations will be able to shape their futures together.

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Membership in Professional Societies (List of professional bodies in which you are a member, specify position where applicable)

African Econometric Society Member
National Productivity and Competitiveness Council
African economic research consortium, Academic Board Member
Advisory Committee , Competition Commission of Mauritius Member
World Association of Small and Medium Enterprises (WASME) President and Consultant
All Africa Association of Small and medium Enterprises (AAASME) President

Academic and Professional Qualifications (Indicate your academic and professional qualifications, beginning with the highest qualification)

Name of Institution	Address of institution (Postal address, Telephone numbers and Website)	Qualification Received	Year Obtained
University of Mauritius	University of Mauritius 7th Floor, Tower Block, New Academic Complex Building, Réduit Mauritius . Tel: (230) 4037435 Website: uom.ac.mu	PhD Economics	2003
Delhi School of Economics / University of Delhi	Delhi School of Economics University of Delhi ... Benito Juarez Marg, South Campus, South Moti Bagh, New Delhi, India Tel: (011) 27008100. Website: dse.du.ac.in	MA Economics	1986
University of Delhi	The University of Delhi Benito Juarez Marg, South Campus, South Moti Bagh, New Delhi, Delhi 110021 India Tel: +91 11 2700 6900.. Website: du.ac.in	BA (Hons) Economics	1984
University of Cambridge	The University of Cambridge The Old Schools, Trinity Ln, Cambridge CB2 1TN, United Kingdom Tel: +44 1223 553554 website: www.cam.ac.uk	Higher school certificate	1980

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Other Relevant Training (Indicate other certified trainings/courses you have attended that are relevant to this role)

Course Title	Certifying Body or Institution	Address of institution (Postal address, Telephone numbers and Website)	Year Attended
Financial policy	IMF	700 19th St NW, Washington, DC 20431, United States Tel: 800 548 5384 Website: imf.org	1988
Financial Programming and Policy	IMF	700 19th St NW, Washington, DC 20431, United States Tel: 800 548 5384 website: imf.org	1990
Understanding Financial Institutions	Mauritius Employers Association	. MEF-MCCI, Ebene Cybercity, Rose Hill, Grand Port District Quatre Bornes Tel: 4663600 website: businessmauritius.org	1998
Practical General equilibrium Modelling	Monash University	Wellington Rd, Clayton VIC 3800, Australia +61 3 9905 4000 website: www.monash.edu	2004
Trade in services online course	World bank	Washington, D.C., United States Tel : +1-202-623-6505 website: www.worldbank.org	2007
Corporate governance for Trainers	SADC development Resource Center	SADC House Plot No. 54385, Central Business District, Private Bag 0095 Gaborone Botswana Tel: +267 395 1863 web: www.sadc.int	2007
Promoting a healthy competition culture in Sub-Saharan Africa	Cuts and Competition Commission of Botswana Gaborone	Plot 28 Matsitama Road, Main Mall Gaborone Private Bag 00101, Gaborone Telephone: +267 3934278 www.cuts-international.org	2008
Inflation targeting, modelling and forecasting	Centre for Banking Studies, Bank of England	Bank of England, Threadneedle St, London, EC2R 8AH 020 3461 4444 www.bankofengland.co.uk	2008
Certificate in Intellectual Property Rights	World Intellectual Property Rights Organisation (WIPO)	34, chemin des Colombettes CH-1211 Geneva 20, Switzerland www.wipo.int	2013

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Work Experience (Indicate your work experience beginning with most current or most previous one. Give a comprehensive work history and include/edit table accordingly to capture your work experience)

Name of Organisation/Employer:

Mauritius College

Address of Organisation/Employer ((Postal address, Telephone numbers and Website):
Jerningham Avenue Curepipe, Mauritius, Tel: (230) 675 2748

<i>Position Held (Title of the role)</i>	Educator
<i>Duration (Start Date to End Date)</i>	August 1986 to February 1988
<i>Number of People Supervised</i>	Students
<i>Responsibilities</i>	Teaching Economics and organising debates and educational visits
<i>Achievements</i>	Training of Students

Name of Organisation/Employer:

Economic Planning Unit, Ministry of Economic Planning

Address of Organisation/Employer (Postal address, Telephone numbers and Website):
Ground Floor, Government House, Port-Louis, Mauritius, Tel: (230) 260 1300,
Website: mofed-registry@govmu.org

<i>Position Held (Title of the role)</i>	Economist
<i>Duration (Start Date to End Date)</i>	February 1988 to April 1988
<i>Number of People Supervised</i>	none
<i>Responsibilities</i>	Economic policy making
<i>Achievements</i>	Networking and a knowledge of economic planning

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Name of Organisation/Employer:	
Bank of Mauritius	
Address of Organisation/Employer (Postal address, Telephone numbers and Website): Sir William Newton Street, Port Louis, Mauritius, Tel: 230 202 3800, bom.mu/contact	
<i>Position Held (Title of the role)</i>	Research Officer
<i>Duration (Start Date to End Date)</i>	April 1988 to February 1992
<i>Number of People Supervised</i>	clerical Assistants (5)
<i>Responsibilities</i>	Analysis of banking sector and Economy, preparation of reports on interest rates, world economy, money markets, monetary survey. liaise with ministry of finance etc
<i>Achievements</i>	Profound knowledge of economy and policy making. Training at IMF. Contributions to economic journals
Name of Organisation/Employer:	
University of Mauritius	
Address of Organisation/Employer (Postal address, Telephone numbers and Website): 7th Floor, Tower Block, New Academic Complex Building, Réduit, Mauritius • Tel: (230) 4037435, website: uom.ac.mu	
<i>Position Held (Title of the role)</i>	Associate Professor
<i>Duration (Start Date to End Date)</i>	March 1992 to August 2015
<i>Number of People Supervised</i>	Economics and statistics department (15)
<i>Responsibilities</i>	Head of Department , Economic Unit coordinator, member of AERC academic Board , Examiner , Visiting Professor Supervision
<i>Achievements</i>	Promotion from lecturer to Associate Professor Earned PhD in banking and finance Publications in peer reviewed journals Participation in training courses and workshops Consultancies Service to Community

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Name of Organisation/Employer:	
Mauritius Embassy, Berlin, Federal Republic of Germany	
Address of Organisation/Employer (Postal address, Telephone numbers and Website):	
2nd Floor, Burggraf Centre, Kurfürstenstraße 84, 10787 Berlin, Germany, Tel: 00 49 30 26 39 360 Website: berlin@mauritius-embassy.de	
<i>Position Held (Title of the role)</i>	Ambassador Germany Accredited to Poland, Austria and Czech Republic
<i>Duration (Start Date to End Date)</i>	August 13 2015 to August 13 2020
<i>Number of People Supervised</i>	Berlin Mission (staff 7)
<i>Responsibilities</i>	Consular matters, Representative, Promotion of investment. Contribution to media, promotion of bilateral relationships, participation in seminars, member of SADC group and African group of ambassadors. connecting with diaspora
<i>Achievements</i>	Increase visibility of Mauritius , Promote Tourism Organising trade fairs Consolidation of bilateral relationships between Germany and Mauritius Media presentations ,

Skills and Competencies *(In not more than five hundred (500) words, demonstrate how your experience and qualifications match the skills and competences outlined in the role profile of the position you are applying for)*

After more than 30 years of professional experience as an economist, researcher, academic and now a diplomat, I humbly feel that I have acquired the relevant skills and competencies for leading the office of Commissioner. My doctorate on Financial liberalisation and economic management followed by a wide range of publications on various issues relating to economic development, financial inclusion and financial markets development amongst others have trained me in to an applied economist. Moreover, my experience as a research officer at the Bank of Mauritius provided me the opportunity to work in a well discipline environment with exemplary work ethics such as integrity, subordination, teamwork , accountability and transparency. Training at the IMF and World Bank created more opportunities for self-development and accustomed to an international environment. As an academic, I consolidated my knowledge of economic issues and policymaking. I participated in international conferences and workshops. My attachments with various institutions in particular, the US Fulbright scholarship at Maryland university and more importantly, appointments in various national and international committees transformed me into a leader with effective communications skills. As head of department and member of academic board of African economic research consortium (AERC) and as visiting

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Professor, I interacted with many academics and policymakers on the African continent. Participation in International Policy seminars on Industrialisation In Africa organised by African development bank and AERC motivated me to focus on the economic governance in Africa. My position as Chairman at the Development Bank of Mauritius also improved my skills in strategic management and dealing with complex organisations at national, regional and international level.

Finally, as an Ambassador to Germany and active in the group of SADC and African ambassadors, I was in the forefront to raise issues on Africa development in the context of Marshall plan and Compact with Africa. Negotiation skills, capability to tap financial resources and technical expertise given my networking would certainly add value in promoting the mandate of the Commissioner office.

I am confident that I can promote effective changes at the office in collaboration with the staff and under the guidance and approval of senior management in the organisation towards increasing efficiency. During my career, I have developed expertise in consolidating interaction and collaboration with internal departments and external institutions towards achieving the goals of the organisation

Achievements/Accomplishments: *(In not more than five hundred (500) words, indicate any other achievements besides those under work experience you would like to highlight)*

In terms of achievements, I can humbly claim that I am solicited for my views on various economic issues as an economic analysis and consultant. I have been awarded a number of scholarships and nominated in a number of national and international committees. In addition to my research and publications, I have supervised a number of PhD students and participated in a number of international conferences and workshops. As chairman of the development Bank of Mauritius, I was instrumental in leading to a lots of changes in the organisation, development of financial products

And improvement of services. Appointment as Ambassador of Mauritius to Germany and other nearby countries by the government was a recognition of my competencies and capacity to serve the country.

As an ambassador, I have been involved in economic diplomacy and dealt with Germany as well as other countries on issues like air access policy. I also lobbied in favour of Mauritius and consulted authorities in Germany for advice. As an economist in the foray of diplomacy, I conducted a number of workshops and seminars on the world trade, African economic problems and the role of EU.

My interest in SMEs and youth empowerment motivated me to liaise with various training institutions in order to help entrepreneurs in Mauritius.

Finally, given the objective of Mauritius to address the climate change issue, I facilitated a number of projects in Mauritius and delivered the messages of Mauritius at the United nations COP and Cop24.

Representing the Prime Minister at the World Humanitarian summit Turkey was also a big achievement.

On a more personal level, I am also an economic activist defending the cause for economic justice in the context of my NGO, Lead Mauritius.



Publications (if any): (Provide list of publications you have authored or co-authored, provide links to access the publications if online)

Publications starting 2005

Jankee, K. (2005), '*Financial globalisation and financial sector developments in small island economies; the case of Mauritius*', paper presented at the SIDs conference organized by IRFD and University of Mauritius, January, 2005.

Jankee, K. (2005) '*Interest rate rigidity in the post liberalisation period in Mauritius*', Savings and Development.

Jankee, K. (2006) '*Banking sector controls, financial deepening and economic growth in Mauritius*', African Review of Money, Banking and Finance.

Jankee, K. (2005) '*Testing the contestable market theory in the banking sector: the case of Mauritius*', ICFI, Journal of Industrial Economics.

Jankee, K. (2005) '*Banking efficiency in the post liberalisation period in Mauritius: A data envelopment analysis*', paper presented at the 10th Conference of the African Econometric Society, Nairobi, July 2005.

Jankee, K. (2005) '*Are Bank's Interest Rates Rigid in the post financial liberalisation period: The case of Mauritius*', Journal of Economic Letters.

Jankee, K (2005) '*Nonlinearities in the Adjustments of Commercial Bank's Retail Rates to Interbank Rates: The case of Mauritius*', ICFAI Journal of Financial Economics, September 2005.

Jankee, K (2005) '*Can money matter? Further evidence from Developing countries*'. University of Mauritius Research Journal (2005).

Jankee, K (2005) '*Modelling Interest rate Determination in Developing countries. The case of Mauritius*'. University of Mauritius Research Journal (2005).

Jankee, K (2006) '*Financial globalization and Economic Resilience in Mauritius*' in Lino Briguglio, Gordon Cordina & Eliawony J. Kisanga (eds.) '*Building Economic Resilience of small states*'.

Jankee, K (2008) '*Banking efficiency in the post liberalisation period in Mauritius: A data envelopment analysis*', African Econometric Society.

Jankee, K (2012) '*Interest rate liberalisation and commercial bank efficiencies in Mauritius*'. Market Forces, Karachi Institute of Economics and Technology.

Jankee, K., (2012) '*Determinants of commercial banks productivities*', paper presented at the conference on. Global Finance, organized by the African Econometric Society.



- Jankee, K (2013) '*Determinants of interest rate margins*', International Review of Theoretical and Applied Economics, Romania.
- Jankee, K (2013) '*Interest rate policies and economic management in emerging economies: The case of Mauritius*', Lambert Academic Publications.
- Jankee, K (2014) '*Determinants of international financial centers*', International Review of Theoretical and Applied Economics, Romania.
- Prayagsing, C and Jankee, K (2016) '*Testing the impact of external financing on corporate financial Constraints in Africa - A Case Study of Mauritius*', Theoretical And Applied Economics.
- Prayagsing, C. and Jankee, K (2017) '*Internal Financial Markets and Corporate Investment Strategies in Africa - A Case Study of Mauritius*', The Review of Finance and Banking.
- Prayagsing, C and Jankee, K (2017) '*Influence of External Sources of Funding on Corporate Financial Policies in a Pre-Financial Crisis Period in South Africa - A Case study of Mauritius*', Journal of Economics and Public Finance.
- Prayagsing, C and Jankee, K (2018) '*An Analysis of Corporate Political Behaviour in Mauritius*' in Applied Economics Quarterly
- Prayagsing, C and Jankee, K (2018) '*Access to Finance and Corporate Efficiency Scores*' in Mauritius Comparative Economic Studies
- Prayagsing, C and Jankee, K (2018) '*Impact of Financial Crisis on Access to Finance in a Small Developing State in Africa – a Case Study of Mauritius*'. Journal of Economics and Public Finance ISSN 2382-1122 Vol. 7, No. 1, May 2018.

Working Languages (Indicate your speaking, reading and writing proficiency levels for the AU languages below. Examples of proficiency levels: Excellent, Good, Fair or Poor)

Working Languages	Speaking	Reading	Writing
Arabic			
English	excellent	excellent	excellent
French	excellent	excellent	good
Portuguese			

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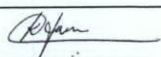
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Referees (Indicate three persons as your referees with the details below. One referee should be a professional referee and one be a personal/character referee)

Name	Position and Organisation	Email Address	Telephone Number
Dr Mitrajeet Dhaneswar Maraye	Ex governor of bank of Mauritius and Consultant	dan.maraye@gmail.com	+23052531177
Professor Lino Briguglio,	University of Malta	lino.briguglio@um.edu.mt	
Professor Shyam Nath	Ex-Professor, Department of Economics and Statistics, Consultant University of Mauritius	snathg4@gmail.com	
Professor Joseph Amballur James	Institute of Development Studies, Jaipur	ajames2005@gmail.com	+910141-2706457

Certification

I, the undersigned, certify that this information correctly describes me, my qualifications and my experience.

Name	Kheswar Jankee
Signature	
Date	28 August 2020

Mr. Servacius Beda LIKWELILE
TANZANIA

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Senior Leadership Position Curriculum Vitae (CV)

Position: (Indicate the title of the position you are applying for)

Commissioner, Economic Development, Trade, Industry and Mining
(ETIM)

Personal Information:

Name:	Servacius Beda Likwelile
Physical Address:	Mbweni JKT, Block No. 3, Plot 116, Dar es Salaam, Tanzania
E-mail Address:	sblikwelile@yahoo.com
Phone Number:	+255 754 088 250
Date of Birth (dd/mm/yy):	18/02/1958
Nationality:	Tanzanian
Citizenship:	Tanzanian
Gender:	Male

Vision Statement (In not more than one thousand (1,000) words, outline how you intend to achieve the aspirations set out in Agenda 2063 and address the most pressing issues facing Africa and the Commission in this role)

Agenda 2063 aspirations (seven in total) envision Africa's desire for shared prosperity and well-being, unity and integration, where its citizens are free, realising the full potential of women and youth. This requires acceleration of Africa's transition into a competitive, prosperous, poverty free, integrated, well governed, peaceful, vibrant, resilient and influential global player. A continent that identifies itself with strong cultural identity, people-driven development; in which its people have equal access to opportunities, and everybody is cared for socially and economically. A transformation agenda is necessary given the low human development indicators in most Member States, while taking advantage of developments in the demographics, technology and natural resources. In its role the Commission should, therefore, distinguish itself as a leader in effectively translating and delivering on the African aspirations while addressing challenges that Africa faces. Among Africa's pressing issues are in the areas of:

- i. Poverty and inequality: requiring growth to be shared, sustainable and job-creating,
- ii. Agriculture development: addressing the key issues of food security, knowledge and commercialization (agriculture as business)

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- iii. Infrastructure gap (transport, energy, water and sanitation, ICT): the annual investment gap is estimated at \$100 billion, without reliable infrastructure African economies cannot thrive and be competitive
- iv. Industrial development: as a matter of necessity to add value to Africa's products
- v. Intra-African trade: ensure effective regulation and access to external market – an assured market for African products
- vi. Financial market development: address issues of governance and regulation, aimed to facilitate mobilization of the much-needed development financing, including improving financial inclusion
- vii. Foreign Direct Investment: create an environment for attraction and ensure better management - key to financing investments in critical sectors that are determined by Member States
- viii. Natural resource management: giving space to local content, exploited for the benefit of Africa
- ix. Rapid urbanization: requiring effective urban sector planning
- x. Low resilience to natural disasters: there is need to enhance levels of preparedness and have in place effective safety nets
- xi. Education and health: improve infrastructure, access and quality
- xii. Forging effective Public-Private Partnerships: widening space for financing and participation in economic activities
- xiii. Institutions: of vital importance for the functioning and development of society, they must be strong, resilient and stable
- xiv. Climate change and environmental sustainability: how to address challenges emanating from climate change in a collaborative manner and sure both current and future generations benefit

The emergence of the highly contagious and lethal coronavirus pandemic (COVID-19) has caused major shifts in spending and crippled most economic activities. It's incumbent on the Commission to factor this into the Commission's planning process and operations. The Commission needs to harness opportunities brought about by the digital economy and identify innovative ways to bring about the necessary management change as Africa engages with the global economy through trade and proceeds from the industrialization drive, and utilization for Africa's benefit, of its natural resources; including further enhancement of the Commission's negotiation capacity. Financing is always a challenge; traditional sources are no longer adequate to realize aspirations of the Africa We Want. Innovative ways of mobilizing development finance must be vigorously pursued; including domestic resource mobilization (DRM) as espoused in the 2015 Addis Ababa Plan of Action. There is need also to revisit the various initiatives with a view to determine what works and what not and chart the way forward. These include: The Second Decade



of Education for Africa (SDEA), Comprehensive Africa Agriculture Development Programme (CAADP), Program for Infrastructure Development in Africa (PIDA), Accelerated Industrial Development for Africa (AIDA), Boosting Intra-African Trade (BIAT), and Continental Free Trade Area (CFTA) initiative. A programmatic approach is important. For the other pressing challenges, a similar approach needs to be adopted on a selective manner, case by case manner. To accomplish these requires strategic leadership and effective engagement with key stakeholders, including Member States, the private sector and other non-state actors, development partners and development finance institutions.

To realise the Aspirations requires taking, among others, the following measures:

- i. Create common understanding of Agenda 2063 aspirations and its goals among all stakeholders,
- ii. In a consultative manner, revisit the guiding vision and priorities so as to spell out necessary institutional reforms to bring about vigour in operations of the ETIM portfolio,
- iii. Examine each aspiration and associated goals to identify and sift out those to be championed through ETIM portfolio,
- iv. Synchronization of the aspirations with SDGs
- v. Prepare programs to facilitate achievement of the goals of the aspirations,
- vi. Establish the monitoring and evaluation framework to ensure effective delivery of set targets, and work with Member States to ensure the required statistics are in place and harmonised,
- vii. Explore opportunities within and outside the Commission and identify synergies and establish mechanisms for accessing and utilizing them,
- viii. Establish effective coordination mechanism with Member States on the operationalization of the goals and tracking of progress based on an agreed benchmark for each country,
- ix. Have in place the requisite human resources to match the required manning levels within the Commission that fits the mandate expected out of ETIM portfolio,
- x. Establish Special Task Teams with the relevant skills, working in harmony, to champion each aspiration and related goals within the context of ETIM,
- xi. Develop a Resource Mobilization Strategy (RMS) so as to have an assured and sustainable financing for implementation of activities relevant for accomplishment of the goals.

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Executive Profile: *(In not more than three hundred (300) words, provide a summary and highlights of your relevant skills, experience, goals and accomplishments)*

My experience spans over thirty years beginning 1985, in academic and senior level management in University, research institutions, NGOs and Government. My goal is to see a poverty free Africa with empowered people enjoying equal access to opportunities and a better life. I have formulated policies and strategies for poverty reduction, advanced reforms in public finance management and public procurement. I initiated a PhD program in Economics at University of Dar es Salaam, prepared and oversaw implementation of Tanzania's Poverty Reduction Strategy Paper (PRSP), National Strategy for Growth and Reduction of Poverty and Community-based Conditional Cash Transfer (CB-CCT) program. I have provided strategic leadership, managed negotiations and engaged with bilateral and multilateral organizations including the World Bank (WB), African Development Bank (AfDB), European Union (EU), International Monetary Fund (IMF), the Commonwealth, African Union (AU), African Caribbean and Pacific (ACP), United Nations (UN), Southern African Development Cooperation (SADC) and East African Community (EAC). Areas of engagement and achievement are on human development, infrastructure, community-based development, poverty reduction, resource mobilization and institutional development.

I have been Chairperson of the National Steering Committee for Tanzania Human Development Report, Chairperson National Task Force on National Framework on Social Protection, and member National Economic Empowerment Working Group. I participated in UN High-level Symposium on Gearing development cooperation towards the MDGs in Bamako, and served as panellist on social integration, poverty eradication, full employment and decent work under UN-DESA. I am a member of Tanzania's Steering Committee for innovative development financing, served in Boards of the East African Development Bank (EADB), National Microfinance Bank (NMB), Capital Markets and Securities Authority (CMSA), Policy Research for Development (REPOA), Economic and Social Research Foundation (ESRF), Academic Board African Economic Research Consortium (AERC) and Macroeconomic and Financial Management Institute of Eastern and Southern Africa (MEFMI). I am competent in IT.

Membership in Professional Societies *(List of professional bodies in which you are a member, specify position where applicable)*

- African Economic Research Consortium (AERC), former member of Academic Board
- Economic and Social Research Foundation (ESRF), former member of Board of Trustee
- Policy Research for Development (REPOA), former member of Board of Directors
- Macroeconomic and Financial Management Institute of Eastern and Southern Africa (MEFMI)
- University of Dar es Salaam Staff Assembly (UDASA)
- Tanzania Roads Association (TARA)
- Economic Society of Tanzania (EST)

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Academic and Professional Qualifications *(Indicate your academic and professional qualifications, beginning with the highest qualification)*

Name of Institution	Address of institution (Postal address, Telephone numbers and Website)	Qualification Received	Year Obtained
University of Dar es Salaam	University of Dar es Salaam Mwalimu Julius Nyerere Mlimani Campus P.O.Box 35091 Dar es Salaam Tanzania Phone: +255222410700 Fax: +255222410078 Email: vc@admin.udsm.ac.tz Website: www.udsm.ac.tz	PhD (Economics)	1996
University of Dar es Salaam	University of Dar es Salaam Mwalimu Julius Nyerere Mlimani Campus P.O.Box 35091 Dar es Salaam Tanzania Phone: +255222410700 Fax: +255222410078 Email: vc@admin.udsm.ac.tz Website:	MA (Economics)	1987

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	www.udsm.ac.tz		
University of Dar es Salaam	University of Dar es Salaam Mwalimu Julius Nyerere Mlimani Campus P.O.Box 35091 Dar es Salaam Tanzania Phone: +255222410700 Fax: +255222410078 Email: vc@admin.udsm.ac.tz Website: www.udsm.ac.tz	BA (Economics)	1985
Other Relevant Training (Indicate other certified trainings/courses you have attended that are relevant to this role)			
Course Title	Certifying Body or Institution	Address of institution (Postal address, Telephone numbers and Website)	Year Attended
Transport Sector Management	World Bank	1818 H Street, NW Washington, DC 20433 USA Tel: (202) 473-1000 www.worldbank.org	1997
Infrastructure Development and Financing	World Bank	1818 H Street, NW Washington, DC 20433 USA Tel: (202) 473-1000 www.worldbank.org	2003

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Poverty Measurement	African Economic Research Consortium (AERC)	3rd Floor-Middle East Bank Towers Building, Jakaya Kikwete Road, Nairobi, Kenya P.O. Box 62882 00200 Nairobi, Kenya +254 20 2734150 www.aercafrica.org	1998

Work Experience (Indicate your work experience beginning with most current or most previous one. Give a comprehensive work history and include/edit table accordingly to capture your work experience)

Name of Organisation/Employer:
University of Dar es Salaam, Centre for Economic Research and Policy (CERP)

Address of Organisation/Employer ((Postal address, Telephone numbers and Website):
University of Dar es Salaam
Mwalimu Julius Nyerere Mlimani Campus
P.O. Box 35091
Dar es Salaam
Tanzania

Phone: +255222410700
Fax: +255222410078
Email: vc@admin.udsm.ac.tz
Website: www.udsm.ac.tz

Position Held (Title of the role)	Director
Duration (Start Date to End Date)	8 January 2018 to date
Number of People Supervised	Forty-five (45)

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<i>Responsibilities</i>	Organizing research undertakings in the CERP, coordinating collaborative research activities and consultancies, mobilizing resources for funding research work, and organizing and managing day-to-day activities of the Centre.
<i>Achievements</i>	Vibrancy in research and consultancy work and capacity building of young researchers, undertaking collaborative research work with other university in Tanzania and abroad.
Name of Organisation/Employer: Ministry of Finance and Planning, Government of Tanzania	
Address of Organisation/Employer (Postal address, Telephone numbers and Website): Treasury Square Building 18 Jakaya Kikwete Road P.O. Box 2802, 40468 Dodoma Telephone: +255 26 2160000 Email: info@mof.go.tz Website: https://www.mof.go.tz	
<i>Position Held (Title of the role)</i>	Permanent Secretary Treasury and Paymaster General
<i>Duration (Start Date to End Date)</i>	22 August 2013 to 30 August 2016
<i>Number of People Supervised</i>	Over 800
<i>Responsibilities</i>	Overall policy formulation, resource mobilization and management of the overall revenue, expenditure and financing of the Government of Tanzania and provided advice on the broad financial affairs in line with the Government's economic and social objectives. I was the chief executive officer of the Ministry, responsible for management of staff and other public resources.
<i>Achievements</i>	Macroeconomic stability and mobilization of resources from development partners and the private sector to finance government projects
Name of Organisation/Employer: Ministry of Finance and Planning, Government of Tanzania	

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Address of Organisation/Employer (Postal address, Telephone numbers and Website): Treasury Square Building 18 Jakaya Kikwete Road P.O. Box 2802, 40468 Dodoma Telephone: +255 26 2160000 Email: info@mof.go.tz Website: https://www.mof.go.tz	
<i>Position Held (Title of the role)</i>	National Authorizing Officer, European Union's European Development Fund (EDF)
<i>Duration (Start Date to End Date)</i>	22 August 2013 to 30 August 2016
<i>Number of People Supervised</i>	Forty (40)
<i>Responsibilities</i>	Supporting projects and activities in the areas of economic development, social and human development and regional cooperation and integration.
<i>Achievements</i>	Projects well-funded and implemented as par plan.
Name of Organisation/Employer: Ministry of Finance and Planning, Government of Tanzania	
Address of Organisation/Employer (Postal address, Telephone numbers and Website): Treasury Square Building 18 Jakaya Kikwete Road P.O. Box 2802, 40468 Dodoma Telephone: +255 26 2160000 Email: info@mof.go.tz Website: https://www.mof.go.tz	
<i>Position Held (Title of the role)</i>	Deputy Permanent Secretary (Public Finance Management)

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<i>Duration (Start Date to End Date)</i>	10 May 2010 to 21 August 2013
<i>Number of People Supervised</i>	Over 800
<i>Responsibilities</i>	In charge of public finance management, public expenditure review, public procurement policy, public expenditure review, General Budget Support and donor coordination.
<i>Achievements</i>	Various reforms initiated and implemented in the areas of public finance management, public procurement and donor coordination. Public Expenditure Review rolled out and became an annual event to entice frugality in resource utilization and curbing of corruption.
Name of Organisation/Employer: Tanzania Social Action Fund (TASAF), Government of Tanzania, President's Office	
Address of Organisation/Employer (Postal address, Telephone numbers and Website): President's Office - Public Service Management and Good Governance Government City Mtumba, Utumishi street, P.O. BOX 670, DODOMA Tanzania Email: ps@utumishi.go.tz Phone: +255-22-2118531-4	
<i>Position Held (Title of the role)</i>	Executive Director
<i>Duration (Start Date to End Date)</i>	1 April 2005 to 9 My 2010
<i>Number of People Supervised</i>	180
<i>Responsibilities</i>	Managed a multi-sectoral and multidimensional anti-poverty program implemented through a Community-Driven Development (CDD) approach in advancing human development in a participatory manner. It is a program that covers the entire country dealing with provision of safety-nets, asset creation, income generating activities, and capacity building at the subnational level of government.

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<i>Achievements</i>	I provided leadership in establishing new initiatives such as Community Savings and Investment Promotion (COMSIP), Community-based Conditional Cash Transfer (CB-CCT), and a Ring-fenced facility as a collaborative arrangement with other development practitioners and financiers in support of community projects.
Name of Organisation/Employer: Government of Tanzania, Vice President's Office	
Address of Organisation/Employer (Postal address, Telephone numbers and Website): PERMANENT SECRETARY THE OFFICE OF VICE PRESIDENT GOVERNMENT CITY P. O. Box 2502, Dodoma, Tanzania Tel. No. : + (255) 026 2329006 Fax No. : + (255) 026 2329007/2963150 Email: ps@vpo.go.tz / km@vpo.go.tz	
<i>Position Held (Title of the role)</i>	Director of Poverty Eradication
<i>Duration (Start Date to End Date)</i>	24 September 2001 to 30 March 2010
<i>Number of People Supervised</i>	200
<i>Responsibilities</i>	Management of anti-poverty programs of the Government, formulation of policies and programs on poverty reduction
<i>Achievements</i>	Poverty reduction became much more focused through implementation of the Poverty Reduction Strategy Paper (PRSP) as a result of the HIPC debt relief, stakeholders became much more engaged in policy discussions, and was a focal point and played a leadership role in the design and formulation of the National Strategy for Growth and Reduction of Poverty (NSGRP), known as MKUKUTA and its associated programs of Tanzania Social Action

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	Fund (TASAF), Formalization of Property and Businesses (MKURABITA) and Small Entrepreneurs Loan Facility (SELF).
Name of Organisation/Employer: University of Dar es Salaam	
Address of Organisation/Employer (Postal address, Telephone numbers and Website): University of Dar es Salaam Mwalimu Julius Nyerere Mlimani Campus P.O. Box 35091 Dar es Salaam Tanzania Phone: +255222410700 Fax: +255222410078 Email: vc@admin.udsm.ac.tz Website: www.udsm.ac.tz	
<i>Position Held (Title of the role)</i>	Head Department of Economics
<i>Duration (Start Date to End Date)</i>	15 March 2000 to 23 September 2001
<i>Number of People Supervised</i>	45 academic and 5 support staff
<i>Responsibilities</i>	In charge of the academic program (undergraduate and postgraduate) and administration.
<i>Achievements</i>	Reinvigorated the Department's status academically and financially, including establishment of the Ph.D. program in Economics by course work, in collaboration with the African Economic Research Consortium (AERC).

Skills and Competencies (In not more than five hundred (500) words, demonstrate how your experience and qualifications match the skills and competences outlined in the role profile of the position you are applying for)

Demonstrated leadership

I have been in senior leadership positions since 1997. My academic qualifications, a PhD in Economics, help me navigate through complex issues in search of new ideas through wide reading, consulting and learning; and being innovative and practical in examining challenges, translating them and designing workable solutions. I have seen the value of reaching out to staff and stakeholders and engaging them in a consultative manner to



promote new ideas and get buy ins. All positions required my responsibility for managing the entire portfolio and overall resource envelope and ensure judicious utilization and value for money through systems of accountability. Regular management meetings provided a platform for feedback and generating feelings of togetherness, belonging and being accountable to organizational aspirations and goals. This way I was able to minimize risk of diverging from the organization's areas of focus.

Strategic focus

I look at issues with a longer-term perspective, spelling out clear vision and mission, goals and priorities, build teams that work harmoniously, focusing on attainment of results that are tracked through a functional Monitoring and Evaluation system. Annual and mid-term reviews provided avenue for identifying areas of success and those that needed to be further worked out. Sustainability and financial stability have been key pillars, and the accountability culture entrenched in an organization.

Strategic Risk Management

Huge projects and local level interventions are complex and risky, with potential for generating reputational risk. I emphasized establishing risk management unit to carry out risk assessment, ranking interventions by their level of risk and putting in place risk mitigation measures.

Building partnerships

The Ministry of Finance and Planning is a complex organization that caters for the entire government, involving a multitude of stakeholders with varied interests and concerns. These include government ministries, departments and agencies, local government authorities, development partners, private sector, NGOs, the media, etc. Reaching out to all of them and be successful required demonstration of authority, but also using moral suasion to motivate and build common understanding among partners while delivering on set goals of an organization. Effective partnerships were built with development partners, coming from different countries and with different viewpoints, to ensure convergence and aid effectiveness as they provided financing through general budget support among other modalities. In the process development partners have built confidence in systems of government in managing resources and accounting for them.

Communicating with impact

I dealt with communities while heading Tanzania Social Action Fund (TASAF), who were of various levels of sophistication. This required demonstration of authority and clarity in communication, transparency in operations, and building the necessary networks, alliances and trust.

Change leadership

Organizations strive when there is dynamism in operations. This requires motivated and measured institutional and staff capacity with high level of exposure. I have always championed the importance of investing in knowledge capital given advances in technology and the influence of digital economy. This way organizational capability is enhanced, new ways of delivery identified, tested and the organizational structure re-shaped to reflect current and future challenges.

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Achievements/Accomplishments: *(In not more than five hundred (500) words, indicate any other achievements besides those under work experience you would like to highlight)*

I have been able to achieve the following:

- i. Supported community to establish a Community Foundation through which members support their development endeavours
- ii. I have supported the youth who have been able to establish small businesses for income generation
- iii. I am a member of Christian Professionals of Tanzania (CPT), helping build capacity of members and link Christian teaching to desires for development
- iv. I do farming, mainly paddy and livestock keeping.

Publications (if any): *(Provide list of publications you have authored or co-authored, provide links to access the publications if online)*

- Reverting to Planning and Implications for Development Financing in Contemporary Tanzania, ESRF Discussion Paper, 2020 (Forthcoming)
- Decentralization and Development in Tanzania, Tanzania Institutional Diagnostic, in Economic Development and Institutions, 2018.
- Service Delivery through Community-Driven Development, Development News, Vol. 8, Issue: 4, 2009
- Attacking Poverty in Tanzania: context, processes, challenges, and lessons – a Collection of Papers, Inter Press of Tanzania Ltd, January 2008.
- Countries' Review of Poverty Reduction Strategy Papers (PRSP) Effectiveness in Tackling Africa's Development Challenges, MEFMI Forum Issue 5, 2007.
- Tanzania Social Action Fund and Efforts towards Poverty Reduction and Enhanced Downward Accountability in Tanzania, Development News, Vol. 1, Issue: 1, 2007.
- Environment at the Heart of Tanzania's Development, Lessons from Tanzania's National Strategy for Growth and Reduction of Poverty – MKUKUTA, IIED Natural Resources Series No. 6, (co-authored), Earth Print Limited, UK., 2007.

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- The Role of Communities in the Fight against Poverty, Africa ViewPoint, No. 1, December 2006.
- Attaining Millennium Development Goals (MDGs): Challenges for Sub-Saharan Africa, Tanzanian Journal of Population Studies and Development, Vol. 13, No. 1, 2006:85-98 (with L. Rutasitara).
- Analyses of Poverty in Tanzania: How Well Do They Inform the Policy Process? Tanzania Journal of Population Studies and Development, Vol.6, No.2, 2005:95-112 (with L. Rutasitara and E.G. Luvanda).
- Participatory Monitoring and Poverty Reduction Strategies: The Case of Tanzania, in Rutatora (Eds.), Perspectives and Approaches for Sustainable Rural Development in Africa, Proceedings of the International Conference SUA, 2004.
- Globalization: a challenge to the local contractor in the context of Tanzania, in Proceedings Annual Consultative Meeting, Contractors Registration Board, 2004.
- Poverty Eradication in Tanzania: Path Taken, Lessons Learnt and Future Challenges, in Yahya-Othman (Eds), Why Tanzania is Still Poor 40 Years After Independence? Proceedings of the 6th Convocation Symposium 2003, University of Dar es Salaam, Institute of Kiswahili Research, Dar es Salaam, 2003.
- Poverty Research in Tanzania: Guidelines for Preparing Research Proposals, REPOA Special Report No. 15 (with Brian Cooksey), 2002.
- Monitoring Poverty in Tanzania – Lessons learnt and challenges ahead, Paper presented at the Statistics South Africa – PARIS21 Monitoring Development Indicators Workshop, Cape Town, April 3, 2002
- Institutions, Poverty and Road Transport and Network Management in Tanzania; The African Review, 2000.
- Meeting International Poverty Targets in Tanzania, Development Policy Review, Vol. 18 No. 1, with Graham Eele, Joseph Semboja and Stephen Akroyd, March 2000.
- The Performance of Private Investment in a Changing Macroeconomic Policy Environment in Tanzania, The African Review, Vol. 26, Nos. 1&2 1999.
- The Link between Labour-Based Technology and Poverty Reduction – The Case

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of Rural Tanzania, UTAFITI New Series, Special Vol. No. 4, 1998-01: 185-199.

- Roads as a Tool for Poverty Eradication: The Case of Rural Tanzania in Proceedings Annual Roads Convention on Good Roads for the Next Century, Tanzania Roads Association (TARA) Dar es Salaam, November 1999.
- The Changing Character of Gender Inequality in Tanzania: Lessons from the National Form Four Certificate 1998 Examination Results, REPOA Newsletter, Issue No. 10, July – December 1999 (with Joseph Semboja).
- Tanzania's Vision Towards the 21st Century, in Msambichaka, L.A., H.P.B. Moshi and F.P. Mtatikolo, (eds.), Development Challenges and Strategies for Tanzania. An Agenda for the 21st Century, (with E.G. Luvanda, O.S. Mashindano and T.S. Nyoni), 1994.
- Foreign Aid and Economic Development in Tanzania, in Msambichaka, L.A., H.P.B. Moshi and F.P. Mtatikolo (eds.), Development Challenges and Strategies for Tanzania: An Agenda for the 21st Century, (with E.G. Luvanda, O.S. Mashindano and T.S. Nyoni) 1994.
- Local Government in Perspective: History and Developments, Tanzania: Strengthening Management in the Public Sector, in Proceedings of a Workshop on Civil Service Reforms, Civil Service Department, Arusha (with N.N. Mahyenga), April 1993.

Working Languages (Indicate your speaking, reading and writing proficiency levels for the AU languages below. Examples of proficiency levels: Excellent, Good, Fair or Poor)

Working Languages	Speaking	Reading	Writing
Arabic			
English	Excellent	Excellent	Excellent
French			
Portuguese			

Referees (Indicate three persons as your referees with the details below. One-referee should be a professional referee and one be a personal/character referee)

Name	Position and Organisation	Email Address	Telephone Number
Prof. Benno J. Ndulu	Professor of Development Economics,	bjndulu@outlook.com	+255767302435

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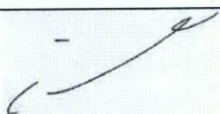
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	University of Dar es Salaam		
Prof. Joseph J. Semboja	Fellow and former CEO Uongozi Institute, Dar es Salaam	pjsemboja@gmail.com , jsemboja@uongozi.or.tz	+255754265780
Prof. William A. L. Anangisye	Vice Chancellor, University of Dar es Salaam	vc@admin.udsm.ac.tz	+255 222410700

Certification

I, the undersigned, certify that this information correctly describes me, my qualifications and my experience.

Name	Servacius Beda Likwelile
Signature	
Date	11 August 2020

2021-02-04

Candidate for the Election of Commissioner for Economic Development Trade, Industry and Mining

African Union

DCMP

<https://archives.au.int/handle/123456789/9515>

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