

# **CURRICULUM VITAE: PROF. Lettice KINUNDA- RUTASHOBYA**

## **A: PERSONAL HISTORY**

1. Name : PROF. Lettice KINUNDA- RUTASHOBYA (MRS)
2. Place of Birth : MBINGA, RUVUMA REGION, TANZANIA
3. Marital Status : MARRIED
4. Number of Children : 4

## **B: CURRENT POSITION**

1. Full Professor of Business Administration and Entrepreneurship

## **C: CURRENT ADDRESS**

University of Dar Es Salaam,  
P.O. Box 35046  
DAR ES SALAAM

Tel. +255713 323661, +255 755 323 661, 255 22 2410006

FAX: 255-22-2410510, 255-22-2410078

E-mail: [lettice@fcm.udsm.ac.tz](mailto:lettice@fcm.udsm.ac.tz)

Letticer@yahoo.com

## **D: ACADEMIC QUALIFICATIONS**

- 2004 : Honorary Doctorate Degree (Doctor Honoris Causa) in Economics, University of Umea School of Business and Economics, Sweden, October, 30<sup>th</sup> 2004
- 1988- 1992: Ph.D –(Business Administration)-University of Dar Es Salaam - supervised via University of Nairobi
- 1976-1978: M.A. (Management and Administration) -University of Dar Es Salaam.
- 1973-1976: B.A. (Business Administration/Commerce) -University of Dar Es Salaam.
- 1990: Diploma (Export Marketing and Export Market Research) Helsinki School of Economics.

### Post-training Certificate Awards)

- |                       |  |
|-----------------------|--|
| 2004 August           | Certificate, International Board and Directors Course, Advanced International training programme for Board of Directors, Gothenburg, Sweden, Sida/Styrelse&Ledningscompetens |
| ITC of the ILO (1994) | - Management of Development: Strengthening National Capacity in Policy Analysis, Project Formulation, Management, Monitoring and Evaluation (Train-a-trainer course).        |
| UNCTAD (1988)         | - Certificate - Export processing Free Zones.  |
| UNCTAD/GATT (1976)    | - International Trade Centre (ITC) Certificate in Training of Trainers in Export Marketing/ Promotion. and Export Market Research  |
| UNCTAD/GATT (1989)    | - Generalized Systems of Preferences (GSP) Schemes   |

### International Awards & Honours

1. **Doctor Honoris Causa-** University of Umea, Sweden, October, 2004
2. **University of Umea, Sweden, Vice Chancellor's Competitive Award as Guest Professor, September 2011 to April 2012**

3. **EMERALD'S Best Paper Award** (2003) at the International Conference of the International Academy of African Business and Development (IAABD) held at the University of Westminster, London, 9<sup>th</sup>-13<sup>th</sup> April, 2003. The title of the paper: “**Small Firms Internationalisation in Tanzania: Exploring the Network Phenomenon**”.
4. **Best paper Award** at the International Conference of the International Academy of African Business and Development (IAABD) 2011 “The Search for Poverty Reduction and Sustainability in Agribusiness in Tanzania: Will Value Chain Approaches provide the Insight?”

## **E: WORK EXPERIENCE & CONTRIBUTION TO UNIVERSITY MANAGEMENT**

### **Academic Positions held at the University**

- **Full Professor-** 2005-todate
- **Associate professor-** 1995-2000
- **Senior lecturer-** 1988-1994
- **Lecturer-** 1981-1987
- **Assistant lecturer-** 1978-1981

### **Managerial Experience Within the University of Dar es Salaam**

i) **Director, Post graduate Studies, University of Dar es Salaam, 2003-2006**—In charge of postgraduate programmes, staff development matters of the University of Dar es Salaam, and International link programmes.

ii) **Dean, Faculty of Commerce and Management - University of Dar es Salaam - July 1994 – September 2000**

As Dean of Faculty of Commerce and Management-UDSM, made the following landmarks:

- Established evening/part time programmes for the faculty; a move that has helped to slow down brain drain, and generate income for the institution.
- Established an ongoing successful academic/research capacity building programme between the Faculty and the University of Umea School of Business and Economics, a programme which has produced 16 PhDs at the School since the project started in 1997.. The research programme is focussing on private sector development and small and medium enterprises in Tanzania.
- Designed three other successful capacity building projects as follows: 1) Entrepreneurship Development with the TSM Business School, University of Twente. The project has culminated into the establishment of the University of Dar es Salaam Entrepreneurship Centre (UDEEC), 2 PhD graduates and 3 masters degree graduates.
- Designed a successful faculty capacity strengthening project for NORAD funding, 1997-2002. This resulted into construction of an ultra modern building for the Faculty of Commerce and Management in 1999. 3) Managed a successful link with the University of Antwerp on behalf of the faculty, between 1996 and 2000. Two PhDs students were involved in the project.
- Founded the University of Dar es salaam Entrepreneurship Centre (UDEEC) in 1999
- Founded the consultancy wing of the faculty called the Management Development and Consultancy Bureau (MDCB) in 1997

### **Academic and Consultancy Experience**

#### **Teaching, Consultancy and Research Areas of Specialisation**

Entrepreneurship and Small and Medium Enterprise Development, International Trade, international business, Export Processing Free Zones (EPZs), Foreign Direct Investment in mining and tourism, value chain in agribusiness and energy sectors, logistics and value chain management, Business planning, strategic planning and management, costing and pricing for export, customer care, Project Formulation, Project Management, Monitoring and Evaluation, development cooperation, policy formulation and monitoring, Gender and Poverty alleviation, female entrepreneurship, financing of Small and medium enterprises, including financial services, and general management-job design and specification and organisational development, Public financial Management systems, Public procurement, and accountability, Governance and corruption..

### **Postgraduate supervision and examination**

Has supervised numerous master degree (MBA) dissertations, and 5 PhDs mainly in the areas of entrepreneurship and small and medium enterprise, trade, regional intergration, marketing, international business, finance, public finance, public procurement, financial reforms, and general management.

Have also examined several PhD theses from universities in Africa

**Sector experience:** Finance, Agriculture and Livestock, Industry and Trade, Education, Public Sector Management, Tourism and Natural Resources, Transport and Infrastructure, energy, Regional Administration and Local Government, Labour, information.

### **Current research:**

Successful African Firms and Institutional Change Project in collaboration with CBS, Denmark, Roskilde University, Denmark and Universities of Nairobi and Zambia. (Country coordinator)

Foreign Direct Investments in Tourism and Enhancement of Economic Capacity of Small and Medium Enterprises in Developing Economies (Tanzania and Botswana): **A Network and Global Value Chain Analyses (lead researcher) (Report accepted by funding agency)**

Agribusiness value chain in collaboration with Chalmers university of Technology

### **Current and Past International Collaborative Research Projects Undertaken**

- Research programme on Energy and agribusiness in collaboration with Chalmers University of Technology (ongoing)
- Research programme on successful African Firms in Africa in collaboration with the Copenhagen Business School, Universities of Nairobi and Zambia (ongoing)
- Foreign Direct Investment and Enhancement of Small and medium Enterprises in collaboration with University of Botswana (lead researcher) (completed)
- Aid for Trade and its Uses in Tanzania and Zambia, A Value Chain Analyses, with University of Helsinki, Finland, 2007
- Cooperatives, Savings and Credit Organizations and Poverty alleviation,, with University of Stirling, 2007
- Foreign Direct Investments in Mining and Enhancement of Economic Capacity of Small and Medium Enterprises in Developing Economies **A Network and Global Value Chain Analyses, with University of Umea, Sweden (lead researcher) (completed)**
- Regional Programme on Enterprise Development (RPED): Tanzania Country Study, Evaluation of Performance of Tanzania Enterprises, in 3Phase , 1994, 1995,1996. With the Helsinki School of Economics and Business Administration

### **F: RESEARCH AWARDS FROM COMPETITIVE PROGRAMMES**

Award winner- Investment Climate and Business Environment Research Fund (ICBE-RF), IDRC, TRUSTAFRICA, FSED, 2008 **Research on Foreign Direct Investments in Tourism and Enhancement of Economic Capacity of Small and Medium Enterprises in Developing Economies: A Network and Global Value Chain Analyses** USD 100,000

Award Winner-Senior Scholars Research Grant Competition- Organisation for Social Science Research in Eastern and Southern Africa (OSSREA), on Gender , Relationships and Networks and entrepreneurial Outcomes in Tanzania - December, 2003

Award Winner, "ATRCW, UNECA, Research Competition on Women in the Informal Sector, Addis Ababa, 1989. Research topic: "**Credit Acquisition by Women in the Informal sector.** The Role of Women Co-operatives in Tanzania.

Award Winner "OSSREA Research Competition", Addis Ababa, 1989 - Research topic: Female Entrepreneurship in Tanzania: Entry and Performance barriers.

Award Winner, "CODESRIA Thesis Writing Competition" (Ph.D),. Research Topic: "The Determinants of Price Margins Among Small Scale Retailers in Tanzania," Dakar, 1988.

Award Winner, NORDIC-FUNDED CO-OPERATIVE RESEARCH FUND, 1988 Research on Women Co-operatives

Research Grant, Research on Small and Medium Enterprise Development in Tanzania, focussing on entrepreneurial; networks and relationships, Sida/SAREC, 2000-2003

Research Grant from African Association for Public Administration and Management (AAPAM) on Women in Top Management in Africa, 1992.

DAAD Senior Research Scholarship - Visiting Lecturer, University of Augsburg, 6 December 1994 - February 4th 1995.and December 1998 – February 1999.

Visiting Scholar-University of Antwerp-UFSIA-March, 2000 and March 2001- participated in Teaching a course on the International Business Environment.

## **G. Experience and Contribution Outside the University of DSM**

### **Special National Assignments**

- Member of the National Preparatory Committee for the Third United Nations Conference on The Least Developed Countries (UN LDC 111), 2001
- Member of the extended Forum on the Development of National Trade Policy
- Member, National High level Seminar on the Multilateral Trading System Impact on National Economy and External Trade Policy Adaptation of Tanzania and Various National forums on WTO
- Member of the Consultative Forum on the Development of Small and Medium Enterprise Policy
- Member of the task force committee on the formation of **Tanzania Business Council (TBC)** - 1995-96.
- Member of the Ministerial Preparatory Committee and Delegate to- the World Conference on Higher Education, UNESCO, Paris, 5-9<sup>th</sup> October 1998
- Member of the panel of Judges for Dar es Salaam International Trade Fair, 1995-2004

### **Specialized skills**

- Successfully hosted as conference chair the 6<sup>th</sup> International conference of the US based International Academy of African Business and Development (IAABD) in Dar es Salaam, Tanzania, April 2005
- Fiduciary risk assessment for DFID-2003
- Policy formulation- Formulated Agricultural Marketing Policy for Tanzania, 2004/05
- Designed a logframe for the National Agricultural Extension Programme-Ministry of Agriculture and Food Security-2000
- Formulated/appraised the Policy Component of the National Agricultural Marketing System Development and Private Sector Linkage Programme for Tanzania, including preparation of log frame for the project component—IFAD-ROME-2001
- Designed and implemented an export training programme for Tanzanian exporters
- Assessment of demand for beef trade in Tanzania, 2003
- Design and development of Monitoring and Evaluation system (including development of a logframe) for the National Response against HIV/AIDS epidemic for the World Bank, 2002

- Designed monitoring and reporting formats on corruption issues related to public financial management, legal issues, procurement etc, 2002-3
- Trained a number of SME support organisations including MFIs (Microfinance Institutions) on project formulation, monitoring and evaluation, using the logframe tool..
- Have designed and implemented a training programme on Project Formulation, Project Management, Monitoring and Evaluation, including the use of the logframe, for Senior government officials. Coordinated such training for two years on behalf of UNDP, 1998-1999, and trained over 200 senior Government officials.
- Designed and implemented a number of marketing and customer care programmes for a number of businesses and Government Ministries and department, 1993-todate
- Designed a total of four capacity building programmes/projects for the Faculty of Commerce and Management, UDSM, funded by NORAD, Sida/SAREC, and the Netherlands Government 1995-2000
- For five consecutive years, 1997-2001, coordinated the organisation of an International Conference on African Entrepreneurship and Small Business Development- Faculty of Commerce and Management.
- Helped create and designed a number of private programmes for the Faculty of Commerce and management, UDSM, including the evening and executive MBA
- Have designed and implemented a training programme on Business Planning for Women Entrepreneurs on behalf of the British Council, 1995-1999

## **PREVIOUS AND CURRENT MEMBERSHIP TO BOARDS OUTSIDE THE UNIVERSITY**

### **International Boards**

- Member of the Executive of the International Academy of African Business and Development (IAABD)-2001-2007)

### **Local Boards**

#### **Presidential Appointments**

- Chairperson-The Mozambique/Tanzania Centre for Foreign Relations-August, 2006-2009
- Chairperson of the Governing Council of the Institute of Finance Management-2001-2007
- Tanzania Postal Bank , 2008 -todate
- Tanzania Trade Practices Tribunal, 2000

#### **Ministerial Appointments (Current and previous)**

- Director - Board of Directors, Bank of Tanzania (BOT) 1997 – 2007.
- Swissport, Tanzania, 2007-todate
- Director-Dar es Salaam Water and Sewerage Corporation (DAWASCO)-July, 2005-- todate
- Director-Ministerial Advisory Board of the Tanzania Public Service College (TPSC), 2000-2008
- Director-Ministerial Advisory Board of the National College of Tourism-2008
- Director- Tanzania Broadcasting Services (Tume ya Utangazaji Tanzania-TUT), 2003-2006
- Chairperson, Advisory Board of the Dar es Salaam School of Accountancy – 1996 – 2002.
- Board Member, National Board for Materials Management-1997-2004

#### **Others**

- Chairperson, Tanzania Women land Access Trust
- Chairperson—**Business and Management Subject Board, National Council for Technical Education (NACTE)** 2001-present

- Member of the Education and Membership Committee of the **Tanzania Institute of Bankers (TIOB)** 1994 –2000
- Director - Board of Directors, **Federation of Association of Women Entrepreneurs** (Tanzania) FAWETA 1997
- Co-ordinator - **Export Training Programmes**, Faculty of Commerce - 1990 – 1998

## **H: OTHER PROFESSIONAL/ACADEMIC EXPERIENCE OUTSIDE THE UNIVERSITY and OUTSIDE TANZANIA.**

### **Local**

-Member of Editorial Board of the “Tanzania Quarterly Economic Review” published by ESRF 1996-2007

### **International Experience and positions**

- **Vice President** for Membership, International Academy of African Business and Development (**IAABD**), Based in USA- 2002-2004
- **Executive secretary**- International Academy of African Business and Development (**IAABD**), Based in USA- 2004-2007
- **Member of the Board of Editorial Advisers of the following International Journals** *International Journal of Technology Management and Sustainable Development.*, published in the U.K (Intellect Journals), *Journal of Doing Business Across Borders*, and *Journal of Cross Cultural Marketing*, University of New castle, Australia.
- *Journal of African Business*, published in the United States of America, by Haworth Press.
- *Southern African Journal of Entrepreneurship and Small Business Management*, University of Pretoria. South Africa

### **Guest editorship in International journals**

**Guest editor of a special issue on Gender and entrepreneurship of the *Journal of African Business*, vol 10 no 1**

- **External Examiner to other Business Schools in the Sub-region. Has served as external examiner to various universities including** University of Nairobi , University of Swaziland (1997-99, 2003-2006), Copperbelt University, Kitwe Zambia, (1994), and Makerere University, Uganda (1993-1998), University of Botswana,,2001/2002
- **Visiting positions and Guest/professorship**
  - Guest Professor, University of Umea School of Business-October 2011to April 2012
  - Lectured at the University of Antwerp, Department of Applied Economics- March 2000 and March 2001
  - Visiting Researcher/Professor, University of Augsburg, Germany, December, 1994-February 1995, December, 1997-February 1998
  - Visiting researcher, University of Umea-occasionally during 1996-present
  - Visiting researcher, University of Sheffield, March- June 1991
  - Visiting researcher-University of Sheffield, February-March, 1987
  - Visiting researcher, University of Lancaster at various times during 1994-1998

## **I: PUBLICATIONS**

List of Journal articles, Books, chapters in books and refereed proceedings

- 1. Rutashobya, L.K, Issack, Magembe, B & Kapunda, (2012)** Foreign Direct Investment in Tourism and Enhancement of Small and Medium Enterprises: Value chain and network analysis: Refereed research report, Dakar, TRUSTAFRICA

2. **Rutashobya, L.K.(2011)** The Search for Poverty Reduction and Sustainability in Agribusiness in Tanzania: Will Value Chain Approaches provide the Insight? In Sigue, S (ed) "African Business and Sustainable Development: Challenges in the Era of Globalization" Proceedings of the International Academy of African Business and Development (IAABD), Edmonton
3. Koponen, J, Chisala, V, Haapakoski & **Rutashobya, L (2007)** Climbing the Value Chain Out of Poverty: Aid for Trade and its Uses in Tanzania and Zambia, in Brolen, K, et al (eds) "Aid for Trade: From Policies to Practice, The cases of Mozambique, Tanzania, Vietnam and Zambia, Helsinki, Erweko Painotuote Oy
4. **Rutashobya, L.K, Allan, I & Nilsson Kerstin (2009)** Gender, Networks and Entrepreneurial Outcomes in Tanzania, *Journal of African Business*, vol 10(1)
5. Spring , A and **Rutashobya, L.K (2009)** Gender related themes in African entrepreneurship *Journal of African Business*, vol 10, no.1
6. Spring, A and **Rutashobya, L.K (2009)** Guest editors, Special Issue on Gender and Entrepreneurship, *Journal of African Business*, vol 10, no.1
7. Jaensson, Jan-Erik & **Rutashobya, L (2005)** "Research Capacity Building: A North-South Knowledge Transfer Project in Mc.Intyre, J.R and Alon Ilan (editors) Business and Management Education in Transitioning and Developing economies, A Handbook. New york, M.E Sharpe
8. **Rutashobya, L.H.K, Jaensson, J-E ( 2004)** Small Firms' Internationalisation For Development in Tanzania: Exploring the Network Phenomenon, *International Journal of Social Economics*, vol. 31, No. 1/2, pp.159-172
9. **Rutashobya, L. H. K (2003)** Exploring the Potentialities of Export Processing Free Zones (EPZs) for Economic Development in Africa: Lessons from Mauritius, *Management Decision*, vol. 41, No.3, pp. 226-232
10. **Rutashobya, L.H.K (2003)** Female Entrepreneurship in Tanzania: Constraints and Strategic Considerations, in Nwankwo, S et al (eds) **Dimensions of African Business and Development**, Sheffield, Sheffield Hallam University Press.
11. **Rutashobya, L.H.K (2001)** Female Entrepreneurship in Tanzania: Constraints and Strategic Considerations, *Business Management Review*, vol 7, no. 1
12. **Rutashobya, L.H.K (2000)** "Female Entrepreneurship in Tanzania: Constraints and Strategic Considerations" *Business Management Review*, vol 7 No.1
13. **Rutashobya, L.H.K. and Olomi, D. (1999)** "African Entrepreneurship and Small Business Development" Dar es salaam, Dar es salaam University Press (DUP 1996 ltd),
14. **Rutashobya, L.H.K. and Nchimbi, M. (1999)** "The African Female Entrepreneur: Knowledge Gaps and Priority Areas for Future Research. In Rutashobya L. and Olomi, D. (Eds) **African Entrepreneurship and Small Business Development**, Dar es salaam, DUP 1996 Ltd, pp209-226
15. **Rutashobya, L (1999)** "African Entrepreneurship and Small Business Development: Emerging Research Issues, in Rutashobya, L. and Olomi, D. (Eds) **African Entrepreneurship and Small Business Development**. Dar es salaam, Dar es salaam University Press (DUP, 1996 ltd), pp19-52
16. **Rutashobya, L.H.K and D Olomi (2001)** ' **The Making of an Entrepreneur** ' in Lwaitama et al (eds) "The Multi-Dimensional Crisis of Education in Tanzania: Debate and Action" Dar es salaam
17. **Rutashobya L.H.K (2000):** Female Entrepreneurship in Tanzania: Entry and Performance barriers. Dar es salaam, Dar es salaam University Press. (second edition)
18. **Rutashobya L.H.K (1998):** Female Entrepreneurship in Tanzania: Entry and Performance barriers. **OSSREA Gender Research Series, No. 9**, OSSREA
19. **Rutashobya, L.H.K., (1999)** "The Environment of Business in Africa" in Waiguchu, J.M., E. Tiagha and M. Mwaura (eds), **Management of Organisations in Africa: A Handbook and Reference**, Greenwood Publishing Group, Inc. Westport, (Quorum Books), p.9 – 29.
20. **Rutashobya, L.H.K. (1996), "Distribution Systems in Tanzania" The Nairobi Journal of Management, Vol. 2 October, pp.19-30.**
21. **Rutashobya, L.H.K. (1996):** Cross Country Comparison of Retail Margin Determinants, **Business Management Review, Vol. V No.1.**
22. **Rutashobya, L.H.K. (1994):** The Role and Performance of Women's Retail Co-operatives in Tanzania. **Business Management Review, Vol. 3, No. 2. December.**

23. **Rutashobya L.H.K.** (1995): "**Women in Business in Tanzania**" in Creighton, C and C.K. Omari (eds) "**Gender Family and the household in Tanzania**, Westport,Avebury, pp.269-281.
24. **Rutashobya, L.H.K.** (1996): Exploring Women's Images in Advertisements in Tanzania in D.A. Mbilinyi and C.K. Omari (eds) "**Gender Relations and Women's Images in the Media**". DUP - Dar es Salaam, pp. 120-133.
25. **Rutashobya L.H.K.:** (1987) Export Pricing Strategy in Tanzania. In Export Marketing Strategies for Business Firms in Tanzania, Department of Marketing, Dar es Salaam, Dar es Salaam University press, pp. 42-59.
26. **Rutashobya L.H.K.:** (1991) **Credit Acquisition by Women in the Informal Sector: The Role of Women Co-operatives in Tanzania**, ATRCW, UNECA, Addis Ababa (84 pages).
27. **Rutashobya L.H.K.:** (1990) **The Market for Tanzanian Automobile Radiators in Kenya**, PRODEC (Helsinki School of Economics), Publications, No. 7/90, Helsinki (52 pages).
28. **Rutashobya L.H.K.:** (1989) The Role and Performance of Women Co-operatives. The Case of Retail Shops, NORDIC Co-operative Research Fund, November (46 pages).
29. **Rutashobya L.H.K.:** (1987) Pricing Strategies, Procedures and Trade Liberalisation. In Trade Liberalisation: A Challenge to Marketers, Dar es Salaam, Dar es Salaam University press pp. 33-56.
30. **Rutashobya L.H.K.** and Mihyo, Z.N. (1987) The Role of Women in Liberation Struggles and Reconstruction. In C. Qunta (ed) Women in Southern Africa, Skotavile Publishers, London, pp. 217-225.

### Technical reports

1. **Rutashobya, L (2008)** Agricultural Sector Review and Public Expenditure Review for 2007/08, Ministry of Agriculture and Cooperatives.
2. **Rutashobya, L. & Mushi, R (2004)** Public Expenditure Review: External evaluation-: legal framework, budget process and role of cabinet, World Bank
3. **Rutashobya, L (2004)** Fiduciary Risk Assessment for Direct Budget Support to Tanzania., December, 2003 --February 2004, DFID
4. **Rutashobya, L (2001)** Agricultural Marketing Systems Development in *Agricultural Marketing Systems Programme Appraisal Report* Rome, International Fund for Agricultural Development ( IFAD), Africa II Division, East and Southern Africa Region.
5. **Rutashobya, L (2007)** Effectiveness of Fertilizer Transportation Subsidy on Agricultural production in Tanzania, Ministry of Agriculture and Cooperatives

### Refereed Conference proceedings

1. **Rutashobya, L.K(2011)** The Search for Poverty Reduction and Sustainability in Agribusiness in Tanzania: Will Value Chain Approach provide the Insight? In Sigu, S (ed) „African Business and Sustainable Development: Challenges in the Era of Globalization“ Proceedings of the International Academy of African Business and Development (IAABD)
2. **Rutashobya, L.K (2007)** Foreign Direct Investment in the mining sector and Enhancement of Small and Medium Enterprises, In Ayadi, F (ed) Proceedings of the International academy of African Business and Development (IAABD)



3. Allan, Issack & Rutashobya, L (2006) Networking Activities and Performance of Enterprises: Some Empirical Findings from Tanzanian Manufacturing SMEs, IMP, September, Milan
4. Rutashobya, L & D. Mukasa, (2005) Networks, Relationships, And Performance of Small and Medium Enterprises in the Shipping Sub-Sector in Tanzania, IMP, Rotterdam, September,
5. Rutashobya, L. H. K, J-E Jaensson, &A. Masenge( 2003) "**Small Firms Internationalisation in Tanzania: Exploring the Network Phenomenon**, in Muuka, G.N (ed), refereed Conference Proceedings of the International Academy of African Business and Development, University of Westminster, London (**Best paper award** )
6. Rutashobya, L.H.K (2003) "Developing Entrepreneurs: What Education and Training can do" Proceedings of the Academy of Marketing (AMA), University of Gloucestershire, U.K
7. Rutashobya, L.H.K (2000) 'How to Enhance Transparency for Greater Accountability in Tanzania: Accounting and Financial Management Perspective' a paper presented at a National seminar on How to Enhance transparency for Greater Accountability in Tanzania, Ministry of Justice and constitutional Affairs, Dar es salaam,
8. Rutashobya ,L.H.K (2002) Exploring the Potentialities of Export Processing Free Zones (EPZs) for Economic Development in Africa: The Case of Mauritius, in Muuka, G.N (ed) **Expanding the Horizons of African Business and Development**, Refereed Conference Proceedings of the International Academy of African Business and Development , Port Elizabeth.
9. Rutashobya, L.H.K (2002) **Networks, Social Relationships and Entrepreneurial Outcomes in Tanzania**, Refereed Proceedings of the 18<sup>th</sup> Annual IMP Conference, September, 2002, Dijon, France
10. Iguisi, O and Rutashobya, L.H.K (2002) Cultures and Management Education in Africa, in Muuka, G.N (ed) **Expanding the Horizons of African Business and Development**, Refereed Conference Proceedings of the International Academy of African Business and Development,, Port Elizabeth.
11. Rutashobya, L.H.K, I. Allan and J. Jaensson (2001) "**Small and Medium Enterprises in Tanzania and the Network Governance Structure**" Refereed Proceedings of the 17<sup>th</sup> Annual Conference of the IMP International Group, Norwegian School of Management, Oslo, Norway
12. Rutashobya,L.H.K (2001) "Female Entrepreneurship in Tanzania, in Ogbuehi, A (ed) **Advancing Knowledge Development in African Business**. Refereed Proceedings of the 2<sup>nd</sup> International Conference of the International Academy of African Business and Development, Washington, D.C
13. Jaensson, Jan-Erik and Rutashobya, L.H.K (2001)" Research Capacity Building: A Knowledge Transfer Project" in Ogbuehi, A (ed) **Advancing Knowledge Development in African Business** Refereed Proceedings of the 2<sup>nd</sup> International Conference of the International Academy of African Business and Development, Washington, D.C
14. Rutashobya, L.H.K (2000)"**Strategic Consideration Related to Commercial Exploitation o f Intellectual Property Rights'** Proceedings of the Regional Seminar on the Benefits of the Intellectual property System for Universities, University Researchers and Research and Development Organisations, WIPO, Geneva
15. **Rutashobya L.H.K.:** (1992) Cross Country Comparison of Retail Margin Determinants. In E. Kaynak and T.S. Chan (eds), **proceedings of the World Business Congress on International Perspectives of Management Development**, DMA/Saint Mary's university. - Halifax -Canada, March.
16. Rutashobya L.H.K. and Lugembe, R.: (1992) Women in Top Management in Tanzania. Preliminary Report presented at AAPAM policy seminar on Women in Top Management in Africa, 19th - 23rd October, 1992, Nairobi, Kenya.
17. Rutashobya L.H.K.: (1990) The Role and Performance of Women's Retail Co-operatives, **RVB/ASTRO proceedings of Industrial and Trade Policies for the 90s**, Maastricht, Vol. 4 No. 10, pp 1-38.
18. Rutashobya L.H.K.: (1990) "Export Pricing, Strategies for Tanzanian Firms" in How to Export to Preferential Trade Area for Eastern & Southern Africa (PTA), Proceedings of a

Seminar on How to Export to PTA. Department of Marketing University of Dar es Salaam, Dar es Salaam, pp. 54-75.

## **Theses**

- 1. Rutashobya L.H.K.:** (1992) Empirical uses of Mark-up Pricing Strategy in Tanzania's Retail Business. Ph.D thesis - University of Dar es Salaam, Dar es Salaam.

## **J: CONSULTANCY ASSIGNMENTS AND TECHNICAL REPORTS**

**2009**

**Financing Alternatives for DTI Transformation programme**

**2008**

**Scanteam, Oslo (Norway)**

**Mid Term Review of Sokoine University PANTIL Programme**

**2007/2008**

**Ministry of Agriculture Food Security and Cooperatives**

Agricultural Sector Review and Public Expenditure Review for 2007/08 (lead consultant)

**Eastern and Southern African Association of Accountant Generals**

Financial management training for Government employees

**2007**

**Ministry of Agriculture Food Security and Cooperatives**

The Effectiveness of Fertilizer Transportation Subsidy on Agricultural production (lead consultant)

**2007**

**Sokoine University of Agriculture**

Preparation of a Proposal on Effective Networking Between Sua and Institutions Dealing With Investments, Entrepreneurship, Employment, Marketing and Credit Facilities

**2006**

**Agricultural Sector Development Programme, Ministry of Agriculture, Food Security & Cooperatives**

Preparation of Training materials on District Agricultural Development Plans (DADP) for District Facilitation Teams, and Agricultural Sector Lead Ministries

**2006**

**Agricultural Sector Development Programme, Ministry of Agriculture, Food Security & Cooperatives**

Implementation of Pilot Training on programme on District Agricultural Development Plans (DADP) for District Facilitation Teams

**2006**

**Agricultural Sector Development Programme, Ministry of Agriculture, Food Security & Cooperatives**

Implementation of Training of Trainers programme on District Agricultural Development Plans (DADP) for Agricultural Sector Lead Ministries (Agriculture, Food Security, and Cooperatives, Livestock Development, Industry Trade and Marketing.)

**2006**

**Plan International (Tanzania)**- Evaluation of the Project Improving project management.

**Eastern and Southern African Association of Accountant Generals**

Financial management training for Government employees

**2005**

**DFID**

Updated the Fiduciary Risk Assessment for Direct Budget Support to Tanzania.,  
December, May-June,2005

**President's Office, Public Service Management**

Management of HIV/AIDS in the Public Service.

**2003/2004**

**World Bank**

Public Expenditure Review: External evaluation-: legal framework, budget process and role of cabinet

**DFID**

Undertook a Fiduciary Risk Assessment for Direct Budget Support to Tanzania.,  
December, 2003 --February 2004

**Ministry of Cooperatives and Marketing**

Formulation of Agricultural Marketing Policy for Tanzania –February, 2004-present (ongoing)  
with ESRF

**Local Government Reform Programme/Cowater International Inc**

Under the Local Government Reform Programme of the United Republic of Tanzania/  
Cowater International Inc. undertook a consultancy assignment to restructure the Ministry of  
Regional Administration and Local Government, President's Office. The proposed structure  
addressed the need to install Performance Management Systems (PMS)- June, 2003

**Scanagri (Denmark)/ Tanzania Livestock Marketing Project**

A Market study/assessment for beef in Tanzania for the Planned Dodoma Abattoir-August 2003

**President's Office, Civil Service Department/ Ministry of Lands and Human Settlements**

Under President's Office, Civil Service Department, Ministry of Lands and Human settlements,  
Ministry of Labour And Culture, undertook training on Customer care to improve service delivery in  
Government. The training also entailed review of tasks, tasks sequencing and workload in order to  
recommend reduction of the number of days it takes to complete a service. July 2003.

**Labour Exchange Centre, Ministry of Labour, Youth Development And Sports**

Under The Labour exchange centre, Ministry of Labour, Youth Development and Sports, undertook training on Customer care to improve service delivery in Government. The training also entailed review of tasks, tasks sequencing and workload in order to recommend reduction of the number of days it takes to complete a service. July 2003

**Prevention of Corruption Bureau (PCB)/European Union**

Trained 240 PCB employees on Customer Care, January 3<sup>rd</sup> to 4<sup>th</sup> February 2003.

**President's Office, Good Governance Coordination Unit/UNDP**

Technical support to Government –Good Governance Coordination Unit-Presidents Office on Reporting Formats and data collection procedures on strategic indicators for monitoring Cross-Cutting Governance and Corruption Trends (Public Finance Accountability Cycle and Legal & Judicial Processes) –January 2003

**The Cowater International Inc/ESRF/ Public Service Reform Programme.**

Contracted by Cowater International/ESRF/ Public Service Reform Programme, to be part of a team to:

Facilitate 3 ministries ( Health, President's office, Planning and Privatisation and Justice and Constitutional Affairs) to undertake Self-Assessment using the Business Excellence Model. The outcome of the Assessments is an input into the strategic plans February 2003

**National Council for Technical Education (NACTE)**

Led a team to undertake a technical evaluation of the Institute of Purchasing and Supply in respect of its application to register with NACTE, September,

**2003**

**Higher Education Accreditation Council (HEAC)**

Led a team to carry out a Technical evaluation of Moshi Cooperative College in respect of its application to become a University, April 2003

**National Council for Technical Education (NACTE)**

Led a team to undertake a technical evaluation of the Zanzibar Institute of Financial Administration in respect of its application to register with NACTE, February 2003

**2002**

**UNDP**

Technical support to Government on Monitoring and Reporting Formats and data collection procedures on strategic indicators for monitoring Cross-Cutting Governance Trends.

**PRESIDENTS OFFICE, REGIONAL ADMINISTRATION AND LOCAL GOVERNMENT (Urban Sector Rehabilitation Project)**

Technical /Skills Training in Operations and Maintenance of Infrastructure and Service Delivery for Commercial and Finance Staff of Districts and Urban Water and Sewerage Authorities (Trainer/facilitator for the strategic management module

**WORLD BANK**

Design/Development of a Monitoring and Evaluation System for the National Response Against HIV/AIDS Epidemic in Tanzania., including design of a logframe.

**DFID/Bannock Consultants- U.K**

Carried a Review of the Enabling Environment for Indigenous Private Sector Growth and Investment in Tanzania, with two other consultants (one month)

**Higher education Accreditation Council**

Technical evaluation of St Augustine University and Iringa College of Tumaini University for accreditation purposes

**UDSM**

Training in Project Management, Monitoring and Evaluation for SME Support Organisations (including MFIs) (trainer/facilitator)

Training in Marketing Strategies for SME Support Organisations (trainer)

**2001 INTERNATIONAL FUND FOR AGRICULTURAL DEVELOPMENT, Rome, Italy**

Designed the Policy Component of the Agricultural Marketing System Development Programme for Tanzania, including Preparation of a logframe, June-July 2001

**PRESIDENTS OFFICE, CIVIL SERVICE Department/Public Service Reform programme**

Evaluation of Impact of the Quick-Win Initiative in Service Delivery in Government-July-October 2001

**HIGHER EDUCATION ACCREDITATION COUNCIL**

Technical evaluation of the proposed Waldorf University-Dar es salaam campus

**2000 PARASTATAL PENSION FUND (PPF)**

Role of Marketing Pension Funds in the transition from Monopolistic to a liberalised Pension market, with emphasis on customer service

**INTERNATIONAL LABOUR ORGANISATION (ILO)- September 2000**

An overview paper on Strategies on Upgrading Employment and Promoting Gender Equality in the Informal Sector in Tanzania.

**MINISTRY OF AGRICULTURE AND FOOD SECURITY-  
September-October 2000**

Developed and designed a Logical Framework (Logframe) Analysis for the World Bank funded National Agricultural Extension Project-Phase II (NAEP II)

**World Intellectual Property Rights Organization (WIPO)-Geneva-  
June 2000**

An Overview paper on Commercialisation of Intellectual Property Rights.

**MINISTRY OF JUSTICE AND CONSTITUTIONAL AFFAIRS, DAR ES SALAAM, June 2000.**

Overview paper on ‘How to Enhance Transparency for Greater Accountability in Tanzania: Accounting and Financial Management Perspective’.

**MINISTRY OF WORKS-2000**

Review of organisational structure and job descriptions of Tanzania Roads Agency (TANROADS)- an Executive Agency within the Ministry of Works.

**MINISTRY OF WORKS-2000**

Review of Purchasing and Supply Management in Local/ Central Government

**HIGHER EDUCATION ACCREDITATION COUNCIL**

Technical evaluation of the Waldorf College-Dar es salaam campus

**BELGIAN GOVERNMENT-Funded-1999**

Training for small enterprises and NGOs(including micro finance institutions) on business planning and project planning, monitoring and evaluation (including logframe preparation)

**UNDP/Ministry of Finance**

- 1998/99:
- (1) Coordinated a UNDP funded project on Training in Project Formulation and Project Management including use of a logframe for Senior Government and NGO employees.
  - (2) Prepared training materials/manual in Project Formulation.
  - (3) Organised a training of trainers course in project formulation and Management.
  - (4) Undertook Training in Project Formulation: Strengthening National Capacity in Project Formulation and Management Workshops, September 1998, October 1998, November 1998, April 1999, July 1999.

- 1998:
- (5) **Tanzania Zambia Railway Authority**  
Passenger Services Survey for Tanzania Zambia Railway Authority (TAZARA).

**(6) Higher Education Accreditation Council**

Technical Evaluation of the proposed University of Management Sciences, Mzumbe.

Technical Evaluation of the proposed University of Zanzibar.

Technical Evaluation of the Proposed Waldorf College Campus in Dar es Salaam.

- 1997: (8) **Tanzania Railway Corporation (TRC)**

Training on marketing and Customer care for middle and senior managers (co-coordinator and lead trainer)

**(7) Higher Education Accreditation Council**

Technical Evaluation of the proposed University of St. Augustine`s University of Tanzania.

**(8) Higher Education Accreditation Council**

Technical Evaluation of the proposed Tumaini University.

- (9) British Council/Ministry of Community Development, Women Affairs and Children**

- Organised and executed a workshop on Entrepreneurship and marketing Training for Women Entrepreneurs, Dar es Salaam, July 1997.
  - Prepared training materials on entrepreneurship Training
  - (10) **British Council**  
Organised and executed a workshop on Business Planning and Marketing Strategies for Women Entrepreneurs and NGOs, Dar es Salaam, May 1997.
- 1996:
- (11) **UNDP/DDSMS/Ministry of Finance**  
"Strengthening National Execution: Needs Assessment Study: Capacity Building in Project Formulation, Design, Project Management and Procurement" July - October 1996.
  - (12) **Medical Stores Department (MSD)**  
"Pricing Study for Medical Supplies and Pharmaceutical Products", July-August 1996.
  - (13) **World Bank/Helsinki School of Economics**  
Regional Programme on Enterprise Development (RPED): Tanzania Country Study, Evaluation of Performance of Tanzania Enterprises, Phase 3, January - February 1996.
  - (14) **British Council**  
Organised and executed a workshop on Business Planning and Marketing Strategies for Women Entrepreneurs and NGOs, Dar es Salaam, May 1996.
  - (15) **Muhimbili Medical Centre**  
Implemented a training programme on Management and leadership Skills
- :
- (16) **UNDP/Ministry of Finance**  
In-depth Evaluation of a UNDP funded project "Strengthening National Execution".
- 1995
- (16) **World Bank/Helsinki School of Economics**  
Regional Programme on Enterprise Development (RPED): Tanzania Country Study, Evaluation of performance of Enterprises in Tanzania, phase 2, January - February 1995.
- 1994:
- (17) **World Bank/Helsinki School of Economics**  
Regional Programme on Enterprise Development (RPED): Evaluation of Performance of Enterprises in Tanzania Country Study, Phase 1, January - February 1994
  - (18) **Mwanga Development Association**  
Training of Small Scale Entrepreneurs "Marketing Strategy," for Small Scale entrepreneurs in Mwanga District, Kilimanjaro Region, Mwanga, 8-9 July 1994.
  - (19) **Agip Oil**  
Organised and executed a marketing seminar for Agip Oil Co.(Ltd), 9-13 May 1994. (Team Leader).
  - (20) **AFREDA**  
Consultant and Member of the Advisory Committee on a study on "North-South NGO Partnership." AFREDA, 1993-94.
- 1993: (21) **President's office; Civil Service Reform Programme**  
Preparation of Training materials for Top Civil Servants in Tanzania: Strengthening Management in the Public Sector.
- (22) **President's office; Civil Service Reform Programme**  
Design of Curriculum for Civil Service Top Executive Training Programme in Tanzania.

- (23) **THA, TAZARA, and NASACO**  
Organised and executed (group leader) a workshop on Commercialization
- (24) **USAID**  
Organised and executed (group leader) an Export training workshop on for Women Entrepreneurs in Mbeya Region" Mbeya and Malawi November, 1993.
- (25) **AAPAM**  
Consultant to AAPAM (African Association for Public Administration and Management) on a study women at the top 1993.
- 1992: (26) **THA, TAZARA and NASACO**  
Organised and executed (group leader) a workshop on Commercialization for Top Management Personnel, (2<sup>nd</sup> level) Dar es Salaam 21-22, September 1992.
- (27) **THA, TAZARA, and NASACO**  
Organised and executed (group leader) a workshop on Commercialization for Top Management (1st Level) Personnel, Mikumi, September, 1992.
- (28) **UFI**  
Organised and executed (group leader) a workshop on "Marketing of Ubungo Farm Implements product in a Competitive Environment" February, 1992.
- (29) **SIDA/NORAD**  
Organised and executed (group leader) an Export training workshop on for Women Entrepreneurs in Arusha and Nairobi, Sept. 1992.
- 1991: (30) **DCI - Germany**  
Consultant to DCI, Germany - Exhibitor Survey - 1991 Dar es Salaam International Trade Fair for DCI Germany.
- 1989: (31) **NORAD/Tanzania Wood Corporation**  
Local Demand Survey for Timber and Timber Products (Team Leader).
- 1986: (32) **National Insurance Corporation of Tanzania Ltd.**  
"Expansion of Life Assurance Business to the Rural Areas in Tanzania".
- (33) **SIDA**  
An Evaluation of Women Organisation in Tanzania, (UWT), in terms of organisation structure, programs and financial base.
- 1985: (33) **NORAD**  
The Role of Women in Tanzania Fishing Societies - Baseline study conducted in Bagamoyo, Tanzania July 1985.
- 1980: (34) **CCM, Sub-committee on Parastatal Organisations**  
Consultancy Report on the Activities of the National Milling Corporation.

**L: CURRENT RESEARCH WORK/INTEREST**

Value Chain in Tourism investments, mining and agriculture

**M: CONFERENCES/SEMINARS**

I Have attended numerous local and international conferences

**N. Membership to Professional Association**



**Country Representative** International Academy of African Business and Development  
(IAABD)

**Executive Secretary**, International Academy of African Business and Development  
(IAABD, 2004-2007)

**Vice President for Membership**, International Academy of African Business and Development  
(IAABD, 2002)

Member of the Executive Board- International Academy of African Business and Development  
(IAABD), 2001-2002

Member - International Management Development Association (IMDA).

Member - African Association for Public Administration and Management (AAPAM),  
Nairobi, Kenya.

Member - Association of African Women for Research and Development

Member - IDS Women Study group.

Date: July 2011