**ENGAGE – ENGendering AGribusiness Entrepreneurship**

**A Joint UDBS-SLU Postgraduate Research Training Program to Build Research Capacity in Tanzania**

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PROJECT SUMMARY

Agriculture has featured prominently in Tanzania’s policy framework. Yet, the World Bank (2014) recently described the country as one of Africa’s sleeping agricultural giants. A major challenge is to identify the mechanisms and supporting innovation systems that can contribute to formalizing and upgrading agribusiness value chains. There is also an increasing consensus regarding the need to do this while overcoming existing gender inequalities in participation and access to inputs and services.

In appreciation of the importance of – but also untapped potential of – agribusiness to Tanzania’s economy and the low level of research capacity in this area, the University of Dar es Salaam Business School (UDBS) has in collaboration with the Swedish University of Agricultural Sciences (SLU) agreed to establish a new postgraduate research training program in Engendering Agribusiness Entrepreneurship: ENGAGE. In the short run, this program will contribute to the development of highly qualified Tanzanian researchers by mainly focusing on training PhD candidates. In the longer run, this strengthened national research capacity can contribute to supporting the country in achieving broad-based and inclusive economic growth and poverty reduction.

Over the next five years, the program will train a total of 3 PhD candidates through joint PhD course teaching and supervision, contribute to 5 joint UDBS-SLU publications, support short term staff exchanges, organize 3 thematic workshops., conduct three researches and design and organize one PhD level course.

POPULAR SCIENCE DESCRIPTION

In the face of affirmation and consensus that agricultural growth that benefits both women and men is necessary if broad-based and inclusive economic growth and poverty reduction is to be meaningful, developing countries, including Tanzanian, research and academic institutions have not invested enough in promoting and studying agriculture/agribusiness, and even less so from a gender perspective. Past agriculture and agribusiness research has mainly adopted a myopic view of a single actor (the farmer). We argue that the failure of agriculture to function as an engine of growth stems not only from ‘production’ considerations but from the organization and performance of the value chain as a system where e.g. coordination with urban markets, linkages between farmers, traders and processors, diffusion of knowledge, women’s and men’s specific positions and outcomes in the value chains, policy and support structures etc. are all pertinent.

Hence, the new postgraduate research training program in Engendering Agribusiness Entrepreneurship – ENGAGE – that UDBS and SLU hereby propose to establish, acknowledges the need for a gender informed value chain approach when studying agriculture and entrepreneurship. Failure to grasp the bigger picture has led to fragmented agricultural value chains in Tanzania, which points to the need for innovative models and approaches that will ensure inclusive and sustainable rural development. By training the next generation of researchers, ENGAGE will provide a much-needed national platform for conducting research in gender, agribusiness and entrepreneurship.
Research Training Program/Research Supporting Components (Enclosure 1)

1. Introduction

There is now a consensus that inclusive agricultural growth is necessary to achieve broad-based poverty reduction. In Tanzania, agriculture is the key economic driving force and with increased productivity, the sector has great potential in contributing to GDP growth, food security, job creation and broad-based poverty reduction, especially since the sector employs and provides livelihoods for more than 70% of the population. The sector has also featured prominently in Tanzania’s policy framework, including the current Big Results Now (BRN) initiative and the National Strategy for Growth and Reduction of Poverty (NSGRP). Yet, a recently released World Bank Report (2014) described Tanzania as one of Africa’s sleeping agricultural giants, pointing to a remaining untapped potential in that the country has twice as much land as what it currently has put under cultivation.

Past research in agriculture has often adopted a myopic view of a single actor (the farmer) when a value chain approach is better suited to analyze the complexities of the agricultural sector. Indeed, linking farmers to markets through efficient and effective value chains has emerged as a key international development priority (Njuki et al. 2011). Hence there is a need to identify the mechanisms and supporting innovation systems that can contribute to formalizing and upgrading agribusiness value chains in Tanzania. Similarly, there is an increasing consensus regarding the need to overcome existing gender inequalities in participation and access to inputs and services throughout the value chains. Charting women’s and men’s positions and outcomes in commodity-specific value chains is imperative, since this can provide information on how to improve and upgrade the value chains in ways that positively affect gender relations and women’s empowerment. Yet, research capacity in these lines of enquiry are lacking in the country.

Taken together, the development of human capacities and capabilities in the above mentioned areas is necessary for academic and research institutions to effectively inform future rural development interventions and contribute towards the MKUKUTA twin objectives of growth and poverty alleviation. To address these pertinent issues, the University of Dar es Salaam Business School (UDBS) will partner with the Departments of Economics and Urban and Rural Development at the Swedish University of Agricultural Sciences (SLU) to set up a new postgraduate research training program in Engendering Agribusiness Entrepreneurship – ENGAGE. The program will train the next generation of researchers in these topical areas by approaching agriculture and agribusiness entrepreneurship from a gender informed value chain analysis perspective. A key component will be the training of 3 PhD candidates through a sandwich modality. Through various capacity building activities, it will also contribute to strengthening the capacities amongst the UDBS staff. ENGAGE will leverage on the existing capacity of the program members from SLU and UDBS, who together will contribute with strong social science and economic research capacity in the areas of agriculture, value chain analysis, rural entrepreneurship, gender relations and livelihoods analysis, and with strong methodological competence in both qualitative and quantitative research methods and data analysis. Together, the UDBS and SLU team members provide a robust group of highly qualified academics for training a new generation of gender-informed researchers in agribusiness entrepreneurship.
2. Background

2.1 The context of the program in relation to the university concept paper

In the concept note New Framework for Sida Support to UDSM: 2015-2020 – Towards enhanced sustainability of strategic research and innovation systems for inclusive development in Tanzania, six key thematic areas are highlighted as particularly important in order to strengthening research capacity at UDSM:

- Food security and agricultural value chains;
- Infrastructure;
- Energy;
- Environment and climate change;
- Natural resources
- Entrepreneurship and innovation for sustainable development.

The ENGAGE program spans several of these key thematic areas, with the most direct and strong linkages to the themes food security and agricultural value chains; and entrepreneurship and innovation for sustainable development. Both of these themes can be seen as geared towards achieving economic growth and poverty reduction, which also the overall concept note has as central foci. Efforts towards poverty reduction in Tanzania will only be meaningful when the needs of the majority of its population, i.e. the rural poor, are addressed. With most of the rural areas depended on agriculture, linking farmers to markets through efficient and effective value chains and by strengthening agribusiness entrepreneurship will contribute to achieving more viable livelihoods (c.f. Njuki et al. 2011). There is also an increasing consensus regarding the need to do this in a gender informed way.

The concept note also identified challenges facing the agricultural sector, among others:

1. Inadequate and erratic use of science and technology in the area;
2. Limited investment in R&D leading to limited or no improvements in the sector;
3. Minimal participation in the agricultural value addition chain
4. Poor and/or complete lack of human and institutional infrastructure to support production and distribution; and
5. Lack of and/or inappropriate agricultural financing and pricing mechanisms;

In the ENGAGE program the focus is particularly set on addressing the second and third challenges by directly building national research capacity in relation to agribusiness and value chain analyses that can use research to inform future interventions and in the long run contribute to more gender sensitive and sustainable agricultural value chains in the country where both women and men agribusiness entrepreneurs (hereon.agropreneurs) enhance their livelihoods.
2.2 The scientific issues and the basis of the layout of the training program for the problem that is to be addressed by the research training program

Value chains have traditionally been studied from a narrow economic perspective stressing e.g. global imbalances in the system such as the position of developing countries as suppliers of primary products. The lack of value addition in developing countries has partly been traced to a lack of local competences and the difficulties in successfully competing with already established processors in the West. Moreover, much value chain analysis has rather narrowly focused on exploring the value chain operators and their activities, often with a particular emphasis on describing the predicaments of the on-farm producers, when in fact there is a need to understand the whole chain from pre- to post-production while simultaneously considering the value chain influencers (the enabling environment and facilitating institutions) and supporters (facilitating services).

Since agriculture is primarily a private sector activity in Tanzania, it is important to consider inclusive business strategies that will create value for the rural and urban poor, or innovative models that will help build bridges between businesses and the poor. Past agricultural policies and programs have focused mainly on improving production. It has now been acknowledged that merely improving productivity at the farm level will not suffice to improve the situation for the rural poor, and requires an analysis of agriculture as a system incorporating the whole value chain (World Bank 2013). Hence, the failure of agriculture to function as an engine of growth stems not only from ‘production’ considerations but from the organization and performance of the value chain as a system. For instance, coordination with urban markets, relations between farmers, processors and traders, transportation, finance, diffusion of knowledge, women’s and men’s specific positions and outcomes in the value chains, infrastructure, are all part of the bigger picture. Issues, such as who benefits from the agribusiness value chains, value chain dynamics and upgrading, sectoral linkages, governance and coordination mechanisms, and social diversity (age, gender), are all important lines of inquiry that have only been fragmentally understood and partially explored in the Tanzanian context. Broadly, these aspects are all encompassing to include interaction of factors facilitating upgrading and inclusion or exclusion of actors in the value chain. Inter alia, institutional settings, the governance structure, and standards influence linkages and participation of actors and their role and position in the local and global agricultural value chains (Rutashobya & Bangens, 2013).

A major challenge is also to identify the mechanisms that make value chains and supporting innovation systems effectively contribute to gender equality and women’s empowerment. Approaching value chains from a gender perspective recognizes that they are inextricably bound up in larger social and gendered processes that have to be accounted for to understand what works, where, when, and for whom, and why. Yet, despite gender mainstreaming efforts, many disparities persist and the question often remains how to formalize and expand value chains while overcoming existing gender inequalities in participation and access to inputs and services (Njuki et al. 2011; Ashby et al. 2012; Quisumbing et al. 2013). Hence, to chart women’s and men’s positions and outcomes in commodity-specific value chains in terms of who does what, receives what, uses what resources and makes what decisions at different nodes in the chain, is imperative. Research has shown that women’s empowerment, e.g. through scaling up their earnings, increases family wellbeing, not least the health and nutrition outcomes of the women’s families, and especially of their children (FAO, 2011; Quisumbing 2003, Spring & Rutashobya, 2014).
The overall development objective, or goal, of the ENGAGE program is to contribute to broad-based agricultural growth and inclusive poverty reduction through knowledge-creation in regard to gender and agribusiness entrepreneurship.

The program objective, or purpose, is to enhance the research and training capacity at UDBS in the areas of gender and agribusiness entrepreneurship, which, through the publications of UDBS researchers and their engagement in policy dialogues, also will contribute to enhancing the understanding of agricultural value chains in Tanzania from a gender and entrepreneurial perspective.

Examples of researchable questions that the ENGAGE program may focus on include:

(i) Who is winning or losing in the value chain; the farmers, traders, agro-processors, urban consumers? Women or men?

(ii) Can small rural farms survive in the long run? Is farm-based income enough? By analysing the economics of small-scale farming, agro-processing and trading with the opportunities in the value chain, a number of scenarios in respect to business opportunities can be identified.

(iii) How can value chains be organized to meet the sustainable development goals (SDGs)? Is there a need for new technologies or going back to basics? How can the innovation system and business models drive development?

(iv) How do gender relations affect women’s and men’s positions and outcomes in commodity-specific value chain? Who does what, receives what, uses what resources and makes what decisions at different points in the chain?

(v) Are poor women and men concentrated in particular nodes? If so, why and how does this affect chain performance and the distribution of the costs and benefits of chain participation? How does it relate to community norms and values, and to household roles and responsibilities?

(vi) How can value chains, as embedded in the international, domestic and local economic, legal and socio-cultural environment, optimally use their business environment?

(vii) What major upgrading opportunities are available and which parties are most suited to facilitate value chain upgrading?

(viii) How do local and global governance frameworks influence the actors’ roles and positions in the agricultural value chains?

(ix) How can business models that promote gender equality and human development among the rural and urban poor be identified and what do they look like?

2.3 The relevance of the research area and demand of expertise

As indicated by FAO, the agricultural production performance in Tanzania is currently weak, making the country incapable of meeting its own needs as well as those of the world markets’. In order to sustain and upgrade agricultural value chains in Tanzania to the benefit of poor women and men there is a need for enhanced capacity in the areas of gender analysis and agribusiness entrepreneurship. The proposed new postgraduate research training program ENGAGE will address this capacity gap. The postgraduate research to be carried out within the program will generate a profile of the best practices in gender sensitive agribusiness and then aggregate
knowledge on the key success factors and associated inhibiting factors. The human capital created by the program in the topical areas on gender analysis, entrepreneurship and value chain issues is required in order to maintain actors’ vibrancy in the national and global markets.

2.4 The approach chosen to build capacity

The concept note identifies a need to further strengthening the higher education institutions to improve the skill mix. The ENGAGE program is designed as a postgraduate research training program to be carried out between the second half of 2015 and the first half of 2020 (five years in total). At the same time, with 51 of its staff bearing no PhD degrees, UDBS faces a major challenge of strengthening its research capacity so that it can create a critical mass of researchers who can in turn contribute to national development.

The program will depart from existing UDBS postgraduate programs at Masters level by extending training opportunities to include PhD students and also through strengthening and broadening the research capacities at UDBS at large with particular reference to the thematic areas of gender and agribusiness entrepreneurship. To achieve the research capacity building objective, the program will capitalize on the resources available at each of the collaborating partners’ universities and through the exchange of knowledge and experiences between the partners. Importantly, UDBS will leverage on the existing research and training capacity of SLU. In the long run, this can contribute to the MKUKUTA twin objectives of growth and poverty alleviation in Tanzania.

Specifically, the capacity building strategy in ENGAGE, which is further discussed in chapter 5.1, includes the following major components:

- Curriculum development, including a PhD program and capacity building workshops and courses
- A 4 year PhD sandwich program, 2016 – 2019 involving 3 candidates.
- Capacity building workshops (3) and courses (1)
- Exchange of personnel
- Joint research and publications (3 researches, case studies, and 5 publications)
- Conference participation by both students and supervisors to present research findings

Long term vision to ensure local ownership

The strategic approach taken includes building sustainable institutional research and teaching capacity at UDBS by training PhD students through a sandwich modality, as well as by enhancing the overall research and teaching capacity at UDBS through workshops, a PhD course and staff exchanges. In the long run, this will contribute to forming a critical mass of researchers in Tanzania who can carry out research in the topical areas of gender and agribusiness entrepreneurship and to continue the successful implementation of the PhD training program at UDBS after the end of this program. Since two of the PhD candidates that will be recruited already are working at UDBS, this will directly strengthen the research capacity at the School, as well as contribute with more qualified supervisors for master students. As the ENGAGE PhDs
gain further experience and qualifications they will also be able to supervise new generations of PhD candidates at UDBS.

During the implementation phase of the ENGAGE program, new funding sources, such as the International Foundation for Science (IFS), will be identified where funds can be applied for to contribute to the successful continuation of the PhD program beyond the five years ENGAGE program life cycle. ENGAGE team members will write joint project and program applications as well as support staff at UDBS to apply for PhD and Post Doc funding. Hence, the collaboration between SLU and UDBS is envisaged to continue beyond the ENGAGE program in new forms.

3. **Benefits and added value for the partnership between the target university and the Swedish university (short and long term)**

In the short run, the ENGAGE program will for the first time, enable the Department of Economics and Urban and Rural Development to forge a new partnership with UDBS. Beyond the training of students and staff exchange the partnership will provide new opportunities for networking with resources hitherto, unavailable and unknown to them e.g. SLU is a training partner in the joint Making Markets Matter Inc. and Stellenbosch University training programme 2015 for small and medium-scale agribusinesses in Africa and staff from UDBS can join this programme. Similarly, SLU will be able to access UDBS networks particularly in the East African Community. The program will also generate new knowledge through the research undertaken by PhD candidates and staff. In the long run, the trained human resources will be able to train more students at an advanced level, the publication of joint articles, reports and policy briefs will contribute with useful teaching material as well as a basis to inform relevant stakeholders, including policymakers. Our vision is to make this programme a model for other universities in the region to emulate.

4. **Plans and Expected Outcomes of the selected training area**

The **expected outcomes** of the ENGAGE program (1-3 years after the end of the program) are:

- a strengthened pool of highly skilled research and teaching staff at UDBS able to carry out high quality research in the areas of gender and agribusiness entrepreneurship as well as offer high quality PhD and master programs at the School.
- a better understanding amongst scholars and policymakers of issues related to gender and agribusiness entrepreneurship in Tanzania

The **expected impacts** of the ENGAGE program (5-10 years after the end of the program) are:

- an increased understanding of gender and agribusiness entrepreneurship in Tanzania amongst a wide range of stakeholders
- a more conducive policy environment for both women and men agribusiness entrepreneurs that enhance their livelihoods and that contribute to the MKUKUTA twin objectives of growth and poverty alleviation

The tentative time plan for the proposed activities to be undertaken within the ENGAGE program is outlined below.
## Time plan for proposed activities

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See enclosure 2 for Results Matrix

5. Capacity development Process (brief outline of planned activities)

The ENGAGE program will be initiated by hosting a three day **inception workshop** in Dar-es-Salaam in August/September 2015 to allow all the program members to meet in person, get to know each other, and discuss how to further develop the program with particular reference to the curricula. During the inception workshop, remaining IPC issues will be discussed and agreed on, as will the possibility to offer the ENGAGE PhD candidates a double degree at both UDBS and SLU. The program will end with a **final workshop** in Dar es Salaam in the first half of 2020 where experiences will be shared and lessons learnt synthesized. Two SLU team members will attend as well as several UDBS staff.

### 5.1 Training

In this section, we outline the different training activities (or capacity building components) to be covered in the ENGAGE program.
Curriculum Development

After the inception workshop, the curriculum development process will continue from the program members’ two universities. This work will be coordinated through e-communication. The curriculum development phase of ENGAGE will be finalized during the first half of 2016.

The curriculum development process will include:
- drafting of an ENGAGE PhD program syllabus;
- ensuring that the new program fits well within the current UDBS research and teaching portfolios;
- Ensuring the course go through the UDSM approval and accreditation mechanism as per approved laid down UDSM procedures;
- identifying relevant PhD courses currently offered at UDSM and SLU as well as in the partner countries at large, and that the ENGAGE PhD students may wish to consider for their training;
- designing a new UDBS PhD course, to be led the first time by an SLU team member with support from the UDBS team (see below);
- planning three thematic workshops, each to be led the first time by an SLU team member with support from the UDBS team (see below)

Outline of course

- Theme and time frame:
- Target participants:
  - ENGAGE PhD students
  - Other PhD students at UDBS or UDSM at large
  - UDBS Master students
  - Possibly other UDBS staff

- General course design:
  The course will require in total 8 weeks of full time work:
  - 2 weeks immersion of course literature
  - 3 days lectures and seminars to discuss the literature, led by an SLU team member; can be opened up for a wider audience, esp. UDBS staff
  - 4 weeks paper write up (joint grading by SLU and UDBS teams)
  - 3 days follow-up seminar to discuss papers, led by an SLU team member; can be opened up for a wider audience, esp. UDBS staff

Outline of Workshops

- Themes and time frame:
- Workshop 1: ‘Proposal writing and project management’. Will take place during 3-5 days at UDBS in 2016. One SLU team member and one SLU project administrator (with project planning and management expertise) will run the workshop with support from UDBS team members. The workshop will train participants in how to write good research proposals (the ENGAGE PhD students can focus on further developing their PhD projects) as well as in the basics of project planning and management.

- Workshop 2: ‘Scientific writing and leadership’. Will take place during 3-5 days at UDBS in 2017. One SLU team member will run the workshop with support from UDBS team members. The workshop will allow participants to train how to write academic papers such as journal articles as well as develop leadership skills.

- Workshop 3: ‘Proposal writing and scientific writing’. Will take place during 3 days at UDBS in 2018. One SLU team member will run the workshop with support from UDBS team members. Will deepen academic writing skills both in regard to preparing research proposals as well as journal articles. The 3 ENGAGE PhD students, who will be in the end of their PhDs, can focus on Post Doc research applications.

- Target participants:
  - ENGAGE PhD students
  - Other PhD students at UDBS or UDUMS at large
  - Other UDBS staff
  - UDBS Master students

**Recruitment of 3 ENGAGE PhD candidates**

During the first half of 2016, three ENGAGE PhD candidates will be recruited. Two of them will be UDBS staff, while one of them will be externally recruited, from another Tanzanian university or UDUMS department. For internal staff, UDBS has a large catchment of tutorial assistants and assistant lecturers who require PhD training. Currently the School has 8 tutorial assistants and 43 assistant lecturers. The programme will initially be advertised to all staff before June 2015. Details including scientific issues of the programme will be included in the announcement. Staff will be required to submit concept notes which will be screened by both UDBS and SLU teams. Initially interviews with shortlisted candidates will be conducted by the UDBS team members with the SLU team members participating over Skype or another Internet based conference call program, after which the shortlisted candidates will be required to present their concept notes in a workshop to be organized jointly by UDBS and SLU teams during the second half of 2015. ENGAGE will strive for a gender balanced recruitment of candidates (at least one woman and one man), as well as consider the age of the applicants and aim to recruit candidates that are relatively young and thereby have a long career ahead of them. Similar advertisement to recruit candidates from outside UDBS will be made. The country boasts 26 universities (10 public and 16 private) and 15 colleges (4 public and 11 private). Almost in all Universities, less that 30% of the members of staff have PhDs in their respective fields. In addition, Tanzania has many emerging universities which lack capacity. UDBS is expecting to take a leading role in enhancing its own research capacity and in pioneering the research capacity for the emerging universities
and other institutions of higher learning. External candidates will go through the same process as for internal UDBS staff.

**4 year PhD program, 2016 - 2019**

The ENGAGE PhD program will run over 4 years full time, starting in August/September 2016 and with the PhD candidates graduating latest in August/September 2020. To strengthen UDBS research and teaching capacity the ENGAGE programme would like to pilot the double degree scheme with one candidate. One candidate will register at SLU in late 2015 or early 2016 and will spend one academic year at SLU. The candidate will then come back to register for PhD programme at the UDSM for 3 years. The candidate will register at UDSM anytime he meets the UDSM registration requirements. The other 2 candidates will register at UDSM but will get opportunities to visit SLU for 3 months each year for international exposure, supervision and opportunity to access a wider pool of literature. The 3 candidates will receive their PhD degrees from UDSM and one candidate will receive double degree. Therefore one candidate will spend 9 months at SLU during 2015/2016, 3 months in 2017/2018, and 3 months in 2019. The 2 candidates will spend 3 months in 2016, 3 months in 2017, 3 months in 2018/2019. During their time in Tanzania, they will also carry out their fieldwork and participate in the course and the three workshops hosted by the ENGAGE program. The PhD candidates will defend their theses at UDBS and it has been budgeted for inviting expert discussants to their defenses. By aiming for the PhD candidates to receive their degrees by August/September 2020, we have accommodated possible delays caused by e.g. parental or sick leave, teaching, etc. During the last year candidates will be encouraged to plan for their continued careers, apply for Post Doc funding, etc. with support from the senior ENGAGE team members.

To facilitate timely completion of PhD studies candidates will be encouraged to present papers at international conferences through co-authorship with the candidates, at least once each year. Both SLU and UDBS have networks that organize conferences each year. For example UDBS is well linked to ORSEA and the International Academy of African Business and Development (IAABD) which host annual international conferences.

**Exchange of personnel**

Another important component of the ENGAGE program is the exchange of personnel between UDBS and SLU beyond the PhD program component. Two UDBS staff will visit SLU each year. In 2015 and 2019, they will stay for one week and in 2016-2018, they will stay for two weeks. During their time at SLU, they will e.g. engage in joint research project applications, joint PhD supervision, participate in pedagogic / teaching courses and research seminars offered to SLU staff, write up of joint or individual articles, discuss SLU course curricula, teach in SLU courses, etc. Also, to the extent the UDBS staff are supervisors of the ENGAGE PhD candidates, their visits should be coordinated so that they also can combine their visit to SLU with meeting their PhD candidates when they are there.
Joint publications
Publications will result from the doctoral research training according to the SLU rules; a thesis comprises a minimum of three peer-reviewed papers. Based on the focus, rice value chains, horticultural crops or cassava value chains, peer reviewed papers, case studies, policy briefs, and 5 popular science articles will be published. Media briefs as well as other locally adapted sources of communication will also be utilized. The doctoral students will be the lead authors with the UDBS and SLU partners as co-authors based on standard publication rules. Also, both UDBS and SLU staff will strive to publish joint articles in international refereed journals. UDBS staff expects to learn a lot from SLU through this collaboration.

Joint funding proposals
Funding from various calls will jointly be applied for research projects (both for new PhD candidates, post doc projects and joint research projects between the ENGAGE senior researchers/team members) as well as for securing funding that can help run ENGAGE after the 5 year program time. Specific calls from national and international agencies will be actively solicited.

5.2 The research environment

UDBS
The main theme of the UDBS research agenda is “Entrepreneurship, Private Sector, and Sustainable Development”. From this theme the School has been active in evolving many sub-themes, including entrepreneurship and small business development; internationalization; agribusiness and sustainable development; the informal sector and inclusive development; tourism and sustainable development; the public sector; resource management; and financial services.

The University of Dar es Salaam and UDBS has a very conducive environment for research. UDBS has a pool of well-trained academic and research staff with about 1 full professor and 4 associate professors and several PhD holders with experience in research and training. The university subscribes to some journals, for instance those under Emerald. Additionally there is a library which caters for all students at the university. Various units have small libraries to serve for subject specific requirements. UDBS has one such library with resources that are more customized to meet business related resource requirements. There are well furnished classrooms for both undergraduate and postgraduate students as well as PhD rooms with internet ready environment for undertaking research. Instructors and researchers have well-furnished offices which are also Internet ready and access to Internet via WiFi and other guided media.

Nevertheless, PhD supervision capacity is still limited. With 51 of its staff having no PhD degrees, the School faces a major challenge, which require support from outside the School, hence this proposed programme.

SLU

SLU’s vision is to be a world class university. In 2014 SLU was ranked no. 24 on the Times Higher Education (THE) ranking list of the world’s 100 best “young” universities (i.e young as not older than 50 years). That also makes SLU the top Swedish university on the list. The Division for Rural Development at the Department of Urban and Rural Development, provides education and research on rural development. The field of rural development studies spans a range of academic fields, mainly within the social sciences. Key research fields relate to: rural policy, land use, social and economic relations, gender relations, nutrition, agricultural value chains, and rural entrepreneurship. The Division carries the main responsibility for the professional undergraduate ‘Agriculture – Rural Development Program’, for the international masters programs in ‘Rural Development and Natural Resource Management’; and for the PhD program in ‘Rural Development’. Besides these programs, the Department offers several other first, second and third tier programs and courses in the subject areas of Agrarian and Rural History, Environmental Communication and Landscape Architecture. Also, the Department hosts the Sida Helpdesk for Environment and Climate Change, the Swedish Centre for Nature Interpretation, and the Forum on EIA and Environmental Assessment. To further the collaboration between the different research subjects in their work with Global South issues, the Department has established the interdisciplinary SOL Development Platform. The Department also has several Linnaeus-Palme projects for collaboration in teaching with universities in the Global South.

The Department of Economics at SLU contains different research units, with the unit on Entrepreneurship and Management being part of the proposed research training program. The research area is in Business Administration. The unit mainly studies rural entrepreneurship and the research often has a practical application since relevance is given high priority. With the contribution from various branches of economics and management, the research in the entrepreneurship and management research group is able to embrace multiple areas, ranging from rural entrepreneurship, innovation, managerial decision-making and behavior, economic organization, cost of production, financial decisions, as well as structural aspects of small businesses. The entrepreneurship and management research integrates different specializations so as to effectively address the social, economic, managerial, environmental, institutional and policy challenges affecting rural businesses. The Department of Economics offers two master programs in ‘Environmental Economics and Business Administration’ and ‘Agricultural Economics and Business Administration’.

5.3 The available and required infrastructure

5.3.1 Expensive equipment

No expensive equipment is anticipated to be procured within the ENGAGE program except for the purchasing of laptops and computer software for each ENGAGE PhD candidate.

5.3.2 Handling of equipment within university regulations
All equipment acquired through the program will be owned by the university but used for the purpose of the program during its life cycle.

5.4 Academic Networks available

The University of Dar es Salaam and UDBS is networked through Operations Research Society for East Africa (ORSEA) a regional association that brings together Universities in East Africa. We have been working with other universities in various capacities (see for instance ESEFA project, UCT and others in Africa). The School also a member of several other professional associations such as the Association of African Business Schools and Global Business School Network (AABS). We have academic/research links with Columbia Business School (USA), Clemson University (USA), University of Stavanger (Norway), Molde University College (Norway), Umea Business School (Sweden), University of Gothenburg (Sweden), Economics Department (Sweden), Jönköping International Business School (Sweden), Royal Institute of Technology (Sweden), University of Balearic Islands (Spain), Chalmers University of Technology (Sweden), Tampere University of Applied Sciences (Finland), University of Twente (The Netherlands), Kofi Annan Business School (The Netherlands), Glamorgan University (UK), Arab Academy for Science, Technology and Maritime Transport, Alexandria (Egypt), Nairobi University Business School (Kenya), Makerere University Business School (Uganda), Copenhagen Business School (Denmark), Roskilde University (Denmark) and Aalborg University (Denmark), Wageningen University (Netherlands) and Sheffield Hallam (the UK). We also collaborate with local institutions such as Sokoine University of Agriculture, The Mzumbe University and Open University of Tanzania.

At SLU the staff involved in the ENGAGE programme can draw on resources from a number of academic networks that we belong to: Lund University (Sweden), Makerere University of Kampala (Uganda), University of Botswana, Botswana Institute for Technical Research and Innovation, University of Namibia, Stellenbosch University, University of Kwa-Zulu Natal, University of Bamende (Cameroon), University of Ibadan (Nigeria), CGIAR centers, especially IFPRI and IITA, but also AfricaRice, IRRI and CIFOR, Worldfish, CIFOR, Bioversity, Africa Rise, CGIAR Gender and Agriculture Research Network.

Through the two international and interdisciplinary research programmes Afrint and CATISA, SLU staff are also collaborating with: Institute of Statistical, Social and Economic Research (ISSER), Legon-Accra and University of Ghana, Legon-Accra (Ghana), Ethiopian Economic Association, Addis Ababa (Ethiopia), University of Nairobi, Nairobi, and Kenyatta University, Nairobi (Kenya), University of Malawi, Zomba (Malawi), EconPolicy Research Group, Ltd., Maputo (Mozambique), Nigerian Institute for Social and Economic Research (NISER), Ibadan (Nigeria), Sokoine University of Agriculture, Morogoro (Tanzania), Makerere University, Kampala (Uganda), University of Zambia, Lusaka, University of Zambia, Lusaka (Zambia).

Through several other research projects SLU staff are also well networked with the Nordic Africa Institute, Rural and Agrarian Cluster (Sweden), Gulu University, Department of Rural Development and Agribusiness (Uganda) Makerere University, College of Agricultural and Environmental Sciences (Uganda), Uganda Christian University, Faculty of Social Sciences (Uganda), Sokoine University of Agricultural Sciences, Faculty of Forestry and Nature Conservation (Tanzania).
The SLU researchers are also well-connected to academic and development environments in the EU and beyond, The Leverhulme Centre for Integrative Research on Agriculture and Health; the European Forum for Agricultural Research (EFARD), The Platform for African European Partnership on Agricultural Research for Development (PAEPARD); Technical Centre for Agricultural and Rural Cooperation ACP-EU (CTA); University of East Anglia; University of Southampton, The International Science Programme (ISP-Sweden), The African Women in Agriculture Research and Development (AWARD), Regional Initiatives (ANAFE, RUFORUM, FARA, GFAR) and very strong ties with scientists at Michigan State University, Cornell University, Making Markets Matter Inc (MMInc) and the Association of African Agricultural Professionals in the Diaspora (AAAPD). Furthermore, the SLU staff have engagements – exchanging PhD students and performing research – with Robert Gordon University in Aberdeen (UK) and Aarhus University (Denmark), and are part of EMBLA: a virtual center of excellence for feminist research on entrepreneurship, together with Jönköping University, Linköping University and Stockholm University (Sweden).

5.5 Staff Mobility and Retention Issues

To date there has been limited movement of staff from UDSM. The ENGAGE program offers an important opportunity for the ENGAGE PhD candidates as well as for more senior UDBS staff to spend time at SLU. The working conditions at UDSM have been improving over time which has encouraged staff retention within the University and this programme intends to contribute to staff retention.

6. Contribution and responsibilities of each partner

<table>
<thead>
<tr>
<th>Activity</th>
<th>UDBS</th>
<th>SLU</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inception workshop</td>
<td>• To host the workshop in Dar es Salaam</td>
<td>• To prepare for and attend the workshop</td>
</tr>
<tr>
<td></td>
<td>• To take care of local logistics</td>
<td>• To actively facilitate, document</td>
</tr>
<tr>
<td></td>
<td>• To prepare for and attend the workshop</td>
<td></td>
</tr>
<tr>
<td>Curriculum development</td>
<td>• Joint drafting of the ENGAGE PhD program syllabus</td>
<td>• Joint drafting of the ENGAGE PhD program syllabus</td>
</tr>
<tr>
<td></td>
<td>• Ensure that the new PhD program fits well within the current UDBS research and teaching portfolios</td>
<td>• Identifying relevant PhD courses currently offered at SLU or at other universities in Sweden that the ENGAGE PhD students may wish to consider for their training;</td>
</tr>
<tr>
<td></td>
<td>• Ensure that the PhD program meets UDSM requirements and regulations and get approved</td>
<td>• Leading the design of one new UDBS PhD course, to be led the first time by an SLU team member with support from the UDBS team</td>
</tr>
<tr>
<td></td>
<td>• Identifying relevant PhD courses currently offered at UDSM or at other universities in Tanzania that the ENGAGE PhD students may wish to consider for their training;</td>
<td>• Leading the planning of three thematic workshops, each to be led the first time by an SLU team member with support from the UDBS team</td>
</tr>
<tr>
<td></td>
<td>• Providing input to the design of one new UDBS PhD course, to be led the first time by an SLU team member with support from the UDBS team</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Ensure approval of the courses through</td>
<td></td>
</tr>
<tr>
<td>Category</td>
<td>Tasks</td>
<td></td>
</tr>
<tr>
<td>--------------------------</td>
<td>------------------------------------------------------------------------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>the UDSM approval mechanisms;</td>
<td>• Providing input to the planning of three thematic workshops, each to be led the first time by an SLU team member with support from the UDBS team</td>
<td></td>
</tr>
<tr>
<td>Recruitment of 3 PhD candidates</td>
<td>• Joint agreement on recruitment criteria, in line with the UDSM admission criteria&lt;br&gt;• Joint drafting of the advertisement text for the PhD positions&lt;br&gt;• Ensure that the recruitment criteria and advertisement text follows UDSM requirements and regulations&lt;br&gt;• Advertising the positions&lt;br&gt;• Joint review of applications and shortlisting of candidates&lt;br&gt;• Jointly carry out interviews with shortlisted candidates (in person)&lt;br&gt;• Jointly organize a workshop for presentation of research proposals/concept by PhD candidates.&lt;br&gt;• Jointly agree on which 3 candidates to be recruited&lt;br&gt;• Preparing and signing contracts with the recruited candidates according to UDSM regulations</td>
<td></td>
</tr>
<tr>
<td>PhD Supervision</td>
<td>• Responsible for 1/2 of the supervision of each PhD candidate (esp. when in Tanzania)&lt;br&gt;• Together with SLU and the PhD candidates agree on topic, an individual work plan for each of the candidates to ensure that the PhD projects are carried out in a timely manner, as well as follow up and revise these on an annual basis&lt;br&gt;• To host PhD candidates while in Tanzania&lt;br&gt;• To arrange at least one of three PhD seminars (10%, 50%, 90%) for each PhD candidate and recruit a discusant for each of the hosted seminars&lt;br&gt;• To manage part of the PhD budget (e.g. for fieldwork and for consumables such as literature, as well as for thesis printing and PhD defense) when the students are in Tanzania&lt;br&gt;• Ensure candidates present papers at conferences through co-authorship with the candidates&lt;br&gt;• To print PhD theses&lt;br&gt;• To prepare and host the PhD defenses</td>
<td></td>
</tr>
<tr>
<td>4 capacity building</td>
<td>• To advertise the workshops at UDSM&lt;br&gt;• Jointly discuss recruitment criteria&lt;br&gt;• To lead the workshops</td>
<td></td>
</tr>
<tr>
<td>workshops</td>
<td>1 PhD course</td>
<td>Staff exchange</td>
</tr>
<tr>
<td>-----------</td>
<td>-------------</td>
<td>---------------</td>
</tr>
</tbody>
</table>
| • To recruit participants  
• To take care of workshop logistics (to secure venue for the workshops etc.)  
• To provide necessary support to the SLU staff leading the workshops  
• To jointly prepare workshop reports | • To advertise the course at UDSM  
• Jointly discuss recruitment criteria  
• To recruit participants  
• To take care of course logistics (secure venue for the course etc.)  
• To provide necessary support to the SLU staff leading the course  
• To jointly grade the course papers  
• To jointly prepare a course report | • To jointly agree on a program for each visit  
• To host two UDBS staff for shorter time periods  
• To jointly agree on a program for each visit | • Take part in research proposal writing  
• To submit the proposal for funding when applicable (depending on funding source)  
• Take part in research proposal writing  
• To submit the proposal for funding when applicable (depending on funding source) |

See enclosure 3 for a more detailed overview of the division of labor

7. Management

7.1 Administrative resources available
The UDBS is a unit under the University of Dar es salaam. The School has a well established management with four departments which are Accounting, finance, General management, and Marketing. Also the school has seven units under the office of the Dean, Research and Publications, Postgraduate studies, undergraduate studies, Management and development Consultancy Bureau (MDCB), Career Counseling Centre, Advancement and Resource Mobilization and Planning and Finance. As shown there is a well structured administration to handle training and research – research and publication, postgraduate studies and MDCB. The issues of finance and planning are under the planning and finance. All these section are well resourced with qualified manpower.

7.2 Management of career opportunities for participating researchers and research students
To a large extent researchers shall involve senior member of academic staff working together with junior staff as assistant researches. PhD and Masters candidates shall be recruited from among assistant lecturers and tutorial assistants from the university of Dar es salaam and others like Sokoine university, Mzumbe university and university of Dodoma to mention a few. These are expected to remain teaching in their respective universities.
## 7.3 Risks

<table>
<thead>
<tr>
<th>Internal Risks</th>
<th>Actions for mitigation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Delays in recruitment of PhD candidates due to no suitable candidates, gender aspect (in the ENGAGE program we expect participation of at least one man and one woman PhD candidate in order to contribute to gender equal research training)</td>
<td>The ENGAGE program includes a reasonable timeframe for recruitment. Furthermore, ENGAGE will during the recruitment process identify and encourage both women and men junior staff and/or recent Master students at UDBS, or other Tanzanian universities to apply. UDBS &amp; SLU responsible.</td>
</tr>
<tr>
<td>2 Delays in recruitment of PhD candidates due to no suitable candidates age aspect (in the ENGAGE program we expect participation of younger PhD candidates in order to develop research capacity at UDBS, UDSM for a long time)</td>
<td>The ENGAGE program includes a reasonable timeframe for recruitment. Furthermore, ENGAGE will during the recruitment process identify and encourage younger junior staff and/or recent Master students at UDBS, or other Tanzanian universities to apply. UDBS &amp; SLU responsible.</td>
</tr>
<tr>
<td>3 PhD candidates having trouble collecting the necessary data</td>
<td>The ENGAGE supervisors provide necessary support or help them redesign their PhD projects according to need. UDBS &amp; SLU responsible.</td>
</tr>
<tr>
<td>4 PhD candidates not completing the PhD program syllabus in three years due to e.g. illness, parental leave or due to that they are constrained by teaching at UDBS, or elsewhere.</td>
<td>The ENGAGE program is planned for one more year than the actual PhD training and syllabus (second half of 2016 to second half of 2019), in order for PhD students to complete their degrees within the full program time (first half of 2020 the latest).</td>
</tr>
<tr>
<td>5 PhD candidates not completing the ENGAGE PhD program syllabus</td>
<td>In order to prevent PhD candidates from not completing the program, ENGAGE includes a well-planned syllabus and a team of committed supervisors for each PhD (including UDBS and SLU staff) with sufficient time for supervision. At the 50% control, an assessment will be made on the candidates true potential and plans adjusted accordingly. Should PhD candidates indicate a wish to not complete, the reasons should be studied and appropriate measures suggested and actions taken.</td>
</tr>
<tr>
<td>6 Poor retention rate of researchers after completed PhD training and degree</td>
<td>The ENGAGE program will contribute to creating an attractive research milieu at UDBS, which can help retain research capacity.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>External risks</th>
<th>Actions for mitigation</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>No availability of vacancies or unconducive recruitment policies at the various universities in Tanzania (applicable for the externally recruited PhD candidate)</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>8</td>
<td>Highly changed working conditions at UDBS or at SLU due to new policies or budget cuts from national governments, etc.</td>
</tr>
</tbody>
</table>

8. **Operational Issues**

8.1 **Degree Awarding University**

The PhD degrees shall be obtained from the University of Dar es Salaam. However, during the inception workshop the possibility of offering a double degree will be explored since the modalities from SLU in regard to that could not be concluded at the program application stage.

8.2 **Governance**

8.2.1 **Procedure for selecting and recruitment of PhD candidates**

The University of Dar es Salaam admission criteria shall be followed in recruiting candidates to the ENGAGE PhD Program. However, to the extent it is possible, more specific recruitment criteria will be agreed on jointly by the UDBS and SLU team members. Additionally, for the candidates applying under this component, priority shall be given to those who are employees from the universities in Tanzania. Also, there is a wish to recruit at least one woman and one man, as well as candidates that are younger. Prior to selection, the candidates shall be required to present a synopsis of what they expect to undertake –the concept note. The selection of candidates will be jointly undertaken by UDBS and SLU team members, where a group of highly qualified candidates first will be shortlisted and then interviewed.

8.3 **Quality Assurance**

Both The University of Dar es Salaam and SLU have a well-established Quality Assurance Bureau (QAB) for education. The bureau has a role of monitoring teaching, research and related activities in the university. Programs involving teaching are monitored each semester and reports are shared across the university. QAB shall monitor the quality of the entire ENGAGE program. UDSM will also be responsible for the quality of the PhD theses with input from SLU.

8.4 **Time perspective and sustainability plan**
The ENGAGE program shall last for five (5) years, commencing in the second half of 2015 and ending after the first half of 2020. The PhD candidates are supposed to graduate by the second half of 2019 and no later than by the end of the entire program. For sustainability of the program activities, researchers from SLU and UDBS shall write fundable proposals to seek funds from other sources. Also, the enhanced research and teaching capacity at UDBS thanks to the ENGAGE program will contribute to qualified staff that can continue to run the PhD program.

8.5 Short and long term financial strategy

UDBS has been expanding its infrastructural base as well as its training capacity in order to meet its immediate and long term financial requirements. Additionally, the School has been strengthening its research and consultancy through R& P and MDCB respectively. The School shall benefit from enhanced research and consultancies which add to the financial sources. Also, since the ENGAGE team members will apply for new funds, these will, if secured, contribute to meeting financial requirements to ensure the sustainability of the ENGAGE program activities after the end of the program in 2020.

8.6 Monitoring and evaluation

8.6.1 The overall university coordination office is responsible

The research and training activities shall be implemented under the coordination of the UDBS research and publication unit which reports to the university management.

8.6.2 The individual programs should briefly outline…

The progress shall be reported for each activity as well after every six months. There shall be annual reports to cover all activities undertaken in a particular year.

9. Organization of the personnel welfare of exchange staff/sandwich PhD candidates

- UDBS shall assist SLU team members to acquire safe and reasonable accommodation within or outside the University campus. Necessary arrangements shall be made to ensure that visas are obtained for the visiting team members.
- The School shall provide rooms for visiting team members to facilitate program activities.
- SLU shall assist UDBS researchers and PhD candidates to acquire safe and reasonable accommodation in Uppsala during their visits. SLU will also provide appropriate invitation letters and documentation to facilitate the visa application process.
- SLU will provide office space for UDBS researchers and PhD candidates during their visits.
- The payment of allowances to PhD candidates will be made through ISP.
- The payment of allowances and per diems to ENGAGE team members when they are visiting the partner university will be taken care of by their respective universities according to their regulations.
10. Ethical Considerations

In undertaking the research activities, the PhD candidates shall abide into ethical issues as defined by the UDSM and SLU research guidelines. Additionally the PhD supervisors shall ensure that the three PhD research projects are undertaken following appropriate research procedures stipulated by the university. Before collecting data, research proposals shall be presented at UDBS and SLU for scrutiny and input from other scholars. This entails obtaining institutional support and approval. At this level the proposal must show how participants are going to be recruited and treated to obtain the data. The proposal and thus interviews shall seek to ensure that respondents are informed before they take part in the project. Individuals taking part in the research process shall not be forced to do so and the findings shall respect individual autonomy. As much as possible the information obtained shall be treated with anonymity and confidentiality.

11. References


Bass, S., J. Sara, Y. Scherr, Renard, Y. and Shame, S. (2009), New Directions for Integrating Environment and Development in East Africa: Key findings from consultations with stakeholders in: Ethiopia, Kenya, Tanzania, and Uganda; Ecoagriculture Discussion Paper Number 3


Quisumbing, A. et al. (2013). Closing the gender asset gap: Learning from value chain development in Africa and Asia. The UN Foundation Trust


URT (2010), National Strategy for Growth and Reduction of Poverty II: NSGRP II

[https://openknowledge.worldbank.org/handle/10986/18247](https://openknowledge.worldbank.org/handle/10986/18247) License: CC BY 3.0 IGO.”

### 12. Intellectual Property Rights (IPR) and patent issues
(All the questions on IPR were addressed to the best knowledge of the team.)

<table>
<thead>
<tr>
<th>Issues to be addressed and agreed upon</th>
<th>Yes</th>
<th>No</th>
<th>Comments, Status and follow-up plans (deadline dates for when issue is agreed upon)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Are all key members of the partnership aware of/conversant with the IPR regulations of <strong>target country</strong>?</td>
<td>Yes</td>
<td></td>
<td>The members of University of Dar-es-Salaam and SLU are aware (October 29th 2014)</td>
</tr>
<tr>
<td>Are all key members of the partnership aware of/conversant with IPR related policies of the <strong>target university</strong>?</td>
<td>Yes</td>
<td></td>
<td>The members of University of Dar-es-Salaam and SLU are aware (October 29th 2014)</td>
</tr>
<tr>
<td>Are all key members of the partnership aware of/conversant with IPR regulations of <strong>Sweden</strong>?</td>
<td>Yes</td>
<td></td>
<td>The members of University of Dar-es-Salaam and SLU are aware (October 29th 2014)</td>
</tr>
<tr>
<td>Are all key members of the partnership aware of/conversant with IPR related policies of the <strong>Swedish partner university</strong>?</td>
<td>Yes</td>
<td></td>
<td>The members of UDSM and SLU are aware (October 29th 2014)</td>
</tr>
<tr>
<td>Has the question of ensuring the protection of research findings and results obtained as part of the partnership been discussed by the partnership?</td>
<td>No</td>
<td></td>
<td>We are under discussion in relation to how the findings and results to be obtained will be protected (September 2015)</td>
</tr>
<tr>
<td>Has the question of coverage of costs related to IPR activities during the lifetime of the program and after the end of the program been discussed by the partnership?</td>
<td>No</td>
<td></td>
<td>The partners plan to discuss and agree on this (September 2015)</td>
</tr>
<tr>
<td>Have the questions of “<strong>background ownership</strong>” (i.e. IPR ownership prior to the current partnership) been discussed by the partnership?</td>
<td>No</td>
<td></td>
<td>The partners plan to discuss and agree on this (September 2015)</td>
</tr>
<tr>
<td>Have the questions of “<strong>foreground ownership</strong>” (i.e. IPR ownership as a direct consequence of the current partnership) been discussed by the partnership?</td>
<td>No</td>
<td></td>
<td>There are plans to discuss this matter before the inception of the project (September 2015)</td>
</tr>
<tr>
<td>Has a decision been made on the policy of <strong>dissemination</strong> of research findings and results that come out of the partnership?</td>
<td>No</td>
<td></td>
<td>This issue is under discussion to be finalized during inception workshop (September 2015)</td>
</tr>
<tr>
<td>Has a decision been made by the partnership on the <strong>exploitation</strong> of results (products or services)?</td>
<td>No</td>
<td></td>
<td>This issue is still under discussion (Aug 20, 2014)</td>
</tr>
<tr>
<td>Is there legal assistance in the Target Country to assist the partnership in IPR issues (including potential patents)?</td>
<td>Yes</td>
<td></td>
<td>There is a fully fledged legal department at UDSM that advises on all legal issues.</td>
</tr>
<tr>
<td>Is there legal assistance available at the Swedish partner university to assist the partnership in IPR issues (including patents)?</td>
<td>Yes</td>
<td></td>
<td>Yes, there is legal assistance available from SLU</td>
</tr>
<tr>
<td>Is there a plan to <strong>develop capacity</strong> for IPR issues within the partnership?</td>
<td>No</td>
<td></td>
<td>There are plans to discuss this in the workshops on scientific writing as well as proposal writing in the project (September 2015)</td>
</tr>
<tr>
<td>Other IPR and patent issues not addressed above</td>
<td>No</td>
<td></td>
<td>All IPR issues have been exhaustively covered (March 2015)</td>
</tr>
</tbody>
</table>
**Enclosure 2 (Results Matrix)**

**Enclosure 2:** Results matrix showing the expected outcomes and outputs

<table>
<thead>
<tr>
<th>Outputs</th>
<th>Outcomes</th>
<th>Performance Indicator of Outcome</th>
<th>Baseline</th>
<th>Data Source</th>
<th>Method of collecting data</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Specific Objective 1: To contribute to broad-based agricultural growth and inclusive poverty reduction through knowledge creation in regard to gender and agribusiness entrepreneurship</th>
</tr>
</thead>
</table>

| PhD Curriculum developed | 1.1 A well-designed and relevant PhD programme in accordance with the UDBS research and teaching portfolio | Attractive curriculum attracting high number of highly qualified and motivated individuals to apply for the programme | 2015 | In country, UDBS, SLU Workshop - course reports, List of Workshop - course participants - Data base |
| Gender in Agribusiness entrepreneurship course developed | 1.2 A new course designed specifically for doctoral studies in gender and entrepreneurship | Well trained staff and delivering quality courses, including supervision in accordance with the Quality Assurance Boards | | |
| Thematic workshops on Proposal Writing & Project Management delivered | 1.3 Strengthened and basic skills developed in doctoral proposal writing, how to manage a | Well trained doctoral candidates capable of producing | | |
| Thematic Workshops on Scientific Writing and Leadership delivered | Proposal Writing and Scientific Writing delivered | | | |
| Research activity | | | | Literature immersion, seminars, workshops, think tank retreats of the ENGAGE team |
Assumptions for Specific Objective 1:    i. There shall be funds granted to undertake the ENGAGE programme. ii. There shall be a varied and ample base of candidates at PhD and Master’s level to undertake their studies in the proposed subject area and courses. iii. Time to engage in the literature immersion; availability of the tools and resources

<table>
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Specific Objective 2:  Capacity Building to increase doctoral level trained experts in the
| 3PhD’s trained in the process of research education | 1.1 Increased capacity and expertise in training and research area of gender and agribusiness entrepreneurship | 3 PhD’s completed and defended with pass results | 2015 UDBS and SLU annual reports Journals Published reports | UDBS and SLU research and publication office UDBS and SLU Postgraduate office List of publications |
| Doctoral candidates specialised in gender and agribusiness entrepreneurship | 1.2 Completed number of students in workshops and courses on specific topics related to training of doctoral students | At least 9 peer-reviewed journal articles published with doctoral students as lead authors Students applying for IFS grants in relation to their doctoral studies | | |
| UDSB staff exchange SLU staff exchange | 1.3 Increased competence and capability to conduct research, to teach and consult in agribusiness | At least one or more identified areas of research cooperation for joint funding Staff exchanges implemented and completed | | |

**Assumptions for Specific Objective 2:** (a) There shall be adequate funds to undertake the activities; (b) There shall be candidates in the doctoral programme to undertaking their studies in the area; (c) there shall be guidance and supervision of the doctoral students to undertake their studies well and to write proposals for submission to IFS (d) There shall be interest to undertake staff exchange from the partner universities, iv the ENGAGE partners will be willing to writing
joint proposals
Enclosure 3: Responsibilities and division of labour

University of Dar-es-Salaam Business School (UDBS)

The University of Dar-es-Salaam Business School (UDBS) is the lead institution and will coordinate the action. It will identify and recruit the students (PhD) in close collaboration with SLU as explained above. Swedish partners at the Swedish University of Agricultural Sciences will provide backstopping, PhD seminars, supervision of students and the process of research doctoral education.

UDBS will provide lecture space, library space, and computer rooms for the entire program while in Tanzania. All available existing materials relevant for the development and implementation of the PhD courses will be made available to the other departments at UDBS. For teaching and research, the collaborating institution in Sweden (SLU) and Tanzania (UDBS) will employ the services of its senior academic staff as stipulated below.

Prof. Lettice Rutashobya, Shall be involved in research, supervision and training on Value chain analysis particularly on issues related to inclusive business strategies that could create value to rural and urban poor. She will also focus on how to enhance gender in agribusiness entrepreneurship as a research subject. Additionally, she will co-orchestrate the thematic workshops and courses together with SLU. She will facilitate the PhD seminars in Dar es Salaam. Prof. Rutashobya shall also provide the service of quality vetting in this program with regard to the quality of the research, supervision and reporting.

Dr. Tumsifu Elly research and supervision focus is in the area of agronomic-market practices particularly in assessing the conditions under which landscape labeling and certification influence the position and roles of various value chain actors, as well as the their overall impact of smallholder farmer’s inclusion and/or exclusion in the value chain. Elly, will also look at issues related to business values of the landscape and certification as agronomic-market practices under local as well as global agro-value chains.

Winnie Nguni research focus is on value chain governance, exclusion and inclusion factors and shall provide expertise in the global agricultural value chains structure and frameworks in relation to the Tanzanian’ smallholder farmers position, and role.

Swedish University of Agricultural Sciences

As Team Leader at SLU, Dr. Linley Chiwona-Karltun will be responsible for leading and coordinating the role and duties of SLU and its responsibilities in the ENGAGE programme. Additionally, she will be involved in the curriculum, course development, teaching and supervision of the doctoral students on the program. Linley will contribute to research expertise in cassava value chains, smallholder farmers and gender agropreneurship.

Associate Professor Katarina Pettersson will participate in curriculum development, thematic workshop, course teaching as well as student supervision. Her expert research field includes exploring and understanding the conditions under which certification practices influence the positions, roles of various value chains actors in relation to gender, rural entrepreneurship,
smallholder farmer’s inclusion and exclusion in the chain; as well as looking at policy incentives that have potential to accelerate agronomic-market practices and enhance the economic wellbeing of small scale farmers.

**Associate Professor Johan Gaddefors** will make a contribution towards the understanding of the type of market relationship and coordination patterns, and how information flows and farmers upgrade in value chain. Johan will participate in data collection, planning, designing and evaluation of overall value chain governance and its influence on small-scale farmer’s involvement in agriculture value chain. He will also be involved teaching and the supervision of the students on the program, as well as provide data for guiding policy briefs.

**Dr. Johanna Bergman Lodin** will be involved developing the curriculum, thematic workshops courses and supervision of students. Her field of expertise is in exploring the gender aspects of value chain governance studies and the role gender plays in agriculture value chain.

**Dr. Opira Otto** will be involved in assessing the conditions under which landscape labeling influence the position and roles of various value chain actors, as well as the overall impact of smallholder farmer’s inclusion and/or exclusion in the value chain. Opira will participate in data collection, planning, designing and evaluation of overall value chain governance and its influence on small-scale farmer’s involvement in agriculture value chain. He will also be involved in teaching, as well as provide data for guiding policy briefs and will lead the drafting of the policy briefs.
Enclosure 4 (Curriculum Vitae)

Prof. Lettice K. Rutashobya

1. Higher education degree(s) (year, subject area)

   M.A. (Business Administration/Management) - University of Dar Es Salaam, 1978:

   B.A. (Business Administration/Commerce) - University of Dar Es Salaam, 1976.


2. Doctoral degree (year, discipline/subject area, dissertation title, and supervisor)

   1992- Ph.D – (Business Administration) - University of Dar Es Salaam, Title: Empirical Uses of Retail margin Determinants- supervised via University of Nairobi, Prof. Francis Kibera

3. Postdoctoral work (year and placement)

   1995 (3 months) and 1998 (3 months)- University of Augsburg, Germany

4. Qualifications as research/fellow/associate professor (year)

   Professor

5. Specialist certification or equivalent (year, discipline/subject area)- none

6. Current position, period of appointment, share of time spent in research

   Professor, 2000, 40%

7. Previous positions and periods of appointment (specify type of position)

   Dean, University of Dar es Salaam Business School, 1994-2000

   Director, Postgraduate Studies, 2003-2006

   Associate Professor-1995-2000

   Senior lecturer-1987-1994

   Lecturer-1984-1986

8. Interruptions in research.

   1980s - maternity leave
9. **Individuals who have completed their doctoral degree under your supervision (name, year of PhD thesis defence) or postdoctoral period under your main supervision.**

Prof. Philibert Ndunguru - 2003-chief supervisor

Dr. Mariam Nchimbi - 2004- sole supervisor

Dr. Issack, Allan, 2005- sole supervisor

Dr. Omari Mbura, 2007- chief supervisor

Dr. Julio F. de Sousa - Univ. Of Cape Town-PhD thesis committee 2012

Dr. Daniel Ndyetabula-Aalborg Univ.-PhD thesis committee-2013

Dr. Robert Hinson- Aalborg Univ.-PhD thesis Committee-2014

10. **Pedagogic experience. List 5 most important Master/PhD training courses you have been involved in organising. Specify your role and the year(s)**

MBA evening program- designer and Coordinator of the team-1998

MBA executive program- designer and Coordinator of the team-1999/2000

Entrepreneurship and small business development-1998

11. **Other information of importance to the application**

**Membership to Professional Association**

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

**Other information**

Prof. Rutashobya has wide experience in managing collaborative research programmes. As former Dean of the School between 1994 and 2000, Prof Rutashobya pioneered the research capacity building collaboration with University of Umea, in Sweden in 1997 which has graduated about 16 PhDs in the School. Within the current Sida funded programme which ends in June 2015 Prof. Rutashobya is the Principal Investigator for Agribusiness programme which is being implemented in collaboration with University of Umea School of Business and Economics, and Chalmers University of Technology. Currently also she is coordinating a DANIDA funded programme called SAFIC as a
country coordinator, in collaboration with the Copenhagen Business School (the overall team leader), University of Nairobi, Institute for Development Studies, University of Zambia, Department of geography, and Roskilde University in Denmark. Prof. Rutashoby also founded the University of Dar es Salaam Entrepreneurship Centre (UDEC) in 1999. Her research interest are on gender and entrepreneurship, global value chains in agribusiness, impact of FDIs on business development and growth in developing economies, internationalization, business networking, female entrepreneurship. She is an award winner of several research competitions including those by regional bodies such as CODESRIA, OSREA, UNECA, TRUSAfrica, etc.
Dr. TUMSIFU ELLY
University of Dar es Salaam Business School
Box 35046, Dar es Salaam, Tanzania; Mobile: +255 754 272571 E-mail: elly@udbs.udsm.ac.tz

1. Higher education degree
2006-2008 Licentiate of Philosophy (Business Administration) Umeå University Sweden
2000-2002 MIS- University of Dar es Salaam
1995-1999 BSc Animal Science -Sokoine University of Agriculture

2. Doctoral degree
2011 Ph.D (Business Administration) - Firm Competitive Advantage
Supervisors: Profs. Margareta Paulsson, & Håkan Boter, Umeå School of Business, Umeå University and Drs Ulingeta Mbamba & Donath Olomi

3. Postdoctoral work

4. Qualifications as associate professor

5. Specialist certification or equivalent

6. Current Position
- Senior Lecturer- since 2014 – time for research is 40% of the working time, teaching 60%

7. Previous Positions
- Lecturer – 2008-2014
- Assistant Lecturer- 2003-2008
- Academic Staff - Sokoine university of Agriculture 2000-2003

8. Interruptions in research

9. Individuals who have completed their doctoral degree under your supervision

10. Pedagogic Experience

- ESEFA project coordinator – a project which aims to develop an Enterprise Systems (ES) education platform, curriculum and community for Sub-Saharan Africa in partnership between the University of Cape Town’s (UCT) Information Systems department, the Otto-von-Guericke University Magdeburg (OvGU) in Germany and market leader SAP (AG) with its SAP University Alliances program.
• Coordinator Career counselling Center- UDBS since 2013 to date

• Preparation of the UDBS PhD by Course work- handling the management science discipline 2013-2014
• PhD course in Qualitative Methods for the University of Dar es Salaam PhD candidates- 2013 and 2014, Organizing the course and training (as a facilitator)
• Teaching Management information systems – For Master students 2003 – to date
• Teaching Information Technology and Business Computing – For Master students 2003 – to date
• Teaching Information Technology development – For Postgraduate students 2005 – to date
• Teaching Research Methodology Course for PSTPB professional Qualifications- 2012 to date

11. Other information

Elly has been involved in various research and consultancy activities including; Landscape Labeling in Mbeya: Advancing an Agroecological Market Innovation - with EcoAgriculture Partners (EcoAgriculture), the Environmental Resources Management Center for Sustainable Development (ERMCS) and Cornel University. Also he was part of a team researching on tourism-Agriculture Linkages for Sustainable Development. A research under the Building Stronger University in Developing Countries-Growth and Employment Platform, DANIDA funded project USD$30,262 (DKK 166,366). Dr Elly was a lead researcher in a project on Internationalization process of firms in Africa: A critical analysis of manufacturing sector in Tanzania under Danida/UDBS. As a researcher and a consultant I was involved in Planning for Integrated Development of Conservation-Friendly and Climate Resilient Agricultural Landscapes to support Kilimo Kwanza in the Mbeya Region in Tanzania. With EcoAgriculture Partners (EcoAgriculture) and the Environmental Resources Management Center for Sustainable Development (ERMCS). Aslo have been involved in Information-gathering, analysis, multi-stakeholder consensus building, and planning to develop a “green growth” program and investment framework for the SAGCOT region (EcoAgriculture Partners- USA)/ Environmental Resources Management Center for Sustainable Development (ERMCSD KENYA) US$ 15,000.
Winnie Nguni  
University of Dar es Salaam Business School  
Box 35046, Mobile: +255 759 156 426  E-mail: wisangu@hotmail.com

1. **Higher education degree**

- Masters of Science in Logistics, Molde University College, Norway (2009, Logistics and Supply Chain Management).

- Bachelor of Commerce (Hons), University of Dar es Salaam, Tanzania (2003, Marketing).

2. **Doctoral degree**

- A PhD candidate (Finalist) under BSU-GEP project on sandwich basis program between University of Dar es Salaam and Copenhagen University  
  
  Title: Agricultural Value Chain Management  
  Supervisors: prof Niels Fold and Dr. Lufumbi Mwaipopo

3. **Postdoctoral work**

4. **Qualifications as associate professor**

5. **Specialist certification or equivalent**

6. **Current position**

2009 to date: University of Dar es Salaam Business School as an Assistant Lecturer (100% researching).

7. **Previous positions**

2003-2007: Tanzania Postal Bank as a Senior Banking Officer II

8. **Interruptions in research**

9. **Individuals who have completed their doctoral degree under your supervision**

10. **Pedagogic experience**

11. **Other information of importance**

I have been a research assistant for several projects in Tanzania e.g. Lighting Africa a project funded by the World Bank and Women Entrepreneurs Development a project funded by International Labour Organization.
Linley Chiwona-Karltn
Swedish University of Agricultural Sciences, Box 7012, SE-75007 Uppsala, Sweden
Phone: +46-18-672757; +46-73-9516424 (cell); E-mail: Linley.chiwona.karltn@slu.se

1. **Higher education degree**
   
   1991 MSc Human Nutrition (Public Health Intervention Programs)
   
   1987 Bachelor of Science (Food Science, Nutrition and Institutional Management)

2. **Doctoral degree**
   
   2001 Doctor of Medicine (PhD) in International Health (Poverty, Health and Food Security).
   
   **Thesis Title:** A reason to be bitter: cassava classification from the farmers’ perspective.
   
   Supervisor: Professor Hans Rosling

3. **Postdoctoral work** – 2002-2004 **Research Fellow and Project Leader** for joint research activities in participatory varietal cassava breeding in Malawi, Dept. of Plant Biology & Forest Genetics, Swedish University of Agricultural Sciences (SLU), Uppsala Sweden

4. **Qualifications as associate professor** – under review 2015

5. **Specialist certification or equivalent** – Women in Leadership, Stanford Graduate Business School, USA 2014

6. **Current position**
   
   2004 Senior Lecturer (20%) and Research Fellow (80%), Department for Urban and Rural Development, Swedish University of Agricultural Sciences.

   September, 2013 - 2014 Research Management Project Leader, Agriculture for Nutrition and Health (A4NH)/IFPRI, USA

7. **Previous positions**
   
   2013 Jun-July Visiting Scientist - Cornell International Institute for Food and Development, Cornell University – USA


   2004-date Senior Lecturer and Research Fellow - Dept. of Urban & Rural Development, Swedish University of Agricultural Sciences, Sweden

   2000-2005 Deputy Program Director/ Lecturer, Dept. of Nutrition, Swedish University of Agricultural Sciences (SLU) – Sweden

   1997-2000 Course Convenor, Dept. of Public Health Sciences, Karolinska Institutet - Sweden
1991-2002 Adjunct Lecturer in Human Nutrition, Dept. of Nutrition, Uppsala University – Sweden


9. **Individuals who have completed their doctoral degree under your supervision**
   - Peasant production and limits to labour Thyolo and Mzimba Districts in Malawi, mid-1930s to late-1970. **2002 -2005 (Erik Green, Lund University; assistant supervisor)**
   - Currently supervising Joseph Nagoli as main supervisor (SLU 2011-2015 defence planned); and assistant supervisor Workneh Bedad (SLU 2011 – 2015 defence planned) and one in proposal writing stage Ngolia Kimanzu as main supervisor: topic gender disparities in access to and use of forest resources for food security (SLU 2015 registration).

10. **Pedagogic experience**
    I have structured and convened courses at the **Doctoral level** viz. (a)Urbanization, livelihoods and Food Security in conjunction with University of Botswana; Commonwealth Universities and EU Doc-Links; (b)Participatory Research methods, (c) Food security: Issues and Challenges, (d) Land use and land use change including land-grabbing. (e) Scientific writing, communication and leadership; (f) proposal writing
    **At the Master of Science degree level,** I have structured and convened (a) Rurality, Gender & Livelihoods, (b) The theory and practice of rural development (c) Master’s thesis.

11. **Other information of importance**
    I have been **Director of Studies** for the Graduate Research School for doctoral studies on Natural Resource Management & Livelihoods (NRML) and convened international seminar series, courses and scientific committee meetings. Also took the initiative to convene the first ever SLU-African Alumni in Uganda during the Ministerial Conference on Higher Education in Agricultural Universities in Africa. More recently, I have linked up with African Agricultural Professionals in the Diaspora (AAAPD) network in North America based at Iowa State University, to harness European opportunities for reducing poverty so as to enhance livelihoods in rural Africa. I am also engaged with the African Ambassadors initiative in Sweden and the US based Partnership to Cut Hunger in Africa in increasing awareness about the need for continued support towards agriculture and innovations in Africa.

**Associate Editor** for AMBIO journal of the Human Environment; **Board Member** International Potato Centre (CIP); **Advisor and facilitator** Market Matters Inc (MMInc); **Co-founder** CMRTE farmers enterprise, Malawi.
**Main grant applicant awardee:** SIDA; VINNOVA; IFPRI-A4NH; FAO; Swedish Ministry of Foreign Affairs Food Security Initiative.
Katarina Pettersson
Rimbogatan 19
753 24 Uppsala, Sweden
Tel: +46 18 246934 / +46 709798857

1. Higher education degree:
Master of Science in Human Geography (1996), Uppsala University, Sweden

2. Doctoral degree
06/2002 PhD in Social and Economic Geography
Thesis Title Företagande män och osynliggjorda kvinnor – Diskursen om Gnosjö ur ett könsperspektiv (Entrepreneurs as Men and Subordinated Women – The Gnosjö Discourse in a Gender Perspective)
Supervisor Prof. Gunnel Forsberg.

3. Postdoctoral work
4. Qualifications as associate professor
Appointed as Associate Professor in Social and Economic geography, Uppsala University, Sweden, October 29, 2013

5. Specialist certification or equivalent
6. Current position
Researcher (100%), Department for Urban and rural development, The Division for rural development, Swedish University of Agricultural Sciences, September 1 – Dec. 31, 2014
Research object contingent upon external grants.

7. Previous positions
July 2005-Dec 2013 Senior Research Fellow, Nordregio – Nordic Centre for Spatial Development, Stockholm
Research position, research object contingent upon external grants

July 2004 - March 2007 Guest Researcher, Centre for Gender Research, Uppsala University, 100% time for research.

Jan 2003-Dec 2005 Researcher, Department of Human Geography, Stockholm University

Dec 2002 -Sept 2003 Researcher and Assistant Professor, Department of Social and Economic Geography, Uppsala University

8. Interruptions in research

In total I have been on parental leave of absence 35 months during 1999-2013.

9. Individuals who have completed their doctoral degree under your supervision

10. Pedagogic experience

11. Other information of importance

Research grants

Stiftelsen Lantbruksforskning, SEK 1 580 000, Kvinnors företagande inom lantgårdbsbaserad turism – Genus i förändring på svenska landsbygder? (Women farm tourism entrepreneurs – reconstructing gender in rural Sweden), June 1, 2011- Dec. 31, 2013 (with Susanna Heldt Cassel).
Nordiska Ministerrådets ämbetsmannakommitté for regional politics, SEK 840 000, Entreprenörskap och innovation i nordisk gles- och landsbygd – med fokus på kvinnor (Entrepreneurship and innovation in Nordic rural areas, with a focus on women) Sept. 1, 2009- Dec. 31, 2011.
VINNOVA, SEK 1 000 000, On-going evaluation on program on applied gender research within strong research and innovation milieus, Aug. 25, 2009- June 30, 2013.
The Federation of Swedish Farmers. Engaged as consultant to perform literature review and research overview. April - August 2009 (with Seema Arora Jonsson).
VINNOVA. Engaged as consultant investigating gender and innovation system Jan. 1 – April 30 2002 (with Intersecta AB).

Other


Research Norway - Referee on research applications in program on regional innovation, Jan. 2009
1. Higher education degree(s) (year, subject area)
   1991 MSc, Department of Economics, SLU, Sweden

2. Doctoral degree (year, discipline/subject area, dissertation title, and supervisor) 1996
   Doctoral thesis in Business Studies/Economics
   Title "Reflexion and action – entrepreneurship in a creative perspective"
   Supervisor: Professor Harry Nyström

3. Postdoctoral work (year and placement)

4. Qualifications as research/fellow/associate professor (year)
   2009 Associate professor (Docent) at Mid Sweden University, Östersund, Sweden

5. Specialist certification or equivalent (year, discipline/subject area)

6. Current position, period of appointment, share of time spent in research
   2010 to date Associate Professor in Entrepreneurship, SLU, Research time 30%

7. Previous positions and periods of appointment
   1991-1996 PhD Student, Department of Economics, SLU, Uppsala, Sweden
   1996-2002 Assistant Professor in Business Studies, University of Kalmar, Sweden
   2002-2010 Assistant Professor in Business Studies, University of Gavle, Sweden
   2010 - Associate Professor in Entrepreneurship, SLU
   2012-2014 Visiting professor at the Linnaeus University, Växjö, Sweden

8. Interruptions in research
   In the period 1996-2014 I have been involved in teaching activities at about 70% of my time.

9. Individuals who have completed their doctoral degree under your supervision (name, year of PhD thesis defence) or postdoctoral period under your main supervision.

10. Pedagogic experience. List 5 most important Master/PhD training courses you have been involved in organising. Specify your role and the year(s)
   I have planned and been in charge of the following courses.

11. Other information of importance to the application
Johanna BERGMAN LODIN
Swedish University of Agricultural Sciences, Ulls väg 28, S-756 51 Uppsala, Sweden
Tel.: +46-18-672319; Fax: +46-18-673512 ; Mobile: +46-73-9462785
E-mail: Johanna.Bergman.Lodin@slu.se

1. Higher education degree(s) (year, subject area):
Master of Social Science, Major: Development Studies, Lund University, Sweden (2008)
Bachelor of Social Science, Major: Development Studies, Lund University, Sweden (2006)

2. Doctoral degree (year, discipline/subject area, dissertation title, and supervisor):
PhD in Social and Economic Geography, Lund University, Sweden (13 April 2012)
  • Field specialization: Development geography; gender geography
  • Doctoral thesis: Engendered promises, gendered challenges. Changing patterns of labor, control and benefits among smallholder households growing NERICA in Uganda
  • Supervisors: Profs. Magnus Jirström, Göran Djurfeldt and Susan Paulson

3. Postdoctoral work (year and placement):
2013.11 – present. Division of Rural Development, Dept. of Urban and Rural Development, Swedish University of Agricultural Sciences (SLU) Ultuna

4. Qualifications as research/fellow/associate professor (year): N/A

5. Specialist certification or equivalent (year, discipline/subject area): N/A

6. Current position, period of appointment, share of time spent in research:
2013.11 – present. Postdoctoral fellow (see above). Working in collaboration with IFPRI, IITA and the CGIAR Gender and Agriculture Research Network on cassava commercialization in Tanzania and its implications for intrahousehold nutrition and health as well as on gender relations in households, communities and cassava value chains. Full time research position but I am teaching around 10%. From 1 November 2014 I will be taking up a permanent position at the Department as researcher instead of my temporary position as postdoctoral fellow.

7. Previous positions and periods of appointment (specify type of position).
2013.4 – 2013.10 Affiliated researcher. Swedish University of Agricultural Sciences (SLU) and Lund University (LU), Sweden. Worked with IITA and IFPRI, resulting in two research applications, my Post Doc position and more recently a four year research grant from FORMAS.

2013.5 – 2013.6 Analyst. Lund University, Sweden. Carried out a feasibility study regarding a new master program in policy analysis and evaluation together with another analyst.

2012.10 – 2013.1 Analyst, the Agency for Public Management, Stockholm, Sweden. Carried out a review of the role and function of the Nordic Africa Institute (NAI) as a Swedish Authority (I was part of a five person team).

2012.6– 2012.11 Freelance Consultant, Indevelop, Stockholm, Sweden. Carried out an external evaluation of the International Foundation for Science within the Indevelop Framework Agreement for Sida Reviews, Evaluations and Advisory Services on Results Frameworks (I was part of a two person evaluation team).

2012.4– 2012.6 Freelance Consultant, CATISA Project, Swedish University of Agricultural Sciences, Ultuna, Sweden. Independently carried out a desk study policy assessment of the present and historical policy environments in Malawi, Mozambique and Zambia of relevance to maize and cassava production, processing and marketing.

2007.4– 2012.3 PhD Candidate in Social and Economic Geography, Dept. of Human Geography, Lund University, Sweden. The position included my PhD project (80%) and teaching, supervision and administrative tasks (20%). Researched how the introduction of new farm technology (NERICA upland rice) influences smallholder women, men and children’s daily lives and wellbeing in Uganda by examining inter- and intrahousehold gender dynamics.

2005.10– 2006.6 Research Assistant, AFRINT Project, Lund University, Sweden. Independently designed and carried out a farm-level cassava production and commercialization assessment in Nigeria.

8. Interruptions in research:

2012.6 – 2013.10. I was mainly working outside of academia as a consultant and analyst.

9. Individuals who have completed their doctoral degree under your supervision: N/A

10. Pedagogic experience. List 5 most important Master/PhD training courses you have been involved in organizing. Specify your role and the year(s):

- Rurality, livelihoods and gender (15 ECTS), Swedish University of Agricultural Sciences. Course convener. 2014.
- The other master/bachelor courses I have been involved in, I have only been teaching and not organizing. I have also supervised a number of students in writing their bachelor and master theses.
11. Other information relevant to the application:

- Coordinated the Sida-funded Minor Field Study (MFS) Scholarship Program for five years at the Department of Human Geography, Lund University, which enabled over 30 students to carry out field work in developing settings. I also undertook a successful MFS planning trip to Uganda to initiate a collaboration with the Department of Geography at Makerere University.
- Successfully initiated a Sida-funded Linnaeus–Palme (LP) collaboration in 2012 between the Department of Human Geography, Lund University and the Department of Geography, Makerere University, Uganda, that now is up and running.
- Member of two international, interdisciplinary research groups; the Cassava Transformation in Southern Africa (CATISA) Project, which is focusing on the commercialization of cassava production in Southern Africa using a value chain approach and a comparative regional perspective; and the Africa Intensification (AFRINT) Project, where we are researching the drivers of agricultural intensification in nine Sub-Saharan African countries to better understand the nature of the African food crisis and the means of alleviating it.
- I am a referee for three academic journals (Gender, Technology and Development; AMBIO and Agriculture and Food Security).
Opira Otto
Swedish University of Agricultural Sciences, Ulls väg 28, S-756 51 Uppsala, Sweden
Tel.: +46-18-671131; Fax: +46-18-673512
E-mail: opira.otto@slu.se

1. Higher Education Degrees
1992 Bachelor of Science in Public Administration and Economics (Förvaltningsexamen), Stockholm University, Sweden

2. Doctoral Degree
2013 Doctor of Philosophy in Rural Development
Title Trust, Identity and Beer – Institutional Arrangements for Agricultural Labour in Isunga village in Kiryandongo District, Midwestern Uganda
Supervisors: Professor Adam Pain and Professor Emeritus Tekeste Negash

3. Postdoctoral work

4. Qualifications as research/fellow/associate professor

5. Specialist certification or equivalent

6. Current position; Period of appointment; Share of time spent on Research
08/2014 – present Lecturer, (50%) at SLU and Researcher (part time – 50%), Nordic Africa Institute – Uppsala.

7. Previous position and periods of appointment
01/2013 – 04/2013 Adjunct Lecturer in International Rural Development, Department of Urban and Rural Development, Swedish University of Agricultural Sciences, Sweden
10/2012 – 12/2012 Guest Researcher at the Nordic Africa Institute, Uppsala-Sweden.
04/2012 – 08/2012 Consultant and Advisor for several projects related to rural development, farm input supply systems, enabling environments, and agribusiness development with the APOPO trust, Gulu – Uganda.


02/2006 – 06/2010 Doctoral Research Fellow at the Department of Urban and Rural Development, Swedish University of Agricultural Sciences, Uppsala.

10/1997 – 01/2006 Lecturer and Education Program Manager, Department of Rural Development and Agro-ecology, Swedish University of Agricultural Sciences, Uppsala.

09/2001 – 10/2002 Special Advisor to the Rector of the National University of Rwanda.

Setting up a Centre for Development Studies at the National University of Rwanda (Butare Campus) for interdisciplinary education and research.

Curriculum development of a undergraduate education program in rural development.

Design and delivery of two courses: (a) Political economy of rural change, (b) Smallholder farming system and rural development.

8. **Interruptions in research**

In the period 1996-2011 I have been involved in teaching activities at about 80% of my time.

9. **Individuals who have completed their doctoral degree under your supervision (name, year of PhD thesis defence) or postdoctoral period under your main supervision.**

10. **Pedagogic experience**

I have planned and been in charge of the following undergraduate courses since 1996: production economics, development and peasant economics, principles of development studies, smallholder farming system and rural development, participatory research methods, project management, gender analysis and field study in rural development.

Development of teaching materials development (case studies, manuals, audio visual materials);

Supervision of term papers and theses.
Responsible for curriculum development and management of the department’s undergraduate education program
I have structured and convened courses at the Master of Science degree level: (a) Approaches to Rural Development, (b) Rurality, Gender & Livelihoods, (c) The theory and practice of rural development (d) Master’s thesis.

11. Other information
During my period as a doctoral research fellow at the SLU and a researcher at NAI: (a) I rigorously carried out research on how social institutions influence small scale farmer’s daily lives and decision making makings during crop farming periods in rural Uganda by examining inter and intra-household dynamics; (b) enhanced my qualifications in integrated mixed methods research, especially in qualitative methods; (c) gained project management and organisation skills from independently designing and implementing my project; (d) gained management and leadership skills from recruiting, supervising and training field assistants; (e) orally presented papers and participated in intellectual discussions at international workshops and conferences. I also engaged in dialogues with researchers and policy makers in land governance, agricultural development and rural transformation processes, based on context specific insights from Eastern Africa. Also, currently participating in new collaboration between NAI, with Sokoine University of Agriculture (Tanzania), Gulu University (Uganda) and Wondogenet Forestry College (Ethiopia) on rethinking community forestry in East Africa.
Enclosure 5 (Publication List)

Publication list (Prof. Lettice Rutashobya)

PUBLICATIONS

List of Books, Articles and Researches


Publication list (Dr. Tumsifu Elly)

Peer Reviewed Articles


Peer reviewed Conference contributions


Book Chapter

Publication list (Winnie Nguni)

Peer Reviewed Articles


Peer reviewed Conference contributions


Publication list (Linley Chiwona-Karlton)

Published international refereed papers


Reviewed articles, book chapters and books


Popular science articles/ Debates

1. Linley Chiwona-Karltn & Inge Gerremo 2013. Stärka kvinnors roll i det afrikanska jordbruket. Omvärlden 2

Publication list (KATARINA PETTERSSON)

Academic articles, monographs, and other publications that have undergone peer review


2005 Pettersson, Katarina and Saarinen, Ylva, Entreprenörer, motorer och andra hjältar - Manlig norm i svensk klusterpolitik, Nordisk Samhällsgeografisk Tidskrift, nr. 39, 44-68


**Other academic works**


**Popularizing works**


Teaching materials
Publication list (Johan Gaddefors)

International publications reviewed by referees


Chapters of Books


Recent Conference Proceedings


Publication list (Johanna Berman Lodin)

Articles in Academic Journals


Academic Theses


Peer reviewed conference contributions


Other Reports

Publication list (Opira Otto)

Peer-reviewed conference contributions

3. Otto, O, “Beer drinking and unruly behaviour: Finding agricultural labour in beer work parties amongst the Jo-Palwo in Kiryandongo District, Western Uganda” (to be submitted to Journal)

Thesis, books and book chapters


Recent Conference Proceedings

and state formation in Africa’ held from October 14th to 15th 2013 at Speke Hotel, Munyonyo – Kampala, Uganda. October, 2013


Enclosure 7. Partnership Agreement (MoU) and Memorandum of Agreement Departments (MOA)
- Participation in UDSM's selection process of supervisors - e.g. evaluating supervisors suggested by UDSM regarding competence etc.
- Participation in curriculum development
- Participation in teaching.

SLU expects the following from UDSM
- Participation in supervision of PhD-students
- Participation in planning and implementation of joint courses, for example within the framework of doctoral schools
- Participation in teaching
- Participation in seminars and other activities organised by SLU Global
- Participation in supervision of degree projects conducted by SLU-students, e.g. so-called Minor Field Studies.
- Participation in joint publication

Financing
Both parties understand that funding for the planned activities will have to be applied for jointly from external funding agencies such as Sida, the European Union, World Bank, Bill and Melinda Gates Foundation, etc. All financial arrangements will have to be negotiated and agreed upon with due regard to the availability of funds and other resources. Specific financial details for the implementation of activities will be developed mutually for each particular project.

Duration
This MoU will become effective upon its signing by both parties and is valid for a period of no longer than five (5) years. After that it may be extended by a mutual agreement. During the term, the MoU may be terminated by either institution upon giving three months written notice to the other party.
PARTNERSHIP AGREEMENT / MEMORANDUM OF UNDERSTANDING
WITHIN THE FRAMEWORK OF SIDA'S RESEARCH TRAINING PARTNERSHIP
PROGRAMME
between
UNIVERSITY OF DAR ES SALAAM
and
SWEDISH UNIVERSITY OF AGRICULTURAL SCIENCES

Background
The University of Dar es Salaam (UDSM) and the Swedish University of Agricultural Sciences (SLU) aims to develop joint research and training programmes within the framework of Sida’s Research Training Partnership Programme. Based on the concept note for the UDSM-Sida bilateral research programme 2015-2020 (“New Framework for Sida Support to UDSM: 2015-2020. Towards Enhanced Sustainability of Strategic Research and Innovation Systems for Inclusive Development in Tanzania”), the planned joint actions are expected to impact positively and sustainably on agricultural production, in a broad sense, in Tanzania, and more specifically to reduce poverty in the country by improving food security, value additions and adaptation to climate change.

UDSM’s mission is to pursue scholarly and strategic research, education, training and public service.
Intent of the document
The purpose of this Partnership Agreement / Memorandum of Understanding is to promote and facilitate academic cooperation between UDSM and SLU, and to formulate the framework for collaboration within the areas stated below, without inferring any legally binding obligations. Thus, no party is to be considered bound until clear intention of being contractually bound is expressed. The linkage hereby formed shall further build on each party’s objectives as well as strengthen the mutual relationship between the parties.

Areas of cooperation
The parties will cooperate in education and research within capacity building in agroforestry, aquaculture, food processing, value chain, ICT, livestock and agriculture, plant breeding and crop protection, market access, biodiversity conservation, disease processes and related scientific fields. The collaboration may also include activities within administration, management and MSc/PhD programmes and/or pedagogies.

Research capacity at UDSM will be strengthened through the development of research projects that will provide means for training PhD students. The PhD training will be carried out in a sandwich model where the majority of the students will be admitted at UDSM and others at SLU. All will take courses at SLU while they carry out their field work in Tanzania.

Activities
Cooperation in the following academic activities is foreseen: tertiary education (primarily at MSc and PhD levels), exchange of students and staff, technology transfer, scientific publishing, curriculum development, exploration of possibilities for joint teaching programmes and joint applications for funding.

Any specific collaboration, including the transfer of information, faculty, or staff for education, research or related activities, shall be subject to its own agreement not inconsistent with this general framework. The specific agreements should state, where appropriate, the parties’ commitments and the terms and conditions of the collaboration.
• Participation in UDSM’s selection process of supervisors – e.g., evaluating supervisors suggested by UDSM regarding competence etc.
• Participation in curriculum development
• Participation in teaching

SLU expects the following from UDSM:
• Participation in supervision of PhD-students
• Participation in planning and implementation of joint courses, for example within the framework of doctoral schools
• Participation in teaching
• Participation in seminars and other activities organised by SLU Global
• Participation in supervision of degree projects conducted by SLU-students, e.g., so-called Minor Field Studies.
• Participation in joint publication

Financing
Both parties understand that funding for the planned activities will have to be applied for jointly from external funding agencies such as Sida, the European Union, World Bank, Bill and Melinda Gates Foundation, etc. All financial arrangements will have to be negotiated and agreed upon with due regard to the availability of funds and other resources. Specific financial details for the implementation of activities will be developed mutually for each particular project.

Duration
This MoU will become effective upon its signing by both parties and is valid for a period of no longer than five (5) years. After that it may be extended by a mutual agreement. During the term, the MoU may be terminated by either institution upon giving three months written notice to the other party.

SIGNATURES

Prof. Rwakaza S. Mukandila
Vice-Chancellor of UDSM

Lisa Sennerby Forssé
Vice-Chancellor of SLU
Endorsement
Memorandum of Agreement
(SIDA Funded Award)

THE AGREEMENT BETWEEN

Swedish University of Agricultural Sciences (SLU)
Department of Urban & Rural Development
Box 7012
SE-750 07 Uppsala
Sweden

AND

University of Dar es Salaam
Business School, University of Dar es Salaam
PO Box 35046, Dar es Salaam
Tanzania
Memorandum of Agreement

Memorandum of agreement made and entered into by and between the Department of Urban & Rural Development at the Swedish University of Agricultural Sciences (SLU) and the Business School, University of Dar es Salaam (UDSM), hereafter referred to as SLU and UDSM, for SIDA call for Research Partnerships with Tanzania 2015-2020 ENGAGE – Engendering Agribusiness Entrepreneurship: A Joint UDS – SLU Postgraduate Research Training Programme to Build Research Capacity in Tanzania.

The Swedish University of Agricultural Sciences (SLU) and the University of Dar es Salaam (UDSM) hereafter referred to as "parties".

Noting that the Swedish University of Agricultural Sciences (SLU) based in Sweden is the Main Executive Partner as well as the service provider for capacity building and research training.

Noting that the University of Dar es Salaam (UDSM) is the Consortium Partner in Tanzania responsible for the implementation of the capacity building programme and identification of the local partners.

NOW THEREFORE, THE PARTIES HAVE AGREED to conclude an agreement as follows:

Article 1: Background and objectives

The objective of the parties:
In appreciation of the importance of – but also untapped potential of – agribusiness to Tanzania’s economy and the low level of research capacity in this area, the parties have agreed to establish a new postgraduate research training programme in Engendering Agribusiness Entrepreneurship: ENGAGE. In the short run, this program will contribute to the development of highly qualified Tanzanian researchers by mainly focusing on training PhD candidates. In the longer run, this strengthened national research capacity can contribute to supporting the country in achieving broad-based and inclusive economic growth and poverty reduction.

Article 2: Contact addresses for the parties

The contact addresses for the parties are:

**Swedish University of Agricultural Sciences (SLU)**
Department of Urban & Rural Development
Box 7012, 75007 Uppsala
Sweden
Telephone: +46-18671000
E-mail: petra.fabel@slu.se

and

**University of Dar-es-Salaam Business School**

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Article 3: Areas of Cooperation

The cooperation will comprise:
- Research
- Student Exchange at Masters and Doctoral Level
- Staff Exchange
- Collaborative research undertaken as part of the doctoral education
- Mutual assistance in establishment of the new programmes
- Exchange of information and publications
- Organization of workshops, seminars and other relevant activities within the sphere of the collaboration

3.1 Field of Collaboration

Collaboration between the parties will be established within any field of common interest.

3.1.2 Specific collaboration in the areas of cooperation must be negotiated separately between the parties and in each specific case in separate written agreements, stating the respective rights and obligations of the parties. In case of any ambiguity or conflict of terms between the terms and conditions of this memorandum of agreement and those of the separate agreement as mentioned above, the terms and conditions of such separate agreement shall prevail.

3.1.3 Depending on finances and feasibility, the parties will undertake research and educational projects. For each project, the parties shall set up a working committee and appoint a coordinator to be responsible for the implementation of the project. The project coordinator shall be responsible to the relevant university authorities for reporting on the project status twice a year.

3.1.4 Where one coordinating institution does not have the capacity to cover a field of interest requested by the other, the requested institution will facilitate such a request by identifying resource persons or institution in the home country or networks deemed relevant.

3.1.5 The mode of ownership of research materials and research findings shall be clearly spelt out at the commencement of participation of each party and the prevailing regulations of the parties.

3.2 Exchange of Students

3.2.1 The universities shall, upon mutual agreement, accept a limited number of exchange students on reciprocal basis.

3.2.2 Students of either parties who wish to undertake a short term non-degree or field research at the other university, will be assisted by the host institution in getting authorization, accommodation, transportation, office, library, laboratory facilities, provided the programme is accepted by the home institution and by at least one supervisor from each institution.

3.2.3 For each student there should be financial arrangements to meet the costs of local and international travel, board and lodging, travel and medical insurance, daily subsistence allowance, student union fees and departmental fees as per standard practice. Each case will have to be negotiated individually based on available funds in the programme.
3.3 Exchange and Training of Academic and Administrative Staff

3.3.1 Both parties, upon mutual agreement, shall offer training opportunities for the administrative support staff particularly in the conduct and execution of the programme.

3.3.2 Where such training opportunities are offered, the provision of sub-article 3.1 sub-article 3.1.3 shall apply.

Article 4: Financial Arrangements and reporting

Swedish University of Agricultural Sciences (SLU):

4.1 SLU agrees to use the annual funds to cover the cost of activities, based on the attached budget (Appendix 1).

4.2 SLU will conduct in a timely period an annual audited account of its fiscal expenditures in order to expedite the time management of the planned activities as stipulated in the proposed project document.

4.3 SLU will furnish UDSM with a copy of the report covering all incomes and expenditures including time sheets for all the partners involved.

University of Dar-es-Salaam:

4.4 UDSM will spend the funds exclusively for the purposes defined in 3.0 above, as defined in the budget in Appendix 2 and agreed by the two parties and SIDA.

4.5 UDSM will furnish a report on the use of funds received. The report will cover all incomes and expenditures and attachments on proof of usage of funds such as receipts and invoices including time sheets (Appendix 2) for all partners involved.

4.6 UDSM will make available all information and will provide access to all the accounting records related to the project to enable SLU to review the financial statements.

Article 5: Intellectual Property and copyright

All Intellectual Property (IP) developed during the period of this agreement shall be owned by the party carrying out the work generating that IP. Such joint ownership shall continue after termination of contractual relationship.

When several Parties have jointly carried out work generating the IP, and where their respective
However, where no joint ownership agreement has yet been concluded, each of the joint owners shall grant non-exclusive, non-transferable and royalty-free licenses to each other, subject to the Parties fulfilling their obligations under this Agreement.

Article 6: Entry into Force and Termination

This agreement will come into force when signed by both parties and will remain valid until 2018-01-30 or all the objectives set out herein have been met. The agreement can be terminated earlier by provision of not less than one month by either party. In case of termination, the following obligations will however remain in force until they have been fulfilled:

6.1 SLU shall make disbursements covering all allowable costs of activities in accordance with the agreement that has taken place before the date of termination.

6.2 UDSM shall repay all the funds that have not been used in accordance with the agreement.

6.3 In the event of dispute, both parties should resolve it amicably.

6.4 All disputes arising between SLU and UDSM relating to this agreement, or the breach, termination or invalidity thereof, which cannot be resolved through direct negotiation, shall be settled by arbitration, by three mutually agreed upon arbitrators in accordance with the Swedish State International Arbitration Rules. SLU and UDSM shall each appoint one arbitrator and the two arbitrators so appointed shall appoint a third, who shall act as chairman. In lieu of the above procedure, the parties may agree to appoint a sole arbitrator. Judgment by the arbitrator(s) will be final and binding, and may be entered in any court having jurisdiction thereof.

6.5 All notices required under this agreement shall be sent in writing by certified mail, return receipt requested, personal delivery or by facsimile to SLU at the address stated and to Unam at the address stated.

or SLU

Place: 
Date: 
Name: Eva Stephansson
Head of Division, Rural Development
Department of Urban & Rural Development
Swedish University of Agricultural Sciences
Signature:

For UDSM

Place: Dar es Salaam
Date: 11/03/2015
Name: Prof. Winchester Anderson
Dean, University of Dar es Salaam
Business School
University of Dar es Salaam
Signature:
Enclosure 8. Report of Results of Previous support from Sida

A number of achievements have been realized as follows: Since the programme started in 1997/98, UDBS has excelled in a number of ways as a result of the Sida Support. These achievements include the staff trained, the number of researches conducted, conferences attended, the number of publications resulting from the research outputs, staff promotion to senior academic and managerial positions, support to the business community and policy dialogue. The achievements are further elaborated below as follows:

i) 17 members of staff (more than 50% of total PhD holders at the School) completed their studies for the 1998-2014 period of Sida support. Of these all except two are working at the School. One of the two joined University of Dodoma and is currently holding a deputy Vice Chancellor position. The other one has established and a private training institute focusing on entrepreneurship and management. The lack of brain drain is attributed to the sandwich training model we adopted from the beginning.

ii) Research output has significantly increased which has raised the visibility of the School.

iii) An annual International Conference on Entrepreneurship and Small Business Development, which brings together academics and researchers from within Tanzania and outside the country, as well as policy makers, has been sustained since 1999. The conference was established as a forum to disseminate research findings. During the current phase (2009-2015) an international conference on sustainable tourism was initiated.

iv) A School journal, the Business Management Review was revived as a research output outlet.

Table 16.1 Areas Supported in the current Phase (2009-2015) of Sida Support and outputs

<table>
<thead>
<tr>
<th>Programme</th>
<th>Target</th>
<th>Enrolment</th>
<th>Achievement</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agribusiness</td>
<td>2</td>
<td>2</td>
<td>0</td>
<td>One is working on licentiate thesis</td>
</tr>
<tr>
<td>Energy for rural development</td>
<td>3</td>
<td>3</td>
<td>0</td>
<td>2 candidates were recruited in 2012</td>
</tr>
<tr>
<td>Informal sector</td>
<td>2</td>
<td>1</td>
<td>0</td>
<td>Has shown intention to submit thesis</td>
</tr>
<tr>
<td>PPP</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>To complete studies in 2015</td>
</tr>
<tr>
<td>Tourism</td>
<td>4</td>
<td>4</td>
<td>2</td>
<td>Expects to complete studies in 2015</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>12</td>
<td>11</td>
<td>2</td>
<td></td>
</tr>
</tbody>
</table>

A number of spinoffs from the Sida research capacity building are evident as follows:

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i) Strengthened capacity and expertise has led to an increase in Postgraduate level enrolment, about five times, since 1979 (when the Business School was established), in order to meet the needs of the expanding private and public sector. With an annual enrolment currently standing at 300, the number of postgraduate students has increased from 55 (in 2001/02) to 600 (in 2013/2014).

ii) The number of Postgraduate programmes has increased from one in 1979 to 10. Consistent with our research agenda on entrepreneurship, a Masters and Postgraduate Diploma in Entrepreneurship and Enterprise Development, and Postgraduate Diploma in Microfinance (MEED, PGDEED and PGDMF) have been introduced. Other new programmes include MBA- Executive and Evening, Master in International Trade (MIT), Master in International Business (MIB), and Masters of Science in International Transport and logistics (MSc.ITL). Most of these programmes are very sustainable as they are self financed and highly demanded. Through revenue generated by these programmes, UDBS is able to cover a significant proportion (80%) of its operating expenditure and to improve its teaching infrastructure, a situation that has decreased brain drain.

iii) The critical mass of Sida supported graduates are supporting the University and School management in various positions: For example Dr. U. Mbamba is currently the Director of the University Computing Centre, Dr. O. Mbura was once the University of Dar es Salaam Marketing Manager. Dr. M. Masoud is the School’s associate dean, Academics. Furthermore, more than a half of heads of departments and units at the School are manned by graduates from the Sida programme.

iv) Research groups along the areas supported by Sida (agri-business, tourism, PPD, Informal sector, etc) have emerged.

v) Ability to attract resources from other development partners, national and regional research centres, and public institutions: Strengthened research capacity and visibility has enabled the School to source funding from DANIDA, NORAD, NUFFIC, DAAD, ILO, the World Bank, CIDA, Goldman Sachs, TRUST AFRICA etc.

vi) A business Incubation programme supported by staff who were supported by Sida is being implemented.

vii) An advanced Certificate on entrepreneurship and enterprise development for women as part of Goldman Sachs’s Foundation 10,000 women is being implemented by the School since 2009.

viii) Weekend courses and certificate course on entrepreneurship for business people are in place.

ix) Strengthened capacity has enabled the School to attract consultancy assignments from Government, the business community and International Organizations.

x) Research collaborations with both local and foreign universities have been expanded. New research collaborations with other institutions. For example, the SAFIC (Successful African Firms and Institutional Change) research project funded by DANIDA is being implemented in collaboration with the Copenhagen Business School, Roskilde University in Denmark, IDS university of Nairobi, and Zambia University, Department of Geography.

xi) Policy impacts of Sida support to UDBS can be viewed from the participation of Sida funded graduates in different policy making organs. Some members have served in several policy committees (viz., National SME Development Policy Implementation; National Business Incubation Programme, Rural SMEs Development Programme), boards.