

CURRICULUM VITAE

PERSONAL INFORMATION

Name: Dr. Daudi Pascal Ndaki, Chartered MCSI
Nationality: Tanzanian
Birth: 31/12/1977
Place of birth: Kahama, Shinyanga
Sex: Male
Marital status: Married to Principal Economist Happyness Masatu
Children: Four: Amani, Baraka, Noel & Dorcas



CONTACT

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SUMMARY OF KEY COMPETENCES

Dr. Daudi Pascal Ndaki, Chartered MCSI, is a distinguished academic and professional with a comprehensive background in international organizations, management, finance, investment, and strategy. With over twelve years of experience in training, research, and consultancy, Dr. Ndaki has demonstrated a strong commitment to academic excellence and fostering the growth of higher learning institutions.

Dr. Ndaki holds the Chartered MCSI status from the Chartered Institute for Securities and Investment, UK (Number 242573). His academic accomplishments include a Ph.D. in International Organization and Management and an MBA in International Management and Strategy from the University of Agder, Norway, completed in 2017 and 2012. He laid his foundational expertise at Mzumbe University in Tanzania, where he earned a bachelor's degree in business accounting and finance in 2007.

Dr. Ndaki fortified his complex finance sector expertise by completing a Professional Certificate Program in Project Finance and Public Private Partnership at the New York Institute of Finance. This comprehensive program provided him with the fundamentals of project finance and public-private partnerships. It also covered various deal structures and the entire project finance process. Through detailed case studies and analysis, he gained a deep understanding of the nuances of documentation and risks in project finance.

In addition to this significant qualification, Dr. Ndaki has obtained a range of specialized certifications that add to his professional prowess. These include the Tanzania Regulatory Assessment on Capital Markets & Securities, Investment, and Global Securities.

Since November 2022, Dr. Ndaki has put his knowledge into practice by engaging in securities investment and trading at the Dar es Salaam Stock Exchange (DSE). Combining his robust academic credentials, prestigious certifications from globally recognized institutions, and hands-on experience, Dr. Daudi Pascal Ndaki has established himself as a leading authority in the fields of project finance, public-private partnership, finance, investment, and securities.

Dr. Daudi Pascal Ndaki's training experience in different organizations (Selected), including the topics covered and the respective durations.

Organization	Training Experience	Duration	Subjects
The Bank of Tanzania	Retirement planning and Life Skills Development	30 January to 17 February 2023	- Reflection on retirement - Planning and investment at retirement - Financial literacy for retirees
Capital Markets and Securities Authorities	Securities Industry Certification Course (2019)	04 to 06 February 2019	- Financial Services profession - Primary markets - Secondary markets - Asset classes - Corporate actions
	Securities Industry Certification Course (2020)	23 to 27 March 2020	- Corporate actions - Risk and rewards - Clearing and settlement
	Securities Industry Certification Course (2021)	17 to 21 May 2021	- Account Analysis - Corporate action - Risk and Rewards - Clearing and Settlement
	Securities Industry Certification Course (2022)	30 May to 03 June 2022	- Account Analysis - Corporate action - Investment Management - Clearing and Settlement
	Securities Industry Certification Course (2023)	26 to 31 May 2023	- Account Analysis - Corporate action - Investment Management - Clearing and Settlement

POSITIONS HELD

CURRENT POSITIONS

ACADEMIC

03/2017 to Current

Lecturer

Mzumbe University — Morogoro, Tanzania

- Main duties: Teaching various courses in undergraduate and graduate programmes, Research (including doctoral supervision) and advisory services / consultancy.

05/2019 to 05/2022

PhD Alumni, Part-time affiliation, University of Agder, Department of Management

- University of Agder — Kristiansand, Norway
- To guide, direct and mentor PhD research fellows in their respective research projects
- To publish research works or findings in academic books or journals
- To Teach postgraduate in their field of expertise

To Participate in project design and application for funding (Research Council of Norway and EU funding)

ADMINISTRATION

01/2018 to 09/2022

Head of Alumni Office

Mzumbe University — Tanzania

- Developed and implemented two comprehensive engagement program.
 - Created four opportunities of volunteerism.
 - Three personal and professional development events conducted.

- Oversees the planning and execution of alumni activities in regions.
 - 21 branches have been established across regions in Tanzania
- Facilitate the growth of alumni.
 - Recruited 10 emerging Alumni Leaders
- Develop and maintain cooperative and collaborative relationships
 - Developed University youth start up and alumni investor program
 - Established alumni volunteerism in providing practical work experience to students
- Yearly Alumni newsletter has been published

POSITION OF TRUST

01/2018 to current

Member-Advisory Board AIESEC Mzumbe University

Mzumbe University – Tanzania

Roles and Responsibilities

- Guide and support the strategic direction defined by AIESEC in MZUMBE
- Track the implementation of the local plan of AIESEC in MZUMBE evaluating the performance and goals achievements by reviewing the quarterly reports given by the national committee,
- Review and evaluate financial reports presented during quarterly meetings,
- Support AIESEC in MZUMBE to promote AIESEC amongst corporate, government, NGO's or civil society networks,
- Offer administrative guidance to the national president,
- Review candidates applying for the post of the national team during national elections.

01/2019 to 09/2022

Member Resource Mobilization Committee-Mzumbe University

- During this period, a total of USD 32,056,150 have been secured by the university, and the University is participating in projects funded by the Research Council of Norway of more than NOK 7.0 million. During this period, I have organized and engaged in writing application for funding from DANISH FELLOWSHIP CENTRE, RESEARCH COUNCIL OF NORWAY, EU MOBILITY FUNDING FROM THE EUROPEAN COMMISSION, AND THE NORWEGIAN AGENCY FOR DEVELOPMENT COOPERATION.

PREVIOUS POSITIONS ACADEMIC

10/2012 to 03/2017

PhD Research Fellow

University of Agder – Kristiansand, Norway

- Main duties: Writing the PhD thesis/Teaching undergraduates, and MBA students

10/2012 to 03/2017

Assistant Lecturer

Mzumbe University – Tanzania

Main duties: Teaching undergraduate, research, and consultancy

07/2008 to 10/2012 **Tutorial Assistant**
Mzumbe University – Tanzania
Main duties: Supervising Seminars to undergraduate students

03/2009 to 07/2010 **Class Supervisor**

- Assisting with the development and delivery of syllabus including Local Government Accounting and Finance, within the University's Department of Accounting and Finance.
- Analysing performance and student attainment to drive improvements within the department.

03/2009 to 07/2010 **Program Coordinator**

- Assisting with syllabus development in matters of local government accounting and finance.
- Managing student welfare issues and course enrolment offering pastoral support and monitoring of attainment.

ADMINISTRATION

01/2018 to 12/2019 **Ag. Head of Outreach services, Marketing and Outreach**
Mzumbe University – Tanzania
Responsible for marketing academic programmes and consultancies, initiating new international collaboration. During that period a total of three new collaboration was established (Copenhagen Business School-Denmark; Tampere University, Finland; and University of South Denmark). During that period a total of more than 16 students from Belgium, Denmark, Netherland came as exchange students at Mzumbe and facilitated their resident permit stay, created social programs for them, and facilitated smooth transition after finishing their exchange programme.

01/2018 to 12/2019 **Ag. Head of International Office**
Mzumbe University – Tanzania
Responsible for coordinating international and National Collaboration between Mzumbe University and its partners. During that period a total of more than 16 students from Belgium, Denmark, Netherland came as exchange students at Mzumbe and facilitated their resident permit stay, created social programs for them, and facilitated smooth transition after finishing their exchange programme.

01/2013 to 06/2013 **Conference and Event Assistant**
University of Agder – Kristiansand, Norway

- Identified and disseminated conference news to outside outlets
- Worked in close liaison with the conference chairperson, Professor Roy Mersland
- Updated conference website content
- Managed 3rd European Research Conference on Microfinance 10-12 June 2013 event campaigns, automating follow-up correspondence as necessary.

- Liaised with internal and external stakeholders to effectively coordinate event delivery.
- Gathered event requirements, including venues, guest lists and event timelines.
- Organized materials and set up equipment to prepare for events.

10/2007 to 06/2008

Accountant

Infosys IPS (T) Ltd – Tanzania

- All facets of management and financial accounting, including statutory and management reporting within this major provider of IT services, working in conjunction with Dell in the UK.
- Managed to identify and suggest operational cost saving measures in the areas of marketing, sales and debt collection.

07/2009 to 07/2010

Treasurer

Mzumbe University Academic Staff Association (MUASA) – Tanzania

- Key point of contact for financial issues within the Association.
- Managing the investment portfolio on behalf of the Association.
- Overseeing the collection of funds, including applying for grants and handling donations.

OTHER PREVIOUS POSITION OF TRUST

01/2018 to 03/2018

Chairperson committee for preparation of internship policy-Mzumbe University

- During that period, several internship policies was examined, examination by law was reviewed, teaching practices was evaluated, and consulted all academic units at the University. Internship policy was completed and submitted to the management and now is fully operational.

01/2018 to 12/2018

Chairperson for the committee for fund raising for construction of female student hostel-Mzumbe University

- During that period a total of Tanzania Shillings 200 million was raised.

01/2019 to 05/2019

Team leader for developing a Master of Science in Development Finance-Mzumbe University

- During that time, I led the team to review the MOU between Mzumbe University and Africa growth Institute from South Africa to get glimpse of how to run the program at Mzumbe University.
- During that time, I led the team to benchmark and develop modules/courses, descriptions of the courses, learning outcomes/objectives, and their contents.
- The program was submitted, and it is under review by the Tanzania Commission for Universities.

03/2021 to 08/2021

Team leader for developing Internship Guideline-Mzumbe University

- During that time, I led the team to review the National Internship Guideline and ensure that the new Guideline is in line with the National Guideline. The Internship Guideline was completed and now it is being reviewed by Mzumbe University Management for approve.

DETAILED ACADEMIC EXPERIENCES

2008 to Current	Teaching at Mzumbe University
2019 to Current	Trainer , Capital Market and Securities Authority, Tanzania & Chartered Institute for Securities & Investment, UK, Certification Course. For the period up to 2023, I have trained more than 200 Securities Industry Professionals who are offering or intending to offer their services to the East African Capital Markets Industry.
2017- 2019	Visiting Lecturer, Department of Business Studies, Stella Maris Mtwara University College, a constituent college of St. Augustine University of Tanzania, for MBA Classes: Subjects: FN 603: International Finance; FN 604: Investment And Portfolio Management; MB 602 Managerial Economics
2019- 2020	Trainer , Training for Trainers National Board of Accountants and Auditors Tanzania. During that period, I trained trainers on how to set, moderate, mark professional examinations. Likewise, I trained trainers on effective teaching methodologies under competence base approach.
09/2014- 12/2014	Teaching Assistant -University of Agder, Kristiansand, Norway Subjects: Project management, data analysis, innovation, International Finance, Financial Institutions, Managerial Finance, Corporate Finance, Financial Accounting, Monitoring and Evaluation, Cost Accounting and Management, Managerial Economics, Portfolio Theory and Investment, Leadership and Management, Marketing, Business Ethics, Strategic Planning, Research Methodology, Survey of Statistical Method with SPSS and STATA, Getting published in Academics, Project design and applications, investment and securities, Local Government Finance, Finance for Managers, Financial Institutions, Change Management, Crowdfunding, Project Finance, Anti-Money Laundering, Basic Accounting and Financial Management, Impact Assessment, Public Sector Accounting, Financial Econometrics, Auditing and Assurance Services, Financial Reporting, Risk management, Management Control System, Public Sector Budgeting and Planning, Management Accounting, Business Mathematics and Statistics, Marketing Management, Managerial Functions, Public Sector Auditing and Accountability, Supply Chain Management, Investment and Portfolio Management, Capital Markets Programme Securities, technology and entrepreneurship, Financial Economics & Actuarial Science.

SKILLS

- Funding proposal development
- Entrepreneurship
- Organization and leadership within public organizations
- Project Management
- Leading and organizing civil society organizations, including the voluntary sector
- Leading and organizing welfare services
- Leadership development
- Research software Working Experience
 - STATA,
 - SPSS,
 - NVivo,
 - HyperResearch,
 - R Language and Environment for statistical computing and graphics,
 - SmartPLS application for (graphical) path modeling with latent variables (LVP),
 - LISREL,
 - Endnote,
 - HistCite,
 - VOS viewer.
- Multicultural leadership
- Research activity planning
- Research presentations
- Research paper development
- Lecture delivery
- Presentation and Report Writing
- Examination marking
- Development, strategy, and innovation
- Economics
- Innovation
- Investment Climate
- Project Finance
- Public Private Partnership

EDUCATION

2017

Doctor of Philosophy: International Organization and Management
University of Agder — Kristiansand, Norway

PhD Programme at the School of Business and Law

The PhD education at the University of Agder qualifies Daudi for research activities at an international level and for other professional activities requiring high levels of scientific insight and analytical thinking, in accordance with internationally recognised scientific and ethical principles. Daudi has acquired knowledge, skills and general competence as set out in the Norwegian national qualification's framework.

Education component

- Core Theories in Management

- International Strategy and Structure
- Qualitative Research Methods
- Introduction to Theory Building and Theory Testing for International Management
- International Market
- International Management
- International Mergers and Acquisitions
- Survey of Statistical Methods
- Theory of Science
- Writing and Publishing Academic Research

Doctoral Thesis "Chief Executive Officers and the Performance of Microfinance Institutions"

Trial Lecture topic " The Role of Corporate Governance in Microfinance"

Academic Supervisors

Professor Roy Merstrand

Professor Leif Atle Beisland

Evaluation Committee

Professor Lars Christer Oxheim

Professor Ronny Manos

Professor Javier Estrada

2012

Master of Science in Business Administration: International Management and Strategy

Master Dissertation Title: Chief Executive Officer Characteristics and Microfinance Institutions Performance

University of Agder – Kristiansand, Norway

- **Daudi** has a thorough knowledge of business and management subjects, as well as possess the capability of evaluating economic and strategic opportunities and limitation in various situations
- **Daudi** has a high level of basic competency within business administration, economics, marketing strategy and methodology
- **Daudi** has experience in scientific work and acquired an understanding for various research methods and ethical dilemmas
- **Daudi** has the ability to analyse problems and actively enter into projects requiring competence in general administration, budgeting and financial analysis, revision, and control
- **Daudi** has excellent English skills, as well as international experience based on the study programme's international profile, instruction in English, and (in certain cases) participated in student exchange programmes abroad

2007

Bachelor of Accounting and Finance, Mzumbe University, Morogoro, Tanzania

2002

Certificate of Advanced Secondary School
Mzumbe Secondary School – Morogoro, Tanzania

1999

Ordinary Secondary School
Mzumbe Secondary School – Morogoro, Tanzania

POST-EXPERIENCE SHORT COURSES

November 2022	Securities Investment and Trading DSE
30 th November 2018 to 30 April 2020	Professional Certificate Program: Project Finance and Public Private Partnership, New York Institute of Finance. Contents: Project Finance and Public Private Partnerships Fundamentals, Deal Structures in Project Finance, The Project Finance Process, Deals in Project Finance: Case Studies and Analysis, Documentation in Project Finance, Risks in Project Finance: Case Studies and Analysis.
17 th October 2018	Global Securities
19 th July 2018	International Introduction to Investment
19 th July 2018	Introduction to Securities & Investment (International)
28th June 2018	Tanzania Regulatory Assessment on Capital Markets & Securities
28 th August 2017	Certificate of participation: Capacity building workshop: Writing expressions of interest, technical and financial proposal for consultancies; Mzumbe University Dar es Salaam Campus.
December 5 th , 2016	Quantitative Research Methods-LISREL: organized by European International Business Academy (EIBA), Vienna, Austria.
22 nd Dec 2008 - 2 nd Jan 2009	Certificate of Attendance "Train the Trainer" Mzumbe University, Tanzania.
2 nd - 6 th March 2009	Certificate of competence on "Effective Teaching, Setting, Marking and Moderation of Professional Examinations" Moshi, Tanzania.
October 2011 - November 2011	Certificate: Diploma in International Laboratory University of Agder, Norway <ul style="list-style-type: none"> • Evaluated expansion strategy on an international basis the technology company called Virtex AS, founded by Sigmund & Sverre in 2009.
3 rd October 2009	Certificate of Participation on Auditing: A course offered jointly by National Board of Accountants and Auditors and Zanzibar Associations of Accountants and Auditors.
8 th -12 th March 2010	Certificate of participation: Taxation in Tanzania: offered jointly by National Board of Accountants and Auditors and Institute of Tax administration under Tanzania Revenue Authority, Morogoro, Tanzania
16 th -27 th November 2009	Value for Money, Procurement Audit and Control: offered by Tanzania Institute of Accountancy, Tanzania.

ONGOING RESEARCH PROJECT

- Ndaki, P. D. Crowdfunding for Youth Entrepreneurship in Tanzania (C4YET). C4YET funded by Danish Foreign Ministry through Danida Fellowship Centre, South Driven Development Research Programme-February 2019 - January 2024 (4 Senior researchers from Mzumbe University, Tanzania and 3 Senior researchers from Copenhagen Business School, Denmark, 2

Industry Expert from Small Industry Development Organization, Tanzania, 3 PhD students). Funding Level Mobilized DKK 11, 812,788 (about USD1,059,053).

ACCOMPLISHMENTS

- At Mzumbe University, I successfully participated in a team to write a research-funded project from the Danish Foreign Ministry through DANIDA Fellowship Centre [DKK 11, 812,788 (about USD 1,059,053)]. Mzumbe University (Tanzania) and Copenhagen Business School from Denmark won the project and now is implementing it.

PUBLICATIONS

- Beisland, Leif Atle; Mersland, Roy; **Ndaki, Daudi Pascal** (2019). Influence of Ownership Type and CEO Power on Residual Loss: Evidence From the Global Microfinance Industry. *Nonprofit and Voluntary Sector Quarterly*. ISSN: 0899-7640. 48 (5). s 998 - 1022. doi:10.1177/0899764019848498.
- Mersland, Roy; Beisland, Leif Atle; **Ndaki, Daudi Pascal** (2018). The Origin of Chief Executive Officers and Performance in Hybrid Businesses: The Case of Microfinance. *Journal of Small Business Management*. ISSN: 0047-2778. 57 (4). s 1578 - 1594. doi:10.1111/jsbm.12381.
- **Ndaki, Daudi Pascal**; Beisland, Leif Atle; Mersland, Roy (2018). Capital structure and CEO tenure in microfinance institutions. *Strategic Change*. ISSN: 1086-1718. 27 (4). s 329 - 337. doi:10.1002/jsc.2205.
- **Ndaki, Daudi Pascal**; Mersland, Roy; Mori, Neema Geoffrey (2017). The influence of the CEO's business education on the performance of hybrid organizations: the case of the global microfinance industry. *Small Business Economics*. ISSN: 0921-898X. 49 (2). s 339 - 354. doi:10.1007/s11187-016-9824-8.
- Mersland, Roy; Huerta, Celeste de la; **Ndaki, Daudi Pascal** (2013). From the inside of a PhD Program in International Management. *Management for Progress: Festschrift in honor of the manifold academician Professor Harald Knudsen, 70 years*. ISBN: 978-82-7099-734-3. Novus Forlag. Chapter 13. s 241 - 255.

WORKING PAPER

- **Ndaki, P.D.**, Mersland, R. (Working Paper). Strategic Drift: The impact of Managerial Characteristics and Microfinance Organizational Growth.

CONFERENCES PRESENTATION (SELECTED)

12-14 June 2017	Portsmouth, UK: 4 th European Research Conference on Microfinance
02-05 December 2016	Vienna, Austria: 42 nd European International Business Academy

09-10 September 2016	Zanzibar, Tanzania: The International Conference of Business and Management in Emerging Markets
01-03 June 2015	Geneva, Switzerland: 4 th European Research Conference on Microfinance
08-09 January 2015	Trondheim, Norway: FIBE conference
11-13 December 2014	Uppsala, Sweden, 40 th European International Business Academy
04-09 April 2014	Colombo, Sri Lanka: 6 th International Research Workshop on Microfinance Management and Governance
12-14 December 2013	Bremen, German: 39 th European International Business Academy
10-12 June 2013	Kristiansand, Norway: 3 rd European Research Conference on Microfinance
09 January 2013	NHH, Bergen, Norway: FIBE conference
18-19 October 2012	Oslo, Norway: 5 th International Research Workshop on Microfinance Management and Governance
16-17 August 2012	NHH, Bergen, Norway: NFB conference

COMMISSIONED PROJECT

- CROWDFUNDING FOR YOUTH ENTREPREURSHIPS IN TANZANIA (C4YET)
- Role: Senior Researcher and Secretary to the project Advisory Board
- Value of the project: DKK 11, 812,788
- Project period: February 2019- January 2024
- Project ID DFC File No. 18-15-TAN

HONORS/AWARDS

2012-2015	Competence Development Fund of Southern Norway (Sørlandets Kompetansefond) Ph.D. Scholarship.
2010-2012	Norwegian Government Scholarship, MSc. International Management Scholarship.

MEMBERSHIP TO PROFESSIONAL ASSOCIATIONS

2018 to Current	Chartered Institute for Securities and Investment, UK <ul style="list-style-type: none"> • Chartered CISI, Membership number 242573
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MEMBERSHIP TO RESEARCH GROUP

2017 to Current	Center for Research on Social Enterprises and Microfinance (CERSEM)
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Language	Speaking	Reading	Writing
English	Fluent	Fluent	Very Good
Norwegian	Basic	Basic	Basic

Swahili
Countries of Work Experience: Tanzania, Norway

Fluent

Fluent

Very Good

REFEREES

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I certify that the information provided here is correct to the best of my knowledge.

Signed: .....Date: 27th July 2023