



I F M newsletter

DAR ES SALAAM

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THE INSTITUTE OF FINANCE MANAGEMENT.
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DAR ES SALAAM

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FROM THE EDITORIAL BOARD

The 1982/83 academic year is over. While we welcome the new academic year 1983/84, we wish to congratulate the students who successfully completed their studies during the previous year. We would also like to welcome new students to IFM. It is our hope that they will enjoy the atmosphere around us and make best use of the facilities available so as to achieve their objectives.

It is highly appreciated that our readers have continued to value the Newsletter. This is evidenced by the fact that the Editorial Board received from readers, a lot of information intended for publication. Some of this information appears in this issue. The response elicited by our readers is highly appreciated.

The new academic year has brought along with it a new MUWATA government. The names of the officers in the new government are given in this publication. As usual, it is expected that MUWATA will work harmoniously with the administration, members of the academic staff and the entire IFM community.

Towards the end of academic year 1982/83, an important function took place at IFM. It was IFM's turn to host the Management Training Institutions (MTI) Conference. A summary of the conference proceedings appears as a special feature in this issue.

Last but not least, we were shocked to hear about the sudden death of Mduku E.N.K. Kiariro - a third year student in the Insurance & Social Security Programme.

He passed away on Saturday, June 18, 1983 after a short illness. Ndugu Kiariro had successfully completed all the requirements for the award of An Advanced Diploma in Insurance. We deeply mourn his untimely death and pray that his soul rest in eternal peace.

The Editorial Board
IFM - Newsletter

THIRD CONFERENCE OF FINANCIAL INSTITUTIONS

The Institute of Finance Management had the honour of being invited to the Third Conference of Financial Institutions which was held in Zanzibar from 19th to 20th May 1983. The Director of the Institute Ndugu Z. Maginga headed a delegation of three officials from the Institute; these were Ndugu H.S. Madoffe, Ndugu M.L. Naluyaga and Ndugu S.M. Hyera. The conference which is normally convened by the Bank of Tanzania, is an annual forum of heads of financial institutions in the country where they exchange views and discuss matters affecting financial institutions in the country.

The conference drew 105 participants from 24 different institutions. Among the Institutions which sent representatives to the conference were three organizations based outside Tanzania. These were, African Development Bank, Zambia State Insurance Company and Uganda Commercial Bank.

The conference was opened by the President of the United Republic of Tanzania, Mwalimu J.K. Nyerere on the 19th March 1983 with a call to financial institutions in the country, to strengthen their effort in ensuring the success of The Structural Adjustment Programme - which was the Major theme of the Conference - and underscored the need for financial institutions to direct their decisions and activities at serving the Nations Objectives, priorities and plans.

As stated above, the theme of the conference was on 'Structural Adjustment Programme'. Most of the papers

presented therefore addressed themselves to this major topic, suggesting ways and means by which their institutions would go about assisting in the implementation of the programme to ensure quick economic recovery.

In his introductory remarks, the conference Chairman Ndugu C.M. Nyirabu who is also the Governor of the Bank of Tanzania, called upon all concerned credit institutions to embark on more meaningful credit plans. Referring specifically to the role of the N.B.C. in that regard, the Governor said that the N.B.C. had so far been investing its funds (liquid assets) in Treasury Bills and that exporters in the country have not been able to avail themselves of export credit facilities provided by the Bank mainly on account of the unfavourable credit regulations and policies.

A paper on 'Foreign Exchange Crises' presented by the Central Bank deplored the terrible foreign exchange situation in the country and underlined the role of financial institutions in easing the situation. Some of the measures suggested included the need for encouraging exports, import substitution industries and tourism by creating the necessary financial environment; establishment of an "Export Credit Guarantee Fund", the objective of which is to provide guarantee to financial institutions which provide credit facilities to exporters.

Given the importance of the agricultural sector in our economy, the role of agricultural credit can hardly be overstressed. The Tanzania Rural Development Bank discussed this question at length in a paper

titled "Institutional Credit for Agricultural and Rural Development and Connected Problems". Central to the argument of the paper was the revelation that TRDB's main constraints in the provision of rural credit included capital inadequacy and problems of loan repayment.

The Institute of Finance Management tabled a paper on "Manpower Planning and Development Among Financial Institutions in Tanzania". The paper which stimulated much debate among the conference participants was read by the Institute Director Ndugu Z.D. Maginga. The paper pointed out that although the human resource element is a significant factor in all organizations, it has not been given the attention it deserves in most financial institutions in Tanzania. The existing recruitment, training and retraining policies leave a lot to be desired. The paper also outlined the monumental role IFM plays in the training of financial managers in the country, and the constraints which stand in the way of these endeavours. These constraints include inadequate manpower strength, teaching materials, limited physical facilities and the problems of standards. The question of "standards" meant that some of the candidates IFM ends up receiving could largely be described as "Untrainables". The storm and lightning that followed after this argument was difficult to be calmed. The controversial IFM paper which also blamed financial institutions for not having given adequate attention to executive development in their firms, will be remembered if not for any other reason, at least for raising strategic manpower issues which

impinge quantitatively and qualitatively directly on the financial services likely to be offered as well as the performance and prosperity of financial institutions in general well into the 21st Century (which is only less than 20 years around the corner) when most of the current middle and top management personnel in the financial industry will be already retired or about to retire.

IFM HOSTS MANAGEMENT TRAINERS CONFERENCE

Nature of Conference

Management Trainers' Conference is an annual event which enables Management Training Institutions (MTIs) to meet and discuss issues and problems of their concern as well as exchange experiences. This is a forum which owes its birth to the recommendations given in the Management Training Study (MTS) Report 1975 falling under the auspicious of NAMDAC. The MTS was set up with the aims to:

- i. surveying existing management training facilities
- ii. reviewing legislation as regards management training
- iii. identifying further management training needs
- iv. considering possible coordination and standardisation of programmes and awards.

The conference was last held at IDM Mzumbe in 1981 and in 1982 it could not be held at IFM due to the Institute's involvement in its 10th Anniversary celebration.

At last May 19/20, 1983 the Conference was held at IFM bringing together participants from major management training institutions and representatives from the Ministries and International organizations/agencies based in Tanzania. These included:

- 1) The University of Dar es Salaam (UDSM)
- 2) Institute of Development Management (IDM)
- 3) National Institute for Productivity (NIP)
- 4) Nyegezi Social Training Centre
- 5) Dar es Salaam School of Accountancy
- 6) Representatives from Ministry of Manpower Development
- 7) Representatives from United States Information Service (USIS)
- 8) Representatives from International Labour Organisation (ILO)
- 9) Representative from TISCO
- 10) The Institute of Finance Management (IFM) - host.

The Cooperative College - Moshi and ESAMI - Arusha were invited but could not attend. The total number of participants was fifty (50), thirteen of whom presented various papers.

Guest of Honour

The Minister for Manpower Development inaugurated the conference by a speech read on his behalf by the Director of Management Services in the Ministry Ndugu Christopher Nyirabu. The Minister Ndugu (Dr) Pius Ng'wandu said the demand over supply of skilled management personnel in the country shows a widening gap. He said a 1975 forecast study showed the gap was widening steadily adding that management training

institutions should make concerted efforts to check this trend. "The country's hope to build Ujamaa and self reliance critically depended on the availability of adequate skilled management cadre", the Minister emphasized.

The management training institutions were the major pools of talent in the country and were responsible to assist in solving the various problems beset by the shortage of foreign exchange and by inflation hinging heavily on the government, operating firms, cooperatives and small scale enterprises, the Minister pointed out.

On research, the Minister urged for coordination of the exercise and maintaining a cumulative research strategy. Without research, the Minister cautioned, "our development will be stunted and it will never be possible to take care of all the problems in our economy independently". He concluded by wishing participants fruitful deliberations.

Themes

The conference focused on Planning, Research and Consultancy in management training institutions. Various papers were presented around these themes to stimulate discussion about strategic and operational planning, research management, problems of management research in Tanzania, what constitutes relevant

alleviate current economic hardships of parastatal and small scale enterprises in the country

Papers Presented and Summary of Main Point(s)

1. "Manpower Training Needs for East and Southern Africa" by Prof. Ken L. Edwards (UDSM)

This paper among other issues advocates for the establishment of a Regional graduate management school to focus primarily on the training of management trainers. It also points out the importance of the determination of management training needs and management capacities among the countries in the region. Such a school, the paper notes, would enhance cooperation among participating countries.

2. "Towards Strategic Management of an MTI in an LDC: From Management Technology Transfer to Knowledge Building (with illustrations from Tanzania)" by Prof. Kami S.P. Rwegasira (IFM). The paper notes that management training institutions in developing countries particularly Tanzania so far engaged almost exclusively in management technology transfer i.e. training, consulting and hardly in 'knowledge building' i.e. research, as if the management technology thus transferred were necessarily 'appropriate'. This phenomenon has accentuated dependence. The paper suggests that in order to engineer the necessary strategic twist, an optimal strategy would be to pursue what the author calls "Socio-econo-auto-centric" management research.

The paper explains this type of research to be concerned not just with problems in the environment but as the research which is specifically focusing on management issues and problems pertaining to mass-based needs and demands and which uses as far as possible locally available resources to generate useful information and knowledge primarily for local consumption and utilization. It is this research which would enhance self reliance and self liberation from neo-colonial dependence. The paper advocates that this strategy will work optimally in managing the transition of our MTI's from the status of being mere conduits and echo chambers of alien management technology to becoming 'relevant' management knowledge builders in their respective environments.

3. "Experience and Problems in Implementation of Plans in MTI's" by S. Rwechungura - Nyegezi.

Explaining with a model formula, the author stresses that both individual and organisational needs have to be carefully studied and balanced before a plan for training an individual is charted. Most institutions tend to ignore the demands of the market, thus causing a mass exodus of trainers, the author adds.

4. "Development of Management Trainers in Tanzania: Problems and issues" by H.K.M. Msalangi (IFM).

This paper underscores the point that although the University of Dar es Salaam is a Tanzanian Institution and manned by Tanzanian Africans,

nevertheless it has not yet thought of offering admission to management trainers with professional qualification into its Masters Programmes. The paper points out that it was surprising to see that it is the foreign universities in advanced countries which are accepting our locally trained professional trainers into their post graduate programmes. These trainers have invariably done well in those foreign programmes.

Faced with the problem of foreign exchange not many people can train abroad, thus the only possible alternative is for the UDSM to endeavour to give professional management trainers not only priority but flexibility for admission into the masters' programme in view of their professional qualifications they may have to present as equivalent to first degree, the paper urges.

5. "Coordination of Management Training in Tanzania"

by Prof. Ken L. Edwards (UDSM)

Because of the fact that many recommendations made by NAMDAC may not be implemented at will by those concerned, the paper calls upon the relevant authorities to transform NAMDAC from a mere advisory into an autonomous decision making body. An alternative to this the paper says the Ministry of Higher Education or University of Economics and Management Sciences be established under which the present institutions would be under it for purpose of the overall coordination of all management training institutions.

6. "The Need and Strategy of Integrating Training, Research and Consultancy in MTIs" by F.M. Ruhara (IFM)
Since effective training demands that research and consultancy must be undertaken as part and parcel of the wholesome job, the paper highlights on the need and strategy for integrating the three. The need particularly with regards to the research arises at certain levels when promotion may not be easy to come by unless one publishes, etc. The strategy, the paper warns that MTIs should specialize in respective fields of management and undertake research and consultancy in these fields. They should compete, researchers should be motivated and new ways of financing research should be found out.
7. "Causes of Poor Research: The Lack of A Research Proposal" by I.M. Chonya and Dr. J.S. Minja (IDM).
A thorough and systematic planning of a study before undertaking a research is of great importance if an inquiry is to be successfully completed, the paper cautions. It goes on to say that the proposal should be carefully structured and should contain several items including the title, importance of the project, statement of the problem, study design, literature review, time, action programme and bibliography. The paper also requests that existing teachers/trainers be trained in research methods and the same be introduced to students.
8. "The Predicament of the Researcher in an Under-developed environment" by S.M. Hyera (IFM)
Research in all walks of life needs a strong backing by those responsible. Money, transport and

other facilities are but to mention a few essential support to a researcher. A starved researcher can hardly undertake a meaningful research the paper observes, adding that Bureaucratic impediments on financing a research work, retiring the research money in the form of imprest, confidentiality of data and many other puts up the end to every possible effort.

9. "Management Consulting: How to go about it"

by I.M.P. Mowo (IFM)

The consulting process is aimed at solving a problem which a client may be facing. The consultant must use his knowledge, skills and experience in order to diagnose the problem, analyse it and make recommendations. An operational plan must be made in order to assist the client in implementing the proposals. A good consultant is concerned with successful implementation of his proposals. If the client does not implement them why call a consultant? These are some of the highlights of the paper.

Other papers presented were: "Management Consulting Experience and Problems..... Some suggestions for improvement" by N.A. Lema (NIP). "Consultancy in Tanzania" by J. Katunzi (UDSM). "Management Training Institutions and Management Consultancy" by Prof R. Baguma (IDM) and "Internships and Consultancy Opportunities for Management Studies: The American Experience" by Schumann (USIS).

Proceedings and Resolutions:

The two day conference was divided into two sessions each, the morning and the afternoon sessions. Each session had a Chairman and these were: IFM, Prof. Kami S.P. Rwegasira - Morning session of Thursday May 19, 1983. UDSM, Prof. Ken L. Edwards - Afternoon session. Friday May 20, 1983. IDM, Prof. R. Baguma - Morning session while the afternoon session was chaired by S. Rwechungura, Nyegezi. Participants were involved in discussions after the presentation of each paper. Usually presenters orated and gave highlights of the main point(s) of their papers taking not more than 15 minutes and another 15 minutes was for discussions. Tea was served each morning at 10.30 and lunch at 12.30. Afternoon session began at 2.00 and went as far as twilight.

The evening of Friday May 20, 1983 the end of the conference culminated in the deliberations that saw the drawing up of over ten resolutions. The true picture of these resolutions can be reflected from the highlights given to each paper above. This was done under the chairmanship of Prof. Kami S.P. Rwegasira (IFM).

Participants hailed IFM for making the conference a success. "We ate, we were respected highly and everyone was friendly; we felt comfortable everywhere and we wish the conference could take us a little longer," one enthusiastic participant remarked as he was drawing himself out of the Council Chamber where the conference was held for the two days.

There was a video film show in the evening of Thursday May 19 on Management, Finance for Manager (Managing to

Survive) and the FIVE M's (Money Margins, Mileage, Market Potential and Management). These were all interesting films to Management Trainers and could certainly be so to practitioners. There was the evening party to bid fare-well to participants which was held at the end of the conference on Friday May 20, 1983. Soft music from the Institute's disco-sound system entertained everyone.

Readers would like to know when and where the next conference will be held. Mwanza, Nyegezi Social Training Centre is the next venue and the theme will be "Management Training, Research and Consultancy Needs and Methodology".

This Newsletter looks forward to seeing each one and all those who would like to participate next year make an early preparation and wish them the best of luck.

BACK FROM OVERSEAS

1. Ndugu D. Ole Njoolay has recently returned from Italy where he attended a four months course on Plan Implementation and Development Financing.

Following is a brief report on the nature and evaluation of the course as provided by Ndugu Ole Njoolay.

PLAN IMPLEMENTATION AND DEVELOPMENT FINANCING

Introduction:

The course is organised by the Institute for Studies on Economic Development - popularly known as "ISVE" in Italian short-form. It's a regular four months'

course; from January to April, every year.

As the theme goes, the course is essentially on Economic Development. Three major topics touched include International Economics and Institutions, National Development Policies, and Financing and Implementation of Development Plans.

Participants come from LDCs, (Asia, Africa and Latin America). The majority of the participants are University or College Professors/Lecturers with a background in economics.

The Institute has a very limited number of teaching staff (not more than eight). Most of the instructors come from outside the Institute, and at times outside Italy. The majority of the faculty members are well acquainted with affairs of Third World countries.

The Course Content:

The approach is essentially Post-Keynesian. Most of the time is spent on the traditional theories of Economics. Lesser time is spent on case studies and 'down-to-earth' examples. However, there's a lot to learn from the course participants themselves during discussion time. Furthermore, the organizers are willing to make changes to suit the participants' requests.

Shortcomings:

There are few problems encountered when attending the course. The first is the problem of language. The

medium of instruction is mainly Italian (but with simultaneous translation into English for English-speaking participants). The interpreters aren't so good. Furthermore, however good some could have been, there are economic jargons which for sure cannot retain their original meaning during translation. Outside the Institute problem of communication becomes ~~even more acute~~. Very few Italians speak English, and even for those who do, they feel proud to speak to you in Italian.

Other problems are organisational. Italian bureaucracy is not the best in Europe. As a people, Italians are very social. People with a good sense of humour. But it takes quite some time to push through something from one end to another.

Conclusion:

Despite a few shortcomings, there's a lot to gain in attending ISVE courses. I would advise the Institute's authorities to take advantage of them. There are two courses each year. The one I attended, and a related course known as "Economic Development and Planning", which runs from November to April.

2. Ndugu S.B. Bagole, Assistant Lecturer, has recently returned from Canada where he was pursuing courses leading to the award of a professional diploma in accountancy - Registered Industrial Accountants (RIA) at Algonquin College of Applied Arts and Technology, Ottawa. Ndugu Bagole who holds

also a Diploma in Banking (1974) from IFM and a B.A. (1980) from Dar University is an Assitant Lecturer at the Institute.

We welcome Ndugu Bagole back to IFM.

3. Ndugu V.R.M. Mutabihirwa has returned from West Germany where he attended a short course on "Collection and Presentation of Statistical Data: Methodological Aspects".

The course which lasted between 2nd March and 24th June 1983, was conducted at Munich Centre for Advanced Training in Applied Statistics for Developing Countries.

The course covered the following aspects:

- Use of micro computers
- Planning a census/survey
- Enumeration techniques
- Data processing
- Sampling methodology
- Data presentation
- Time series analysis
- Indices
- National accounts and input-output tables
- Projections

In addition to classroom learning, the participants also undertook study tours in several European countries.

STUDENTS' PERFORMANCE ANALYSIS

1982/83 ACADEMIC YEAR

<u>Programme:</u>	<u>Year</u>	<u>Pass</u>	<u>Repeat</u>	<u>Class Size</u>	<u>Total</u>
<u>Accountancy:</u>	I	63	-	85 2	85
	II	71	-	82 1	82
	III	50	1	52 1	52
	FGDA	34	-	35 1	35
<u>Banking:</u>	I	43	-	49 6	49
	II	52	2	59 5	59
	III	32	-	32 -	32
<u>Insurance:</u>	I	28	2	34 4	34
	II	22	-	25 3	25
	III	13	-	13 -	13
<u>Social Security:</u>					
	I	17	-	23 6	23
<u>Tax Management:</u>					
	I	22	1	35 1 2	35
	II	17	-	18 1	18
	III	11	-	11 -	11
	PGDTM	13	-	13 -	13
<u>Financial Management:</u>					
	Semester I	31	-	36 5	36
	Semester II	27	-	31 4	31

The above data seem to suggest that the highest number of casualties are in the earlier years of each programme. The same data however show that the majority of the students pass. This should be an encouragement to the current students. Nobody should

expect to fail if she/he can afford to ~~keep away from~~ the group of the small unlucky minority through hard and purposive work.

The IFM will, according to the above figures, have 180 graduands for the forthcoming graduation ceremony which will take place within a couple of months.

FROM THE EXECUTIVE DEVELOPMENT DEPARTMENT

For the academic year 1982/83, the Executive Development Department (EDD) conducted eleven short courses out of sixteen planned courses. The titles of the courses as well as the dates they were conducted appear below:

Between April 1983 and June 1983 the following courses were conducted.

<u>Courses Title</u>	<u>Date</u>
1. Lending Techniques and Credit Appraisal	14/4/83 - 24/4/83
2. Management Information Systems	16/5/83 - 27/5/83
3. Lending Techniques and Credit Appraisal	13/6/83 - 24/6/83

Academic Year 1983/84

The Department plans to conduct one short course every month except in the month of December. A list of courses to be conducted during the academic year 1983/84 appears below:

<u>Name of Course</u>	<u>Duration in Weeks</u>	<u>Approximate Date</u>	
1. Working Capital Management	2	July	1983
2. Accounting for Non-financial Managers	2	August	1983
3. International Banking & Finance	2	September	1983
4. Financing of Small Scale Industries	2	October	1983
5. Insurance of Exports, Imports & Distribution	2	November	1983
6. Management Audits	2	January	1984
7. Resource Mobilization	2	February	1984
8. Central Banking	2	March	1984
9. Lending Techniques & Credit Appraisal	2 4	April	1984
10. Management Information Systems	2	May	1984
11. Development Banking	2	June	1984

CHIEF EDITOR IN BOTSWANA

Ndugu L.C. Karumuna, the Chief Editor of IFM Newsletter, left for Gaborone, Botswana on May 20, 1983 to attend a short course on "Training of Management Educators" (TOME).

Details regarding his trip and nature of the course will be made available to readers in the forth-coming issue of the Newsletter.

We all wish him a pleasant stay in Botswana and a safe journey back home.

FROM THE LIBRARY

QUIETUDE

During the month of June, the atmosphere prevailing in the library was unusually different from what it was in the months of April and May. Except for a few occasional visitors, the library was primarily occupied by the usual library staff on account of the fact that the students had proceeded on their long vacation. N.B.A.A. candidates who also crowd the library a few months before the ~~examinations~~ had already attempted their exams.

~~Besides~~ their normal duties, the devoted library staff also found the occasion to compile old journals and periodicals ready for binding. "Missing the active interaction with library users made the air inside unusually cold", remarked one of the library staff. It is hoped that new as well as continuing students will rush to make use of the library starting from the first day of the academic year. Members of the library staff are ready to help you. Do not hesitate to consult them whenever you have a problem falling within their area of competence.

INDEX OF NEW JOURNALS

Thanks to the library staff especially Mrs. S.A. Said for introducing the journal index whereby users are notified of the arrival of new journals.

Since it has been observed that this system takes a while before the information reaches the users, a more simplified method has been adopted. Starting from

June 2, 1983, readers who had indicated their preference for certain journals have been receiving personalized notification upon the arrival of such journals. Library staff, please keep it up.

EPILOGUE

To round off the end of the academic and financial year, the institute plunged itself into stock-taking. The library was not an exception to this rule. A battalion from the Accounts Department together with library assistants have been enumerating books, which in the end will depict what we have lost or gained. To the dismay of freshers this exercise has eaten into their orientation programme. None-the-less when it is over we hope that all students, new and old, will move into gear smoothly. We cordially welcome all to our services again.

MUWATA CABINET

Below is a list of officers in the new MUWATA government for the academic year 1983/84.

Chairman	- Joseph Mayunga Mihangwa
Wice Chairman	- Njobelo A. Mwanjela
Secretary General	- Yasin Kigembe

Academics:

Chairman	- Patrick Kasera
Secretary	- Charles Mkenda

Economics & Finance:

Chairman	- Juma Salimini
Secretary	- Wilson Babybonera

Cafeteria:

Chairman	- Deo Mtatina
Secretary	- Redempta Mtei
Deputy Secretary	- Hassan Matondo

Campus Affairs:

Chairman	- M.G. Kamugisha
Secretary	- Florence Mushi

Health and Social Services:

Chairman	- Joshua Jabir
Secretary	- Noel Sabuni

Press & Foreign Relations:

Chairman	- Daudi Mwanisongole
Secretary	- Thereza Mshuza

Sports and Culture:

Chairman	- Titus Tenga
Secretary	- Mhangwa D. Shigella

STAFF DEVELOPMENT

The following staff have been recruited from the period of December, 1983 - todate:

Employed:

H. Saidi
Baltazar Ndimbo
Anastazia J. Ngowi
Ositha Jaka
Neema Hamidu
Osimunda Ngonyani

Position:

Tutorial Assistant
Cook Grade I
Cook Grade II
Cook Grade II
Waitress Grade II
Waitress Grade II

Employed:

Position:

Stela Saimoni	Waitress Grade II
Hamida Njewete	Waitress Grade II
Stuitbert Barongo	Clerical Officer
Chiku M. Mkumbo	Office Attendant
Tabia Mtilla	Accounts Clerk

Ndugu Matilda Kyendenge changed section (reategorised) from Hostel Attendant (Hostel Services) to Waitress (Cafteria Services).

Left Institute:

Position:

Reason:

Abdallah Mtepa	Driver	Terminated
Andrea Mwaijande	Driver	Terminated

Further Training:

Ndugu F.J. Sinyangwe, has been selected to pursue a one year Basic Management Course at IDM Mzumbe for the academic year 1983/84.

Completed Studies:

Ndugu J.P. Mwandu - completed a Post Graduate Diploma in Financial Management at IFM. Ndugu Mwandu also holds an Advanced Diploma in Insurance (1980) from IFM.

Ndugu J.L. Geho - completed a Post Graduate Diploma in Financial Management. Ndugu Geho also holds an Advanced Diploma in Tax Administration (1980) from IFM.

Ndugu S.B. Bagole - has completed a professional course in Accountancy - Registered Industrial Accountants (R/A) at Algonquin College of Applied Arts and Technology, Ottawa, Canada. Ndugu Bagole holds a Diploma in Banking (1974) from IFM, and B.A. (1980) (Accountancy), from the University of Dar es Salaam.

Ndugu M. Ngoma - completed Secretarial Course at Civil Service Training Centre - Dar es Salaam.

New Appointment:

Ndugu D.S. Kapinga - B.A. Ed.(1970), Hons, M.A. 1980, University of Dar es Salaam, Senior Lecturer in Political Education has been appointed Party District Secretary.

Ndugu Kapinga has been a very dedicated and diligent member of the faculty. We all wish him success in his new appointment.

Secondment:

Ndugu Naluyaga M.L. who is a Senior Lecturer at the Institute teaching banking and management subjects has been seconded to the National Bank of Commerce for a year to gain more practical exposure. He will be working as an operations manager in the advances department at the headquarters in Dar es Salaam. In the meantime he will go on assisting in lecturing at the Institute as an adjunct resource person.

MOHAMED ALLY: THE BEST WORKER

The majority of IFM staff is familiar with the name Mohamed. Ask anyone around regarding his whereabouts, and you will receive such answers as "He has left for Msasani or the airport or Kurasini or Kibaha etc". This is the name of our acting head driver Ndugu Mohamed Ally.

Ndugu Mohamed as he is popularly known by his first name, was nominated the best worker for the year 1983. A profile of this dedicated, diligent and respectable worker follows:

Ndugu Mohamed was born in 1954 at Kilwa Kivinje. He received his elementary education at Miteja Primary School in his home town of Kilwa Kivinje. He completed standard seven in 1969.

Having completed primary school education, Ndugu Mohamed decided to acquire some skills that would enable him earn his livelihood. He learned driving using his brother's peugeout 404 pickup in 1971. In order to improve his driving skills, he moved to Dar es Salaam where he attended formal driving courses in one of the recognized driving schools. In 1972, he obtained a class 'D' driving licence. Due to inadequate driving experience, Ndugu Mohamed was not confident enough to apply for a job until 1974 when he was employed as a driver in the Dar es Salaam Regional Commissioner's Office. He worked with this employer until 1978 when he joined IFM.

A class 'C' licence holder since 1977, Ndugu Mohamed has continuously liked his work. He was delighted when

he was informed in April this year - that he had been voted the best worker of IFM for the year 1983. Those of us who know him will regard his nomination as our appreciation for his excellent work. He is a duty-conscious and responsible employee. This notion is exemplified by the fact that on a typical work day, Ndugu Mohamed wakes up at 5.00 a.m. when most of us are probably still asleep. He then drives the combi to Manzese where he picks up the bus driver on the way to IFM. After dropping the bus driver at IFM, he goes all the way to Drive-Inn and Msasani to ferry members of staff from their residential areas. During the normal working hours he makes a number of trips to various parts of the city and sometimes outside the city as circumstances may demand. After office hours, he drives workers to their respective homes. Finally he drives himself home, arriving there at about 8.30 p.m. On the average, he works for about fifteen hours a day.

The advice that the best worker offers to the readers is: "Let us cooperate and work together in order to achieve the goals for which IFM was established so as to foster national development". We all wish Ndugu Mohamed prosperity and the best of luck in ~~life~~ ~~work~~ ~~in~~ ~~life~~.

IFM GOES SPORTSMAN

"If there is anything that helps motivate a worker and retain him on the job is sports activities". This was said by the sports Secretary of the Institute Ndugu H.K. Msalangi when he was interviewed by our Newsletter writer on the formation, role and the future of sports

activities for workers at the Institute.

FORMATION

IFM is perhaps one of the few organisations which had had no sports activities for its workers for quite a long time. Such activities have on the main been undertaken by students; this is attributable partly because the Institute is a school and partly because there had not been an established leadership on the part of workers to lead and run the activities. Not until May 4, 1983 when Ndugu A.K.S. Wogole and H.K.M. Msalangi were voted in by their fellow workers as Chairman and Secretary respectively that the era of workers participation in sports emerged. But the Chairman and the Secretary cannot alone make vital decisions affecting sports. So the task that lay ahead was the establishing of the sports executive body which came into being on May 27, 1983 comprising the Chairman and the Secretary, two Team Managers - one for Netball and the other in-charge of other games. Once captain for each of the games of football, volleyball, netball and indoor games which at present are Draughts, Darts and 'Bao'; plus two ex-officio members - the Chairman of JUWATA and the Chairman of Sports and Culture JUWATA subcommittee.

ROLE

The role of IFM sports body is to mobilize and engage in sports any worker at the Institute who is interested in such activities for the purposes of promoting sports at the Institute and the country as a whole. To build and promote a friendly relationship among workers at all levels by making it possible to interact freely when

involved in these activities and consequently thereafter. Apart from motivation, sports keep the worker's body fit and healthy and help make the mental faculty work actively and restore the peace of mind. In an organisation like IFM, as it should be in others as well, the leaders of sports have a role to play in ensuring that the set objectives of an organisation are achieved.

FUTURE

Asked to foresee the future of sports activities at the Institute, the Chairman of sports Ndugu Wogole said that it is bright. He reckoned that efforts are underway to look for means and sources of economic ventures which will ensure a self sustained funding of sports activities at the Institute. This, in other words, is the aim towards self reliance. "It is very difficult to cater for the Institute's social welfare with a complete dependence on funds given from the Institute's budget". It was observed from his further reactions that at times funds are needed quickly to buy important sports gear and if the money is to be sought from the employer there is always a delay due to bureaucratic procedures involved. But with own funds things can be caught at once. The Chairman went on to say that very soon they are going to register their sports body with the National Sports Council, and thereafter apply for membership with SHIMUTA and CHANETA.

