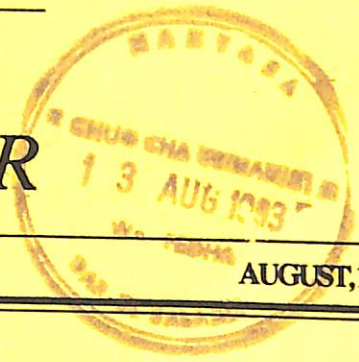


# IFM NEWSLETTER



VOL. 1 NO.4

AUGUST, 1993

## CONTENTS

	Page
<b>INSTITUTIONAL NEWS</b>	
i) Adieu Gilman Rutihinda .....	1
ii) Dr. R.M. Kavura Attends a Commonwealth Interman Programme .....	2
iii) Areas of Revenue Collection by the Library .....	4
iv) DPA Issues Circulars .....	6
<b>FROM THE ACADEMIC DESK</b> .....	6
i) Just joined .....	6
ii) Completed Studies .....	7
iii) Contract ended .....	7
iv) Dindi in France .....	7
v) Prof. Rugaika's visit to TUD .....	7
vi) CFTC Sponsored "Financial Management for Young Executives Course Ends" .....	7
vii) Just Ended .....	8
viii) EDP Now offers Computer Courses at DAR Centre .....	8
<b>GENERAL NEWS</b> .....	8
i) Promotions .....	8
<b>STUDENTS NEWS</b>	
i) Examination Results .....	9
ii) Orientation Programme .....	12
iii) IFMSO New Government .....	13
iv) Abituary .....	14



INSTITUTE OF FINANCE MANAGEMENT

## **ADIEU GILMAN RUTIHINDA:**

The later Governor of the Bank of Tanzania and Chairman of the IFM Governing Council died of cancer of the pancreas at Cromwell hospital in London on Sunday 18/6/93. He was 49.

Succeeding Charles Nyirabu as the Governor of the Bank of Tanzania in May, 1989 the late Rutihinda became Chairman of the Institute's Governing Council on 2nd December, 1991. Rutihinda's illustrious and myriad roles in this country's public service from 1968 when he started working has been the subject at deserving praise and detail elsewhere. Any attempt to restate in this newsletter would be duplicative and even may be irrelevant. I will therefore confine myself to the Rutihinda I know in his capacity as Chairman of the IFM Governing Council.

Rutihinda's tenure as Chairman of the Council was a landmark in the Institute's History. He took the Chairmanship at the time when IFM was strenuously attempting to complete the new hostel block, finalize and formalize its stakeholding, diversify and upgrade its training programme to include Information Technology and Ms. C. in Finance and Banking and to retail its Faculty and attract new ones.

In spite of his very demanding job as Governor of the Central Bank at a time of unprecedented financial reforms in Tanzania he displayed profound love and affection to IFM and devoted much time, energy and thinking to enhance IFM's role and objectives.

I will always remember his statement that since IFM serves financial institutions, its incentives should be similar or at least close to those of the Financial Institutions. This attitude culminated in the Council's blessing of generous and attractive incentive scheme hitherto unprecedented in the IFM's history. On the new hostel block, its financial became difficult with delayed or lack of contributions from some of the financiers.

Rutihinda took upon himself to write personal letters and make personal follow-ups with the Chief Executives of the stakeholding financial institutions. He did the same in an attempt to give IFM a clear dispensation of its ownership and financing. He lent his weight in mapping up the Financial and Legal Management Upgrading Project (FILM-UP which saw IFM clinching a World Bank credit amounting to US \$ 20,000,000 (Twenty millions).

Rutihinda presided over the Institute's 20th Anniversary Celebrations. And although at that point his health was already failing he participated for two days in a row in the "IFM Seminar" on Thursday 19th November, 1992 and during the climax of the celebrations on Friday 20th November, 1992.

He chaired his last meeting of the IFM Council on 22nd January, 1993. In his meeting like all the previous ones he conducted it with quiet dignity commanding a lot of respect from his peers and the management in his flawless English, articulation of ideas, mastery and resolution issues.

When he was laid to rest at the Buguruni Cementary in Dar es Salaam on 25th June, 1993 by thousands of mourners including President Ali Hassan Mwinyi, the entire IFM Management and many workers and students were by the grave side to bid farewell and accord an honorable burial to a aman who epitomized the vision of IFM.

### **Dr. R.M. KAVURA ATTENDS A COMMONWEALTH INTERMAN PROGRAMME:**

In June this year, the Principal of IFM, Dr. R. M. Kavura attended a "two - in -one" programme jointly organized by the Commonwealth Secretariat, and the International Management Development Network (INTERMAN). The title of this programme was "Institutionalising Management Innovations: A programme for Heads of Management Development Institutions", and took place in Barcelona, Spain and Durham in Britain from 12th - 23rd June, 1993.

This programme incorporated two closely related but distinct sub- programmes, that is The 1993 Global Management Development Forum which took place in Barcelona (13- 16 June, 1993) and a follow workshop on Instituonalising Management Innovations held in Durham (18 - 22 June, 1993). The former was jointly organized by the European Foundation for Management Development (EFMD) and INTERMAN while the latter was jointly organized by the Commonwealth Secretariat, INTERMAN and the Durham University Business School.

The Barcelona Global Management Development Forum was indeed "global" both in terms of numbers and the geographical representation. Altogether about 700 participants attended this Forum from all corners of the World, including Tanzania. They included senior human resources and management development managers from the public and private sectors, deans, directors and senior faculty members of business schools and executive development centres, as well as leading training consultants. The major objective of this Forum whose theme was "Innovation and Continuing Success in Management Development", was to accelerate innovation in management development through international net-working between providers of management development and practitioners. A record of 126 distinguished speakers presented papers and case studies on management innovations at plenary and parallel sessions.

The Durham Workshop was attended by about 35 participants who included 25 Heads of Management Development Institutions from fifteen Commonwealth countries, and ten (10) resource persons. The main objectives of this Workshop which took place at the Durhab University Business School (DUBS) were:

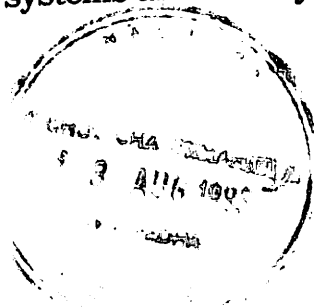
- To review the learning experience resulting from the Barcelona Global Management Forum.
- To disseminate the results of an INTERMAN study on Management Innovation, and
- To discuss the conditions and mechanisms for the development of an on going innovation capability in the institutions' policies and programmes.

**INNOVATION**, the Barcelona Conference demonstrated, is a major instrument for managing change in this fast changing world. Political realignment, technological advancement, communication revolution, economic competition, and rising aspirations of people globally have generated new challenges for Management. the future will remain impossible to predict. Organisational leaders will have to live with and learn to manage uncertainty, ambiguity, diversity and complexity.

These lessons from GMF call for cognitive reorientation on the part of management schools, management professionals and managers at large. those who aspire to build and retain leadership or maintain a competitive edge will be left with few options innovating, and changing. To ensure competitive advantage and to develop institutional, organisational, national, regional and global capabilities, there is need to explore and work on competitive-cooperation, a consent which may have seemingly contradiction, but certainly immense possibilities in the decades ahead.

In summary Dr. kavura learned the following from Barcelona and Durham:

- Innovation is caused by a competitive environment where resources are limited but aspirations are high.
- Innovation is nurtured in a supporting organisational climate having creative leadership.
- Innovation is effectively manifested and implemented in people-centered, client-driven, results-oriented organic organizations.
- Innovation is a managerial and entrepreneurial activity.
- Innovation does not have a predetermined form; it takes many shapes and sizes related to different facets of management.
- Innovation flowers where organisations have shared values, decentralised structure and flexibility to improvise and retool depending on situations.
- Innovation calls for unlearning - some of those practices which may have contributed to success in the past; and it requires re-learning.
- Innovation requires change in executive mind set, of attitude and skills.
- To build effective relations between academic and practicing managers there is a need to have operational autonomy in business schools. Furthermore self financing approach needs to be institutionalised. Deans/Directors of Business Schools should be oriented to client systems and society and mentors in relation to colleagues.



## **AREAS OF REVENUE COLLECTION BY THE LIBRARY**

Recently the Chief Librarian during the Library Senior Staff meeting argued that cost sharing and profit centres are management concepts experimented with surprising success in many places of work which previously offered complete free services such as Museums, ruin sites and even information centres.

In the Library world it is now argued that the days for completely library information service are over. Information as a commodity on which costs are incurred to produce, organise package and market or distribute should no longer be supplied completely free of charge. Librarians should therefore charge for certain information services, to recover at least some of the incurred costs in the organisation and dissemination of information. During the library professional meeting the IFM Librarians resolved to introduce charges on some of the library services rendered, and to initiate projects or services which would generate revenue for the Institute.

Possible revenue generating areas were identified and classified as follows:

### **A. Reproduction/Reprographic Services**

1. Printing (using new Technology i.e. Computers Desk Top publishing).
2. Binding
3. Posters production
4. Cards
5. Arts - work.

### **B. Service facilities**

1. Membership
2. Search Services
3. Group Tours
4. Field Attachment
5. Storage charges.

### **C. Penalties**

1. Overdue charges
2. Loss of documents.

#### **D. Training and Consultancy Services**

1. Short Courses
2. Seminars, Workshops and Conferences
3. Consultancy Services.

#### **E. Shop:**

Bookshop/Stationery.

Whereas some of the areas identified above would need the supply of capital funds, equipments and certainly further studies, it was resolved that for the year 1993/94 the Library can undertake some activities and the appropriate decisions were taken as follows:-

1. Overdue - overdue charges of 20/= for each day a document is kept beyond the date it ought to have been returned to the library. Members who fail to pay fines will be black listed i.e. they will lose their right to borrow documents from the library. They can however use other library facilities and services.
2. Loss of documents - the library will charge a replacement price of documents, and this is three times the original price.
3. Membership - temporary members i.e. Non IFM members of the community will be required to pay a fee of Shs. 1,000/= per annum. These members will be allowed to use the library's physical facilities. They can also borrow documents to be used in the library only. They are not allowed to take away documents for home reading.
4. Photocopy services - on the availability of photocopiers, photocopying charges will be at a rate sufficient to cover the costs.
5. Training and Consultancy - now that the library has seven professionals the library should be able to organise short courses, seminars etc. for the year 1993/94 the library intends to run five courses as follows:-

Course 1: Library Operations and Services for library assistants and attendants. Date 13 - 14 September, 1993 Venue: Kibaha, Course Coordinator M/S Sarai, assisted by Mr. Sekiete.

Course 2: Records Management in offices, archives and information units. Dates 18 - 29th October, 1993. Course coordinator A. Hassan assisted by Mrs. S. said. Venue: Morogoro.

Course 3: Review Courses for Government Higher and Lower Standard Library Examinations dates 8 - 26th November, 1993 Coordi-

nator Mr. Mhina assisted by Mwanyika, D.Venue - Kibaha.

Course 4: Preservation of printed and Audio Visual Information resources in libraries, archives and documentation centres. Dates 7-18 February, 1994. Venue: Zanzibar. Coordinator S.S.P. Sekiete assisted by Mrs. S. Said.

Course 5: Management Performance Improvement course for professionals working in libraries and documentation Centres. Dates 7-18 February, 1994. Venue: Arusha. Coordinator Mr. M. Mhina assisted by M/S Sarai, M.

### **DPA ISSUES CIRCULARS**

1. On need to control sale of bites during the time in IFM Cafeteria, and banning sale of Foodstuffs in IFM offices.
2. On stopping working overtime except with the express authority of the Principal. The first circular attempts to control haphazard and institutional image-damaging sale of bites inside the IFM offices and cafeteria. The second circular aims at strict supervision of O.T. ensure that everyone works hard during the official time and does O.T. only when demonstrably necessary.

### **Head of Administration staff Meetings**

These continued fortnightly as usual under the chairmanship of the DPA. The focus of this month's meetings was to solve problems associated with the start of the new academic year and to finalize the Training Programme for 1993/94 for the Administration and Library staff.

### **FROM THE ACADEMIC DESK**

#### **a) Just Joined**

In its ever continuing commitment and efforts to strengthen the faculty, the Institute has further employed the following academic staff.

1. Mr. G.S. Mnyelle, LLB (1992) University of Dar es Salaam - Tutorial Assistant.
2. Mr. Kassimu Mwitondi, MSC (Statistics) 1991 (Sofia Bulgaria) as Assistant Lecturer.

We welcome them and wish them the best in their new career.

**b) Completed Studies**

Mr. D.G. Rusimbi successfully completed his studies in Post graduate Diploma in Development Finance at Birmingham University, UK. We highly congratulate him for this achievement.

**c) Contract Ended**

Mr. P. Massawe's teaching contract with the Institute ended on June 30, 1993. During his two and a half years contract Mr. Massawe was a Lecturer in General Management. We hope he will land on a greener pasture.

**d) Dindi in France (1st July - 31st August, 1993)**

Mr. Dindi spent one month in France attending a study session on "THIRD WORLD DEVELOPMENT AND HUMAN RIGHTS". This course was conducted at the International Institute of Human Rights in Strasbourg (France). This four weeks centre was designed for Lawyers participating in the transformation of current economic and political systems. As a major theme, the course addressed the current linkage of development assistance and Human Rights Phenomena. In Addition the course made a superficial coverage of diverse topic in Human Rights issues.

The following particulars areas were covered:

- The Right to Development as a Human Right.
- Economic social and cultural Rights in the Third World.
- IMF and WORLD BANK policies on Human Rights.
- Vienna Declaration and Program of Action (1993).

**e) Prof. Rugaika's Visit to TUD**

Professor W.K. Rugaika was away for two and half month (May to July, 1993). He was visiting the Delft University of Technology, (TUD) in the Netherland. During this period he worked closely with the Center for International Cooperation and Appropriate Technology (CICAT) and the Disaster and Emergency Reference Center (DERC).

While in Netherland, his preoccupation included preparation of the Training in Disaster Management project document, participated in writing a reader on Insurance of Disasters, reviewed a Training Module - Planning for Upgrading of Structures (Retrofitting), compiled a list of reference Books on disaster management and held discussions with his hosts on prospects and areas of collaboration in Training in Disaster Management in Tanzania.

**f) CFTC Sponsored "Financial Management for Young Executives Course Ends"**

An 8 weeks course in Financial Management ended on 30th June, 1993. The Guest of Honour Mr. Simon Sayore underscored the Importance of Financial



Management training, particularly in the developing economies. The course which drew a total of 20 participants from ten African Commonwealth countries, was the sixth of its kind being held by the Institute. The Participants came from Sierra Leone (2), Gambia (1), Ghana (2), Kenya (1), Uganda (2), Tanzania (4), Malawi (2), Zambia (4), Zimbabwe (1), and Lesotho (1).

**g) Just Ended**

A total of 62 (sixty two) courses in the areas of Accounting, General Management, Computers and Materials Management were recently conducted at Arusha, Zanzibar and Dodoma Centres. The courses drew a total of 242 participants from Government Departments, Parastatal Organizations and Private Companies.

**h) EDP Now offers Computer Courses at Dar Centre**

The department in recognition of the growing importance of Computers, recently introduces a series of short Courses to be run in Dar es Salaam. For those clients who are unable to travel to our up country centres. A number of courses ranging from Introductory courses to Advanced courses are expected to be conducted. The following major topics feature in these courses.

Introduction to computers and MS DOS

Introduction to World Perfect

Introduction to DBase with DBase IV

Computer course on Micro Soft Windows. Version 3.1.

For details relating to these courses one is requested to contact Mr. Shaban Kapalatu the Director of DSM Centre.

**GENERAL NEWS:**

**Promotions**

At its 40th extra-ordinary meeting held on July 2, 1993, the Staff Development and Disciplinary Committee promoted the following employees:-

1. Ndugu S. Sumuni to Dinning Hall Supervisor.
2. Ndugu S.B. Mtondo to Dinning Hall Supervisor.
3. Ndugu A. Kasango to Dinning Hall Supervisor
4. Ndugu A. Chande to Cook Gr. I.
5. Ndugu M. Kiworelle to Security Officer Gr. II.
6. Ndugu C. Lugwali to Security Officer Gr. II.

## EXAMINATION RESULTS

### a) INSURANCE AND SOCIAL SECURITY ADMIN:

Programme	Straight Passes		Supplementaries		Discontinuation		Postponement		Total No. of Candidates. T	
	1991/92	1992/93	1991/92	1992/93	1991/92	1992/93	1991/92	1992/93	1991/92	1992/93
ADI I	3(16.7%)	16(72.7%)	13(72.2%)	6(27.3%)	2(11.1%)	0(0%)	1	-	18	22
ADI II	9(47.4%)	10(71.4%)	3(15.8%)	4(28.6%)	7(36.8%)	0(0%)	-	1	19	14
ADI III	14(77.8%)	10(77%)	3(16.7%)	2(15%)	1(5.4%)	1(8%)	-	1	18	13
ADSSA I	9(64%)	3(42.9%)	4(28.5%)	4(57.1%)	1(7.1%)	0(0%)	-	1	14	7
ADSSA II	-	11(91.7%)	-	0(0%)	-	1(8.3%)	-	-	-	12
<b>TOTAL</b>	<b>35(50.7%)</b>	<b>50(73.5%)</b>	<b>23(33.3%)</b>	<b>16(23.5%)</b>	<b>11(16.0%)</b>	<b>2(3%)</b>	<b>1</b>	<b>3</b>	<b>69</b>	<b>68</b>

b) ACCOUNTANCY DEPARTMENT:

COURSE	PASS		SUPPL.		FAIL		DISCO		TOTAL	
	NO.	%	NO.	%	NO.	%	NO.	%	NO.	%
1991/92										
ADA I	61	38	75	47	-	-	25	15	161	100
ADA II	45	49	47	51	-	-	0	0	92	100
ADA III (After Supp.)	98	97	-	-	-	-	3	3	101	100
<hr/>										
1992/93										
ADA I	111	53.6	80	38.7	-	-	16	7.7	207	100
ADA II	67	52.4	58	45.3	-	-	3	2.3	128	100
ADA III (After Supp.)	81	95.2	-	-	2	2.4	2	2.4	85	100
PGDA	18	54.6	14	42.4	-	-	1	3.0	33	100

c) TAX MANAGEMENT DEPARTMENT

COURSE	1992/93								1991/92							
	PASSED		SUPP.		FAILED		TOTAL		PASSED		SUPP.		FAILED		TOTAL	
	NO.	%	NO.	%	NO.	%	NO.	%	NO.	%	NO.	%	NO.	%	NO.	%
ADTM I	26	67	11	28	2	5	39	100	13	38	13	38	8	-	34	100
ADTM II	17	74	6	26	0	0	23	100	16	70	7	30	0	-	23	100
ADTM III	23	100	0	0	0	0	23	100	16	89	2	11	0	0	18	100
PGDTM	11	55	9	45	0	0	20	100	8	100	0	0	0	0	0	100
GRAND TOTAL	77	73	26	25	2	2	105	100	53	63.9	33	2.65	8	9.6	83	100

**d) BANKING DEPARTMENT:**

<u>Programme</u>	<u>Straight Passes</u>	<u>Suppl.</u>	<u>Postponement</u>	<u>Fail</u>	<u>Total</u>
ODB 1	11	5	-	1	16
ODB 2	10	-	1	1	13
ADB 1	41	11	2	-	54
ADB 2	20	5	-	-	55
ADB 3	34	-	1	-	35

**Orientation Programme**

This years orientation programme commenced from 5th July to 9th July, 1993. The purpose of the programme was to familiarize new students or freshers with the affairs/procedures of the Institute.

The programme involved the top management heads of department, student's leadership and new students. The students were briefed on the Organisation of the Institute i.e. administrative hierarchy, assessment and conduct of examinations, student welfare etc.

The Director of Studies emphasized that it was the responsibility of the students to make the best use of the lecturers and the resources available.

The Principal, Dr. Kavura stressed on the need to maintain the academic culture that has been mentioned for the past twenty years. So that they may acquire the skills and knowledge required to them good managers or practitioners after their studies. He also mentioned the financial and material constraints that limit IFM's capacity to satisfy the needs of every student. The Institute will continue to employ new faculty staff, increase the stock of library books, review syllabi, introduce computers, train and retrain academic staff and purchase classroom furniture.

The Principal also cautioned students on the need to have effective time management for better performance. He commended lecturers for hard work shown in writing of manuals, teaching extra hours undertaking consultancy and running of short sources.

The Programme also included library visits, registration and briefings by respective heads of departments.

## IFMSO NEW GOVERNMENT 1993/94

**President:** Kaare, J.  
**Vice President:** Nzugille, A.M  
**Secretary General:** Katuma, E.R.

### MINISTERS:

Economic & Finance: - Mengele Alex - Minister  
- Chuwa, W. - Secretary

Campus Affairs: - Mwafubela, R. - Minister  
- Issa Juma - Deputy Minister  
- Akida, M.Z.(Miss) - Secretary

CAFETERIA: - Ngowi, F. - Minister  
- Nyengele, A. - Deputy Minister  
- Mukhohi, J.(Miss) - Secretary

ACADEMIC: - Kilasile, J. - Minister  
- Mushi, H. (Miss) - Deputy Minister  
- Kunene, R. - Secretary

SOCIAL AFFAIRS: - Ruyembe, O. - Minister  
- Makao, D. - Deputy Minister  
- Lemunge, Regina(Ms) - Secretary

FOREIGN AFFAIRS: - Nyamka, M. - Minister  
- Magabe Felister(Ms)- Deputy Minister  
- Mwikwabe, P. - Secretary

SPORTS: - Millanzi, S. - Minister  
- Mono, K.H. - Deputy Minister  
- Mollel, A. (Miss) - Secretary

INFORMATION & PUBLICITY- Salehmohamed, Arif F.-Minister

**OBITUARY:**

- 1) H. Triplow - Accounts Asst. I - Born 1948 at Mwanza engaged at IFM on 1/7/79 as an Accounts Clerk on a rose to the post of Accounts Asst. I, at the time of his death. He died on 10/5/1993 at TOHS Hospital (Pugu Road). May the Almighty God rest his soul in Peace.
- 2) F. Mkana - Senior Water - Born in 1939 at Malinyi (Ifakara). Engaged at IFM on 1/3/79 as a waiter. he died on 23/7/93 at TOHS Hospital (Pugu Road). May the Almighty God rest his soul in Peace.

Internal Memo

