

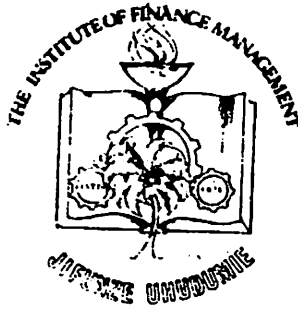


INSTITUTE OF FINANCE MANAGEMENT

TWENTY YEARS ANNIVERSARY

1972 — 1992





INSTITUTE OF FINANCE MANAGEMENT

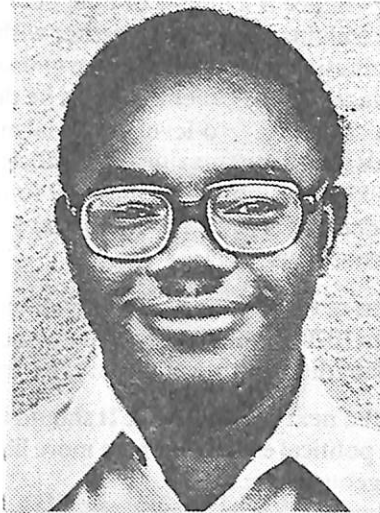
TWENTY YEARS ANNIVERSARY

1972 — 1992

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**MINISTRY OF FINANCE
DAR ES SALAAM**



Prof. Kighoma A. Malima

**MESSAGE FROM THE MINISTER OF FINANCE
HON. KIGHOMA A. MALIMA ON THE
OCCASSION OF THE TWENTIETH ANNIVERSARY
OF THE INSTITUTE OF FINANCE MANAGEMENT
(IFM)**

I am most pleased to join the management and staff of the Institute of Finance Management (IFM) in celebrating the twentieth anniversary of IFM's existence. Twenty years might not be considered a long time for the life-time of an organization, but it is certainly a milestone in the development of the Institute. This is an opportune moment to re-examine the Institute's corporate objectives in the light of its achievements, depressions and challenges faced over the past twenty years, as well as consider the Institute's role in the unfolding turbulent economic situation that our country is passing through.

We are all aware of the trying times our economy has experienced, particularly during the 1980s. No doubt the economic crisis of the last decade has had a significant impact on IFM's operations. But through sincerity of purpose and dedication from the management and workers the Institute has emerged from this victoriously. In particular, the Institute has achieved a high degree of self-sufficiency at a time when other similar training Institutions have increased their dependence on Government sufficiency at a time when other similar training Institutions have increased their dependence on Government subvention. Student enrolment has grown reasonably well and the staff position has not been seriously affected. The Government and the Ministry of Finance in particular, has all along kept an eye on the Institute's developments with keen interest. We are satisfied with its performance to-date and joyfully celebrate this twentieth anniversary.

At this juncture it is fitting to remind IFM some of its objectives in view of the current structural adjustment reforms so that it may draw up policies, strategies and tactics that will live up to the expectations of the market it is supposed to serve.

It has always been said that experience is a matter of time but training is a necessary supplement in gaining experience. IFM is in the training business, together with other related interventions such as research, consultancy and dissemination of new knowledge and skills. This training business is focused at finance management. Finance on the other hand can be defined simply as a representation of the total product of society. At micro and macro-level, financial management deals with the planning, acquisition and utilization of funds in order to maximize the efficiency and value of the organization or economy. Such knowledge and skills are important not only to financial institutions but virtually to every sector of the economy. Indeed, it is for that reason that IFM was established; to train finance managers, bankers, insurers, accountants, etc.

As I have already said, IFM has of to-day done a commendable job. It has trained 865 bankers, 446 tax experts, 427 finance managers 1070 accountants, 389 insurance experts and 105 social security administrators. I wish to congratulate the Institute and everyone associated with this success.

IFM should do better during the next twenty years. It should train people who will be able to perform in a changed economic and political environment, a more liberalized and open environment, following the Government's courageous move to:

- create an appropriate environment that will facilitate the development of competitive and solvent financial and non-financial institutions.
- restructure and recapitalize the existing financial institutions, thereafter allowing them to operate on commercial criteria, making business and management decisions free from Government direct interference.
- allow private sector investors to participate in the financial system to bring about capital, new technology and skills and better access to international services and thereby foster competition.

This means that effective competition by financial and non-financial institutions will require trained personnel in modern techniques that match with the current economic situation. IFM will obviously need to re-examine its curricula, retrain its staff and perhaps expand on its objectives so that the Institute does not become irrelevant in the emerging economic scenarios. I am pleased to learn that IFM is embarking on training in Information Technology (IT) which is now key to efficient performance in our organizations.

IFM will also need to intensify its efforts in research, consultancy and publications so that it can offer more professional and appropriate advice to our government, the public as well as private business sector. We in the Government will remain receptive to whatever views and recommendations that IFM and other academicians will come up with through seminars, workshops, conferences, action-oriented, research and consultancy.

Let me conclude my message by congratulating IFM for having maintained, over the last twenty years, a harmonious and healthy relationship with the financial institutions, on the one hand, and the Government, on the other. We in the Ministry of Finance will continue to play our part so as to make the Institute a place of academic and professional excellence. With the dedication and hard work from everyone of us I am sure that our cherished goals will be realized.

I would like to express my immense appreciation to management and staff on the one hand, and donors and financial institutions on the other, for their positive contribution in the prosperous growth of the Institute. I wish everybody a happy anniversary and success in your future endeavours.

**BANK OF TANZANIA
DAR ES SALAAM**



**Gilman Rutihinda
CHAIRMAN**

**STATEMENT FROM THE CHAIRMAN OF
THE IFM COUNCIL ON THE OCCASION
OF THE TWENTIETH ANNIVERSARY OF IFM**

THE INSTITUTE OF FINANCE MANAGEMENT

STATEMENT FROM THE CHAIRMAN

The Institute of Finance Management (IFM) is twenty years today since the first courses were launched on July 10, 1972. On this occasion, it is opportune to reflect back and record its activities over the last twenty years.

Background

The forerunner of the IFM was the NBC Training College, established by the NBC soon after nationalisation of the Banks in 1967. With the exodus of most trained personnel in banking of the former expatriate banks - at that time, and with the inability of the new Bank to cover the deficit by mass training overseas over a short period, the NBC started the College aimed at recruiting 'raw' bankers for training for three year courses in banking while at the same time conducting short-term programmes for practising bankers.

It was not until 1970 that the foundation stone was laid for what was envisaged as a National Institute of Banking and Insurance at the present premises of the IFM. While construction of the Institute of Bankers was in progress, it was realised that the requirements of the other financial institutions, namely BOT, TIB and TRDB could better be met by the same Institute. The Institute therefore was required to offer training in banking, insurance, financial management and other related subjects.

It was with this background that the Institute of Finance Management was established by an Act of Parliament No. 3 of 1972 to, among other things, 'conduct training programmes leading to professional qualifications in banking, insurance, finance management and such other related subjects.'

The NBC Training College building was at that time to house both the IFM and the College.

Training Programmes

The first students intake in 1972 was only for banking and insurance programmes. Over the years, the Institute has expanded to offer courses in Accountancy, Financial Management, Tax Administration and Social Security Administration. In order to cater for the increased student intake and programmes both physical facilities and human resources had to be increased. The NBC generously handed the Building to the IFM and subsequently hived its training College to Iringa to increase the facilities of the Institute.

Over the years, the Institute has maintained its reputation and its awards are comparable and in no way subordinate to any similar international qualifications. To date 3302 graduands have been awarded Advanced Diplomas and Post Graduate Diplomas and Certificates in the fields of banking, insurance, accountancy, financial management, tax administration and social security administration. Other countries namely, Uganda, Ghana, Lesotho, Mozambique, Ethiopia, Botswana, Swaziland, Grenada, Sierra Leone, Zambia, Zimbabwe and Namibia have trained their nationals at the IFM. The national liberation movements of South Africa have also been sending their cadres for training in fields offered by the Institute.

The Institute has, like its forerunner, continued to conduct short-topical training courses for the financial institutions geared at improving the participants' perception and job performance. Over the years, apart from the long-term courses, the Institute has institutionalised short-term courses, which in the short-run, are the ones that can have immediate impact on the efficient operations of the financial institutions, and other industries.

In order to cater for the expanding short term programmes and the long-term courses, the Institute embarked on the expansion of its physical facilities aimed at increasing hostel accommodation.

This six storey building has been completed at a cost of T.Shs.600m, thanks to the benevolence of the Government and financial institutions who financed it. With this completion the capacity of hostel accommodation will double to 800.

The Way Ahead

A dual analysis of the Institute and the interfacing environment reveals the need to undertake a qualitative and quantitative improvement of its three roles of training, consultancy and research. Alongside these improvements is the need to rehabilitate IFM's facilities. The overall aim of this is to make IFM the market leader in training and research in Finance related fields during the next five years. Studies show that in the area of long term training there is a large and growing candidature market particularly in the Accountancy and Financial Management fields.

The Institute therefore, intends to capture this market by introducing three new courses in Financial Management, a Master of Science degree programme, an Advanced Diploma Programme and a time post-graduate programme in Financial Management and Accountancy and two new programmes in Computer Studies. Procurement of Computers and accessories are being done through the financial assistance of the World Bank.

While the candidature market for IFM's programmes has been going up, fresh enrolment has slightly fallen suggesting problems of sponsorship, due mainly to the rising cost of higher education. The most seriously affected programmes are Social Security Administration, Tax Management and Banking Programmes. Solution to the problem of Social Security Administration programmes, which is partly due to the fact that they are a one-company (NPF) sponsored programmes will be solved by extending their clientele beyond Tanzanian borders, and by re-designing the programmes such as to reduce the NPF's training burden.

The Institute also intends to re-design the Tax Management programmes in bid to make them more attractive to the business community, as well as the candidature market which is conscious of NBAA's recognition. Currently these programmes are meant for the government tax departments, thus limiting their intake. This is particularly so after the establishment of the Institute of Tax Administration in 1986.

Although new enrolment in Banking programmes has been falling, the Institute's market forecast suggests that the liberalization of the banking and financial sector, following the Nyirabu Commission, will largely increase the demand for these programmes. The same will be the case with insurance programmes. The attractiveness of these programmes will be enhanced by making them more practical and consumer oriented. This is important in view of the establishment of banking schools by NBC BOT and NIC.

All in all the Institute's training objectives during the next five years have been largely optimistic. It has projected an increase in enrolment in all programmes. Thus total enrolment is projected to increase from the 1991/92 levels of 786 to 1000 during the 1995/96 academic year.

Performance appraisal of the Executive Development and Consultancy functions indicates an upsurge in the number of courses and revenues, thanks to a new EDP and Consultancy policy introduced in 1990. The Institute intends to continue with his policy.

Performance of the Research and Publication functions has so far been abysmal due, *inter alia*, to organizational weaknesses of the Research and Publications Committee, inadequate physical facilities to support research and publication activities and inadequate research and writing skills among our faculty. There is, therefore, a need to reactivate and strengthen these functions so as to make IFM become the leading institution in the country for research and publications in banking, insurance, financial management and tax management. To achieve this a new department of research and exercise publications will be established.

The Institute's Library has over the years proved to be too small as the student population has expanded. Furthermore, most of its books and periodicals, about 15,000 volumes and 50 titles, respectively, are of older editions. Fortunately the new completed hostel building will double the Library's capacity apart from offering a book-binding facility. Nonetheless there is a need to increase the book stock and periodical titles. This has been set at 500 volumes and 5 additional periodical titles respectively, each year. Procurement of books and library equipment will be done through a World Bank assistance. A budget of about T.Shs.68m. has been provided for this purpose during the next five years.

Our Institute is facing a severe shortage of permanent faculty. In 1989/90 for example the Institute as a whole had a shortfall of about 40 full-time lecturers. This shortfall was bridged by engaging part-time lecturers. While part-time lecturers are a *necessary* feature of IFM's training philosophy (e.g. to impute practical knowledge, and due to the specialized nature of some of our courses) a one-to-one ratio of full-time/part-time lecturers is considered to be undesirably high.

It has been determined that the ideal ratio in this regard is to have 75 percent of our faculty working on full-time basis. This means that 60 permanent lecturers are needed today, against the present 50. Taking account of the proposed new courses and the expected increase in enrolment the ideal permanent faculty is projected at 100 during the next five years. This presents a gap of 50 new lecturers to be recruited. In addition there will be a need to train existing and new lecturers to higher qualifications,

including Ph.Ds. The World Bank has also agreed to assist in this training exercise through provision of scholarships.

In summary the Institute plans during the next five years to:

- i) ensure qualitative improvements of the existing programmes in order to satisfy the need of our local and foreign clients.
- ii) improve the teaching function by recruiting good and well qualified faculty, developing and motivating them. secure more books and carry out more research and publications.
- iii) expand existing courses by increasing the number of students and starting new courses.
- iv) repair and rehabilitate the physical facilities, equipment and tools of the Institute and to construct or buy new ones where necessary.
- v) make it the undisputed leader in training, research and consultancy in Tanzania especially in the field of Banking, Insurance, Social Security Administration and Financial Management.

The Institute has through its growth enjoyed external assistance from various quarters and I would like to take this opportunity to thank each one of them, and in particular the UNDP, CIDA, British Council, Ford Foundation, and Rockefeller Foundation. Others are India and the World Bank. The World Bank assistance has come at a time when IFM is twenty years old. What an appropriate aid package at an appropriate time!!

I would like to pay tribute to the first Chairman of the IFM Council, Ndugu A.J. Nsekela, who apart from steering the Council in the formative years was the main force behind the establishment of this Institute.

I would also like to pay tribute to Dr. Loxley, the first Director of the Institute, and Prof. K. Malima, Mb, Dr. P. Temu, Dr. Bavu, Mr. Yona, Mr. Z.D. Maginga, Mr. N.K. Mwambene, and Dr. R.M. Kavura, the present Principal of the Institute, who have served as Directors of the Institute during the first twenty years.

Many thanks also go to all the staff of the Institute for the dedication they have shown in making the Institute what it is today.

**THE INSTITUTE OF FINANCE MANAGEMENT
(IFM)
DAR ES SALAAM
THE PRINCIPAL'S STATEMENT
ON THE OCCASSION OF
THE TWENTIETH ANNIVESARY OF IFM**



**Dr. Richard M. Kavura
PRINCIPAL**

THE PRINCIPAL'S STATEMENT

The Institute of Finance Management (IFM) is twenty years old. In those two decades it has achieved tremendous growth and public recognition as a leading training institution in this country and beyond. The following is a summary of some of the major achievements of this Institute during the period under review:

- (a) IFM has served honestly and obediently the interests of its founding fathers and stakeholders.
- (b) It has responded swiftly to the training needs of sectors of the economy other than the financial sector.
- (c) It has attempted with a high degree of success to become economically self-sufficient by initiating several income generating activities.
- (d) It has tried to care for its employees by offering monetary incentives generated from the non-traditional economic undertakings.
- (e) It has achieved probably the best industrial harmony ever seen in this country's training sector.
- (f) It has lived to its motto of "Jifunze Uhudumie".

The National Bank of Commerce (NBC), the National Insurance Corporation (N.I.C.) and other financial institutions are the founders and stake-holders of IFM. The need to serve the interest of these Institutions was recognized by th first Director of the Institute Dr. John Loxley who on the 10th July, 1972 maintained that:

“Whatever other activities we may develop our first task is to ensure the success of the courses we formally launch to—night— the Diploma in Banking and the Licenciate/Associate Certificate in Insurance. It is around these courses that the idea of the Institute was first conceived and in the immediate future the sucess or failure of the Institute will be closely associated with how we perform in the teaching of these courses”.

These two professional programmes were ushered to cater for the training needs of NBC, and other financial Institutions on 10th July, 1972.

It is twenty years since then, and Dr. Loxley’s wishes as well as those of the financial Institutions have been fulfilled. These banking and Insurance programmes have remained core disciplines within IFM’s training, research, consultancy and publication undertakings. If anything the change has been in their names. Furthermore Certificate progammes have been introduced for junior cadres of this industry.

In 1972 when IFM was officially inaugurated it had 73 students pursuing these core programmes. In 1991/92, twenty years later, the number has gone up to 104, an increase of 42 percent. In 1974/75 the first graduates in Banking and Insurance numbered 39; twenty years later we have 97, an increase of 149 percent. Altogether the Institute has produced 865 bankers and 309 insurance experts. And they are now manning various functions of N.I.C. NBC, CRDB and other financial Institutions.

While continuing to serve the interest of the financial sector by continuously training its manpower, IFM has simultaneously responded to consumer needs of other industries by diversifying into other programmes including those in Accountancy, Tax Management, Financial Management, and Social Security Administration. All in all the Institute has trained more than 3000 professionals in those areas during the last twenty years, thus contributing substantially to the middle and high-level manpower needs of this country.

As the table below shows, over the years Accountancy has become more important than other disciplines both in terms of enrolment and the number of graduates.

	Programmes	1972/73	1981/82	1991/92
1.	Accountancy	—	120	403
2.	Other programmes	<u>73</u>	<u>450</u>	<u>383</u>
3.	Total	<u>73</u>	<u>570</u>	<u>786</u>
4.	1/3	0	21%	56%

Whereas we had no accountancy students in 1972/73, we had 47 accountancy students out of 186 registering the following year. Twenty years later 403 out of a total population of 786 students pursue accountancy programmes. This is a share of 56 percent and the increasing trend continues unabated. Another 1000 students or so attend part-time NBAA review programmes run by the Institute each year. We can thus say with certainty that IFM is the leading Accountancy Training Institution in the Country.

Institutions of Higher learning have over the last few years been operating under tight budgets due to the dwindling financial resources made available to them by the Government for the day to day running of their operations. It has thus become imperative for these institutions to strive to reduce their over-dependence in government funds by raising additional income through various ventures such as

consultancy, research and executive development programmes.

As far as this struggle is concerned IFM has achieved a high degree of self-sufficiency as reflected in the table below:

	Source of Funds (In percentage)	1990/91	1989/90	1988/89	1987/88	1986/87
1	Tuition Fees	68.2	72	72.6	71.7	66.4
2.	Board and Lodging	23.4	16.3	18.3	15.7	23.7
3.	Other Income	8.4	10.8	8.4	11.1	8.0
4.	Government Subvention	0	0.9	0.7	1.5	1.9
5.	Total	100.0	100.0	100.0	100.0	100.0

With a dwindling Government financial assistance, the Institute has over the years resorted to aggressive marketing of its executive development programmes and consultancy. Unenviable results have been achieved during the last three years as per the table below. Today these programmes contribute more than 25 percent of the Institute's budget.

Year	Number of programmes	No. of Participants	Revenue Earned (in mill. Shs.)
1991/92	127	1700	126.8
1990/91	42	760	60.0
1989/90	36	634	30.6
1988/89	6	101	n.a.
1987/88	14	141	n.a

However there is a limit to how far an Institute which does not sell its services at economic prices can sustain self sufficiency. The ever rising cost of operation and the need for major rehabilitation of the Institute's buildings has forced the Institute to seek for financial assistance from the government. We thank the Government through the Ministry of Finance for rescuing us.

One major achievement of this Institute is its good management style, a management with a "human touch". The institute has designed and executes many incentives for its 230 employees who include about 45 faculty members. One unique incentive is the *Welfare Fund*, a 30 percent share of net income obtained from executive development programmes. Each year every employee receives at least shs. 50,000/- from this fund. We have other incentive packages including those pertaining to research and publication activities.

Over the years IFM has achieved probably the best industrial harmony and friendship within the training sector for institutions of Higher learning in the Country. Participative management is

achieved at various levels and vide various organs including the Workers' Council, OTTU, IFM Staff Assembly (IFMASA) and the IFM Students Organization (IFMSO). The co-operation among Management and Workers, Management and the Faculty, Management and Students, etc. has enabled the Institute to maintain industrial stability not seen anywhere else.

For the last Twenty years the Institute has lived up to its motto of "Jifunze Uhudumie." It has produced over 3000 bankers, insurance experts, accountants, tax experts, financial managers and social security administrators. It is these people that our financial institutions and others depend upon in their efforts to maintain and enhance productivity and growth.

IFM has come of age, and we take this opportunity to thank all those people and institutions who have positively contributed to the remarkable progress of this enviable Institute. We salute and thank former Chairmen of the IFM Governing Council's Messers A.J. Nsekela, D.N. Nkembo, C. Nyirabu, A.M. Maalim (Acting) and the Current Chairman, Mr. G. Rutihinda for their guidance that has made IFM what it is. Other deserving my mention and congratulations are former Director of the Institute, Dr. J. Loxley, Prof. Kigoma A. Malima, Dr. P. Temu, Dr. I Bavu, D.N.A. Yona, Z.D. Maginga and N.K. Mwambene.

Financial Institutions including the Ministry of Finance have been our benefactors and would thus like to mention and thank them, especially for financing our new six-storey Hostel Block. These are the Bank of Tanzania, N.B.C., N.I.C. C.R.D.B., T.H.B., T.I.B. and T.A.C. They have jointly put in T. Shs. 600m. for the construction of this modern building. The Building is ready.

Finally we thank our faculty, non-faculty employees and the student body for their dedication to the cause of IFM. Let us pray for another 20 years of a sustained development of the Institute.

BACKGROUND TO THE INSTITUTE OF FINANCE MANAGEMENT

The Institute of Finance Management (IFM) is a training, research and consulting institution of higher learning which was established by an Act of Parliament (Act No 3 of 1972) on February 8, 1972 and became operational in July 1972 as a corporate body.

The original idea was that there should be a National Institute of Banking and Insurance to cater for the training needs of the National Bank of Commerce (NBC) and the National Insurance Corporation (NIC) which were formed after the nationalization of foreign banks and insurance companies following the Arusha Declaration of 1967. This concept was later broadened and the title of the Institute accordingly changed to reflect a much wider emphasis on financial management in all aspects.

While retaining close ties with the banking, insurance and other financial institutions the Institute trains staff from public and private firms in the country and admits a limited number of foreign students each year. As already pointed out, over the years, the Institute diversified into many financial related disciplines, viz; Accountancy, Financial Management, and Tax Management. Today the Institute offers a total of twelve programmes in these fields: three (3) Post-graduate Diploma programmes, five (5) Advanced Diploma programmes (which are equivalent to a first degree), one (1) Ordinary Diploma programme and three (3) Certificate programmes.

The Banking, Tax Management, Insurance and Social Security Administration programmes are the only ones of their kind in Eastern, Southern and Central Africa.

In addition to long term training the Institute has facilities for consultancy, research and publication work in financial related areas. Seminars, workshops, conferences and short courses geared towards executive development are part and parcel of the IFM functions.

1.2 MISSION

The objectives of the Institute as laid down in Section 4 of the IFM Act No. 3 of 1972 are the following:—

(a) To provide facilities for the study of and training in the principles, procedures and techniques of banking, insurance, financial management and such other related subjects as the Council may from time to time decide.

(b) To conduct training programmes leading to professional qualifications in banking, insurance, financial management and such other related subjects as the Council may from time to time decide.

(c) To conduct, arrange and provide facilities for conferences and seminars for discussion of matters relating to banking, insurance, financial management and such other related subjects.

(d) To arrange for publication and general dissemination of materials produced in connection with the work and activities of the Institute.

1.3 ORGANIZATION AND ADMINISTRATION

a) The IFM Council

The council is the top policy and decision making body. It plays the role of Board of Directors in many other parastatal organizations. Its composition reflects the Institute's major clients and sponsors. Most of the members of the Council are chief executives of the major financial institutions as well as the Treasury and representation from sister institutions of higher learning like the University of Dar es Salaam, Institute of Development Management, Cooperative College and College of Business Education.

BOARD MEMBERS



A.J. Nsekela



CHAIRMAN:
G. Rutihinda
Governor BOT



Nd. L.L. Tairo-Urasa
General Manager
Tanzania Housing Bank.



Nd. P.A. Magani
Chairman & Managing
Director
Co-op. & Rural Dev. Bank.



Nd. S.F. Sayore
Director General
Tanzania Audit
Corporation



A.A. Shariff
Director of
Fin. & Admn.
Bank of Tanzania



Dr. R.M. Kavura
Principal I.F.M.



Nd. G. Mwaikambo
General Manager
Tanzania Investment
Bank.



Nd. J.K. Chande
Business Consultant
Kioo Limited



Nd. H.K. Senkoro
General Manager
T.D.F.L.



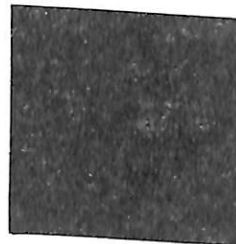
Nd. M. Mkullo
Director General
National Provident
Fund



Prof. B.J. Chijumba
Principal
IDM - Mzombe.



Dr. F.M. Mboya
Member



Nd. Nassoro S. Nassor
General Manager
Peoples Bank of Zanzibar



Ndg. H.S. Madoffe
Secretary

TOP MANAGEMENT



Dr. R.M. Kavura
Principal I.F.M.



Nd. K. Hussein
Director of Studies I.F.M.



Nd. J.M. Lyanga
Bursar I.F.M.



Nd. H.S. Madoffe
D.M.D.A. I.F.M.

b) Committees/Boards of the Council

In order to carry out its functions, the council operates through a series of smaller sub-committees. Decisions of sub-committees of the council together with minutes of their meeting are submitted to the Council for review and approval. These Committees include:

- (i) The Executive Committee which handles a miscelany of general administrative and policy issues as well as finances.
- (ii) Staff Development and Disciplinary Committee which is concerned with the hiring, placement, training and development of staff (including academic members) and firing of employees.
- (iii) Examination Boards/Committees which include:
 - a) Insurance and Social Security Examination Board
 - b) Bankers Examination Board
 - c) Academic Development Committee for Accountancy, Tax Management and Financial Management and Executive Development Departments.

c) Top Management

Formerly the chief executive was the Director assisted by the Deputy Director and the Executive Secretary. The Deputy Director was the second man in the hierarchy deputizing the Director. The Executive Secretary was responsible for general administration and financial affairs of the Institute.

The current structure provides for the Principal as the chief executive assisted by the Director of Manpower Development and Administration (DMDA), the Director of Studies and the Bursar (Director of Finance). The post of Director of Studies is elective for a term of three years.

SENIOR ADMINISTRATIVE STAFF

Principal:

Kavura, R.M. (Dr) BA Hons. (UEA); MBA (Windsor—
Canada); Ph.D (Cranfield— UK)

Director of Studies:

Hussein, K. Dip. in Bus. Admin. (CBE); BA Hons.
(UDSM); MBA (OCU— USA)

Director of Manpower Development and Administration:

Madoffe, H.S. LLB Hons. (UDSM); LLM (Toronto—
Canada); Cert. in Gen. Mgt.
(RVB The Netherlands).

Bursar:

Lyanga J.M. ADCA (IDM— Mzumbe); PGDA (IFM);
CPA (T)

DIRECTORATE OF ACADEMIC AFFAIRS:

Director of Studies:

Hussein, K. Dip. in Bus. Admin. (CBE); BA Hons.
(UDSM); MBA (OCU— USA)

ACADEMIC SERVICES DEPARTMENT

Head of Department and Registrar

Utouh, J.L. (Mrs) ADPA (IDM— Mzumbe); M.A (Carleton)

Principal Academic Officer

E. K. Kisaro BA (Ed.) MA (OPM in Ed) Reading

Academic Officer

J. Masome* BA (UDSM)

LIBRARY DEPARTMENT

Head of Department

Mhina, M.H. Dip. in Lib. (Makerere); B.A. Lib.
(Canberra)

EXECUTIVE DEVELOPMENT AND CONSULTANCY DEPARTMENT

Ag. Head of Department

Kibodya F. G. LL.B Hons. (UDSM); LLM (Leuven)

PROFESSIONAL ACCOUNTANCY DEPARTMENT

Head of Department

Luoga, J.P. ADTM (IFM), PGDFM (IFM)
M.Sc. (Fiscal Studies) UK

Deputy Head of Department

Nungu, M.D. ACMA; ACIS; FAA I

BANKING DEPARTMENT:

Head of Department

Kamanzi, S.E. B.A. Hons (Brandeis); M.A. (UDSM)

FINANCIAL MANAGEMENT DEPARTMENT

Head of Department

Ruhara, F.M. B.A. Hons (UDSM); M.A. York
(Canada)

INSURANCE & SOCIAL SECURITY DEPARTMENT

Head of Department

Mwandu, J.P. ADI (IFM) PGDFM (IFM);
MA (Brunel—UK)

TAX MANAGEMENT DEPARTMENT

Head of Department

Shekidele, C.M. (Miss) ADTM (IFM); PGDFM (IFM)

ACADEMIC MEMBERS OF STAFF:

Associate Professors

Rugaika, W.K. B.A. Hons. (UDSM); ADO (IFM);
MBA (Coll. of Ins. — USA)

Senior Lecturers:

Kamanzi, S.E. B.A. Hons. (Brandeis); MA (UDSM)
Shirima, L.L. B.A. (UDSM), NAD (NBAA—T);
MSc. (UK)
Koshuma, M.M.H. LLB. Hons. (UDSM); LLM (Toronto—
Canada)
Kapalatu, S.S. * MA Econ. (Lenin grad); M.A. Econ.
(Ottawa)
Luoga, P.J. ADTM (IFM), PGDFM (IFM); M.Sc.
Fiscal Studies (UK)
Mowo, I.M.P. Dip. in Ins. (IFM); PGDFM (IFM);
BBA (Collg. of Ins. USA); MBA
(Collg. of Ins. — USA)
Msalangi, H.K.M. Dip. in Ins. (IFM); PGDFM;
M.A. Pub. Admin. (Brunel—UK)
Hussein, K. Dip. in Admin. (CBE) BA Hons
UDSM) MBA (OCU—USA)
Babington Ashaye ACCA (UK)

Lecturers:

Visram, N.K. Mwandu, J.P.	BA Ed. (UDSM); MA (UDSM) ADI (IFM); PGDFM (IFM) MA (Brunnel)
Ruhara, F.M.	BA Hons. (UDSM); M.A (York — Canada)
Bishagazi, M. Y. *	BA (UDSM); Cert. in Fin. Mgt. (Algonquin — Canada); CPA (T)
Nungu, M.D. Malambu, B.G. (Miss)*	ACMA; ACIS; FAA I Dip. in Bus. Admin. (CBE); CSP (NBMM); BCom. (UDSM)
Mkusa E. L. Musasira O. B.	B. Sc (Eng.) MBA (Dar) BA (Makerere) ABA, PGDA PGDFM CPA (T)
Shekidele, C.S. (Miss) Mwandenga, A.M. Andendekisye, M.M. Mabula, C.S.	ADTM (IFM); PGDFM (IFM) BA Hons. (UDSM). MBA (UDSM) B.Sc. Hons. (UDSM) M.Sc. (UK) M.Sc. Fin. & Acct. (Stirling — U.K)

Assistant Lecturers

Nguma, J.K. *	BA Hons. (UDSM); ACFA (UK); MBIM (UK) PGD TM (IFM)
Mwagani, F.J. Kaare, B.T.M.*	Dip. in Ed.; B.Com (UDSM) BA Hons. M.A. (UDSM)
Mayro, M.B. Dedes M.A. Kibodya, F.G. Kaare, S.C.W.* (Mrs)	BA Hons. (UDSM) MA (Ecom) UDSM MA Economics LIB (UDSM), LLM (Leuven) BA Hons (UDSM); MA (UDSM); MA (ISS — The Netherlands)
Mussai, M.M.** Mwanjabala, E.D.G. Kassala, C.D.N.	BA Hons. (UDSM), MA (ISS) BA Hons. (UDSM); MA (UDSM) BA Phil. (Milltown Park) (UDSM) BA Theol; TEFL (RS)
Kalembo, M.B.* Mashimi, J.B.	BSc. (UDSM); PGD Ed. (UK) ITD (UK) BSc. (UDSM); STD ASST (UK); CTC (Pittsburg).

Tutorial Assistants:

Jairo I. J. Gamba, S.K.*	B. Comm. (UDSM) Dip. in Bus. Admin. (CBE) B.Com (UDSM) MA (UK)
Maruru, L.D.* Kitua, G.D.Y. Rusimbi, E.K.**	BA Hons. (UDSM) BCom. (UDSM) Dip. Ed. (Kleruu); B.Comm Acct. (UDSM)
Mashaushi, K.S.** Satta, T.A.** Urassa, O.M.**	B.Comm (UDSM) ADB (IFM) B.Comm (UDSM)

Bakari, B.R. **	ADA (IFM); CPA (T)
Machangu B (Mrs)	ADA — (IFM)
Selestine C.	B.Sc. (Ed) UNDSM.
Dindi N. M.	B. Comm. (UDSM)
Mpinge G. A.	BA Econ (UDSM).
Mohamed, S.R.	B.Sc. (UDSM)

KEY: * — On Training
 ** — On Secondment

DIRECTORATE OF MANPOWER DEVELOPMENT AND ADMINISTRATION

Director of Manpower Development and Administration

Madoffe, H.S.	LLB. (UDSM); LLM (Toronto — Canada) Cert. in Gen. Mgt. (RVB, The Netherlands)
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MANPOWER DEVELOPMENT AND ADMINISTRATION DEPARTMENT

Head of Department and Principal Manpower & Administrative Officer

Selle, Y.A.	ACIS (U.K.)
-------------	-------------

STORES DEPARTMENT:

Head of Department and Stores Officer:

Mwandu, B.P.	ADMM (IDM—Mzumbe); CSP (T).
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HOSTEL AND STUDENTS SERVICES DEPARTMENT

Head of Department and Warden

Mpanda, A.S.	Dip. in Ed. (Butimba); B. Ed. Hons. (UDSM)
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Assistant Warden and Matron:

Fliakos, R. (Mrs)

CAFETERIA SERVICES DEPARTMENT

Head of Department, and Catering Officer

Thabit R. (Mrs)

AUDIO VISUAL AIDS DEPARTMENT:

Head of Department and Audio Visual Officer:

Muhuwire, M.

OFFICE OF THE BURSAR

Bursar:

Lyanga, J.M.

ADCA (IDM—Mzumbe); PGDA
(IFM); CPA (T) Dip. in MC & MIS—
(RVB The Netherlands)

Accountants:

Mtoi, D.S.

Moyo, C.J.

Mawondo, M.

Riziki, A.A.

Mbaga, J.K.

OFFICE OF THE CHIEF INTERNAL AUDITOR:

Chief Internal Auditor:

Vacant

Internal Auditor:

Bengesii, J.

Key* On Training

2. COURSES

2.0 One of the major objectives of the Institute is to conduct training, leading to professional qualifications in finance related fields. The Institute started to pursue this mission in a modest way with two courses leading to the Diploma in Banking and Diploma in Insurance. As indicated earlier to-date, the Institute offers twelve long term courses and several short courses.

2.1 LONG COURSES

The long courses offered by the Institute are:

1. Certificate in Insurance
2. Certificate in Social Security Administration
3. Certificate in Banking
4. Ordinary Diploma in Banking
5. Advanced Diploma in Banking
6. Advanced Diploma in Insurance
7. Advanced Diploma in Social Security Administration
8. Advanced Diploma in Tax Management
9. Advanced Diploma in Accountancy
10. Post-graduate Diploma in Financial Management
11. Post-graduate Diploma in Tax Management
12. Post-graduate Diploma in Accountancy

The curricula of each of these courses have been undergoing changes and reviews as and when necessary for updating and improvement. The present curricular structure for the courses is provided below.

2.1.1 Certificate in Insurance

Introduction to Insurance
Commercial Arithmetic
Commercial English
Legal Aspects of Insurance
Elements of Commerce
Supervisory Skills & Office Management
Development Studies

2.1.2 Certificate in Social Security Administration

Introduction to Social Security
Commercial Arithmetic
Commercial English
Legal Aspects of Social Security
Elements of Commerce
Supervisory Skills & Office Management
Development Studies

2.1.3 Certificate in Banking

1. Commercial English
2. Elements of Commerce
3. Elements of Banking
4. Commercial Arithmetic
5. Book-Keeping
6. Development Studies
7. Legal Aspects of Banking

2.1.4 Advanced Diploma in Insurance

Year	Subject
1st	<ol style="list-style-type: none">1. General Principles of Tanzania Law2. General Principles of Insurance3. Quantitative Methods4. Business Communication5. Development Studies
II	<ol style="list-style-type: none">1. Introductory Accounting2. Life Assurance: Theory & Practice3. Fire Insurance4. Personal Accident Insurance5. Principles of Economics
III	<p>Either A: Composite Insurance which covers five of the following subjects:</p> <ol style="list-style-type: none">1. Marine Insurance2. Insurance of Theft3. Motor Insurance4. Life Assurance Underwriting5. Liability Insurance6. Engineering Insurance

7. **Consequential Loss Insurance**
OR B: Life Assurance Specialization
 1. Life Assurance Underwriting
 2. Mathematical Basics of Life Assurance
 3. Mortality and Elements of Valuation
 4. Law Relating to Life Assurance & Claims
 5. Group Assurance and Pension Schemes

2.1.5 Advanced Diploma in Social Security Administration:

Year	Subjects
I	<ol style="list-style-type: none"> 1. Quantitative Methods 2. General Principles of Insurance 3. General Principles of Tanzania Law 4. Development Studies 5. Business Communication.
II	<ol style="list-style-type: none"> 1. Social Security Systems (Survey) 2. Social Security Legislation 3. Principles of Economics 4. Financial Accounting 5. Sociology
III	<ol style="list-style-type: none"> 1. Social Security Administration 2. Social Security Law 3. Financial Management 4. Principles of Management and Policy 5. Research Methodology

2.1.6 Ordinary Diploma in Banking

Year	Subjects
I	<ol style="list-style-type: none"> 1. Business Communication 2. Development Studies 3. Principles of Economics 4. Financial Accounting 5. General Principles of Law

Year	Subjects
II	Quantitative Methods Law Relating to Banking Money and Public Finance Practice of Banking Accountancy for Bankers Development Banking

2.1.7 Advanced Diploma in Banking

Year	Subjects
I	1. Financial Accounting 2. General Principles of Law 3. Principles of Economics 4. Development Studies 5. Quantitative Methods 6. Business Communication
II	1. Practice of Banking 2. Law Relating to Banking 3. Accounting for Bankers 4. Money and Public Finance 5. Development Banking
III	1. Project Appraisal 2. Principles of Management 3. Management of Banking Operations 4. Finance of International Transactions 5. Industrialization and Rural Development

2.1.8 Advanced Diploma in Tax Management

Year	Subjects
I	Financial Accounting I General Principles of Tanzania Law Business Maths & Statistics Income Tax Laws I Indirect Tax Laws I Development Studies
II	Financial Accounting II Income Tax Laws II Indirect Tax Laws II Government Accounting & Audit Tax Administration Principles of Economics
III	Auditing Principles of Management & Administration Income Tax Laws III Indirect Tax Laws III Public Finance

2.1.9 Advanced Diploma in Accountancy

Year	Subjects
I	Financial Accounting I Principles of Economics Business Law Business Maths & Statistics Development Studies

Business Communication

- II**
- Financial Accounting II**
 - Cost Accounting**
 - Internal Operations Auditing**
 - Business Administration & Management**
 - Data Processing MIS**
 - Taxation I**

- III**
- Financial Accounting III**
 - Management Accounting**
 - Audit & Investigation**
 - Quantitative Methods**
 - Managerial Economics**
 - Basic Corporate Finance**
 - Taxation II**

2.1.10 Post-graduate Diploma in Accountancy

- Advanced Accountancy**
- Income Tax Law**
- Advanced Management Accounting**
- Advanced Auditing & Investigations**
- Financial Management**
- Business Policy and Strategies**

2.1.11 Post-graduate Diploma in Tax Management

- 1st Semester**
- Cost Accounting**
 - Financial Management**
 - Public Finance & Taxation Policy**
 - Development Studies (Seminar)**

Optional Courses

Income Tax Stream

- Income Tax Laws**
- Estate Deputy and Case Laws I**
- Tax Accounting**

Customs & Sales Tax Stream

- Indirect Tax Laws & Case Laws I**
- Public Administration**

2nd Semester Tax Audit & Investigation Techniques

- Tax Management and Policy**

Optional Courses

Income Tax Stream

- Income Tax Laws & Case Laws II**
- Tax Accounting II**

**Customs & Sales Tax Stream
Indirect Tax Laws & Case Laws II
Administrative Law**

2.1.12 Post-graduate Diploma in Financial Management

FIRST SEMESTER CORE COURSES

1. Business Finance I
2. Managerial Economics
3. Quantitative Analysis for Business Decision I
4. Financial and Managerial Accounting
5. Behavioural Sciences in Administration
6. Development Studies

SECOND SEMESTER CORE COURSES

1. Business Finance II
2. Quantitative Analysis for Business Decision II
3. Business Policy

ELECTIVE COURSES

BUSINESS FINANCE OPTION

4. Portfolio and Investment Management
5. International Managerial Finance
6. Business Financial Reporting

BANKING OPTION

1. Money and Banking
2. Financial Analysis for Money lenders
3. International Finance

INSURANCE OPTION

4. Risk Management
5. Insurance Administration
6. Marketing of Financial Services

2.2 ENROLLMENT AND OUTPUT

During the last twenty years a total of 5407 students were enrolled in the various courses as shown in table I. During the same period, the Institute produced 2972 experts in various areas of specialization as shown in Table II.

Table I

THE NUMBER OF STUDENTS REGISTERED 1972/73—1991/92

ACADEMIC YEAR										
COURSE	1972/73	1973/74	1974/75	1975/76	1976/77	1977/78	1978/79	1979/80	1980/81	1981/82
ADB	36	35	40	38	39	66	74	63	59	64
ADI	37	36	40	34	36	43	58	51	24	31
ADTM	—	—	44	—	24	—	33	—	29	36
ADA	—	47	44	41	45	73	75	104	85	120
PGDFM	—	—	22	23	13	12	23	17	19	23
PGDA	—	—	—	—	—	—	—	36	60	31
PGDTM	—	—	—	—	—	—	—	22	16	—
ADSS	—	—	—	—	—	—	—	—	—	—
CB	—	—	—	—	—	—	—	—	—	—
ODB	—	—	—	—	—	—	—	—	—	—
CSSA	—	—	—	—	—	—	—	—	—	—
CI	—	—	—	—	—	—	—	—	—	—
TOTAL	73	118	190	136	157	194	263	271	288	322

	1982/83	1983/84	1984/85	1985/86	1986/87	1987/88	1988/89	1989/90	1990/91	1991/92
49	72	50	56	66	56	62	56	44	34	1059
35	18	14	16	20	15	29	23	23	19	603
37	25	34	18	18	13	19	20	25	34	409
88	61	112	95	108	111	138	117	144	87	1595
36	25	44	39	41	53	47	50	39	50	576
38	50	51	24	37	41	24	29	30	33	484
14	28	30	31	36	6	8	13	3	10	217
24	13	16	15	12	17	17	6	—	14	134
—	—	—	—	35	25	9	12	5	6	92
—	—	—	—	8	—	—	—	10	15	33
—	—	—	—	10	9	8	9	—	5	41
—	—	—	—	13	7	8	7	11	30	76
321	292	351	294	404	353	367	342	334	337	5407

Table II

NUMBER OF GRADUATES IN VARIOUS DISCIPLINES (1974/75 — 1990/91)

ACADEMIC YEAR	DA/ADA	DB/ADB	DI/ADI	ADTM	DM/ PGDFM	PGDA	ACSSA	CB	OCB	CI	CSSA	TOTAL	
1974/75	—	22	17	—	20	—	—	—	—	—	—	59	
1975/76	—	33	20	21	18	—	—	—	—	—	—	92	
1976/77	49	25	21	—	12	—	—	—	—	—	—	107	
1977/78	38	35	19	9	11	—	—	—	—	—	—	112	
1978/79	29	35	32	—	19	—	—	—	—	—	—	115	
1979/80	52	45	21	19	15	—	25	—	—	—	—	177	
1980/81	36	45	29	—	15	—	23	—	—	—	—	148	
1981/82	41	31	29	—	19	15	22	—	—	—	—	157	
1982/83	50	32	12	11	27	13	35	—	—	—	—	180	
1983/84	54	50	21	16	16	24	29	—	—	—	—	210	
1984/85	34	41	19	20	38	20	30	11	—	—	—	213	
1985/86	39	48	12	8	36	23	19	6	—	—	—	191	
1986/87	59	34	10	23	27	21	31	10	19	—	8	258	
1987/88	42	35	12	13	48	6	35	11	20	—	6	236	
1988/89	73	44	11	12	41	7	23	10	7	—	6	240	
1989/90	63	32	10	8	41	13	27	11	10	—	7	288	
1990/91	89	40	17	13	24	3	26	11	5	11	10	249	
TOTAL	748	627	312	173	427	145	325	70	71	11	37	26	2972

Key

DA/ADA — Diploma/Advance Diploma in Accountancy
 DB/ADB — Diploma/Advanced Diploma in Banking
 DI/ADI — Diploma/Advanced Diploma in Insurance
 ADTM — Advanced Diploma in Tax Management

DM/PGDFM — Diploma in Management/Post Graduate Diploma in Finance Mgt.
 PGDA — Post graduate Diploma in Accountancy
 ADSSA — Advanced Dipl in Social Security Admin.
 PGDTM — Post gradyate Diploma in Tax Mgt
 CI — Certificate in Insurance
 CB — Certificate in Banking
 OBD — Ordinary Diploma in Banking
 CSSA — Certificate in Social Security Administration.

2.3 SHORT COURSES

Although the Institute was born in 1972 it was not until 1982 (ten years later) that the Executive Training function was pursued seriously. This followed the establishment of a separate department to undertake executive training. Thus in 1989 a new policy of Executive Development Programme (EPD) and Consultancy was introduced. This policy provided among other things, monetary incentives to faculty members who designed, marketed and directed short courses. The result of this strategy is an upsurge of courses.

The Table below shows the number of courses conducted for the last 8 years:-

Table III

YEAR	NUMBER OF COURSES	NO. OF PARTICIPANTS
1991/92	127	1703
1990/91	45	757
1989/90	41	634
1988/89	6	101
1987/88	15	141
1986/87	5	39
1985/86	11	162
1984/85	9	96
1983/84	—	—
1982/83	11	110

From the table above it can be seen that the performance of the Department for the last three years has been positive in terms of the increase of the courses conducted; which also shows the confidence held by participants in the output.

The department has also hosted a number of International programmes. For example, it conducted an eight (8) weeks programme in Financial Management for Young Executives from English Speaking African Countries and the Mediterranean. The programme started in 1988 and has been running annually. It is funded by the Commonwealth Fund for Technical Cooperation (CFTC). All together about 100 participants from 15 countries have already benefited this programme. These countries represented include Botswana, Cyprus, Gambia, Ghana, Lesotho, Malawi, Mauritius, Kenya, Nigeria, Swaziland, Seychelles, Sierra Leone, Tanzania, Uganda and Zambia.

3. RESEARCH AND CONSULTANCY

3.1 RESEARCH & PUBLICATION

Research and Consultancy are part and parcel of the Institute's mission. Accordingly the Institute's academic staff scheme of service, research and publication are major and critical factors in the assessment of an individual's performance beyond some point on the promotional ladder.

Initially, Research and Publications activities were monitored by the Research and Publications Committee (RPC) established in 1978. Prior to 1978 the Institute did not take research and publications seriously. With the establishment of RPC the Institute established its own publication called the "IFM Research Papers". A few years later (after only two publications), the IFM Research papers died a natural death because of lack of publishable research papers. The RPC died also.

Needless to say, the research activities have been marginal. The main causes of this trend included the organisational weakness of the RPC, absence of institutional planning and support of research, emphasis on individualised research, the problem of retirement of research imprest funds, and absence of a monetary reward system for research work and related publications.

Despite all these problems few publications continued to be produced by some enthusiastic and academically anxious members of the faculty.

Of late the Institute has revived the research and publication function. The strategy used is a monetary reward for publishable papers. An editorial board was formed in 1991 and the first issue of IFM Journal of Financial Management was produced in August, 1992.

The goals of the IFM Journal of Financial Management are as follows:-

- To record and disseminate information on theoretical and imperical research development and to enrich and expand the boundaries of the existing body of knowledge.
- To provide a media of communication among the academics with a view to stimulate the development and flow of ideas.
- To provide a vehicle of communication between the academics and the practising professionals, hence ensuring the assimilation of ideas in finance management practice.

A list of research and Publication out put is provided under Annexure —

3.3 CONSULTANCY

Like research and publication consultancy remained neglected until recent years when the monetary incentive system was established. During this short period many consultancy jobs have been won and executed successfully by faculty members. Some of the cunsultancy assignments undertaken by the Institute include:-

1. Preparation of the Tanzania Housing Bank 5 Year Corporate Plan (1990/1994)
2. Preparation of the National Housing Corporation (NHC) Corporate Plan (1991/92)
3. NIC Strategic Information Systems (1992)
4. Preparation of a Corporate Plan for the Institute of Curriculum Development (1991/92)
5. Evaluation of Capital Structure and Company Reorganisation of Tanzania Fisheries Corporation 1992
6. Preparation of a Corporate Plan for SHIHATA 1992
7. Risk Management Study for the Bank of Tanzania 1990/91
8. The Insurance Industry in Tanzania for the Commission of Banking and Financial Institutions in Tanzania 1989/90
9. Review of Organisational Structure, Scheme of Service and Training Programmes for the People's Bank of Zanzibar (on going)
10. Computer Software for Accounts of the National Insurance Corporation Ltd. (NIC) 1992.

4. PHYSICAL FACILITIES AND SERVICES

4.1 ACCOMMODATION

The Institute has always been concerned with the problem of student's accomodation. The general housing shortage in the city and poor transport facilities make life difficult to students who fail to secure accomodation in the Institute's hostel. This problem is more serious to students from up-country and abroad.

Over the years the Institute has tried to increase hostel accomodation for students in order to meet the ever increasing demand for these facilities. In 1972 for example, the Institute had ca-

capacity to accommodate 192 students against the total student population of 73. In 1978 a "New Wing extension with the capacity to accommodate 172 students was completed. This raised the hostel capacity to 364. In September, 1992 the "Phase I Expansion Block was completed. It has the capacity to accommodate 381 students. The Institute is now in the process of furnishing the Phase I expansion. When the furnishing is completed the Institute will have the capacity of housing 727 students against the student population of just above 1000.

While there may seem to be a short fall of about 150, we feel that our hostel accommodation situation will be just right as about 25 per cent of our students prefer to stay off campus.

4.2 CATERING SERVICE

Until July 1992 the Institute provided meals both to its workers and students. Meals are now provided to students only. This move has eased the problem of sitting congestion. The cafeteria was designed for 100 students. However, through addition of tables, extension of service hours and removal of provision of meals to Institute workers' the cafeteria is able to serve about 900 students daily.

4.3 LIBRARY AND INFORMATION SERVICES

4.3.1 Introduction

The mission of the library and Information services Department is to selectively collect, organised and supply information to support the teaching, research and consultancy work at the Institute.

In order to do this, the library needs trained staff, upto date and relevant bookstock, and enough shelving and setting space.

Over the past twenty years (1972-1992) the library was committed to full-fill its objectives and cope with the over increasing user information demands, increased student enrolment and the introduction of new courses.

4.3.2 Staff

Library started with two librarians (one of whom was an expatriate), one untrained library assistant and one library attendant. The man-power situation over the year is elaborated

	1972	1982	1992
Professional librarians	2	4	4
Trained library Assistance	0	4	3
Untrained library assistants	1	2	4
Library attendants	1	2	3

4.3.3. Bookstock Development

In terms of numbers the Bookstock shows at a steady growth, but the quality deteriorated, especially in the 1980s when foreign exchange was hard to obtain. The library stores many outdated and delapidated books.

	1972	1982	1992
i) Books (in Volumes)	3,000	12,000	15,000
ii) Journal titles (Professional only)	10	35	26

In addition to the normal lending, Reference and Special Reserve collections, the library started building The World Bank Publications and IFM Publication collection from 1990.

4.4.4 Building

Until October 1992, the library was housed on the second floor of the main building. The floor space was enough to hold 12,000 volumes and a sitting capacity of 120 readers at a time. The growth in volumes to over 15,000 and the increase in student intake from 70 in 1972 to 1000 in 1992 demanded more space.

The library is now accommodated in two buildings. The new wing holds 4,000 volumes with a sitting capacity of 60 readers. The wing has enough space for acquisition and cataloguing work, as well as room for reprographic and Audio-visual activities.

4.4.5 Services

The library offers traditional services of which the backloan series is leading. The issue statistics have grown steadily, but with a sudden surge in the early nineties. Library visits registered in 1992 have also been encouraging.

The number of book loans and library visits per day are shown below:—

	1972	1982	1992
Book Loans	15	25	85
Visits		200	600

The library now opens for longer hours than ever before. Changes in this respect are shown as following:—

	1972	1982	1992
Opening hours per week	64	76	85

4.4.6 New Development

During the coming five years, the library new developments will be affected by factors like the IFM Five Year Corporate Plan, the World Bank Project (FILMUP), the introduction of new courses, the computer and Information Technology function, and the competitive spirit in Institutions of higher learning in the country. The library is likely to develop along the following lines:

- 1) Increase the book-stock journal titles and acquisition of information carriers in forms other than books and periodicals.
- 2) Introduction of Audio-Visual and reprographic equipment to store, disseminate and reproduce information.
- 3) Develop new reader services, eg. Indexing, abstracting, current awareness and participation in resources sharing and networking schemes nationally and internationally.
- 4) Employ the use of computers and Information technology for library operations and conducting courses in information systems, eg. record management and library studies.

The future must be seen in the competitive spirit, not only in commerce and industry, but also in training. The quality of library facilities and services will increasingly become one of the major factors in deciding where to train.

ANNEXTURE A

LIST OF PAST TO PRESENT IFM:

a) DIRECTORS/PRINCIPALS

Dr. John Loxley
Prof. K.A. Malima
Dr. P. Temu
Dr. I.K. Bavu
Dr. P. Temu
Mr. C. Mshahilizi (Acting)
Mr. Z.D. Maginga
Mr. N.K. Mwambene
Dr. R.M. Kavura (Current Principal)

b) DEPUTY DIRECTORS/DIRECTOR OF STUDIES

Mr. Sesh Ayyar
Dr. I.K. Bavu
Mr. C. Mshahilizi
Prof. K. Rwegasira
Dr. R.M. Kavura
Mr. K. Hussein (Current Director of Studies)

c) EXECUTIVES SECRETARY/DMDA

Mr. C.J. Chohan
Mr. C.B. Jana
Mr. Chillipweli
Mr. D. Mgwassa
Mr. W.E. Mghamba
Mr. H.S. Madoffe (Current DMDA)

d) BURSARS/DIRECTOR OF FINANCE

Until 1990, the head of finance was the Executive Secretary. The current Bursar/Director of Finance is Mr. J.M. Lyanga.

APPENDIX B.

INSTITUTE OF FINANCE MANAGEMENT RESEARCH & PUBLICATION OUTPUT LIST

(a) 1972-82)

1. Baseley, N.J.* - "Computer use in Tanzania: Past, Present Future" (Mimeo, IFM Library)
2. Bavu, I.K.* - "A guide for writing Research Papers, term papers, theses, and dissertations" IFM Research Papers Vol. I (1978) pp.1-14.
3. - "The Bank and the Training of Bankers in a Socialist Economy", in Central Banking in Socialist Transformation of Tanzania (Bank of Tanzania, 1976) pp. 51-55.
4. - "Leadership and Discipline: A Management Problem in Public Enterprises" collected papers of Seminar of the Contribution of Accounting Profession to Effective Management in Tanzania (21st October, 1977 NBAA) p. 47-70
5. Biendield, M.A.* - "The Urban Labour Force of Tanzania" (Mimeo, IFM LIBRARY)
6. - "Workers Unions and Development in Tanzania (Mimeo IFM Library)
7. - "Tanzania Housing Finance, and Housing Policy (Mimeo, IFM Library)
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