

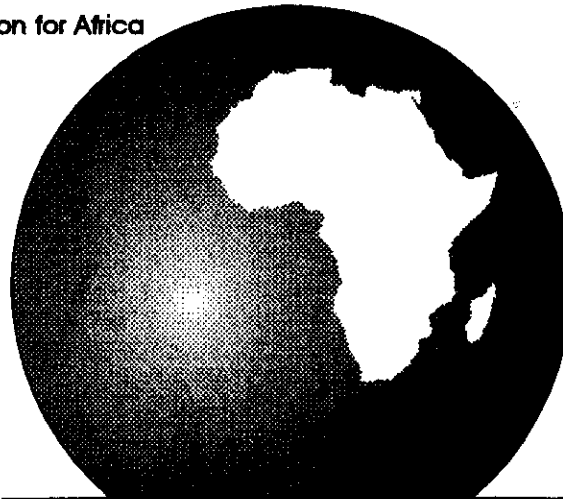
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MISSION REPORT ON THE IDENTIFICATION OF THE  
ADVISORY AND TRAINING NEEDS OF THE  
INSTITUTE OF FINANCE MANAGEMENT (IFM)  
DAR-ES-SALAAM, TANZANIA  
31st JANUARY - 9th FEBRUARY 1996

By  
W.A. NDONGKO  
SENIOR REGIONAL ADVISER  
(MACRO-ECONOMICS & POLICY REFORMS)  
ECA-MRAG

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## **EXECUTIVE SUMMARY**

1. An ECA-MRAG mission was undertaken by Mr. W.A. Ndongko, Senior Regional Adviser (Macro-Economics and Policy Reforms) to the Institute of Finance Management of the Republic of Tanzania from 31 January to 9 February, 1996. The main objective of the mission was to critically identify the advisory and training needs of the Institute as requested by the authorities of the institution in two separate correspondences: Ref.IFM/M00/ 0402/VOL. VI of 15 October 1995 and IFM/STF/0501/VOL.II OF 28 November 1995.
2. To achieve the foregoing objective, the mission undertook an examination of the background and initial objectives of IFM, assessed the impact of its training, research and consultancy activities on the development of the public and private sectors of the Tanzanian economy and held intensive discussions with the IFM management, staff members, some government and international institutions with a view to clearly identifying the priority areas of the Institute for technical assistance and also determining the extent to which the institution has responded to the challenges of the macro economic policy reform programmes currently being implemented in the country.
3. The substantive discussions led to the identification of a number of areas which require technical assistance from ECA, other UN Agencies and international organisations. The areas are: capacity building and institutional development, executive development and consultancy, computer and information technology, financial liberalization, exchange rate management, integrated public financial management, privatization of public enterprise, external debt management, macro-economic and sectoral modelling, approaches to the effective negotiation of structural adjustment and stabilization programmes and research and consultancy for academic staff. The discussions also revealed that IFM has made tremendous strides in the areas of training, research and consultancy since its establishment in 1972, and has also adequately responded to the challenges of the economic crisis and economic policy reform programmes.

4. On the basis of the foregoing findings, the mission has recommended (a) that as a precondition of the establishment of the envisaged University of Management, Finance and Information Technology, the quality and quantity of both its human resources and physical infrastructure needs to be greatly improved, (b) that future programmes have to be focused and duplication avoided; and (c) that new programmes have to be introduced to effectively face the challenges of the present socio-economic environment in Tanzania.

5. In view of the considerable achievements of IFM, the mission strongly recommends that ECA should provide timely and specific technical assistance to the institution within the framework of the identified areas which are presented in Section 7 of this Report. It is understood, that such technical assistance could be provided subject to the financial and manpower constraints of the Commission.

## I. INTRODUCTION

An ECA-MRAG identification mission was undertaken by W.A. Ndongko, Senior Regional Adviser (Macro-Economics and Policy Reforms) to the Institute of Finance Management (IFM) Dar-es-Salaam, Republic of Tanzania, from 31st January to 9th February, 1996. The objective of the mission was to critically identify the advisory and training needs of the IFM as requested by the authorities of the Institute in their two letters Ref. IFM/MOO/0402/Vol. VI of 15 October 1995, and IFM/STF/0501/Vol. II of 28th November 1995. Specifically, the Institute requested for ECA-MRAG's technical assistance in the areas of Research and Consultancy, Exchange Rate Management, Integrated Public Financial Management, Macroeconomic and Sectoral Modelling, External Debt Management, Financial Liberalization and the provision of technical and strategic information on the alternative approaches to the effective negotiation of structural adjustment and stabilization programmes in Tanzania.

To this end, the mission undertook the following tasks:

- (i) Examined the background and initial objectives of IFM;
- (ii) Assessed the impact of the IFM's training, research and consultancy activities on the development of the public and private sectors of the economy;
- (iii) Held a series of discussions with the IFM Management and staff members, officials of some government institutions and international institutions, with a view to clearly identifying the priority areas for technical assistance and determining the extent to which the Institute has restructured its programmes to reflect the challenges of the macro-economic policy reforms currently being implemented by Tanzania;
- (iv) Exchanged views with the IFM authorities and government officials on the need for transforming the Institute into a University of Management, Finance and Information Technology in the next decade;
- (v) In the light of (iii) and (iv), held intensive discussions with the Management and Staff of the IFM with a view to identifying the various advisory and training needs of the Institute in the short, medium and long - term and the possible

technical assistance which ECA can provide within the limits its financial resources and expertise; and,

- (vi) Collected and studied the training, research and consultancy programmes of IFM as well as important policy papers on Tanzania's development policy issues and challenges.

## **II. SUMMARY OF THE DISCUSSIONS HELD WITH THE IFM MANAGEMENT, STAFF MEMBERS, GOVERNMENT OFFICIALS, AND SOME INTERNATIONAL ORGANISATIONS**

To build a comprehensive information base for the identification of the priority advisory and training needs of the IFM and in view of its vital role in the implementation of on-going macro-economic policy reform programmes, and the urgent need to transform the Institute into a University of Management, Finance and Information Technology in the next decade, the mission conducted a series of meetings and held discussions with the following:

- (i) The Principal, Director of Studies, Bursar, Director of Personnel and Administration, Registrar and Chief Librarian of IFM;
- (ii) Director, M.Sc. Finance Programme;
- (iii) Steering Committee on Advisory and Training Services in Macroeconomic Policy Reforms in Africa;
- (iv) Members of the IFM Think Tank;
- (v) Head, Executive Development and Consultancy Department
- (vi) Head, Computing and Information Technology Department;
- (vii) Head, Accounting Laboratory;
- (viii) The Parastatal Sector Reform Commission;
- (ix) National Planning Commission (Macro Economic Planning Division);
- (x) Ministry of Finance (Policy Analysis Division)
- (xi) Bank of Tanzania (Department of Banking Supervision)
- (xii) The President Representative, The World Bank.



These meetings which were efficiently arranged by the IFM's Steering Committee on Macro-Economic Policy Reforms in Africa, enabled the MRAG Regional Adviser to familiarize himself with the nature of the Institute's Training, Research and Consultancy Programmes, and the extent to which they have contributed to the overall socio-economic development of Tanzania and the challenges of the on-going economic management reform programmes in the country. They also provided a wealth of information on Tanzania's economic policies, development challenges and strategies and the policy instruments and measures which have been put in place by the Government, with the assistance of international financial and development institutions such as the World Bank and the International Monetary Fund, for achieving the rapid socio-economic transformation and sustainable development of the country.

Furthermore, the various meetings and exchange of views, particularly with IFM Management and Members of Staff, clearly broadened the Regional Adviser's appreciation and assessment of the basic objectives of the mission. Specifically, these interactions also established that IFM required timely advisory and training services in the areas of capacity building and institutional development, privatisation of public enterprises, research and consultancy services, computerisation of Library facilities, indexing of Library acquisitions, information technology and computer training, audio-visual equipment, development of capital markets, installation of E-mail and Internet between IFM and other collaborating institutions overseas.

Discussions with a number of Government institutions and officials revealed that IFM needed to develop an aggressive marketing policy, that is, to go out and sell its programmes to its current and potential clients and initiate collaborative programmes with other institutions which are engaged in the day to day policy analysis, research, negotiations, design, implementation, monitoring and evaluation of government development policies and programmes. Furthermore, virtually all the officials expressed the necessity of IFM developing new short-term training programmes in the areas of Marketing Skills, Business Evaluation, Macroeconomic Policy Analysis, Econometrics, Personnel Management, Planning and Budgeting, Capital Markets, Portfolio and Risk Management, Interest Rate Management and Exchange Rate Management.

However, before we proceed to critically examine the advisory and training needs of IFM, it will be instructive to briefly present the background, objectives, impact of the Institute's activities on the economic development of Tanzania, the challenges of macroeconomic policy reforms and the transforming of the institution into a University of Management, Finance and Information Technology. The exercise will no doubt provide a broader undertaking of and an appreciation of the enormous requirements of the IFM in the various areas of advisory and training services which UNECA provides to the African member States and Intergovernmental Organisations within the framework of the United Nations Programme of Technical Assistance.

### **III. THE IFM: BACKGROUND AND OBJECTIVES**

The Institute of Finance Management (IFM) is a training, research and consulting institution of higher learning which was established by Act No. 3 of 1972 of the Parliament of the Republic of Tanzania on 8th February, 1972. It became operational as a corporate entity in July, 1972. The forerunner of the IFM was the National Bank of Commerce (NBC) Training College established by the NBC following the nationalisation of the banking system in 1967.

As a result of the mass "brain drain" of many qualified trained banking personnel from former expatriate banks at that time, NBC was unable, in the short-term, to provide overseas training to Tanzanians to fill the gap. Consequently, NBC established the Training College which offered three year courses in banking to new students whilst at the same time conducting short-term and in-service training programmes for banking staff.

By 1970, the foundation had been laid for what was envisaged as the National Institute of Banking and Insurance to cater for both the training needs of the National Bank of Commerce (NBC) and the National Insurance Corporation (NIC) which were created after the nationalization of foreign commercial banks and insurance companies following the Arusha Declaration of 1967. However, while the construction of the Institute of Bankers was underway, it was realized by the authorities that the needs of other important financial institutions such as the Bank of Tanzania (BOT), Tanzania Investment Bank (TIB) and the Tanzania Rural Development Bank (TRDB) could better be met by the same Institute. To respond to these

pressing needs, the Institute was therefore, required to provide training courses in banking, insurance, financial management and other related areas.

It was against the above background that the IFM was established, to among other things, "conduct training programmes in banking, insurance and financial management". Today, IFM has some sixteen programmes at the undergraduate (Certificate and Diplomas), Postgraduate and Master Degree levels in seven Finance related areas and Computer and Information Technology.

Specifically, the objectives of the Institute, as laid down in Section 4 of the IFM Act of 1972, are as follows:

- (a) To provide facilities for study and training in the principles, procedures and techniques of banking, insurance, finance management and such related subjects as the Council may from time to time decide.
- (b) To conduct training programmes leading to professional qualifications in banking, insurance, finance management and other related subjects as the Council may from time to time decide.
- (c) To conduct examinations and grant diplomas, certificates and other awards of the Institute.
- (d) To sponsor, arrange and provide facilities for conferences, and seminars for discussions on matters relating to banking, insurance and financial management and
- (e) To arrange for the publication and general dissemination of materials produced in connection with the work of the Institute.

On the basis of the IFM's original corporate objectives, we will attempt to undertake a brief assessment of the performance of the institution with particular emphasis on its achievements, and the constraints it has faced, since its establishment in 1972, in the course of the implementation of its training, research and consultancy programmes. This exercise is important in view of the pertinent role played by the IFM in meeting the challenges of the on-going macroeconomic policy reforms in particular, and the socio-economic transformation and sustainable development of Tanzania in general.

#### **IV. AN ASSESSMENT OF THE PERFORMANCE OF THE IFM**

Since the creation of IFM, the banking and insurance programmes have remained the core disciplines within the institution's training, research, consultancy and publications undertakings, while close ties have been maintained with the banking, insurance and other financial institutions. IFM has also trained personnel from the public and private agencies in the country and has admitted a limited number of foreign students from Uganda, Ghana, Lesotho, Mozambique, Ethiopia, Botswana, Swaziland, Grenada, Sierra Leone, Zambia, Zimbabwe and Namibia, including Grenada in the West Indies.

Furthermore, over the years, the Institute has diversified into many financial disciplines - Accountancy, Financial Management, Tax Management, and Social Security Administration. In fact, the Banking, Tax Management and Insurance and Social Security Administration Programmes of IFM do not exist anywhere in the Eastern and Southern African subregions. Apart from the long term training courses, the Institute has also provided facilities for consultancy, research and publication work in financial related disciplines. In addition, seminars, workshops, conferences and short-courses tailored towards executive development have been part and parcel of the programmes of the IFM.

As concerns the core programmes in Banking and Insurance, the number of students increased from 73 in 1972, when the IFM was established, to 104 in 1991/92, that is an increase of 42% in twenty years. By June 1992, the Institute had graduated some 865 bankers, 389 insurance experts, 446 tax experts, 427 finance managers, 1070 accountants and 105 social security administrators; who are occupying positions of responsibility in the National Insurance Corporation (NIC), National Bank of Commerce (NBC), and the Cooperative, Rural Development Bank (CRDB), and elsewhere in the public and private sectors of the economy. At the same time, IFM has simultaneously responded to the manpower needs of the other economic operators by diversifying into other programmes including those in Accountancy, Tax Management, Financial Management and Social Security Administration. Overall, the IFM had by June 1992 trained some 3500 professionals in these areas; thus contributing enormously to the ever increasing middle and high-level manpower needs of the country.

It will be observed from Table 1 that, over the years, Accountancy has become more important than any other discipline, in terms of enrolment and the actual number of graduates.

**Table 1: Enrolment in Accountancy and Other Programmes (1972/7-1991/92)**

Programme	1972/73	1981/82	1991/92
Accountancy	-	120	403
Other Programmes	<u>73</u>	<u>570</u>	<u>786</u>
1/3		21%	56

Source: IFM Twenty Years. Anniversary 1972-1992. p.8

In addition, apart from the long-term courses, the IFM has also introduced short-term training programmes tailored to producing immediate impact and enhancing the efficient operations of the financial institutions and other private businesses in the country.

The Institute has since 1987/88 put in place an aggressive marketing strategy of its executive development programmes and consultancy. It will be observed from the Table 2 that considerable achievements were made between 1987/88 and 1991/92. By the end of the year 1992, these programmes were contributing more than 25% of the budget of IFM.

**Table 2: Executive Development and Consultancy Programmes**

Year	Number of Programmes	No. of Participants	Revenue (Earner) (million TShs)
1987/88	14	141	n.a.
1988/89	6	101	n.a.
1989/90	36	63.4	30.6
1990/91	42	760	60.0
1991/92	127	1703	126.8
1992/93	110	2800	n.a.

Sources: IFM Twenty Years Anniversary 1972-1992 P. 9; IFM, Prospectus for Short Courses. 1993/94 - 1994/95 PP.1-2

Finally, over the years, the IFM has taken steps to reduce its financial dependence on the Government by generating additional funds through the vigorous development and marketing of consultancy, research and executive development programmes. As a result, the Institute has achieved a considerable degree of efficiency as will be observed in Table 3.

**Table 3: Source of Finances of IFM (1986/87-1990/91)**

Funds in %	1986/87	1987/88	1988/89	1989/90	1990/91
Tuition fees	66.4	71.7	72.6	72.0	68.2
Board/Lodging	23.7	15.7	18.3	16.3	23.4
Other Income	8.0	11.1	8.4	10.8	8.4
Govt's Subvention	1.9	1.5	0.7	0.9	0.0
Total	100.0	100.0	100.0	100.0	100.0

Source: IFM Twenty Years Anniversary 1972-1992

Despite the foregoing substantial and commendable achievements, the IFM like many other institutions in Tanzania, has been facing the problem of rising cost of higher education. This has produced considerable negative impact on the Social Security Administration, Tax Management and Banking programmes. Furthermore, Research and Publications have performed poorly due to organisational weaknesses, inadequate physical facilities to the support research and publications activities of the academic staff. Most disturbing is the limited size of the Library in comparison with the rapid growth in student population. The Institute has also since 1989/90 being facing the problem of inadequate fulltime staff. The use of many part-time lecturers to meet the short fall has certainly not been a sustainable solution.

Overall, however, the IFM has since its creation responded adequately to the training needs of many sectors of the economy, in addition to those of the financial sector. It has also taken steps to become financially self-sufficient by initiating income earning activities, developing a comprehensive incentive package for the employees (e.g. the Welfare Fund), and

achieving, perhaps the best industrial harmony in the training sector of Tanzania. Despite these positive achievements, the IFM has increasingly had to face the challenges created by the prevailing socio-economic crisis as well as the macro-economic policy reforms which have been initiated by the government to put the economy on a sound footing. Consequently, the question arises as to the extent to which the IFM has responded to the development crisis and policy challenges.

## **V. THE IFM AND THE CHALLENGES OF MACROECONOMIC POLICY REFORMS IN TANZANIA**

Despite the impressive strides which Tanzania made towards its national development during the first fifteen years of independence (1961-1975), a combination of complex external and internal factors led to a severe and protracted socio-economic decline which eroded the considerable gains which had been made by the country. Externally, the crisis was caused by successive droughts, rapid increase in world oil prices, the collapse of the East African Community and the war with Uganda. But the crisis was also due to some internal factors, which included inadequate incentives and resources for the agricultural sector, a poorly implemented industrialisation strategy, excessive administrative control over economic activity and the continuous expansion of the public sector.

By the mid-1980's, it was clear that rapid recovery from socio-economic decline could come about only through deliberate and substantial changes in the direction of economic management and a viable policy environment. As a result of the urgent need for a comprehensive policy package to improve the macro-economic management of the economy and to stimulate a major recovery, while at the same time tackling the underlying rigidities and weaknesses that were the root causes of the socio-economic crisis, the Tanzanian Government in collaboration with the International Monetary Fund and the World Bank, initiated economic reform programmes which were intended to reverse the rapid decline of the economy.

Macro-economic reforms were introduced in Tanzania in 1984 in the area of trade liberalization. By 1986, the reforms had taken a significant turn with the signing of an IMF

Standby Agreement. Economic Recovery Programme (ERP I) 1986-89 and Economic and Social Action Programme (ESAP) 1989-1992, were macro-economic reform programmes that were initiated to improve economic performance, ensure foreign exchange decontrol and enhance competition among financial institutions, particularly commercial banks. The challenges created by the macro-economic reforms were more or less the same as those of the mid-1960s. The major difference was that whereas the mid-1960s meant an increase of the public sector role in the management of the economy, the mid-1980s policy reforms placed an emphasis on the role of the private sector and market forces in the development of the economy. The pace of reforms speeded up in 1992 with the introduction of a range of financial liberalization measures.

Despite the importance of the policy reforms programmes in bringing together all the socio-economic actors and institutions responsible for steering the national economy, the long-term sustainability of the policies, required the building of indigenous capacity in the areas of training, research and consultancy with a view to enhancing labour productivity in particular and rapid economic development in general. Consequently, the question arises to what extent has IFM responded to the challenges of the socio-economic crisis and macro-economic reforms policies initiated to redress the Tanzanian economy.

Historically, the massive departure of technical know-how in Banking and Financial institutions, following the nationalizations in the mid-1960s, did create a big gap in skilled manpower requirements in the expanding public sector. Management training institutions such as the IFM were established, therefore, to fill the gap. By the year 1984, before the initiation of economic reforms, IFM had trained 1,327 middle level cadres in the fields of Accountancy, Banking, Insurance, Tax Management, and Financial Management at both the Advanced Diploma and Postgraduate Levels. Between 1984 and 1994, the Institute almost doubled its output to 2,576 graduates in the same disciplines; including new areas such as Advanced Diploma in Social Security Administration, Ordinary Diploma in Banking, Certificates in Banking, Insurance, and Social Security Administration.

The Institute in its first ever Corporate Plan (1991/92 - 1995/96) envisaged itself as a leader in training, research, and consultancy in Tanzania, particularly, in Banking, Taxation, Insurance and other finance related fields. Strategic planning was found to be a necessary tool



in piloting the ship in the rapid changing social and economic environment. It was a significant departure from the managerial approaches which had been in practice earlier. The Institute did determine that in its long-term training function, it will operate to meet the needs of a large and ever increasing market particularly in the Accountancy and Financial Management fields. Accountancy Programmes which constituted 52 per cent of the clientele needs had an increase of about 11 per cent annually, while Financial Management, with more than 10 per cent of its market increased at an annual rate of 28 per cent.

In order to capture the expanding market, the Institute introduced three new courses in 1995/96 - a Master of Science Degree Programme in Finance in June 1995. An Advanced Diploma and Certificate Programme in Finance was envisaged during the planning period 1991/92 - 1995/96 but did not take off. Furthermore, the Institute planned to introduce two-year part-time Post-Graduate Programmes in Financial Management and Accountancy. These two new programmes were meant to be accompanied by increased enrolment in the existing Accountancy Programmes (ADA and PGDA). It should be pointed out that while the candidature market for IFM's programmes had been increasing, fresh enrolment had slightly fallen in programmes other than Accountancy and Financial Management; suggesting problems of sponsorship, (due mainly to the rising cost) and the cost-sharing scheme in higher education. The most seriously affected programmes were Social Security Administration, Tax Management and Banking Programmes.

In view of the continuing challenges of the current economic crisis and macro-economic policy reform programmes, the IFM is expected to initiate policies and new programmes which could satisfy the increasing demands of the constituency it was established to serve. To this end, IFM will have to train people with a view to providing them with the analytical and professional skills which will enable them effectively take full responsibility in the preparation of national policy framework papers and contribute to the design, implementation, monitoring and evaluation of the macro-economic policy reform programmes which the Government had initiated with the technical assistance with the Bretton Woods institutions.

This will imply effective training in macro-economic analysis and financial management, particularly in the areas of banking, taxation, monetary policy and development administration. This is important in view of the initiatives which the Government has taken to:

- (a) Create a conducive environment that will facilitate the development of competitive and solvent financial and non-financial institutions;
- (b) Restructure and recapitalize the existing financial institutions with an view to enabling them operate on a commercial basis; and thus making business and management decisions free from Government interference; and
- (c) Allow private sector investors to participate in the financial system so as to generate new capital, technology and skills with a view to all enhancing better access to international business services and thereby encourage healthy competition".

Most importantly, this implies that competition by financial and non-financial institutions will require trained personnel in modern computer techniques and information technology that can meet the challenges of the present national, subregional and international economic environment. To this end, IFM has re-examined its curricula and provided training for some of its staff in the vital area of financial management. Specifically, the Institute has since the last two years embarked on training in Computer Programming and Information Technology and also introduced a Master of Science Degree Programme in Finance, in collaboration with the University of Strathclyde in Scotland. During the period of the affiliation, IFM will seek donor assistance to train members of staff at the Ph. D and professional levels.

In order to effectively meet of the challenges of the socio-economic crisis and the economic management policy reforms currently being implemented in Tanzania, IFM plans in the future to:

- (a) Enhance the qualitative improvements of its existing programmes in order to satisfy the needs of its local and foreign clients;
- (b) Improve its training programmes by recruiting well qualified faculty, developing and motivating them to undertake more research and publications;

- (c) Expand the existing courses by increasing the number of students and starting new courses;
- (d) Repair and rehabilitate the present physical facilities, equipment and tools of the Institute and purchase or construct new ones where and when necessary; and
- (e) Make it the undisputed leader in training, research, and consultancy in Tanzania and the Eastern and Southern African subregion, particularly in the fields of Banking, Insurance, Social Security Administration, Financial Management, Computer Techniques and Information Technology.

There is no doubt that if the foregoing envisaged measures are effectively implemented, a solid foundation would have been laid for the transformation of the IFM into a University of Management, Finance and Information Technology by the Year 2001. In view of the determination and commitment of the Management of the IFM to work towards the realisation of this goal, the next section of this Report will attempt to examine the rationale and the feasibility of such an ambitious venture.

## **VI. THE NEW VISION OF IFM: THE WAY FORWARD**

An examination of the IFM, together with the interfacing socio-economic environment, reveals the necessity to undertake a qualitative and quantitative improvement of its two roles of training, research and consultancy. The overall objective is to make the Institute, as indicated earlier, the market leader in training and research in finance related fields during the next five years. It was pointed out by the IFM authorities to the mission that in the area of long-term training, there was a considerable and growing market particularly in Accountancy and Financial Management.

The Institute has therefore, taken measures to capture this market by introducing three new courses in Financial Management, namely, a Master of Science Degree Programme, an Advanced Diploma Programme and a Certificate Programme. Other new courses which have been introduced include a two-year part-time Postgraduate Programme in Financial Management and Accountancy and two programmes in Computer Studies and Information Technology.

It is on the basis of the foregoing innovations in its training programmes, that the Management of IFM is determined to see the institution evolve into a University of Management, Finance and Information Technology in the next five years. Because the increasing demand for Higher Education in Tanzania and the inability of students to obtain admission in the existing Universities, IFM could provide the much required educational and training opportunities for qualified candidates. According to the Management of IFM, a recent study has revealed that "among twelve Eastern, Central and Southern African States, Tanzania has the lowest per capita enrolment which is 0.0077% of the total population". In addition, Tanzania lags behind previously war-torn countries like Angola, Mozambique and Namibia in educational development.

Consequently, the need for the transformation of IFM into a University is a fundamental social and national obligation. There is no doubt that the rapid domestic changes in Tanzania from a single party democracy to a multiparty democracy, a centralized economy to liberalised one, poor financial management to good governance, transparency and accountability; have all led to the enhancement of domestic and foreign private investment, restructuring of financial and banking institutions, and the civil service and parastatal sector reforms. All these changes in the political and economic environment of Tanzania should encourage the IFM to reexamine its philosophy in the areas of training, research, and consultancy.

Given the foregoing scenario, there are compelling reasons for IFM to focus its training programmes on Finance and Information Technology as explained by the Management to the mission. According to the Management of IFM, the institution has a definite and dependable market share and competitive edge over other similar institutes in these areas. To the extent that Information Technology is the uncontested vehicle and driving force in transforming stagnant and declining economies to rapidly growing and sustainable ones, IFM must therefore, take the lead in training personnel in computer science and information technology.

To achieve the above objectives, the Management of IFM has outlined the following measures:

- (i) Design and promulgate a Corporate Plan for the vision;

- (ii) Obtain the approval of the Governing Council and the Government;
- (iii) Get affiliated to an internationally reputable University of Finance and Information Technology;
- (iv) Undertake an in-depth review of the curricula of the programmes in Banking Insurance, Social Security, Taxation, Financial Management and Information Technology and have them validated by the University of Affiliation and related professional bodies;
- (v) Have the academic staff evaluated and validated by the University of Affiliation;
- (vi) Obtain accreditation of the programmes from the National Education Council;
- (vii) Strengthen its resource base, particularly the physical infrastructure and training aids;
- (viii) Remain a constituent college of a University so as to gain the necessary experience and recognition;
- (ix) Seek collaboration linkages and joint activities with other institutions of higher learning in short-courses, consultancies and staff exchange programmes and
- (x) Transform IFM into a University of Finance and Information Technology by the year 2001.

There is no doubt that given adequate infrastructure, goodwill of staff, network and linkages and the invaluable leadership of the Governing Council and support from the stakeholders, IFM has the capacity of being transformed in a University in the next five years. It is therefore, against the background of the new vision of the institution, that the mission, in collaboration with the management and staff of IFM has identified the major areas in which the Institute will require both advisory and training assistance from UNECA in the short, medium and long-term.

## **VII. AN IDENTIFICATION OF IFM ADVISORY AND TRAINING NEEDS**

This section of the Report is devoted to an analysis of the various areas in which IFM needs ECA's technical assistance. To this end, it will be recalled that the Institute of Finance Management, as an institution of higher learning, not only offers training but also conducts

research that is of direct utility to industry as well as provides services in the form of consultancy to its major constituencies such as the government, public sector, private individuals and even international firms. The Institute has therefore to devise strategies and establish models which could ultimately enable it to become a centre of excellence in the dissemination of knowledge. To this extent, the authorities of IFM expressed the need for ECA's technical assistance in the areas indicated below.

## **7.1. Capacity Building and Institutional Development**

### **1. Capacity Building**

Capacity building should be seen in the context of equipping staff with necessary knowledge and skills for effective job performance and retaining existing staff to avoid wastage of resources through the loss of the created capacity to other institutions. At the moment, the Institute has a fairly proportionate mix of junior and senior staff. The challenge facing the management is how to address the needs of both categories of staff to enable them acquire higher academic qualifications, multi-skilling and training in some specific areas. To address the problem, the authorities indicated that the following types of training was needed by the staff of the Institute.

#### **(a) Higher Academic qualifications**

- The Institute has 50 teachers, of which 80% are promising candidates for Ph.D, i.e. 40 members of staff. All have to be trained in 10 - 15 years from now;
- Training should also consider new recruits about 25 or more lecturers in the next five years. This requires also the rationalisation of existing training programmes in line with the new vision;
- Any renowned university must have a pool of Ph.D. holders, Professors and Research Fellows and so should IFM.

**(b) Multi-Skilling**

Teaching staff will also require different types of practical skills in specific areas such as:

- . Trainer of Trainees skills - effective for dissemination of knowledge and skills;
- . Computing Skills in Finance & Accounts which could be in line with development of soft ware packages in finance and accounting;
- . Publishing skills - manuscript writing and editing techniques;
- . Marketing - necessary in selling the Institute's programmes;
- . Consulting skills - developing and designing consultancy tasks;
- . Business Skills - entrepreneurial development (informal sector);
- . Research techniques - practical orientation in writing research proposals, operational methods (quantitative) and Ethnographic methods (qualitative)
- . Assessment and Evaluation of skills - improvement in quality of training.
- . Audio - visual techniques - using and managing audio-visual equipment.
- . Preparation of Teaching material using audio visual equipment.

**(c) Training in specific areas and fields**

- Local Government Financing and urban management;
- Structurally related programmes such as: rural finance & credit, domestic banking, capital market, public finance, project management and appraisal techniques (private/public), Planning techniques (micro/macro) and Programming techniques (related to finance and accounting using modern technology);
- Retraining in the new forms of taxation as related to government financing, local government financing, domestic trade, foreign trade transactions, banking, insurance and social security schemes.

## 2. Institutional Development

Although institutional development cannot strictly be separated from capacity development, the latter can be considered as strengthening the former. Thus, institutional development should be seen in the context of growth, change and innovation. In this regard, growth is expected to take place in the following manner:

- (a) **Students:** Increase in student intake from 1,000 to 2,000 or 100% increase in the next 10 years.
- (b) **Courses:** Courses should change in form in relation to changing conditions and demand. More specialist subjects should be introduced in line with the new vision.
- (c) **Buildings:** The existing buildings have to expand upwards to provide more space in proportionate to new developments since horizontal expansion is not possible due to limited space.
- (d) **Organizational reforms:** Management structures have to be created, others to be absorbed or merged to create an environment which is not only cost-effective but which allows for growth and innovation. A trade-off has to be made between academic and administrative structures. The existing structures are not conducive to future growth.
- (e) **International Collaboration:** A collaborative policy has to be devised to enable the Institute to be recognised internationally through affiliation. Affiliation shall be in line with the view vision of transforming the IFM into a University of Management, Finance and Information Technology.

As concerns innovation and change, new initiatives could take the form of:

- (a) **Net working:** Centralised information networking should be akin to information networking in any University. This should also to be linked to the information highway with affiliated universities and research organisations.



- (b) **Masters Programme:** In addition to the existing Master of Science in Finance, other programmes such as Masters in Business Information Management and Masters in Accountancy should be explored and introduced.
- (c) **Research Bureau:** A Research Bureau different from but complementary to the teaching department has to be created. The Bureau would have research fellows and professors who are versed in new developments in finance, information technology, accountancy, banking, insurance and taxation.
- (d) **Link with Industry:** New constituencies have to be sought in non-conventional areas, such as non-governmental organisations, (NGOs), religious bodies, international companies and donors, so as to be linked to locally designated projects.
- (e) **Curriculum Issues:** In the area of designing new courses (programmes), the present academic staff/Heads of Department who review courses have limited exposure, both in terms of environmental knowledge (rapidly changing socio-economic patterns) and practical developments. Technical assistance is needed in the area of curriculum design and development with a view to enhancing and strengthening the academic and practical experience of the staff.

As regards the implementation of the curriculum, it should be pointed out that the current wave of change in the economy is ahead of developments in institutions of higher learning. The current curriculum is not structured in a manner which nurtures competency. The curriculum has to be re-structured to allow for a clientele of different students without losing the academic and professional focus. This should be considered in relation to the four factors of time, nature of students, subject and lecturer. This requires outstanding academic/professionals who are conversant with both curriculum design and development in their areas of specialization.

The current approach is based on subject teaching which merely emphasizes cognitive development. This limits wholesome development of the professionals to cope with the demands of the economy as a whole. In other words, there is need for a new structure of curriculum development which consist of both government experts, information specialists, psychologists, accountants, administrators, politicians, finance experts etc. The current approach uses

individuals on an ad-hoc basis and relies very much on administrators. Subjects are becoming increasingly multidisciplinary. External assistance is needed to design a multidisciplinary curriculum.

(f) **Staff Turnover:** The Institute has made tremendous efforts in the training of its academic staff. Apparently, some staff, after acquiring the qualifications, have moved to better jobs. Consequently, there is need to review staff regulations in view of frequent staff turnovers. Secondly, areas which have high turnovers such as accounting, taxation and finance could be improved by retraining some of the present staff who are being under-utilized. These include economists, sociologists, mathematicians and political scientists.

Because of the diversification of programmes, there is need for occupational specialists in specific areas. These could take the form of deploying management information specialists and affiliation to Computer Companies. The specialists available now in the IFM are basically statisticians who have more orientation in operational methods than in management information systems which are relevant to operational banking, accountancy, management and finance. The institution therefore needs academic/professional experts who are Ph.D holders from outstanding Universities offering business management programmes. Furthermore, there is need for an affiliation to some famous and well established computer companies such as IBM. The current practice of collaborating with local agents who are interested more in profit-making than training will not help IFM much. IBM could assist in the installation of an internal and external networking system as it have the expertise.

(g) **Programme and Computer Operation Technical Staff:** These are necessary to cater for immediate customer needs as lecturers are mainly occupied with teaching or research. Furthermore, most lecturers have been trained in the use of soft ware packages and diagnosing simple problems. Tendering as a way of servicing and managing the Information System will not make IFM self-reliant.

(h) **Research and Consulting Inadequacies:** Most junior staff have had no opportunity of designing or undertaking a consultancy assignment. Even some of the senior staff have undertaken consultancy assignments only in the limited areas of their specialization. This is

partly due to the fact that many staff who came direct from colleges do not have any practical experience. There is therefore need for rehabilitation in the form of attachments to research institutes or organisations as well as to consulting firms.

(i) **Economists:** Many staff members who are economists are deficient in macro-economic analysis and related areas; which include structural development/privatisation programmes, public finance/credit, environmental management, urban planning and financial management, financing/managing disasters, social accounting, local government finance and rural finance/credit. These are areas which require a new thrust in line with the envisaged curriculum. Any assistance could be focused on the above requirements, which consider diversification as a way of creating sustainable training and research programmes. This is a very costly undertaking which may lead IFM into financial and organisational problems. Technical assistance in these areas at least in the short run would be very timely.

(j) **Literacy:** Consultants/Professionals are not well equipped in many areas which need to be promoted. The areas include: domestic banking operations/accounting, international banking/accounting, particularly in the areas of foreign transactions and contracts, debt management in view of the on-going liberalisation and privatisation measures, marine/fire/industrial/actuary insurance; capital markets and international financing (local/international) and budget and budgetary control (private/public).

### 3. Expected Results

(a) **Improved student performance:** This will be achieved with improved quality in teaching, and provision of appropriate teaching aids to improve the quality of presentation and customer (student) satisfaction.

(b) **Link with Industry:** Since training is provided to meet the needs of industry and society, the Institute can only be assured of its survival by meeting environmental demands (major constituencies expectation). Graduates from IFM should be capable of performing well in their jobs with little additional training.

- (c) **Consultancy/tailor-made Programmes:** The Institute could improve performance in consultancy by mobilising to additional resources-both technical and personnel. Currently, the consultancy/programmes are either segmented, uncoordinated or personalised.
- (d) **Research Undertakings:** Research will enhance the image of the Institute as a creator of knowledge and sharpener of practice.
- (e) **Information Specialists:** Modern business is becoming more reliable on information Technology. As the Centre of Business/Finance/Management and Information studies, the Institute shall be able to cope with demands of its clientele.

The following expertise shall be required to achieve the objectives/demands spelt out above:

- Ph.D holders in Accounting, Public Finance, Monetary Economics, Macro-economics, Information Management, Organisational Methods, Banking (Domestic, Development), Insurance, Banking/Insurance/Finance law; Taxation (fiscal Policies) and Micro-economics.
- Professionals specialists in Accounting-ACCA/CPA/CIMA, Banking-CIB, Insurance-CIS; Information Management; Programmers. Professionals with higher specialization in the areas of Finance, Information, Accounting, Business Studies would also be needed.

## **7.2. Executive Development and Consultancy**

The business environment in Tanzania has been changing rapidly as a result of the current trade liberalization measures, ongoing privatisation of parastatals, multiparty democracy and the overall implementation of the structural adjustment programmes. The consequences of these developments cannot be ignored by the IFM. As banking and financial markets become more complex, the traditional curriculum shall become inadequate and increasingly irrelevant.

Unfortunately, there is a significant absence in the Institute of research skills to cope with the necessary changes that are required. There is also a growing need for international exposure as increasing numbers of foreign businesses are investing in Tanzania. There is therefore an urgent need to develop the capability and capacity of the Institute to enable it offer high quality training in all the professional courses in order to cope with the demands of multinational corporations.

Advisory and training assistance from ECA are therefore needed for institutional capability building in the area of research, as well as taxation, banking, insurance and social security. To complement this, IFM needs sponsorships, attachment of its staff to other institutions to provide them with the practical exposure in taxation, banking, insurance and social security operations. Technical assistance required is the problems areas indicated below.

**Problem Area 1: Request for an Expert in Research Skills**

In this area, the specific objectives are as follows:

- (i) Design, develop implement and run research training courses, consultancies and project proposals for academicians and clients;
- (ii) Design, develop and implement skills transfer strategies in research techniques, consultancies and pre-feasibility studies for academicians and professionals engaged at this Institute;
- (iv) Develop publication skills for academicians;
- (v) Produce a working manual in research skills, consultancies and pre-feasibility studies.

**Problem Area 2: Request for an Experts in Taxation, Banking and Insurance or for Sponsorships for our Academicians in these areas in foreign firms**

In this area, the three specific objectives are as follows:

- (i) To design, develop and implement training courses for our staff and clients in taxation, banking, insurance and social security;
- (ii) To impart international experiences in the current practices in taxation, banking, insurance and social security operational, planning and administration;
- (iii) Produce working manuals in these areas.

The expected results shall consist of the following:

- (i) A comprehensive report on the reviews and other activities undertaken by the experts;
- (ii) Revised curriculum developed for each course menu;
- (iii) A report to enumerate the achievements in the skills transfer to local staff and the extent to which the country's structural adjustment programme has been assisted;
- (iv) Increased capability by staff members, capacity building and institutional development.

The technical experts in the research should have a Ph.D Degree, including extensive experience and publications in their relevant areas. The tax, banking and insurance experts should have at least a Masters Degree, professional qualification and international exposure. They should be good at counselling and have considerable experience. The expected duration would be 6-12 months.

### **Problem Area 3: Organisation of Regional and Sub-Regional Training Workshops**

In this area, IFM needs to achieve two objectives:

- (i) To enable policy makers in the SADC region, and specifically in Tanzania, to keep abreast with the changing environmental needs and their impact on each country's structural adjustment programme; and to enhance capability in resolving regional integration issues and problems;
- (ii) To apply current knowledge, skills and modern styles of managing to their operations.

The Institute needs technical assistance from ECA in running short-term courses of 3 to 4 weeks duration in the SADC Region, on taxation, banking, insurance, finance management, business management and information technology/informatics.

The expected results shall consist of the following:

- (i) Enhance the capability of the Institute to expand its activities in other parts of the SADC region;
- (ii) Skills transferred to staff development to assist institutional and capacity building;
- (iii) Revise Structural Adjustment Programmes of Tanzania to reflect the regional dimension of national development
- (iv) A report to evaluate achievements in the transfer of the skills to local staff and participants.

### **7.3 Computer and Information Technology**

#### **1. Computer and Information Technology Department**

The Department of Computing and Information Technology was established in 1994, following the realization of the importance of computers and information technology in the development of the Tanzania economy. There is an acute shortage of computing and information technology professionals and the associated training opportunities are few. However, many public and private organizations are currently acquiring computing facilities and software. They are bought to provide the solution to a to low productivity problems that these organizations face. It has been observed that the efficiency and productivity of these organizations have not improved and in some of the instances have actually declined. This is due to the fact that the organizations have not thought of the necessity of properly equipping their personnel with required professional skills. It is therefore important to address this problem because the combination of computing facilities and adequately trained professionals has a high potential of raising the current level of productivity in the many industries and other productive sectors of the economy.

The rapid increase in computing facilities and software in Tanzania is such that professionals with computing and information technology skills are in high demand in the banking, industry, insurance and social security, tax management, accounting and auditing, as well as in all the service and manufacturing sectors. Despite the many flourishing training programmes offered in the country, there is no single institution that provides courses that cater for the new and emerging field of Business Information Systems. For this reason, the IFM decided to establish a Department of Computer and Information Technology with the objective of teaching courses that could provide lead to professional qualifications necessary to meet the increasing needs of computing and information technology in the public and private sectors of the economy.

Many government, parastatals, and private institutions and organizations need qualified professionals in computing and information technology. However, the existing qualified computing personnel in the country is less than 0.25% of the country's requirements. A majority of the so-called computer personnel do not have any formal training in computing and information technology except for the skills that they acquire through the training provided by the suppliers. Several private computer training schools have been opened but most of them offer courses that are related to computer appreciation, common word processing packages, spreadsheet, and data base packages. Apart from the University of Dar-es-Salaam, none of the institutions provide training at the professional level.

As a result of the shortage of computer trained personnel, many organizations have problems in developing and implementing computer based information systems. This is because the management of computer systems require certain skills that can be obtained only through specific training. The problem has been compounded by the shortage of consultants in the information technology area. At the same time, the declining prices of computer hardware indicate a potential widespread acquisition of computers within the country. This will in turn create more demand for computer related professionals. Overall, most professionals in finance and allied specializations should be able to handle the various problems which they encounter in the use of computers. This also requires specific training in computing and information technology that would enable them address decision-making and planning problems in their respective areas.



From the foregoing analysis, it would appear that there are three major areas of concern:

- (a) Firstly, there is the absence of training institutions for computer based skills. Even those which are available have inadequate resources and cannot train professionals. The consequences of this are the continuous shortage of computer based experts, professionals, and supporting personnel. There is high employment of unqualified computer personnel in the various computer departments; and at the same time, there is difficult recruitment and retention of qualified computer personnel for low paying public organizations.
- (b) Secondly, there is sometimes a complete lack of participation by personnel in the organization and the development of a suitable computer system; acquisition of the required hardware and software for the specific needs of the organization; the installation and commissioning of the system put in place; and the maintenance of the installed system.
- (c) Finally, there is inadequate expert advice, consultancy, and research based publications for organizations that need these.

The market segmentation for the computing and information technology system is delineated according to the various careers in the field. It is vast and still widening. At present, the following categories of personnel are needed by all the finance and allied professions: Information Systems Analysts/Managers, Software Engineers, Computer programmers, Computer Operations, Data Base Managers/Administrators and Computer Systems/Network Managers. This is indicative of the fact that there is an adequate market in the various computer related professions within the country. To this extent, the primary objectives of the Department of Computer and Information Technology are, therefore, as follows:

- (a) To provide facilities for the study of and training in the principles, procedures and techniques of computer programming, data management and processing, software development, and systems analysis, design, implementation, and

management in relation to banking, insurance, financial management and other related areas;

- (b) To conduct training programmes leading to professional qualifications in computing; computer programming; data management and processing; software development; and systems analysis, design, implementation, and management in relation to banking, insurance, financial management and such other related subjects;
- (c) To organize, arrange and provide facilities for conferences and seminars in the areas of computing, computer programming, data management and processing, software development, and systems analysis, design, implementation, and management in relation to banking, insurance, and financial management; and
- (d) To arrange for, and where applicable, to implement the publication and general dissemination of computing, computer programming, data management and processing, software development, and systems analysis, design, implementation, and management materials produced in connection with the work of the Institute.

On the basis of these objectives, the major activities of the Department shall be to conduct training, research, provide consultancy services, and publish materials on computing and information technology and related financial professions. To this extent, the activities of the Department are as follows:

- (a) Efficiently running and cost-effectively maintaining all the available computing and information technology facilities and equipment provided for training, research and publications, and for consultancy;
- (b) Conduct the relevant training programmes for and on behalf of the Institute, including setting and conducting respective examinations; and granting Certificates to those candidates who adequately meet the requirements of and successfully complete the programmes;

- (c) Arranging and providing facilities for relevant conferences, seminars, and workshops; and
- (d) Undertaking research and publication of results, as well as carry out respective consultancy assignments in computing and information technology.

Currently, the Department serves both the academic and service functions. In other words, the Department is offering training in computing and information technology on one hand, and providing computer service to other users at the IFM on the other. This dual role maximizes staff utilization at the expense of fair play and equal access of students to the facilities in Department. In other words, students belonging to the Department are given higher priority than other students. To resolve this problem, the Department will have to be split, separating the academic function from the service one. This separation will enable proper accounting for the use of the computing facilities, and the freeing of academic staff from the routine problems of maintaining hardware and software.

The main constraints within the Department are the staffing and maintenance of equipment and software. There is no doubt that the field of computing and information technology is a fast growing one, with new inventions coming out very regularly. There is therefore the need for well trained staff who are provided with literature to keep abreast with what is taking place in the field, and to motivate the workers to ensure that they are retained by the Institute.

Macroeconomic policy reforms have laid emphasis on and are advocating the use of high technology equipment in public offices with a view to improving efficiency and productivity. There is a proliferation of computing, communication and other office equipment. However, the technical know-how of using the equipment is inadequate. It is within this framework that the IFM is aiming at improving the technical know-how in this area. The new vision of IFM recognizes the future role of computing and Information Technology in Tanzania. The IFM will require both training and advisory services to enable it provide short-term training in particular to senior managers, and technical services to clients in form of system specification and development.

## 2. The Library Department

The mission of the IFM Library Department is to provide information to students, lecturers and researchers to support the teaching, study, research and consultancy/work on subject areas taught at the Institute. In the process of providing library and information services to over 1300 students and 60 lecturers and researchers, the Library has over the years experienced some constraints. These include the following:

- Shortage of books in terms of numbers and that most books are outdated,
- Lack of professional journal titles. The IFM ceased subscribing to journal titles in 1986,
- An obsolete reference collection,
- Lack of computer facilities to perform library functions and assist students with their work,
- Inadequate audiovisual equipment and materials,
- Shortage of professional librarians,
- Lack of photocopies for use by students, and
- Shortage of space, the purposefully built library was designed to accommodate 420 readers. The IFM Community has grown to 1360 people.

The IFM has taken a number of steps to alleviate the impact of the above constraints on the effective delivery of library services. The steps are the following:

- In the 1995/96, a budget equivalent of US\$6,666 was allocated to purchase 166 volumes of books. However, the actual requirement for newer additions and replacement titles stands at 650 volumes per year;
- Under the FILMUP (World Bank Project), the IFM Library has received 189 new titles;
- Twenty three Journal titles are expected to arrive under the FILMUP, but none has come as yet;

- The IFM has started using computers for study and teaching as well as secretarial work. However, the computer facility is yet to be extended to the Library department;
- A number of audiovisual projectors are expected to arrive soon under the FILMUP;
- Under the FILMUP one professional librarian completed a Masters Degree and two Postgraduate Diplomas in library and information management. The actual manpower requirement at Masters level is 7.

In view of the foregoing constraints and problems, the Library needs technical assistance to:

- (a) Maintain a steady growth of the library collection; an addition of 650 books a year. These new additions and replacement titles are calculated at the growth rate of 0.5 books per person at the IFM. The estimated cost is  $650 \times 40(\text{US\$}) = \text{US\$ } 26,000$ ;
- (b) Meet the projected requirements of Journal titles of 40 at the estimated annual subscription rate of US\$ 150 per year. The estimated cost is  $40 \times 150 = \text{US\$ } 6,000$ ;
- (c) Build a new reference collection of 2000 volumes, at an estimated cost of US\$ 80 per volume. Total cost is  $2000 \times 80 = \text{US\$ } 160,000$ ;
- (d) Introduce a computer facility in the library for use by students and library functions like circulation and bibliographic work. Basic requirements are 20 PCs and 3 CD-ROM Readers, and the appropriate software packages;
- (e) Install computers in the library etc. Two experts would be required from outside the IFM. Estimated costs US\$ 20,000;

- (g) Undertake a study tour to a well established library with the computer facility fully operational in the library. Estimated cost at US\$ 10,000.

The training requirements of the Library Department are as follows:

- |       |  |   |        |
|-------|--|---|--------|
| (i)   | Short-term courses on computer application to libraries      |   |        |
|       | 5 (courses) x 12,000 (US\$ each)                             | = | 60,000 |
| (ii)  | Long-term courses for 2 librarians and 2 library assistants: |   |        |
|       | - Librarians 2 x 30,000 (US\$)                               | = | 60,000 |
| (iii) | - Library Assistants   |   |        |
|       | 2 x (2 years) x 5,000 US\$                                   | = | 20,000 |

#### 7.4. Financial Liberalization

##### 1. Bank Restructuring and Supervision

The banking history of Tanzania has been characterised by state-dominated banks since 1967. These government monopolies have been the sole providers of financial services to the public and private sectors of the economy. The decision to restructure the banking system in Tanzania was precipitated by the inefficiencies, losses, theft and mismanagement of state banks which led to significant losses by these banks. The problems of the banking system in Tanzania have been operational and structural in nature. As regards the operational problems, it should be pointed out that bank operations are carried out manually. This implies more staff and paper work and the possibility of malpractices and higher operating costs. The involvement of banks in the construction of buildings and other permanent assets has eaten away considerable amount of the working capital of banks.

The current banking system requires all issues to be reported to the Head Office for decision-making purposes. This creates inefficiency as the Head Office is too small to handle a wide coverage of bank branches throughout the country. As a result, there are delays in making decisions affecting the branches. In certain cases, structural problems have been used

to cover theft and embezzlement because of delays in disseminating information from both sides. Ideally Tanzania Commercial Banks have become too large to manage. There is need for technical assistance in the area of financial liberalization, particularly for bank restructuring and supervision in which training for faculty members could be provided.

## 2. Rural Banking

Agriculture in Tanzania is the dominant productive sector of the economy. Almost 90.0% of the population live in rural areas and depend on agriculture for their daily needs. Agricultural credit and bank services have in general been regarded as basic inputs which increase productivity and efficiency in the sector. As a result, the government has since 1967 intervened in the banking system by introducing the following reforms:

- Low interest rate policy on the assumption that this would enable the small farmers to have access to credit;
- The use of credit line from the donor community as a major means of financing the rural sector, and
- Allocating credit to targeted areas.

However, Government intervention during the period 1967-1990, led to (a) the inability to promote domestic savings in the rural areas; (b) low interest rates stifling the process of financial intermediation; and (c) low interest rate policy favourably large scale farmers.

The financial liberalization policy measures initiated since the 1990's has had a greater impact on rural banking. New private banks have been opened and existing government owned banks have undergone restructuring. This has to a large extent alienated the rural sector. The problem can therefore be viewed in terms of the absence of a viable rural finance scheme which is conducive to agricultural development. IFM therefore needs technical assistance in this area to learn from other countries in Africa and Asia, which have successful rural financing schemes, and to strengthen faculty research and consultancy.

### 3. Capital Markets

Financial liberalisation is amongst the major economic reforms which have been undertaken in Tanzania since 1985. It has been generally aimed at increasing the efficiency of the financial system. To this extent, the establishment of capital markets has been considered inevitable. Capital markets are envisaged to provide the following benefits to the economy: (a) enhance savings mobilization and re-allocation, (b) provide resources to companies, (c) assist in the privatisation process, and (d) facilitate investment transfers at competitive rates.

To promote the development of Capital Markets, a Capital Market and Securities Act, 1994 was enacted by the Parliament of Tanzania. Preparatory work on the Capital Market establishment is almost completed. A Stock Exchange is expected to be operational by July 1996. However, the IFM Faculty members need to acquaint themselves with the functioning of Capital Markets. At the moment, many Faculty members do have the theoretical background of such markets, but they are not versed in the practical aspects of the capital markets. Consequently, there is need for technical assistance by IFM, in the form of short-term training seminars to equip Faculty members with the practical aspects of Capital Markets and to share experience on the performance of such markets in other African countries. Such seminars will enhance the skills of Faculty members and strengthen their capacity to provide relevant and effective advisory services to government policy-makers and private businessmen in Tanzania.

#### 7.5 Foreign Exchange Management

The price of foreign exchange is one of the important prices in the Tanzanian economy. The foreign exchange rate must reflect economic efficiency and create incentives in the economy. Since independence, Tanzania has passed through several phases or forms of exchange rate regimes. They have consisted of (a) market oriented exchange rate (1961-1966); (b) controlled or fixed exchange rate (1967-1990); and (c) bilateral exchange rate regime (Market determined) (1992- to date).

IFM needs to develop an exchange rate model in order to assess the impact of the different exchange rate regimes on the economy and to forecast foreign exchange needs. To this



extent, technical assistance is required to strengthen IFM's Faculty research and consultancy capacity in the area of foreign exchange management, and the development of exchange rate models. Specifically, the Institute requires an expert on modelling who can advice and guide the staff in developing a model for policy analysis and projections of exchange rates. This will no doubt (a) enhance the Faculty's level of analysis in the area of foreign exchange management; (b) facilitate and promote advisory services to the policy makers in the area of foreign exchange management; and (c) serve as an input in the regular courses offered at the Institute especially at the postgraduate and MSc levels.

## **7.6 Integrated Public Financial Management**

Relevant empirical findings on public financial integration and development play a critical role in raising concern and commitment to improve resource management in the public sector. The whole question centres on the need for an "Integrated Public Financial Management", so that public financial resources are procured at the least possible cost, and there is some "optimum" combination of external and internal funds for the sustainability of projects and programmes, management of assets acquired and subsequent distribution of income in an environmentally friendly manner.

Integrated Public Financial Management is an important financial policy instrument. The country has hardly any identified financial resource pool, since the existing management training institutions have tended to emphasize public administration and corporate finance in a disjointed manner. Tanzania's past experience in public investment performance and monitoring does not provide a good example for other countries to emulate. Monitoring and evaluation activities in public projects/programmes have generally been undertaken up to the project completion reporting stage. There has been too much emphasis on ex-ante evaluation at the expense of ex-post evaluation for assessment of project impact and sustainability.

In order to address this problem, IFM needs training assistance in the form of, (a) one week workshop on "Consultancy and Research" in Integrated Public Financial Management for Trainers/Faculty in the field of Public Finance, Corporate Finance and

Economics; and (b) two week workshop on "Integrated Public Financial Management" for the Bank of Tanzania, Planning Commission, and the Treasury.

Such training workshops will enhance the capacity of IFM faculty and technocrats in the continuous monitoring and evaluation of public projects and programmes, emphasizing performance monitoring and impact evaluation. Furthermore, they will enable the adoption of a pragmatic project cycle (PPC), as part of public sector resource management.

### **7.7. Privatisation of Public Enterprises**

Divestiture of public enterprises has been one of the major policy areas of macro-economic reforms in Tanzania because of the considerable financial obligations they have placed on the government. The remedy therefore, in part, is privatization of public enterprises, reorganisation, liquidation and commercialization. One of the problems related to the privatization process is that indigenous entrepreneurs do not benefit; neither are the local consultants fully involved in the critical evaluation of the parastatals to be privatized.

Tanzania has previous experience in nationalization and creation of public enterprise but not privatization. In terms of experience, it is a grey pasture. The objective of seeking technical assistance is to equip the academic staff with skills and knowledge in the whole issue of divestiture to improve the operational efficiency of enterprises, to reduce fiscal and monetary pressures, and to promote wide participation by nationals in the ownership and management of business and economic enterprise.

Such technical assistance could take the form of (a) the preparation of case studies in business valuation for public enterprises, and (b) the preparation of training materials on the subject of privatization of Public Enterprises in general, and in Tanzania in particular. Training services could take the form of a workshop on "Methodology and Approaches to Divestiture of State Enterprises". Target participants for the workshop could be: The Chamber of Commerce -TCCIA, Planning Commission, Treasury - Office of the Commissioner of Public Investments, Parastatal Sector Reform Commission, Banks and other Financial Institutions, NPF - National Provident Fund, and some leading Businessmen.

There is no doubt that the technical assistance would enhance the public awareness of the divestiture process being currently carried out by the PSRC (Parastatal Sector Reform Commission), and career development among academic staff through the publication of case studies and training materials.

## **7.8 External Debt Management**

Tanzania's official external debt has grown rapidly from US \$ 196 million in 1970 to US \$ 6,746 in 1993. In 1970, total debt service as a percentage of exports was 82.4%, and in 1993 the ratio was 1,219.1%. To this extent, the country has over-borrowed and does not have the capacity to repay and service the external debt. To compound the problem, the debt has been dominated by hard currencies; which means that the repayment of loans is tied to exchange rate and reserves management. IFM will require technical assistance to the areas of external debt management so as to learn from the experiences of countries like Uganda and Ghana, and other African countries in the area of external debt management. Second, technical assistance is required to design a model for assessing the effectiveness in external debt management and trends in Tanzania.

Assistance is also needed by IFM to assist the staff in the preparation of case studies on external debt and reserve management as major inputs in the M.Sc. (Finance) course - Money and Capital Marketing in the Developing Course. Such technical assistance could result in to a publication of a comparative country case study on external debt and reserves management in Africa and the generation of consultancy assignments and preparation of research papers on the subject by the IFM staff.

## **7.9 Developing Macro-economic and Sectoral Models**

Many of the research papers published in the IFM Journal of Finance and Management are largely descriptive and narrative. Macro-economic analysis, for instance, that has been carried out by the academic staff of the Institute is not based on models nor does it indicate that some research has been undertaken. IFM shall therefore require technical assistance in the development of macro-economic and sectoral modelling for economic analysis and projections,

particularly model building for research purposes, assessment of models already developed for Tanzania's macro-economic planning, e.g., the MACMODE, and BUDMODE, and the construction of input-output tables for planning. Assistance is required to organise on "Application of the MAC MODE, and BUD MODE- The experience of Tanzania". It is hoped that such technical assistance shall result to a wider application of models in economic analysis, planning and projections in Tanzania.

#### **7.10 Negotiation of Structural Adjustment and Stabilization Programmes**

African economies, like those of other developing countries, exhibit a set of characteristics of underdevelopment, which consists of a large subsistence sector; a majority of the population living below the poverty line; low level of contribution of the manufacturing sector to GDP; asymmetry in production and consumption; low percentage of GDP that can be considered as taxable income; and inadequate forward and backward linkages between the different sectors of the economy. All these characteristics militate against any common approach to the design of structural adjustment and stabilization programmes.

Technical Assistance would be required to identify sources of information, encourage and develop data flow systems for use in macro-economic planning. Such flow of information should facilitate the identification of alternative policy approaches to poverty alleviation, not as a long-term goal of economic growth but as a short-term objective, since most of the so called "poor" countries are, in fact, rich in resources. The challenge consists in fine tuning the economy; that is efficient economic and financial management. Technical assistance is needed by IFM to enable its staff develop teaching modules on structural adjustment and stabilization policies and programmes, on the alternative approaches to the design structural adjustment and stabilization programmes and poverty alleviation, with emphasis on successful case studies and the lesson for Tanzania.

#### **7.11 Research and Consultancy for Academic Staff**

Academic staff have a general inclination to undertake useful and effective teaching, research and consultancy assignments given an enabling environment. The record of IFM,

however, reveals that much of staff time is absorbed in teaching, examinations and part-time activities to increase their income. The Week-end College, the Chartered Institute of Bankers Review Classes, and part-time lectureship at the Institute and other institutions of higher learning in Dar-es-Salaam are activities which dominate the use of staff spare time.

A number of problems which, however, affect research and consultancy activities in the IFM include: inadequate research funds, poor operation of the imprest fund which has been put in place for research, bureaucratic nature of the organizational framework of the research and consultancy functions, and the absence of institutional planning and support for research and consultancy, and too much emphasis on individualized research and little collective effort.

The mission was also informed that a Research and Publications Committee (RPC) was established in 1978, six years after the establishment of the Institute. Before 1978, the Institute had not structurally and financially sponsor research and publication activities, although some publications were being produced by some enthusiastic and academically anxious members of the faculty. It has, however, been difficult to evaluate the performance of the research and publication functions due to paucity of records of these activities. The RPC has not produced any annual reports of its activities since its establishment. Furthermore, the death of the IFM Research Papers, further illustrates the marginalization of the publication functions at IFM. The rapid decrease in research and publication activities after a good start in the early 1980's can be explained in part, by the departure of a good number of senior members of faculty; some of whom were motivated researchers during the same period. It is estimated that close to 20 faculty members left the Institute during the second part of the 1980s.

An important factor which has also affected research and consultancy is funding. Research and publication funds were set aside in the IFM Budget as can be observed from Table 4.

**Table 4: Research Expenditures (1985/86 - 1994/95)** (Tanzanian Shillings)

Year	Budget Provision	Actual Expenditures
1985/86	400,000	17,270
1986/87	200,000	113,750
1987/88	100,000	152,610
1988/89	300,000	24,398
1989/90	450,000	156,000
1990/91	800,000	70,000
1991/92	-	-
1992/93	-	-
1993/94	-	-
1994/95	-	-

**Source:** IFM, Research and Publications Committee

It can be observed from Table 4 that the funds set aside to finance research and publications' functions at the Institute were too limited. But it is also true that even the little that was budgeted for was not fully utilised; implying that the shortage of funds might not have been the only contributory factor to the limited number of research and publications produced. On the other hand, the shortage of funds could pose a problem in future when the "climate" for doing research and for publishing is established. Other problems have included non-availability of research facilities such as vehicles photocopiers, computers, etc. and the absence of research and writing skills among some faculty members.

The objective of transforming IFM into a University of Management, Finance and Information Technology by year 2001 therefore, requires a more aggressive policy of Research and Consultancy. Technical assistance is required to bridge the knowledge and skills gap through confidence building measures. Emphasis shall be placed on interdisciplinary team

research and consultancy work. The knowledge and skills to be imparted shall facilitate contacts and networking with other research institutions worldwide. Electronic media networking and multiple sourcing for research funding could be explored in the course of interface with experts.

It was indicated by the authorities of that IFM to the mission that technical expertise was required to assist in Electronic Networking with research institutions worldwide; marketing of IFM Faculty and facilities so that the services of faculty members could be utilized by industry at a wider scale; write-up for sounding of research Funds Training Services; organize a research proposal writing skills workshop (one week) for all interested Faculty members from IFM, University of Dar-es-Salaam, Sokoine University of Agriculture, and Institute of Development Management. Sub-Themes of the Workshop could include: Basic Features of a Research Proposal (RP); RP outline; Conceptual framework of GRP; RP formats; Budgeting a RP; Evaluating a RP; and organize workshop on collective research with emphasis on interdisciplinary research, and networking skills.

## **VIII. MISSION CONCLUSIONS AND RECOMMENDATIONS**

On the basis of the discussions held with the management of the IFM, members of staff, some Government institutions, the Representative of the World Bank, and the background documents made available to the Regional Advisor by the authorities of the Institute, the Mission concludes as follows:

- (i) That over the last twenty years, the IFM has made tremendous strikes in the areas of training, research and consultancy, in keeping with its original corporate objectives;
- (ii) That IFM has to some extent, despite its manpower and financial constraints, met the challenges of the ongoing macroeconomic policy reform programmes in Tanzania through the introduction of Advanced Diploma Programmes in Finance Management, Accounting, Taxation, an M.Sc. Degree Programme in Finance and the Computer and Information Technology; and

- (iii) That the vision of the IFM Management to transform the institution into a University of management, Finance and Information Technology is a laudable one, considering the immense opportunities which are opening up in the economy of Tanzania and the Eastern and Southern subregion.

In the light of the foregoing findings, the Mission has made the following recommendations:

- (i) As a precondition for the envisaged University of Finance and Information Technology, the IFM Management has to develop a vigorous programme of training the present academic staff of the institution, recruiting new staff, expanding its physical and technical facilities, and acquiring recent publications and Journals in those important areas covered by its programmes.
- (ii) In order to avoid the duplication and wastage of scarce human and financial resources and also ensure that the programmes are focused, IFM should undertake a survey of similar or identical programmes which exist in other institutions in Tanzania and the Eastern and Southern African subregion.
- (iii) Considering the views expressed by the Government Departments which are responsible for negotiating, designing, implementing, monitoring and evaluating macroeconomic policy reform programmes in the country, IFM should ensure that short-term training courses in Marketing Skills, Business Evaluation, Macroeconomic Policy Analysis, Econometrics, Personnel Management, Planning and Budgeting, Macroeconomic Modelling, Port-folio and Risk Management, Exchange Rate and Interest Rate Management are reflected in its future programmes.
- (iv) IFM should undertake a rigorous campaign with a view to selling its programmes to traditional and potential clients and finding out the needs of those public and private sector institutions which are playing an important and determining role in the development of the country.



- (v) On the basis of the areas which the mission, in collaboration with the authorities of the Institute identified for technical assistance from ECA, immediate steps should be taken by the Commission, within the limits of its financial resources and expertise to provide timely and focused advisory and training services in those priority areas defined in Section VII of this Mission Report. This will go along way to reinforce and enhance the capacity of the Institute in meeting the challenges of the on-going economic policy reform programmes as well as laying a solid foundation for the establishment of the envisaged University of Management, Finance and Information Technology.

## **IX. PRIORITY AREAS AND FOLLOW-UP ACTION**

Many of the areas identified for technical assistance (advisory and training services) call for short-term, medium-term, and long-term measures as well as considerable financial and human resources. These will, in turn necessitate a massive mobilization of resources and specific sectoral missions to provide timely and relevant technical assistance to IFM. To this extent, such assistance could be provided to the following areas which were identified by the Management of IFM during discussions with the Regional Adviser.

### **(a) Short Term**

- Computerization of the Library, Accounting System, Personnel Records, and Students Records.
- Organize workshops in the various areas identified in Section VII above.

### **(b) Medium Term**

- Train staff in short term courses as well as long term courses.
- Facilitate staff exchange, experience sharing, and exposure with colleagues outside the country through arrangements such as sabbaticals.

(c) Long Term

- Recruitment of new academic staff so as to enhance the capacity of the Institute in research and consultancy;
- Transform IFM into a University requires important inputs such as more and more interface with expatriates;
- Establish a pool of researchers and consultants to initiate revenue generating projects;
- Improve physical facilities which includes staff houses, student hostels, the computer laboratories for maintenance of equipment and accessories, and communication facilities;
- Collaborate with other institutions of higher learning in the area of academic exchange, and research net working with Universities in South africa, CODESRIA, etc.

Many areas identified above would need some technical assistance from the UNECA, within the limits of its finance and human resources, as well as from other United Nations Agencies and international financial and development institutions. This would take the form of advisory and training services in the priority areas which are spelt out in Section VII of this Report.

**ANNEX I**

**THE INSTITUTE OF FINANCE MANAGEMENT (IFM)  
DAR-ES-SALAAM, TANZANIA**

**PROGRAMME OF THE MISSION OF PROF. W. NDONGKO OF THE  
ECONOMIC COMMISSION OF AFRICA (ECA) TO IFM  
31/1 - 9/2/1996**

Annex I

DATE	TIME	ACTIVITY	RESPONSIBLE PERSON(S)
WEDNESDAY 31/1/96  MORNING	10.00-11.00	- To meet the Principal in the Principal's Office	Director of Studies
		- DS to introduce the visitor to Principal, Bursar and Ag. DPA.	
		- To meet the Chief Librarian and visit the Library	
		- To meet the Chief Librarian and visit the Library.	
	11.00-13.00	- To provide the visitor with a gift of a package of a full set of editions of the IFM Journal of Finance and Management.	Chief Librarian
		- To meet Prof. C. Inyangete and visit the M.Sc. Finance Directorate	Prof. C. Inyangete
		- To meet Mr. Y.A. Selle and visit the Executive Development and Consultancy Department.	Mr. Y.A. Selle
LUNCH - BREAK			
AFTERNOON	13.00-14.00		
	14.30-16.00	- To meet Mr. D. Oyuke and visit the Computing and Information Technology Department.	Mr. D. Oyuke

DATE	TIME	ACTIVITY	RESPONSIBLE PERSON(S)
THURSDAY 1/2/96 MORNING	10.00-13.00	- Meet the Steering Committee	Mr. F. Mutasa Mr. Adam Mwandenga
	13.00-14.30	LUNCH - BREAK	
AFTERNOON	14.30-16.00	- Meet the Steering Committee	Mr. F. Mutasa Mr. Adam Mwandenga
FRIDAY 2/2/96 MORNING	10.00-13.00	- Meet the Steering Committee and the IFM's Think Tank	Mr. Mutasa Mr. Mwandenga IFM Think Tank Members
	13.00-14.30	LUNCH - BREAK	
MONDAY 5/2/96 MORNING	10.00-13.00	- Visit to the Parastatal Sector Reform Commission	Mr. Mutasa Mr. Mwandenga
	13.00-14.30	LUNCH - BREAK	
AFTERNOON	14.30-16.00	- Meet the Steering Committee	Mr. Mutasa Mr. Mwandenga

DATE	TIME	ACTIVITY	RESPONSIBLE PERSON(S)
TUESDAY 6/2/96 MORNING	10.00-13.00	- Visit to the Planning Commission, Macro-Economic Planning Division	Mr. Mutasa Mr. Mwandenga
	13.00-14.30	LUNCH - BREAK	
AFTERNOON	14.30-16.00	- Visit to the Research and Policy Analysis Division Treasury	Mr. Mutasa Mr. Mwandenga
	20.00-22.00	DINNER	Mrs. A. Shio
WEDNESDAY 7/2/96 MORNING	10.00-13.00	- Visit to the department of Research and Policy Analysis - Bank of Tanzania	Mr. Mutasa Mr. Mwandenga Mrs. Utouh
	13.00-14.30	LUNCH - BREAK	
AFTERNOON	13.00-16.00	- Visit to World Bank	Mr. Mutasa Mrs. Mwandenga
THURSDAY 8/2/96 MORNING	10.00-13.00	- Wrap-up session with the steering Committee	Mr. Mutasa Mr. Mwandenga Mrs. Utouh
13.00-14.30 LUNCH - BREAK			

DATE	TIME	ACTIVITY	RESPONSIBLE PERSON(S)
AFTERNOON	14.30	- To meet Mr. Mlola, Planning Commission	Mr. Mutasa Mr. Mwandenga
	14.40-16.00	- Wrap-up session with the Steering Committee	Mr. Mutasa Mr. Mwandenga Mrs. Utouh
FRIDAY 9/2/96	8.00-10.00	- Debriefing the Principal, DS, Bursar, Ag. DPA	Principal
	11.30	- Debriefing UNDP	Prof. W.A. Ndongko

## ANNEX II

### PERSONALITIES MET BY THE REGIONAL ADVISER DURING THE MISSION 31st January - 9th February, 1996

Steering Committee Member (Recorder)

#### Day One - Wednesday, 31st January 1996

Meeting 1: Meeting with the Principal of IFM in the Principal's Office. The Meeting was attended by members of IFM Management.

H.S. Madoffe	-	Principal
P.J. Luoga	-	Director of studies
J. Lyanga	-	Bursar
Anna Shio	-	Acting Director of Personnel and Administration; Chief Personnel and Administrative Officer
Justina Utouh	-	Registrar
Felician Mutasa	-	Head, Department of Financial Management, & Member of the Steering Committee
Adam M. Mwandenga	-	Member of the Steering Committee (Recorded)

Meeting 2: Meeting the Chief Librarian and his Assistant. The meeting was attended by:

M.H. Mhina	-	Chief Librarian
S.S.P. Sekiete	-	Assistant to the Chief Librarian
Felician Mutasa	-	Steering Committee Member
Adam M. Mwandenga	-	Steering Committee Member (Recorder)

Meeting 3: Meeting with the Director, M.Sc. Programme in Finance in the office of the Director. The meeting was attended by:

Prof. Charles G. Inyangete	-	Director M.Sc Programme
Liberatus L. Shirima	-	Co-Director M.Sc Programme
Felician Mutasa	-	Steering Committee Member
Adam M. Mwandenga	-	Steering Committee Member



**Meeting 4:** Meeting with the Head of the Computing and Information Technology Department, and visiting the Computer Rooms, attended by:

Mr. D. Oyuke	-	Head of computing and IT Department (on contract terms)
Mr. Felician Mutasa	-	Steering Committee
Mr. Adam M. Mwandenga	-	Steering Committee

**Day two - Thursday, 1st February 1996**

**Meeting 5:** Meeting with the Steering Committee attended by:

Felician Mutasa	-	Head, Financial Management Dept., Steering Committee Member
F. Ruhara	-	Co-opted
M. Mussai	-	Co-opted-Head, Banking Department
Adam M. Mwandenga	-	Steering Committee

**Day three - Friday, 2nd February 1996**

**Meeting 6:** Meeting with the IFM Think Tank and the Steering Committee, attended by:

M.H. Mhina	-	Chief Librarian and Chairman of the Think Tank
Miss Bertha Malambugi	-	Member of Think Tank
Prof. C.G. Inyangete	-	Member, Director M.Sc. Programme
P.J. Luoga	-	Member, Director of Studies
M. Mussai	-	Co-opt Steering Committee
L.L. Shirima	-	Co-Director M.Sc. Programme Member of the Think Tank
F. Mutasa	-	Steering Committee Member Head, Financial Management Department
A. Mwandenga	-	Steering Committee Member (Chair)

**Day four - Monday, 5th February 1996**

**Meeting 7:** Meeting with the Chief Consultant to the Parastatal Sector Reform Commission (PSRC), attended by:

Aloyce Mtowa	-	Chief Consultancy (PSRC)
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Felician Mutasa	-	Steering Committee
Adam M. Mwandenga	-	Steering Committee

**Meeting 8:** Meeting with the Steering Committee member, attended by:

F. Mutasa	-	Steering Committee member
A.M. Mwandenga	-	Steering Committee Member

**Day five - Tuesday, 6th February 1996**

**Meeting 9:** Meeting the Acting Head - Macro-Economic Planning Division, attended by:

Msongole	-	Acting Head -Macro-Economic Planning Division
Felician Mutasa	-	Steering Committee
A.M. Mwandenga	-	Steering Committee

**Meeting 10:** Meeting with the Head of Fiscal and Monetary Affairs Department in the Research and Policy analysis Division in the Ministry of Finance, attended by:

Mr. Khija	-	Head of Fiscal and Monetary Affairs Department
F. Mutasa	-	Steering Committee
A.M. Mwandenga	-	Steering Committee

**Day Six - Wednesday, 7th February 1996**

**Meeting 11:** Meeting with the Director of Banking Supervision Department - Bank of Tanzania (Central Bank), attended by:

Dr. Francis Kimei	-	Head-Banking Supervision Department (Formerly Head of Research and Statistics Department)
Mrs. Justina Utouh	-	Registrar, Institute of Finance Management
F. Mutasa	-	Steering Committee
A.M. Mwandenga	-	Steering Committee

**Meeting 12:** Meeting with the World Bank Resident Representative in Tanzania, attended by:

Mr. R.P. Brigish	-	World Bank Resident Representative
F. Mutasa	-	Steering Committee Member
A.M. Mwandenga	-	Steering Committee Member

**Day Seven - Thursday, 8th February 1996**

**Meeting 13:** Steering Committee Wrap-up Session attended by:

F. Mutasa	-	Steering Committee Member
J. Utouh	-	Registrar
A.M. Mwandenga	-	Steering Committee Member

**Day Eight - Friday, 9th February 1996**

**Meeting 14:** Debriefing of IFM Mission attended by:

H.S. Madoffe	-	Principal, IFM
P.J. Luoga	-	Director of Studies
Anna Shio	-	Acting Director of Personnel and Administration and Chief Personnel and Administration Officer
J. Lyanga	-	Bursar
Mrs. Justina Utouh	-	Registrar
F. Mutasa	-	Head, Financial Management Department, Steering Committee Member
A.M. Mwandenga	-	Steering Committee Member

**Meeting 15:** Debriefing UNDP, Dar es Salaam, attended by:

Mr. Simon R. Nhougo	-	Deputy Resident Representative.
Mrs. Lucie Luguga	-	Programme Officer.