

**INPUTS ON CRITICAL AREAS AND  
MODALITIES OF CAPACITY BUILDING IN  
POLICY ANALYSIS AND ECONOMIC  
MANAGEMENT .  
A CASE ANALYSIS OF THE FACULTY OF  
COMMERCE AND MANAGEMENT .**

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## 1.0 INTRODUCTION

The Faculty of Commerce and Management (FCM) was started in 1979 as a separate faculty, by the expansion of the department of management and administration of the Faculty of Arts, University of Dar es Salaam.(1). The functions of the FCM as provided under the University of Dar es Salaam Act, 1970 are similar to other faculties, that is, teaching and training, research and consultancy.(2). This paper proceeds to analyse the problems that have faced the Faculty of Commerce and Management since inception and the modalities used to solve these problems in its quest for capacity building in policy analysis and economic management.

## 2.0 STRUCTURE OF THE FACULTY OF COMMERCE AND MANAGEMENT RESOURCES CAPACITY (MEMBERS OF STAFF)

The Faculty of Commerce and Management is structured into mainstream departments: Accounting, Finance, Marketing and Production Management (3). Currently, there is a General Management Department which is a service department to the mainstream departments and is temporal. The Dean is the topmost official within the faculty with associate deans for academic affairs, research and publication and a coordinator of postgraduate studies. All departments are headed by departmental heads. Decision-making is done either by the Dean or by the Executive Committee composed of all the above titles.

### 3.0 TEACHING AND TRAINING

#### 3.1 Teaching

This is the strongest function of the Faculty of Commerce and Management capacity building in terms of human resources. In its teaching function the Faculty of Commerce and Management teaches about 250 undergraduate bachelor of commerce (B.Commerce) students and 45 graduate masters in business administration (MBA) students. There are no Ph.D students currently. (4)

The first problem facing the Faculty of Commerce and Management its teaching function is lack of knowledge and information on the needs of the market. This reflects on the viability of its graduands in the allocation and securing of jobs in the market. To alleviate this problem the Faculty of Commerce has prepared a programme of starting an Alumni association to create a database on market needs. This database shall be a source of input into the development of curricula for Faculty of Commerce and Management students to make the courses more responsive to the needs of the market. An annual update of the database is planned.

The second problem relates to the quality of students admitted by the Faculty of Commerce and Management especially at the undergraduate level. Quality here relates

to the ability of the students to effectively comprehend, assimilate, analyse data and literature as well as make independent study and assessment of the lectures, readings and other inputs. This is a University-wide problem. The source of this problem has been identified to be multifacet. Students have little accessibility to needed literature. Whatever is there is inadequate. Secondary educational standards have deteriorated therefore, English comprehension is low and whatever knowledge ground was crammed through the tuition method of learning. Independent study is not feasible nor encouraged and therefore the principle of garbage in garbage out applies. The University has attempted to address this factor through introducing English communication skills to no avail. The solution here lies at the government policy level as to standards of education or secondary and primary school levels. The students at present do not question the quality and relevance of taught courses (apathetic) and the primary aim is a degree at any cost. This lowers standards on the long term.

The third problem relates to the capacity of the Faculty of Commerce and Management to retain its human resources. This has been the achilles heel of the Faculty of Commerce and Management. Turnover of its staff mainly to incountry public and private sector institutions has been high. Those who venture outside are moving to other SADC countries. The

remuneration package, job satisfaction and quality of life are the main factors for the brain drain - it is a University-wide phenomenon.

### 3.2 Training

The Faculty of Commerce and Management did conduct, at the request of the government, a top executive development programme (EDP) (5). It was a highly successful programme and exposed the Faculty of Commerce and Management to top class executives in industry, trade and government. These executives were exposed to latest theories and problem-solving methods in the areas of expertise of Faculty of Commerce and Management. The programme was shelved due to two main reasons. First, the client, i.e. the government run out of funds. Second, the Faculty of Commerce and Management staff responsible for the coordination and management of the programme went for greener pastures (6). Currently, the Faculty of Commerce and Management is attempting to start a new programme by restructuring the associate deanships. The creation of a title of associate dean research and seminars, will have the responsibility of ruining the training component in Faculty of Commerce and Management. There are also moves to renegotiate with government on the renewal of EDP. The EDP although successful, did not have an evaluation method therefore, its impact on policy analysis in the public sector has never

been evaluated. Renegotiations need to address this aspect. With privatization, the Faculty of Commerce and Management needs to create new clientele for training.

#### 4.0 RESEARCH

Research is the weakest unit in the Faculty of Commerce and Management's chain of functions. The main problem here is funding. Government policy on research is yet to be known, this forces researchers to turn towards donor sponsored themes and funding. University research funds are limited (7). Few of the Faculty of Commerce and Management staff have engaged themselves in research. This is a factor to be addressed by the proposed associate dean research and seminars. Policy relevance research needs a programme that is joint, Faculty of Commerce and Management/Government/Private sector formulated. This would need information accessibility, coordination, recognition and knowledge, factors which have hitherto not been readily available. Solutions suggested include donor funding of local themes, special joint research with other Universities (8) and the development of chairs for research professors (9). The main obstacles that need to be overcome in order to develop research capacity include change in the attitudes of politicians and academics toward each other. The need for a clear political will by government to develop research capacity reflected by adequate finance being made available.

Clear policy priorities by government and private sectors are be vital inputs.

## 5.0 CONSULTANCY

Consultancy at the Faculty of Commerce and Management is done mostly at the individual rather than the institutional level. Capacity to create a viable consultancy unit was lacking. Of recent a consultancy bureau has been created (10) to liaison with the University consultancy bureau (UCB) and to develop the necessary consultancy capacity. Given its monopoly status during the prestructural adjustment period, competition was not strong. Today, that has changed. The main reason for prominence of individual consultance is due to client strategy of paying lower rates to individuals and evading higher rates or fees charged by institutions. Therefore capacity building at institutional level is hindered. Given the remuneration package, individuals tend to accept these assignments without informing Faculty of Commerce and Management. It is the assignment of the consultancy bureau to develop the institutional capacity and policy thereto.

The impact of consultancies or policy analysis or their relevance to policy analysis will be hard to assess given that most reports are client - specific and are treated by client as trade secrets. Therefore, this is a constraint

that will be faced by any person asking to study the impact of consultancy work or policy analysis and economic management.

## 6.0 GENERAL OBSERVATIONS RECOMMENDATIONS AND CONCLUSIONS

One can conclude that the Faculty of Commerce and Management is operating in a hostile and ever changing economic environment. The following factors need addressing if the economic climate is to be made conducive for capacity building and strengthening of policy analysis as the Faculty of Commerce and Management

1. Political will to develop research capacity and staff retainment
2. Staff - Retrieval and Retainment policy
3. Autonomous decision making capacity

### 6.1 Political Will to Develop Research Capacity

The political structure in Tanzania must elucidate a clear position in relation to higher education. A clear policy paper showing the level of priority academic research and teaching are given by the state needs to be forwarded. The current position is that there is either lack or a negative political will in relation to academic, research and teaching. This is reflected in the budgetary allocation given to the University of Dar es Salaam generally and, the concomitant allocation of research funding.



Parallel to the above is the lack of a conducive teaching and research environment that presupposes a quality of life that will allow academics to contribute towards capacity building and policy analysis of this country. Quality of life here means not only a living wage, availability of tools and finance, but the general climate pertaining to social life in general standard of education, medical services, infrastructure, car loans, social mobility, acceptability by the system, ability to influence policy, recognition, publication and conference fora, communication with peers, academics and professionals both within and external to Tanzania, and a general environment of freedom to pursue excellence. It is therefore recommended that the political regime in Tanzania must make a firm policy and priority commitment to this end.

## **6.2 Staff Retrieval and Retainment Policy**

The Faculty of Commerce and Management is faced with staff turnover which is high. Greener pastures are found both in the local private sector and in other SADC countries. There is currently no specific policy by the state in Tanzania on staff retrieval and retainment. The result has, in general, been the over reliance of expatriate experts and under-use of local experts. Local experts, like those of Faculty of Commerce and Management tend to 'vote with their feet' (outmigration) thereby undermining the efficiency of

investment in education and training. The long term effect of this 'loss' includes loss of capacity in that the Faculty of Commerce and Management loses motivation of staff, forcing such staff to usage in secondary jobs in order to survive, leading to the Faculty of Commerce and Management's slow 'ossification (becoming out of date)

It is recommended that in order to reverse thus trend a capacity retention and retrieval policy be formulated and implemented by the state. The retention aspect should include; an adequate living wage, positive personnel and promotion policies; improved morale and working conditions; retraining opportunities, access to new ideas; renewal of knowledge base, political and economic stability. On the retrieval side a scheme for incentives for return of skilled emigrants (fares, resettlement allowances); schemes such as TOKTEN (Transfer of knowledge through expatriate Nations), short-term expenses-only consultancy arrangements; institutional tuning, political stability, democratization and tolerance of differing opinions, effective use of skills.

### **6.3 Autonomous Decision - Making Capacity**

The Faculty of Commerce and Management is directly linked to the centralized University of Dar es Salaam administration/system and faces bureaucratic restraints in its functions. A change of curricular could take 1 year.

There is need for autonomy in decision-making. The Strategic Plan of the Faculty of Commerce and Management attempts to address this issue. Whether it will succeed in convincing the political forces of the need for such move is yet to be known.

#### 6.4 Finance

It is anticipated that the Faculty of Commerce and Management should be self-financing by year 2005. This is envisaged by charging user, fees education fees, research and consultancy income, seminars etc. The Strategic Plan, if adopted will force the 'privatization' of the Faculty of Commerce and Management and ensure that its product are competitive in the market place. The issue of capacity building and policy analysis is most current in the Faculty of Commerce and Management as in Tanzania in general. This case study it is hoped, will provide insights of how institutions fare and react in the general framework of capacity building and policy analysis in Tanzania.

### Notes and References

1. Established under the University of Dar es Salaam Act, 1970, Act No 12, 1970, Government Notice No 140 of 1981.
2. Act No 12 of 1970
3. See University of Dar es Salaam Prospectus 1995/96, Dar es Salaam University Press, DSM (1994).
4. See Report of the Faculty of Commerce and Management 1994. FCM (1994)
5. See ibid 1989 FCM (1990)
6. These include Dr Buberwa, (Lesotho), Mr Iwisi (Botswana) Mr Moshi (Swaziland), Mr Kitilya (National Pharmaceutical Industries), Dr Mbogoro (THB, now with cantal Markets Development Authority) etc.
7. Budgetary units range between Tshs 500,000 to Tshs 3 million only.
8. The Faculty of Commerce and Management is currently twining Linking or with Twente University (Netherlands), Mcguill University (Canada), Copperbelt University (Zambia), University of Harare (Zimbabwe), Lancaster University (UK).
9. This is part of the strategic plan of Faculty of Commerce and Management to offer positions to individual both local and foreign to develop high level research programme and conduct the subject to availability of funds.
10. Its first manager is a expatriate Dr Dietrich Spletsoesser, it expects to conduct consultancy in information systems, computerized decision - making, management and operational research methods.