PROSPECTUS
Capacity Building Programme
2019/2020

Building Partnerships for Economic Growth and Development
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<tr>
<td>AADFI</td>
<td>Association of African Development Finance Institutions</td>
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<tr>
<td>CEO</td>
<td>Chief Executive Officer</td>
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<tr>
<td>DFI</td>
<td>Development Finance Institution</td>
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<td>DFRC</td>
<td>Development Finance Resource Centre</td>
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<td>GIZ</td>
<td>Deutsche Gesellschaft fur Internationale Zusammenarbeit</td>
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<td>MEFMI</td>
<td>Macroeconomic and Financial Management Institute of Eastern and Southern Africa</td>
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<td>HRD</td>
<td>Human Resource Development</td>
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<td>MDGs</td>
<td>Millennium Development Goals</td>
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<td>PPDF</td>
<td>Project Preparation Development Facility</td>
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<td>NBFI</td>
<td>Non-Banking Financial Institutions</td>
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<td>PPPs</td>
<td>Public-Private Partnerships</td>
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<td>PSGRS</td>
<td>Prudential Standards, Guidelines and Rating Systems</td>
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<td>SACREE</td>
<td>SADC Centre for Renewable Energy and Energy Efficiency</td>
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<td>SADC</td>
<td>Southern African Development Community</td>
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<td>SADC DFRC</td>
<td>SADC Development Finance Resource Centre</td>
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<td>SOE</td>
<td>State-Owned Enterprise</td>
</tr>
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<td>SMEs</td>
<td>Small and Medium Enterprises</td>
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<td>RISDP</td>
<td>Regional Indicative Strategic Development Plan</td>
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I have the honour and pleasure to present to you the capacity building prospectus of the SADC Development Finance Resource Centre for the year 2019/20.

This prospectus is the first under the SADC-DFRC’s new Five-Year Strategic Plan for the period 2019–2024. In this respect, it highlights the envisaged thrust in capacity building activities of the Centre which lays emphasis on enhanced collaboration with key stakeholders and continued expansion in institution-specific training needs and the drive for accreditation of courses.

In addition, not only do we project a growth in the number of courses offered and higher participation levels, including from non-regional institutions especially from COMESA and EAC regions, but also a discernible shift towards much needed project-related capacity building in support of critical projects in infrastructure and industrial development over the next five years.

Commensurate with the enhancement of capacity building offerings, the DFRC will strengthen its collaboration with key technical partners, both existing as well as new; and innovative delivery of programmes to maximise on efficiency and cost reduction will also take centre stage under the new strategic plan.

With the continuing support of our stakeholders and development partners, I am confident that the DFRC, through its capacity building initiatives, will continue to play its part and make lasting contribution to efforts to engender sustainable and inclusive development of the SADC region and beyond.

I welcome you to study this catalogue, and to participate in this important 2019/20 DFRC programme offer.

Sincerely

Stuart Kufeni
Chief Executive Officer
INSTITUTIONAL PROFILE

Mandate
The Southern African Development Community - Development Finance Resource Centre (SADC-DFRC) is a subsidiary institution of SADC established under the SADC Protocol on Finance and Investment (the FIP). It is collectively ‘owned’ by the SADC Development Finance Institutions (DFI) Network, also an FIP organisation, with a current membership of forty-one (41) national DFIs. Through technical and capacity building support, as well as policy research, advocacy and advisory services, our mandate is to promote the effective mobilisation of resources by the financial sector, in particular the DFIs, for investment in key areas with the potential to stimulate sustainable and inclusive growth, generate employment and alleviate poverty, in line with the objectives of SADC under the Revised Regional Indicative Strategic Development Plan (RISDP).

Strategic Intent
To generate sustainable resources for programme delivery and establishment of a regional research and knowledge hub for development finance by 2024.

Mission
To support development finance institutions and governments to achieve national and regional development and integration through capacity building, research and advisory services.

Vision
To be a centre of excellence for development finance solutions.

Governance
The Board of Trustees provides leadership and oversight to the DFRC and ensures good corporate governance. It approves all policies of the DFRC and ensures sound financial management of the institution, as well as providing strategic direction to Management. The Board interacts directly with the DFI Network and with the policy levels of SADC Governments.
## PROGRAMMES

Programmes for the 2019/20 financial year are outlined in the table below.

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<th>COUNTRY</th>
<th>DATES</th>
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<td>Zimbabwe</td>
<td>8th–10th April 2019</td>
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<td>Executive Development for Women</td>
<td>Zimbabwe</td>
<td>11th–12th April 2019</td>
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<td>3</td>
<td>Introduction to Public Private Partnership</td>
<td>Eswatini</td>
<td>22nd–24th May 2019</td>
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<td>4</td>
<td>Prudential Standards Guidelines and Rating System</td>
<td>South Africa</td>
<td>26th–27th June 2019</td>
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<td>5</td>
<td>Corporate Governance</td>
<td>Angola</td>
<td>23rd–26th July 2019</td>
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<td>6</td>
<td>*Structured Trade Finance</td>
<td>Tanzania</td>
<td>29th July–2nd August 2019</td>
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<td>7</td>
<td>*Enterprise Risk Management</td>
<td>Kenya</td>
<td>26th–30th August 2019</td>
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<td>9</td>
<td>CEOs Colloquium</td>
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<td>10</td>
<td>Intermediate Public Private Partnership</td>
<td>South Africa</td>
<td>12th–14th November 2019</td>
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<td>11</td>
<td>Capacity Building Review &amp; Talent Management</td>
<td>South Africa</td>
<td>27th–29th November 2019</td>
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<td>12</td>
<td>Advanced Project Finance</td>
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<td>Finance For Non Finance Managers</td>
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<td>9th-11th March 2020</td>
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<td>15</td>
<td>Project Appraisal for Small and Medium Enterprises</td>
<td>Zimbabwe</td>
<td>March 2020</td>
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*Offered in partnership with MEFMI

*Offered in partnership with Boston University and SACREE
# PROGRAMME DETAILS

## EXPORT CREDIT FINANCE

**Objectives:**
To enable participants to understand the basic principles relevant to export credit finance and to improve their financial structuring skills in developing a new project.

**Target group:** Project Officers, Business/Investment Analysis, Portfolio Executives.

**Duration:** 3 days

**Date:** 8th–10th April 2019

**Venue:** Zimbabwe

## EXECUTIVE DEVELOPMENT FOR WOMEN

**Objectives:**
To enhance understanding of elements of a Leadership Culture from a woman executive perspective.

**Target group:** Supervisors, Managers and Executives

**Duration:** 2 days

**Date:** 11th–12th April 2019

**Venue:** Zimbabwe

## INTRODUCTION TO PUBLIC PRIVATE PARTNERSHIP

**Objectives:**
To gain broader understanding of government service delivery facilitation, public debt management, promotion of public sector savings, efficiency in public sector delivery and the attraction of public and private partnerships (PPP) as a model for financing projects.

**Target group:** Finance, Internal Auditors, Risk Managers, Research Staff

**Duration:** 3 days

**Date:** 22nd–24th May 2019

**Venue:** Eswatini
### CORPORATE GOVERNANCE (PORTUGUESE)

**Objectives:**
To enhance best practice corporate governance for institutional oversight, management, policy development and operational effectiveness.

**Target group:** Board Members, Senior Management, Corporate Governance specialists

**Duration:** 4 days

**Date:** 23rd–26th July 2019

**Venue:** Angola

### STRUCTURED TRADE FINANCE

**Objectives:**
To improve competencies in trade finance to unpack the interplay between global trade finance product concepts, applicable supply chains and financing structures to enable participants to tailor-make and execute specific structured trade finance transactions to meet the needs of clients.

**Target group:** Supervisors, Middle Managers

**Duration:** 5 days

**Date:** 29th July–2nd August 2019

**Venue:** Tanzania

### ENTERPRISE RISK MANAGEMENT

**Objectives:**
To develop skills to integrate risk management in daily business operations and decision-making across all divisions of the institution for business continuity and sustainable business performance.

**Target group:** Credit Officers, Project Officers, Risk Analysts, Internal Auditors, Compliance Officers, Finance Officers.

**Duration:** 3 days

**Date:** 25th–27th August 2019

**Venue:** Kenya
### INTERMEDIATE PUBLIC PRIVATE PARTNERSHIP

**Objectives:**
To improve understanding of a project proposal, evaluate a feasibility study, provide a detailed risk matrix, develop a financial model and provide options on optimal funding. The course will cover Public Private Partnerships and engagement with the private sector prior to the project procurement process.

**Target group:** Supervisors, Middle Managers, Project and Investment Officers

**Duration:** 3 days

**Date:** 12th–14th November 2019

**Venue:** South Africa

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### RENEWABLE ENERGY AND ENERGY ACCESS IN SOUTHERN AFRICA

**Objectives:**

**Target group:** Middle to Senior Managers in the energy sector

**Duration:** 2 days

**Date:** 14th–15th October 2019

**Venue:** South Africa

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### CEOs COLLOQUIUM

**Objectives:**
A high-powered executive development programme for Chief Executive Officers to discuss current topical regional and global issues in the development finance space.

**Target group:** Chief Executive Officers

**Duration:** 2 days

**Date:** 14th–15th October 2019

**Venue:** South Africa
### CAPACITY BUILDING REVIEW AND TALENT MANAGEMENT

**Objectives:**
Consultative conference to review capacity building efforts and the enhancement of communication skills and talent management within the development finance environment.

**Target group:** Human Resource Managers

**Duration:** 3 days

**Date:** 27th–29th November 2019

**Venue:** South Africa

### ADVANCED PROJECT FINANCE

**Objectives:**
To improve skills to develop and package financing for projects.

**Target group:** Business, Projects and Investments Analysts

**Duration:** 5 days

**Date:** 10th-14th February 2020

**Venue:** Malawi/South Africa

### FINANCE FOR NON - FINANCE MANAGERS

**Objectives:**
To expose managers to the essential skills of accounting and financial management for effective interaction with the finance function in the organisation.

**Target group:** Executives, Managers and Senior Officials

**Duration:** 3 days

**Date:** 4th-6th March 2020

**Venue:** Zimbabwe
DEBT MANAGEMENT

Objectives:
To enhance the skill of minimizing borrowing costs and keeping risk at acceptable level, and to deal with loan workout and debt restructuring.

Target group: Portfolio Executives, Business Advisors, Lending Officers, Debt Officers

Duration: 3 days

Date: 9th-11th March 2020

Venue: Zimbabwe

PROJECT APPRAISAL FOR SMALL AND MEDIUM ENTERPRISES

Objectives:
To introduce Project Appraisal methods and loan appraisal for SMEs.

Target group: SME Advisors, Business Advisors, Portfolio Executive

Duration: 5 days

Date: March 2020

Venue: Zimbabwe
SECONDMENTS AND ATTACHMENTS

Objectives:
This programme is aimed at exposing middle and senior management staff to work processes and practices in other organisations of the Network. The purpose is to enhance the skills of the staff, and provide them with a different perspective in addressing own organisational problems. DFIs are invited to propose secondment of staff for a specific period of time, covering a particular subject area. Other DFIs are encouraged to provide supervision and office facilities, as well as any other support, for seconded staff to promote the exchange of knowledge, experiences and skills.

Seconding DFIs are invited to motivate for such secondments and to agree on the terms and conditions of that secondment. These can be initiated through the DFRC office.

Target group: Supervisors and Middle and Senior Managers

Duration: Subject to agreement between participating DFIs

Date: Throughout the year
# POLICY RESEARCH AND ADVISORY SERVICES

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<tr>
<th>PRUDENTIAL STANDARDS, GUIDELINES AND RATING SYSTEM-REVIEW</th>
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<tr>
<td><strong>Objectives:</strong></td>
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<tr>
<td>This programme is aimed at promoting the adoption by DFIs of self-assessment practices in line with the Association of African Development Finance Institutions’ (AADFI) Prudential Standards, Guidelines and Rating System (PSGRS) for African DFIs. The programme seeks to:</td>
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<tr>
<td>• Strengthen the technical capacity of participants by enabling them to have a clear understanding through explanations by the Project Consultant of the adopted AADFI Prudential Standards, Guidelines and Rating System for African DFIs;</td>
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<tr>
<td>• Prepare participants for the self-assessment of their institutions with the adopted PSGRS by especially working through the rating process;</td>
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<tr>
<td>• Explain to participants how the Peer Review will be conducted with the assessments results of member-institutions;</td>
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<td>• Prepare individual DFI assessments and subject them to peer review;</td>
</tr>
<tr>
<td>• Put in place individual DFI level action plans to address identified weaknesses and secure credit ratings; and</td>
</tr>
<tr>
<td>• Undertake regular (annual) assessments in SADC DFIs, and generate vital information necessary for them to improve on any deficiencies and weaknesses.</td>
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<tr>
<td>This seminar focuses on review of the ratings, and their adjustment to reflect a more accurate representation of the status of the organisation by reference to relevant information about the organisation. The seminar will also propose a road-map for the institutionalisation of the PSGRS rating system in the SADC DFI Network.</td>
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| **Target Group:**                                       |
| Officials from member-institutions responsible for the self-assessment of their institutions with the PSGRS. Some officials in the DFIs supervisory Ministries, Regulatory bodies, Relevant Departments in the Central Banks, e.g. departments responsible for supervising DFIs and/or Non-Bank Financial Institutions (NBFIs) could also participate. |

| **Duration:** 2 days |
| **Date:** 26th–27th June 2019 |
| **Venue:** South Africa |
FINANCIAL AND TECHNICAL PARTNERSHIPS

The DFRC has so far had fruitful financial and technical cooperation with the partners below, but continues to build its network of relations within Africa and beyond in the interests of advancing development finance in the SADC region:

• African Capacity Building Foundation
• African Development Bank
• African Development Institute of African Development Bank
• Association of African Development Finance Institutions
• Canadian International Development Agency
• Danish International Development Agency
• Deutsche Gesellschaft fur Internationale Zusammenarbeit
• Development Bank of Southern Africa
• European Union
• Global Corporate Governance Forum
• Industrial Development Corporation-RSA
• Japanese International Cooperation Agency
• Japanese Trust Fund/African Development Bank
• Macroeconomic and Financial Management Institute of Eastern and Southern Africa
• NEPAD Business Foundation
• Public - Private Infrastructure Advisory Facility
• SADC Centre for Renewable Energy and Energy Efficiency
• World Bank
PROSPECTUS
Capacity Building Programme
2019/2020
For further information on the programmes, or services provided by the DFRC, please contact:

SADC-Development Finance Resource Centre

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The DFRC is a Subsidiary Institution of SADC