



**CORPORATE GOVERNANCE DEVELOPMENT  
PROGRAMME  
FOR  
DEVELOPMENT FINANCE INSTITUTIONS**

**DIRECTOR SKILLS DEVELOPMENT PROGRAMME  
and CORPORATE GOVERNANCE FOR SMALL AND MEDIUM SIZED  
ENTERPRISES**

**28<sup>th</sup> May to 7<sup>th</sup> June 2012**

**Protea Waterfront Hotel, Centurion, Pretoria, South Africa**

## **OVERVIEW:**

The SADC Development Finance Resource Centre (DFRC) with the financial support of the European Union is pleased to announce the hosting of a programme on director skills development for board members and senior management of development finance institutions (DFIs) in Africa and their select stakeholders. The programme will be held at Protea Waterfront Hotel in Centurion, Pretoria, South Africa on 28<sup>th</sup> May to 8<sup>th</sup> June 2012.

The programme was initially developed by the SADC DFRC with the technical assistance and support of the Global Forum for Corporate Governance, Washington D.C. As a supporter of the Pan African Consultative Forum on Corporate Governance and the SADC-DFRC, it initiated a capacity building and technical assistance project for development of a corporate governance and director development programme to institutionally strengthen the DFI network within the SADC – DFRC and subsequently other regions and clients of DFIs.

The project was perceived as of strategic importance for the larger goals in the SADC region to be achieved through skills enhancement and advanced techniques in directing DFIs.

The programme is funded under European Development Fund no.9 for the implementation of Finance and Investment Protocol of the Treaty of the Southern African Development Community, The development finance component deals with capacity building for development finance institutions and the establishment of SADC Development Fund.

## **OBJECTIVES:**

The purpose of the programme is to raise awareness of the concept, practice and relevance of good corporate governance in the context of development finance institutions and the challenges they face within the African landscape. The programme will also provide the opportunity for serving directors to improve their skills in the boardroom through a practical and interactive approach that involves case studies, group work and discussions, as well as the prospect of sharing experiences with directors on DFI boards from other African countries. In addition, the second part of the programme will provide scope for development of customised approaches to corporate governance for the SME sector, potential integration of these in financing of SMEs, possibilities of leveraging on corporate governance strategy for growth by SMEs and developing leads for action plans on incorporating these.

## SPEAKERS AND FACILITATORS:

**Professor Y R K Reddy**, *Consultant on Corporate Governance – International Speaker & Advisor, and Founder, Academy of Corporate Governance.*

**Dr Len Konar**, *Corporate Governance Consultant and Chair, Audit Committee, Development Bank of Southern Africa, South Africa*

**Mr Mumba Kapumpa**, *Principal Consultant, MSK Management and Governance Consultancy, Zambia*

**Mr Joseph Nyamunda**, *Consultant on SMEs, former Programme Manager for SME Development, SADC DFRC, and former General Manager, Small Enterprises Development Corporation, Zimbabwe.*

**Mr John Chikura**, *Corporate Governance Consultant and Chief Executive Officer, Deposit Protection Board, Zimbabwe.*

**Dr. Herrick Mpuku**, *Programmes Manager, SADC DFRC*

## PARTICIPANTS:

The participants may be drawn from Boards of development finance institutions in Africa, and comprise of the following profile:

- Currently serving full-time directors, chairmen and executive directors.
- Ex-officio directors / nominee directors, non-executive directors and independent directors
- Senior management staff

In addition, select members of the boards of SMEs which have been financed by the DFIs may be accommodated, particularly in the second phase of the programme.

|

## CORPORATE GOVERNANCE DEVELOPMENT PROGRAMME PHASE I – DIRECTOR SKILLS DEVELOPMENT

<b>AGENDA</b>	
<b>28<sup>th</sup> May 2012- 1700 Hrs onwards – Registration &amp; informal meetings</b>	
<b>29<sup>th</sup> May 2012</b>	
09.00 – 10.00	<b>Inaugural Session</b> <ul style="list-style-type: none"> <li>• Opening Remarks</li> <li>• About the programme</li> <li>• Administrative logistics</li> <li>• Introductions</li> <li>• Pre-Training knowledge assessment</li> <li>• Photo session</li> </ul>
10.00 – 10.30	<b>Refreshment and Networking Break</b>
10.30 -11.30	<b>Module I:</b> <b>Corporate Governance &amp; DFIs</b>
11.30 – 13.30	<b>Module II:</b> <b>Effective Boards &amp; Their Processes</b> <u>Session II.I: Building an Effective Board &amp; Session II.II: Effective Board Procedures</u>
13.30 – 14.30	<b>Lunch</b>
14.30 – 15.30	<b>Module II – Advanced</b> <b>Insights into Board Dynamics</b>
15.30 – 16.00	<b>Refreshment and Networking Break</b>
16.00 – 17.30	<i>Case Study for Module I &amp; II – Whisper Valley IDP (and /or Exercise on Board dynamics)</i>
<b>30<sup>h</sup> May 2012</b>	
09.00 – 10.30	<b>Module III: Finance</b> <b>Session III.I: Critical Issues, KPIs and Prudential Standards for DFIs.</b>
10.30 – 11.00	<b>Refreshment and Networking Break</b>
11.00 – 12.00	<b>Session III.I: Critical Issues, KPIs and Prudential Standards for DFIs. (Continued)</b>
12.00-13.00	<b>Duties &amp; Liabilities of Directors – Managing the Risks</b>
13.00 – 14.00	<b>Lunch</b>
14.00 – 15.30	<b>Module – III: Finance</b> <b>Session III.II: Effectiveness through Audit and Related Committees</b>
15.30 – 16.00	<b>Refreshment and Networking Break</b>
16.00 – 17.30	<b>Module – III: finance</b> <b>Session III.III: Case Study on Yes-DFI / Case Study on U-DFI of Africa</b> -

<b>31st May 2012</b>	
09.00 -11.00	<b>Module IV: Strategy &amp; Risk Management</b> <i>Session IV.I: Strategy Management and the Board</i>
<b>11.00 – 11.30</b>	<b>Refreshment and Networking Break</b>
11.30 – 12.30	<b>Module IV: Strategy and Risk Management</b> <b>Session IV.II: Risk Management and the Board</b>
<b>12.30 – 13.30</b>	<b>Lunch</b>
13.30 -14.30	<b>Module IV: Strategy and Risk Management</b> <b>Session IV.II: Risk Management and the Board (Contd)</b>
<b>14.30 – 15.00</b>	<b>Refreshment and Networking Break</b>
15.00 – 17.00	<b>Module IV: Strategy &amp; Risk Management</b> <b>Session IV.III: Case Study on Seasoned DFI and / or Exercise based on a visual</b>

<b>1<sup>st</sup> June 2012</b>	
09.00 – 10.30	<b>Module V: Issues in Corporate Social Responsibility</b>
10.30 – 11.00	Refreshment and Networking Break
11.00 – 13.00	<b><i>Case Study on AIFD Corporation</i></b>
<b>13.00 – 14.00</b>	<b>Lunch</b>
14.00 – 15.30	<b><i>Post Training Knowledge Assessment, and Evaluation of Phase I</i></b>

## CORPORATE GOVERNANCE DEVELOPMENT PROGRAMME PHASE II – CORPORATE GOVERNANCE FOR SMEs

<b>AGENDA</b>	
4 <sup>th</sup> June 2012	
09.00 – 10.00	Registration of attendance & formalities
10.00 – 11.30	The Role of SMEs in Economic and Social Development
11.30 – 12.00	Refreshment and Networking Break
12.00 -13.00	Corporate Governance Framework – Dynamics of Assumptions and Transaction Costs for different sectors.
13.00 – 14.00	Lunch
14.00 – 15.30	Key Challenges of SMEs in the SADC Region <i>Group Discussion</i>
15.30 – 16.00	Refreshment and Networking Break
16.00 – 17.30	Key Challenges of SMEs in the SADC Region <i>Presentation and Panel Discussion</i>
5 <sup>h</sup> June 2012	
09.00 – 10.30	CG Standards & Best Practice (OECD, King-III etc.) – Applying to SMEs
10.30 – 11.00	Refreshment and Networking Break
11.00 – 13.00	Corporate Governance Score-Card for SMEs <i>Group Exercise</i>
13.00 – 14.00	Lunch
14.00 – 15.30	Corporate Governance Score-Card for SMEs <i>Group Exercise contd</i>
15.30 – 16.00	Refreshment and Networking Break
16.00 – 17.00	Corporate Governance Score-Card for SMEs <i>Presentation &amp; Panel Discussion</i>

<b>6<sup>th</sup> June 2012</b>	
09.00 -10.30	Financing of SMEs – The Corporate Governance Factor
10-30 - 1300	Field Visit to three different DFIs, Financing SMEs
<b>13.00 – 14.00</b>	<b>Lunch</b>
14.00 -15.30	<i>Field Visit - Continued</i>
<b>15.30 – 16.00</b>	<b>Refreshment and Networking Break</b>
16.00 – 17.30	Incorporating Corporate Governance Standards in SME financing Group Exercise / Panel

<b>7<sup>th</sup> June 2012</b>	
09.00 – 10.30	Corporate Governance as Strategy for Growth by SMEs – Case Examples <i>Y. R. K. Reddy</i>
10.30 – 11.00	Refreshment and Networking Break
11.00 – 13.00	<i>Suggested action plan for DFIs and SMEs</i> <b>Group Exercise &amp; Panel</b>
<b>13.00 – 14.00</b>	<b>Lunch</b>
14.00 – 15.00	<b><i>Post Training Knowledge Assessment, and Evaluation of Phase II</i></b>
15.00 – 15.30	Closing and Conclusion