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### Motto

Building Partnerships for  
Economic Growth and  
Development

### Vision

To be a centre of excellence  
for development finance  
solutions

### Mission

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

### Values

- ◆ Innovation
- ◆ Stakeholder centric
- ◆ Professionalism
- ◆ Transparency
- ◆ Teamwork

### Activities

- ◆ Policy Research, Advisory Services & Advocacy
- ◆ Capacity Building
- ◆ SME Development
- ◆ Infrastructure Support

## AGRICULTURAL BANK OF ZIMBABWE CHAIRS THE SADC-DFRC BOARD

At its December 2019 meeting held in Angola, the Agricultural Bank of Zimbabwe, represented by its Chief Executive Officer, Mr Somkhosi Malaba was appointed to Chair the SADC-DFRC Board of Trustees. This follows the end of tenure of office for Mr Gisbertus Mukulu, Chief Executive for National Housing Enterprise of Namibia who chaired the Board for two years.



*Mr Somkhosi Malaba, SADC-DFRC Board Chair and Chief Executive Officer for Agribank, Zimbabwe*

The Network also elected Dr Abrahão Pio dos Santos Gourgel, Chairman of the Banco de Desenvolvimento de Angola Board of Directors and Mr. Tomas Matola, Chief Executive Officer, Banco Nacional de Investimento members as Board members.

The three were appointed at a critical time when the institution was in its first year of implementing the 2019 – 2024 five-year Strategic Plan. They all bring in a wealth of experience in policy making, institutional transformation and strategic leadership among others, having being Executives in the development finance space for years.

## ANGOLAN DFIS HOST A REGIONAL MEETING

Angola Development Finance Institutions (DFIs) – the Banco Sol, Banco de Poupanca e Credito and Banco de Desenvolvimento de Angola hosted bi-annual meetings of the SADC DFI Network from 5 – 6 December 2019 at the Centre De Convencoes De Talatona (CCTA) in Luanda.

When officially opening the meetings, Dra Aia-Eza Da Silva, Secretary Estate For Budget and Public Investment of the Ministry of Finance highlighted the significance of discussing contemporary themes in development finance domain pertaining to regional challenges in the SADC region. She further indicated that Angola recognises the key role and value of DFIs in the national development programme hence their inclusion in citizen empowerment programmes thereby contributing to sustainable wealth through employment creation and business activity.

The Network meets twice annually to review its activities of the past six months and discussions, among other areas, focus on reviewing capacity building activities for DFIs and government entities by the SADC-Development Finance Resource Centre (DFRC), as well as updates on policy and institutional developments within the SADC region arising from the implementation of the regional integration agenda.



*Mr Mohan Vivekenandan, Group Executive for Client Coverage at the Development Bank of Southern Africa (L) presenting a gift to appreciate Dr Abrahão Pio dos Santos Gourgel, Chairman of the Banco de Desenvolvimento de Angola Board of Directors for co-hosting the meetings*

## **SADC CEOS RECOGNISE THE IMPORTANCE OF SMES IN THE SADC INDUSTRIALIZATION STRATEGY**

The Chief Executive Officers for SADC DFIs attended a forum on “SMEs underpinning the SADC Industrialization Strategy” on 5th December 2019 in Luanda, Angola. While SMEs were recognised as playing a vital role in the development and growth of economies and specifically in the SADC region, it was imperative for DFIs to realise challenges they faced in participating in the industrialisation strategy. The forum presented a platform for DFIs to discuss common issues that impede on their role in developing and assisting the SMEs, and their contribution in the implementation of industrialisation within the SADC region.

The Forum was chaired by Dr Mario Eglicenio Baptista do Nascimento, Chief Executive Officer, Banco Sol, while presenters included Mr Tetsuya Fukunaga, JICA Advisor – Development Finance, who shared on Malaysia's Policies and Institutions for Promotion of Micro, Small and Medium-sized Enterprises.



*Mr Charles Singili, Chair of the SADC DFI Network (L) thanking Dr Mario Eglicenio Baptista do Nascimento, Chief Executive Officer, Banco Sol who chaired the proceedings*

Other speakers included Mr Kenny Nwosu, Chief Executive Officer, Norsad Finance Limited; Ms Heike Scholtz, Head: Business Strategy at the Development Bank of Namibia; Ms Lorato Morapedi, Chief Executive Officer, National Development Bank, Botswana and Ms Gladys Kanyongo, Chief Executive Officer, Small and Medium Enterprises Development Corporation, Zimbabwe.

The forum was attended by 81 Chief Executive Officers, Senior officials, SADC Governments and other key players in the financial sector.

## SADC-DFRC AND CHARTERED INSTITUTE OF DEVELOPMENT FINANCE PARTNERSHIP



southern african  
development community  
development finance  
resource center



As part of delivery on the 2019 – 2024 Strategic Plan, the SADC-DFRC has partnered with CIDEF, on the accreditation of the SADC-DFRC's training programmes. A Memorandum of Understanding was signed on 10 December 2019 by SADC-DFRC represented by Mr Stuart Kufeni, Chief Executive Officer, while the CIDEF was represented by Professor Nicholas Biekpe, its Executive Chairman.



The two institutions will benefit from each other through sharing of expertise and using available platforms to disseminate the DFRC information on CIDEF platforms, as well as access to CIDEF policy documents, among others. The CEO was accompanied at this event by Mr Langalakhe Mahamba-Sithole, Capacity Building Advisor.

*Mr Stuart Kufeni, Professor Nicholas Biekpe and Mr Eric Langalakhe Mahamba-Sithole after signing the MoU*

## SADC-DFRC PARTICIPATES AT THE ASSOCIATION OF AFRICAN DEVELOPMENT FINANCE INSTITUTIONS FORUM



*Mr Stuart Kufeni, Chief Executive Officer for SADC-DFRC*

Mr Stuart Kufeni, CEO for SADC-DFRC attended the 2019 CEOs Forum of African Development Finance Institutions in Durban from 4 – 7 November, 2019. The theme for the Forum was “Powering the DFI 4.0 Journey”, and was being hosted in collaboration with the Development Bank of Southern Africa, Industrial Development Corporation of South Africa and the Durban KZN Convention Bureau.

The focus of the forum was on institutional transformation into fourth-generation development banks. It provided a platform to co-create the future of development banks and finance and discussions covered the sub-themes among others.

AADFI is a regional institution established to promote economic and social development in Africa through cooperation between banks and financial institutions, to provide information and Training in the techniques of banking and finance as well as development policy advice to African bankers and finance officers among others. So far, 14 Development Finance institutions of the SADC DFI Network are Members of AADFI, whilst the remaining 26 are represented by the SADC-DFRC at AADFI Meetings.

The CEO was accompanied by Mr Langalakhe Mahamba-Sithole, Capacity Building Advisor at the meeting.

## CHANGES IN DFI REGIME

At its meeting in December 2019, the DFI Network congratulated the following new appointments for the respective institutions:



Mr Adolfo Muholove, has been appointed Chief Executive Officer at the GAPI (Mozambique), taking over from Mr Francisco A. Souto.

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Mr Edward Mulilo has been appointed Acting Managing Director for the Development Bank of Zambia, with effect from 1st January 2019 following retirement of Mr Jacob Lushinga.

## SADC DFIS RECOGNISE IMPORTANCE OF SUSTAINABLE DEVELOPMENT GOALS

### SUSTAINABLE DEVELOPMENT GOALS



As part of its efforts to contribute to the United Nations Sustainable Development Goals, the SADC DFI Network formed sector specific Working Groups to discuss on how the Network contributes to the implementation of the SDGs. Such groups were classified as: Agriculture, Industry, SME Development, and Infrastructure.

The Working Groups meet twice annually to discuss among others, areas of common interest and also deliver concrete and practical issues, including projects, in their approach to creating investment opportunities. This is an ongoing exercise to review the respective sector contributions to development and the impact on Sustainable Development Goals.

## PROGRAMME DELIVERY

The SADC-DFRC has delivered 5 programmes in the last quarter, targeting Chief Executive Officers, Executive Management and Human Resource specialists. These are facilitated by reputable and knowledgeable experts in various fields. This brings the total number of programmes done at quarter three of the institutions financial year to 17 against the annual target of 25.

The programmes are as below.

### CHIEF EXECUTIVE OFFICERS COLLOQUIUM

To keep up with contemporary issues in leadership, the SADC-DFRC delivered a colloquium for thirteen (13) Network Executives from 15 – 16 October 2019 in Durban, RSA. The focus of discussions was on “Strategic Leadership as Distinct from Leadership and Strategy”. This forum exposed delegates to strategies for developing a resilient culture of leadership as a driving force in growing, transforming and sustaining organizations. The workshop also provided critical insights by exploring key theories of strategic leadership and examining practical situations relevant to the DFI business environment. This was a very interesting programme which was evaluated at 94%, a percentage which by far surpassed the institutional target of 80%.

### EXPANDING RENEWABLE ENERGY FOR ACCESS AND DEVELOPMENT



As part of its efforts to deliver value through strategic partnerships, the SADC-DFRC partnered with Boston University's Global Development Policy Centre, the SADC Centre for Renewable Energy and Energy Efficiency and the International Development Law Unit at the University of Pretoria to run a programme on Expanding Renewable Energy from 14 – 15 October 2019 in Gaborone. The programme focused on how DFIs could support SADC Member States to implement green projects. Much of the discussion was centered around the cost of renewables, access to multilateral funding and sharing risks with the private sector through IPPs.

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The workshop further identified barriers for renewable energy financing in SADC as well as identifying areas for collaboration between international, regional and national development finance institutions in scaling-up renewable energy and energy access investment.

Boston University has done a lot of research in the renewable energy sector and the SADC-DFRC exposed its Network members to benefit from the accumulated expertise of Boston University as well as from various experts who made presentations on energy related issues. A number of stakeholders took part in the programme including the Development Bank of Southern Africa and the SADC Centre for Renewable Energy and Energy Efficiency (SACREEE). The programme was attended by twenty-seven (27) participants with a rating index of 91%.

## INTERMEDIATE PUBLIC PRIVATE PARTNERSHIP



Intermediate Public Private Partnership  
12th-14th November 2019, Midrand, DBSA, South Africa

The aim of the programme was to ensure participants 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. The programme was attended by ten (10) participants and was rated highly at 92%.

## CAPACITY BUILDING REVIEW AND TALENT MANAGEMENT

The Capacity Building Review Forum was held in Johannesburg, South Africa on 27 November, 2019 at the Development Bank of Southern Africa. This is an annual forum where Human Capital officials from the Network meet to discuss and review capacity building programmes delivered as well as contribute to programmes for the next financial year. It is imperative that the Network HR Specialists meet regularly to ensure relevancy of programmes to their respective mandates and also influence the SADC-DFRC menu.

The programme was followed by a 2-day workshop on Talent Management which focused on positioning integrated talent management processes essential to development and retention of talented individuals as this positively contributes to service excellence.



*Capacity Building Review programme participants*



*Participants interacting during the programme*

## UPCOMING PROGRAMMES

	PROGRAMMES	COUNTRIES	DATES	DURATION
1.	Finance For Non - Finance Managers	Zimbabwe	4 – 6 March 2020	3 Days
2.	Debt Management	Zimbabwe	9 – 11 March 2020	3 Days

For more information on the upcoming programmes, please contact Kingsley Mmipi on +267 3191146 or [kmmipi@sadc-dfrc.org](mailto:kmmipi@sadc-dfrc.org)

## STAFF YEAR END FUNCTION

To wrap up the year, the SADC-DFRC organized a weekend vacation for staff to Manong Game Lodge in Lobatse, Botswana on 13-15 December 2019, as an effort to promote staff social welfare and team building among employees. It was a joyful weekend for staff as they engaged on different interesting activities and games, such as paintball shooting, sedgeway rides, volleyball, game drive etc.



*SADC-DFRC Staff at Manong Game Lodge*

Programmes for financial year 2019/20 can be viewed by following the links below:



<https://www.facebook.com/sadcdfrc>



<http://www.sadc-dfrc.org>

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