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## BACKGROUND

The Southern African Development Community – Development Finance Resource Centre (SADC DFRC) was founded in 2003 as a subsidiary of Southern African Development Community (SADC). The DFRC is owned by SADC Development Finance Institutions (DFIs) Network, currently at 40 members. Both the DFRC and SADC DFI Network are recognized as SADC institutions under the SADC Finance and Investment Protocol (FIP) as per the responsibilities that follow:

- Strengthen DFIs in all sectors of their respective activities;
- Offer a policy research and analysis capability for the region;
- Effect capacity building and training of DFI staff;
- Facilitate the mobilization and sharing of information through a central hub for ICT;
- Engage in confidence building measures within the region for purposes of supporting investments;
- Offer advisory services to the governments of the state parties and DFIs in respect of development resources and financial services; and
- Identify and promote opportunities for cooperation and coordination in development finance in the region.

The DFRC has therefore developed a new 2019 – 2024 corporate strategy which seeks to align to the FIP objectives previously enumerated. The strategic foundations along with an intent which seeks to describe how the organisation proposes to meet its vision for the defined period are presented below:

## 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.

## UNDERPINNED BY A CULTURE OF:



Innovation



Stakeholder  
centric



Transparency



Professionalism



Teamwork

## STRATEGIC INTENT

To generate sustainable resources for programme delivery and establishment of regional research and knowledge centre for development finance by 2024.

## CEO's Forum, 23<sup>rd</sup> June 2021

The forum was held jointly with the Development Bank of Southern Africa (DBSA) under the theme **"Resource Mobilisation for DFIs in SADC Region"**.

The aim of the forum was to reach out to DFIs and expose them to the opportunities of funding available for development projects. The funding sources discussed were Green Climate finance, SME Development funding and Renewable Energy funding, among others. The forum discussed how DFIs can access and benefit from these already existing funds to deliver and expand their mandate. It also highlighted the knowledge, skills and requirements to ensure focused tangible development results in the region through resource mobilisation.

Also, the forum was intended to provide DFIs with an opportunity to identify and secure much needed resources from a diverse range of development partner and funding institutions to assist governments' efforts to turn around economies in the wake of the debilitating effects of the COVID-19 pandemic.

The forum had an attendance of ninety-four (94) participants from across the world.

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## CHANGES IN DFI MANAGEMENT

- Mr Benjamin Kumalo has retired from the Industrial Development Corporation of Zimbabwe and Mr Collin Mutingwende is acting since 1st January 2021;
- Mr. Fairlie Mabuza is Chief Executive Officer for the Industrial Development Company of Eswatini, replacing Ms Khetsiwe Mdluli Dube;
- Mr Mohato Seleke retired from the Lesotho National Development Corporation and Mr Molise Ramaili has been appointed CEO with effect from 24th May 2021;
- Ms. Zanele Dlamini, is acting Managing Director for Eswatini Bank with effect from 1st April, 2021, following retirement of Mr Zakhele Lukhele; and
- Mr Reginald Motswaiso has retired from the Botswana Housing Corporation on 31st May 2021 and Ms Pascaline Sefawe is acting.

## PROGRAMMES

The following programmes have been run over the last quarter:

### **Corporate Governance, 7<sup>th</sup>- 9<sup>th</sup> April 2021**

Thirteen (13) board members and executives of the Botswana Savings Bank were inducted on Corporate Governance: Governance Overview and Board Evaluation at Big Valley Lodge located outside Lobatse in Botswana. The Board self-evaluation exercise addressed issues of individual director assessment, the effectiveness of the chairman and board committees, as well as the general effectiveness of the board. The evaluation was conducted in accordance with good governance best practices in Board evaluations.

### **Virtual Etiquette, 9<sup>th</sup> April 2021**

The session attracted forty-two (42) participants from across the region, and was aimed at imparting knowledge to Executives across the SADC DFI Network on important tools to successfully conduct and manage virtual meetings during this transitional, challenging and fast-changing times of the digital age. The session addressed issues on how to prepare and schedule virtual meetings to avoid burn out or fatigue; how to conduct meetings and self-conduct during virtual engagements to ensure that professionalism is enhanced and protected. participated.

### **Capacity Building on the application of the Prudential Standards Guidelines and Rating System (PSGRS), 27<sup>th</sup> - 28<sup>th</sup> April 2021**

The programme was conducted in collaboration with AADFI for African DFIs, aimed to update and share knowledge on recent developments in the application of the PSGRS. The programme further reviewed the performance of DFIs, building capacity on PSGRS self-assessment. DFIs were guided on the development of PSGRS compliance management strategies and discussed intervention mechanisms to support institutions on areas of weaknesses based on the PSGRS self-assessments. A total of eighty-four (84) participants across the African continent attended and thirty-four (34) were from DFI Network member DFIs.

## PROGRAMMES

The DFRC in collaboration with SACREEE, the DBSA, IDC SA and DBN facilitated eight modules for Development Finance Institutions in Africa as follows:

**i. Introduction to Renewable Energy: 3rd May 2021**

The module introduced DFIs to renewable energy technologies and focused on some general facts about the sector development trends such as the nature and scale of the available resources; cost implications; investment prospects; and financial inflows at a regional and global scale. The module was attended by thirty-two (32) participants.

**ii. Renewable Energy Enabling Environment: 5th May 2021**

The aim of the module was to learn about different financial and fiscal policy frameworks and incentives that drive the renewable energy sector. It also highlighted the role of policies in driving the development of renewable energy technologies, bringing into focus the SADC policy environment. Twenty-seven (27) participants attended the programme.

**iii. Business Models and Market Dynamics: 6th May 2021**

The module focused on the different ownership and sales models for grid connected utility, scale projects consumers, distributed Generation (roof top solar), off-grid and mini grids. Twenty-seven (27) delegates participated.

**iv. Parties to a Renewable Energy Project Financing and Their Roles: 11th – 12th May 2021**

The module identified the different parties involved in developing a renewable energy project and their roles and interests. It also discussed the agreements and documentation involved. The module was attended by thirty (30) participants.

**v. Renewable Energy Finance: 13th May 2021**

The aim was to discuss and review financial sources, instruments as well as the financing structures based on risk and other considerations. The different forms of debt were also discussed. The module was attended by twenty-nine (29) participants.

**vi. Renewable Energy Project Contracts/Agreement: 17th – 18th May 2021**

The module was for participants to understand and identify the key and ancillary renewable energy project contracts and agreements that are entered into between a project developer and different parties. It also focused on the key scope, provisions and features of each contract and the main parties to each. Thirty people (30) participated.

**vii. Risk Management of Renewable Energy Projects: 19th – 20th May 2021**

The focus of the module was to identify renewable energy project, commercial and non-commercial risk analysis, management and mitigation measures for deal structuring to achieve bankability and discuss the different types of agreements and contracts entered for a renewable energy project. Twenty-five (25) people participated in the programme.

**viii. Renewable Energy Project Appraisal and Due Diligence: 31st May – 3rd June 2021**

The module focused on the different analysis criteria and parameters for making renewable energy investment decisions. The module also explained the meaning of the different measures, how to interpret the values and thresholds in as far as they inform the investment decision making process.

## PROGRAMMES

### **Stress Management: 5<sup>th</sup> – 6<sup>th</sup> May 2021**

The COVID -19 pandemic effects left most employees in despair of what the future holds. Such despair has caused a rise in stress levels and reduction in productivity in the work place. The Stress Management programme was aimed at enhancing the participants understanding of stress enablers and signs and equip them with the ability to cope in uncertain and stressful environments to ensure they remain productive in their work. Twenty (20) people participated in the programme.

### **Fraud, Anti Money Laundering and Cyber Crime: 19<sup>th</sup> – 21<sup>st</sup> May 2021**

The aim of the programme was to give an overview of the extent of fraud, its causes and effects. The programme also gave insights into money laundering, and cybercrime activities and the impact of money laundering on economic and social activities of the country. The programme was attended by thirty-three (33) participants from the region

### **Wealth and Investment Management: 10<sup>th</sup> – 11<sup>th</sup> June 2021**

The programme was aimed at assisting participants manage their investments, ensuring each client portfolio is aligned to meet their unique objectives. Twenty (20) participants attended the programme.

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## SUSTAINABLE DEVELOPMENT GOALS

The Network SDG working groups (SDG WG) for the four sectors viz, Agriculture, SMME, Industry and Infrastructure, met in June 2021 to discuss projects undertaken within their respective institutions and how these contribute to the implementation of the Sustainable Development Goals. The meeting identified some limitations including: Limited resources for participation in group activities; Lack of a knowledge sharing framework for the SDG working groups; Lack of benchmarking on best practice models with similar structures to the SDG working groups, and other logistical challenges.

The Network mapped a way forward for the SDG Groups with particular focus on DFI/SDG alignment; experience sharing; DFIs collaboration and the Role of the SADC DFRC.

The SDG WG Leads meet regularly with the SADC DFRC to review progress on respective groups performance, and report back to the Network at its biannual meetings.



**Mr Dumisani Msibi, Lead for the SME SDGWG and Group Managing Director for FINCORP (Eswatini), presenting the report of the meeting of the SDG WG Leads**

## UPDATE ON COVID-19

According to World Health Organisation, COVID-19 pandemic remains a life threat to all of us as an average of over 370 000 cases were reported globally each day over the past week. The cumulative number of cases reported globally now exceeds 180 million and the number of deaths is almost 4 million.

Although efforts are in place to vaccinate the world population to achieve global herd immunity, there has been different variants of COVID-19 emerging and circulating around the world, claiming many lives. This calls for continued adherence to the set Covid protocols to protect each other and save lives.

**NB: Please don't let your guard down, Covid-19 is a cruel disease.**

**Wear your face mask; stay home, and minimise movements that can be avoided.**

**Remember, we're in this together!**

## UPCOMING EVENTS

	PROGRAMME	DATE	VENUE
1	Monitoring and Evaluation	5 <sup>th</sup> – 9 <sup>th</sup> July 2021	Virtual
2	Negotiation Skills	29 <sup>th</sup> – 30 <sup>th</sup> July 2021	Virtual
3	Executive Secretarial Skills	18 <sup>th</sup> – 20 <sup>th</sup> August 2021	Virtual
4	Project Appraisal	23 <sup>rd</sup> – 27 <sup>th</sup> August 2021	Virtual

For more information on upcoming programmes or requests for customized and institution-specific programmes, please contact Kingsley Mmipi, Senior Training Officer, on +267 3191146 or [kmmipi@sadc-dfrc.org](mailto:kmmipi@sadc-dfrc.org)



The SADC DFRC is a Subsidiary  
institution of SADC

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