



Mrs Motshehwa Elicia Ramushu from DBSA, best candidate for the PIARA 2006 with the floating trophy.

Elicia makes it to the top

The second module of the 2006 **Programme on Investment Appraisal and Risk Analysis (PIARA)** was held from 4th - 15th September 2006 at Eskom Leadership Development Centre in Midrand, South Africa. This programme extends the financial analysis in Module I to cover economic and social considerations, as well as stakeholder analysis. Except for two, all participants from Module I (32) returned for module II, including one from the 2005 Module I programme. The Floating Trophy for the best overall candidate for PIARA 2006 was awarded to Mrs Motshehwa Elicia Ramushu from Development Bank of Southern Africa at a Graduation Dinner held on 15th September 2006. **"Well, I don't know what to say. All I can say is that I have put a lot of effort into the course and I'm very excited to have been chosen as the best candidate for the year"**, said the delighted Elicia after receiving the award.

The Dinner was attended by Prof Glenn Jenkins from Queens University, Dr Rosalind Thomas, senior officers from the National Treasury and the Industrial Development Corporation (RSA).

In her closing remarks, Ms Zanela Masiza who spoke on behalf of the delegates, thanked the DFRC and Queens University for taking time to empower SADC, **"I am sure the seeds you have planted, of prudent investment appraisal, will continue to grow. May the vision continue to prosper as more and more people get trained and we continue to select projects that add value and are sustainable and don't drain our economies. I am certain that your work will speak for generations to come, as our economies reap the benefits of such a skill,"** said Zanele.

DFRC and IDC-RSA co-host the SADC-DFI Network HRD Forum in Sandton

Human Resources Managers from SADC DFIs met for the second time from 23-25 August 2006 at the newly-built Development Finance Academy and Conference Centre of the Industrial Development Corporation [IDC (RSA)] in Sandton, a satellite city of Johannesburg in South Africa. The meeting was sponsored by the IDC. The purpose of the Forum was to discuss mechanisms for enhancing cooperation and collaboration in human resource development in the Network, and to promote the sharing of programmes and experiences and exchange of knowledge in human resource management amongst these practitioners. The Forum was opened by the IDC Vice President for Strategy and HR, Mr Lese Matlape and Dr Ros Thomas, CEO of the SADC-DFRC, who also delivered the key note address. Speakers were drawn from a wide range of stakeholders in



Delegates who attended the HR Forum at IDC

the training and development industry, including from the Gordon Institute of Business Sciences (GIBS), the Institute of Directors in Southern Africa (IOD), Institute of People Management and Southern African Initiative for German Business (SAFRI), DBSA, IDC (RSA) and IDC (Zimbabwe). The Forum resolved among other things, to set up a regular HRD Forum, drawn from the members of the Network, which would meet regularly to advise on the development and review of SADC-DFI Capacity Building programmes, facilitate inter-DFI collaboration in training and development and exchange of knowledge on HR technical issues relevant to the SADC DFIs.

Vision

"To be the centre of excellence, aimed at catalyzing the SADC-DFI members collective efforts to be at the cutting edge of financial services delivery in the priority areas set by the RISDP".

Mandate

"Through technical and capacity building support, as well as policy research and advisory services, the DFRC's mandate is to promote the effective mobilisation of resources by the DFI's for investment in key areas with the potential to stimulate growth, generate employment and alleviate poverty in the SADC region".

Mission

To be a lean virtual organization providing capacity building and policy research, and advise to the DFI Network and SADC Governments in support of financial and operational effectiveness and efficiency, so as to enhance their contribution to economic growth and development in the SADC region.

Programme on Project Management



Delegates and Facilitators for the 2006 Programme on Project Management at Eskom Leadership Development Centre, RSA

The DFRC held its first programme on Project Management at Eskom Leadership Development Centre in Midrand, South Africa from 21st August to 1st September. It attracted 24 participants from SADC DFIs. Many of the participants were alumni of the Programme on Investment Appraisal and Risk Analysis (Modules I and II) held in 2005. The objective of the programme was to equip participants with the technical skills to manage projects and covered such issues as scheduling, resource management, procurement management, quality management, as well as the use and application of Microsoft Project software. These were applied in a practical context using a variety of case studies. Dr Abdulrezak Mohammed, Professor and Vice Chair of Construction Management at the Eastern Mediterranean University in Northern Cyprus, was the lead lecturer on the programme. The programme was financed by Danish International Development Agency.

Key Focal Areas:

- Financial sector reforms and strengthening, and capital markets development.
- Institutional support, encompassing capacity building.
- SME Development and support.
- Infrastructure / PPP delivery

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Training of Trainers Programme



From left—right (Gottlieb Hinda, Maurine Gombingo, Judith Dintwa, Siko Ntshalintshali & Farai Kanonda in Canada

As a follow up to the 2005 Investment Appraisal and Risk Analysis course, five participants with the highest overall scores in both modules I and II of the programme were sponsored by the SADC-DFRC to attend a five-week "Training of Trainers Programme in Investment Appraisal and Risk Analysis" at Queens University in Canada from 26th June to 28th July 2006. This was also made possible through funding by the DANIDA.

The objective of the DFRC is to create internal capacity within the SADC DFI Network to carry out training as well as dissemination and exchange of information on topical issues in this subject within the relevant professional community in the DFIs and the Network as a whole. Out of a class of 16 Mr Farai Kanonda from Agribank (Zimbabwe) attained the highest mark (A+) while the other participants, Judith Dintwa (BDC), Siko Ntshalintshali (Fincorp), Goettlieb Hinda (DBN) and Maurine Gombingo (IDC-Zimbabwe), obtained grade A.



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BEDCO joins the DFI Network

On 30th June 2006, the SADC DFI Network welcomed its 24th member, the Basotho Enterprises Development Corporation (BEDCO). The signing ceremony was held in Maseru, Lesotho, where the CEO of BEDCO, Mr T R V Lechesa, signed the DFI Network MOU on behalf of his organisation. The DFRC and the Network were represented at the occasion by the CEO, Dr Rosalind H Thomas.

BEDCO is a parastatal of the Lesotho Government which began operations in 1975 as a subsidiary of the Lesotho National Development Corporation. Its mission is "to contribute to the economic development of Lesotho by assisting small and medium-sized enterprises to develop entrepreneurship, business, and management capabilities in an afford-



BEDCO CEO, Mr R V Lechesa handing over a gift to Dr Rosalind H Thomas after the signing ceremony

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DFRC Proposes an SME Mentoring Programme for the SADC Region

As part of its on-going activities in the area of SME Development the DFRC has just completed the designing of a project proposal that aims at improving entrepreneurial skills of SMEs in the SADC region; to raise the SMEs' entrepreneurial skills to best practice levels in order to achieve high and sustainable productive capacity in the sector, increase industrial capacity and productivity in member states economies and ultimately boost levels of trade in the region. The programme will target women entrepreneurs as a special group for entrepreneurial training and mentoring and aims to put participating businesses and organizations on a "Journey to Excellence" designed to help them achieve sustainability through increased organizational/business excellence.

The programme will do this by addressing not only the needs of the SMEs, but also through capacity building with DFIs, will enable the latter to better support their (potential) clients. An integrated capacity building programme for local and regional "excellence facilitators" and mentors will build up support skills amongst consultants in the region.

Programme Design

It is proposed to implement the mentorship programme in the region starting with a pilot project in October 2006 focusing first on Basotho Enterprise Development Corporation (BEDCO – a Lesotho based DFI) and then on a group of its clients made up primarily of women entrepreneurs in the textiles and garments export industry.

The pilot will be kick-started through a co-operation with the SAFRI HRD Project, which will include workshops for DFI management teams, adding to the current Programme Consultant's 2006 training schedule, and will cover those travel, food and lodging expenses that cannot realistically be met by the organisations being trained.

Ongoing Journeys to Excellence, already started with SAFRI sponsorship, will be integrated into a regional programme roll-out over a three-year phased implementation using locally trained mentors and the pilot as learning opportunity.

SAFRI HRD conducted training at the DFRC in Gaborone at the end of July 2006, which included staff from the SADC Secretariat, TIFI Directorate and the Gender Unit as induction for the core team that will be involved and leading in the roll-out of the mentoring project.

SADC-DFRC Website is launched

The SADC-DFRC's website is now up and running and the address is www.sadc-dfrc.org.

Up coming events:

Discussions are still on-going with other stakeholders with a view to holding a programme on **Risk Management (Asset and Liability Management and Credit Risk Management)** as well as Negotiations Skills before the end of the financial year.



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