

In this season of goodwill, the management and staff of the DFRC wishes its member institutions and staff as well as partners a joyous end of year and a productive and prosperous 2013.

## The SADC DFI Network signs MoU with ADFIAP



The SADC DFI Network and the Association of Development Finance Institutions in Asia and the Pacific (ADFIAP) have signed a Memorandum of Understanding in a bid to strengthen the relationship between the two institutions. The MOU was signed by the Chief Executive Officer of the DFRC, Mr Stuart Kufeni, and the Secretary General of ADFIAP, Mr Octavio Peralta, at the first Joint CEO's Forum of AADFI and ADFIAP held on 17th November 2012 in

Johannesburg, South Africa. The Chairs of the SADC DFI Network and ADFIAP, Messrs Francisco A Souto and Datuk Wan Azhar Wan Ahmad, respectively witnessed the signing.

The MoU foresees enhanced cooperation and collaboration between the SADC DFI Network and the ADFIAP in capacity building and staff exchanges in the foreseeable future. Read More; <http://www.sadc-dfrc.org/index.php?id=637>



(Top - Bottom) Mr. Stuart Kufeni (SADC-DFRC) and Mr. Octavio Peralta (ADFIAP)

## The Chief Executive Officers' Forum, Namibia 2012

The Chief Executive Officers of the SADC DFI Network held a Forum in Walvis Bay, Namibia, on 6th December 2012, under the theme "Development Finance Institutions Credit Rating and the Prudential Standards and Guidelines Rating System (PSGRS); Implementation Challenges".

The Forum was convened to explore how Development Finance Institutions could mobilise resources through systematic diagnostic reviews of their operations, and undertaking of appropriate policy measures that make them attractive investment opportunities for international financiers and other stakeholders. The workshop used the Prudential Standards and Guidelines rating System (PSGRS), approved by the Association of African Development Finance Institutions (AADFI) and the African Development Bank, as well as other credit-worthiness assessment techniques as a basis for undertaking this analysis.

The workshop provided a framework for assessing the performance of the DFIs in terms of the key

standards that are considered critical for the DFI to function as a viable entity contributing to the development agenda of the country in line with the mandate given to it by public authorities. The workshop also examined case studies in the SADC DFI Network of how the PSGRS and creditworthiness models have been used as an instrument for enhancing capacity in the DFIs for mobilising resources for on-lending, and as a basis for application of these constructs in other institutions.

The workshop was officially opened by Honourable Saara Kuugongelwa-Amadhila, Minister of Finance of the Republic of Namibia. In a speech read on her behalf by Mr. I-Ben Natangwe Nashandi, Deputy Permanent Secretary in the Ministry of Finance. Ms. Kuugongelwa-Amadhila recognised the strategic role that development finance institutions played in the national development process. She urged closer interaction between the institutions to enhance development finance, promote regional integration and strengthen regional development. Read More; <http://www.sadc-dfrc.org/index.php?id=635>

## Agribank Chief Executive Officer is the New Network Chair

Ambassador. Leonard N. lipumbu the CEO of Agricultural Bank of Namibia was elected chair of the SADC DFI Network at the annual meeting held in Walvis Bay, Namibia on 7th of December 2012. He replaces Mr. Francisco A Souto, CEO of Gapi-Sociedade de Investimentos. The position of Deputy

Chair has been taken by Mr. Patrick Dlamini, the CEO of the Development Bank of Southern Africa.



(L - R) Mr. Leonard N. lipumbu (AGRIBANK), Mr. Francisco A Souto (Gapi-SI) and Mr. Patrick Dlamini (DBSA).

### Motto

Building Partnerships for Economic Growth & Development

### Vision

"To be the centre of excellence which efficiently and pro-actively facilitates development finance solutions for the SADC region".

### Mission

"To provide capacity building, policy research and advisory services in development finance to SADC development finance institutions and Governments - thereby contributing to SADC's goals of economic growth and sustainable development".

### Values

- Professionalism
- Value and Innovation
- Stakeholder Focus
- Accountability
- Results Driven
- Employee Focus and Teamwork

### Activities

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

## Customer Relations Skills and Management: 3rd - 5th October 2012



Ms. Morapedi officially opening the programme

The SADC-DFRC continues its journey to embark on empowering Development Finance Institutions in the region with understanding and skills through capacity building as it held a programme on Customer Relations Skills and Management in Botswana from 3rd – 5th October 2012.

Ms. Lorato Morapedi, Chief Executive Officer of the National Development Bank of Botswana officially opened the programme. In her opening remarks, Ms. Morapedi emphasized on the need to be passionate about customer service, as securing the loyalty and support of the customers was crucial to the success of organisations in a rapidly changing and competitive world. She stated that customers were key to success and sustainability of every institution. Ms. Morapedi also urged participants to build good rapport with their clients and exercise patience when assisting them.



Mr. Kufeni addressing participants



Customer Relations Skills and Management, Lansmore Hotel, Gaborone, Botswana

In his closing, Mr. Stuart Kufeni, Chief Executive Officer of the SADC – DFRC urged participants to aim to make a difference in the lives of customers, and to be proud of the monuments that stand as testimony to their hard work as individuals and as institutions. Mr. Kufeni further stated that it is critical for Development Finance Institutions to deliver on their countries and regional development mandates. In addition he opined to participants that building good customer relations and sustainable customer loyalty does not only strengthen and build the balance sheet, but also enhances public credibility, confidence and respect, and engenders the support from key stakeholders interested in pushing the development agenda. Read more; <http://www.sadc-dfrc.org/index.php?id=611>



Customer Relations Skills and Management, Lansmore Hotel, Gaborone, Botswana

The Customer Relations and Skills Management programme was facilitated by two experts, Mr. Sid Cohn from Service Mix Consultancy and Wits University Business School in South Africa, and Ms. Jeannie Harning from Solutions Connection Consultancy South Africa.

In its effort to deliver country based programmes, the DFRC had collaborated with its member DFIs to successfully deliver this programme. Twenty seven (27) delegates from 11 Development Finance Institutions in six (6) countries within the region participated in the programme.



Dr. Mhlanga officially opening the programme



## Investment Appraisal and Risk Analysis : 3rd - 7th December 2012

A programme on Investment Appraisal and Risk Analysis took place on the 3rd – 7th December 2012 in Swaziland. The focus of the programme was aimed at developing skills to plan and assess investment projects, redesign projects to add value, prepare projects financing agreement and address stakeholders concerns.

Officially opening the programme, Dr. Vincent Mhlanga, Chief Executive Officer of Swaziland Industrial Development Company (SIDC) cautioned delegates that challenges facing today's business environment come from both the demand and supply side of the equation, and that it was essential for companies to respond by mitigating risks to acceptable standards which would be globally competitive. Dr. Mhlanga further saw a need for qualitative risk assessment in credit assessment, and advised that strategies to alleviate such risks should be considered within the company's acceptable risk parameters. He also underscored the need for networking and information sharing among the DFIs as they are driving a common agenda. Read more <http://www.sadc-dfrc.org/index.php?id=633>.

Mr. Zakhele Lukhele, the Executive Manager – Corporate Services for Swaziland Development and Savings Bank (Swazibank) officially closed the workshop. Mr. Lukhele expressed his gratitude to participants for being part of the programme. In his remarks, he stated that financial institutions were vehicles for the allocation of financial resources for investment purposes, although the economic conditions could put them at greater levels of risk. He further encouraged DFIs to strategically position themselves and use appropriate tools that would enhance good decision making. Summing up his speech, Mr. Lukhele applauded institutions for allowing their employees to participate on the programme as this is an investment that would critically contribute to changes in processes and service delivery within their institutions. Read more <http://www.sadc-dfrc.org/index.php?id=634>

Mr. Siyanga Malumo, the Chairman of Africana Finance and Investment and Mr. Tomas Apetauer also from Africana Finance and Investment, South Africa resourced the programme. The programme was attended by thirty five (35) delegates from ten (10) Development Finance Institutions within the 5 countries in the region.



(L –R) Mr. Lukhele and Mr. Malumo giving certificates to participants



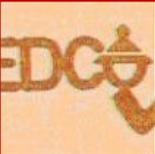
Dr. Mpuku welcoming participants

**The following are SADC PPP Network activities from October until end of 2012**

- Workshop Linking PPP Networks to support SADC3P, Germany and Switzerland, 22-31 October 2012; Mr. Pillay and Ms. Kamushinda attended the workshop.
- Seminar- PPP in Infrastructure in Africa, Johannesburg, RSA, 2 November 2012; Mr. Pillay made a presentation at this seminar on the status of PPP policies and legislative frames in the SADC region, to a delegation of companies from Japan.
- Meeting PPIAF - Cooperation on Capacity Development, Nairobi, Kenya, 12 November 2012; Ms. Kamushinda attended the meeting.
- 4th Public Private Partnership Conference – Africa PPP Network, Abuja, Nigeria, 14-16 November 2012; Ms. Kamushinda made a presentation at this conference.
- Global Development Finance Conference, Cape Town, RSA, 20-22 November 2012; Mr. Pillay made a presentation on importance of building capacity in the region to deliver PPP projects and the vital need for clear policies, legislative frameworks and institutional arrangements.
- Private Sector Forum – Coalition of the willing consultative meeting, Johannesburg, RSA, 23 November 2012; Mr. Pillay, Ms. Kamushinda and the two interns attended. Mr. Pillay made a presentation.
- Health PPPs Working Group meeting, Cape Town, RSA, 5-7 December 2012; Mr. Pillay, Ms. Kamushinda and the two interns attended. Mr. Pillay made a presentation.

**SADC DFI Network News**

**New Appointments to DFRC Board of Trustees**

-  Mr. Thabo Thamane  
Chief Executive Officer  
Citizen Entrepreneurial Development Agency  
Appointed December 2012
-  Mr. Stanley Matsebula (MHSRIP)  
Managing Director  
Swaziland Development and Savings Bank  
Appointed December 2012
-  Ambassador. Leonard N. Lipumbu  
Chief Executive Officer  
Agricultural Bank of Namibia  
Trustee since December 2012, and Chair of the SADC DFI Subcommittee (Ex-Officio Member)
-  Chief Executive Officer  
Basotho Enterprise Development Corporation  
Appointed December 2012

**Orbituary**

It is with great sorrow that we note the passing of Mr Stanley Matsebula, Managing Director of Swaziland Development and Savings Bank on 11th January 2013. Mr. Matsebula has been actively involved in the activities of the SADC DFI Network, its DFRC since their inception. He was a member of the SADCDFRC Board of Trustees for the first two years and has immensely contributed to the birth of the regional institution. He served as managing Director of SWAZIBANK from 2000 following a long career in South Africa and Swaziland in public and financial sectors. SWAZIBANK received international recognition and awards during his stewardship.

May his soul rest in peace. Read more; <http://www.sadc-dfrc.org/index.php?id=639>.

 **Mr. Nuyoma leaves Development Bank of Namibia**

Mr. David Nuyoma, Chief Executive Officer of the Development Bank of Namibia (DBN), announced that he would be leaving the DBN to join the Namibian Government Pension Fund on 1st January 2013, and he would therefore no longer be part of the SADC-DFI Network. Mr. Nuyoma made this announcement when he was chairing the SADC-DFI Network Chief Executive Officer's Forum held at Walvis Bay in Namibia on the 6th of December 2012.

Mr. Nuyoma has previously served as Chairman of the SADC-DFI Network and as a member of the Board of Trustees of the DFRC.

Mr. Martin Inkumbi (right), Head of Lending at DBN, will take over as Acting CEO of the organisation in the new year.



**Changes in the Management of SADC-DFI Network Members**

The past 6 months has seen the following changes in the Management of SADC DFI Network member DFIs:

-  **Mr. Patrick Dlamini** was appointed Chief Executive Officer of the Development Bank of Southern Africa effective 1st September, 2012.
-  **Mr. Dumisani Msibi** has been appointed Managing Director of FINCORP, effective 1st November 2012 after acting in this position since the departure of the previous CEO.
-  **Mr. Jacob Lushinga** has been appointed Chief Executive Officer for the Development Bank of Zambia, with effect from 1st June 2012. Mr. Lushinga takes over from Dr. Abraham Mwenda.

## Up Coming Programmes Information - 2013

### CAPACITY BUILDING

Other planned programmes for 2012/13 are;

- Programme: Project Finance  
Venue: Botswana  
Date : 28th January - 1st February 2013
- Programme: Workshop on Accreditation  
Venue: Botswana  
Date: 26th February 2013
- Programme: SME Strategy Planning Workshop  
Venue: Botswana  
Date: 4th - 5th March 2013
- Programme: Chief Executive Colloquium  
Venue: South Africa  
Date: 14th - 15th March 2013
- Programme: Mentoring  
Venue: Lesotho  
Date: 20th - 22nd March 2013

Programmes for the whole financial year 2012/13 can be viewed by following the link below;

<http://www.sadc-dfrc.org/index.php?id=581>

### PUBLIC PRIVATE PARTNERSHIPS

PPP Programmes for the whole financial year 2012/13 can be viewed by following the link below;

<http://www.sadcpppnetwork.org>

### Programme Highlights in Pictures



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