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News
SADC-DFRC Newsletter, Issue 12, December 2014

A newsletter of SADC Development Finance Resource Centre

The SADC DFI Network Appoints New Chairman


Mr. Patrick Dlamini

Mr. Patrick Dlamini, Chief Executive of Development Bank of Southern Africa (DBSA), is the new SADC DFI Network Chair. He takes over from Ambassador Leonard Iipumbu of Agricultural Bank of Namibia, who chaired the Network from 2012 to 2014. Mr. Dlamini also joins the DFRC Board of Trustees as an ex-officio member.

New Appointees to the DFRC Board


Ms. Maria De Fatima Da Silveira

Ms. Maria Fatima De Silveira, Executive Director of Banco de Poupanca e Credito (BPC), is the new Chairperson of the DFRC Board of Trustees, taking over from Mr. Thabo Thamane of CEDA Botswana. Her appointment took place at the last Board meeting in Durban, South Africa, on the 4th of December 2014.

New appointments include;


Mr. Martin Inkumbi

Mr. Martin Inkumbi, Chief Executive Officer for the Development Bank of Namibia.


Ms. Gladys Kanyongo

Ms. Gladys Kanyongo, General Manager for Small Enterprise Development Corporation.


Ms. Annie Vidot

Ms. Annie Vidot, Chief Executive Officer for the Development Bank of Seychelles.


Dr. Tebogo Matome

Dr. Tebogo T Matome, Chief Executive Officer of the Local Enterprise Authority.

The newly appointed members also join the following:


Ms. Boitumelo Gofhamodimo

Ms. Boitumelo Gofhamodimo, Director of Trade, Industry, Finance and Investment at the SADC Secretariat, appointed in May 2010 (Ex-Officio member);


Mr. Lisasili Booto

Mr. Lisasili Booto, Executive Director of Societe Financiere de Developpement (SOFIDE), Democratic Republic of Congo, appointed December 2013.

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Motto

Building Partnerships for Economic Growth and Development

Vision

The leader in facilitating development finance solutions in the region and continent

Mission

Supporting development finance institutions and governments to achieve national and regional development goals through capacity building, research, advisory services and advocacy

Values

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

Activities

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

Corporate Governance for BITC: 9th - 10th December 2014

Corporate Governance for BITC, Phakalane Golf Estate Hotel Resort, Gaborone, Botswana

The DFRC convened a Corporate Governance programme for Botswana Investment Trade Centre (BITC) management.

The purpose of the programme was to raise awareness on the concept, practice and relevance of good corporate governance in the context of development finance institutions and the challenges they face. Its focus was best practice of corporate governance with special emphasis on director's duties, roles and responsibilities.

The programme also provided an opportunity for serving directors to improve their skills in the boardroom through a practical and interactive approach that involved case studies, group work and discussions, as well as the prospect of sharing experiences.

The Chief Executive Officer of the SADC Development Finance Resource Centre Mr. Stuart Kufeni officially opened and closed the programme, and the facilitation was orchestrated by Mr. Jonnah Pongaponga, a consultant from Celavie Consultancy in Botswana and Mr. Charles Nyoka, a lecture at the University of South Africa, who resourced twenty one (21) delegates from the Botswana Investment and Trade centre.

CEOs' Forum: 5th December 2014

(L to R) Mr. Edward Senzo Mchunu, The Honourable Premier of KwaZulu-Natal, Mr. Stuart Kufeni, Chief Executive Officer of SADC-DFRC, Mr. Thabo Thamane, Chief Executive Officer of Citizen Entrepreneurial Development Agency and Mr. Mohan Vivekanandan, Group Executive - Strategy of Development Bank of Southern Africa.

The results of the 2013/14 scan of the development finance institutions (DFIs) and environment, and the recent PSGRS Self-Assessment and Peer Review in November 2014 demonstrated that one of the biggest challenges that the DFIs face is the mobilisation of resources for investment in projects. Yet, this is one of the most important functions for the DFIs, to raise investible funds whether from the local and international capital markets, or from international development partners, and to apply these to the ever-growing needs for resources in the agricultural, industrial, SME, infrastructure and housing sectors and other areas of need.

As part of its effort to address the challenges, the DFRC provided a platform for regional Chief Executive Officers to share issues of common interest around resource mobilisation and sustainability. The Forum took the form of a panel discussion, and seeking to draw on the experiences of a cross-section of DFIs from the Network to explore the practical challenges and the opportunities for raising resources for critical socio-economic development projects within the SADC economies and across the region in support of the overarching regional integration goal. Through this high level dialogue, the Chief Executives and other Senior executives of the DFIs had a better understanding of issues surrounding this area, and thus enhance their capacity to develop more effective strategies for successful resource mobilisation.

The second session of the programme covered issues of cooperation between JICA and the SADC DFRC particularly Capacity building programmes on-board which include a training on "Strengthening the Project Value Chain for SADC DFIs" which was held in Japan during the same year.

The forum attracted forty nine (49) participants from the SADC-DFIs and governments with representatives from Namibia, Zimbabwe, Angola, Lesotho, Botswana, Seychelles, South Africa, Zambia, Mozambique, Tanzania and Swaziland.

Due Diligence: 25th - 28th November and 1st - 4th December 2014

Due Diligence, Manhattan Hotel, Pretoria, South Africa

Due Diligence, Southern Sun Pretoria, Pretoria, South Africa

The DFRC facilitated two special training programmes on “Due Diligence” for the Department of Trade and Industry of the Republic of South Africa. The aim of the programmes was to enhance participants with skills on how to conduct a due diligence in accordance with the requirements of the Development Finance Institution, prepare a business plan and finance application to Development Finance Institution requirements. The workshops were conducted on an interactive basis, using practical examples, presentations and case studies.

The first training was attended by twenty five (25) delegates of which twenty (20) were from the Department of Trade and Industry and five (5) from Norsad Finance - Botswana, while the second one was attended by twenty four (24) delegates of which twenty (20) were from the Department of Trade and Industry and eight (8) from Development Finance Institutions within Botswana Tanzania and Zimbabwe.

Both programmes were resourced by Mr Siyanga Malumo who is the Chairman of Africana Finance and Investments in South Africa. The programmes were officially opened and closed by Mr. Teaman Ngunyule, Deputy Director, at the Department of Trade and Industry.

Due Diligence, Manhattan Hotel and Southern Sun Pretoria, Pretoria, South Africa

PSGRS: 20th - 21st November 2014

Prudential Standards, Guidelines and Rating System, Garden Court OR Tambo International Airport Hotel, Johannesburg, South Africa

The DFRC convened a workshop at Johannesburg, South Africa on the 20th - 21st November 2014 on its continuing efforts to promote the adoption of self-assessment practices by DFIs in line with the Association of African Development Finance Institutions’ (AADFI) Prudential Standards, Guidelines and Rating System (PSGRS) for African DFIs. The programme focused on the following issues;

- Strengthen the technical capacity of participants;
- Prepare individual DFI assessments and subject them to peer review;
- Put in place individual DFI level action plans to address identified weaknesses; and
- Allow DFIs the opportunity to compare their compliance with best practices in SADC as a whole.

In this programme the DFI nominated their key assessments, and made presentations to the workshop on their experiences with implementation of the PSGRS.

Thirty one (31) participants from twenty three (23) SADC DFIs attended, and presented reports on their respective institutions. There is in general increased participation, and greater compliance with best practices by DFIs.

Validation Workshop: 18th - 19th November 2014

Scan of SADC Development Finance Environment: Validation Workshop, Southern Sun O.R. Tambo International Airport Hotel, Johannesburg, South Africa

The DFRC brought together the SADC DFI Network, SADC Ministries of Finance and the Central Banks in an effort to develop a consensus on the status of development finance in the region from the 18th - 19th November 2014 at Johannesburg, South Africa.

The purpose of this workshop was to provide a forum at which development finance stakeholders in the SADC region would review the SADC DFI Scan report to verify the accuracy of the report, confirm its findings and a reaffirm its recommendations. The final report of the Scan of the SADC Development Finance Institutions and Environment was completed and submitted in October 2014.

The workshop witnessed an attendance of forty-nine (49) delegates who represented their countries namely; Namibia, Zimbabwe, Angola, Lesotho, Botswana, Mauritius, Seychelles, South Africa, Zambia, Mozambique, Tanzania and Swaziland.

Debt Management: 10th - 14th November 2014

Debt Management, Cresta Hotel Harare, Harare, Zimbabwe

The aim of the training was to share fundamentals required in Credit Relationship Management, Managing Problem Loans & Post Investment and strategies that will minimise their occurrence, optimise recovery of bad loans and nurture redeemable ones to good standing. It was indispensable for institutions that want to sustain good loan administration practices or are having difficulties in managing their loan portfolio.

The programme was a collaboration between SADC-DFRC and the Zimbabwean DFIs who acknowledges the incidence of high credit failures and growing non-performing loans amongst current challenges of most financial institutions and has accounted for the failure of many, most often bad debts with their roots in flagrant abuse of credit /loan policies and poor analytical skills of some lending officers.

Representatives of the Industrial Development Corporation of South Africa Mr. John Mheyamwa and Mr. Tshililo Makakabule facilitated the programme which saw an attendance of thirty one (31) participants from eight (8) member network DFIs. Four (4) countries in the SADC region which include Botswana, Namibia, Swaziland and Zimbabwe were represented.

Investment Appraisal and Risk Analysis: 3rd - 7th November and 10th - 14th November 2014

Investment Appraisal and Risk Analysis, Hotel224, Pretoria, South Africa

The SADC Development Finance Resource Centre held two special training programmes on "Investment Appraisal and Risk Analysis" for the Department of Trade and Industry of the Republic of South Africa

These trainings were provided in response to a request from the Department of Trade and Industry, South Africa to train their members of staff in core skills of Investment Appraisal and Risk Analysis. These included developing skills to plan and assess investment projects, redesign projects to add value, prepare project financing agreements and address stakeholders concerns. The programme covered modern techniques of finance, financial modelling, applied economic analysis, risk analysis and risk management as they are applied to the appraisal of infrastructure projects.

The first programme was resourced by Mr. Siyanga Malumo who is international and development finance consultant, and also the Chairman of Africana Finance and Investments in South Africa while the second programme was resource by Mr. Siyanga Malumo and Mr. Stephen Zhanje, a lecturer from the University of Limpopo in South Africa.

The first training was attended by twenty five (25) delegates of which nineteen (19) were from the Department of Trade and Industry and six (6) from Development Finance Institutions and Government Institutions in South Africa, Tanzania and Zambia while the second was attended by thirty (30) delegates of which twenty two (22) were from the Department of Trade and Industry and eight (8) from Development Finance Institutions and Government Institutions in South Africa, Botswana Tanzania and Zimbabwe.

Strengthening Project Value Chain: 14th October - 1st November 2014

The objective of this programme was to enhance knowledge of 1) appropriate governance (especially of relationships with government), 2) effective resource mobilization and management of long-term capital, and 3) applicable and effective concepts, individual contents and mutual relationships of project value chain based on accumulated experience in the process of economic and industrial development in Japan and Asian countries.

The target group was senior managers from DFIs of SADC countries with bilateral aid arrangements with Japanese government.

The programme was fully sponsored by the Japan International Cooperation Agency, and was held at JICA Tokyo International Centre in Tokyo, Japan.

Fourteen (14) participants from SADC attended the workshop, of whom eleven (11) were drawn from SADC DFIs.

Customer Relations: 20th - 22nd October 2014

Customer Relations, Hotel Safari, Windhoek, Namibia

The objective of the programme was to upgrade the skills of frontline officers and managers in dealing with clients, and building a strong and mutually beneficial relationship with clients of their organisations. In addition to training them in customer interaction skills, part of the purpose of this program was to build awareness of the importance of handling their clients in a sensitive manner. Strategically, this is also becoming a necessity because in some cases, commercial financial institutions are now entering traditional development finance markets as competitors that can be expected to approach their clients in a more customer-focused manner.

Mr. Sid Cohn from Service Mix Consultancy South Africa and Ms. Jeannie Harning from Solutions Connection Consultancy South Africa resourced the programme.

Thirty nine (39) delegates from six (6) member network DFIs attended the programme, and one (1) representative from a non member DFI Banco Nacional de Investimento from Mozambique. The six (6) member DFIs represented Lesotho, Namibia and Zambia.

Mr. Stuart Kufeni during opening ceremony

Monitoring and Evaluation: 13th - 16th October 2014

The programme was aimed at assisting participants in gaining a broad understanding of monitoring and evaluation, learn a World Class framework for monitoring and evaluation, how to select indicators, how to set targets and monitor them, develop monitoring and evaluation specific skills and acquire practical tools for monitoring and evaluation implementation.

This workshop provided an introduction to the essentials of Monitoring and Evaluation. This practical course was based on the publication "Ten Steps to a Results-Based Monitoring and Evaluation System (Kusek and Rist, published by the World Bank, 2004). A number of case studies were used to enhance the delegates learning opportunities. Delegates were given the opportunity to build their own examples of Monitoring and Evaluation using a practical spreadsheet based tool.

Dr. Peter Tobin from Peter Tobin Consultancy cc resourced the programme. It was attended by twenty five (25) delegates from eight (8) Development Finance Institutions within five (5) countries in the region. Two (2) Non Development Finance Institutions from Namibia also attended this programme and these organisations were Polytechnic of Namibia and Agra ProVision Limited. Countries represented were Botswana, Lesotho, Namibia, Tanzania and Zambia.

Up Coming Programmes Information - 2015

CAPACITY BUILDING - DEVELOPMENT FINANCE

Other planned programmes for 2014/15 are;

- Programme: Corporate Governance for LEA
  Venue: Gaborone, Botswana
  Date: 16 - 19 February 2015

- Programme: Financial Modelling
  Venue: Pretoria, South Africa
  Date: 23 - 27 February 2015

- Programme: Capacity Building Review and Human Resources Strategy
  Venue: Johannesburg, South Africa
  Date: 16 - 18 March 2015

Programmes for the whole financial year 2014/15 can be viewed by following the link below;

http://www.sadc-dfrc.org

https://www.facebook.com/sadcdfrc

PUBLIC PRIVATE PARTNERSHIPS

http://www.sadcpppnetwork.org

Programme Highlights in Pictures

sadc dfrc
southern african development community development finance resource centre

Physical Address
Plot 50676, Block B,
Fairgrounds Office Park
Gaborone
Botswana
www.sadc-dfrc.org
info@sadc-dfrc.org

Postal Address
Private Bag 0034
Gaborone
Botswana
Tel: +267-3191146
Fax: +267-3191147

The SADC-DFRC is a Subsidiary Institution of SADC