southern african development community
development finance resource centre

News

SADC-DFRC Newsletter, Issue 19, December 2016

A newsletter of SADC Development Finance Resource Centre

RISK MANAGEMENT

5th – 9th December 2016

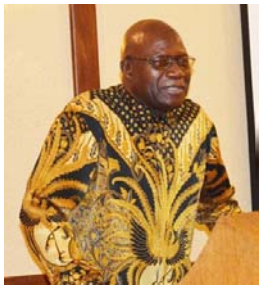
Risk Management, Elephant Hills, Victoria Falls, Zimbabwe

The SADC Development Finance Resource Centre (SADC DFRC) convened the last Capacity Building programme of the year 2016 for its Member Development Finance Institutions (DFIs) at Elephant Hills Hotel, Victoria Falls, Zimbabwe.

The training programme on Risk Management was held on the 5th - 9th of December 2016. The Chief Executive Officer of the SADC DFRC, Mr. Stuart Kufeni, officially opened and closed the workshop. "On this occasion of the end of the year 2016, I would like to take this opportunity to express to you our heartfelt gratitude for the cooperation and support you extended to us during the course of the year", said Mr. Kufeni in his opening remarks. He encouraged the participants to learn with vigour and purpose and take what they have learnt and apply it at their workplace in the following year 2017.

Mr. Stuart Kufeni, Chief Executive Officer, SADC DFRC during official opening.

Mr. Siyanga Malumo, the Chairman of Africana Finance and Investments (AFI) in South Africa facilitated the programme aimed at assisting participants in applying a risk management framework in the execution of their duties, while developing risk management policies, procedures and methodologies for their institutions, particularly with respect to credit risk. It focused on the concepts, tools and techniques of credit risk management, but also incorporated aspects of market and operational risk.



Mr. Siyanga Malumo, Facilitator, AFI during opening ceremony.

The programme saw an attendance of twenty five (25) participants from the SADC region. Twenty four (24) delegates came from our Member SADC DFI Network and one (1) from non-member DFI from the Kingdom of Swaziland, the National Industrial Development Corporation. The participants represented eight (8) countries in the region namely; Angola, Botswana, Mozambique, Namibia, South Africa, Swaziland, Zambia and Zimbabwe.

In his closing remarks, Mr. Kufeni thanked delegates for their participation and their institutions for the continued efforts to empower their staff thus contributing to the development of their countries and the region as a whole. He also wished everybody restful holidays and a productive year ahead on behalf of the SADC Development Finance Resource Centre and its Board of Trustees.

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

FINANCIAL MODELLING FOR CEDA

28th November – 2nd December 2016

Financial Modelling, Adansonia Hotel, Francistown, Botswana

A third consecutive programme for the Citizen Entrepreneurial Development Agency (CEDA) on Financial Modelling was held at Adansonia Hotel, Francistown, Botswana on the 28th November - 2nd December 2016.

The programme which covered business valuation, scenario planning, management decision making, capital budgeting, cost of capital, financial statement analysis and project finance, using computer based applications was officially opened by Mr. Motsumi Yane, the CEDA branch manager at the City of Francistown. Mr. Yane acknowledged the importance of bringing the programme to his city and how that contributed to staff development of his branch and the economy of the city as a whole.

Mr. Tafadzwa Ganye, an expert in Project & Structured Finance Advisory and Investments from the Coeng Engineered Sustainable Solutions, South Africa, facilitated the programme attended by twenty (20) staff members from different branches of CEDA.

The programme was officially closed by Mr. James Moribame, General Manager North, who recognised the importance of this particular course as it addressed areas of value to their organisation. Mr. Moribame awarded deserving delegates certificates of attendance and wished everybody happy holidays.

LEADERSHIP PROGRAMME FOR CEDA

23th – 25th November 2016

A collaboration between SADC DFRC and CEDA delivered a tailor-made training programme on Leadership and management development for CEDA senior and middle management at Gaborone, Botswana on the 23rd - 25th November 2016.

Leadership Programme, Masa Square hotel, Gaborone, Botswana

The three-day programme focused on understanding elements of a Leadership Culture as a critical point of reference in aligning and achieving an organisational purpose and equipping the identified target group with the skills needed to interface between their teams and the senior managers. It cultivated an increase in productivity, complete management of teams, individuals and resources properly.

Eighteen (18) senior and middle management staff attended the programme. It was facilitated by an expert of over twenty-five years experience of consultancy in major organisations on People Development and Strategy from Institutes of Conversation Incorporation in South Africa, Dr. Sherry Wessels.

The programme was officially opened by Ms. Cynthia Sebonego, Company Secretary of CEDA, while the closing was conducted by Mr. James Moribame, General Manager North at the Agency.

BOARD INDUCTION FOR BURS

17th November 2016

(L - R) Mr. Segolo Lekau, Commissioner Internal Revenue - BURS, Mr. Ken R. Moris, Commissioner General - BURS, Mr. Wankie. B. Wankie, Deputy Board Chair - BURS, Mr. Kogan Pillay, Head of PPP Network - SADC DFRC and Mr. Jonnah Pongaponga, Facilitator.

The SADC Development Finance Resource Centre (SADC DFRC), in collaboration with the Botswana Unified Revenue Service (BURS), convened a one-day Board Induction programme for new Board Members on Corporate Governance on the 17th November 2016 at Phakalane Golf Estate Hotel Resort in Gaborone, Botswana.

"Our mandate as BURS is to make assessment and collection of taxes in Botswana on behalf of the Government", said Mr. Segolo Lekau on behalf of the Commissioner General, Mr. Ken R. Moris. Mr. Segolo continued to explain that they are responsible for the assessment and collection of the Income Tax, the Value Added Tax, the Fuel Levy and the Capital Transfer Tax, and the administration of statutory controls at various border posts and other points of entry. He further explained their regional partnership with Southern African Customs Union (SACU) whom they collect Customs and Excise duties on their behalf.

Addressing the workshop, Mr. Kogan Pillay, Head of PPP Network at the DFRC, explained the immaculate job done by the DFRC in the SADC region in particular the Capacity Building efforts of the institution. " The DFRC has to-date conducted one hundred and sixty five (165) Capacity Building training programmes attended by four thousand, five hundred and ninety five (4, 595) staff of the DFIs, State Owned Enterprises and private sector have all benefited". He further explained that twenty four (24) of the trainings conducted were on Corporate Governance which three (3) were Board Induction, and two (2) were conducted locally for Local Enterprise Authority and Botswana Investment and Trade Centre.

Deputy Chairman of the Board at the BURS, Mr. Wankie. B. Wankie explained that "as the Board and Board committee members, you will be expected to steer BURS to newer and greater heights; to come up with innovative ideas to increase the tax base and to help come up with strategies to do that in a proficient and cost-efficient manner". In his opening statement, Mr. Wankie thanked the new Board to have found it fit to dedicate part of their time to serve on the BURS Board, and extended his gratitude to Ex-officio members who are required to serve from the Ministry of Finance and Economic Development, the Ministry of Investment Trade and Industry and the Bank of Botswana.

Twenty three (23) Board and Board committee members and Executive Management staff attended the programme which was facilitated by a Corporate Governance expert specialising in Botswana laws, Mr. Jonnah Pongaponga. The programme covered Principles of Corporate Governance, its application in the Public Sector and its determinants Models (Legislation, Conventions, Rules) under Botswana laws. It also extended to the Effective Board from Global Perspective, Risk, Ethics and Strategy.

The programme was originally developed by the SADC DFRC with the technical assistance and support of the Global Forum for Corporate Governance, Washington D.C. As a supporter of the Pan African Consultative Forum on Corporate Governance and the SADC DFRC, it initiated a Capacity Building and Technical Assistance project for development of Corporate Governance and Director Development programme to institutionally strengthen the DFI network within SADC and subsequently other regions and clients of DFIs.

In his closing remarks, Mr. Wankie acknowledged the importance of the programme and how beneficial it will be for BURS as it is one of the biggest Semi-Autonomous organisations in Botswana established and tasked with the mandate to administer and enforce the revenue laws for the development of Botswana.

Mr. Wankie. B. Wankie, Deputy Board Chair - BURS

Mr. Kogan Pillay, Head of PPP Network - SADC DFRC.

Mr. Segolo Lekau, Commissioner Internal Revenue - BURS.

Mr. Jonnah Pongaponga, Facilitator.

CAPACITY BUILDING REVIEW AND EMOTIONAL INTELLIGENCE

16th – 18th November 2016

Capacity Building Review and Emotional Intelligence, Holiday Inn Hotel, Johannesburg, South Africa

A combined two-part programme on Capacity Building Review and Emotional Intelligence was convened for Member DFIs at Holiday Inn Hotel, Johannesburg, South Africa on the 16th - 18th November 2016.

The first part focused on providing an opportunity for DFI Network Human Resources departments to examine the progress in Capacity Building in the Network and the SADC region, and to develop a roadmap to enhance provision of high quality, relevant and cost effective Capacity Building interventions, and cooperation amongst the DFIs in the future.

The second part dealt with Emotional Intelligence, having meaningful conversations, defining and understanding the concepts and principles of Personal Mastery and managing effective personal change. It focused on gaining deeper insights into how to impact others around you and how to influence a community of people towards collaboration and mutual understanding to achieve personal and business goals and objectives through Authentic Leadership.

The programme was attended by twenty five (25) delegates from twenty four (24) Member DFIs representing nine (9) countries in the SADC region namely Angola, Botswana, Lesotho, Namibia, Malawi, Swaziland, Zambia, Zimbabwe and Tanzania. A management consultant, facilitator, trainer, speaker in People Management and Leadership (Human Capital / HR Management), Organisational Development, Personal Development and Transformation as a whole Ms. Sharon Shakung facilitated the programme, while the Chief Executive Officer of the DFRC, Mr. Stuart Kufeni opened and closed the programme. The programme was developed and supervised under the auspices of Mr. Trevor Rammitlwa, Managing Director of Case Global Partners in South Africa.

DEBT MANAGEMENT, WORKOUT AND RESTRUCTURING FOR CEDA

25th – 27th October 2016

The first of three collaborative training programmes between SADC DFRC and CEDA commenced with this tailor-made training programme on Debt Management, Workout and Restructuring which was held in Gaborone, Botswana on the 25th - 27th October 2016 at Masa Square hotel.

Debt Management, Workout and Restructuring, Masa Square hotel, Gaborone, Botswana

"Let me extent my heartfelt gratitude for the continued support of the SADC DFRC together with CEDA Management for providing this necessary programme which will go a long way in improving our efficiency and effectiveness in delivery of our mandate", said Ms. Judith Dintwa, Collections Manager at CEDA. Ms. Dintwa emphasised the importance of the programme as a platform for participants to share, explore and discuss concepts and issues related to Debt Management, Workout and Restructuring projects as well as good governance and regulatory requirements in the loan administration.

CEDA brought twenty five (25) participants to the three-day training programme anchored by Mr. John Mhenyamwa, a highly experienced and knowledgeable professional involved in managing and rehabilitating problem accounts at the Industrial Development Corporation of South Africa.

Mr. Thabo Kapinga, Head of Risk Management from CEDA reiterated the importance of human capital development in the survival of every organisation on his deliberations during the closing ceremony.

CHANGE MANAGEMENT

19th – 21st October 2016

Change Management, Masa Square hotel, Gaborone, Botswana

A programme which targeted supervisors, managers of the Development Finance Institutions on Change Management took place on the 19th - 21st October 2016 at Masa Square hotel, Gaborone, Botswana.

The training programme focused on executing strategy to deliver change via establishing a Culture of innovation, principles for change, best practices, developing change leaders, identify change accountability and responsibility.

"Change is a necessity of human survival which failure to adapt result in growth stagnation", said the Chief Executive Officer of SADC DFRC, Mr. Stuart Kufeni in his opening remarks during the official opening. Mr. Kufeni explained the need to capacitate the SADC DFI network on this particular subject.

Representatives from Botswana and Swaziland numbering fourteen (14) attended the programme which was facilitated by Ms. Dipuo Lata from LATA Risk Emergency Crisis and Continuity Services (Pty) Ltd, South Africa.

The programme was officially closed by the Chief Operations Officer from Botswana Investment and Trade Centre, Mr. Meshack Tshekedi who attested to the fact that NOKIA and Blackberry were giant corporations that failed to respond to change well on time and missed the opportunity to maximise business.

NEGOTIATION SKILLS

17th – 18th October 2016

Botswana hosted the 2016 training programme on Negotiation Skills. The DFRC conducted the training at the Masa Square hotel in Gaborone on the 17th - 18th October 2016.

Negotiation Skills, Masa Square hotel, Gaborone, Botswana

The two-day programme explored the main dimensions of negotiation namely; substance, process, relationship, time, place and proportionality. It sought to understand what is value and how can we best create it? Osterwalder's Business Model Framework was used in this regard. This provided delegates with a practical framework that can be generally applied in infrastructure and project finance transactions, and also applied in the board meetings.

Dr. Geoff Heald, a Senior Lecturer in Negotiation at Wits Business School facilitated the programme attended by twenty two (22) delegates. Five (5) Member DFIs brought delegates to the training including the National Industrial Development Corporation of Swaziland which is a non-member.

The programme was opened and closed by Mr. Stuart Kufeni, the Chief Executive Officer of SADC DFRC who spoke how the programme would enable the delegates to develop a unifying and generally applicable negotiation methodology that is applicable in the investment and infrastructure space.

Mr. Stuart Kufeni, Chief Executive Officer, SADC DFRC during the official opening of the programme.

CAPACITY BUILDING - DEVELOPMENT FINANCE

Upcoming Training Programmes for 2016/17

- Programme: Project Appraisal for SMEs and Enterprise Development
  Venue: Botswana
  Date: 13 - 17 February 2017

- Programme: Monitoring and Evaluation
  Venue: Botswana
  Date: 6 - 10 March 2017

Programmes for the whole financial year 2016/17 can be viewed by following the links below;

http://www.sadc-dfrc.org

https://www.facebook.com/sadcdfrc

PUBLIC PRIVATE PARTNERSHIPS

http://www.sadcpppnetwork.org

Programme Highlights In Pictures

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