

## Zimbabwe Development Finance School (ZDFS) launched



(L to R): Mr. Mike Ndudzo - CEO of Industrial Development Corporation of Zimbabwe, Mr. Charles Chikaura - Chairman of the DFRC Board of Trustees and CEO of Infrastructure Development Bank of Zimbabwe, Mr. Justin Mupamhanga - Deputy Chief Secretary to the President and Cabinet and Mr. Stuart Kufeni - CEO of SADC-Development Finance Resource Centre.

The SADC Development Finance Resource Centre in collaboration with the Zimbabwean cluster of development finance institutions has launched the Zimbabwe Development Finance School (ZDFS) in Harare, Zimbabwe.

The launch took place at Rainbow Towers Hotel on 7th October 2013. The ZDFS is a series of executive development programmes in development finance targeted at Development Finance Institutions (DFIs), State Owned Enterprises (SOEs) and the private sector. The school is a virtual programme under which various programmes will be offered in line with the requirements of local DFIs and other stakeholders.

The programmes being offered this year include Investment Appraisal and Risk Analysis, Financial Modelling and Due Diligence, and will include attendances from the local DFIs, SOEs, private sector as well as the SADC-DFI Network members from outside Zimbabwe.

The launch of the programme was graced by Mr. Justin Mupamhanga, Deputy Chief Secretary to the President and Cabinet, and was attended by Mr. Charles Chikaura, Chairman of the DFRC Board of Trustees and Chief Executive Officer of the Infrastructure Development Bank of Zimbabwe, Mr. Mike Ndudzo, Chief Executive Officer of Industrial Development Corporation of Zimbabwe, Mr. Stuart Kufeni, Chief Executive Officer of SADC-Development Finance Resource Centre, as well as other management of SADC DFIs.



Mr. Mupamhanga giving a speech at the official opening of the programme.

In his welcome remarks Mr. Chikaura outlined the successes that the DFRC had scored in the ten years of its existence, and emphasised its continuing relevance to the development finance agenda of the region in the future.

[Read More.](#)

Mr. Mupamhanga emphasised the importance that the government of Zimbabwe placed in development finance, and its inclusive approach to the development in the country which embraced infrastructure development, commercial and industrial development, agriculture and small and medium sized enterprises.

He also reiterated the government's commitment to the ideals of SADC within the framework of the Finance and Investment Protocol (FIP), hence the continuing and active involvement of the Zimbabwean DFIs in the SADC-DFI Network.

Mr. Mupamhanga welcomed the initiative to launch the ZDFS as a mechanism for capacity building in development finance institutions and other associated institutions. He urged institutions and the members of staff to make the best use of the opportunity to improve their skills, and contribute to the socio-economic development of their countries and the region.

[Read More.](#)



Participants during the first week programme Investment Appraisal and Risk Analysis, The Rainbow Towers Hotel, Harare, Zimbabwe

### 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 for Financial Institutions: 30th July - 1st August 2013

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 programme was to build awareness of the importance of handling their clients in a sensitive manner.

Thirty two (32) delegates attended the programme from Namibia, Botswana and Swaziland DFIs. The programme had ten (10) participants from the Development Bank of Namibia, nine (9) from National Housing Enterprise, four (4) from SME Bank, four (4) from Agribank Namibia, three (3) from Swaziland Development Finance Corporation and two (2) from Botswana Housing Corporation. Mr. Sid Cohn from Service Mix Consultancy South Africa and Ms. Jeannie Harning from Solutions Connection Consultancy South Africa provided training.



Mr. Martin Inkumbi - Chief Executive Officer of Development Bank of Namibia officially opening the programme.

The programme was officially opened by Mr. Martin Inkumbi, Chief Executive Officer for Development Bank of Namibia while Dr. Herrick Mpuku represented SADC-DFRC in welcoming delegates to the programme. Mr. Joseph Nyamunda officially closed the workshop and presented certificates on behalf of Mr. Tawanda Mumvuma, Chief Executive Officer of SME Bank who emphasises importance of customer relations for DFIs.



Mr. Sid Cohn - Lead facilitator during the official opening of the programme.



(L - R) Ms. Elriana Burger (DBN), Mr. Martin Inkumbi (DBN) and Dr. Herrick Mpuku (SADC-DFRC).



Mr. Joseph Nyamunda (SME Bank) awarding Ms. Junita Bessinger (NHE) a certificate.

## Finance for Non-Finance Managers: 21st - 23rd August 2013

The objective of the programme was to upgrade the skills of non-finance managers to gain knowledge in income statement and balance sheet management, to appreciate the various methods that can be applied in the

preparation of accounting information and how it impacts on the statement as well as understanding the key components of budgeting and appreciating the strategic interrelationship of a balance sheet.

A total of twenty two (22) delegates attended the programme from Botswana, Mauritius, Lesotho, Namibia, South Africa, Tanzania, Zambia and Zimbabwe. Ten (10) DFIs were represented at the programme.

Mr. Charles Nyoka from the University Of South Africa (UNISA) resourced the programme. The programme was officially opened by Mr. Eric Mahamba - Sithole, Manager: Capacity Building Department (Corporate Risk Division) for the Industrial Development Corporation South Africa, while Dr. Herrick Mpuku, Programmes Manager at SADC-DFRC gave the opening remarks. Mr. Stuart Kufeni, Chief Executive Officer at SADC-DFRC officially closed the workshop and presented certificates.



Participants during the Finance for Non-Finance for Managers, Moloko Executive Apartments and Hotel, Johannesburg, South Africa

**Prudential Standards, Guidelines and Rating Systems**  
**23rd – 24th September 2013**

The purpose of the workshop was to provide an opportunity to the DFIs to evaluate and compare their compliance with best practice in Development Finance Institutions using the AADFI Prudential Standards, Guidelines and Rating System (PSGRS) as a tool for self-assessment. The workshop also provided an opportunity to the DFIs to assess the applicability of the tool to

different institutional and country context, compare performance across SADC DFIs and identified possible interventions in respective institutions and countries.

The programme was attended by twenty one (21) participants from fifteen (15) Development Finance Institutions in the region. Delegates were from nine (9) countries across the SADC region. Countries represented were Angola, Botswana, Lesotho, Namibia, Mozambique, Swaziland, Tanzania, Zambia and Zimbabwe.

Dr. Lufeyo Banda, a consultant presented on the theme “Institutional and Policy Challenges of Development Banking while Mr. Eric Langalakhe Mahamba-Sithole from the Industrial Development Corporation South Africa briefed delegates about the DFI Cooperation in Capacity Building and Dr. Herrick Mpuku presented the PSGRS – Self Assessment Results and Analysis.

Development Finance Institutions represented at the workshop were accorded the opportunity to present their experiences as well as their ratings.

The workshop was officially opened and closed by Mr. Stuart Kufeni, Chief Executive Officer of the SADC-DFRC, who expressed gratitude to the DFIs in attendance at the workshop and encouraged the spirit of networking amongst DFIs.



Delegates at Prudential Standards, Guidelines and Rating Systems, Protea Hotel Wanderers, Johannesburg, South Africa

**Botswana Development Corporation Limited Benchmark from Industrial Development Corporation of South Africa.**

Botswana Development Corporation Limited (BDC) and The Industrial Development Corporation of South Africa Limited (IDC) entered into a Memorandum of Understanding (MOU) with a mutual intention of the parties to cooperate with each other by exchanging information for strategic purposes.

The MOU was signed in March 2013 and since then there has been great progress in sharing best practice and learning between the two organisations.

Recently, BDC Limited represented by officers in the Industry of Property Development and Management, Agribusiness and Services, Information Management and Risk Management Division visited the Industrial Development Corporation of South Africa (IDC) and the Development Bank of Southern Africa (DBSA) embarking on a benchmarking exercise.

The BDC team visited the two institutions to gain a better understanding of various appraisal models, turnaround processes, project workflows, service level agreements, IT based models and processes as well as credit evaluation appraisal models.

The benefits of benchmarking cannot be over emphasised and BDC hopes to reap these rewards as it positions itself to become a more robust and high performing organisation.



### **SADC Appoint New Executive Secretary**

Dr. Stergomena Lawrence Tax was appointed Executive Secretary of SADC with effect from 1st September 2013. [Read More.](#)

### **10th Year Anniversary Celebration**

The SADC-DFRC marks its 10th anniversary this year. Since its establishment the institution has accomplished significant achievements, and through its capacity building efforts more than 100 training programmes have been delivered to well over 2800 staff of DFIs, State-owned Enterprises (SOEs) and Governments. The courses cover various skills requirements, and include areas such as: Investment Appraisal and Risk Analysis; Corporate Governance Practice and Policy; Management Development Programmes to mention a few. In addition, the institution widened its wings in February 2010 when launching the SADC Public Private Partnership (PPP) Network, which has now put in place various PPP skills development programmes for SADC Governments, and recently developed the SADC Regional PPP Strategy Paper.

The DFRC will celebrate its 10th anniversary on 5th December 2013, in recognition of its achievements and contributions to the SADC regional developmental goals of sustainable economic development, employment generation and poverty alleviation through various development finance institutions. The celebration will coincide with the bi-annual meeting of the SADC-DFI Network and the DFI Chief Executives' Officers Forum also scheduled for 5th December 2013 at the Gaborone International Convention Centre.

### **PPP Scan on the SADC Regional Infrastructure Development Master Plan**

KPMG was engaged to perform a PPP Scan of the Regional Infrastructure Development Management Plan (RIDMP) with the primary objective of identifying potentially bankable PPP projects in the region. Thereafter applications would be submitted to the SADC Project Preparation and Development Facility (PPDF) to obtain full funding for feasibility studies for two of the projects.

**Duration:** 7 months

**Dates:** June – December 2013

### **Support to Swaziland to set up PPP Unit**

The Network was requested, by the Ministry of Finance in Swaziland to assist with the planning and establishment of its PPP Unit. To that end, the Network was able to obtain funds from the GIZ and appoint Deloitte to provide the initial planning and design of the Swaziland PPP Unit. In addition, additional funds have been identified through PIAAF for the actual implementation of the Unit.

**Duration:** 10 months

**Dates:** June – March 2014

### **PPP Standardisation**

The PPP process and documentation in the region exists in disparate forms. The 3P Network has engaged Genesis Consulting to conduct research and put together a standard set of PPP documents to act as reference guide based on best practice which SADC member states can utilise to enhance their PPP practices and processes. This would entail among others the following; the development of a generic PPP process similar to the one issued by the South African National Treasury, but significantly simplified; the development of a draft ToR for the procurement of transaction advisors with adjustable costing and scoring models; and, the development of a standard feasibility study to determine the appropriateness of PPP procurement. Only a few countries in the region such as South Africa and Mauritius have clearly defined PPP documentation underpinned by a PPP process to expedite procurement exists.

**Duration:** 5 months

**Dates:** June – October 2013

## **DFRC News update - 2013**

### **Expansion of the DFI Network**

As part of its efforts to widen the DFI Network, the SADC-DFRC brought on board SME Bank Limited of Namibia, as its 31st member of the SADC-DFI Network. Mr Tawanda Jilles Mumvuma, Chief Executive Officer signed the Network MoU in June 2013, in Lusaka, Zambia, to signify formal accession to the Network. SME Bank is the fourth Namibian DFI to join the Network. Members welcomed the Network's newest member at the Lusaka meeting.

### **Changes in Management of DFIs**

Mr. Leatile Maine was appointed as substantive Managing Director for Botswana Savings Bank.

Ms. Montle Phuthogo was appointed Acting Managing Director for the Botswana Development Corporation, taking over from Mr. James Kamyuka with effect from 1st July 2013.

## **SADC PPP Projects - 2013**

### **Healthcare PPP Framework**

The SADC 3P Network engaged the services of a consultant to research current healthcare policy frameworks and highlight areas of best practice and propose a generic healthcare policy that can be utilised by member states and customised accordingly. This policy will include, among other things, healthcare infrastructure, provision of clinical services, pharmaceutical supply chain management, training and development of healthcare professionals, and the role of faith-based NGOs and other organisations which are not strictly part of the private sector.

**Duration:** 5 months

**Dates:** June – October 2013

### **Country recommendations for the SADC region based on the original regional integration paper published by the 3p network**

Following the adoption of the Regional Framework on PPP Policies, Legal Frameworks and Institutional Arrangements by the SADC Ministers of Finance on May 17 this year, the framework will now form a common departure for each member state to develop, review and/or reform their policies, regulatory frameworks and institutional arrangements for the implementation or enhancement of private sector participation in the development of public infrastructure. The SADC 3P Network, through a consultant- XS-Axis Consulting, is now embarking on the next step of the process, which is to undertake country assessments to evaluate and provide specific recommendations for each member state.

**Duration:** 5 months

**Dates:** June – October 2013

# Up Coming Programmes Information - 2013

## Programme Highlights in Pictures

### CAPACITY BUILDING - DEVELOPMENT FINANCE

Other planned programmes for 2013/14 are;

- Programme: Capacity Building Review  
Venue: South Africa  
Date: 23 - 25 November 2013
- Programme: Performance Management  
Venue: South Africa  
Date: TBA
- Programme: Post Investment Monitoring and Managing Problem Loans  
Venue: South Africa  
Date: 3 – 6 December 2013

Programmes for the whole financial year 2013/14 can be viewed by following the link below;

<http://www.sadc-dfrc.org>

### PUBLIC PRIVATE PARTNERSHIPS

- Programme: PPP Policy, Legislative Frameworks and Institutional Arrangements  
Venue: TBA  
Date: October 2013
- Programme: PPP In-country Training - Malawi  
Venue: Malawi  
Date: 11 - 15 November 2013
- Programme: PPP In-country Training - Lesotho  
Venue: Lesotho  
Date: 18 - 22 November 2013
- Programme: Steering Committee Meeting  
Venue: TBA  
Date: December 2013

PPP Programmes for the whole financial year 2013/14 can be viewed by following the link below;

<http://www.sadcpppnetwork.org>



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