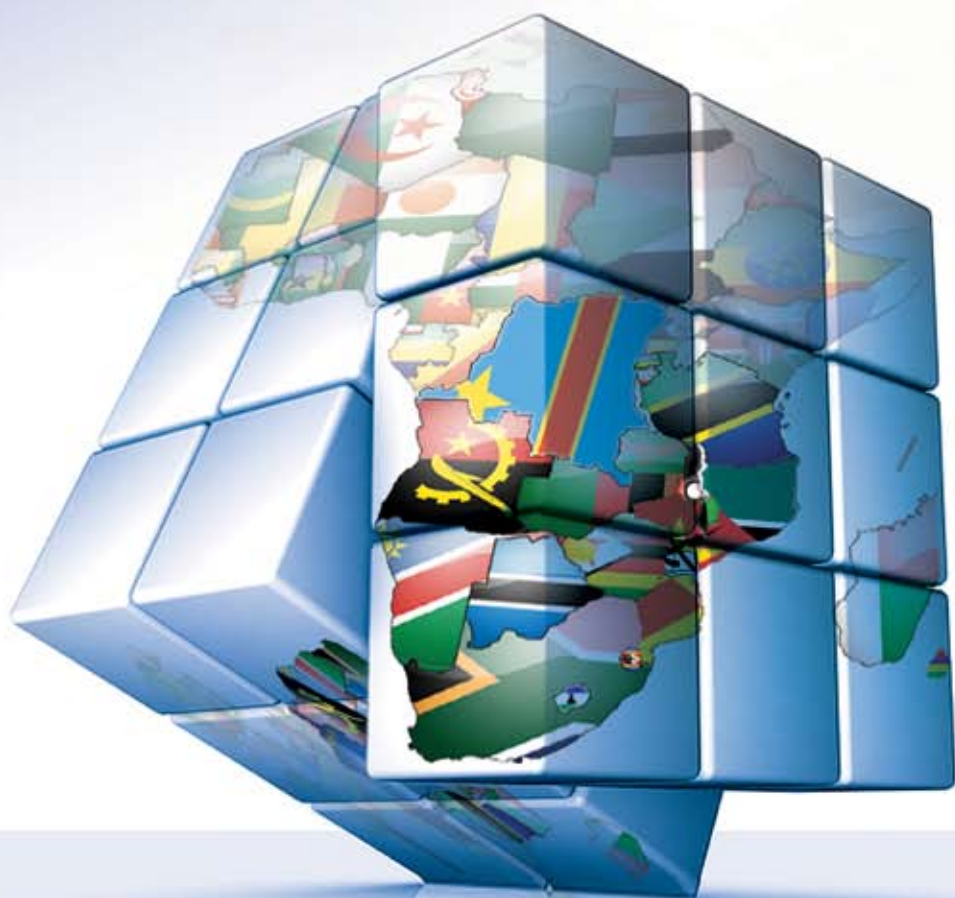


Business Plan 2011-2013



southern african
development community
development finance
resource center





Development Finance Resource Centre Business Plan 2011 - 2013

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VISION

To be a 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 DFI's and Governments - thereby contributing to SADC's goals of economic growth and sustainable development.

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Abbreviations

AADFI	Association of African Development Finance Institutions
ACBF	African Capacity Building Foundation
AfDB	African Development Bank
AU	African Union
CCBG	Committee of Central Bank Governors of SADC
CEO	Chief Executive Officer
CIDA	Canadian International Development Agency
CISNA	SADC Committee on Insurance, Securities and Non-banking Financial Authorities
COMESA	Common Market for Eastern and Southern Africa
COMFI	SADC Committee of Ministers responsible for Finance and Investment
DANIDA	Danish International Development Agency
DBSA	Development Bank of Southern Africa
DFI	Development Finance Institution
DFRC	Development Finance Resource Centre
DRC	Democratic Republic of Congo
ECA	Economic Commission for Africa (see also UNECA)
EU	European Union
FANR	SADC Food, Agriculture and Natural Resources Directorate
FDI	Foreign Direct Investment
FIP	Finance and Investment Protocol
FIRST	Financial Sector Reform and Strengthening Initiative
FISCU	Finance and Investment Sector Coordinating Unit
GCGF	Global Corporate Governance Forum
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
ICM	Integrated Committee of Ministers of SADC
ICP	International Cooperating Partners
ICT	Information and Communications Technology
IDC (SA)	Industrial Development Corporation of South Africa
IFC	International Finance Corporation
IFIs	International Financial Institutions
IMF	International Monetary Fund
IOD	Institute of Directors in Southern Africa
IUMP	Industrial Upgrading and Modernisation Programme
JAI	Joint Africa Institute
MDGs	Millennium Development Goals
MEFMI	Macroeconomic and Financial Management Institute of East and Southern Africa
MOU	Memorandum of Understanding
NEPAD	New Partnership for Africa's Development
NORSAD	Nordic SADC Fund
ODA	Official Development Assistance
PPDF	Project Preparatory Development Fund
PPIAF	Public Private Infrastructure Advisory Facility
PPI	Private Provision of Infrastructure
PPPs	Public-Private Partnerships
PRAS	Policy Research and Advisory Services
REC	Regional Economic Community
RISDP	Regional Indicative Strategic Development Plan
SADC	Southern African Development Community
SAFRI	Southern African Initiative of German Business
SMEs	Small and Medium Scale Enterprises
SOE	State Owned Enterprise
STO	Senior Treasury Officials of SADC
SWOT	Strength, Weaknesses, Opportunities and Threats
TA	Technical Assistance
TIFI	Trade, Industry, Finance and Investment Directorate of SADC
UNECA	United Nations Economic Commission for Africa
UNIDO	United Nations Industrial Development Organisation
UNOPS	United Nations Operations and Project Services
WTO	World Trade Organisation



1 INTRODUCTION

This Business Plan, for 2011-2013, covers the last years of the SADC Development Finance Resource Centre's 2009-2014 Strategic Plan – the first in detail (2011-2012) and the second (2012-2013) in indicative fashion. It builds on the challenges and successes of the previous plan and sets the course for DFRC to achieve its Vision.

This Business Plan contains:

- A profile of DFRC – its mandate and mission, organisation, finances and work structure;
- A statement on progress on the last Work Programme (2009-2011);
- Directions for this Business Plan and how they relate to the Strategic Plan;
- A presentation of directions and activities for two years, by major work area; and
- A budget forecast for the 2011-2013 period.

It also contains, in four appendices:

- The highlights of the 2009-2014 reviewed Strategic Plan;
- A diagram relating which SADC focal areas are addressed by DFRC focal areas;
- An indicative work programme for 2011-2013; and
- A detailed work programme and budget for 2011-2012, the first year of the Business Plan period.

A detailed work programme and budget for 2012-2013 will be prepared in the fourth quarter of the first year, for Board approval, as the final section of this Business Plan document.

2 PROFILE OF DFRC

2.1 Mandate and Mission

The SADC-DFRC was established in July 2003. It is collectively “owned” by the SADC Development Finance Institutions (DFI) Network whose membership stands at 27 as at March 2011. Initially established under a Memorandum of Agreement in May 2002, and since the ratification of the SADC Finance and Investment Protocol (FIP) in April 2010, the DFI Network and its DFRC are protocol-based SADC Institutions.

Mission Statement

The DFRC's mission is 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.

As a development finance sector-based institution, the DFRC's primary objective is to promote national development finance institutions in the region and position them as critical agents of development. Thus, through technical and capacity building support, as well as policy research and advisory services, the DFRC works toward ensuring that national DFIs have the necessary skills base and that they operate in a conducive policy and regulatory environment. This is crucial for the effective mobilisation of resources for investment in key areas with the potential to stimulate growth, generate employment and alleviate poverty, in line with the objectives of SADC under the Regional Indicative Strategic Development Plan.

More specifically, under the SADC Finance and Investment Protocol, the DFRC's responsibilities are to:

- Effect capacity building and training of managers and staff of DFIs;
- Support the strengthening of DFIs in all sectors of their respective activities;
- Offer a policy research and analysis capability for the Region;
- Facilitate the mobilisation and sharing of information through a central hub for ICT;
- Engage in confidence-building measures within the Region for purposes of supporting investments;

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- Offer advisory services to the governments of the State Parties and the DFIs in respect of development resources and financial services; and
- Identify and promote opportunities for cooperation and coordination in development finance in the Region.

The DFRC places emphasis on capacity building, policy research, advisory services and facilitation of opportunities for cooperation and coordination in development finance as its central activities. In addition, for purposes of generating maximum developmental impact and in line with its mandate under the FIP and the objectives of the RISDP, the DFRC has identified small and medium enterprises (SMEs) and infrastructure as its focal sectors and key result areas. Recognition is also given to the sectoral diversity of activities of DFIs, including agriculture, housing and trade and investment promotion.

3 CHALLENGES 2011

Strategic planning requires deeper examination into the key issues and critical Success Factors that are pivotal to the achievement of the Centre's goals and objectives. Therefore, identifying and understanding the DFRC's challenges is at the heart of the successful implementation of the strategic plan. Clarity of challenges will enable the organisation to assess the probability of achieving goals, and formulate plans to remove the hurdles on the way. The reflection on challenges thus allows for the identification of latent opportunities presented therein. In pursuit of its vision the DFRC is compelled to confront waves of change some of which are unprecedented. Therefore, in order to thrive and remain relevant to the development agenda, the Centre must effectively address these challenges, large and small.

The following have been identified as the foremost organisational challenges which call for specific strategic focus and prioritization during the plan period, 2011- 2013:

- Programme funding remains below programme requirements;
- Partner contribution and cost sharing in programmes is still to pick up significantly;
- Increasing recognition of and demand for DFRC's role and capabilities calls for internal capacity building needs (staff and systems) in such areas as SADC PPP Development Strategy and PPP Network secretariat;
- Increasing demand for institution-specific capacity building initiatives;
- Membership drive – focus on the Seychelles, Angola, DRC, Madagascar and Malawi; and
- Growing interest from non-DFI institutions - further efforts to extend DFRC's services to SADC Governments and SOEs.

The above challenges provide the direction and necessary focus in matching the DFRC's resources and capabilities to the internal and external environment in which it operates. As such, they are instrumental as input to the DFRC strategic review process and ultimately pivotal to strategic options formulation and selection.

4 STRATEGIC REVIEW 2011

A current-state analysis of the SADC-DFRC involved gaining a "business truth" of where the organisation is relative to the 2009 - 2014 strategic plan. With the organisational vision and mission statements as guides, the review process was directed towards reviewing strategy and goals in terms of key stakeholder outcomes such as product or service innovations. The focus of the review process thus was on how the organisation can increase the efficiency of stakeholder interactions, how to improve the cost-effectiveness of the organisation's services and develop better stakeholder value proposition and strengthen the DFRC brand. By assessing the movement, direction and momentum of the stakeholders served by the organisation, the information shared during the strategic review process was meant to lead to better planning decisions.



Between 2009 and 2011 implementation of the strategic plan was through a two-year Business Plan.

Four Work Pillars were identified:

- Capacity Building – Training, Staff Exchange and Technical Assistance;
- Policy Research and Advisory Services – DFI operational environment and capital markets;
- DFI Cooperation and Stakeholder Relationship – Network and members, ICPs, Technical Partners, non-member DFIs; and
- Management and Financial Sustainability – member contributions, ICP support, budgeting and finance etc.

Specific activities and outputs constituted the Work Programme under the Business Plan as laid out in table 1 below.

Table 1: Activities, Achievements and Prospects

Business Plan Pillars	Progress
Capacity Building performance	<ul style="list-style-type: none"> • Planned programmes were achieved at a level of 70% in 2009/10 on account of lower-than-anticipated donor support; • Specific programmes - corporate governance and investment appraisal - exceeded targets; • Planned programmes were exceeded in 2010/11 on account of higher demand for institution-based programmes; • While some programmes were not achieved due to unavailability of funding, Risk Management and Project Management courses exceeded expectation in 2010/11.
Programme Participation by DFIs, 2009 -2011	<p>The participation by DFI and by country in DFRC programmes has tended to vary widely from country to country;</p> <ul style="list-style-type: none"> • Mozambique (1.5%), Mauritius (2.3%) and Zambia(3.3%) have the lowest level of participation, largely because of fewer DFIs; • Botswana (39.6%), Swaziland (13.6%) and Zimbabwe (12.1%) have the highest level to match their large numbers of DFIs.
Policy Research and Advisory services Activities	<ul style="list-style-type: none"> • Credit Rating of three DFIs; • DFI Prudential Guidelines and Standards workshop in 2011 in collaboration with AADFI and IDC (SA)with EU sponsorship under the SADC Secretariat. • PPP Policy Framework - PPP Forum and Network launch undertaken in collaboration with GIZ, World Bank, DBSA, and PPP Unit, National Treasury of South Africa. • Support for SADC Project Preparation and Development Facility (PPDF) implementation – DFRC CEO a member of the PPDF Board of Trustees; • PPDF established with Board of Trustees, and operational, based at DBSA • SADC Regional Development Fund - study completed.
Sources of Funding	<ul style="list-style-type: none"> • Membership contributions - to fund administration budget based on an agreed formula: $0.25 \text{ (Cost/N)} + 0.75 \text{ Cost (Total Assets of DFI/Total Assets of DFIs)}$, where "N" is the total number of participating DFIs. • Own Income generated: interest income and other internal sources – to supplement member contributions. • Partner contribution: Training and advisory. • International Cooperating Partners/Donors: funding of programmes budget: 2009/10: AFDB, World Bank, CIDA, DBSA and other DFIs. 2010/11: EU, World Bank, ACBF, GIZ, UNOPS, GCGF, DBSA, and other DFIs.
Financial Performance	<p>2009/2010 Budget</p> <ul style="list-style-type: none"> • Operational: 2% saving on budgeted expenditures. • Programmes: 75% negative variance (largely attributed to less than expected ICP support – as a result not all planned programmes were undertaken) <p>2010/2011 Budget</p> <ul style="list-style-type: none"> • Operational: 11% saving on budgeted expenditures. • Programmes: 47% negative variance (attributed to ICP income shortfall)

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5 DFRC STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT) ANALYSIS

Through the identification and analysis of Strengths, Weaknesses, Opportunities And Threats (SWOT), the 2011 strategic review process considered internal and external factors that are detracting from organisational progress, and considered factors to mitigate these. The process also considered at the opposite end of the spectrum, accelerators, which can speed progress and facilitate faster achievement of the SADC DFRC strategic directions. Accelerators were identified, understood and a plan to leverage them was adopted. In order to understand the SADC DFRC and identify the internal and external factors that are supportive or unfavourable to achieving the organisation' objectives, the following were derived:

- Positive tangible and intangible attributes, internal to the organisation and within the organisation's control;
- Factors that are within the organisation's control that detract from its ability to attain the desired goals;
- External attractive factors that represent the reason for the SADC DFRC to exist and develop;
- External factors, beyond the organisation's control, which could place the mission at risk; and
- Recommendations and course of action that will result in improved resilience

Table 2: SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • Good Governance and Management Systems • Strong network of partners • Skillful work force • Stakeholder relationship management • Low level of bureaucracy • Strong agency role • Good reputation within the DFIs • Stronger ICP support • Sound institutional framework with a clear and relevant mandate • Strong prudential, financial and administrative environment • Highly demanded quality programmes and advisory services 	<ul style="list-style-type: none"> • Limited access to financial resources • Over dependency on two sources of revenue - donor funds and member subscriptions • Lack of business orientation on programme services • Limited capacity to accommodate and respond to growing interests and demands of stakeholders • Lack of impact assessment process and tools
<p>Accelerator Actions</p> <ul style="list-style-type: none"> • Broaden interventions 	<p>Mitigating Actions</p> <ul style="list-style-type: none"> • Extending partnerships



Opportunities	Threats
<ul style="list-style-type: none"> • High demand for capacity building and advisory services by DFIs • Keen interest in development finance by SADC governments • High economic growth in the region • Convergence of strategic objectives with International Cooperating Partners • SME Sector development • Extend agency role 	<ul style="list-style-type: none"> • Competition from private sector • Duplication/Overlapping of roles with other DFIs • Decline in donor funding • Instability in member subscription – cap in contribution and arrears • Other organisations may attract employees away from DFRC • Instability and lack of predictability of the political and economic environments that DFI's operate in.
<p>Accelerator Actions</p> <ul style="list-style-type: none"> • Become more pro-active • Establish collaborations and partnerships for mutual benefit • Develop advocacy strategy 	<p>Mitigating Actions</p> <ul style="list-style-type: none"> • Seek alternative sources of revenue • Coordinate activities of DFI partners • Stabilise funding level to align with what can be realistically achieved. • Create conditions for access to financial resources starting with a business approach to DFRC service offering

6 VALIDATION OF THE DFRC'S VISION AND MISSION

6.1 Vision

DFRC's Vision sets out a picture of the future in which DFRC becomes recognised as a centre of excellence, for its superior performance and its exemplary support to the DFI Network, its Members and the SADC region in general. In reviewing the SADC DFRC vision statement it was concluded that it satisfactorily takes into account the current status of the organisation, and serves to point the direction of where the organisation wishes to go. As a means of setting a central goal that the organisation will aspire to reach, the vision statement was seen as helping to provide a focus for the mission of the organisation. As the vision statement was seen as providing direction and inspiration, it was retained as one that for the plan period can be shared with stakeholders and continues to shape their understanding of why they should work with the organisation.

VISION

To be a Centre of Excellence which efficiently and pro-actively facilitates development finance solutions for the SADC region.

6.2 Mission

The SADC DFRC's mission statement was seen as providing a description of its fundamental reason for being its core purpose and the functional role the organisation plays in its environment. It was also seen to be still relevant in specifying the global reason for being and defining the organisation's stakeholders and critical processes. It was therefore concluded that for the remainder of the plan period, the mission would remain unchanged.

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MISSION

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

7 VALUES AND OPERATING PRINCIPLES

The Vision and Mission form the basis for the organisational goals, and provide guidance on how the SADC DFRC plans to achieve success. A set of value statements were developed to provide boundaries on how such success will be achieved. These value statements provide clear outlines of the behavioural standards that the SADC DFRC employees and leadership will hold themselves accountable to. They also provide the rationale as to why they are important to the culture of the organisation and tie specific values to the business benefits that will be realized through living them. The values and operating principles developed are as follows:

Table 3: Values and Principles

Professionalism	<p><i>Quality and excellence are core to all our operations and we:</i></p> <ul style="list-style-type: none"> • apply the best possible skills, knowledge and experience in all our services • deliver to a high standard, being diligent and consistently reliable
Value and Innovation	<p><i>We promote an innovative culture and attitude. We demonstrate innovation and drive value proposition by:</i></p> <ul style="list-style-type: none"> • developing innovative solutions to stakeholder problems • differentiating through development-specific and creative product and service developments • being proactive in initiating change and improvement for our stakeholders • sharing relevant best practice knowledge and experience
Stakeholder Focus	<p><i>All of our strategies, activities and decisions are taken with the stakeholder in mind. Working in partnership, we will demonstrate Stakeholder Focus by:</i></p> <ul style="list-style-type: none"> • researching and fully understanding our selected sectors • working with stakeholders to build long-term partnerships for mutual benefit • understanding the impact on our stakeholders of our business decisions • delivering on our promises and commitments
Accountability	<p><i>We take full ownership and responsibility for our actions by:</i></p> <ul style="list-style-type: none"> • communicating openly and accurately with all stakeholders • performing our duties honestly, to the best of our ability and with integrity • applying fairness, consistency and transparency in all our processes and procedures
Open Communication	<p><i>We provide free access to information and are:</i></p> <ul style="list-style-type: none"> • open, honest and accurate in our dealings with all stakeholders • accessible to respond to requests from our stakeholders
Employee Focus and Teamwork	<p><i>We support one another to ensure success of the organisation by:</i></p> <ul style="list-style-type: none"> • taking care of the team that takes care of the stakeholders • building employee engagement through creating an enabling and conducive work environment



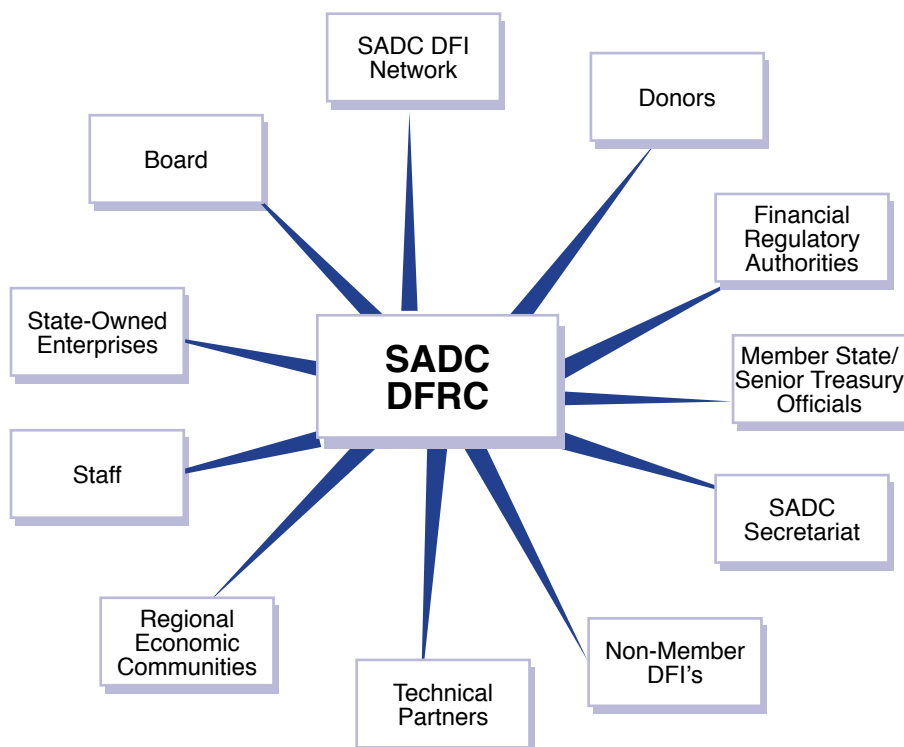
8 SADC DFRC STAKEHOLDERS

The importance of key people, groups of people and institutions that may significantly influence the success of the organisation's strategy was discussed in order to:

- Identify people, groups, and institutions that will influence the SADC DFRC strategy (either positively or negatively);
- Anticipate the kind of influence, positive or negative, these groups will have on mission attainment;
- Assess extent that the organisation has met their needs and implemented initiatives planned for them in the strategic plan;
- Assess the extent to which there is mutual benefit between them and the organisation; and
- Develop strategies to get the most effective support possible for the strategy and reduce any obstacles to successful implementation of organisational initiatives.

In order to operationalise the organisational values and facilitate the achievement of the vision and mission, the following were identified as the critical stakeholders of the SADC DFRC:

Figure 1: SADC-DFRC Stakeholders



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9 STAKEHOLDER DESCRIPTIONS

A full description of the key stakeholders of the DFRC is given in the table below:

Table 4: Stakeholders

Stakeholder	Description
SADC Development Finance Institutions	<ul style="list-style-type: none"> SADC Development Finance Institutions (DFIs) that offer a range of financial services in the implementation of the Regional Indicative Strategic Development Plan (RISDP) including long-term capital for development projects to, develop infrastructure, stimulate industrial development, promote entrepreneurship and private sector development, capital market development and trade finance. The aim of the Network is to co-operate to ensure availability of adequate developmental finance in SADC
SADC Secretariat	<ul style="list-style-type: none"> The Secretariat is the principal executive institution of SADC responsible for strategic planning, co-ordination and management of SADC programmes
Donors/ International Cooperating Partners	<ul style="list-style-type: none"> Collaborators who partner with organisations in a relationship set out to pursue a set of agreed upon goals or to meet critical organisational needs while remaining independent organisations.
Member States	<ul style="list-style-type: none"> Members of the SADC regional community that strives for “durable peace, freedom and social justice, equitable development and sustained economic prosperity for the people of Southern Africa”.
Senior Treasury Officials	<ul style="list-style-type: none"> The technical advisory body to the Committee of Ministers responsible for Finance and Investment, consisting of Heads of Treasuries.
Non-Member Development Financing Institutions	<ul style="list-style-type: none"> Development Finance Institutions who are not members of the SADC DFI Network
Technical Partners	<ul style="list-style-type: none"> Strategic relationships and alliances with governments and other agencies to support economic, social and political programmes. Services provided in the partnerships may take forms such as instruction, skills training, working knowledge, and consulting services and may also involve the transfer of technical data.
Regional Economic Communities	<ul style="list-style-type: none"> Sub-Saharan Africa has a number of regional economic communities (RECs), each with similar goals of fostering cooperation and a degree of economic integration-typically as free trade areas, customs unions, or monetary unions
State Owned Enterprises	<ul style="list-style-type: none"> A legal entity that is created by the government in order to partake in commercial activities on the government’s behalf. A state-owned enterprise (SOE) can be either wholly or partially owned by a government and is typically earmarked to participate in commercial activities
Staff	<ul style="list-style-type: none"> Employees of the organisation
Board	<ul style="list-style-type: none"> Governing body responsible for the establishment of corporate management related policies and to make decisions on major company issues. The Board of Trustees is responsible for the oversight of the organisation. The Board adopts rules, regulations, and policies governing the organisation. The Board has authority over use of property, development of facilities, and fiscal and human resources management
Financial Regulatory Authorities	<ul style="list-style-type: none"> Institutions that enforce financial regulations, supervise financial institutions and ascertain that certain requirements, restrictions and guidelines, aiming to maintain the integrity of the financial system are upheld.



10 DIRECTIONS FOR 2011 - 2013

The focus of the 2011-2013 business plan will be on implementing strategies to address:

- Programme funding which remains below programme requirements, and partner contribution which still needs to pick up significantly;
- Meeting high demand due to increasing recognition of DFRC's role;
- The building of internal capacity (staff and systems) - PPP Development Strategy and PPP Network Secretariat, and SME support;
- Increasing demand for institution-specific capacity building initiatives;
- Membership drive – the Seychelles, Angola, DRC, Madagascar and Malawi; and
- Growing interest from non-DFI institutions and efforts to extend DFRC's services to SADC Governments and SOEs.

Capacity Building

In order to remain relevant and meet stakeholder needs, particularly DFIs, the Centre will continue to bring some practicality into pre- and post - programme interventions. Emphasis will be made on specific training interventions that are sector driven. Relevance of programmes based on requirements and constant feedback. The enhancement of the regional resource centre facility will be made a priority in order to position DFRC as the one stop centre for DFI and development finance data and information in the SADC region with links to other centres of development finance in the world.

Stakeholder Relationships and Partnerships

Having identified strategically important stakeholder partners, the organisation will develop and implement a stakeholder relationship management strategy, define gaps, identify future stakeholder needs and ensure alignment of expectations for mutual benefit. Information will be collected about current and potential stakeholder partners to determine requirements and continue to have a bearing on what the DFRC can do to further its mandate. Working with partners is a necessary part of the DFRC business strategy. The organisation places particular emphasis on collaborating with partner organisations for their contribution to the long-term strategic goals of the DFRC.

The organisation will develop a stakeholder strategy on communication, determine a process for execution of stakeholder engagement strategies and consistently involve, engage and feedback with stakeholders. The engagement process will derive understanding of each stakeholder, the role they play in DFRC mission attainment and identify messages to be filtered through various media.

During the business plan period, the organisation will explore ways to enhance relationships with various stakeholders, measure, assess and evaluate their influence and implement improvements.

Frequent and consistent engagement with stakeholders will be essential to managing the reputation of the DFRC and will also encourage all influential parties to come together to discuss possible approaches to overcoming conflicting agendas and promote a consistent, open and balanced dialogue. The focus of the business plan will be on:

- Ensuring buy-in of SADC DFRC mandate by DFI's, SADC Secretariat and national Governments;
- Identifying stakeholders, determine their needs and agreeing mutual expectations; and
- Measuring and monitoring stakeholder satisfaction.

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Policy Research and Advisory Services

High demand for capacity building and advisory services by DFIs will allow SADC DFRC to continue to leverage experience of working with DFIs and other stakeholders to provide customised research solutions and advisory services in order to achieve *“the overall objective to influence effective policy and regulatory changes in the SADC region to enhance efficient resource mobilisation to underpin investment critical for the attainment of the goals of growth, employment and poverty alleviation”*.

The requirement of customised and specific research to substantiate business decision-making for the DFRC stakeholders exists on a continuous basis. With the objective to fulfill this need and to provide a customised and systemic research based analytical framework, the organisation will begin to seek opportunities for fee earning through stakeholder requested, training and research and advisory services.

DFRC Management and Financial sustainability

The organisation will seek to improve efficiency through increased output at reduced resource consumption. The 2011-2013 business plan will focus on the organisation's viability and determine the financial prerequisites and resources required to provide services to stakeholders. The diversification of financial resources, sourcing of funding alternatives, securing of new donors and members and revenue generation will be key strategies that will be explored in order to meet financial sustainability goals. Other strategies will include:

- Commercial/Revenue-earning activities, fee-based services and exploration of cost sharing/leveraging strategies;
- Improvement of member contribution;
- Enhancement of membership drive - stakeholder relationship management as a way of communicating value proposition, of the reduction of the likelihood of member attrition;
- Demonstration of value to existing members; and
- Improvement of marketing and enhancement of business development activities.

A balanced score card to link business plan to strategic directions and performance will be developed to align strategic and operational reporting. Performance on a year-by-year basis will also be determined.

The following section provides an overview of plans and intentions for the 2011-2013 period for each work component. More detail appears in Appendix 3 which contains Work Activity Matrices, setting out for each activity to be undertaken, a description, the objectives, potential impacts, level of effort, DFI roles and cost estimates.

10.1 Capacity Building

Training

The DFRC recognises the continuing deficit in critical and core skills in the DFIs which impede their ability to effectively service their clients. It also recognises, therefore the need to develop sound, financially and economically viable projects that impact positively on development of their respective countries and the region, while ensuring the sustainability of these institutions. With the assistance of skills gap surveys, participant and DFI feedback as well as technical reports on DFIs, DFRC continues to identify areas of significant weakness, and to develop appropriate training interventions designed to capacitate the DFIs.



These interventions take the form of regional and in-country training, and more recently institution-specific programmes with durations ranging from a few days to as long as four weeks. The subject areas broadly include investment appraisal, risk analysis, project management, negotiation skills, corporate governance and risk management. Efforts are also being made to develop capacity within the SADC-DFI Network to implement these programmes and allow continuous professional development through training of trainers' programmes.

The DFRC aims at ensuring that DFI staff across the region is equipped with the state-of-the art knowledge in the chosen subject areas and are able to apply the latest techniques in their fields for optimal performance.

Other HRD Services

In an effort to supplement the training programmes and ensure that the skills developed are relevant and fully integrated within the workplace, the DFRC has also designed other forms of interventions. These include secondments, which involve the assignment of staff to particular institutions for on-the-job training and exposure to specialised skills. The DFRC also places DFI staff on highly-specialised training programmes which are not readily available within the Network. Multilateral, national and private institutions will frequently offer specialised programmes in areas relevant to the DFIs.

The DFRC also facilitates technical assistance to DFIs, where technical experts are placed in interested DFIs with a special need to assist and support the development of specific systems, processes and practices in the host institutions. These systems could include risk management units, PPP units, performance management systems, and any such other specialised requirements that DFIs may so request. A more institution-focused approach to capacity building should see an expanded use of technical assistance in support of the DFIs.

Support for SMEs and Infrastructure

Small and Medium Enterprises: Recognising that SADC countries have significant potential for economic development, but are handicapped by a weak SME sector, the DFRC envisions a prospering SADC region with a thriving SME sector supported by a DFI Network offering cutting edge financial and business development and support services. In this regard, the DFRC has already developed and begun some initiatives. Building the DFRC into a Centre of Excellence requires that we continue to be innovative and guided by best practices. We therefore plan to work with the DFIs, the SADC Secretariat, member states and other development partners in the implementation of a number of projects, including SMEs/DFIs training and mentoring.

The overriding objectives are to assure the DFI Network members' sustainability through stronger SME clients; and assist the DFI Network to aggressively promote private sector activity through SME support. In doing so the DFRC addresses the regional challenges of high unemployment, poverty and gender inequities.

These projects will be supported by workshops and policy seminars to build consensus and the adoption of recommendations for implementation by DFIs and SADC Governments.

Infrastructure: In this plan we aim to strengthen the capacity of national DFIs to carry out feasibility studies and appraise infrastructure projects for investment and to facilitate and encourage private sector involvement in infrastructure through PPPs. The primary focus for this programme will be to develop key skills, while supporting the development of suitable and enabling policy frameworks for growth of PPPs as a key instrument for infrastructure development especially in view of the limited resources available to national fiscal authorities to participate in this space.

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Work in this area has begun with the intervention of the DFRC on behalf of SADC Secretariat. Together with the Secretariat, and on the instruction of SADC Ministers for Infrastructure at their July 2010 meeting, DFRC and the Secretariat are developing a PPP Development Strategy for SADC focusing on five key areas viz:

- Policy and regulation;
- Networking and collaboration;
- Institutional development;
- Awareness raising and marketing; and
- Innovative services and products.

Already, a forum of key stakeholders has been held spearheaded by the DFRC and a SADC PPP Network of practitioners launched. The DFRC was appointed secretariat to the network and this places it at the centre of this initiative.

Over the next two years, we plan to consolidate our position in the area of PPPs and continue to work with the SADC Secretariat to develop and implement the PPP Strategy to the benefit of DFIs and national governments, as well as the region at large. These efforts will complement other efforts by the DFRC to promote and develop capacity among DFIs, SOEs and Government departments to undertake PPP and other infrastructure projects.

10.2 DFI Cooperation and Stakeholder Relationships

Support of DFI Network

A key function of the DFRC is to provide secretariat services to the DFI Network in support of its work, including meetings. In this Business Plan period we intend to step up our efforts directed at facilitating closer interaction among DFIs. The DFRC will proactively assess needs among members for secondments and attachments and utilise its knowledge of skills availability within the Network to facilitate these. In addition, DFIs have also expressed their desire to share experiences. During the course of the plan, we will facilitate this interest with structured seminars at the Network level and meetings at the individual DFI level. These will complement the CEO forums and policy workshops the DFRC has been undertaking across its core areas.

The DFRC also provides a linkage between the DFI Network and SADC Policy Organs. While our activities predominantly relate to SADC, the TIFI Directorate in particular, we are cognisant that activities in other areas of the SADC Secretariat also impact directly or indirectly on the operations of the DFI Network and its members. We will, therefore, actively monitor and, where necessary, participate in activities in areas such as agriculture, infrastructure and services so as to offer a comprehensive policy and advisory service to the Network.

Finally, the DFRC acts as a Referral and Information Centre for the Network and our thrust over the next two years is to continue to grow the data base on DFIs and the register of consultants. We aim to make this data available to Network members through our website, specifically the extra-net which is reserved for members.

SADC Secretariat/Member States

Over the past couple of years, the DFRC has developed a good working relationship with the SADC Secretariat. This relationship is key to the DFRC's success, and efforts will continue to be made to further strengthen that relationship.



During this Business Plan period, we intend to work with the Secretariat to improve communication channels, get greater involvement of Senior Treasury Officials in DFI Sub-Committee/Network meetings and to leverage and seek the active support of the Secretariat in our funding efforts with the international cooperating partners.

Technical Partners

Currently DFRC has good relations with a number of technical partners, among these the African Development Bank, Commonwealth Secretariat, Africa Growth Institute, Global Corporate Governance Forum, Gordon Institute of Business Science (University of Pretoria), Macroeconomic and Financial Management Institution of East and Southern Africa (MEFMI), NORSAD, PPIAF (World Bank), World Bank Institute, the African Capacity Building Foundation (ACBF), University of Stellenbosch, North West University (NWU), the Association of African Development Finance Institutions (AADFI) and Queen's University of Canada. Technical partners also include our large DFI Network members – the Development Bank of Southern Africa (DBSA) and the Industrial Development Corporation (IDC), both of South Africa.

Our intention is to maintain good relationships with current partners through continuing to share information with them as well as to explore further collaboration and funding opportunities. We also intend to identify several potentially new partners with a view to exploring collaborative and funding opportunities.

Other DFIs and Regional Economic Communities

There is a sizeable number of DFIs in the region that are not members of the Network. While for various reasons not all might join the Network, all can benefit.

Accordingly, we plan a two-pronged approach: first inviting a much wider range of DFIs to participate in DFRC activities and second, undertaking a membership drive.

DFRC currently has few relationships with other DFI-focused organisations and Regional Economic Communities (RECs). We are now in a position to develop more relationships and plan to do so since there are opportunities for learning, collaboration and mobilisation of resources.

We plan to continue to approach several DFI-focussed organisations to explore options for collaboration in information sharing, service provision and resource mobilisation.

We also plan to explore relationships with RECs and similar international organisations.

Networking and Experience-Sharing

DFI Network members have recognised that there is “power in network” and acknowledge that this should be supported.

In this plan period, CEO Forums, which were previously held once per year, will be increased to two per year. These forums have been successful as they have resulted in increased cooperation and networking among members. As a result, besides the human resource development forum, we would like to extend these forums to other lower managerial levels.

To enhance the networking and sharing of experience, we are also making provision for intra-Network Information Exchanges and Visits. These exchanges will be supported through our website and through other information vehicles available.

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The DFRC has also convened a Forum for Human Resource Development practitioners in the DFI Network to meet and exchange ideas on training and development within the DFI sector, as well as to promote cooperation and collaboration amongst DFIs to ensure a cost-effective and rationalised capacity-building programme across the region. The Forum meets at least once a year to advise on capacity building programmes and exchange views on topical HRD/HR issues. This Forum will be the medium through which the regular assessment of needs as well as continuous monitoring and evaluation of the capacity building programme can be achieved.

DFI Information and Data Base

The movement towards a Centre of Excellence requires that DFRC becomes an Information Centre and “first port of call” for a variety of needs and users. In this plan period, we will continue building the Financial Database for DFIs, update the Consultant’s Database and begin active development of the DFI Information Hub.

The Financial Database has largely relied on published financial data mostly through annual reports. These have, in the case of some DFIs, not been sufficiently detailed and therefore have made standardisation and comparative analysis difficult. We therefore plan to strengthen the database with an improved form for data collection that the DFIs complete and submit annually.

The Consultants Database has been growing and the DFRC would like to actively extend this to include senior staff of member DFIs to further increase reliance on local expertise.

To become an Information Hub for DFIs and other development partners, we will be developing our reference facilities and linking with other referral centres on development finance. We will also work closely with member DFIs to ensure that developments in the Network are archived and accessible by all members.

Donors/International Cooperating Partners

The DFRC has over the past two years built strong donor relationships but more could still be done. We therefore propose to continue to build on existing relationships and actively seek to develop new ones with other key donors. The major effort in this regard will be to identify a list of other key donors for engagement.

The objective of these efforts remains to develop productive long-term relationships that will provide the DFRC with a lengthened planning horizon and therefore stabilise resource flows.

10.3 Policy Research and Advisory Services

Policy, Regulatory and Supervisory Environment

The DFRC activities in this area seek to support SADC efforts to create an enabling environment for investment to achieve the goals of sustainable economic growth, employment creation and poverty eradication. In this regard, the DFRC’s interventions will be designed to bring about best practice policy and regulatory changes primarily geared towards enhancing the operations and the capacity of DFIs to efficiently mobilise long-term domestic and external capital resources for investment.

Cognisant that policy research and advisory programmes are largely demand driven, the DFRC will undertake programmes on a case by case basis and this will also be dictated by availability of donor support, especially where funding is not available from the beneficiary DFI or government.



Public-Private Partnerships (PPPs) Policy Framework for SADC

Cognisant of inadequate resources at the disposal of SADC governments to finance critical infrastructure projects, PPPs are increasingly becoming an important vehicle to address this shortcoming in developing economies. To promote and facilitate this development instrument, SADC intends to develop a PPP Policy Framework in line with best practices to guide member states. The DFI Network, through the DFRC, will participate in the formulation of this framework.

Project Preparation and Development Fund (PPDF)

SADC has established the PPDF which is hosted by the Development Bank of Southern Africa. The DFRC will continue to be actively involved in the ongoing implementation of the PPDF. Already it sits on the Board of Trustees of the PPDF.

The SADC Regional Development Fund

Also aligned to the PPDF is the project on the establishment of the SADC Regional Development Fund. The DFRC has participated in the Project Steering Committee which has overseen the undertaking and completion of the feasibility study. It will continue to be involved as the project moves into the implementation phase once the green light to implement the Fund has been given by the relevant SADC structures.

Advisory Services

Advisory services of the DFRC will largely be demand-driven with resources coming from the requesting DFIs and/or donors, where these can be raised. The objective is to offer best practice advice on operational and governance issues to DFIs through the work of experienced experts in the field of need. The DFRC will resort to its Experts Data Bank, technical partners and DFI personnel for this purpose.

10.4 Management and Financial Sustainability

Management and Administration

The critical ingredient in plan achievement is competent management to lead efficient and effective operations, systems and procedures so that work commitments are met, highly competent staff are recruited and retained, schedules and budgets adhered to and, ultimately so that the Vision is accomplished. This item also includes all the administrative and reporting systems having to do with keeping the DFRC's operations supportive, sensitive and responsive to stakeholder needs, particularly the DFIs.

DFRC has enjoyed good corporate governance and management structures and this has underpinned its successes in the past. To ensure continuance of this record, we plan to regularly review our organisational structure and make any changes which would facilitate the realisation of our Vision. In this regard, changes resulting from any structural change would continue to be reviewed, and where justified, the structure would be amended.

Finance and Budgeting

Efficient and effective finance and budgeting systems are key ingredients to proper management and administration. While most of our systems are now stable, we will introduce changes in response to changes in structure (Management and Administration) and to facilitate the continuous improvement initiatives.

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Continuous Improvement

A key component for realising our Vision to become recognised as a Centre of Excellence is to have processes in place for achieving high standards in all we do and continuously striving to improve on them. We have to show how the results of our feedback mechanisms are used to refine services and to continually develop effective and innovative mechanisms of service delivery.

Revenues

The DFRC intends to increase revenues to augment member contributions. To achieve this, we will undertake the following activities:

- Develop and implement costing/pricing policy and procedures;
- Extend fee services – consultancy and training - beyond member DFIs;
- Aggressively seek and tender for consultancy services; and
- Implement a range of fees for our service offerings.

The revenue raising activities will go hand in hand with a strong publicity campaign on our services. While pursuing these activities, the DFRC, however, remains cognisant of its core functions to the Network and its members.

Member Contributions

In addition to Revenue measures above, the DFRC intends to ensure sustainable member contributions through:

- Embarking on a new membership drive; and
- Securing member commitment to enforce the sanctions policy.

Donors/International Cooperation Partners

The principal target with respect to donor support is to achieve long term programme funding and technical assistance (from former, current and new donors). With such support the DFRC can engage in more comprehensive programmes for DFI Network members and increase their prospects for success.



DFI Sponsorships and Service Contracts

Member DFIs, particularly larger ones have sponsored some activities of the DFRC such as the CEO forums and policy workshops. Such contributions have been welcomed by donors who have partnered with the DFRC and the DFIs as they are viewed as a gesture towards Network self-reliance. We intend to build upon these relationships to include direct financial support or technical support from our member DFIs. We will therefore specifically seek to:

- Secure sponsorships from DFIs for special programmes;
- Secure service contracts from DFIs; and
- Secure technical assistance.

Network members already provide technical assistance towards programme managers for the core functions – capacity building and policy research and advisory services.

With the growing demand for institution-based programmes, more member DFIs will support programmes from their own budgets. Where feasible, the DFRC will supplement these with donor support or budgeted funds for that purpose.

The strategic plan sets out an ambitious programme for getting to this status and during this two year period we plan to set the foundations:

- In the first year we plan two initiatives: (1) design a supportive monitoring and evaluation system and (2) begin to track customer satisfaction; and
- In the second year we plan to: (1) implement the monitoring and evaluation system and, (2) seek funding and technical assistance to identify standards for, and design, a full-fledged continuous improvement programme.

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11 ORGANISATION AND FUNDING STRUCTURE

The DFRC is a lean organisation staffed by a small group of qualified people (see figure 2 below). To achieve its mandate, it has adopted a collaborative approach which involves utilisation of strategic partners with the support of development partners. The DFRC, therefore, primarily operates as facilitator, coordinator and catalyst to the SADC DFI Network and regional governments.

11.1 Resourcing Requirements

A manpower review by the organisation was conducted to ascertain the extent to which the organisation could effectively deliver on its goals and meet the organisational expectations with the existing resources. After exploring various options it was concluded that in order to meet the ever-increasing demand for DFRC services, changing resource needs for more efficient and effective mandate achievement, additional staffing resources are required for the 2011-2014 plan period. In this respect, two additional staffing positions have been identified as follows:

PPP Expert

Responsible for the coordination of PPP development programmes, research, advisory services and management of the PPP network. The PPP expert shall follow up the development and implementation of the already identified projects in partnership with private sector and ensure the application of PPP best practice approaches in all DFRC activities and at all stages of identified projects and programmes clearly articulating the inherent issues and policies within the PPP structures. The main tasks to be undertaken by the PPP expert in this respect, include, but are not limited to, the following:

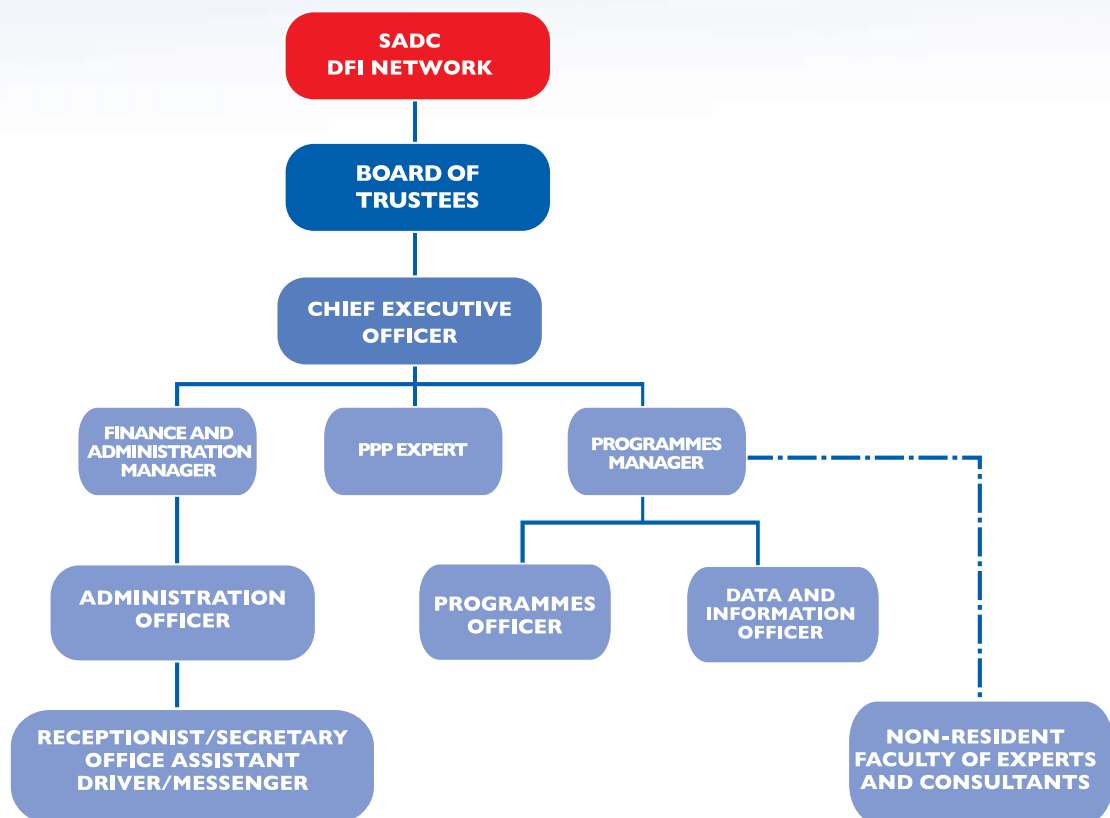
- Strengthen the internal capacity of the DFRC, to manage PPP programmes in particular ensuring better synergy and cooperation with all stakeholders – SADC Secretariat, private sector, members of the PPP Network and other stakeholders; and
- Provide expert advice in the formulation of strategies, policies, procedures and programs relating to PPPs to DFIs, national governments and other key stakeholders in line with the SADC PPP Development strategy framework.

Data and Information Officer

This role is intended to ensure the collection, collation, analysis, and dissemination of information on development finance in the region and in particular the DFI Network and its members, as well as linkages with other development centres on issues of strategic importance to the DFRC. In order to enhance the ability to successfully acquire support for the activities of the organisation, the role will also seek to provide information that will be used as input to the design and implementation of DFRC programmes as well as to contribute to its intellectual capital on key DFI and development finance issues.



Figure 2: SADC DFRC Organogram



11.2 Funding Structure

The administrative budget of the DFRC is funded through contributions by DFI Network members on the basis of a formula. Programme activities in line with the business plan are funded primarily from donor sources augmented by member contributions. Income generated by the DFRC from other sources, including fees from consultancy and capacity building services, is used to augment the organisation’s revenues.

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12 BUDGET

While the Strategic Plan covers a period of five years, implementation is through two year rolling Business Plans. Over the plan period 2011/12 – 2012/13, the DFRC projects a total budget of US\$5,842,855 split into the two years, US\$2,968,115 and US\$2,874,740, respectively.

Table 5: Business Plan Budget

	2011/12			2012/13			GRAND
	DFRC/DFIs	ICPs	TOTAL	DFRC/DFIs	ICPs	TOTAL	TOTAL
INCOME							
DFI Network	817,870		817,870	858,770		858,770	1,676,640
Internal Sources	116,970		116,970	122,820		122,820	239,790
Donor Funds		2,033,270	2,033,270		1,893,150	1,893,150	3,926,420
TOTAL INCOME	934,840	2,033,270	2,968,110	981,590	1,893,150	2,874,740	5,842,850
EXPENDITURE							
Operational							
Staff costs	457,372		457,372	480,240		480,240	937,612
Technical Assistance	115,656	-	115,656	119,130		119,130	234,786
Board costs	34,304		34,304	36,020		36,020	70,324
Administrative Support	322,508		322,508	340,950		340,950	663,458
	929,840	0	929,840	976,340	0	976,340	1,906,180
Capital Expenditure	5,000	-	5,000	5,250	-	5,250	10,250
	934,840	0	934,840	981,590	0	981,590	1,916,430
Programmes Expenditure							
Capacity Building		1,766,275	1,766,275		1,612,800	1,612,800	3,379,075
DFI Cooperation and Stakeholder Relationship		-	0			0	0
Financial Sustainability and Management Programmes		-	0			0	0
Policy Research and Advisory Services		267,000	267,000		280,350	280,350	547,350
Total Programmes Expenditure							
Expenditure	0	2,033,275	2,033,275	0	1,893,150	1,893,150	3,926,425
TOTAL EXPENDITURE	934,840	2,033,275	2,968,115	981,590	1,893,150	2,874,740	5,842,855

13 APPENDICES

- 13.1 Appendix 1: Capacity Building Programme
- 13.2 Appendix 2: DFI Cooperation and Stakeholder Relationship Programme
- 13.3 Appendix 3: Management And Financial Sustainability Programme
- 13.4 Appendix 4: Policy Research And Advisory Services
- 13.5 Appendix 5: Dfrc Strategic Plan Highlights
- 13.6 Appendix 6: Dfrc And Sadc Focal Areas

13.1 CAPACITY BUILDING PROGRAMME: 2011–2013

Strategic Direction	Pursue Excellence in Our Services													
	Programmes Manager													
Strategic Objective	Major Activity	Expected Results	Sub-activities	Indicators /MoV	2011			2012			Source of funding	Budget 2011/2012		
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	US\$	
High quality output	Deepen and diversify our capacity building efforts: Seminars and workshops	To apply experience and best practice in risk management at in- depth high level	Enterprise Wide Risk Management	Number of Participants Number of Programmes Held Programme Evaluation Impact Studies	X				X				ICPs	70,000
									X					
									X					
		Effectively planning, implementing, monitoring and evaluating projects using modern project management techniques with computer applications and a Logical Framework Matrix	Project Management – Monitoring and Evaluation						X				ICPs	70,000
	To strengthen the skills, knowledge and ability to lead and effectively arrange project finance deals, including loan syndication.													
			Project Finance		X								ICPs	70,000





13-2 DFI COOPERATION AND STAKEHOLDER RELATIONSHIP PROGRAMME: 2011–2013

Build Strong Stakeholder Relations																
Strategic Direction	CEO/Programmes Manager															
Strategic Objective	Major Activity	Expected Results	Sub-activities	Indicators /MoV	2011				2012				Collaborating partners	Source of funding	Budget 2011/2012 US\$	
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
Meeting the needs of stakeholders and benefiting from them	Develop and implement stakeholder engagement and advocacy strategy	Stakeholder satisfaction	Research on relevant best practice stakeholder engagement and advocacy strategies	DFRC strategy developed and implemented	X								All Stakeholders	DFRC	5,200	
		Mutual benefit and exchange with DFRC	Adapt and implement DFRC stakeholder engagement and advocacy model		X											
		Improved understanding of DFRC strategic directions and realisation of our mandate	Produce DFRC annual stakeholder engagement and advocacy plan	Stakeholder engagement and advocacy implementation plan	X											
Meeting the needs of stakeholders	Enhance Network value of the DFI Network	Concept and power of Network realised	Hold Network Meetings	Number of meetings held	X				X				All Network DFIs	DFRC	13,000	
		Acceptance of DFRC as an important player in the development of finance in the region	Conduct a member satisfaction survey	Member satisfaction rating	X									DFRC	1,000	
		Harmonised DFI support approach and less duplication and overlap of DFRC and partner activities	Coordinate programme activities of DFI partners	Programme activities harmonised and coordinated	X				X		X			DBSA, IDC, AADFI	DFRC	1,000
Consolidate our working relationship with SADC Secretariat		Stronger stakeholder relationships and extended DFI outreach	Hold consultative meetings with DFIs	Number of meetings held	X			X	X	X	X	X	All Network DFIs	DFIs/DFRC	9,000	
			Hold CEO Fora	Number of Fora held	X					X			All Network DFIs	DFIs/DFRC	50,000	
			Hold Human Resources Development For a	Number of Fora held				X			X			DFIs/DFRC	50,000	

13.3 MANAGEMENT AND FINANCIAL SUSTAINABILITY PROGRAMME: 2011-2013

Strive for sustainability															
Strategic Direction		Chief Executive Officer													
Strategic Direction Driver		Chief Executive Officer													
Strategic Objective	Major Activity	Expected Results	Sub-activities	Indicators /MoV	2011				2012				Collaborating partners	Source of funding	Budget 2011/ 2012 US\$
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4			
Consistently generate funds to function effectively	Grow our revenue base	Financial sustainability	Increase membership	Ratio of generated income to member contributions	X	X	X	X	X	X	X	X		DFRC	5,200
			Engage in marketing and business development in unexplored areas.	Marketing Plan developed	X	X	X	X	X	X	X		DFRC	1,000	
			Develop and implement a costing/pricing policy and procedures	Policy and procedures in place	X	X	X	X	X	X		DFRC	1,000		
Increase and diversify donor support		Long term programme funding and technical assistance achieved	Extend fee services beyond SADC DFI Network	Non-DFI Participation	X	X	X	X	X	X	X	X		DFRC	1,000
			Aggressively seek and tender for consultancy services	Number of Tenders and consultancies	X	X	X	X	X	X		DFRC	2,000		
			Intensify consultation with potential donors	Donors consulted and amount of funds raised.	X	X	X	X	X	X		DFRC	5,200		
			Secure sponsorships for special programmes	Number of new donors identified	X	X	X	X	X	X	X		DFRC	5,200	
TOTAL														20,600	

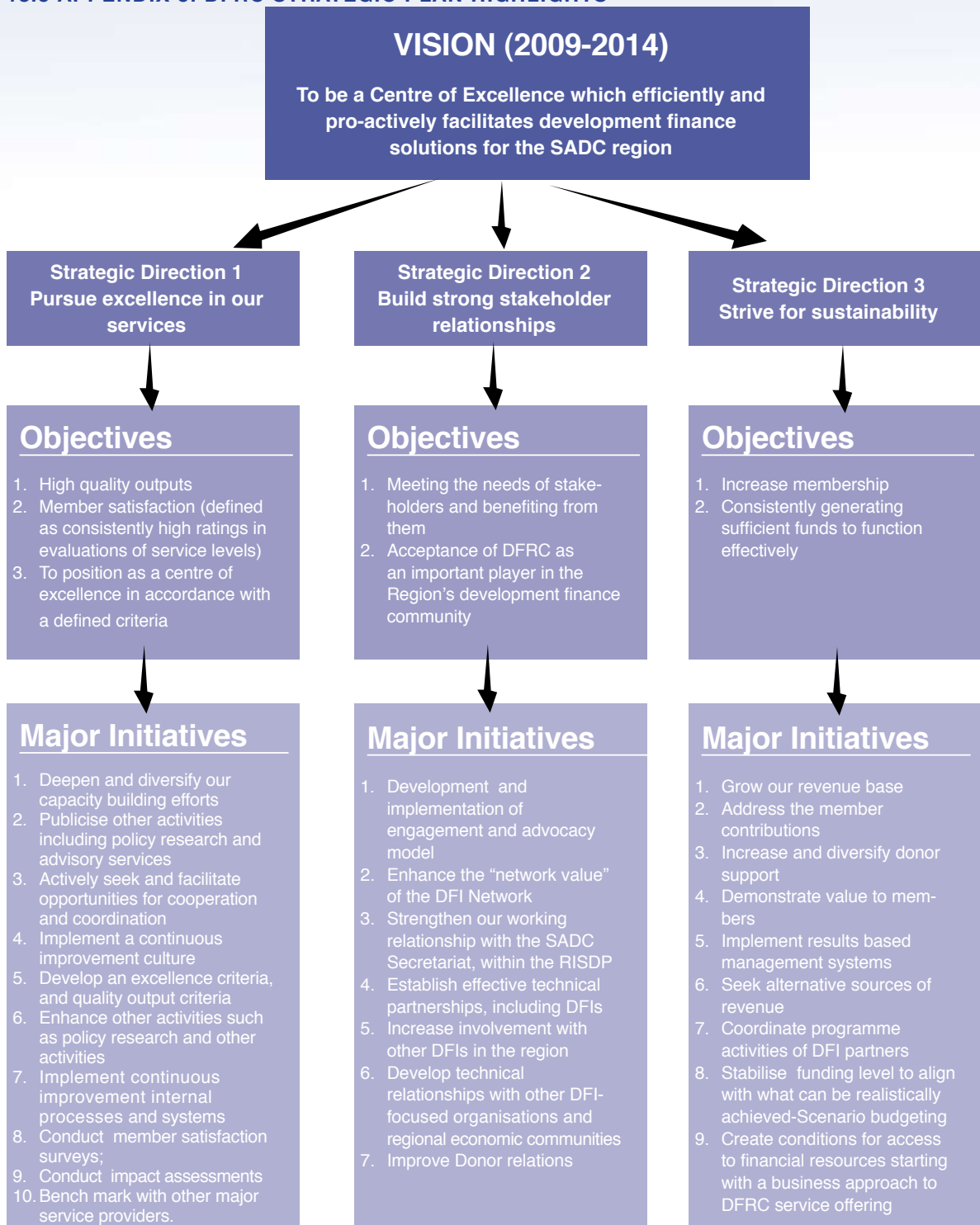


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13.4 POLICY RESEARCH AND ADVISORY SERVICES																
Pursue Excellence in our Services																
CEO																
Strategic Direction	Strategic Objective	Major Activity	Expected Results	Sub-activities	Indicators /MoV	2011				2012			Collaborating partners	Source of funding	Budget 2011/2012	
						Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		US\$	
	High Quality Output	Enhance other activities	Deepened, integrated and harmonised regulatory, supervisory and legal frameworks	PPP Policy Framework and Strategy Development	Policy Framework developed			X						SADC - TIF/I&S	ICPs	52,000
			Developed and coordinated PPP guidelines in line with SADC objectives	Special Conference on PPPs in SADC	Conference Convened				X				X	SADC - TIF/I&S	ICPs	100,000
					No. of Delegates				X							
					No. of participating institutions											
			Increased access to project preparation facilities and project funds	PPDF	Number of Projects or Facilities Approved			X					X	SADC - TIFI	ICPs	65,000
			Creation of an enabling environment for good governance	Corporate Governance Policy						X				GCGF and DFIs	ICPs	150,000
	TOTAL															367,000



13.5 APPENDIX 5: DFRC STRATEGIC PLAN HIGHLIGHTS



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13.6 APPENDIX 6: DFRC AND SADC FOCAL AREAS

DFRC FOCAL AREAS	IMPACT ON SADC PRIORITY AREAS			
	TRADE DEVELOPMENT	INFRASTRUCTURE	FOOD SECURITY	HEALTH HIV/AIDS
Policy Research and Advisory Services	Strengthen DFIs policy and operational environment to make them effective conduits for resource mobilisation for trade and SMEs	Implementation of policies and financial instruments supportive of PPPs and investment in infrastructure.		
Capacity Building	Address supply-side constraints by strengthening DFIs' capacity to stimulate investment and trade of SMEs, agriculture and other productive sectors	Increased capacity of DFIs to appraise, implement and manage infrastructure projects		
SME Development	<p>Increased productive capacity of SMEs</p> <p>Enhanced export growth</p> <p>Beneficiation for value addition and product quality</p> <p>Diversification of economic activity</p> <p>New/trained entrepreneurs</p>		<p>Increased productivity and availability of food</p> <p>Stimulate food supply</p> <p>Improved quality of food products</p>	
Infrastructure Support	Strengthen DFIs policy and operational environment to make them effective conduits for resource mobilisation for trade and SMEs (support)	Facilitate infrastructure provision	<p>Facilitate construction of agricultural infrastructure.</p> <p>Efficient transportation of agricultural produce internally and regionally</p>	



SADC-DFI NETWORK MEMBERS

ANGOLA

DR CONGO

BOTSWANA

Botswana Development Corporation
Botswana Housing Corporation
Botswana Savings Bank
Citizen Entrepreneurial Development Agency
Local Enterprise Authority
National Development Bank

LESOTHO

Basotho Enterprises Development Corporation
Lesotho National Development Corporation

MADAGASCAR

MALAWI

MAURITIUS

Development Bank of Mauritius

MOZAMBIQUE

Small Investment Promotion Company – GAPI SARL

NAMIBIA

Agricultural Bank of Namibia
Development Bank of Namibia
National Housing Enterprise

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SOUTH AFRICA

Development Bank of Southern Africa
Industrial Development Corporation
Land and Agricultural Bank

SWAZILAND

Swaziland Development and Savings Bank
Swaziland Development Finance Corporation
Swaziland Industrial Development Company

TANZANIA

National Development Corporation
Tanzania Investment Bank
Small Industries Development Organisation

ZAMBIA

Development Bank of Zambia

ZIMBABWE

Agricultural Development Bank of Zimbabwe
Industrial Development Corporation
Infrastructure Development Bank of Zimbabwe
Small Enterprises Development Corporation



southern african
development community
development finance
resource center

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