**Programme Continues...**

**TIME** | **Day 1**
--- | ---
0830 - 0900 | Registration
· Welcome Remarks
· Introduction of Participants
· Programme Overview
0900 - 1000 | Definition of Due Diligence as a concept
Basics of technical due diligence
1000 - 1030 | Refreshment and Networking Break
1030 - 1130 | Business Case for Due Diligence as a concept
1130 - 1230 | Financial Due Diligence
1230 - 1300 | Financial Due Diligence
1300 - 1400 | LUNCH
1400 - 1500 | Financial Due Diligence
1500 - 1515 | Refreshment and Networking Break
1515 - 1630 | Financial Due Diligence

**Day 2**

0830 - 0900 | Recap
Human Resources Due Diligence
0900 - 1000 | Human Resources Due Diligence
1000 - 1030 | Refreshment and Networking Break
1030 - 1130 | Human Resources Due Diligence
1130 - 1230 | Human Resources Due Diligence
1230 - 1300 | Learning Cues
1300 - 1400 | LUNCH
1400 - 1500 | Information, Communication and Technology Due Diligence
1500 - 1515 | Refreshment and Networking Break
1515 - 1630 | Information, Communication and Technology Due Diligence

**Day 3**

0830 - 0900 | Recap
Information, Communication and Technology Due Diligence
0900 - 1000 | Environmental Due Diligence
1000 - 1030 | Refreshment and Networking Break
1030 - 1130 | Environmental Due Diligence
1130 - 1230 | Legal Due Diligence
1230 - 1300 | Reflections
1300 - 1400 | LUNCH
1400 - 1500 | Legal Due Diligence
1500 - 1515 | Refreshment and Networking Break
1515 - 1630 | Market Due Diligence

**Day 4**

0830 - 0900 | Recap
Market Due Diligence
0900 - 1000 | Market Due Diligence
1000 - 1030 | Refreshment and Networking Break
1030 - 1130 | Market Due Diligence
1130 - 1230 | Market Due Diligence
1230 - 1300 | Closing Remarks
1300 - 1400 | LUNCH
Objectives
The aim of the programme is to enhance participants with skills on how to conduct a due diligence in accordance with the requirements of the Development Finance Institution; and prepare a business plan and finance application to Development Finance Institution requirements. The workshop will be conducted on an interactive basis, using practical examples, presentations and case studies. The programme will cover the following areas:

Scope
Due Diligence Overview
- Main elements of due diligence;
- Aligning priorities to main risks;
- Focus on the future not the past;
- Team leader, team composition and control;
- Basics of technical due diligence.

Commercial Due Diligence
- Purpose and elements of commercial due diligence:
  - Market growth and developments;
  - Competitors;
  - Management team;
  - Published and unpublished information sources;
- Accessing unpublished information.

Financial Due Diligence
- The past versus the future;
- An integrated financial due diligence model;
- Getting back to cash and books of record;
- Financial analysis of forward projections;
- Tax and pensions.

Human Resources Due Diligence
- Understanding the regulatory environment (international context);
- Pay and benefits;
- Industrial relations.

Cultural Due Diligence
- What is culture and how do we evaluate it?
- Assessing cultural risks;
- Other Due Diligence Elements
  - Legal due diligence;
  - IT due diligence;
  - Environmental due diligence.

The International Perspective
- Added complexity and risk of foreign country deals;
- Complexity of multi-country acquisitions;

Due Diligence Inputs to Integration and Valuation
- Reflecting due diligence findings in valuation models;
- Impact of due diligence findings on projected deal returns;
- Collecting information necessary for assessing integration risks.

Reporting Due Diligence Findings
- A structured due diligence report;
- The politics of negative findings, issue of being objective and their reporting.

Facilitator
Mr. Siyanga Malumo has over 35 years of Project Finance Experience (mostly Infrastructure) and Capacity Building experience in Africa, Europe and North America. He is experienced in structuring, packaging and raising funds for Infrastructure Projects in Africa (for Governments, Parastatals, Private Sector, PPPs) using Corporate and Project Finance approaches. He is an expert in the area of Risk Management, Project Finance, Investment Appraisal, Due Diligence.

Mr. Malumo is presently Chairman of Africa Finance and Investments, where he is responsible for leading Project Structuring to ensure Financial Close, successful Project Implementation, development of Business Strategy, identification of Investment Opportunities, Project Appraisal/Evaluation, Investment Decision, Re-source Mobilisation (Debt/Equity) and Capacity Building.