



TADB JOINS THE SADC DFI NETWORK

The SADC DFIs welcomed Tanzania Agricultural Development Bank (TADB) to the Network during their recent meeting in Dar es Salaam, Tanzania, bringing the membership to a [total of thirty-eight \(38\) DFIs](#). Network members witnessed the signing of the Memorandum of Understanding (MoU) by Mr. Francis J Assenga, the Acting Managing Director for TADB, on the 7th July 2017.

TADB is a state-owned development finance institution (DFI), established to catalyse delivery of credit facilities for development of agriculture in Tanzania. It is a national level bank for the agricultural sector that facilitates achievement of food security, agricultural sector transformation, contribution to economic growth and poverty reduction.

The bank is structured to deliver short, medium and long-term lending through refinancing, wholesale lending, direct lending, co-financing, syndications, leveraging/guarantees and infrastructure financing to address financing gaps in the value chains of focus [Read More](#).



Mr. Francis J Assenga, the Acting Managing Director for TADB.

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, Advisory Services & Advocacy
- ◆ Capacity Building
- ◆ SME Development
- ◆ Infrastructure Support

TANZANIA HOSTS THE SADC DFI NETWORK MEETINGS



(L-R) Brig Gen (rtd). Mabula Mashauri - Chairman of TIB Development Bank Board, Honourable Dr. Ashatu Kijaji - Deputy Minister of Finance and Planning, Her Excellency Samia Suluhu Hassan - Vice President of the United Republic of Tanzania, Mr. Dumisani Msibi - Chairman of the SADC DFI Network and Mr. Stuart Kufeni - Chief Executive Officer of the SADC DFRC during the SADC DFI Network Meetings, Julius Nyerere International Convention Centre (JNICC), Dar es Salaam, Tanzania.

The SADC DFRC in collaboration with the [Tanzanian DFIs](#) - National Development Corporation (NDC), Tanzania Agricultural Development Bank (TADB) and TIB Development Bank (TIB) - convened SADC DFI Network biannual meetings on the 4 - 7 July 2017 at Dar es Salaam, Tanzania.

The meetings were officially opened by the Vice President, Her Excellency Samia Suluhu Hassan, on behalf of His Excellency Dr. John Pombe Joseph Magufuli, the President of the United Republic of Tanzania on 6th July.

In her welcome remarks, the Vice President congratulated the SADC DFIs for establishing such a Network which promotes issues of regional integration as well as mobilising financial resources for medium and long term investments. She recognised efforts of DFIs to deliver on various mandates towards achievement of economic growth, employment generation and poverty alleviation in the region.

Her Excellency also applauded the relevant and timely selection of the theme "Towards Industrialisation for Sustainable and Inclusive Development - Role of DFIs in SADC", as it was an item in the main National Agenda for

Tanzania. It was worth noting that Tanzania like other developing countries had interest on industrialisation issues and therefore, deliberations from the forum would enhance government efforts to achieve some projects already in the pipe line.

In winding up her speech, Her Excellency left a few thoughts for future consideration by the DFIs which included among others; recognition of green financing in the region for sustainable development with focus on environmental protection; promotion of value chains across the SADC region; strong partnership with Universities and research institutions with a view to promote a knowledge driven economy, among others.....[Read More](#).

The Vice President was also happy that Tanzania was a preferred host to the July Meetings, and wished attendees a pleasant stay. In support of these words, the hosting institutions had organised a cultural dinner for delegates at the Ramada Resort on the evening of the 6th July.

The official opening was also graced by Honourable Dr. Ashatu Kijaji, Deputy Minister of Finance and Planning who introduced Her Excellency the Vice President to the meeting on behalf of Honourable Minister Dr. Phillip Isdor Mpango....[Read More](#).

This was the second time for Tanzania to host the SADC DFI Network meetings having hosted one in Zanzibar in May 2006.



Vice President, Her Excellency Samia Suluhu Hassan during the opening.



Honourable Dr. Ashatu Kijaji, Deputy Minister of Finance and Planning.

SADC DFIS CEO'S FORUM



SADC DFI Network Meetings, Julius Nyerere International Convention Centre (JNICC), Dar es Salaam, Tanzania



Mr. Dumisani Msibi, Chair of the SADC DFI Network and Group Managing Director for FINCORP.



Brig. Gen (rtd). Mabula Mashauri, Chairman of the TIB Development Bank Board.

The 14th Chief Executive Officers' Forum for SADC DFI Network was held on 6th July, 2017 at the Julius Nyerere International Convention Centre in Dar es Salaam, under the theme "Towards Industrialisation for Sustainable and Inclusive Development - Role of DFIs in SADC. This was in recognition of the prioritisation of industrialisation by SADC Heads of State as a key element towards the achievement of sustainable economic growth and development in the SADC region and enhancing the welfare of its people. The successful implementation of the regional industrialisation strategy will require massive investment across various industrial sectors. In this regard, financial institutions, and specifically DFIs, in tandem with the private sector, play a critical role in mobilising the requisite financial resources....[Read More](#).

The forum explored the role and experiences of national DFIs in supporting industrial development, inclusive of the Small and Medium Enterprises (SMEs) sector, and the successes and challenges that they have encountered. Given the adoption, both at regional and national levels of industrialisation as an economic growth enabler, it was imperative that DFIs play their mandated role specifically the mobilising of financial resources, and targeting these at key growth sectors to ensure the achievement of national and regional development goals.

The forum saw a record attendance of over one-hundred (100) delegates of Senior Government officials, SADC Ambassadors, Executives from DFIs, SOEs and the private sector across the SADC region. The key presentation on the [SADC Industrialisation Strategy and Road Map](#) was delivered by Mr. Seth T. Akweshie, Advisor, SADC Secretariat.

Other presentations sharing respective country experiences in relation to the theme were as below:

- Towards Industrialised Economy: [The Role of DFIs in Tanzania in the Implementation of The Second Five Year Development Plan \(FYDP-II\)](#) by Mr. Charles G Singili, Managing Director, TIB Development Bank, Tanzania;
- [Industrialisation Experiences in Tanzania](#) by Col. (rtd). Joseph L Simbakalia, Managing Director, Export Processing Zones Authority - Tanzania;
- Botswana Development Corporation: [Promoting Industrial Activity in Botswana](#) by Mr. Bashi Gaetsaloe, Managing Director, Botswana Development Corporation, and;
- [Industrialisation in South Africa: The Case of IDC](#) by Ms. Xoliswa Jafta, Senior Economist, Research and Information Department, Industrial Development Corporation, South Africa.

Some major lessons from forum included among others the following:

- Prioritising of strengthening of the Small and Medium Enterprises;
- Prioritising food production, storage, processing and packaging to ensure SADC food security as key enabler of industrialisation;
- Collective acceleration of resource mobilisation;
- Enhanced project planning; and
- Pulling of resources to catalyse industrial development across the region.

Mr. Dumisani Msibi, Chair of the SADC DFI Network and Group Managing Director for FINCORP, Swaziland gave welcome remarks during the opening while Brig. Gen (rtd). Mabula Mashauri, Chairman of the TIB Development Bank Board chaired the forum. The official closing was done by the Chief Executive Officer of SADC DFRC, Mr. Stuart Kufeni and a vote of thanks from the host Institution by Mme Rosebud V. Kurwijila, Chairperson of TABD Board.



CHANGES IN SADC DFI MANAGEMENT

The following changes took place in the DFI Management;

- Mr. Phiwayinkhosi Ginindza has been appointed the new CEO for [Swaziland Industrial Development Company Limited](#) with effect from 1st May, 2017.
- Mr. Ricardo Viegas D'Abreu was appointed the new Chairman of [Banco de Popanca e Credit](#) Board and CEO with effect 24th March, 2017.
- Mr. Michael Ndudzo, General Manager for the [Industrial Development Corporation of Zimbabwe](#) has retired on 31st July, 2017 and Mr. Collin Mutingwende has been appointed Acting GM until further notice.
- Mr. Ramson A. Mwilingali was appointed Acting Managing Director of [National Development Corporation](#) with effect 2nd June, 2017 after Mr. Mlingi Mkucha left bank.

PRUDENTIAL STANDARDS, GUIDELINES AND RATING SYSTEM

29th – 30th May 2017



Prudential Standards, Guidelines and Rating System, DBSA Training Facility, Midrand, South Africa

A training programmes on the Prudential Standards, Guidelines and Rating System (PSGRS) was convened for SADC DFI on the 29 - 30 May 2017 at Midrand, South Africa.

“The PSGRS framework can position DFIs as strong institution, position them at an advantage point when it comes to resource mobilisation. It is an instrument for credit worthiness as it police and regulate Governance, Financial prudence and Operational standards of DFIs which lenders will always look at”, said the Chief



Mr. Stuart Kufeni, CEO, SADC DFRC.



(L-R) Dr. Herrick Mpuku, PM, Mr. Stuart Kufeni, CEO, SADC DFRC & Dr. Michael Mah'moud, Facilitator.

Executive Officer for SADC DFRC, Mr. Stuart Kufeni during his opening remarks. Mr. Kufeni continued to emphasis that Government dependence is not sustainable anymore, and DFIs should strategically position themselves to survive in the absence of government subventions.

The programme strengthened the technical capacity of participants by enabling them to have a clear understanding through explanations by the Project Consultant and focused on review of the ratings, and their adjustment to reflect a more accurate representation of the status of the organisation by reference to relevant information about the organisation.

Dr. Michael Mah'moud, a consultant, is a former Senior staff of the African Development Bank (AfDB) who acted as a Director of the Bank's NEPAD, regional integration, trade department and led the formulation of the PSGRS as AfDB staff, facilitated the programme. It was attended by [thirty-five \(35\) participants](#) from twenty-five (25) member institutions in the SADC region. Twelve (12) countries of the fourteen (14) in the SADC region were represented.

The programme was closed by Dr. Herrick Mpuku, the Programmes Manager at the DFRC who reiterated that the premise of the PSGRS tool was to upgrade DFI standards to re-focus and enable them to borrow regionally and eventually globally.

EXPORT CREDIT FINANCE

25th – 26th May 2017

The SADC DFRC in collaboration with NEPAD foundation conducted an inaugural training programme on Export Credit Finance on the May 25 - 26, 2017 at Sandton, South Africa.

The programme was aimed at imparting skills on export credit insurance and finance to financial institutions involved in export business by looking at current practices and products on the market. It presented the main features of Export Credit & Credit Insurance products. National DFIs benefited significantly from this training interventions since it enabled participants to understand the basic principles relevant to export credit finance and allowed them to improve their financial structuring skills in developing a new project or projects.

The programme attended by [sixteen \(16\) participants](#) from seven (7) Development Finance Institutions was facilitated by Mr. Vincenzo Caputi, Head of Global Solutions from SACE SpA Italy and Mr. Benoit Fugah, Head of Political, Economic Analysis and Research from Export Credit Insurance Corporation of South Africa.

“Exporters and financiers alike therefore need to develop the skills to package their offering to minimise the risks associated with their entry into foreign markets, and thereby facilitate access to pre and postshipment financing for their export transactions”, outlined Dr. Herrick Mpuku, the Programme Manager at the DFRC in his welcome remarks sent to delegates explaining the limited financing, quantum of resources required and the risks associated with the export market.

Mr. Andre Kruger, the Programmes Manager from NEPAD Foundation opened and closed the programme.



Export Credit Finance, Ernst and Young offices, Sandton, South Africa

CHANGE MANAGEMENT

10th – 12th May 2017



Change Management, Avani Lesotho Hotel, Maseru, Lesotho

A three-day training programme on Change Management was held at Maseru, Lesotho on the 10 - 12 May 2017.

In this volatile, uncertain, complex and ambiguous environment, it is important to have the capability to lead change. Disruptive technological developments are the order of the day threatening many organisations' future existence. Therefore, this programme ensured that delegates are well equipped

in leading and managing changes that affect the way they perform daily tasks and a smooth transition when change occurs in any scenario.

A twenty (20) delegate programme was facilitated by Mr. Buyani Zwane involved in human resources management, change management and leadership development for over 25 years with both local and international companies.

Ms. Nthabiseng Posholi, the Acting Chief Executive Officer of Lesotho National Development Corporation and Chairperson of the SADC DFRC Board of Trustees opened and closed the programme.



Credit Risk Management for SMEs, Sibane Hotel, Mbabane, Swaziland

A series of executive development programmes in development finance targeted at Development Finance Institutions took place at Sibane Hotel, Mbabane in the Kingdom of Swaziland. This year, the programmes offered included Credit Risk Management for SMEs aimed at developing and enhancing Credit Appraisal Officers' skills, knowledge and competencies in undertaking efficient and effective appraisals and assessments, while Managing Problem Loans taught fundamentals required in Credit Relationship Management, Managing Problem Loans & Post Investment and strategies that minimise their occurrence, optimise recovery of bad loans and nurture redeemable ones to good standing.

Credit Risk Management for SMEs, convened on 4 - 7 April, 2017 was official opened by the Group Managing Director for the [Swaziland Development and Finance Corporation \(FINCORP\)](#) and Chair of the SADC DFI Network Mr. Dumisani Msibi, and closed by the Programmes Manager at the DFRC, Dr. Herrick Mpuku.

"I am a strong believer in that as DFIs we can only effectively and efficiently deliver meaningful results on our developmental mandate if we better equip our personnel with the relevant skills and I believe this training course is one of such initiatives", expressed Mr. Msibi in his opening remarks. He also commended the SADC DFRC for the commitment in building a sound skills base; body knowledge and expertise among regional DFIs through the technical training being offered.

Mr. Windu Matoka, a consultant of over 30 years experience working in the entrepreneurship environment in

National cluster programmes were the first collaboration of the financial year 2017/18. These programmes were presented by DFRC in conjunction with the SWAZI DFIs under the aegis of the Swaziland Development Finance School (SDFS). It is an initiative to address skills gaps focusing on the special needs of DFIs in particular countries.



Mr. Dumisani Msibi, Group Managing Director, FINCORP.



Dr. Herrick Mpuku, Programmes Manager, SADC DFRC.

Zambia resourced a [thirty \(30\) delegated](#) programme. The delegation was dominated by SWAZI local DFIs and representation from Malawi, Mozambique, Namibia, Zambia and Zimbabwe as well as a private sector representatives from Barclays Bank of Zimbabwe Ltd.



Mr. Phineas Magagula, then Acting Managing Director, SIDC.



Ms. Thembi Dlamini, Executive Director - Business Support, SWAZIBANK.

"This week's programme was Managing Problem Loans which is key in ensuring business continuity. We therefore need to strengthen our ability to successfully follow up on funds we have disbursed, and this training has provided a lot of insight", explained Ms. Thembi Dlamini, the Executive Director, Business Support from Swaziland Development and Savings Bank (SWAZIBANK) who did the official closing on behalf Mr. Zakhele Lukhele, Managing Director at the Bank. Ms. Dlamini expressed sentiments from her MD of his appreciation to SADC DFRC for choosing Swaziland as a host country for such an important training, and such opportunities are highly valued for Local DFIs as a good platforms for sharing experiences and learning from each other.

The programme which was officially opened by the then Acting Chief Executive Officer of Swaziland Industrial Development Company (SIDC), Mr. Phineas Magagula followed on April 10 - 12, 2017 at the same venue.

[Twenty-nine \(29\) participants](#) from Development Finance institutions in the region as well as a private sector attended the programme. Seven (7) countries were represented namely; Malawi, Namibia, Seychelles, Swaziland, Tanzania, Zambia and Zimbabwe.

Mr. Andrew McRobert, a credit and risk management specialist with particular emphasis on development banking, management of non-performing loans and equities, strengthening credit management systems and restructuring, commercialising and selling or liquidating state-owned enterprises, facilitated the programme.



Mr. Andrew McRobert, Facilitator.



Managing Problem Loans, Sibane Hotel, Mbabane, Swaziland

PPP FOUNDATION FOR MFED

3th – 4th April 2017

A second collaborative training programme between SADC DFRC and Ministry of Finance and Economic Development (MFED) in Botswana on PPP Foundation was held on the April 3 - 4, 2017 at the Cresta President Hotel, Gaborone in Botswana.

"Where Governments do not have enough money, they leverage off the cash from private sector investment like private banks, equity or money markets to raise the capital to build infrastructure, and will basically payback the private sector over a period of time. Its almost like paying off a mortgage", said Mr. Kogan Pillay, Head of PPP Unit at the SADC DFRC during an interview the Botswana Television.

Mr. Pillay, a PPP Expert with a wealth of experience and involvement in assisting SADC countries to develop PPP policies, frameworks and institutional arrangements to deliver bankable projects to the marketplace facilitated the programme.

The programme was attended by sixty-two (62) senior government officials in the Local Authorities involved in planning, preparations, procurement and implementation of infrastructure projects focused on introducing participants to the fundamental concepts of PPPs of project identification, conducting a feasibility study and appropriate funding mechanisms for infrastructure projects. It covered among other planning, preparation, procurement and implementation of infrastructure projects, and several issues including PPP processes, principles of project finance and contract management.

CAPACITY BUILDING - DEVELOPMENT FINANCE

Upcoming Training Programmes for 2017/18

- Programme: Investment Appraisal and Risk Analysis
Venue: Zimbabwe
Date: 4 - 8 September 2017
- Programme: Advanced Project Management
Venue: Zimbabwe
Date: 11 - 15 September 2017
- Programme: Due Diligence
Venue: Zimbabwe
Date: 18 - 21 September 2017
- Programme: CEO's Colloquium
Venue: South Africa
Date: 11 - 12 October 2017

Programmes for the whole financial year 2017/18 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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