



ZIMBABWE DEVELOPMENT FINANCE SCHOOL (ZDFS)

4th – 21st September 2017



Investment Appraisal and Risk Analysis, Monomotapa Hotel, Harare, Zimbabwe.

The SADC Development Finance Resource Centre convened a collaborative series of development programmes with the [Zimbabwean Development Finance Institutions \(DFIs\)](#) under the aegis Zimbabwe Development Finance School (ZDFS). The ZDFS was the second cluster programmes following the [launch of the initiative](#) back in 2013.

The three (3) weeks Executive development programmes targeted at DFIs, State-Owned Enterprises (SOEs) and the private sector took place at Monomotapa Hotel in Harare, Zimbabwe from the 4th - 21st September 2017. The programmes were preceded by Investment Appraisal and Risk Analysis, followed by Advanced Project Finance and Due Diligence on the final week.

Investment Appraisal and Risk Analysis, convened on the 4th - 8th September 2017 was officially opened by the Chief Executive Officer of the Small and Medium Enterprises Development Corporation (SMEDCO), Mrs. Gladys Kanyongo while the Mr. Stuart Kufeni, the Chief Executive Officer of the SADC DFRC welcomed the delegates to the programme.

Mr. Stephen Zhanje, a lecturer of over 17 years of teaching experience at a University level with emphasis in cost benefit analysis/investment appraisal and analysis, health economics, microeconomics, project management, mathematical economics, econometrics, corporate finance and investments facilitated the programme. It equipped participants with developing their skills to plan and assess investment projects, redesign projects to add value, prepare projects financing agreement and address stakeholders concerns.

The programme saw an attendance of [thirty-two \(32\) delegates](#) from eleven (11) DFI in the SADC region, nine (9) constituted by our SADC DFI Member institution and two (2) Non-member DFIs being Tourism Finance Corporation (TFC) from Kenya and Zimbabwe Agricultural Development Trust (ZADT). The delegation represented five (5) countries in the region viz Angola, Botswana, Kenya, Zambia and Zimbabwe which constituted sixty-five (65) percent of the overall attendance.

The Acting General Manager for Industrial Development Corporation of Zimbabwe (IDCZ), Mr. Collin Mutingwende closed the programme and awarded delegates certificates jointly with the Chief Executive Officer of the DFRC Mr. Stuart Kufeni, who thanked the delegates and their institutions for their attendance.



Mr. Stuart Kufeni, CEO, SADC DFRC during the official opening.



Mrs. Gladys Kanyongo, CEO, SMEDCO giving opening remarks.



Mr. Collin Mutingwende, Deputy GM, IDCZ during the closing ceremony.

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

Advanced Project Finance followed on week two (2) from 11th - 15 September 2017.

The programme custom-made for Development Finance and related Institutions premise was to equip participants with knowledge in understanding, and enabling them to develop, package and deliver project finance to their clients. It makes for a more effective execution of



Advanced Project Finance, Monomotapa Hotel, Harare, Zimbabwe.

deals and improved turnaround of project applications, better design of projects and improved performance of DFIs portfolio.

[Twenty-five \(25\) participants](#) from nine (9) DFIs attended the programme which saw representation from five (5) countries namely Botswana, Kenya, Tanzania, Zambia and Zimbabwe which again supported the local conducted programme with a percentage share of seventy-six (76) percent. An experienced facilitator of over thirty-five (35) years in Project Finance Experience (mostly Infrastructure) and Capacity Building experience in Africa, Europe and North America, Mr. Siyanga Malumo facilitated the programme. His expertise extend to structuring, packaging and raising funds for Infrastructure Projects in Africa (for Governments, Parastatals, Private Sector, PPPs) using Corporate and Project Finance approaches.

Mr. Stuart Kufeni, the Chief Executive of the SADC DFRC opened the programme while Mr. Siyanga Malumo, the chairman of Africana Finance and Investments and the facilitator awarded certificates of attendance to the participants.

Due Diligence was the last of the three (3) consecutive programmes which ran from 18th - 21st of September 2017. The programme still



Due Diligence, Monomotapa Hotel, Harare, Zimbabwe.

hosted at Monomotapa Hotel, Harare, Zimbabwe, enhance participants with skills on how to conduct a due diligence, prepare a business plan and finance application in accordance with the requirements of DFIs. It covered commercial, financial, human resources, cultural, international perspective, inputs to integration and valuation and the impact of due diligence findings on projected deal returns.

[A twenty-six \(26\) delegate](#) programme was also facilitated by the chairman of

Africana Finance and Investments, Mr. Siyanga Malumo. Seven (7) Member DFIs were represented and one (1) Non-member institution called Central Bank of Swaziland.

Mr. Malumo awarded participants certificate jointly with Mr. Derek Sibanda, Public relations advisor at the Industrial Development Corporation of Zimbabwe, Ms. Ropafadzo Muzira, Acting Human Resources Manager at Small and Medium Enterprises Development Corporation and Mr. Simbarashe Makombera, Human Resource Manager at the Agricultural Bank of Zimbabwe who also welcomed participants to programme during the official opening.



CORPORATE GOVERNANCE BOAD INDUCTION FOR SKTMTH

18th September 2017

A collaborative programme between the SADC DFRC and Public Enterprises, Evaluation and Privatisation Agency (PEEPA) on Corporate Governance Board Induction was convened on Monday, 18th September 2017 at Avani Gaborone Sun Hotel for Sir Ketumile Masire Teaching Hospital (SKTMTH) Board Members.

Eleven (11) members of the Executive attended the programme which covered Principles of Corporate Governance, Board Effectiveness, Governance & Risk and Strategy & Corporate Governance.



Corporate Governance Board Induction for SKTMTH, Avani Gaborone Resort and Casino, Gaborone, Botswana

In her opening remarks Ms. Sheila Modise, Acting Director of Privatisation, Monitoring and Evaluation explained that PEEPA has been mandated to advise the Government of Botswana on privatisation strategies and to implement the privatisation programme, which includes commercialisation, restructuring, outsourcing and divestiture intervention, monitoring of performance of Public Entities (PEs) or Parastatals, as well as promoting good corporate governance. Therefore the main purpose of the workshop was to induct SKTMTH Board members on Corporate governance and their role on the board.

The programme was resourced by Mr. Jonnah Pongaponga, an experienced facilitator with over 25 years work experience in main stream accounting, financial consultancy, strategy development, taxation consultancy, business consultancy and corporate training.

The Programmes Manager at the SADC DFRC, Dr. Herrick Mpuku gave an account on both the history of the Corporate Governance programme and the DFRC as the capacitating institution while the Board Chairman of the SKTMTH, Dr. Edward Maganu closed the pro-

CORPORATE GOVERNANCE FOR NDB

1st - 2th September 2017



Corporate Governance for NDB, Big Valley Game Lodge, Lobatse, Botswana

National Development

Bank (NDB) in conjunction with SADC DFRC convened a special two-day programme for the bank's Board Members and Senior Management on Corporate Governance on the 1st - 2nd September 2017.

The programme which was held at the Big Valley Game Lodge, Lobatse, Botswana covered Principles of Corporate Governance, Board Effectiveness

, Governance & Information Technology, Governance & Risk Management, Strategy & Corporate Governance, Financial Management & Internal Controls and Ethics and Governance.

A sixteen (16) delegated programme was facilitated by Dr. Charles Nyoka, a lecturer of Accounting and Finance at the University of South Africa who has been involved in delivering a range of post experience/executive development programmes in the SADC Region.

Mr. Godfrey Molefe, Board chairperson from National Development Bank of Botswana officially opened and closed the programme while Ms. Lorato Morapedi, Chief Executive Officer at the Bank gave introductory remarks. The DFRC was represented by Programmes Manager Dr. Herrick Mpuku.

SWAZIBANK INHOUSE PROGRAMMES

29th – 30th May 2017



Credit Risk Management for SWAZIBANK, Swazibank Offices Manzini, Manzini, Swaziland

as providing loans on a longer term basis.

Credit Risk Management for SMEs which aimed at developing and enhancing Credit Appraisal Officers' skills, knowledge and competencies in undertaking efficient and effective appraisals and assessments, proceeded on the 21st – 25th August, while Managing Problem Loans which followed on the 28th - 30th August 2017, 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.

"Quite evidently, from the experience of DFIs in general, the incidence of non-performing loans tends to be quite high and presents major challenges for the liquidity and operational viability of DFIs. However, DFIs cannot shirk from the responsibility of providing finance to difficult clients as this may render them irrelevant as this departs from their fundamental mission" said the Programmes Manager of the DFRC, Dr. Herrick Mpuku in his speech sent to delegates.

Dr. Mpuku emphasised the imperative of the DFIs to confront this challenge, and be able to develop the skills that will identify potential problems, and to take pre-emptive or remedial action, as the case may be to ensure that generally difficult clients are brought into the mainstream of financial service provision, and through this they contribute to the economic and social development of their communities.



Managing Problem Loans for SWAZIBANK, Swazibank Offices Manzini, Manzini, Swaziland

Mr. Windu Matoka, a consultant of over 30 years experience working in the entrepreneurship environment in Zambia resourced a [thirteen \(13\) delegated programme](#) on Credit Risk Management for SMEs, while an expert on Managing Problem Loans, Business Support, Recoveries and Credit Restructuring Mr. Haroon Docrat facilitated the second week [sixteen \(16\) delegated programme](#).

Ms. Makhosazana Shongwe, Training and Development Officer at SWAZIBANK did a joint awarding of the certificates to participants with the two facilitators on both programmes. She expressed sincere gratitude to the DFRC and the facilitators on behalf her bank and all members of staff who were part of the programme.



NAMIBIA DEVELOPMENT FINANCE SCHOOL (NDFS)

24th July – 2nd August 2017



Financial Modelling, Hotel Safari, Windhoek, Namibia

on various case studies of financial modelling and project finance. The programme took place on the 24th - 28th July 2017 followed by Leadership and Management Skills Development on the 31st July - 2nd August 2017 which equipped participants with understanding the basic elements of Organisational Leadership Culture and identify critical elements to pay more attention to design, build and implement the desired high performance culture within the organisation.

Thirteen (13) delegates from seven (7) Development Finance Institution in the region attended Financial Modelling which was resourced by Mr. Tafadzwa Ganye, an expert in Project & Structured Finance Advisory and Investments from the Coeng Engineered Sustainable Solutions, South Africa. The programme was officially opened by Mr. Jerome Mutumba, Senior Manager – Corporate Communication from the Development Bank of Namibia (DBN).

The latter was facilitated by Dr. Dumisani Magadlela, a Certified Nine Conversations in Leadership Facilitation, and has over ten (10)

experience of facilitating leadership training sessions.

Mr. Martin Inkumbi, the Chief Executive Officer of the DBN officially opened the programme which was attended by twenty-seven (27) delegates from twelve (12) Member DFIs within five (5) countries in the region namely; Angola, Botswana, Namibia, Zambia and Zimbabwe.



A second cluster programmes of the year 2017 under the auspices of [Namibia Development Finance Institutions](#) took place at Hotel Safari, Windhoek, Namibia on the 24th July - 2nd August 2017.

The training programmes included Financial Modelling which focused on enabling participants to understand the elements of financial modelling, developing, practicing, being able to conduct simulations of different scenarios and applying



Mr. Jerome Mutumba, Senior Manager – Corporate Communication, DBN



Leadership and Management Skills Development, Hotel Safari, Windhoek, Namibia



Mr. Martin Inkumbi, Chief Executive Officer, DBN, during the opening ceremony.

RISK MANAGEMENT

3rd – 7th July 2017



Risk Management, Double Tree Hotel, Dar es Salaam, Tanzania

aspects of market and operational risk. It was intended to assisting participants in applying a risk management framework in the execution of their duties, while developing risk management policies, procedures and methodologies for their institutions, particularly with respect to credit risk.

The programme which was facilitated by Chairman of Africana Finance and Investments, Mr. Siyanga Malumo saw an attendance of [twenty-nine \(29\) participants](#) from ten (10) Member DFIs and Zimbabwe Agricultural Development Trust (ZADT) which is a Non-member. The delegation represented five (5) countries namely were Botswana, Namibia, Seychelles, Tanzania and Zimbabwe.

Mr. Stuart Kufeni, Chief Executive Officer of the SADC DFRC officially opened the programme while Mr. Charles Singili, the Managing Director of [TIB Investment Bank \(TIB\)](#) and Mr. Francis Assenga, the Acting Managing Director of Tanzania Agricultural Development Bank (TABD) delivered welcome remarks. The Programmes Manager at the DFRC, Dr. Herrick Mpuku closed the programme.

The SADC DFRC convened a programme on Risk Management on the 3rd - 7th July 2017 at the Double Tree Hotel, Dar es Salaam, Tanzania.

The five-day programme explored best practice in institutional arrangements for risk management in DFIs and related institutions, focusing into concepts, tools and techniques of credit risk management, but also dealing with



Mr. Stuart Kufeni, CEO, SADC DFRC.



Mr. Francis Assenga, Acting MD, TABD.



Mr. Charles Singili, MD, TIB

SADC DFI NEWS

OBITUARY: SIR KETUMILE QUETT MASIRE

The SADC DFRC notes the passing of one of the founding fathers of SADC and Former President of the Republic of Botswana on the June 22, 2017, Gaborone, Botswana. The DFRC shares its sympathy with the Nation of Botswana on the passing of this important national leader. Management and members of staff of the DFRC went to pay their respects and wrote messages of condolence during Masire's lying in state at the Parliament Building.

CHANGES IN SADC DFI MANAGEMENT

The following changes took place in the DFI Management;

- Mr. Michael Ndudzo retired as General Manager for the Industrial Development Corporation of Zimbabwe with effect from 31st July, 2017 and Mr. Collin Mtingwende has been appointed to act until further notice.
- Mr Efford Goneka from the [Export Development Fund of Malawi](#) has retired and Mr Rodrick Wiyo was appointed Managing Director with effect from 1st July, 2017.
- Dr. Racious Moilamashi Moatshe has been appointed Chief Executive Officer of Local Enterprise Authority taking over from Dr. Tebogo Matome.

CAPACITY BUILDING - DEVELOPMENT FINANCE

Upcoming Training Programmes for 2017/18

- Programme: Capacity Building Review & Communication Skills for HR Managers
Venue: South Africa
Date: 15 - 17 November 2017
- Programme: Finance for Non Finance Managers
Venue: Swaziland
Date: 5 - 7 December 2017
- Programme: Chief Executive Officers' Forum
Venue: Swaziland
Date: 7 December 2017

Programmes for the whole financial year 2017/18 can be viewed by following the links below;



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



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