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Programme**

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Annual Report 2008**

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Note

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DMFAS Programme

Annual Report 2008

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Executive summary

This report describes the activities, achievements and financial situation of the Debt Management and Financial Analysis System (DMFAS) Programme of the United Nations Conference on Trade and Development (UNCTAD) during 2008. It is intended for the Programme's donors, its development partners and its beneficiary countries, and for all others interested in debt and development issues.

Effective debt management is an intrinsic part of sound public financial management and overall good governance. Debt management, nonetheless, remains a challenge for most developing countries. In order to attain sustainable debt levels and to use debt instruments as an efficient tool for development, prudent debt management and the availability of reliable and timely debt data are essential. Many Governments lack the appropriate institutional, human and technical capacity for handling public resources and liabilities more effectively. The DMFAS Programme helps countries build that capacity.

The DMFAS Programme is a leading world provider of technical cooperation and advisory services in the area of debt management capacity-building. It is also a concrete example of how a United Nations programme and the donor community can build capacity at the country level, in support of good governance, development, and poverty reduction.

The Programme has been successful in helping Governments improve their capacity to manage debt since the early 1980s. As the debt situation of developing countries has evolved over the past three decades, the DMFAS Programme has adapted its technical assistance to the changing debt management needs of these countries. The Programme's objective of helping developing economies and economies in transition to strengthen their debt management capacity is supported by numerous United Nations resolutions on debt and development, the Accra Accord, UNCTAD's São Paulo Consensus, the Monterrey Consensus, the Millennium Development Goals and other internationally agreed development goals.

The DMFAS Programme offers countries a set of proven long-term solutions for improving their capacity to handle the day-to-day operational management of public liabilities, and for producing reliable debt data for policymaking purposes. This includes its specialized debt management software – the DMFAS software – as well as advisory services and training activities in debt management. These products and services are continuously updated in line with countries' new requirements and in accordance with best practices in debt management.

By the end of 2008, the total number of countries to which the Programme had so far provided technical assistance at the country level, since its inception in 1981, was 66 (to be precise: 65 countries and one territory), including 101 different institutions. In addition, the high number of countries that have adopted the DMFAS software over the years – and that have constantly renewed their choice of the Programme's products and services – is impressive. In 2008, for example, 85 per cent of all countries that had chosen the DMFAS system since the Programme started were still using DMFAS for their day-to-day debt operations, rather than any other system.

During the year, the Programme also continued to contribute to capacity-building efforts at the international and regional level. This has included the Programme's ongoing participation in the Inter-Agency Task Force on Finance Statistics, as well as the co-organization of regional events with technical partners in debt management such as the Macroeconomic and Financial Management Institute (MEFMI). It has also included active contributions by the Programme to the recent Debt Management Performance Assessment (DeMPA) and Medium-term Debt Management Strategies (MTDS) framework initiatives of the World Bank and the International Monetary Fund (IMF).

In 2008, the Programme made significant progress in implementing its four-year strategic plan for 2007–2010, as agreed with its donors and other stakeholders. The plan takes into account the conclusions and recommendations of the last DMFAS Programme mid-term review, the changing

needs of DMFAS beneficiary countries, the experience accumulated by the Programme over more than 25 years, and the evolving nature of debt management policies and tools. The plan focuses on the Programme's relevance and comparative advantage compared to other providers of technical assistance to developing countries, particularly in the area of operational debt management, from debt data recording to basic debt analysis.

Significant progress was achieved in all the key areas of the plan during the year, notably in capacity development and in developing the next version of the DMFAS software – version 6 – which, in particular, will address the growing importance of domestic debt. In addition, coordination was intensified with other international and regional organizations involved in helping countries to improve their debt management.

As part of its efforts to improve overall efficiency and effectiveness, and in order to better deliver its strategic plan for the 2007–2010 period, the Programme continued in 2008 to make a number of improvements to the general management, to administration and to communications, including efforts to increase the cost-sharing contribution by DMFAS clients to the Programme's central costs. Efforts also included the outsourcing of the major components of the development of the next version of the DMFAS software to the private sector, and the posting of a central staff member to Bamako as part of the Programme's decentralization objectives.

As well as the ongoing permanent support provided to countries through its central operations, the Programme managed 43 active projects at the country level during the year, and organized 112 national and regional capacity-building missions, resulting in the training of more than 600 officials. This capacity-building also resulted in clearly identifiable outputs, such as debt data validation calendars and statistical bulletins in a number of countries.

The Programme's continued relevance in helping developing countries meet the complex challenges of debt management is shown by the sustained interest of countries in the products and services provided by the Programme, the high fidelity rate of countries actively using the DMFAS software, and the high number of officials requesting and receiving training from the Programme. The high level of participation by DMFAS beneficiary countries in the Programme's cost-sharing mechanism is another indicator of the Programme's importance in helping countries to manage their debt more effectively.

This sustained interest from countries requiring the Programme's technical assistance necessitates continued investment from the Programme's donors and UNCTAD. The lessons learnt in 2008 reaffirm the need to strengthen the middle- and long-term financial sustainability of the Programme, by consolidating a multi-year, multi-donor pledging mechanism. This would greatly enhance the Programme's capacity to plan and deliver its core activities and develop its products, goods and services as expected by its clients, in response to developing countries' debt management needs.

Regarding the financial situation of the Programme, in 2008, donor contributions remained stable at a level of \$2.7 million, while cost-sharing progressed steadily, as more countries adopted the maintenance agreements and accepted to contribute through development fees. Maintenance fees have reached the historic level of \$1 million, received so far since 2002, which is an important milestone in the financial structure of the Programme. On the other hand, expenditures increased in 2008 as foreseen in the strategic plan, due to the costs of the development of DMFAS version 6 – a key investment for the future of the Programme.

Key achievements in 2008

Countries assisted

- Two new institutions chose the DMFAS Programme for technical assistance at the country level in debt management: the Ministry of Finance of Egypt became the 100th institution to choose DMFAS, and the Central Bank of the Philippines the 101st.
- Half of all countries (19) with heavily indebted poor country (HIPC) status are DMFAS beneficiaries.
- 20 least developed countries (LDCs) are active DMFAS users at present.
- Management of 43 active projects at the country level during the year.
- Signing of new projects for five countries (eight institutions) that are currently DMFAS clients.

Support given

- The Programme made significant progress in all key areas of its 2007–2010 strategic plan in the support it provides to countries (including development of the next version of DMFAS, and capacity-development activities).
- The DMFAS helpdesk answered over 600 DMFAS user queries.
- Over 600 debt officials benefited from DMFAS capacity training.
- Implementation of a new capacity-building module in debt portfolio analysis during a regional workshop in Amman, Jordan.
- Capacity-building modules resulted in 11 debt data validation calendars and 5 official debt statistical bulletins.
- The Programme organized 112 capacity-building missions, which included on-the-job training, national and regional workshops, study tours, and needs assessment and project evaluation missions.

Updates to the DMFAS system by countries and integration with other financial management systems

- An update to DMFAS 5.3 – the current version of the system – was provided to countries already using DMFAS 5.3.
- Seven current DMFAS client countries (seven institutions) updated to DMFAS 5.3. from their previous version.
- Three new institutions have started the development of interfaces between the DMFAS system and other integrated financial management information systems (IFMIS).

Coordination and sharing of best practices

- Intensification of collaboration with other international and regional institutions in debt management, including contribution to the development of the Debt Management Performance Assessment and the Debt Management Facility for Low-income Countries initiatives.
- Participation in the Inter-Agency Task Force on Finance Statistics.

Continued relevance of the Programme

- The vast majority (85 per cent) of all DMFAS beneficiaries – since the launch of the Programme in the early 1980s – are still relying on the DMFAS system for the management of their day-to-day debt, rather than on any other system.
- The Programme's donor base was broadened to include one new donor.
- The majority of DMFAS user countries participated in the Programme's cost-sharing mechanism.

Other

- Improved overall efficiency of the Programme.
- Outsourcing of the development of DMFAS 6 to the private sector.

1. Introduction

In 2008, the Programme made significant progress in the implementation of its strategic plan for 2007–2010, as agreed with its donors at the donor consultation meeting in Oslo in November 2006.

The present document reports on the activities and the financial situation of the DMFAS Programme in 2008 and is structured as follows:

1. The introduction presents the Programme's development context, the focus of its technical assistance, and its capacity-building approach.
2. The capacity development section describes DMFAS project activities; the Programme's capacity-building activities in countries, which are provided through training; and also the implementation and operational status of DMFAS at the end of the year.
3. The systems management section gives information on the development and distribution of DMFAS in the countries in which the software is installed, as well as information about system support and maintenance.
4. The programme management section describes the Programme's collaboration with other institutions providing technical assistance in debt management, its synergies within UNCTAD and its efforts to improve internal effectiveness and efficiency, including its communication strategy and the broadening of its donor base.
5. The funding and expenditures section describes the financial situation of the Programme in 2008.

Development context

Active public debt management is an important tool for ensuring that countries maintain sustainable levels of debt, in pursuit of their broader development objectives. Effective debt management, nonetheless, remains a challenge for most developing countries. In order to attain sustainable debt levels and to use debt instruments as an efficient tool for development, prudent debt management and the availability of reliable and timely debt data are essential. Many Governments lack the appropriate institutional, human and technical capacity for handling public resources and liabilities in a more effective way.

The DMFAS Programme's role in helping developing countries strengthen their debt management can be seen against the background of numerous United Nations General Assembly resolutions on debt and development, the Monterrey Consensus, the Millennium Development Goals, and other internationally agreed development goals. General Assembly resolution A/RES/58/203 "stresses the need to strengthen the institutional capacity of developing countries in debt management" and "calls upon the international community to support the efforts made towards this end, and in this regard stresses the importance of such initiatives as the Debt Management and Financial Analysis System" [of the United Nations Conference on Trade and Development] (para. 16). More recently, in General Assembly resolution A/RES/62/186, adopted in December 2007, the General Assembly emphasizes that "debt sustainability is essential for underpinning growth", and underlines "the importance of debt sustainability and effective debt management to the efforts to achieve national development goals, including the Millennium Development Goals".

The same resolution "further welcomes the efforts of and calls upon the international community to support institutional capacity-building in developing countries for the management of financial assets and liabilities and to enhance sustainable debt management as an integral part of national development strategies" (para. 25). See annex 8 for a summary of United Nations and international mandates relevant to the work of the Programme.

Since the early 1980s, UNCTAD has established itself, through the DMFAS Programme, as a leading international organization in assisting developing countries in the area of debt management, and has so far supported 66 countries (to be precise, 65 countries and 1 territory) and 101 institutions.

As the debt situation of developing countries has evolved over the past three decades, the DMFAS Programme has adapted its technical assistance to countries' changing debt management needs.

Focus of DMFAS technical assistance

The overall objective of the DMFAS Programme is to strengthen the capacity of developing countries to manage their debt in an effective and sustainable way, in support of poverty-reduction, development and good governance.

In 2008, the Programme was well under way in the implementation of its four-year strategic plan for 2007 to 2010, as agreed with its donors and other stakeholders. The plan takes into account the conclusions and recommendations of the last mid-term review, the changing needs of DMFAS beneficiary countries, the experience accumulated by the Programme over nearly 25 years, and the evolving nature of debt management policies and tools. The plan focuses on the Programme's comparative advantages in relation to other providers of technical assistance, particularly in the area of operational debt management, from debt data recording to basic debt analysis.

By working with the countries and also with international and regional organizations dealing with debt, the Programme identifies best practices in debt management and translates them into specialized products and services (see box 1). These are shared with countries through technical cooperation projects, and through international and regional conferences and workshops.

The Programme's core product is its Debt Management and Financial Analysis (DMFAS) software, which can be used for the purposes of recording, monitoring and analysing debt information. Usually installed in a country's finance ministry and/or central bank, the DMFAS software supports the management of both external and domestic public debt (loans and debt securities), whether this be short-, medium- or long-term debt. It also can be used for private debt, grants and on-lent loans.

Box 1. DMFAS solutions to debt management

- *Capacity-building through the provision of specialized debt management and financial analysis software (the DMFAS software), which is designed to meet the operational, statistical and analytical needs of debt managers and bodies involved in elaborating public debt strategies. Includes training in the use of the software;*
- *Capacity-building through the Programme's advisory services, including needs assessments and advice on technical, administrative, legal and institutional debt management issues. Includes assistance in software installation and maintenance;*
- *Capacity-building in debt management skills, and through the Programme's modules in debt data validation, statistics and debt analysis.*

Channelling of the Programme's technical assistance to countries is mostly carried out through the implementation of country projects, which are managed by project managers. Where possible, the DMFAS software and its related services are provided in any of the following five languages: Arabic, English, French, Russian and Spanish.

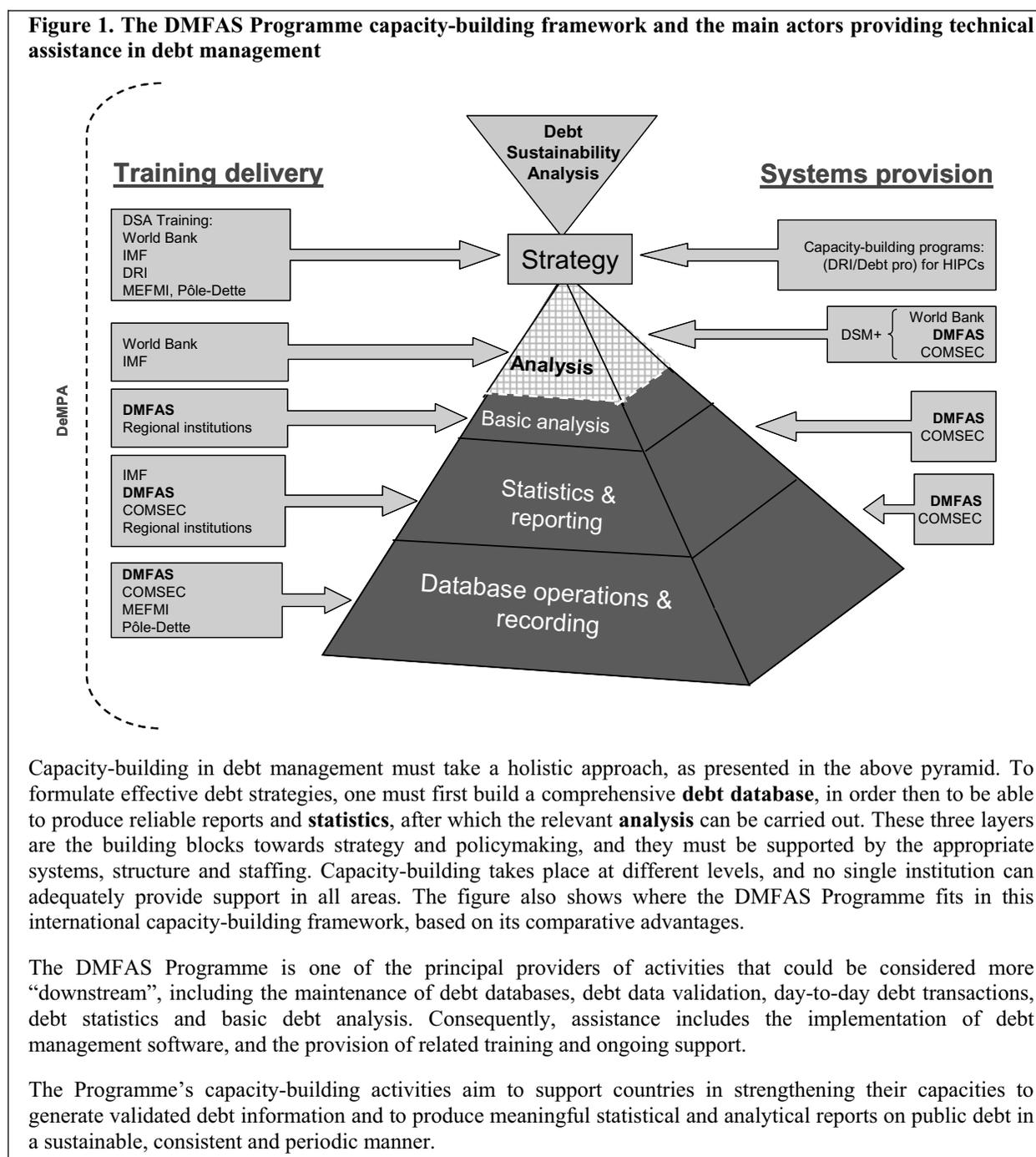
DMFAS country projects encompass the wide range of products and services provided by the Programme. Activities include installation of the DMFAS software and training in its use, assistance in database creation, data validation, statistical reporting, and support for debt analysis. Many projects also assist Governments in the development of appropriate legal, administrative, technical and organizational environments in support of debt management. Additionally, they may also cover assistance in establishing appropriate communication and information flows, or in linking the debt database to different information systems such as payment, budgeting, treasury and accounting systems, or to an integrated financial management information system (IFMIS). The Programme also organizes country participation in national and regional workshops, as well as study tours and international meetings.

The length of each individual country project will vary, depending on the number of activities involved and the funding available. It is important to emphasize that the Programme's technical cooperation with each country does not stop with the completion of each project. The Programme provides an ongoing maintenance service to DMFAS client countries, which operates beyond project activities. This includes the provision of system updates and enhancements to keep pace with rapid developments in international financial practices and information technology, as well as documentation, the helpdesk, and other services. For example, in 2008, the helpdesk responded to over 600 requests for assistance from countries.

The DMFAS Programme's capacity-building approach

The Programme's approach to capacity-building in debt management is based on the DMFAS capacity-building pyramid, as described in figure 1.

Figure 1. The DMFAS Programme capacity-building framework and the main actors providing technical assistance in debt management



Capacity-building in debt management must take a holistic approach, as presented in the above pyramid. To formulate effective debt strategies, one must first build a comprehensive **debt database**, in order then to be able to produce reliable reports and **statistics**, after which the relevant **analysis** can be carried out. These three layers are the building blocks towards strategy and policymaking, and they must be supported by the appropriate systems, structure and staffing. Capacity-building takes place at different levels, and no single institution can adequately provide support in all areas. The figure also shows where the DMFAS Programme fits in this international capacity-building framework, based on its comparative advantages.

The DMFAS Programme is one of the principal providers of activities that could be considered more “downstream”, including the maintenance of debt databases, debt data validation, day-to-day debt transactions, debt statistics and basic debt analysis. Consequently, assistance includes the implementation of debt management software, and the provision of related training and ongoing support.

The Programme's capacity-building activities aim to support countries in strengthening their capacities to generate validated debt information and to produce meaningful statistical and analytical reports on public debt in a sustainable, consistent and periodic manner.

2. Capacity development

The Programme's overall objective of helping countries develop their capacity to better manage their debt pervades all aspects of the Programme's work. Strengthening of its ability to meet this objective is the underlying goal of the Programme's 2007–2010 strategic plan. How the Programme meets this objective – through the continued development of its core product, the DMFAS system – is described in chapter 3 (systems management) of this report, and in chapter 4 (programme management). Section 2 describes the status of the Programme's capacity-building activities at the country project level in 2008. It also describes how capacity-building is provided by means of relevant training activities, and summarizes the implementation and operational status of DMFAS in the countries at the end of 2008.

2.1 Country project management

In line with the strategic plan, the priorities of the Programme in 2008 in the area of project management were:

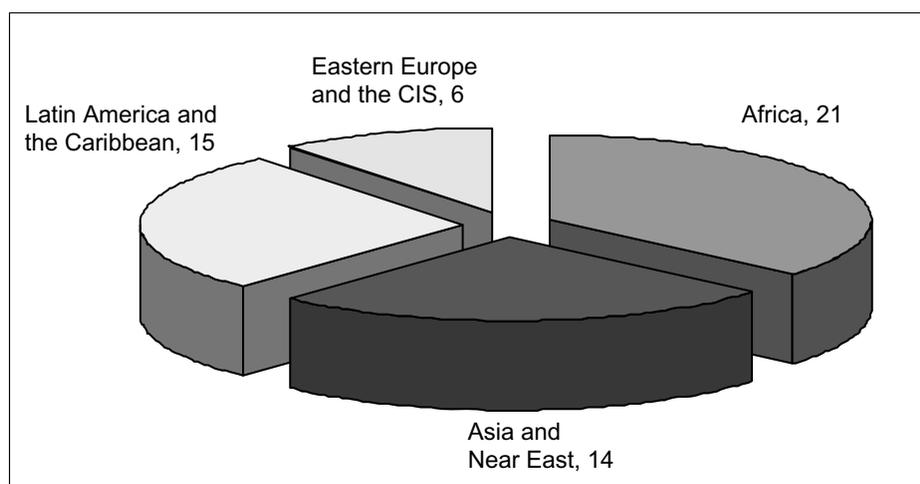
- To respond to the increase in requests from user countries for the Programme's products and services;
- To respond to the changing nature of countries' needs for services in different areas of debt management, including the linking of DMFAS with other financial management software; and
- To enhance the Programme's capacity to deliver its expertise – both in qualitative and quantitative terms – through upgrading the skills of the central staff, possible outsourcing and decentralization of certain tasks, and improvements to accountability and the reporting of field operations.

Increasing number of DMFAS clients

Since its inception in 1981 and up until the end of 2008, the Programme had provided technical assistance to a total of 66 countries and 101 institutions. The vast majority of these countries – 56 in total – were still active users of the DMFAS system in 2008, with other countries ready to become active again. This represents a fidelity rate of 85 per cent.

As figure 2 shows, the geographical breakdown of the 56 active countries was as follows: 21 in Africa, 14 in Asia and the Near East, 15 in Latin America and the Caribbean, and 6 in Eastern Europe and the CIS.

Figure 2. Geographical distribution of active DMFAS users



In 2008, two new institutions became DMFAS clients. These were the Ministry of Finance of Egypt and the Central Bank of the Philippines. These institutions signed project documents with the Programme in January 2008. The Egyptian finance ministry's project provides for the installation of the latest version of DMFAS, version 5.3, the building of a domestic public debt database, and for the strengthening of its debt reporting and analysis capacities. It also aims to optimize institutional integration with the Central Bank of Egypt. The project of the Central Bank of the Philippines includes a major debt data conversion from the Bank's existing integrated external debt management system to the DMFAS system. A preparatory phase of this latter project was signed in 2007.

In addition, a number of former DMFAS user institutions that stopped implementing the DMFAS system for different reasons (political, institutional or technical) either became active users again or were considering doing so. This was the case, for example, of the finance ministry of the Central African Republic.

New projects for five current DMFAS client countries (seven user institutions) were signed in 2008, including Guatemala (Ministry of Finance), Haiti (Ministry of Finance), the Islamic Republic of Iran (Central Bank), Togo (Ministry of Finance) and Yemen (Central Bank, Ministry of Finance, Ministry of Planning and International Cooperation).

Fact files for individual active DMFAS client countries are presented in annex 10. The fact files provide a general overview of DMFAS implementation in each country, as well as detailed information on DMFAS activities during the year, both project and non-project.

Debt management offices

The debt management offices (DMOs), where the DMFAS system is installed, are usually found in the ministry of finance or the central bank, or, in some cases, in the ministry of planning, in local government, or in an export–import bank.

The exact location of the debt office within the institution itself, however, often varies. In general, countries are moving towards the centralization of public debt management (i.e. of external and domestic debt) by locating the debt management office in the ministry of finance, in order to achieve a more efficient administration of public liabilities. In addition, DMOs – in particular where the debt management system is integrated within a larger financial management system – tend to be at a higher level within the institution's organizational structure. They usually comprise back-, middle- and front-office functions, and are closer to the decision-making process.

The median number of DMFAS users in an institution is 10, but it can vary from 2 to 30, depending on the size of the debt office and the institutional arrangements for debt management. On average, the DMFAS is used on a daily basis, for approximately four hours a day, but its use can range from one to eight hours.¹

Responding to the changing nature of countries' needs

DMFAS clients range from low-income structurally weak economies to more advanced middle-income developing economies. This variety in client types further accentuates the diversity and scope of the technical assistance provided by the Programme.

Capacity-building in sovereign debt management is a long-term undertaking, and the situations of different countries vary widely. They are shaped by the type of financing available to the Government (e.g. bilateral and multilateral official loans, private loans, capital markets, and financial derivatives), the exchange rate regime, the quality of macroeconomic and regulatory policies, the overall institutional capacity, the country's credit standing, and its objectives in undertaking public

¹ Results of DMFAS questionnaire conducted in 2005.

debt management. Common to all countries, however, is the need to produce reliable and up-to-date debt data and debt reports, for the purpose of better policy formulation. As such, the implementation of the DMFAS system is a key activity in most DMFAS projects.

Additionally, DMFAS projects must take into account the different situations that countries find themselves in. One example of a major difficulty still facing many low-income countries is the capacity to recruit and retain qualified staff, hence the need for repeated training in the fundamentals of debt management, including debt recording and putting into place appropriate information flows on debt data. Achieving and maintaining level 1 of the DMFAS pyramid (the creation of an updated and validated debt database, as described in the introduction) is therefore a major challenge in itself. Middle-income countries are usually stronger at the lower levels of the pyramid, and are therefore more concerned with receiving technical assistance from the Programme, in order to improve their capacity at the higher strata of the pyramid (statistics and reporting). In response to the needs of middle-income countries, the Programme is currently improving the DMFAS system's analytical functions (basic analysis). It has also finalized the development of a new capacity-building module in debt portfolio analysis and basic risk management, which is described in section 2.2.

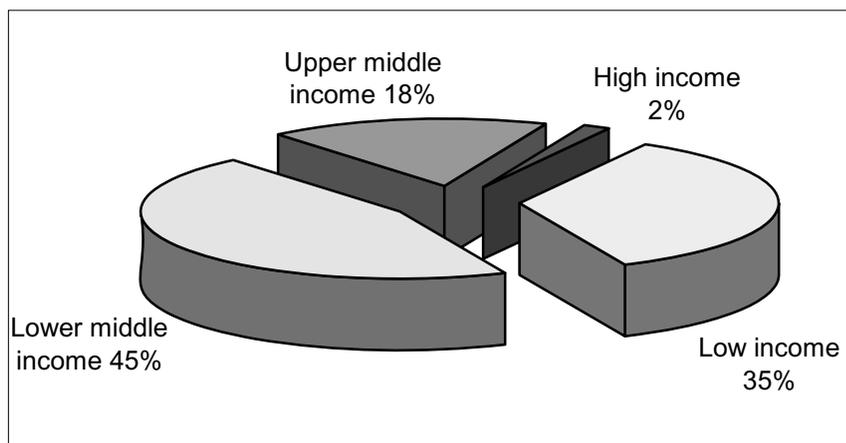
Another recent trend in debt management that the Programme is addressing is the growing reliance of Governments on domestic financing. As such, capacity-building in domestic debt management is increasingly being included in DMFAS projects. Significant improvements in the DMFAS system's ability to manage domestic debt will be included in the next version of DMFAS – version 6.

The increase in requests to link the DMFAS system with other financial management systems is another important trend. Currently, this trend is most noticeable in Latin America, but it is spreading to other regions too. In 2008, for example, the Programme worked on developing a link in the future between the DMFAS system and other financial management systems in Viet Nam (Ministry of Finance), in Burkina Faso (Ministry of Finance) and in the Republic of Moldova (Ministry of Finance). Nine countries currently link DMFAS with other financial management systems. In 2008, this list included Argentina (Ministry of Finance and Province of Chaco), the Plurinational State of Bolivia (Central Bank), Côte d'Ivoire (Ministry of Finance), the Dominican Republic (Ministry of Finance), Ecuador (Ministry of Finance), Guatemala (Ministry of Finance), Honduras (Ministry of Finance), Nicaragua (Central Bank) and Paraguay (Ministry of Finance). In addition, four other countries and one province are planning to build links with other financial management systems, including Albania (Ministry of Finance), Argentina (Province of Río Negro), Chad (Ministry of Finance), Costa Rica (Ministry of Finance) and the Bolivarian Republic of Venezuela (Ministry of Finance). The main focus of the Programme with regard to these interfaces is to provide advisory services to the national teams in the form of workshops, or to provide technical assistance in building and maintaining the relevant links.

In the most advanced middle-income countries, another current trend is the installation of web-based links between different DMFAS databases within the same country, mostly linking the ministry of finance and the central bank. The Plurinational State of Bolivia, the Dominican Republic, and Viet Nam are examples of this trend.

Figure 3 provides a breakdown of the countries that were using DMFAS at the end of 2008. This figure shows that of the total number of DMFAS active clients, 35.1 per cent are low-income, 45.6 per cent are lower-middle-income, 17.5 per cent are upper-middle-income, and 1.8 per cent are high-income economies. In other words, the vast majority of DMFAS clients belong to the low-income and lower-middle-income category. See annex 3 for a breakdown by country.

Figure 3. Active users of DMFAS, by income group, in 2008



DMFAS and heavily indebted poor countries

The Programme also paid particular attention during the year to the needs of heavily indebted poor countries (HIPC), both in its national and regional training activities and through support via the DMFAS software.

Of the 40 countries that had already qualified, were eligible, or were potentially eligible for debt relief under the HIPC initiative in 2008, 19 were DMFAS clients. Of the countries that were at post-completion point in 2008, 10 were active users of the DMFAS system, namely the Plurinational State of Bolivia, Burkina Faso, Ethiopia, Honduras, Madagascar, Mauritania, Nicaragua, Rwanda, Uganda and Zambia, and two were former users, namely Sao Tome and Principe, and Senegal. Of the countries that were between decision and completion point, six were active DMFAS users: Burundi, the Central African Republic, Chad, the Republic of Congo, the Democratic Republic of the Congo, and Haiti, and one was a former user, namely Guinea-Bissau. The Programme also actively collaborated with 3 of the 10 countries that were still at pre-decision point at the end of 2008. These were Côte d'Ivoire, Sudan and Togo – all active users of the DMFAS system.

In addition to training and advice in debt management, the Programme's assistance in helping countries build comprehensive debt databases actively contributes to their chances of reaching completion point. This is because having a computerized debt management system is one of the triggers for arriving at completion point.

Enhancing project management capacity to deliver products and services

In 2008, a number of improvements to the internal procedures for project management were implemented. These included the implementation of clear work plans for project managers, the streamlining of functional tasks performed by the project management group, new guidelines for the elaboration and internal approval of project documents and mission reports, as well as new guidelines on the recruitment, monitoring and management of consultants.

The project management team was also strengthened by the recruitment of one new project manager – a junior professional officer – provided by the French Government.

2.2 Capacity-building through training

In order to improve capacity-building through training, the Programme focused on the following goals in 2008:

- Ensuring the high quality and impact of capacity-building and training activities;
- Creating and enhancing its capacity-building modules and other training materials;
- Providing debt analysis support.

Ensuring the high quality and impact of capacity-building and training activities

Table 1 provides a breakdown of how DMFAS capacity-building activities were distributed by region in 2008. Altogether, the Programme organized, co-organized or actively participated in 112 capacity-building events, including on-the-job training, national and regional workshops, study tours and interregional seminars, as well as needs assessments and project evaluation missions. Of these missions, there were 97 capacity-building events at the national level, 6 at the regional level and 9 at the international level.

Table 1. Regional distribution of DMFAS capacity-building and other activities

	East Asia and the Pacific	Europe and Central Asia	Latin America and the Caribbean	Middle East and North Africa	North America	South Asia	Sub-Saharan Africa	TOTAL
DMFAS functional training		2	6	4		1	8	21
ICT installations/training/links	1	2	10	2			6	21
Capacity-building in data validation and debt statistics (including follow-up missions)			10	5		1	8	24
DSM+ (Debt Sustainability Model Plus)				2				2
Project management/needs assessments/evaluations	1	1	6	5		3	8	24
Development of version 6			6					6
Other	1	4	2		4		3	14
TOTAL	3	9	40	18	4	5	33	112

DMFAS missions are carried out by consultants and/or central staff. With the aims of encouraging South–South cooperation and sharing best practices, the Programme regularly hires proficient DMFAS users from debt offices in developing countries to be consultants, to train new users in the debt offices of other developing countries. Advisors are fielded for longer periods for certain projects to provide continued on-site support and debt management advisory services. In 2008, for example, this was the case for Bangladesh and the Central African Republic.

In order to evaluate DMFAS training activities, identify areas for improvement, and ensure the high quality and impact of DMFAS training in countries, the Programme started to implement new internal mechanisms during the year to monitor and evaluate the training delivered. It also continued to expand its pool of consultants.

As described in the strategic plan, the Programme is placing increasing emphasis on the results of capacity-building, using more clearly verifiable indicators. This new emphasis is reflected in the capacity-building modules that the Programme is developing and implementing, described in the introduction: debt data validation, statistics, and debt portfolio analysis. The modules are generally delivered via workshops, as the initial activity, after which support is provided, either through missions or from UNCTAD headquarters, until the final output is produced. Assistance is also extended to ensure that the products are sustainable. These modules are complementary to and extend the Programme's traditional training activities, such as training in the use of the DMFAS software for the day-to-day management of debt. They are also complementary to the activities of other international organizations at more advanced levels of debt analysis and debt strategies.

The outputs of the capacity-building modules correspond to the different layers of the Programme's pyramid-based capacity-building framework. They also build upon each other. Based on the validated database resulting from a validation workshop, for example, a debt statistics workshop can be conducted, resulting in a comprehensive and relevant statistical bulletin. This can then be used in the next capacity-building module – debt portfolio analysis – in which the debt portfolio is analysed; the output can be a portfolio review and/or a routine report on the debt being reported on. Subsequently, the results of the debt analysis module can be used to perform risk analysis and debt sustainability analysis, support for which is provided by other international institutions.

During the year, the Programme was active in implementing its modules on debt data validation and statistics. It also finalized the development of its module on debt portfolio analysis, which was tested in November 2008 during a regional workshop in Jordan. Twenty-two countries from the Middle East and English-speaking Africa participated in this workshop. Regarding the other modules, 23 national workshops and follow-up missions were organized in 2008. These included national debt statistics workshops in Bangladesh, Chad (Ministry of Finance), Costa Rica (Ministry of Finance), El Salvador (Ministry of Finance), Ethiopia (Ministry of Finance and Economic Development), Guatemala (Ministry of Finance), in Jordan for Iraq (Ministry of Finance and Central Bank), and in Nicaragua (Ministry of Finance) and Rwanda (Ministry of Finance and Central Bank). It also included seven debt data validation workshops in Algeria (Central Bank), the Central African Republic (Ministry of Finance), Chad (Ministry of Finance), Costa Rica (Ministry of Finance), Egypt (Central Bank), Guatemala (Ministry of Finance) and Sudan (Central Bank).

Table 2. Implementation of capacity-building modules during the period 2004–2008

	2004	2005	2006	2007	2008	2004–2008
Total	1	3	8	8	24	44
Debt portfolio analysis	0	0	0	0	1	1
Debt statistics	1	2	3	4	9	19
Debt statistics: follow-up					4	4
Data validation	0	1	5	4	7	17
Data validation: follow-up					3	3
Regional workshops	1	0	3	1	1	6
<i>Debt portfolio analysis</i>	0	0	0	0	1	1
<i>Debt statistics</i>	1	0	2	1	0	4
<i>Data validation</i>	0	0	1	0	0	1
National workshops	0	3	5	7	23	38
<i>Debt portfolio analysis</i>	0	0	0	0	0	0
<i>Debt statistics</i>	0	2	1	3	9	15
<i>Debt statistics: follow-up</i>					4	4
<i>Data validation</i>	0	1	4	4	7	16
<i>Data validation: follow-up</i>					3	3

Table 2 shows the number of capacity-building modules that have been implemented in countries since the first year of their implementation (2004). They have resulted in the production of five debt statistical bulletins – a six-monthly bulletin for Ethiopia, an annual bulletin for Guatemala, an annual bulletin for Honduras, a quarterly bulletin for Indonesia, and a six-monthly bulletin for Viet Nam); and eleven validation calendars – for the Central African Republic, Chad, the Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Panama, Paraguay, Sudan and the Bolivarian Republic of Venezuela.

Creating and enhancing capacity-building modules and other training materials

In order to facilitate debt management training and the implementation of the DMFAS 5.3 and the DSM+ software in countries, the Programme produced a number of documents during the year, including document updates and translations.

These included:

- Production of the *DMFAS User's Guide* in Spanish;
- Updates to the *DMFAS User's Guide*, summarizing new features of the DMFAS software and including the latest update on data validation reports, in English, French and Spanish;
- Production of *Implementing Security in DMFAS* and *The Merge Tranche Utility in DMFAS* (documentation supplements) in Spanish;
- An update of the *Debt and DMFAS Glossary*, in English and in French. The Spanish version is still in progress;
- The tutorial *An Introduction to DMFAS*, in Spanish;
- An update of the *DMFAS Installation Guide for Oracle 10g*;
- An updated version of the *DSM+ User's Guide* and *Training Guide*, in English.

In November 2008, the *User's Guide* for DMFAS 6 Advanced Release and the *User's Guide* for DMFAS 6 Control Panel were finalized for the beta testing of DMFAS 6 Advanced Release.

Development of a capacity-building module on debt portfolio analysis and basic debt indicators

As has already been mentioned, the Programme worked in 2008 on completing its new debt portfolio analysis capacity-building module, which is part of an effort to improve the ability of debt managers to regularly assess the quality and adequacy of the debt portfolio and to provide relevant information to the executive levels of debt management, in order to obtain and maintain a sound debt position. The intention of the module is to provide guidelines and a framework that describe the structure, composition, characteristics and evolution of public debt, using the debt data generated by the DMFAS software. The results of the module can be used to perform risk analysis and debt sustainability analysis.

The debt portfolio analysis capacity-building module was officially launched at a regional workshop in Amman, Jordan, in November 2008. Twenty-four government officials and central bank staff from 11 countries participated in the workshop. The Programme also intends to make the training module available in a number of United Nations official languages.

Providing debt analysis support

The Programme's support for debt analysis focuses mainly on strengthening the analytical capacity of the country's debt management office (DMO), in particular that of the middle- and high-level staff responsible for debt management. In order to support debt analysis, the Programme provides client countries with training in the use of Debt Sustainability Model Plus (DSM+), an analytical tool developed by the World Bank in close partnership with UNCTAD, and distributed by UNCTAD and the Commonwealth Secretariat. The Programme also advises on organizational and

structural issues and on staffing arrangements, in order to help strengthen the analytical capacity of DMOs. The strengthening of debt managers' analytical capabilities is part of an effort to improve debt managers' capacity in the decision-making process. As has already been mentioned, the Programme is also providing analytical support through its capacity-building module in debt portfolio analysis. An important feature of the Programme's work on debt analysis is its focus on basic debt analysis, which complements the assistance provided by other institutions, such as the World Bank and IMF, in the more advanced areas of debt sustainability analysis and debt strategies.

2.3 Implementation and operational status of DMFAS in countries

Annex 1 shows the countries in which DMFAS was being used as at the end of December 2008, and indicates the start date and the version installed. Annex 1 is organized historically, by start date in the country concerned, beginning in 1984 when version 4.1 – the first comprehensive version of DMFAS – was made available. The table columns, from left to right, show the following information:

- **Start date in country:** This is the start date of the first project for the implementation of DMFAS and related services in the country.
- **Country:** The country using the DMFAS software.
- **Institution:** The institution in the country that is using the DMFAS software (usually either the finance ministry or the central bank, and often both).
- **DMFAS user status:** Indicates the institution's current user status regarding the DMFAS software. Marked as active, inactive or reactivating. This does not refer to current project status (i.e. to the funding available for specific activities).
- **Installation:** Indicates where the main server is located (X = own database; R = remote connection).
- **Access:** Indicates whether the institution has full, partial or read-only access to the database. Access rights will depend on the responsibilities and mandates of the respective institution in debt management.
- **Version currently installed:** Indicates the version of DMFAS that the institution is currently using.

As can be seen at the end of annex 1, historically, 66 countries (including 101 institutions) have used the DMFAS software since 1984. At the end of 2008, 56 countries (85 institutions) were actively using the DMFAS system, which represents a fidelity rate of 85 per cent over a period of nearly 25 years. Also, within the last five years, two former users became active users again (Bangladesh and the Central African Republic). In 2004, the percentage of countries actively using DMFAS was 80 per cent. In 2008, as has already been mentioned, it was 85 per cent, which shows the continued relevance of the system to countries.

In 23 cases, the system was being used by both the finance ministry and the central bank. In about half of these cases, the system was shared by the two institutions. Otherwise, each institution had its own database. Sharing is an option that is being selected more and more often by DMFAS clients, thanks in particular to the Advanced Security function in DMFAS 5.3 (the most recent version of the software), which manages access rights for the institutions involved.

Annex 2 shows the operational status of the DMFAS software over the five-year period leading up to 2008 (i.e. 2004–2008), as evaluated and revised by the Programme. The purpose of annex 2 is to show the evolution of countries (not institutions) in their overall implementation of the DMFAS system at the national level. Five main stages of implementation are given, which are numbered from 1 to 5 (starting from 1). These stages reflect the DMFAS pyramid concept described in the introduction, with its three broad categories: database operations and recording, statistics and reporting, and support for basic debt analysis. As the stages are progressive, only the highest stage per reported year is given, with the exception of stage 5, which is indicated separately. Where DMFAS is no longer being used by a country, the abbreviation N/A (not applicable) is used. Where DMFAS is integrated within other national financial management systems, the abbreviation IFMS is used.

The stages are as follows:

- Stage 1** System installed, but not operational, or not fully operational.
- Stage 2** Database regularly kept up to date.
- Stage 3** System used for monitoring and internal reporting.
- Stage 4** System used for external reporting and statistics.
- Stage 5** During the reported year, staff received training in the use of DSM+ (the World Bank's Debt Sustainability Model Plus), as support for debt analysis.
- IFMS:** DMFAS has been integrated, or is being integrated, within another financial management system.
- N/A** System no longer in use.

If a country is shown as being at the highest stage – stage 5 – this means that staff have received training in the use of DSM+ (the World Bank debt sustainability tool, integrated as part of DMFAS) for support in debt analysis during the year reported. It does not attest to the ability of staff to use the tool for debt analysis on a routine basis.

Stage 4 is reached when the country is regularly using the DMFAS database for external reporting, and in many cases for the production of statistics. Not all countries at this stage use the DMFAS system to the same degree. Some, such as Indonesia, use it to produce regular debt statistical bulletins. Others may only use the system for external reporting to international organizations, such as the World Bank. (One of the features of the DMFAS system is an automatic facility that allows countries to report to the World Bank's Debtor Reporting System.) According to the Programme's evaluation, 41 DMFAS client countries were at stage 4 in 2008 (72 per cent of active DMFAS user countries), compared to 34 in 2004 (67 per cent of active DMFAS user countries).

Stage 2 and 3 status means that DMFAS is being regularly updated and used for monitoring and internal reporting, without necessarily being used for external reporting or for the publication of statistics. Where status 3 is given, status 2 is implicit. According to the Programme's evaluation, 15 DMFAS clients were at this stage at the end of 2008. This included two of the three new countries that had adopted the DMFAS system during the five-year period. The other new country during this period – Algeria – had already moved to stage 4 by 2008. A number of factors influence a country's capacity to move up the pyramid. In most cases, these are institutional or human factors.

Stage 1 status for a country in a reported year indicates that the DMFAS system was installed, but the database was not completed, or the system was not fully operational. In most stage 1 cases, the database was still being built or being converted from an older version of the DMFAS system to the next version during that year. In some cases, however, it could be that the DMFAS system was no longer fully maintained, due to political or institutional (e.g. staffing) issues. At the end of 2008, one country – Mauritania – was at stage 1.

Where countries have decided to discontinue use of the DMFAS software for the time being, the abbreviation N/A (not applicable) is used. In those cases where countries have stopped using DMFAS, this has mainly been due to reasons beyond the control of the DMFAS Programme, such as institutional, staffing or political problems (Guinea-Bissau, Kazakhstan, Sao Tome and Principe, Senegal, and Uzbekistan). In certain cases, countries have decided to develop their own system (Colombia, Peru and Ukraine), and to the extent possible in such cases, the Programme continues to offer any support requested.

See also the country fact files in annex 10 for more detailed information on each individual DMFAS client country.

3. Systems management

As countries constantly evolve in their debt management capacities and their borrowing choices, so must the DMFAS system constantly evolve both functionally and technically, so that it remains up to date with countries' needs. Cutting-edge system development is therefore one of the Programme's main objectives, whether this be through updates to the version that countries are already using, or through the development of entirely new versions of the system.

In line with the Programme's strategic plan, systems management in 2008 placed particular emphasis on the following areas:

- System development, including version 6 – the next version of DMFAS;
- Adoption of the latest version of DMFAS, and software updates in countries;
- Support and maintenance.

3.1 System development

DMFAS 6

The Programme made great strides in developing the next version of DMFAS – version 6. Numerous technical specifications relating to the architecture, technology and structure of the new version were produced and validated during the year.

The Programme also finalized the user requirement definitions of the new analytical components to be included in the upcoming version. This entailed analysing countries' needs for producing static debt portfolio analysis, for generating basic debt indicators and for performing both interest rate and exchange rate sensitivity analyses.

Version 6 will be highly modular, in order to ensure easy and flexible customization of the software for all users. Release of the full version of DMFAS 6 is planned for 2009. However, some of the key features of DMFAS 6 were already available as an advance release at the end of 2008. This first block included a new debt securities module, statistical bulletin reports and a new reporting tool, as well as the basic analytical features (e.g. to generate debt ratios).

In 2008, the Programme's system development work in respect of DMFAS 6 continued with the following tasks:

- Creation of the new debt securities module, including an instrument approach to entering data, and the possibility of evaluating market instruments;
- Design of a DMFAS portal: a web-based gateway to all DMFAS modules, offering centralized access, security, and the latest news about the software;
- Incorporation of a set of new analytical features, ranging from debt portfolio analysis up to basic risk assessment;
- Functional revision of all windows used in the system, in order to improve navigation and avoid inconsistencies;
- Improved and more robust security;
- Incorporation of a powerful reporting tool for generating standard managerial reports.

In January 2008, the DMFAS Programme signed an agreement with a private software development company based in Argentina for the outsourcing of version 6 development. In March 2008, representatives of this company came to Geneva to meet with the Programme's systems group and to set up the organization, logistics, and delivery schedule for the project.

In addition, periodic missions were organized to facilitate synergy and communication between the two teams. The original work plan for version 6 was subsequently updated to bring it in line with recent changes.

For the purpose of developing and testing the quality and performance of the new modules, the company set up three separate databases at their site. The company also implemented the infrastructure and environment for the overall development, thus paving the way for further progress.

By June 2008, the consulting company had already made considerable progress in the first two blocks of work, as scheduled. In addition, a substantial number of new windows for the application were constructed and delivered to the Programme.

During December 2008, beta testing of DMFAS 6 Advanced Release took place in the Argentinean debt management office, with the following principal results:

- The new version was very well accepted by its Argentinian users, who particularly appreciated the new graphical user interface and other components related to it;
- The validation of the new system documentation and online help as well as a positive evaluation of the system from the users who participated in the quality assurance activity;
- The main new system modules, such as the DMFAS portal, the control panel, the new online help, and the reference files administration were executed with considerable stability;
- Other important modules, such as “Loan drawings” and “Debt securities – instrument approach” were tested, in order to solve any remaining problems;
- The new reporting and analytical functions were demonstrated during the mission, and they were given an excellent evaluation by the debt officers;
- Finally, the system performance running under a completely new framework was evaluated as satisfactory.

Many more modules will be available soon. Indeed, work on the reengineering of DMFAS modules is well under way and is in accordance with the agreed schedule.

DMFAS 5.3

In 2008, the Programme produced one update to the current version of DMFAS – 5.3 – which included the following features:

- Ten debt data validation queries and reports;
- Automatic recording of rescheduled debt service operations (including outstanding debt);
- Automatic recording of partial write-offs and other operations;
- Increase in the length of the penalty interest rate to seven decimal places;
- Addition of the code “Reorganized” to the loan status, and of the code “Multilateral” to tranche reorganization.

3.2 Adoption of new versions of DMFAS and updates in countries

Adoption of version 5.3 – the latest version of DMFAS

In 2008, the latest version of DMFAS – version 5.3 – was installed in seven countries, namely Argentina (Province of Río Negro), the Central African Republic (Ministry of Finance), Costa Rica (Ministry of Finance), Egypt (Ministry of Finance), Guatemala (Ministry of Finance), Mauritania (Ministry of Finance) and Uganda (Bank of Uganda). Installations were made in English, French or Spanish, depending on the language preference of the country.

By the end of the year, 79 per cent of all the institutions operating the DMFAS system in client countries had adopted the latest version of the software. Of the 72 installations actively being used in countries, the latest version of DMFAS – version 5.3 – was being used in 57 institutions (48 countries); DMFAS 5.2 was being used in 14 institutions (12 countries); DMFAS 5.1 was being used in 1 institution (1 country); DMFAS 5.0 was not being used in any institution. DMFAS 4.1 Plus is no longer installed in any institution. See annexes 1 and 2.²

Updates to the current version of DMFAS in countries

Updates to the version of DMFAS being used, together with relevant user documentation, were sent via the DMFAS helpdesk to 13 institutions during the year: Albania (Ministry of Finance), Burkina Faso (Ministry of Finance), Burundi (Ministry of Finance), Chad (Ministry of Finance), Congo (Ministry of Finance), the Democratic Republic of the Congo (separate debt management office), Gabon (Ministry of Finance), Côte d'Ivoire (Ministry of Finance), Nicaragua (Ministry of Finance and Central Bank), Panama (Ministry of Economy), Rwanda (Ministry of Finance) and Togo (National Fund).

Links with other systems, including between integrated financial management systems and DMFAS

As has already been mentioned, the Programme provides support to countries wishing to link DMFAS with other systems, including integrated financial management systems. In 2008, an analysis was undertaken of the possibility of linking DMFAS with the integrated financial management system in Viet Nam (Ministry of Finance). Likewise, a technical workshop was conducted in the Republic of Moldova (Ministry of Finance) on the implementation of a link between the local domestic debt system and DMFAS. A similar technical workshop was conducted for Burkina Faso (Ministry of Finance).

Analysis of the migration of local debt management systems to DMFAS

The Programme provided support on the analysis of the migration of the integrated external debt management system of the Philippines (Central Bank) to DMFAS 5.3.

Technical workshops on the installation of Oracle and DMFAS

The Programme also conducted technical workshops on the installation of Oracle 10g and DMFAS for the Central African Republic, Côte d'Ivoire and Yemen.

Ongoing DMFAS support and maintenance provided to countries

Extensive support in using the DMFAS system, including assistance and advice on a wide range of functional and technical issues, was made available by the helpdesk to all DMFAS client countries throughout the year. This support was provided by fielding technical missions, by sending programs and instructions by CD, by e-mail, telephone and fax, and through the UNCTAD FTP server. Where applicable, databases were also sent by clients and installed in Geneva to facilitate the resolution of queries and problems.

The DMFAS helpdesk received a total of 633 client requests in 2008. Of these, 609 requests were resolved, 12 were marked for future versions, 8 were being processed, and 4 were waiting to be processed. See annex 4 for details.

² Three countries use two different versions of the system simultaneously.

4. Programme management

As part of its efforts to improve overall efficiency and effectiveness, and in order to better deliver its strategic plan for the 2007–2010 period, a number of improvements to the Programme's general management, administration and communications activities were made in 2008. These changes were reflected in the following goals:

- To ensure mutually beneficial relations and cooperation with external partners and other agencies in debt management;
- To secure reliable, stable and predictable financing for the implementation of the Programme's strategic plan;
- To strengthen synergies within UNCTAD;
- To mobilize resources effectively and to improve the efficiency and effectiveness of the Programme's administrative processes;
- To strengthen communications and information-sharing.

4.1 Ensuring mutually beneficial relations and cooperation with external partners and other agencies in debt management

In recent years, momentum has been intensified among the various providers to coordinate capacity-building efforts using a more holistic approach to meeting the multi-faceted challenges that developing countries face in building their debt management capacity. Efforts have been made to clearly understand the comparative advantage of each capacity-building provider compared to others, and partnerships have been strengthened. The DMFAS Programme firmly believes in this coordinated and harmonized approach to the provision of debt management capacity-building services by technical assistance providers to countries, based on each provider's comparative advantage. Such an approach is necessary if countries are to receive comprehensive debt management solutions to the challenges they face. Active collaboration also helps to ensure that support provided by one provider can build on the support of another, and that best practices are shared.

In 2008, efforts by the Programme to strengthen its collaboration with the other main organizations and entities involved in providing debt management included the regular sharing of information on technical assistance activities, such as mission schedules and country reports (where possible). It also included organizing joint workshops at the national and the regional level, and participation in each others' events. Additionally, collaboration included active contributions by DMFAS to such initiatives as the World Bank's Debt Management Performance Assessment (DeMPPA) and Medium-term Debt Management Strategies (MTDS). Another important example was UNCTAD's continued participation (through the DMFAS Programme) in the Inter-Agency Task Force on Finance Statistics, which strives to improve the capacity of countries to produce reliable statistics.

In 2008, technical cooperation partner institutions with which the Programme actively collaborated included Debt Relief International, the International Monetary Fund (IMF), the Macroeconomic and Financial Management Institute of Eastern and Southern Africa (MEFMI), the International Organization of Supreme Audit Institutions (INTOSAI), the INTOSAI Development Initiative, Pôle-Dette,³ the Latin American and Caribbean Debt Group, the United Nations Development Programme (UNDP), the United Nations Institute for Training and Research (UNITAR) and the World Bank.

World Bank

The Programme collaborated with various departments involved in debt management within the World Bank. These included the Bank's Development Data Group, its Banking and Debt

³ A regional initiative for French-speaking Africa, launched by the Banque Centrale des Etats d'Afrique de l'Ouest (BCEAO) and the Banque des Etats d'Afrique Centrale (BEAC).

Management Group, and its Economic Analysis and Debt Department. The Programme meets each of these departments at least once a year to discuss modalities of cooperation. In 2008, the DMFAS Programme met with the Economic Analysis and Debt Department in Geneva, in August, and it also met with both departments in Washington, in October. In 2008, the Programme also started to share its country activities calendar on a regular basis with the different World Bank departments, and likewise, it became a recipient of their calendars of activities.

In 2008, collaboration with the World Bank included the following:

DSM+ development and training: As co-owner – together with the World Bank – of the Debt Sustainability Model Plus (DSM+) analytical tool, the Programme actively promoted, provided training in, and contributed to the development of DSM+ as a support tool to help countries perform debt analysis. See section 2.2.

Debtor Reporting System: The Programme both encourages and assists countries technically in providing information to the Bank's Debtor Reporting System (DRS). In 2008, 19 DMFAS-client countries were using the automatic bridge between the DMFAS system and the DRS.

Project financing: DMFAS country projects being financed by the World Bank in 2008 included projects for Albania (Ministry of Finance), Chad (Ministry of Finance), Georgia (Ministry of Finance), Haiti (Ministry of Finance and Central Bank), Honduras (Ministry of Finance and Central Bank), and Yemen (Central Bank, Ministry of Finance and Ministry of Planning and International Cooperation). The Programme is therefore actively involved in discussions concerning the activities of these projects, including tripartite meetings with the World Bank.

Debt Management Stakeholders' Conference in Oslo: The Programme participated in this meeting which was organized jointly by the World Bank and the Norwegian Ministry of Foreign Affairs, in March. Its purpose was to discuss how coordination among the various providers of technical assistance in debt management could be improved.

Debt Management Performance Assessment tool: The Programme was active in communications with the World Bank regarding the development of the Debt Management Performance Assessment (DeMPA) tool, which is designed to provide a standard means of assessing countries' performance in managing debt. In September, DMFAS Programme staff were trained in Geneva in using the tool. They provided feedback on the training and made suggestions for the improvement of the tool. Future participation by the Programme in DeMPA missions was discussed too.

Medium-term Debt Management Strategies tool: In August, the two institutions also discussed the toolkit currently being developed by the World Bank and IMF, which is intended to support technical assistance for country-led Medium-term Debt Management Strategies (MTDS). Discussions on future collaboration between the two institutions regarding the implementation of the tool in DMFAS client countries were pursued in Washington, in October. This collaboration included the building of an interface between the MTDS tool and the DMFAS system.

Debt Management Facility (DMF) for Low-income Countries: During the year, the DMFAS Programme continued to give substantial feedback on the various drafts of the Debt Management Facility (DMF (formerly DEMFLIC)) concept notes. (This covers the aforementioned DeMPA and MTDS tools.) The Programme will be one of the implementing partners of DMF, and also a member of the DMF Technical Advisory Group.

International Monetary Fund

The Programme is in regular contact with two main departments of IMF. These are the Statistics Department, and the Monetary and Capital Markets Department. This contact includes an annual visit by the Programme to Washington. In 2008, the annual visit took place in October. The contact with IMF also includes co-organization of workshops on debt statistics, and participation by

both organizations in the Inter-Agency Task Force on Finance Statistics, which has so far been active in developing guidelines for external debt statistics and in coordinating capacity-building activities in debt statistics. The DMFAS Programme participated in the annual meeting of the Task Force in Washington, in April.

An example of a jointly organized debt statistics activity was the regional workshop on debt statistics held in Pune, India, in September. It was co-organized by IMF, the Commonwealth Secretariat, the Bank for International Settlements, and UNCTAD. Delegates from Bangladesh, Bhutan, Eritrea, India, Kenya, the Maldives, Nepal, Pakistan, Sri Lanka, Uganda, and the United Republic of Tanzania participated in this event.

The Programme also collaborated, where possible, with the IMF regional technical assistance centres in Central and West Africa (Central AFRITAC and West AFRITAC), with the shared objective of helping countries strengthen their human and institutional capacity to design and enact policies that promote growth and reduce poverty.

MEFMI

The Programme has an ongoing collaboration with the Macroeconomic and Financial Management Institute of Eastern and Southern Africa (MEFMI) which includes 13 countries from this region. Five of the countries belonging to MEFMI are DMFAS client countries, namely Angola, Rwanda, Uganda, Zambia and Zimbabwe. The two institutions co-organize one or two workshops or other training activities each year. In 2008, this included a regional workshop on the DMFAS system run in collaboration with MEFMI in Kampala, Uganda, in May. Participants were from Uganda, Zambia and Zimbabwe.

Pôle-Dette

In collaboration with Pôle-Dette, the technical training unit of the Central Bank of West African States (BCEAO) and the Bank of Central African States (BEAC), the Programme also provides regional assistance by jointly organizing and running workshops that benefit the French-speaking countries in Africa.

In April 2008, the Programme met with representatives of Pôle-Dette in Paris. This meeting highlighted the role of the Programme as one of Pôle-Dette's most important technical partners in implementing capacity-building in the French-speaking part of West and Central Africa. Reference was also made to the importance of finding financing for the project signed in 2006 that would enable the setting up of a regional DMFAS support unit at Pôle-Dette's headquarters in Yaoundé, Cameroon. The project aims to provide additional training in basic debt management to Pôle-Dette's member countries, and also to French-speaking countries in the region that are not members of Pôle-Dette. Altogether, this will include 12 current DMFAS client countries. Implementation of the project will only start once funding has been secured.

United Nations Development Programme

The DMFAS Programme's collaboration with UNDP in 2008 included UNDP funding for certain country projects and information-sharing with the UNDP country offices in DMFAS client countries, as well as collaboration through the "One United Nations" framework. Regarding the latter, the Programme is actively participating in the "One United Nations" initiative in respect of two of the countries (Albania and Cape Verde) currently being tested under the "Delivering as One" pilot initiative.

United States Treasury

In 2008, the Programme followed up on discussions undertaken in 2007 with the Office of Technical Assistance of the United States Treasury in order to explore possibilities for collaboration, particularly in post-conflict countries where the Programme is already assisting and where the United States Treasury has technical advisers. The Programme attended the United States Treasury's annual conference in Miami. In August, the United States Treasury participated in the DeMPA workshop organized by the World Bank and hosted by UNCTAD.

The Latin American and Caribbean Debt Group and the Inter-American Development Bank

With 15 active DMFAS client countries in the Latin American and Caribbean region, UNCTAD takes a keen interest in regional capacity-building activities organized by the Latin American and Caribbean Debt Group, and where possible tries to coordinate activities. For example, DMFAS client countries from the region participated in a Latin American and Caribbean Debt Group visit to the National Treasury of Brazil in September, where they learned about Brazil's public debt management. The DMFAS Programme took part in this training, too. In addition, the Programme discussed future cooperation activities with the Latin American and Caribbean Debt Group Coordinating Office in Washington, in October.

Debt Relief International

In line with commitments reached between UNCTAD and Debt Relief International in 2007, the two institutions regularly shared information during 2008 on their respective capacity-building activities, in particular their missions planning schedules. The Programme also participated in a meeting organized by Debt Relief International on the "post-HIPC" theme, which was held in Burundi, in May.

International Organization of Supreme Audit Institutions (INTOSAI)

The DMFAS Programme and the INTOSAI Development Initiative (IDI) have continued to collaborate, regarding the Programme's contribution to development by IDI of a trans-regional capacity-building programme for the auditing of public debt management. This programme will also involve UNITAR. The audit programme aims to enhance the professional and institutional capacity of target supreme audit institutions in public debt management audit, and will consist of eight projects to be delivered between 2008 and 2010. It will include both face-to-face training and e-learning courses. A joint workshop to structure the outline and the modalities of this cooperation between INTOSAI, IDI, the DMFAS Programme and UNITAR took place in Geneva in September.

4.2 Synergies within UNCTAD

Within UNCTAD, the link between the DMFAS Programme and the Debt Research Unit of the Debt and Development Finance Branch continues to be strengthened. This collaboration includes the sharing of one staff member between the Debt Research Unit and the DMFAS Programme. This staff member is an active member of the Programme's task force, responsible – among other things – for producing its new capacity-building module on debt portfolio analysis.

The DMFAS Programme also contributes to a number of UNCTAD and United Nations reports. In 2008, these included the:

- Contribution by UNCTAD to the Report of the Secretary-General submitted pursuant to paragraph 29 of General Assembly resolution 62/186, concerning a "review of debt management capacity-building efforts, particularly those of the United Nations system";

- Contribution by UNCTAD to the Report of the Secretary-General on the integration of the economies in transition into the world economy, pursuant to paragraph 12 of General Assembly resolution 61/210;
- Review of the technical cooperation activities of UNCTAD and their financing (a report by the UNCTAD secretariat);
- UNCTAD compendium of activities related to South–South cooperation 2008;
- UNCTAD’s Economic Development in Africa Report and UNCTAD’s contribution to the Secretary-General’s report on NEPAD;
- UNCTAD Annual Report 2008;
- Annual Trust Fund Progress Report.

Additionally, in 2008, in line with Trade and Development Board decision 492 (LIV) to establish thematic trust funds within and among divisions of UNCTAD, the DMFAS Programme played an active role in contributing to the development of a thematic cluster of technical cooperation in the area of debt management, entitled “Strengthening the debt management capacity of developing countries”, which is cluster 11 out of the 17 clusters.

This cluster of activities contributes to the achievement of subprogramme 1 (Globalization, interdependence and development) of the UNCTAD section of the United Nations strategic framework for 2010–2011. It encompasses the activities of the Debt Management and Financial Analysis System (DMFAS) Programme, in support of the subprogramme’s objective of promoting economic policies and strategies at the national, regional and international level that are supportive of sustained growth, inclusive and sustainable development, employment creation, and hunger and poverty eradication in developing countries. These activities are designed to ensure the achievement of the expected strategic framework in respect of progress towards a durable solution to the debt problems of developing countries, by fostering better understanding at all levels of the interplay between successful development finance strategies and effective debt management. The activities are grouped into two components: (i) the core activities/projects of the DMFAS Programme, covering the development, maintenance and support of the products and services it provides to improve the capacity of developing countries and economies in transition to manage their public debt, and (ii) the delivery of capacity-building products and services to developing countries, through specific projects with each country. The activities are consistent with the mandates of paragraph 40 of the Accra Accord.

4.3 Effective resource mobilization and improved efficiency and effectiveness of the Programme’s administration

In 2008, the Programme became more efficient as a result of two main actions: the restructuring of the team, as provided for in the Strategic Plan for 2007–2010, and the streamlining of administrative processes. This included:

- Personnel changes;
- Decentralization;
- Outsourcing;
- Streamlining of operations.

Personnel changes

In order to reduce personnel costs, the Programme reorganized its team by replacing some senior posts with more junior ones.

Decentralization

In 2008, the Programme further decentralized its central team by posting one of its team members to Bamako, Mali as from April 2008. Posting a project manager to Bamako enabled the

Programme to support West and Central African countries and to coordinate with other providers in the region at a lower cost. The presence of DMFAS in the region is now more efficient, and the impact of DMFAS in the region will be strengthened.

The posting of a DMFAS staff member in Africa is in addition to capacity-building activities performed by the DMFAS Regional Centre for Latin America and the Provinces, located in Buenos Aires, Argentina, to which one central team staff has been posted since 2006.

Outsourcing

In accordance with the strategic plan, the Programme financed the major development of the version 6 of DMFAS in the most cost-efficient way (see also chapter 3). It chose to outsource part of the system development to a private sector company, in order to benefit from the company's comparative advantages and not to increase the size of the central team. This option proved to be the most flexible and adaptable to the Programme's needs, and also the most efficient.

Streamlining of operations

In 2008, the Programme contracted a consultancy service to help it review its current administrative processes. Secretarial, financial, information and project management processes have so far been revised. The final recommendations have been made and concrete results have been produced. New measures for efficiency gains have started to be implemented. In 2008, the Programme welcomed the use of UNCTAD's new mechanism for facilitating the monitoring of project (including Programme) income and expenditure (the PORTAL). PORTAL is a centralized database containing the most relevant information about UNCTAD's projects, including descriptions of activities, income and expenditure. It provides a solution to the increasing need for readily available and reliable data on technical cooperation projects, and its introduction generated a significant improvement in their overall coordination and management. The DMFAS Programme was particularly active within UNCTAD in making sure that its project and Programme information is regularly updated in the system.

4.4 Improved communications and information-sharing, within and outside the Programme

In 2008, the Programme began implementation of a new communications plan, which will strengthen the regular sharing of up-to-date information on the Programme to all stakeholders. This included, for example, the sharing of the Programme's upcoming mission calendar with all of its main technical assistance partners.

The Programme produced the following documentation in 2008:

- Translation of the *Proceedings of the Fifth Interregional Debt Management Conference* into French, Russian and Spanish (UNCTAD/GDS/DMFAS/2007/1).
- *DMFASinfo No. 18*. This newsletter updates its readers (DMFAS users, donors, Governments) on the latest and forthcoming activities of the Programme (UNCTAD/GDS/DMFAS/MISC/2007/1). Published in April 2008, in English, French and Spanish.
- An updated version of "Hardware, software and training requirements for DMFAS 5". This document describes the recommended hardware and software for workstations and servers running version 5 of DMFAS, as well as recommended training for DMFAS users and database administrators.
Internal ref.: DMFAS/HardwareSoftware/Rev.4. Available in English, French and Spanish.

- An updated version of “DMFAS Programme: a brief description”. This document gives a brief but compact description of the DMFAS Programme’s activities, the DMFAS software, and DMFAS technical cooperation.
Internal ref.: DMFAS/BriefDescription/5. Available in English, French and Spanish.

The DMFAS marketing group set up last year was also active in producing marketing materials for the upcoming release of DMFAS version 6.

Internal communications within the Programme have also been improved by the streamlining of the Programme’s information processes, in line with the aforementioned review, as well as by the regular sharing of information through Programme team meetings. In addition, efforts have been made to improve the DMFAS website.

4.5 Secure reliable, stable and predictable financing for implementing the Programme’s strategic plan

In order to ensure financial stability and predictability in accordance with its strategic plan, the Programme endeavoured to broaden its donor base in 2008.

To this end, communications with potential donors were strengthened. This resulted in positive consultations and results, including the addition of France as a donor to the Programme in 2008. A number of potential donors were invited to the donor consultation meeting in November.

For further details on the Programme’s financing, see the next chapter.

5. Funding and expenditures

5.1 Financial resources of the DMFAS Programme

The resources of the DMFAS Programme can be classified under four main categories:

- (a) Donors’ contributions to the DMFAS central trust fund;
- (b) Country-specific funding;
- (c) Cost-sharing by the beneficiary countries/institutions; and
- (d) Support from UNCTAD.

DMFAS central trust fund

The core activities of the DMFAS Programme, such as upgrading the DMFAS system, monitoring countries’ needs, providing technical support to beneficiary countries, and managing the Programme, are financed through a multi-donor multi-year central trust fund. This trust fund was set up in 2002 to ensure the efficient management and administration of the Programme. In this way the central trust fund covers the expenditures of the Programme, such as personnel costs, travel, upgrading of the DMFAS system, consultancies and equipment. These are general expenditures that ensure the long-term impact and quality of the work produced by the Programme. Training or equipment purchases that are specific to the needs of one beneficiary institution are not covered by the trust fund, and are instead financed by country-specific trust funds.

At the end of 2008, overall donor support came to \$2.7 million, as shown in table 3 below. In chronological order, Italy, Norway, France, Germany and Sweden contributed financially to the Programme. The Trust Fund has benefited from the contributions of France and Italy who are currently supporting the DMFAS activities by each financing a junior professional officer. These contributions are equivalent to a contribution of \$120,000 per year per country, which has a significant positive impact on the costs of the DMFAS personnel. With the addition of France, which became a

donor in 2008, the portfolio of donors to the Programme was further widened, reflecting the Programme's continuing efforts to expand its donor base.

Table 3. Bilateral donor contributions in 2008

Donor	Date	Amount in dollars
Italy (JPO)	1 January 2008	120,000
Norway	14 December 2007	1,746,324
France (JPO)	7 July 2008	60,000
Germany	16 July 2008	298,742
Sweden	22 July 2008	500,280
TOTAL		2,725,346

Annex 5 shows the evolution of the financial contributions by bilateral donors to the trust fund, from 2000 to 2008. The level of bilateral contributions in 2008 was stable compared to 2007, as was the number of donors.

Table 4 summarizes the expenditures covered by the central trust fund during the year 2008. It includes programme support costs, which are a percentage of 13 per cent applied by UNCTAD on technical cooperation projects to cover the costs of support provided by the administration. Personnel costs accounted for 77 per cent of total expenditures in 2008. The Programme's second-largest cost in 2008 was for the development of the new version of the DMFAS software – DMFAS 6 – which accounted for 17 per cent of total expenditures during the year.

Table 4. Expenditures from the DMFAS central trust fund in 2008

	Amount in dollars
DMFAS personnel *	3,248,727
Consultants	24,724
Travel	209,223
System development (version 6)	704,741
Subcontracts	14,936
Training	10,229
Equipment	8,072
Miscellaneous	6,325
Total	4,226,977

* This figure only includes actual costs; it does not cover cost-sharing with country projects or the costs of junior professional officers, which are covered by contributions.

Thanks to a more systematic income schedule in 2008, and to bilateral donors' timely disbursements, the cash flow of the central trust fund was more regular.

The development of DMFAS version 6 – a step that is instrumental in keeping DMFAS at the forefront of debt management services – has naturally impacted on the expenditures of the Programme

as a whole. These costs will decrease significantly in 2009; at the same time, the cost-sharing generated by the beneficiary institutions is likely to increase with this new product. Indeed, a different price structure was approved by the DMFAS Advisory Group at its meeting in November 2007, for maintenance and development fees for installations of DMFAS version 6 (see “Cost-sharing and self-financing by beneficiaries” (also in this section)).

Country-specific funding

Specific country activities (i.e. those that deliver the core products and services at the country level) are mostly financed on a bilateral basis by ad hoc country trust funds, to be used for the implementation of capacity-building activities in the country concerned, as per the project document that each country-project trust fund relates to.

The different sources of financing for country-project trust funds are the beneficiaries themselves, bilateral donors, and other international organizations and institutions such as UNDP, the World Bank, the Asian Development Bank, and the African Development Bank. An increasing number of middle-income countries are fully financing their national projects, paying directly for the products and services delivered by the DMFAS Programme.

During the year 2008, expenditures from country-specific trust funds amounted to \$1.44 million to deliver technical assistance in 33 countries. Annex 6 displays the list of countries, the funds available, expenditures, and the final balance available, in cases where activities took place during 2008. The number of countries listed in annex 6 does not necessarily coincide with the total number of countries and institutions using DMFAS. A number of these are active DMFAS users without funding for specific project activities. Helpdesk assistance is partially covered by the voluntary maintenance fee agreements signed by the beneficiary countries. These maintenance agreements remain valid beyond the time frame of the initial country project through which the DMFAS system was made available to the country or institution.

Figures 4 and 5 show the regional distribution and the income-level distribution of country project expenditures.

Figure 4. Country-project expenditures: regional distribution

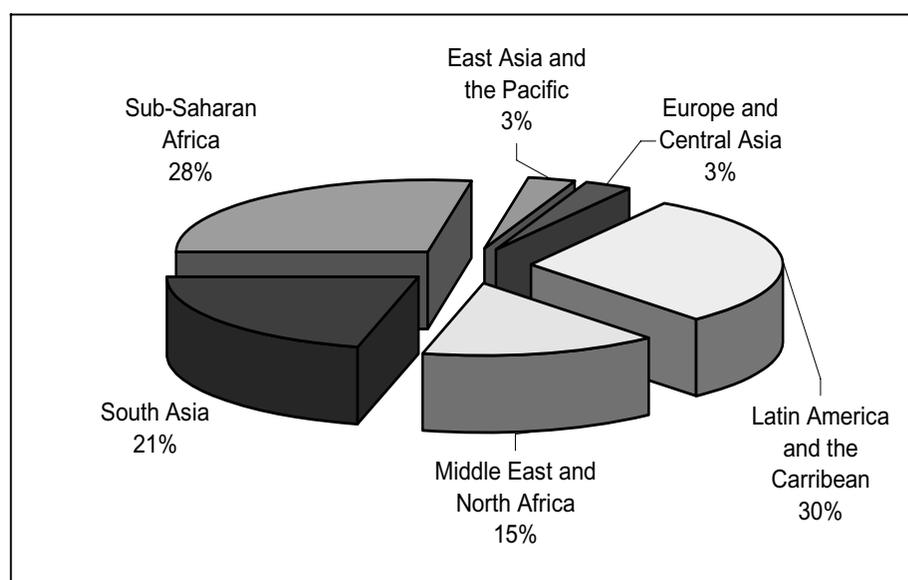
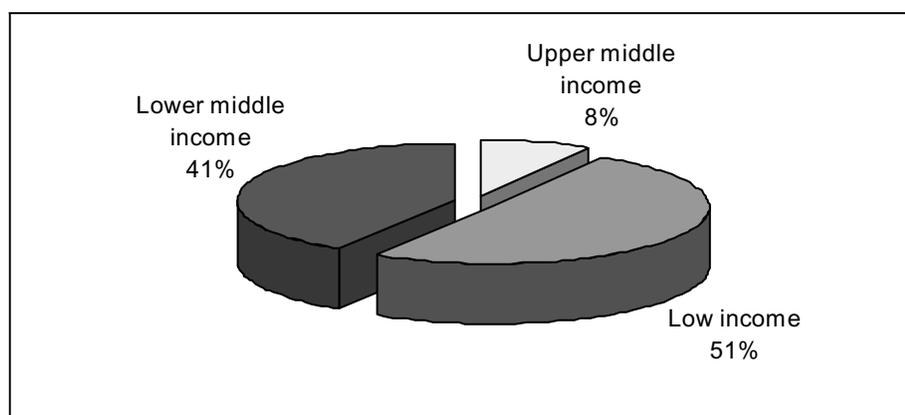


Figure 5. Country-project expenditures: income-level distribution



Cost-sharing and self-financing by beneficiaries

A particular feature of the DMFAS Programme – comparing it to other technical cooperation projects – is that it generates a part of its funds from cost-sharing with beneficiaries. Three specific instruments have been defined to ensure efficient cost-sharing and to cover a part of the running costs of the Programme: maintenance fees, development fees, and project management cost-sharing. Maintenance and development fees were created in 2002 to enable a self-financing mechanism for the Programme. Project management cost-sharing is a classic mechanism in technical cooperation programmes and has become more systematic in the DMFAS Programme over the past two years.

Maintenance fees

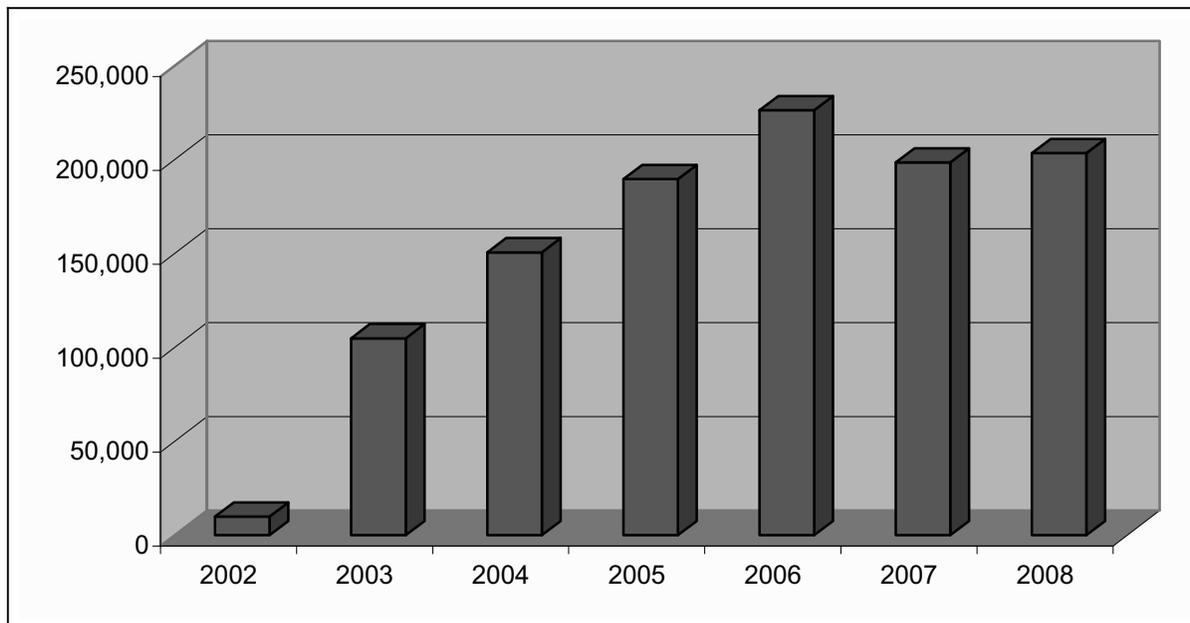
Maintenance agreements are presented to new beneficiary institutions when DMFAS is installed, and they are signed on a voluntary basis. They contribute to the financing of the remote helpdesk, which is located in Geneva and is provided by the Programme at the request of the client.

As shown in table 5 and figure 6, maintenance fees are highly relevant as a source of constant and relatively regular income for the Programme. 2008 was a milestone for maintenance fees, as the Programme reached the milestone figure of \$1,000,000 of revenue after only seven years of implementation.

Table 5. Maintenance fees: payments received, 2002–2008

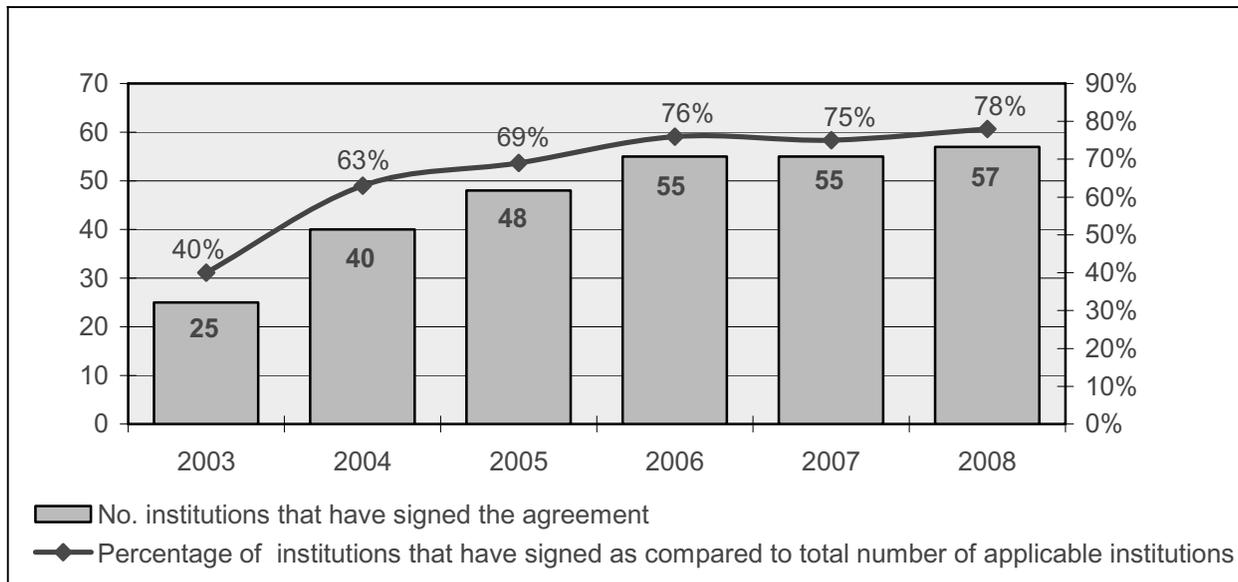
Year	Amount in dollars
2002	9,967
2003	104,933
2004	150,689
2005	189,709
2006	226,378
2007	198,636
2008	203,525
Total for 2002–2008	1,083,837

Figure 6. Maintenance fees: payments received, 2002–2008



The positive trend in the number of signed agreements on maintenance fees continued in 2008, with an increase of 3 per cent compared to 2007, as shown in figure 7. Annex 7 presents a complete list of the countries contributing to the maintenance of the DMFAS software, as well as their contribution per region and income level.

Figure 7. Evolution of signed agreements on maintenance fees, 2003–2008



Development fees

Development fees have been created to contribute to the enhancement of the DMFAS system. These contributions are made by the beneficiary institution when DMFAS is installed. The standard fee for a first installation of DMFAS version 5.3 is set at \$100,000, but this can be reduced depending on the income level of the country and the number of user institutions in one particular country. The licence fee for DMFAS version 6 is set at up to \$50,000 for an existing institution and \$150,000 for a new beneficiary institution, as discussed in previous DMFAS Advisory Group and donor consultation

meetings. It is expected that development fee contributions will increase in the coming years, with the installation of DMFAS version 6 across all countries using the DMFAS system.

The cumulative income from development fees since 2002 is presented in table 6. Egypt and the Philippines were the two contributors in 2008.

Table 6. Development fees: payments received, 2002–2008

Country	Amount in dollars
Algeria	50,000
Argentina	60,000
Cambodia	35,000
Chile	100,000
Congo (Republic of)	100,000
Democratic Republic of the Congo	60,000
Dominican Republic	100,000
Egypt	30,000
Indonesia	80,000
Iraq	100,000
Philippines	80,000
Rwanda	30,000
Total	825,000

Institutional support from UNCTAD

UNCTAD supported the DMFAS Programme during 2008 by financing five posts and a part-time position from its regular budget: 3.4 professionals (the chief of the Programme, the programme officer, one project manager, and 40 per cent of the time of an associate economic officer) and two General Services staff for the Administration and Communication Unit.

5.2 Outcome of donor consultation meeting held in November 2008

The DMFAS donor consultation meeting was attended by representatives from the European Commission, France, Germany, Norway, Sweden and Switzerland, and by representatives of the UNCTAD secretariat. The main topics covered during the meeting were progress in implementing the DMFAS strategic plan for 2007–2010, priorities for 2009–2011, and the financial situation of the Programme.

The participants commended the Programme on its results and achievements over the year and on its success in implementing its four-year strategic plan. Donors expressed their appreciation of the Programme's proven ability to deliver continued relevant and effective assistance at the country level to a large number of developing countries. Moreover, they recognized the Programme's key role as a public good in supporting developing countries to improve their debt management capacity.

Participants underlined the importance of stable and predictable multi-year funding for the DMFAS Programme. Continuous and reliable funding from the three sources (donors, beneficiary countries and UNCTAD) was considered essential for the Programme to deliver on its objective of helping countries build their human and institutional debt management capacity. Regarding UNCTAD's contribution to the cost of running the Programme, donors emphasized the importance of

the organization's support by providing regular budget staff, and also its financial support through the equitable distribution of programme support costs.

Germany and Norway confirmed the agreements already in place to provide funding in 2009. Norway indicated that despite its satisfaction with the Programme, it will decrease its share over the coming two years, in line with the policy decision that it announced in 2006. Switzerland explained that a proposal to finance \$2 million to the DMFAS Programme over the next four years is currently being considered. France had envisaged providing funds to cover an expert post to the Programme, but could not yet confirm this.

The continued support shown by the donors is essential to technical cooperation programmes such as DMFAS, since its activities are mainly financed by extra-budgetary sources. Timely disbursement by new and ongoing donors facilitates the transition from one year to another under the United Nations rules and regulations, enabling the effective delivery of the DMFAS Programme's support to developing countries.

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- Annex 2 Operational status of DMFAS in countries year by year, from 2004 to 2008
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Annex 1. Use of DMFAS in countries as at the end of December 2008, with start date and indication of version installed

Start date in country*	Country () = historic	Institution** () = historic	DMFAS user status Active, inactive or activating	Installation (X = own database, R = remote connection)	Access	Version currently installed (X = installation)				
						4.1 Plus	5	5.1	5.2	5.3
1984	Togo	MoF	Active	X	Full					X
1985	Haiti	CB	Active		Full				X	
	Pakistan	MoF	Active	X	Full					X
		CB	Inactive							
	Trinidad and Tobago	CB	Active	X	Full					X
		MoF	Active	R	Full					
	Uganda	CB	Active	X	Full					X
		MoF	Active	X	Full					X
1986	Djibouti	MoF	Active	X	Full				X	
	Egypt	CB	Active	X	Full					X
		MoF	Active	X	Partial					X
	Zambia	CB	Active	X	Full				X	
		MoF	Active	X	Full					X
	Zimbabwe	CB	Active	X	Full					X
		MoF	Active	X	Full					X
1987	Burundi	MoF	Active	X	Full					X
	Philippines	MoF	Active	X	Full				X	
		CB	Activating							
1988	Costa Rica	MoF	Active	X	Full					X
		CB	Active	R	Read-only					
	El Salvador	MoF	Active	X	Full					X
	Ethiopia	MoF	Active	X	Full					X
	Guatemala	MoF	Active	X	Full					X
	Honduras	MoF	Active	X	Full					X
		CB	Active	R	Partial					
	Indonesia	MoF	Active	X	Full					X
		CB	Active	X	Full					X
	Nicaragua	MoF	Active	X	Full					X
		CB	Active	X	Full					X
1990	Rwanda	MoF	Active	X	Full					X
		CB	Active	Future back-up of MoF installation	To be defined					

Start date in country*	Country () = historic	Institution** () = historic	DMFAS user status Active, inactive or activating	Installation (X = own database, R = remote connection)	Access	Version currently installed (X = installation)				
						4.1 Plus	5	5.1	5.2	5.3
1992	Bangladesh	MoF	Active	X	Full					X
		CB	Active	X	Full					X
1993	Plurinational State of Bolivia	MoF	Active	X	Full					X
		CB	Active	X	Full					X
	Argentina	MoF	Active	X	Full					X
		Province of Río Negro	Active	X	Full					X
		Province of Catamarca	Active	X	Full				X	
		Province of Chaco	Active	X	Full				X	
	Lebanon	MoF	Active	R	Partial					
		CB	Active	X	Full					X
		CRD	Active	R	Partial					
	Romania	MoF	Active	X	Full					X
		CB	Active	X	Full					X
1994	Belarus	MoF	Active	X	Full			X		
1995	Central African Republic	MoF	Active	X	Full					X
	Mauritania	MoF	Active	X	Full					X
	Paraguay	MoF	Active	X	Full					X
		CB	Active	R	Full					
		MoP	Active	R	Full					
	(Ukraine)	(MoF)	Inactive							
	Ecuador	MoF	Active	X	Full					X
		CB	Active	X	Full					X
1996	Panama	MoF	Active	X	Full					X
	(Kazakhstan)	(MoF)	Inactive							
		(CB)	Inactive							
		(Exim)	Inactive							
	Viet Nam	MoF	Active	X	Full					X
		(CB)	Inactive							
	Dominican Republic	MoF	Active	X	Full					X
		CB	Active	X	Full				X	
	(Uzbekistan)	(MoF)	Inactive							
1997	(Guinea-Bissau)	(MoF)	Inactive							
	(Senegal)	(MoF)	Inactive							

Start date in country*	Country () = historic	Institution** () = historic	DMFAS user status Active, inactive or activating	Installation (X = own database, R = remote connection)	Access	Version currently installed (X = installation)				
						4.1 Plus	5	5.1	5.2	5.3
	(Sao Tome and Principe)	(MoF)	Inactive							
		(CB)	Inactive							
	Republic of Moldova	MoF	Active	X	Full					X
		CB	Active	X	Full					X
	Islamic Republic of Iran	CB	Active	X	Full				X	
	Burkina Faso	MoF	Active	X	Full					X
1998	Albania	MoF	Active	X	Full					X
	Côte d'Ivoire	MoF	Active	X	Full					X
	Georgia	MoF	Active	X	Full					X
	Jordan	MoF	Active	X	Full					X
	(Peru)	(MoF)	Inactive							
	Sudan	CB	Active	X	Full					X
	Bolivarian Republic of Venezuela	MoF	Active	X	Full					X
1999	Angola	CB	Active	X	Full				X	
	(The former Yugoslav Republic of Macedonia)	(CB)	Inactive							
	(Lithuania)	MoF	Inactive	X	Full				X	
	Yemen	MoF	Active	R	Remote					
		CB	Active	X	Full				X	
		MoP	Active	R	Remote					
2000	Chad	MoF	Active	X	Full					X
	Palestinian Authority	MoF	Active	X	Full				X	
2001	(Colombia)	(MoF)	Inactive							
	Gabon	MoF	Active	X	Full					X
	Madagascar	MoF	Active	R	Partial					
		CB	Active	X	Full				X	
	Mongolia	MoF	Active	X	Full					X
		CB	Active	R	Partial					
	Syrian Arab Republic	CB	Active	X	Full					X
	Turkmenistan	CB	Active	X	Full				X	
2003	Chile	CB	Active	X	Full					X
	Congo	MoF	Active	X	Full					X
2005	Democratic Republic of	SDMO	Active	X	Full					X

Start date in country*	Country () = historic	Institution** () = historic	DMFAS user status Active, inactive or activating	Installation (X = own database, R = remote connection)	Access	Version currently installed (X = installation)				
						4.1 Plus	5	5.1	5.2	5.3
	the Congo									
	Algeria	MoF	Active	Future X	Full					
		CB	Active	X	Full					X
	Iraq	MoF	Active	X	Full					X
		CB	Active	R	Partial					
2007	Cambodia	MoF	Active	X	Full					X
Total	66 countries (historic)	101 institutions (historic)	85 active user institutions	72 installations		0	0	1	14	57

* Date when initial system implementation started in the country concerned. 1984 was the first year of availability of a comprehensive version of the DMFAS software.

** CB = Central Bank
MoF = Ministry of Finance
Prov = Provinces
CRD = Council for Reconstruction and Development

MoP = Ministry of Planning
MoE = Ministry of Economy
Exim = Eximbank
SDMO = Separate Debt Management Office

Annex 2. Operational status of DMFAS in countries year by year, from 2004 to 2008
(as revised by DMFAS project managers)

Country	Stage 1: System installed but not (or not fully) operational Stage 2: Database regularly kept up to date Stage 3: System used for monitoring and internal reporting Stage 4: System used for external reporting and statistics Stage 5: During the reported year, staff received training in the use of DSM+ (the World Bank's Debt Sustainability Model) as support for debt analysis IFMS: DMFAS is integrated, or is being integrated, within an integrated financial management system N/A: System no longer in use				
	2004	2005	2006	2007	2008
Albania	4	4	4	4 + 5	4 + 5
Algeria		1	3	3	4
Angola	3	4	4	4	4
Argentina	4 IFMS	4 IFMS	4 IFMS	4 IFMS	4 IFMS
Bangladesh	N/A	N/A	1	1	4
Belarus	4	4	4	4	4
Bolivia (Plurinational State of)	4 IFMS	4 IFMS	4 IFMS	4 IFMS	4 IFMS
Burkina Faso	3	3	3	3	3
Burundi	3	3	3	3	3
Cambodia				3	3
Central African Republic	N/A	N/A	N/A	N/A	2
Chad	3	3	3	4	4
Chile	3	3	4	4	4
Colombia	N/A	N/A	N/A	N/A	N/A
Congo	1	1	3 + 5	3	3
Costa Rica	4	4	4	4	4
Côte d'Ivoire	3 IFMS	3 IFMS	3 IFMS	3 IFMS	3 IFMS
Democratic Republic of the Congo		1	3 + 5	3 + 5	3 + 5
Djibouti	3	3	4	3	3
Dominican Republic	4	4 + 5 IFMS	4 IFMS	4 IFMS	4 IFMS
Ecuador	4 IFMS	4 IFMS	4 IFMS	4 IFMS	4 IFMS
Egypt	4	4	4	4	4
El Salvador	4	4	4	4	4
Ethiopia	4	4	4	4	4
Gabon	4 + 5	4	4	4	4
Georgia	4	4	4	4	4
Guatemala	4 IFMS	4 IFMS	4 IFMS	4 IFMS	4 IFMS
Guinea-Bissau	N/A	N/A	N/A	N/A	N/A
Haiti	4	4	4	4	4
Honduras	4	4 IFMS	4 IFMS	4 IFMS	4 IFMS
Indonesia	4 + 5	4	4	4	4
Iran (Islamic Republic of)	4	4	4	4	4
Iraq		1	3	3	3
Jordan	4	4	4	4	4
Kazakhstan	N/A	N/A	N/A	N/A	N/A
Lebanon	4	4	4	4	4
Lithuania	4	4	4	4	N/A

	2004	2005	2006	2007	2008
Madagascar	3	4	4	4	4
Mauritania	4	4	1	1	1
Mongolia	4	4	4	4	4
Nicaragua	4	4 IFMS	4 IFMS	4 IFMS	4 IFMS
Pakistan	3	4	4	4	4
Palestinian Authority	1	1	3	3	3
Panama	4 + 5 IFMS	4 IFMS	4	4 IFMS	4 IFMS
Paraguay	4 IFMS	4 IFMS	4 IFMS	4 IFMS	4 IFMS
Peru	N/A	N/A	N/A	N/A	N/A
Philippines	4	4	4	4	4
Republic of Moldova	4	4	4	4	4
Romania	4	4	4	4 + 5	4 + 5
Rwanda	4	4	4	1	2
Sao Tome and Principe	N/A	N/A	N/A	N/A	N/A
Senegal	N/A	N/A	N/A	N/A	N/A
Sudan	4	4	4 + 5	4	4
Syrian Arab Republic	3	3	3	3	3
The former Yugoslav Republic of Macedonia	N/A	N/A	N/A	N/A	N/A
Togo	3 + 5	3	3	3	3
Trinidad and Tobago	3	3	3	3	3
Turkmenistan	3	3	3	3	3
Uganda	4	4	4	4	4
Ukraine	N/A	N/A	N/A	N/A	N/A
Uzbekistan	N/A	N/A	N/A	N/A	N/A
Venezuela (Bolivarian Republic of)	4 IFMS	4 IFMS	4 IFMS	4 IFMS	4 IFMS
Viet Nam	3 + 5	3	3	4	4
Yemen	4 + 5	4	4	4	4
Zambia	3	3	3	4	4
Zimbabwe	4	4	4	4	4
Total of active DMFAS users	51	54	55	56	56

Annex 3. Breakdown of DMFAS client countries, according to country income group for 2008, also indicating countries qualified, eligible or potentially eligible for the Heavily Indebted Poor Countries (HIPC) Initiative

Low-income	Lower middle-income	Upper middle-income	High-income	Total
Current (20 countries)	Current (26 countries)	Current (9 countries)	Current (1)	56
Bangladesh Burkina Faso (HIPC) Burundi (HIPC) Cambodia Central African Republic (HIPC) Chad (HIPC) Côte d'Ivoire (HIPC) Democratic Republic of the Congo (HIPC) Ethiopia (HIPC) Haiti (HIPC) Madagascar (HIPC) Mauritania (HIPC) Pakistan Rwanda (HIPC) Togo (HIPC) Uganda (HIPC) Viet Nam Yemen Zambia (HIPC) Zimbabwe	Albania Algeria Angola Bolivia (Plurinational State of) (HIPC) Congo (HIPC) Djibouti Dominican Republic Ecuador Egypt El Salvador Georgia Guatemala Honduras (HIPC) Indonesia Iran (Islamic Republic of) Iraq Jordan Mongolia Nicaragua (HIPC) Palestinian Authority Paraguay Philippines Republic of Moldova Sudan (HIPC) Syrian Arab Republic Turkmenistan	Argentina Belarus Chile Costa Rica Gabon Lebanon Panama Romania Venezuela (Bolivarian Republic of)	Trinidad and Tobago	
Former (4) *Guinea-Bissau (HIPC) Sao Tome and Principe (HIPC) *Senegal (HIPC) Uzbekistan	Former (4) Colombia Peru *The former Yugoslav Republic of Macedonia Ukraine	Former (2) Kazakhstan Lithuania	Former (0)	(10)

* Negotiations being undertaken to reactivate as a user country

Income Source: World Development Indicators database. World Bank.⁴

⁴ *Income group*: Economies are classified according to gross national income per capita in 2007, calculated using the World Bank Atlas method. The groups are: low-income, \$935 or less; lower middle-income, \$936–\$3,705; upper middle-income, \$3,706–\$11,455; and high-income, \$11,456 or more.

Annex 4. Summary of helpdesk enquiries by country for 2008

Country	Total incoming	Total OK	For future version	For testing	Being processed	Waiting
Albania	8	7				1
Algeria	8	7			1	
Angola	3	3				
Argentina	13	13				
Bangladesh	14	14				
Bolivia (Plurinational State of)	9	9				
Burkina Faso	1	1				
Burundi	19	19				
Cambodia	14	13			1	
Central African Republic	18	18				
Chad	18	17	1			
Chile	14	14				
Congo	1	1				
Costa Rica	35	35				
Côte d'Ivoire	15	15				
Democratic Republic of the Congo	10	10				
Djibouti	5	5				
Dominican Republic	14	14				
Ecuador	17	17				
Egypt	48	47				1
El Salvador	9	9				
Ethiopia	3	3				
Gabon	3	3				
Georgia	2	2				
Guatemala	28	24	4			
Honduras	15	15				
Indonesia	8	8				
Iran (Islamic Republic of)	11	8			2	1
Iraq	11	11				
Jordan	10	8	2			
Lebanon	2	2				
Mauritania	1	1				
Mongolia	1	1				
Nicaragua	66	62	2		2	
Panama	29	29				
Paraguay	2	2				
Philippines	22	20	1		1	
Republic of Moldova	10	10				
Romania	16	15			1	
Rwanda	17	15	2			
Sudan	2	2				

Country	Total incoming	Total OK	For future version	For testing	Being processed	Waiting
Togo	29	28				1
Trinidad and Tobago	2	2				
Uganda	34	34				
Venezuela (Bolivarian Republic of)	1	1				
Viet Nam	4	4				
Yemen	2	2				
Zambia	4	4				
Zimbabwe	5	5				
Grand total	633	609	12		8	4

Annex 5. Donor contributions, 2002–2008

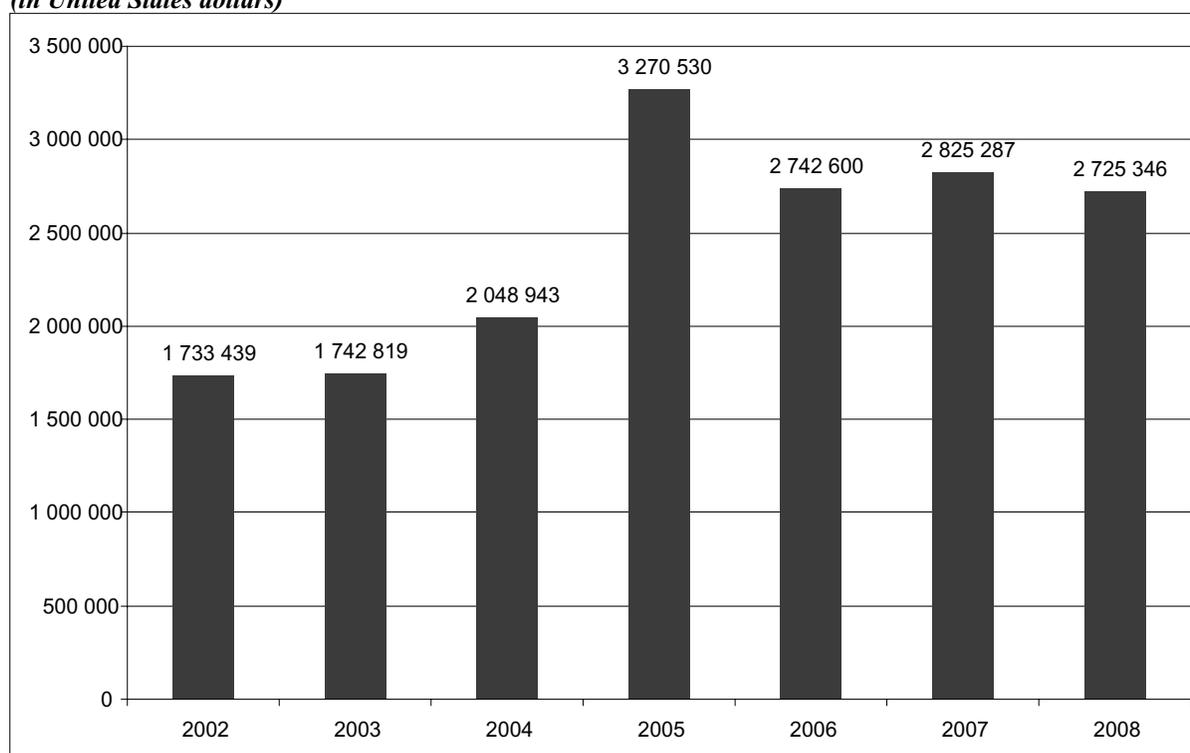
5.1 Bilateral donor contributions to the DMFAS central trust fund, 2002–2008 (in United States dollars)

	2002	2003	2004	2005	2006	2007	2008	Total
France							60 000	60 000
Germany	50 000	-	-	-	-	147 493	298 742	496 235
Italy	-	-	-	-	-	201 578	120 000	421 578
Netherlands	222 262	-	-	900 000	300 000	300 000		1 722 262
Norway	975 000	1 275 000	1 575 000	1 943 054	1 607 824	1 571 937	1 746 324 ¹	10 694 139
Sweden	486 177	467 819	473 943	427 476	414 374	604 280	500 280	3 374 349
Switzerland	-	-	-	-	420 402 ²	-		420 402
Total	1 733 439	1 742 819	2 048 943	3 270 530	2 742 600	2 825 287	2 725 346	17 188 964

¹ The contribution from Norway was disbursed in December 2007 to ensure a sufficient cash flow for the beginning of 2008.

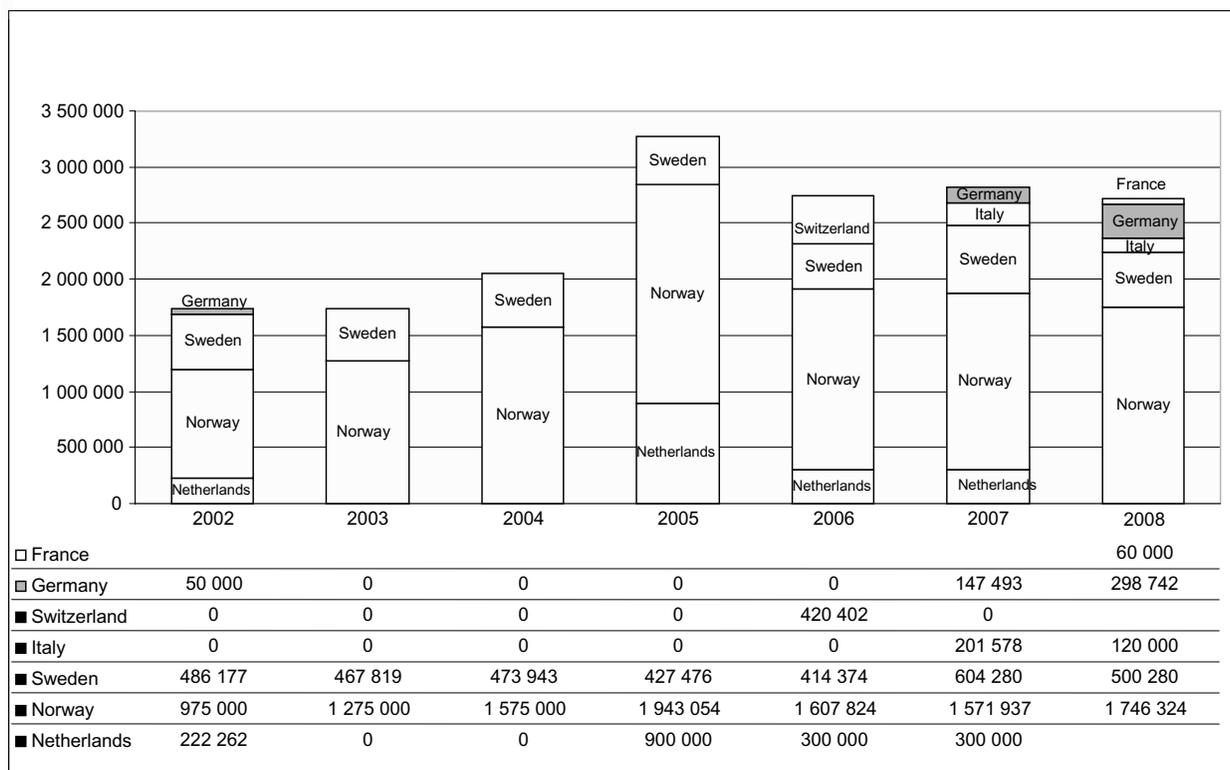
² This contribution was a transfer from a trust fund financed by Switzerland to the central trust fund.

5.2 Bilateral donor contributions, 2002–2008 (in United States dollars)



5.3 Contributions to the DMFAS central trust fund per donor, 2002–2008
(in United States dollars)

SDMO



Annex 6. Country-project trust funds: available funding and expenditures, 2008
(in United States dollars)

Country	Funding available in 2008, as at 31 December 2007	Total expenditures in 2008	Budget balance as at 31 December 2008
Albania	15 334	10 899	4 435
Algeria	61 249	54 983	6 266
Bangladesh (*)	347 788	302 642	45 146
Bolivia (Plurinational State of)	12 027	8 163	3 864
Burkina Faso	9 876	9 868	8
Burundi	26 951	22 573	4 378
Cambodia	0	(4 302)	4 302
Central African Republic	92 950	84 526	8 424
Chad	73 335	65 093	8 242
Costa Rica	81 759	77 924	3 835
Democratic Republic of the Congo	26 662	27 080	(418)
Egypt (Central Bank)	64 880	48 020	16 860
Egypt (Ministry of Finance)	32 000	29 703	2 297
El Salvador	54 767	43 417	11 350
Ethiopia	108 957	41 013	67 944
Georgia	27 075	8 170	18 905
Guatemala	134 000	126 834	7 166
Guinea-Bissau	70 599	35 781	34 818
Haiti	73 004	35 839	37 166
Honduras	33 663	37 352	30 803
Iran (Islamic Republic of)	21 681	18 503	3 178
Iraq	39 500	29 624	9 876
Jordan	11 220	9 213	2 007
Nicaragua	85 176	69 477	15 699
Philippines	49 878	49 877	1
Republic of Moldova	15 744	12 757	2 987
Romania	13 726	8 872	4 854
Rwanda	46 974	24 832	22 142
Sudan	220 405	66 791	153 614
Togo	106 665	17 531	89 134
Trinidad and Tobago	4 794	(4 176)	8 969
Uganda	16 800	0	16 800
Venezuela (Bolivarian Republic of)	271 723	34 724	236 999
Yemen	19 474	28 770	(9 295)
Zambia	14 313	5 414	8 899
TOTAL	2 284 949	1 437 788	881 653

(*) UNDP-financed country project

NB: Some expenses appear negatively, due to refunding on travels or cancellation of missions. These have been kept in this table for greater transparency.

Annex 7. Total maintenance fee payments received per DMFAS user, 2002–2008

Country	United States dollars
Albania	4 990
Algeria	5 000
Angola	15 000
Argentina	30 000
Argentina (provinces)	8 000
Bolivia, Plurinational State of (MoF and CB)	40 000
Burkina Faso	15 934
Burundi	19 975
Cambodia	15 000
Chile	20 000
Congo	25 000
Costa Rica*	5 000
Côte d'Ivoire	19 880
Democratic Republic of the Congo	10 000
Djibouti	5 000
Dominican Republic (MoF and CB)	39 920
Ecuador (MoF and CB)	55 000
Egypt	35 000
Ethiopia	9 955
Gabon	4 975
Georgia	10 000
Guatemala	10 000
Haiti	25 000
Honduras	24 928
Indonesia (MoF and CB)	44 939
Iran, Islamic Republic of	15 000
Iraq	15 000
Jordan	30 000
Lebanon	20 000
Lithuania	5 000
Madagascar	25 000
Mongolia	30 000
Nicaragua (MoF and CB)	30 000
Pakistan	9 930
Panama	30 000
Paraguay	15 000
Philippines	29 952
Republic of Moldova (MoF and CB)	40 000
Romania (MoF and CB)	30 000
Rwanda	5 000
Sudan	29 777
Syrian Arab Republic	12 500
Togo	14 955
Trinidad and Tobago*	10 000
Uganda (MoF and CB)	39 980
Venezuela (Bolivarian Republic of)	15 000
Viet Nam	19 816
Yemen	19 947

Country	United States dollars
Zambia (MoF and CB)	49 900
Zimbabwe (MoF and CB)	43 584
Total	1 083 837
Contributions received in 2008	203 525

* Countries that contributed for the first time in 2008

Annex 8. Summary of United Nations and international mandates relevant to the work of the DMFAS Programme

- **UNCTAD XII Accra Declaration** (April 2008):
 - (para. 12): emphasizes “the special importance of continued work towards durable solutions to the debt sustainability and management problems of developing countries”.
- **UNCTAD XII Accra Accord** (April 2008):
 - (para. 17): “Despite debt relief initiatives, many developing countries still face financing challenges and require continued international support.”
 - (para. 29): “At the national and international levels, monetary and financial stability has to be underpinned by effective institutions identifying and preventing potential crises. At all levels this requires transparent, accurate and timely macroeconomic data, regular monitoring of debt structures and a comprehensive analysis of international capital flows.”
 - (para. 31): “Beyond efforts to strengthen financial stability, policy measures and technical assistance to enhance the authorities’ responsiveness to risk, including strengthening macroeconomic management, mobilizing domestic resources and enhancing debt sustainability, are important.”
 - (para. 32): “Debt sustainability is essential for underpinning growth and, with effective debt management, is important to efforts to achieve national development goals. Debt sustainability analyses play a vital role in identifying the potential for debt crises.”
 - (para. 40): “UNCTAD should continue its analysis of debt and development finance issues and should maintain its capacity-building programme for public debt management. On the basis of its analytical work, UNCTAD should continue to provide technical assistance and support for developing countries in building national capacities through the Debt Management and Financial Analysis System (DMFAS) programme, in cooperation with the International Monetary Fund, the World Bank and other stakeholders. UNCTAD should continue to contribute to multilateral processes on external debt and finance, including in the “Paris Club” and the Development Cooperation Forum. Maximum synergy should be sought between analytical work and technical assistance.”
- **UNCTAD XI São Paulo Consensus** (June 2004):
 - (para. 29): states that areas to which UNCTAD should give special attention at the national level include “continuing assistance in debt management”.
 - (para. 31): “Based on its analytical work, UNCTAD should continue to provide technical assistance and support developing countries in building national capacities in the area of debt management through the Debt Management and Financial Analysis System (DMFAS) Programme, and for their participation in multilateral negotiating processes and international decision-making. Maximum synergy should be sought between analytical work and technical assistance.”
- **UNCTAD X**, which took place in Bangkok, in February 2000, reconfirmed the importance of technical cooperation as one of the three main functions of UNCTAD, alongside the secretariat’s policy analysis and the work of the intergovernmental machinery. The effectiveness and relevance of UNCTAD’s technical cooperation depends on its integration and complementarity with UNCTAD’s two other functions. The full realization of effective interrelationships among the three basic functions of UNCTAD requires greater efforts in the area of technical cooperation. It is also generally accepted that UNCTAD should improve mechanisms for the financial sustainability of certain technical cooperation programmes, including the DMFAS Programme. The following are extracts from the Conference’s Plan of Action:

- (para. 46): “The ability of all countries, especially developing ones, to manage their debt obligations is important: assistance to allow them to do this in an effective, efficient way should be encouraged.”
- (para. 109): “UNCTAD should continue to focus on...” (bullet point): “Management of public, external and domestic debt in developing countries in support of the work carried out by the DMFAS programme in this field, and in cooperation with other international organizations”.
- **UNCTAD IX Midrand Declaration and a Partnership for Growth and Development (27 April 1996):**
 - (para. 95): “UNCTAD’s technical cooperation programme is an important element in UNCTAD’s overall effort to focus its work on activities that provide practical assistance to developing countries. This assistance should be directed towards developing countries with the greatest need. LDCs should have priority in the assistance provided by UNCTAD. The effectiveness and impact of UNCTAD’s technical cooperation should be strengthened as an essential complement to the institution’s policy-oriented analytical and deliberative work. Specific needs of certain developing countries with structurally weak and vulnerable economies should be addressed. UNCTAD should continue to provide technical assistance to economies in transition. UNCTAD’s technical cooperation should be demand-driven and aim to enhance the capacity of countries to promote their own development process. It should assist Governments to create the necessary enabling environment for development and strengthen the ability of beneficiary countries to participate fully in the world economy, particularly in international trade and investment. Donors are invited to continue and, if possible, increase financing for technical assistance programmes formulated by UNCTAD.”
 - (para. 97): “UNCTAD’s technical cooperation programme should be determined by its work programme priorities. In light of the objectives contained in paragraph 95, UNCTAD’s technical cooperation should focus on the following areas:
 - (i) Globalization and development:
 - Assistance in examining specific development challenges regarding effective participation in international trade and investment;
 - Providing continued support for debt management;”
- **United Nations General Assembly resolution 62/186: “External debt and development: towards a durable solution to the debt problems of developing countries” (adopted 19 December 2007):**
 - (*chapeau*): “*Emphasizing* that debt sustainability is essential for underpinning growth, and underlining the importance of debt sustainability and effective debt management to the efforts to achieve national development goals, including the Millennium Development Goals...”
 - (para. 25): “*Further welcomes* the efforts of and calls upon the international community to support institutional capacity-building in developing countries for the management of financial assets and liabilities and to enhance sustainable debt management as an integral part of national development strategies.”
 - (para. 26): “*Invites* the United Nations Conference on Trade and Development, the International Monetary Fund and the World Bank, in cooperation with the regional commissions, development banks and other relevant multilateral financial institutions and stakeholders, to continue cooperation in respect of capacity-building activities in developing countries in the area of debt management and debt sustainability.”
 - (para. 27): “*Invites* the international community, including the United Nations system, to continue efforts to increase financial support in respect of capacity-building activities for developing countries in the area of debt management and debt sustainability, and encourages countries to create transparent and accountable debt management systems.”

- **United Nations General Assembly resolution 61/188:** “External debt crisis and development” (adopted 20 December 2006):
 - (*chapeau*): Emphasizes that “debt sustainability is essential for underpinning growth”, and underlines “the importance of debt sustainability to the efforts to achieve national development goals, including the Millennium Development Goals”.
 - (para. 22): “*Welcomes further* the efforts of, and calls upon, the international community to support institutional capacity-building in developing countries for the management of financial assets and liabilities and to enhance sustainable debt management as an integral part of national development strategies.”
 - (para. 23): “*Invites* the United Nations Conference on Trade and Development, the International Monetary Fund and the World Bank, in cooperation with the regional commissions, development banks and other relevant multilateral financial institutions and stakeholders, to continue cooperation in respect of capacity-building activities in developing countries in the area of debt management.”
- **United Nations General Assembly resolution 60/187:** “External debt crisis and development” (adopted 22 December 2005):
 - (*chapeau*): Emphasizes that “debt sustainability is essential for underpinning growth”, and underlines “the importance of debt sustainability to the efforts to achieve national development goals, including the Millennium Development Goals”.
 - (para. 22): “*Welcomes further* the efforts of, and further calls upon, the international community to support institutional capacity-building in developing countries and countries with economies in transition for the management of financial assets and liabilities and to enhance sustainable debt management as an integral part of national development strategies.”
 - (para. 23): “*Invites* the United Nations Conference on Trade and Development, the International Monetary Fund and the World Bank, in cooperation with the regional commissions, development banks and other relevant multilateral financial institutions, to continue cooperation in respect of capacity-building activities in developing countries in the area of debt management.”
- **United Nations General Assembly resolution 59/223:** “External debt crisis and development” (adopted 22 December 2004):
 - (para. 16): “*Welcomes* the efforts of, and further calls upon, the international community to support institutional capacity-building in developing countries and countries with economies in transition for the management of financial assets and liabilities and to enhance sustainable debt management as an integral part of national development strategies.”
 - (para. 17): “*Invites* the United Nations Conference on Trade and Development, the International Monetary Fund and the World Bank, in cooperation with the regional commissions, development banks and funds and other multilateral institutions, to continue to study the possibility of creating a consultative group on external debt management aimed at developing best practices, promoting coherence and strengthening the institutional capacity of developing countries in debt management, taking into account work that has already been done.”
- **United Nations General Assembly resolution 58/203:** “External debt crisis and development” (adopted 23 December 2003):
 - (para. 4): “*Stresses* that sustainable debt financing is an important element for mobilizing resources for public and private investment, and that national comprehensive strategies to monitor and manage the external liabilities embedded in the domestic preconditions for debt sustainability, including sound macroeconomic policies and public resource management, are a key element in reducing national vulnerabilities.”
 - (para. 11 and subpara. 11(g)): “*Stresses the need*” ... “to establish effective debt-tracking mechanisms in developing countries and strengthen technical assistance for external debt

management and debt tracking, including through enhanced cooperation and coordination between organizations providing assistance in this regard.”

- (para. 16): “*Stresses* the need to strengthen the institutional capacity of developing countries in debt management, calls upon the international community to support the efforts made towards this end, and in this regard stresses the importance of such initiatives as the Debt Management and Financial Analysis System”.
- (para. 17): “*Invites* the United Nations Conference on Trade and Development, the International Monetary Fund and the World Bank, in cooperation with the regional banks, regional commissions and multilateral institutions, to study the possibility of creating a consultative group on external debt management aimed at developing best practices and strengthening the institutional capacity of developing countries in debt management, taking into account work that has already been done.”
- **United Nations General Assembly resolution 57/240:** “Enhancing international cooperation towards a durable solution to the external debt problems of developing countries” (adopted 20 December 2002):
 - (para. 3): “*Stresses* that sustainable debt financing is an important element for mobilizing resources for public and private investment, and that national comprehensive strategies to monitor and manage the external liabilities embedded in the domestic preconditions for debt sustainability, including sound macroeconomic policies and public resource management, are a key element in reducing national vulnerabilities.”
 - (para. 8 and subpara. 8(g)): “Stresses the need” ... “to establish effective debt-tracking mechanisms in developing countries and strengthen technical assistance for external debt management and debt tracking, including through enhanced cooperation and coordination between organizations providing assistance in this regard.”
 - (para. 13): “*Stresses* the need to strengthen the institutional capacity of developing countries in debt management, calls upon the international community to support the efforts made towards this end, and in this regard stresses the importance of such initiatives as the Debt Management and Financial Analysis System, the International Monetary Fund and World Bank guidelines for public debt management, and the debt-management capacity-building programme.”
- **United Nations General Assembly resolution 55/184:** “Enhancing international cooperation towards a durable solution to the external debt problem of developing countries” (adopted 20 December 2000):
 - (*chapeau*): “*Stressing* that the effective management of the debt of developing countries, including middle-income countries, is an important factor, among others, in their sustained economic growth and in the smooth functioning of the world economy...”
 - (para. 2): “*Reaffirms* the need, as expressed in the United Nations Millennium Declaration, for the international community to deal comprehensively and effectively with the debt problems of low-and middle-income developing countries, through various national and international measures designed to make their debt sustainable in the long term.”
 - (para. 23): “*Underlines* the absolute importance of implementing the resolve expressed in the United Nations Millennium Declaration to create an environment, at the national and global levels alike, that is conducive to development and to the elimination of poverty, inter alia, through good governance within each country as well as good governance at the international level and transparency in the financial, monetary and trading systems.”
 - (para. 24): “*Stresses* the need to strengthen the institutional capacity of developing countries in debt management, calls upon the international community to support the efforts made towards this end, and, in this regard, stresses the importance of initiatives such as the Debt Management and Financial Analysis System and the debt-management capacity-building programme.”

- **United Nations General Assembly resolution 54/202:** “Enhancing international cooperation towards a durable solution to the external debt problem of developing countries” (adopted 22 December 1999):
 - (*chapeau*): “*Stressing* that effective management of the debt of developing countries, including middle-income countries, is an important factor, among others, in their sustained economic growth and in the smooth functioning of the world economy...”
 - (para. 27): “*Stresses* the need to strengthen the institutional capacity of developing countries in debt management, calls upon the international community to support the efforts towards this end, and in this regard stresses the importance of initiatives such as the Debt Management and Financial Analysis System and the debt-management capacity-building programme.
- **United Nations Millennium Declaration**, adopted by Heads of State and Government on 8 September 2000:
 - (para. 16): “We are also determined to deal comprehensively and effectively with the debt problems of low- and middle-income developing countries, through various national and international measures designed to make their debt sustainable in the long term.”
- **Monterrey Consensus**, adopted by Heads of State and Government at the International Conference on Financing for Development, 18 to 22 March 2002:
 - (para. 47): “Sustainable debt financing is an important element for mobilizing resources for public and private investment. National comprehensive strategies to monitor and manage external liabilities, embedded in the domestic preconditions for debt sustainability, including sound macroeconomic policies and public resource management, are a key element in reducing national vulnerabilities. Debtors and creditors must share the responsibility for preventing and resolving unsustainable debt situations. Technical assistance for external debt management and debt tracking can play an important role and should be strengthened.”
- Under **Goal 8 of the Millennium Development Goals**⁵ – to develop a global partnership for development – a related target is to deal comprehensively with the debt problems of developing countries through national and international measures in order to make debt sustainable in the long term.
- **Other:**
 - At the thirty-ninth session of UNCTAD’s Trade and Development Board (16–20 September 2002), the DMFAS Programme was acknowledged by an **independent evaluation study**⁶ on capacity-building as one of UNCTAD’s best programmes in this area. The study sees capacity-building as the ultimate objective of development assistance, whereby programmes aim at transferring required skills and knowledge to developing countries and emerging economies so that they may eventually pursue their social and economic progress unassisted. Defining capacity-building as “the faculty of a technical assistance programme to enable beneficiary countries to perform and sustain targeted functions on their own as a direct result of that programme”, the study assesses capacity-building performance according to five dimensions: relevance, effectiveness, efficiency, sustainability and impact. Along these lines, it considers the DMFAS Programme successful in that it combines focus, substantive

⁵ A measurable framework of 8 goals, 18 targets and 48 indicators adopted in September 2000 by a consensus of experts from the United Nations Secretariat, IMF, OECD, and the World Bank. All 191 United Nations Member States have pledged to meet these goals by the year 2015. These goals and targets come from the Millennium Declaration, signed by 189 countries in September 2000 (A/RES/55/2). They represent a partnership between the developed countries and the developing countries, determined, as the Declaration states, “to create an environment – at the national and global levels alike – which is conducive to development and to the elimination of poverty”.

⁶ “Evaluation of Capacity-building in UNCTAD’s Technical Cooperation Activities”, prepared by an independent evaluation team (J.E. Denis, H. Saha, D. Griffiths) and presented to the Working Party on the Medium-term Plan and the Programme Budget at the thirty-ninth session of UNCTAD’s Trade and Development Board, TD/B/WP/155 (12 July 2002).

competence at headquarters, an integrated approach, national ownership, institution-building and a long-term perspective.

- Mid-term review 2002–2005 of the DMFAS Programme. This review was commissioned by donors for the period 2002–2005, as called for by the DMFAS Trust Fund Agreement. Conclusions of the Review were presented to the fifth DMFAS Advisory Group meeting, which took place in June 2005, following the Debt Management Conference. The two main objectives of the review were to evaluate (a) the effectiveness and the outcomes of the DMFAS Programme, and (b) the functioning of the Programme and its delivery of technical assistance in relation to the needs and requirements of beneficiary countries. The broad conclusion of the Review points to the “remarkable performance of DMFAS, which has continually strived to respond with efficiency to the needs of its diverse customer base.”

Annex 9. Conclusions of the DMFAS Advisory Group, November 2007

The DMFAS Advisory Group advises the Secretary-General of UNCTAD of the following conclusions from its sixth meeting, which was held in Geneva on 22 and 23 November 2007. The DMFAS Advisory Group:

1. Reiterates the continued importance of debt management, and of effective technical assistance, in response to the changing needs of developing countries and countries with economies in transition. In this regard, it expresses appreciation for the work of UNCTAD's DMFAS Programme;
2. Stresses the importance of the continued support from the DMFAS Programme to developing countries and countries with economies in transition, in building their capacity to improve debt management;
3. Urges the DMFAS Programme to continue implementing its strategic plan for 2007–2010, as presented at the meeting;
4. Recommends that the development of a strategic risk analysis module be included in the strategic plan for 2007–2010;
5. Requests UNCTAD to participate in initiatives with other providers of technical assistance for debt management, that are designed to clarify the support that is available to debt management offices for debt sustainability analysis;
6. Emphasizes the need for UNCTAD to deliver the new version of the DMFAS system – version 6 – as soon as possible, to respond to the evolving needs of debt management offices;
7. Stresses the need for comprehensive capacity-building in debt management offices in implementing DMFAS version 6 and related areas;
8. Encourages UNCTAD to continue its efforts to strengthen coordination with other providers of technical assistance for debt management;
9. Expresses its appreciation for the continued financial support of the DMFAS Programme's work from the donor community;
10. Expresses its appreciation for participation in funding the DMFAS Programme by the countries that benefit from the Programme's assistance, through the cost-sharing arrangements;
11. Requests that the new DMFAS cost-sharing arrangements, as presented at the meeting, take account of the following conclusions from the meeting. The DMFAS Advisory Group
 - recommends that the changes involved in the new cost-sharing arrangements be related to the implementation of DMFAS version 6,
 - recommends that a new maintenance fee agreement be signed with each beneficiary country at the time of agreeing on the implementation of DMFAS version 6, and
 - urges UNCTAD to work with the donor community to ensure that the capacity of the poorest countries to pay is reflected when the new cost-sharing arrangements are implemented;
12. Requests the Secretary-General of UNCTAD to consider increasing the resources made available from the regular budget to support the work of the DMFAS Programme, in order to improve the balance between the different contributors to the funding of the Programme;
13. Regarding the organization of the DMFAS Advisory Group itself, the meeting recommends that:
 - the current structure of the DMFAS Advisory Group should be maintained,
 - the meetings of the DMFAS Advisory Group should continue to be held in conjunction with the UNCTAD biennial debt management conference,
 - the length of the meetings should be extended to two days,
 - member countries of the DMFAS Advisory Group should be given the opportunity to comment on the agenda in advance of the meetings, and
 - the DMFAS Advisory Group meetings should include focused discussion groups.

Annex 10. Country fact files

ALBANIA

DMFAS user institution(s): Ministry of Finance

DMFAS start date (country): 1998

Project status in 2008: Active

Funding source of active project: World Bank

Start date of active project: 2006

Version of DMFAS currently installed: 5.3 (September 2006)

Language version: English

Operational status of the DMFAS system:

- Database regularly kept up to date;
- System used for monitoring and internal reporting;
- System used for external reporting and statistics.

Link with other system: Planned (Treasury)

Activities in 2008 (project and non-project):

- Contribution to the preparation of UNCTAD's "One United Nations" project proposal to Albania;
- Information and communications technology (ICT) and functional training missions, December;
- Ongoing support from the DMFAS Programme was provided from Geneva during the year (including project management, administrative support, documentation and ICT) regarding the implementation of the DMFAS system, and also on current and future capacity-building activities. This included the organization of project activities, as well as user support from the DMFAS helpdesk, which responded to seven country-specific requests for assistance during the year.

Planned activities:

Continued DMFAS support regarding the implementation of the DMFAS system, as well as other capacity-building activities in debt management, including:

- User support from the DMFAS helpdesk;
- DSM+ hands-on training, January 2009;
- Discussion with officials from the Ministry of Finance regarding the implementation of DMFAS version 6, and integration of DMFAS with the Ministry's Treasury system;
- Participation by officials from the Ministry of Finance in the Seventh UNCTAD Interregional Debt Management Conference, November 2009.

ALGERIA

DMFAS user institution(s): Central Bank; Ministry of Finance

DMFAS start date (country): 2005

Project status in 2008: Active (Central Bank); Closed (Ministry of Finance)

Funding source of active projects: Central Bank; Ministry of Finance

Start date of active projects: 2005 (Central Bank; Ministry of Finance)

Version of DMFAS currently installed: 5.3 in the Central Bank (December 2005)

Note:

Installation of DMFAS 5.3 in the Ministry of Finance is planned. See project activities below.

Language version: French (Central Bank)

Operational status of the DMFAS system:

- Database regularly kept up to date (Central Bank);
- System used for monitoring and internal reporting (Central Bank);
- System used for external reporting;
- Not yet installed (Ministry of Finance).

Note:

The installation in the Ministry of Finance was postponed in order to take into consideration amendments to the original project document signed in 2005. The creation of the DMFAS database has been completed in the Central Bank and will be fully operational in 2008.

Link with other system: No

Activities in 2008 (project and non-project):

- Debt data validation workshop (Central Bank) in March. This activity was key, as it validated all the information loaded into the system and allowed the old double-entry system to be discontinued;
- A final project evaluation of the Central Bank active project took place in June 2008 at headquarters in Geneva;
- Elaboration of an amendment to a project document to install DMFAS 5.3 in the Ministry of Finance and provide related activities. Signed in February 2008 but awaiting funding;
- Two staff from the Central Bank of Algeria, including the head of the division, participated in the Regional Debt Portfolio Analysis Workshop which took place in Amman, Jordan, last November 2008.
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. In addition to the organization of project activities, this included, for example, user support from the DMFAS helpdesk. The helpdesk responded to seven country-specific requests for assistance during the year.

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk;
- Installation of DMFAS 5.3 in the Ministry of Finance in 2009, depending on funding and final administrative arrangements for the above-mentioned project;

ANGOLA

DMFAS user institution(s): Central Bank

DMFAS start date (country): 1999

Project status in 2008: Active

Version of DMFAS currently installed: 5.2 in Central Bank (May 2000)

Language version: Spanish and English

Operational status of the DMFAS system:

- Database regularly kept up to date (Central Bank);
- System used for monitoring and internal reporting (Central Bank);
- System used for external reporting and statistics.

Link with other system: No

Note:

The Government uses the automatic bridge between DMFAS and DRS, the World Bank's Debtor Reporting System.

Activities in 2008 (project and non-project):

- Preparing a draft of a new project document for the installation of DMFAS 5.3 and related activities, and for the integration of DMFAS with other financial systems of the Bank;
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. In addition to the organization of project activities, this included, for example, user support from the DMFAS helpdesk. The helpdesk responded to three country-specific requests for assistance during the year;
- Finalization of the above-mentioned new project document in August 2008 for the approval of the BNA. Negotiations ongoing and well advanced.

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk
- Implementation of the above-mentioned new project document. It is expected that the Governor of the Banco Nacional de Angola will revise the final draft.

ARGENTINA

DMFAS user institution(s): Ministry of Finance; local finance ministries of the provinces of Catamarca, Río Negro and Chaco

DMFAS start date (country): 1993

Project status in 2008: Active (Province of Río Negro); Closed (Ministry of Finance, Province of Catamarca, Province of Chaco)

Funding source of active project: Government

Start date of active project: 2007

Version of DMFAS currently installed: 5.3 in the Ministry of Finance (November 2005); 5.3 in the Province of Río Negro (May 2008); and 5.2 in Catamarca and Chaco provinces (November 2001).

Note:

The 5.2 installation in the provinces contains a local Government feature, which was especially created to suit the provinces' specific needs.

Language version: Spanish (all four institutions)

Operational status of the DMFAS system:

- Database regularly kept up to date (all four institutions);
- System used for monitoring and internal reporting (all four institutions);
- System used for external reporting and statistics (Ministry of Finance, Province of Río Negro, and Province of Chaco).

Link with other system: Yes

Notes:

- DMFAS is integrated with the treasury, accounting and budget modules of the national integrated financial administration system at the federal level, and at the provincial level for the Province of Río Negro.
- The Government uses the automatic bridge between DMFAS and DRS, the World Bank's Debtor Reporting System.

Activities in 2008 (project and non-project):

- Organization by the DMFAS Regional Centre, located in Buenos Aires, of a regional statistics workshop, to take place in November 2008. The objective of the workshop will be to provide training in the conceptual aspects related to debt statistics and in the utilization of web services for the dissemination of national and regional debt information;
- Discussions on and finalization of a project proposal with the Province of Buenos Aires regarding future implementation of DMFAS 5.3;
- Discussions on and finalization of a project proposal with the national Government regarding future implementation of DMFAS 6;
- A technical mission to the province of Río Negro to install DMFAS 5.3 and to update the link between DMFAS and the integrated financial management system, in May;
- The Ministry of Finance hosted a study visit from Guatemala, in March;
- Meetings between UNCTAD and the Government about current and future capacity-building activities, held in Buenos Aires in June/July;
- Ongoing support from the DMFAS Programme was provided during the year from Geneva, and also from the DMFAS Regional Centre in Buenos Aires, regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. In addition to the organization of project activities, this support included, for example, one update (patch 20) to the DMFAS system currently installed in the Ministry of Finance and the local Governments, and user documentation updates. It also included user support from the DMFAS helpdesk. The helpdesk responded to 13 country-specific requests for assistance during the year;
- Beta testing of the advance release of version 6 of DMFAS took place in the debt management office of the Ministry of Finance in December 2008.

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk;
- Incorporation of the Province of Buenos Aires into the overall project for the Argentine provinces, in 2009;
- Development of a database in the Ministry of Finance, which will include information from the provinces' DMFAS installations, in 2009–2010;
- Conversion of databases and installation of DMFAS 5.3 in the provinces, in 2009;
- Organization of regional workshops on debt statistics in Buenos Aires, in May 2009;
- Incorporation of new functions at the Regional Centre, in order to decentralize the DMFAS helpdesk and the system distribution responsibilities for DMFAS 6;
- Finalization of an agreement for Argentina's participation in the development of DMFAS version 6;
- Signing of a new project document with the Ministry of Finance for the future installation of DMFAS version 6 and the start of activities, in 2009;
- Hosting a study visit for Latin American countries and delegations;
- Beta testing of version 6 of DMFAS in the debt management office of the Ministry of Finance, in August 2009.

BANGLADESH

DMFAS user institution(s): Ministry of Finance; Central Bank

DMFAS start date (country): 1992

Project status in 2008: Active: Ministry of Finance and Central Bank

Funding source of active project: Government; United Nations Development Programme (UNDP)

Start date of active project: 2006

Version of DMFAS currently installed: 5.3 in the Ministry of Finance and the Central Bank (September 2007)

Language version: English

Operational status of the DMFAS system:

- Database regularly kept up to date (Ministry of Finance and Central Bank);
- System used for monitoring and internal reporting (Ministry of Finance and Central Bank);
- System used for external reporting and statistics (Ministry of Finance and Central Bank).

Link with other system: No

Activities in 2008 (project and non-project):

- The process of recording the external debt database and debt transactions in the DMFAS system, which started in 2002, was completed;
- Training in Microsoft Office, in March;
- Two DMFAS 5.3 functional training activities, in January and August;
- A debt data validation workshop, in September;
- Organization of the Mid-Term Review Tripartite Meeting, in Dhaka, in April, with the participation of the Government of Bangladesh, UNDP and UNCTAD;
- Officials from the Ministry of Finance and Bangladesh Bank participated in two study tours in other DMFAS user countries;
- DMFAS 5.3 was installed in the finance division of the Ministry of Finance, and its staff were trained in the recording of on-lent loans;
- Statistical bulletin workshop, held in October;
- Training in the recording of private external debt for Bangladesh Bank officials and representatives of the private sector, held in October;
- Needs assessment mission, and discussions with officials from the Ministry of Finance, the Central Bank, and donors regarding a new project that will implement version 6 of DMFAS in Bangladesh;
- Debt management workshop for high officials of the Ministry of Finance and Bangladesh Bank, in November;
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. In addition to the organization of project activities, this included, for example, the provision of DMFAS 5.3 user documentation and related materials. It also included user support from the DMFAS helpdesk. The helpdesk responded to 14 country-specific requests for assistance during the year.

Note:

Although the current active project was signed in September 2006, its implementation only started in August 2007, due to institutional delays in the recruitment of the chief technical adviser.

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk;
- A mission to support data validation and the preparation of a statistics bulletin, in January 2009;
- A debt portfolio analysis workshop, June 2009;
- Various training missions to support the production of a quarterly statistical bulletin, and improvements to the “Flow of External Resources” publication and the procedures manuals in the economic relations division of the Ministry of Finance;
- Preparation of a new project proposal that will help to build the capacity of the Ministry of Finance and the Central Bank in integrated debt management (both external and domestic) and aid management;
- Participation by officials from the Ministry of Finance and Central Bank in the Seventh UNCTAD Interregional Debt Management Conference, November 2009.

BELARUS

DMFAS user institution(s): Ministry of Finance

DMFAS start date (country): 1994

Project status in 2008: Closed

Version of DMFAS currently installed: 5.1 (June 1999)

Language version: Russian

Operational status of the DMFAS system:

System installed, but not fully operational

Note:

The system was fully operational in the past, but due to staff turnover, the current staff are not able to use all DMFAS functionalities properly.

Link with other system: No

Activities in 2008 (project and non-project):

Ongoing support from the DMFAS Programme regarding implementation of the system (including project management, administrative support and ICT).

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk;
- Start of discussions on the drafting of a new project document for the implementation of DMFAS 5.3 and related capacity-building activities.

BOLIVIA

DMFAS user institution(s): Central Bank; Ministry of Finance

DMFAS start date (country): 1993

Project status in 2008: Closed

Version of DMFAS currently installed: 5.3 in the Central Bank and the Ministry of Finance (October 2004)

Language version: Spanish

Operational status of the DMFAS system:

- Database regularly kept up to date (Ministry of Finance and Central Bank);
- System used for monitoring and internal reporting (Ministry of Finance and Central Bank);
- System used for external reporting and statistics (Ministry of Finance and Central Bank).

Link with other system: Yes

Notes:

- The DMFAS system is integrated with the Government's financial administration system within the Financial Administration and Modernization Programme;
- The Government uses the automatic bridge between DMFAS and DRS, the World Bank's Debtor Reporting System.

Activities in 2008 (project and non-project):

- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. In addition to regular contact with the Government about capacity-building needs, DMFAS support in 2008 included, for example, user support from the DMFAS helpdesk. The helpdesk responded to nine country-specific requests for assistance during the year.

Planned activities:

- Follow-up on a project document draft elaborated in 2007 with the authorities of the Ministry of Finance to provide DMFAS at the subnational level;
- Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management;
- Securing of funding and final elaboration of the new project document described above.

BURKINA FASO

DMFAS user institution(s): Ministry of Finance

DMFAS start date (country): 1997

Project status in 2008: Active

Start date of active project: 1997

Funding source of active project: Swiss Trust Fund

Version of DMFAS currently installed: 5.3 (September 2004)

Version language: French

Operational status of the DMFAS system:

- Database regularly kept up to date;
- System used for monitoring and internal reporting.

Link with other system: Planned

Note:

The Ministry is currently developing an integrated system for the management of external finances. The integration of DMFAS into this system is foreseen.

Activities in 2008 (project and non-project):

- DMFAS technical support mission in January to assist in the programming of interfaces between DMFAS and the integrated system for the management of external finances;
- Participation in the UNCTAD/Pôle-Dette regional workshop on the new reporting features of DMFAS 5.3, in Lomé, Togo, in May;
- DMFAS training and final project evaluation mission, in October;
- Ongoing support from the DMFAS Programme was provided during the year from Geneva, and also from Bamako, regarding implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. In addition to the organization of project activities, this included, for example, an update (patch 20) to the DMFAS system currently installed in the Ministry of Finance, and user documentation updates. It also included user support from the DMFAS helpdesk. The helpdesk responded to one country-specific request for assistance during the year.

Note:

DMFAS is still not fully deployed among the staff of the debt management department.

Activities planned for 2009:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities. Including:

- User support from the DMFAS helpdesk;
- Support for the full deployment of DMFAS in the debt management department;
- Coordination with development partners to initiate a new project on the production of debt statistics, debt portfolio analysis and debt data validation procedures.

BURUNDI

DMFAS user institution(s): Ministry of Finance

DMFAS start date (country): 1987

Project status in 2008: Closed

Version of DMFAS currently installed: 5.3 (January 2007)

Language version: French

Operational status of the DMFAS system:

- Database regularly kept up to date;
- System used for monitoring and internal reporting.

Link with other system: No

Activities in 2008 (project and non-project):

- Participation in an UNCTAD/Pôle-Dette workshop on debt statistics, in Lomé, Togo, in May;
- Final project evaluation mission, in November; elaboration of a new project document aimed at reinforcing the Ministry's technical capacity and enabling proper coordination among all the institutions involved in debt reporting and management. Donor to be found;
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. In addition to the organization of project activities, this included, for example, an update (patch 20) to the DMFAS system currently installed in the Ministry of Finance, and user documentation updates. It also included user support from the DMFAS helpdesk. The helpdesk responded to 19 country-specific requests for assistance during the year.

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk;
- In the framework of the new project: DMFAS 5.3 functional advanced training, and DMFAS capacity-building workshops (data validation and debt statistics).

CAMBODIA

DMFAS user institution(s): Ministry of Economy and Finance

DMFAS start date (country): 2007

Project status in 2008: Closed

Funding source of active project: Asian Development Bank

Start date of active project: 2007

Version of DMFAS currently installed: 5.3 in Ministry of Economy and Finance (June 2007)

Language version: English

Operational status of the DMFAS system:

- Database regularly kept up to date;
- System used for monitoring and internal reporting.

Link with other system: No

Activities in 2008 (project and non-project):

Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. This included, for

example, user support from the DMFAS helpdesk. The helpdesk responded to 13 country-specific requests for assistance during the year.

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk;
- Discussions with Ministry of Finance officials for the elaboration of a follow-up project.

CENTRAL AFRICAN REPUBLIC

DMFAS user institution(s): Ministry of Finance

DMFAS start date (country): 1995

Project status in 2008: Active

Start date of active project: 2007

Funding source of active project: African Development Bank grant

Version of DMFAS currently installed: 5.3 (July 2008)

Language version: French

Operational status of the DMFAS system:

System installed but not yet fully operational.

Note:

The reactivation of the system in the Ministry of Finance, along with the installation of DMFAS 5.3, is being completed in the current active project.

Link with other system: No

Activities in 2008 (project and non-project):

- Participation in the UNCTAD/Pôle-Dette workshop on debt statistics, in Lomé, Togo, in May 2008;
- DMFAS 5.3 installation and related technical training, in July;
- DMFAS 5.3 functional training, building up the database, a data validation workshop, and ongoing data validation. A consultant provided continuous training and support in Bangui from July until mid-December;
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. In addition to the organization of project activities, this included, for example, an update (patch 20) to the DMFAS system currently installed in the Ministry of Finance, as well as user documentation updates. It also included user support from the DMFAS helpdesk. The helpdesk responded to 18 country-specific requests for assistance during the year.

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk;
- Participation in the debt conference scheduled for November 2009 in Geneva;
- Advanced DMFAS training;
- Debt statistics workshop.

CHAD

DMFAS user institution(s): Ministry of Finance

DMFAS start date (country): 2000

Project status in 2008: Active

Funding source: African Development Bank grant, and World Bank

Start date of active project: 2007

Version of DMFAS currently installed: 5.3 (May 2007)

Language version: French

Operational status of the DMFAS system:

- Database regularly kept up to date;
- System used for monitoring and internal reporting;
- System used for external reporting and statistics.

Link with other system: Planned

Note:

Integration of DMFAS with the country's integrated financial management system is planned.

Activities in 2008 (project and non-project):

- Participation in an UNCTAD/Pôle-Dette workshop on debt statistics, in Lomé, Togo, in May;
- Advanced training workshop in DMFAS 5.3, in January;
- Debt data validation workshop, in July. This resulted in the elaboration of a debt data validation calendar;
- Debt statistics workshop, in July. This resulted in the definition of key statistical tables;
- Installation of an update to the DMFAS system (patch 20), in Chad, in July;
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. In addition to the organization of project activities, this included, for example, user documentation updates (e.g. regarding patch 20). It also included user support from the DMFAS helpdesk. The helpdesk responded to 17 country-specific requests for assistance during the year.

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk;
- DSM+ training;
- A study tour to another country;
- Starting the activities required in order to integrate the DMFAS system into the country's financial management system.

CHILE

DMFAS user institution(s): Central Bank

DMFAS start date (country): 2003

Project status in 2008: Closed

Version of DMFAS currently installed: 5.3 (March 2004)

Language version: Spanish

Operational status of the DMFAS system:

- System used for monitoring and internal reporting;
- System used for external reporting and statistics.

Link with other system: No

Activities in 2008 (project and non-project):

Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. In addition to regular contact with the Government about capacity-building needs, support from DMFAS in 2007 included, for example, user support from the DMFAS helpdesk. The helpdesk responded to 14 country-specific requests for assistance during the year.

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk.

CONGO

DMFAS user institution(s): Caisse Congolaise d'Amortissement

DMFAS start date (country): 2003

Project status in 2008: Closed

Version of DMFAS currently installed: 5.3 (May 2005)

Language version: French

Operational status of the DMFAS system:

- System regularly kept up to date;
- System used for monitoring and internal reporting.

Link with other system: No

Activities in 2008 (project and non-project):

- Ongoing discussions on the finalization of a new project that is to include training in debt statistics and data validation and is to cover the integration of DMFAS within the Ministry of Finance's financial management system;
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. In addition to regular contact with the Government about capacity-building needs and the organization of project activities, this included, for example, three updates to the DMFAS system currently installed in the Ministry of Finance (patches 18, 19 and 20), as well as user documentation updates. It also included user support from the DMFAS helpdesk. The helpdesk responded to one query.

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk;
- Finalization of a new project and start of project activities.

COSTA RICA

DMFAS user institution(s): Ministry of Finance; Central Bank

DMFAS start date (country): 1988

Project status in 2008: Active

Funding source of active project: Government

Start date of active project: 2007

Version of DMFAS currently installed: 5.3 in the Ministry of Finance (April 2008)

Version language: Spanish

System operational status:

- Database regularly kept up to date and validated (Ministry of Finance);
- System used for monitoring and internal reporting (Ministry of Finance, Central Bank);
- System used for external reporting and statistics (Central Bank).

Note:

The DMFAS system was moved from the Central Bank to the Ministry of Finance in May 2004. The Ministry of Finance has assumed responsibility for the management of the external and domestic debt database. A new debt management unit (back office) was created in the Treasury of the Ministry of Finance. The Central Bank continues to use DMFAS for reporting purposes, and has read-only access.

Link with other system: Planned

Notes:

- A link between the DMFAS system and the Ministry's integrated financial management system is planned;
- The Government uses the automatic bridge between DMFAS and DRS, the World Bank's Reporting System.

Activities in 2008 (project and non-project):

- Database conversion, installation of DMFAS 5.3, and related training, in April;
- Functional training in DMFAS 5.3 for DMFAS users at the Ministry of Finance and Central Bank, in April/May;
- Quality control and verification of the database, in May/June;
- Training in DMFAS user-defined reports, in June;
- Workshop on debt data validation procedures at the Ministry of Finance, in September;
- Workshop on debt statistics, in November/December 2008;
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. In addition to the organization of project activities, this included, for example, user support from the DMFAS helpdesk. The helpdesk responded to 35 country-specific requests for assistance during the year.

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk;
- A workshop on debt portfolio analysis.

CÔTE D'IVOIRE

DMFAS user institution(s): Ministry of Finance

DMFAS start date (country): 1998

Project status in 2008: Closed

Version of DMFAS currently installed: 5.3 (March 2005)

Version language: French

System operational status:

- Database regularly kept up to date and validated;
- System used for monitoring and internal reporting.

Link with other system: No

Activities in 2008 (project and non-project):

- Participation in the UNCTAD/Pôle-Dette regional workshop on the new reporting features of DMFAS 5.3, in Lomé, Togo, in May;
- Needs assessment mission in June to initiate a new technical cooperation project, including activities on debt data validation procedures, on the strengthening of debt service forecasting processes and the management of disbursements, on providing support in producing a debt statistical bulletin, and on evaluating the linking of DMFAS with the accounting system;
- A mission from the debt office visited UNCTAD in August for training in installing DMFAS under the latest version of Oracle, and in the new reporting features of DMFAS 5.3;
- Considering the prevailing situation in the country, a cooperation project limited to providing support in producing a statistical bulletin was submitted in October;
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. In addition to the organization of project activities, this included, for example, user support from the DMFAS helpdesk. The helpdesk responded to 15 country-specific requests for assistance during the year.

Activities planned for 2009:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk;
- Follow-up on implementation of a new project on debt statistics;
- Monitoring the country's situation to provide additional support beyond debt statistics.

DEMOCRATIC REPUBLIC OF THE CONGO

DMFAS user institution(s): Office de gestion de la dette publique (Public Debt Management Office)

Note:

The Public Debt Management Office is a separate debt management office, under Ministry of Finance tutelage.

DMFAS start date (country): 2005

Project status in 2008: Active

Funding source of active project: International Development Association/African Development Bank

Version of DMFAS currently installed: 5.3 (May 2005)

Language version: French

Operational status of the DMFAS system:

- Database regularly kept up to date;
- System used for monitoring and internal reporting;
- Use of the UNCTAD/World Bank Debt Sustainability Model Plus (DSM+) as a support for debt analysis.

Link with other system: No

Activities in 2008 (project and non-project):

- Needs assessment mission, in June;
- Participation in an UNCTAD/Pôle-Dette workshop on debt statistics, in Lomé, Togo, in May;
- DMFAS training mission in data validation and in the elaboration of debt statistical bulletins, in June;
- Preparation of a follow-up project to cover the integration of DMFAS with the Ministry of Finance's expenditure system and to install DMFAS at the Central Bank (with read-only access);
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. In addition to the organization of project activities, this included, for example, three updates to the DMFAS system currently installed (patches 18, 19 and 20), as well as user documentation updates. It also included user support from the DMFAS helpdesk. The helpdesk responded to 10 country-specific requests for assistance during the year.

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk;
- Finalizing the elaboration of the new project and identifying possible sources of funding.

DJIBOUTI

DMFAS user institution(s): Ministry of Finance

DMFAS start date (country): 1986

Project status in 2008: Closed

Note: A new project has been signed by UNCTAD, but it is awaiting funding.

Funding source: European Union (new project)

Version of DMFAS currently installed: 5.2 (January 2003)

Language version: French

Operational status of the DMFAS system:

- Database regularly kept up to date;
- System used for monitoring and internal reporting.

Link with other system: No

Note:

The Government uses the automatic bridge between DMFAS and DRS, the World Bank's Debtor Reporting System.

Activities in 2008 (project and non-project):

- Mission to carry out the final evaluation of the project, in March;
- Support for the reinstallation of DMFAS 5.2 on the new servers, which were bought after the crash of the previous ones;

- Discussions on the drafting of a new project document dealing with the implementation of DMFAS 5.3 and related capacity-building activities. Project elaborated and signed by UNCTAD in June. Awaiting funding from the European Union in order to start the activities;
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. In addition to regular contact with the Government about capacity-building needs, DMFAS support in 2008 included, for example, user support from the DMFAS helpdesk. The helpdesk responded to five country-specific requests for assistance during the year.

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk;
- In the framework of the new project: installation of DMFAS 5.3, technical training for ICT staff, and DMFAS functional training for end-users.

DOMINICAN REPUBLIC

DMFAS user institution(s): Central Bank; State Secretariat of Finance

DMFAS start date: 1996

Project status in 2008: Active (State Secretariat of Finance and Central Bank)

Funding source of active project: Government (State Secretariat of Finance) and Central Bank

Start date of active project: 2003 (State Secretariat of Finance); 1995 (Central Bank)

Version of DMFAS currently installed: 5.3 in the Secretariat of Finance (July 2004); 5.2 in the Central Bank

Note: The Central Bank installation (June 2000) was merged with the Secretariat of Finance installation in July 2004.

Language version: Spanish

Operational status of the DMFAS system:

- Database regularly kept up to date (Secretariat of Finance);
- System used for monitoring and internal reporting (Secretariat of Finance and Central Bank);
- System used for external reporting and statistics on domestic debt (Central Bank).

Link with other system:

Link with SIGEF – the Government's integrated financial management system.

Activities in 2008 (project and non-project):

Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. This included user support from the DMFAS helpdesk. The helpdesk responded to 14 country-specific requests for assistance during the year.

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk;
- Amendment to the project document for the organization of a workshop on advance reports, at the beginning of 2009;
- Potential project for DMFAS version 6.

ECUADOR

DMFAS user institution(s): Ministry of Finance; Central Bank

DMFAS start date (country): 1995

Project status in 2008: Closed

Version of DMFAS installed:

- Currently: 5.3 in the Ministry of Finance and the Central Bank (April 2006);
- Previously: 5.2 in the Ministry of Finance and the Central Bank (July 2000).

Version language: Spanish

System operational status:

- Database regularly kept up to date (Ministry of Finance and Central Bank);
- System used for monitoring and internal reporting (Ministry of Finance and Central Bank);
- System used for external reporting and statistics (Ministry of Finance and Central Bank).

Link with other system: Yes

Note:

DMFAS has been successfully integrated with Ecuador's integrated financial administration system (SIGEF). However, the SIGEF is currently being reengineered, and as a consequence, the link between the SIGEF and DMFAS will also have to be reengineered.

Activities in 2008 (project and non-project):

Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. It also included user support from the DMFAS helpdesk. The helpdesk responded to 17 country-specific requests for assistance during the year.

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk;
- Signing of a proposed amendment to the current project;
- Participation (by the Central Bank and the Ministry of Economy and Finance) at UNCTAD's workshop on debt statistics.

EGYPT

DMFAS user institution(s): Central Bank; Ministry of Finance

DMFAS start date (country): 1986

Project status in 2008: Active (2): Central Bank and Ministry of Finance

Start date of active projects: 2007 (Central Bank) and 2008 (Ministry of Finance)

Funding source of active project: United States Agency for International Development (Central Bank); Government (Ministry of Finance)

Version of DMFAS currently installed: 5.3 in the Central Bank (August 2007); 5.3 in the Ministry of Finance (April 2008)

Language version: English

System environment: Windows NT – local area network

Operational status of the DMFAS system:

- Database installed and basic functional training completed (Ministry of Finance);
- Database regularly kept up to date (Central Bank, Ministry of Finance);

- System used for monitoring and internal reporting (Central Bank, Ministry of Finance);
- System used for external reporting and statistics (Central Bank).

Link with other system: No

Note:

The Government uses the automatic bridge between DMFAS and DRS, the World Bank's Debtor Reporting System.

Activities in 2008 (project and non-project):

- Continued implementation of activities under a project document signed in June 2007 for the strengthening of debt management in the Central Bank – namely, a data validation workshop and two DSM+ trainings – in February, March and December 2008;
- Signing of a project document in January 2008 with a new DMFAS institution (Ministry of Finance) to install DMFAS 5.3 and to build a domestic public debt database;
- Installation of DMFAS 5.3 and technical training for ICT staff, in April 2008, and functional training for end-users, in the Ministry of Finance in April/May and October 2008;
- Participation by the Central Bank in a regional debt portfolio analysis workshop in Amman, Jordan, in November 2008;
- A draft project document was elaborated for the development of an interface in the Central Bank between the DMFAS system and an internal application and was submitted to the Central Bank of Egypt;
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. In addition to the organization of project activities, this included an update to the DMFAS system currently installed in the Central Bank (patch 20), as well as user documentation updates. It also included user support from the DMFAS helpdesk. The helpdesk responded to 48 country-specific requests for assistance during the year.

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk;
- It was agreed to begin discussions for a project in 2009 to upgrade the Central Bank to version 6 of DMFAS (when it is released);
- A data validation workshop and a debt statistics workshop for the Ministry of Finance in 2009.

EL SALVADOR

DMFAS user institution(s): Ministry of Finance

DMFAS start date (country): 1988

Project status in 2008: Active

Start date of active project: January 2007

Funding source of active project: Inter-American Development Bank

Version of DMFAS currently installed: 5.3 (May 2007)

Version language: Spanish

Operational status of the DMFAS system:

- Database regularly kept up to date;
- System used for monitoring and internal reporting;
- System used for external reporting and statistics.

Link with other system: Planned

Activities in 2008 (project and non-project):

- Workshop on debt statistics and on producing a debt statistical bulletin, in February;
- Complete validation of the debt database in the Ministry of Finance, from May until September;
- Interim project evaluation, in June;
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. It also included user support from the DMFAS helpdesk. The helpdesk responded to nine country-specific requests for assistance during the year.

Planned activities:

Continued DMFAS support regarding the implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk;
- A study tour to Guatemala to analyse the integrated financial management system;
- A project evaluation mission in 2008;
- Participation (by the Central Bank and the Ministry of Finance) at UNCTAD's regional workshop on debt statistics.

ETHIOPIA

DMFAS user institution(s): Ministry of Finance and Economic Development

DMFAS start date (country): 1988

Project status in 2008: Active

Funding source of active project: Government of the Netherlands, through UNDP

Start date of active project: 2004

Version of DMFAS currently installed: 5.3 (January 2006)

Language version: English

Operational status of the DMFAS system:

- Database regularly kept up to date;
- System used for monitoring and internal reporting;
- System used for external reporting and statistics.

Link with other system: No

Note:

The Government uses the automatic bridge between DMFAS and DRS, the World Bank's Debtor Reporting System.

Activities in 2008 (project and non-project):

- National debt statistics workshop, from 8 to 16 July 2008;
- Follow-up support to the debt statistics workshop, from 17 to 25 July 2008;
- Support from DMFAS headquarters on the finalization of Ethiopia's first public debt statistical bulletin, from August to October 2008;
- Participation by four officials in a regional debt portfolio analysis workshop, held in Amman, Jordan, from 9 to 13 November 2008;
- Support for participation by one officer in the eighteenth Organization for Economic Cooperation and Development (OECD) Global Forum on Public Debt Management and the third Forum on African Public Debt Management, in Paris, France, from 3 to 5 December 2008;
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building

activities. In addition to the organization of project activities, this included user support from the DMFAS helpdesk. The helpdesk responded to three country-specific requests for assistance during the year.

Planned activities:

- User support from the DMFAS helpdesk;
- Final report on a project supported by the Embassy of the Kingdom of the Netherlands, Ethiopia;
- Discussions with the Ministry of Finance and Economic Development on further collaborative arrangements to strengthen debt management capacity in Ethiopia.

GABON

DMFAS user institution(s): Ministry of Finance, Economy, Budget and Participations

DMFAS start date (country): 2001

Project status in 2008: Active

Funding source of active project: Government

Start date of active project: 2001

Version of DMFAS currently installed: 5.3 (April 2005)

Version language: French

System operational status:

- Database regularly kept up to date;
- System used for monitoring and internal reporting;
- System used for publication of statistical bulletin and/or other periodical publications.

Link with other system: No

Activities in 2008 (project and non-project):

- Negotiations on follow-up project activities and regarding the participation of the Ministry of Finance in the development of DMFAS version 6. A project proposal was submitted in April;
- Participation in the UNCTAD/Pôle-Dette regional workshop on the new reporting features of DMFAS 5.3, in Lomé, Togo, in May;
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. In addition to the organization of project activities, this included, for example, user support from the DMFAS helpdesk. The helpdesk responded to three country-specific requests for assistance during the year.

Activities planned for 2009:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk;
- Finalization of a new project, to include activities in debt data validation, training in DSM+, and cooperation in the development of version 6 of DMFAS.

GEORGIA

DMFAS user institution(s): Ministry of Finance

DMFAS start date (country): 1998

Project status in 2008: Active

Funding source of active project: World Bank

Start date of active project: 2006

Version of DMFAS currently installed: 5.3 (October 2007)

Language version: English

Operational status of the DMFAS system:

- Database regularly kept up to date;
- System used for monitoring and internal reporting;
- System used for external reporting and statistics.

Link with other system: No

Activities in 2008 (project and non-project):

- Continued implementation of a project document for the strengthening of debt management in the Ministry of Finance – specifically, a DMFAS 5.3 functional training for end-users was conducted in August 2008;
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. In addition to the organization of project activities, this included, for example, user support from the DMFAS helpdesk. The helpdesk responded to two country-specific requests for assistance during the year.

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk;
- Mission to carry out the final evaluation of the project;
- Discussions on the drafting of a new project document, focusing on DMFAS advanced functional training and DMFAS capacity-building modules (including data validation and debt statistics workshops).

GUATEMALA

DMFAS user institution(s): Ministry of Finance

DMFAS start date (country): 1988

Project status in 2008: Active

Funding source of active project: UNDP

Start of active project: 1998

Version of DMFAS currently installed: 5.3 (March 2008)

Version language: Spanish

System operational status:

- Database regularly kept up to date;
- System used for monitoring and internal reporting;
- System used for external reporting and statistics.

Link with other system: Yes

Notes:

- Link with the integrated financial management system SIAF-SAG;
- The Government uses the automatic bridge between DMFAS and DRS, the World Bank's Debtor Reporting System.

Activities in 2008 (project and non-project):

- Installation of DMFAS 5.3 in the Ministry of Finance, and technical training, in February/March;
- Functional training in DMFAS 5.3 in March/April;
- Technical support for the linking of DMFAS to the Government's information management system, in February and March;
- Project management coordination mission, in March;
- Organization of a workshop on debt data validation, in April/May;
- Technical support mission, in May and June;
- Organization of a workshop on debt statistics, in May/June;
- Final project evaluation mission, in June;
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. In addition to the organization of project activities, this included, for example, user support from the DMFAS helpdesk. The helpdesk responded to 24 country-specific requests for assistance during the year.

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk.

GUINEA-BISSAU

DMFAS user institution(s): Ministry of Finance

Note: The Ministry of Finance is currently not using the DMFAS system.

DMFAS start date (country): 1997 (Ministry of Finance)

Project status in 2008: Active

Funding source of active project: Swiss Trust Fund

Version of DMFAS installed: (previously) 5.2 (September 2001)

Version language: French

Link with other system: No

System operational status:

System no longer in use.

Note:

The system was installed, but it was destroyed due to civil conflict. Reinstallation is planned.

Activities in 2008 (project and non-project):

- Participation in UNCTAD/Pôle-Dette regional workshop on the new reporting features of DMFAS 5.3, in Lomé, Togo, in May;
- Agreement reached to field a needs assessment mission to review the current project and concentrate on the reinstallation of DMFAS in the Ministry of Finance;
- Evaluation and needs assessment mission in October 2008.

Activities planned for 2009:

- Procurement of new ICT equipment that is needed for the new DMFAS installation;
- New DMFAS 5.3 installation, and functional and technical training, during the first quarter of 2009;
- Translation of the DMFAS interface into Portuguese;
- Initiation of a follow-up project to include activities on debt data validation, debt statistics, portfolio analysis, the installation of DMFAS version 6, and the integration of DMFAS with SIGFIP.

HAITI

DMFAS user institution(s): Central Bank

DMFAS start date (country): 1985 (Central Bank)

Project status in 2008: Active

Funding source of active project: Inter-American Development Bank

Start date of active project: 1998

DMFAS version installation: 5.2 (November 2002)

Language version: French

Operational status of the DMFAS system:

- Database regularly kept up to date;
- System used for monitoring and internal reporting;
- System used for external reporting and statistics.

Link with other system: No

Activities in 2008 (project and non-project):

- Elaboration of a new project document with both the Central Bank and the Ministry of Finance. The project includes the installation of DMFAS 5.3 at the Ministry. Discussions with the World Bank were finalized in August regarding project funding;
- Procurement of ICT equipment that was delivered to Port-au-Prince in December;
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. In addition to the organization of future project activities, this included, for example, user support from the DMFAS helpdesk.

Planned activities:

Continued DMFAS support regarding the implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk;
- Installation of DMFAS 5.3 in both institutions;
- A data validation workshop;
- Ongoing validation of the database;
- Production of the statistical bulletin;
- Develop architecture of the link between both institutions.

HONDURAS

DMFAS user institution(s): Ministry of Finance; Central Bank

DMFAS start date (country): 1988 (Ministry of Finance and Central Bank)

Project status in 2008: Active

Funding source of active project: Government (World Bank loan)

Start date of active project: June 2006

Version of DMFAS currently installed: 5.3 in the Ministry of Finance (August 2005)

Note:

The Central Bank is connected to the Ministry of Finance's database by network.

Version language: Spanish

System operational status:

- Database regularly kept up to date (Ministry of Finance and Central Bank);
- System used for monitoring and internal reporting (Ministry of Finance and Central Bank);
- System used for external reporting and statistics (Ministry of Finance and Central Bank).

Link with other system: Yes**Notes:**

- The link with integrated financial management system is currently being revised, due to the reengineering of the SIAFI;
- The Government uses the automatic bridge between DMFAS and DRS, the World Bank's Debtor Reporting System;
- In December 2008, the Ministry of Finance and UNCTAD signed an amendment to the project document in order to finance a chief technical adviser for eight months, who will help establish the database on municipal debt and assist in the final implementation stage of the interface.

Activities in 2008 (project and non-project):

- Continued development of the SIAFI link by the ICT staff of the Ministry of Finance;
- Continued support was provided to the Ministry of Finance and the Central Bank by an UNCTAD chief technical adviser who was posted in Honduras during the year. This support included assistance in restructuring the debt office (particularly the back office and the middle office) and in creating a private debt database at the Central Bank, and also assistance in entering debt relief relating to the HIPC initiative and the Multilateral Debt Initiative. The chief technical adviser also helped define the SIAFI interface, and gave assistance in developing the replication mechanism between the two institutions;
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. In addition to the organization of project activities, this included, for example, user support from the DMFAS helpdesk. The helpdesk responded to 15 country-specific requests for assistance during the year.

Note:

The debt office is currently undergoing a major restructuring, hence the roles and functions of the debt office will be newly distributed and tasks will be newly assigned.

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk;
- Continued support in the reorganization of the debt office from the resident chief technical adviser;
- Assistance in building up the database on municipal debt and the debt of parastatal enterprises at the Ministry of Finance;
- A debt portfolio analysis workshop in 2009;
- Participation (by the Central Bank and the Ministry of Finance) at UNCTAD's regional workshop on debt statistics;
- Final project evaluation mission.

INDONESIA

DMFAS user institution(s): Ministry of Finance; Central Bank

DMFAS start date (country): 1988 (Ministry of Finance); 2003 (Central Bank)

Project status in 2007: Active (Central Bank), Closed (Ministry of Finance)

Funding source of active project: Australian Agency for International Development (Ministry of Finance); and Bank Indonesia (Central Bank)

Start date of active project: February 2007

Version of DMFAS currently installed: 5.3 in the Central Bank (November 2004), 5.3 in the Ministry of Finance (June 2007)

Note: In addition to the DMFAS system installed at the Directorate-General of Debt Management in the Ministry of Finance, through the implementation of UNCTAD projects since 1988, the Directorate of Subsidiary Loan Management in the Ministry of Finance independently installed DMFAS version 5.3 in 2007, in order to monitor subsidiary loan agreements (on-lent loans) as part of a separate understanding with UNCTAD.

Language version: English

Operational status of the DMFAS system:

- Database regularly kept up to date (Ministry of Finance, Central Bank);
- System used for monitoring and internal reporting (Ministry of Finance, Central Bank);
- System used for external reporting and statistics (Ministry of Finance).

Link with other system: No

Activities in 2008 (project and non-project):

- Within the framework of ongoing collaboration between UNCTAD, the Ministry of Finance, and Deacons – the contracting managers of the Indonesia-Australia Technical Assistance Management Facility for Economic Governance, financed by AusAID – discussions are under way for the possible financing of a third technical cooperation project between these parties. This project would involve the installation of DMFAS version 6, in order to assist in the monitoring and management of the Government's domestic bonds, and further training activities in debt management matters for newly appointed staff;
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. In addition to the organization of project activities, this included, for example, the provision of DMFAS 5.3 user documentation and related materials. It also included user support from the DMFAS helpdesk. The helpdesk responded to eight country-specific requests for assistance during the year.

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk;
- Ongoing discussions with the Central Bank on further collaborative arrangements, and with the Ministry of Finance in regard to the potential domestic debt project described above.

ISLAMIC REPUBLIC OF IRAN

DMFAS user institution(s): Central Bank

DMFAS start date (country): 1997 (Central Bank)

Project status in 2008: Closed

Version of DMFAS currently installed: 5.2 (July 2000)

Note:

A special module called Financing Documentary Credits (FODOC) was developed for the Islamic Republic of Iran. The DMFAS helpdesk is currently supporting the FODOC system as well as the DMFAS system.

Language version: English

Operational status of the DMFAS system:

- Database regularly kept up to date;
- System used for monitoring and internal reporting;

- System used for external reporting and statistics.

Link with other system: No

Note:

The Government uses the automatic bridge between DMFAS and DRS, the World Bank's Debtor Reporting System.

Activities in 2008 (project and non-project):

- Signing, in June, of a preparatory project (letter of agreement for a new project) to cover the installation of DMFAS version 5.3 and related training, at the Central Bank;
- Needs assessment mission to the Central Bank, in August;
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. In addition to the organization of project activities, this included, for example, user support from the DMFAS helpdesk. The helpdesk responded to eight country-specific requests during the year.

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- Signing of the above-mentioned new project document, which will include the installation of DMFAS 5.3 at the Central Bank and related ICT and functional training, a debt data validation workshop, and a project evaluation mission;
- User support from the DMFAS helpdesk;
- An invitation for DMFAS end-users to participate in a regional debt portfolio analysis workshop, in Amman, Jordan, in November 2008.

IRAQ

DMFAS user institution(s): Ministry of Finance; Central Bank

DMFAS start date (country): 2005 (Government)

Project status in 2008: Active

Funding source of active project: Government

Start date of active project: 2005

Note:

In 2005, UNCTAD won a tender for the provision of a debt management system for Iraq, which was organized by Ernst and Young. Given the security situation in Iraq, however, the United Nations has restricted all travel to the country for its staff. The project is, therefore, being implemented in Iraq by Ernst and Young consultants. UNCTAD is providing the system software, and the maintenance and training outside Iraq, while Ernst and Young consultants are carrying out local implementation activities, such as project coordination, training, and support activities.

Version of DMFAS currently installed: 5.3 in the Ministry of Finance (November 2005)

Note: The Central Bank is linked to the Ministry of Finance

Language version: Arabic

Operational status of the DMFAS system:

- Database regularly kept up to date (Ministry of Finance);
- System used for monitoring and internal reporting (Ministry of Finance and Central Bank).

Note:

A debt management office has been established in the Ministry of Finance, and the database is being developed.

Link with other system: No

Activities in 2008 (project and non-project):

- A workshop on advanced reporting for Iraqi debt managers both from the Ministry of Finance and the Central Bank took place in Amman, Jordan, in March 2008. The goals were to improve the skills of the debt managers in producing reports and to prepare them for a workshop on debt statistics;
- Workshop on producing debt statistical bulletins, in August. The goal was to create a first draft of the future debt statistical bulletin, which is programmed for initial distribution in March 2009. To this end, a data validation process is under way, requiring Government involvement;
- Participation in a regional debt portfolio analysis workshop by heads of divisions, held in Amman, Jordan, during November 2008;
- Review of the database by an expert in the preparation of the debt statistical bulletin, during November 2009;
- Translation of primary documentation into Arabic for the statistical bulletin workshop;
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. In addition to the organization of project activities, this included, for example, user support from the DMFAS helpdesk. The helpdesk responded to 11 country-specific requests for assistance during the year.

Planned activities:

- Continued DMFAS support regarding implementation of the DMFAS system, and preparations for migration to DMFAS version 6, as requested by Ernst and Young, the consultants;
- Further assistance and training, in order to validate the database and publish the statistical bulletin according to best practices;
- User support from the DMFAS helpdesk.

JORDAN

DMFAS user institution(s): Ministry of Finance**DMFAS start date (country):** 1998 (Ministry of Finance)**Project status in 2008:** Active**Funding source of active project:** Swiss Trust Fund**Start of active project:** 1998**Version of DMFAS currently installed:** 5.3 (February 2006)**Language version:** English**Operational status:**

- Database regularly kept up to date;
- System used for monitoring and internal reporting;
- System used for external reporting and statistics.

Link with other system: No**Activities in 2008 (project and non-project):**

- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. The DMFAS helpdesk responded to five country-specific requests for assistance during the year;
- The Ministry of Finance and UNCTAD co-organized the First DMFAS Regional Debt Portfolio Analysis, which was held in November 2008. This one-week event was well received by the representatives of the 10 countries participating, and the module will be distributed to all DMFAS countries in the future.

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk, and possibly an urgent technical mission to assist the Ministry with the preparatory work required to link together the DMFAS system and the local integrated system;
- A study tour by Jordanian debt managers to a neighbouring DMFAS country, or beyond, during the spring of 2009;
- Drafting of a new technical cooperation agreement to cover follow-up capacity-building activities and the installation of DMFAS 6, as requested by the debt management office.

LEBANON

DMFAS user institution(s): Central Bank; Ministry of Finance; Council for Reconstruction and Development

DMFAS start date (country): 1993 (Government)

Project status in 2008: Closed

Version of DMFAS currently installed: 5.3 in the Central Bank (January 2006)

Note:

The Ministry of Finance and the Council for Reconstruction and Development are connected to the Central Bank via network. They have read-only access.

Language versions: English and Arabic

Operational status of the DMFAS system:

- Database regularly kept up to date (Central Bank);
- System used for monitoring and internal reporting (Ministry of Finance, Central Bank and Council for Reconstruction and Development);
- System used for external reporting and statistics (Ministry of Finance, Central Bank and Council for Reconstruction and Development).

Link with other system: No

Note:

The Government also uses the automatic bridge between DMFAS and DRS, the World Bank's Debtor Reporting System.

Activities in 2008 (project and non-project):

- Responded to the Central Bank's request for assistance with reorganization of the debt office, and discussed the potential for a DMFAS project to assist in developing the new organizational structure;
- Participation of one staff member from the Central Bank and one staff member from the Ministry of Finance in the regional debt portfolio analysis workshop, held in Amman, Jordan, in October 2008;
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. The DMFAS helpdesk responded to two country-specific requests for assistance during the year.

Note:

One debt official from the Central Bank is regularly employed as a consultant to implement DMFAS activities in other countries, including – in 2008 – Egypt and Jordan.

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk.

MADAGASCAR

DMFAS user institution(s): Central Bank; Treasury (Ministry of Finance)

DMFAS start date (country): 2001

Project status in 2008: Closed

Version of DMFAS currently installed: 5.2 in the Central Bank (July 2001)

Language version: French

Operational status of the DMFAS system:

- Database regularly kept up to date (Central Bank and Ministry of Finance);
- System used for monitoring and internal reporting (Central Bank and Ministry of Finance).

Link with other system: No

Note:

The Government uses the automatic bridge between DMFAS and DRS, the World Bank's Debtor Reporting System.

Note:

The Treasury (Ministry of Finance) is linked to the Central Bank installation via network.

Activities in 2008 (project and non-project):

Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities.

Planned activities:

Continued DMFAS support regarding implementation of the current DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk;
- Discussions on the drafting of a new project document for the installation of DMFAS version 5.3 at the Central Bank and the reinforcement of the Treasury's capacity in debt management;
- Elaboration of the new project document described above;
- The planned fielding of a project elaboration and fund-seeking mission by the DMFAS Programme for the above project, around the beginning of 2009.

MAURITANIA

DMFAS user institution(s): Ministry of Finance

DMFAS start date (country): 1995 (Ministry of Finance)

Project status in 2008: Closed

Version of DMFAS currently installed: 5.2 (July 2001)

Note:

DMFAS 5.3 was installed locally in 2005, but it was not made operational due to the Ministry's difficulties in retaining the necessary qualified personnel to effectively manage and maintain the DMFAS database.

Version language: French

Operational status of the DMFAS system:

System installed, but not operational.

Link with other system: No

Activities in 2008 (project and non-project):

- Follow-up mission in June on a new technical cooperation project submitted in 2007;
- The project proposal was re-evaluated to include a link between DMFAS and the planned Aid Management System to be installed in the Ministry of Finance;
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. The DMFAS helpdesk responded to one country-specific request for assistance during the year.

Note:

Recent developments in the country will inhibit fund-raising for new projects in the immediate future.

Activities planned for 2009:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk;
- Finalization of technical aspects of the new project proposal.

MONGOLIA

DMFAS user institution(s): Ministry of Finance; Central Bank

DMFAS start date (country): 2001 (Ministry of Finance and Central Bank)

Project status in 2008: Closed

Version of DMFAS currently installed: 5.3 in Ministry of Finance (October 2007)

Note:

The Central Bank has read-only access.

Language version: English

Operational status of the DMFAS system:

- Database regularly kept up to date and validated (Ministry of Finance);
- System used for monitoring and internal reporting (Ministry of Finance and Central Bank);
- System used for external reporting and statistics (Ministry of Finance).

Link with other system: No

Activities in 2008 (project and non-project):

- Study tour to the DMFAS Programme at UNCTAD in Geneva, funded by the World Bank, for officials from the Treasury Department and the Ministry of Finance, in November 2008;
- Agreement to draft a project document and to identify a donor for a technical assistance project to develop capacity in debt reporting and analysis, and to upgrade the DMFAS system to version 6 in the Ministry of Finance;
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. The DMFAS helpdesk responded to one country-specific request for assistance during the year.

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- Development of a project document for capacity-building in debt reporting, debt portfolio analysis, and DSM+, and installation of version 6 of DMFAS in the Ministry of Finance;
- User support from the DMFAS helpdesk.

NICARAGUA

DMFAS user institution(s): Ministry of Finance; Central Bank

DMFAS start date (country): 1988 (Ministry of Finance and Central Bank)

Project status in 2008: Active

Funding source of active project: Inter-American Development Bank grant

Start date of active project: 2006

Version of DMFAS currently installed: 5.3 in Ministry of Finance and Central Bank (April 2007)

Version language: Spanish

Operational status of the DMFAS system:

- Database regularly kept up-to-date (Ministry of Finance and Central Bank);
- System used for monitoring and internal reporting (Ministry of Finance and Central Bank);
- System used for external reporting and statistics (Ministry of Finance and Central Bank).

Note:

The Ministry is using DMFAS to manage the country's domestic debt, while the Central Bank is in charge of managing the country's external debt. A replication mechanism has been developed by the Central Bank, which copies its database to the Ministry of Finance on a daily basis.

Link with other system: Yes

Note:

DMFAS is linked with the Central Bank's internal accounting system.

Activities in 2008 (project and non-project):

- Development of the second module (payments on domestic debt and non-payment operations) of the interface between DMFAS and SIGFA. UNCTAD technical consultants provided training and advice on this activity between May and September. This activity resulted in the conceptual and technical design of the first part of the interface. Development of this module is ongoing;
- Workshop on debt statistics, and assistance in the elaboration of a debt statistical bulletin, in September and October;
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. In addition to the organization of project activities, this included, for example, an update to the DMFAS system currently installed in the Ministry of Finance and Central Bank (patch 20), as well as user documentation updates;
- The DMFAS helpdesk responded to 62 country-specific requests during the year.

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk;
- Continuation of the development of the interface, development of the third module (disbursements and budget);
- A debt portfolio analysis workshop;
- Project evaluation.

PAKISTAN

DMFAS user institution(s): Ministry of Finance; Central Bank

Note:

The Central Bank is not currently using the DMFAS system.

DMFAS start date (country): 1985

Project status in 2008: Closed

Version of DMFAS currently installed: 5.3 in the Ministry of Finance (August 2006)

Language version: English

System environment: Windows NT – local area network

Operational status of the DMFAS system:

- Database regularly kept up to date;
- System used for monitoring and internal reporting.

Link with other system: No

Note:

The Government uses the automatic bridge between DMFAS and DRS, the World Bank's Debtor Reporting System.

Activities in 2008 (project and non-project):

Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities.

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk;
- Elaboration of a new project document for the installation of version 5.3 of DMFAS at the State Bank of Pakistan, along with training in the functionalities and reporting facilities of this version.

PALESTINIAN AUTHORITY

DMFAS user institution(s): Ministry of Finance

DMFAS start date (country): 2000

Project status in 2008: Closed

Note:

Owing to the security situation and the political climate, there were many delays to the project from its outset. These and some unresolved issues resulted in the cancellation of remaining project activities and the return of the remaining funds under the project, at the request of the donor.

Funding source of active project: Norway

Version of DMFAS currently installed: 5.2 (November 2001)

Language version: English

System environment: Windows NT – local area network

Operational status of the DMFAS system:

- Database regularly kept up to date;
- System used for monitoring and internal reporting.

Link with other system: No

Activities in 2008 (project and non-project):

- Delivery of the final report and the financial statement to the donor in January 2008;
- Participation by two staff from the Ministry of Finance in a regional debt portfolio analysis workshop in Amman, Jordan, in November 2008.

Planned activities:

- Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:
- User support from the DMFAS helpdesk.

PANAMA

DMFAS user institution(s): Ministry of Economy**DMFAS start date (country):** 1996 (Ministry of Economy)**Project status in 2008:** Closed**Version of DMFAS currently installed:** 5.3 (January 2004)**Version language:** Spanish**Operational status of the DMFAS system:**

- Database regularly kept up to date;
- System used for monitoring and internal reporting;
- System used for external reporting and statistics.

Link with other system: Yes**Note:**

The Ministry established a link in 1998 between DMFAS and the National Integrated Financial Administration System (SIAFPA), which integrates treasury, budget and accounting activities. It is currently being reviewed to take into account the ongoing restructuring of the Ministry of Economy and the implementation of version 5.3.

Activities in 2008 (project and non-project):

- Negotiation of a follow-up project on the future implementation of DMFAS version 6, including the creation of a bridge between version 6 of DMFAS and the World Bank's risk management model;
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. In addition to the organization of project activities, this included, for example, an update to the DMFAS system currently installed in the Ministry of Economy (patch 20), as well as user documentation updates;
- The DMFAS helpdesk responded to 29 country-specific requests during the year.

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk;
- A needs assessment mission to analyse the requirements for building a bridge between the future version of DMFAS – version 6 – and the World Bank's risk management model;
- Finalization of a new project regarding the future implementation of DMFAS version 6.

PARAGUAY

DMFAS user institution(s): Ministry of Finance; Central Bank; Ministry of Planning

DMFAS start date (country): 1995 (Ministry of Finance, Central Bank, and Ministry of Planning)

Project status in 2008: Postponed

Funding source of active project: Inter-American Development Bank loan

Version of DMFAS currently installed: 5.3 in Ministry of Finance (November 2004)

Note:

The Ministry of Planning and the Central Bank are connected to the DMFAS installation in the Ministry of Finance, and they share the database located in the Ministry of Finance.

Language version: Spanish

Operational status of the DMFAS system:

- Database regularly kept up to date (Ministry of Finance, Central Bank, and Ministry of Planning);
- System used for monitoring and internal reporting (Ministry of Finance, Central Bank, and Ministry of Planning);
- System used for external reporting and statistics (Ministry of Finance, Central Bank, and Ministry of Planning).

Link with other system: Yes

Note:

A link with the integrated public resources management system (SIIF) was developed by the Ministry of Finance in 2002, however due to changes in the SIIF and DMFAS, the link needs to be revised.

Start of active project: September 1995

Activities in 2008 (project and non-project):

- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities;
- The DMFAS helpdesk responded to two country-specific requests during the year.

Note:

- Because of budget restrictions, project activities previously planned for 2008 have been temporarily postponed;
- Due to the fragmentation of debt office functions between the different institutions involved in debt management and within the Ministry of Finance itself, certain coordination problems continue to arise. In particular, local technical support for the DMFAS installation needs to be improved.

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk;
- Reengineering of the link between DMFAS and the Government's public resources management system (SIIF);
- Training for new users at the Ministry of Finance and the Central Bank;
- Training in debt statistics and debt analysis;
- A seminar on capital markets and domestic debt;
- Elaboration of a project amendment regarding the future implementation of version 6.

PHILIPPINES

DMFAS user institution(s): Bureau of the Treasury (Ministry of Finance); Central Bank

DMFAS start date (country): 1987 (Bureau of the Treasury, Ministry of Finance); 2008 (Central Bank); and 2007 preparatory project (Central Bank)

Project status in 2008: Active (Central Bank); Closed (Ministry of Finance)

Funding source for active project: Central Bank (Central Bank)

Start date of active project: 2008 (Central Bank)

Version of DMFAS currently installed: 5.2 in the Bureau of the Treasury (December 2000); 5.3 in Central Bank for testing purposes only (February 2008)

Language version: English

Operational status of the DMFAS system:

- System installed for testing purposes only and not yet operational (Central Bank);
- Database regularly kept up to date (Ministry of Finance);
- System used for monitoring and internal reporting (Ministry of Finance);
- System used for external reporting and statistics (Ministry of Finance).

Link with other system: No

Activities in 2008 (project and non-project):

- Final elaboration and signing (in January) of a project with the International Department of the Central Bank for the installation of DMFAS 5.3, whose debt database is to be built following a major debt data conversion from the Bank's existing integrated external debt management system. The project also envisages debt management training events for the Bank's staff and management;
- Implementation in February of the second planned activity of the above project, which saw the installation of a test version of DMFAS 5.3 at the Central Bank, the elaboration of specifications for converting the current debt database to DMFAS format, and the provision of basic technical and user training to support the conversion;
- Elaboration in Manila of the detailed design specifications – which constitutes one of the steps of the conversion procedure – by the Central Bank's ICT and debt staff, as part of the above-mentioned project;
- A workshop in Geneva, in November, to discuss and review the technical design specifications of the data conversion exercise, as per activity 1.3 and part of activity 1.4 of the above-mentioned project. This two-week workshop was attended by a large delegation from the Central Bank and involved the participation of a senior debt expert from DMFAS and two ICT specialists from DMFAS. Other activities carried out during the workshop were a reviewing and updating of the analysis and mapping between the two debt management systems, and the validation and testing of a major part of the actual conversion programming;
- Ongoing discussions with the Bureau of the Treasury for the installation of DMFAS version 5.3 in its Debt Management and Analysis Department after the necessary funding was secured from its internal budget;
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system in both institutions (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. In addition to regular contact with the Government about capacity-building needs, DMFAS support in 2008 included, for example, user support from the DMFAS helpdesk. The helpdesk responded to 20 country-specific requests for assistance during the year, and specific assistance in regard to the ongoing debt data conversion procedure at the Central Bank.

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk;
- Finalization of the modalities of cooperation with the Bureau of the Treasury, with a view to upgrading the current DMFAS installation in its Debt Management and Analysis Department;
- Organization of a two-week workshop in Manila, tentatively planned for late February 2009, to fine-tune, validate and pre-test the results of the conversion coding. This would constitute the end of activity 1.4, as described in the relevant project document.

REPUBLIC OF MOLDOVA

DMFAS user institution(s): Ministry of Finance; Central Bank

DMFAS start date (country): 1997 (Ministry of Finance and Central Bank)

Project status in 2008: Active

Funding source of active project: Swedish International Development Cooperation Agency; Government

Start date of active project: 2005

Version of DMFAS currently installed: 5.3 in the Ministry of Finance and the Central Bank (October 2005)

Note:

A data-sharing procedure linking both institutions is being implemented using Oracle's snapshot replications. The database on private debt is located in the National Bank of Moldova.

Language version: English

Operational status of the DMFAS system:

- Database regularly kept up to date (Ministry of Finance and Central Bank);
- System used for monitoring and internal reporting (Ministry of Finance and Central Bank);
- System used for external reporting and statistics (Ministry of Finance and Central Bank).

Link with other system: Planned

Activities in 2008 (project and non-project):

- Production of an interface for the migration of the domestic debt database from the existing Access-based recording system to DMFAS version 5.3;
- A workshop involving three ICT experts from the Ministry of Finance, aiming at designing and developing procedures and computer programs for the above-mentioned migration, was held in Geneva, in March;
- Validation of the interface through a backstopping mission which took place in December;
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. In addition to the organization of project activities (including DMFAS 5.3 and related training), this included, for example, the provision of DMFAS 5.3 user documentation and related materials. It also included user support from the DMFAS helpdesk. The helpdesk responded to 10 country-specific requests for assistance during the year.

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk;
- Mission to carry out the final evaluation of the project; discussions on the drafting of a new project document/extension to the current one, covering advanced DMFAS functional training; data validation, debt statistics and debt portfolio analysis workshops.

ROMANIA

DMFAS user institution(s): Ministry of Finance; Central Bank

DMFAS start date (country): 1993 (Ministry of Finance and Central Bank)

Project status in 2008: Closed

Version of DMFAS currently installed: 5.3 in the Ministry of Finance and the Central Bank (October 2006)

Language version: English

Operational status of the DMFAS system:

- Database regularly kept up to date (Ministry of Finance and Central Bank);
- System used for monitoring and internal reporting (Ministry of Finance and Central Bank);
- System used for external reporting and statistics (Ministry of Finance and Central Bank).

Link with other system: Yes

Notes:

- A data-sharing procedure linking both institutions has been implemented using Oracle's snapshot replications;
- A grant module integrated into the DMFAS system has been developed;
- The Government uses the automatic bridge between DMFAS and DRS, the World Bank's Debtor Reporting System.

Activities in 2008 (project and non-project)

- Workshop held in Geneva, in April, on the following technical aspects of DMFAS: database structure, replication procedure, and DMFAS security;
- Technical mission: upgrade of version 5.3 of DMFAS to patch 20, in June;
- Final project evaluation mission, in June;
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. In addition to the organization of project activities, this included, for example, two updates to the DMFAS system currently installed in both institutions (patches 19 and 20), and related documentation. It also included user support from the DMFAS helpdesk. The helpdesk responded to 15 country-specific requests for assistance during the year.

Planned activities:

Continued support from DMFAS regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk;
- The start of discussions on drafting a new project document for the implementation of version 6 of DMFAS at the Central Bank.

RWANDA

DMFAS user institution(s): Ministry of Finance; Central Bank

DMFAS start date (country): 1990 (Ministry of Finance); Central Bank (2006)

Project status in 2008: Closed

Version of DMFAS currently installed: 5.3 in the Ministry of Finance and the Central Bank (October 2007)

Language version: French

System environment: Local area network – Windows NT in the Ministry of Finance

Operational status of the DMFAS system:

- Database regularly kept up to date.

Link with other system: No

Activities in 2008 (project and non-project):

- Amendment to the active project document, in April;
- Completion of DMFAS 5.3 installation including update patch 20, in May/June (had previously been installed on a temporary server);
- Debt data validation workshop, in July;
- Debt statistics workshop (with production of the first draft of a debt statistical bulletin), in November;
- Final project evaluation mission, in November; discussions on the drafting of a new project document for the implementation of version 6 of DMFAS;
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. In addition to the organization of project activities, this included, for example, the provision of DMFAS 5.3 user documentation and related materials. It also included user support from the DMFAS helpdesk. The helpdesk responded to 15 country-specific requests for assistance during the year.

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk.

SUDAN

DMFAS user institution(s): Central Bank

DMFAS start date (country): 1998 (Central Bank)

Project status in 2007: Active

Funding source of active project: Government of Norway

Start date of active project: 2005

Version of DMFAS currently installed: 5.3 (June 2005)

Language version: English (Arabic included, but not used)

Operational status:

- Database regularly kept up to date;
- System used for monitoring and internal reporting;
- System used for external reporting and statistics.

Link with other system: No

Note:

The Government uses the automatic bridge between DMFAS and DRS, the World Bank's Debtor Reporting System.

Activities in 2008 (project and non-project):

- A technical support workshop in DMFAS maintenance and troubleshooting, in February;
- A debt data validation workshop, in April;
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. In addition to the organization of project activities, this included user support from the

DMFAS helpdesk. The helpdesk responded to two country-specific requests for assistance during the year;

- Study tour in October (to Lebanon).

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk;
- A study tour to the Tunisian central bank to study the latter's institutional, legal and administrative arrangements for debt management, for the purposes of comparison and learning;
- A needs assessment mission regarding the integration of DMFAS with the Bank's integrated financial management system. A workshop on debt data validation;
- Participation in a regional course/seminar organized by the West African Institute for Financial and Economic Management (WAIFEM) and the Macroeconomic and Financial Management Institute of Eastern and Southern Africa (MEFMI);
- A workshop on debt statistics;
- A project management and support mission;
- Training in debt portfolio analysis.

SYRIAN ARAB REPUBLIC

DMFAS user institution(s): Central Bank

DMFAS start date (country): 2001

Project status in 2008: Closed

Version of DMFAS currently installed: 5.3 (June 2004)

Language version: Arabic

Operational status of the DMFAS system:

- Database regularly kept up to date;
- System used for monitoring and internal reporting.

Link with other system: No

Activities in 2008 (project and non-project):

- Participation by two staff members from the Central Bank in a regional debt portfolio analysis workshop in Amman, Jordan, in November 2008;
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities.

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk.

THE FORMER YUGOSLAV REPUBLIC OF MACEDONIA

DMFAS user institution(s): Central Bank

Note: The Central Bank previously used the DMFAS system, but is currently using another system.

DMFAS start date (country): 1999 (Central Bank)

Project status in 2008: Closed

Version of DMFAS currently installed: 5.1 (October 1999)

Language version: English

Operational status of the DMFAS system:

System no longer in use.

Link with other system: No

Activities in 2008 (project and non-project):

Discussions with the Government regarding the possible implementation of DMFAS in the Ministry of Finance.

TOGO

DMFAS user institution(s): Ministry of Finance

DMFAS start date (country): 1984 (Ministry of Finance)

Project status in 2008: Active

Version of DMFAS currently installed: 5.3 (May 2004)

Version language: French

Operational status of the DMFAS system:

- Database regularly kept up to date;
- System used for monitoring and internal reporting.

Link with other system: No

Activities in 2008 (project and non-project):

- Participation in an UNCTAD/Pôle-Dette regional workshop on the new reporting features of DMFAS 5.3, in Lomé, Togo, in May;
- A new technical cooperation project signed in May 2008, with funding secured through an African Development Bank grant;
- The first DMFAS training mission within the new project was fielded in September;
- DMFAS training on the recording of debt reorganization operations, in November;
- An ICT training mission to Geneva for the local database administrator, in December;
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. In addition to regular contact with the Government about capacity-building needs, DMFAS support in 2007 included, for example, three updates to the DMFAS system currently installed in the Ministry of Finance (patches 17, 18 and 19), as well as user documentation updates. It also included user support from the DMFAS helpdesk. The helpdesk responded to 28 country-specific requests for assistance during the year.

Activities planned for 2009:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk;
- A national debt statistics workshop planned for March 2009;
- DMFAS training on the production of debt statistics;
- DMFAS training on the recording of domestic debt instruments.

TRINIDAD AND TOBAGO

DMFAS user institution(s): Ministry of Finance; Central Bank

DMFAS start date (country): 1985

Project status in 2007: Active

Funded source of active project: Government

Start date of active project: 2003

Version of DMFAS currently installed: 5.3 in the Central Bank and the Ministry of Finance (June 2004)

Language version: English

Operational status of the DMFAS system:

- Database regularly kept up to date (Ministry of Finance and Central Bank);
- System used for monitoring and internal reporting (Ministry of Finance and Central Bank).

Link with other system: No

Activities in 2008 (project and non-project):

- A project management mission on issues relating to institutional arrangements for debt recording, on technical responsibilities, and on DMFAS maintenance, in May and June 2008;
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. In addition to the organization of project activities, this included user support from the DMFAS helpdesk. The helpdesk responded to two country-specific requests for assistance during the year.

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk;
- A follow-up mission on refresher training in DMFAS 5.3 and in data validation;
- Elaboration of a new project proposal.

TURKMENISTAN

DMFAS user institution(s): Ministry of Finance

DMFAS start date (country): 2001

Project status in 2008: Closed

Version of DMFAS currently installed: 5.2 (June 2001)

Version language: Russian

Operational status of the DMFAS system:

System no longer in use.

Link with other system: No

Activities in 2007 (project and non-project):

No activities.

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk.

UGANDA

DMFAS user institution(s): Central Bank; Ministry of Finance

DMFAS start date (country): 1985

Project status in 2008: Active

Funding source of active project: Government and Central Bank

Start date of active project: 2003

Version of DMFAS currently installed: 5.3 in the Ministry of Finance (July 2004) and in the Central Bank (February 2008)

Language version: English

Operational status of the DMFAS system:

- Database regularly kept up to date (Ministry of Finance and Central Bank);
- System used for monitoring and internal reporting (Ministry of Finance and Central Bank);
- System used for external reporting and statistics (Central Bank);
- System used to provide input for debt analysis (Central Bank).

Link with other system: No

Note:

The Government uses the automatic bridge between DMFAS and DRS, the World Bank's Debtor Reporting System.

Activities in 2008 (project and non-project):

- DMFAS 5.3 installation and technical training (e.g. DMFAS system maintenance) in the Bank of Uganda, in February;
- Central Bank staff were trained in the use of the new functionalities of DMFAS 5.3 by an UNCTAD functional trainer, in Kampala, in March;
- Officials from the Central Bank and the Ministry of Finance participated in the UNCTAD/MEFMI regional workshop on the DMFAS system, in Kampala, in May;
- One official from the Ministry of Finance enrolled in the MEFMI Fellows Development Programme, through which he participated in a DMFAS 5.3 training mission conducted by DMFAS consultants at the Central Bank of Uganda, in March;
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and on current and future capacity-building activities. It also included user support from the DMFAS helpdesk. The helpdesk responded to 34 country-specific requests for assistance during the year.

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk;
- DMFAS experts will continue to support one official from the Ministry of Finance in the context of the MEFMI Fellows Development Programme;
- Discussions with officials from the Ministry of Finance and the Central Bank regarding the implementation of version 6 of DMFAS in Uganda;
- Organization of a study tour for the Central Bank's debt officers to one of the DMFAS user countries;
- Participation by officials from the Ministry of Finance and the Central Bank in the Seventh UNCTAD Interregional Debt Management Conference, in November 2009;
- Participation in the DMFAS training workshop organized by MEFMI and UNCTAD, to be held in Zambia in December 2009.

VENEZUELA (BOLIVARIAN REPUBLIC OF)

DMFAS user institution(s): Ministry of Finance

DMFAS start date (country): 1998 (Ministry of Finance)

Project status in 2008: Active

Funding source of active project: Government

Start date of active project: 2006

Version of DMFAS currently installed: 5.3 (March 2006)

Language version: Spanish

Operational status of the DMFAS system:

- Database regularly kept up to date;
- System used for monitoring and internal reporting;
- System used for external reporting and statistics.

Link with other system: Planned

Activities in 2008 (project and non-project):

- A series of communications and a videoconference with Venezuelan authorities, in order to revise and readjust project objectives, in May;
- As a result of the discussions by videoconference, a mission to Caracas took place in July 2008. Two DMFAS experts on integrated systems gave advice on technical and functional issues, in order to help Venezuelan staff address the final issues regarding the first phase of the link between SIGECOF and the DMFAS system. The experts took advantage of the opportunity to produce a plan for the second and final phase of the link to integrate the two systems;
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. In addition to the organization of project activities, this included, for example, user support from the DMFAS helpdesk. The helpdesk responded to one country-specific request for assistance during the year.

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk;
- An advanced workshop on the analytical aspects of debt management;
- Full implementation of phase 1 of the DMFAS–SIGECOF link in January 2009, and initiation of phase 2 of the development;
- Installation of version 6, as planned, towards the end of 2009.

VIET NAM

DMFAS user institution(s): Ministry of Finance; Central Bank*

Note: *The Central Bank previously used the DMFAS system. However, continuous internal information-flow problems, as well as the lack of a functionality within DMFAS to handle the short-term debt of state enterprises, has led to the abandonment of the system at the Central Bank, at least in its current version.

DMFAS start date (country): 1996

Project status in 2008: Closed

Version of DMFAS currently installed: 5.3 in the Ministry of Finance (March 2005)

Language version: English

Operational status of the DMFAS system:

- System installed, but not operational (Central Bank);
- Database regularly kept up to date and validated (Ministry of Finance);
- System used for monitoring and internal reporting (Ministry of Finance);
- System used for external reporting and statistics (Ministry of Finance).

Link with other system: Planned

Activities in 2008 (project and non-project):

- Within the framework of one of the components of the ongoing Public Management Reform Project – supported by the World Bank, and targeting the Ministry of Finance – the DMFAS Programme undertook a project elaboration mission to Hanoi in April 2008. The purpose of the mission was to finalize the relevant project document, in close collaboration with Ministry officials and with the assistance of a World Bank consultant. The main objective of this project is to integrate DMFAS into a treasury system, and to use its new functionalities to monitor domestic debt instruments;
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system at the External Finance Division of the Ministry of Finance (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities.
- The DMFAS helpdesk responded to four country-specific requests for assistance during the year.

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management, including:

- User support from the DMFAS helpdesk;
- The finalization of collaborative arrangements between the Government, the World Bank, and UNCTAD, for the use of DMFAS within the Public Management Reform Project described above. It is expected that the advance release of DMFAS version 6 will be deployed at the Treasury of the Ministry of Finance by the beginning of 2009.

YEMEN

DMFAS user institution(s): Central Bank; Ministry of Finance; Ministry of Planning and International Cooperation

DMFAS start date (country): 1999 (Central Bank), 2002 (Ministry of Finance and Ministry of Planning and International Cooperation)

Project status in 2008: Active in all three institutions

Funding source of active project: World Bank

Start date of active project: 2008

Version of DMFAS currently installed: 5.3 in the Central Bank (May 2008)

Note: The Ministry of Finance and the Ministry of Planning and International Cooperation are connected to the Central Bank via network, and have read-only access.

Language version: English

Operational status of the DMFAS system:

- Database regularly kept up to date (Central Bank);
- System used for monitoring and internal reporting (Central Bank);
- System used for external reporting and statistics (Central Bank).

Link with other system: No

Note:

The Government uses the automatic bridge between DMFAS and DRS, the World Bank's Debtor Reporting System.

Activities in 2008 (project and non-project):

- Signing of a project document on strengthening debt reporting and institutional integration in debt management, with the Central Bank of Yemen, the Ministry of Finance, and the Ministry of Planning and International Cooperation, in January 2008;
- Pre-conversion of the version 5.2 database and technical training for ICT staff from the three participating institutions took place in Geneva, in May 2008. Yemeni ICT staff installed DMFAS 5.3 in the Central Bank of Yemen immediately following the training;
- DMFAS 5.3 functional training was implemented for end-users in the Central Bank of Yemen, the Ministry of Finance, and the Ministry of Planning and International Cooperation, in July 2008;
- Participation by two staff members from the Ministry of Finance, four staff members from the Central Bank of Yemen, and one staff member from the Ministry of Planning and International Cooperation, in a regional debt portfolio analysis workshop in Amman, Jordan, in November 2008;
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. In addition to regular contact with the Government about capacity-building needs, DMFAS support in 2008 included, for example, an update to the DMFAS system currently installed in the Central Bank (patch 20), as well as user documentation updates;
- The DMFAS helpdesk responded to two country-specific requests for assistance during the year.

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk;
- Implementation of project activities: specifically, a data validation workshop in January 2009, training in debt statistics in the first quarter of 2009, and a DSM+ workshop in the second quarter of 2009.

ZAMBIA

DMFAS user institution(s): Ministry of Finance; Central Bank

DMFAS start date (country): 1986

Project status in 2008: Active

Funding source of active project: Government

Start date of active project: 1999 (original + extensions)

Version of DMFAS currently installed: 5.3 in the Ministry of Finance (September 2007) and 5.2 in the Central Bank (October 2000)

Language version: English

Operational status of the DMFAS system:

- Database regularly kept up to date (Ministry of Finance and Central Bank);
- System used for monitoring and internal reporting (Ministry of Finance and Central Bank);
- System used for external reporting.

Link with other system: No

Note:

The Government uses the automatic bridge between DMFAS and DRS, the World Bank's Debtor Reporting System.

Activities in 2008 (project and non-project):

- Elaboration of a new project document for the implementation of version 5.3 of DMFAS in the Central Bank;
- Elaboration of a project document for the creation of an interface between DMFAS and the integrated financial management information system in the Ministry of Finance;
- DMFAS users from the Ministry of Finance and the Central Bank participated in the UNCTAD/MEFMI regional workshop on the DMFAS system, in Kampala, in May;
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. In addition to regular contact with the Government about capacity-building needs, DMFAS support in 2008 included user support from the DMFAS helpdesk. The helpdesk responded to four country-specific requests for assistance during the year.

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk;
- Finalization and approval of the project document for the installation of version 5.3 of DMFAS in the Central Bank;
- Implementation of activities related to this project;
- Finalization and approval of the project document for the creation of an interface between DMFAS and the integrated financial management information system in the Ministry of Finance;
- Implementation of activities related to this project;
- Discussions with officials from the Ministry of Finance and the Central Bank regarding the implementation of version 6 of DMFAS in Zambia;
- Participation in the DMFAS training workshop organized by MEFMI and UNCTAD that is to be held in Zambia, in December 2009;
- Participation by officials from the Ministry of Finance and the Central Bank in the Seventh UNCTAD Interregional Debt Management Conference, in November 2009.

ZIMBABWE

DMFAS user institution(s): Ministry of Finance; Central Bank

DMFAS start date (country): 1986

Project status in 2008: Closed

Funding source: Government

Start date of active project: 1999

Version of DMFAS currently installed: 5.3 in the Ministry of Finance and the Central Bank (September 2005)

Language version: English

Operational status of the DMFAS system:

- Database regularly kept up to date (Ministry of Finance and Central Bank);
- System used for monitoring and internal reporting (Ministry of Finance and Central Bank);
- System used for external reporting.

Link with other system: No

Note:

The Government uses the automatic bridge between DMFAS and DRS, the World Bank's Debtor Reporting System.

Activities in 2008 (project and non-project):

- DMFAS users from the Ministry of Finance and the Central Bank participated at an UNCTAD/MEFMI regional workshop on the DMFAS system, which was held in Kampala, in May;
- One official from the Central Bank enrolled in the MEFMI Fellows Development Programme, through which he participated in a DMFAS 5.3 training mission conducted by DMFAS consultants at the Central Bank of Uganda, in March;
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities;
- The DMFAS helpdesk has so far responded to five country-specific requests for assistance during the year.

Note:

Both the Ministry of Finance and the Central Bank suffer from high staff rotation, which has resulted in a loss of staff trained in the use of DMFAS 5.3.

Planned activities

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk;
- Discussions on the preparation of a new project document that will build capacity in the use of DMFAS 5.3 and on the preparation of a debt portfolio analysis in the Ministry of Finance and the Central Bank, and initial discussions regarding the implementation of version 6 of DMFAS in these institutions;
- DMFAS experts will continue to support one official from the Central Bank in the context of the MEFMI Fellows Development Programme;
- Participation by officials from the Ministry of Finance and the Central Bank in the Seventh UNCTAD Interregional Debt Management Conference, in November 2009;
- Participation in the DMFAS training workshop organized by MEFMI and UNCTAD that is to be held in Zambia in December 2009.

UNITED NATIONS CONFERENCE ON TRADE AND DEVELOPMENT



**DMFAS Programme
Annual Report 2008**

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Note

The term “country” as used in this report also refers, as appropriate, to territories or areas; the designations employed and the presentation of the material do not imply the expression of any opinion whatsoever on the part of the Secretariat of the United Nations concerning the legal status of any country, territory, city or area, or of its authorities, or concerning the delimitation of its frontiers or boundaries. In addition, the designations of country groups are intended solely for statistical or analytical convenience and do not necessarily express a judgement about the stage reached by a particular country or area in the development process.

DMFAS Programme

Annual Report 2008

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Executive summary

This report describes the activities, achievements and financial situation of the Debt Management and Financial Analysis System (DMFAS) Programme of the United Nations Conference on Trade and Development (UNCTAD) during 2008. It is intended for the Programme's donors, its development partners and its beneficiary countries, and for all others interested in debt and development issues.

Effective debt management is an intrinsic part of sound public financial management and overall good governance. Debt management, nonetheless, remains a challenge for most developing countries. In order to attain sustainable debt levels and to use debt instruments as an efficient tool for development, prudent debt management and the availability of reliable and timely debt data are essential. Many Governments lack the appropriate institutional, human and technical capacity for handling public resources and liabilities more effectively. The DMFAS Programme helps countries build that capacity.

The DMFAS Programme is a leading world provider of technical cooperation and advisory services in the area of debt management capacity-building. It is also a concrete example of how a United Nations programme and the donor community can build capacity at the country level, in support of good governance, development, and poverty reduction.

The Programme has been successful in helping Governments improve their capacity to manage debt since the early 1980s. As the debt situation of developing countries has evolved over the past three decades, the DMFAS Programme has adapted its technical assistance to the changing debt management needs of these countries. The Programme's objective of helping developing economies and economies in transition to strengthen their debt management capacity is supported by numerous United Nations resolutions on debt and development, the Accra Accord, UNCTAD's São Paulo Consensus, the Monterrey Consensus, the Millennium Development Goals and other internationally agreed development goals.

The DMFAS Programme offers countries a set of proven long-term solutions for improving their capacity to handle the day-to-day operational management of public liabilities, and for producing reliable debt data for policymaking purposes. This includes its specialized debt management software – the DMFAS software – as well as advisory services and training activities in debt management. These products and services are continuously updated in line with countries' new requirements and in accordance with best practices in debt management.

By the end of 2008, the total number of countries to which the Programme had so far provided technical assistance at the country level, since its inception in 1981, was 66 (to be precise: 65 countries and one territory), including 101 different institutions. In addition, the high number of countries that have adopted the DMFAS software over the years – and that have constantly renewed their choice of the Programme's products and services – is impressive. In 2008, for example, 85 per cent of all countries that had chosen the DMFAS system since the Programme started were still using DMFAS for their day-to-day debt operations, rather than any other system.

During the year, the Programme also continued to contribute to capacity-building efforts at the international and regional level. This has included the Programme's ongoing participation in the Inter-Agency Task Force on Finance Statistics, as well as the co-organization of regional events with technical partners in debt management such as the Macroeconomic and Financial Management Institute (MEFMI). It has also included active contributions by the Programme to the recent Debt Management Performance Assessment (DeMPA) and Medium-term Debt Management Strategies (MTDS) framework initiatives of the World Bank and the International Monetary Fund (IMF).

In 2008, the Programme made significant progress in implementing its four-year strategic plan for 2007–2010, as agreed with its donors and other stakeholders. The plan takes into account the conclusions and recommendations of the last DMFAS Programme mid-term review, the changing

needs of DMFAS beneficiary countries, the experience accumulated by the Programme over more than 25 years, and the evolving nature of debt management policies and tools. The plan focuses on the Programme's relevance and comparative advantage compared to other providers of technical assistance to developing countries, particularly in the area of operational debt management, from debt data recording to basic debt analysis.

Significant progress was achieved in all the key areas of the plan during the year, notably in capacity development and in developing the next version of the DMFAS software – version 6 – which, in particular, will address the growing importance of domestic debt. In addition, coordination was intensified with other international and regional organizations involved in helping countries to improve their debt management.

As part of its efforts to improve overall efficiency and effectiveness, and in order to better deliver its strategic plan for the 2007–2010 period, the Programme continued in 2008 to make a number of improvements to the general management, to administration and to communications, including efforts to increase the cost-sharing contribution by DMFAS clients to the Programme's central costs. Efforts also included the outsourcing of the major components of the development of the next version of the DMFAS software to the private sector, and the posting of a central staff member to Bamako as part of the Programme's decentralization objectives.

As well as the ongoing permanent support provided to countries through its central operations, the Programme managed 43 active projects at the country level during the year, and organized 112 national and regional capacity-building missions, resulting in the training of more than 600 officials. This capacity-building also resulted in clearly identifiable outputs, such as debt data validation calendars and statistical bulletins in a number of countries.

The Programme's continued relevance in helping developing countries meet the complex challenges of debt management is shown by the sustained interest of countries in the products and services provided by the Programme, the high fidelity rate of countries actively using the DMFAS software, and the high number of officials requesting and receiving training from the Programme. The high level of participation by DMFAS beneficiary countries in the Programme's cost-sharing mechanism is another indicator of the Programme's importance in helping countries to manage their debt more effectively.

This sustained interest from countries requiring the Programme's technical assistance necessitates continued investment from the Programme's donors and UNCTAD. The lessons learnt in 2008 reaffirm the need to strengthen the middle- and long-term financial sustainability of the Programme, by consolidating a multi-year, multi-donor pledging mechanism. This would greatly enhance the Programme's capacity to plan and deliver its core activities and develop its products, goods and services as expected by its clients, in response to developing countries' debt management needs.

Regarding the financial situation of the Programme, in 2008, donor contributions remained stable at a level of \$2.7 million, while cost-sharing progressed steadily, as more countries adopted the maintenance agreements and accepted to contribute through development fees. Maintenance fees have reached the historic level of \$1 million, received so far since 2002, which is an important milestone in the financial structure of the Programme. On the other hand, expenditures increased in 2008 as foreseen in the strategic plan, due to the costs of the development of DMFAS version 6 – a key investment for the future of the Programme.

Key achievements in 2008

Countries assisted

- Two new institutions chose the DMFAS Programme for technical assistance at the country level in debt management: the Ministry of Finance of Egypt became the 100th institution to choose DMFAS, and the Central Bank of the Philippines the 101st.
- Half of all countries (19) with heavily indebted poor country (HIPC) status are DMFAS beneficiaries.
- 20 least developed countries (LDCs) are active DMFAS users at present.
- Management of 43 active projects at the country level during the year.
- Signing of new projects for five countries (eight institutions) that are currently DMFAS clients.

Support given

- The Programme made significant progress in all key areas of its 2007–2010 strategic plan in the support it provides to countries (including development of the next version of DMFAS, and capacity-development activities).
- The DMFAS helpdesk answered over 600 DMFAS user queries.
- Over 600 debt officials benefited from DMFAS capacity training.
- Implementation of a new capacity-building module in debt portfolio analysis during a regional workshop in Amman, Jordan.
- Capacity-building modules resulted in 11 debt data validation calendars and 5 official debt statistical bulletins.
- The Programme organized 112 capacity-building missions, which included on-the-job training, national and regional workshops, study tours, and needs assessment and project evaluation missions.

Updates to the DMFAS system by countries and integration with other financial management systems

- An update to DMFAS 5.3 – the current version of the system – was provided to countries already using DMFAS 5.3.
- Seven current DMFAS client countries (seven institutions) updated to DMFAS 5.3. from their previous version.
- Three new institutions have started the development of interfaces between the DMFAS system and other integrated financial management information systems (IFMIS).

Coordination and sharing of best practices

- Intensification of collaboration with other international and regional institutions in debt management, including contribution to the development of the Debt Management Performance Assessment and the Debt Management Facility for Low-income Countries initiatives.
- Participation in the Inter-Agency Task Force on Finance Statistics.

Continued relevance of the Programme

- The vast majority (85 per cent) of all DMFAS beneficiaries – since the launch of the Programme in the early 1980s – are still relying on the DMFAS system for the management of their day-to-day debt, rather than on any other system.
- The Programme's donor base was broadened to include one new donor.
- The majority of DMFAS user countries participated in the Programme's cost-sharing mechanism.

Other

- Improved overall efficiency of the Programme.
- Outsourcing of the development of DMFAS 6 to the private sector.

1. Introduction

In 2008, the Programme made significant progress in the implementation of its strategic plan for 2007–2010, as agreed with its donors at the donor consultation meeting in Oslo in November 2006.

The present document reports on the activities and the financial situation of the DMFAS Programme in 2008 and is structured as follows:

1. The introduction presents the Programme's development context, the focus of its technical assistance, and its capacity-building approach.
2. The capacity development section describes DMFAS project activities; the Programme's capacity-building activities in countries, which are provided through training; and also the implementation and operational status of DMFAS at the end of the year.
3. The systems management section gives information on the development and distribution of DMFAS in the countries in which the software is installed, as well as information about system support and maintenance.
4. The programme management section describes the Programme's collaboration with other institutions providing technical assistance in debt management, its synergies within UNCTAD and its efforts to improve internal effectiveness and efficiency, including its communication strategy and the broadening of its donor base.
5. The funding and expenditures section describes the financial situation of the Programme in 2008.

Development context

Active public debt management is an important tool for ensuring that countries maintain sustainable levels of debt, in pursuit of their broader development objectives. Effective debt management, nonetheless, remains a challenge for most developing countries. In order to attain sustainable debt levels and to use debt instruments as an efficient tool for development, prudent debt management and the availability of reliable and timely debt data are essential. Many Governments lack the appropriate institutional, human and technical capacity for handling public resources and liabilities in a more effective way.

The DMFAS Programme's role in helping developing countries strengthen their debt management can be seen against the background of numerous United Nations General Assembly resolutions on debt and development, the Monterrey Consensus, the Millennium Development Goals, and other internationally agreed development goals. General Assembly resolution A/RES/58/203 "stresses the need to strengthen the institutional capacity of developing countries in debt management" and "calls upon the international community to support the efforts made towards this end, and in this regard stresses the importance of such initiatives as the Debt Management and Financial Analysis System" [of the United Nations Conference on Trade and Development] (para. 16). More recently, in General Assembly resolution A/RES/62/186, adopted in December 2007, the General Assembly emphasizes that "debt sustainability is essential for underpinning growth", and underlines "the importance of debt sustainability and effective debt management to the efforts to achieve national development goals, including the Millennium Development Goals".

The same resolution "further welcomes the efforts of and calls upon the international community to support institutional capacity-building in developing countries for the management of financial assets and liabilities and to enhance sustainable debt management as an integral part of national development strategies" (para. 25). See annex 8 for a summary of United Nations and international mandates relevant to the work of the Programme.

Since the early 1980s, UNCTAD has established itself, through the DMFAS Programme, as a leading international organization in assisting developing countries in the area of debt management, and has so far supported 66 countries (to be precise, 65 countries and 1 territory) and 101 institutions.

As the debt situation of developing countries has evolved over the past three decades, the DMFAS Programme has adapted its technical assistance to countries' changing debt management needs.

Focus of DMFAS technical assistance

The overall objective of the DMFAS Programme is to strengthen the capacity of developing countries to manage their debt in an effective and sustainable way, in support of poverty-reduction, development and good governance.

In 2008, the Programme was well under way in the implementation of its four-year strategic plan for 2007 to 2010, as agreed with its donors and other stakeholders. The plan takes into account the conclusions and recommendations of the last mid-term review, the changing needs of DMFAS beneficiary countries, the experience accumulated by the Programme over nearly 25 years, and the evolving nature of debt management policies and tools. The plan focuses on the Programme's comparative advantages in relation to other providers of technical assistance, particularly in the area of operational debt management, from debt data recording to basic debt analysis.

By working with the countries and also with international and regional organizations dealing with debt, the Programme identifies best practices in debt management and translates them into specialized products and services (see box 1). These are shared with countries through technical cooperation projects, and through international and regional conferences and workshops.

The Programme's core product is its Debt Management and Financial Analysis (DMFAS) software, which can be used for the purposes of recording, monitoring and analysing debt information. Usually installed in a country's finance ministry and/or central bank, the DMFAS software supports the management of both external and domestic public debt (loans and debt securities), whether this be short-, medium- or long-term debt. It also can be used for private debt, grants and on-lent loans.

Box 1. DMFAS solutions to debt management

- *Capacity-building through the provision of specialized debt management and financial analysis software (the DMFAS software), which is designed to meet the operational, statistical and analytical needs of debt managers and bodies involved in elaborating public debt strategies. Includes training in the use of the software;*
- *Capacity-building through the Programme's advisory services, including needs assessments and advice on technical, administrative, legal and institutional debt management issues. Includes assistance in software installation and maintenance;*
- *Capacity-building in debt management skills, and through the Programme's modules in debt data validation, statistics and debt analysis.*

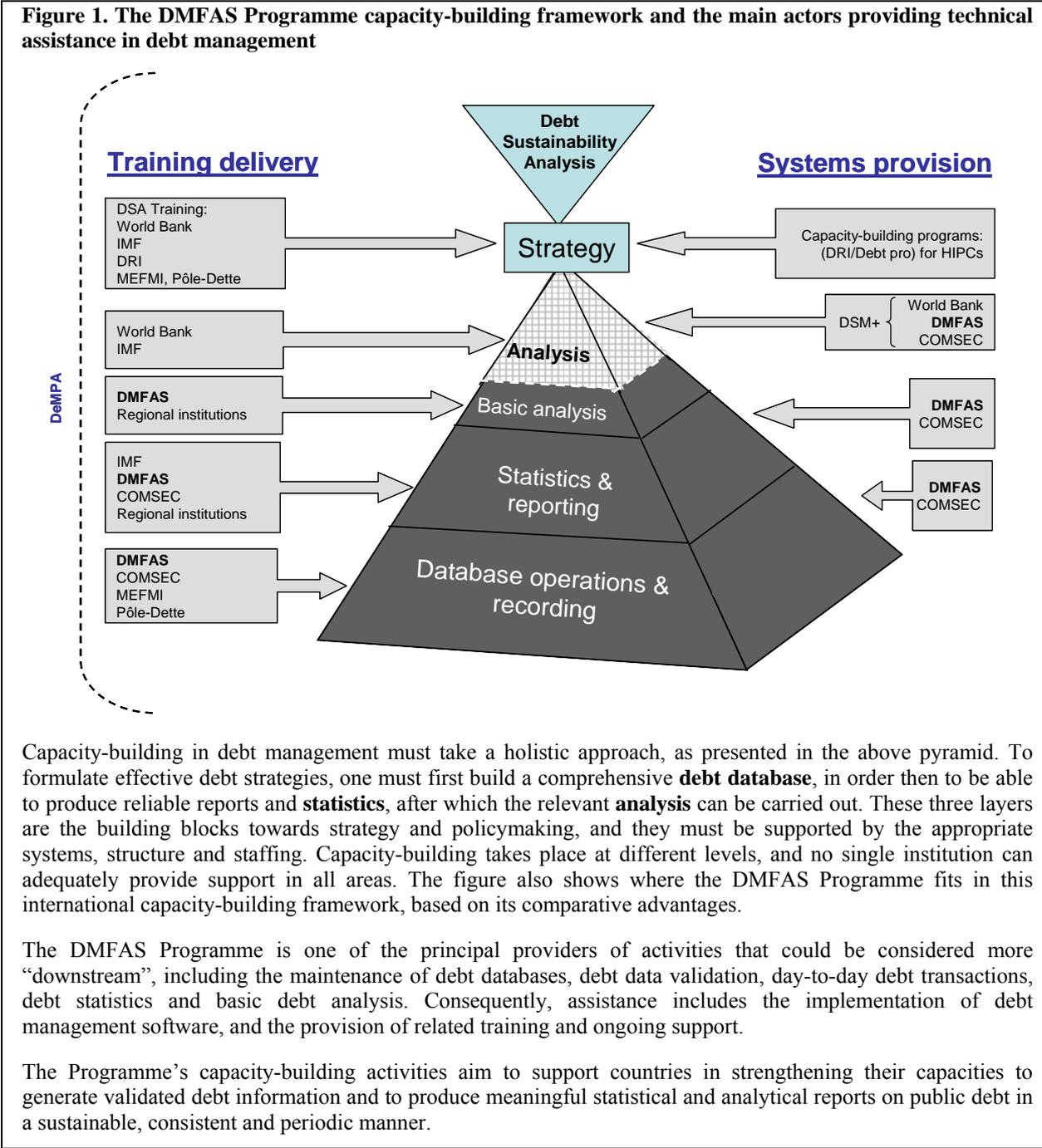
Channelling of the Programme's technical assistance to countries is mostly carried out through the implementation of country projects, which are managed by project managers. Where possible, the DMFAS software and its related services are provided in any of the following five languages: Arabic, English, French, Russian and Spanish.

DMFAS country projects encompass the wide range of products and services provided by the Programme. Activities include installation of the DMFAS software and training in its use, assistance in database creation, data validation, statistical reporting, and support for debt analysis. Many projects also assist Governments in the development of appropriate legal, administrative, technical and organizational environments in support of debt management. Additionally, they may also cover assistance in establishing appropriate communication and information flows, or in linking the debt database to different information systems such as payment, budgeting, treasury and accounting systems, or to an integrated financial management information system (IFMIS). The Programme also organizes country participation in national and regional workshops, as well as study tours and international meetings.

The length of each individual country project will vary, depending on the number of activities involved and the funding available. It is important to emphasize that the Programme’s technical cooperation with each country does not stop with the completion of each project. The Programme provides an ongoing maintenance service to DMFAS client countries, which operates beyond project activities. This includes the provision of system updates and enhancements to keep pace with rapid developments in international financial practices and information technology, as well as documentation, the helpdesk, and other services. For example, in 2008, the helpdesk responded to over 600 requests for assistance from countries.

The DMFAS Programme’s capacity-building approach

The Programme’s approach to capacity-building in debt management is based on the DMFAS capacity-building pyramid, as described in figure 1.



2. Capacity development

The Programme's overall objective of helping countries develop their capacity to better manage their debt pervades all aspects of the Programme's work. Strengthening of its ability to meet this objective is the underlying goal of the Programme's 2007–2010 strategic plan. How the Programme meets this objective – through the continued development of its core product, the DMFAS system – is described in chapter 3 (systems management) of this report, and in chapter 4 (programme management). Section 2 describes the status of the Programme's capacity-building activities at the country project level in 2008. It also describes how capacity-building is provided by means of relevant training activities, and summarizes the implementation and operational status of DMFAS in the countries at the end of 2008.

2.1 Country project management

In line with the strategic plan, the priorities of the Programme in 2008 in the area of project management were:

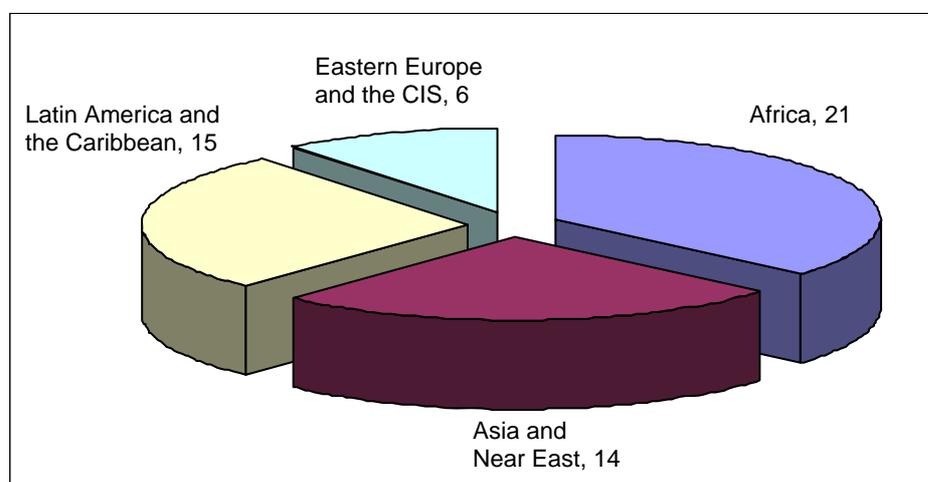
- To respond to the increase in requests from user countries for the Programme's products and services;
- To respond to the changing nature of countries' needs for services in different areas of debt management, including the linking of DMFAS with other financial management software; and
- To enhance the Programme's capacity to deliver its expertise – both in qualitative and quantitative terms – through upgrading the skills of the central staff, possible outsourcing and decentralization of certain tasks, and improvements to accountability and the reporting of field operations.

Increasing number of DMFAS clients

Since its inception in 1981 and up until the end of 2008, the Programme had provided technical assistance to a total of 66 countries and 101 institutions. The vast majority of these countries – 56 in total – were still active users of the DMFAS system in 2008, with other countries ready to become active again. This represents a fidelity rate of 85 per cent.

As figure 2 shows, the geographical breakdown of the 56 active countries was as follows: 21 in Africa, 14 in Asia and the Near East, 15 in Latin America and the Caribbean, and 6 in Eastern Europe and the CIS.

Figure 2. Geographical distribution of active DMFAS users



In 2008, two new institutions became DMFAS clients. These were the Ministry of Finance of Egypt and the Central Bank of the Philippines. These institutions signed project documents with the Programme in January 2008. The Egyptian finance ministry's project provides for the installation of the latest version of DMFAS, version 5.3, the building of a domestic public debt database, and for the strengthening of its debt reporting and analysis capacities. It also aims to optimize institutional integration with the Central Bank of Egypt. The project of the Central Bank of the Philippines includes a major debt data conversion from the Bank's existing integrated external debt management system to the DMFAS system. A preparatory phase of this latter project was signed in 2007.

In addition, a number of former DMFAS user institutions that stopped implementing the DMFAS system for different reasons (political, institutional or technical) either became active users again or were considering doing so. This was the case, for example, of the finance ministry of the Central African Republic.

New projects for five current DMFAS client countries (seven user institutions) were signed in 2008, including Guatemala (Ministry of Finance), Haiti (Ministry of Finance), the Islamic Republic of Iran (Central Bank), Togo (Ministry of Finance) and Yemen (Central Bank, Ministry of Finance, Ministry of Planning and International Cooperation).

Fact files for individual active DMFAS client countries are presented in annex 10. The fact files provide a general overview of DMFAS implementation in each country, as well as detailed information on DMFAS activities during the year, both project and non-project.

Debt management offices

The debt management offices (DMOs), where the DMFAS system is installed, are usually found in the ministry of finance or the central bank, or, in some cases, in the ministry of planning, in local government, or in an export–import bank.

The exact location of the debt office within the institution itself, however, often varies. In general, countries are moving towards the centralization of public debt management (i.e. of external and domestic debt) by locating the debt management office in the ministry of finance, in order to achieve a more efficient administration of public liabilities. In addition, DMOs – in particular where the debt management system is integrated within a larger financial management system – tend to be at a higher level within the institution's organizational structure. They usually comprise back-, middle- and front-office functions, and are closer to the decision-making process.

The median number of DMFAS users in an institution is 10, but it can vary from 2 to 30, depending on the size of the debt office and the institutional arrangements for debt management. On average, the DMFAS is used on a daily basis, for approximately four hours a day, but its use can range from one to eight hours.¹

Responding to the changing nature of countries' needs

DMFAS clients range from low-income structurally weak economies to more advanced middle-income developing economies. This variety in client types further accentuates the diversity and scope of the technical assistance provided by the Programme.

Capacity-building in sovereign debt management is a long-term undertaking, and the situations of different countries vary widely. They are shaped by the type of financing available to the Government (e.g. bilateral and multilateral official loans, private loans, capital markets, and financial derivatives), the exchange rate regime, the quality of macroeconomic and regulatory policies, the overall institutional capacity, the country's credit standing, and its objectives in undertaking public

¹ Results of DMFAS questionnaire conducted in 2005.

debt management. Common to all countries, however, is the need to produce reliable and up-to-date debt data and debt reports, for the purpose of better policy formulation. As such, the implementation of the DMFAS system is a key activity in most DMFAS projects.

Additionally, DMFAS projects must take into account the different situations that countries find themselves in. One example of a major difficulty still facing many low-income countries is the capacity to recruit and retain qualified staff, hence the need for repeated training in the fundamentals of debt management, including debt recording and putting into place appropriate information flows on debt data. Achieving and maintaining level 1 of the DMFAS pyramid (the creation of an updated and validated debt database, as described in the introduction) is therefore a major challenge in itself. Middle-income countries are usually stronger at the lower levels of the pyramid, and are therefore more concerned with receiving technical assistance from the Programme, in order to improve their capacity at the higher strata of the pyramid (statistics and reporting). In response to the needs of middle-income countries, the Programme is currently improving the DMFAS system's analytical functions (basic analysis). It has also finalized the development of a new capacity-building module in debt portfolio analysis and basic risk management, which is described in section 2.2.

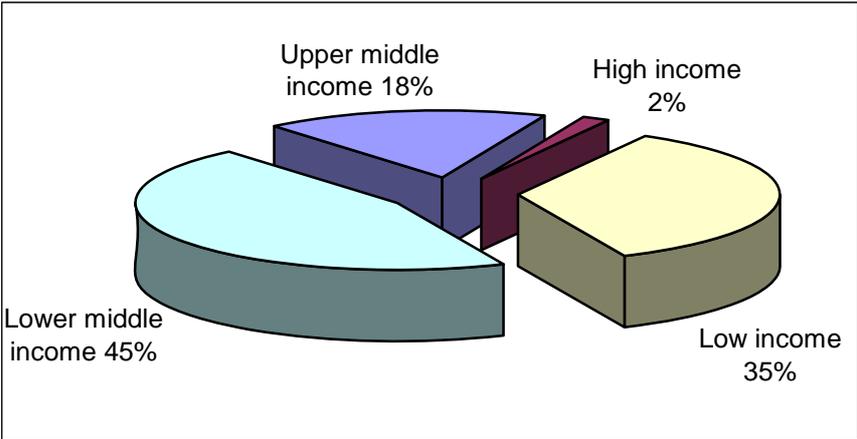
Another recent trend in debt management that the Programme is addressing is the growing reliance of Governments on domestic financing. As such, capacity-building in domestic debt management is increasingly being included in DMFAS projects. Significant improvements in the DMFAS system's ability to manage domestic debt will be included in the next version of DMFAS – version 6.

The increase in requests to link the DMFAS system with other financial management systems is another important trend. Currently, this trend is most noticeable in Latin America, but it is spreading to other regions too. In 2008, for example, the Programme worked on developing a link in the future between the DMFAS system and other financial management systems in Viet Nam (Ministry of Finance), in Burkina Faso (Ministry of Finance) and in the Republic of Moldova (Ministry of Finance). Nine countries currently link DMFAS with other financial management systems. In 2008, this list included Argentina (Ministry of Finance and Province of Chaco), the Plurinational State of Bolivia (Central Bank), Côte d'Ivoire (Ministry of Finance), the Dominican Republic (Ministry of Finance), Ecuador (Ministry of Finance), Guatemala (Ministry of Finance), Honduras (Ministry of Finance), Nicaragua (Central Bank) and Paraguay (Ministry of Finance). In addition, four other countries and one province are planning to build links with other financial management systems, including Albania (Ministry of Finance), Argentina (Province of Río Negro), Chad (Ministry of Finance), Costa Rica (Ministry of Finance) and the Bolivarian Republic of Venezuela (Ministry of Finance). The main focus of the Programme with regard to these interfaces is to provide advisory services to the national teams in the form of workshops, or to provide technical assistance in building and maintaining the relevant links.

In the most advanced middle-income countries, another current trend is the installation of web-based links between different DMFAS databases within the same country, mostly linking the ministry of finance and the central bank. The Plurinational State of Bolivia, the Dominican Republic, and Viet Nam are examples of this trend.

Figure 3 provides a breakdown of the countries that were using DMFAS at the end of 2008. This figure shows that of the total number of DMFAS active clients, 35.1 per cent are low-income, 45.6 per cent are lower-middle-income, 17.5 per cent are upper-middle-income, and 1.8 per cent are high-income economies. In other words, the vast majority of DMFAS clients belong to the low-income and lower-middle-income category. See annex 3 for a breakdown by country.

Figure 3. Active users of DMFAS, by income group, in 2008



DMFAS and heavily indebted poor countries

The Programme also paid particular attention during the year to the needs of heavily indebted poor countries (HIPCs), both in its national and regional training activities and through support via the DMFAS software.

Of the 40 countries that had already qualified, were eligible, or were potentially eligible for debt relief under the HIPC initiative in 2008, 19 were DMFAS clients. Of the countries that were at post-completion point in 2008, 10 were active users of the DMFAS system, namely the Plurinational State of Bolivia, Burkina Faso, Ethiopia, Honduras, Madagascar, Mauritania, Nicaragua, Rwanda, Uganda and Zambia, and two were former users, namely Sao Tome and Principe, and Senegal. Of the countries that were between decision and completion point, six were active DMFAS users: Burundi, the Central African Republic, Chad, the Republic of Congo, the Democratic Republic of the Congo, and Haiti, and one was a former user, namely Guinea-Bissau. The Programme also actively collaborated with 3 of the 10 countries that were still at pre-decision point at the end of 2008. These were Côte d’Ivoire, Sudan and Togo – all active users of the DMFAS system.

In addition to training and advice in debt management, the Programme’s assistance in helping countries build comprehensive debt databases actively contributes to their chances of reaching completion point. This is because having a computerized debt management system is one of the triggers for arriving at completion point.

Enhancing project management capacity to deliver products and services

In 2008, a number of improvements to the internal procedures for project management were implemented. These included the implementation of clear work plans for project managers, the streamlining of functional tasks performed by the project management group, new guidelines for the elaboration and internal approval of project documents and mission reports, as well as new guidelines on the recruitment, monitoring and management of consultants.

The project management team was also strengthened by the recruitment of one new project manager – a junior professional officer – provided by the French Government.

2.2 Capacity-building through training

In order to improve capacity-building through training, the Programme focused on the following goals in 2008:

- Ensuring the high quality and impact of capacity-building and training activities;
- Creating and enhancing its capacity-building modules and other training materials;
- Providing debt analysis support.

Ensuring the high quality and impact of capacity-building and training activities

Table 1 provides a breakdown of how DMFAS capacity-building activities were distributed by region in 2008. Altogether, the Programme organized, co-organized or actively participated in 112 capacity-building events, including on-the-job training, national and regional workshops, study tours and interregional seminars, as well as needs assessments and project evaluation missions. Of these missions, there were 97 capacity-building events at the national level, 6 at the regional level and 9 at the international level.

Table 1. Regional distribution of DMFAS capacity-building and other activities

	East Asia and the Pacific	Europe and Central Asia	Latin America and the Caribbean	Middle East and North Africa	North America	South Asia	Sub-Saharan Africa	TOTAL
DMFAS functional training		2	6	4		1	8	21
ICT installations/training/links	1	2	10	2			6	21
Capacity-building in data validation and debt statistics (including follow-up missions)			10	5		1	8	24
DSM+ (Debt Sustainability Model Plus)				2				2
Project management/needs assessments/evaluations	1	1	6	5		3	8	24
Development of version 6			6					6
Other	1	4	2		4		3	14
TOTAL	3	9	40	18	4	5	33	112

DMFAS missions are carried out by consultants and/or central staff. With the aims of encouraging South–South cooperation and sharing best practices, the Programme regularly hires proficient DMFAS users from debt offices in developing countries to be consultants, to train new users in the debt offices of other developing countries. Advisors are fielded for longer periods for certain projects to provide continued on-site support and debt management advisory services. In 2008, for example, this was the case for Bangladesh and the Central African Republic.

In order to evaluate DMFAS training activities, identify areas for improvement, and ensure the high quality and impact of DMFAS training in countries, the Programme started to implement new internal mechanisms during the year to monitor and evaluate the training delivered. It also continued to expand its pool of consultants.

As described in the strategic plan, the Programme is placing increasing emphasis on the results of capacity-building, using more clearly verifiable indicators. This new emphasis is reflected in the capacity-building modules that the Programme is developing and implementing, described in the introduction: debt data validation, statistics, and debt portfolio analysis. The modules are generally delivered via workshops, as the initial activity, after which support is provided, either through missions or from UNCTAD headquarters, until the final output is produced. Assistance is also extended to ensure that the products are sustainable. These modules are complementary to and extend the Programme's traditional training activities, such as training in the use of the DMFAS software for the day-to-day management of debt. They are also complementary to the activities of other international organizations at more advanced levels of debt analysis and debt strategies.

The outputs of the capacity-building modules correspond to the different layers of the Programme's pyramid-based capacity-building framework. They also build upon each other. Based on the validated database resulting from a validation workshop, for example, a debt statistics workshop can be conducted, resulting in a comprehensive and relevant statistical bulletin. This can then be used in the next capacity-building module – debt portfolio analysis – in which the debt portfolio is analysed; the output can be a portfolio review and/or a routine report on the debt being reported on. Subsequently, the results of the debt analysis module can be used to perform risk analysis and debt sustainability analysis, support for which is provided by other international institutions.

During the year, the Programme was active in implementing its modules on debt data validation and statistics. It also finalized the development of its module on debt portfolio analysis, which was tested in November 2008 during a regional workshop in Jordan. Twenty-two countries from the Middle East and English-speaking Africa participated in this workshop. Regarding the other modules, 23 national workshops and follow-up missions were organized in 2008. These included national debt statistics workshops in Bangladesh, Chad (Ministry of Finance), Costa Rica (Ministry of Finance), El Salvador (Ministry of Finance), Ethiopia (Ministry of Finance and Economic Development), Guatemala (Ministry of Finance), in Jordan for Iraq (Ministry of Finance and Central Bank), and in Nicaragua (Ministry of Finance) and Rwanda (Ministry of Finance and Central Bank). It also included seven debt data validation workshops in Algeria (Central Bank), the Central African Republic (Ministry of Finance), Chad (Ministry of Finance), Costa Rica (Ministry of Finance), Egypt (Central Bank), Guatemala (Ministry of Finance) and Sudan (Central Bank).

Table 2. Implementation of capacity-building modules during the period 2004–2008

	2004	2005	2006	2007	2008	2004–2008
Total	1	3	8	8	24	44
Debt portfolio analysis	0	0	0	0	1	1
Debt statistics	1	2	3	4	9	19
Debt statistics: follow-up					4	4
Data validation	0	1	5	4	7	17
Data validation: follow-up					3	3
Regional workshops	1	0	3	1	1	6
<i>Debt portfolio analysis</i>	0	0	0	0	1	1
<i>Debt statistics</i>	1	0	2	1	0	4
<i>Data validation</i>	0	0	1	0	0	1
National workshops	0	3	5	7	23	38
<i>Debt portfolio analysis</i>	0	0	0	0	0	0
<i>Debt statistics</i>	0	2	1	3	9	15
<i>Debt statistics: follow-up</i>					4	4
<i>Data validation</i>	0	1	4	4	7	16
<i>Data validation: follow-up</i>					3	3

Table 2 shows the number of capacity-building modules that have been implemented in countries since the first year of their implementation (2004). They have resulted in the production of five debt statistical bulletins – a six-monthly bulletin for Ethiopia, an annual bulletin for Guatemala, an annual bulletin for Honduras, a quarterly bulletin for Indonesia, and a six-monthly bulletin for Viet Nam); and eleven validation calendars – for the Central African Republic, Chad, the Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Panama, Paraguay, Sudan and the Bolivarian Republic of Venezuela.

Creating and enhancing capacity-building modules and other training materials

In order to facilitate debt management training and the implementation of the DMFAS 5.3 and the DSM+ software in countries, the Programme produced a number of documents during the year, including document updates and translations.

These included:

- Production of the *DMFAS User's Guide* in Spanish;
- Updates to the *DMFAS User's Guide*, summarizing new features of the DMFAS software and including the latest update on data validation reports, in English, French and Spanish;
- Production of *Implementing Security in DMFAS* and *The Merge Tranche Utility in DMFAS* (documentation supplements) in Spanish;
- An update of the *Debt and DMFAS Glossary*, in English and in French. The Spanish version is still in progress;
- The tutorial *An Introduction to DMFAS*, in Spanish;
- An update of the *DMFAS Installation Guide for Oracle 10g*;
- An updated version of the *DSM+ User's Guide* and *Training Guide*, in English.

In November 2008, the *User's Guide* for DMFAS 6 Advanced Release and the *User's Guide* for DMFAS 6 Control Panel were finalized for the beta testing of DMFAS 6 Advanced Release.

Development of a capacity-building module on debt portfolio analysis and basic debt indicators

As has already been mentioned, the Programme worked in 2008 on completing its new debt portfolio analysis capacity-building module, which is part of an effort to improve the ability of debt managers to regularly assess the quality and adequacy of the debt portfolio and to provide relevant information to the executive levels of debt management, in order to obtain and maintain a sound debt position. The intention of the module is to provide guidelines and a framework that describe the structure, composition, characteristics and evolution of public debt, using the debt data generated by the DMFAS software. The results of the module can be used to perform risk analysis and debt sustainability analysis.

The debt portfolio analysis capacity-building module was officially launched at a regional workshop in Amman, Jordan, in November 2008. Twenty-four government officials and central bank staff from 11 countries participated in the workshop. The Programme also intends to make the training module available in a number of United Nations official languages.

Providing debt analysis support

The Programme's support for debt analysis focuses mainly on strengthening the analytical capacity of the country's debt management office (DMO), in particular that of the middle- and high-level staff responsible for debt management. In order to support debt analysis, the Programme provides client countries with training in the use of Debt Sustainability Model Plus (DSM+), an analytical tool developed by the World Bank in close partnership with UNCTAD, and distributed by UNCTAD and the Commonwealth Secretariat. The Programme also advises on organizational and

structural issues and on staffing arrangements, in order to help strengthen the analytical capacity of DMOs. The strengthening of debt managers' analytical capabilities is part of an effort to improve debt managers' capacity in the decision-making process. As has already been mentioned, the Programme is also providing analytical support through its capacity-building module in debt portfolio analysis. An important feature of the Programme's work on debt analysis is its focus on basic debt analysis, which complements the assistance provided by other institutions, such as the World Bank and IMF, in the more advanced areas of debt sustainability analysis and debt strategies.

2.3 Implementation and operational status of DMFAS in countries

Annex 1 shows the countries in which DMFAS was being used as at the end of December 2008, and indicates the start date and the version installed. Annex 1 is organized historically, by start date in the country concerned, beginning in 1984 when version 4.1 – the first comprehensive version of DMFAS – was made available. The table columns, from left to right, show the following information:

- **Start date in country:** This is the start date of the first project for the implementation of DMFAS and related services in the country.
- **Country:** The country using the DMFAS software.
- **Institution:** The institution in the country that is using the DMFAS software (usually either the finance ministry or the central bank, and often both).
- **DMFAS user status:** Indicates the institution's current user status regarding the DMFAS software. Marked as active, inactive or reactivating. This does not refer to current project status (i.e. to the funding available for specific activities).
- **Installation:** Indicates where the main server is located (X = own database; R = remote connection).
- **Access:** Indicates whether the institution has full, partial or read-only access to the database. Access rights will depend on the responsibilities and mandates of the respective institution in debt management.
- **Version currently installed:** Indicates the version of DMFAS that the institution is currently using.

As can be seen at the end of annex 1, historically, 66 countries (including 101 institutions) have used the DMFAS software since 1984. At the end of 2008, 56 countries (85 institutions) were actively using the DMFAS system, which represents a fidelity rate of 85 per cent over a period of nearly 25 years. Also, within the last five years, two former users became active users again (Bangladesh and the Central African Republic). In 2004, the percentage of countries actively using DMFAS was 80 per cent. In 2008, as has already been mentioned, it was 85 per cent, which shows the continued relevance of the system to countries.

In 23 cases, the system was being used by both the finance ministry and the central bank. In about half of these cases, the system was shared by the two institutions. Otherwise, each institution had its own database. Sharing is an option that is being selected more and more often by DMFAS clients, thanks in particular to the Advanced Security function in DMFAS 5.3 (the most recent version of the software), which manages access rights for the institutions involved.

Annex 2 shows the operational status of the DMFAS software over the five-year period leading up to 2008 (i.e. 2004–2008), as evaluated and revised by the Programme. The purpose of annex 2 is to show the evolution of countries (not institutions) in their overall implementation of the DMFAS system at the national level. Five main stages of implementation are given, which are numbered from 1 to 5 (starting from 1). These stages reflect the DMFAS pyramid concept described in the introduction, with its three broad categories: database operations and recording, statistics and reporting, and support for basic debt analysis. As the stages are progressive, only the highest stage per reported year is given, with the exception of stage 5, which is indicated separately. Where DMFAS is no longer being used by a country, the abbreviation N/A (not applicable) is used. Where DMFAS is integrated within other national financial management systems, the abbreviation IFMS is used.

The stages are as follows:

Stage 1	System installed, but not operational, or not fully operational.
Stage 2	Database regularly kept up to date.
Stage 3	System used for monitoring and internal reporting.
Stage 4	System used for external reporting and statistics.
Stage 5	During the reported year, staff received training in the use of DSM+ (the World Bank's Debt Sustainability Model Plus), as support for debt analysis.
IFMS:	DMFAS has been integrated, or is being integrated, within another financial management system.
N/A	System no longer in use.

If a country is shown as being at the highest stage – stage 5 – this means that staff have received training in the use of DSM+ (the World Bank debt sustainability tool, integrated as part of DMFAS) for support in debt analysis during the year reported. It does not attest to the ability of staff to use the tool for debt analysis on a routine basis.

Stage 4 is reached when the country is regularly using the DMFAS database for external reporting, and in many cases for the production of statistics. Not all countries at this stage use the DMFAS system to the same degree. Some, such as Indonesia, use it to produce regular debt statistical bulletins. Others may only use the system for external reporting to international organizations, such as the World Bank. (One of the features of the DMFAS system is an automatic facility that allows countries to report to the World Bank's Debtor Reporting System.) According to the Programme's evaluation, 41 DMFAS client countries were at stage 4 in 2008 (72 per cent of active DMFAS user countries), compared to 34 in 2004 (67 per cent of active DMFAS user countries).

Stage 2 and 3 status means that DMFAS is being regularly updated and used for monitoring and internal reporting, without necessarily being used for external reporting or for the publication of statistics. Where status 3 is given, status 2 is implicit. According to the Programme's evaluation, 15 DMFAS clients were at this stage at the end of 2008. This included two of the three new countries that had adopted the DMFAS system during the five-year period. The other new country during this period – Algeria – had already moved to stage 4 by 2008. A number of factors influence a country's capacity to move up the pyramid. In most cases, these are institutional or human factors.

Stage 1 status for a country in a reported year indicates that the DMFAS system was installed, but the database was not completed, or the system was not fully operational. In most stage 1 cases, the database was still being built or being converted from an older version of the DMFAS system to the next version during that year. In some cases, however, it could be that the DMFAS system was no longer fully maintained, due to political or institutional (e.g. staffing) issues. At the end of 2008, one country – Mauritania – was at stage 1.

Where countries have decided to discontinue use of the DMFAS software for the time being, the abbreviation N/A (not applicable) is used. In those cases where countries have stopped using DMFAS, this has mainly been due to reasons beyond the control of the DMFAS Programme, such as institutional, staffing or political problems (Guinea-Bissau, Kazakhstan, Sao Tome and Principe, Senegal, and Uzbekistan). In certain cases, countries have decided to develop their own system (Colombia, Peru and Ukraine), and to the extent possible in such cases, the Programme continues to offer any support requested.

See also the country fact files in annex 10 for more detailed information on each individual DMFAS client country.

3. Systems management

As countries constantly evolve in their debt management capacities and their borrowing choices, so must the DMFAS system constantly evolve both functionally and technically, so that it remains up to date with countries' needs. Cutting-edge system development is therefore one of the Programme's main objectives, whether this be through updates to the version that countries are already using, or through the development of entirely new versions of the system.

In line with the Programme's strategic plan, systems management in 2008 placed particular emphasis on the following areas:

- System development, including version 6 – the next version of DMFAS;
- Adoption of the latest version of DMFAS, and software updates in countries;
- Support and maintenance.

3.1 System development

DMFAS 6

The Programme made great strides in developing the next version of DMFAS – version 6. Numerous technical specifications relating to the architecture, technology and structure of the new version were produced and validated during the year.

The Programme also finalized the user requirement definitions of the new analytical components to be included in the upcoming version. This entailed analysing countries' needs for producing static debt portfolio analysis, for generating basic debt indicators and for performing both interest rate and exchange rate sensitivity analyses.

Version 6 will be highly modular, in order to ensure easy and flexible customization of the software for all users. Release of the full version of DMFAS 6 is planned for 2009. However, some of the key features of DMFAS 6 were already available as an advance release at the end of 2008. This first block included a new debt securities module, statistical bulletin reports and a new reporting tool, as well as the basic analytical features (e.g. to generate debt ratios).

In 2008, the Programme's system development work in respect of DMFAS 6 continued with the following tasks:

- Creation of the new debt securities module, including an instrument approach to entering data, and the possibility of evaluating market instruments;
- Design of a DMFAS portal: a web-based gateway to all DMFAS modules, offering centralized access, security, and the latest news about the software;
- Incorporation of a set of new analytical features, ranging from debt portfolio analysis up to basic risk assessment;
- Functional revision of all windows used in the system, in order to improve navigation and avoid inconsistencies;
- Improved and more robust security;
- Incorporation of a powerful reporting tool for generating standard managerial reports.

In January 2008, the DMFAS Programme signed an agreement with a private software development company based in Argentina for the outsourcing of version 6 development. In March 2008, representatives of this company came to Geneva to meet with the Programme's systems group and to set up the organization, logistics, and delivery schedule for the project.

In addition, periodic missions were organized to facilitate synergy and communication between the two teams. The original work plan for version 6 was subsequently updated to bring it in line with recent changes.

For the purpose of developing and testing the quality and performance of the new modules, the company set up three separate databases at their site. The company also implemented the infrastructure and environment for the overall development, thus paving the way for further progress.

By June 2008, the consulting company had already made considerable progress in the first two blocks of work, as scheduled. In addition, a substantial number of new windows for the application were constructed and delivered to the Programme.

During December 2008, beta testing of DMFAS 6 Advanced Release took place in the Argentinean debt management office, with the following principal results:

- The new version was very well accepted by its Argentinian users, who particularly appreciated the new graphical user interface and other components related to it;
- The validation of the new system documentation and online help as well as a positive evaluation of the system from the users who participated in the quality assurance activity;
- The main new system modules, such as the DMFAS portal, the control panel, the new online help, and the reference files administration were executed with considerable stability;
- Other important modules, such as “Loan drawings” and “Debt securities – instrument approach” were tested, in order to solve any remaining problems;
- The new reporting and analytical functions were demonstrated during the mission, and they were given an excellent evaluation by the debt officers;
- Finally, the system performance running under a completely new framework was evaluated as satisfactory.

Many more modules will be available soon. Indeed, work on the reengineering of DMFAS modules is well under way and is in accordance with the agreed schedule.

DMFAS 5.3

In 2008, the Programme produced one update to the current version of DMFAS – 5.3 – which included the following features:

- Ten debt data validation queries and reports;
- Automatic recording of rescheduled debt service operations (including outstanding debt);
- Automatic recording of partial write-offs and other operations;
- Increase in the length of the penalty interest rate to seven decimal places;
- Addition of the code “Reorganized” to the loan status, and of the code “Multilateral” to tranche reorganization.

3.2 Adoption of new versions of DMFAS and updates in countries

Adoption of version 5.3 – the latest version of DMFAS

In 2008, the latest version of DMFAS – version 5.3 – was installed in seven countries, namely Argentina (Province of Río Negro), the Central African Republic (Ministry of Finance), Costa Rica (Ministry of Finance), Egypt (Ministry of Finance), Guatemala (Ministry of Finance), Mauritania (Ministry of Finance) and Uganda (Bank of Uganda). Installations were made in English, French or Spanish, depending on the language preference of the country.

By the end of the year, 79 per cent of all the institutions operating the DMFAS system in client countries had adopted the latest version of the software. Of the 72 installations actively being used in countries, the latest version of DMFAS – version 5.3 – was being used in 57 institutions (48 countries); DMFAS 5.2 was being used in 14 institutions (12 countries); DMFAS 5.1 was being used in 1 institution (1 country); DMFAS 5.0 was not being used in any institution. DMFAS 4.1 Plus is no longer installed in any institution. See annexes 1 and 2.²

Updates to the current version of DMFAS in countries

Updates to the version of DMFAS being used, together with relevant user documentation, were sent via the DMFAS helpdesk to 13 institutions during the year: Albania (Ministry of Finance), Burkina Faso (Ministry of Finance), Burundi (Ministry of Finance), Chad (Ministry of Finance), Congo (Ministry of Finance), the Democratic Republic of the Congo (separate debt management office), Gabon (Ministry of Finance), Côte d'Ivoire (Ministry of Finance), Nicaragua (Ministry of Finance and Central Bank), Panama (Ministry of Economy), Rwanda (Ministry of Finance) and Togo (National Fund).

Links with other systems, including between integrated financial management systems and DMFAS

As has already been mentioned, the Programme provides support to countries wishing to link DMFAS with other systems, including integrated financial management systems. In 2008, an analysis was undertaken of the possibility of linking DMFAS with the integrated financial management system in Viet Nam (Ministry of Finance). Likewise, a technical workshop was conducted in the Republic of Moldova (Ministry of Finance) on the implementation of a link between the local domestic debt system and DMFAS. A similar technical workshop was conducted for Burkina Faso (Ministry of Finance).

Analysis of the migration of local debt management systems to DMFAS

The Programme provided support on the analysis of the migration of the integrated external debt management system of the Philippines (Central Bank) to DMFAS 5.3.

Technical workshops on the installation of Oracle and DMFAS

The Programme also conducted technical workshops on the installation of Oracle 10g and DMFAS for the Central African Republic, Côte d'Ivoire and Yemen.

Ongoing DMFAS support and maintenance provided to countries

Extensive support in using the DMFAS system, including assistance and advice on a wide range of functional and technical issues, was made available by the helpdesk to all DMFAS client countries throughout the year. This support was provided by fielding technical missions, by sending programs and instructions by CD, by e-mail, telephone and fax, and through the UNCTAD FTP server. Where applicable, databases were also sent by clients and installed in Geneva to facilitate the resolution of queries and problems.

The DMFAS helpdesk received a total of 633 client requests in 2008. Of these, 609 requests were resolved, 12 were marked for future versions, 8 were being processed, and 4 were waiting to be processed. See annex 4 for details.

² Three countries use two different versions of the system simultaneously.

4. Programme management

As part of its efforts to improve overall efficiency and effectiveness, and in order to better deliver its strategic plan for the 2007–2010 period, a number of improvements to the Programme’s general management, administration and communications activities were made in 2008. These changes were reflected in the following goals:

- To ensure mutually beneficial relations and cooperation with external partners and other agencies in debt management;
- To secure reliable, stable and predictable financing for the implementation of the Programme’s strategic plan;
- To strengthen synergies within UNCTAD;
- To mobilize resources effectively and to improve the efficiency and effectiveness of the Programme’s administrative processes;
- To strengthen communications and information-sharing.

4.1 Ensuring mutually beneficial relations and cooperation with external partners and other agencies in debt management

In recent years, momentum has been intensified among the various providers to coordinate capacity-building efforts using a more holistic approach to meeting the multi-faceted challenges that developing countries face in building their debt management capacity. Efforts have been made to clearly understand the comparative advantage of each capacity-building provider compared to others, and partnerships have been strengthened. The DMFAS Programme firmly believes in this coordinated and harmonized approach to the provision of debt management capacity-building services by technical assistance providers to countries, based on each provider’s comparative advantage. Such an approach is necessary if countries are to receive comprehensive debt management solutions to the challenges they face. Active collaboration also helps to ensure that support provided by one provider can build on the support of another, and that best practices are shared.

In 2008, efforts by the Programme to strengthen its collaboration with the other main organizations and entities involved in providing debt management included the regular sharing of information on technical assistance activities, such as mission schedules and country reports (where possible). It also included organizing joint workshops at the national and the regional level, and participation in each others’ events. Additionally, collaboration included active contributions by DMFAS to such initiatives as the World Bank’s Debt Management Performance Assessment (DeMPA) and Medium-term Debt Management Strategies (MTDS). Another important example was UNCTAD’s continued participation (through the DMFAS Programme) in the Inter-Agency Task Force on Finance Statistics, which strives to improve the capacity of countries to produce reliable statistics.

In 2008, technical cooperation partner institutions with which the Programme actively collaborated included Debt Relief International, the International Monetary Fund (IMF), the Macroeconomic and Financial Management Institute of Eastern and Southern Africa (MEFMI), the International Organization of Supreme Audit Institutions (INTOSAI), the INTOSAI Development Initiative, Pôle-Dette,³ the Latin American and Caribbean Debt Group, the United Nations Development Programme (UNDP), the United Nations Institute for Training and Research (UNITAR) and the World Bank.

World Bank

The Programme collaborated with various departments involved in debt management within the World Bank. These included the Bank’s Development Data Group, its Banking and Debt

³ A regional initiative for French-speaking Africa, launched by the Banque Centrale des Etats d’Afrique de l’Ouest (BCEAO) and the Banque des Etats d’Afrique Centrale (BEAC).

Management Group, and its Economic Analysis and Debt Department. The Programme meets each of these departments at least once a year to discuss modalities of cooperation. In 2008, the DMFAS Programme met with the Economic Analysis and Debt Department in Geneva, in August, and it also met with both departments in Washington, in October. In 2008, the Programme also started to share its country activities calendar on a regular basis with the different World Bank departments, and likewise, it became a recipient of their calendars of activities.

In 2008, collaboration with the World Bank included the following:

DSM+ development and training: As co-owner – together with the World Bank – of the Debt Sustainability Model Plus (DSM+) analytical tool, the Programme actively promoted, provided training in, and contributed to the development of DSM+ as a support tool to help countries perform debt analysis. See section 2.2.

Debtor Reporting System: The Programme both encourages and assists countries technically in providing information to the Bank's Debtor Reporting System (DRS). In 2008, 19 DMFAS-client countries were using the automatic bridge between the DMFAS system and the DRS.

Project financing: DMFAS country projects being financed by the World Bank in 2008 included projects for Albania (Ministry of Finance), Chad (Ministry of Finance), Georgia (Ministry of Finance), Haiti (Ministry of Finance and Central Bank), Honduras (Ministry of Finance and Central Bank), and Yemen (Central Bank, Ministry of Finance and Ministry of Planning and International Cooperation). The Programme is therefore actively involved in discussions concerning the activities of these projects, including tripartite meetings with the World Bank.

Debt Management Stakeholders' Conference in Oslo: The Programme participated in this meeting which was organized jointly by the World Bank and the Norwegian Ministry of Foreign Affairs, in March. Its purpose was to discuss how coordination among the various providers of technical assistance in debt management could be improved.

Debt Management Performance Assessment tool: The Programme was active in communications with the World Bank regarding the development of the Debt Management Performance Assessment (DeMPA) tool, which is designed to provide a standard means of assessing countries' performance in managing debt. In September, DMFAS Programme staff were trained in Geneva in using the tool. They provided feedback on the training and made suggestions for the improvement of the tool. Future participation by the Programme in DeMPA missions was discussed too.

Medium-term Debt Management Strategies tool: In August, the two institutions also discussed the toolkit currently being developed by the World Bank and IMF, which is intended to support technical assistance for country-led Medium-term Debt Management Strategies (MTDS). Discussions on future collaboration between the two institutions regarding the implementation of the tool in DMFAS client countries were pursued in Washington, in October. This collaboration included the building of an interface between the MTDS tool and the DMFAS system.

Debt Management Facility (DMF) for Low-income Countries: During the year, the DMFAS Programme continued to give substantial feedback on the various drafts of the Debt Management Facility (DMF (formerly DEMFLIC)) concept notes. (This covers the aforementioned DeMPA and MTDS tools.) The Programme will be one of the implementing partners of DMF, and also a member of the DMF Technical Advisory Group.

International Monetary Fund

The Programme is in regular contact with two main departments of IMF. These are the Statistics Department, and the Monetary and Capital Markets Department. This contact includes an annual visit by the Programme to Washington. In 2008, the annual visit took place in October. The contact with IMF also includes co-organization of workshops on debt statistics, and participation by

both organizations in the Inter-Agency Task Force on Finance Statistics, which has so far been active in developing guidelines for external debt statistics and in coordinating capacity-building activities in debt statistics. The DMFAS Programme participated in the annual meeting of the Task Force in Washington, in April.

An example of a jointly organized debt statistics activity was the regional workshop on debt statistics held in Pune, India, in September. It was co-organized by IMF, the Commonwealth Secretariat, the Bank for International Settlements, and UNCTAD. Delegates from Bangladesh, Bhutan, Eritrea, India, Kenya, the Maldives, Nepal, Pakistan, Sri Lanka, Uganda, and the United Republic of Tanzania participated in this event.

The Programme also collaborated, where possible, with the IMF regional technical assistance centres in Central and West Africa (Central AFRITAC and West AFRITAC), with the shared objective of helping countries strengthen their human and institutional capacity to design and enact policies that promote growth and reduce poverty.

MEFMI

The Programme has an ongoing collaboration with the Macroeconomic and Financial Management Institute of Eastern and Southern Africa (MEFMI) which includes 13 countries from this region. Five of the countries belonging to MEFMI are DMFAS client countries, namely Angola, Rwanda, Uganda, Zambia and Zimbabwe. The two institutions co-organize one or two workshops or other training activities each year. In 2008, this included a regional workshop on the DMFAS system run in collaboration with MEFMI in Kampala, Uganda, in May. Participants were from Uganda, Zambia and Zimbabwe.

Pôle-Dette

In collaboration with Pôle-Dette, the technical training unit of the Central Bank of West African States (BCEAO) and the Bank of Central African States (BEAC), the Programme also provides regional assistance by jointly organizing and running workshops that benefit the French-speaking countries in Africa.

In April 2008, the Programme met with representatives of Pôle-Dette in Paris. This meeting highlighted the role of the Programme as one of Pôle-Dette's most important technical partners in implementing capacity-building in the French-speaking part of West and Central Africa. Reference was also made to the importance of finding financing for the project signed in 2006 that would enable the setting up of a regional DMFAS support unit at Pôle-Dette's headquarters in Yaoundé, Cameroon. The project aims to provide additional training in basic debt management to Pôle-Dette's member countries, and also to French-speaking countries in the region that are not members of Pôle-Dette. Altogether, this will include 12 current DMFAS client countries. Implementation of the project will only start once funding has been secured.

United Nations Development Programme

The DMFAS Programme's collaboration with UNDP in 2008 included UNDP funding for certain country projects and information-sharing with the UNDP country offices in DMFAS client countries, as well as collaboration through the "One United Nations" framework. Regarding the latter, the Programme is actively participating in the "One United Nations" initiative in respect of two of the countries (Albania and Cape Verde) currently being tested under the "Delivering as One" pilot initiative.

United States Treasury

In 2008, the Programme followed up on discussions undertaken in 2007 with the Office of Technical Assistance of the United States Treasury in order to explore possibilities for collaboration, particularly in post-conflict countries where the Programme is already assisting and where the United States Treasury has technical advisers. The Programme attended the United States Treasury's annual conference in Miami. In August, the United States Treasury participated in the DeMPA workshop organized by the World Bank and hosted by UNCTAD.

The Latin American and Caribbean Debt Group and the Inter-American Development Bank

With 15 active DMFAS client countries in the Latin American and Caribbean region, UNCTAD takes a keen interest in regional capacity-building activities organized by the Latin American and Caribbean Debt Group, and where possible tries to coordinate activities. For example, DMFAS client countries from the region participated in a Latin American and Caribbean Debt Group visit to the National Treasury of Brazil in September, where they learned about Brazil's public debt management. The DMFAS Programme took part in this training, too. In addition, the Programme discussed future cooperation activities with the Latin American and Caribbean Debt Group Coordinating Office in Washington, in October.

Debt Relief International

In line with commitments reached between UNCTAD and Debt Relief International in 2007, the two institutions regularly shared information during 2008 on their respective capacity-building activities, in particular their missions planning schedules. The Programme also participated in a meeting organized by Debt Relief International on the "post-HIPC" theme, which was held in Burundi, in May.

International Organization of Supreme Audit Institutions (INTOSAI)

The DMFAS Programme and the INTOSAI Development Initiative (IDI) have continued to collaborate, regarding the Programme's contribution to development by IDI of a trans-regional capacity-building programme for the auditing of public debt management. This programme will also involve UNITAR. The audit programme aims to enhance the professional and institutional capacity of target supreme audit institutions in public debt management audit, and will consist of eight projects to be delivered between 2008 and 2010. It will include both face-to-face training and e-learning courses. A joint workshop to structure the outline and the modalities of this cooperation between INTOSAI, IDI, the DMFAS Programme and UNITAR took place in Geneva in September.

4.2 Synergies within UNCTAD

Within UNCTAD, the link between the DMFAS Programme and the Debt Research Unit of the Debt and Development Finance Branch continues to be strengthened. This collaboration includes the sharing of one staff member between the Debt Research Unit and the DMFAS Programme. This staff member is an active member of the Programme's task force, responsible – among other things – for producing its new capacity-building module on debt portfolio analysis.

The DMFAS Programme also contributes to a number of UNCTAD and United Nations reports. In 2008, these included the:

- Contribution by UNCTAD to the Report of the Secretary-General submitted pursuant to paragraph 29 of General Assembly resolution 62/186, concerning a "review of debt management capacity-building efforts, particularly those of the United Nations system";

- Contribution by UNCTAD to the Report of the Secretary-General on the integration of the economies in transition into the world economy, pursuant to paragraph 12 of General Assembly resolution 61/210;
- Review of the technical cooperation activities of UNCTAD and their financing (a report by the UNCTAD secretariat);
- UNCTAD compendium of activities related to South–South cooperation 2008;
- UNCTAD’s Economic Development in Africa Report and UNCTAD’s contribution to the Secretary-General’s report on NEPAD;
- UNCTAD Annual Report 2008;
- Annual Trust Fund Progress Report.

Additionally, in 2008, in line with Trade and Development Board decision 492 (LIV) to establish thematic trust funds within and among divisions of UNCTAD, the DMFAS Programme played an active role in contributing to the development of a thematic cluster of technical cooperation in the area of debt management, entitled “Strengthening the debt management capacity of developing countries”, which is cluster 11 out of the 17 clusters.

This cluster of activities contributes to the achievement of subprogramme 1 (Globalization, interdependence and development) of the UNCTAD section of the United Nations strategic framework for 2010–2011. It encompasses the activities of the Debt Management and Financial Analysis System (DMFAS) Programme, in support of the subprogramme’s objective of promoting economic policies and strategies at the national, regional and international level that are supportive of sustained growth, inclusive and sustainable development, employment creation, and hunger and poverty eradication in developing countries. These activities are designed to ensure the achievement of the expected strategic framework in respect of progress towards a durable solution to the debt problems of developing countries, by fostering better understanding at all levels of the interplay between successful development finance strategies and effective debt management. The activities are grouped into two components: (i) the core activities/projects of the DMFAS Programme, covering the development, maintenance and support of the products and services it provides to improve the capacity of developing countries and economies in transition to manage their public debt, and (ii) the delivery of capacity-building products and services to developing countries, through specific projects with each country. The activities are consistent with the mandates of paragraph 40 of the Accra Accord.

4.3 Effective resource mobilization and improved efficiency and effectiveness of the Programme’s administration

In 2008, the Programme became more efficient as a result of two main actions: the restructuring of the team, as provided for in the Strategic Plan for 2007–2010, and the streamlining of administrative processes. This included:

- Personnel changes;
- Decentralization;
- Outsourcing;
- Streamlining of operations.

Personnel changes

In order to reduce personnel costs, the Programme reorganized its team by replacing some senior posts with more junior ones.

Decentralization

In 2008, the Programme further decentralized its central team by posting one of its team members to Bamako, Mali as from April 2008. Posting a project manager to Bamako enabled the

Programme to support West and Central African countries and to coordinate with other providers in the region at a lower cost. The presence of DMFAS in the region is now more efficient, and the impact of DMFAS in the region will be strengthened.

The posting of a DMFAS staff member in Africa is in addition to capacity-building activities performed by the DMFAS Regional Centre for Latin America and the Provinces, located in Buenos Aires, Argentina, to which one central team staff has been posted since 2006.

Outsourcing

In accordance with the strategic plan, the Programme financed the major development of the version 6 of DMFAS in the most cost-efficient way (see also chapter 3). It chose to outsource part of the system development to a private sector company, in order to benefit from the company's comparative advantages and not to increase the size of the central team. This option proved to be the most flexible and adaptable to the Programme's needs, and also the most efficient.

Streamlining of operations

In 2008, the Programme contracted a consultancy service to help it review its current administrative processes. Secretarial, financial, information and project management processes have so far been revised. The final recommendations have been made and concrete results have been produced. New measures for efficiency gains have started to be implemented. In 2008, the Programme welcomed the use of UNCTAD's new mechanism for facilitating the monitoring of project (including Programme) income and expenditure (the PORTAL). PORTAL is a centralized database containing the most relevant information about UNCTAD's projects, including descriptions of activities, income and expenditure. It provides a solution to the increasing need for readily available and reliable data on technical cooperation projects, and its introduction generated a significant improvement in their overall coordination and management. The DMFAS Programme was particularly active within UNCTAD in making sure that its project and Programme information is regularly updated in the system.

4.4 Improved communications and information-sharing, within and outside the Programme

In 2008, the Programme began implementation of a new communications plan, which will strengthen the regular sharing of up-to-date information on the Programme to all stakeholders. This included, for example, the sharing of the Programme's upcoming mission calendar with all of its main technical assistance partners.

The Programme produced the following documentation in 2008:

- Translation of the *Proceedings of the Fifth Interregional Debt Management Conference* into French, Russian and Spanish (UNCTAD/GDS/DMFAS/2007/1).
- *DMFASinfo No. 18*. This newsletter updates its readers (DMFAS users, donors, Governments) on the latest and forthcoming activities of the Programme (UNCTAD/GDS/DMFAS/MISC/2007/1). Published in April 2008, in English, French and Spanish.
- An updated version of "Hardware, software and training requirements for DMFAS 5". This document describes the recommended hardware and software for workstations and servers running version 5 of DMFAS, as well as recommended training for DMFAS users and database administrators.
Internal ref.: DMFAS/HardwareSoftware/Rev.4. Available in English, French and Spanish.

- An updated version of “DMFAS Programme: a brief description”. This document gives a brief but compact description of the DMFAS Programme’s activities, the DMFAS software, and DMFAS technical cooperation.
Internal ref.: DMFAS/BriefDescription/5. Available in English, French and Spanish.

The DMFAS marketing group set up last year was also active in producing marketing materials for the upcoming release of DMFAS version 6.

Internal communications within the Programme have also been improved by the streamlining of the Programme’s information processes, in line with the aforementioned review, as well as by the regular sharing of information through Programme team meetings. In addition, efforts have been made to improve the DMFAS website.

4.5 Secure reliable, stable and predictable financing for implementing the Programme’s strategic plan

In order to ensure financial stability and predictability in accordance with its strategic plan, the Programme endeavoured to broaden its donor base in 2008.

To this end, communications with potential donors were strengthened. This resulted in positive consultations and results, including the addition of France as a donor to the Programme in 2008. A number of potential donors were invited to the donor consultation meeting in November.

For further details on the Programme’s financing, see the next chapter.

5. Funding and expenditures

5.1 Financial resources of the DMFAS Programme

The resources of the DMFAS Programme can be classified under four main categories:

- (a) Donors’ contributions to the DMFAS central trust fund;
- (b) Country-specific funding;
- (c) Cost-sharing by the beneficiary countries/institutions; and
- (d) Support from UNCTAD.

DMFAS central trust fund

The core activities of the DMFAS Programme, such as upgrading the DMFAS system, monitoring countries’ needs, providing technical support to beneficiary countries, and managing the Programme, are financed through a multi-donor multi-year central trust fund. This trust fund was set up in 2002 to ensure the efficient management and administration of the Programme. In this way the central trust fund covers the expenditures of the Programme, such as personnel costs, travel, upgrading of the DMFAS system, consultancies and equipment. These are general expenditures that ensure the long-term impact and quality of the work produced by the Programme. Training or equipment purchases that are specific to the needs of one beneficiary institution are not covered by the trust fund, and are instead financed by country-specific trust funds.

At the end of 2008, overall donor support came to \$2.7 million, as shown in table 3 below. In chronological order, Italy, Norway, France, Germany and Sweden contributed financially to the Programme. The Trust Fund has benefited from the contributions of France and Italy who are currently supporting the DMFAS activities by each financing a junior professional officer. These contributions are equivalent to a contribution of \$120,000 per year per country, which has a significant positive impact on the costs of the DMFAS personnel. With the addition of France, which became a

donor in 2008, the portfolio of donors to the Programme was further widened, reflecting the Programme's continuing efforts to expand its donor base.

Table 3. Bilateral donor contributions in 2008

Donor	Date	Amount in dollars
Italy (JPO)	1 January 2008	120,000
Norway	14 December 2007	1,746,324
France (JPO)	7 July 2008	60,000
Germany	16 July 2008	298,742
Sweden	22 July 2008	500,280
TOTAL		2,725,346

Annex 5 shows the evolution of the financial contributions by bilateral donors to the trust fund, from 2000 to 2008. The level of bilateral contributions in 2008 was stable compared to 2007, as was the number of donors.

Table 4 summarizes the expenditures covered by the central trust fund during the year 2008. It includes programme support costs, which are a percentage of 13 per cent applied by UNCTAD on technical cooperation projects to cover the costs of support provided by the administration. Personnel costs accounted for 77 per cent of total expenditures in 2008. The Programme's second-largest cost in 2008 was for the development of the new version of the DMFAS software – DMFAS 6 – which accounted for 17 per cent of total expenditures during the year.

Table 4. Expenditures from the DMFAS central trust fund in 2008

	Amount in dollars
DMFAS personnel *	3,248,727
Consultants	24,724
Travel	209,223
System development (version 6)	704,741
Subcontracts	14,936
Training	10,229
Equipment	8,072
Miscellaneous	6,325
Total	4,226,977

* This figure only includes actual costs; it does not cover cost-sharing with country projects or the costs of junior professional officers, which are covered by contributions.

Thanks to a more systematic income schedule in 2008, and to bilateral donors' timely disbursements, the cash flow of the central trust fund was more regular.

The development of DMFAS version 6 – a step that is instrumental in keeping DMFAS at the forefront of debt management services – has naturally impacted on the expenditures of the Programme

as a whole. These costs will decrease significantly in 2009; at the same time, the cost-sharing generated by the beneficiary institutions is likely to increase with this new product. Indeed, a different price structure was approved by the DMFAS Advisory Group at its meeting in November 2007, for maintenance and development fees for installations of DMFAS version 6 (see “Cost-sharing and self-financing by beneficiaries” (also in this section)).

Country-specific funding

Specific country activities (i.e. those that deliver the core products and services at the country level) are mostly financed on a bilateral basis by ad hoc country trust funds, to be used for the implementation of capacity-building activities in the country concerned, as per the project document that each country-project trust fund relates to.

The different sources of financing for country-project trust funds are the beneficiaries themselves, bilateral donors, and other international organizations and institutions such as UNDP, the World Bank, the Asian Development Bank, and the African Development Bank. An increasing number of middle-income countries are fully financing their national projects, paying directly for the products and services delivered by the DMFAS Programme.

During the year 2008, expenditures from country-specific trust funds amounted to \$1.44 million to deliver technical assistance in 33 countries. Annex 6 displays the list of countries, the funds available, expenditures, and the final balance available, in cases where activities took place during 2008. The number of countries listed in annex 6 does not necessarily coincide with the total number of countries and institutions using DMFAS. A number of these are active DMFAS users without funding for specific project activities. Helpdesk assistance is partially covered by the voluntary maintenance fee agreements signed by the beneficiary countries. These maintenance agreements remain valid beyond the time frame of the initial country project through which the DMFAS system was made available to the country or institution.

Figures 4 and 5 show the regional distribution and the income-level distribution of country project expenditures.

Figure 4. Country-project expenditures: regional distribution

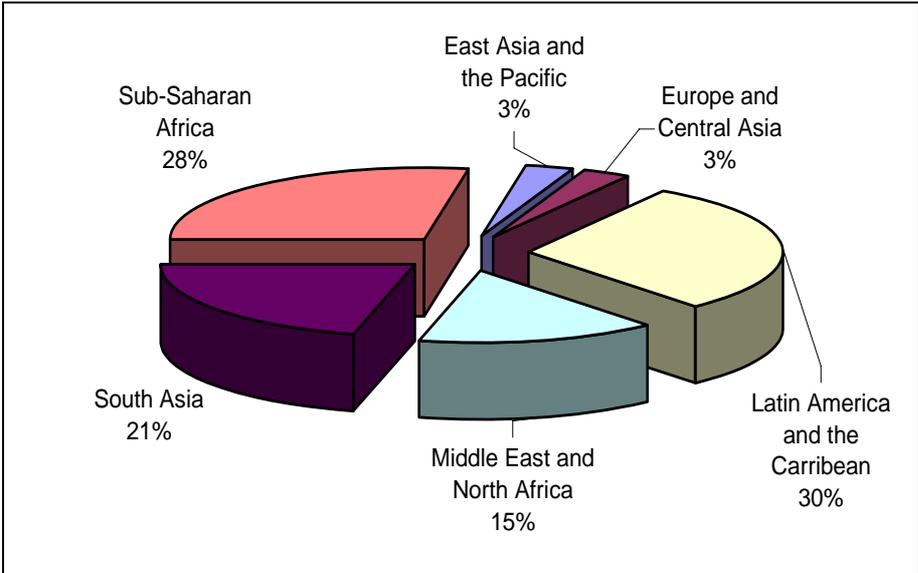
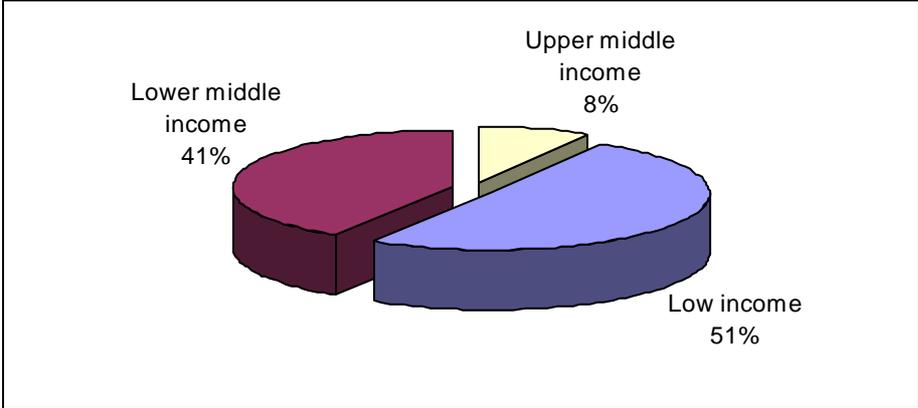


Figure 5. Country-project expenditures: income-level distribution



Cost-sharing and self-financing by beneficiaries

A particular feature of the DMFAS Programme – comparing it to other technical cooperation projects – is that it generates a part of its funds from cost-sharing with beneficiaries. Three specific instruments have been defined to ensure efficient cost-sharing and to cover a part of the running costs of the Programme: maintenance fees, development fees, and project management cost-sharing. Maintenance and development fees were created in 2002 to enable a self-financing mechanism for the Programme. Project management cost-sharing is a classic mechanism in technical cooperation programmes and has become more systematic in the DMFAS Programme over the past two years.

Maintenance fees

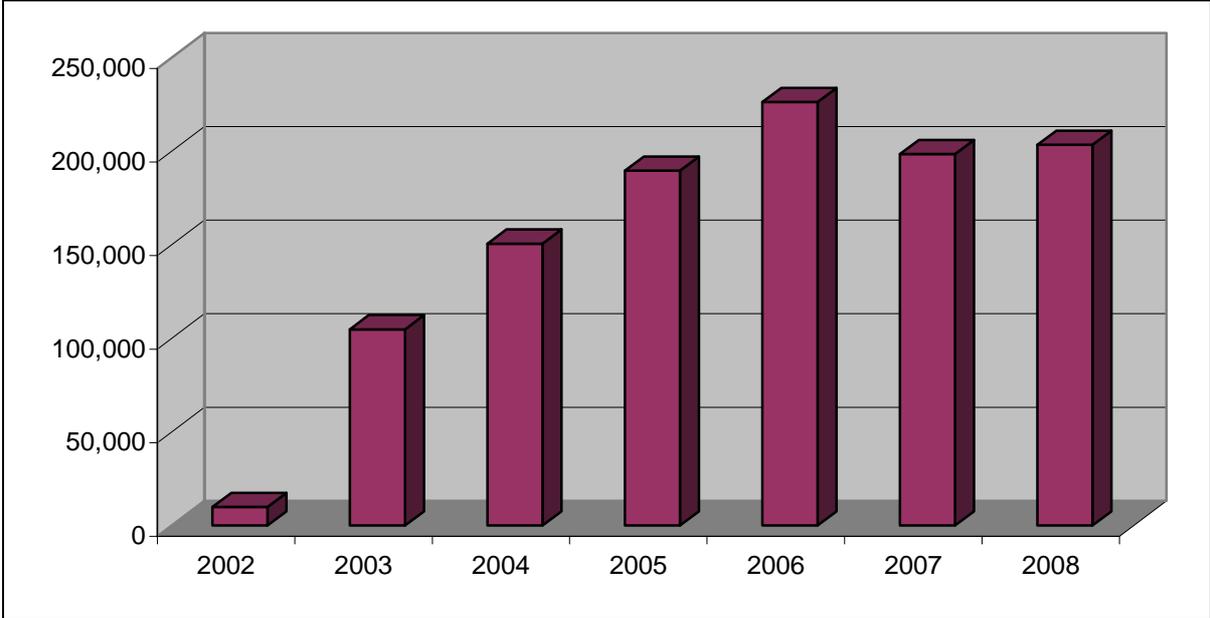
Maintenance agreements are presented to new beneficiary institutions when DMFAS is installed, and they are signed on a voluntary basis. They contribute to the financing of the remote helpdesk, which is located in Geneva and is provided by the Programme at the request of the client.

As shown in table 5 and figure 6, maintenance fees are highly relevant as a source of constant and relatively regular income for the Programme. 2008 was a milestone for maintenance fees, as the Programme reached the milestone figure of \$1,000,000 of revenue after only seven years of implementation.

Table 5. Maintenance fees: payments received, 2002–2008

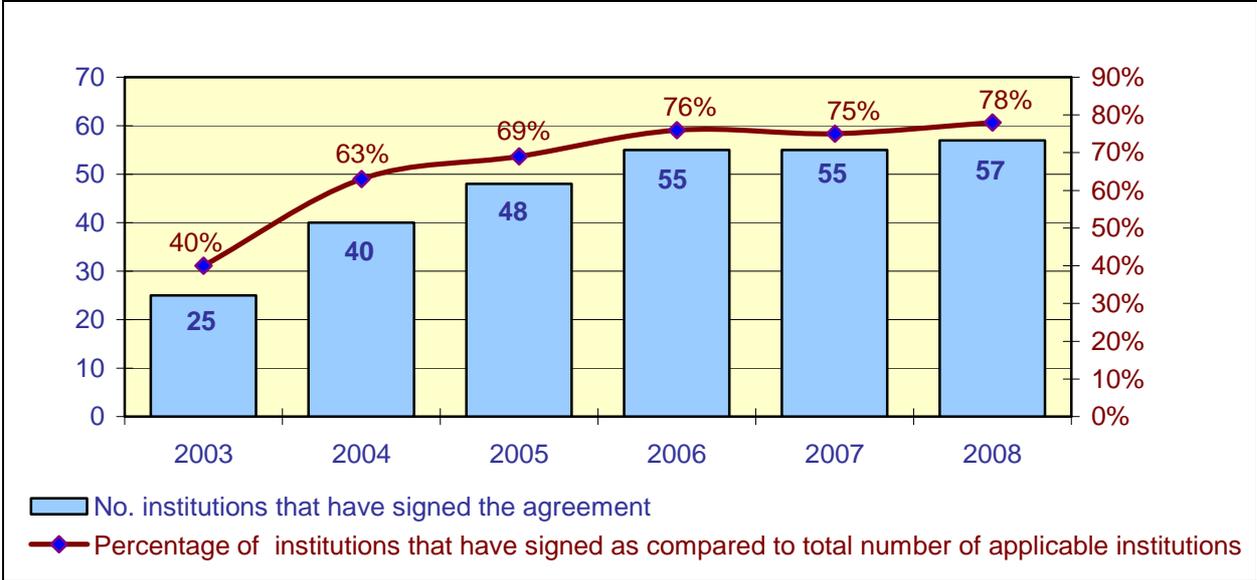
Year	Amount in dollars
2002	9,967
2003	104,933
2004	150,689
2005	189,709
2006	226,378
2007	198,636
2008	203,525
Total for 2002–2008	1,083,837

Figure 6. Maintenance fees: payments received, 2002–2008



The positive trend in the number of signed agreements on maintenance fees continued in 2008, with an increase of 3 per cent compared to 2007, as shown in figure 7. Annex 7 presents a complete list of the countries contributing to the maintenance of the DMFAS software, as well as their contribution per region and income level.

Figure 7. Evolution of signed agreements on maintenance fees, 2003–2008



Development fees

Development fees have been created to contribute to the enhancement of the DMFAS system. These contributions are made by the beneficiary institution when DMFAS is installed. The standard fee for a first installation of DMFAS version 5.3 is set at \$100,000, but this can be reduced depending on the income level of the country and the number of user institutions in one particular country. The licence fee for DMFAS version 6 is set at up to \$50,000 for an existing institution and \$150,000 for a new beneficiary institution, as discussed in previous DMFAS Advisory Group and donor consultation

meetings. It is expected that development fee contributions will increase in the coming years, with the installation of DMFAS version 6 across all countries using the DMFAS system.

The cumulative income from development fees since 2002 is presented in table 6. Egypt and the Philippines were the two contributors in 2008.

Table 6. Development fees: payments received, 2002–2008

Country	Amount in dollars
Algeria	50,000
Argentina	60,000
Cambodia	35,000
Chile	100,000
Congo (Republic of)	100,000
Democratic Republic of the Congo	60,000
Dominican Republic	100,000
Egypt	30,000
Indonesia	80,000
Iraq	100,000
Philippines	80,000
Rwanda	30,000
Total	825,000

Institutional support from UNCTAD

UNCTAD supported the DMFAS Programme during 2008 by financing five posts and a part-time position from its regular budget: 3.4 professionals (the chief of the Programme, the programme officer, one project manager, and 40 per cent of the time of an associate economic officer) and two General Services staff for the Administration and Communication Unit.

5.2 Outcome of donor consultation meeting held in November 2008

The DMFAS donor consultation meeting was attended by representatives from the European Commission, France, Germany, Norway, Sweden and Switzerland, and by representatives of the UNCTAD secretariat. The main topics covered during the meeting were progress in implementing the DMFAS strategic plan for 2007–2010, priorities for 2009–2011, and the financial situation of the Programme.

The participants commended the Programme on its results and achievements over the year and on its success in implementing its four-year strategic plan. Donors expressed their appreciation of the Programme's proven ability to deliver continued relevant and effective assistance at the country level to a large number of developing countries. Moreover, they recognized the Programme's key role as a public good in supporting developing countries to improve their debt management capacity.

Participants underlined the importance of stable and predictable multi-year funding for the DMFAS Programme. Continuous and reliable funding from the three sources (donors, beneficiary countries and UNCTAD) was considered essential for the Programme to deliver on its objective of helping countries build their human and institutional debt management capacity. Regarding UNCTAD's contribution to the cost of running the Programme, donors emphasized the importance of

the organization's support by providing regular budget staff, and also its financial support through the equitable distribution of programme support costs.

Germany and Norway confirmed the agreements already in place to provide funding in 2009. Norway indicated that despite its satisfaction with the Programme, it will decrease its share over the coming two years, in line with the policy decision that it announced in 2006. Switzerland explained that a proposal to finance \$2 million to the DMFAS Programme over the next four years is currently being considered. France had envisaged providing funds to cover an expert post to the Programme, but could not yet confirm this.

The continued support shown by the donors is essential to technical cooperation programmes such as DMFAS, since its activities are mainly financed by extra-budgetary sources. Timely disbursement by new and ongoing donors facilitates the transition from one year to another under the United Nations rules and regulations, enabling the effective delivery of the DMFAS Programme's support to developing countries.

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Annex 1. Use of DMFAS in countries as at the end of December 2008, with start date and indication of version installed

Start date in country*	Country () = historic	Institution** () = historic	DMFAS user status Active, inactive or activating	Installation (X = own database, R = remote connection)	Access	Version currently installed (X = installation)				
						4.1 Plus	5	5.1	5.2	5.3
1984	Togo	MoF	Active	X	Full					X
1985	Haiti	CB	Active		Full				X	
	Pakistan	MoF	Active	X	Full					X
		CB	Inactive							
	Trinidad and Tobago	CB	Active	X	Full					X
		MoF	Active	R	Full					
	Uganda	CB	Active	X	Full					X
		MoF	Active	X	Full					X
1986	Djibouti	MoF	Active	X	Full				X	
	Egypt	CB	Active	X	Full					X
		MoF	Active	X	Partial					X
	Zambia	CB	Active	X	Full				X	
		MoF	Active	X	Full					X
	Zimbabwe	CB	Active	X	Full					X
		MoF	Active	X	Full					X
1987	Burundi	MoF	Active	X	Full					X
	Philippines	MoF	Active	X	Full				X	
		CB	Activating							
1988	Costa Rica	MoF	Active	X	Full					X
		CB	Active	R	Read-only					
	El Salvador	MoF	Active	X	Full					X
	Ethiopia	MoF	Active	X	Full					X
	Guatemala	MoF	Active	X	Full					X
	Honduras	MoF	Active	X	Full					X
		CB	Active	R	Partial					
	Indonesia	MoF	Active	X	Full					X
		CB	Active	X	Full					X
	Nicaragua	MoF	Active	X	Full					X
		CB	Active	X	Full					X
1990	Rwanda	MoF	Active	X	Full					X
		CB	Active	Future back-up of MoF installation	To be defined					

Start date in country*	Country () = historic	Institution** () = historic	DMFAS user status Active, inactive or activating	Installation (X = own database, R = remote connection)	Access	Version currently installed (X = installation)				
						4.1 Plus	5	5.1	5.2	5.3
1992	Bangladesh	MoF	Active	X	Full					X
		CB	Active	X	Full					X
1993	Plurinational State of Bolivia	MoF	Active	X	Full					X
		CB	Active	X	Full					X
	Argentina	MoF	Active	X	Full					X
		Province of Río Negro	Active	X	Full					X
		Province of Catamarca	Active	X	Full				X	
		Province of Chaco	Active	X	Full				X	
	Lebanon	MoF	Active	R	Partial					
		CB	Active	X	Full					X
		CRD	Active	R	Partial					
	Romania	MoF	Active	X	Full					X
		CB	Active	X	Full					X
1994	Belarus	MoF	Active	X	Full			X		
1995	Central African Republic	MoF	Active	X	Full					X
	Mauritania	MoF	Active	X	Full					X
	Paraguay	MoF	Active	X	Full					X
		CB	Active	R	Full					
		MoP	Active	R	Full					
	(Ukraine)	(MoF)	Inactive							
	Ecuador	MoF	Active	X	Full					X
		CB	Active	X	Full					X
1996	Panama	MoF	Active	X	Full					X
	(Kazakhstan)	(MoF)	Inactive							
		(CB)	Inactive							
		(Exim)	Inactive							
	Viet Nam	MoF	Active	X	Full					X
		(CB)	Inactive							
	Dominican Republic	MoF	Active	X	Full					X
		CB	Active	X	Full				X	
	(Uzbekistan)	(MoF)	Inactive							
1997	(Guinea-Bissau)	(MoF)	Inactive							
	(Senegal)	(MoF)	Inactive							

Start date in country*	Country () = historic	Institution** () = historic	DMFAS user status Active, inactive or activating	Installation (X = own database, R = remote connection)	Access	Version currently installed (X = installation)				
						4.1 Plus	5	5.1	5.2	5.3
	(Sao Tome and Principe)	(MoF)	Inactive							
		(CB)	Inactive							
	Republic of Moldova	MoF	Active	X	Full					X
		CB	Active	X	Full					X
	Islamic Republic of Iran	CB	Active	X	Full				X	
	Burkina Faso	MoF	Active	X	Full					X
1998	Albania	MoF	Active	X	Full					X
	Côte d'Ivoire	MoF	Active	X	Full					X
	Georgia	MoF	Active	X	Full					X
	Jordan	MoF	Active	X	Full					X
	(Peru)	(MoF)	Inactive							
	Sudan	CB	Active	X	Full					X
	Bolivarian Republic of Venezuela	MoF	Active	X	Full					X
1999	Angola	CB	Active	X	Full				X	
	(The former Yugoslav Republic of Macedonia)	(CB)	Inactive							
	(Lithuania)	MoF	Inactive	X	Full				X	
	Yemen	MoF	Active	R	Remote					
		CB	Active	X	Full				X	
		MoP	Active	R	Remote					
2000	Chad	MoF	Active	X	Full					X
	Palestinian Authority	MoF	Active	X	Full				X	
2001	(Colombia)	(MoF)	Inactive							
	Gabon	MoF	Active	X	Full					X
	Madagascar	MoF	Active	R	Partial					
		CB	Active	X	Full				X	
	Mongolia	MoF	Active	X	Full					X
		CB	Active	R	Partial					
	Syrian Arab Republic	CB	Active	X	Full					X
	Turkmenistan	CB	Active	X	Full				X	
2003	Chile	CB	Active	X	Full					X
	Congo	MoF	Active	X	Full					X
2005	Democratic Republic of	SDMO	Active	X	Full					X

Start date in country*	Country () = historic	Institution** () = historic	DMFAS user status Active, inactive or activating	Installation (X = own database, R = remote connection)	Access	Version currently installed (X = installation)				
						4.1 Plus	5	5.1	5.2	5.3
	the Congo									
	Algeria	MoF	Active	Future X	Full					
		CB	Active	X	Full					X
	Iraq	MoF	Active	X	Full					X
		CB	Active	R	Partial					
2007	Cambodia	MoF	Active	X	Full					X
Total	66 countries (historic)	101 institutions (historic)	85 active user institutions	72 installations		0	0	1	14	57

* Date when initial system implementation started in the country concerned. 1984 was the first year of availability of a comprehensive version of the DMFAS software.

** CB = Central Bank
MoF = Ministry of Finance
Prov = Provinces
CRD = Council for Reconstruction and Development

MoP = Ministry of Planning
MoE = Ministry of Economy
Exim = Eximbank
SDMO = Separate Debt Management Office

Annex 2. Operational status of DMFAS in countries year by year, from 2004 to 2008
(as revised by DMFAS project managers)

Country	Stage 1: System installed but not (or not fully) operational Stage 2: Database regularly kept up to date Stage 3: System used for monitoring and internal reporting Stage 4: System used for external reporting and statistics Stage 5: During the reported year, staff received training in the use of DSM+ (the World Bank's Debt Sustainability Model) as support for debt analysis IFMS: DMFAS is integrated, or is being integrated, within an integrated financial management system N/A: System no longer in use				
	2004	2005	2006	2007	2008
Albania	4	4	4	4 + 5	4 + 5
Algeria		1	3	3	4
Angola	3	4	4	4	4
Argentina	4 IFMS	4 IFMS	4 IFMS	4 IFMS	4 IFMS
Bangladesh	N/A	N/A	1	1	4
Belarus	4	4	4	4	4
Bolivia (Plurinational State of)	4 IFMS	4 IFMS	4 IFMS	4 IFMS	4 IFMS
Burkina Faso	3	3	3	3	3
Burundi	3	3	3	3	3
Cambodia				3	3
Central African Republic	N/A	N/A	N/A	N/A	2
Chad	3	3	3	4	4
Chile	3	3	4	4	4
Colombia	N/A	N/A	N/A	N/A	N/A
Congo	1	1	3 + 5	3	3
Costa Rica	4	4	4	4	4
Côte d'Ivoire	3 IFMS	3 IFMS	3 IFMS	3 IFMS	3 IFMS
Democratic Republic of the Congo		1	3 + 5	3 + 5	3 + 5
Djibouti	3	3	4	3	3
Dominican Republic	4	4 + 5 IFMS	4 IFMS	4 IFMS	4 IFMS
Ecuador	4 IFMS	4 IFMS	4 IFMS	4 IFMS	4 IFMS
Egypt	4	4	4	4	4
El Salvador	4	4	4	4	4
Ethiopia	4	4	4	4	4
Gabon	4 + 5	4	4	4	4
Georgia	4	4	4	4	4
Guatemala	4 IFMS	4 IFMS	4 IFMS	4 IFMS	4 IFMS
Guinea-Bissau	N/A	N/A	N/A	N/A	N/A
Haiti	4	4	4	4	4
Honduras	4	4 IFMS	4 IFMS	4 IFMS	4 IFMS
Indonesia	4 + 5	4	4	4	4
Iran (Islamic Republic of)	4	4	4	4	4
Iraq		1	3	3	3
Jordan	4	4	4	4	4
Kazakhstan	N/A	N/A	N/A	N/A	N/A
Lebanon	4	4	4	4	4
Lithuania	4	4	4	4	N/A

	2004	2005	2006	2007	2008
Madagascar	3	4	4	4	4
Mauritania	4	4	1	1	1
Mongolia	4	4	4	4	4
Nicaragua	4	4 IFMS	4 IFMS	4 IFMS	4 IFMS
Pakistan	3	4	4	4	4
Palestinian Authority	1	1	3	3	3
Panama	4 + 5 IFMS	4 IFMS	4	4 IFMS	4 IFMS
Paraguay	4 IFMS	4 IFMS	4 IFMS	4 IFMS	4 IFMS
Peru	N/A	N/A	N/A	N/A	N/A
Philippines	4	4	4	4	4
Republic of Moldova	4	4	4	4	4
Romania	4	4	4	4 + 5	4 + 5
Rwanda	4	4	4	1	2
Sao Tome and Principe	N/A	N/A	N/A	N/A	N/A
Senegal	N/A	N/A	N/A	N/A	N/A
Sudan	4	4	4 + 5	4	4
Syrian Arab Republic	3	3	3	3	3
The former Yugoslav Republic of Macedonia	N/A	N/A	N/A	N/A	N/A
Togo	3 + 5	3	3	3	3
Trinidad and Tobago	3	3	3	3	3
Turkmenistan	3	3	3	3	3
Uganda	4	4	4	4	4
Ukraine	N/A	N/A	N/A	N/A	N/A
Uzbekistan	N/A	N/A	N/A	N/A	N/A
Venezuela (Bolivarian Republic of)	4 IFMS	4 IFMS	4 IFMS	4 IFMS	4 IFMS
Viet Nam	3 + 5	3	3	4	4
Yemen	4 + 5	4	4	4	4
Zambia	3	3	3	4	4
Zimbabwe	4	4	4	4	4
Total of active DMFAS users	51	54	55	56	56

Annex 3. Breakdown of DMFAS client countries, according to country income group for 2008, also indicating countries qualified, eligible or potentially eligible for the Heavily Indebted Poor Countries (HIPC) Initiative

Low-income	Lower middle-income	Upper middle-income	High-income	Total
<i>Current (20 countries)</i>	<i>Current (26 countries)</i>	<i>Current (9 countries)</i>	<i>Current (1)</i>	56
Bangladesh Burkina Faso (HIPC) Burundi (HIPC) Cambodia Central African Republic (HIPC) Chad (HIPC) Côte d'Ivoire (HIPC) Democratic Republic of the Congo (HIPC) Ethiopia (HIPC) Haiti (HIPC) Madagascar (HIPC) Mauritania (HIPC) Pakistan Rwanda (HIPC) Togo (HIPC) Uganda (HIPC) Viet Nam Yemen Zambia (HIPC) Zimbabwe	Albania Algeria Angola Bolivia (Plurinational State of) (HIPC) Congo (HIPC) Djibouti Dominican Republic Ecuador Egypt El Salvador Georgia Guatemala Honduras (HIPC) Indonesia Iran (Islamic Republic of) Iraq Jordan Mongolia Nicaragua (HIPC) Palestinian Authority Paraguay Philippines Republic of Moldova Sudan (HIPC) Syrian Arab Republic Turkmenistan	Argentina Belarus Chile Costa Rica Gabon Lebanon Panama Romania Venezuela (Bolivarian Republic of)	Trinidad and Tobago	
<i>Former (4)</i> *Guinea-Bissau (HIPC) Sao Tome and Principe (HIPC) *Senegal (HIPC) Uzbekistan	<i>Former (4)</i> Colombia Peru *The former Yugoslav Republic of Macedonia Ukraine	<i>Former (2)</i> Kazakhstan Lithuania	<i>Former (0)</i>	(10)

* Negotiations being undertaken to reactivate as a user country

Income Source: World Development Indicators database. World Bank.⁴

⁴ *Income group:* Economies are classified according to gross national income per capita in 2007, calculated using the World Bank Atlas method. The groups are: low-income, \$935 or less; lower middle-income, \$936–\$3,705; upper middle-income, \$3,706–\$11,455; and high-income, \$11,456 or more.

Annex 4. Summary of helpdesk enquiries by country for 2008

Country	Total incoming	Total OK	For future version	For testing	Being processed	Waiting
Albania	8	7				1
Algeria	8	7			1	
Angola	3	3				
Argentina	13	13				
Bangladesh	14	14				
Bolivia (Plurinational State of)	9	9				
Burkina Faso	1	1				
Burundi	19	19				
Cambodia	14	13			1	
Central African Republic	18	18				
Chad	18	17	1			
Chile	14	14				
Congo	1	1				
Costa Rica	35	35				
Côte d'Ivoire	15	15				
Democratic Republic of the Congo	10	10				
Djibouti	5	5				
Dominican Republic	14	14				
Ecuador	17	17				
Egypt	48	47				1
El Salvador	9	9				
Ethiopia	3	3				
Gabon	3	3				
Georgia	2	2				
Guatemala	28	24	4			
Honduras	15	15				
Indonesia	8	8				
Iran (Islamic Republic of)	11	8			2	1
Iraq	11	11				
Jordan	10	8	2			
Lebanon	2	2				
Mauritania	1	1				
Mongolia	1	1				
Nicaragua	66	62	2		2	
Panama	29	29				
Paraguay	2	2				
Philippines	22	20	1		1	
Republic of Moldova	10	10				
Romania	16	15			1	
Rwanda	17	15	2			
Sudan	2	2				

Country	Total incoming	Total OK	For future version	For testing	Being processed	Waiting
Togo	29	28				1
Trinidad and Tobago	2	2				
Uganda	34	34				
Venezuela (Bolivarian Republic of)	1	1				
Viet Nam	4	4				
Yemen	2	2				
Zambia	4	4				
Zimbabwe	5	5				
Grand total	633	609	12		8	4

Annex 5. Donor contributions, 2002–2008

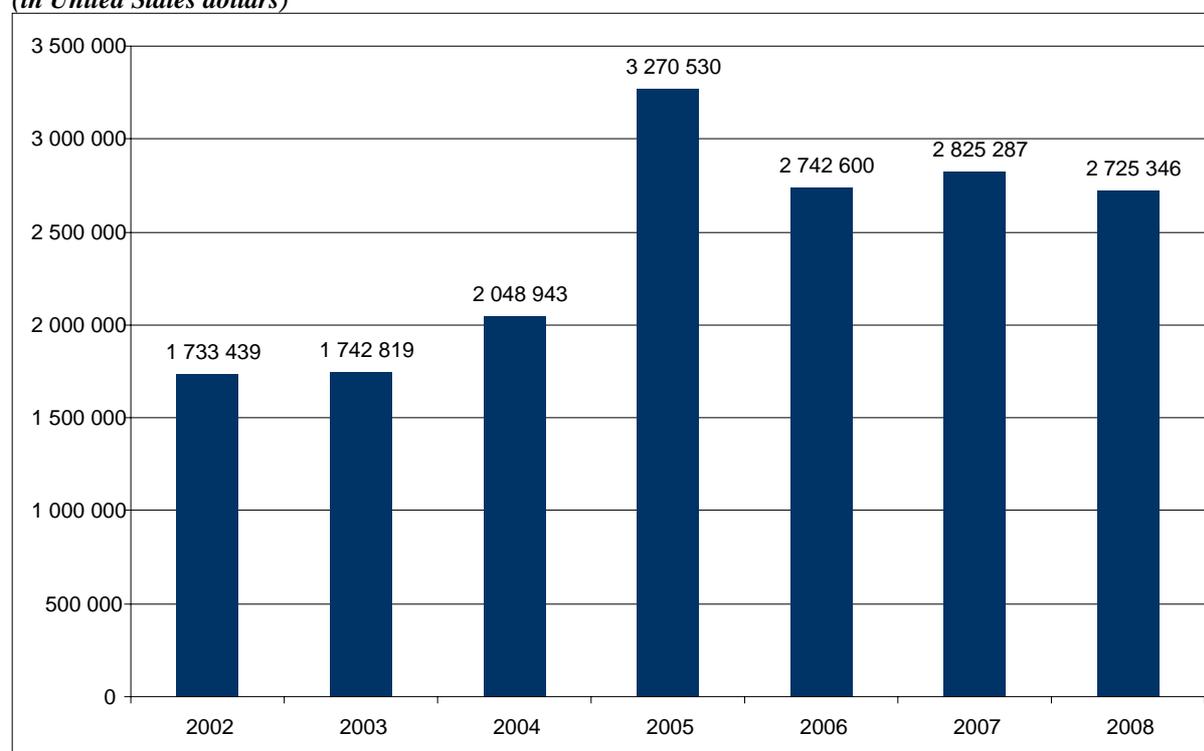
5.1 Bilateral donor contributions to the DMFAS central trust fund, 2002–2008 (in United States dollars)

	2002	2003	2004	2005	2006	2007	2008	Total
France							60 000	60 000
Germany	50 000	-	-	-	-	147 493	298 742	496 235
Italy	-	-	-	-	-	201 578	120 000	421 578
Netherlands	222 262	-	-	900 000	300 000	300 000		1 722 262
Norway	975 000	1 275 000	1 575 000	1 943 054	1 607 824	1 571 937	1 746 324 ¹	10 694 139
Sweden	486 177	467 819	473 943	427 476	414 374	604 280	500 280	3 374 349
Switzerland	-	-	-	-	420 402 ²	-		420 402
Total	1 733 439	1 742 819	2 048 943	3 270 530	2 742 600	2 825 287	2 725 346	17 188 964

¹ The contribution from Norway was disbursed in December 2007 to ensure a sufficient cash flow for the beginning of 2008.

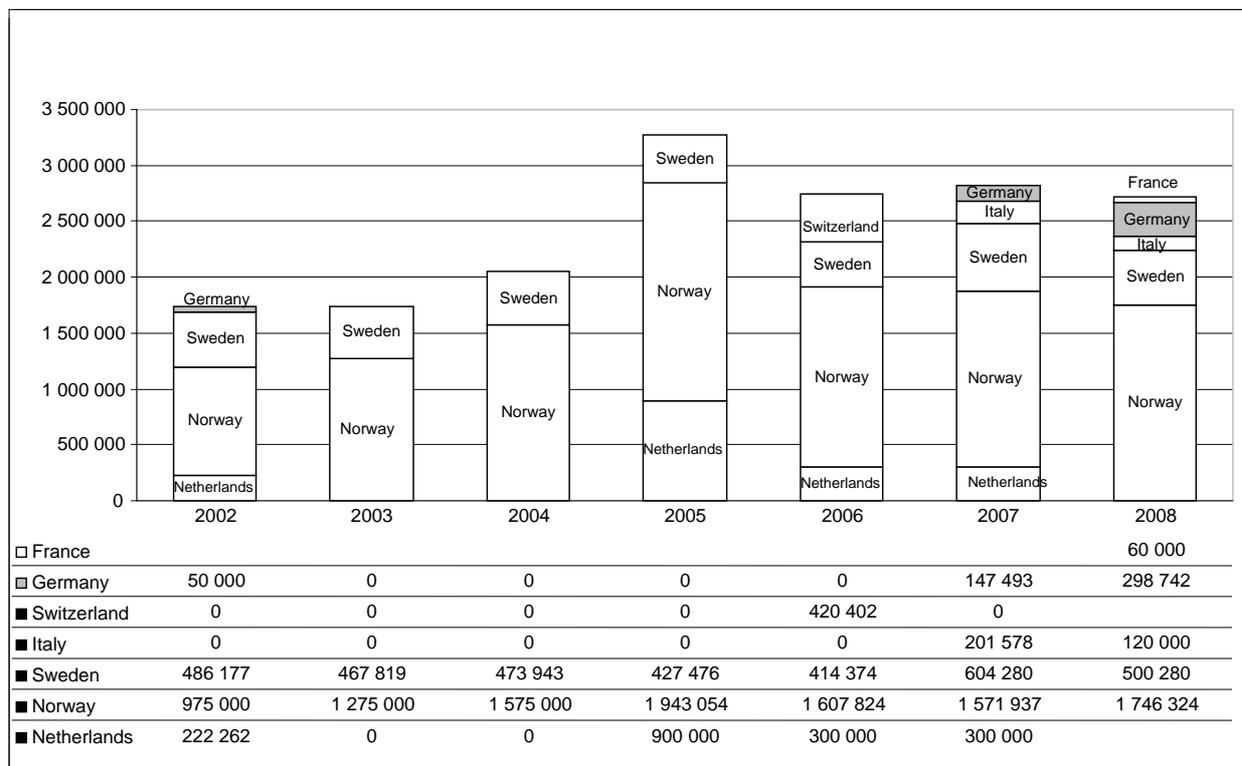
² This contribution was a transfer from a trust fund financed by Switzerland to the central trust fund.

5.2 Bilateral donor contributions, 2002–2008 (in United States dollars)



5.3 Contributions to the DMFAS central trust fund per donor, 2002–2008
(in United States dollars)

SDMO



Annex 6. Country-project trust funds: available funding and expenditures, 2008
(in United States dollars)

Country	Funding available in 2008, as at 31 December 2007	Total expenditures in 2008	Budget balance as at 31 December 2008
Albania	15 334	10 899	4 435
Algeria	61 249	54 983	6 266
Bangladesh (*)	347 788	302 642	45 146
Bolivia (Plurinational State of)	12 027	8 163	3 864
Burkina Faso	9 876	9 868	8
Burundi	26 951	22 573	4 378
Cambodia	0	(4 302)	4 302
Central African Republic	92 950	84 526	8 424
Chad	73 335	65 093	8 242
Costa Rica	81 759	77 924	3 835
Democratic Republic of the Congo	26 662	27 080	(418)
Egypt (Central Bank)	64 880	48 020	16 860
Egypt (Ministry of Finance)	32 000	29 703	2 297
El Salvador	54 767	43 417	11 350
Ethiopia	108 957	41 013	67 944
Georgia	27 075	8 170	18 905
Guatemala	134 000	126 834	7 166
Guinea-Bissau	70 599	35 781	34 818
Haiti	73 004	35 839	37 166
Honduras	33 663	37 352	30 803
Iran (Islamic Republic of)	21 681	18 503	3 178
Iraq	39 500	29 624	9 876
Jordan	11 220	9 213	2 007
Nicaragua	85 176	69 477	15 699
Philippines	49 878	49 877	1
Republic of Moldova	15 744	12 757	2 987
Romania	13 726	8 872	4 854
Rwanda	46 974	24 832	22 142
Sudan	220 405	66 791	153 614
Togo	106 665	17 531	89 134
Trinidad and Tobago	4 794	(4 176)	8 969
Uganda	16 800	0	16 800
Venezuela (Bolivarian Republic of)	271 723	34 724	236 999
Yemen	19 474	28 770	(9 295)
Zambia	14 313	5 414	8 899
TOTAL	2 284 949	1 437 788	881 653

(*) UNDP-financed country project

NB: Some expenses appear negatively, due to refunding on travels or cancellation of missions. These have been kept in this table for greater transparency.

Annex 7. Total maintenance fee payments received per DMFAS user, 2002–2008

Country	United States dollars
Albania	4 990
Algeria	5 000
Angola	15 000
Argentina	30 000
Argentina (provinces)	8 000
Bolivia, Plurinational State of (MoF and CB)	40 000
Burkina Faso	15 934
Burundi	19 975
Cambodia	15 000
Chile	20 000
Congo	25 000
Costa Rica*	5 000
Côte d'Ivoire	19 880
Democratic Republic of the Congo	10 000
Djibouti	5 000
Dominican Republic (MoF and CB)	39 920
Ecuador (MoF and CB)	55 000
Egypt	35 000
Ethiopia	9 955
Gabon	4 975
Georgia	10 000
Guatemala	10 000
Haiti	25 000
Honduras	24 928
Indonesia (MoF and CB)	44 939
Iran, Islamic Republic of	15 000
Iraq	15 000
Jordan	30 000
Lebanon	20 000
Lithuania	5 000
Madagascar	25 000
Mongolia	30 000
Nicaragua (MoF and CB)	30 000
Pakistan	9 930
Panama	30 000
Paraguay	15 000
Philippines	29 952
Republic of Moldova (MoF and CB)	40 000
Romania (MoF and CB)	30 000
Rwanda	5 000
Sudan	29 777
Syrian Arab Republic	12 500
Togo	14 955
Trinidad and Tobago*	10 000
Uganda (MoF and CB)	39 980
Venezuela (Bolivarian Republic of)	15 000
Viet Nam	19 816
Yemen	19 947

Country	United States dollars
Zambia (MoF and CB)	49 900
Zimbabwe (MoF and CB)	43 584
Total	1 083 837
Contributions received in 2008	203 525

* Countries that contributed for the first time in 2008

Annex 8. Summary of United Nations and international mandates relevant to the work of the DMFAS Programme

- **UNCTAD XII Accra Declaration** (April 2008):
 - (para. 12): emphasizes “the special importance of continued work towards durable solutions to the debt sustainability and management problems of developing countries”.
- **UNCTAD XII Accra Accord** (April 2008):
 - (para. 17): “Despite debt relief initiatives, many developing countries still face financing challenges and require continued international support.”
 - (para. 29): “At the national and international levels, monetary and financial stability has to be underpinned by effective institutions identifying and preventing potential crises. At all levels this requires transparent, accurate and timely macroeconomic data, regular monitoring of debt structures and a comprehensive analysis of international capital flows.”
 - (para. 31): “Beyond efforts to strengthen financial stability, policy measures and technical assistance to enhance the authorities’ responsiveness to risk, including strengthening macroeconomic management, mobilizing domestic resources and enhancing debt sustainability, are important.”
 - (para. 32): “Debt sustainability is essential for underpinning growth and, with effective debt management, is important to efforts to achieve national development goals. Debt sustainability analyses play a vital role in identifying the potential for debt crises.”
 - (para. 40): “UNCTAD should continue its analysis of debt and development finance issues and should maintain its capacity-building programme for public debt management. On the basis of its analytical work, UNCTAD should continue to provide technical assistance and support for developing countries in building national capacities through the Debt Management and Financial Analysis System (DMFAS) programme, in cooperation with the International Monetary Fund, the World Bank and other stakeholders. UNCTAD should continue to contribute to multilateral processes on external debt and finance, including in the “Paris Club” and the Development Cooperation Forum. Maximum synergy should be sought between analytical work and technical assistance.”
- **UNCTAD XI São Paulo Consensus** (June 2004):
 - (para. 29): states that areas to which UNCTAD should give special attention at the national level include “continuing assistance in debt management”.
 - (para. 31): “Based on its analytical work, UNCTAD should continue to provide technical assistance and support developing countries in building national capacities in the area of debt management through the Debt Management and Financial Analysis System (DMFAS) Programme, and for their participation in multilateral negotiating processes and international decision-making. Maximum synergy should be sought between analytical work and technical assistance.”
- **UNCTAD X**, which took place in Bangkok, in February 2000, reconfirmed the importance of technical cooperation as one of the three main functions of UNCTAD, alongside the secretariat’s policy analysis and the work of the intergovernmental machinery. The effectiveness and relevance of UNCTAD’s technical cooperation depends on its integration and complementarity with UNCTAD’s two other functions. The full realization of effective interrelationships among the three basic functions of UNCTAD requires greater efforts in the area of technical cooperation. It is also generally accepted that UNCTAD should improve mechanisms for the financial sustainability of certain technical cooperation programmes, including the DMFAS Programme. The following are extracts from the Conference’s Plan of Action:

- (para. 46): “The ability of all countries, especially developing ones, to manage their debt obligations is important: assistance to allow them to do this in an effective, efficient way should be encouraged.”
- (para. 109): “UNCTAD should continue to focus on...” (bullet point): “Management of public, external and domestic debt in developing countries in support of the work carried out by the DMFAS programme in this field, and in cooperation with other international organizations”.
- **UNCTAD IX Midrand Declaration and a Partnership for Growth and Development (27 April 1996):**
 - (para. 95): “UNCTAD’s technical cooperation programme is an important element in UNCTAD’s overall effort to focus its work on activities that provide practical assistance to developing countries. This assistance should be directed towards developing countries with the greatest need. LDCs should have priority in the assistance provided by UNCTAD. The effectiveness and impact of UNCTAD’s technical cooperation should be strengthened as an essential complement to the institution’s policy-oriented analytical and deliberative work. Specific needs of certain developing countries with structurally weak and vulnerable economies should be addressed. UNCTAD should continue to provide technical assistance to economies in transition. UNCTAD’s technical cooperation should be demand-driven and aim to enhance the capacity of countries to promote their own development process. It should assist Governments to create the necessary enabling environment for development and strengthen the ability of beneficiary countries to participate fully in the world economy, particularly in international trade and investment. Donors are invited to continue and, if possible, increase financing for technical assistance programmes formulated by UNCTAD.”
 - (para. 97): “UNCTAD’s technical cooperation programme should be determined by its work programme priorities. In light of the objectives contained in paragraph 95, UNCTAD’s technical cooperation should focus on the following areas:
 - (i) Globalization and development:
 - Assistance in examining specific development challenges regarding effective participation in international trade and investment;
 - Providing continued support for debt management;”
- **United Nations General Assembly resolution 62/186:** “External debt and development: towards a durable solution to the debt problems of developing countries” (adopted 19 December 2007):
 - (*chapeau*): “*Emphasizing* that debt sustainability is essential for underpinning growth, and underlining the importance of debt sustainability and effective debt management to the efforts to achieve national development goals, including the Millennium Development Goals...”
 - (para. 25): “*Further welcomes* the efforts of and calls upon the international community to support institutional capacity-building in developing countries for the management of financial assets and liabilities and to enhance sustainable debt management as an integral part of national development strategies.”
 - (para. 26): “*Invites* the United Nations Conference on Trade and Development, the International Monetary Fund and the World Bank, in cooperation with the regional commissions, development banks and other relevant multilateral financial institutions and stakeholders, to continue cooperation in respect of capacity-building activities in developing countries in the area of debt management and debt sustainability.”
 - (para. 27): “*Invites* the international community, including the United Nations system, to continue efforts to increase financial support in respect of capacity-building activities for developing countries in the area of debt management and debt sustainability, and encourages countries to create transparent and accountable debt management systems.”

- **United Nations General Assembly resolution 61/188:** “External debt crisis and development” (adopted 20 December 2006):
 - (*chapeau*): Emphasizes that “debt sustainability is essential for underpinning growth”, and underlines “the importance of debt sustainability to the efforts to achieve national development goals, including the Millennium Development Goals”.
 - (para. 22): “*Welcomes further* the efforts of, and calls upon, the international community to support institutional capacity-building in developing countries for the management of financial assets and liabilities and to enhance sustainable debt management as an integral part of national development strategies.”
 - (para. 23): “*Invites* the United Nations Conference on Trade and Development, the International Monetary Fund and the World Bank, in cooperation with the regional commissions, development banks and other relevant multilateral financial institutions and stakeholders, to continue cooperation in respect of capacity-building activities in developing countries in the area of debt management.”
- **United Nations General Assembly resolution 60/187:** “External debt crisis and development” (adopted 22 December 2005):
 - (*chapeau*): Emphasizes that “debt sustainability is essential for underpinning growth”, and underlines “the importance of debt sustainability to the efforts to achieve national development goals, including the Millennium Development Goals”.
 - (para. 22): “*Welcomes further* the efforts of, and further calls upon, the international community to support institutional capacity-building in developing countries and countries with economies in transition for the management of financial assets and liabilities and to enhance sustainable debt management as an integral part of national development strategies.”
 - (para. 23): “*Invites* the United Nations Conference on Trade and Development, the International Monetary Fund and the World Bank, in cooperation with the regional commissions, development banks and other relevant multilateral financial institutions, to continue cooperation in respect of capacity-building activities in developing countries in the area of debt management.”
- **United Nations General Assembly resolution 59/223:** “External debt crisis and development” (adopted 22 December 2004):
 - (para. 16): “*Welcomes* the efforts of, and further calls upon, the international community to support institutional capacity-building in developing countries and countries with economies in transition for the management of financial assets and liabilities and to enhance sustainable debt management as an integral part of national development strategies.”
 - (para. 17): “*Invites* the United Nations Conference on Trade and Development, the International Monetary Fund and the World Bank, in cooperation with the regional commissions, development banks and funds and other multilateral institutions, to continue to study the possibility of creating a consultative group on external debt management aimed at developing best practices, promoting coherence and strengthening the institutional capacity of developing countries in debt management, taking into account work that has already been done.”
- **United Nations General Assembly resolution 58/203:** “External debt crisis and development” (adopted 23 December 2003):
 - (para. 4): “*Stresses* that sustainable debt financing is an important element for mobilizing resources for public and private investment, and that national comprehensive strategies to monitor and manage the external liabilities embedded in the domestic preconditions for debt sustainability, including sound macroeconomic policies and public resource management, are a key element in reducing national vulnerabilities.”
 - (para. 11 and subpara. 11(g)): “*Stresses the need*” ... “to establish effective debt-tracking mechanisms in developing countries and strengthen technical assistance for external debt

management and debt tracking, including through enhanced cooperation and coordination between organizations providing assistance in this regard.”

- (para. 16): “*Stresses* the need to strengthen the institutional capacity of developing countries in debt management, calls upon the international community to support the efforts made towards this end, and in this regard stresses the importance of such initiatives as the Debt Management and Financial Analysis System”.
- (para. 17): “*Invites* the United Nations Conference on Trade and Development, the International Monetary Fund and the World Bank, in cooperation with the regional banks, regional commissions and multilateral institutions, to study the possibility of creating a consultative group on external debt management aimed at developing best practices and strengthening the institutional capacity of developing countries in debt management, taking into account work that has already been done.”
- **United Nations General Assembly resolution 57/240:** “Enhancing international cooperation towards a durable solution to the external debt problems of developing countries” (adopted 20 December 2002):
 - (para. 3): “*Stresses* that sustainable debt financing is an important element for mobilizing resources for public and private investment, and that national comprehensive strategies to monitor and manage the external liabilities embedded in the domestic preconditions for debt sustainability, including sound macroeconomic policies and public resource management, are a key element in reducing national vulnerabilities.”
 - (para. 8 and subpara. 8(g)): “Stresses the need” ... “to establish effective debt-tracking mechanisms in developing countries and strengthen technical assistance for external debt management and debt tracking, including through enhanced cooperation and coordination between organizations providing assistance in this regard.”
 - (para. 13): “*Stresses* the need to strengthen the institutional capacity of developing countries in debt management, calls upon the international community to support the efforts made towards this end, and in this regard stresses the importance of such initiatives as the Debt Management and Financial Analysis System, the International Monetary Fund and World Bank guidelines for public debt management, and the debt-management capacity-building programme.”
- **United Nations General Assembly resolution 55/184:** “Enhancing international cooperation towards a durable solution to the external debt problem of developing countries” (adopted 20 December 2000):
 - (*chapeau*): “*Stressing* that the effective management of the debt of developing countries, including middle-income countries, is an important factor, among others, in their sustained economic growth and in the smooth functioning of the world economy...”
 - (para. 2): “*Reaffirms* the need, as expressed in the United Nations Millennium Declaration, for the international community to deal comprehensively and effectively with the debt problems of low-and middle-income developing countries, through various national and international measures designed to make their debt sustainable in the long term.”
 - (para. 23): “*Underlines* the absolute importance of implementing the resolve expressed in the United Nations Millennium Declaration to create an environment, at the national and global levels alike, that is conducive to development and to the elimination of poverty, inter alia, through good governance within each country as well as good governance at the international level and transparency in the financial, monetary and trading systems.”
 - (para. 24): “*Stresses* the need to strengthen the institutional capacity of developing countries in debt management, calls upon the international community to support the efforts made towards this end, and, in this regard, stresses the importance of initiatives such as the Debt Management and Financial Analysis System and the debt-management capacity-building programme.”

- **United Nations General Assembly resolution 54/202:** “Enhancing international cooperation towards a durable solution to the external debt problem of developing countries” (adopted 22 December 1999):
 - (*chapeau*): “*Stressing* that effective management of the debt of developing countries, including middle-income countries, is an important factor, among others, in their sustained economic growth and in the smooth functioning of the world economy...”
 - (para. 27): “*Stresses* the need to strengthen the institutional capacity of developing countries in debt management, calls upon the international community to support the efforts towards this end, and in this regard stresses the importance of initiatives such as the Debt Management and Financial Analysis System and the debt-management capacity-building programme.
- **United Nations Millennium Declaration**, adopted by Heads of State and Government on 8 September 2000:
 - (para. 16): “We are also determined to deal comprehensively and effectively with the debt problems of low- and middle-income developing countries, through various national and international measures designed to make their debt sustainable in the long term.”
- **Monterrey Consensus**, adopted by Heads of State and Government at the International Conference on Financing for Development, 18 to 22 March 2002:
 - (para. 47): “Sustainable debt financing is an important element for mobilizing resources for public and private investment. National comprehensive strategies to monitor and manage external liabilities, embedded in the domestic preconditions for debt sustainability, including sound macroeconomic policies and public resource management, are a key element in reducing national vulnerabilities. Debtors and creditors must share the responsibility for preventing and resolving unsustainable debt situations. Technical assistance for external debt management and debt tracking can play an important role and should be strengthened.”
- Under **Goal 8 of the Millennium Development Goals**⁵ – to develop a global partnership for development – a related target is to deal comprehensively with the debt problems of developing countries through national and international measures in order to make debt sustainable in the long term.
- **Other:**
 - At the thirty-ninth session of UNCTAD’s Trade and Development Board (16–20 September 2002), the DMFAS Programme was acknowledged by an **independent evaluation study**⁶ on capacity-building as one of UNCTAD’s best programmes in this area. The study sees capacity-building as the ultimate objective of development assistance, whereby programmes aim at transferring required skills and knowledge to developing countries and emerging economies so that they may eventually pursue their social and economic progress unassisted. Defining capacity-building as “the faculty of a technical assistance programme to enable beneficiary countries to perform and sustain targeted functions on their own as a direct result of that programme”, the study assesses capacity-building performance according to five dimensions: relevance, effectiveness, efficiency, sustainability and impact. Along these lines, it considers the DMFAS Programme successful in that it combines focus, substantive

⁵ A measurable framework of 8 goals, 18 targets and 48 indicators adopted in September 2000 by a consensus of experts from the United Nations Secretariat, IMF, OECD, and the World Bank. All 191 United Nations Member States have pledged to meet these goals by the year 2015. These goals and targets come from the Millennium Declaration, signed by 189 countries in September 2000 (A/RES/55/2). They represent a partnership between the developed countries and the developing countries, determined, as the Declaration states, “to create an environment – at the national and global levels alike – which is conducive to development and to the elimination of poverty”.

⁶ “Evaluation of Capacity-building in UNCTAD’s Technical Cooperation Activities”, prepared by an independent evaluation team (J.E. Denis, H. Saha, D. Griffiths) and presented to the Working Party on the Medium-term Plan and the Programme Budget at the thirty-ninth session of UNCTAD’s Trade and Development Board, TD/B/WP/155 (12 July 2002).

competence at headquarters, an integrated approach, national ownership, institution-building and a long-term perspective.

- Mid-term review 2002–2005 of the DMFAS Programme. This review was commissioned by donors for the period 2002–2005, as called for by the DMFAS Trust Fund Agreement. Conclusions of the Review were presented to the fifth DMFAS Advisory Group meeting, which took place in June 2005, following the Debt Management Conference. The two main objectives of the review were to evaluate (a) the effectiveness and the outcomes of the DMFAS Programme, and (b) the functioning of the Programme and its delivery of technical assistance in relation to the needs and requirements of beneficiary countries. The broad conclusion of the Review points to the “remarkable performance of DMFAS, which has continually strived to respond with efficiency to the needs of its diverse customer base.”

Annex 9. Conclusions of the DMFAS Advisory Group, November 2007

The DMFAS Advisory Group advises the Secretary-General of UNCTAD of the following conclusions from its sixth meeting, which was held in Geneva on 22 and 23 November 2007. The DMFAS Advisory Group:

1. Reiterates the continued importance of debt management, and of effective technical assistance, in response to the changing needs of developing countries and countries with economies in transition. In this regard, it expresses appreciation for the work of UNCTAD's DMFAS Programme;
2. Stresses the importance of the continued support from the DMFAS Programme to developing countries and countries with economies in transition, in building their capacity to improve debt management;
3. Urges the DMFAS Programme to continue implementing its strategic plan for 2007–2010, as presented at the meeting;
4. Recommends that the development of a strategic risk analysis module be included in the strategic plan for 2007–2010;
5. Requests UNCTAD to participate in initiatives with other providers of technical assistance for debt management, that are designed to clarify the support that is available to debt management offices for debt sustainability analysis;
6. Emphasizes the need for UNCTAD to deliver the new version of the DMFAS system – version 6 – as soon as possible, to respond to the evolving needs of debt management offices;
7. Stresses the need for comprehensive capacity-building in debt management offices in implementing DMFAS version 6 and related areas;
8. Encourages UNCTAD to continue its efforts to strengthen coordination with other providers of technical assistance for debt management;
9. Expresses its appreciation for the continued financial support of the DMFAS Programme's work from the donor community;
10. Expresses its appreciation for participation in funding the DMFAS Programme by the countries that benefit from the Programme's assistance, through the cost-sharing arrangements;
11. Requests that the new DMFAS cost-sharing arrangements, as presented at the meeting, take account of the following conclusions from the meeting. The DMFAS Advisory Group
 - recommends that the changes involved in the new cost-sharing arrangements be related to the implementation of DMFAS version 6,
 - recommends that a new maintenance fee agreement be signed with each beneficiary country at the time of agreeing on the implementation of DMFAS version 6, and
 - urges UNCTAD to work with the donor community to ensure that the capacity of the poorest countries to pay is reflected when the new cost-sharing arrangements are implemented;
12. Requests the Secretary-General of UNCTAD to consider increasing the resources made available from the regular budget to support the work of the DMFAS Programme, in order to improve the balance between the different contributors to the funding of the Programme;
13. Regarding the organization of the DMFAS Advisory Group itself, the meeting recommends that:
 - the current structure of the DMFAS Advisory Group should be maintained,
 - the meetings of the DMFAS Advisory Group should continue to be held in conjunction with the UNCTAD biennial debt management conference,
 - the length of the meetings should be extended to two days,
 - member countries of the DMFAS Advisory Group should be given the opportunity to comment on the agenda in advance of the meetings, and
 - the DMFAS Advisory Group meetings should include focused discussion groups.

Annex 10. Country fact files

ALBANIA

DMFAS user institution(s): Ministry of Finance

DMFAS start date (country): 1998

Project status in 2008: Active

Funding source of active project: World Bank

Start date of active project: 2006

Version of DMFAS currently installed: 5.3 (September 2006)

Language version: English

Operational status of the DMFAS system:

- Database regularly kept up to date;
- System used for monitoring and internal reporting;
- System used for external reporting and statistics.

Link with other system: Planned (Treasury)

Activities in 2008 (project and non-project):

- Contribution to the preparation of UNCTAD's "One United Nations" project proposal to Albania;
- Information and communications technology (ICT) and functional training missions, December;
- Ongoing support from the DMFAS Programme was provided from Geneva during the year (including project management, administrative support, documentation and ICT) regarding the implementation of the DMFAS system, and also on current and future capacity-building activities. This included the organization of project activities, as well as user support from the DMFAS helpdesk, which responded to seven country-specific requests for assistance during the year.

Planned activities:

Continued DMFAS support regarding the implementation of the DMFAS system, as well as other capacity-building activities in debt management, including:

- User support from the DMFAS helpdesk;
- DSM+ hands-on training, January 2009;
- Discussion with officials from the Ministry of Finance regarding the implementation of DMFAS version 6, and integration of DMFAS with the Ministry's Treasury system;
- Participation by officials from the Ministry of Finance in the Seventh UNCTAD Interregional Debt Management Conference, November 2009.

ALGERIA

DMFAS user institution(s): Central Bank; Ministry of Finance

DMFAS start date (country): 2005

Project status in 2008: Active (Central Bank); Closed (Ministry of Finance)

Funding source of active projects: Central Bank; Ministry of Finance

Start date of active projects: 2005 (Central Bank; Ministry of Finance)

Version of DMFAS currently installed: 5.3 in the Central Bank (December 2005)

Note:

Installation of DMFAS 5.3 in the Ministry of Finance is planned. See project activities below.

Language version: French (Central Bank)

Operational status of the DMFAS system:

- Database regularly kept up to date (Central Bank);
- System used for monitoring and internal reporting (Central Bank);
- System used for external reporting;
- Not yet installed (Ministry of Finance).

Note:

The installation in the Ministry of Finance was postponed in order to take into consideration amendments to the original project document signed in 2005. The creation of the DMFAS database has been completed in the Central Bank and will be fully operational in 2008.

Link with other system: No

Activities in 2008 (project and non-project):

- Debt data validation workshop (Central Bank) in March. This activity was key, as it validated all the information loaded into the system and allowed the old double-entry system to be discontinued;
- A final project evaluation of the Central Bank active project took place in June 2008 at headquarters in Geneva;
- Elaboration of an amendment to a project document to install DMFAS 5.3 in the Ministry of Finance and provide related activities. Signed in February 2008 but awaiting funding;
- Two staff from the Central Bank of Algeria, including the head of the division, participated in the Regional Debt Portfolio Analysis Workshop which took place in Amman, Jordan, last November 2008.
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. In addition to the organization of project activities, this included, for example, user support from the DMFAS helpdesk. The helpdesk responded to seven country-specific requests for assistance during the year.

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk;
- Installation of DMFAS 5.3 in the Ministry of Finance in 2009, depending on funding and final administrative arrangements for the above-mentioned project;

ANGOLA

DMFAS user institution(s): Central Bank

DMFAS start date (country): 1999

Project status in 2008: Active

Version of DMFAS currently installed: 5.2 in Central Bank (May 2000)

Language version: Spanish and English

Operational status of the DMFAS system:

- Database regularly kept up to date (Central Bank);
- System used for monitoring and internal reporting (Central Bank);
- System used for external reporting and statistics.

Link with other system: No

Note:

The Government uses the automatic bridge between DMFAS and DRS, the World Bank's Debtor Reporting System.

Activities in 2008 (project and non-project):

- Preparing a draft of a new project document for the installation of DMFAS 5.3 and related activities, and for the integration of DMFAS with other financial systems of the Bank;
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. In addition to the organization of project activities, this included, for example, user support from the DMFAS helpdesk. The helpdesk responded to three country-specific requests for assistance during the year;
- Finalization of the above-mentioned new project document in August 2008 for the approval of the BNA. Negotiations ongoing and well advanced.

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk
- Implementation of the above-mentioned new project document. It is expected that the Governor of the Banco Nacional de Angola will revise the final draft.

ARGENTINA

DMFAS user institution(s): Ministry of Finance; local finance ministries of the provinces of Catamarca, Río Negro and Chaco

DMFAS start date (country): 1993

Project status in 2008: Active (Province of Río Negro); Closed (Ministry of Finance, Province of Catamarca, Province of Chaco)

Funding source of active project: Government

Start date of active project: 2007

Version of DMFAS currently installed: 5.3 in the Ministry of Finance (November 2005); 5.3 in the Province of Río Negro (May 2008); and 5.2 in Catamarca and Chaco provinces (November 2001).

Note:

The 5.2 installation in the provinces contains a local Government feature, which was especially created to suit the provinces' specific needs.

Language version: Spanish (all four institutions)

Operational status of the DMFAS system:

- Database regularly kept up to date (all four institutions);
- System used for monitoring and internal reporting (all four institutions);
- System used for external reporting and statistics (Ministry of Finance, Province of Río Negro, and Province of Chaco).

Link with other system: Yes

Notes:

- DMFAS is integrated with the treasury, accounting and budget modules of the national integrated financial administration system at the federal level, and at the provincial level for the Province of Río Negro.
- The Government uses the automatic bridge between DMFAS and DRS, the World Bank's Debtor Reporting System.

Activities in 2008 (project and non-project):

- Organization by the DMFAS Regional Centre, located in Buenos Aires, of a regional statistics workshop, to take place in November 2008. The objective of the workshop will be to provide training in the conceptual aspects related to debt statistics and in the utilization of web services for the dissemination of national and regional debt information;
- Discussions on and finalization of a project proposal with the Province of Buenos Aires regarding future implementation of DMFAS 5.3;
- Discussions on and finalization of a project proposal with the national Government regarding future implementation of DMFAS 6;
- A technical mission to the province of Río Negro to install DMFAS 5.3 and to update the link between DMFAS and the integrated financial management system, in May;
- The Ministry of Finance hosted a study visit from Guatemala, in March;
- Meetings between UNCTAD and the Government about current and future capacity-building activities, held in Buenos Aires in June/July;
- Ongoing support from the DMFAS Programme was provided during the year from Geneva, and also from the DMFAS Regional Centre in Buenos Aires, regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. In addition to the organization of project activities, this support included, for example, one update (patch 20) to the DMFAS system currently installed in the Ministry of Finance and the local Governments, and user documentation updates. It also included user support from the DMFAS helpdesk. The helpdesk responded to 13 country-specific requests for assistance during the year;
- Beta testing of the advance release of version 6 of DMFAS took place in the debt management office of the Ministry of Finance in December 2008.

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk;
- Incorporation of the Province of Buenos Aires into the overall project for the Argentine provinces, in 2009;
- Development of a database in the Ministry of Finance, which will include information from the provinces' DMFAS installations, in 2009–2010;
- Conversion of databases and installation of DMFAS 5.3 in the provinces, in 2009;
- Organization of regional workshops on debt statistics in Buenos Aires, in May 2009;
- Incorporation of new functions at the Regional Centre, in order to decentralize the DMFAS helpdesk and the system distribution responsibilities for DMFAS 6;
- Finalization of an agreement for Argentina's participation in the development of DMFAS version 6;
- Signing of a new project document with the Ministry of Finance for the future installation of DMFAS version 6 and the start of activities, in 2009;
- Hosting a study visit for Latin American countries and delegations;
- Beta testing of version 6 of DMFAS in the debt management office of the Ministry of Finance, in August 2009.

BANGLADESH

DMFAS user institution(s): Ministry of Finance; Central Bank

DMFAS start date (country): 1992

Project status in 2008: Active: Ministry of Finance and Central Bank

Funding source of active project: Government; United Nations Development Programme (UNDP)

Start date of active project: 2006

Version of DMFAS currently installed: 5.3 in the Ministry of Finance and the Central Bank (September 2007)

Language version: English

Operational status of the DMFAS system:

- Database regularly kept up to date (Ministry of Finance and Central Bank);
- System used for monitoring and internal reporting (Ministry of Finance and Central Bank);
- System used for external reporting and statistics (Ministry of Finance and Central Bank).

Link with other system: No

Activities in 2008 (project and non-project):

- The process of recording the external debt database and debt transactions in the DMFAS system, which started in 2002, was completed;
- Training in Microsoft Office, in March;
- Two DMFAS 5.3 functional training activities, in January and August;
- A debt data validation workshop, in September;
- Organization of the Mid-Term Review Tripartite Meeting, in Dhaka, in April, with the participation of the Government of Bangladesh, UNDP and UNCTAD;
- Officials from the Ministry of Finance and Bangladesh Bank participated in two study tours in other DMFAS user countries;
- DMFAS 5.3 was installed in the finance division of the Ministry of Finance, and its staff were trained in the recording of on-lent loans;
- Statistical bulletin workshop, held in October;
- Training in the recording of private external debt for Bangladesh Bank officials and representatives of the private sector, held in October;
- Needs assessment mission, and discussions with officials from the Ministry of Finance, the Central Bank, and donors regarding a new project that will implement version 6 of DMFAS in Bangladesh;
- Debt management workshop for high officials of the Ministry of Finance and Bangladesh Bank, in November;
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. In addition to the organization of project activities, this included, for example, the provision of DMFAS 5.3 user documentation and related materials. It also included user support from the DMFAS helpdesk. The helpdesk responded to 14 country-specific requests for assistance during the year.

Note:

Although the current active project was signed in September 2006, its implementation only started in August 2007, due to institutional delays in the recruitment of the chief technical adviser.

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk;
- A mission to support data validation and the preparation of a statistics bulletin, in January 2009;
- A debt portfolio analysis workshop, June 2009;
- Various training missions to support the production of a quarterly statistical bulletin, and improvements to the “Flow of External Resources” publication and the procedures manuals in the economic relations division of the Ministry of Finance;
- Preparation of a new project proposal that will help to build the capacity of the Ministry of Finance and the Central Bank in integrated debt management (both external and domestic) and aid management;
- Participation by officials from the Ministry of Finance and Central Bank in the Seventh UNCTAD Interregional Debt Management Conference, November 2009.

BELARUS

DMFAS user institution(s): Ministry of Finance

DMFAS start date (country): 1994

Project status in 2008: Closed

Version of DMFAS currently installed: 5.1 (June 1999)

Language version: Russian

Operational status of the DMFAS system:

System installed, but not fully operational

Note:

The system was fully operational in the past, but due to staff turnover, the current staff are not able to use all DMFAS functionalities properly.

Link with other system: No

Activities in 2008 (project and non-project):

Ongoing support from the DMFAS Programme regarding implementation of the system (including project management, administrative support and ICT).

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk;
- Start of discussions on the drafting of a new project document for the implementation of DMFAS 5.3 and related capacity-building activities.

BOLIVIA

DMFAS user institution(s): Central Bank; Ministry of Finance

DMFAS start date (country): 1993

Project status in 2008: Closed

Version of DMFAS currently installed: 5.3 in the Central Bank and the Ministry of Finance (October 2004)

Language version: Spanish

Operational status of the DMFAS system:

- Database regularly kept up to date (Ministry of Finance and Central Bank);
- System used for monitoring and internal reporting (Ministry of Finance and Central Bank);
- System used for external reporting and statistics (Ministry of Finance and Central Bank).

Link with other system: Yes

Notes:

- The DMFAS system is integrated with the Government's financial administration system within the Financial Administration and Modernization Programme;
- The Government uses the automatic bridge between DMFAS and DRS, the World Bank's Debtor Reporting System.

Activities in 2008 (project and non-project):

- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. In addition to regular contact with the Government about capacity-building needs, DMFAS support in 2008 included, for example, user support from the DMFAS helpdesk. The helpdesk responded to nine country-specific requests for assistance during the year.

Planned activities:

- Follow-up on a project document draft elaborated in 2007 with the authorities of the Ministry of Finance to provide DMFAS at the subnational level;
- Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management;
- Securing of funding and final elaboration of the new project document described above.

BURKINA FASO

DMFAS user institution(s): Ministry of Finance**DMFAS start date (country):** 1997**Project status in 2008:** Active**Start date of active project:** 1997**Funding source of active project:** Swiss Trust Fund**Version of DMFAS currently installed:** 5.3 (September 2004)**Version language:** French**Operational status of the DMFAS system:**

- Database regularly kept up to date;
- System used for monitoring and internal reporting.

Link with other system: Planned**Note:**

The Ministry is currently developing an integrated system for the management of external finances. The integration of DMFAS into this system is foreseen.

Activities in 2008 (project and non-project):

- DMFAS technical support mission in January to assist in the programming of interfaces between DMFAS and the integrated system for the management of external finances;
- Participation in the UNCTAD/Pôle-Dette regional workshop on the new reporting features of DMFAS 5.3, in Lomé, Togo, in May;
- DMFAS training and final project evaluation mission, in October;
- Ongoing support from the DMFAS Programme was provided during the year from Geneva, and also from Bamako, regarding implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. In addition to the organization of project activities, this included, for example, an update (patch 20) to the DMFAS system currently installed in the Ministry of Finance, and user documentation updates. It also included user support from the DMFAS helpdesk. The helpdesk responded to one country-specific request for assistance during the year.

Note:

DMFAS is still not fully deployed among the staff of the debt management department.

Activities planned for 2009:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities. Including:

- User support from the DMFAS helpdesk;
- Support for the full deployment of DMFAS in the debt management department;
- Coordination with development partners to initiate a new project on the production of debt statistics, debt portfolio analysis and debt data validation procedures.

BURUNDI

DMFAS user institution(s): Ministry of Finance

DMFAS start date (country): 1987

Project status in 2008: Closed

Version of DMFAS currently installed: 5.3 (January 2007)

Language version: French

Operational status of the DMFAS system:

- Database regularly kept up to date;
- System used for monitoring and internal reporting.

Link with other system: No

Activities in 2008 (project and non-project):

- Participation in an UNCTAD/Pôle-Dette workshop on debt statistics, in Lomé, Togo, in May;
- Final project evaluation mission, in November; elaboration of a new project document aimed at reinforcing the Ministry's technical capacity and enabling proper coordination among all the institutions involved in debt reporting and management. Donor to be found;
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. In addition to the organization of project activities, this included, for example, an update (patch 20) to the DMFAS system currently installed in the Ministry of Finance, and user documentation updates. It also included user support from the DMFAS helpdesk. The helpdesk responded to 19 country-specific requests for assistance during the year.

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk;
- In the framework of the new project: DMFAS 5.3 functional advanced training, and DMFAS capacity-building workshops (data validation and debt statistics).

CAMBODIA

DMFAS user institution(s): Ministry of Economy and Finance

DMFAS start date (country): 2007

Project status in 2008: Closed

Funding source of active project: Asian Development Bank

Start date of active project: 2007

Version of DMFAS currently installed: 5.3 in Ministry of Economy and Finance (June 2007)

Language version: English

Operational status of the DMFAS system:

- Database regularly kept up to date;
- System used for monitoring and internal reporting.

Link with other system: No

Activities in 2008 (project and non-project):

Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. This included, for

example, user support from the DMFAS helpdesk. The helpdesk responded to 13 country-specific requests for assistance during the year.

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk;
- Discussions with Ministry of Finance officials for the elaboration of a follow-up project.

CENTRAL AFRICAN REPUBLIC

DMFAS user institution(s): Ministry of Finance

DMFAS start date (country): 1995

Project status in 2008: Active

Start date of active project: 2007

Funding source of active project: African Development Bank grant

Version of DMFAS currently installed: 5.3 (July 2008)

Language version: French

Operational status of the DMFAS system:

System installed but not yet fully operational.

Note:

The reactivation of the system in the Ministry of Finance, along with the installation of DMFAS 5.3, is being completed in the current active project.

Link with other system: No

Activities in 2008 (project and non-project):

- Participation in the UNCTAD/Pôle-Dette workshop on debt statistics, in Lomé, Togo, in May 2008;
- DMFAS 5.3 installation and related technical training, in July;
- DMFAS 5.3 functional training, building up the database, a data validation workshop, and ongoing data validation. A consultant provided continuous training and support in Bangui from July until mid-December;
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. In addition to the organization of project activities, this included, for example, an update (patch 20) to the DMFAS system currently installed in the Ministry of Finance, as well as user documentation updates. It also included user support from the DMFAS helpdesk. The helpdesk responded to 18 country-specific requests for assistance during the year.

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk;
- Participation in the debt conference scheduled for November 2009 in Geneva;
- Advanced DMFAS training;
- Debt statistics workshop.

CHAD

DMFAS user institution(s): Ministry of Finance

DMFAS start date (country): 2000

Project status in 2008: Active

Funding source: African Development Bank grant, and World Bank

Start date of active project: 2007

Version of DMFAS currently installed: 5.3 (May 2007)

Language version: French

Operational status of the DMFAS system:

- Database regularly kept up to date;
- System used for monitoring and internal reporting;
- System used for external reporting and statistics.

Link with other system: Planned

Note:

Integration of DMFAS with the country's integrated financial management system is planned.

Activities in 2008 (project and non-project):

- Participation in an UNCTAD/Pôle-Dette workshop on debt statistics, in Lomé, Togo, in May;
- Advanced training workshop in DMFAS 5.3, in January;
- Debt data validation workshop, in July. This resulted in the elaboration of a debt data validation calendar;
- Debt statistics workshop, in July. This resulted in the definition of key statistical tables;
- Installation of an update to the DMFAS system (patch 20), in Chad, in July;
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. In addition to the organization of project activities, this included, for example, user documentation updates (e.g. regarding patch 20). It also included user support from the DMFAS helpdesk. The helpdesk responded to 17 country-specific requests for assistance during the year.

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk;
- DSM+ training;
- A study tour to another country;
- Starting the activities required in order to integrate the DMFAS system into the country's financial management system.

CHILE

DMFAS user institution(s): Central Bank

DMFAS start date (country): 2003

Project status in 2008: Closed

Version of DMFAS currently installed: 5.3 (March 2004)

Language version: Spanish

Operational status of the DMFAS system:

- System used for monitoring and internal reporting;
- System used for external reporting and statistics.

Link with other system: No

Activities in 2008 (project and non-project):

Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. In addition to regular contact with the Government about capacity-building needs, support from DMFAS in 2007 included, for example, user support from the DMFAS helpdesk. The helpdesk responded to 14 country-specific requests for assistance during the year.

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk.

CONGO

DMFAS user institution(s): Caisse Congolaise d'Amortissement

DMFAS start date (country): 2003

Project status in 2008: Closed

Version of DMFAS currently installed: 5.3 (May 2005)

Language version: French

Operational status of the DMFAS system:

- System regularly kept up to date;
- System used for monitoring and internal reporting.

Link with other system: No

Activities in 2008 (project and non-project):

- Ongoing discussions on the finalization of a new project that is to include training in debt statistics and data validation and is to cover the integration of DMFAS within the Ministry of Finance's financial management system;
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. In addition to regular contact with the Government about capacity-building needs and the organization of project activities, this included, for example, three updates to the DMFAS system currently installed in the Ministry of Finance (patches 18, 19 and 20), as well as user documentation updates. It also included user support from the DMFAS helpdesk. The helpdesk responded to one query.

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk;
- Finalization of a new project and start of project activities.

COSTA RICA

DMFAS user institution(s): Ministry of Finance; Central Bank

DMFAS start date (country): 1988

Project status in 2008: Active

Funding source of active project: Government

Start date of active project: 2007

Version of DMFAS currently installed: 5.3 in the Ministry of Finance (April 2008)

Version language: Spanish

System operational status:

- Database regularly kept up to date and validated (Ministry of Finance);
- System used for monitoring and internal reporting (Ministry of Finance, Central Bank);
- System used for external reporting and statistics (Central Bank).

Note:

The DMFAS system was moved from the Central Bank to the Ministry of Finance in May 2004. The Ministry of Finance has assumed responsibility for the management of the external and domestic debt database. A new debt management unit (back office) was created in the Treasury of the Ministry of Finance. The Central Bank continues to use DMFAS for reporting purposes, and has read-only access.

Link with other system: Planned

Notes:

- A link between the DMFAS system and the Ministry's integrated financial management system is planned;
- The Government uses the automatic bridge between DMFAS and DRS, the World Bank's Reporting System.

Activities in 2008 (project and non-project):

- Database conversion, installation of DMFAS 5.3, and related training, in April;
- Functional training in DMFAS 5.3 for DMFAS users at the Ministry of Finance and Central Bank, in April/May;
- Quality control and verification of the database, in May/June;
- Training in DMFAS user-defined reports, in June;
- Workshop on debt data validation procedures at the Ministry of Finance, in September;
- Workshop on debt statistics, in November/December 2008;
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. In addition to the organization of project activities, this included, for example, user support from the DMFAS helpdesk. The helpdesk responded to 35 country-specific requests for assistance during the year.

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk;
- A workshop on debt portfolio analysis.

CÔTE D'IVOIRE

DMFAS user institution(s): Ministry of Finance

DMFAS start date (country): 1998

Project status in 2008: Closed

Version of DMFAS currently installed: 5.3 (March 2005)

Version language: French

System operational status:

- Database regularly kept up to date and validated;
- System used for monitoring and internal reporting.

Link with other system: No

Activities in 2008 (project and non-project):

- Participation in the UNCTAD/Pôle-Dette regional workshop on the new reporting features of DMFAS 5.3, in Lomé, Togo, in May;
- Needs assessment mission in June to initiate a new technical cooperation project, including activities on debt data validation procedures, on the strengthening of debt service forecasting processes and the management of disbursements, on providing support in producing a debt statistical bulletin, and on evaluating the linking of DMFAS with the accounting system;
- A mission from the debt office visited UNCTAD in August for training in installing DMFAS under the latest version of Oracle, and in the new reporting features of DMFAS 5.3;
- Considering the prevailing situation in the country, a cooperation project limited to providing support in producing a statistical bulletin was submitted in October;
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. In addition to the organization of project activities, this included, for example, user support from the DMFAS helpdesk. The helpdesk responded to 15 country-specific requests for assistance during the year.

Activities planned for 2009:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk;
- Follow-up on implementation of a new project on debt statistics;
- Monitoring the country's situation to provide additional support beyond debt statistics.

DEMOCRATIC REPUBLIC OF THE CONGO

DMFAS user institution(s): Office de gestion de la dette publique (Public Debt Management Office)

Note:

The Public Debt Management Office is a separate debt management office, under Ministry of Finance tutelage.

DMFAS start date (country): 2005

Project status in 2008: Active

Funding source of active project: International Development Association/African Development Bank

Version of DMFAS currently installed: 5.3 (May 2005)

Language version: French

Operational status of the DMFAS system:

- Database regularly kept up to date;
- System used for monitoring and internal reporting;
- Use of the UNCTAD/World Bank Debt Sustainability Model Plus (DSM+) as a support for debt analysis.

Link with other system: No

Activities in 2008 (project and non-project):

- Needs assessment mission, in June;
- Participation in an UNCTAD/Pôle-Dette workshop on debt statistics, in Lomé, Togo, in May;
- DMFAS training mission in data validation and in the elaboration of debt statistical bulletins, in June;
- Preparation of a follow-up project to cover the integration of DMFAS with the Ministry of Finance's expenditure system and to install DMFAS at the Central Bank (with read-only access);
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. In addition to the organization of project activities, this included, for example, three updates to the DMFAS system currently installed (patches 18, 19 and 20), as well as user documentation updates. It also included user support from the DMFAS helpdesk. The helpdesk responded to 10 country-specific requests for assistance during the year.

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk;
- Finalizing the elaboration of the new project and identifying possible sources of funding.

DJIBOUTI

DMFAS user institution(s): Ministry of Finance

DMFAS start date (country): 1986

Project status in 2008: Closed

Note: A new project has been signed by UNCTAD, but it is awaiting funding.

Funding source: European Union (new project)

Version of DMFAS currently installed: 5.2 (January 2003)

Language version: French

Operational status of the DMFAS system:

- Database regularly kept up to date;
- System used for monitoring and internal reporting.

Link with other system: No

Note:

The Government uses the automatic bridge between DMFAS and DRS, the World Bank's Debtor Reporting System.

Activities in 2008 (project and non-project):

- Mission to carry out the final evaluation of the project, in March;
- Support for the reinstallation of DMFAS 5.2 on the new servers, which were bought after the crash of the previous ones;

- Discussions on the drafting of a new project document dealing with the implementation of DMFAS 5.3 and related capacity-building activities. Project elaborated and signed by UNCTAD in June. Awaiting funding from the European Union in order to start the activities;
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. In addition to regular contact with the Government about capacity-building needs, DMFAS support in 2008 included, for example, user support from the DMFAS helpdesk. The helpdesk responded to five country-specific requests for assistance during the year.

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk;
- In the framework of the new project: installation of DMFAS 5.3, technical training for ICT staff, and DMFAS functional training for end-users.

DOMINICAN REPUBLIC

DMFAS user institution(s): Central Bank; State Secretariat of Finance

DMFAS start date: 1996

Project status in 2008: Active (State Secretariat of Finance and Central Bank)

Funding source of active project: Government (State Secretariat of Finance) and Central Bank

Start date of active project: 2003 (State Secretariat of Finance); 1995 (Central Bank)

Version of DMFAS currently installed: 5.3 in the Secretariat of Finance (July 2004); 5.2 in the Central Bank

Note: The Central Bank installation (June 2000) was merged with the Secretariat of Finance installation in July 2004.

Language version: Spanish

Operational status of the DMFAS system:

- Database regularly kept up to date (Secretariat of Finance);
- System used for monitoring and internal reporting (Secretariat of Finance and Central Bank);
- System used for external reporting and statistics on domestic debt (Central Bank).

Link with other system:

Link with SIGEF – the Government's integrated financial management system.

Activities in 2008 (project and non-project):

Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. This included user support from the DMFAS helpdesk. The helpdesk responded to 14 country-specific requests for assistance during the year.

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk;
- Amendment to the project document for the organization of a workshop on advance reports, at the beginning of 2009;
- Potential project for DMFAS version 6.

ECUADOR

DMFAS user institution(s): Ministry of Finance; Central Bank

DMFAS start date (country): 1995

Project status in 2008: Closed

Version of DMFAS installed:

- Currently: 5.3 in the Ministry of Finance and the Central Bank (April 2006);
- Previously: 5.2 in the Ministry of Finance and the Central Bank (July 2000).

Version language: Spanish

System operational status:

- Database regularly kept up to date (Ministry of Finance and Central Bank);
- System used for monitoring and internal reporting (Ministry of Finance and Central Bank);
- System used for external reporting and statistics (Ministry of Finance and Central Bank).

Link with other system: Yes

Note:

DMFAS has been successfully integrated with Ecuador's integrated financial administration system (SIGEF). However, the SIGEF is currently being reengineered, and as a consequence, the link between the SIGEF and DMFAS will also have to be reengineered.

Activities in 2008 (project and non-project):

Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. It also included user support from the DMFAS helpdesk. The helpdesk responded to 17 country-specific requests for assistance during the year.

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk;
- Signing of a proposed amendment to the current project;
- Participation (by the Central Bank and the Ministry of Economy and Finance) at UNCTAD's workshop on debt statistics.

EGYPT

DMFAS user institution(s): Central Bank; Ministry of Finance

DMFAS start date (country): 1986

Project status in 2008: Active (2): Central Bank and Ministry of Finance

Start date of active projects: 2007 (Central Bank) and 2008 (Ministry of Finance)

Funding source of active project: United States Agency for International Development (Central Bank); Government (Ministry of Finance)

Version of DMFAS currently installed: 5.3 in the Central Bank (August 2007); 5.3 in the Ministry of Finance (April 2008)

Language version: English

System environment: Windows NT – local area network

Operational status of the DMFAS system:

- Database installed and basic functional training completed (Ministry of Finance);
- Database regularly kept up to date (Central Bank, Ministry of Finance);

- System used for monitoring and internal reporting (Central Bank, Ministry of Finance);
- System used for external reporting and statistics (Central Bank).

Link with other system: No

Note:

The Government uses the automatic bridge between DMFAS and DRS, the World Bank's Debtor Reporting System.

Activities in 2008 (project and non-project):

- Continued implementation of activities under a project document signed in June 2007 for the strengthening of debt management in the Central Bank – namely, a data validation workshop and two DSM+ trainings – in February, March and December 2008;
- Signing of a project document in January 2008 with a new DMFAS institution (Ministry of Finance) to install DMFAS 5.3 and to build a domestic public debt database;
- Installation of DMFAS 5.3 and technical training for ICT staff, in April 2008, and functional training for end-users, in the Ministry of Finance in April/May and October 2008;
- Participation by the Central Bank in a regional debt portfolio analysis workshop in Amman, Jordan, in November 2008;
- A draft project document was elaborated for the development of an interface in the Central Bank between the DMFAS system and an internal application and was submitted to the Central Bank of Egypt;
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. In addition to the organization of project activities, this included an update to the DMFAS system currently installed in the Central Bank (patch 20), as well as user documentation updates. It also included user support from the DMFAS helpdesk. The helpdesk responded to 48 country-specific requests for assistance during the year.

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk;
- It was agreed to begin discussions for a project in 2009 to upgrade the Central Bank to version 6 of DMFAS (when it is released);
- A data validation workshop and a debt statistics workshop for the Ministry of Finance in 2009.

EL SALVADOR

DMFAS user institution(s): Ministry of Finance

DMFAS start date (country): 1988

Project status in 2008: Active

Start date of active project: January 2007

Funding source of active project: Inter-American Development Bank

Version of DMFAS currently installed: 5.3 (May 2007)

Version language: Spanish

Operational status of the DMFAS system:

- Database regularly kept up to date;
- System used for monitoring and internal reporting;
- System used for external reporting and statistics.

Link with other system: Planned

Activities in 2008 (project and non-project):

- Workshop on debt statistics and on producing a debt statistical bulletin, in February;
- Complete validation of the debt database in the Ministry of Finance, from May until September;
- Interim project evaluation, in June;
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. It also included user support from the DMFAS helpdesk. The helpdesk responded to nine country-specific requests for assistance during the year.

Planned activities:

Continued DMFAS support regarding the implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk;
- A study tour to Guatemala to analyse the integrated financial management system;
- A project evaluation mission in 2008;
- Participation (by the Central Bank and the Ministry of Finance) at UNCTAD's regional workshop on debt statistics.

ETHIOPIA

DMFAS user institution(s): Ministry of Finance and Economic Development

DMFAS start date (country): 1988

Project status in 2008: Active

Funding source of active project: Government of the Netherlands, through UNDP

Start date of active project: 2004

Version of DMFAS currently installed: 5.3 (January 2006)

Language version: English

Operational status of the DMFAS system:

- Database regularly kept up to date;
- System used for monitoring and internal reporting;
- System used for external reporting and statistics.

Link with other system: No

Note:

The Government uses the automatic bridge between DMFAS and DRS, the World Bank's Debtor Reporting System.

Activities in 2008 (project and non-project):

- National debt statistics workshop, from 8 to 16 July 2008;
- Follow-up support to the debt statistics workshop, from 17 to 25 July 2008;
- Support from DMFAS headquarters on the finalization of Ethiopia's first public debt statistical bulletin, from August to October 2008;
- Participation by four officials in a regional debt portfolio analysis workshop, held in Amman, Jordan, from 9 to 13 November 2008;
- Support for participation by one officer in the eighteenth Organization for Economic Cooperation and Development (OECD) Global Forum on Public Debt Management and the third Forum on African Public Debt Management, in Paris, France, from 3 to 5 December 2008;
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building

activities. In addition to the organization of project activities, this included user support from the DMFAS helpdesk. The helpdesk responded to three country-specific requests for assistance during the year.

Planned activities:

- User support from the DMFAS helpdesk;
- Final report on a project supported by the Embassy of the Kingdom of the Netherlands, Ethiopia;
- Discussions with the Ministry of Finance and Economic Development on further collaborative arrangements to strengthen debt management capacity in Ethiopia.

GABON

DMFAS user institution(s): Ministry of Finance, Economy, Budget and Participations

DMFAS start date (country): 2001

Project status in 2008: Active

Funding source of active project: Government

Start date of active project: 2001

Version of DMFAS currently installed: 5.3 (April 2005)

Version language: French

System operational status:

- Database regularly kept up to date;
- System used for monitoring and internal reporting;
- System used for publication of statistical bulletin and/or other periodical publications.

Link with other system: No

Activities in 2008 (project and non-project):

- Negotiations on follow-up project activities and regarding the participation of the Ministry of Finance in the development of DMFAS version 6. A project proposal was submitted in April;
- Participation in the UNCTAD/Pôle-Dette regional workshop on the new reporting features of DMFAS 5.3, in Lomé, Togo, in May;
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. In addition to the organization of project activities, this included, for example, user support from the DMFAS helpdesk. The helpdesk responded to three country-specific requests for assistance during the year.

Activities planned for 2009:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk;
- Finalization of a new project, to include activities in debt data validation, training in DSM+, and cooperation in the development of version 6 of DMFAS.

GEORGIA

DMFAS user institution(s): Ministry of Finance

DMFAS start date (country): 1998

Project status in 2008: Active

Funding source of active project: World Bank

Start date of active project: 2006

Version of DMFAS currently installed: 5.3 (October 2007)

Language version: English

Operational status of the DMFAS system:

- Database regularly kept up to date;
- System used for monitoring and internal reporting;
- System used for external reporting and statistics.

Link with other system: No

Activities in 2008 (project and non-project):

- Continued implementation of a project document for the strengthening of debt management in the Ministry of Finance – specifically, a DMFAS 5.3 functional training for end-users was conducted in August 2008;
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. In addition to the organization of project activities, this included, for example, user support from the DMFAS helpdesk. The helpdesk responded to two country-specific requests for assistance during the year.

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk;
- Mission to carry out the final evaluation of the project;
- Discussions on the drafting of a new project document, focusing on DMFAS advanced functional training and DMFAS capacity-building modules (including data validation and debt statistics workshops).

GUATEMALA

DMFAS user institution(s): Ministry of Finance

DMFAS start date (country): 1988

Project status in 2008: Active

Funding source of active project: UNDP

Start of active project: 1998

Version of DMFAS currently installed: 5.3 (March 2008)

Version language: Spanish

System operational status:

- Database regularly kept up to date;
- System used for monitoring and internal reporting;
- System used for external reporting and statistics.

Link with other system: Yes

Notes:

- Link with the integrated financial management system SIAF-SAG;
- The Government uses the automatic bridge between DMFAS and DRS, the World Bank's Debtor Reporting System.

Activities in 2008 (project and non-project):

- Installation of DMFAS 5.3 in the Ministry of Finance, and technical training, in February/March;
- Functional training in DMFAS 5.3 in March/April;
- Technical support for the linking of DMFAS to the Government's information management system, in February and March;
- Project management coordination mission, in March;
- Organization of a workshop on debt data validation, in April/May;
- Technical support mission, in May and June;
- Organization of a workshop on debt statistics, in May/June;
- Final project evaluation mission, in June;
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. In addition to the organization of project activities, this included, for example, user support from the DMFAS helpdesk. The helpdesk responded to 24 country-specific requests for assistance during the year.

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk.

GUINEA-BISSAU

DMFAS user institution(s): Ministry of Finance

Note: The Ministry of Finance is currently not using the DMFAS system.

DMFAS start date (country): 1997 (Ministry of Finance)

Project status in 2008: Active

Funding source of active project: Swiss Trust Fund

Version of DMFAS installed: (previously) 5.2 (September 2001)

Version language: French

Link with other system: No

System operational status:

System no longer in use.

Note:

The system was installed, but it was destroyed due to civil conflict. Reinstallation is planned.

Activities in 2008 (project and non-project):

- Participation in UNCTAD/Pôle-Dette regional workshop on the new reporting features of DMFAS 5.3, in Lomé, Togo, in May;
- Agreement reached to field a needs assessment mission to review the current project and concentrate on the reinstallation of DMFAS in the Ministry of Finance;
- Evaluation and needs assessment mission in October 2008.

Activities planned for 2009:

- Procurement of new ICT equipment that is needed for the new DMFAS installation;
- New DMFAS 5.3 installation, and functional and technical training, during the first quarter of 2009;
- Translation of the DMFAS interface into Portuguese;
- Initiation of a follow-up project to include activities on debt data validation, debt statistics, portfolio analysis, the installation of DMFAS version 6, and the integration of DMFAS with SIGFIP.

HAITI

DMFAS user institution(s): Central Bank

DMFAS start date (country): 1985 (Central Bank)

Project status in 2008: Active

Funding source of active project: Inter-American Development Bank

Start date of active project: 1998

DMFAS version installation: 5.2 (November 2002)

Language version: French

Operational status of the DMFAS system:

- Database regularly kept up to date;
- System used for monitoring and internal reporting;
- System used for external reporting and statistics.

Link with other system: No

Activities in 2008 (project and non-project):

- Elaboration of a new project document with both the Central Bank and the Ministry of Finance. The project includes the installation of DMFAS 5.3 at the Ministry. Discussions with the World Bank were finalized in August regarding project funding;
- Procurement of ICT equipment that was delivered to Port-au-Prince in December;
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. In addition to the organization of future project activities, this included, for example, user support from the DMFAS helpdesk.

Planned activities:

Continued DMFAS support regarding the implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk;
- Installation of DMFAS 5.3 in both institutions;
- A data validation workshop;
- Ongoing validation of the database;
- Production of the statistical bulletin;
- Develop architecture of the link between both institutions.

HONDURAS

DMFAS user institution(s): Ministry of Finance; Central Bank

DMFAS start date (country): 1988 (Ministry of Finance and Central Bank)

Project status in 2008: Active

Funding source of active project: Government (World Bank loan)

Start date of active project: June 2006

Version of DMFAS currently installed: 5.3 in the Ministry of Finance (August 2005)

Note:

The Central Bank is connected to the Ministry of Finance's database by network.

Version language: Spanish

System operational status:

- Database regularly kept up to date (Ministry of Finance and Central Bank);
- System used for monitoring and internal reporting (Ministry of Finance and Central Bank);
- System used for external reporting and statistics (Ministry of Finance and Central Bank).

Link with other system: Yes

Notes:

- The link with integrated financial management system is currently being revised, due to the reengineering of the SIAFI;
- The Government uses the automatic bridge between DMFAS and DRS, the World Bank's Debtor Reporting System;
- In December 2008, the Ministry of Finance and UNCTAD signed an amendment to the project document in order to finance a chief technical adviser for eight months, who will help establish the database on municipal debt and assist in the final implementation stage of the interface.

Activities in 2008 (project and non-project):

- Continued development of the SIAFI link by the ICT staff of the Ministry of Finance;
- Continued support was provided to the Ministry of Finance and the Central Bank by an UNCTAD chief technical adviser who was posted in Honduras during the year. This support included assistance in restructuring the debt office (particularly the back office and the middle office) and in creating a private debt database at the Central Bank, and also assistance in entering debt relief relating to the HIPC initiative and the Multilateral Debt Initiative. The chief technical adviser also helped define the SIAFI interface, and gave assistance in developing the replication mechanism between the two institutions;
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. In addition to the organization of project activities, this included, for example, user support from the DMFAS helpdesk. The helpdesk responded to 15 country-specific requests for assistance during the year.

Note:

The debt office is currently undergoing a major restructuring, hence the roles and functions of the debt office will be newly distributed and tasks will be newly assigned.

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk;
- Continued support in the reorganization of the debt office from the resident chief technical adviser;
- Assistance in building up the database on municipal debt and the debt of parastatal enterprises at the Ministry of Finance;
- A debt portfolio analysis workshop in 2009;
- Participation (by the Central Bank and the Ministry of Finance) at UNCTAD's regional workshop on debt statistics;
- Final project evaluation mission.

INDONESIA

DMFAS user institution(s): Ministry of Finance; Central Bank

DMFAS start date (country): 1988 (Ministry of Finance); 2003 (Central Bank)

Project status in 2007: Active (Central Bank), Closed (Ministry of Finance)

Funding source of active project: Australian Agency for International Development (Ministry of Finance); and Bank Indonesia (Central Bank)

Start date of active project: February 2007

Version of DMFAS currently installed: 5.3 in the Central Bank (November 2004), 5.3 in the Ministry of Finance (June 2007)

Note: In addition to the DMFAS system installed at the Directorate-General of Debt Management in the Ministry of Finance, through the implementation of UNCTAD projects since 1988, the Directorate of Subsidiary Loan Management in the Ministry of Finance independently installed DMFAS version 5.3 in 2007, in order to monitor subsidiary loan agreements (on-lent loans) as part of a separate understanding with UNCTAD.

Language version: English

Operational status of the DMFAS system:

- Database regularly kept up to date (Ministry of Finance, Central Bank);
- System used for monitoring and internal reporting (Ministry of Finance, Central Bank);
- System used for external reporting and statistics (Ministry of Finance).

Link with other system: No

Activities in 2008 (project and non-project):

- Within the framework of ongoing collaboration between UNCTAD, the Ministry of Finance, and Deacons – the contracting managers of the Indonesia-Australia Technical Assistance Management Facility for Economic Governance, financed by AusAID – discussions are under way for the possible financing of a third technical cooperation project between these parties. This project would involve the installation of DMFAS version 6, in order to assist in the monitoring and management of the Government's domestic bonds, and further training activities in debt management matters for newly appointed staff;
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. In addition to the organization of project activities, this included, for example, the provision of DMFAS 5.3 user documentation and related materials. It also included user support from the DMFAS helpdesk. The helpdesk responded to eight country-specific requests for assistance during the year.

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk;
- Ongoing discussions with the Central Bank on further collaborative arrangements, and with the Ministry of Finance in regard to the potential domestic debt project described above.

ISLAMIC REPUBLIC OF IRAN

DMFAS user institution(s): Central Bank

DMFAS start date (country): 1997 (Central Bank)

Project status in 2008: Closed

Version of DMFAS currently installed: 5.2 (July 2000)

Note:

A special module called Financing Documentary Credits (FODOC) was developed for the Islamic Republic of Iran. The DMFAS helpdesk is currently supporting the FODOC system as well as the DMFAS system.

Language version: English

Operational status of the DMFAS system:

- Database regularly kept up to date;
- System used for monitoring and internal reporting;

- System used for external reporting and statistics.

Link with other system: No

Note:

The Government uses the automatic bridge between DMFAS and DRS, the World Bank's Debtor Reporting System.

Activities in 2008 (project and non-project):

- Signing, in June, of a preparatory project (letter of agreement for a new project) to cover the installation of DMFAS version 5.3 and related training, at the Central Bank;
- Needs assessment mission to the Central Bank, in August;
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. In addition to the organization of project activities, this included, for example, user support from the DMFAS helpdesk. The helpdesk responded to eight country-specific requests during the year.

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- Signing of the above-mentioned new project document, which will include the installation of DMFAS 5.3 at the Central Bank and related ICT and functional training, a debt data validation workshop, and a project evaluation mission;
- User support from the DMFAS helpdesk;
- An invitation for DMFAS end-users to participate in a regional debt portfolio analysis workshop, in Amman, Jordan, in November 2008.

IRAQ

DMFAS user institution(s): Ministry of Finance; Central Bank

DMFAS start date (country): 2005 (Government)

Project status in 2008: Active

Funding source of active project: Government

Start date of active project: 2005

Note:

In 2005, UNCTAD won a tender for the provision of a debt management system for Iraq, which was organized by Ernst and Young. Given the security situation in Iraq, however, the United Nations has restricted all travel to the country for its staff. The project is, therefore, being implemented in Iraq by Ernst and Young consultants. UNCTAD is providing the system software, and the maintenance and training outside Iraq, while Ernst and Young consultants are carrying out local implementation activities, such as project coordination, training, and support activities.

Version of DMFAS currently installed: 5.3 in the Ministry of Finance (November 2005)

Note: The Central Bank is linked to the Ministry of Finance

Language version: Arabic

Operational status of the DMFAS system:

- Database regularly kept up to date (Ministry of Finance);
- System used for monitoring and internal reporting (Ministry of Finance and Central Bank).

Note:

A debt management office has been established in the Ministry of Finance, and the database is being developed.

Link with other system: No

Activities in 2008 (project and non-project):

- A workshop on advanced reporting for Iraqi debt managers both from the Ministry of Finance and the Central Bank took place in Amman, Jordan, in March 2008. The goals were to improve the skills of the debt managers in producing reports and to prepare them for a workshop on debt statistics;
- Workshop on producing debt statistical bulletins, in August. The goal was to create a first draft of the future debt statistical bulletin, which is programmed for initial distribution in March 2009. To this end, a data validation process is under way, requiring Government involvement;
- Participation in a regional debt portfolio analysis workshop by heads of divisions, held in Amman, Jordan, during November 2008;
- Review of the database by an expert in the preparation of the debt statistical bulletin, during November 2009;
- Translation of primary documentation into Arabic for the statistical bulletin workshop;
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. In addition to the organization of project activities, this included, for example, user support from the DMFAS helpdesk. The helpdesk responded to 11 country-specific requests for assistance during the year.

Planned activities:

- Continued DMFAS support regarding implementation of the DMFAS system, and preparations for migration to DMFAS version 6, as requested by Ernst and Young, the consultants;
- Further assistance and training, in order to validate the database and publish the statistical bulletin according to best practices;
- User support from the DMFAS helpdesk.

JORDAN

DMFAS user institution(s): Ministry of Finance**DMFAS start date (country):** 1998 (Ministry of Finance)**Project status in 2008:** Active**Funding source of active project:** Swiss Trust Fund**Start of active project:** 1998**Version of DMFAS currently installed:** 5.3 (February 2006)**Language version:** English**Operational status:**

- Database regularly kept up to date;
- System used for monitoring and internal reporting;
- System used for external reporting and statistics.

Link with other system: No**Activities in 2008 (project and non-project):**

- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. The DMFAS helpdesk responded to five country-specific requests for assistance during the year;
- The Ministry of Finance and UNCTAD co-organized the First DMFAS Regional Debt Portfolio Analysis, which was held in November 2008. This one-week event was well received by the representatives of the 10 countries participating, and the module will be distributed to all DMFAS countries in the future.

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk, and possibly an urgent technical mission to assist the Ministry with the preparatory work required to link together the DMFAS system and the local integrated system;
- A study tour by Jordanian debt managers to a neighbouring DMFAS country, or beyond, during the spring of 2009;
- Drafting of a new technical cooperation agreement to cover follow-up capacity-building activities and the installation of DMFAS 6, as requested by the debt management office.

LEBANON

DMFAS user institution(s): Central Bank; Ministry of Finance; Council for Reconstruction and Development

DMFAS start date (country): 1993 (Government)

Project status in 2008: Closed

Version of DMFAS currently installed: 5.3 in the Central Bank (January 2006)

Note:

The Ministry of Finance and the Council for Reconstruction and Development are connected to the Central Bank via network. They have read-only access.

Language versions: English and Arabic

Operational status of the DMFAS system:

- Database regularly kept up to date (Central Bank);
- System used for monitoring and internal reporting (Ministry of Finance, Central Bank and Council for Reconstruction and Development);
- System used for external reporting and statistics (Ministry of Finance, Central Bank and Council for Reconstruction and Development).

Link with other system: No

Note:

The Government also uses the automatic bridge between DMFAS and DRS, the World Bank's Debtor Reporting System.

Activities in 2008 (project and non-project):

- Responded to the Central Bank's request for assistance with reorganization of the debt office, and discussed the potential for a DMFAS project to assist in developing the new organizational structure;
- Participation of one staff member from the Central Bank and one staff member from the Ministry of Finance in the regional debt portfolio analysis workshop, held in Amman, Jordan, in October 2008;
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. The DMFAS helpdesk responded to two country-specific requests for assistance during the year.

Note:

One debt official from the Central Bank is regularly employed as a consultant to implement DMFAS activities in other countries, including – in 2008 – Egypt and Jordan.

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk.

MADAGASCAR

DMFAS user institution(s): Central Bank; Treasury (Ministry of Finance)

DMFAS start date (country): 2001

Project status in 2008: Closed

Version of DMFAS currently installed: 5.2 in the Central Bank (July 2001)

Language version: French

Operational status of the DMFAS system:

- Database regularly kept up to date (Central Bank and Ministry of Finance);
- System used for monitoring and internal reporting (Central Bank and Ministry of Finance).

Link with other system: No

Note:

The Government uses the automatic bridge between DMFAS and DRS, the World Bank's Debtor Reporting System.

Note:

The Treasury (Ministry of Finance) is linked to the Central Bank installation via network.

Activities in 2008 (project and non-project):

Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities.

Planned activities:

Continued DMFAS support regarding implementation of the current DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk;
- Discussions on the drafting of a new project document for the installation of DMFAS version 5.3 at the Central Bank and the reinforcement of the Treasury's capacity in debt management;
- Elaboration of the new project document described above;
- The planned fielding of a project elaboration and fund-seeking mission by the DMFAS Programme for the above project, around the beginning of 2009.

MAURITANIA

DMFAS user institution(s): Ministry of Finance

DMFAS start date (country): 1995 (Ministry of Finance)

Project status in 2008: Closed

Version of DMFAS currently installed: 5.2 (July 2001)

Note:

DMFAS 5.3 was installed locally in 2005, but it was not made operational due to the Ministry's difficulties in retaining the necessary qualified personnel to effectively manage and maintain the DMFAS database.

Version language: French

Operational status of the DMFAS system:

System installed, but not operational.

Link with other system: No

Activities in 2008 (project and non-project):

- Follow-up mission in June on a new technical cooperation project submitted in 2007;
- The project proposal was re-evaluated to include a link between DMFAS and the planned Aid Management System to be installed in the Ministry of Finance;
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. The DMFAS helpdesk responded to one country-specific request for assistance during the year.

Note:

Recent developments in the country will inhibit fund-raising for new projects in the immediate future.

Activities planned for 2009:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk;
- Finalization of technical aspects of the new project proposal.

MONGOLIA

DMFAS user institution(s): Ministry of Finance; Central Bank

DMFAS start date (country): 2001 (Ministry of Finance and Central Bank)

Project status in 2008: Closed

Version of DMFAS currently installed: 5.3 in Ministry of Finance (October 2007)

Note:

The Central Bank has read-only access.

Language version: English

Operational status of the DMFAS system:

- Database regularly kept up to date and validated (Ministry of Finance);
- System used for monitoring and internal reporting (Ministry of Finance and Central Bank);
- System used for external reporting and statistics (Ministry of Finance).

Link with other system: No

Activities in 2008 (project and non-project):

- Study tour to the DMFAS Programme at UNCTAD in Geneva, funded by the World Bank, for officials from the Treasury Department and the Ministry of Finance, in November 2008;
- Agreement to draft a project document and to identify a donor for a technical assistance project to develop capacity in debt reporting and analysis, and to upgrade the DMFAS system to version 6 in the Ministry of Finance;
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. The DMFAS helpdesk responded to one country-specific request for assistance during the year.

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- Development of a project document for capacity-building in debt reporting, debt portfolio analysis, and DSM+, and installation of version 6 of DMFAS in the Ministry of Finance;
- User support from the DMFAS helpdesk.

NICARAGUA

DMFAS user institution(s): Ministry of Finance; Central Bank

DMFAS start date (country): 1988 (Ministry of Finance and Central Bank)

Project status in 2008: Active

Funding source of active project: Inter-American Development Bank grant

Start date of active project: 2006

Version of DMFAS currently installed: 5.3 in Ministry of Finance and Central Bank (April 2007)

Version language: Spanish

Operational status of the DMFAS system:

- Database regularly kept up-to-date (Ministry of Finance and Central Bank);
- System used for monitoring and internal reporting (Ministry of Finance and Central Bank);
- System used for external reporting and statistics (Ministry of Finance and Central Bank).

Note:

The Ministry is using DMFAS to manage the country's domestic debt, while the Central Bank is in charge of managing the country's external debt. A replication mechanism has been developed by the Central Bank, which copies its database to the Ministry of Finance on a daily basis.

Link with other system: Yes

Note:

DMFAS is linked with the Central Bank's internal accounting system.

Activities in 2008 (project and non-project):

- Development of the second module (payments on domestic debt and non-payment operations) of the interface between DMFAS and SIGFA. UNCTAD technical consultants provided training and advice on this activity between May and September. This activity resulted in the conceptual and technical design of the first part of the interface. Development of this module is ongoing;
- Workshop on debt statistics, and assistance in the elaboration of a debt statistical bulletin, in September and October;
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. In addition to the organization of project activities, this included, for example, an update to the DMFAS system currently installed in the Ministry of Finance and Central Bank (patch 20), as well as user documentation updates;
- The DMFAS helpdesk responded to 62 country-specific requests during the year.

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk;
- Continuation of the development of the interface, development of the third module (disbursements and budget);
- A debt portfolio analysis workshop;
- Project evaluation.

PAKISTAN

DMFAS user institution(s): Ministry of Finance; Central Bank

Note:

The Central Bank is not currently using the DMFAS system.

DMFAS start date (country): 1985

Project status in 2008: Closed

Version of DMFAS currently installed: 5.3 in the Ministry of Finance (August 2006)

Language version: English

System environment: Windows NT – local area network

Operational status of the DMFAS system:

- Database regularly kept up to date;
- System used for monitoring and internal reporting.

Link with other system: No

Note:

The Government uses the automatic bridge between DMFAS and DRS, the World Bank's Debtor Reporting System.

Activities in 2008 (project and non-project):

Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities.

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk;
- Elaboration of a new project document for the installation of version 5.3 of DMFAS at the State Bank of Pakistan, along with training in the functionalities and reporting facilities of this version.

PALESTINIAN AUTHORITY

DMFAS user institution(s): Ministry of Finance

DMFAS start date (country): 2000

Project status in 2008: Closed

Note:

Owing to the security situation and the political climate, there were many delays to the project from its outset. These and some unresolved issues resulted in the cancellation of remaining project activities and the return of the remaining funds under the project, at the request of the donor.

Funding source of active project: Norway

Version of DMFAS currently installed: 5.2 (November 2001)

Language version: English

System environment: Windows NT – local area network

Operational status of the DMFAS system:

- Database regularly kept up to date;
- System used for monitoring and internal reporting.

Link with other system: No

Activities in 2008 (project and non-project):

- Delivery of the final report and the financial statement to the donor in January 2008;
- Participation by two staff from the Ministry of Finance in a regional debt portfolio analysis workshop in Amman, Jordan, in November 2008.

Planned activities:

- Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:
- User support from the DMFAS helpdesk.

PANAMA

DMFAS user institution(s): Ministry of Economy**DMFAS start date (country):** 1996 (Ministry of Economy)**Project status in 2008:** Closed**Version of DMFAS currently installed:** 5.3 (January 2004)**Version language:** Spanish**Operational status of the DMFAS system:**

- Database regularly kept up to date;
- System used for monitoring and internal reporting;
- System used for external reporting and statistics.

Link with other system: Yes**Note:**

The Ministry established a link in 1998 between DMFAS and the National Integrated Financial Administration System (SIAFPA), which integrates treasury, budget and accounting activities. It is currently being reviewed to take into account the ongoing restructuring of the Ministry of Economy and the implementation of version 5.3.

Activities in 2008 (project and non-project):

- Negotiation of a follow-up project on the future implementation of DMFAS version 6, including the creation of a bridge between version 6 of DMFAS and the World Bank's risk management model;
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. In addition to the organization of project activities, this included, for example, an update to the DMFAS system currently installed in the Ministry of Economy (patch 20), as well as user documentation updates;
- The DMFAS helpdesk responded to 29 country-specific requests during the year.

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk;
- A needs assessment mission to analyse the requirements for building a bridge between the future version of DMFAS – version 6 – and the World Bank's risk management model;
- Finalization of a new project regarding the future implementation of DMFAS version 6.

PARAGUAY

DMFAS user institution(s): Ministry of Finance; Central Bank; Ministry of Planning

DMFAS start date (country): 1995 (Ministry of Finance, Central Bank, and Ministry of Planning)

Project status in 2008: Postponed

Funding source of active project: Inter-American Development Bank loan

Version of DMFAS currently installed: 5.3 in Ministry of Finance (November 2004)

Note:

The Ministry of Planning and the Central Bank are connected to the DMFAS installation in the Ministry of Finance, and they share the database located in the Ministry of Finance.

Language version: Spanish

Operational status of the DMFAS system:

- Database regularly kept up to date (Ministry of Finance, Central Bank, and Ministry of Planning);
- System used for monitoring and internal reporting (Ministry of Finance, Central Bank, and Ministry of Planning);
- System used for external reporting and statistics (Ministry of Finance, Central Bank, and Ministry of Planning).

Link with other system: Yes

Note:

A link with the integrated public resources management system (SIIF) was developed by the Ministry of Finance in 2002, however due to changes in the SIIF and DMFAS, the link needs to be revised.

Start of active project: September 1995

Activities in 2008 (project and non-project):

- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities;
- The DMFAS helpdesk responded to two country-specific requests during the year.

Note:

- Because of budget restrictions, project activities previously planned for 2008 have been temporarily postponed;
- Due to the fragmentation of debt office functions between the different institutions involved in debt management and within the Ministry of Finance itself, certain coordination problems continue to arise. In particular, local technical support for the DMFAS installation needs to be improved.

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk;
- Reengineering of the link between DMFAS and the Government's public resources management system (SIIF);
- Training for new users at the Ministry of Finance and the Central Bank;
- Training in debt statistics and debt analysis;
- A seminar on capital markets and domestic debt;
- Elaboration of a project amendment regarding the future implementation of version 6.

PHILIPPINES

DMFAS user institution(s): Bureau of the Treasury (Ministry of Finance); Central Bank

DMFAS start date (country): 1987 (Bureau of the Treasury, Ministry of Finance); 2008 (Central Bank); and 2007 preparatory project (Central Bank)

Project status in 2008: Active (Central Bank); Closed (Ministry of Finance)

Funding source for active project: Central Bank (Central Bank)

Start date of active project: 2008 (Central Bank)

Version of DMFAS currently installed: 5.2 in the Bureau of the Treasury (December 2000); 5.3 in Central Bank for testing purposes only (February 2008)

Language version: English

Operational status of the DMFAS system:

- System installed for testing purposes only and not yet operational (Central Bank);
- Database regularly kept up to date (Ministry of Finance);
- System used for monitoring and internal reporting (Ministry of Finance);
- System used for external reporting and statistics (Ministry of Finance).

Link with other system: No

Activities in 2008 (project and non-project):

- Final elaboration and signing (in January) of a project with the International Department of the Central Bank for the installation of DMFAS 5.3, whose debt database is to be built following a major debt data conversion from the Bank's existing integrated external debt management system. The project also envisages debt management training events for the Bank's staff and management;
- Implementation in February of the second planned activity of the above project, which saw the installation of a test version of DMFAS 5.3 at the Central Bank, the elaboration of specifications for converting the current debt database to DMFAS format, and the provision of basic technical and user training to support the conversion;
- Elaboration in Manila of the detailed design specifications – which constitutes one of the steps of the conversion procedure – by the Central Bank's ICT and debt staff, as part of the above-mentioned project;
- A workshop in Geneva, in November, to discuss and review the technical design specifications of the data conversion exercise, as per activity 1.3 and part of activity 1.4 of the above-mentioned project. This two-week workshop was attended by a large delegation from the Central Bank and involved the participation of a senior debt expert from DMFAS and two ICT specialists from DMFAS. Other activities carried out during the workshop were a reviewing and updating of the analysis and mapping between the two debt management systems, and the validation and testing of a major part of the actual conversion programming;
- Ongoing discussions with the Bureau of the Treasury for the installation of DMFAS version 5.3 in its Debt Management and Analysis Department after the necessary funding was secured from its internal budget;
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system in both institutions (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. In addition to regular contact with the Government about capacity-building needs, DMFAS support in 2008 included, for example, user support from the DMFAS helpdesk. The helpdesk responded to 20 country-specific requests for assistance during the year, and specific assistance in regard to the ongoing debt data conversion procedure at the Central Bank.

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk;
- Finalization of the modalities of cooperation with the Bureau of the Treasury, with a view to upgrading the current DMFAS installation in its Debt Management and Analysis Department;
- Organization of a two-week workshop in Manila, tentatively planned for late February 2009, to fine-tune, validate and pre-test the results of the conversion coding. This would constitute the end of activity 1.4, as described in the relevant project document.

REPUBLIC OF MOLDOVA

DMFAS user institution(s): Ministry of Finance; Central Bank

DMFAS start date (country): 1997 (Ministry of Finance and Central Bank)

Project status in 2008: Active

Funding source of active project: Swedish International Development Cooperation Agency; Government

Start date of active project: 2005

Version of DMFAS currently installed: 5.3 in the Ministry of Finance and the Central Bank (October 2005)

Note:

A data-sharing procedure linking both institutions is being implemented using Oracle's snapshot replications. The database on private debt is located in the National Bank of Moldova.

Language version: English

Operational status of the DMFAS system:

- Database regularly kept up to date (Ministry of Finance and Central Bank);
- System used for monitoring and internal reporting (Ministry of Finance and Central Bank);
- System used for external reporting and statistics (Ministry of Finance and Central Bank).

Link with other system: Planned

Activities in 2008 (project and non-project):

- Production of an interface for the migration of the domestic debt database from the existing Access-based recording system to DMFAS version 5.3;
- A workshop involving three ICT experts from the Ministry of Finance, aiming at designing and developing procedures and computer programs for the above-mentioned migration, was held in Geneva, in March;
- Validation of the interface through a backstopping mission which took place in December;
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. In addition to the organization of project activities (including DMFAS 5.3 and related training), this included, for example, the provision of DMFAS 5.3 user documentation and related materials. It also included user support from the DMFAS helpdesk. The helpdesk responded to 10 country-specific requests for assistance during the year.

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk;
- Mission to carry out the final evaluation of the project; discussions on the drafting of a new project document/extension to the current one, covering advanced DMFAS functional training; data validation, debt statistics and debt portfolio analysis workshops.

ROMANIA

DMFAS user institution(s): Ministry of Finance; Central Bank

DMFAS start date (country): 1993 (Ministry of Finance and Central Bank)

Project status in 2008: Closed

Version of DMFAS currently installed: 5.3 in the Ministry of Finance and the Central Bank (October 2006)

Language version: English

Operational status of the DMFAS system:

- Database regularly kept up to date (Ministry of Finance and Central Bank);
- System used for monitoring and internal reporting (Ministry of Finance and Central Bank);
- System used for external reporting and statistics (Ministry of Finance and Central Bank).

Link with other system: Yes

Notes:

- A data-sharing procedure linking both institutions has been implemented using Oracle's snapshot replications;
- A grant module integrated into the DMFAS system has been developed;
- The Government uses the automatic bridge between DMFAS and DRS, the World Bank's Debtor Reporting System.

Activities in 2008 (project and non-project)

- Workshop held in Geneva, in April, on the following technical aspects of DMFAS: database structure, replication procedure, and DMFAS security;
- Technical mission: upgrade of version 5.3 of DMFAS to patch 20, in June;
- Final project evaluation mission, in June;
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. In addition to the organization of project activities, this included, for example, two updates to the DMFAS system currently installed in both institutions (patches 19 and 20), and related documentation. It also included user support from the DMFAS helpdesk. The helpdesk responded to 15 country-specific requests for assistance during the year.

Planned activities:

Continued support from DMFAS regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk;
- The start of discussions on drafting a new project document for the implementation of version 6 of DMFAS at the Central Bank.

RWANDA

DMFAS user institution(s): Ministry of Finance; Central Bank

DMFAS start date (country): 1990 (Ministry of Finance); Central Bank (2006)

Project status in 2008: Closed

Version of DMFAS currently installed: 5.3 in the Ministry of Finance and the Central Bank (October 2007)

Language version: French

System environment: Local area network – Windows NT in the Ministry of Finance

Operational status of the DMFAS system:

- Database regularly kept up to date.

Link with other system: No

Activities in 2008 (project and non-project):

- Amendment to the active project document, in April;
- Completion of DMFAS 5.3 installation including update patch 20, in May/June (had previously been installed on a temporary server);
- Debt data validation workshop, in July;
- Debt statistics workshop (with production of the first draft of a debt statistical bulletin), in November;
- Final project evaluation mission, in November; discussions on the drafting of a new project document for the implementation of version 6 of DMFAS;
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. In addition to the organization of project activities, this included, for example, the provision of DMFAS 5.3 user documentation and related materials. It also included user support from the DMFAS helpdesk. The helpdesk responded to 15 country-specific requests for assistance during the year.

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk.

SUDAN

DMFAS user institution(s): Central Bank

DMFAS start date (country): 1998 (Central Bank)

Project status in 2007: Active

Funding source of active project: Government of Norway

Start date of active project: 2005

Version of DMFAS currently installed: 5.3 (June 2005)

Language version: English (Arabic included, but not used)

Operational status:

- Database regularly kept up to date;
- System used for monitoring and internal reporting;
- System used for external reporting and statistics.

Link with other system: No

Note:

The Government uses the automatic bridge between DMFAS and DRS, the World Bank's Debtor Reporting System.

Activities in 2008 (project and non-project):

- A technical support workshop in DMFAS maintenance and troubleshooting, in February;
- A debt data validation workshop, in April;
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. In addition to the organization of project activities, this included user support from the

DMFAS helpdesk. The helpdesk responded to two country-specific requests for assistance during the year;

- Study tour in October (to Lebanon).

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk;
- A study tour to the Tunisian central bank to study the latter's institutional, legal and administrative arrangements for debt management, for the purposes of comparison and learning;
- A needs assessment mission regarding the integration of DMFAS with the Bank's integrated financial management system. A workshop on debt data validation;
- Participation in a regional course/seminar organized by the West African Institute for Financial and Economic Management (WAIFEM) and the Macroeconomic and Financial Management Institute of Eastern and Southern Africa (MEFMI);
- A workshop on debt statistics;
- A project management and support mission;
- Training in debt portfolio analysis.

SYRIAN ARAB REPUBLIC

DMFAS user institution(s): Central Bank

DMFAS start date (country): 2001

Project status in 2008: Closed

Version of DMFAS currently installed: 5.3 (June 2004)

Language version: Arabic

Operational status of the DMFAS system:

- Database regularly kept up to date;
- System used for monitoring and internal reporting.

Link with other system: No

Activities in 2008 (project and non-project):

- Participation by two staff members from the Central Bank in a regional debt portfolio analysis workshop in Amman, Jordan, in November 2008;
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities.

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk.

THE FORMER YUGOSLAV REPUBLIC OF MACEDONIA

DMFAS user institution(s): Central Bank

Note: The Central Bank previously used the DMFAS system, but is currently using another system.

DMFAS start date (country): 1999 (Central Bank)

Project status in 2008: Closed

Version of DMFAS currently installed: 5.1 (October 1999)

Language version: English

Operational status of the DMFAS system:

System no longer in use.

Link with other system: No

Activities in 2008 (project and non-project):

Discussions with the Government regarding the possible implementation of DMFAS in the Ministry of Finance.

TOGO

DMFAS user institution(s): Ministry of Finance

DMFAS start date (country): 1984 (Ministry of Finance)

Project status in 2008: Active

Version of DMFAS currently installed: 5.3 (May 2004)

Version language: French

Operational status of the DMFAS system:

- Database regularly kept up to date;
- System used for monitoring and internal reporting.

Link with other system: No

Activities in 2008 (project and non-project):

- Participation in an UNCTAD/Pôle-Dette regional workshop on the new reporting features of DMFAS 5.3, in Lomé, Togo, in May;
- A new technical cooperation project signed in May 2008, with funding secured through an African Development Bank grant;
- The first DMFAS training mission within the new project was fielded in September;
- DMFAS training on the recording of debt reorganization operations, in November;
- An ICT training mission to Geneva for the local database administrator, in December;
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. In addition to regular contact with the Government about capacity-building needs, DMFAS support in 2007 included, for example, three updates to the DMFAS system currently installed in the Ministry of Finance (patches 17, 18 and 19), as well as user documentation updates. It also included user support from the DMFAS helpdesk. The helpdesk responded to 28 country-specific requests for assistance during the year.

Activities planned for 2009:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk;
- A national debt statistics workshop planned for March 2009;
- DMFAS training on the production of debt statistics;
- DMFAS training on the recording of domestic debt instruments.

TRINIDAD AND TOBAGO

DMFAS user institution(s): Ministry of Finance; Central Bank

DMFAS start date (country): 1985

Project status in 2007: Active

Funded source of active project: Government

Start date of active project: 2003

Version of DMFAS currently installed: 5.3 in the Central Bank and the Ministry of Finance (June 2004)

Language version: English

Operational status of the DMFAS system:

- Database regularly kept up to date (Ministry of Finance and Central Bank);
- System used for monitoring and internal reporting (Ministry of Finance and Central Bank).

Link with other system: No

Activities in 2008 (project and non-project):

- A project management mission on issues relating to institutional arrangements for debt recording, on technical responsibilities, and on DMFAS maintenance, in May and June 2008;
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. In addition to the organization of project activities, this included user support from the DMFAS helpdesk. The helpdesk responded to two country-specific requests for assistance during the year.

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk;
- A follow-up mission on refresher training in DMFAS 5.3 and in data validation;
- Elaboration of a new project proposal.

TURKMENISTAN

DMFAS user institution(s): Ministry of Finance

DMFAS start date (country): 2001

Project status in 2008: Closed

Version of DMFAS currently installed: 5.2 (June 2001)

Version language: Russian

Operational status of the DMFAS system:

System no longer in use.

Link with other system: No

Activities in 2007 (project and non-project):

No activities.

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk.

UGANDA

DMFAS user institution(s): Central Bank; Ministry of Finance

DMFAS start date (country): 1985

Project status in 2008: Active

Funding source of active project: Government and Central Bank

Start date of active project: 2003

Version of DMFAS currently installed: 5.3 in the Ministry of Finance (July 2004) and in the Central Bank (February 2008)

Language version: English

Operational status of the DMFAS system:

- Database regularly kept up to date (Ministry of Finance and Central Bank);
- System used for monitoring and internal reporting (Ministry of Finance and Central Bank);
- System used for external reporting and statistics (Central Bank);
- System used to provide input for debt analysis (Central Bank).

Link with other system: No

Note:

The Government uses the automatic bridge between DMFAS and DRS, the World Bank's Debtor Reporting System.

Activities in 2008 (project and non-project):

- DMFAS 5.3 installation and technical training (e.g. DMFAS system maintenance) in the Bank of Uganda, in February;
- Central Bank staff were trained in the use of the new functionalities of DMFAS 5.3 by an UNCTAD functional trainer, in Kampala, in March;
- Officials from the Central Bank and the Ministry of Finance participated in the UNCTAD/MEFMI regional workshop on the DMFAS system, in Kampala, in May;
- One official from the Ministry of Finance enrolled in the MEFMI Fellows Development Programme, through which he participated in a DMFAS 5.3 training mission conducted by DMFAS consultants at the Central Bank of Uganda, in March;
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and on current and future capacity-building activities. It also included user support from the DMFAS helpdesk. The helpdesk responded to 34 country-specific requests for assistance during the year.

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk;
- DMFAS experts will continue to support one official from the Ministry of Finance in the context of the MEFMI Fellows Development Programme;
- Discussions with officials from the Ministry of Finance and the Central Bank regarding the implementation of version 6 of DMFAS in Uganda;
- Organization of a study tour for the Central Bank's debt officers to one of the DMFAS user countries;
- Participation by officials from the Ministry of Finance and the Central Bank in the Seventh UNCTAD Interregional Debt Management Conference, in November 2009;
- Participation in the DMFAS training workshop organized by MEFMI and UNCTAD, to be held in Zambia in December 2009.

VENEZUELA (BOLIVARIAN REPUBLIC OF)

DMFAS user institution(s): Ministry of Finance

DMFAS start date (country): 1998 (Ministry of Finance)

Project status in 2008: Active

Funding source of active project: Government

Start date of active project: 2006

Version of DMFAS currently installed: 5.3 (March 2006)

Language version: Spanish

Operational status of the DMFAS system:

- Database regularly kept up to date;
- System used for monitoring and internal reporting;
- System used for external reporting and statistics.

Link with other system: Planned

Activities in 2008 (project and non-project):

- A series of communications and a videoconference with Venezuelan authorities, in order to revise and readjust project objectives, in May;
- As a result of the discussions by videoconference, a mission to Caracas took place in July 2008. Two DMFAS experts on integrated systems gave advice on technical and functional issues, in order to help Venezuelan staff address the final issues regarding the first phase of the link between SIGECOF and the DMFAS system. The experts took advantage of the opportunity to produce a plan for the second and final phase of the link to integrate the two systems;
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. In addition to the organization of project activities, this included, for example, user support from the DMFAS helpdesk. The helpdesk responded to one country-specific request for assistance during the year.

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk;
- An advanced workshop on the analytical aspects of debt management;
- Full implementation of phase 1 of the DMFAS–SIGECOF link in January 2009, and initiation of phase 2 of the development;
- Installation of version 6, as planned, towards the end of 2009.

VIET NAM

DMFAS user institution(s): Ministry of Finance; Central Bank*

Note: *The Central Bank previously used the DMFAS system. However, continuous internal information-flow problems, as well as the lack of a functionality within DMFAS to handle the short-term debt of state enterprises, has led to the abandonment of the system at the Central Bank, at least in its current version.

DMFAS start date (country): 1996

Project status in 2008: Closed

Version of DMFAS currently installed: 5.3 in the Ministry of Finance (March 2005)

Language version: English

Operational status of the DMFAS system:

- System installed, but not operational (Central Bank);
- Database regularly kept up to date and validated (Ministry of Finance);
- System used for monitoring and internal reporting (Ministry of Finance);
- System used for external reporting and statistics (Ministry of Finance).

Link with other system: Planned

Activities in 2008 (project and non-project):

- Within the framework of one of the components of the ongoing Public Management Reform Project – supported by the World Bank, and targeting the Ministry of Finance – the DMFAS Programme undertook a project elaboration mission to Hanoi in April 2008. The purpose of the mission was to finalize the relevant project document, in close collaboration with Ministry officials and with the assistance of a World Bank consultant. The main objective of this project is to integrate DMFAS into a treasury system, and to use its new functionalities to monitor domestic debt instruments;
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system at the External Finance Division of the Ministry of Finance (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities.
- The DMFAS helpdesk responded to four country-specific requests for assistance during the year.

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management, including:

- User support from the DMFAS helpdesk;
- The finalization of collaborative arrangements between the Government, the World Bank, and UNCTAD, for the use of DMFAS within the Public Management Reform Project described above. It is expected that the advance release of DMFAS version 6 will be deployed at the Treasury of the Ministry of Finance by the beginning of 2009.

YEMEN

DMFAS user institution(s): Central Bank; Ministry of Finance; Ministry of Planning and International Cooperation

DMFAS start date (country): 1999 (Central Bank), 2002 (Ministry of Finance and Ministry of Planning and International Cooperation)

Project status in 2008: Active in all three institutions

Funding source of active project: World Bank

Start date of active project: 2008

Version of DMFAS currently installed: 5.3 in the Central Bank (May 2008)

Note: The Ministry of Finance and the Ministry of Planning and International Cooperation are connected to the Central Bank via network, and have read-only access.

Language version: English

Operational status of the DMFAS system:

- Database regularly kept up to date (Central Bank);
- System used for monitoring and internal reporting (Central Bank);
- System used for external reporting and statistics (Central Bank).

Link with other system: No

Note:

The Government uses the automatic bridge between DMFAS and DRS, the World Bank's Debtor Reporting System.

Activities in 2008 (project and non-project):

- Signing of a project document on strengthening debt reporting and institutional integration in debt management, with the Central Bank of Yemen, the Ministry of Finance, and the Ministry of Planning and International Cooperation, in January 2008;
- Pre-conversion of the version 5.2 database and technical training for ICT staff from the three participating institutions took place in Geneva, in May 2008. Yemeni ICT staff installed DMFAS 5.3 in the Central Bank of Yemen immediately following the training;
- DMFAS 5.3 functional training was implemented for end-users in the Central Bank of Yemen, the Ministry of Finance, and the Ministry of Planning and International Cooperation, in July 2008;
- Participation by two staff members from the Ministry of Finance, four staff members from the Central Bank of Yemen, and one staff member from the Ministry of Planning and International Cooperation, in a regional debt portfolio analysis workshop in Amman, Jordan, in November 2008;
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. In addition to regular contact with the Government about capacity-building needs, DMFAS support in 2008 included, for example, an update to the DMFAS system currently installed in the Central Bank (patch 20), as well as user documentation updates;
- The DMFAS helpdesk responded to two country-specific requests for assistance during the year.

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk;
- Implementation of project activities: specifically, a data validation workshop in January 2009, training in debt statistics in the first quarter of 2009, and a DSM+ workshop in the second quarter of 2009.

ZAMBIA

DMFAS user institution(s): Ministry of Finance; Central Bank

DMFAS start date (country): 1986

Project status in 2008: Active

Funding source of active project: Government

Start date of active project: 1999 (original + extensions)

Version of DMFAS currently installed: 5.3 in the Ministry of Finance (September 2007) and 5.2 in the Central Bank (October 2000)

Language version: English

Operational status of the DMFAS system:

- Database regularly kept up to date (Ministry of Finance and Central Bank);
- System used for monitoring and internal reporting (Ministry of Finance and Central Bank);
- System used for external reporting.

Link with other system: No

Note:

The Government uses the automatic bridge between DMFAS and DRS, the World Bank's Debtor Reporting System.

Activities in 2008 (project and non-project):

- Elaboration of a new project document for the implementation of version 5.3 of DMFAS in the Central Bank;
- Elaboration of a project document for the creation of an interface between DMFAS and the integrated financial management information system in the Ministry of Finance;
- DMFAS users from the Ministry of Finance and the Central Bank participated in the UNCTAD/MEFMI regional workshop on the DMFAS system, in Kampala, in May;
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities. In addition to regular contact with the Government about capacity-building needs, DMFAS support in 2008 included user support from the DMFAS helpdesk. The helpdesk responded to four country-specific requests for assistance during the year.

Planned activities:

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk;
- Finalization and approval of the project document for the installation of version 5.3 of DMFAS in the Central Bank;
- Implementation of activities related to this project;
- Finalization and approval of the project document for the creation of an interface between DMFAS and the integrated financial management information system in the Ministry of Finance;
- Implementation of activities related to this project;
- Discussions with officials from the Ministry of Finance and the Central Bank regarding the implementation of version 6 of DMFAS in Zambia;
- Participation in the DMFAS training workshop organized by MEFMI and UNCTAD that is to be held in Zambia, in December 2009;
- Participation by officials from the Ministry of Finance and the Central Bank in the Seventh UNCTAD Interregional Debt Management Conference, in November 2009.

ZIMBABWE

DMFAS user institution(s): Ministry of Finance; Central Bank

DMFAS start date (country): 1986

Project status in 2008: Closed

Funding source: Government

Start date of active project: 1999

Version of DMFAS currently installed: 5.3 in the Ministry of Finance and the Central Bank (September 2005)

Language version: English

Operational status of the DMFAS system:

- Database regularly kept up to date (Ministry of Finance and Central Bank);
- System used for monitoring and internal reporting (Ministry of Finance and Central Bank);
- System used for external reporting.

Link with other system: No

Note:

The Government uses the automatic bridge between DMFAS and DRS, the World Bank's Debtor Reporting System.

Activities in 2008 (project and non-project):

- DMFAS users from the Ministry of Finance and the Central Bank participated at an UNCTAD/MEFMI regional workshop on the DMFAS system, which was held in Kampala, in May;
- One official from the Central Bank enrolled in the MEFMI Fellows Development Programme, through which he participated in a DMFAS 5.3 training mission conducted by DMFAS consultants at the Central Bank of Uganda, in March;
- Ongoing support from the DMFAS Programme was provided from Geneva during the year regarding the implementation of the DMFAS system (including project management, administrative support, documentation and ICT), and also on current and future capacity-building activities;
- The DMFAS helpdesk has so far responded to five country-specific requests for assistance during the year.

Note:

Both the Ministry of Finance and the Central Bank suffer from high staff rotation, which has resulted in a loss of staff trained in the use of DMFAS 5.3.

Planned activities

Continued DMFAS support regarding implementation of the DMFAS system, as well as other capacity-building activities in debt management. Including:

- User support from the DMFAS helpdesk;
- Discussions on the preparation of a new project document that will build capacity in the use of DMFAS 5.3 and on the preparation of a debt portfolio analysis in the Ministry of Finance and the Central Bank, and initial discussions regarding the implementation of version 6 of DMFAS in these institutions;
- DMFAS experts will continue to support one official from the Central Bank in the context of the MEFMI Fellows Development Programme;
- Participation by officials from the Ministry of Finance and the Central Bank in the Seventh UNCTAD Interregional Debt Management Conference, in November 2009;
- Participation in the DMFAS training workshop organized by MEFMI and UNCTAD that is to be held in Zambia in December 2009.