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Capacity Building Needs in Debt Management: Responses from International Organisations

by

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The views expressed are those of the author and do not necessarily reflect the views of UNCTAD
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Capacity-Building needs in Debt Management: UNCTAD’s response

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Contents

UNCTAD’s DMFAS Programme
Our approach to meeting countries’ needs
New strategic plan
Expected results
UNCTAD’s DMFAS Programme

- Technical Assistance programme established in 1981

- Mission: Assist countries in strengthening their capacity to manage their debt with the ultimate objective of promoting better use of public financial resources to improve the living conditions of the people

- Support for over 100 institutions in 69 countries

- Multi-stakeholder initiative supported by cost-sharing by beneficiaries, bilateral donor contributions (European Commission, France, Germany, Ireland, Italy, Netherlands, Norway, Switzerland), and UNCTAD’s regular budget.
Our approach to meeting country needs

1. Sustainable, relevant response
   - Commitment to support countries while programme is relevant and needed
   - Regular reviews of mandate & performance

2. Ownership by countries
   - All countries are members of DMFAS Advisory Group, core of programme’s governance structure
   - Cost-sharing helps finance support activities
3. **Awareness & adaptation to changing country needs**
   - Use range of methods to ensure we’re kept up-to-date on best practices, international standards, technology innovation
   - Adaptation of programme’s services to changing needs
   - Incorporate lessons learnt

4. **Cooperation & partnership**
   - Focus on areas of comparative advantage
   - Avoiding duplication and overlapping
   - Prioritising coordination and partnership with other providers of debt management TA (e.g. DMF partnership)
5. **Maximising synergies**

- With UNCTAD’s research and analytical work
- With work of other organisations (WB, IMF, OECD, IDI/INTOSAI, development banks, regional organisations…..)

6. **Flexible, appropriate capacity-building solutions**

- Tailor-made TA projects designed with the country – ‘1 size does not fit all!’
- Maximum use of existing solutions, standards, best practices
- **Addressing the right needs at the right time with the right solutions**
7. **Portfolio of results-oriented practical solutions**: Systems, training, capacity-building modules, guidance, advice
New Strategic Plan

- New 4-Year Plan launched January 2011
- DMFAS response to challenges and needs of debt management offices (DMOs)
Overview of DMFAS Strategic Plan 2011-2014

Focus
Developing countries & countries in transition - Downstream debt management - Coordination with other providers

Overall development objective
Help strengthen the capacity of governments to manage their debt effectively and sustainably, in support of poverty reduction, development and good governance

Objective 1
Strengthen the capacity of governments to manage their operational, statistical and analytical DM functions

Objective 2
Improve the capacity of DMFAS to deliver effective, efficient & sustainable responses to country needs
DMO challenges & needs addressed

- Shortage of qualified staff & training opportunities
- Expanding debt coverage, including:
  - Public & publicly guaranteed external debt
  - Domestic debt & capital markets
  - Private external debt data
  - Contingent liabilities
  - Sub-national debt and parastatals
- Improving operational risk management
- Integrating with other public finance systems
- Addressing new reporting requirements & standards
- Strengthening analytical capacities
Priorities of new plan

1. Implementing new Web-enabled version of DMFAS system, DMFAS 6
2. Widen the scope of debt supported for comprehensive coverage
3. Capacity-building in debt reporting and portfolio analysis
4. Supporting integration of debt management with other PFM systems
5. Implementing comprehensive interactive DMFAS Website Portal
6. Improving training and support services, introducing ‘blended learning’
7. Continuing coordination and collaboration with other providers
8. Reforming Programme financing
Expected results

Standards-based, practical & appropriate solutions for debt management offices

- Comprehensive, reliable debt databases
- Enhanced operational risk management
- Effective debt reporting
- High quality debt analysis
- Timely, dependable information for decision-makers

Strengthened capacity of governments to manage their debt effectively and sustainably, in support of poverty reduction, development & good governance
Thank You