DMFAS Programme Strategic Plan
2020–2023
Outline

What is the DMFAS Strategic Plan?
Overview of plan 2020-2023
Countries needs and challenges
DMFAS Programme solutions
  – DMFAS 7
  – Capacity development
Expected results and impact
Conclusions
What is the DMFAS Strategic Plan

➢ Guide for Programme’s work for next 4 years
➢ Contract with our stakeholders
➢ Defines DMFAS response to the needs of developing countries by leveraging its comparative advantages
➢ Defines the ‘Why’, ‘What’ & ‘How’
➢ Concrete objectives and measurable results
➢ Priorities and activities for achieving the expected results
Inputs to the Strategic Plan

- DMFAS Advisory Group
- Independent evaluation
- DMFAS Donor Consultations
- Other TA providers/partners
- GA Report on Debt 2019
- Standards & Best Practices
- Developments in debt management
- SDGs, Accra Agenda for Action
Overview of plan 2020–2023

**Focus:** Strengthening debt data transparency
Capacity development in downstream debt management; General government

**Development objective:** Strengthen Governments' capacity to manage their debt effectively and sustainably, in support of poverty reduction, development, transparency and good governance

**Objective 1**
Improve the capacity of DMOs to record, process, monitor, report and analyse the country's public debt in a sustainable manner

- DMFAS installation & training (IT and functional)
- Capacity-building on Debt data validation and Debt-DQA, Debt Statistics, Debt Portfolio Analysis, Procedures Manual
- E-learning, self-learning, knowledge management
- Certification of skills
- Advisory services for IFMIS integration
- Helpdesk response to user requests

**Objective 2**
Improve the capacity of the DMFAS Programme to deliver effective, efficient and sustainable responses to country needs

- DMFAS 7 development
- DMFAS 6 maintenance
- Development and maintenance of capacity-development products
- Cooperation with other providers
- Establishment of regional centres
- Fund-raising

**Activities**
Countries challenges and needs

**Challenges**

- Unavailability of comprehensive debt system or current system is outdated
- Lack of detailed operational procedures or weak implementation
- Ineffective data validation process
- High staff turnover/ few training opportunities
- Debt management system not linked to PFM and other systems or platforms
- Infrequent public debt audit

**Common needs**

- Expand the coverage of debt database
- Consolidate debt databases
- Record and monitor contingent liabilities
- Improve completeness, timeliness and accuracy of data
- Strengthen capacity of local staff
- Improve debt system connectivity with other systems
DMFAS Programme Solutions (1)

- Based on achievements and lesson learned from previous SP + development in debt management and recommendations of DMFAS AGM, donors, partners and 2018 external evaluation of the Programme.

- Focus of the new SP: Expanded scope, DMFAS system, Capacity-development, Helpdesk Support and Advisory services, Cooperation with other providers
DMFAS Programme Solutions - Expanded scope

Expand scope of debt: **comprehensive coverage** needed for debt data transparency as defined by international standards:

- **Expansion of coverage of debt** to include full public sector (general government + public corporations)
- **Extension of the types of debt instruments** covered to include all traditional and non-traditional debt instruments
- Coverage will include **contingent liabilities** such as loan guarantees, in addition to data related to PPPs.
- **Support to specific institutions** will be tailored in accordance with the responsibilities of the institutions for managing and reporting different types of debt and instruments.
In response to countries need for a modern and comprehensive debt recording & monitoring system that reflects international standards and best practice in debt management, the programme provides countries with its DMFAS software:

- **The current version, DMFAS 6** a web-based software using modern technology and provides an integrated solution for recording both external and domestic debt, as well on-lending and grants in the same database.

- **A new version: DMFAS 7**, the development started in previous SP and will be a major output of this plan.
## DMFAS 7 main objectives

<table>
<thead>
<tr>
<th>Expanded coverage of debt data</th>
<th>Enhanced reporting</th>
<th>Broader scope of functionalities</th>
<th>Improved support</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Total public sector debt</td>
<td>• Workflow Support</td>
<td>• Mobile Access/Computing</td>
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<td>• Enhanced Audit &amp; Security</td>
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<td>• Front Office Functions</td>
<td>• Consolidated Full Debt Portfolio</td>
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### DMFAS 6 functionalities +

- Expanded coverage of debt data
- Total public sector debt
- Contingent Liabilities
- Financial Derivatives
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Enhanced reporting

Broader scope of functionalities

Improved support
DMFAS 7 will...

➢ respond directly to the requirement to improve debt data transparency.

➢ enable comprehensive recording, reporting, monitoring, management and analysis of the full range of public sector debt.

➢ offer facilities such as electronic forms and import/export functions for sharing data from one entity to another.
With the implementation of the technological enhancements, DMFAS 7 will allow:

✓ **Faster connectivity** and processing time (user experience)

✓ **Integration to Cloud and Software as a service** (SaaS) environments, as well as standard web applications (similar to DMFAS 6)

✓ **Full compatibility** with latest available technologies (e.g. Java application environment, networking, OS, etc.)

✓ **Integration within modern and secured environments**,

✓ **Support to high availability architectures** and compliance with latest network security standards (e.g. HTTPS, reverse proxy configurations)

✓ **Faster distribution** and support responses
DMFAS 7 development priorities

**Release 1**

**Technical**
- User Interface Standards
- Update of frameworks and support to latest technology
- Support to cloud technology
- Support to interfacing and integration
- Mobile access

**Functional**

**Priority 1**
- Enhanced Reporting
- Redesigned Debt Securities module
- Non-traditional Debt Instruments
- Expanded Analysis with links to DSF and DPA reports
- Improved Security and Audit
- Customized calculations and enhancements on existing instruments

**Priority 2**
- Contingent Liability
- Front Office
- Borrowing Plan
- Workflow
- Financial Derivatives
- Compliance with IPSAS (accrual accounting)
Development and Progress

– Development is ongoing
– Progress includes: update of framework and reporting tools, support to new application servers, enhanced audit and security, migration of 3 modules to the new technology in addition to business requirements for a number of new functionality
– Funding and resource constraints slowed down the development
– DMFAS 7 (first version) is expected to be completed by Spring 2021 with a first distribution in second semester of 2021
In response to countries’ needs to sustain and strengthen their capacity for debt data recording, reporting and monitoring, the DMFAS Programme offers a comprehensive portfolio of capacity-development modules.
### DMFAS Programme solutions - Existing Capacity Development

**Capacity Development portfolio**

<table>
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<th>CURRENT PRODUCTS</th>
<th>NEW PRODUCTS</th>
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<td><strong>Workshops</strong></td>
<td><strong>E-learning, Framework, Self-study</strong></td>
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</table>
| • DMFAS functional training  
  (basic and advanced) | • E-Learning (blended)  
  Basics of Government Securities  
  Market & Financial Calculations  
  **Framework**  
  Debt-DQA  
  **Self-study**  
  • Debt Reorganization  
  • Basic Debt Concepts  
  • DMFAS Tutorials  
  (recording IDA and AfDF loans,  
  recording money market  
  instruments, recording bonds,  
  Query Tool) |
| • DMFAS technical training (installation and maintenance)  
  • Procedures (French)  
  • Debt Data Validation  
  • Debt Statistics  
  • Debt Portfolio Analysis  
  • Training in Oracle  
  • DMFAS Database Structure and Architecture  
  • Development of IFMIS links and other interfacing | |
DMFAS Programme solutions - New Capacity Development

- Data Collection methods
- Extracting data from DMFAS in Excel
- Handling non traditional debt instruments
- Recording of Suppliers credits, onlending, interpreting loan agreements, and complex standard loans
- Contigent Liabilities, PPPs

Capacity Development portfolio
Certification framework for DMFAS users to formally recognize the skill of debt management office staff in operating the DMFAS software.

Benefits:
- standardizing minimum competencies,
- facilitating identification of potential trainers,
- professional recognition and increasing autonomy of DMOs.

Modality:
- Workshops and self-training
- Tests and quizzes

Evaluations based on learning objectives defined for each DMFAS module (Administration, Mobilization, Debt Service, Reports, etc.) + basic understanding of debt management practices.

A roster of certified users or “super user” will be maintained in a trainee database.
DMFAS Programme solutions - Helpdesk and Advisory Services

In response to the needs of debt management offices for continuous support, the programme provides a helpdesk service to assist with day-to-day problems.

It will also offer advisory services in the following areas:

– integration of debt management within governments’ IFMIS
– data security
– data backup and recovery
Maximize synergies with other providers of technical assistance:

– Regional organisations: MEFMI

– International Organisations: World Bank and IMF

– Technical Assistance providers: COMSEC

– Other
Results and impact

- Information system established
- Comprehensive, reliable database
- Enhanced knowledge of debt management
- Enhanced transparency & reporting
- Improved Operational Risk Management
- Improved Front Office operations
- Facilitated Debt Analysis

Improved technical & functional capacity

- Recording
- Processing
- Monitoring
- Reporting
- Analysing

Sustainable Public Debt
Conclusion

➢ Comprehensive new Strategic Plan that takes account of needs & views of all stakeholders

➢ Results from 2016-19 plan = excellent foundation

➢ Responds to the critical challenges faced by DMOs in the coming years

➢ Feedback from Advisory Group needed to maintain continued relevance of plan