

UNCTAD's Seventh Debt Management Conference

9-11 November 2009

Capacity-Building needs in Debt Management: UNCTAD's response

by

Mr. Gerry Teeling

Chief, DMFAS Programme

UNCTAD

The views expressed are those of the author and do not necessarily reflect the views of UNCTAD

Capacity-Building needs in Debt Management: UNCTAD's response

Gerry Teeling,
Chief, DMFAS Programme
UNCTAD

7th UNCTAD Debt Management Conference, Geneva, 11 Nov. 2009



Contents

1. UNCTAD's DMFAS Programme
2. Our approach to meeting countries' needs
3. What we offer
4. How we deliver
5. Summary of UNCTAD's response

UNCTAD's DMFAS Programme

- **TA programme established in early 1980s**
- **Mission: Assist developing countries to strengthen their human and institutional capacity to manage public debt**
- **Support for over 100 institutions in 66 countries**

Our approach to meeting countries' needs: Tailor-made projects

1/3

- **Needs** – appropriate capacity-building solutions designed to suit the particular needs of the debt management office
 - *‘Address the right needs at the right time with the right solutions’*

- **UNCTAD’s response:**
 - Try to understand all needs – systematic needs assessment
 - Tailor-made technical assistance projects designed together with the DMO



Our approach to meeting countries' needs: International standards

2/3

- **Needs** – guidance, training and tools for international standards, requirements and best practices:
 - Reporting and statistics (DRS, GDDS, QEDS, SDMX)
 - Organisational setup
 - Aid transparency (Paris Declaration, Accra Agenda)

- **UNCTAD response:**



- Participation in standard setting bodies (TFFS, IATI, SDMX)
- Integration of standards & new methods into DMFAS software & capacity-building modules
- Training on use of standards & best practices (data validation, statistical bulletins....)

Our approach to meeting countries' needs: Coordination and partnership

3/3

- **Needs** – countries need the many providers of TA in debt management to ensure:
 - No duplication
 - No overlapping
 - Compatibility - solutions support each other
 - Consistency with comparative advantage
 - Avoidance of 'TA fatigue' in debt offices

- **UNCTAD response** – prioritise coordination:
 - Share work plans and mission calendars
 - Prioritise our core competences - recording to debt portfolio analysis
 - Partner with other providers (regional organisations, WB, IMF..., INTOSAI/IDI, DMF partnership)
 - Synergy with UNCTAD's research and analysis



What we offer:

Range of services

1/5

- **Needs** – comprehensive capacity-building for coverage of all debt functions:
 - Back, Middle, Front Office
 - Centralised and decentralised responsibilities
 - Recording through to Debt Strategy

- **UNCTAD's response:**
 - Debt management software (DMFAS)
 - Portfolio of capacity-building modules
 - Advice & guidance
 - Sustained support

What we offer:

Comprehensive debt coverage

2/5

- **Needs** – Coverage of all debt types & instruments

- **UNCTAD's response** – new version of software and capacity-building modules, covering:
 - Public external debt

 - Publicly guaranteed debt

 - Domestic – Money market Instruments, Bonds and Notes, Promissory Notes, Others

 - Private external debt –detailed or aggregated

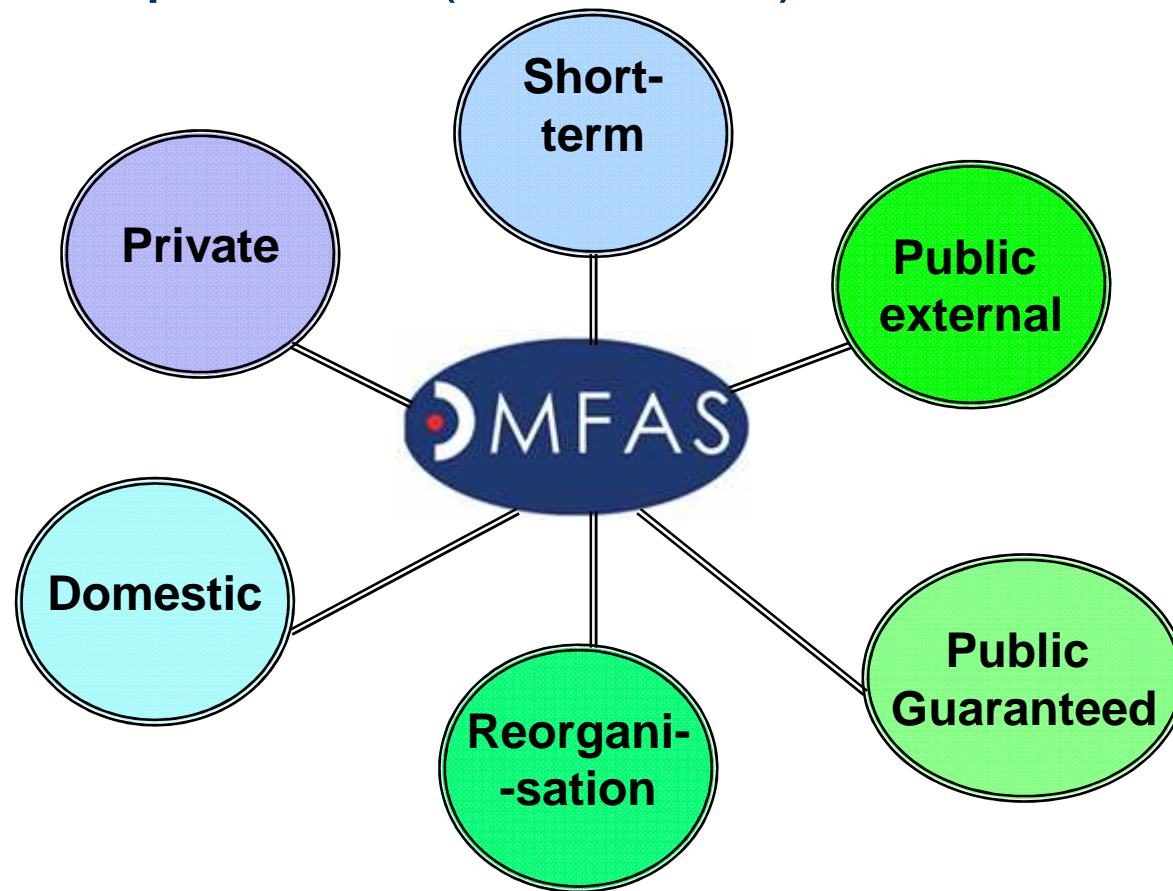
 - Short term external debt

What we offer:

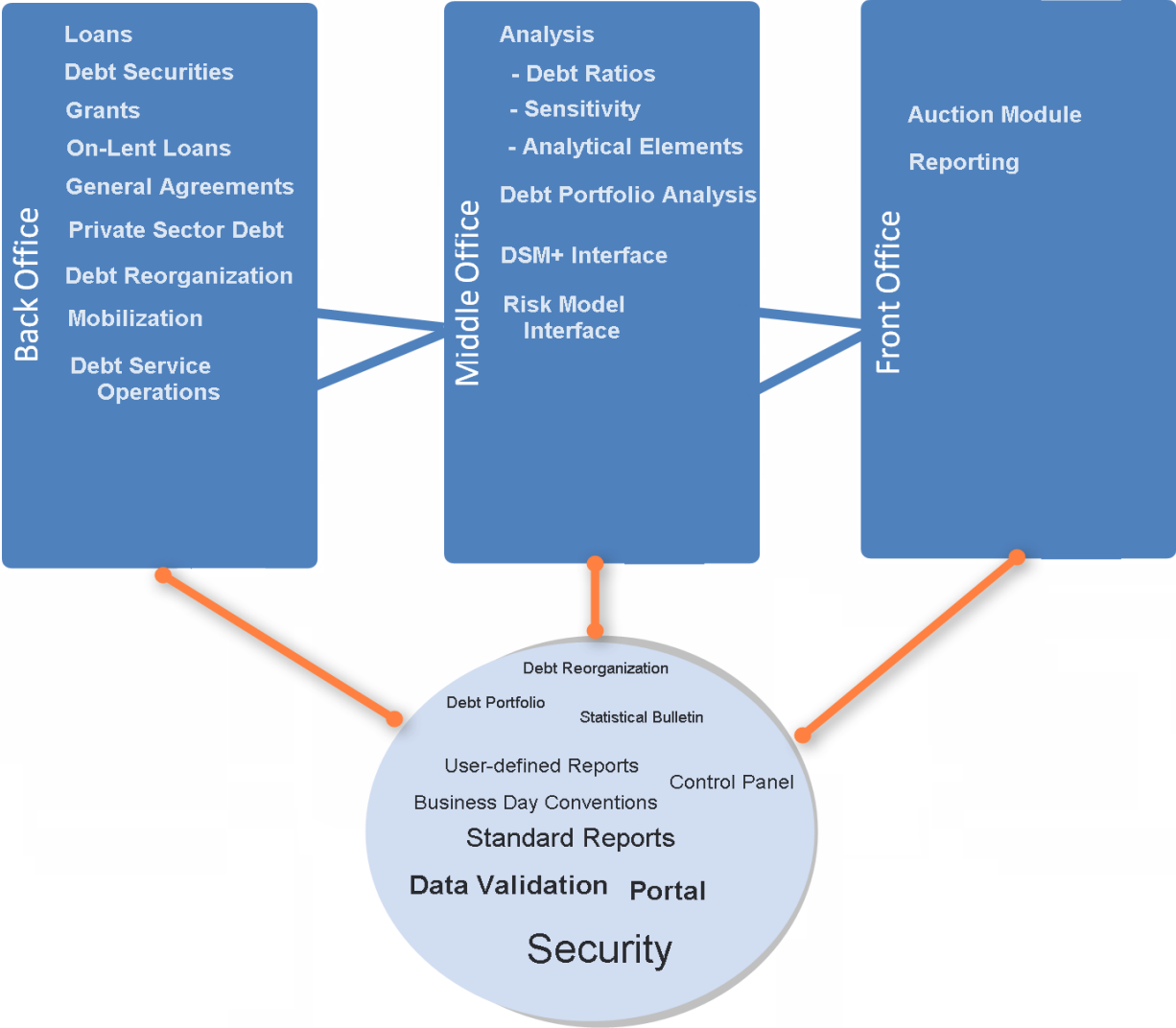
Comprehensive debt coverage

3/5

- **UNCTAD's response** – 1 consolidated view of debt portfolio (DMFAS 6):



DMFAS 6: Comprehensive solution



What we offer:

Training and support

4/5

- **Needs** – Training in full spectrum of debt management functions

- **UNCTAD's response** – portfolio of results-oriented capacity-building modules
 - Basic concepts of debt management
 - Debt data validation
 - Debt statistics
 - Debt portfolio analysis
 - Linkages with other systems (PFM/IFMIS)
 - Supporting risk analysis and debt strategy
 - Technical training for software support

What we offer:

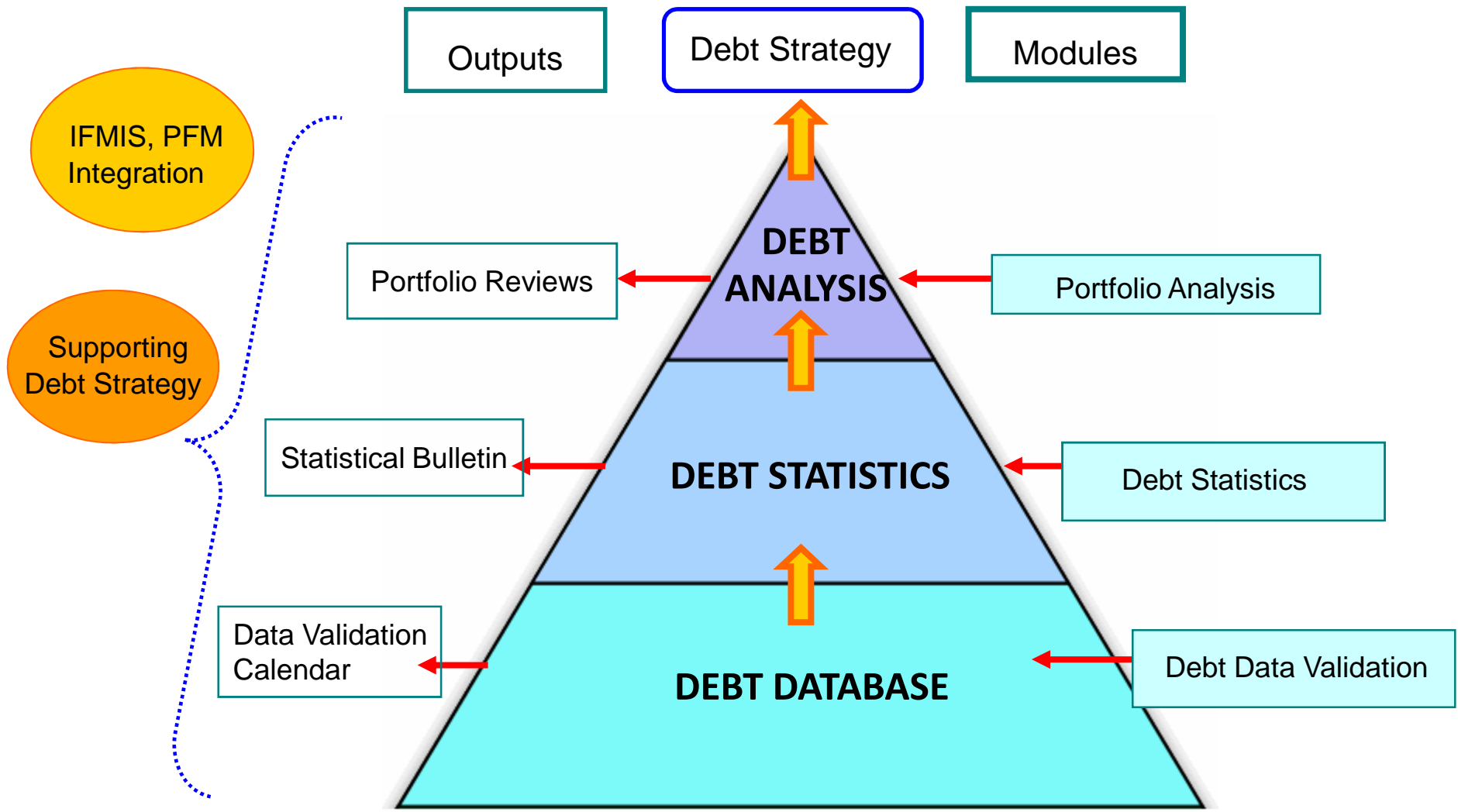
Support for linkages

5/5

- **Needs** – support integration of debt management functions within PFM framework:
 - Fiscal and monetary policies
 - Integrated financial management systems (IFMIS)
 - Aid Management – growing need
 - Decentralisation of functions – sub-national debt

- **UNCTAD response** – training, advice and software for linkages to other systems:
 - Standard interfaces
 - Web-enabled software (DMFAS 6)
 - Specific capacity-building modules
 - Support for local staff

DMFAS Capacity-building modules



How we deliver

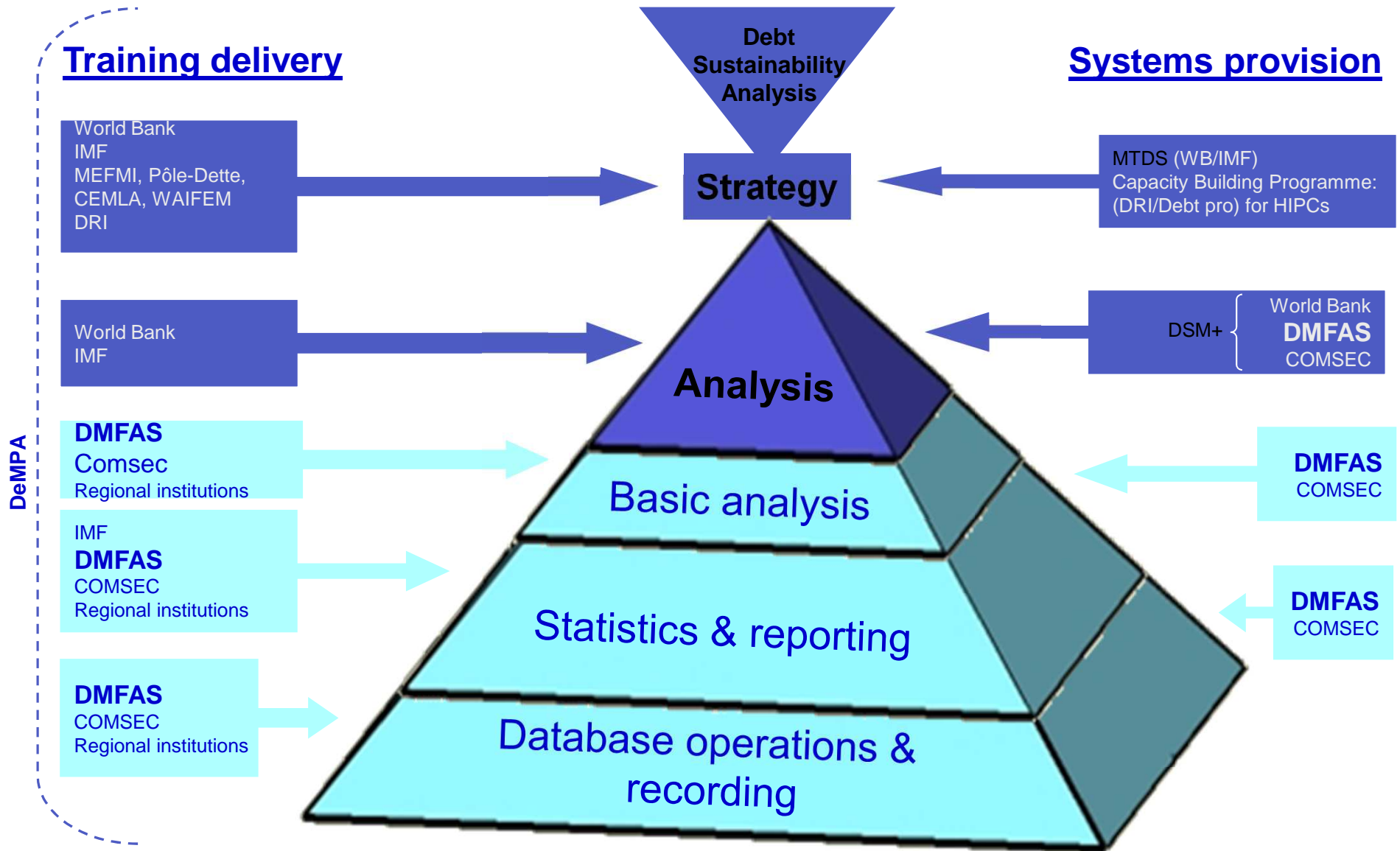
- **Challenges for capacity-building:**
 - High staff turnover in debt management offices
 - Dynamic changes in practices, demand, technology
 - Increasing demand on debt manager
 - Balancing expectations with availability of resources

- **Our approach** – strive for capacity-building that is:
 - **Appropriate:** variety of delivery methods, ‘a la carte’ offering of training modules for all levels
 - **Measurable:** results-based projects, (extended) DEMPA
 - **Repeatable:** portfolio of standard, flexible training modules; Local and regional experts from other debt offices
 - **Sustained response** to changing needs; ongoing Helpdesk function
 - **Consultative:** dialogue; DMFAS Advisory Group

Summary of UNCTAD's response

- 1. Understand the needs – systematic needs assessment and consultation**
- 2. Comprehensive, tailored, results-based projects**
- 3. State-of-the-art Web-based software (DMFAS 6)**
- 4. Portfolio of capacity-building modules**
- 5. Comprehensive coverage of all debt types and instruments**
- 6. Full support for integration with other functions and systems**
- 7. Coordination with other TA providers a priority**
- 8. Sustained response**

Summary: DMFAS capacity-building focus



Thank You