



Capacity-building modules of the DMFAS Programme



MODULE ON PROCEDURES

Background

Present in all areas of activity, procedures are a key element in the organization of the world of work and new management practices, whether in private companies or in public institutions and administration. They are one of the tools for improving quality as well as performance, both operational and organizational.

However, the verdict on procedures, whether undertaken for compliance purposes or voluntary, is harsh: too cumbersome, too complex, often unread or unapplied. How many procedures are still in Revision 1? Nevertheless, procedures that are adapted, well-written and easy to update can be useful and often indispensable tools for the proper functioning of a department or organization.

It is in the interest of debt management offices, in particular, to formalize their operating procedures or to preserve experience related to the use of their debt management software through operating modes.

This capacity-building module of the DMFAS Programme is intended to strengthen the business processes of the national debt office by providing assistance in the formalization of the procedures related to different debt functions as well as debt data administration and security.

After receiving initial training on procedures, participants will draft procedures (or operating modes) covering the key or critical debt functions they have identified. In particular, they may decide to document various procedures required in international standards, such as those defined in the Debt Management Performance Assessment (DeMPA) methodology of the World Bank.

Capacity-building activities implemented by the DMFAS Programme

- a) Assessing the existing capacity of the government institution (including the institutional environment, policy instruments and organizational arrangements) and establishing goals concerning the capacity to be developed
- b) Providing training and follow-up activities appropriate to the institution

Objectives of the module

With this capacity-building module, your institution will be able to produce procedures that are useful, usable and used. The objectives are as follows:

1. To provide you with the keys to sound decision-making and to the right choices in the area of procedures.
2. To foster your ownership of the methodology for developing procedures.
3. To enable you to apply best practices for efficient and sustainable procedures.

Module's delivery

The module is delivered in three phases:

- An initial workshop of 2 weeks, including training on procedures and hands-on activities, intended to lead to the elaboration of a draft action plan
- A drafting period, by institution, with remote and on-site support from the DMFAS Programme
- A follow-up workshop to finalize procedures

Outputs

At the end of the module, the debt office will produce the following outputs:

- A template of procedures and operating modes specific to the institution
- Its procedure on the production, approval and update of procedures and other documents
- A set of procedures, operating modes and other documents (for example, data entry forms) in the validation or approval phase
- A communication or training plan on documented procedures and operating modes

Targeted audience

- a) Any director, department head, executive or employee involved in the organization of work or having responsibilities relating to procedures.
- b) Any employee involved in the drafting or revision of procedures.



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Content of the training workshop

Week 1: the fundamentals of a procedure approach

Concepts relating to processes, procedures and work instructions; the documentary pyramid; the different objectives for developing procedures; the most frequent difficulties; and a methodology for developing procedures

Week 2 : the fundamentals of drafting procedures

The rules for writing procedures; flow diagrams; the content of a procedure; the format of procedures; and document management of procedures

The workshop combines presentations, case studies and active discussions in small work groups.

At the end of the workshop, a draft plan of action is elaborated, including the list of procedures and operating modes to be documented and the agreed timeline.

The plan of action is then approved and implemented by the debt office that will assign relevant staff to draft the procedures.

Examples of procedures covering debt functions: preparing the debt strategy; contracting loans; issuing domestic debt securities; issuing a loan guarantee; mobilizing loans

Examples of operating modes relating to DMFAS: Recording exchange rates; validating DMFAS data; performing a back-up of the database; creating a DMFAS user

How can I obtain the capacity-building module on Procedures?

In general, all DMFAS activities at the national level are implemented through a technical cooperation project between UNCTAD and the government institution that requests a DMFAS Programme product or service.

After receiving a request from the government institution, UNCTAD will conduct a needs assessment during which a dedicated project manager will meet with the institution's staff to discuss their challenges and requirements and to recommend the activities to be integrated into a project document for subsequent signature and funding.

Some activities can also be provided in the framework of regional workshops at the initiative of regional or international organizations.

For further information, please contact the DMFAS Programme:

Telephone: +41 22 917 5924

Fax: +41 22 917 0045

Email: dmfas@unctad.org

About the DMFAS Programme

Integrated as a key activity of UNCTAD, the DMFAS Programme is part of the Debt and Development Finance Branch of the Division on Globalization and Development Strategies. Its overall objective is to strengthen the capacity of developing countries and countries with economies in transition to manage their debt in an effective and sustainable way, in support of poverty reduction, development and good governance.

The DMFAS Programme offers countries a set of proven solutions, including a specialized debt management software, also called DMFAS, as well as advisory services and training activities in debt management. The Programme has so far provided its products and services to 108 institutions in 70 countries.

Other capacity-building modules offered by the DMFAS Programme

Debt Data Validation

Objective: to improve the capacity of the debt office to adopt organizational arrangements, including internal procedures, that would guarantee the quality and reliability of debt data on a long-term basis.

Production of a Statistical Bulletin on Debt

Objective: to improve the capacity of the debt office to produce reliable and timely statistics on external and public debt that are consistent with international standards.

Debt Portfolio Analysis

Objective: to improve the ability of debt managers to interpret and assess the structure, composition and risks of the debt portfolio and to assist them in conducting an analysis of the debt portfolio.