



Debt Management and
Financial Analysis System
Programme

ANNUAL REPORT



**United
Nations**

2022 ANNUAL REPORT

Debt Management and
Financial Analysis System
Programme



**United
Nations**

Geneva, 2023

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NOTE

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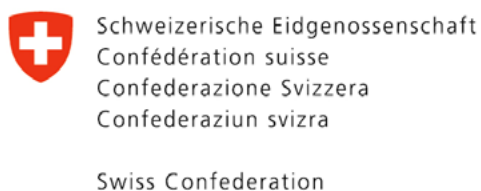
The designations of country groups are intended solely for statistical or analytical purpose and do not necessarily express a judgment about the stage reached by a particular country or area in the development process.

All references to dollars are to United States dollars, unless otherwise specified.

In tables:

One dot (.) indicates that the data are not applicable

A dash (–) indicates that the amount is nil or negligible



European Union

LIST OF ACRONYMS

ADB	Asian Development Bank
AGM	Advisory Group Meeting
COVID-19	coronavirus disease
Debt-DQA	Debt Data Quality Assessment
DeMPA	Debt Management Performance Assessment
DMFAS	Debt Management and Financial Analysis System
DMO	debt management office
DQAF	Data Quality Assessment Framework
DRS	Debt Reporting System
DSA	debt sustainability analysis
DSSI	debt service suspension initiative
ESCWA	Economic and Social Commission for Western Asia
GFSAC	Government Finance Statistics Advisory Committee
GNI	gross national income
IFMIS	integrated financial management information system
IMF	International Monetary Fund
IPSAS	International Public Sector Accounting Standards
MEFMI	Macroeconomic and Financial Management Institute of Eastern and Southern Africa
MTDS	medium-term debt strategy
PEFA	Public Expenditures and Financial Accountability Framework
PFM	public finance management
QEDS	Quarterly External Debt Statistics
QPSD	Quarterly Public Sector Debt statistics
SDG	Sustainable Development Goals
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme

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EXECUTIVE SUMMARY

This annual 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) at the end of 2022. It is intended for the Programme's donors, development partners and beneficiary countries, and for all those interested in debt and development issues.

Over its 41 years of existence, the Programme has provided assistance to 116 institutions in 75 developing countries. In 2022, 85 institutions from 60 economies were active DMFAS users, including one new, Equatorial Guinea, and two returning users, Yemen and the State of Palestine. Nearly three quarters of DMFAS users had either low-income or lower middle-income countries and in 2022 over 70 per cent of DMFAS Programme's project expenditures were for these countries.

In 2022, the overall outlook for external debt sustainability in developing countries remained of serious concern for the international community, aggravated by the war in Ukraine, the coronavirus disease (COVID-19) pandemic, and climate change. The greater reliance on public borrowing to meet pandemic-related public spending demands was accompanied by rising levels of public debt, increasing debt repayment burdens and higher risk of debt distress. Similarly, there were major concerns about problems with debt data transparency in a number of countries. It is widely recognized that in such circumstances, the effective management of public resources and liabilities, including public debt, has become even more necessary. Capacity to record, monitor and report effectively on public debt also remains crucial to mitigating risks to debt sustainability while countries need to borrow significantly to address the socioeconomic effects of the pandemic and global crises. Effective debt management, including debt data transparency, is also critical in the implementation of emergency financing and debt moratorium measures adopted by the international community.

Notwithstanding the increasing importance of effective debt management, many developing countries continued to lack the necessary capacity to manage debt effectively. Faced with increasingly complex debt portfolios, significant weaknesses in legal and institutional frameworks, staffing and skills as well as systems undermined the ability of countries to manage public debt.

In this context, DMFAS strategic plan 2020–2024 continued to be very relevant as part of an effective response to the grave concerns about the overall outlook for external debt sustainability in developing countries and the challenges associated with the COVID-19 crisis. Extended by the DMFAS Advisory Group in December 2022 for an additional year due to the pandemic, the plan focuses on strengthening debt data transparency and capacity development in recording, processing, monitoring, reporting and analyzing public debt, the downstream areas of debt management considered as the foundations for effective debt management. Its overall development objective remained fully valid and relevant as it is to strengthen governments' capacity to manage their debt effectively and sustainably in support of poverty reduction, development, transparency and good governance.

For DMFAS user countries, the priority in 2022 continued to maintain capacity to ensure that comprehensive, accurate and timely information on public debt was available in support of policy decisions and risk management. Demand for Programme support remained very high, in particular with regard to capacity-building and requests to the Helpdesk. In response to countries' needs, the Programme provided continuous support and guidance on ensuring the accuracy and completeness of public debt records and comprehensive and

timely reporting. The methods of delivery of activities changed in response to restrictions on travel and were continuously adapted to the changing situation. After two years of providing support remotely, the Programme resumed field activities and continued the delivery of online training and support including through the Helpdesk. The Programme was therefore able to provide countries' debt management offices with continuous support to help improve their capacity to address debt management challenges. It also synergized its efforts in this direction with those of other organizations providing technical assistance in debt management.

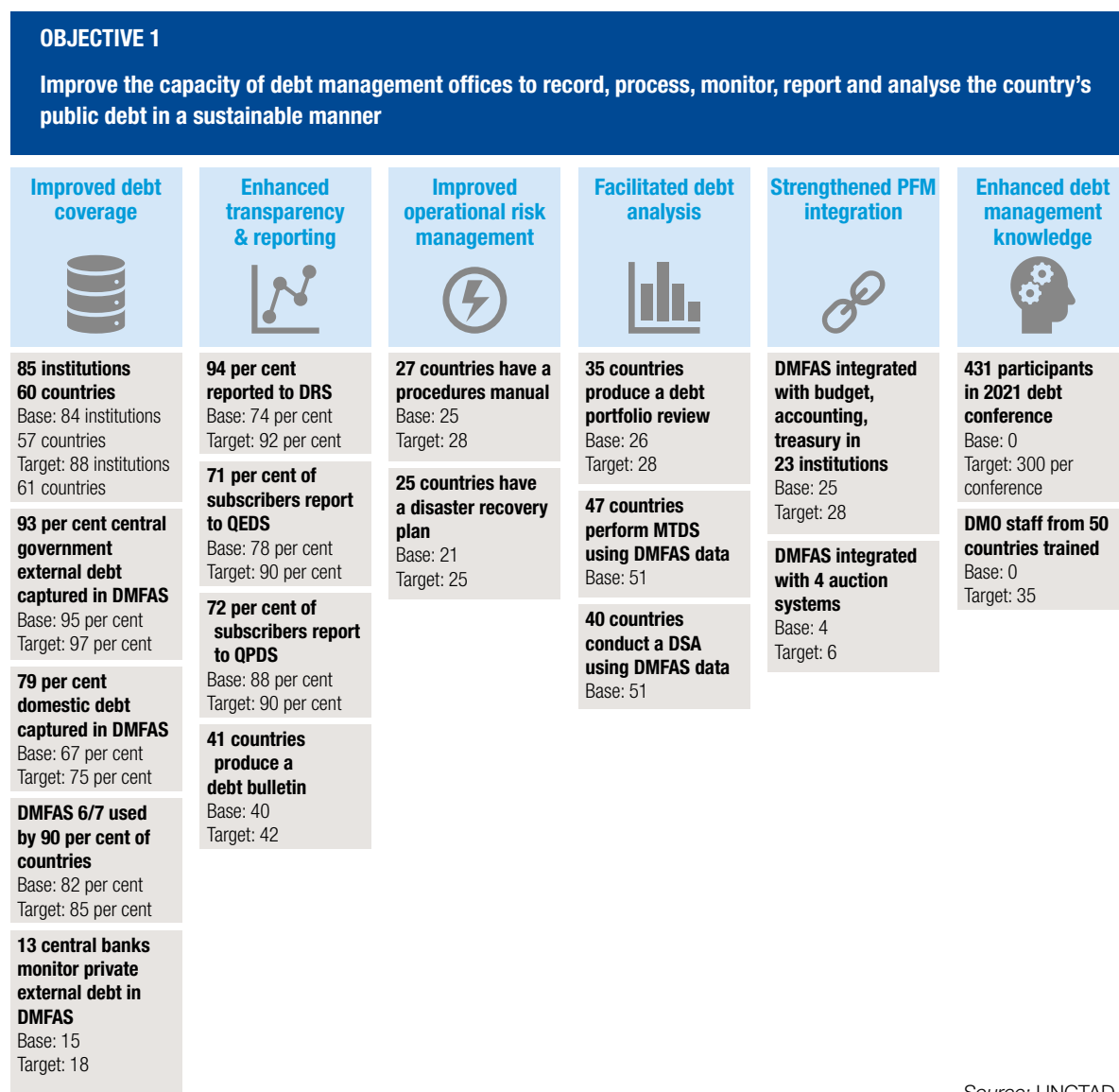
In 2022, results under objective 1 demonstrated improvements under the majority of the performance indicators of the Programme (Figure 1). This includes *progress in debt coverage*, in particular for domestic debt. In relation to government and government-guaranteed external debt, 93 per cent of user countries had complete records in DMFAS. As evidence of a continuing positive trend in domestic debt recording, 79 per cent of DMFAS 6 user countries responsible for managing domestic debt reported having comprehensive records. The indicators related to *transparency and reporting* include 41 countries regularly publishing debt statistics bulletins. Additionally, in 2022, the share of countries reporting to the World Bank Debtor Reporting System was stable¹, and there was an increase in the number of countries reporting effectively to the Quarterly External Debt Statistics and Quarterly Public Sector Debt databases. Results also demonstrated the increasing importance of operational risk management, in particular in relation to debt management procedures. Results under *debt analysis* showed a general increase since the start of the implementation of the current strategic plan in the number of countries conducting debt portfolio analysis, with 35 countries doing so in 2022. Despite a general increase since the start of the strategic plan, results also reflected the challenges faced by debt offices in sustainably conducting regular debt portfolio analyses and in the continued commitment to preparing medium-term debt strategies and debt sustainability analysis using DMFAS data. In relation to *strengthened public finance management integration*, the Programme continued to support the 23 institutions that already have interfaces between their national systems and DMFAS 6 in their efforts to upgrade information technology systems.

In relation to *enhanced debt management knowledge*, in addition to DMFAS training and capacity-building activities, the Programme organized the thirteenth Debt Management Conference and the thirteenth DMFAS Advisory Group meeting in December with 431 participants from over 100 countries, institutional organizations, civil society and academia.

The Programme continued to provide assistance in debt reporting and implementation of debt reorganization initiatives, such as the Group of 20 Common Framework for Debt Treatments beyond the Debt Service Suspension Initiative, by supporting debt management offices in recording terms and conditions in the debt database.

¹ In accordance with the confidentiality agreement with the World Bank, information on the quality of reporting is not disclosed in DMFAS Annual report.

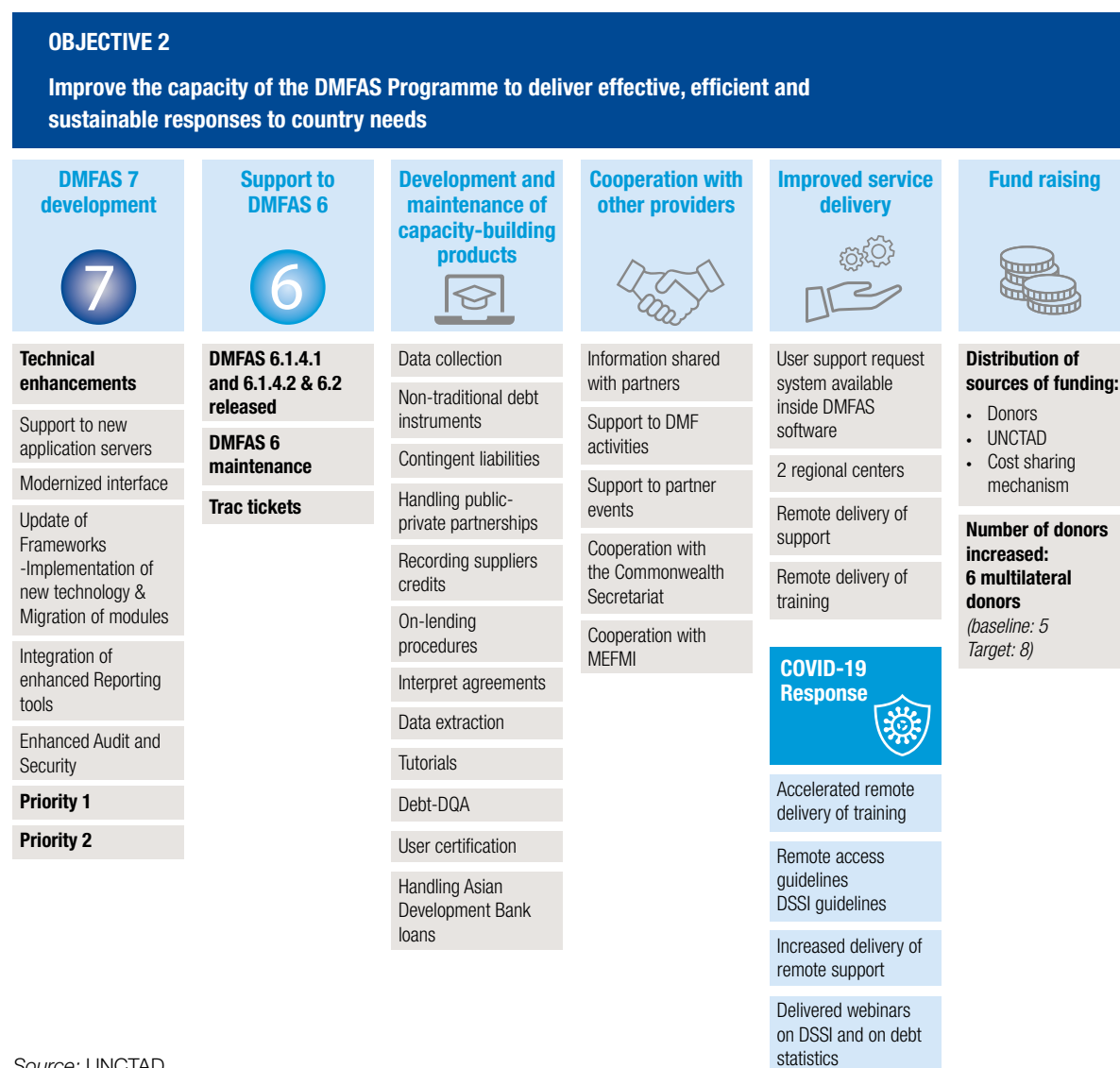
Figure 1. Summary of achievements on Objective 1 in 2022



Source: UNCTAD

Under objective 2 (see figure 2), progress on DMFAS 7, the major new version of the system, development of which had experienced delays in previous years, focused primarily on the completion of Release 1. Utilizing the already-built user interface (“front end”) and library of processing (“back end”) components, the development team focused on both finalizing the migration of essential functionalities from DMFAS 6 to the new platform and on developing new features such as the managerial dashboard, enhanced reporting tools, strengthened analytical functions and the management of additional debt instruments (overdraft, currency and deposits, Special Drawing Rights allocation etc.). DMFAS 7 release 1 was demonstrated at the DMFAS Advisory Group in December 2022, with positive feedback, and will be beta tested in selected client offices in the first semester of 2023, with a view to commencing distribution to countries in the second half of the year. Additionally, an update of DMFAS 6, release 6.2, was distributed. Expected to be the last major release of DMFAS 6, this update contains new functionalities and enhancements including nominal value calculations, the Medium-Term Debt Strategy Interface, enhancements to the handling of the Debt Service Suspension Initiative and technical updates to strengthen security and performance.

Figure 2. Summary of achievements on Objective 2 in 2022



Source: UNCTAD

Progress was also made in the *development and maintenance of capacity building products*, including the adaptation of existing material to remotely deliver capacity building support, and the distribution of the basic debt concepts module in French to make it accessible to a wider audience. In relation to self-learning material, guidelines and tutorials were updated.

In relation to *improved service delivery*, the online portal for technical documentation was updated and updated technical and installation guides, in particular for DMFAS 6.2, were released. The Helpdesk continued to be a key communications channel with users, to ensure continued access, including remotely, to DMFAS and received an increased number of demands.

Active cooperation with partners continued in 2022 and included participation in partner events. In particular, the Programme actively worked with the Macroeconomic and Financial Management Institute of Eastern and Southern Africa, MEFMI, in the delivery of joint activities. In 2022, UNCTAD and MEFMI signed a partnership agreement to support the countries in the region. In addition, as implementing partner of the Debt Management Facility (DMF), the Programme participated in three DMF activities.

As part of the results-based-management framework, an independent evaluator conducted a midterm review of the implementation of the strategic plan 2020–2024. Final conclusions and recommendations were presented at the DMFAS Advisory Group meeting in December 2022. The evaluator found a high level of satisfaction among users with DMFAS products and services and that DMFAS was highly effective and efficient in providing services. He noted that DMFAS support was essential in the production of the debt information required to conduct upstream debt functions, such as debt sustainability analysis. The evaluator acknowledged the strategic contribution of the Programme to strengthening debt data transparency and public accountability in user countries and that the “Programme had a high, sustainable positive impact”.

The Advisory Group in its conclusions² commended the very positive results achieved to date by the Programme in the implementation of the strategic plan and endorsed the conclusions of the evaluator, reaffirming the high, sustainable positive impact of the Programme on debt management. The Group noted its appreciation of the highly effective support in responding to the needs of debt management offices resulting from the pandemic, and stressed the importance of providing continuous training and capacity-development opportunities. The Group expressed its appreciation for the development of DMFAS 7, which would enable expanded data coverage and be more intuitive and respond to important reporting and analytical needs. The Group emphasized the essential role of the Programme in assisting countries in building sustainable capacity for the effective management of public debt, and stressed the importance of having the funding necessary to respond effectively to critical and evolving needs in developing countries.

In their statement to the Advisory Group, donors stressed the importance of high-quality debt data and transparency and commended the work of the Programme as a key pillar of debt management efforts globally. They expressed their appreciation of the “significant, continuous effort and impressive impact” of DMFAS.

In relation to financing, in 2022 the Programme was able to prioritize primary strategic plan objectives, DMFAS 7 software development and response to country needs. In line with the budget, significant investments were made in the development of DMFAS 7, including with regard to outsourcing. The generous support of current donors to the Programme, namely France, Germany, Ireland, the Kingdom of the Netherlands, Switzerland and the European

² Conclusions of the DMFAS Advisory Group are available in English, French and Spanish here: <https://unctad.org/dmfas/DMFASAdvisorygroup>

Union, enabled the Programme to make considerable progress in these priority areas. With the lifting of pandemic-related travel restrictions, the Programme was able to conduct in-person missions resulting in cost-recovery and cost-sharing increasing significantly in 2022 from 2020 and 2021 (approximately 70 per cent). The payment of maintenance contributions reached expected levels, demonstrating the continued commitment of client countries to supporting the Programme.

In conclusion, developments in 2022 continued to highlight the relevance of the Programme in response to the difficulties faced by countries. Programme activities during the year addressed the pressing needs of countries facing the challenges of financial vulnerabilities and increased risks of debt distress, aggravated by the pandemic-related health and economic crises. DMFAS strategic plan 2020–2024 proved to be effective and adaptable in supporting the efforts of the countries to ensure the availability of comprehensive, accurate and timely information on public debt, thereby contributing to external debt sustainability and debt data transparency.

PROGRESS IN IMPLEMENTING THE STRATEGIC PLAN

1 Overview of strategic plan 2020–2024

Approved by the DMFAS Advisory Group in November 2019, the current strategic plan for the DMFAS Programme started in January 2020 and has been extended for one additional year to December 2024. The plan is forward-looking plan, established for the Programme to continue to deliver high-quality, relevant assistance to developing countries in response to debt management needs. The plan is in line with the United Nations and international mandates relevant to the work of the Programme (annex 1).

The overall purpose of the strategic plan is to contribute to improvements in debt data transparency by helping developing countries strengthen capacity for debt data recording, reporting and monitoring. The resulting improvements in debt data will contribute to improved debt management, risk management and debt sustainability analysis, and address concerns raised by the international community about the overall outlook for external debt sustainability and related problems with debt data transparency.

The development objective of the strategic plan is to strengthen Government capacity to manage debt effectively and sustainably, in support of poverty reduction, development, transparency and good governance.

In line with the development objective and the comparative advantages of the Programme, the strategic plan has two main objectives. The first is to improve the technical and functional capacity of debt management offices to record, process, monitor, report and analyse country's public debt in a sustainable manner. The second objective is to improve the capacity of the Programme to deliver effective, efficient and sustainable responses to country needs (figure 3). As under previous plans, strategic plan 2020–2024 includes performance indicators that allow for the monitoring of progress throughout implementation (see annex 2).

Figure 3. Overview of the DMFAS strategic plan 2020–2024

Areas of focus: - Strengthening debt data transparency - Capacity development in downstream debt management - General government	OVERALL 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	Objective 2: Improve the capacity of the DMFAS Programme to deliver effective, efficient and sustainable responses to country needs
	Capacity-building on debt data validation and Debt-DQA debt statistics, debt portfolio analysis, procedures manual	DMFAS 7 development
	Advisory services for IFMIS integration	Support to DMFAS 6
	Certification of skills in DMFAS usage	Development and maintenance of capacity- development products
	Knowledge management thorough conferences, Newsletters, Website	Cooperation with other providers
	E-learning and self-learning	Establish regional centres
	Helpdesk response to user requests	Fundraising

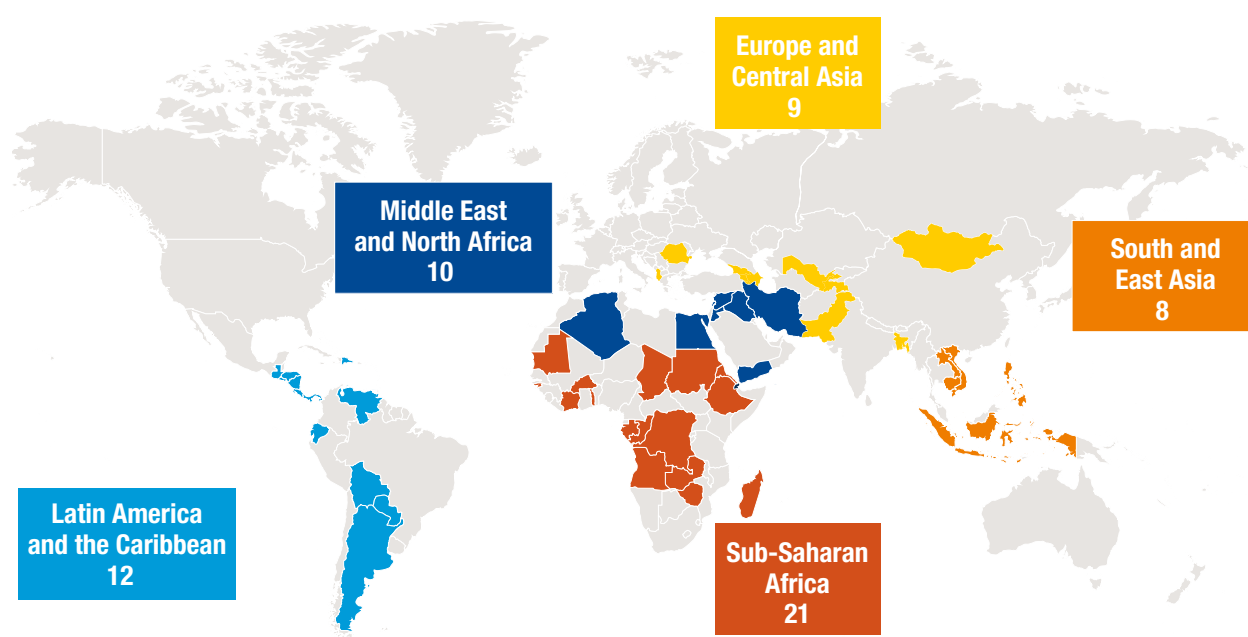
Source: UNCTAD

DMFAS user countries

Since its inception in 1981, the Programme has provided technical assistance to 116 institutions in 75 countries, including one new country in 2022, Equatorial Guinea, and two returning countries, Yemen and the State of Palestine. The high number of DMFAS clients, with a fidelity rate of 80 per cent since the establishment of the Programme, shows the continued relevance of the system and related capacity-building services to developing countries.

In 2022, the DMFAS community was strong with 60 countries (figure 4), one-third of which were in Sub-Saharan Africa; one fifth in Latin America and the Caribbean; and the remainder in Asian, Europe, Middle East and North Africa.

Figure 4. Geographical distribution of DMFAS user countries, 2022



2. Key results achieved in 2022

Information on Programme performance in 2022 is provided in this section.

Results under objective 1

The indicators under Objective 1 show progress in debt recording.

Results include the following:

- Government information systems established for effectively managing complete, up-to-date and reliable debt databases. At end 2022, **60 countries**, including one new, Equatorial Guinea and two returning countries, Yemen and the State of Palestine, comprising 85 institutions, were actively using DMFAS.

- **93 per cent** of countries had developed comprehensive, reliable debt databases covering central **government and government-guaranteed external debt**, which is stable compared with in 2021.
- **79 per cent of DMFAS 6 user-countries** with debt management offices responsible for monitoring domestic debt, were using DMFAS to manage their entire **domestic debt portfolio**. This shows the continued efforts of DMFAS countries to improve external and domestic debt records, such as in Egypt and Azerbaijan.
- **13 central banks** were monitoring **private external debt** using DMFAS.

In relation to *enhanced transparency and reporting*, in 2022, there was a return to more regular debt reporting, although some countries still faced challenges, as follow:

- **94 per cent** of low-income or middle-income countries reported to the **World Bank Debtor Reporting System**.³
- **68 per cent** of user countries subscribed to the **IMF-World Bank Quarterly External Debt Statistics database (QEDS)**, 71 per cent of which provided data for the third quarter of 2022 on a timely basis. Four countries started to report in 2022, and four countries have not yet reported on the most recent quarter.
- **72 per cent** of user institutions that subscribed to report to the **IMF-World Bank Quarterly Public Sector Debt database (QPSD)** reported on time for the third quarter of 2022. Two new countries have started to report in 2022, and two have not yet reported on the most recent quarter.
- **41 countries produced debt statistics bulletins**. Countries that produced a debt bulletin for the first time or resumed publishing included Angola and the Congo. Under the strategic plan, this indicator has been strengthened by adding the publication of the bulletin as a success criterion.

In relation to *operational risk management*, results include the following:

- **27 countries have an up-to-date procedures manual** for back-office operations.
- **25 DMFAS user countries have a disaster recovery plan (DRP)** for the DMFAS software.

In relation to *facilitated debt analysis*, results are stable in basic analysis, medium-term debt strategy and debt sustainability analysis targets and include the following:

- **35 countries prepared debt portfolio reviews**, including one new country (Angola).
- DMFAS is the main source of debt data for preparing a medium-term debt strategy in 47 countries and for debt sustainability analysis in 40 countries.

In relation to *integration with public finance management*, **23 institutions in 18 countries had linked the DMFAS database with other financial management systems**, 19 of which with treasury systems and 4 with auction systems.

In relation to *enhanced debt management knowledge*, nearly three quarters of activities were delivered remotely. In 2022, the Programme trained **609 officers from 28 countries, 48 per cent of whom were women**. In addition, 431 experts (332 in-person and 99 online), of which 44 per cent of women, from 102 countries, international organizations, academic institutions and civil society participated in the thirteenth UNCTAD Debt Management Conference.

93% of external central government debt recorded in DMFAS



79% of domestic debt recorded in DMFAS



41 countries produced debt statistics bulletins



Procedures manuals in 27 countries



DRPs in 25 countries

35 countries produce regularly debt portfolio reviews



23 interfaces



48% of trained officials are women



³ In accordance with the confidentiality agreement with the World Bank, information on the quality of reporting is not disclosed in the DMFAS Annual report.

Results under objective 2

Results under objective 2 progress made in 2022 were as follows:



- **Major new DMFAS version developed: DMFAS 7** – migration of the essential functionalities from DMFAS 6 to the new platform and development of new features such as the managerial dashboard, enhanced reporting tools, strengthened analytical functions and management of additional debt instruments. Implementation of redesigned interface across all developed modules and definition of reinforced security and auditing features.
- Completion of work on the User Interface Library ("front end"), providing principal user interface components, and of the "back end" of reusable business process components, on the dashboard, on the report module, and the redesigned debt securities module.
- **DMFAS 6 enhanced.** At end 2022, **DMFAS 6 was installed in 67 institutions in 54 countries**, representing 79 per cent of DMFAS user institutions and 90 per cent of DMFAS user countries, including five new installations, in the ministries of finance of Chad, Guinea, Tajikistan and the State of Palestine and in the Central Bank of Yemen. DMFAS 6.2 was distributed in August 2022. This release contains new functionalities and enhancements including nominal value calculations, the Medium-Term Debt Strategy Interface, enhancements to the handling of the Debt Service Suspension Initiative and technical updates that strengthen security and performance. It is expected to be the last major release of DMFAS 6.
- In relation to *the development and maintenance of capacity building products*, the Programme continued to update and localize learning products aimed at responding to the user needs for personalized training. In 2022, the Programme published all **basic debt concept fact sheets** in English and French and updated several guidelines and tutorials, including on the recording of the Debt Service Suspension Initiative in DMFAS.



4 partner events



In relation to *cooperation with other providers* the Programme participated in **four partner events**. UNCTAD signed a memorandum of understanding with the Macroeconomic and Financial Management Institute of Eastern and Southern Africa (MEFMI) and jointly organized a remote regional DMFAS training workshop. It also participated in the first event of a joint project with the Economic and Social Commission for Western Asia (ESCWA) and in the annual Debt Management Facility Implementing Partners Council meeting, co-organized a regional training for French-speaking African countries on Debt Management and Performance Assessment (DeMPA) and participated in two DeMPA missions in the Democratic Republic of the Congo and Pakistan. Cooperation with the World Bank also included assisting and encouraging countries to report to international databases, including the DRS and QEDS/QPSD. Finally, the Programme participated in the regional training for West African Institute for Financial and Economic Management and MEFMI countries organized by the IMF.

In relation to improved service delivery, the Programme implemented support through a mix of online and in-person activities. The Programme provided effective support to user countries through its Helpdesk, which responded to 312 requests. It delivered country-specific technical assistance through 62 capacity building workshops and other support activities in 28 countries and signed four new projects with Equatorial Guinea, Mauritania, Yemen and the State of Palestine.

In relation to *fundraising*, the Programme has worked with current donors on new multi-year commitments and reached out to new potential donors. In addition, the Programme prepared new material for fundraising purposes in line with its fundraising strategy, including a promotional video, in cooperation with the Office of the Secretary General of UNCTAD.

In relation to overall financing, the Programme is in line with its scenario 2 budget in terms of total income and expenditures (see table 6). With the lifting of pandemic-related travel restrictions in 2022 the Programme conducted in-person training missions, along with some online activities. In 2022, this resulted in a significant increase in staff time recovery (approximately 70 per cent) compared with 2020 and 2021. It also allowed the Programme to continue investments in DMFAS 7 software development while continuing to prioritize primary objectives under the strategic plan and fulfilling the needs of beneficiary countries. In 2022, Programme donors were France, Germany, Ireland, the Kingdom of the Netherlands, Switzerland and the European Union.



3. DMFAS Programme response to the COVID-19 pandemic

The pandemic and related restrictions impacted implementation of the strategic plan.

From March 2020 to September 2021, due to pandemic travel restrictions, the Programme adapted support to the changing requirements faced by countries due to the challenges of the COVID-19 crisis. It monitored the operational status of debt management offices in user countries and their needs to align operations accordingly, including the following:



- Increased capacity building support in debt reporting as preparation for debt reorganization and debt relief negotiations, including through webinars on debt statistics
- Increased support in recording, reporting and monitoring pandemic-related debt reorganization initiatives using DMFAS
- Continued support for remote access to DMFAS
- Continued delivery of capacity-building activities even when traditional face-to-face training was not possible. Starting in September 2021, in-person missions could be organized under strict conditions

During this period, DMFAS activities included the following:

- Helpdesk and advisory services
- Online and in-person delivery of training, seminars and support
- Support for debt reorganization related to the pandemic
- Support for remote working
- Development of DMFAS 6 and DMFAS 7
- Synergies with other technical assistance providers

In September 2021, field activities resumed and in 2022, 76 per cent of activities were conducted in the field and 24 per cent remotely.

4. Activities implemented in 2022

Activities implemented by the Programme in 2022 are described in this section along with the status of the DMFAS' capacity building activities at the country level.

4.1 Country project activities

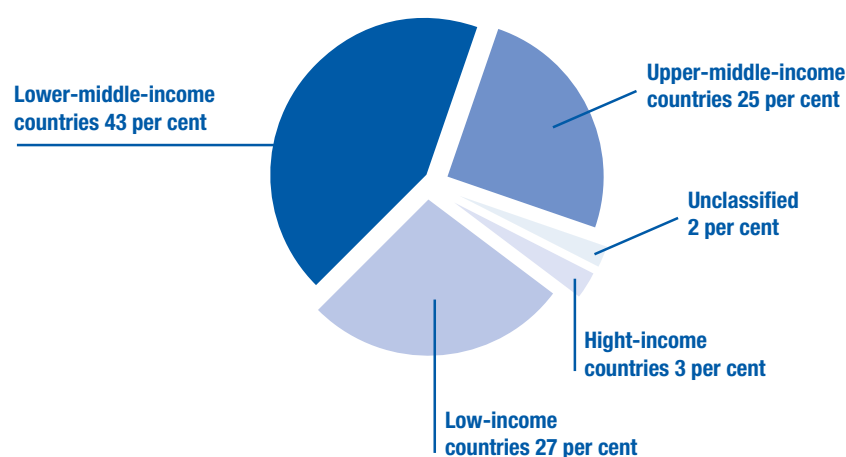
Discussions with countries for DMFAS Programme's products and services continued during the pandemic, and the Programme signed new project agreements with the Ministries of Finance of Equatorial Guinea, Mauritania, Yemen and the State of Palestine.

Changing nature of country needs for services in different areas of debt management.

DMFAS users range from low-income, structurally weak economies to more advanced middle-income developing economies. This variety in client type further accentuates the diversity and scope of the technical assistance provided by the Programme. The majority of DMFAS clients are in low-income and lower-middle-income categories (see figure 5 and annex 3)

Of DMFAS user countries, 20 benefited from the Debt Suspension Initiative of the Group of 20. At present, all countries that applied to the Common Framework for Debt Treatment beyond the DSSI are DMFAS user countries, namely Chad, Ethiopia and Zambia.

Figure 5. Active users of DMFAS by income group, 2022



* The Bolivarian Republic of Venezuela was temporarily unclassified by the World Bank in July 2021 and is pending release of revised national accounts statistics. See <https://www.un.org/development/desa/dpad/publication/world-economic-situation-and-prospects-2022/>.

Source: UNCTAD, based on data from the World Bank.

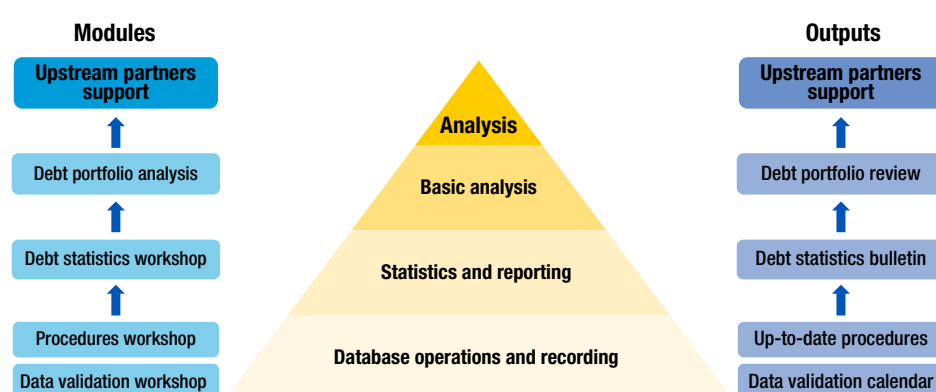
DMFAS projects are tailored to the different situations in countries and by income status. One major difficulty faced in many low-income countries is the capacity to recruit and retain qualified staff, requiring repeated technical training and capacity building in the fundamentals of debt management, including recording and reporting. There is usually more capacity in middle-income countries for maintaining an updated and validated database and therefore greater interest in receiving technical assistance to improve capacity in producing debt statistics, in debt reporting and in basic debt analysis.

4.2 Implementation of capacity-building activities in 2022

DMFAS capacity building approach

As stated in the strategic plan, the Programme focuses on supporting countries in building sustainable capacity in the downstream areas of debt management. Therefore, it emphasizes the results of capacity building by focusing on delivering concrete outputs at the end of each workshop. The outputs of DMFAS capacity building modules build on each other and complement the activities of other international organizations at more advanced levels of debt analysis and debt strategy (see figure 6).

Figure 6. DMFAS Programme capacity-building approach



Source: UNCTAD

Capacity building activities in times of pandemic

The suspension of official travel in March 2020–September 2021 due to the pandemic heavily impacted the in-person delivery of DMFAS capacity building activities. In 2022 the Programme resumed field activities, which represented 76 per cent of all activities implemented during the year, and also continued to offer online activities to client countries.

In 2022, the Programme organized or co-organized 62 capacity building events, including technical and functional on-the-job training and project management activities. In addition, the Programme participated in four partner events including the Debt Management Facility Implementing Partners meeting, and joint activities with ESCWA and MEFMI. In 2022, 609 officers from 28 countries were trained, 48 per cent were women.

With regard to the distribution of DMFAS capacity building activities by region in 2022, 16 were related to functional training, and 13 to DMFAS 6 installations and technical training (table 1), including the remote installation of DMFAS 6 in the ministries of finance of Chad, Guinea, Tajikistan and the State of Palestine as well as in the Central Bank of Yemen; data validation activities organized in Azerbaijan, Chad, the Lao People's Democratic Republic and the Philippines (4); debt statistics workshops delivered in Azerbaijan, Egypt (initial and follow-up), Ethiopia (online), Mauritania and the Philippines (6); a debt portfolio analysis workshop (online) in the Philippines (1); and capacity-building workshops, with two on institutional frameworks and one on procedures in Equatorial Guinea and one on procedures in Zimbabwe (4).

**76 per cent
of activities
conducted in the
field**

**Gender balance in
DMFAS training**

Table 1. Regional distribution of DMFAS capacity building and other activities in 2022

	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	1	1	1	3	–	–	10	16
Information and communications technology: installations/ training/links	2	2	–	5	–	–	4	13
Capacity building in data validation, debt statistics, debt portfolio analysis and other	4	2	–	2	–	–	7	15
MTDS, DeMPA and reform plan		1	–	–	–	1	1	3
Project management	4	3	–	–	–	–	4	11
Partner coordination	–	–	–	1	1	–	2	4
Total	11	9	1	11	1	1	28	62

Source: UNCTAD

Levels of demand for capacity building continued to be high among both new user countries and countries in which project activities were delayed due to pandemic-related restrictions.

Capacity-building activities were carried out by central staff and with the support of consultants when required (table 2). With the aim of encouraging South–South cooperation and the sharing of best practices, the Programme regularly hires proficient DMFAS users from debt offices in developing countries as consultants to train new users in the debt offices of other developing countries.

Table 2. Implementation of capacity building modules in 2022

Capacity-building module	2016	2017	2018	2019	2020	2021	2022
Debt portfolio analysis	3	3	2	3	–	2	1
Debt statistics		3	5	3	–	6*	6
Data validation	10	6	9	5	2	2	4
Other capacity-building modules	2	2	4	3	2	4	4
Total	15	14	20	14	4	14	15

* Includes webinars on debt statistics

Source: UNCTAD

Maintenance and translation of learning products

The Programme continued its localization work to make the latest learning products accessible to a wider audience.

In particular, following the localization of the full set of fact sheets on basic debt concepts in French in 2021, localization in Spanish is in progress.

The learning goal of this self-learning material is for new back-office staff to be able to understand the basic and essential concepts of debt management related to the quality and accuracy of data they record in DMFAS, and to help avoid common mistakes. Debt management offices can use this material to address staff turnover and rely on staff with the required knowledge of basic debt concepts.

4.3 Systems management

Debt management capacities and borrowing choices have changed over the years and DMFAS evolves constantly, both functionally and technically, to serve countries' needs. Cutting-edge system development is therefore one of the main objectives of the Programme, through updates to current versions or through the development of entirely new versions of the system.

In 2022, in line with the strategic plan, systems management focused in particular on the following areas: development of DMFAS 7; development of DMFAS 6 and release of DMFAS 6.2; support for integration; support and maintenance; and online and in-person implementation of DMFAS 6 and updates in countries.

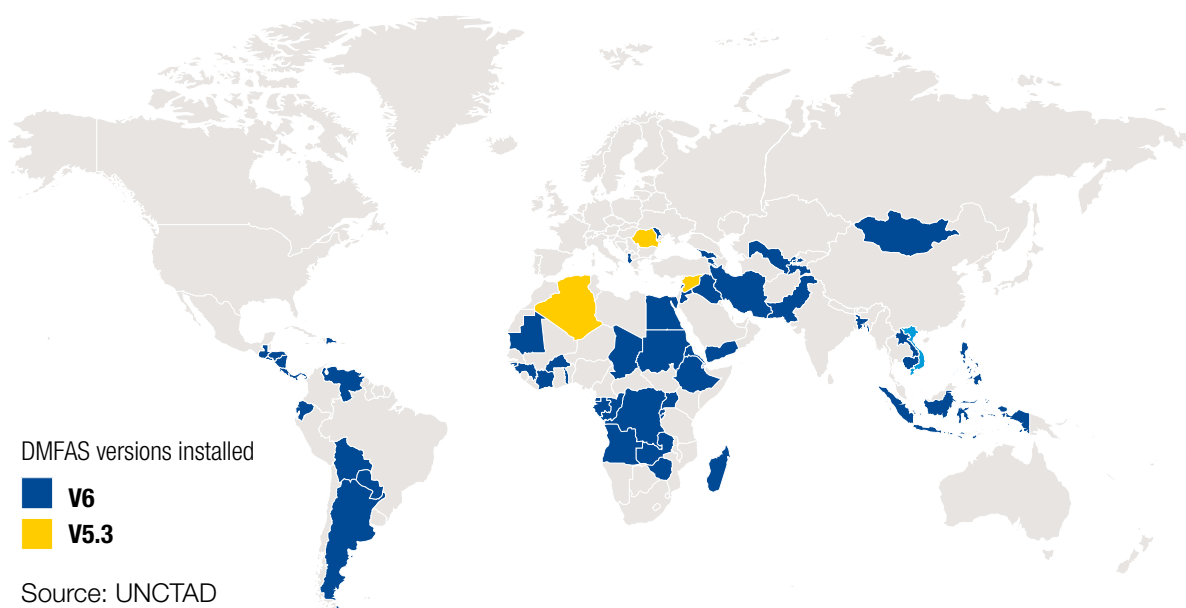
Overall DMFAS installations

DMFAS 6 is installed in 67 institutions in 54 countries, including two new users (ministries of finance in Guinea and Tajikistan), two reactivating users (Central Bank in Yemen and the Ministry of Finance in the State of Palestine) and one upgrade (Ministry of Finance in Chad). New projects were also signed with Equatorial Guinea and Mauritania (DMFAS installation is planned for 2023). DMFAS 5.3 is used in five countries (figure 7).

90 per cent of countries use DMFAS 6

In 23 user countries, the system is used by more than one institution and in about half of these users, the system is shared by two institutions. Otherwise, each institution has its own database. Sharing between institutions is an option selected more and more often by DMFAS clients, mainly because of the advanced security functions of DMFAS 6, which manages access rights for the institutions involved and facilitates coordination in public finance management (annex 4).

The overview of the scope of debt recorded in the software in user countries, as well as reporting, analysis and operational management practices can be found in annex 5.



DMFAS 6 users: Albania, Angola, Argentina, Armenia, Azerbaijan, Bangladesh, Bolivia (Plurinational State of), Burkina Faso, Burundi, Cambodia, , Chad, Congo, Democratic Republic of the Congo, Costa Rica, Côte d'Ivoire, Dominican Republic, Ecuador, Egypt, El Salvador, Eritrea, Ethiopia, Gabon, Georgia, Guatemala, Guinea, Guinea-Bissau, Honduras, Indonesia, Iran (Islamic Republic of), Iraq, Jordan, Lao People's Democratic Republic, Lebanon, Madagascar, Mauritania, Mongolia, Nicaragua, Pakistan, Panama, Paraguay, Philippines, Republic of Moldova, Rwanda, Sudan, Tajikistan, Togo, Uganda, Uzbekistan, Venezuela (Bolivarian Republic of), Yemen, Zambia, Zimbabwe, and the State of Palestine

DMFAS 5.3 users: Algeria, Djibouti, Romania, Syrian Arab Republic and Viet Nam.

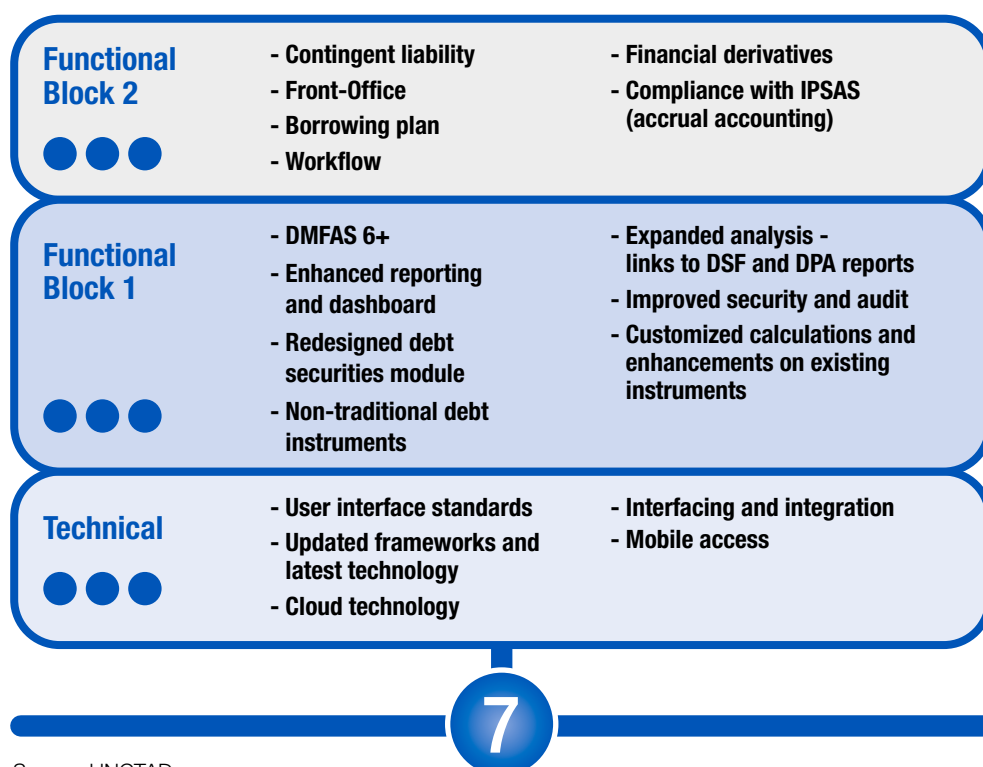
Development of DMFAS 7

In 2022, development of the major new version of the system, DMFAS 7, continued in line with the priorities of the strategic plan 2020–2024.

DMFAS 7 will respond directly to the requirement to improve debt data transparency by expanding debt data coverage, enhancing reporting functions and implementing necessary major technical updates. It will enable the comprehensive recording, reporting, monitoring, management and analysis of the full range of public sector debt and will also facilitate the export of data for the purpose of medium-term debt strategy formulation, risk analysis and debt sustainability analysis.

DMFAS 7 will be released in two major blocks. The first will include all DMFAS 6 functionalities, enhancements to reporting and to existing modules (loans, reference files, security and audit, redesigned debt securities module, and customized calculations), new modules for new debt instruments, debt portfolio review, link with the Debt Sustainability Framework and interfacing with other systems (figure 8).

Figure 8. DMFAS 7 functionalities



Source: UNCTAD

In 2022, development focused primarily on release 1. Communications and coordination between the development teams (internal team based mainly in Switzerland and Togo and external software development company based in India) was facilitated by a portfolio of state-of-the-art collaboration software tools. Utilizing the user interface (“front end”) and library of processing “back end” components built earlier, the developing new features such as the managerial dashboard, enhanced reporting tools, strengthened analytical functions and the management of additional debt instruments (e.g. overdraft, currency and deposits, special drawing rights allocation).

The redesigned user interface, greatly enhancing usability and navigation, was implemented across all developed modules. Reinforced security and auditing features in line with current best practices and standards were defined for the new system. Work advanced on defining the technical and business requirements for new features for handling borrowing plans and contingent liabilities which will be part of release 2. In preparation for implementation, the framework required for the installation of the new system in user countries was developed, which will enable a highly automated, effective and efficient distribution process. DMFAS 7 release 1 was demonstrated to the DMFAS Advisory Group in December 2022 and received positive feedback; it will be beta tested in selected client offices in 2023, in view to commencing distribution to countries in the second half of the year.

DMFAS 6 developments in 2022

DMFAS 6 is available in the following four official languages of the United Nations: English, French Spanish and Russian.

A new update of DMFAS 6, release 6.2, was distributed in August 2022. This is expected to be the last major release of DMFAS 6 and contains new functionalities as described in this section.

Nominal value calculations

The screenshot displays the DMFAS software interface for 'Fixed Rate Bonds and Notes - Series'. The 'Pricing' tab is selected, showing a 'Price and YTM Calculation at Maturity' section. Below this, the 'Nominal Value Calculator' is visible, which includes a table of calculations for a bond series. The table has columns for Valuation Date, NV Opening Balance, No. of Days, NV before Pmts, Principal Payment, Interest Payment, NV Closing Balance, Accrued Int. since Last Val, and Capitalized Interest on NV. The data shows a series of calculations from 15.10.2020 to 15.10.2025, with a final total amount of 1,000,000,000.

Valuation Date	NV Opening Balance	No. of Days	NV before Pmts	Principal Payment	Interest Payment	NV Closing Balance	Accrued Int. since Last Val	Capitalized Interest on NV
15.10.2020	2,880,000,000.00					2,880,000,000.00		0.000
15.10.2021	2,880,000,000.00	360	3,110,454.015	0.000	210,000,000.00	2,900,454.015	230,454.015	230,454.015
15.10.2022	2,900,454.015	360	3,132,544.776	0.000	210,000,000.00	2,922,544.776	232,090.741	462,544.776
15.10.2023	2,922,544.776	360	3,156,403.191	0.000	210,000,000.00	2,946,403.191	233,854.415	696,403.191
15.10.2024	2,946,403.191	360	3,182,170.727	0.000	210,000,000.00	2,972,170.727	235,767.136	932,170.727
15.10.2025	2,972,170.727	360	3,210,000.149	3,000,000,000.00	210,000,000.00	0.000	237,829.437	1,170,000.149

DMFAS 6.2 includes the calculation of nominal value for four types of debt securities (money market instrument-discount, money market instrument-interest bearing, bond- zero coupon, bond-fixed rates). The pricing tab calculates the price and yield as well as the price and the yield to maturity) of the instrument, in addition to nominal value using a default periodicity, which can be changed by users. A standard report on nominal value calculation can be generated from the tools menu of the module. Reports can be produced for a set of instruments with the nominal value for a defined period and the corresponding accrued interest.

Medium-Term Debt Strategy (MTDS) interface



This new module in DMFAS 6.2 facilitates the preparation of debt data required as an input in the World Bank MTDS analytical tool. The final output is a spreadsheet to be imported into the MTDS tool, containing the stylized debt instruments needed to define different borrowing strategies, including the following aggregates, calculated until the last maturity of the debt portfolio:

- Projected principal payments based on outstanding;
- Projected interest payments based on outstanding;
- Actual and projected debt outstanding.

Enhancements in administration module: Debt Service Suspension Initiative terms and reference rates

Handling of the Debt Service Suspension Initiative in the system is facilitated by the addition of a new code for “DSSI TERMS” under the “Reorganization Terms” field in Tranches to classify loans treated under a DSSI agreement.

New reference rates (Secured Overnight Financing Rate (SOFR); Euro Short-Term Rate (€STR), Sterling Overnight Index Average (SONIA); Tokyo Overnight Average Rate (TONAR/TONA), Swiss Reference Rates (SARON); Singapore Overnight Rate Average (SORA)) are available in the interest tab under tranches to replace the London Inter-Bank Offered. Instructions on how to add a new reference rate for an existing tranche are annexed to the release note.



Technical enhancements

DMFAS 6.2 also contains an update on the Application's architecture and support tools. With the use of Open Java version 11 (OpenJDK 11) and Apache Tomcat 9, security and performance concerns raised by institutions with regard to previous DMFAS 6 releases were resolved. Additionally, other internal security enhancements such as password encryption, integration of secured socket layer configuration, among others, have been implemented.

The release contains improvements to the debt service module, enhancements to export of reports in spreadsheet format and to the data export module. The online help has been updated in the three languages to integrate the new functionalities.

Finally, the release integrates some corrections.

Links with other systems

The DMFAS application has in-built web services to support and facilitate integration with other applications, and the Programme provides support to countries wishing to link DMFAS with other systems, including integrated financial management systems.

In 2022, 23 DMFAS installations in 18 countries were linked with other financial management systems, including 19 with treasury systems and 4 with auction systems (see annex 6). The Helpdesk continued to support countries in maintaining the active interfaces and integrated financial management system activities are included in most of ongoing projects, including the new project with the State of Palestine.

Improved service delivery

In 2022, Helpdesk support remained a key communications channel with users. Support was provided on a wide range of functional and technical issues through the Trac system, email, remote access and UNCTAD file transfer protocol server. In 2022, the DMFAS Helpdesk received a total of 472 tickets on DMFAS 6, of which 312 were satisfactorily closed, and the remainder (160) are being processed (see annex 7).

Increased remote support

During the pandemic the use of videoconferencing and remote access services to provide support became a standard practice. In addition, the Helpdesk continued to receive an increasing number of requests for technical support through remote access, including interventions to resolve technical issues within the system, online sessions to support the installation and verification of updates and minor interventions to provide database support.

User documentation

In 2022, a new user documentation supplement was released, aimed at introducing the new medium-term debt strategy (MTDS) module delivered with DMFAS 6.2 and guiding users through the steps necessary to generate the export file containing the MTDS data set. It is available in English and will be delivered in French and Spanish in 2023. All user documentation is made available in the client area of the DMFAS website.

User supplement on the MTDS module

Technical documentation

A new version of the online help system for DMFAS 6 was released in August 2022, corresponding to version 6.2. For both online help systems, the English version was released simultaneously with the French and Spanish versions.

A new guide, DMFAS 6 Installation Guide 19c for Linux operating systems was finalized and delivered in July 2022.

The following installation guides were updated in 2022:

- DMFAS installation guide for Oracle database 12c
- DMFAS installation guide for Oracle database 19c

Updated Online help

The technical document on configuring DMFAS 6 to access the new medium-term debt management strategy module was updated in February 2022 and translated into French. It is intended for DMFAS administrators and provides step-by-step instructions on how to configure DMFAS 6.2 to access this new module.

The portal for technical documentation was updated with the latest versions of the documents. Introduced in 2019, this interface provides online access to technical documentation directly through the DMFAS software, including such resources as installation guides, installer program, database administrator guides, recent release notes and other useful material.

Updated installation guides

4.4 Partner coordination

In recent years, technical assistance providers have improved coordination in capacity building efforts using a more holistic approach to meeting the multifaceted challenges faced in developing countries in building debt-management capacities. The DMFAS Programme actively supports this coordinated and harmonized approach.



The Programme pursued this objective by increasing its coordination with other providers, adopting a policy of avoiding duplication, sharing best practices and maximizing support to other providers. Actions included the regular sharing of information on technical assistance activities such as mission schedules and reports, and the organization of joint workshops and participation in events. In 2022, collaboration included participation in four partner events. In addition, the list of DMFAS missions was distributed to stakeholders through the DMFAS newsletter and website, to keep them informed of the technical assistance activities of the Programme.

Debt Management Facility

DMFAS has been an implementing partner of the Debt Management Facility (DMF) since its establishment in 2009. Agreements between the World Bank Group and UNCTAD formalized DMFAS participation in DMF I and II. A new partnership agreement for DMF III was signed in June 2021 and activities resumed in 2022. In 2022, the Programme participated in two debt management performance assessments (DeMPA) in the Democratic Republic of the Congo (in-person) and in Pakistan (online), and jointly organized a regional DeMPA training session for francophone countries (online).

To date, the Programme has contributed to 75 DMF missions. Participation in these activities received positive feedback from country beneficiaries and other DMF stakeholders. In addition, the Programme participated in the Debt Management Facility implementing partners council in June 2022.

World Bank

The Programme collaborates with various World Bank departments involved in debt management, including the Development Data Group. In 2022, collaboration continued and the Programme both encouraged and assisted countries technically in providing information to Debtor Reporting System (DRS). In 2022, 94 per cent of DMFAS user countries provided data to the DRS database.

Activities resumed
under DMF III

The Programme also cooperates with the World Bank at the country project level. For example, in implementing DMFAS 6 in the Lao People's Democratic Republic, DMFAS works in close cooperation with the country office. The World Bank Project Implementation Unit provides logistical support to the project and regular exchanges of information take place with the World Bank counterpart.

The Programme also has regular exchanges on debt management issues with the Macroeconomics, Trade and Investment (MTI) Global Practice.

International Monetary Fund

The Programme was in regular contact with the following three main departments of the International Monetary Fund (IMF): Statistics Department, Monetary and Capital Markets Department and Strategy, Policy and Review Department.

The Programme also participated in the Government Finance Statistics Advisory Committee, a group of internationally recognized experts that advises the IMF on government finance statistics-related matters. This role originated from the membership of DMFAS in the Inter-agency Task Force on Finance Statistics. The Programme takes part in the committee meetings and provides inputs to its work.

The DMFAS Programme and the Statistics Department regularly participate as resource persons in each other's training events for developing countries on debt statistics (external and public debt statistics). In 2022, the Programme participated in the training organized for member countries of the Macroeconomic and Financial Management Institute of Eastern and Southern Africa and the West African Institute for Financial and Economic Management on government finance and public sector debt statistics.

The Programme collaborates with IMF regional technical assistance centres with the shared objective of helping countries strengthen human and institutional capacities to design and enact policies that promote growth and reduce poverty.

The Programme has an ongoing agreement with the Statistics Department to collaborate in debt management-related areas under Data for Decisions, involving regular exchanges of information on activities in DMFAS-user countries receiving support through Data for Decisions.

Asian Development Bank

The Programme, with the support of UNCTAD and the United Nations Legal Department, negotiated a technical assistance framework agreement with the Asian Development Bank. This new template agreement, applicable to the entire United Nations Secretariat, facilitates the signature of technical assistance projects financed by the Asian Development Bank.

Macroeconomic and Financial Management Institute of Eastern and Southern Africa

The Programme has ongoing collaboration with the Macroeconomic and Financial Management Institute of Eastern and Southern Africa (MEFMI), which includes 14 countries from the region. Six of the member countries are DMFAS user countries, namely Angola, Burundi, Rwanda, Uganda, Zambia and Zimbabwe. In 2022, the Programme and MEFMI strengthened their partnership with the signature of a memorandum of understanding for the joint delivery of activities⁴. One joint online workshop took place for member countries and support on procedures was delivered to Zimbabwe.

**Collaboration
with MEFMI**

⁴ For more information on the MoU between UNCTAD and MEFMI, see the article available at : <https://unctad.org/dmfas/UNCTAD-MEFMI-MOU>

United Nations Development Programme and United Nations Resident Coordinators

The Programme continued to collaborate with the United Nations Development Programme in 2022, including through continued logistical support and the administration of local staff in Argentina, in the Philippines and in Togo for the DMFAS 7 development team.

In addition, in line with the reform of the United Nations development system, the Programme exchanges information with the United Nations resident coordinators' offices in areas in which DMFAS is active to ensure smooth coordination between United Nations agencies delivering technical assistance and to avoid duplication. For example, close collaboration with the resident coordinator office in Yemen contributed to the successful organization of installation and training missions in Aden.

Economic and Social Commission for Western Asia

Collaboration with ESCWA

The Programme collaborated with the Economic and Social Commission for Western Asia (ESCWA) on a project titled "Sustainable debt financing strategies to enhance fiscal space, provide financing for the SDGs and address the repercussions of COVID-19 in the Arab region", financed under the fourteenth Tranche of the United Nations Development Account.

The project was launched in July 2022 with a regional workshop in Beirut on developing debt optimization strategies to enhance fiscal space in Arab States⁵. The objective is to support and provide technical assistance to member States in the region in improving capacity for more effective debt management practices including improving debt transparency and reporting, understanding the mechanisms of debt relief and reduction, debt instruments, risks and linkages to meeting contingencies and debt sustainability in the medium and long terms.

The main expected results are improved capacity among policymakers to understand debt statistics, debt instruments and risks, which can inform decisions to establish a medium-term to long-term strategy on debt finance towards improving fiscal space and financing for achieving the Sustainable Development Goals.

Latin American and Caribbean Debt Group

With 12 active DMFAS user countries in the Latin American and Caribbean region, UNCTAD expresses interest in regional capacity building activities organized by the Latin American and Caribbean Debt Group and, where possible, coordinates activities. All user countries in the region provide timely data to the standardized debt database, which is a non-compulsory initiative of the Group.

Commonwealth Secretariat and the Debt Data Quality Framework

Collaboration with COMSEC

The DMFAS Programme and the Debt Management Unit of the Commonwealth Secretariat are committed to assisting member countries in improving the quality of databases, and worked jointly on the development of a new framework for debt data quality assessment (Debt-DQA) aimed at assessing quality of the data recorded in debt management systems in conformity with international standards and best practices in debt management. The Debt-DQA was launched jointly with the Commonwealth Secretariat on the margins of the twelfth UNCTAD Debt Management Conference in November 2019 and the full guidelines were published in 2020. In 2022, the Programme continued to raise awareness on the Debt-DQA, including during the ESCWA workshop in July. In addition, capacity-building

⁵ See article published on the DMFAS Summer 2022 newsletter: <https://unctad.org/dmfas/ESCWA-UNCTAD-DMcollaboration>

events on debt data quality assessment are already planned to be held in 2023 and include workshops in Jordan and Mauritania under the ESCWA project as well as for MEFMI countries.

4.5. Programme management

As part of efforts to improve overall efficiency and effectiveness under the second objective of the strategic plan, and to better deliver on the first objective, the Programme implemented several improvements to its administration and communications.

Synergies within UNCTAD

Within UNCTAD, the DMFAS Programme and the Debt and Finance Analysis Unit under the Debt and Development Finance Branch collaborate on and jointly address debt issues. In 2022, collaboration included the organization of the thirteenth UNCTAD Debt Management Conference, and covered such areas as debt sustainability and financing for development, the implementation of the ESCWA project and the preparation of UNCTAD reports for the Trade and Development Board, the UNCTAD secretariat and the Office of the Secretary-General of UNCTAD. The Programme also contributed to a number of UNCTAD and United Nations reports. In 2022, these included the following:

- UNCTAD Annual Report 2021
- Annual trust fund progress reports
- Report by the UNCTAD secretariat on technical cooperation activities carried out in 2021 (cluster 11⁶ on strengthening the debt management capacity of developing countries, under the 17 thematic clusters established by the Trade and Development Board in its decision 492 (LIV) of 2007. The Programme plays an active role in the implementation of this cluster through strengthening the debt management capacity of developing countries)

Communications and information sharing, within and outside the Programme

In 2022, the Programme collaborated with the Office of the Secretary-General of UNCTAD on the creation of a video promoting DMFAS technical assistance, using the example of the ongoing project in Mauritania as part of a wider UNCTAD promotional campaign to approach new potential donors, showcasing successful UNCTAD technical assistance programmes. In addition, the Programme worked in cooperation with the UNCTAD communications team to channel news items through the UNCTAD website and social media.

The DMFAS website, an important tool that allows users to access specialized content, continued to be regularly updated. It contains up-to-date information on DMFAS activities, documentation and releases of software. The number of DMFAS users registered in the client area continued to increase, with 88 per cent of active DMFAS user countries having at least one user registered (including four new countries in 2022). The website is fully available in English and French, and 77 per cent of the pages were viewed in English, 19 per cent in French and 4 per cent in Spanish (newsletters). Among the most downloaded documents were DMFAS brochures, DMFAS annual report, Debt Management Conference documents and DMFAS 6 functional and technical documentation available in the client

⁶ The Trade and Development Board decision 492 (LIV) of 2007 established thematic trust funds within and among divisions of UNCTAD. There are 17 thematic clusters and cluster 11 relates to technical cooperation in debt management. The DMFAS Programme plays an active role in the implementation of this cluster through strengthening the debt management capacity of developing countries.

area. For documents available in more than one language, for the first time, there were more documents downloaded in French than in English with 44 per cent downloaded in French, 21 per cent in English and 20 per cent in Spanish. The remaining 4 per cent were either downloaded in Russian or were not translated.

Finally, the Programme continues to regularly publish a newsletter; in 2022 three editions were distributed and posted on the website in English, French and Spanish. In 2022, 19 per cent of all DMFAS website pages consulted were newsletter pages.

4.6. Monitoring and evaluation

In line with the second objective of the strategic plan, the Programme continued to monitor and improve its efficiency and effectiveness. It systematically applied its monitoring and evaluation framework included in the strategic plan 2020–2024. This includes the systematic development of logical frameworks with verifiable indicators of progress for all projects and the more transparent and inclusive involvement of stakeholders. In 2022, the Programme continued to implement and improve the monitoring of progress at the country level using its monitoring and evaluation framework based on refined performance indicators and the new Umoja integrated planning, monitoring and reporting module in line with UNCTAD requirements.

At the project level, the Programme conducted three final project evaluations in the Lao People's Democratic Republic, the Philippines and Zambia, two midterm evaluations in Azerbaijan and the Philippines and four project coordination missions in Equatorial Guinea, Guinea, Kyrgyzstan and Tajikistan.

Improved efficiency and effectiveness of the Programme's administration

An independent evaluator conducted a midterm review of the implementation of the strategic plan 2020–2024. Final conclusions and recommendations were presented at the meeting of the DMFAS Advisory Group in December 2022. The evaluator found a high level of satisfaction among users with DMFAS products and services and that DMFAS was highly effective and efficient in providing services. In addition, DMFAS support was essential in the production of the debt information required to conduct upstream debt functions, such as debt sustainability analysis. The evaluator noted the strategic contribution of the Programme to strengthening debt data transparency and public accountability in user countries and that the Programme had a “high, sustainable positive impact”. Lessons learned and recommendations will be integrated into the development of the next strategic plan.

Governance

The Advisory Group, in its conclusions, commended the positive results achieved to date by the Programme in the implementation of the strategic plan and endorsed the conclusions of the evaluator, reaffirming sustainable positive impact of the Programme on debt management (annex 8). The Advisory Group noted its appreciation of the highly effective support in responding to the needs of debt management offices due to the pandemic and stressed the importance of providing continuous training and capacity development opportunities. The Group expressed its appreciation for the development of DMFAS 7, which would enable expanded data coverage, be more intuitive and respond to important reporting and analytical needs. The Group emphasized the essential role of the Programme in assisting countries in building sustainable capacity for the effective management of public debt, and stressed the importance of having the funding necessary to respond effectively to critical and evolving needs in developing countries.

5. Funding and expenditures in 2022

An overview of the financial situation of the Programme at the end of 2022 is presented in this section. The information presented is not an official financial statement from UNCTAD. It is based on available data at the time of writing and subject to change.

DMFAS activities are financed through a central trust fund and various country project trust funds. The central trust fund finances the core activities of the DMFAS Programme, such as the Helpdesk, training and documentation, system maintenance and development, quality assurance and user support and Programme management. The country project trust funds finance national activities, which are defined and agreed with beneficiary countries in a project document.

5.1 Central trust fund of the DMFAS Programme

The resources of the central trust fund can be grouped into the following four main categories:

- Donor contributions
- Cost sharing by beneficiary countries and institutions
- Cost recovery for project activities and services
- Support from UNCTAD

Table 3 provides an overview of the income for the DMFAS central trust fund in 2022.

Table 3. Income of DMFAS central trust fund, 2022 (dollars)

Balance as at 1 January 2022	404 543
Donor contributions	3 250 912
France	86 115
Germany	557 809
Ireland	205 761
Netherlands (Kingdom of the)	518 135
Switzerland	816 993
European Union	1 066 098
Cost sharing	1 348 368
Maintenance fees	549 330
Development contributions	405 000
From country projects funded by Governments	394 038
Cost recovery	597 261
From country projects funded by donors	544 148
Payments for services (DMF and other)	53 113
UNCTAD contribution	1 056 158
In kind	851 304
Financial	204 854
Interest and other adjustments	-33 405
TOTAL	6 623 837

Source: UNCTAD

Note: The table covers the core DMFAS trust fund, trust funds for specific purposes, and payments from projects for specific services for which the source is country project trust funds; and is based on current actual costs and is subject to change related to currency fluctuation and changes in United Nations conditions of service.

5.1.1 Donor contributions

For 2022, donor support received amounted to \$3.25 million (table 3) with contributions from Germany, France, Ireland, the Kingdom of the Netherlands, Switzerland and the European Union. In comparison, the Programme received \$3.8 million in 2021 and \$3.2 million in 2020. A history of donor contributions since the implementation of the central trust fund in 2013 is available in annex 9.

5.1.2 Cost-sharing and cost recovery

A particular feature of the DMFAS Programme compared with other technical cooperation programmes is that it generates a large part of the income for the DMFAS central trust fund from cost-sharing with beneficiaries. Two mechanisms have been designed to ensure effective cost-sharing and to cover part of the Programme running costs, namely maintenance fees and development contributions. Annual maintenance fees and development contributions are graduated according to the income levels of beneficiary countries.

There was a significant improvement in cost-sharing and cost recovery income for the Programme in 2022, and the lifting of pandemic-related 19 travel restrictions allowed for missions to be held in person. Income increased from \$1.3 million in each of 2020 and 2021 to approximately \$2 million in 2022, an increase of 55 per cent.

Maintenance agreements and contributions

Maintenance agreements are offered to new beneficiary institutions when DMFAS is installed. Agreements are signed on a voluntary basis. They contribute to the financing of Helpdesk support provided by the Programme at the request of the client. Maintenance fees are highly relevant as a source of constant and regular income for the Programme (table 4).

In 2022, the twenty-first year since maintenance fees were first implemented, the Programme collected \$549,330. The trend in the number of signed agreements on maintenance fees remained stable, as approximately 90 per cent of institutions benefiting from DMFAS signed an agreement. Annex 10 shows the evolution of signed maintenance agreements and the payments of maintenance fees since the implementation of the cost-sharing mechanism.

Development contributions

Development contributions were created to contribute to the enhancement of the DMFAS software. They are made by the beneficiary institution when DMFAS is installed. In 2022, development contributions were received from Chad, Djibouti, Equatorial Guinea, Kyrgyzstan (partial), Yemen and the State of Palestine for a total of \$405,000.

Table 4. Income from cost-sharing and recovery, 2002-2022 (Dollars)

Year	Maintenance fees	Development contributions	Staff time recovery
2002	9 967	-	-
2003	104 933	-	-
2004	150 689	-	374 230
2005	189 709	183 000	396 742
2006	226 379	32 000	200 003
2007	198 636	50 000	386 000
2008	199 526	117 910	256 455
2009	268 232	210 000	513 246
2010	263 491	225 000	349 715
2011	290 470	712 500	889 606
2012	242 464	262 500	907 600
2013	399 785	200 000	640 884
2014	501 363	162 500	707 041
2015	393 941	346 128	583 444
2016	517 029	224 975	1 388 499
2017	513 348	212 500	909 377
2018	563 602	161 237	945 858
2019	464 750	248 709	954 256
2020	698 208	100 000	516 847
2021	592 297	120 000	591 337
2022	549 330	405 000	991 299
Total	7 338 149	3 973 959	12 502 439

Source: UNCTAD

Note: 2014 and 2020 were exceptional years due to the receipt of back payments from a number of countries; 2011 was an exceptional year with regard to the development contributions due to the launch of DMFAS 6 and its installation in many countries.

Staff time recovery from project activities

In accordance with the Programme's cost recovery policy, the time dedicated by DMFAS staff to projects is recovered from project budgets. This recovery is considered as cost-sharing when the projects are funded by the budget of beneficiary Governments and as cost recovery when they are funded by direct contributions from donors. In 2022, in-person missions resumed as pandemic-related travel restrictions were lifted in most countries. Some missions continued to be replaced by online activities, yet most planned missions were held in person. In 2022, the overall amount recovered for DMFAS staff time dedicated to project activities (undifferentiated between cost-sharing and cost recovery) was \$991,299, nearly 70 per cent higher than in 2021 (\$591,337).

5.1.3 Institutional support from UNCTAD

UNCTAD supports the DMFAS Programme by financing five posts through the regular budget. The professional category staff members supported by the UNCTAD regular budget are the chief, one programme officer and one communications officer. Two general services staff members are also employed in the Administration and Communication Unit. In 2022, UNCTAD contributed \$1,056,158, of which \$851,304 was for the five posts and \$204,854 was financial contributions towards central team salaries.

5.2 Central trust fund expenditures

Expenditures are divided into two main categories, personnel and non-personnel (table 5). Personnel expenditures include core staff of the Programme financed by regular budget and extrabudgetary sources. Non-personnel expenditures include travel, system development, consultancy services, training, conference costs, equipment, and miscellaneous items.

Overall and as budgeted, expenditures in 2022 compared with those in 2021 reflected a slight decrease of 3 per cent. Personnel costs were slightly slower approximately 3.8 per cent and non-personnel costs were \$270,878 less than in 2021. The Programme continued to invest in the development of DMFAS 7 with the software development team in Togo and contractual services. One professional post (P3 level) remained unfilled in 2022 and a general service post (G5 level) was filled in 2022. The professional post (P3) is expected to be filled in 2023.

Table 5. DMFAS Programme expenditures, 2022 (Dollars)

Personnel	4 828 733
Central team	3 977 429
Regular budget staff	851 304
Non-personnel	1 058 964
Joint partner activities *	-
Information technology systems development	921 527
Capacity building	66 283
Programme monitoring and evaluation	71 154
Miscellaneous	-
Total expenditures	5 887 697
Balance	736 140
Reserve for January and February 2023 expenditures	700 000
Closing balance	36 140

Source: UNCTAD

5.3 Budget

DMFAS Programme budget needs were based on the full implementation of strategic plan 2020–2024. Financing all of these needs would have been an ideal situation wherein all foreseen activities in the plan would have been achieved. The plan was not fully financed due to the initial shortfall in budgeted donor funding and the reduced number of project activities due to the pandemic that affected cost recovery and cost-sharing income in 2020 and 2021. A comparison of full financing of the plan (scenario 1) with a reduced budget (scenario 2) is shown in table 6.

Table 6. DMFAS strategic plan budget, 2021–2024 (Thousands of dollars)

Scenario 1	2020	2021	2022	2023
Personnel	6 285	6 401	6 122	6 235
Joint partner activities	58	59	60	61
Capacity building	1 035	1 107	1 075	1 149
Information technology systems development	650	641	367	232
Monitoring and evaluation	34	35	35	36
Miscellaneous	33	33	21	21
Total	8 095	8 275	7 680	7 734

Scenario 2	2020 (Actual)	2021 (Actual)	2022 (Actual)	2023
Personnel	4 789	5 019	4 829	4 830
Joint partner activities	-	-	-	27
Capacity building	10	7	66	123
Information technology systems development	309	1 323	922	884
Monitoring and evaluation	-	-	71	2
Miscellaneous	-	-	-	23
Total	5 109	6 348	5 888	5 889

Source: UNCTAD

5.4 Country-specific project trust funds

Country-specific activities, that is, those that deliver core products and services at the national level, are mostly financed on a bilateral basis by ad hoc country trust funds.

The different sources of financing for these trust funds are the beneficiaries themselves, bilateral donors and other international organizations and institutions, such as the European Union, regional development banks and the World Bank. Middle-income countries are increasingly fully self-financing national projects.

Following the lifting of pandemic-related travel restrictions, in-person missions resumed in 2022, resulting in greater expenditures for country-specific trust funds compared with in 2021, amounting to \$2,079,287 to deliver technical assistance in 24 institutions. Total expenditures under these trust funds were over 120 per cent higher than in 2021. Table 7 provides a breakdown of countries' budget, expenditures and final balance available.

Table 7. Available country project trust funds and project expenditures, 2022 (Dollars)

Country	Budgeted funds	Expenditures	Balance
Angola	30 129	3 349	26 780
Argentina	27 206	14 026	13 180
Argentina, (Province of Rio Negro)	38 507	14 392	24 115
Azerbaijan*	816 363	51 064	441 302
Chad	245 759	185 254	60 505
Djibouti	143 065	34 780	108 285
Egypt*	-	136 184	-
Equatorial Guinea	850 000	366 820	483 180
Ethiopia	235 572	67 806	167 766
Gabon	588 856	90 127	498 729
Guinea	275 998	268 528	7 470
Jordan	4 136	3 923	213
Kyrgyzstan*	-	115 093	-
Lao People's Democratic Republic	46 129	45 648	481
Mauritania	150 000	127 838	22 162
Nicaragua	6 082	2 769	3 313
Paraguay	226 185	74 379	151 806
Philippines (Central bank)	321 232	114 214	207 018
Philippines (Treasury)	102 823	64 890	37 933
Sudan (Central bank)	5 390	4 525	865
Tajikistan*	-	72 720	-
Yemen	150 000	74 919	75 081
Zambia	46 749	28 721	18 028
State of Palestine	154 268	117 318	36 950
Total	4 464 449	2 079 287	2 385 162

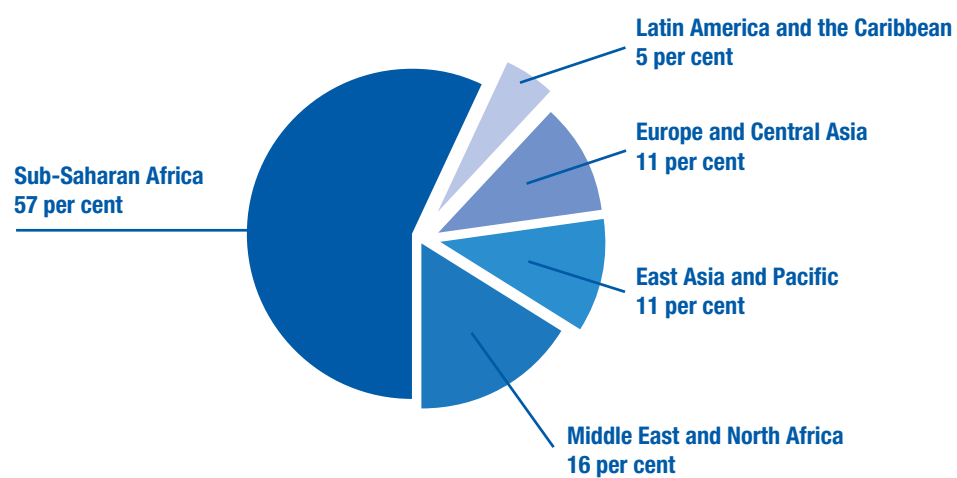
Source: UNCTAD

*Notes: Funding for Azerbaijan, Egypt, Kyrgyzstan, and Tajikistan has a remaining balance of \$441 302.

The number of countries listed in table 7 does not necessarily coincide with the total number of countries and institutions receiving support, a number of these are active DMFAS users which continue to receive support without funding for specific project activities.

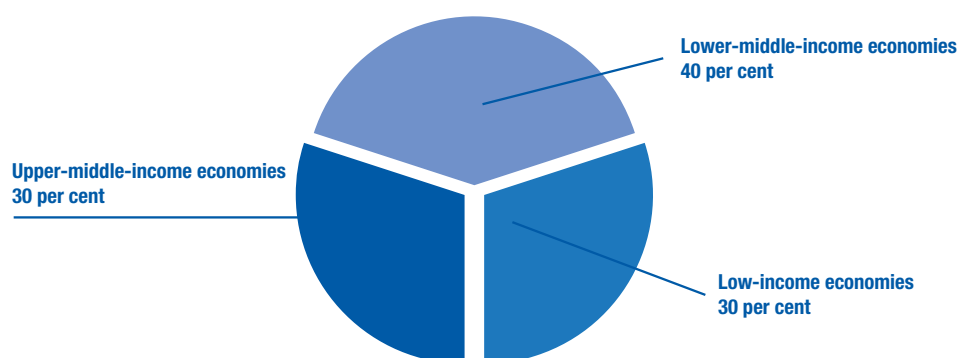
In relation to the regional distribution and income-level distribution of country project expenditures, projects in sub-Saharan Africa and in low-income and lower middle-income economies accounted for the greatest shares (figures 9 and 10).

Figure 9. Country project expenditures: Regional distribution as percentage of total expenditures, 2022



Source: UNCTAD

Figure 10. Country project expenditures: income-level distribution as percentage of total expenditures, 2022



Source: UNCTAD

CHALLENGES AND THE WAY FORWARD

Several trends in debt management are shaping the range of services of the DMFAS Programme as follows:

The current environment for financing for countries is challenging and competitive with investors requiring debt transparency and the availability of good debt data. Similarly, multilateral lenders such as the World Bank and the International Monetary Fund have established more stringent reporting requirements and debt management performance requirements. The Programme continues to focus on debt reporting and debt statistics, in collaboration with other stakeholders.

Trends in debt management

- The complexity of debt instruments available is increasing (for example thematic bonds and financial derivatives). Coverage of instruments in the system is being extended to include not only traditional debt instruments but also additional instruments to cover total public sector debt, including recording and monitoring of non-traditional debt instruments, contingent liabilities and financial derivatives.
- There is an increasing number of DMFAS user countries adopting International Public Sector Accounting Standards in conformity with international standards. DMFAS has a new module allowing for calculations of debt positions based on accrual accounting, which also facilitates the integration of DMFAS into national integrated financial management information systems.
- Many countries are integrating DMFAS into the greater financial or public finance management system. Most new technical assistance projects therefore include an integration component. The main focus of the Programme with regard to such interfaces is to provide technical assistance in designing, building and maintaining the relevant links.

In 2022, the Programme resumed large scale in-country support to enable debt management offices to ensure the effective recording, reporting and monitoring public debt, including for debt suspension or relief initiatives. The Programme focused on proceeding with project activities in countries in which teleworking was not possible to avoid accumulating delays.

The external evaluator proposed a series of recommendations to improve the relevance, effectiveness, efficiency, sustainability and coherence of DMFAS to improve capacity to address the above-mentioned trends and challenges and to expand training activities in order to include auditors..

Lessons from the pandemic

- The pandemic served to accelerate certain changes in modes of delivery for DMFAS support, in particular development of the capacity to deliver support remotely. It reinforced the need for remote access to debt databases, to ensure the continuous recording, reporting and monitoring of public debt, including in exceptional circumstances. It also served to show the limits of online training and the importance of face-to-face interactions in countries. The Programme largely adapted to the situation by providing increased online technical support and strengthened its ability to deliver capacity building activities remotely. After nearly two years of delivering mainly support remotely, the need for a mixed approach to capacity development, including field delivery, is clear. Experience shows that there are requirements for effective online training that are not always available in countries, including high bandwidth, the availability of dedicated equipment, and the commitment of local management of the debt management offices to mobilize participants. In addition, the pandemic served to show that online training activities

require more human resources and longer duration. In 2022, countries expressed the importance of receiving in-person training.

For new user countries, it is recommended that, the initial installation and basic training not be delivered remotely. The presence of a trainer among new users is essential, to validate the installation of the system in the institution and ensure the effective transfer of knowledge to new users in order that they feel confident working with DMFAS.

A recurring challenge is the need to retrain debt officers, since debt management offices often face a high level of staff turnover. Staff turnover remains a major issue for many debt management offices, and the Programme will therefore continue to expand the development of self-learning material, to allow new users to update knowledge in basic debt management.

The pandemic impacted the delivery of technical assistance projects, along with the pace of development of DMFAS 7, including with regard to the recruitment of development teams, the availability of support services, and the delivery of IT equipment. The Programme made exceptional efforts to speed up development and catch up as much as possible following the delays, mobilizing all available resources. However, given the high level of competition in recruiting information technology experts, as well as a shortage of semiconductors, quickly recruiting the necessary resources and purchase equipment posed a challenge.

Strong synergies with regional partners, in particular with the MEFMI, proved crucial in providing additional support to countries, including in areas without active DMFAS technical assistance projects. The Programme will continue to deepen such cooperation with other regional technical assistance providers as an effective way of serving countries.

Way forward

The pandemic has had a long-term impact on the way in which debt offices work, and access and use DMFAS software, as well as on the delivery of capacity development support. Investments made by the Programme since 2020 will help serve countries beyond the crisis. With the roll-out of DMFAS 7, the Programme will further invest in developing blended capacity building, combining face-to-face, self-learning and virtual activities and incorporating the lessons learned during the pandemic. New capacity-building modules will be developed to strengthen the knowledge of debt officers in managing complex debt portfolios.

With the current pace of development, DMFAS 7 will be installed in pilot countries for beta testing in 2023. New training material for the installation, and for technical and functional training will be developed. With the roll-out of this major new version, countries will be in a position to expand the recording, monitoring and reporting of total public debt, enhancing debt data transparency.

In 2022, the security situation continued to deteriorate in some countries and affected the work of the debt office. Experience has shown that consequences of conflicts range from important changes in staffing in a debt office to the loss of the debt database or suspension of use of the system. In such situations, UNCTAD support is key in helping countries rebuild capacities to effectively manage public debt.

The importance of debt data transparency remains high on the international community agenda, in particular in the context of the accumulation of debt by developing countries reaching a record high. The need for readily available and detailed debt data has been accentuated, highlighting the key role of the DMFAS Programme as a technical assistance provider in the downstream areas of debt management.

Blended-learning

High staff turnover

System development

Synergies with regional partners

DMFAS 7 roll out

Deterioration of security situation

ANNEX 1. EXTRACTS OF CURRENT UNITED NATIONS AND INTERNATIONAL MANDATES RELEVANT TO THE WORK OF THE DMFAS PROGRAMME

United Nations General Assembly Resolution 77/153 on external debt sustainability and development (adopted on 14 December 2022)

- “Emphasizing that debt sustainability is essential for underpinning growth, underlining the importance of debt sustainability, debt transparency and effective debt management to the efforts to achieve the Sustainable Development Goals, and acknowledging that debt crises are costly and disruptive, including for employment and productive investment, and tend to be followed by cuts in public spending, including on health and education, affecting the poor and vulnerable in particular,”
- “Reaffirming that each country has primary responsibility for its own development, including through maintaining its own debt sustainability, and that the role of national policies and development strategies, including in the area of debt management, is central to the achievement of sustainable development, and recognizing that national efforts, including to achieve development goals and to maintain debt sustainability, should be complemented by supportive global programmes, measures and policies aimed at expanding the development opportunities of developing countries, while taking into account national conditions and ensuring respect for national ownership, strategies and sovereignty,”
- Paragraph 2: “Emphasizes the special importance of timely, effective, comprehensive and durable solutions to the debt problems of developing countries to promote their economic growth and development”
- Paragraph 7: “... stresses the need for improved data collection and quality in areas that include domestic public debt, domestic and external private debt, as well as legal and regulatory features, such as ownership, currency denomination and jurisdiction according to national priorities;”
- Paragraph 8: “Also reiterates that timely and comprehensive data on the level and composition of debt are necessary for, inter alia, building early warning systems aimed at limiting the impact of debt crises, calls for debtor and creditor countries to intensify their efforts to collect and release data, where appropriate, welcomes the ongoing work of relevant institutions to apply innovative tools for monitoring financial stress in developing countries and to invite relevant institutions to consider the creation of a central data registry that includes information on debt restructuring to, and calls for donors to consider increasing their support for technical cooperation programmes aimed at increasing the statistical capacity of developing countries in that regard;”
- Paragraph 9: “Encourages the United Nations system, including the World Bank Group, the International Monetary Fund and other relevant stakeholders, including the Development Assistance Committee of the Organization for Economic Cooperation and Development, to continue to conduct analytical activities and to provide policy advice and technical assistance to Governments, upon request, in the areas of managing debt, and operating and maintaining databases, and in this regard recalls that the United Nations Conference on Trade and Development should continue its analytical and policy work and technical assistance on debt issues, including the Debt Management and Financial Analysis System Programme, so that this extends not only to improvements in the timeliness and accuracy of debt data recording, but also

to the enhanced coverage of public sector and other relevant debt data, including, in particular, heretofore unrecorded or hidden debt instruments, contingent liabilities and more complex debt instruments;”

- Paragraph 10: “Stresses the need to strengthen information-sharing and transparency among all creditors and borrowers to make sure that debt sustainability assessments are based on comprehensive, objective and reliable data, including an assessment of national public and private debt, in order to ensure the achievement of sustainable development goals, encourages further improvement of the mutual exchange of information, on a voluntary basis, on borrowing and lending among all creditors and borrowers, and takes note of the Paris Forum initiative, which gathers together sovereign creditors and debtors to share views and information, promote greater debt transparency and preserve debt sustainability;”
- Paragraph 11: “Recognizes that the long-term sustainability of debt depends on, inter alia [...] sustainable debt management,”
- Paragraph 12. “Notes with concern that some low-and middle-income developing countries that were not part of the existing debt relief initiatives now have large debt burdens that may create constraints on mobilizing the resources needed to achieve the Sustainable Development Goals indicating a need to consider, as appropriate, stronger debt management initiatives for those countries, ...;”
- Paragraph 14: “Stresses the need for the international community to remain vigilant in monitoring the debt situation of developing countries, including the least developed countries, landlocked developing countries and small island developing States, and to continue to take effective measures, preferably within existing frameworks, when applicable, to address the debt problem of those countries, acknowledges that sound debt management initiatives can play a key role in liberating resources that should be directed towards activities consistent with the eradication of poverty in all its forms and dimensions, including extreme poverty, and with the promotion of sustained economic growth and development and the internationally agreed development goals, including the Sustainable Development Goals...”
- Paragraph 19: “Further recognizes the importance of the creation of robust, nationally appropriate legal and regulatory frameworks for sustainable national and municipal borrowing, on the basis of sustainable debt management,”
- Paragraph 21: “Recognizes with appreciation the steps taken by the Group of 20, in particular under the presidencies of Saudi Arabia, Italy and Indonesia to further promote debt-related measures and the implementation of the Debt Service Suspension Initiative and the Common Framework for Debt Treatments beyond the Debt Service Suspension Initiative, calls for all official bilateral creditors to implement these initiatives fully and in a transparent, timely and effective manner, while noting that more needs to be done, including to respond to the needs of countries not covered by current initiatives, including middle-income countries, and in this regard reaffirms the growing urgency of dealing not only with liquidity but also solvency risks, and: ... (b) recommends assisting developing countries in attaining long-term debt sustainability through coordinated policies aimed at fostering debt financing, debt relief, debt restructuring and sound debt management, as appropriate, to enhance the ability of countries to achieve the Sustainable Development Goals; (c) stresses the need in the medium term to strengthen information sharing between debtors and creditors, as necessary, and long-term debt sustainability analysis, based on comprehensive, objective, transparent and reliable data,”
- Paragraph 22: “Recognizes the role of the United Nations and of the international financial institutions, in accordance with their respective mandates, and encourages them to continue to support global efforts towards sustained and inclusive growth, sustainable development and the external debt sustainability of developing countries,...”

- Paragraph 26: “Recalls the holding of the fifteenth session of the United Nations Conference on Trade and Development in Barbados and Geneva from 3 to 7 October 2021, and the Bridgetown Covenant, and encourages the United Nations Conference on Trade and Development, in cooperation with the World Bank and the International Monetary Fund, to continue its analytical and policy work and technical assistance on debt issues,”
- Paragraph 33: “ Encourages Member States, the United Nations system, the World Bank Group, the International Monetary Fund and other relevant stakeholders, and international financial institutions to scale up technical assistance in debt management, including debt data recording and reporting, and debt transparency and to provide greater coordination of advice, for the delivery of such technical assistance upon request, and to ensure synergies with the full spectrum of debt management mechanisms; “
- Paragraph 35: “Invites the international community to continue efforts to increase support, including financial and technical assistance, for institutional capacity building in developing countries to enhance sustainable upstream and downstream debt management as an integral part of national development strategies, including by promoting transparent and accountable debt management systems...”
- Paragraph 36: “Requests the United Nations Conference on Trade and Development, and invites the International Monetary Fund and the World Bank, in cooperation with the regional commissions, regional development banks and other relevant multilateral financial institutions and stakeholders, to intensify cooperation in respect of activities relating to capacity-building and to early warning monitoring systems in developing countries in the area of debt management and debt sustainability with a view to contributing to the implementation of the 2030 Agenda;”

Bridgetown Covenant (TD/L.435) From inequality and vulnerability to prosperity for all (adopted on 6 October 2021)

- Paragraph 89. [...] continued inclusive dialogues and cooperation with international financial institutions and relevant actors are needed to advance the discussion on debt treatment, debt transparency, data quality, debt management capacity building and the rules of engagement, including with the private sector.
- Paragraph 127. UNCTAD, as the focal point within the United Nations system for the integrated treatment of trade and development and interrelated issues in the areas of finance, technology, investment and sustainable development, should continue its work through the three pillars, building on the Nairobi Maafikiano and based on the preceding policy analysis of the Bridgetown Covenant. Therefore, UNCTAD should: [...]

(ss) continue its analytical and policy work and technical assistance on debt issues, including the Debt Management and Financial Analysis System programme, and promote policies for responsible sovereign borrowing and lending, complementing the work done by the World Bank and the International Monetary Fund and other stakeholders, as appropriate;

(tt) continue its existing work, in coordination with relevant partners, including the Inter-Agency Task Force on Finance Statistics, to contribute to statistical series and capacity in the fields of domestic debt, external private and public debt and debt composition;

(vv) continue to contribute, in accordance with its mandate and complementing the work done by the World Bank and the International Monetary Fund and other relevant stakeholders to enhance the efficiency of the global economic system, international trade and debt sustainability, for the realization of the 2030 Agenda for Sustainable Development.

Nairobi Azimio (TD/519/Add.1; adopted on 22 July 2016)

- Paragraph 18: “We are aware of the negative effects of unsustainable debt on development, particularly for developing countries, and recognize the need to assist developing countries to achieve long-term debt sustainability through sound debt management and coordinated policies aimed at fostering debt financing, debt relief and debt restructuring, as appropriate, and to address the external debt of highly indebted poor countries to reduce debt distress.”

Nairobi Maafikiano (TD/519/Add.2) From decision to action: Moving towards an inclusive and equitable global economic environment for trade and development (adopted on 22 July 2016)

- Paragraph 22: “[...] Given growing concerns about external debt sustainability, public debt management to prevent and pre-empt financial and debt crises is important. The need for a central data registry, including information on debt restructurings, has also been recognized. In this regard, the long-standing work of UNCTAD on debt issues within the United Nations, including through promotion of its Principles on Responsible Sovereign Lending and Borrowing, is recognized.”
- Paragraph 38(h): UNCTAD should “continue its analytical and policy work and technical assistance on debt issues, including the Debt Management and Financial Analysis System Programme, and to promote policies for responsible sovereign borrowing and lending, complementing the work done by the World Bank and the International Monetary Fund and other stakeholders, as appropriate;”
- Paragraph 38(i): UNCTAD should “continue its existing work, in coordination with relevant partners, including the Task Force on Finance Statistics, to contribute to statistical series and capacity in the fields of domestic debt, external private and public debt and debt composition;”


Sustainable Development Goal⁶ 17.4 on debt sustainability

- “Assist developing countries in attaining long-term debt sustainability through coordinated policies aimed at fostering debt financing, debt relief and debt restructuring, as appropriate, and address the external debt of highly indebted poor countries to reduce debt distress”.

United Nations General Assembly Resolution 69/313, on the Addis Ababa Action Agenda of the Third International Conference on Financing for Development

- Paragraph 34: “[...] We will work to strengthen debt management [...].”
- Paragraph 94: “We recognize the need to assist developing countries in attaining long-term debt sustainability through coordinated policies aimed at fostering debt financing, debt relief, debt restructuring and sound debt management, as appropriate.”
- Paragraph 115: “[...] We reiterate the importance of strengthening institutional capacity and human resource development. It is also critical to reinforce national efforts in capacity building in developing countries in such areas as public finance and administration, [...] debt management [...].”

ANNEX 2. DMFAS PROGRAMME RESULTS 2020–2024

Objective	Expected results	Results at the end of 2022	Impact	Sustainable Development Goals of focus
<p>1. Improve the capacity of debt management offices (DMOs) to:</p> <ul style="list-style-type: none"> record process monitor report analyse <p>the country's public debt in a sustainable manner</p>	<p>1.1 Government information systems established for effectively managing complete, up-to-date and reliable debt databases</p> <p>1.2 Increased knowledge of debt management procedures and best practices</p> <p>1.3 Enhanced transparency through effective debt reporting and improved accessibility/availability of debt information</p> <p>1.4 Strengthened operational risk management</p> <p>1.5 Increased integration of debt management within public finance management</p> <p>1.6 Facilitated debt analysis</p>	<ul style="list-style-type: none"> 93 per cent of user countries capture central government and government guaranteed external debt 79 per cent of debt management offices responsible for domestic debt record it in DMFAS 609 participants from 28 countries trained 94 per cent of user countries report to DRS 68 per cent of user countries report to QEDS and 48 per cent to QPSD 41 DMFAS countries produce debt statistics bulletin 27 user countries have procedures manual 25 user countries have disaster recovery and business continuity plan 23 institutions have linked DMFAS with another system, including four with auction systems 35 user countries produce debt portfolio review at least once per year 47 user countries use the system to produce MTDS 40 countries use the system to produce DSA 	<p>Governments manage their debt effectively and sustainably, in support of poverty reduction, development and good governance</p>	 <p>Direct: Goal 17:</p> <p>Target 17.4: Assist developing countries in attaining long-term debt sustainability through coordinated policies (indicator 17.4.1: Debt service as a proportion of exports of goods and services)</p> <p>Indirect: Goal 1</p> 
<p>2. Improve the capacity of the DMFAS Programme to deliver effective, efficient and sustainable response to country needs</p>	<p>2.1. Major new DMFAS version developed – DMFAS 7</p> <p>2.2 More comprehensive capacity development framework</p> <p>2.3 Improved coordination with other providers</p> <p>2.4 Improved service delivery</p> <p>2.5 More stable financing for Programme's activities</p>	<ul style="list-style-type: none"> Progress in DMFAS 7 development Progress in DMFAS 6 enhancement: 6.1.4.2 and of 6.2 released Debt-DQA; new course on debt management procedures; 23 fact sheets on basic debt concepts in English and French, one new tutorial and DSSI guidelines updated Cooperation in 13 partner events and collaboration with the Debt Management Facility III Regional centres: Pending funding Stable in cost recovery 		

ANNEX 3. BREAKDOWN OF DMFAS CLIENT COUNTRIES ACCORDING TO INCOME GROUP, 2022

Low-income	Lower-middle-income	Upper-middle-income	High-income	Total
Current (16)	Current (26)	Current (15)	Current (2)	60
Burkina Faso (HIPC)	Angola	Albania	Panama	
Burundi (HIPC)	Algeria	Argentina	Romania	
Chad (HIPC)	Bangladesh	Armenia		
Democratic Republic of the Congo (HIPC)	Bolivia (Plurinational State of) (HIPC)	Azerbaijan	Unclassified	
Eritrea (HIPC)	Cambodia	Costa Rica	Current (1)	
Ethiopia (HIPC)	Congo (HIPC)	Dominican Republic	Venezuela (Bolivarian Republic of)	
Guinea	Côte d'Ivoire (HIPC)	Ecuador		
Guinea-Bissau (HIPC)	Djibouti	Equatorial Guinea		
Madagascar (HIPC)	Egypt	Gabon		
Rwanda (HIPC)	El Salvador	Georgia		
Sudan	Honduras (HIPC)	Guatemala		
Syrian Arab Republic	Indonesia	Iraq		
Togo (HIPC)	Iran (Islamic Republic of)	Jordan		
Uganda (HIPC)	Kyrgyzstan	Paraguay		
Yemen	Lao People's Democratic Republic	Republic of Moldova		
Zambia (HIPC)	Lebanon			
	Mauritania (HIPC)			
	Mongolia			
	Nicaragua (HIPC)			
	Pakistan			
	Philippines			
	Tajikistan			
	Uzbekistan			
	Viet Nam			
	Zimbabwe			
	State of Palestine			

Abbreviation: HIPC, heavily indebted poor countries initiative

Source: World Bank, available at <https://datahelp desk.worldbank.org/knowledgebase/articles/906519-world-bank-country-and-lending-groups>

Note: Venezuela (Bolivarian Republic of) has been temporarily unclassified by the World Bank in July 2021 pending release of revised national accounts statistics

Note: Countries in bold indicate a change in income level during the year. For the 2022 fiscal year, low-income economies are defined as those with a gross national income (GNI) per capita, calculated using the World Bank Atlas method, of \$1,085 or less in 2021; lower middle-income economies are those with a GNI per capita between of \$1,086 and \$4,255; upper middle-income economies are those with a GNI per capita of between \$4,256 and \$13,025; and high-income economies are those with a GNI per capita of \$13,025 or more. This table also indicates the countries that qualified or were eligible or potentially eligible for the heavily indebted poor countries initiative

ANNEX 4. DMFAS INSTALLATIONS IN COUNTRIES, 2022

Note: Start date in institution refers to the year of the first project for the implementation of DMFAS and related services in the institution; type of installation indicates where the main server is located (main installation) or if remote access is used; access rights Indicates whether the institution has full or partial access rights or read-only access to the debt database (access rights depend on debt management responsibilities and the mandates of the respective institution); countries or institutions no longer using DMFAS are enclosed in parentheses and shown in italics.

Country	Institution	Start date in institution	Installation type		Software language	Access rights			Version currently used	
			Main	Remote access		Full	Partial	Read only	5.3	6
Albania	Ministry of Finance	1998	✓		English	✓				✓
Algeria	Central bank	2005	✓		French	✓			✓	
Angola	Central bank	1999		✓				✓		
	Ministry of Finance	2015	✓		Spanish	✓				✓
Argentina	Ministry of Finance	1993	✓		Spanish	✓				✓
	Province of Rio Negro	2000	✓		Spanish	✓				✓
	Province of Chaco	2001	Inactive							
	Province of Buenos Aires	2011	Inactive							
	Province of La Rioja	2015	✓		Spanish	✓				✓
Armenia	Ministry of Finance	2011	✓		English	✓				✓
Azerbaijan	Ministry of Finance	2020	✓		English	✓				✓
Bangladesh	Ministry of Finance	1992	✓		English	✓				✓
	Central bank	2002		✓	English	✓				✓
(Belarus)	Ministry of Finance	1994	Inactive							
Bolivia (Plurinational State of)	Ministry of Finance	1994	✓		Spanish	✓			✓	
	Central bank	1994	✓		Spanish	✓				✓
Burkina Faso	Ministry of Finance	1997	✓		French	✓				✓
Burundi	Ministry of Finance	1987	✓		French	✓				✓
Cambodia	Ministry of Finance	2007	✓		English	✓				✓
(Central African Republic)	Ministry of Finance	1995	Inactive							

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Country	Institution	Start date in institution	Installation type		Software language	Access rights			Version currently used	
			Main	Remote access		Full	Partial	Read only	5.3	6
Chad	Ministry of Finance	2000	✓		French	✓				✓
(Chile)	Central bank	2003								
(Colombia)	Ministry of Finance	2001	Inactive							
Congo	Ministry of Finance	2003	✓		French	✓				✓
Costa Rica	Ministry of Finance	1988	✓		Spanish	✓				✓
	Central bank	1988		✓	Spanish			✓		
Côte d'Ivoire	Ministry of Finance	1998	✓		French	✓				✓
Democratic Republic of the Congo	Ministry of Finance	2005	✓		French	✓				✓
Djibouti	Ministry of Finance	1986	Reactivating		French	✓				
Dominican Republic	Ministry of Finance	1996	✓		Spanish	✓				✓
	(Central bank)	1996	Inactive							
Ecuador	Ministry of Finance	1995	✓		Spanish	✓				✓
	Central bank	1995	✓		Spanish	✓				✓
Egypt	Ministry of Finance	2008	✓		English	✓				✓
	Central bank	1986	✓		English	✓				✓
El Salvador	Ministry of Finance	1988	✓		Spanish	✓				✓
Equatorial Guinea	Ministry of Finance	2022	✓		French	✓				✓
Eritrea	Ministry of Finance	2018	✓		English	✓				✓
Ethiopia	Ministry of Finance	1988	✓		English	✓				✓
Gabon	Ministry of Finance	2001	✓		French	✓				✓
Georgia	Ministry of Finance	1998	✓		English	✓				✓
Guatemala	Ministry of Finance	1988	✓		Spanish	✓				✓
Guinea	Ministry of Finance	2021	✓		French	✓				✓
Guinea-Bissau	Ministry of Finance	1997	✓		Spanish	✓				✓

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Country	Institution	Start date in institution	Installation type		Software language	Access rights			Version currently used	
			Main	Remote access		Full	Partial	Read only	5.3	6
(Haiti)	(Central bank)	1985	Inactive							
	(Ministry of Finance)	2009	Inactive							
Honduras	Ministry of Finance	1988	✓		Spanish	✓				✓
	Central bank	1988		✓	Spanish			✓		
	Supreme Court of Accounts	2008		✓	Spanish			✓		
	National Electricity Company	2018		✓	Spanish			✓		
Indonesia	Ministry of Finance	1988	✓		English	✓				✓
	Central bank	2004	✓		English	✓				✓
Iran (Islamic Republic of)	Central bank	1997	✓		English	✓				✓
Iraq	Ministry of Finance	2005	✓		English	✓				✓
	Central bank	2005		✓	English			✓		
Jordan	Ministry of Finance	1998	✓		English	✓				✓
(Kazakhstan)	(Ministry of Finance)	1996	Inactive							
	(Central bank)	1996	Inactive							
	(Exim Bank)	1996	Inactive							
Kyrgyzstan	Ministry of Finance	2021	✓		Russian					✓
Lao People's Democratic Republic	Ministry of Finance	2011	✓		English	✓				✓
Lebanon	Ministry of Finance	1993	✓		English	✓				✓
	Central bank	1993		✓	English			✓		
	Council for Development and Reconstruction	1993		✓	English			✓		
(Lithuania)	(Ministry of Finance)	1999	Inactive							
Madagascar	Ministry of Finance	2001	✓		French	✓				✓
	Central bank	2001		✓	French			✓		
Mauritania	Ministry of Finance	1995	✓		French	✓				✓

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Country	Institution	Start date in institution	Installation type		Software language	Access rights			Version currently used	
			Main	Remote access		Full	Partial	Read only	5.3	6
Mongolia	Ministry of Finance	2001	✓		English	✓				✓
	(Central bank)	2001	Inactive							
Nicaragua	Ministry of Finance	1997	✓		Spanish	✓				✓
	Central bank	1988	✓		Spanish	✓				✓
(North Macedonia)	Central bank	1999	Inactive							
(Oman)	(Ministry of Finance)	2010	Inactive							
Pakistan	Ministry of Finance	1985	✓		English	✓				✓
	(Central bank)	1985	Inactive							
Panama	Ministry of Finance	1997	✓		Spanish	✓				✓
Paraguay	Ministry of Finance	1996	✓		Spanish	✓				✓
	Central bank	1996		✓			✓			
	(Ministry of Planning)	1996	Inactive							
(Peru)	(Ministry of Finance)	1998	Inactive							
Philippines	Ministry of Finance	1987	✓		English	✓				✓
	Central bank	2008	✓		English	✓				✓
Republic of Moldova	Ministry of Finance	1997	✓		English	✓				✓
	Central bank	1997	✓		English	✓				✓
Romania	Ministry of Finance	1993	✓		English	✓			✓	
	Central bank	1993	✓		English	✓			✓	
Rwanda	Ministry of Finance	1990	✓		English	✓				✓
	(Central bank)	2000	Inactive							
(Sao Tome and Principe)	Ministry of Finance	1997	Inactive							
	Central bank	1997	Inactive							
(Senegal)	Ministry of Finance	1997	Inactive							

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Country	Institution	Start date in institution	Installation type		Software language	Access rights			Version currently used	
			Main	Remote access		Full	Partial	Read only	5.3	6
Sudan	Central bank	1998	✓		English	✓				✓
	Ministry of Finance	2016	✓		English	✓				✓
Syrian Arab Republic	Central bank	2001	✓		Arabic	✓			✓	
Togo	Ministry of Finance	1984	✓		French	✓				✓
Tajikistan	Ministry of Finance	2020	✓		Russian	✓				✓
(Trinidad and Tobago)	Central bank	1985	Inactive							
	Ministry of Finance	1985	Inactive							
(Turkmenistan)	Central bank	2001	Inactive							
Uganda	Ministry of Finance	1985	✓		English	✓				✓
	Central bank	1985	✓		English	✓				✓
(Ukraine)	Ministry of Finance	1995	Inactive							
Uzbekistan	Ministry of Finance	2016	✓		Russian	✓				✓
Venezuela (Bolivarian Republic of)	Ministry of Finance	1998	✓		Spanish	✓				✓
Viet Nam	Ministry of Finance	1996	✓		English	✓			✓	
Yemen	Central bank	1999/2022			English	✓				✓
	Ministry of Finance	1999	Inactive							
	Ministry of Planning	1999	Inactive							
Zambia	Central bank	1986		✓	English	✓				✓
	Ministry of Finance	1986	✓		English	✓				✓
Zimbabwe	Central bank	1986		✓	English	✓				✓
	Ministry of Finance	1986	✓		English	✓				✓
State of Palestine	Ministry of Finance	2000/2022	✓		English	✓				✓

Source: UNCTAD

ANNEX 5. SCOPE OF DMFAS USE IN COUNTRIES IN 2022

Country	Coverage of DMFAS database			Reporting and analysis	Operational risk management	
	Central government external debt	Central government domestic debt	Central banks monitoring private external debt using DMFAS	Debt portfolio review	Procedures manual	Disaster recovery arrangements
Albania	✓	✓	No	✓	✓	
Algeria	✓		Yes	✓	✓	✓
Angola	✓	✓	Yes	✓	✓	✓
Argentina	✓	✓	No	✓		✓
Armenia	✓	✓	No			
Azerbaijan	✓	✓	No			
Bangladesh	✓		Yes			✓
Bolivia (Plurinational State of)	✓	✓	No	✓		
Burkina Faso	✓	✓	No	✓		✓
Burundi	✓	✓	No			
Cambodia	✓	✓	No	✓	✓	
Chad	✓		No	✓		
Congo	✓		No	✓		
Costa Rica	✓	✓	No	✓	✓	
Côte d'Ivoire	✓	✓	No	✓	✓	✓
Democratic Republic of the Congo	✓	✓	No	✓	✓	✓
Djibouti	✓	✓	No			
Dominican Republic	✓	✓	No	✓	✓	
Ecuador	✓	✓	Yes	✓	✓	✓
Egypt	✓	✓	Yes	✓	✓	✓
El Salvador	✓	✓	No	✓		
Eritrea	✓	✓	No			
Ethiopia	✓	✓	No	✓		
Gabon	✓	✓	No			
Georgia	✓	✓	No	✓		✓
Guatemala	✓	✓	No	✓	✓	
Guinea	✓	✓	No			
Guinea-Bissau	✓	✓	No			

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Country	Coverage of DMFAS database			Reporting and analysis	Operational risk management	
	Central government external debt	Central government domestic debt	Central banks monitoring private external debt using DMFAS	Debt portfolio review	Procedures manual	Disaster recovery arrangements
Honduras	✓	✓	Yes	✓	✓	✓
Indonesia	✓	✓	No	✓	✓	✓
Iran (Islamic Republic of)	✓		Yes			
Iraq	✓		No			
Jordan	✓	✓	No			
Lao People's Democratic Republic	✓	✓	No		✓	
Lebanon	✓	✓	No			✓
Madagascar	✓	✓	Yes	✓		✓
Mauritania	✓		No			
Mongolia	✓		No			✓
Nicaragua	✓	✓	Yes	✓	✓	✓
Pakistan	✓		No	✓	✓	✓
Panama	✓	✓	No	✓		
Paraguay	✓	✓	No	✓	✓	✓
Philippines	✓	✓	Yes		✓	✓
Republic of Moldova	✓	✓	Yes	✓	✓	✓
Romania	✓	✓	Yes	✓	✓	
Rwanda	✓	✓	No		✓	
Sudan	✓	✓	Yes	✓	✓	
Syrian Arab Republic	✓		No			
Togo	✓	✓	No	✓	✓	
Uganda	✓	✓	No	✓	✓	✓
Uzbekistan	✓		No	✓	✓	✓
Venezuela (Bolivarian Republic of)	✓	✓	No			✓
Viet Nam	✓	✓	No	✓	✓	✓
Zambia	✓		Yes	✓		
Zimbabwe	✓	✓	No		✓	✓
State of Palestine	✓	✓	No			

Source: UNCTAD

Note: Coverage of DMFAS database indicates the type of debt is being managed using the DMFAS installation (s) in each country.

Reporting and analysis column indicates whether a country is publishing a statistical bulletin, defined as the existence of a compilation of debt information published within the last 18 months which covers, at a minimum, composition and evolution of the debt stock and preferably projection of debt services. This section also shows whether a country is producing a debt portfolio review, defined as the existence of a stand-alone compilation of debt information published within the last 18 months which covers the following: up-to-date situation of the existing debt portfolio and factors underpinning its evolution, composition and structure of the debt portfolio, debt ratios: values and trends, cost indicators and risk indicators (interest risk, currency risk, refinancing risk).

Operational risk management column indicates whether a country's debt management office has produced a procedures manual covering the major back-office operations including, at a minimum, data entry, processing of debt transactions (disbursements, debt servicing), validation and reporting of debt, use of DMFAS and storage of agreements and transaction records (this manual has been validated by the head of the debt management office and updated within the last two years); and also indicates whether there exists within the country's debt management office a disaster recovery plan consisting of a documented set of procedures or arrangements to recover and protect the DMFAS installation in the event of a disaster (these arrangements specify actions and measures to be taken before, during and after a disaster and the relevant staff has received instructions on how to follow these procedures, which have been validated by the head of the debt management office and have been tested at least once in the last 18 months).

ANNEX 6. AUTOMATIC LINKS BETWEEN DMFAS AND OTHER SYSTEMS

DMFAS interfaces with public financial management information systems are aimed at providing support for three key processes, namely budget preparation, budget execution and general data sharing as follows:

- The budget preparation interface covers budget estimation which includes screens for scheduled disbursements and scheduled debt service for external and domestic debt for active and pipeline instruments.
- The budget execution interface covers exchange of information related to disbursements, payment orders and payment confirmation.
- Reference data refers to common data exchanged between systems such as exchange rates, participants information and back accounts, and budget line descriptions and budget information by instruments.

Country	Link with treasury system		Reference data	Auction/central depository system	Other
	Budget estimations	Disbursements payment orders payment confirmation			
Angola (Central bank)	✓	Disbursements Payment confirmation	✓	✓	
Angola (Ministry of Finance)	✓	Disbursements Payment orders Payment confirmation	✓		
Argentina (Ministry of Finance)	✓	Disbursements Payment orders Payment confirmation	✓		
Argentina (Province of Rio Negro)	✓	Disbursements Payment confirmation	✓		
Bolivia (Plurinational State of) (Ministry of Finance)	✓	Disbursements Payment orders	✓		
Bolivia (Plurinational State of) (Central bank)					Interface with reporting and SWIFT system for payments
Burkina Faso	✓		✓		
Dominican Republic (Ministry of Finance)	✓	Disbursements Payment orders Payment confirmation	✓		
El Salvador	✓	Disbursements Payment orders Payment confirmation	✓		
Ethiopia (Ministry of Finance)	✓	Payment orders (external payments) Payment confirmation (external payments)	✓		
Gabon (Ministry of Finance)		Payment orders	✓		

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Country	Link with treasury system		Reference data	Auction/central depository system	Other
	Budget estimations	Disbursements payment orders payment confirmation			
Guatemala (Ministry of Finance)	✓	Disbursements Payment orders Payment confirmation	✓		Interface with CB's domestic debt database
Honduras (Ministry of Finance)	✓	Disbursements Payment orders Payment confirmation	✓		
Indonesia (Ministry of Finance)	✓	Disbursements Payment orders Payment confirmation	✓	✓	
Indonesia (Central bank)	✓	Payment orders Payment confirmation	✓		Internal system
Madagascar (Central bank)	✓	Payment orders		✓	Internal reporting tool
Nicaragua (Central bank and Ministry of Finance – shared database)	✓	Disbursements Payment orders Payment confirmation	✓		Link with Central bank accounting system
Panama (Ministry of Finance)	✓	Disbursements Payment orders Payment confirmation	✓		Internal reporting tool
Paraguay	✓	Disbursements Payment orders	✓		
Philippines (Bureau of Treasury)			✓	✓	
Philippines (Central bank)			✓		Link with private debt database
Uganda	✓	Payment orders Payment confirmation			
Venezuela (Bolivarian Republic of) (Ministry of Finance)	✓	Payment orders - Internal Debt only	✓		
Discontinued links					
Albania	Discontinued	Link not active			
Costa Rica	Discontinued	Change in version			
Iran (Islamic Republic of) (Central bank)	discontinued	Change in version			
Jordan (Ministry of Finance)	Discontinued	Change in version – new link under development			
Mauritania	Discontinued	Link not active			
Madagascar (CB)	Discontinued	Transfer of responsibilities			
Paraguay (Ministry of Finance)	Discontinued	Change in IFMIS version			
Republic of Moldova (Ministry of Finance and Central bank)		Not a link as defined in this annex; replication environment for reporting purposes			
Viet Nam (Ministry of Finance)	Discontinued	Link not active			

Source: UNCTAD

ANNEX 7. HELPDESK TICKETS BY COUNTRIES, 2022

Country	Incoming	Assigned	Closed
Albania	8	3	5
Angola	40	5	35
Argentina (Ministry of Economy)	17	5	12
Argentina (Province of Rio Negro)	2	1	1
Azerbaijan	7	1	6
Bangladesh	3	3	0
Bolivia (Plurinational State of)	6	5	1
Burundi	2	2	0
Cambodia	7	2	5
Central African Republic	2	2	0
Chad	4	3	1
Congo	4	1	3
Costa Rica	13	3	10
Côte d'Ivoire	4	0	4
Dominican Republic	11	5	6
Ecuador	27	9	18
Egypt	22	6	16
Eritrea	7	3	4
Ethiopia	3	1	2
Gabon	6	2	4
Georgia	2	2	0
Guatemala	7	1	6
Guinea	22	4	18
Honduras	10	3	7
Iran (Islamic Republic of)	2	0	2
Iraq	1	1	0
Jordan	11	4	7
Lebanon	2	2	0
Madagascar	2	1	1
Mauritania	1	0	1
Mongolia	2	0	2
Nicaragua	9	7	2
Pakistan	6	2	4
Panama	5	4	1
Paraguay	6	3	3
Philippines	46	10	36
Republic of Moldova	1	1	0
Rwanda	2	0	2
Sudan	8	3	5
Tajikistan	9	5	4
Togo	8	2	6
Uganda	17	10	7
Uzbekistan	16	9	7
Venezuela (Bolivarian Republic of)	4	2	2
Yemen	5	3	2
Zambia	5	2	3
Zimbabwe	2	2	0
State of Palestine	2	0	2
Tickets reported by Helpdesk	64	15	49
Grand total	472	160	312

Source: UNCTAD

ANNEX 8. CONCLUSIONS OF THE DMFAS ADVISORY GROUP, DECEMBER 2022

The DMFAS Advisory Group advises the Secretary-General of UNCTAD of the following conclusions of its 13th Meeting, held in Geneva on 8-9 December 2022. The DMFAS Advisory Group:

Strategic plan 2020-2023

1. Takes note of the findings and recommendations of the external evaluation (Midterm Review 2022) of the Programme.
2. Commends the very positive results achieved to date by the Programme in the implementation of its 2020-2023 strategic plan and that the Programme is on track to meet its objectives.
3. Endorses the evaluator's conclusions that the DMFAS Programme continues to be highly relevant and that it has demonstrated high levels of effectiveness and efficiency in the implementation of its strategic plan.
4. Affirms the findings that the Programme has had a high, sustainable positive impact on debt management in DMFAS user countries including the availability of comprehensive and reliable databases, effective debt reporting, operational risk management and increased knowledge of debt management.
5. Welcomes the conclusion that the Programme makes a significant contribution to the achievement of the Sustainable Development Goals including poverty reduction and good governance.
6. Is encouraged by the very high levels of satisfaction of all the Programme's stakeholders (beneficiary countries, donors and partners) with the Programme's products and services.
7. Appreciates that the Programme was highly effective in responding and adapting to the needs of debt management offices resulting from the COVID-19 pandemic.
8. Acknowledges the setbacks in the completion of the DMFAS 7 development project resulting from financing challenges and the COVID-19 pandemic.
9. Notes the finding that the DMFAS Programme provides a high return on investment.
10. Requests UNCTAD to implement the evaluation report's recommendations, to the extent possible.
11. Recognizes that the COVID-19 pandemic affected the implementation of some key elements of the current strategic plan and supports the proposal to extend it by one year to end in December 2024.

Capacity development

12. Emphasizes the critical need of DMFAS-user countries to continue to receive technical assistance from the Programme.
13. Stresses the critical importance of providing continuous training and capacity development opportunities to Debt Management Offices, and particularly in light of the challenges of high staff turnover.
14. Requests UNCTAD to provide comprehensive training and capacity development to countries including certification, national and regional workshops, providing options for in-person and online training as appropriate to the users' environment and to the type and urgency of the training; training on new releases; training for auditors; training on data validation, reporting (including Statistical Bulletin, QEDS/QPSDS), analytical functions and contingent liabilities.

15. Acknowledges the usefulness of virtual learning in certain circumstances while stressing the critical importance of in-person training.
16. Encourages the Programme to continue to adapt its delivery methods to the specific circumstances of debt management offices.
17. Asks UNCTAD to facilitate sharing of information and experiences between countries, including study tours where possible.

DMFAS 6

18. Appreciates the enhancements made to DMFAS 6 during the current strategic plan.
19. Acknowledges that the evolution of technology will require UNCTAD to de-support DMFAS 6 within the next few years and that investment in new functionality should focus on DMFAS 7.
20. Requests UNCTAD to continue to provide support for DMFAS 6 to the extent possible during the transition period while countries migrate to DMFAS 7.

DMFAS 7

21. Appreciates that DMFAS 7 is designed to respond to the latest developments in debt management and technology, and to the recommendations of the DMFAS Advisory Group.
22. Appreciates that DMFAS 7 will enable expanded data coverage including contingent liabilities, facilitated registration of private sector non-guaranteed debt, state owned enterprises and subnational debt, and non-traditional debt instruments (special drawing rights, deposits, repos, etc.).
23. Appreciates also that the new DMFAS 7 user interface is intuitive and user friendly and provides lists of values that correspond to the latest standards and includes automatic update of loan status after debt service, debt service notifications, recording of reopenings and facilitated saving functionalities.
24. Notes with satisfaction that the new version is designed to respond to important reporting and analytical needs: enhanced reporting including fast generation of reports and World Bank form 4, and enhanced analytical functions including sensitivity analysis, debt indicators, debt ratios, linkages to DSA and MTDS, and monitoring of borrowing plan.
25. Appreciates that DMFAS 7 provides full support for cloud computing, easier integration with other systems, enhanced security and auditing features, facilitated maintenance, automated distribution.
26. Requests UNCTAD to prioritize implementation of debt-DQA, facilitated recording of external data such as exchange rates and interest rates in DMFAS 7 and to explore the feasibility of integrating forms to support the reconciliation process.
27. Emphasizes the importance of providing to countries comprehensive information in the form of documentation or multimedia recording on the implementation of DMFAS 7, including: availability and timing of releases, benefits, cost implications of acquiring the new version, hardware and software requirements, new features, security risks, legal implications, implication for linkages/interfaces.
28. Requests that the DMFAS Programme undertake assessment missions where required for the implementation of DMFAS 7, provide support for pre-conversion validation of the DMFAS database and enable users to upgrade from all previous versions.
29. Recognizes that many developing countries will face challenges in securing the necessary funding to implement DMFAS 7 and requests the international community to provide assistance, in particular to the poorer countries.
30. Understands that an effective migration from DMFAS 6 to the new version will require the establishment of a new project between the government and UNCTAD.

31. Recognizes that the project will incorporate data conversion, capacity-building, upgrading of interfaces where relevant and may require upgrading of equipment.
32. Is encouraged by the improved installation tools that will facilitate the implementation of DMFAS 7 in debt offices.
33. Recommends that UNCTAD makes a proposal for a DMFAS 7 upgrade project to each government currently using DMFAS and establishes a comprehensive plan for implementation in countries as soon as possible.
34. Supports the recommendation of the Midterm Review to create a senior staff position to oversee the implementation of DMFAS 7.
35. Recommends that the Programme evaluates the possibility of expanding the number of trained consultants in regions, in order to implement DMFAS 7 quickly, widely and efficiently.
36. Requests UNCTAD to explore the feasibility of packaging the delivery of DMFAS 7 in a modular manner.

Support/Quality of Services

37. Stresses the critical importance of continuous support from the DMFAS Helpdesk.
38. Requests UNCTAD to strengthen the DMFAS Helpdesk including provide support through remote connections, in real time where feasible; ensure fast response; give prioritization to urgent requests; review handling of leap years; provide support to remote access to DMFAS.
39. Appreciates that the new Helpdesk system that is being designed will make management of user requests more effective, efficient and transparent.
40. Requests that responses to Helpdesk requests be delivered as quickly as possible.
41. Encourages UNCTAD to provide support for priority areas, such as operational risk management including procedures, debt restructuring and debt data validation.
42. Reiterates its recommendation that the programme provides as much of its documentation and services as possible in all the United Nations official languages of the DMFAS user community.
43. Supports the Midterm Review recommendation that the Programme should continue to support increases in debt transparency and accountability, by (a) providing support to DMOs for incorporating fiscal contingencies systematically in debt databases, and (b) offering audit institutions training to improve their capacity to evaluate debt transparency and debt reporting.
44. Reiterates the importance of providing support for interfacing, supporting countries on integrating DMFAS with other Public Finance Management Systems (Budget, Accounting, Treasury).

Future evaluations

45. Suggests that future evaluations provide comparisons of DMFAS with other systems.

Communications/Website

46. Appreciates the importance of the DMFAS Website and in particular the Client Area for making documentation and self-learning material available to users.
47. Requests UNCTAD to continue to publish the DMFAS Newsletter on a regular basis.
48. Recommends that the Programme clearly communicates to government the different types of support it offers, including for developing interfaces with other financial systems and for expanding debt coverage.

Cooperation and partnership

- 49. Values the improved coordination with other providers of technical assistance.
- 50. Encourages the Programme to continue to work in close coordination with other providers.
- 51. Reiterates the importance of continued synergies between the DMFAS Programme's technical assistance work and UNCTAD's research and analysis activities on debt.

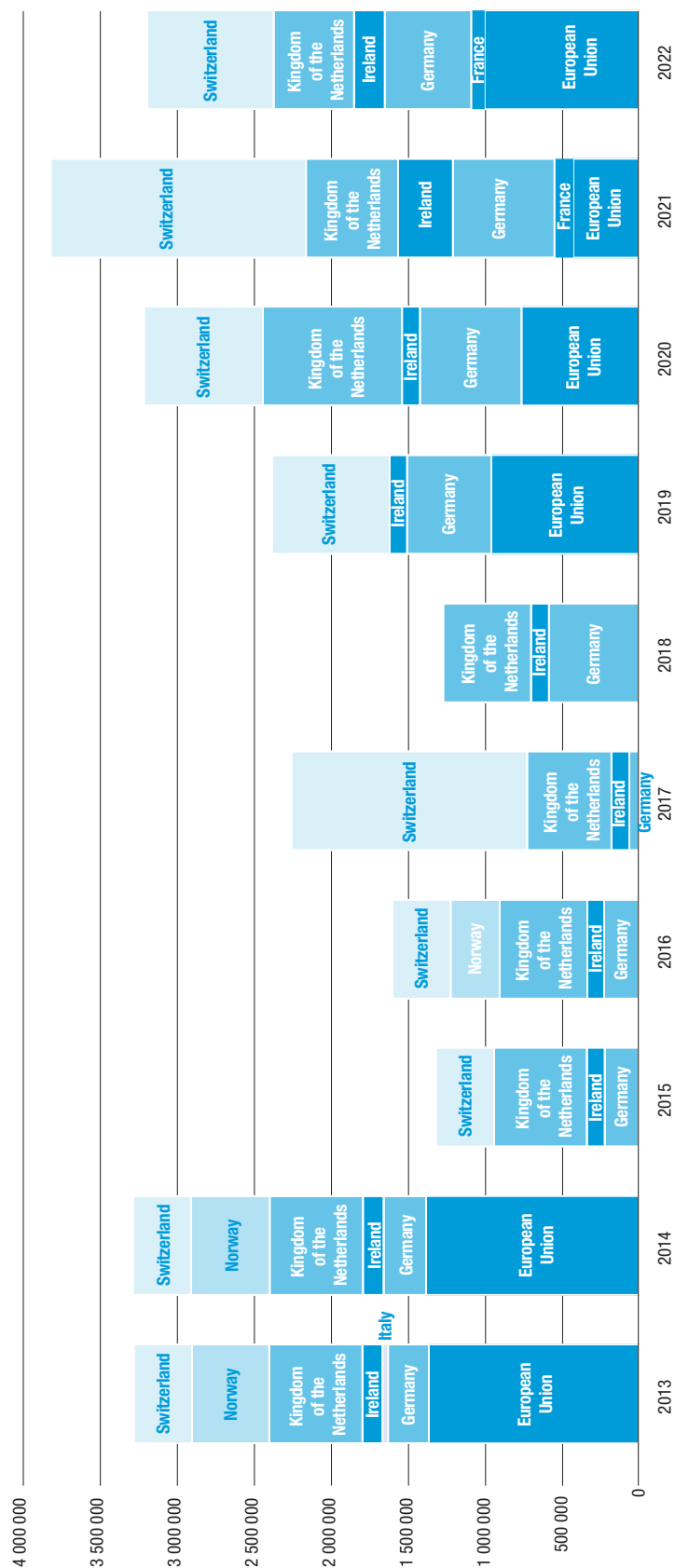
Financing

- 52. Emphasizes the DMFAS Programme's essential role in assisting countries to build sustainable capacity for effective debt management of public debt, particularly in ensuring the availability of high quality debt data and statistics, and consequently assisting the international community to meet its commitments to promote debt transparency and debt sustainability as defined in the 2030 Agenda for Sustainable Development.
- 53. Stresses the importance of the Programme having the funding necessary to respond effectively to the critical and evolving needs of developing countries.
- 54. Restates its appreciation for the financial support from the bilateral donors to the Programme, encourages donors to continue their support and requests that the Programme continue its efforts to expand its donor base.
- 55. Reiterates its appreciation for the participation of beneficiary countries in the funding of the Programme through the cost-sharing arrangements and requests all countries to make their annual maintenance fee payments in a timely manner and for UNCTAD to provide timely invoices.
- 56. Recommends that UNCTAD establishes a Software Development Trust dedicated to future development of the DMFAS system.
- 57. Requests UNCTAD to explore the feasibility of providing increased resources to the DMFAS Programme.

Strategic Plan 2025-2028

- 58. Requests UNCTAD to prepare a comprehensive strategy for the DMFAS Programme for the period 2025 to 2028, responding to the latest developments in debt management and taking into account the feedback from stakeholders, including the present conclusions of the DMFAS Advisory Group.
- 59. Recommends that the new Strategic plan identifies all the contributions that the Programme makes for the achievement of the Sustainable Development Goals.
- 60. Asks UNCTAD to present the proposed strategy to the next meeting of the DMFAS Advisory Group.

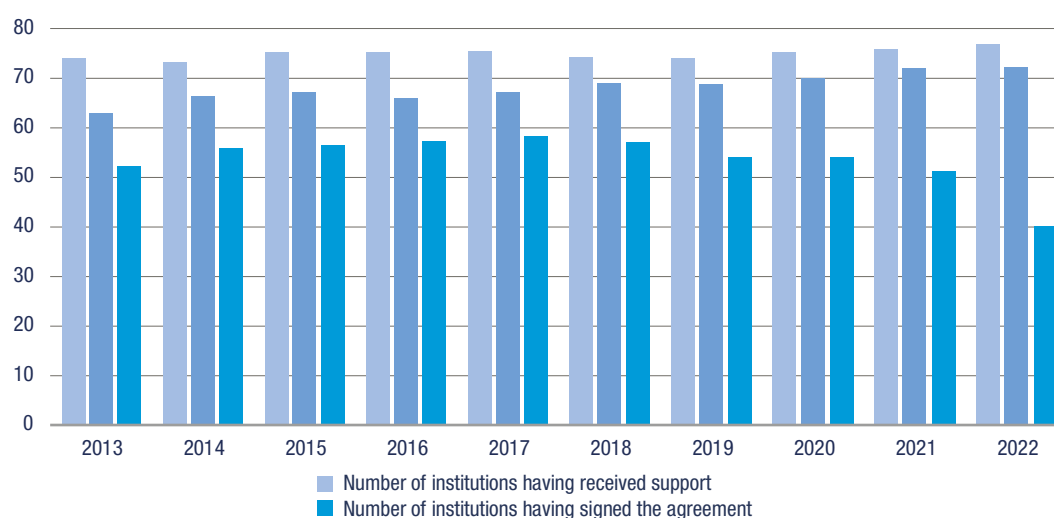
ANNEX 9. CONTRIBUTIONS TO THE DMFAS CENTRAL TRUST FUND BY DONOR, 2013-2022



ANNEX 10. MAINTENANCE AGREEMENTS AND CONTRIBUTIONS

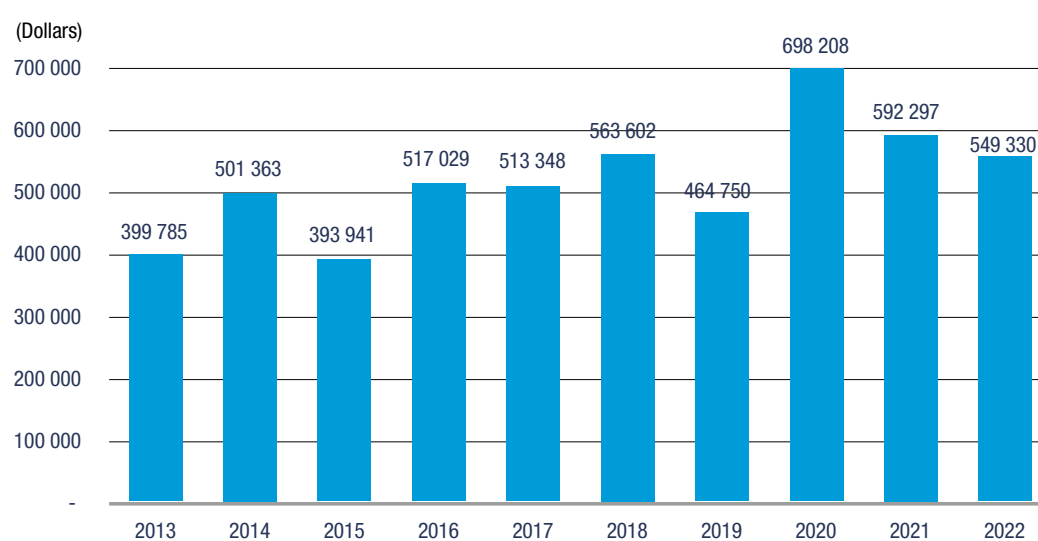
Fewer institutions appear to be paying the annual maintenance contribution (figures 1 and 2). However, this is due to some billing cycles starting late in the year for which the maintenance contributions are paid in the following year. Additionally, the DMFAS Programme makes a concerted effort to collect arrears.

Annex 10, figure 1. Number of institutions that signed maintenance agreements and paid maintenance contributions, 2013–2022



Source: UNCTAD

Annex 10, figure 2. Maintenance contribution payments received, 2013–2022



Source: UNCTAD



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