

Overview of the results of the Strategic Plan 2011-2015

DMFAS Advisory Group Meeting,
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Outline

- Overview of the DMFAS Strategic Plan (SP) 2011-2015
- Results in the implementation of the SP
- Challenges faced by the DMFAS Programme
- Conclusions

Overview of the SP 2011-2015

Focus of the SP



1. Developing countries and countries in transition

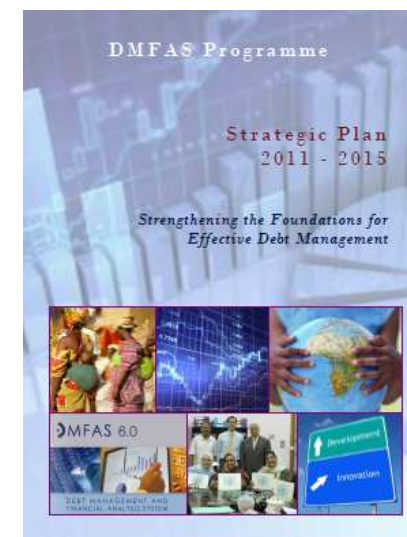
- Continued demand-driven approach
- Expanding client base to sub-nationals
- Widening scope to include all debt types

2. Areas of comparative advantage

- Focus on downstream areas of debt management

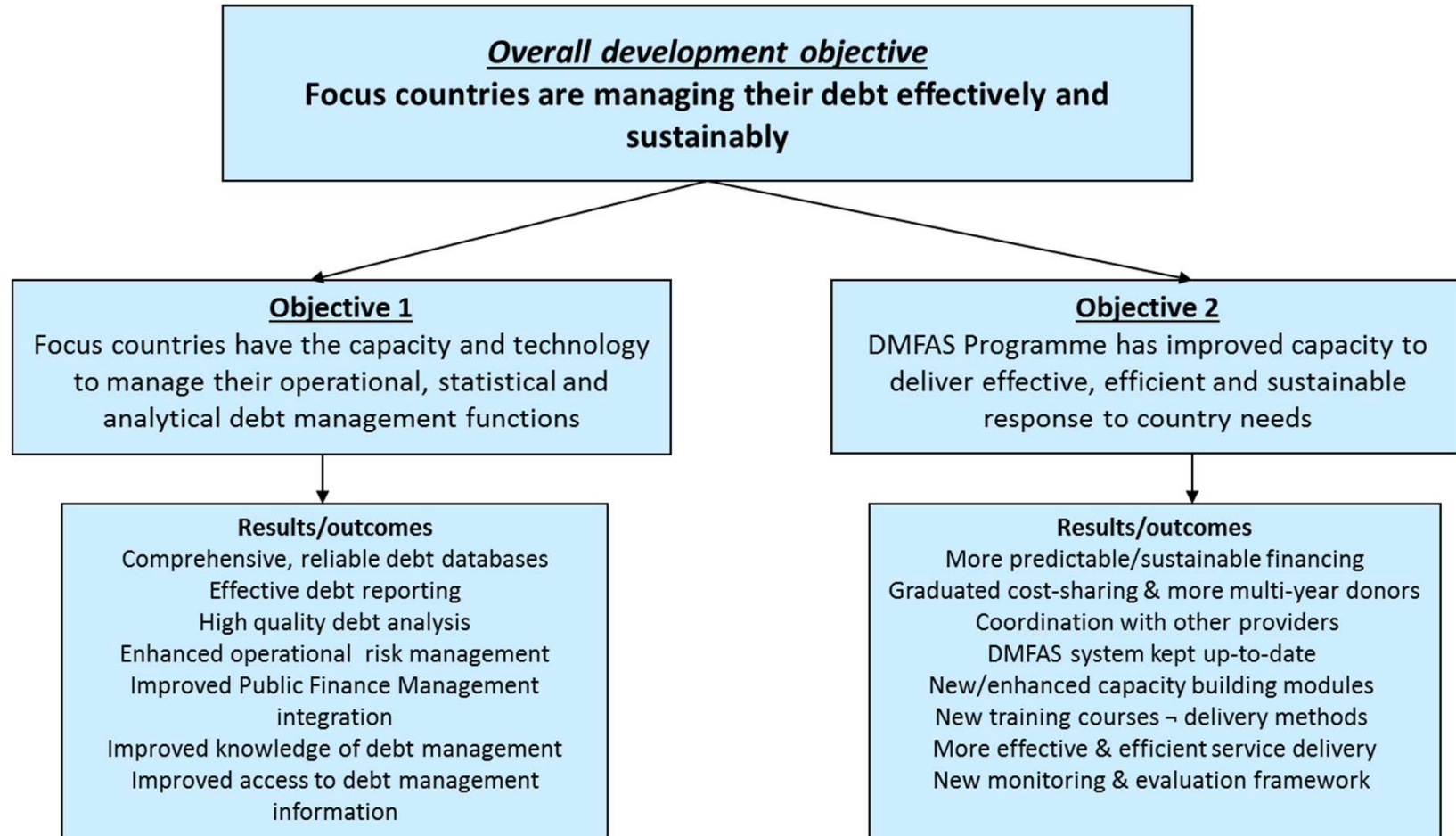
3. Coordination and collaboration with other providers

- Increasing collaboration on joint upstream activities



Overview of the SP 2011-2015

Objective, outcomes and outputs





Results under objective 1

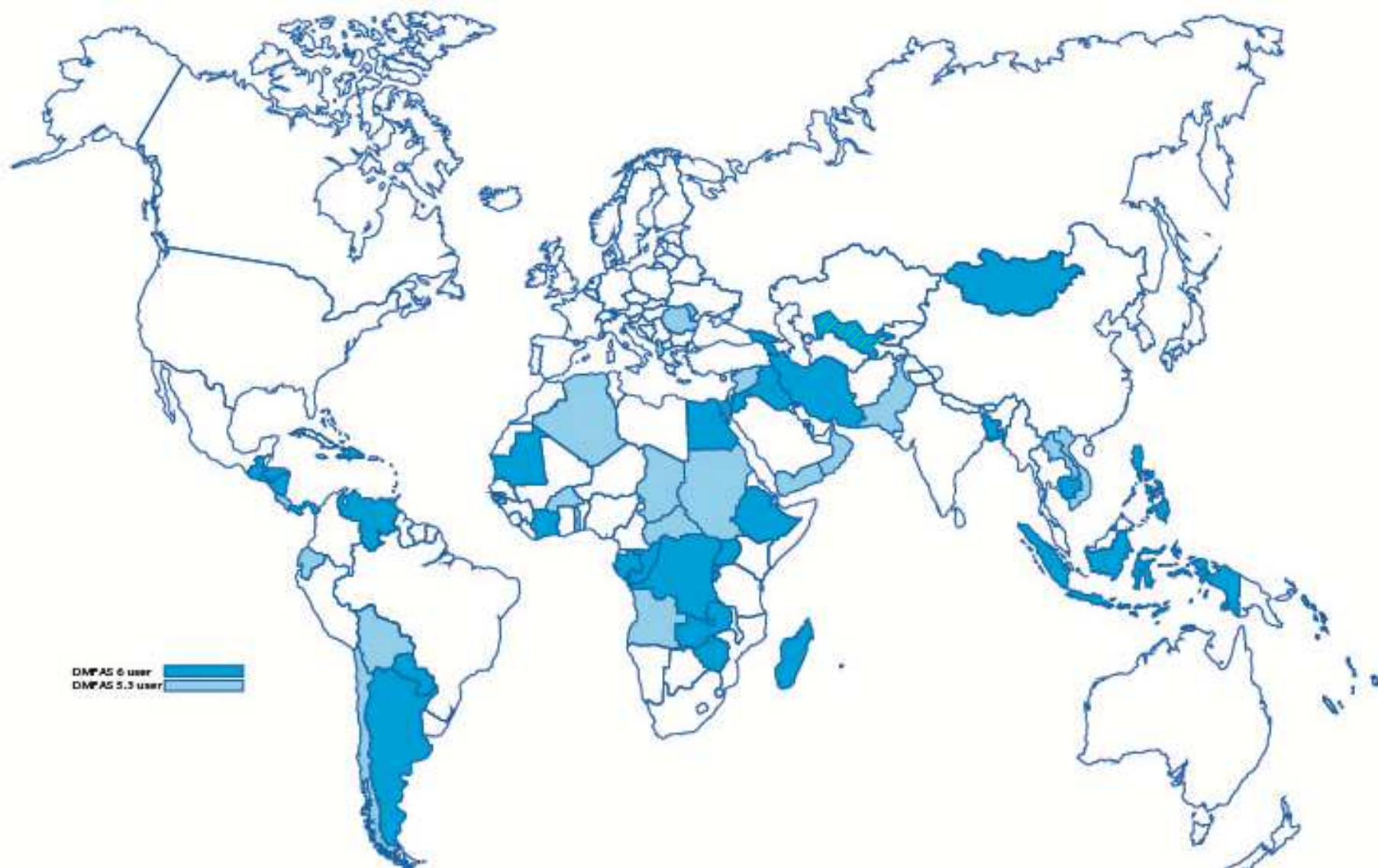
At final year of implementation objectives achieved in almost all key areas:

Comprehensive & reliable debt databases and improved debt recording:

- 84 user institutions (target: 90)
- 58 countries (target 58) ✓
- 59% of DMFAS 6 users: 40 institutions in 33 countries (target 60%) ✓
- For all client countries DMFAS is the sole source for debt data for MTDS and DSA (target: 100%) ✓
- 20 central banks monitoring private external debt (target: 15) +



DMFAS users





Results under objective 1

Improved debt reporting and debt analysis:

- 35 countries producing debt statistical bulletins (target:30) +
- 93% of countries reporting to the Debtor Reporting System (DRS) (target: 90%) ✓
- 66% of DMFAS countries are participating to the Quarterly External Debt Statistics (QEDS) database. Of which 68% reported for Q1 2015 (target 50%) +

79% of DMFAS user-countries that accepted to report to the Public Sector Debt Statistics database reported for Q1 2015 +

- Countries producing DPA reports at least once a year (work in progress)



Results under objective 1

Progress in Public Financial Management (PFM) integration:

- DMFAS systems integrated with Auction systems in 2 countries ✓
- 18 automatic links to IFMIS (target: 18) ✓
- Integration with Aid Management systems (no demand)



Results under objective 1

Improved knowledge of debt management and access to information

- 3 Debt Management Conferences (over 1000 participants from 110 countries) +
- 54 countries benefited from training events since 2011 +



- New DMFAS web portal launched in 2013:



- Growing use of the client area
- Downloads of user documentation in 3 languages



Results under objective 2

Active cooperation with other stakeholders since 2011:

- 56 partner coordination events (IMF, MEFMI, WB, etc.) ✓
- 49 DMF activities ✓

Improved effectiveness & efficiency in Programme's operations

- MTR (2013) and BMR (2014) ✓
- Implementation of the new M&E Framework ✓
- Outsourcing strategy of development and translation of DMFAS system and documentation ✓
- New helpdesk tool ✓
- Regional centres (work in progress to secure funding)



Results under objective 2

Public goods further developed



DMFAS system is kept up-to-date: major developments for DMFAS 6:

- Increased scope of instruments ✓
- Data quality improvements ✓
- Enhanced analytical reporting and risk indicators ✓
- Standard features for integration ✓



New capacity-building and blended-learning modules:

- DV and DS modules updated ✓
- Survey based on the recommendations of the AG ✓
- Basic Debt Management: initiation phase
- Basic government securities market and financial calculations: development phase

Objective 1

Focus countries have the capacity and technology to manage their operational, statistical and analytical debt management functions

Comprehensive, reliable databases

58 countries (*on target*)
84 institutions using DMFAS
(6 missing to target)

59 % using DMFAS 6
(on target 60%)

88% public & publicly guaranteed debt (*on target*)

89% domestic debt
(on target)

20 central banks
(*exceeding target*)

Effective debt reporting & high-quality debt analysis

93% countries, report to DRS (*exceeding target*)

66% countries report to QEDS (*exceeding target 50%*)

35 countries produce statistical bulletins
(*exceeding target 30*)

18 countries do debt portfolio analysis (2 missing to target)

DMFAS data used for DSA & MTDS (*on target*)

Enhanced operational risk management & PFM integration

DMFAS integrated with budget, accounting, treasury in 18 countries (*on target*)

DMFAS integrated with Auctions systems in 2 countries (*on target*)

DMFAS integrated with Aid Management Systems
(*missing target*)

Improved knowledge of debt management and access to information

2 UNCTAD Debt management conferences – 2011 and 2013
690 participants (*exceeding target*)

DMO staff from 54 countries trained in DMFAS training events (*exceeding target 30*)

Comprehensive DMFAS Website Portal, online access to debt info, community forum and material
(*Missing to target: web forum*)



Objective 2

DMFAS Programme has improved capacity to deliver effective, efficient and sustainable responses to country needs

Improved predictability, sustainability & cost-sharing in Programme financing

Number of multi-year donors increased to 6 *in the period - additional year 4*

New graduated schemes implemented (*on target*)

Improved balance in distribution of contributions from different sources (*on target*)

Programme operations coordinated with other debt management TA providers

All relevant information shared: mission calendars, website (*on target*)

Participation in partner events: From 2011 to 2015, participation to 56 partner events (*exceeding target*)

Active participation in DMF From 2011 to 2015: participation in 49 DMF events (*exceeding target*)

Improved effectiveness & efficiency in Programme operations

Public Goods further developed to meet country needs - DMFAS 6 (*on target*)

- Capacity building modules and training courses & methods (*missing target*)

New Helpdesk tools and procedures & New project monitoring/evaluation methodology

New regional centres (*missing target 2*)



Challenges

- High staff turnover in DMOs
- Decentralization:
 - Obtaining adequate funding for opening regional centres
- Technical challenges:
 - Maintenance of DMFAS 5.3
 - Links with other financial systems: IT support
- Multi-language software and documentation
- Lengthy contractual procedures with regional donors.



Conclusions

- 2015: final year of the implementation of the SP
- Both objectives of the SP achieved with concrete results
- Concrete contribution to the PFM value chain
- DMFAS 6 proven to be very relevant to DMO needs (MTR/BMR)
- DMFAS Capacity-building/training continue to be in high demand by DMOs
- Achievements of SP 2011-2015: foundation for the new 4 years strategic plan