

I. DMF Stakeholders' Forum

"The Future of Debt Management"

Stakeholders from 31 countries and 26 institutions gathered in Dakar, Senegal on May 13-14, 2019 for the 10th annual Debt Management Facility Stakeholders' Forum. At the conference, called "The Future of Debt Management," 110 policy makers, debt management officials, donors, private sector institutions and technical assistance providers gathered to reflect on a decade of trends in global debt, discuss looming challenges related to debt vulnerabilities and to identify opportunities to address debt management challenges.

110 PARTICIPANTS

31 COUNTRIES

26 INSTITUTIONS



2019 DMF Stakeholders' Forum.

Over two days of presentations and discussions, several key takeaways emerged.

- Attendees came together behind the need for greater debt transparency and agreed that both creditors and debtors have a shared responsibility in promoting progress in this area.
- Several panelists emphasized the need for sound practices in debt reporting and monitoring including the fundamental role of the back-office, such as where it comes to contingent liabilities such as guarantees to State-Owned Enterprises.
- Many attendees agreed that innovative financial instruments pose both opportunities and challenges for debt managers. Diaspora bonds, index-linked bonds, Global Depository Notes (GN) as well as credit enhancement-based transactions can help attract international investors, but they may be difficult for debt management offices to implement.

To facilitate peer-to-peer learning, the Forum showcased a variety of expert voices. The World Bank presented its new developing Guidance Note on Eurobond Issuance; Representatives from Zambia and Sri Lanka discussed their experience accessing international bond markets; Brazil, Senegal and New Zealand presented cases on sovereign asset and liability management (SALM); and attendees heard from Liberia, Mongolia, WAIFEM and MEFMI about the challenges of debt management reform implementation.

IN THIS ISSUE

10th Anniversary
of DMF Forum

Staff Corner

Debt Managers
Practitioners' Program

Country Engagements

Debt Management
Network Webinars

Debt Management
Publications and Events

DMF 2019 Forum



Doerte Doemeland, Louise J. Cord, and Ceyla Pazarbasioglu.



Participants at DMF 2019 Forum.



Ceyla Pazarbasioglu, EFI Vice President.

The DMF Stakeholders' Forum is an important component of the Debt Management Facility's mission to help developing countries strengthen their debt management capacity and institutions. The global debt picture is growing increasingly complex: of low-income developing countries are borrowing at higher levels from more diverse creditors using a wider variety of instruments. Now that the DMF has kicked off its third phase, stakeholders can plan count on the annual forum as a way to stay abreast of all the latest trends, opportunities and challenges in global debt management.

For more information visit the Debt Management Facility [website](#).

II. Staff Corner

Meet the Team

Zsolt Bango joined the World Bank Finance, Competitiveness and Innovation Global Practice Long Term Finance team as Senior Financial Sector Specialist on March 1, 2017. He has over 20 years of experience working in public debt management and domestic market development. In his current position, Zsolt supports domestic debt market development in frontier and emerging market countries. Prior to joining the World Bank, Zsolt was the Head of the Treasury Department in the Hungarian Government Debt Management Agency (AKK) where he worked for 16 years. Zsolt's main responsibilities included, the organization of the primary dealer system, execution of secondary market transactions and hedging activities of the Hungarian debt agency as well as liquidity management of the Treasury Single Account.



Zsolt Bango.

III. Debt Management Practitioners' Program

Under the Debt Management Practitioners' Program (DMPP), officials from DMF-eligible countries are given an opportunity to receive in-depth training on the debt management tools (DeMPA, DSA, MTDS) in Washington D.C. The program is a three-month long assignment and officials from all LICs are eligible to apply. The selection criteria is pertinent to official's debt management responsibility, level of seniority, and academic credentials. In March 2019, two debt management officers from Tonga and Zambia completed their DMPP assignment at the World Bank in Washington D.C.

Aivi Sapele Fakahua is Chief accountant and Supervisor, Debt Management Unit, Ministry of Finance, Tonga.



Aivi Sapele Fakahua.



"The decision to join the Debt Management Practitioners' Program (DMPP) program proved to be one of the best decisions I have made for my career progression. Prior to coming to Washington D.C. I set my goal to build an expertise in working with the MTDS tool. After completing the program, I became fully equipped to prepare, implement and review the debt management strategy in my home country (Tonga). I have learnt how to identify objectives and scopes, analyze costs and risks of the existing debt, consider future financing sources, identify baseline projections and most importantly, to discuss the implications of alternative strategies on macroeconomic policy and domestic market development. The DMPP program is a great opportunity to build technical capacity and learn latest developments from the WB debt experts and specialists."



DMPP graduates and the DMF team of the World Bank, June 2019.



Lea Hakim congratulates Paul Sikazwe on successfully completed DMPP program.

Paul Sikazwe is a Senior Economist in the External Debt Management Department, Ministry of Finance, Zambia.



Paul Sikazwe.



"I joined the Debt Management Practitioners' Program (DMPP) from Zambia's Debt Management Office in hope to gain first-hand insights on the latest debt management practices. After having spent three months with the WB debt experts, I am returning home with a large agenda and plans to share my newly gained knowledge with colleagues at home. The DMPP was once in a lifetime opportunity which helped me become proficient in debt management tools (MTDS and Reform Plan). I was fortunate to have access to a continuous, three- months long mentoring by the best debt experts from the field and to have access to numerous World bank seminars and knowledge sharing events. The DMPP truly exceeded all my expectations and I have enjoyed participating in the MTDS training mission (Pakistan)."

IV. DMF Activities April–June 2019

7

TECHNICAL ASSISTANCE MISSIONS

9

REGIONAL TRAINING WORKSHOPS

184

PUBLIC OFFICIALS TRAINED

Examples of beneficiary countries from DMF training and TA activities

9 Regional Workshops
3 Cash Management/
Contingent Liabilities/
Debt Management Support/
5 LIC DSA



1 MTDS Mission



1 Debt Reform
Plan



1 Subnational DeMPA
3 DeMPA



1 Domestic Market
Development



GUINEA BISSAU
GUYANA
HAITI
HONDURAS
INDIA
KENYA
KOSOVO
KYRGYZ REPUBLIC
LAO PDR
LAOS
LESOTHO
LIBERIA
MADAGASCAR
MALAWI
MALAYSIA
MALDIVES
MALI
MAURITANIA
MOLDOVA
MONGOLIA
MOZAMBIQUE
NEPAL
NICARAGUA

AFGHANISTAN
ANGOLA
BANGLADESH
BHUTAN
BURKINA FASO
CAMBODIA
CAMEROON
CENTRAL AFRICAN REPUBLIC
CHAD
DEMOCRATIC REPUBLIC OF THE CONGO
DOMINICA
ETHIOPIA
GHANA
GRENADA
GRENADINES
GUINEA

NIGERIA
PAKISTAN
PAPUA NEW GUINEA
REPUBLIC OF THE CONGO
SAMOA
SENEGAL
SIERRA LEONE
SOLOMON ISLANDS
ST. VINCENT
TAJIKISTAN
TANZANIA
THE GAMBIA
TOGO
UGANDA
UZBEKISTAN
VIETNAM
ZAMBIA
ZIMBABWE

Debt Management Performance Assessment (DeMPA) and Subnational (DeMPA) Missions

OBJECTIVE	Deliver technical assistance in evaluating the legal, institutional and regulatory framework in government debt management, using the DeMPA tool. The DeMPA is a methodology for assessing public debt management performance through a comprehensive set of indicators spanning the full range of government debt management functions. Click here for more information.			
COUNTRY	Bamako, Mali April 1–10, 2019	Nigeria (Ogun State) April 8–15, 2019	Yaounde, Cameroon May 1–10, 2019	Harare, Zimbabwe May 16–24, 2019
ORGANIZERS	World Bank	World Bank and WAIFEM	World Bank and DRI	World Bank
MAIN COUNTERPARTS	Ministry of Economy and Finance Ministry of Foreign Affairs and International Cooperation Audit institutions and national agency of BCEAO.	Debt Management Department Ogun State, state agencies.	Ministry of Economy - Caisse Autonome of Ammortissement, responsible for public debt management Bank of Central African States (BEAC).	Ministry of Finance, External Debt Department.
HIGHLIGHTS	The country developed a procedures manual for external borrowing and debt service payments and domestic debt borrowing is conducted at the highest standard with the assistance of Agence Titre UMOA (AUT).	The mission assessed debt management performance of Ogun State. There is no domestic or external market-based borrowing in Ogun State. Nigerian states cannot borrow externally directly. All external resources are either on-lent or guaranteed by the Federal Government. There were no prepared and published debt statistical bulletins or similar debt reports.	Following the first DeMPA in 2009, this second assessment found significant accomplishments in the area of debt transparency. The government prepares and publishes numerous publications and reports covering public and publicly guaranteed debt.	This was the third DeMPA mission delivered on the invite from Zimbabwean country authorities to take stock on the performance of debt management.

Debt Management Reform Plan (DMRP) Missions

OBJECTIVE	Design a detailed and sequenced Debt Management Reform Plan, jointly with the Government, based on a comprehensive analysis of public debt management institutions and operations. Click here for more information.
COUNTRY	Lusaka, Zambia May 20–24, 2019
ORGANIZERS	World Bank
COUNTERPART	Ministry of Finance.
HIGHLIGHTS	The mission took stock of the domestic market development and assessed development of the money markets, primary and secondary markets of government securities, the trading infrastructure, the Clearing, Settlement and Depository framework, the investors relations and the composition of the investor base. The mission team provided recommendations on primary market operations and designed a technical assistance roadmap.

Domestic Market Development Mission

OBJECTIVE	Take stock of the status of the domestic market development and propose recommendations.
COUNTRY	Lusaka, Zambia May 23–30, 2019
ORGANIZERS	World Bank and IMF
COUNTERPART	Ministry of Finance.
HIGHLIGHTS	The mission identified the following areas for reforms: 1) the legal framework 2) the organization of debt management, 3) formulating and implementing the DMS 4) reporting and Investor Relations, 5) government guarantees and 6) cash forecasting and cash management.

Medium Term Debt Management Plan (MTDS)

OBJECTIVES	The objectives of the MTDS missions were to improve the capacity to: <ul style="list-style-type: none"> • Monitor and manage risks of the debt portfolio. • Formulate a Debt Management Strategy consistent with acceptable costs and risks. • Prepare an annual borrowing plan.
COUNTRY	Tashkent, Uzbekistan, April 1–12, 2019
ORGANIZERS	World Bank and IMF
COUNTERPART	Ministry of Finance.
HIGHLIGHTS	The team supported authorities in developing a medium-term debt management strategy (DMS). The mission was organized in two phases: (1) data collection and aggregation, including training on data aggregation and calculation of risk indicators; (2) DMS training and development of the MTDS for Uzbekistan. The team delivered presentations and hands-on training on cost-risk analysis, the MTDS tool and its interactions with market development and macroeconomic policies.

Regional Training Events

TOPIC	Regional Domestic Debt Market Workshop
COUNTRY	Arusha, Tanzania, June 17–21, 2019
ORGANIZERS	IMF, MEFMI*, and World Bank* (* not DMF funded)
PARTICIPANTS	28 participants from 12 countries including: Angola, Botswana, Kingdom of Swatini, Kenya, Lesotho, Malawi, Mozambique, Rwanda, Tanzania, Uganda, Zambia, and Zimbabwe.
OBJECTIVE	The workshop covered the building blocks for market development. Participants had the opportunity to share the experiences and to discuss policies to deepen their local debt markets. Participants showed great appreciation for the discussions and stressed the relevance of the topics presented for their countries. Given the highly positive feedback and the relevance of the topic, MEFMI is considering repeating this seminar next year.
TOPIC	Regional DeMPA Training
COUNTRY	Kuala Lumpur, Indonesia, April 22–26, 2019
ORGANIZERS	World Bank
PARTICIPANTS	25 participants from 10 countries including: Bangladesh, Bhutan, Laos, Malaysia, Maldives, Pakistan, Papua New Guinea, Samoa, Solomon Islands, Vietnam.
OBJECTIVE	This regional workshop helped participants from the Asia-Pacific Region better understand the rationale, scope, coverage, and application of the DeMPA methodology. By the end of the workshop, participants discussed inter-linkages between the debt management functions, use of evidence-based data for making an assessment and be familiar with the DeMPA scoring methodology. The workshop was a combination of presentations and hands-on case studies.

Other Regional Workshops

TOPIC	Debt and Cash Management Workshop
COUNTRY	Vienna, Austria, June 24– 29, 2019
ORGANIZERS	IMF
PARTICIPANTS	Armenia, Azerbaijan, Bosnia and Herzegovina (Republic of Srpska), Georgia, Kosovo, Kyrgyz Republic, Moldova, Tajikistan, North Macedonia (non-DMF), and Albania (non-DMF).
OBJECTIVE	The training highlighted the importance of, and the mechanisms for, coordination between cash and debt management activities. Sessions covered the key aspects of cash and debt management policies, elaborating their interactions and interface with fiscal and monetary policies. All countries' participants shared their insights and challenges that they are facing. The participants actively engaged in seminar discussions, acknowledging the importance of topics covered and realizing the gaps in their country settings.

TOPIC	Management of Contingent Liabilities from PPPs
COUNTRY	Accra, Ghana, June 25– 29, 2019
ORGANIZERS	IMF
PARTICIPANTS	24 participants from Ghana, Liberia, Nigeria, Sierra Leone, The Gambia.
OBJECTIVE	<p>1) Deliver a regional one-week workshop of fiscal risk and contingent liabilities management in Accra/Ghana.</p> <p>2) Help authorities better understand the importance of actively managing government's fiscal risk, what constitutes a good fiscal risk reporting framework and some techniques for assessing risk, particularly from Public Private Participation projects (PPPs).</p>



Regional Debt Market Development Workshop.



Discussing market development priorities.

Regional Workshops on Debt Sustainability Analysis in Low-Income Countries

OBJECTIVE	The LIC DSA workshops are organized to familiarize participants with the revised LIC DSF approved by the Boards of the World Bank and IMF in September 2017. The workshops train government officials to understand the new features of the LIC DSF, develop a DSA and analyze its results. Depending on the training, participants either work with a standardized or country-specific case study.				
COUNTRY	Maseru, Lesotho April 1–5, 2019	Vienna, Austria May 20–24, 2019	Dakar, Senegal June 17–21, 2019	Libreville, Gabon June 24–28, 2019	Bridgetown, Barbados June 24–28, 2019
ORGANIZERS	World Bank and MEPMI	World Bank and IMF/JVI	World Bank and IMF	World Bank, IMF, and AFRITAC West	World Bank and IMF
TRAINED	31 officials from Kenya, Lesotho, Malawi, Mozambique, Rwanda, Tanzania, Uganda, Zambia, and Zimbabwe.	19 officials from Maldives, Kyrgyz, Djibouti, Bangladesh, Bhutan, Uzbekistan, Lao, Tajikistan, Cambodia.	24 officials from Togo, Mali, Ivory Coast, Burkina, Niger, Senegal, Guinea Bissau, Guinea and Mauritania.	12 officials from Burundi, Cameroon, Republic of Congo, Gabon, Equatorial Guinea, Central African Republic, The Democratic Republic of Congo, Sao Tomé and Príncipe and Chad.	11 officials from Dominica, Grenada, Guyana, Haiti, Honduras, Nicaragua and St. Vincent and the Grenadines.

V. DMF Debt Management Network Webinars

The DMF manages the Debt Management Network (DMN) to share knowledge and build lasting capacity. The DMN is a community of government debt management practitioners aimed at sharing experience, exchanging information and helping to foster peer learning through virtual meetings, or webinars, for information sharing and discussions.

Past Webinars:

The Debt Management Facility III: Strengthening Debt Management and Debt Transparency

July 3, 2019

The Debt Management Facility (DMF) is a multi-donor trust fund that finances advisory services for 84 developing countries to strengthen debt management capacity, process and institutions. This webinar discussed the evolution of the Debt Management Facility (DMF) and introduced the third phase of the DMF (DMF III), launched at the World Bank / International Monetary Fund Spring Meetings in April 2019. Since its inception in 2008, the DMF has supported countries in improving their legal frameworks, strengthening debt management office, developing debt management strategy and enhancing debt reporting. With rising debt vulnerabilities, new challenges have emerged and the DMF III will continue the legacy of the previous two phases by offering additional TA on debt transparency, debt sustainability analysis and management of fiscal risks. Today, more countries prepare and publish debt management strategies, many have stronger debt management institutions and public debt reporting has improved.

Presenters:

Léa Hakim, Program Manager Debt Management Facility and Senior Economist, World Bank.

Discussant:

Baba Musa, Director General of the Debt Management Department at the West African Institute for Financial and Economic Management (WAIFEM).

Upcoming Webinars:

Programmatic Approach: Multi-year Support for Debt Management Results

November 4, 2019

Presenters:

M. Coskun Cangöz, Head of Government Debt and Risk Management, World Bank Treasury.

Léa Hakim, Program Manager Debt Management Facility and Senior Economist, World Bank.

Discussant:

Bakyt Sydykov, Head of Department, External Affairs and Aid Coordination, Ministry of Economy, former Head of Public Debt Department, Kyrgyz Republic.

VI. Debt Management Events

Past Events:

2019 INTOSAI (International Organization of Supreme Audit Institutions)

Working Group on Public Debt (WGPD)

May 23, 2019, Baku, Azerbaijan.

The annual meeting of the INTOSAI Working Group on Public Debt (WGPD) took place on 23-24 May in Baku, Azerbaijan and it was organized with the support of Azerbaijan's Chamber of Account. The meeting aimed at presenting international standards of public debt management and platforms for debt management knowledge exchange, as well as discussion of the debt issues and developing further cooperation with INTOSAI.

Presentations from the meeting are available [here](#).

2019 Asian Regional Public Debt Management Forum

May 21-23, 2019, Baku, Azerbaijan.

The Asian Regional Public Debt Management Forum was co-organized by Azerbaijan's Ministry of Finance and the Asian Development Bank (ADB) in Baku, 21 – 23, May, 2019. As part of ADB's regional technical assistance, the Forum aimed to contribute to the strengthening of public debt management of ADB member countries and promote networking among public debt managers in the region.

Presentations from the Forum are available [here](#).

10th DMF Stakeholders' Forum "The Future of Debt Management"

May 13-14, 2019, Dakar, Senegal.

The participants of the Forum reflected on the past decade of debt developments and exposed challenges related to debt vulnerabilities and debt reforms. New opportunities in the form of more advanced debt management tools, more engaging knowledge products and technical assistance were identified to help Low Income and Development Countries (LIDCs) deal with emerging debt management challenges.

More about the Forum is available [here](#).

Paris Club Forum "Sustainable Debt for Sustainable Growth"

Debt Trends and Challenges in LICs

May 7, 2019, Paris, France.

A side conference "Debt Trends and Challenges in LICs" was organized as part of the Paris Club Forum on May 7, 2019. The discussants brought into spotlight a worrisome trend of rising debt vulnerabilities in Low Income Developing Countries (LIDCs). This trend is particularly noticeable in countries which benefited from Highly Indebted Poor Countries (HIPC) and Multilateral Debt Relief Initiative (MDRI). The conference concluded that the international community can help maintain debt on a sustainable path while securing sufficient financing to meet the 2030 Sustainable Development Goal (SDG).

More about the Paris Forum events is available [here](#).

2019 OECD Global Forum on Public Debt Management

April 23-24, 2019, Paris, France.

At the OECD Global Forum on Public Debt Management, public debt managers, regulators, central bankers, and private sector participants discussed best practices, experiences, and policies in the field of government debt management. The Forum highlighted common challenges debt managers from both, emerging market countries and advanced economies increasingly face due to global trends on financial markets.

More about the Forum is available [here](#).

2019 IMF/WB Spring Meetings

Seminar: "Tackling the Next Wave of Sovereign Debt Crisis"

April 10, 2019, Washington, D.C.

This IMF seminar addressed whether the current international financial architecture can prevent debt and financial crises. Currently, debt is at record levels in advanced and emerging market economies. More than 40 percent of low-income countries are wrestling with debt distress or high-risk debt levels. If measures are not put in place to reduce emerging risks, a new and broad-based wave of debt crises could emerge as a major threat for the UN 2030 Agenda for Sustainable Development.

For a video recording from the seminar, please click [here](#).



Tackling the Next Wave of Sovereign Debt Crises.

Future Events:

2019 Public Debt Management Conference

September 4-5, 2019, Paris, France.

The conference is among the few events specifically aimed at promoting dialogue among policy makers (debt managers, central bankers, regulators), academics and market practitioners (investors, dealers, market infrastructures' managers), to encourage knowledge sharing and collaboration across organizational and disciplinary boundaries, and to foster the development and dissemination of best practices in public debt management.

The Public Debt Management Network is an initiative fostered by the OECD, the Italian Treasury and The World Bank. From the World Bank side, it is co-led by the Macroeconomics, Trade and Investment Global Practice and the World Bank Treasury. For more about this forthcoming event, please click [here](#).

The Donors

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