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Direct Digital



DEBT MANAGEMENT OFFICE
NIGERIA

STRATEGIC PLAN
2013 - 2017



**DEBT MANAGEMENT OFFICE
NIGERIA**

STRATEGIC PLAN

2013-2017

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ACRONYMS AND ABBREVIATIONS

BOF	Budget Office of the Federation
CBN	Central Bank of Nigeria
CS-DRMS	Commonwealth Secretariat Debt Recording and Management System
CSCS	Central Securities Clearing System
DDR	Debt Data Recording
DeMPA	Debt Management Performance Assessment
DMD	Debt Management Department
DMO	Debt Management Office
DPIs	Debt Performance Indicators
DRSD	Debt Recording and Settlement Department
DSA	Debt Sustainability Analysis
EO	Executive Office
FMDA	Financial Market Dealers Association
FGN	Federal Government of Nigeria
FMF	Federal Ministry of Finance
FSS	Financial Sector Strategy
GIFMIS	Government Integrated Financial Management Information Systems
ICM	International Capital Market
ICT	Information & Communication Technology
IFEMIS	Integrated Financial Economic Management Information System
IT-IS	Information Technology and Information Systems Unit
ISO	International Standard Organisation
MDAs	Ministries, Departments and Agencies
MDD	Market Development Department
MFPCC	Monetary & Fiscal Policy Coordinating Committee
MoF	Ministry of Finance
MTDS	Medium-Term Debt Management Strategy
NASS	National Assembly

NBS	National Bureau of Statistics
NPC	National Planning Commission
NSE	The Nigerian Stock Exchange
OAGF	Office of the Accountant-General of the Federation
ORD	Organisational Resourcing Department
PDAT	Pubic Debt Analytical Tool
PDDR	Post Debt Data Recording
PDMI	Public Debt Management Institute
PDMMs	Primary Dealer Market Makers
PMD	Portfolio Management Department
PSRMD	Policy, Strategy and Risk Management Department
SEC	Securities and Exchange Commission
SNG	Sub-national Government
SON	Standard Organisation of Nigeria
SPD	Strategic Programmes Department
SPG	Special Projects Group
SWIA	Sovereign Wealth Investment Authotirty
TSA	Treasury Single Account

PREFACE BY THE DIRECTOR-GENERAL, ABRAHAM NWANKWO



Under the Second Strategic Plan, 2008 – 2012, the DMO had set for itself the enviable goal of being among the emerging markets' top ten debt management offices in terms of best practices and contribution to national development. The strategic objectives aimed at achieving this goal were carefully crafted and implemented with the passion of a builder, who having designed a masterpiece, anxiously looked forward to completing it.

Whereas, there are convincing evidence to show that public debt management has made giant strides and recorded significant milestones in terms of best practices, contribution to growth, development and poverty reduction, a lot more still needs to be done to reach the goal of being among the emerging markets' top ten debt management offices. In essence, while we achieved the mission in respect of some of the stated Strategic Objectives, we have concluded that we still have a lot of work to do in others, to enable us confidently belong to the desired league of emerging markets' top ten debt management offices. The Third Strategic Plan, 2013 – 2017, is therefore, designed to consolidate on the gains of the previous Plans, while diligently trying to deliver on the Strategic Objectives where we under-performed in the last five years, as well as, on new ones.

The zeal to reach the bar much quicker was most apparent when all the members of staff of the DMO held a one-day retreat on November 21, 2012, to collectively agree on the Vision, Mission and Strategic Objectives for the next five years and the underlying activities required to implement the Strategic Objectives. These have been painstakingly arrived at, taking into account the constraints imposed by the DMO's operating environment.

As we embark on another five-year journey, we shall continue to address our identified areas of weakness, as well as, rely on the cherished goodwill of all our stakeholders, particularly the Supervisory Board, chaired by His Excellency, Arc. Mohammed Namadi Sambo, GCON, Vice-President of the Federal Republic of Nigeria. While we appreciate that the goals we have set for ourselves are very challenging, we are inspired by the commitment to contribute outstandingly to the Government's Transformation Agenda.



Part One

Introduction

Introduction

The Debt Management Office (DMO) launched its Second Strategic Plan, 2008-2012, following the successful implementation of the First Strategic Plan, 2002-2006. The Second Strategic Plan arose from the need to avoid a relapse of the country into debt unsustainability after the exit from the Paris and London Club of creditors and to develop the domestic bond market to meet the financing needs of governments and the private sector. The Vision, Mission and Objectives, as well as, the specific activities under the Strategic Plan, 2008-2012, were geared towards building on the achievements of the previous years and developing a forward looking framework for public debt management operations.

In its effort to consolidate the gains of the previous plans and develop the Third Strategic Plan, 2013-2017, the Office held a one-day, all-staff Retreat on November 21, 2012. This was in line with the tradition of involving all cadre of staff in the development and review of all the Office's Strategic Plans since inception.

The Retreat helped to identify all objectives that have been fully met under the Second Strategic Plan, the outstanding issues and the associated activities that needed to be carried forward. The output of the Retreat provided the basis for the Third Strategic Plan, 2013-2017.

The Report is in six parts, including this introductory part. Part 2 covers the review of the implementation of the Second Strategic Plan, 2008-2012. This is followed by the rationale for the Third Strategic Plan, 2013-2017, in Part 3. Part 4 contains the Vision and Mission Statements, as well as, the Core Values of the Office. Part 5 presents the Broad Objective and Strategies required to achieve the stated objectives. The Plan Implementation and Departmental Responsibilities are contained in the schedule outlined in Part 6 of the Report.

Part Two

Review of the Implementation of the Second Strategic Plan, 2008–2012

Review of the Implementation of the Second Strategic Plan, 2008–2012

2.0 The Vision, Mission and Broad Objective of the Second Strategic Plan, were as follows:

- i. Vision Statement:** To manage Nigeria's debt as an asset for growth, development and poverty reduction.
- ii. Mission Statement:** To rely on a well motivated, professional workforce and state-of-the-art technology, to be among the emerging markets' top ten Debt Management Offices, in terms of best practice and contribution to national development by the year 2012.
- iii. Broad Objective:** To ensure that National and Sub-national Governments subscribe to the principles of prudent and sustainable borrowing and effective utilization of resources, and to create a robust domestic debt market supportive of private sector development.

2.1. Strategic Objectives of the Second Strategic Plan, 2008-2012

- 1. To establish and develop effective institutions and debt management capabilities at the sub-national level
- 2. To maintain a comprehensive, reliable and efficient national and sub-national debt database and to ensure prompt accurate settlement of debt service obligations.
- 3. To build a first-rate and internationally competitive bond market, not only to support government financing needs but also. provide the private sector access to long term financing in line with the Financial Sector Strategy (FSS 2020).
- 4. To develop innovative approaches for optimally accessing external finance.
- 5. To make Nigeria an exporter of debt management skills and major destination for out-sourced debt management services.
- 6. To build and maintain a well-motivated and professional workforce that will drive DMO's Strategic Objectives.
- 7. To implement all DMO commissioned ICT-based reports towards achieving DMO's Strategic Objective and Business continuity management plan.

2.2. Major Achievements in the Second Strategic Plan, 2008-2012

The DMO made significant progress in the following areas under the Second Strategic Plan, 2008-2012:

2.2.1. Strategic Objective 1: To establish and develop effective institutions and debt management capabilities at the sub-national level

- i. The DMO, in conjunction with other stakeholders established Debt Management Departments (DMDs) in all the 36 States of the Federation and the Federal Capital Territory (FCT) and developed capacity for effective and efficient sub-national debt management through various forms of training workshops, attachments programmes for DMDs' staff and provisions of ICT Infrastructure. .
- ii. Debt Data Reconstruction (DDR) exercise were completed in all the 36 States of the Federation and the FCT.
- iii. Eighteen (18) States have passed either Public Debt Management or Fiscal Responsibility Laws to give legal backing to the operations of the DMDs in their respective States, while the remaining States are in various stages of passing the required legislations.

2.2.2. Strategic Objective 2: To maintain a comprehensive, reliable and efficient national and sub-national debt database and to ensure prompt accurate settlement of debt service obligations

- i. The national debt database is accurate and readily available on the DMOs website quarterly and semi-annually, and is also regularly disseminated through the print and other media.
- ii. The External Debt Stock and related Debt Service for States and the FCT are also published on a semi-annual basis on the DMO's website and annually in other publications.
- iii. Domestic debt data reconstruction of States was completed for the 36 States of the Federation and FCT.

2.2.3. Strategic Objective 3: To build a first-rate and internationally competitive bond market, not only to support government financing needs but also provide the private sector access to long term financing in line with the Financial Sector Strategy (FSS 2020)

- i. The DMO has been able to establish a well-rated FGN Bond Market, through various initiatives which has effectively helped to provide an alternative investment outlet for investors and attract foreign investments into the country. The FGN Bond Market now has a Sovereign Yield Curve extending from 3 months to 20 years and is serving as a reliable source of funding for the

governments and the private sector.

- ii. The inclusion of FGN Bonds in the widely recognised JP Morgan's Global Bond Index–Emerging Markets (GBI-EM) on October 01, 2012, and the proposal by Barclays Capital to also include FGN Bonds in its Emerging Markets–Local Currency Bond Index (EM-LCBI) effective March 01, 2013, are authoritative validation of the quality and strength of the domestic bond market.
- iii. State Governments and corporates are now able to raise much needed long-term capital from the domestic bond market to fund developmental projects and the real sector.
- iv. Income from Bonds issued by Corporates, State Governments, Government Agencies and Supra-nationals are now tax exempt and the Central Bank of Nigeria has issued Guidelines that would grant liquid assets status to eligible State Government Bonds. In addition, SEC and the NSE have also reduced their fees. A Presidential approval for the reduction of Stamp Duties for re-issues of Debentures and waivers of Capital Gains Tax have been obtained and the process of operationalising them has been initiated.
- v. Relevant stakeholders have revised their Rules and Guidelines to make the process for Bond Issuance clearer and more efficient (in the case of SEC and NSE) and to increase the investor demand for Bonds (PenCom).
- vi. There is now a more balanced domestic capital market, which has equity and bond components, unlike in the past when the capital market was dominated by the equities' market.

2.2.4. Strategic Objective 4: To develop innovative approaches for optimally accessing external finance

- i. Nigeria successfully made a debut in the International Capital Market (ICM) through the issuance of a 10-year 6.75% US\$500 million Sovereign Eurobond in January, 2011.
- ii. A Report on Global Depository Notes (GDN) and proposal to borrow through syndicated GDN and the issuance of Diaspora Bonds in the ICM have been prepared for consideration by the fiscal authorities.
- iii. The DMO is currently preparing a Framework for the management of the contingent liabilities with respect to public-private-partnership projects in the country.

2.2.5. Strategic Objective 5: To make Nigeria an exporter of debt management skills and major destination for out-sourced debt management services.

- i. Debt management personnel from Sudan and Zimbabwe visited the DMO on one week study tours and were taken through the rudiments of public debt management.
- ii. An in-house Train-the-Trainer programme has been instituted and is on-going.
- iii. A Department has been created to drive the process of establishing a Public Debt Management Institute (PDMI), and has since commenced activities.
- iv. The DMO has acquired land for its office complex: the building plan and engineering drawings have been approved by relevant authorities.

2.2.6. Strategic Objective 6: To build and maintain a well-motivated and professional workforce that will drive DMO's Strategic Objectives.

- i. Every member of staff of the DMO was exposed to appropriate regular and structured local and foreign trainings during the Plan period.
- ii. The two specialised Departments, Strategic Programmes Department (SPD) and Market Development Department (MDD), were created to actualize this objective and help implement some key aspects of the Plan. These have functioned effectively during the Plan period. Another specialised Group, Special Projects Group (SPG) was also created in 2011 to handle specific mandates.
- iii. Skill gaps were identified and filled through the recruitment of experienced personnel.

2.2.7. Strategic Objective 7: To implement all DMO commissioned ICT-based reports towards achieving DMO's Strategic Objectives and Business continuity management plan.

- i. The DMO's Share Point portal and email were hosted.
- ii. The DMO's website was reviewed and content enhanced to make it more user-friendly.
- iii. The Business Continuity and Disaster Recovery Plans have been implemented and are being reviewed.

2.3. Outstanding Challenges

Meanwhile, a number of planned activities have not been fully accomplished and these include:

- i. The electronic upload of FGN securities auction data from the CBN into CS-DRMS is yet to be achieved because the required interface between the CBN's IT system and the CS-DRMS is still work in progress.
- ii. The plan to acquire an Automated Bond Auction System is yet to be realized due to budgetary constraints.
- iii. The linking of CS-DRMS to relevant MDAs has not been effected due to the fact that GIFMIS, the interface through which the link will be achieved, is still at the pilot stage.
- iv. The monitoring and recording of private sector external debt only commenced through the setting up of a Standing Committee made up of relevant stakeholders to actualize the initiative.
- v. The introduction of Securities Lending, Switches and Buybacks could not be effected due to the inability of the CBN's system to handle new products, especially with regard to Securities Lending which has been approved. The introduction of Bond Buybacks was deferred due to budgetary constraints, while the approval for Switches is still being awaited. The Guidelines, Procedure Manual and Tender Forms for Securities Lending and Swishes have been prepared.
- vi. The plan to build the DMO's Office Complex has not been realized due to lack of appropriation of the required funds by the Federal Government.
- vii. The passage of the DMO Amendment Act, which would have further enhanced the operational flexibility of the Office is still work-in-progress.

2.4 Mission Assessment

Where are we in our mission to be among the emerging markets' Top Ten Debt Management Offices, in terms of best practice and contribution to national development by the year 2012?

Strategic Objective 1 - To establish and develop effective institutions and debt management capabilities at the sub-national level. This objective has been fully achieved as debt management institutions have been established with requisite capabilities at the sub-national level. It could, therefore, be concluded that Nigeria's DMO is among the top ten emerging markets' debt management offices in this regard.

Strategic Objective 2 - To maintain a comprehensive, reliable and efficient national and sub-national debt database and to ensure prompt accurate settlement of debt service obligations. This objective has been fully achieved with the completion of domestic debt data reconstruction of States and the FCT. Nigeria's DMO could claim to be among the top ten emerging markets' debt management offices in relation to this criterion.

Strategic Objective 3 - To build a first-rate and internationally competitive bond market, not only to support government financing needs but also provide the private sector access to long term financing in line with the Financial Sector Strategy (FSS 2020). This objective has not been fully achieved. Although the FGN Bond market has gained international recognition with the inclusion of FGN Bonds in the internationally traded JP Morgan's Global Bond Index-Emerging Markets in October 2012 and proposed inclusion by Barclays Capital in its Emerging Markets-Local Currency Bond Index in March 2013, the planned introduction of Switches and Bond Buybacks into the bond market to further deepen it did not materialize due to delays in obtaining the required approvals and challenges with the IT system of the implementing agent (Securities Lending only). We consider these outstanding issues will need to be adequately addressed for Nigeria's DMO to move up into the group of top ten emerging markets' debt management offices.

Strategic Objective 4 - To develop innovative approaches for optimally accessing external finance: This has not been fully achieved. Though there is sovereign benchmark in the ICM through the debut issuance of US\$500 million 6.75% 10year Eurobond, the planned issuance of GDN and development of a framework to support PPP initiatives are yet to be implemented. Therefore, in this regard,

Nigeria's DMO could not be said to be among the top ten emerging markets' debt management offices.

Strategic Objective 5 - To make Nigeria an exporter of debt management skills and major destination for out-sourced debt management services. Although two countries have visited the DMO on study tours and the aggressive training of staff and sub-national debt managers is being pursued, there is need for further skill development to increase expertise in several areas of public debt management operations. On this criterion, Nigeria's DMO would not qualify to be ranked among the top ten emerging markets' debt management offices.

Strategic Objective 6 - To build and maintain a well-motivated and professional workforce that will drive DMO's Strategic Objectives. This objective has not been achieved. Motivation is very low because the remuneration package does not reflect the specialised job which is as demanding as the most sophisticated private sector banking task. Accordingly, Nigeria's DMO is not among the top ten emerging markets' debt management offices in this regard.

Strategic Objective 7 - To implement all DMO's commissioned ICT-based reports towards achieving DMO's Strategic Objective and Business Continuity Management Plan. Since more needs to be done to create a seamless ICT-based platform, it could be concluded that Nigeria's DMO is not among the top ten emerging markets' debt management offices as far as this objective is concerned.

Although the DMO has recorded significant milestones in its quest to be among the emerging markets' top ten debt management offices, it needs to effectively address outstanding issues and consolidate on the existing achievements in order to join the enviable rank of top ten emerging markets' debt management offices in terms of best practice.

2.5 SWOT Analysis

In order to enhance the focus of the Third Strategic Plan, the major outcomes of the foregoing review have been summarized in the following SWOT Chart.

SWOT Chart of the Office

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Supervisory Board led by the Vice President of the Federal Republic of Nigeria and consisting of the heads of fiscal, monetary, judicial, economic and accounting establishments in the country	Low staff morale: remuneration not commensurate with specialized skills required for the task assigned	Rising local and international recognitions of effectiveness	Budget constraints
Stable management and purposeful leadership	Not able to attract experts for highly specialized areas due to low remuneration	Represented in key national policy making bodies, e.g. National Economic Management Team, Economic Management Implementation Team and other specialized committees	Office space constraint – adversely limits conduciveness of working environment; subsisting quit notice from landlord
High level of support from local and external stakeholders	Bureaucratic delays in the approval and introduction of specialized market development products	Established domestic bond market needing more products and penetration	Possible loss of few skilled personnel due to low remuneration. Possible competition from other financial products



Part Three

Rationale for the Third Strategic Plan, 2013-2017

Rationale for the Third Strategic Plan, 2013-2017

The expiration of the Second Strategic Plan, 2008-2012, coupled with the need to consolidate on the gains of the previous Plans, finalize on-going initiatives, explore new areas and maintain a steady focus on the delivery of the Office's mandates makes it necessary to articulate a new Plan for the next 5 years (2013 – 2017). Accordingly, the Strategic Objectives of the Third Strategic Plan, 2013 -2017, and associated activities are premised on the need to:

- i. Achieve a better balance between domestic and external debt components in the public debt stock.
- ii. Re-focus attention on cost-risk analysis and trade-offs and develop innovative means of borrowing at minimal cost and prudent level of risk.
- iii. Introduce innovative debt instruments that will have positive impact on the public debt stock and ensure its sustainability.
- iv. Sustain activities and execute new initiatives to further deepen the domestic bond market in order to ensure that it remains a reliable source of funding for all economic agents, and retain, as well as, enhance the recognitions received for the FGN Bond Market from international financial institutions.
- v. Introduce Liability Management tools to reduce bunching and refinancing risk in the domestic debt market.
- vi. Conclude the on-going programmes targeted at building debt management institutions and skills at the sub-national level and sustain the publication of reliable sub-national debt data.
- vii. Make effective, Government's policy of creating an enabling environment for the private sector to drive growth.
- viii. Complete on-going initiatives on capturing private sector external debt aimed at ascertaining the size and potential risk implications for the Government (if any), on a regular basis.
- ix. Consolidate and conclude specific IT initiatives, such as further upgrade of the DMO's website to adequately support increasing activities and visibility.
- x. Implement the Office's recently adopted Operational Risk Management tools.
- xi. Build a Head Office Complex for the DMO that would improve the working environment.
- xii. Finalize the amendment of the DMO Act to enhance the operational flexibility of the Office.



Part Four

Vision, Mission Statement and Core Values

Vision, Mission Statement and Core Values

4.1. Vision

To be one of the leading Public Debt Management Institutions in the World in terms of best practice and contribution to national development.

4.2. Mission Statement

To manage Nigeria's debt as an asset for growth, development and poverty reduction, while relying on a well motivated professional workforce and state-of-the-art technology.

4.3: Core Values

EXCITE

- Ex *Excellence:* We will deliver what we promise and add value
- C *Commitment:* We are willing to work hard and give our energy and time to work
- I *Integrity:* We will display transparent honesty in all our working relationships with our colleagues, internal and external stakeholders
- T *Teamwork:* We will strive to work well together as a team, respecting one another
- E *Efficiency:* We will use our time, human resources, technology to perform our tasks, producing more with given resources.

Part Five

Broad and Strategic Objectives of the Third Strategic Plan, 2013-2017

Broad and Strategic Objectives of the Third Strategic Plan, 2013-2017

5.1. Broad Objective

To ensure efficient public debt management in terms of a comprehensive, well diversified and sustainable portfolio, supportive of Government and private sector needs.

5.2. Strategic Objectives

1. To further develop capacity and strengthen sound debt management at the sub-national level towards achieving total public debt sustainability.
2. To sustain the maintenance of a comprehensive and reliable national and sub-national debt database with prompt and accurate debt servicing for effective debt management.
3. To develop innovative approaches for optimally accessing domestic and external finance.
4. To deepen and broaden the FGN securities market in order to sustain the development of other segments of the bond market and support Government's financing needs.
5. To develop and implement an effective system for contracting, recording and monitoring Contingent Liabilities, as well as, a process for managing the associated risks.
6. To institute systems and processes for proactively tracking, monitoring and evaluating debt management activities to ensure effective and quality compliance with international best practice.
7. To continuously enhance the skills and maintain a well motivated professional workforce, as well as, deploy state-of-the-art technology, towards making Nigeria a major destination for out-sourced debt management skills and services.



Part Six

Plan Implementation

PLAN IMPLEMENTATION

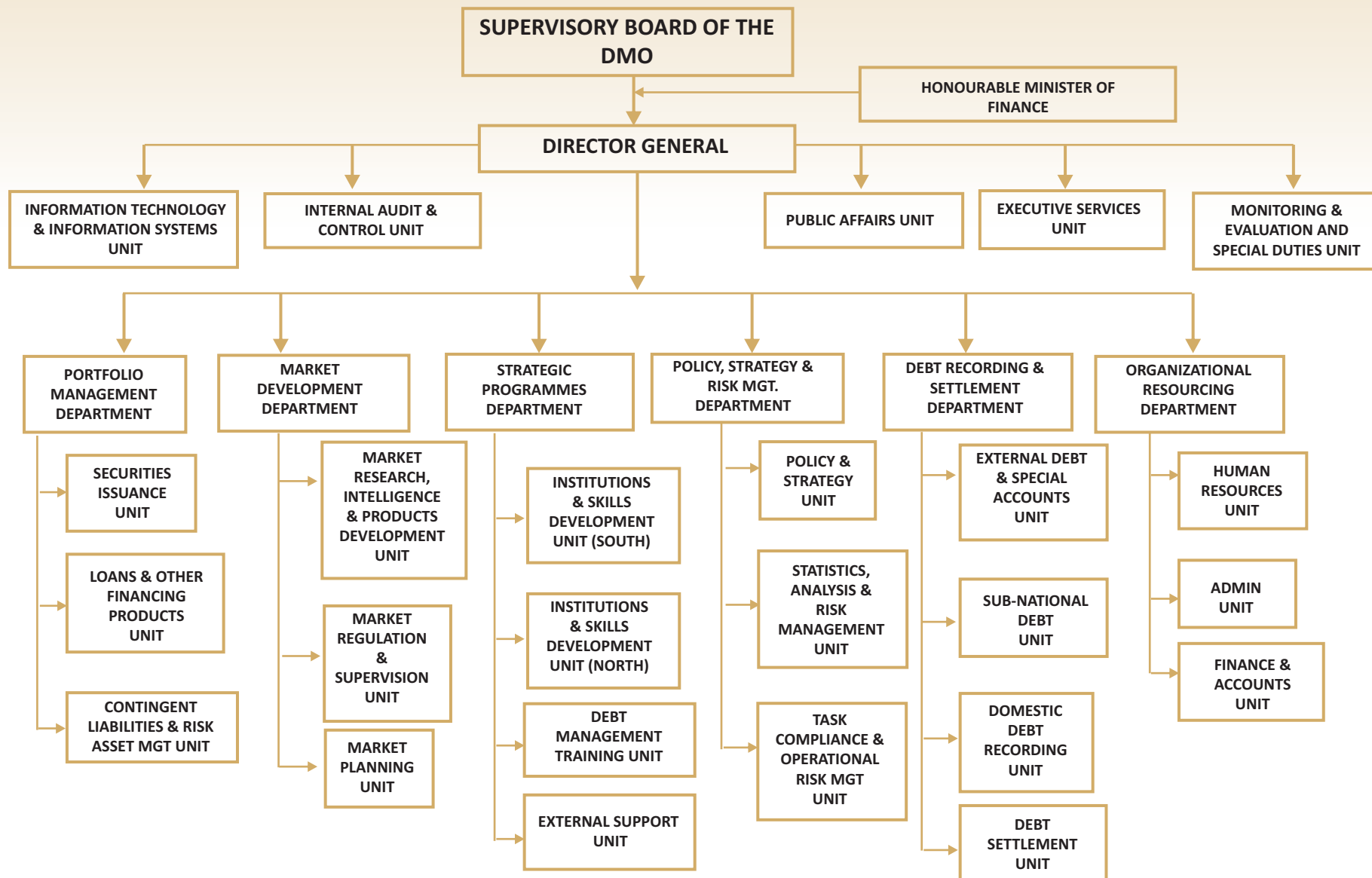
6.1 Organizational Structure of the Office

This part of the Third Strategic Plan 2013 – 2017 addresses the appropriate organizational structure and framework that is needed to implement the Strategy Objectives. The old organizational structure has been streamlined to reflect the current stage of development of the Office and the need for greater synergy in various aspects of operations. For example, in the old organizational structure, Special Projects Group (SPG) and Public Debt Management Institute (PDMI) existed as separate non-departmental units, reporting directly to the Director-General for purpose of addressing specific issues. In addition, they were kept separate to avoid over burdening certain departments, that is, the Portfolio Management Department (PMD) and Strategic Programmes Department (SPD).

However, given that those two departments (PMD and SPD) have sufficiently been able to develop effective command of their responsibilities in the last Plan, it has been considered that they can now have those hanging functions integrated into them. Therefore, the SPG dealing with issues relating to the Assets Management Corporation (AMCON) and the development of automated bonds auctioning platform have been re-integrated into the PMD. While institutionalized training focused on States and other third party public debt management bodies have been integrated into the SPD.

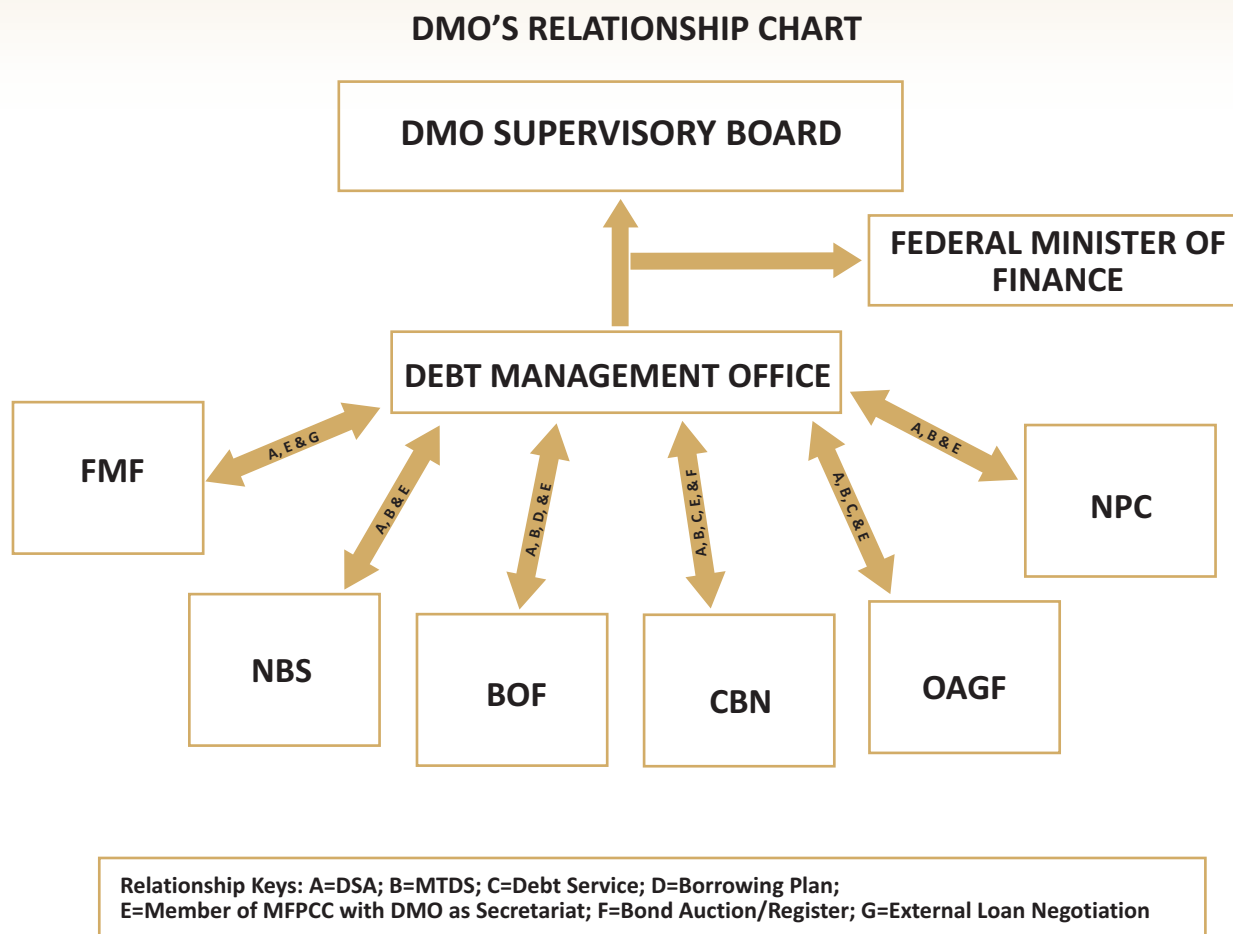
The resulting organizational structure is presented below.

ORGANIZATIONAL STRUCTURE OF THE DEBT MANAGEMENT OFFICE



6.2 DMO's Stakeholder Relationship

The DMO, in the discharge of its mandate, is supervised by the Supervisory Board. However, the DMO reports to the Honourable Minister of Finance in its day-to-day operations. It also relates with other stakeholders in several aspects of its functions, some of which are illustrated in the chart below.



6.3 Plan Implementation Matrix

To implement the Third Strategic Plan, 2013 – 2017, we need to use a framework that captures the detailed activities and the actual start and finish dates, as well as, the departmental responsibilities. These have been reflected in the following Plan Implementation Matrix.

Plan Implementation Matrix of the Office

S/N	ACTIVITY	START	FINISH	RESPONSIBILITY	
				INTERNAL	EXTERNAL
STRATEGIC OBJECTIVE 1					
To further develop capacity and strengthen sound debt management at the sub-national level towards achieving total public debt sustainability					
1.	Strengthen institutional and legal framework for debt management at the Sub-National Government (SNG) level	Q1.2013	Q4.2015	SPD	CBN
2.	Sustain advocacy initiatives for increased stakeholder engagement in the development of Sub-National debt management capacities	Q1.2013	Q4.2015	SPD	
3.	Develop DMDs staff competencies in negotiating financial transactions and interpretation of loan agreements	Q1.2014	Q4.2015	SPD	
4.	Develop and strengthen the analytical skills of Middle Office Units of the DMDs	Q1.2013	Q4.2015	SPD	

S/N	ACTIVITY	START	FINISH	RESPONSIBILITY	
				INTERNAL	EXTERNAL
5.	Facilitate the conduct of comprehensive DSAs by the DMDs of SNGs	Q1.2013	Q4.2016	SPD	
6.	Develop and Implement Guidelines for the coordination of Donor Intervention in the development of Sub-national Debt Management capacity.	Q1.2013	Q2.2014	SPD	
7.	Provide support to SNGs for the formulation of their debt management strategies.	Q4.2013	Q4.2017	SPD	
8.	Develop the skills of the DMDs staff in the use of CS-DRMS to record and manage domestic debts.	Q2.2014	Q4.2017	SPD/DRSD	

STRATEGIC OBJECTIVE 2

To sustain the maintenance of a comprehensive and reliable national and sub-national debt database with prompt and accurate debt servicing for effective debt management.

1.	Further strengthen debt analytical skills of DMDs through the PDDR and other capacity building programmes	Q1.2013	Q4.2017	SPD	
2.	Institute quarterly submission of debt stock and debt service reports by DMDs to the DMO	Q1.2013	Q4.2017	SPD/DRS	

S/N	ACTIVITY	START	FINISH	RESPONSIBILITY	
				INTERNAL	EXTERNAL
3.	Facilitate data interface between the DMO and the DMDs in the use of the CS-DRMS to record and manage external and domestic debt data interface with the DMO	Q2.2015	Q4.2017	SPD/DRSD/ORD	
4.	Create pass-coded interface for debt data upload and read-only data view of other relevant materials by SNGs/DMDs	Q2.2015	Q4.2017	SPD/DRSD/ORD	
5.	Update the FGN and Sub-national debt data on the CS DRMS database	Q1.2013	Q4.2017	DRSD	
6.	Record all new debt products created by the DMO in the CS DRMS	Q2.2013	Q4.2017	DRSD	
7.	Consolidate all debt data in the CS-DRMS database and generate necessary reports	Q1.2013	Q4.2017	DRSD/ALL DEPTS	
8.	Migrate the debt data in the old refinancing system to a user friendly platform for easy access and back up.	Q1.2013	Q4.2013	IT/DRSD	Software Consultants
9.	Review the existing external debt service procedure and sensitise external stakeholders on the updated procedure	Q1.2013	Q4.2013	DRSD	OAGF/CBN

S/N	ACTIVITY	START	FINISH	RESPONSIBILITY	
				INTERNAL	EXTERNAL
10.	Complete the migration and validation of the automated domestic debt data using CS-DRMS	Q1.2013	Q3.2013	DRSD/PMD	
11.	Create a database management system for domestic on-lent loans by: <ul style="list-style-type: none"> • Liaising with the ORD to actualise the provision of the database system • Establishing an efficient accounting system for recording and updating of domestic on-lent transactions • Creating access to the TSA system on the DMO's accounts with CBN in respect of domestic on-lent loans • Enabling connectivity between the MDAs' repayment accounts in respect of domestic on-lent loans and TSA system 	Q1.2013	Q4.2013	PMD/ORD	
		Q1.2013	Q3.2013	PMD/ORD	
		Q3.2013	Q1.2014	PMD/ORD	CBN/OAGF
		Q3.2013	Q3.2013	PMD/DRSD	CBN/OAGF

S/N	ACTIVITY	START	FINISH	RESPONSIBILITY	
				INTERNAL	EXTERNAL
STRATEGIC OBJECTIVE 3					
To develop innovative approaches for optimally accessing domestic and external finance					
1.	Develop mechanisms for managing Government’s special (non-traditional debts) financing obligations e.g. Local Contractors’ Debts, Pension and other arrears.	Q1.2013	Q4.2017	PMD	BOF/OAGF/ CBN
2.	Implement existing arrangement to access the ICM in 2013 through issuance of Eurobond and syndicated Global Depository Notes	Q1.2013	Q4.2014	MDD	FMF/CBN
3.	Develop a framework/platform for mobilising and attracting resources of the Nigeria Diaspora for investment in critical sectors of the economy.	Q1.2013	Q4.2017	MDD	CBN/FMF
4.	Develop and implement models for mobilizing resources through the issuance of non-interest debt financing instruments (e.g. Sukuk) for investment in critical national development priorities and sectors.	Q1.2013	Q4.2017	MDD	FMF/CBN

S/N	ACTIVITY	START	FINISH	RESPONSIBILITY	
				INTERNAL	EXTERNAL
5.	Design a Medium-Term Borrowing Plan for raising capital from the ICM.	Q2.2013	Q4.2013	MDD	
6.	Implement the approved Medium-Term Borrowing Plan for raising capital from the ICM over the planned period subject to policy changes or market conditions	Q3.2014	Q4.2017	MDD	
7.	Prepare Domestic and External Communication Strategies and implement after approvals: <ul style="list-style-type: none"> • Conduct Non-Deal Roadshows, Conference Calls, Press Releases, Investor Fora. • Revamp the DMO's Website in relation to disseminating information on DMO's products to investors • Set-up and populate DMO's Web Pages on Bloomberg and Reuters 	Q1.2013	Q4.2017	MDD	
		Q3.2013	Q2.2017	MDD/ORD	
		Q1.2013	Q4.2013	MDD/ORD/IT	
		Q1.2013	Q4.2013	MDD/IT	
8.	Develop a framework for tracking the changes in the Investor Holdings for FGN Securities	Q3.2013	Q4.2017	MDD	CBN/CSCS

S/N	ACTIVITY	START	FINISH	RESPONSIBILITY	
				INTERNAL	EXTERNAL
9.	Acquire a system (software) and institute a process to ascertain the investor distribution for FGN securities	Q2.2014	Q4.2017	MDD	CBN/CSCS
10.	Develop and strengthen the interface between DMO and the NPC to track grants	Q1.2013	Q2.2014	DRSD	NPC

STRATEGIC OBJECTIVE 4

To deepen and broaden the FGN securities market in order to sustain the development of other segments of the Bond market and support Government's financing needs

1.	Develop mechanism for increasing liquidity and price discovery through Benchmark Bonds, Switches, Bond Buybacks and Securities Lending.	Q2.2013	Q4.2017	MDD	PDMMs/ FDMA
2.	Complete the review of the Primary Dealer Market Makers System to achieve a more active Two-Way Quote Market	Q3.2013	Q4.2013	MDD	PDMMs/ FDMA
3.	Further strengthen the framework for the Monitoring of the Secondary FGN Bond Market	Q1.2013	Q4.2017	MDD	

SN	ACTIVITY	START	FINISH	RESPONSIBILITY	
				INTERNAL	EXTERNAL
4.	Promote market transparency by supporting the installation of appropriate systems, such as Bloomberg Fixed Income Trading System by stakeholders in FGN Bonds.	Q1.2014	Q4.2017	MDD/IT	PDMMs/FDMA/CSCS/CBN
5.	Introduce effective means for disseminating information on FGN Bonds such as hosting of FGN Bonds information on the NSE's proposed Trade Reporting Facility	Q1.2014	Q4.2017	MDD	NSE
6.	Increase trading of FGN Bonds on the NSE using Government Stockbroker and other relevant stakeholders	Q3.2013	Q4.2017	MDD	SEC/NSE/CSCS
7.	Develop frameworks and introduce New Products such as: <ul style="list-style-type: none"> - Inflation Linked Bonds - FGN Bonds with Options - Infrastructure Bonds - Retail Bonds 	Q3.2013 Q3.2013 Q3.2014 Q3, 2014	Q4.2015 Q3.2015 Q1.2015 Q4,2017	MDD/PMD/PSRMD MDD/PMD/PSRMD MDD/PMD/PSRMD MDD/PMD/PSRMD	NPC/NBS/SWIA/NSE

S/N	ACTIVITY	START	FINISH	RESPONSIBILITY	
				INTERNAL	EXTERNAL
8.	Operationalize the FGN Cash flow Adjustment Note (subject to implementation of the TSA)	Q2.2013	Q4.2017	MDD/PMD	OAGF/CBN/BOF
9.	Collaborate with stakeholders on strategies, initiatives and activities that would further accelerate the development of the domestic bond market and promote stability in the securities market. Such Committees include: <ol style="list-style-type: none"> 1. Bond Market Steering Committee 2. Capital Market Committee 3. Monetary and Fiscal Policy Coordinating Committee 	Q1.2013	Q4.2017	MDD	FMF/CBN/BOF/ NPC/OAGF/ NBS/SEC/ PenCom
10.	Establish an efficient automated IT platform for auctioning of FGN Bonds	Q1.2013	Q4.2014	PMD	CBN/PDMMs/ FDMA
11.	Introduce framework for tracking Private Sector External Debt	Q1.2013	Q1.2013	DRSD	CBN

S/N	ACTIVITY	START	FINISH	RESPONSIBILITY	
				INTERNAL	EXTERNAL
STRATEGIC OBJECTIVE 5					
To develop and implement an effective system for contracting, recording and monitoring Contingent Liabilities, as well as a process for managing the associated risks.					
1	• Develop a framework for managing Contingent Liabilities	Q2.2013	Q4.2013	PMD/DRSD/PSRMD	
	• Implement approved framework for contracting, recording and management of contingent liabilities associated risks.	Q1.2014	Q4.2017	PMD	

STRATEGIC OBJECTIVE 6
To institute systems and processes for proactively tracking, monitoring and evaluating debt management activities to ensure effective and quality compliance with international best practice

1.	Develop and implement internal cost-risk model for MTDS				
	• Conduct the National MTDS Workshop to update the previous ones	Q4.2013	Q4.2017	PSRM	FMF/CBN/NPC/BOF/OAGF/NBS
	• Conduct the National DSA to update the previous ones and develop excel-based format for computing and analysing debt, risk ratios, including post DSA performance.	Q2.2013	Q4.2017	PSRM	FMF/CBN/NPC/BOF/OAGF/NBS
	• Review the National Debt Management Framework, 2008-2012	Q2.2013	Q4.2013	PSRM	

S/N	ACTIVITY	START	FINISH	RESPONSIBILITY	
				INTERNAL	EXTERNAL
2.	<ul style="list-style-type: none"> Train staff on COMSEC Public Debt Analytical Tool (PDAT) and the World Bank/IMF MTDS Analytical Tool 	Q2.2013	Q4.2017	ORD/PSRMD/DRSD	
	<ul style="list-style-type: none"> Train staff on the use of Matlab and other models in building yield curves and designing cost-risks models 	Q2.2013	Q4.2017	ORD/PSRMD	
3.	Set up technical working committees for risk management <ul style="list-style-type: none"> Operational Risk Management Committee Liquidity & Credit Risk Management Committee 	Q2.2013	Q4.2017	PSRMD	
4.	Develop template and processes for effectively monitoring the Strategic Plan and, assessing debt management activities by: <ul style="list-style-type: none"> Developing a matrix for monitoring and tracking activities under the Strategic Plan, and produce half-yearly report to Management. 	Q2.2013	Q4.2017	PSRMD	
	<ul style="list-style-type: none"> Adapting the DeMPA Debt Performance Indicators (DPIs) to 	Q1.2013	Q4. 2017	PSRMD/ORD	

S/N	ACTIVITY	START	FINISH	RESPONSIBILITY	
				INTERNAL	EXTERNAL
	institutionalise processes for assessing debt management performances in the DMO				

STRATEGIC OBJECTIVE 7

To continuously enhance the skills and maintain a well motivated professional workforce, as well as, deploy state the art technology, towards making Nigeria a major destination for out sourced debt management skills and services

1.	Embark on targeted marketing activities of DMO's services				
	<ul style="list-style-type: none"> Prepare Marketing Proposals, Course Brochures/Flyers; Course Programmes and Curricula. Forward Marketing Proposals to identified target markets, both locally and internationally 	Q1.2013	Q4.2013	SPD	
		Q1.2013	Q4.2015	SPD	

SN	ACTIVITY	START	FINISH	RESPONSIBILITY	
				INTERNAL	EXTERNAL
2.	Develop and implement a programme on extensive but focused public debt management education for the DMO's identified stakeholders:				
	▪ Develop Information Bulletins/Brochures on different aspects of public debt management, in a simple, concise and reader-friendly format	Q3.2013	Q4.2017	SPD/MDD/ PMD/DRSD/PSRMD	
	▪ Embark on training programmes for relevant officials of Federal and State Governments and their MDAs	Q1.2013	Q4.2017	SPD	
	▪ Conduct Retreats and Workshops for DMO's key stakeholders, including the legislature at both the Federal and State levels	Q2.2013	Q4.2017	SPD	
	▪ Embark on special training programmes for DMO's staff, including the hosting of periodic Seminars and Workshops.	Q1.2013	Q4.2017	SPD	

S/N	ACTIVITY	START	FINISH	RESPONSIBILITY	
				INTERNAL	EXTERNAL
3.	Establish robust relationship with other Debt Management Offices, Institutions and Associations across the world, with a view to sharing information, knowledge and best practices in public debt management, as well as establishing functional affiliations with renowned local and international training institutions in Public Finance Management	Q3.2013	Q4.2017	SPD	
4.	Ensure Passage of DMO's Amendment Act.	Q1.2013	Q4. 2017	EO/ORD	NASS
5.	Development of DMO's Office Complex.	Q1.2013	Q4, 2017	EO/ORD	
6.	Identify and implement rewards and incentives strategies aimed at employee retention and motivation.	Q3.2013	Q2.2014	ORD	
7.	Development of a DMO Handbook	Q3.2013	Q2.2014	ORD	
8.	Carry out skills development to bridge identified gaps.	Q1.2013	Q4.2017	ORD	

S/N	ACTIVITY	START	FINISH	RESPONSIBILITY	
				INTERNAL	EXTERNAL
9.	Effect enhancements and user friendliness to ensure DMO's Website remains a relevant and effective communication and interactive tool	Q1.2013	Q4.2016	IT-IS /ORD	Galaxy Backbone
10.	Consolidate Internal Storage facility and availability by implementing a tier storage structure	Q2.2013	Q4.2017	IT-IS/ORD	Galaxy Backbone
11.	Consolidate the Disaster Recovery Solution with Galaxy Backbone Plc., including all legacy systems and CS-DRMS Database Backup	Q1.2013	Q4.2017	IT-IS /ORD	Galaxy Backbone
12.	• Implement Service Level Agreements with all stakeholders.	Q1.2013	Q4.2017	IT-IS /ORD	FMF/BOF/CBN/ OAGF/Galaxy Backbone
	• Enhance Portal, Unified Communication, Email Services, other ICT Services and Stakeholders' Connectivity and Integration through GIFMIS, IFEMIS or other available means of communications.	Q1.2013	Q4.2017	IT-IS /ORD	

S/N	ACTIVITY	START	FINISH	RESPONSIBILITY	
				INTERNAL	EXTERNAL
13.	Consolidation of all forms of authentication and authorized access to DMO ICT resources and premises to improve Security.	Q1.2014	Q4.2017	IT-IS /ORD	IT Consultants
14.	Implement a Software License Management Policy and an ISO Certification for DMO ICT Infrastructure	Q2.2014	Q4.2017	IT-IS /ORD	IT Consultants/ ISO

6.4 Plan Implementation Milestones

1. The Plan is designed to be reviewed internally every quarter.
2. However, the presentation of status report to the Board will be made bi-annually.
3. In addition, the Office will conduct a mid-term review in the third year of the five-year plan period.