

**PEM-PAL Treasury Community of Practice**  
Workshop on  
Use of Information Technologies in Treasury Operations – II

**Financial Management Information Systems  
Community of Practice**

**Cem Dener**

**Astana, Kazakhstan  
27-29 September 2011**



# Contents

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## FMIS Community of Practice

- ▶ **FMIS CoP** was established in Sep 2010, as a platform for exchanging information, good practices and experiences gained in the design and implementation of FMIS solutions, mainly with the client countries, project teams and development partners.
- ▶ **FMIS CoP** is also focused on the development and dissemination of leading edge knowledge products, as well as the creation of a discussion platform to assist in improving the quality and performance of ongoing FMIS activities.
- ▶ **FMIS CoP** membership is open to all specialists and officials from interested countries and development partners, who wish to communicate and collaborate for the improvement of Public Financial Management (PFM) practices through FMIS solutions.



## FMIS CoP - Knowledge Products

- ▶ **FMIS Database** contains a rich set of operational data and performance ratings for the benefit of task teams, as well as the client countries involved in Treasury/FMIS projects (95 projects from 54 countries as of Aug 2011).
- ▶ **FMIS Study (1984-2010)** presents the World Bank's experience with FMIS to share the achievements and challenges observed, and provide guidance for improving the performance of future projects. The findings of this report are primarily based on a comprehensive database of 55 completed + 32 active Treasury/FMIS projects in 51 countries (as of Aug 2010).
- ▶ **FMIS Data Mapper** is available on Google Maps to present the key FMIS project information through an interactive customized map of the world.



FMIS



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### About FMIS CoP



FMIS Community of Practice (FMIS CoP) is a platform for exchanging information, good practices and experiences gained in the design and implementation of FMIS solutions. FMIS CoP will also focus on the development and

dissemination of leading edge knowledge products, as well as the creation of a discussion platform to assist in improving the quality and performance of ongoing activities. [...more >>](#)

Team Leader: [Mr. Cem Dener](#)

### Knowledge Products

- ▶ [FMIS Database \(Aug 2011\)](#)
- ▶ [FMIS Study > eng rus fre spa por ara chi tur](#)
- ▶ [FMIS Data Mapper \(Aug 2011\)](#)



### Useful Links

#### Web Resources

- ▶ [FMIS Study > WB PRMPS Web Site](#)
- ▶ [WB PFM Reform Database > FMIS](#)
- ▶ [PEM-PAL](#)
- ▶ [EU OSOR \(Open Source\)](#)
- ▶ [Software Público Brasileiro](#)
- ▶ [WB Open Data](#)

#### Seminars / Workshops

- ▶ [FMIS Knowledge Sharing and Learning Events September 2011](#)

### Announcements

Title	Modified
<a href="#">Launch of our new FMIS CoP external web site</a>	9/8/2011 12:28 PM
<a href="#">FMIS CoP Meeting #8 in Washington, DC (Sep 12, 2011)</a>	9/8/2011 11:11 AM
<a href="#">FMIS CoP Meeting #9 (Oct 3, 2011) featuring dBrain from S.Korea</a>	8/21/2011 7:29 PM
<a href="#">PEM-PAL Treasury CoP meeting in Astana (Sep 27-29, 2011)</a>	8/21/2011 7:24 PM

[+ Add new announcement](#)

### Shared Documents

Type	Name	Modified	Modified By	File Size
Folder	<a href="#">FMIS CoP Meetings</a>	8/20/2011 10:51 PM	<a href="#">Cem Dener</a>	
Folder	<a href="#">FMIS Database</a>	8/20/2011 11:23 PM	<a href="#">Cem Dener</a>	
Folder	<a href="#">FMIS Knowledge Briefs</a>	8/21/2011 11:13 AM	<a href="#">Cem Dener</a>	
Folder	<a href="#">FMIS Study</a>	8/20/2011 11:24 PM	<a href="#">Cem Dener</a>	
Folder	<a href="#">Other FMIS Solutions</a>	8/21/2011 11:22 AM	<a href="#">Cem Dener</a>	

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### Team Discussion

Subject	Created By	Replies	Last Updated
<a href="#">Please share your views/suggestions on FMIS CoP activities</a>	<a href="#">Cem Dener</a>	0	8/21/2011 8:02 PM

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## About FMIS CoP

Since the late 1980's, the World Bank and other development agencies have been very active in funding **Treasury and Financial Management Information System (FMIS)** projects. In particular, the World Bank has financed 91 projects (57 completed + 34 active) in 53 countries as of August 2011. A World Bank Study on "Financial Management Information Systems: 25 Years of World Bank Experience on What Works and What Doesn't" was prepared as an updated and expanded version of the draft FMIS review report prepared in 2003, to highlight achievements and challenges observed during the design and implementation of Bank funded projects since 1984. There is a growing interest both within and outside the World Bank to focus more on knowledge sharing and peer learning activities for improving the performance of FMIS solutions.

**FMIS Community of Practice (CoP)** was established in September 2010, as a platform for exchanging information, good practices and experiences gained in the design and implementation of FMIS solutions. FMIS CoP is also focused on the development and dissemination of leading edge knowledge products, as well as the creation of a discussion platform to assist in improving the quality and performance of ongoing activities.

FMIS CoP web site is maintained by the World Bank. All FMIS CoP members can log-in with their **user account** that needs to be created at the World Bank "**Member Center**" as part of the registration process.

FMIS CoP platform provides access to several important **knowledge products** for all members/visitors:

- ▶ **FMIS Database** contains a rich set of operational data and performance ratings for the benefit of task teams, as well as the client countries and development agencies involved in FMIS projects. The approach followed by task teams in the preparation of completed and active projects is also analyzed by determining the degree of attention to key preparation activities. These aspects were selected in line with the FMIS Design and Implementation Methodology presented in the new FMIS Study to ensure consistency in comparison. FMIS Database will be updated regularly and published on the FMIS CoP web site to continue sharing the latest developments and implementation status of ongoing projects.
- ▶ **FMIS Study** : "FMIS: 25 Years of World Bank Experience on What Works and What Doesn't" presents the World Bank's experience with FMIS since 1984. The data was gathered from individual project Implementation Completion Reports (ICRs), Project Appraisal Documents (PADs), the Independent Evaluation Group (IEG) reports, and complemented with interviews with task team leaders and public sector/informatics specialists. Compared to the previously prepared draft FMIS report in 2003 (Dorotinsky and Cho), this report is based on a broader set of projects and documents in analyzing the performance and outputs of the FMIS projects, and presents more in-depth analysis of the success and failure factors.
- ▶ **FMIS Data Mapper** was developed in October 2010 to present the key FMIS project information through Google Maps. Currently, all Bank funded projects are mapped, and a link to related external Bank web site is provided for each project for access to relevant project details and documents.

The FMIS CoP will also organize various **dissemination events**, including:

- ▶ **FMIS CoP Meetings** to bring related specialists together for discussions on FMIS specific topics and presentation of innovative solutions/progress in ongoing activities,
- ▶ **Seminars** to share the experiences of selected countries in FMIS implementation, with the participation of related project teams from client countries, and
- ▶ **Workshops** focused on the good practices in FMIS design and implementation, as well as more advanced topics and case studies.

A summary of all dissemination events (planned/completed) can be found under "**FMIS Knowledge Sharing and Learning**" web page. Presentation materials and meeting notes related with these dissemination events are filed under **Shared Documents**.



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## FMIS Database

The World Bank **Financial Information Management System (FMIS) Database** contains a rich set of operational data and performance ratings related with all completed and active FMIS projects for the benefit of task teams, as well as the client countries and development agencies involved in such projects. The approach followed by task teams in the preparation of completed and active projects is also analyzed by determining the degree of attention to key FMIS project preparation activities.

The development of FMIS Database was initiated in September 2009, as a basis for the FMIS Study, covering all World Bank funded FMIS projects since 1984. A working group was established (Cem Dener, Joanna Watkins, Pedro Arizti, Christine de Mariz Rozeria, Ana Bellver Vazquez-Dodero, Alexandre Arrobbio, Jose Eduardo Gutierrez Ossio, and Bill Dorotinsky) and Joanna coordinated the efforts of the team who contributed voluntarily to the collection of information, scanning project documents and the formation of database structure.

The FMIS Database is updated regularly and published on the FMIS CoP web site to share the latest developments and implementation status of ongoing projects.

Updated versions of the FMIS database can be downloaded from **Shared Documents**:

- ▶ **FMIS Database - 2010** (94 projects = 55 closed + 32 Active + 7 Pipeline) in 51 countries
- ▶ **FMIS Database - 2011** (94 projects = 57 closed + 34 Active + 3 Pipeline) in 54 countries

### World Bank's Experience with Financial Management Information System (FMIS) Projects 1984 - 2011

Updated on: 08-Aug-11

<b>Contents</b>	94 T/F projects = 57 closed + 34 active + 3 pipeline in 54 countries
<b>Countries</b>	List of Treasury/FMIS projects in each region/country together with task team contacts and project IDs
<b>T-F Timeline</b>	Treasury / FMIS project timelines (from concept review to closing date)
<b>T-F Status</b>	Treasury / FMIS operational status (initial/expected operational year)
<b>T-F MTEF Status</b>	Status of MTEF implementation in T/F projects
<b>Stats</b>	Charts summarizing the key findings
<b>T-F Projects</b>	Detailed info about completed/ongoing T/F projects (mostly from Operations Portal, ICRs, PADs, and other prj documents)
<b>T-F Eval</b>	Evaluation results of completed/ongoing T/F projects (from ICRs and PADs)
<b>Prj metadata</b>	Explanation of the database fields (column headers) included in <b>T-F Projects</b> workwheet
<b>Eval metadata</b>	Explanation of the database fields (column headers) included in <b>T-F Eval</b> workwheet



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## FMIS Study

Since 1984, the World Bank has financed more than 90 **Financial Management Information System (FMIS)** projects in 50+ countries totaling over US \$2.2 billion, of which US \$1.0 billion was for FMIS related information and communication technology (ICT) solutions. A World Bank study published in April 2011 presents the experiences with these investment operations to share the achievements and challenges observed, and provide guidance for improving the performance of future projects.

The FMIS Study is structured according to four overarching questions:

- + What historical patterns emerge from World Bank financed Treasury/FMIS projects?
- + How have such projects performed according to various criteria?
- + What are the key factors that contribute to the success and failure of projects?
- + What have we learned that could be useful for future projects?

The findings of this study are primarily based on the 2010 FMIS Database, which includes 55 closed and 32 active FMIS projects implemented between 1984 and 2010 (7 pipeline projects are also analyzed in some sections). The data was gathered primarily from internal World Bank documents and sources, and complemented with interviews with project teams. The Database contains a rich set of operational data and performance ratings for the benefit of the World Bank task teams, government officials and other specialists involved in FMIS projects. Compared to the previously prepared draft FMIS report in 2003 (Dorotinsky and Cho), this study is based on a broader set of projects and documents in analyzing the performance and outputs of the FMIS projects, and presents more in-depth analysis of the success and failure factors. Based on the findings of the current study, the interventions of the World Bank in the design and implementation of FMIS solutions have been reasonably successful in most countries.

The **FMIS Study** (PDF) can be obtained from the FMIS CoP web site, as well as the World Bank external web site ([www.worldbank.org/publicsector](http://www.worldbank.org/publicsector)).

The PDF version (free) of the FMIS Study is available in several languages: English, Russian, French, Spanish, Portuguese, Arabic, and Chinese

Printed copies can be ordered from the **World Bank Publications**.

The FMIS Study is also posted on the World Bank **e-Library**, and e-Book version (for iBook, Kindle, eBooks, etc.) is available for sale through various commercial web channels.



## Financial Management Information Systems

25 YEARS OF WORLD BANK EXPERIENCE ON WHAT WORKS AND WHAT DOESN'T



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## Knowledge Sharing and Learning Events

Presentation materials and meeting notes can be found under **Shared Documents** in relevant folders.

**FMIS CoP Meetings:** (organized in Washington, DC, with video links to interested countries)

- ▶ Mtg #1 (Oct 6, 2010): Introduction of the FMIS CoP platform, and the knowledge products developed
- ▶ Mtg #2 (Nov 11, 2010): FMIS Study Review Meeting to discuss peer reviewer comments and next steps
- ▶ Mtg #3 (Jan 28, 2011): Discussion on planned dissemination events; Introduction of updated FMIS Database and Data Mapper
- ▶ Mtg #4 (Feb 17, 2011): Featuring the Inter-American Development Bank's FMIS experiences in LCR
- ▶ Mtg #5 (Mar 29, 2011): Presentation of the Financial Management Sector's experience with FMIS projects in Africa
- ▶ Mtg #6 (May 10, 2011): Discussion on the FMIS ICT procurement and contract management challenges
- ▶ Mtg #7 (Jun 28, 2011): Featuring the Russian Federal Treasury Automation System implementation
- ▶ Mtg #8 (Sep 12, 2011): Featuring the GID system from Morocco, and SIGFE II system from Chile
- ▶ Mtg #9 (Oct 3, 2011): Featuring dBrain implementation from S.Korea Ministry of Strategy and Finance

### Seminars:

- ▶ LCSPS BBL (Mar 1, 2011): An overview of the FMIS projects in Latin America and the Caribbean (LCR) region - Washington, DC

### Workshops:

- ▶ FMIS Workshop (Apr 27, 2011): FMIS design and implementation methodology (as a part of PREM Learning Week) - Washington, DC
- ▶ FMIS Training (Jun 3, 2011): Core FMIS training for the government officials - Manila, Philippines
- ▶ EAP FMIS Regional Workshop (Jun 6-7, 2011): East Asia and Pacific Regional FMIS Workshop - Manila, Philippines
- ▶ PFM Training Program (Jun 14, 2011): FMIS course as a part of PFM core training program - Washington, DC
- ▶ ECA PEM-PAL Treasury CoP Workshop (Sep 27-29, 2011): Use of IT in Treasury Operations - Astana, Kazakhstan



## FMIS Data Mapper on Google Maps

### FMIS

The Financial Management Information System (FMIS) projects funded by the World Bank (1984-2010)

46 views - Public  
Created on Oct 4 - Updated 36 minutes ago

By Cem

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Governance and Institutional Development Project I





**Colombia ... P106628 [ F ]**  
 Last Updated by [Cem Dener](#) 22 minutes ago

**Improving Public Management Project**  
 Status ..... Active  
 Team Lead ... Edgardo Mosqueira Medina  
 Approval ..... 2009-12-17  
 Closing ..... 2012-12-31  
 Cost (\$m) ... 25  
[more... \(project documents\)](#)

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## Consolidation of National Public Management Information Systems Colombia

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**Project ID:** P106628 | **Project Status:** Active Abstract\* last updated 09-DEC-2009

The objectives of the Consolidation of National Public Management Information Systems Project for Colombia are to solidify and expand the gains achieved by the Borrower under Second Public Financial Management (PFM II) and further improve the transparency, coverage, operation, and interoperability of the Borrower's national public management information systems to allow the Borrower's decision-makers to link performance measures with planning, budgeting, and other managerial actions.. There are [...More>](#)

**Project-At-A-Glance**

<b>Approval Date</b>	17-DEC-2009
<b>Closing Date</b>	31-DEC-2012
<b>Total Project Cost**</b>	25
<b>Region</b>	Latin America And Caribbean
<b>Major Sector (Sector) (%)</b>	Public Administration, Law, and Justice (Central government administration) (97%)
	Public Administration, Law, and Justice (Public administration- Information and communications) (3%)
<b>Themes (%)</b>	Macroeconomic management (3%)
	Tax policy and administration (30%)
	Administrative and civil service reform (3%)
	Public expenditure, financial management and procurement (64%)
<b>Environmental Category</b>	C
<b>Bank Team Lead</b>	Mosqueira Medina, Edgardo

**Project Goals**

To view the project outcomes and goals click [here](#).

**Available Project Documents**

<b>Procurement Plan (PROP), Vol.1</b>	01-JAN-2010
<b>Project Appraisal Document (PAD), Vol.1</b>	18-NOV-2009
<b>Integrated Safeguards Data Sheet (ISDS), Vol.1</b>	05-OCT-2009

[More>](#)

**Related Country Information**

To view information on the country where the project is implemented click [here](#).

**General Lending Information**

- [Statement of Loans and Credits](#)
- [Estimated Debt Information](#)
- [Country Lending Summaries](#)

**Useful links**

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- [Project Cycle](#)
- [Procurement/Tenders](#)
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