# Trends in Implementation of Financial Management Information Systems (FMIS)

Cem Dener

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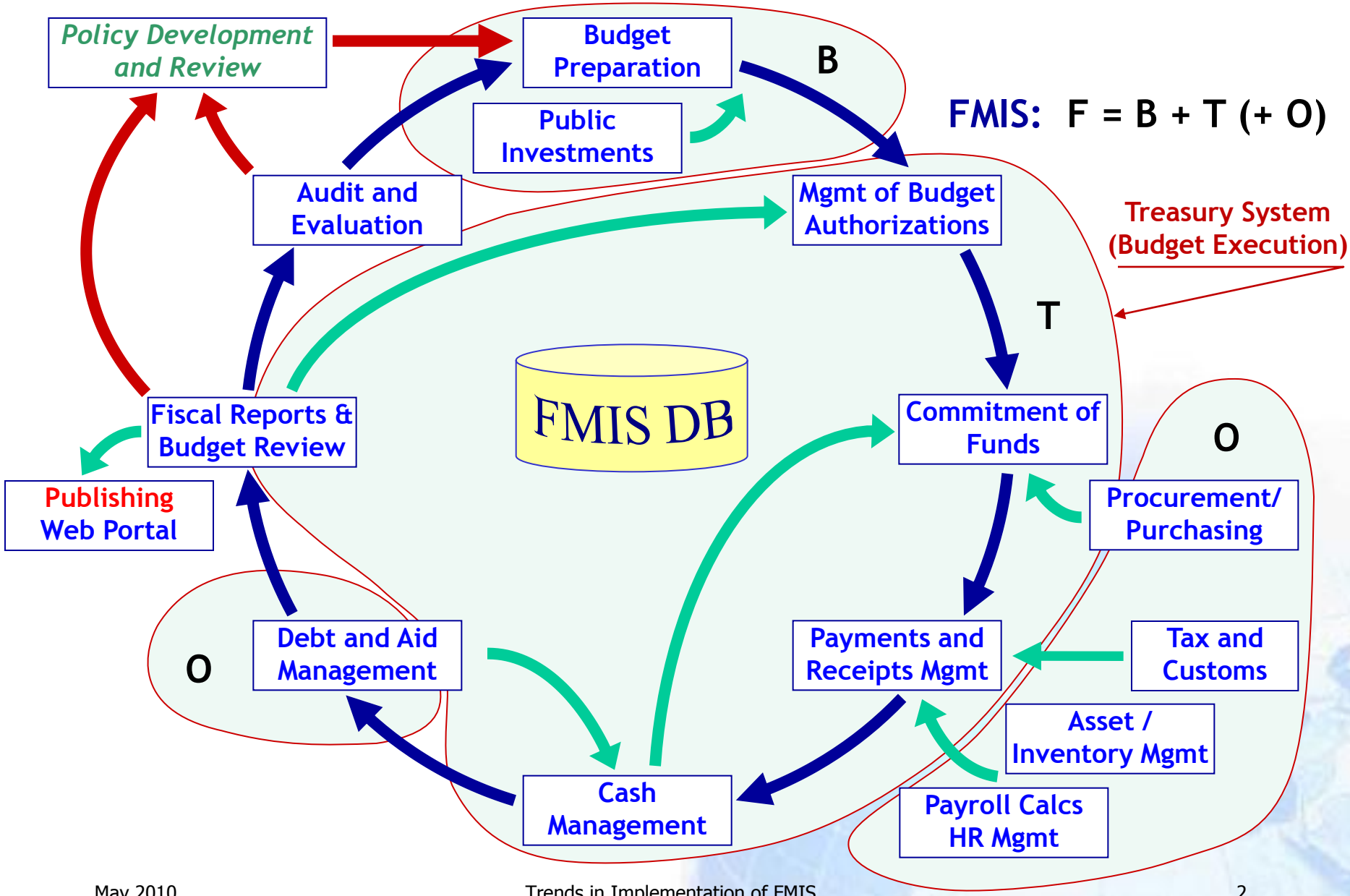
# Presentation

- What if FMIS?
- FMIS Implementation Approach
- Design & Implementation of FMIS Solutions
- Treasury Single Account
- FMIS Technical (ICT) Solutions
- FMIS Timeline
- Treasury/FMIS Projects (1984-2010)
- Monitoring and Knowledge Sharing
- Challenges and Conclusions

# What is FMIS?


Policy Development and Review
Budget Preparation
B
Public Investments
FMIS: F = B + T (+ O)
Audit and Evaluation
Mgmt of Budget Authorizations
Treasury System (Budget Execution)
T
FMIS DB
Fiscal Reports & Budget Review
Commitment of Funds
O
Publishing Web Portal
Procurement/ Purchasing
O
Debt and Aid Management
Payments and Receipts Mgmt
Tax and Customs
Asset / Inventory Mgmt
Cash Management
Payroll Calcs HR Mgmt

# Approach

1. Identify PFM reform needs ( What? Why? )

   Assess Readiness + Define Strategy ➡ Conceptual Design

   Identify "Priorities" and "Sequencing" of PFM Reforms

2. Develop necessary solutions ( How? Where? When? )

   Functionality + Tech Architecture + Specs ➡ System Design

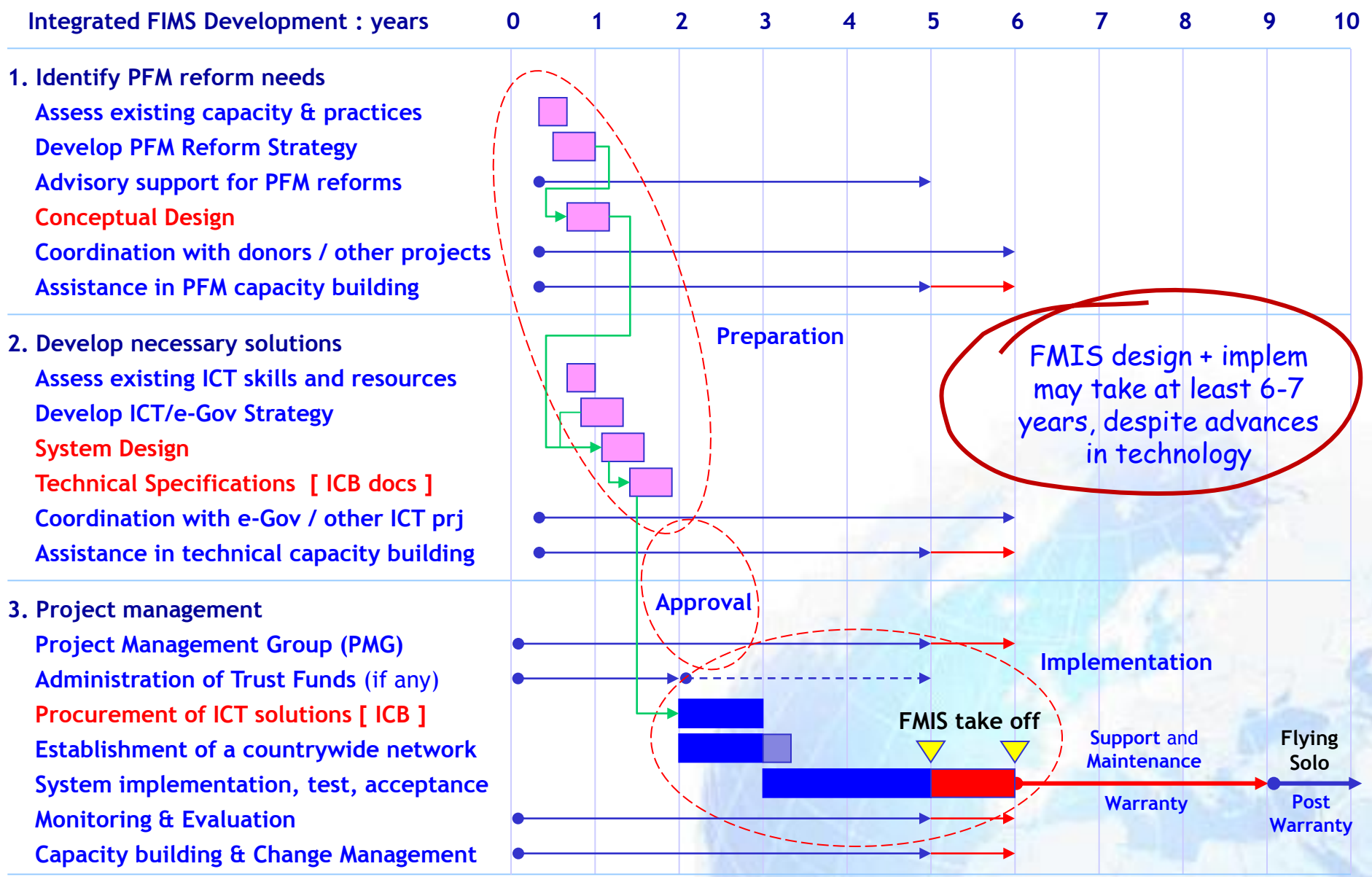
   Identify "FMIS Prerequisites"

3. Project management ( Who? )

   Implement + Monitor + Evaluate + Coord ➡ FMIS Implementation

   Strengthen "Institutional Capacity" for Procurement, FM, ICT

# Integrated FMIS Development Phases

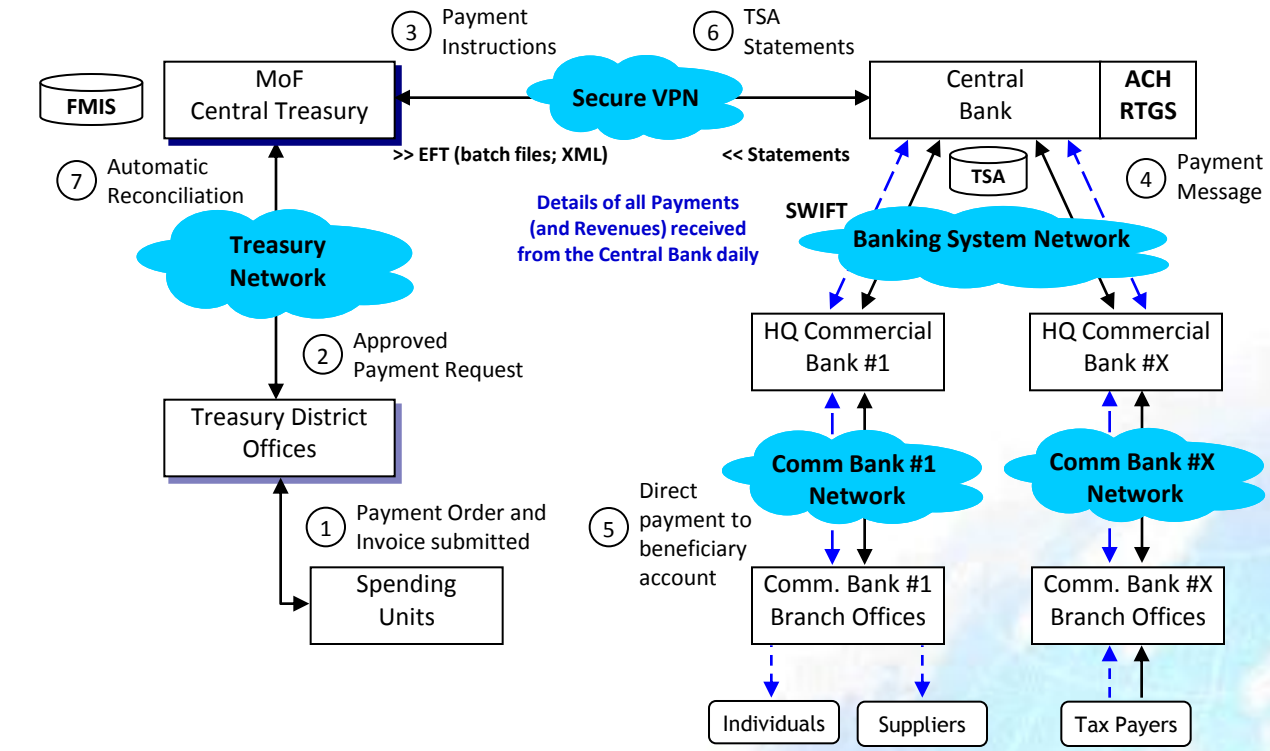


# FMIS Functionality / Implementation Options

| FMIS Functions | Common Implementation Options |
|---|---|
| • Macroeconomic Forecasting | LDSW / Existing Models |
| • Budget Preparation | LDSW / COTS |
| • Core **Treasury System** | COTS (customized) |
| ▶ Expenditure Management | + Interface w banking system (TSA) |
| ▶ Revenue Management | + Interface w revenue collection |
| ▶ Accounting (General Ledger) | |
| ▶ Cash / Fund Management | + Interface w banking system (TSA) |
| ▶ Commitments / Purchasing | + Interface w procurement agency |
| ▶ Financial Reports | |
| • Operational Support for SUs | LDSW for Spending Units (via Web Portal) |
| • Internal Debt Management | LDSW / Interface with Debt Mgmt System |
| • External Debt and Aid Mgmt. | Interface with Debt Mgmt System |
| • Asset / Inventory Management | LDSW / COTS |
| • Personnel Database / Payroll | LDSW / COTS |
| • Support for Auditing | Custom developed reports |
| • Web Publishing (Web Portal) | LDSW |
| • Decision Support Tools (MIS) | COTS / LDSW |

[ **COTS :** "customized" Commercial-off-the-Shelf Software **LDSW :** Locally Developed Software **TSA** : Treasury Single Account ]

# Centralized TSA Model



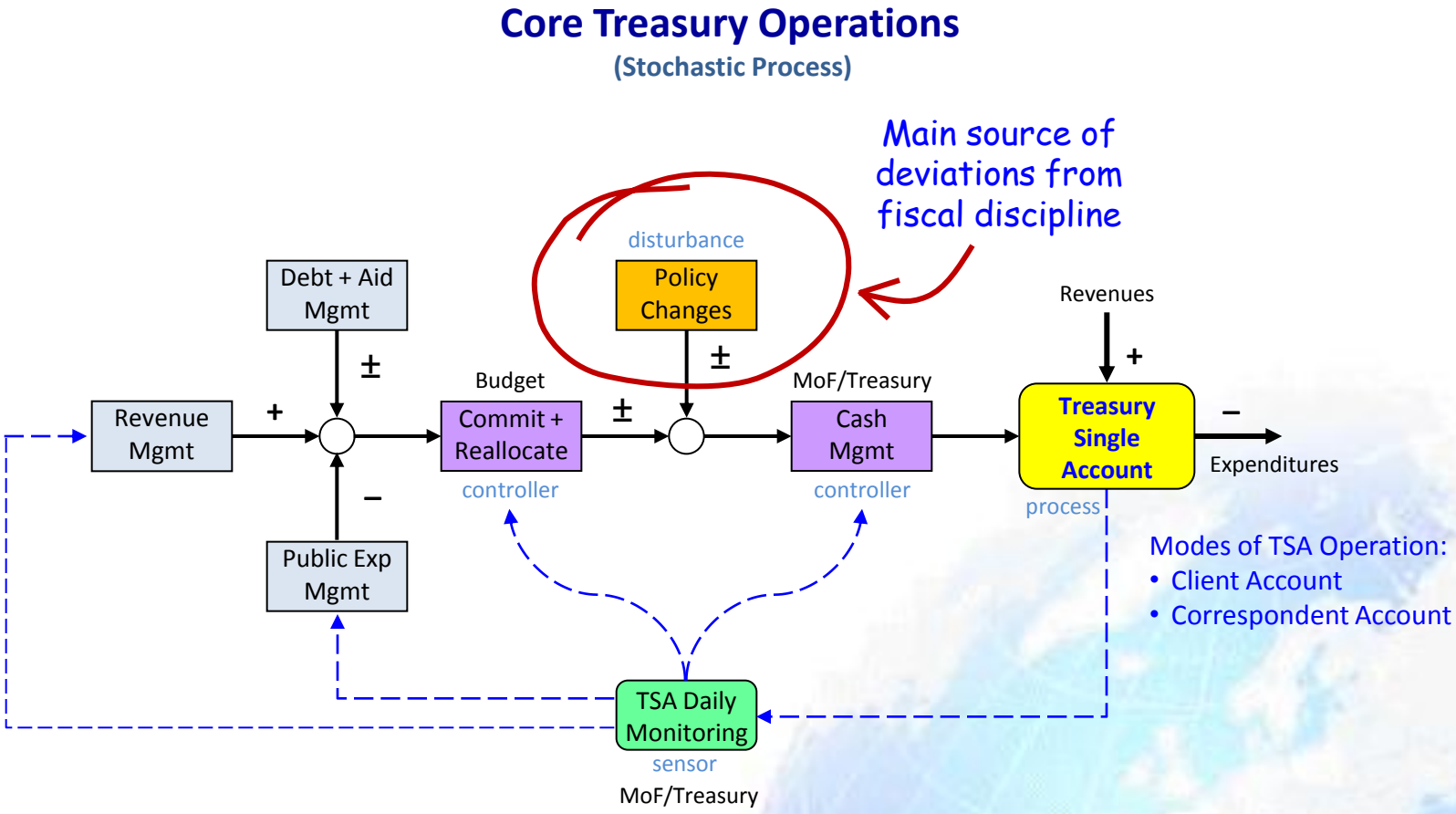

Document/info flow

Financial transactions

- **All TDO local bank accounts closed**
- NO local transit accounts

- **CT has only one integrated TSA account**
- NO Extra Budgetary Funds

# TSA - Control System Analogy



# FMIS Info & Comm Technology Solutions

- Modern integrated FMIS systems are designed and implemented as centralized web-based applications, supporting decentralized operations
- Implementation of the FMIS includes the following ICT components:

[1] Establishment of countrywide network connections (communications lines) usually as a Government contribution.

[2] Development of web-based Application Software (ASW) as a combination of customized COTS package + locally developed software (hybrid solution).

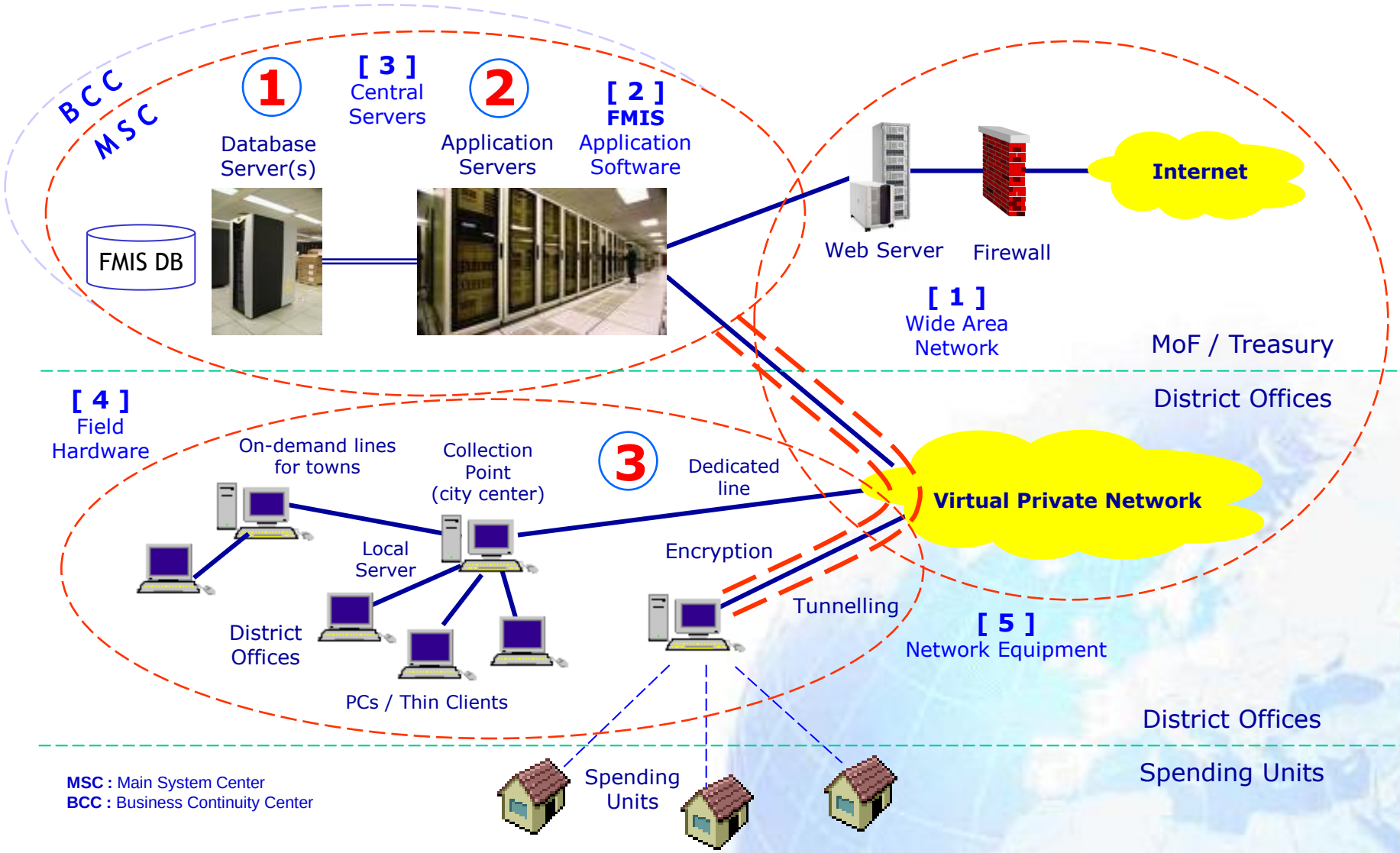
[3] Installation of central servers (database & application servers) and data storage units (fiber disk arrays) at the Main System Center & Business Continuity Center.

[4] Installation of standard field hardware (domain servers, user workstations and peripherals) in central and field offices.

[5] Installation of network equipment, system security and user management tools and engineering support solutions.

# FMIS Technology Architecture

## A typical 3-tier web-based implementation and [ ICT ] components




**MSC :** Main System Center
**BCC :** Business Continuity Center

# Web-based FMIS Model

Database Server 1 Application Servers 2 Web Server 3 User Terminals

System Center — Users

FMIS
Customized COTS
FMIS modules
Core Treasury System
LDSW
Locally Developed Software modules
Interfaces
Internal / External

COTS DB
Integrated FMIS DB
LDSW DB

Web Portal

VPN

Internal Access

PFM Organizations (MoF Units, Treasury Offices,Line Ministries)

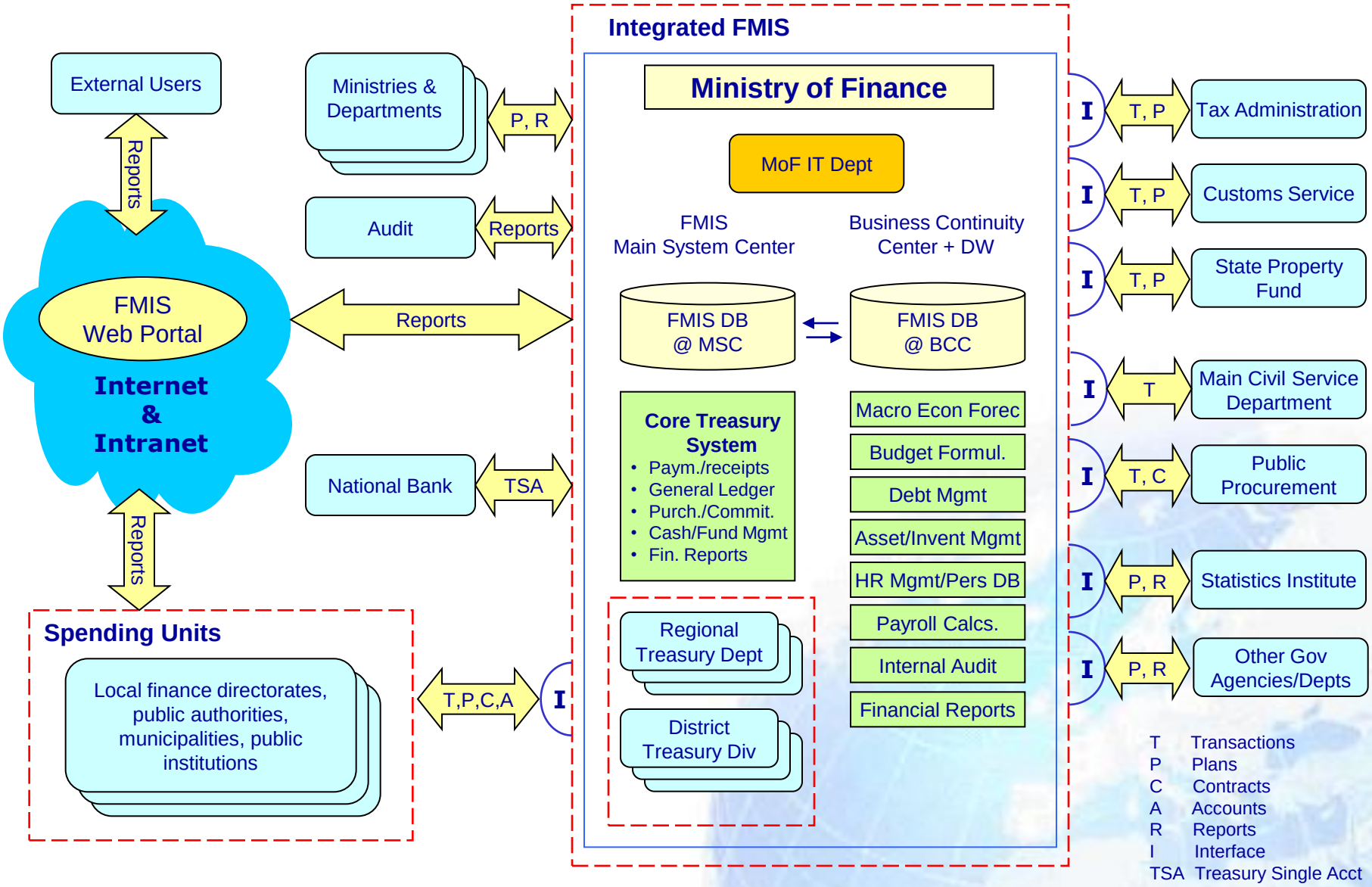
Internet

External Access

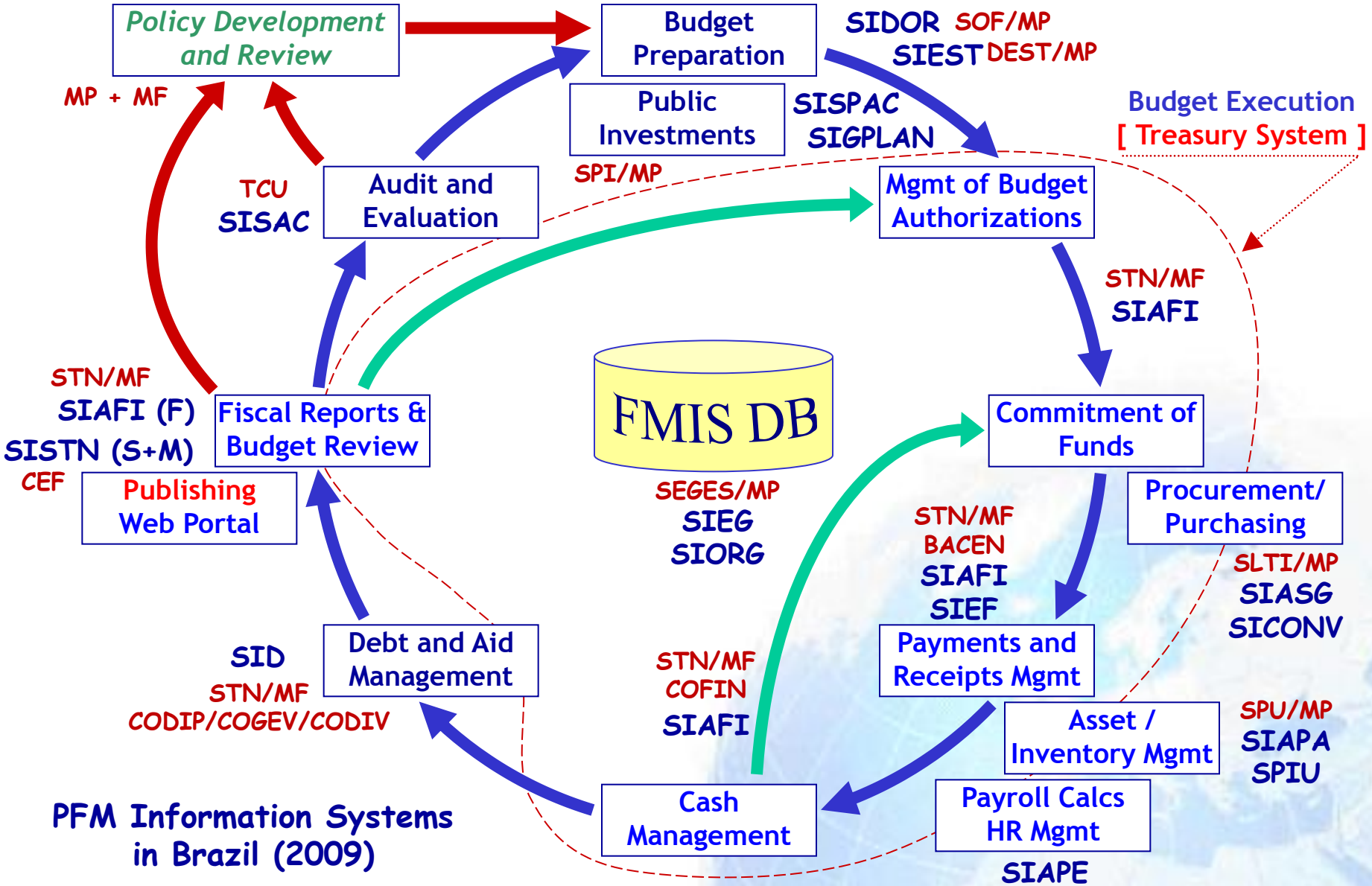
Spending Units, Local Finance Directorates, Local Public Authorities, Municipalities, etc.

**LDSW :** Locally Developed Software
**COTS :** Commercial-off-the-Shelf SW

# FMIS Functionality (Ukraine)



# FMIS in Brazil




**PFM Information Systems in Brazil (2009)**

# FMIS Projects (1984-2010)

| WB Funded Treasury/FMIS Projects | | Closed | Active | Pipeline | Projects |
|---|---|---|---|---|---|
| **Africa** | | | | | **24** |
| 1 | Burkina Faso | 1 | 1 | | 2 |
| 2 | Cape Verde | 1 | | | 1 |
| 3 | Congo, Democratic Republic of | | 1 | | 1 |
| 4 | Gambia, The | 1 | | 1 | 2 |
| 5 | Ghana | 1 | | | 1 |
| 6 | Kenya | 1 | 1 | | 2 |
| 7 | Liberia | | 1 | | 1 |
| 8 | Madagascar | 1 | 1 | | 2 |
| 9 | Malawi | 2 | | | 2 |
| 10 | Nigeria | 1 | | 1 | 2 |
| 11 | Sierra Leone | 1 | 1 | | 2 |
| 12 | Tanzania | | 1 | | 1 |
| 13 | Uganda | 2 | 1 | | 3 |
| 14 | Zambia | 1 | 1 | | 2 |
| **East Asia and Pacific** | | | | | **11** |
| 1 | Cambodia | | 1 | 1 | 2 |
| 2 | China | 1 | | | 1 |
| 3 | Indonesia | 1 | 1 | | 2 |
| 4 | Lao People's Democratic Republic | | 1 | 1 | 2 |
| 5 | Mongolia | 1 | 1 | | 2 |
| 6 | Timor-Leste | | 1 | | 1 |
| 7 | Viet Nam | | 1 | | 1 |
| **Europe and Central Asia** | | | | | **14** |
| 1 | Albania | 1 | 1 | | 2 |
| 2 | Azerbaijan | 1 | | | 1 |
| 3 | Georgia | | 1 | | 1 |
| 4 | Hungary | 1 | | | 1 |
| 5 | Kazakhstan | 1 | | | 1 |
| 6 | Kyrgyz Republic | | 1 | | 1 |
| 7 | Moldova | | 1 | | 1 |
| 8 | Russian Federation | | 1 | | 1 |
| 9 | Slovak Republic | 1 | | | 1 |
| 10 | Tajikistan | | 1 | | 1 |
| 11 | Türkiye | 1 | | | 1 |
| 12 | Ukraine | 1 | 1 | | 2 |

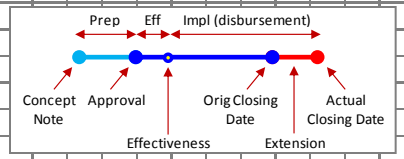
## WB Funded Treasury/FMIS Projects in 51 Countries

| WB Funded Treasury/FMIS Projects | | Closed | Active | Pipeline | Projects |
|---|---|---|---|---|---|
| **Latin America and Caribbean** | | | | | **32** |
| 1 | Argentina | 2 | | | 2 |
| 2 | Bolivia | 3 | | | 3 |
| 3 | Brazil | 2 | | | 2 |
| 4 | Chile | 2 | 1 | | 3 |
| 5 | Colombia | 2 | 1 | | 3 |
| 6 | Ecuador | 3 | | | 3 |
| 7 | El Salvador | 1 | | 1 | 2 |
| 8 | Guatemala | 2 | 1 | | 3 |
| 9 | Honduras | 2 | | 1 | 3 |
| 10 | Jamaica | 2 | | | 2 |
| 11 | Nicaragua | 3 | | 1 | 4 |
| 12 | OECS countries | | 1 | | 1 |
| 13 | Venezuela, Republica Bolivariana de | 1 | | | 1 |
| **Middle East and North Africa** | | | | | **3** |
| 1 | Algeria | 1 | | | 1 |
| 2 | Yemen, Republic of | | 1 | 1 | 2 |
| **South Asia** | | | | | **7** |
| 1 | Afghanistan | 3 | 1 | | 4 |
| 2 | Maldives | 1 | | | 1 |
| 3 | Pakistan | 1 | 1 | | 2 |
| **51** | countries | **54** | **29** | **8** | **91** |

**The review of WB funded FMIS projects was initiated by Dorotinsky (SM, ECSP4) in Sep 2009, to revise/update the FMIS Report drafted in 2002 with contributions from Watkins, Rozeira, Arizti, Bellver, Arrobbio, Ossio, Howard and Dener, as well as other interested specialists.**

# Timeline of FMIS Projects - I

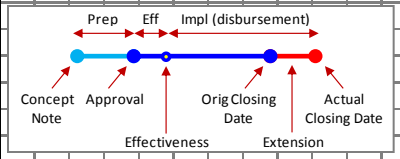
| Cat | Project ID | Project Name | Region | Country | Prj Stat | Tot Yrs | T/F Stat |
|---|---|---|---|---|---|---|---|
| T | P000301 | Public Institutional Develop | AFR | Burkina Faso | C | 9.6 | 1 |
| T | P078596 | Administration Capacity Buil | AFR | Burkina Faso | A | 8.1 | 3 |
| F | P057998 | Public Sector Reform And Ca | AFR | Cape Verde | C | 3.8 | 0 |
| T | P104041 | Enhancing Governance Capa | AFR | Congo, Demo | A | 5.7 | 3 |
| F | P057995 | Capacity Building for Econor | AFR | Gambia, The | C | 9.8 | 2 |
| F | P117275 | Integrated Financial Manage | AFR | Gambia, The | P | | 4 |
| F | P045588 | Public Financial Managemer | AFR | Ghana | C | 7.7 | 2 |
| F | P066490 | Public Sector Management T | AFR | Kenya | C | 5.1 | 2 |
| F | P090567 | Institutional Reform and Cap | AFR | Kenya | A | 6.0 | 3 |
| F | P109775 | Public Financial Managemer | AFR | Liberia | A | 4.1 | 3 |
| F | P074448 | Governance and Institutiona | AFR | Madagascar | C | 7.8 | 1 |
| F | P103950 | Governance and Institutiona | AFR | Madagascar | A | 5.6 | 3 |
| F | P001657 | Institutional Development Pr | AFR | Malawi | C | 13.4 | 2 |
| F | P078408 | Financial Mgmt, Transparen | AFR | Malawi | C | 7.4 | 1 |
| F | P065301 | Economic Management Capa | AFR | Nigeria | C | 9.2 | 0 |
| F | P097026 | Second State Governance and | AFR | Nigeria | P | 6.7 | 4 |
| F | P078613 | Institutional Reform & Capac | AFR | Sierra Leone | C | 5.6 | 2 |
| F | P108069 | Public Financial Managemer | AFR | Sierra Leone | A | 5.6 | 3 |
| F | P070544 | Accountability, Transparenc | AFR | Tanzania | A | 6.1 | 3 |
| F | P002975 | Economic and Financial Mar | AFR | Uganda | C | 9.0 | 0 |
| F | P044679 | Second Economic and Financ | AFR | Uganda | C | 8.7 | 2 |
| F | P090867 | Local Government Managem | AFR | Uganda | A | 5.7 | 3 |
| F | P050400 | Public Service Capacity Build | AFR | Zambia | C | 6.5 | 0 |
| F | P082452 | Public Sector Management P | AFR | Zambia | A | 5.7 | 3 |
| F | P087945 | Public Financial Managemer | EAP | Cambodia | A | 6.9 | 3 |
| F | P113309 | Public Financial Managemer | EAP | Cambodia | P | | 4 |
| F | P036041 | Fiscal Technical Assistance I | EAP | China | C | 8.6 | 2 |
| T | P004019 | Accountancy Development Pr | EAP | Indonesia | C | 7.3 | 1 |
| F | P085133 | Government Financial Mana | EAP | Indonesia | A | 10.1 | 3 |
| T | P077620 | Financial Management Capa | EAP | Lao People's | A | 9.1 | 3 |
| T | P107757 | Treasury Modernization | EAP | Lao People's | P | | 4 |
| T | P051855 | Fiscal Accounting Technical | EAP | Mongolia | C | 8.1 | 1 |
| T | P098426 | Governance Assistance Proje | EAP | Mongolia | A | 6.3 | 1 |
| F | P092484 | Planning and Financial Man | EAP | Timor-Leste | A | 6.4 | 1 |
| T | P075399 | Public Financial Managemer | EAP | Viet Nam | A | 9.1 | 1 |
| T | P069939 | Public Administration Reforr | ECA | Albania | C | 7.5 | 1 |
| F | P105143 | MDTF for Capacity Building & | ECA | Albania | A | 3.6 | 3 |
| T | P066100 | (former IBTA-II) Highly Patho | ECA | Azerbaijan | C | 9.9 | 1 |
| F | P063081 | Public Sector Financial Mana | ECA | Georgia | A | 6.4 | 3 |
| F | P043446 | Public Finance Management | ECA | Hungary | C | 6.7 | 1 |
| T | P037960 | Treasury Modernization Proj | ECA | Kazakhstan | C | 8.5 | 1 |
| F | P071063 | Governance Technical Assist | ECA | Kyrgyz Repub | A | 8.7 | 3 |
| F | P082916 | Public Financial Managemer | ECA | Moldova | A | 7.8 | 3 |
| T | P064508 | Treasury Development Proje | ECA | Russian Fede | A | 11.6 | 1 |
| F | P069864 | Public Finance Management | ECA | Slovak Repub | C | 5.6 | 1 |
| F | P099840 | Public Financial Managemer | ECA | Tajikistan | A | 8.0 | 3 |




**Project Status:** C=Closed; A=Active; P=Pipeline  Total Duration in years  **Treasury/FMIS Status**: 1= Operational; 2= Oper. (Pilot); 3= In progress; 4=Pipeline 0= Not implemented

# Timeline of FMIS Projects - II

| Cat | Project ID | Project Name | Region | Country | Prj Stat | Tot Yrs | T/F Stat |
|---|---|---|---|---|---|---|---|
| T | P035759 | Public Finance Management | ECA | Türkiye | C | 8.5 | 1 |
| T | P049174 | Treasury Systems Project | ECA | Ukraine | C | 7.9 | 1 |
| F | P090389 | Public Finance Modernizatio | ECA | Ukraine | A | 7.5 | 3 |
| F | P006029 | Public Sector Reform Technic | LCR | Argentina | C | 6.7 | 1 |
| F | P037049 | Public Investment Strengther | LCR | Argentina | C | 12.4 | 1 |
| T | P006160 | Public Financial Managemer | LCR | Bolivia | C | 8.4 | 2 |
| T | P006189 | Public Financial Managemer | LCR | Bolivia | C | 7.6 | 2 |
| T | P040110 | Financial Decentralization & | LCR | Bolivia | C | 6.9 | 2 |
| T | P006394 | Public Sector Management L | LCR | Brazil | C | 9.6 | 1 |
| F | P073294 | Fiscal and Financial Manage | LCR | Brazil | C | 7.8 | 0 |
| T | P006669 | Public Sector Management P | LCR | Chile | C | 8.1 | 1 |
| F | P069259 | Public Expenditure Managem | LCR | Chile | C | 6.5 | 1 |
| F | P103441 | Second Public Expenditure M | LCR | Chile | A | 6.5 | 3 |
| F | P006889 | Public Financial Managemer | LCR | Colombia | C | 8.3 | 1 |
| F | P040109 | Public Financial Managemer | LCR | Colombia | C | 10.0 | 2 |
| F | P106628 | Improving Public Manageme | LCR | Colombia | A | 3.3 | 3 |
| F | P007071 | Public Sector Management P | LCR | Ecuador | C | 8.5 | 2 |
| F | P007136 | Modernization of the State Te | LCR | Ecuador | C | 7.2 | 1 |
| F | P074218 | Public Sector Financial Mana | LCR | Ecuador | C | 7.4 | 1 |
| F | P007164 | Public Sector Modernization | LCR | El Salvador | C | 12.8 | 2 |
| F | P095314 | Second Public Sector Moderr | LCR | El Salvador | P | 5.3 | 4 |
| F | P007213 | Integrated Financial Manage | LCR | Guatemala | C | 4.7 | 2 |
| F | P048657 | Integrated Financial Manage | LCR | Guatemala | C | 5.2 | 1 |
| F | P066175 | Integrated Financial Manage | LCR | Guatemala | A | 9.8 | 3 |
| F | P034607 | Public Sector Modernization | LCR | Honduras | C | 7.8 | 2 |
| F | P060785 | Economic and Financial Mar | LCR | Honduras | C | 6.6 | 1 |
| F | P110050 | State Modernization | LCR | Honduras | P | | 4 |
| T | P007457 | Financial and Program Mana | LCR | Jamaica | C | 11.4 | 2 |
| T | P007490 | Public Sector Modernization | LCR | Jamaica | C | 9.9 | 1 |
| F | P035080 | Institutional Development Cr | LCR | Nicaragua | C | 7.8 | 2 |
| F | P049296 | Economic Management Tech | LCR | Nicaragua | C | 4.7 | 1 |
| F | P078891 | Public Sector Technical Assis | LCR | Nicaragua | C | 6.7 | 1 |
| F | P111795 | Public Financial Managemer | LCR | Nicaragua | P | | 4 |
| F | P100635 | OECS E-Government for Regic | LCR | OECS Countri | A | 5.2 | 3 |
| F | P057601 | Public Expenditure Managem | LCR | Venezuela, Re | C | 7.6 | 1 |
| F | P064921 | Budget System Modernizatio | MNA | Algeria | C | 9.3 | 0 |
| F | P050706 | Civil Service Modernization I | MNA | Yemen, Reput | A | 12.4 | 1 |
| F | P117363 | Public Finance Modernizatio | MNA | Yemen, Reput | P | | 4 |
| T | P077417 | Emergency Public Administra | SAR | Afghanistan | C | 3.6 | 2 |
| T | P082610 | Emergency Public Administra | SAR | Afghanistan | C | 5.4 | 2 |
| T | P084736 | Public Admin Cpacity Buildir | SAR | Afghanistan | C | 4.9 | 1 |
| T | P099980 | Public Financial Managemer | SAR | Afghanistan | A | 4.1 | 1 |
| T | P094193 | Post Tsunami Emegency Relie | SAR | Maldives | C | 5.0 | 1 |
| T | P036015 | Improvement to Financial Re | SAR | Pakistan | C | 12.2 | 1 |
| T | P076872 | Second Improvement to Final | SAR | Pakistan | A | 8.5 | 1 |

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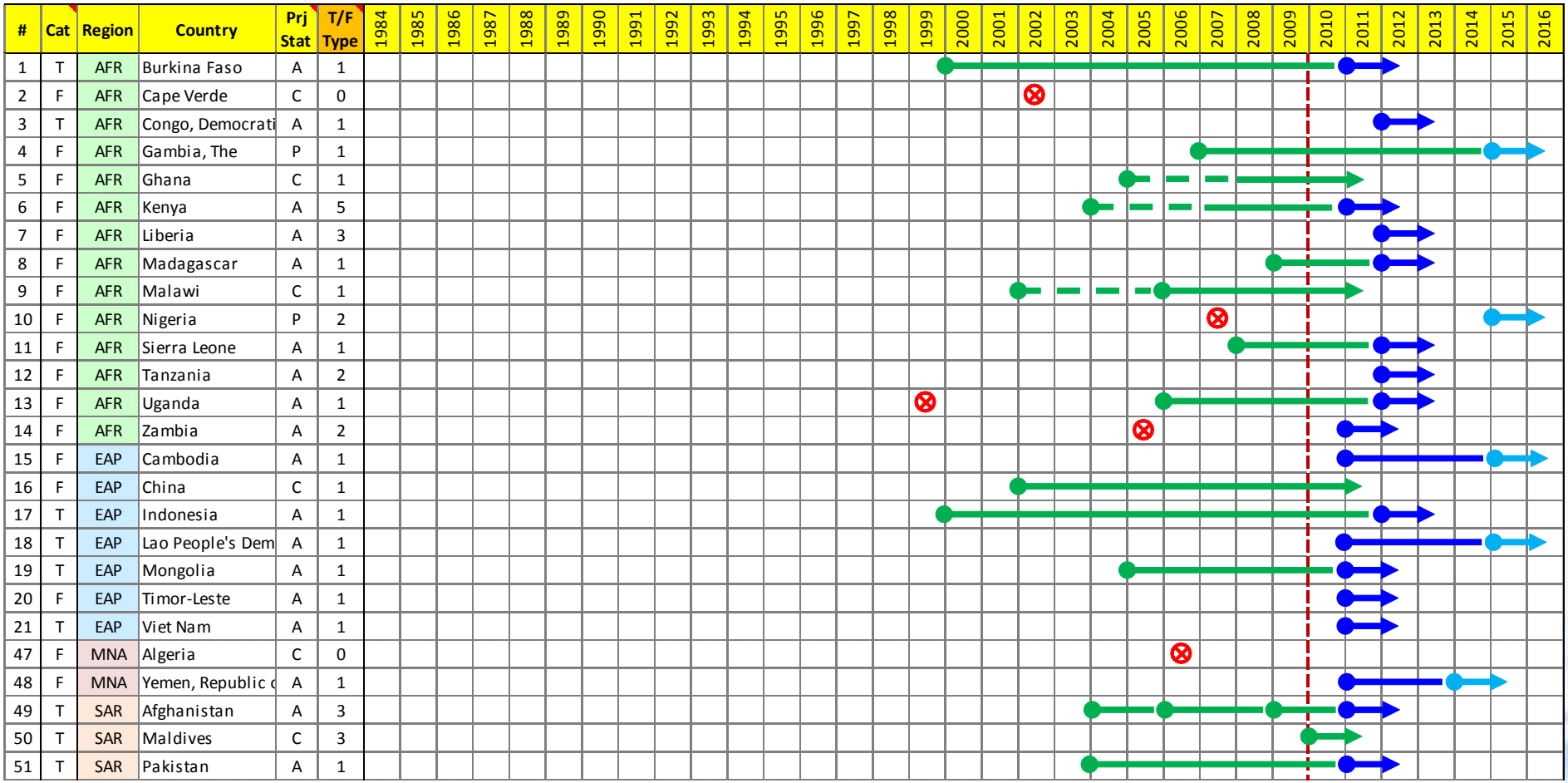
# FMIS in Operations - I

| # | Cat | Region | Country | Prj Stat | T/F Type |
|---|---|---|---|---|---|
| 1 | T | AFR | Burkina Faso | A | 1 |
| 2 | F | AFR | Cape Verde | C | 0 |
| 3 | T | AFR | Congo, Democrati | A | 1 |
| 4 | F | AFR | Gambia, The | P | 1 |
| 5 | F | AFR | Ghana | C | 1 |
| 6 | F | AFR | Kenya | A | 5 |
| 7 | F | AFR | Liberia | A | 3 |
| 8 | F | AFR | Madagascar | A | 1 |
| 9 | F | AFR | Malawi | C | 1 |
| 10 | F | AFR | Nigeria | P | 2 |
| 11 | F | AFR | Sierra Leone | A | 1 |
| 12 | F | AFR | Tanzania | A | 2 |
| 13 | F | AFR | Uganda | A | 1 |
| 14 | F | AFR | Zambia | A | 2 |
| 15 | F | EAP | Cambodia | A | 1 |
| 16 | F | EAP | China | C | 1 |
| 17 | T | EAP | Indonesia | A | 1 |
| 18 | T | EAP | Lao People's Dem | A | 1 |
| 19 | T | EAP | Mongolia | A | 1 |
| 20 | F | EAP | Timor-Leste | A | 1 |
| 21 | T | EAP | Viet Nam | A | 1 |
| 47 | F | MNA | Algeria | C | 0 |
| 48 | F | MNA | Yemen, Republic o | A | 1 |
| 49 | T | SAR | Afghanistan | A | 3 |
| 50 | T | SAR | Maldives | C | 3 |
| 51 | T | SAR | Pakistan | A | 1 |




| | | | | | | |
|---|---|---|---|---|---|---|
| T | 18 | 14 | AFR | Closed | 17 | 42 |
| F | 33 | 7 | EAP | Active | 29 | 3 |
| | 51 | 12 | ECA | Pipeline | 5 | 3 |
| | | 13 | LCR | | 51 | 0 |
| | | 2 | MNA | | | 1 |
| | | 3 | SAR | | | 2 |
| | | 51 | | | | 51 |

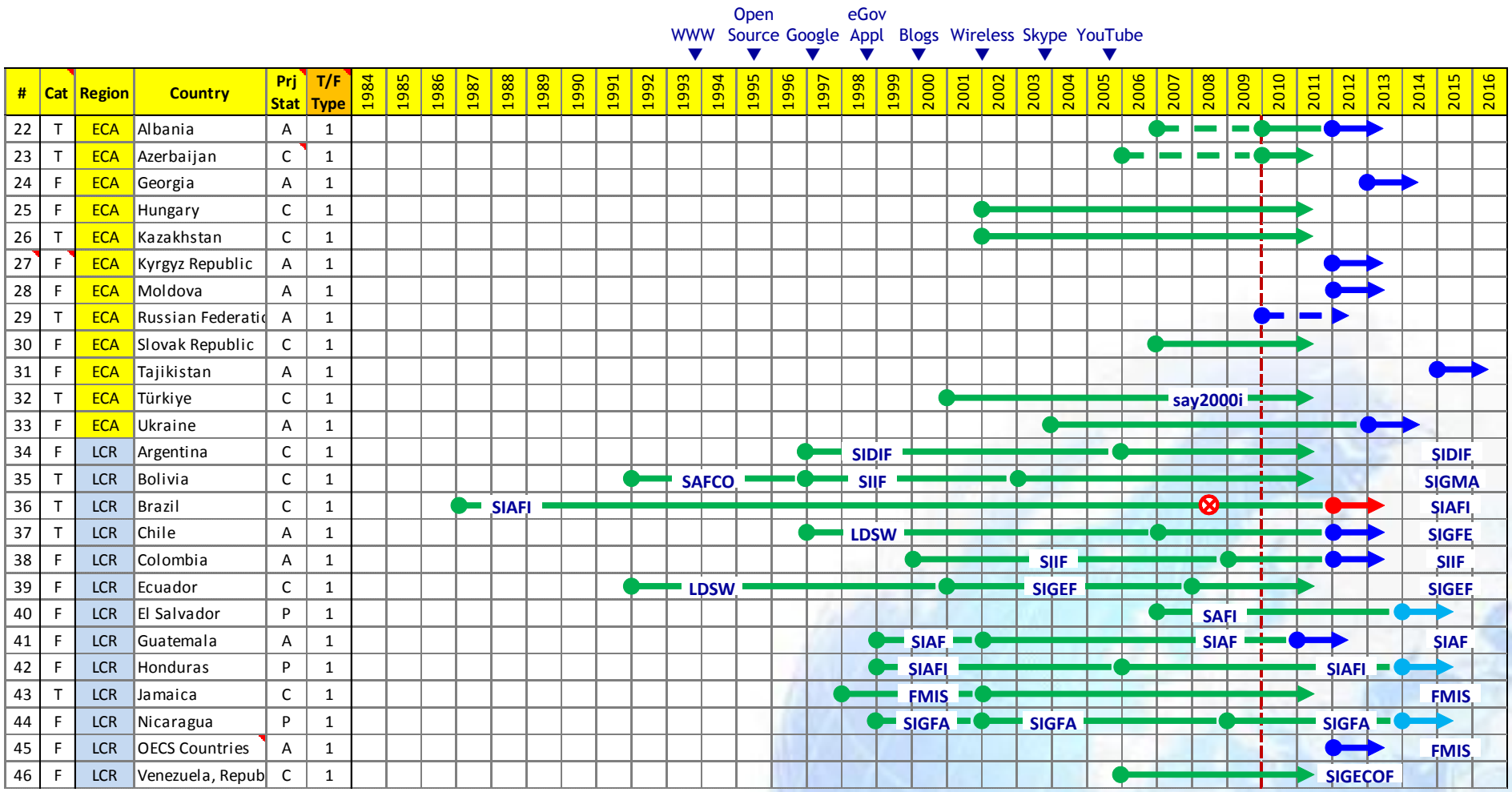
T/F Operational (Completed)
T/F Expected Go-Live (Active)
T/F Planned (Pipeline)
T/F Not Implemented

Notes:

- Above timelines denote the operational period of T/F systems developed through Bank funded projects.
- In some countries, several consecutive projects were implemented to expand or upgrade existing T/F.
- Dashed lines denote the transition to full scale operations.

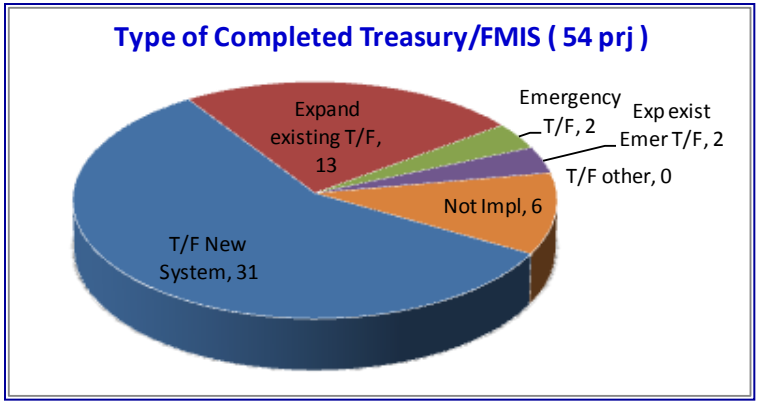
# FMIS in Operations - II

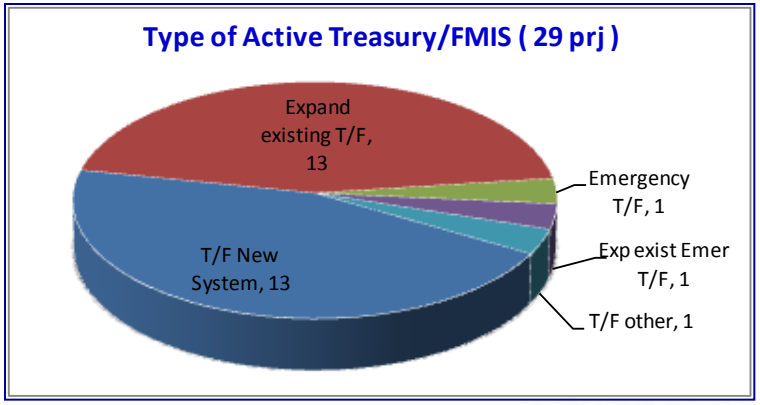
## ECA: 14 T/F projects completed in 12 countries vs LCR: 25 projects in 12 countries



# FMIS Projects (1984-2010)

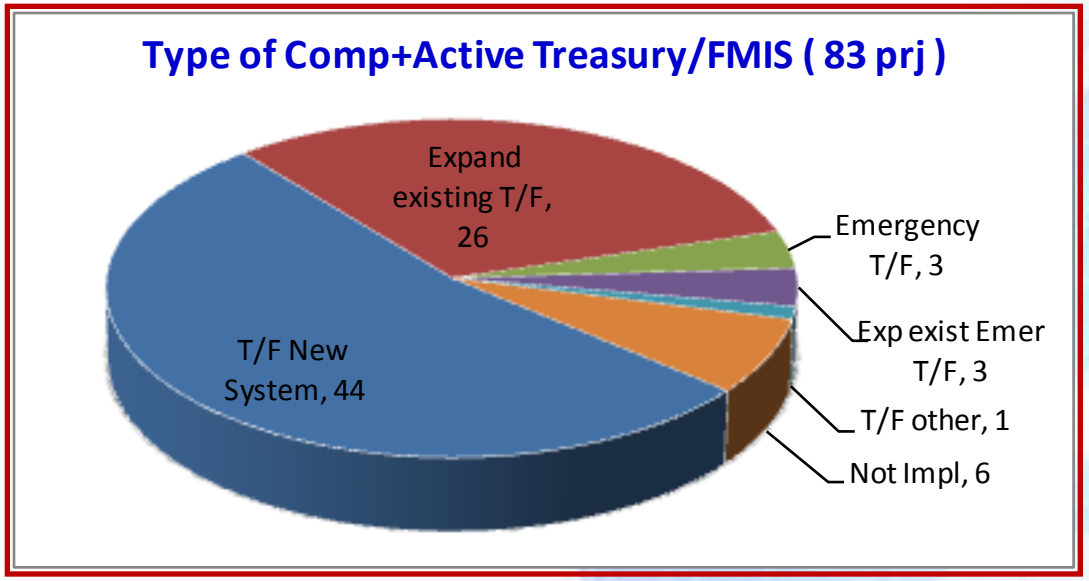
## Type of FMIS Projects




ECA: 7 new (5 T + 2 F) vs LCR : 14 new (5 T + 9 F)

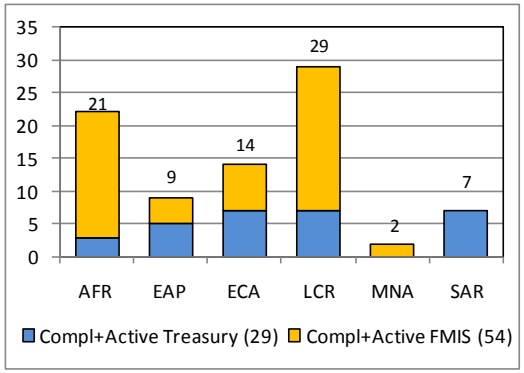
ECA: 7 new (1 T + 6 F) vs LCR : No new project



# FMIS Projects (1984-2010)

## Status of FMIS Projects

**Completed + Active (83)**

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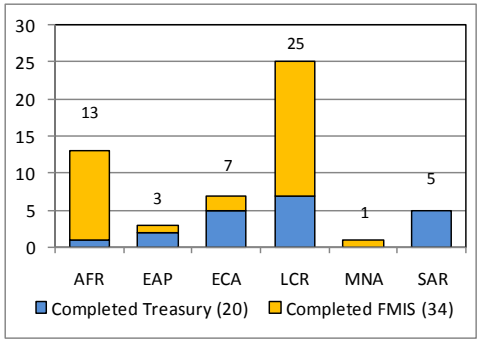


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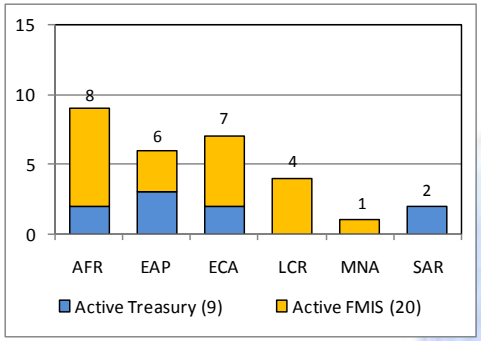
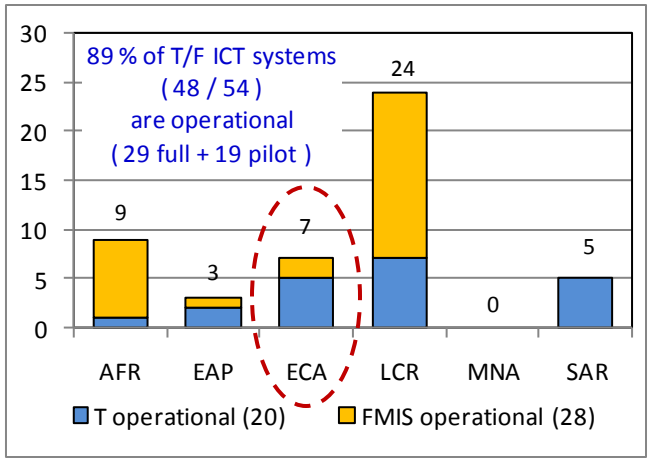



**Operational**

**89%**

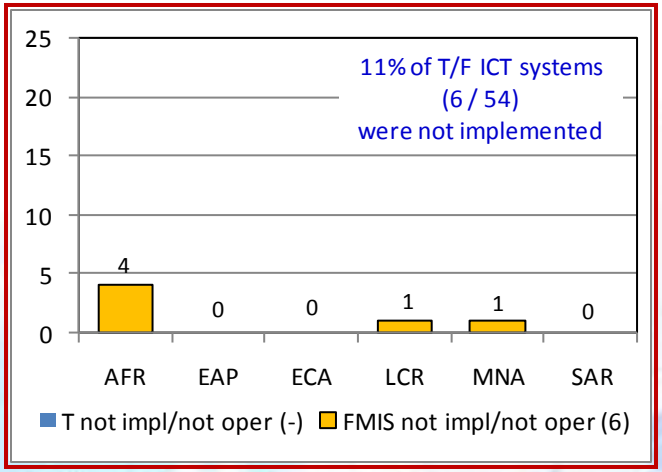
**+**




**-**

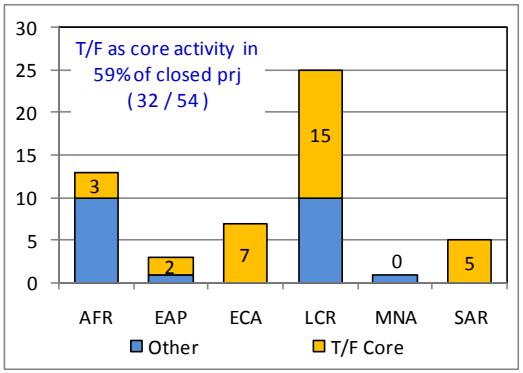
**11%**

**Not Impl.**

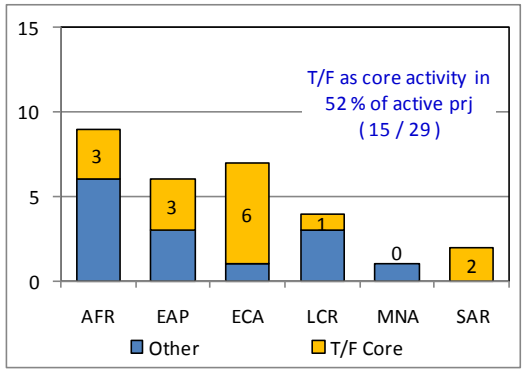


# FMIS Projects (1984-2010)

## Weight of Treasury/FMIS Activities in Projects




Completed (54)

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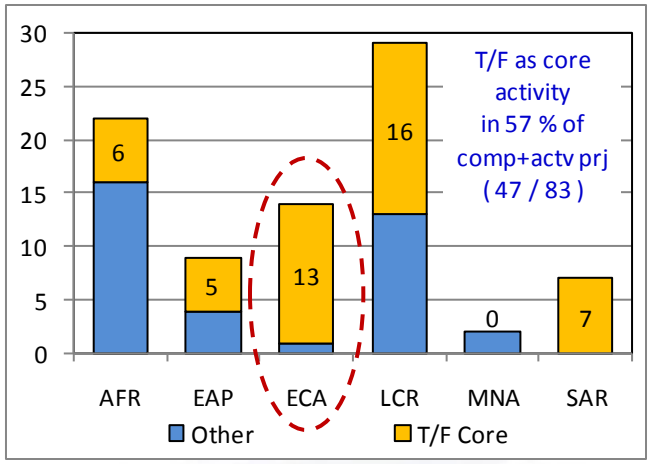
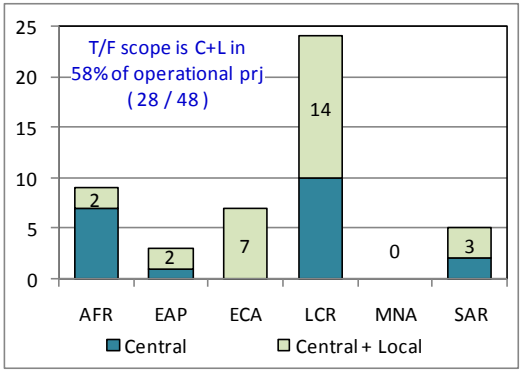
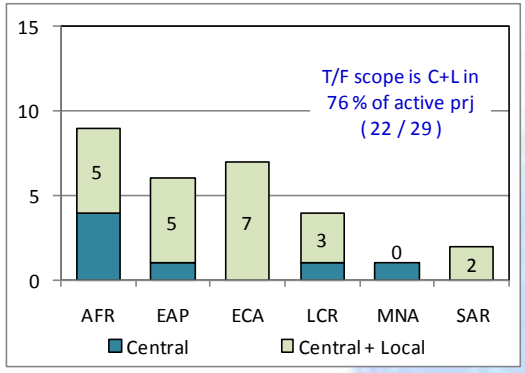


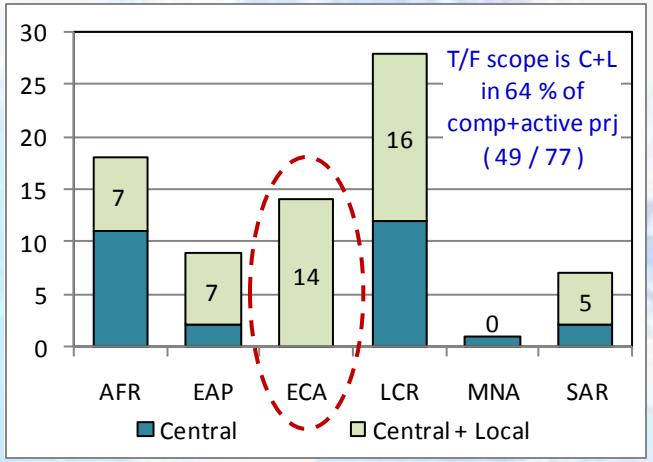

## Scope of Treasury/FMIS Projects




Operational (48)

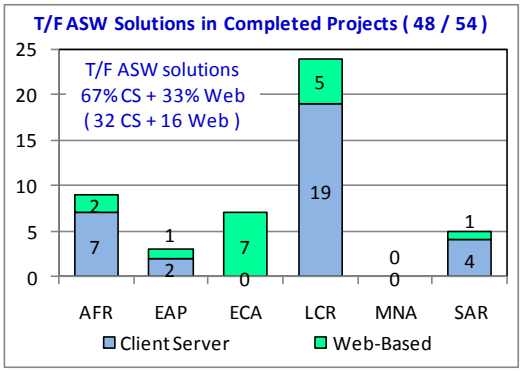


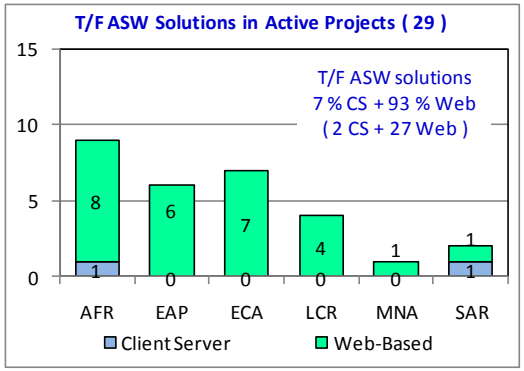

Active (29)

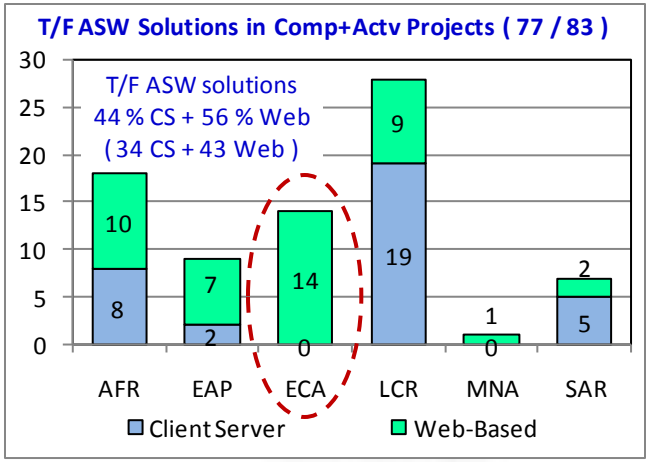


# FMIS Projects (1984-2010)

## Treasury/FMIS Application Software Solutions




**T/F Application Software Solutions (Completed)**

| Region | # C | COTS | Other | LDSW | ? |
|---|---|---|---|---|---|
| AFR | 9 | 9 | 3 | | |
| EAP | 3 | 2 | | 1 | |
| ECA | 7 | 4 | | 3 | |
| LAC | 24 | 1 | 1 | 23 | |
| MNA | 0 | | | | |
| SAR | 5 | 5 | | | |
| Totals | 48 | 21 | 4 | 27 | 0 |

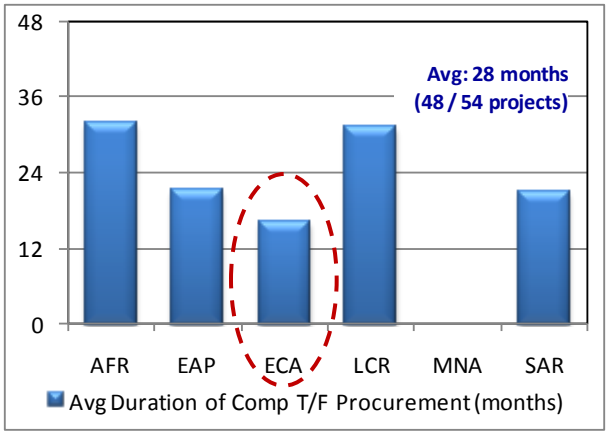
**T/F Application Software Solutions (Active)**

| Region | # A | COTS | Other | LDSW | ? |
|---|---|---|---|---|---|
| AFR | 9 | 8 | 1 | | 1 |
| EAP | 6 | 5 | | | 1 |
| ECA | 7 | 4 | | | 3 |
| LAC | 4 | 2 | 1 | 2 | |
| MNA | 1 | | | 1 | |
| SAR | 2 | 2 | | | |
| Totals | 29 | 21 | 2 | 3 | 5 |

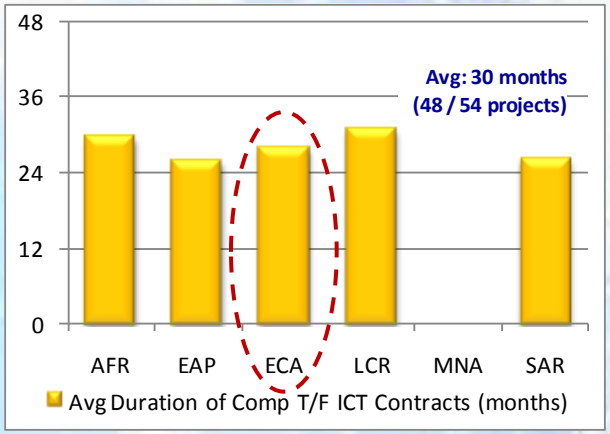
**T/F Application Software Solutions (Comp+Active)**

| Region | # C+A | COTS | Other | LDSW | ? |
|---|---|---|---|---|---|
| AFR | 18 | 17 | 4 | - | 1 |
| EAP | 9 | 7 | - | 1 | 1 |
| ECA | 14 | 8 | - | 3 | 3 |
| LAC | 28 | 3 | 2 | 25 | - |
| MNA | 1 | | - | 1 | - |
| SAR | 7 | 7 | - | - | - |
| Totals | 77 | 42 | 6 | 30 | 5 |

## Duration of T/F Procurement




## Duration of T/F Contracts



# FMIS Projects (1984-2010) - Initial Observations

- Appears to be four distinct regional T/F design & impl approaches:
  1. LAC : Start centrally, expand gradually; first T, then F; mainly LDSW
  2. ECA : Countrywide; first T, then F; hybrid COTS+LDSW; ICT specialist in TTs
  3. AFR, MNA : Mainly for central gov; mostly F; based on COTS
  4. EAP, SAR : Countrywide; mostly T; based on COTS

**T/F Design and Implementation - Regional Approach**

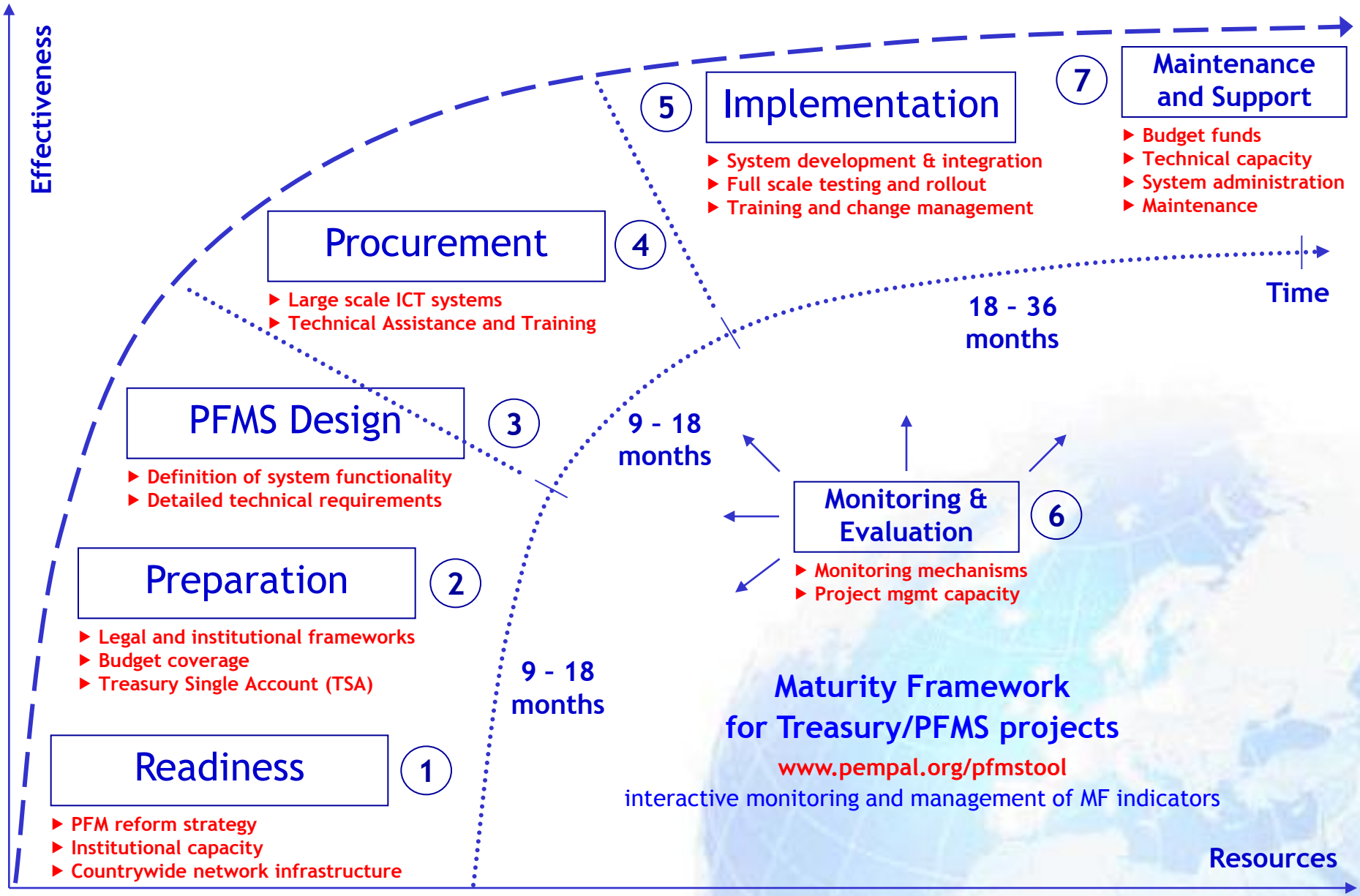
| Region | # Cnty | # Prj | T/F | Scope | ASW | T/F Core | T/F #PP | ICT in TT |
|---|---|---|---|---|---|---|---|---|
| LAC | 13 | 29 | T >> F | C >> C+L | LDSW | Mixed | > 3 | TT+Cons |
| ECA | 12 | 14 | T >> F | C+L | COTS+LDSW | Yes | <=3 | TT |
| AFR | 14 | 22 | F | C | COTS | No | > 3 | Cons |
| MNA | 2 | 2 | F | C | COTS | No | > 3 | Cons |
| EAP | 7 | 9 | T | C+L | COTS | Mixed | <=3 | TT+Cons |
| SAR | 3 | 7 | T | C+L | COTS | Yes | <=3 | Cons |
| | 51 | 83 | | | | | | |

- 89% of completed T/F operational (29 full + 19 pilot impl)
- LCR is the most experienced region in design & implementation of FMIS

# Maturity Framework for Treasury/PFMS projects

- A Community of Practice for Treasury Managers was established in June 2006 as part of the Public Expenditure Management-Peer Assisted Learning (PEM-PAL) program ( **www.pempal.org** )
- The Treasury / FMIS Maturity Framework (MF) was developed during the "PEM-PAL Workshop for Treasury Officials" in Ljubljana, Slovenia (June 2006) and updated twice so far (last update in May 2010).
- The Maturity Framework was designed to enhance learning and knowledge sharing among Heads of Treasury and related key officials in public expenditure management from 16 ECA countries.
- The Bank prepared a web site to publish the results and to facilitate interactive monitoring and management of proposed indicators ( **www.pempal.org/pfmstool** currently being transferred to Ljubljana).

# Treasury/FMIS Maturity Framework

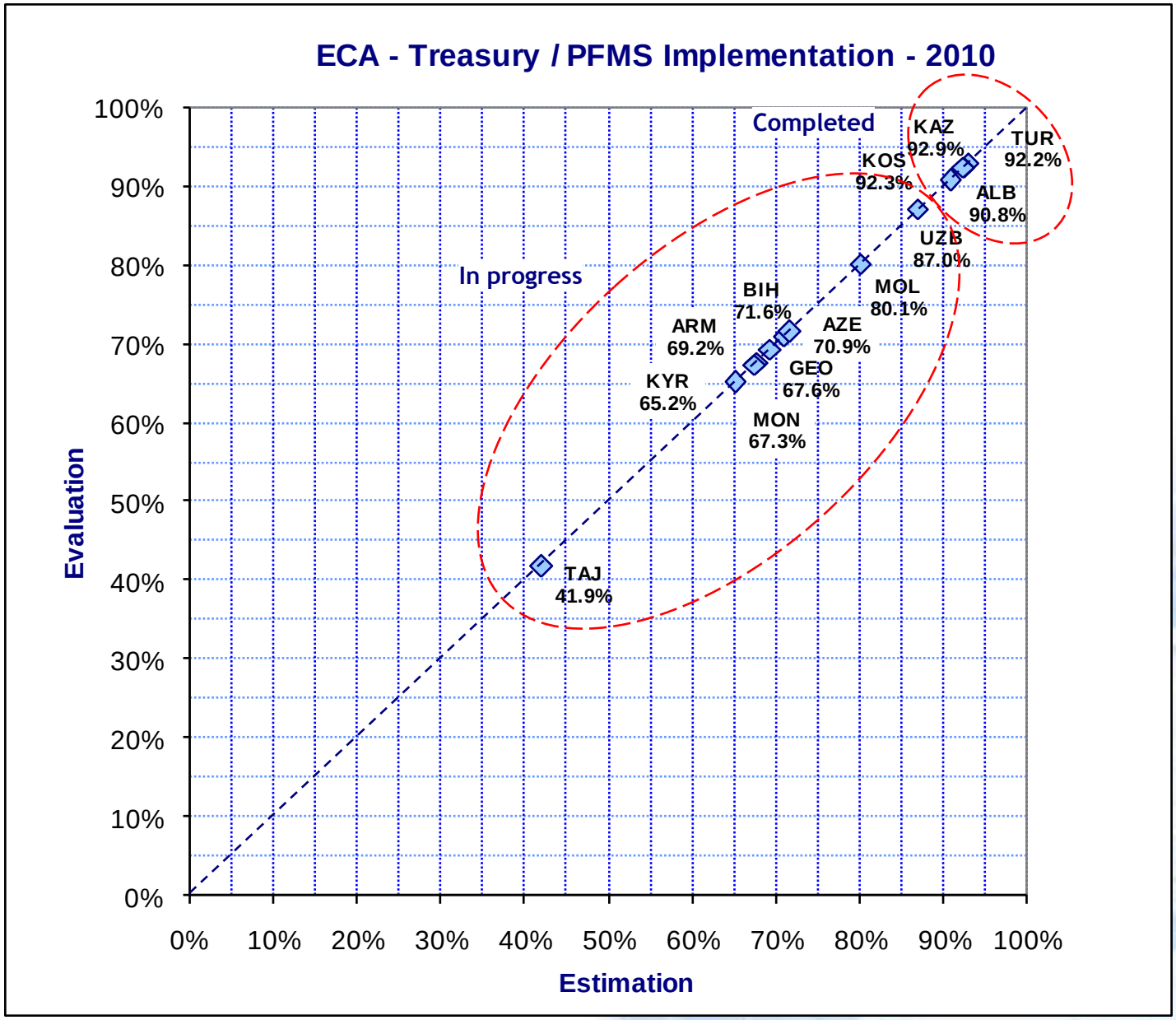


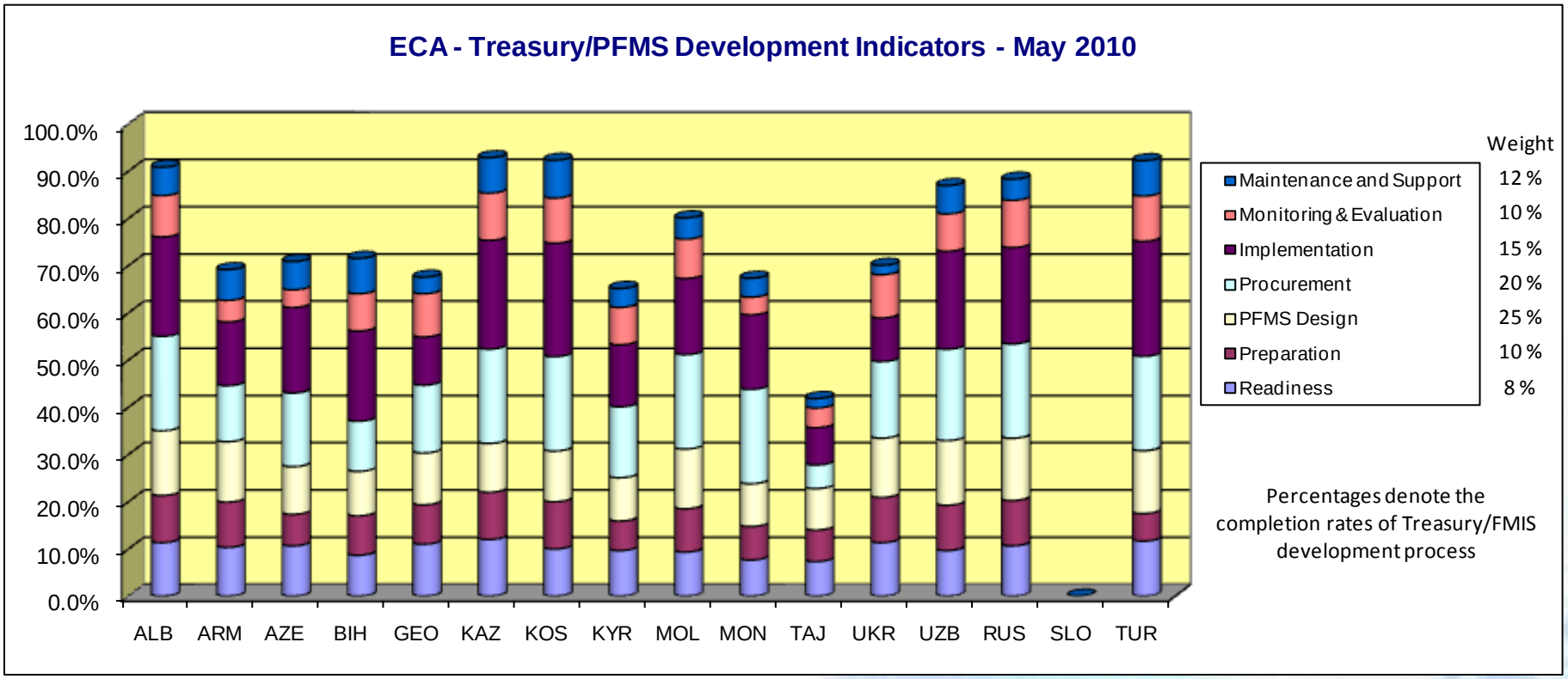

**Maturity Framework for Treasury/PFMS projects**

www.pempal.org/pfmstool

interactive monitoring and management of MF indicators

# ECA Treasury/PFMS Development Status





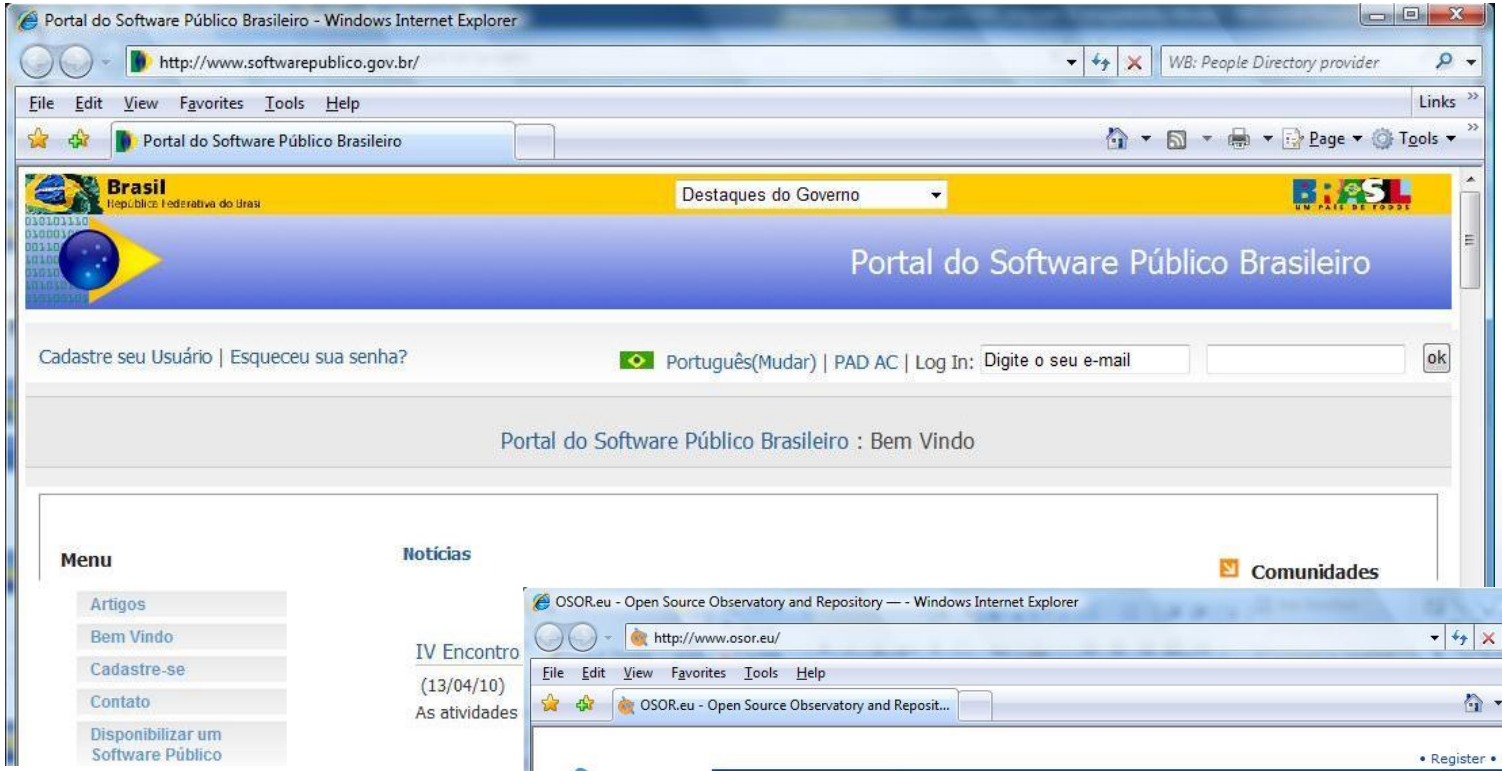

**For Bosnia & Herzegovina, 2008 MF indices are shown, since the 2010 updates were not submitted yet.**

## Summary of Progress

- **Albania:** Treasury system fully operational in 2010. Expansion for FMIS (MTEF, Public Investment Mgmt, Integrated Planning System) is expected to be completed in **2011**.
- **Armenia:** Preparations for FMIS mostly completed. New project is expected to initiate implementation soon.
- **Azerbaijan:** Treasury system pilot tested and is being improved. Roll-out is expected to be completed in **2011**.
- **Georgia:** FMIS procurement phase initiated. FMIS is expected to be operational in **2013**.
- **Kazakhstan:** Preparations for FMIS initiated in **2009**.
- **Kosovo:** Treasury system is being expanded to all districts in **2010**.
- **Kyrgyz:** FMIS contract signed in 2009. FMIS is expected to be operational in **2012**.
- **Moldova:** FMIS contract signed in 2009. FMIS is expected to be operational in **2012**.
- **Russia:** Treasury system roll-out initiated in Jan 2010 (FTAS active in 5 regions) and is expected to be completed by Jan **2012**. Preparations for integrated FMIS will start in **2010**.
- **Tajikistan:** Core Treasury and Budget Systems are being implemented. FMIS preparations will start in 2011. FMIS is expected to be operational in **2015**.
- **Ukraine:** FMIS procurement will be initiated in Jun/Jul 2010. FMIS is expected to be operational in **2013**.
- **Uzbekistan:** FMIS procurement announced in 2010. Expected to be operational in **2013**.

# Open-Source in Public Sector

## www.softwarepublico.gov.br




## www.osor.eu

# Challenges

- Government ownership and adequate budget support
- Stability of PFM rules and regulations (frequent legal/policy changes)
- Recruitment and sustainability of ICT specialists in public sector
- Existence of a reliable countrywide network infrastructure
- Realistic ICT cost estimates to reduce procurement risks
- Web based applications & **open systems** to reduce cost & duration of implementation
- Proper requirements for Records Management, Information/System Security and Digital Signature in design
- Coordination with e-Gov activities (interoperability & resource sharing)
- Strengthening project management, monitoring and evaluation skills

# Conclusions

- **Commitment and support:** High level commitment and proper budgetary support is essential for successful implementation and sustainability of FMIS.
- **From Treasury to Integrated FMIS:** Within the last decade, emphasis has been given to the development of integrated FMIS solutions after the initial Treasury development projects, benefiting from the developments in secure web-based PFM systems and open-source applications.
- **Capacity building:** Implementation of integrated FMIS solutions requires capacity building, proper training and professional technical assistance.
- **FMIS vs e-Government:** Integrated FMIS technical solutions need to be designed and implemented as a part of e-Government strategy/program.
- **Financial Management Information System:** Integrated FMIS is not only a tool to improve operational efficiency and accountability, but also a key decision support mechanism for public financial managers.

Thank You