

Implementation of Public Finance Management Information Systems

Minsk, Belarus



On October 15-17, 2014, PEMPAL Treasury Community of Practice (TCOP)¹ Thematic Group on Use of Information Technologies in Treasury Operations, held a workshop in Minsk, Belarus. The workshop was organized as part of the thematic group action plan implementation and was devoted to experiences in implementation of financial management information systems (FMIS). It was attended by thirty seven specialists representing ministries of finance of 10 countries that are members of this TCOP thematic group (Albania, Azerbaijan, Belarus, Georgia, Kazakhstan, Moldova, Russian Federation, Tajikistan, Turkey and Montenegro). The workshop was facilitated by the World Bank experts, including Mr. Cem Dener, leading expert in use of information technologies for public finance management, and the TCOP resource team. Logistical support was provided by PEMPAL Secretariat based at the Slovenian Center of Excellence in Finance. The main objective of the event in Minsk was to provide to the members of the thematic group an opportunity to learn from experiences of implementation of public finance management information systems.

At the beginning of the workshop **Mr. Maxim Ermolovich**, Deputy Minister of Finance of the Republic of Belarus, addressed the participants with a welcome speech. He emphasized the importance of the topic that was to be discussed in the framework of the workshop. Belarus is on the verge of taking major steps related to modernization of the public finance management information system; and participation of representatives of the country in PEMPAL events devoted to this topic gives them a good opportunity



to obtain additional information and to exchange experience in the field of FMIS modernization. The very fact that Belarus hosted this event allowed a greater number of Belarus specialists to take part in discussions and exchange of experience. Mr. Ermolovich expressed hope that the participants of the workshop would share their opinions about the Concept of Development of the Automated Public Finance Management Information System of the Republic of Belarus, which was shared with them before the event. When welcoming the participants of the workshop, **Mr. Vugar Abdullayev**, the Chair of the PEMPAL Treasury Community of Practice, noted the priority nature of the topic of use of information technologies in PFM in the broader TCOP agenda, taking into consideration the important role that information technologies play in reforming public finance

¹ The Public Expenditure Management Peer-Assisted Learning network (PEMPAL) is aimed at improvement of efficiency, effectiveness and transparency of public expenditures in the countries of Central and Eastern Europe and Central Asia. The program supports activities aimed at uniting practicing specialists in the field of public finance in communities of practice for the purpose of peer learning by means of benchmarking performance results for conducting reforms in the area of public finance. For additional information about PEMPAL, please visit: www.pempal.com.

management. **Ms. Elena Nikulina**, PEMPAL Team Leader, the World Bank, welcomed the initiative of the Ministry of Finance of Belarus to invite colleagues from the Treasury Community of Practice to Minsk in order to discuss their plans related to modernization of the information system.

After welcome speeches and introductions of participants around the tables, the thematic program started with presentations of the hosting party. All thematic sessions of the workshop were moderated by **Mr. Nazim Gazimzade**, leader of the TCOP Thematic Group on the Use of Information Technologies in Treasury Operations, and Mr. Andrey Narchuk, Head of the Perspective Development Division, Ministry of Finance of the Republic of Belarus. **Mr. Mikhail Prokhorik**, Deputy Head of Consolidated Budget Division, Budget Policy Department, and **Ms. Tamara Gruzinskaya**, Deputy Head of the State Treasury, Head of Budget Execution Department, Ministry of Finance of the Republic of Belarus, delivered an overview presentation “The Budget System of the Republic of Belarus”, which covered the existing processes of preparation and execution of the budget.

During the questions and answers sessions that followed, the results of the recent analysis of the public finance management system performance conducted with the help of the World Bank using the PEFA methodology were mentioned. The analysis showed that as a whole the treasury system of Belarus assures an efficient budget execution process. This conclusion is substantiated by the fact that in spite of highly volatile macroeconomic situation in the country in the last 3 - 4 years, which caused significant deviations of both revenues and expenditures from the plan, Belarus managed to avoid accumulation of budget arrears during this period. At the same time, the assessment identified some areas for improvement. In particular, the matter in question is coverage of the treasury single account and recommendations to integrate into it special means of budget organizations and balances of local budget accounts, commitment management mechanisms, etc.

Presentation on the budget system of Belarus can be found at the following address:

http://www.pempal.org/data/upload/files/2014/10/1_ppt_belarus_prokhorik_budget-system-part1_rus.pdf - Part 1,

http://www.pempal.org/data/upload/files/2014/10/ppt_belarus_gruzinskaya_budget-system-part2_rus.pdf - Part 2

The report on performance of public finance management in Belarus is available on the web-site of the Ministry of Finance of the Republic of Belarus at the following link

http://minfin.gov.by/upload/bp/report_eng.pdf

After that, a series of presentations about the existing information system of the Ministry of Finance of the Republic of Belarus and the plans for its modernization followed. Mr. Andrey Narchuk presented to the participants on “Overview of the Existing Information System of the Ministry of Finance of the Republic of Belarus”, in which he described main characteristics of the information system used by the Ministry of Finance of the Republic of Belarus. The system that is currently in operation was developed in-house more than 10 years ago and its functional coverage gradually expanded over the years. The system supports processes of preparation and execution of budgets of all levels. In recent years, success was achieved in transition to electronic submission of documents by budgetary organizations to the treasury. Deficiencies of the existing system include an outdated technological platform, multiplicity of software packages and databases uses. In the opinion of specialists that are responsible for the system operation, possibilities for its further development on the existing platform have been exhausted, and there is an urgent need to modernize the system.

The presentation of Mr. Narchuk can be found at:

http://www.pempal.org/data/upload/files/2014/10/ppt_belarus_narchuk_existing-it-system_rus.pdf

The session continued with live demonstration of the process of execution of payments in the existing information system of Belarus, in the course of which specialists of the State Treasury of Belarus demonstrated to the workshop participants all stages of the process of making a payment through the treasury module of the system using a specific example.

The afternoon session began with the presentation by **Mr. Andrey Narchuk** “Concept of the new Public Finance Management Information System of the Republic of Belarus (AIS)”. Work on development of the concept of the new information system was launched in 2014. By now, a document has been prepared which describes the generic vision of the system, and further work is planned to develop its technical and functional design. The new system has to be integrated and has to assure high technology support of all stages of the budget cycle. It is planned to get away from multiplicity of databases and to ensure access to the system for various categories of users through web-based interfaces. One of important expected results of implementation of the new system is enhancement of transparency of public finance management at all stages of the budget cycle. Figure 1 below demonstrates solutions for problems of the existing information system embedded in the design of the new system, and Figure 2 shows the expected functional coverage of the future system.

Figure 1. Key current constraints of the automation of public finance management and ways of addressing them

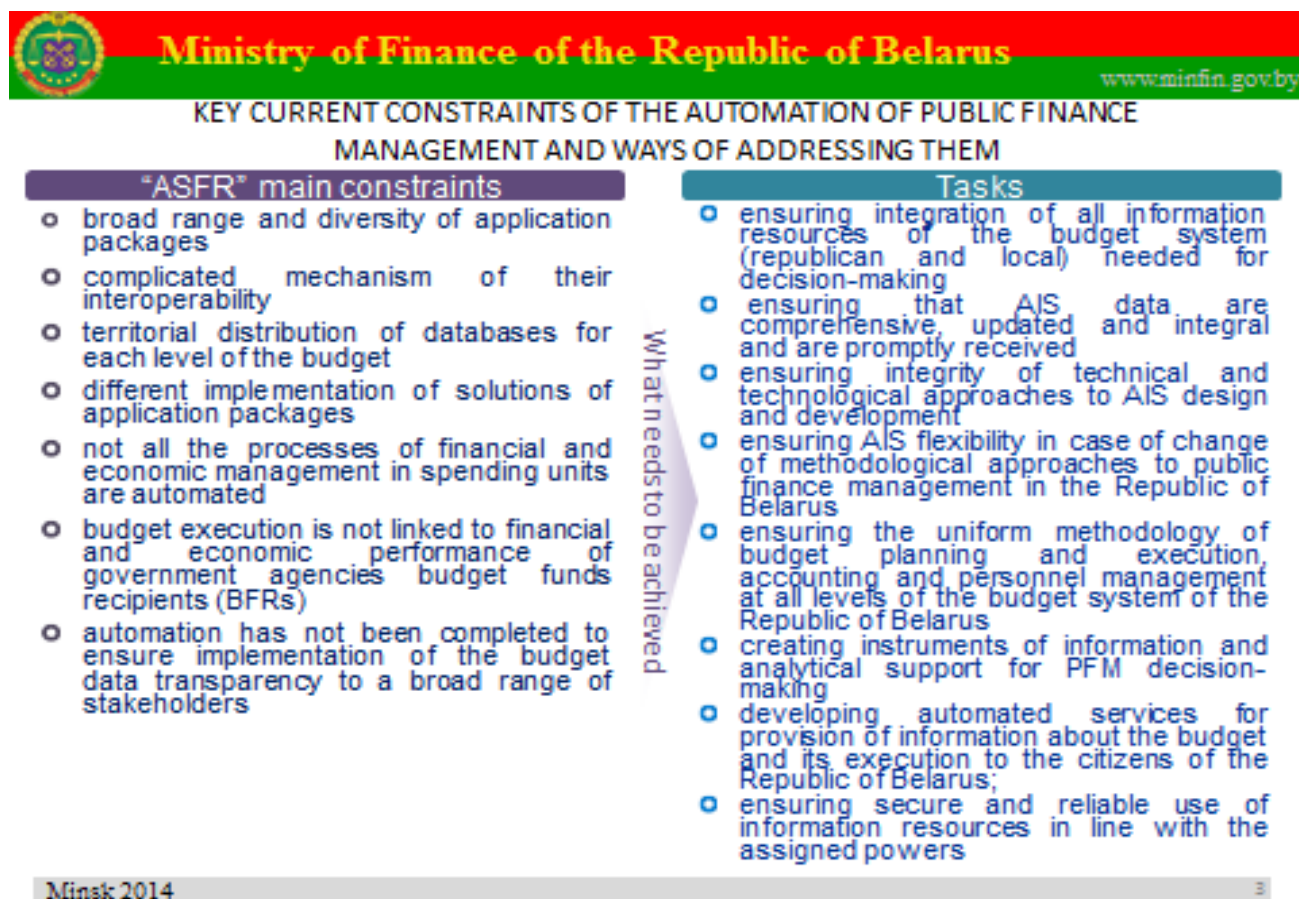
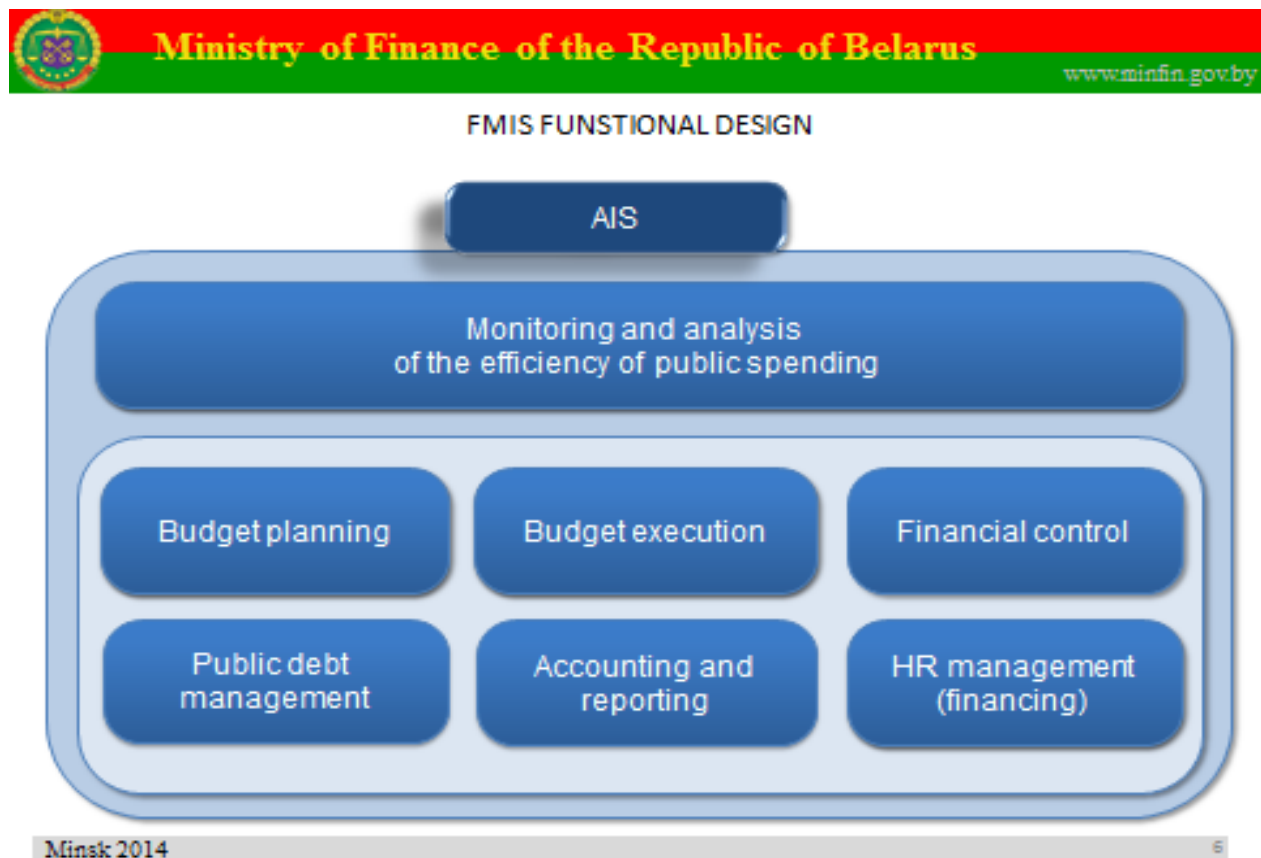


Figure 2. Functional design of the new FMIS of Belarus



The presentation of Mr. Narchuk could be found at:

http://www.pempal.org/data/upload/files/2014/10/ppt_belarus_narchuk_new-it-system_rus.pdf

Mr. Alexey Melnikov, Chief engineer of the SE “Data Processing Center of the Ministry of Finance of the Republic of Belarus”, delivered the presentation „Development of the information analysis system of the Ministry of Finance of Belarus”. The analytical information system presents a data warehouse attached to the existing system that is being developed on a more modern technological platform. Main objectives of this module are: (i) to provide quick access to authentic information on execution of budgets of all levels; (ii) to provide for preparation of statements on the basis of detailed and aggregate data; (iii) to reduce time necessary to generate customized reports through eliminating the need for additional programming; (iv) to reduce labor intensity and time needed to create reports based on preset forms through moving to the use of visual processing tools; (v) to ensure uniform user-friendly interface for generating reports.

The presentation of Mr. Melnikov could be found at:

http://www.pempal.org/data/upload/files/2014/10/ppt_belarus_melnikov_developing-analytical-system_rus.pdf

Mr. Yuri Zdanevich, Director of the SE "Data Processing Centre of the Ministry of Finance of the Republic of Belarus", presented to the participants of the workshop “The Processes of Development and Maintenance of Information Systems of the Ministry of Finance of Belarus”. In his presentation, he described major components of the IT infrastructure of the Ministry of Finance, the structure and functional duties of subdivisions of the SE "Data Processing Centre of the Ministry of Finance". The SE "Data Processing Centre of the Ministry of Finance of the Republic of Belarus" has strong human resource potential – specialists in the field of development and support of

operation of information systems, which is an important prerequisite for realization of plans on implementing the new generation information system.

The presentation by Mr. Zdanevich could be found at: http://www.pempal.org/data/upload/files/2014/10/ppt_belarus_zdanevich_rus.pdf

After each of above mentioned presentations, the participants asked questions to the speakers, the summary of which is presented below:

- The degree of automation of processes at different levels of government in Belarus – are there any plans for developing a uniform centralized PFM system that would cover all levels of governance? *The answer: Yes, the new system would cover all levels.*
- Have all prerequisites been created for launching the stage of development of design and technical requirements for the new system (for example, have the new budget classification and the new chart of accounts been designed, which would correspond to the objectives of the integrated PFM system; what is the level of compliance of the existing technical infrastructure with requirements of the web-based new FMIS, etc.)? *The answer: There is understanding of the need to provide all prerequisites and preparatory measures, including those of legal and technical nature, for the purpose of implementing the new FMIS.*
- At the current stage, are there already decisions / vision coordinated with all stakeholders of the budget process on such aspects as: (i) improvement of cash management and integration of all accounts in the TSA; (ii) enhancement of commitment controls; (iii) how to design the data warehouse so that reporting possibilities provided by the system would be available not only to employees of the Ministry of Finance, but also to users from other ministries, to representatives of other branches of government, etc. (iii) coverage of the system of electronic document flow; (iv) the degree of using an electronic signature. *The answer: For many of these areas there are agreed decisions, but there are also areas, which require further work.*

During the final session of this day, the participants discussed around the tables the presentations and experience of Belarus based on the following questions:

1. ***Have you noted any specific features of the Belarus system, which are of interest to you?***
2. ***Does your group have any comments on the Concept of Modernization of the FMIS of Belarus?***

Summary of major comments from the participants follows below:

- ✓ *The Concept of development of the automated public finance management information system of the Republic of Belarus comprehensively describes the vision of the new FMIS of the Ministry of Finance. At the same time, the existing plans are obviously ambitious, including in the part of the timeline for implementing the new FMIS. In addition, the importance was emphasized of providing for prerequisites that were earlier noted by Cem Dener for launching the process of development of technical requirements for the new system and coordination of a large number of decisions related to different aspects of the process with the stakeholders;*
- ✓ *The participants of the discussion welcomed the plans of the hosting party to establish the Steering Committee for Implementation of the new FMIS, in the framework of which, inter*

alia, relations between different public governing bodies involved in the process of implementation of the system could be addressed. The necessity of elaboration and approval of a clear regulation on operations of this Committee was noted;

- ✓ *The participants were interested in the intentions of the authors of the Concept to integrate into the new FMIS a sub-system of public procurement (in the framework of a study visit to Austria representatives of the Ministry of Finance of the Republic of Belarus got familiar with experience of Austria in this area);*
- ✓ *Participants of discussions noted the intention to include into functional coverage of the system accounting in budgetary institutions, including public asset accounting. In that context a recommendation was given concerning the need of unifying charts of accounts and the budget classification and taking other measures aimed at reforming the methodology of accounting and reporting so that they are reflected in the design of the new FMIS;*
- ✓ *Special attention has to be paid to issues of integration of the future FMIS with other adjacent information systems used by public bodies;*
- ✓ *It is recommended to develop and to approve the system of target performance indicators that would serve as a reference point in the implementation process;*
- ✓ *In the next 12 – 15 months, it is very important to form realistic expectations in connection with the new FMIS. Overstated expectations can seriously influence the terms and quality of the system implementation, and can also significantly increase risks associated with its implementation;*
- ✓ *The participants noted that it is necessary to work with future clients of the system, both internal and external; broad coverage of benefits of the new FMIS can contribute to successful implementation of the system not only among civil servants, but also among public at large which always welcomes and supports efforts related to improvement of efficiency and transparency of use of public funds;*

Summarizing discussions on behalf of the hosting country, Mr. Andrey Narchuk thanked participants for interesting discussions and recommendations. He agreed with comments that were related to high ambitiousness of plans and explained that plans would be further elaborated and specified in the framework of further work on development of the new information system design.

The second day of the workshop began with the presentation “FMIS Implementation Experience: Global Perspective” by **Mr. Cem Dener**. In his presentation, Mr. Dener spoke about regional and global trends in FMIS development based on the many years of experience of the World Bank related to supporting projects on implementation of such systems all over the world. The presentation also covered objectives of the modern systems, experience of some countries that have already implemented or that are at the stage of implementing new FMIS, lessons learned in the process of implementation of relevant projects. Special attention was paid in the presentation to overview of difficulties typical for different stages of FMIS implementation (design and implementation, procurement, contract management, difficulties of technical and adaptive nature) and to possible solutions. Main conclusions from the presentation are demonstrated in the following figure:

Figure 3. – *Conclusions of the presentation on international experience of FMIS implementation.*



Conclusions

Conclusions

- ▶ **FMIS is a complex system**, which constantly evolve and expand in parallel to changes in PFM needs and advances in technology. Leadership, collaboration and innovation are important to develop Integrated FMIS Solutions.
- ▶ It is very important to clarify key **'design parameters'** and identify **'which solution fits which problem in what situation'** at early stages of the project/system design.
- ▶ There is a growing interest in the development of new customizable platforms based on **open source software** and other **innovative solutions** to meet core FMIS requirements at a reasonable cost.
- ▶ Publishing **reliable PF data on government web sites benefiting from FMIS** is very important to improve the accountability and transparency in PFM domain.
- ▶ Performance of FMIS projects can be improvement through **knowledge sharing and learning** events among countries involved in FMIS development (communities of practice / peer learning platforms in various regions).

Questions and answers session followed the presentation. The participants were interested in experience of certain countries (India, Brazil, South Korea and others) in the field of FMIS implementation, in approaches to integration of various modules and information systems used by public bodies, in the methodology for implementing FMIS projects.

The presentation by Mr. Dener could be found at:

http://www.pempal.org/data/upload/files/2014/10/ppt_wb_dener_1_rus.pdf

The morning session continued with the presentation „Experience of Georgia in the Information system development project management” by **Mr. Levan Todua**, Head of the State Loans and Deposit Operations Department of the State Treasury of Georgia. The Ministry of Finance of Georgia encountered a number of difficulties when developing an approach to implementation of FMIS. After the tender for procurement of the off-the shelf software product failed to attract sufficiently strong suppliers, in 2009, a decision was made to start development of the system in-house – using the resources of the analytical information service established under the Ministry. The Service functions on a commercial basis and has strong professional personnel. Implementation of the new information system went in parallel with significant changes in the public finance management methodology. Implementation of the system led to major changes in the work of the treasury, including the closure of regional offices. The work on extending functionality of the system continues. In parallel, fine tuning of the new chart of accounts is carried out and gradual convergence of the accounting methodology with IPSAS takes place. In the course of the questions and answers session that followed, the participants asked questions about approaches used by Georgia to integration of different information systems used by public bodies,

questions related to logistics of project management, questions about functioning of the payroll accounting module, etc.

Presentation by Mr. Todua can be found at the following the link:

http://www.pempal.org/data/upload/files/2014/10/ppt_georgia_todua_rus.pdf

Mr. Sergey Guralnikov, Deputy Head of the Treasury of the Russian Federation, delivered his presentation “IT Services Management within the Treasury of the Russian Federation”. After successful implementation of the new information system, the Federal Treasury got functions of an operator of several additional information services established on the basis of the treasury system or related to it (a portal of e-services, portal of public procurements, etc.). In the near future, it is expected that the number of services operated by the Federal Treasury would increase in the course of implementation by the Ministry of Finance of an integrated public finance management information system “electronic budget”. It creates new challenges for the management of the Federal Treasury and requires thorough consideration of the organizational structure for ensuring relevant functions. At the same time, interesting possibilities appear in connection with optimization of activities of subdivisions involved in operation of IT services, for which the Federal Treasury acts as an operator and in connection with use of “cloud” technologies. During the questions and answers session that followed the presentation the participants were interested in various aspects related to consolidation of reports of spending units in the treasury information system, plans for using “cloud” technologies, plans for further development of electronic government, etc.

The presentation of Mr. Guralnikov could be found at:

http://www.pempal.org/data/upload/files/2014/10/ppt_russian-federation_guralnikov_rus.pdf

Ms. Svetlana Kuzmina, Deputy Head of the Information Systems Management Department, Treasury of Russian Federation, delivered a presentation “Experience of the Treasury of Russian Federation in Organizing the Large Scale Training”. The presentation contained information on approaches to organizing training in the framework of the treasury modernization project successfully implemented in Russia. Taking into consideration the scale of the treasury information system and relatively short timeframe of its roll out across the whole territory of Russia, experience of the Federal Treasury in this area could be considered as unique. Within the project a lot of attention was paid to training, it was conducted at all stages of the project implementation in accordance with the special concept and detailed training plans. Training was included in the main contracts for supply of equipment, development and implementation of software, individual consulting contracts and was also provided using own resources. The Russian project on organization of training “Enhancement of the level of basic skills for using information technologies” took the first place in the nomination “Educational Solutions” at the annual World Contest of Microsoft Partner Projects among more than 3000 candidates from all over the world. Questions that the participants asked after the presentation were related to organization of training after the new system was put into operation, mobilization of trainers, etc.

The presentation by Ms. Kuzmina could be found at:

http://www.pempal.org/data/upload/files/2014/10/ppt_russian-federation_kuzmina_rus.pdf

The afternoon session of the second day was devoted to management of changes in the system in the course of its operation. Experiences of Azerbaijan and the Russian Federation were presented.



Based on the example of his country, **Mr. Nazim Gazimzade**, Head of Information Technologies department of the State Treasury Agency of Azerbaijan, told about approaches applied to management of new requirements to the current FMIS, and described the procedure of preparing change requests depending on their degree of importance. During the questions and answers session, participants asked questions about motivation of employees of the IT Department of the Treasury Agency of Azerbaijan, approaches to estimation of

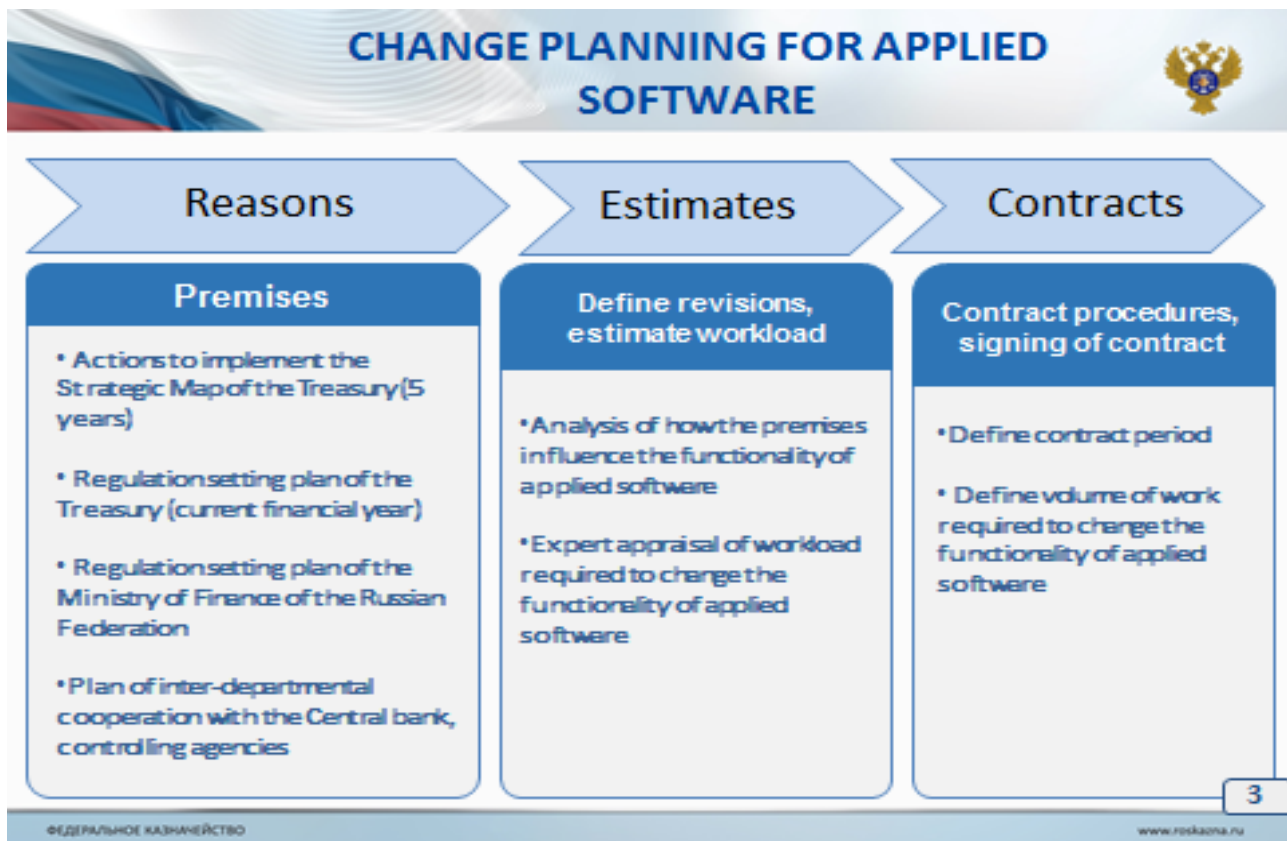
the costs of requested changes in the information system, etc.

The presentation by Mr. Gazimzade could be found at:

http://www.pempal.org/data/upload/files/2014/10/ppt_azerbaijan_gasimzada_rus.pdf

The topic of change management was continued by **Ms. Tatyana Koroliova**, Deputy Head of the Financial Technologies Management Department of the Treasury of the Russian Federation. The presentation described all stages of implementation of changes – from submission of a request and planning to operational testing and full-scale application after final introduction of these changes. The figure below describes the approach to planning of changes used by the Federal Treasury.

Figure 4. – Change planning for applied software (the Federal Treasury of Russia)



The presentation of Ms. Koroliova could be found at:

http://www.pempal.org/data/upload/files/2014/10/ppt_russian-federation_koroleva_rus.pdf

The second day of the workshop finished with the small groups discussion session, during which participants were invited to focus on the following task:

“Based on experience of the countries represented in the group, discuss technical and non-technical problems that appeared (or that are expected to appear in case of countries that are just planning to implement FMIS) at the stage of:

- (1) design and implementation of FMIS,
- (2) the process of operation and support of the new system

What solutions for identified problems could your group propose?”

Majority of countries represented at the event have recent experience of development and implementation of FMIS. In a number of countries, implementation of such systems was supported through projects financed by donors, including the World Bank. Therefore, the group accumulated significant experience in the area of FMIS implementation, which provided a good basis for discussions during this session. Reports on the results of the group discussions were presented at the beginning of the third day of the workshop by Mr. Alexey Melnikov and Mr. Nazim Gazimzade. The main conclusions of the discussions that took place in the groups are summarized below:

Problems and recommended solutions at the stage of designing and implementing FMIS:

- Difficulties related to formulation and frequent changes of requirements to the system, delays and reluctance to approve (supposedly agreed) list of requirements by the customer.
Possible solutions:
 - ✓ *Active involvement of the senior management in these processes. Understanding at the highest level of all possible consequences of untimely decision-making.*
 - ✓ *Approval of the decision-making schedule, with the time-line, responsible persons, etc.*
 - ✓ *Use of ITIL and other project management methodologies could suggest solutions for all questions.*
 - ✓ *A realistic approach to correlation of desire and possibility for all involved parties.*
- Delays in development and approval of basic regulations and methodological documents for PFM (for example, the Chart of Accounts and the Budget Classification, etc.).
Possible solutions:
 - ✓ *Synchronization of processes related to preparation of relevant documents with the schedule for designing and implementing the new FMIS. It makes sense to start working on FMIS after basic regulations and methodological documents that affect functionality and coverage of the system are approved.*
- Impact of frequent changes in laws and regulations on the project.
Possible solutions:
 - ✓ *To communicate to the senior management the importance of synchronization of processes.*
 - ✓ *To explain very clearly to all stakeholders (other ministries, legislative body, etc.) expected benefits of the new system.*
 - ✓ *Creation of joint working leadership groups comprised of representatives of*

stakeholders (including those with participation of representatives of the legislative power).

- Resistance, reluctance of public bodies to integrate into the common system (including also because of the desire to keep the information confidential).

Possible solutions:

- ✓ *Strong political leadership.*
- ✓ *Raising awareness about benefits provided by the new system.*
- ✓ *Involvement of the public at large to initiatives related to enhancement of transparency of public finance.*

- In case of acquisition of off-the-shelf solutions: Determining a reasonable degree of adaptation (customization).

- ✓ *Recommendations of the group: – maximum 15%.*

- Lack of resources (number and professionalism of the treasury personnel). Overestimation of capacity of the Ministry of Finance.

Possible solutions:

- ✓ *Adoption of a comprehensive approach to ensuring the adequate quantity and quality of human resources.*

- The need to train all system users and administrators.

Possible solutions:

- ✓ *Preparation, approval and recognition of importance (by the senior management of public bodies covered by the system) of the Plan for training of future system users and specialists responsible for efficient functioning of the system.*

- Disagreements with system suppliers.

Possible solutions:

- ✓ *Careful approach to the process of preparation and conclusion of contracts, clear position from the customer side when disagreements are being discussed.*
- ✓ *Availability of a company-integrator as an additional expert resource on the customer side.*
- ✓ *Understanding by all parties of the fact that work of the supplier and customer is an on-going joint process (readiness to reasonable compromises both in relation to functionality and the scope of work performed under the contract).*

- Identification and engagement of consultants with adequate qualifications to match the scale and ambitiousness of the project.

Possible solutions:

- ✓ *Consultations with international financial organizations (World Bank and others) in the course of preparation for identification and engagement of appropriate specialists.*

- Moral obsolescence of the technical infrastructure acquired at earlier stages of implementation of the project.

Possible solutions:

- ✓ *Synchronization of procurement of equipment with readiness of the software.*

Problems and recommended solutions in the process of operation and maintenance of the new system:

- Insufficient professionalism of IT specialists working at the Ministry of Finance. High employee turnover.

Possible solutions:

- ✓ *Training of IT personnel.*
- ✓ *Interchangeability of specialists (there should not be any indispensable people in the team).*
- ✓ *Granting opportunities for professional and career growth of specialists.*

- Relations with the system manufacturer at the operation stage.

- ✓ *Clear description and coordination of maintenance terms. Creation of in house maintenance team.*
- ✓ *Dissemination through various platforms of information on company's approaches to work with the recipient of the system (Ministry of Finance).*

Reports on the group discussions can be found using the following link:

<http://www.pempal.org/event/eventitem/read/120/324>

The morning session of the third day continued with the presentation “Global FMIS CoP experience” by **Mr. Cem Dener**. In the framework of the presentation, information was presented on the FMIS Community of Practice supported by the World Bank that unites more than 800 members from 128 countries of the world. The participants of the workshop learned about objectives of the FMIS CoP, its resources and what assistance can members get from the Community of Practice. The figure below describes some knowledge products available to the CoP members.

Questions asked by the participants after the presentation were related to knowledge products that the FMIS CoP generates, format of events, communication tools that are used inside the community. Before the beginning of the workshop, all participants received invitations to join the FMIS Community of Practice.

Figure 5. - Knowledge products of the FMIS Community of Practice



Capabilities

Knowledge Products

Data

- **FMIS Database (2010)** > Details of 122 Bank funded FMIS projects in 66 countries (Jul'14)
- **FMIS & OBD Data Set (2013)** > PF / e-Gov websites and 176 FMIS platforms in 198 economies (Jul'14)

Maps (geo-mapping of FMIS projects using Google Maps)

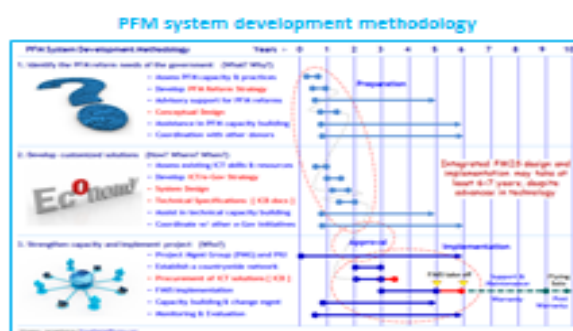
- **FMIS Data Mapper** > 122 FMIS projects / 66 econ
- **Tax/Customs Projects** > 83 projects / 54 econ
- **FMIS World Map** > 176 FMIS platforms / 198 econ

Applied Research

- **FMIS Study (Apr'11)** > 25 Years of World Bank Experience on What Works and What Doesn't.
- **FMIS and Open Budget Data (Sep'13)** > Do Governments Report on Where the Money Goes?

Evidence-Based Tools for Practitioners

- **FMIS Questionnaire (Apr'11)** > Designed to inform the design and implementation of FMIS solutions.
- **Treasury Single Account Rapid Assessment Toolkit v2 (Feb'14)** > Rapid assessment of important aspects related to electronic payment interface between FMIS and the Banking systems in order to support TSA operations and improve cash management practices (available in five languages).



Presentation of Mr. Dener could be found at:

http://www.pempal.org/data/upload/files/2014/10/ppt_wb_dener_2_rus-updated.pdf

The final session of the workshop was devoted to discussion of further plans related to work of the TCOP thematic group on the Use of Information Technologies in Treasury Operations. Based on the results of discussions, the action plan of the group for the period from January to June 2015

would be fine-tuned, this plan envisions a possibility for conducting during this period of several video conferences and one study visit.

In the framework of closing the workshop, everybody agreed that the event allowed the participants to understand better specifics of FMIS implementation. However, time limitations did not allow to look into all aspects of the topic. It is therefore planned to discuss the topic further in the framework of future activities of the group, including during the upcoming study visit to one of the countries with advanced experience of FMIS implementation planned for the first half of 2015. The workshop participants expressed their gratitude to the hosting party, the resource team and the PEMPAL Secretariat for organizing the event.

All workshop materials could be found at the PEMPAL web-site, following the link: <http://www.pempal.org/event/read/120?&lang=ru>