Minsk

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GROUP 1

Albania, Azerbaijan, Belarus, Georgia, Montenegro, Tajikistan, Turkey

Design and implementation stage: challenges/ **solutions**

1. Who has to design the concept note of the new system : supplier or customer? / Integrator. *Cem Dener: It depends on the situation.*

2. Unclearly formulated and frequently changing system requirements. Quite frequently the Treasury (customer) tends to change system requirements. Delays and reluctance to approve (seemingly coordinated) list of requirements by the customer /our recommendations: to *involve top management. To approve a document with deadlines, responsibilities, stakeholders. ITIL and other methods may offer answers to all questions. Inform top management about the real situation and possible consequences of frequent changes. Cem Dener: to reach a consensus, compromise, a realistic approach to the ratio of desires-opportunities, for all stakeholders*

3. Linking project design methodology with legislation / Our recommendations: *To persuade the top management that processes need to be synchronized. Cem Dener: to explain clearly to all stakeholders (other ministries, legislators, etc.) what are the expected advantages of the new system. To build joint work and leadership groups involving representatives of stakeholders.*

Design and implementation stage: challenges/ **solutions**

4. Resistance, unwillingness of public entities to integrate into a common system. They want to keep closed systems. PFMIS is not for MoF's only, it is also for other departments, and it brings advantages to all users /? Our recommendations: work on promoting advantages of the new system. Cem Dener: *left to join the second group…*

5. Balance of time given by the specialists to the old and the new system : when to say 'good-bye' to the old one/ ?

6. If ready-made solutions are procured: *to define a reasonable degree of customization / Our recommendations – max 15%.* *Cem Dener- not more than 10-15%*

7. Insufficient resources (numbers and professionalism of Treasury employees) / It deserves the highest attention, because this is one of the major issues. Our recommendations: complex measures to ensure with adequate quantitative and qualitative human resources

Design and implementation stage: challenges/ **solutions**

8. Need to train all users and administrators of the system / *Our recommendations: design, approve and realize importance of the Training Plan (by the top managers of the covered public administration entities) for the future users of the system and specialists responsible for its efficient operation*

9. Identify and hire relevant consultants / *Our recommendations: involve international financial organizations (World Bank, etc.) in identification and hiring of relevant specialists*

Maintenance and support stage: challenges/ **solutions**

1. Low professionalism of IT experts in MoF / *Our recommendations: train IT staff. Build a team that know how the system operates. There must not be any irreplaceable member of the team – interchangeability of specialists*

2.Employee turnover. How to keep a professional team in the context of market competition?/Persuasion, offered opportunities for professional growth, other advantages and motivation mechanisms

Maintenance and support stage: challenges/ **solutions**

3. Relations with the supplier/ *Our recommendations: clear description and coordination of support terms. Build a strong support team of your own.*

Thank you!