

Group 2

Challenges of design, implementation, maintenance and support to IFMIS and ways to address them

**Azerbaijan, Belarus, Kazakhstan, Moldova, Russia,
Tajikistan**

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Practical issues: design and implementation stage - Tajikistan

- 2007 works started under WB grant. Functional requirements to Treasury developed. The document was not used.
- Solution: start from scrap: no IT team of specialists, overall low computerization level in the system
- Need to bring the procedures in compliance with the new requirements
- No Chart of Accounts in the Treasury
- Need for staff training

Solutions used in **Tajikistan**

- 2-stage approach to project implementation (1 stage – enhancing capacities and development of procedures)
- System – a gift from the neighbor (Turkey), supplemented by support and further customization of the system
- Expected term of system implementation – 2015

Practical issues: design and implementation stage – Moldova

- Insufficient level of detail in formulation of system requirements
- Reassessment of MoF capacities
- Problems with the supplier (unsatisfactory work procedures – 4 remote subcontractors, defects of quality, no understanding of the customer needs)

Solutions used in **Moldova**

- Periodic extension of contract with the supplier
- Partial acceptance of the system (budget preparation module, without budget execution), home elaboration of budget execution module

Practical issues: design and implementation stage – Azerbaijan

- Synchronization of procurement of equipment with readiness of software – moral ageing of technical infrastructure
- Goals and objectives must be set at the beginning
- Accounting in budgetary organizations uses a different platform
- An independent group of testers is necessary
- Turnover of IT specialists

Solutions used in **Azerbaijan**

- Capacity building among IT specialists (training, etc.)
- Procurement of ready-made SAP solution with subsequent insignificant customization. Business processes of Treasury were adapted to SAP
- Portal solution for accounting purposes at the level of the budgetary organizations and its subsequent integration with the Treasury system

Practical issues: design and implementation stage – Russian Federation

- Priority given to the national (and changing) procedures, banning use of ready-made solutions
- Synchronization of solutions with changes to the procedures
- Preparation of technical infrastructure to the required deadline
- Implementation of new technologies during the last stages of the project
- Synchronization of project components
- Organizational changes in MoF and Treasury structure during the project implementation
- Scale of dissemination of the system, data migration

Solutions used by the **Russian Federation**

- Strong political leadership / support
- High level of contract management
- Availability of company-integrator
- Understanding shared by all parties that cooperation between supplier and customer is a continuous joint effort (compromises both regarding functionality and activities implemented under the project)
- Clear and firm position in negotiations with supplier, negotiations at the level of supplier's headquarters, going so far as to partly replace team members
- Motivation to keep specialists
- Particular attention to refinement, support and implementation of the system, including modules operating with closed data

Practical issues: design and implementation stage – Republic of Belarus

- Crucial decisions must be made regarding methodology and related functionality
- Clarification of roles and responsibilities of the parties involved in this project