PEMPAL TCOP Thematic Group Meeting

Integrated PFM Solutions

Global Trends in Transition to Integrated FMIS Solutions

Minsk, Belarus **October 15-17, 2014**

WORLD BANK GROUP

Cem Dener
Governance Global Practice

Integrated PFM Solutions

Contents

▶ **Transition to Integrated FMIS**

▶ **Regional and Global Trends**

▶ **Technical and Adaptive Challenges**

1

Definitions

▶ A Financial Management Information System (FMIS) can be broadly defined as a set of automation solutions that enable governments to plan, execute and monitor the budget.

▶ Whenever FMIS and other PFM information systems (e.g. HRMIS/Payroll, Procurement) share the same central database to record and report all daily financial transactions, offering reliable consolidated results for decision support, performance monitoring and web publishing, they can be referred to as an 'Integrated' FMIS (or IFMIS).

▶ IFMIS solutions are rare in practice, and it should not be used as a synonym for core FMIS functionality to avoid unrealistic expectations.

▶ Modern FMIS platforms support decentralized operations through centralized web-based solutions.

▶ In summary, Integrated FMIS solutions offer a great potential for improving service delivery, budget performance, transparency, and government accountability.

FMIS functional modules and interfaces

$$F = B + T (+ O)$$

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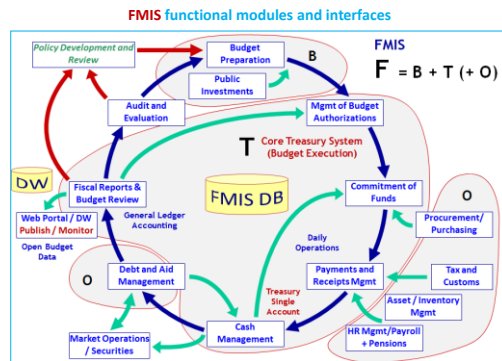
Drivers for Demand

▶ In many economies, initial PFM reforms concentrated on establishing well functioning Treasury/FMIS, Tax/Customs, HRM/Payroll, and other e-Goverment platforms for core PFM functions (mainly through fragmented ICT solutions).

▶ Next generation Integrated FMIS (IFMIS) Solutions are being designed to combine PFM operational systems (OLTP) with powerful data warehouse capabilities and multi-dimensional analytical queries (OLAP) to assist in effective forecasting/planning, performance monitoring and decision support (as a key component of e-Gov platforms).

▶ There is also a growing interest in using Integrated Solutions for the disclosure of public finance and other sector specific information as Open Data.

MoF's new roles >>>
• Providing Access to IFMIS
• Publishing Open Budget Data
• Improving Service Delivery
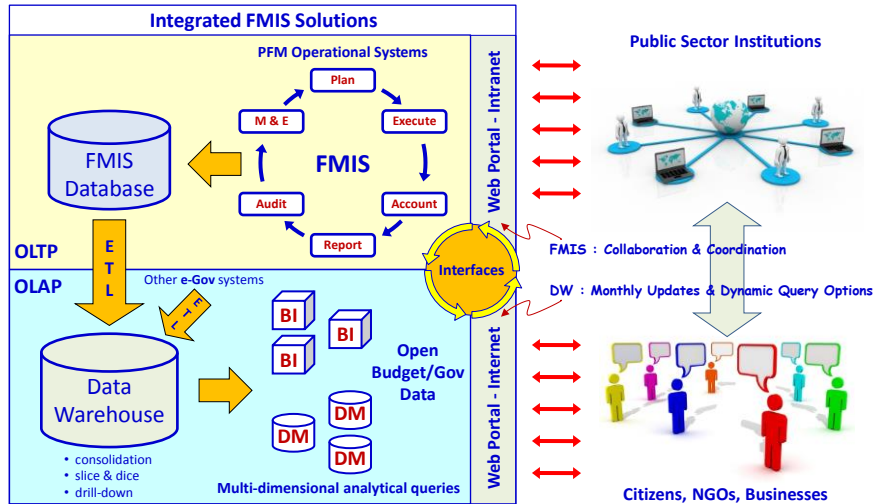

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Why Integrated FMIS?

Goals > Sustainable public resource management + Effective public service delivery + Open and accountable government

Integrated PFM Solutions

Contents

▶ Transition to Integrated FMIS

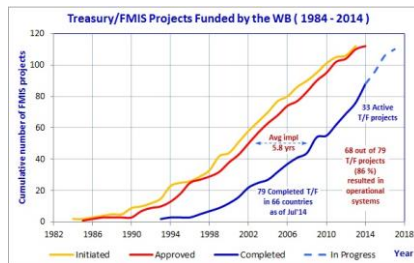▶ **Regional and Global Trends**

▶ Technical and Adaptive Challenges

WBG Activities in PFM Domain

▶ The WBG has leading edge knowledge and substantial global experience to assist in the development of ICT applications for Public Financial Management (PFM) systems.

▶ Since 1984, the WBG has financed 112 Financial Management Information System (FMIS) projects (79 completed; 33 active; including large ICT investments) in 66 countries, totaling over 3.1 billion USD (4.2 billion including borrower and other donor co-financing).

▶ Similarly, there are more than 25 active Revenue (Tax/Customs) system modernization projects (ICT investments), and additional activities supporting the development of Human Resource Mgmt (HRMIS) / Payroll, ePayment, eProcurement, and various e-Gov applications.
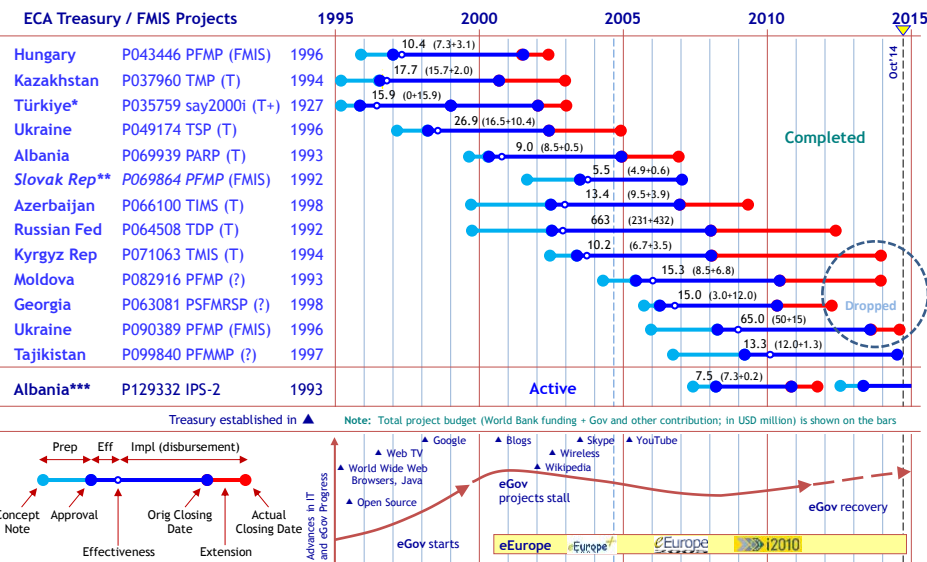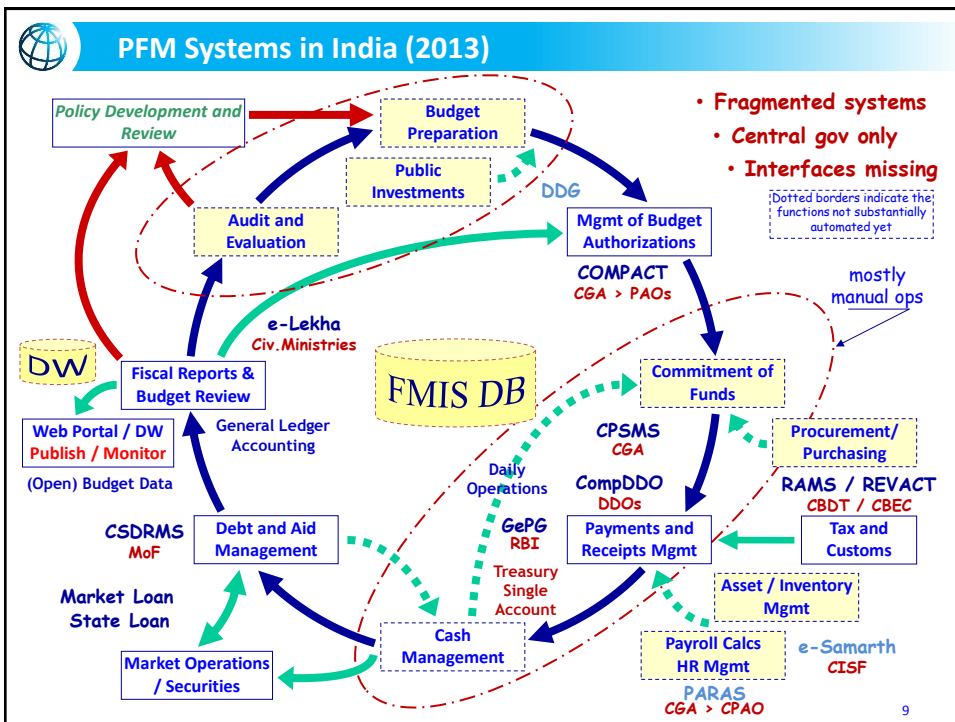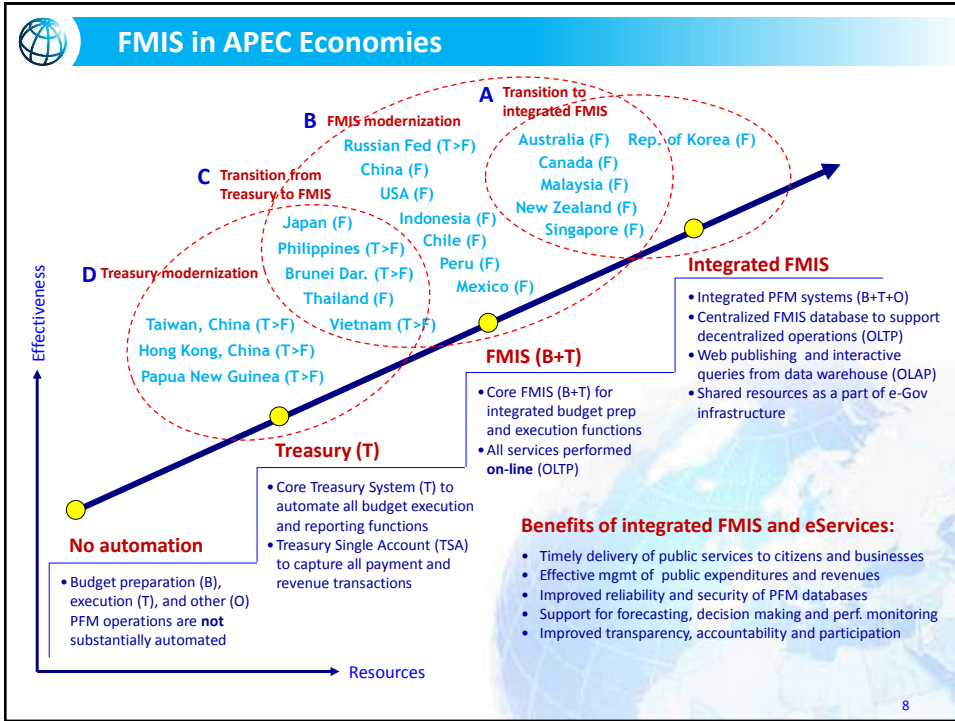
Treasury/FMIS Projects Funded by the WB (1984 - 2014)

- About 10 large investment projects are initiated each year to support the implementation of PFM (ICT) solutions

- There are more than 120 active PFM / e-Gov projects with ICT components (Jul'14 estimate)

The WBG has a steadily growing portfolio of **FMIS** projects

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ECA Treasury / FMIS Projects			1995	2000	2005	2010	2015
Hungary	P043446 PFMP (FMIS)	1996	10.4 (7.3+3.1)				
Kazakhstan	P037960 TMP (T)	1994	17.7 (15.7+2.0)				
Türkiye*	P035759 say2000i (T+)	1927	15.9 (0+15.9)				
Ukraine	P049174 TSP (T)	1996		26.9 (16.5+10.4)			
Albania	P069939 PARP (T)	1993		9.0 (8.5+0.5)			
Slovak Rep**	P069864 PFMP (FMIS)	1992		5.5 (4.9+0.6)			
Azerbaijan	P066100 TIMS (T)	1998		13.4 (9.5+3.9)			
Russian Fed	P064508 TDP (T)	1992		663 (231+432)			
Kyrgyz Rep	P071063 TMIS (T)	1994		10.2 (6.7+3.5)			
Moldova	P082916 PFMP (?)	1993			15.3 (8.5+6.8)		
Georgia	P063081 PSFMRSP (?)	1998			15.0 (3.0+12.0)		Dropped
Ukraine	P090389 PFMP (FMIS)	1996			65.0 (50+15)		
Tajikistan	P099840 PFMMP (?)	1997			13.3 (12.0+1.3)		
Albania***	P129332 IPS-2	1993			7.5 (7.3+0.2)		

Completed

Active

Oct'14

Treasury established in ▲   Note: Total project budget (World Bank funding + Gov and other contribution; in USD million) is shown on the bars

Prep   Eff   Impl (disbursement)

Concept Note   Approval   Orig Closing Date   Actual Closing Date

Effectiveness   Extension

Advances in IT and eGov Progress

▲ Google   ▲ Blogs   ▲ Skype   ▲ YouTube
● Web TV   ▲ Wireless
▲ World Wide Web Browsers, Java   ▲ Wikipedia
▲ Open Source

eGov projects stall

eGov recovery

eGov starts   eEurope   eEurope+   eEurope   i2010

* The Bank funded the ICT cons/prj coord of restructured prj   ** The Bank funded the TA activities only.   *** Multi-Donor Trust Fund (MDTF)

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FMIS in APEC Economies

A Transition to integrated FMIS

B FMIS modernization
- Russian Fed (T>F)
- China (F)
- USA (F)

- Australia (F)   Rep. of Korea (F)
- Canada (F)
- Malaysia (F)
- New Zealand (F)
- Singapore (F)

C Transition from Treasury to FMIS
- Japan (F)   Indonesia (F)
- Philippines (T>F) Chile (F)
- Brunei Dar. (T>F) Peru (F)
- Thailand (F)   Mexico (F)

D Treasury modernization
- Taiwan, China (T>F)   Vietnam (T>F)
- Hong Kong, China (T>F)
- Papua New Guinea (T>F)

Effectiveness (vertical axis)
Resources (horizontal axis)

Integrated FMIS
- Integrated PFM systems (B+T+O)
- Centralized FMIS database to support decentralized operations (OLTP)
- Web publishing and interactive queries from data warehouse (OLAP)
- Shared resources as a part of e-Gov infrastructure

FMIS (B+T)
- Core FMIS (B+T) for integrated budget prep and execution functions
- All services performed on-line (OLTP)

Treasury (T)
- Core Treasury System (T) to automate all budget execution and reporting functions
- Treasury Single Account (TSA) to capture all payment and revenue transactions

No automation
- Budget preparation (B), execution (T), and other (O) PFM operations are **not** substantially automated

Benefits of integrated FMIS and eServices:
- Timely delivery of public services to citizens and businesses
- Effective mgmt of public expenditures and revenues
- Improved reliability and security of PFM databases
- Support for forecasting, decision making and perf. monitoring
- Improved transparency, accountability and participation

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PFM Systems in India (2013)

- **Fragmented systems**
- **Central gov only**
- **Interfaces missing**

Dotted borders indicate the functions not substantially automated yet

Policy Development and Review

Budget Preparation

Public Investments

DDG

Audit and Evaluation

Mgmt of Budget Authorizations

COMPACT CGA > PAOs

mostly manual ops

e-Lekha Civ. Ministries

FMIS DB

DW

Fiscal Reports & Budget Review

General Ledger Accounting

Commitment of Funds

Procurement/ Purchasing

Web Portal / DW Publish / Monitor

(Open) Budget Data

CPSMS CGA

RAMS / REVACT CBDT / CBEC

Daily Operations

CompDDO DDOs

CSDRMS MoF

Debt and Aid Management

GePG RBI

Payments and Receipts Mgmt

Tax and Customs

Treasury Single Account

Asset / Inventory Mgmt

Market Loan State Loan

Market Operations / Securities

Cash Management

Payroll Calcs HR Mgmt

e-Samarth CISF

PARAS CGA > CPAO

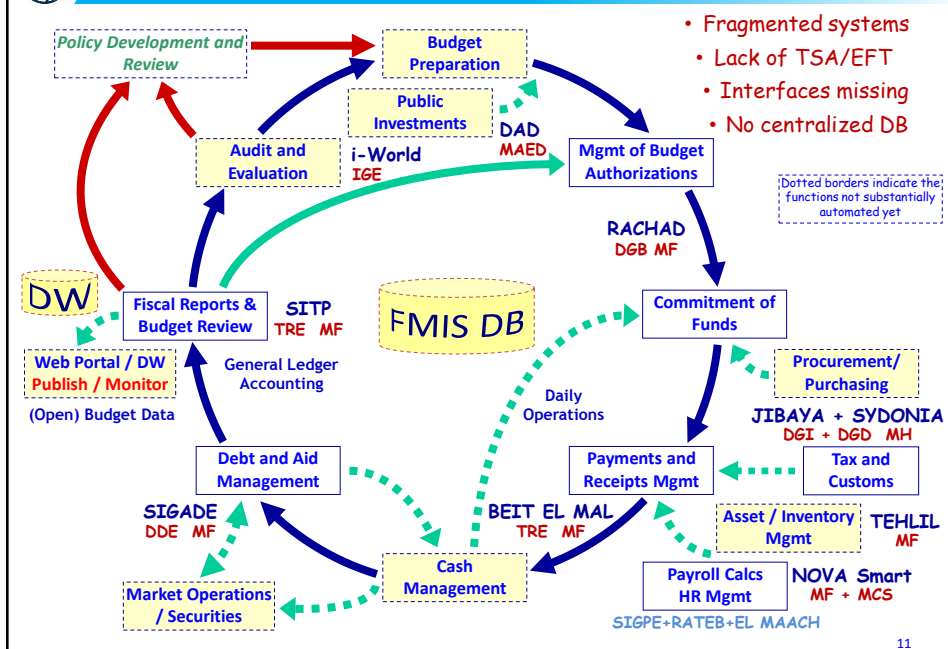9

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Observations > India

FMIS Prerequisites	Current Status (India)
Functional aspects • Improvement of budget classification (BC) • Development of a unified chart of accounts (CoA), integrated with budget classification • Improvement of treasury single account (TSA) operations • Development of commitment control and monitoring mechanisms • Establishment of cash management functions	**Functional aspects** ☺ A unified budget classification/chart of accounts is used since 1987 ☺ BC/CoA could be improved for cash/accrual acct & program based + multi-year budgeting ☺ Centralized TSA and electronic payments are operational. TSA optimization possible. ☹ Commitment control/management should be developed ☺ Cash and debt management processes should be improved (arrears + better forecasting + info exchange + integration)
Technical aspects • Establishment of a secure countrywide communication network • Preparation of system/data centers	**Technical aspects** ☺ ICT infrastructure and information security solutions are in place; could be improved ☺ NIC data centers (main + backup) are available; shared ICT infrastructure missing.
Human resources • Presence of a core team of ICT specialists within PFM organizations	**Human resources** ☺ CGA IT capacity could be strengthened; NIC business model and SLA could be improved.

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PFM Systems in Mauritania (2014)

• Fragmented systems
• Lack of TSA/EFT
• Interfaces missing
• No centralized DB

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Observations > Mauritania

FMIS prerequisites	Current status (Mauritania)
Functional aspects	**Functional aspects**
• Improvement of budget classification (BC)	☺ Stable CoA, but not optimized BC/CoA yet
• Development of a unified chart of accounts (CoA), integrated with budget classification	☹ BC/CoA could be improved for future PFM reforms and multi-year budgeting
• Improvement of Treasury Single Account (TSA) operations	☹ Centralized TSA operations and electronic payments are not established yet.
• Development of commitment control and monitoring mechanisms	☹ Commitment control and management should be improved.
• Establishment of cash management functions	☺ Cash management process can be improved
Technical aspects	**Technical aspects**
• Establishment of a secure countrywide communication network	☹ ICT infrastructure and information security solutions are not sufficiently developed.
• Preparation of system/data centers	☹ Lack of shared data centers (main+backup).
Human resources	**Human resources**
• Presence of a core team of ICT specialists within PFM organizations	☺ MoF IT capacity should be strengthened

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PFM Systems in Dominican Republic (2013)

PFM Systems in DR (2013)

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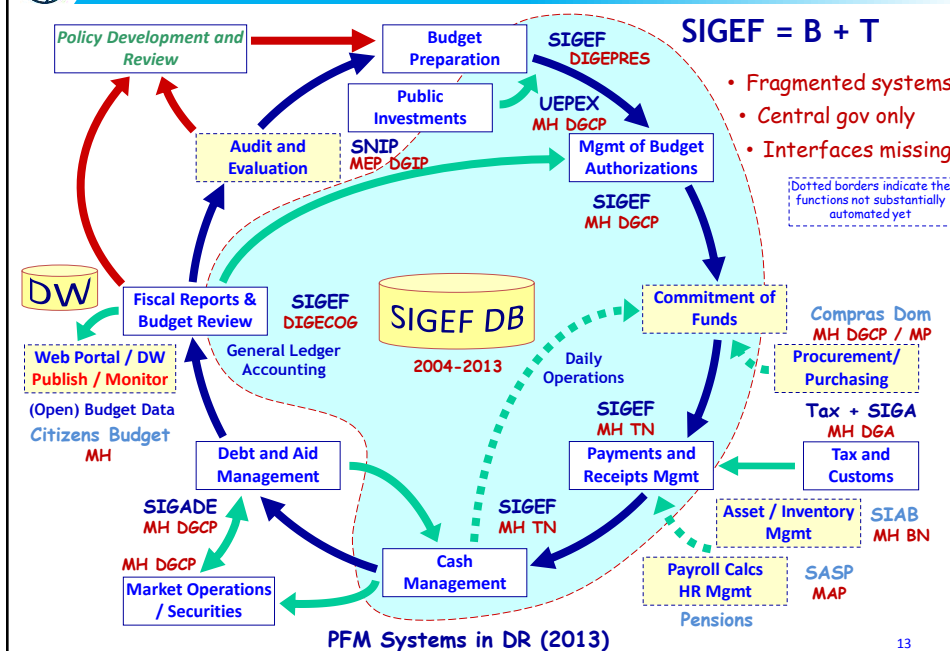
Observations > Dominican Republic

FMIS Prerequisites	Current Status (DR)
Functional aspects	**Functional aspects**
• Improvement of budget classification (BC)	☺ Budget classification sufficiently developed
• Development of a unified chart of accounts (CoA), integrated with budget classification	☺ BC/CoA could be improved for cash/accrual acct and multi-year budgeting
• Improvement of treasury single account (TSA) operations	☺ Centralized TSA operations and electronic payments are not fully established yet.
• Development of commitment control and monitoring mechanisms	☹ Commitment control and management should be improved.
• Establishment of cash management functions	☺ Cash management process can be improved (TSA coverage + info exchange)
Technical aspects	**Technical aspects**
• Establishment of a secure countrywide communication network	☺ ICT infrastructure and information security solutions are not sufficiently developed.
• Preparation of system/data centers	☹ Lack of shared data centers (main + backup)
Human resources	**Human resources**
• Presence of a core team of ICT specialists within PFM organizations	☺ MoF IT capacity could be strengthened.

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PFM Systems in Madagascar (2013)

- Fragmented systems
- Mostly manual (paper based) operations
  - Monthly reporting & consolidation

SIIGFP MoFB (2010)
SIGFP Exp MoFB (2009)
SIGFP Tre MoFB (2005)
DMFAS MoFB (2005)
SIGMP ARMP (2010)
SURF/SIGTAS MoFB (2006)
ASYCUDA MoFB (2005)
SGSP MoFB (1999)

Policy Development and Review · Budget Preparation · Public Investments · Audit and Evaluation · Mgmt of Budget Authorizations · Commitment of Funds · Procurement/ Purchasing · Asset / Inventory Mgmt · Fiscal Reports & Budget Review · Web Portal Publish/Monitor · General Ledger Accounting · Debt and Aid Management · Payments and Receipts Mgmt · Tax and Customs · Cash Management · Payroll Calcs HR Mgmt

not automated

Dotted borders indicate the functions not substantially automated yet

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Observations > Madagascar

FMIS prerequisites	Current status in MG
Functional aspects	**Functional aspects**
• Improvement of budget classification (BC)	☺ Budget classification sufficiently developed
• Development of a unified chart of accounts (CoA), integrated with budget classification	☺ Unified BC / CoA for cash/accrual acct; optimization needed.
• Improvement of treasury single account (TSA) operations	☹ Centralized TSA operations and electronic payments are not fully established yet.
• Development of commitment control and monitoring mechanisms	☺ Commitment control exists; insufficient monitoring mechanism
• Establishment of cash management functions	☹ Cash management process is not automated (no daily monitoring of cash position)
Technical aspects	**Technical aspects**
• Establishment of a secure countrywide communication network	☹ ICT infrastructure and information security solutions are not sufficiently established
• Preparation of system/data centers	☹ Main system centers need to be improved.
Human resources	**Human resources**
• Presence of a core team of ICT specialists within PFM organizations	☺ MoF IT capacity should be strengthened

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Global Trends

Observations from Rapid Diagnostics in the Regions

▶ PFM information systems are fragmented and not effectively used (parallel systems and manual interventions).

▶ There is a risk of perceiving IFMIS as the integration of existing information systems only, while designing new solutions.

▶ Changing the culture of PFM organizations to benefit from improved processes and modern web-based ICT solutions is a difficult task.

▶ Introducing digital signature (legislation and infrastructure) before large scale integration projects is important .

▶ There is a growing interest in improving access (internal/external) to Public Finance information, and publishing open budget data from IFMIS.

▶ Integration of FMIS is considered as a part of broader e-Governance agenda and there is a better focus on interoperability & resource sharing.

▶ Implementation of Integrated Solutions linked with other e-Gov platforms require high level commitment and the mobilization of substantial resources.

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Slide 1

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▶ Transition to Integrated FMIS

▶ Regional and Global Trends

▶ **Technical and Adaptive Challenges**

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Slide 2

Challenges

Client Country Expectations

(some of the important country specific needs identified during meetings with government officials and project teams)

▶ Rapid assessment of PFM practices and information systems (quick diagnostic tools)

▶ Developing integrated FMIS solutions (FMIS + Data Warehouse) for performance monitoring and decision support, as well as publishing open data

▶ Advice and hands-on support during the development of next generation e-Gov applications

▶ Developing capacity for addressing complex technical & adaptive challenges in PFM reforms

▶ Learning more about the global experiences for better results

Timeline of consecutive **FMIS projects** in selected countries (from FMIS Database)
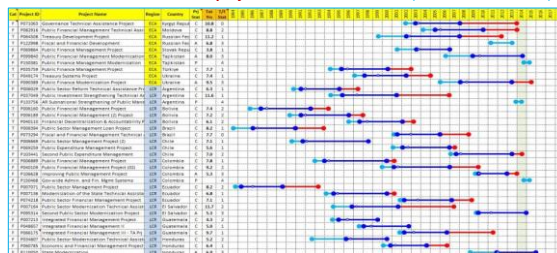
- Most of the PFM + e-Gov systems were developed over the years with little focus on interoperability, total cost of ownership, and sustainability.
- Currently, PFM systems are fragmented and not effectively used in many countries.
- Next generation PFM systems are being designed as shared web-based platforms for cost effective integration of transaction and analytical processing, monitoring, decision support, and reporting functions.

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FMIS Design and Implementation Challenges

▶ Long term political commitment and ownership of the borrower

▶ PFM reform needs and priorities > Clear definition of the problem

▶ Allocating enough time and resources for project preparation

▶ Identifying critical technical and adaptive challenges early in the process

▶ Large scale change management and training activities to strengthen institutional capacity for PFM reforms

▶ Developing necessary skills to implement and sustain FMIS solutions

▶ Decision about the type of FMIS application software, and using shared ICT infrastructure

▶ Readiness for procurement and contract management activities

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Top 10 FMIS Procurement Challenges

▶ Short project preparation periods, leading to:
  - Lack of a clear strategy during project (system) design
  - Insufficient detail in activity descriptions, I/O, and implementation plans
  - Inadequate or No procurement planning

▶ Lack of decision on the type of application software (COTS/locally developed)

▶ Incomplete FMIS functional and technical requirements/specifications due to lack of sector-related IT expertise

▶ Inadequate level of sophistication - inability to make proper use of 1 vs 2 stage bidding (International Competitive Bidding)

▶ Favoritism

▶ Lack of IT Procurement expertise to properly prepare bidding (ICB) documents

▶ Inadequate monitoring of the publication of procurement notices (mismatch in the category and type of bidding process, short bid submission periods, etc.)

▶ Composition of the Borrower's evaluation committee members

▶ Complexity of ICB documents

▶ Lack of a comprehensive procurement/contract database for large ICB contracts

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Top 10 FMIS Contract Management Challenges

▶ Inadequate understanding of the needs/requirements by the suppliers

▶ Mismatch between software capabilities and business requirements, and excessive customization

▶ Complex and untested technical architectures proposed by suppliers

▶ Development and testing approach: on-site vs. off-site

▶ Qualifications and experience of supplier and sub-contractor teams

▶ No agreement on frozen requirements date

▶ Change requests during contract implementation (improperly managed)

▶ No application of contractual remedies (liquidated damages, dispute resolution)

▶ Close monitoring needs and verification/validation support

▶ Lack of an ICT specialist in task teams starting from the project identification phase (excessive use of consultants, who then cannot assist the Borrower during evaluation and verification of solutions)

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Country Specific Challenges

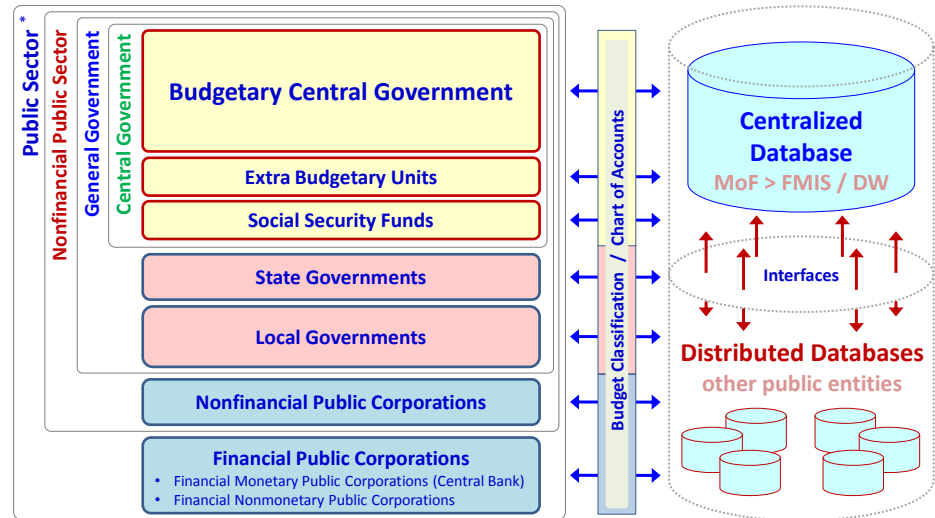What are the key challenges in transition to integrated FMIS platforms?

▶ Unification of Budget Classification / Chart of Accounts

▶ Improving BC / CoA segments to record & report all PF data with adequate disaggregation (capturing program/activity and sector/regional spending)

▶ Centralized Treasury Single Account (TSA) operations for daily monitoring of revenues and expenditures

▶ Simplification of PFM procedures and reporting requirements

▶ Capturing all PF transactions (on a daily basis), and consolidation of results (weekly/monthly) for accounting and reporting needs of all public sector

▶ Conversion of country specific PF data into IMF GFS or COFOG or other internationally accepted formats (bridge tables)

▶ Roles and responsibilities in producing and publishing PF data on the web (legal and administrative frameworks)

▶ Integrity and reliability of information systems and databases used for producing Open Budget Data

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Challenges

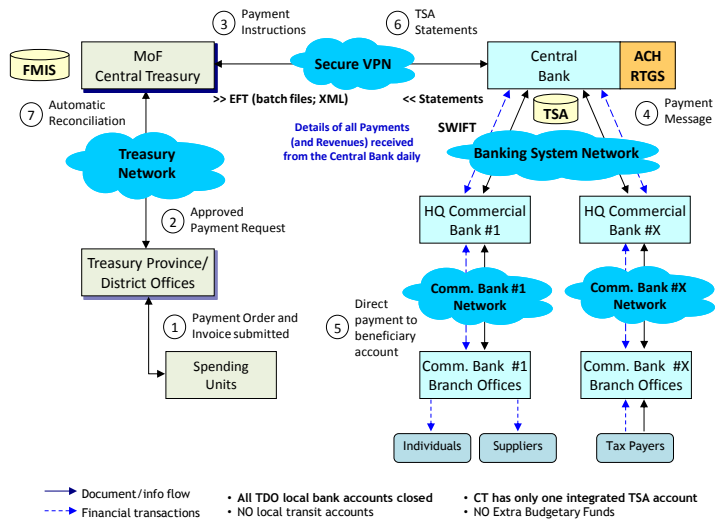# How to Automate the Consolidation of Public Finance Data?

Public Sector *
- Nonfinancial Public Sector
  - General Government
    - Central Government
      - **Budgetary Central Government**
      - **Extra Budgetary Units**
      - **Social Security Funds**
    - **State Governments**
    - **Local Governments**
  - **Nonfinancial Public Corporations**
- **Financial Public Corporations**
  - Financial Monetary Public Corporations (Central Bank)
  - Financial Nonmonetary Public Corporations

Budget Classification / Chart of Accounts

Centralized Database
MoF > FMIS / DW

Interfaces

Distributed Databases
other public entities

* Institutional structure of "Public Sector", as defined in the IMF Government Finance Statistics 2001 Manual

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Challenges

How to Introduce Centralized Treasury Single Account?

FMIS

MoF Central Treasury

③ Payment Instructions

Secure VPN

⑥ TSA Statements

Central Bank | ACH RTGS

>> EFT (batch files; XML)   << Statements

⑦ Automatic Reconciliation

Details of all Payments (and Revenues) received from the Central Bank daily

SWIFT

TSA

④ Payment Message

Treasury Network

Banking System Network

② Approved Payment Request

Treasury Province/ District Offices

HQ Commercial Bank #1

HQ Commercial Bank #X

Comm. Bank #1 Network

Comm. Bank #X Network

① Payment Order and Invoice submitted

⑤ Direct payment to beneficiary account

Spending Units

Comm. Bank #1 Branch Offices

Comm. Bank #X Branch Offices

Individuals | Suppliers

Tax Payers

→ 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

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Reported TSA Benefits

- New Zealand [1] : "… Compared with the previous system where departments kept idle balances in their bank accounts, the new system generates yearly savings of about US$ 20 million."

- Kenya [2] : "… The opportunity cost of the net (idle) balances of the Government accounts in CBK amounted to some US$ 43 million in 2008."

- China [3] : "… Centralized treasury management allowed MoF to detect fiscal malfeasances in 61 central ministries amounting to 2.96 billion Yuan (US$ 358 million) in 2002–2003."

- Russian Federation : "… Around US$ 233 million of revenue from interests on cash balances of the budget funds at TSA in 2011 (until Sep 2011)."

- Indonesia : "… Direct financial benefit to the Treasury of the consolidation of government cash balances and the introduction of a remuneration paid by the Central Bank showed gains of approximately IDR 4 trillion (US$ 400 million) per annum (reported in 2013)."

1 Graham S. Scott, "Government reform in New Zealand", IMF, 1996
2 Alan Gustafsson and Mohan Joseph, Improving cash management in Kenya East Afritac Report, March 2009
3 Yuen Yuen Ang, "Centralizing Treasury Management in China: The Rationale of the Central Reformers", Published online 24 July 2009 in Wiley InterScience (www.interscience.wiley.com) DOI: 10.1002/pad.537

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How to Publish Open Data from Integrated Solutions?

Public Transparency Portal

Transparency Portal

Public Accounts Portal

Treasury Portal

Chamber of Deputies Portal

Senate Portal

Budget Portal

Despite challenges, a large number of good practices are visible

Source:
Fiduciary Forum (May 2012): From the presentation of
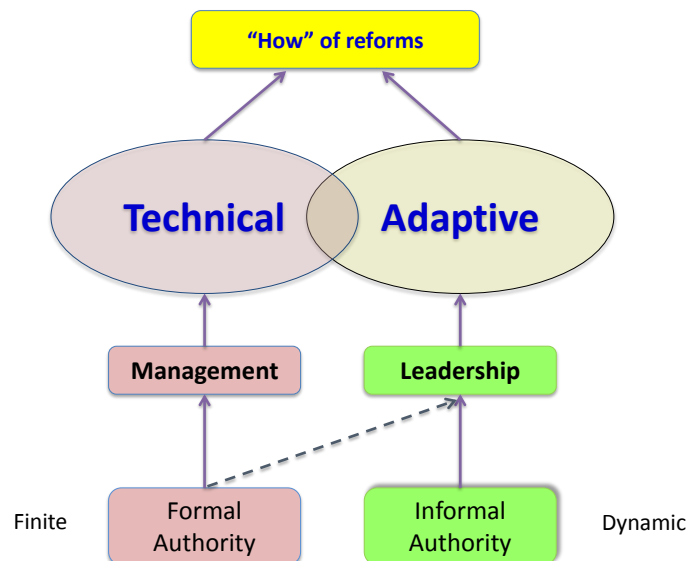Mr. Regis Cunningham on FMIS Experiences in Brazil

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How to Identify Technical and Adaptive Challenges?

▶ Most of our client countries are faced with **technical and adaptive (non-technical) challenges** while developing FMIS solutions.

▶ Project/task teams are usually supported by technical specialists who are capable of reviewing the functional & technical requirements and monitoring the execution of contracts based on a well defined methodology to address technical challenges.

▶ However, despite all efforts to strengthen the institutional capacity, many project teams experience difficulties in change management, and substantial delays are observed during PFM reforms.

▶ Therefore, there seems to be some room for improvements in defining the adaptive (non-technical) challenges during design, and address change management issues properly during implementation of projects.

▶ Applying the principles of **Science of Delivery** (an evidence-based, outcome-focused approach based on rapid evaluation, learning and adjustment cycles) may help in the resolution of these challenges.

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"How" of reforms

Technical — Adaptive

Management — Leadership

Finite — Formal Authority — Informal Authority — Dynamic

Source: Definitions used in the Greater Than Leadership (GLT) program for FMIS by Manuel E. Contreras

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FMIS Challenges

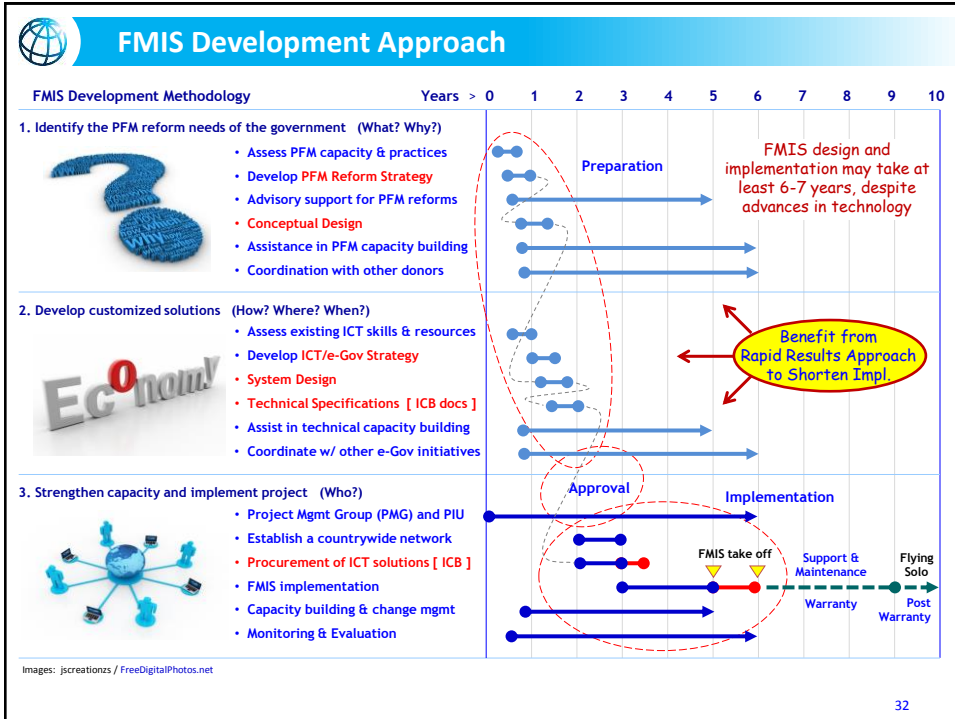## Technical vs. Adaptive Challenges

Technical Problems	Adaptive Challenges
Often lend themselves to solutions that have worked in the past.	Require changes in values, behavior, roles, relationships, and approaches.
Who? Often solved by an authority or expert.	**Who?** People with the problem work on the solutions.
People are generally receptive to technical solutions.	People often resist to adaptive challenges; they fear loss.
Require change in just one or a few areas.	Require change in many areas across usual organization boundaries.
How? Solutions can often be implemented quickly—even by edict.	**How?** "Solutions" require learning new ways (experiments and new discoveries); can take a long time to implement.

Source: Definitions used in the Greater Than Leadership (GLT) program for FMIS by Manuel E. Contreras (Adapted from Groupsmith)

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Technical Challenges

How to Address Technical Challenges?

▶ Project/task teams should be supported by **technical specialists** who are capable of reviewing the business processes, functional & technical requirements, and monitoring the execution of contracts, based on a well defined methodology to address **technical challenges**.

▶ A **methodology** and related project design check lists are available to guide the project teams during the **design and implementation of FMIS** (OLTP) solutions (FMIS Study, Apr 2011).

▶ Key challenges in **publishing Open Budget Data from FMIS** platforms were also studied, and new guidelines were published in Sep 2013, to assist the project teams in the design of public finance web sites linked with FMIS and Data Warehouse solutions (OLTP+OLAP).

▶ Also, the **FMIS CoP** is available as a knowledge sharing and learning platform since Sep 2010.

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FMIS Development Approach

FMIS Development Methodology   Years > 0 1 2 3 4 5 6 7 8 9 10

1. Identify the PFM reform needs of the government (What? Why?)
- Assess PFM capacity & practices
- Develop PFM Reform Strategy
- Advisory support for PFM reforms
- Conceptual Design
- Assistance in PFM capacity building
- Coordination with other donors

Preparation

FMIS design and implementation may take at least 6-7 years, despite advances in technology

2. Develop customized solutions (How? Where? When?)
- Assess existing ICT skills & resources
- Develop ICT/e-Gov Strategy
- System Design
- Technical Specifications [ICB docs]
- Assist in technical capacity building
- Coordinate w/ other e-Gov initiatives

Benefit from Rapid Results Approach to Shorten Impl.

3. Strengthen capacity and implement project (Who?)
- Project Mgmt Group (PMG) and PIU
- Establish a countrywide network
- Procurement of ICT solutions [ICB]
- FMIS implementation
- Capacity building & change mgmt
- Monitoring & Evaluation

Approval   Implementation

FMIS take off   Support & Maintenance   Flying Solo

Warranty   Post Warranty

Images: jscreationzs / FreeDigitalPhotos.net

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Adaptive Challenges

How to Address Adaptive Challenges?

▶ **Leadership for Development (L4D)**

is one of the practical options. Initiated in 2012. Initial results were demonstrated by Albania, Philippines, Vietnam in October 2013.

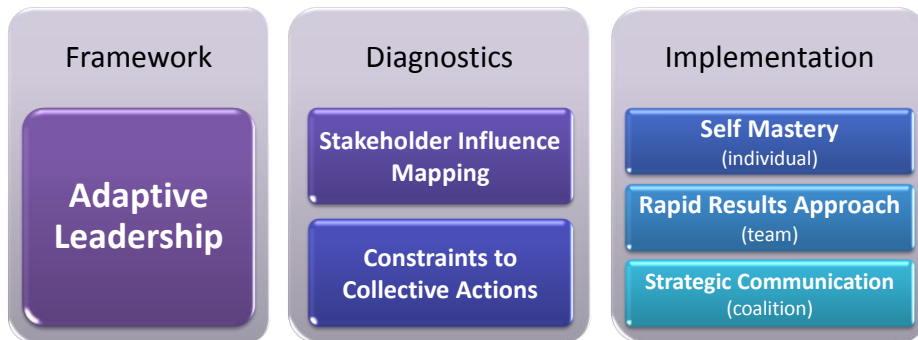| Preparation (Three weeks)	Workshop (One week)	Results Lab (11 months)
Recognize adaptive challenges and technical problems; refine team composition	Gain a deeper understanding of and practice leadership approaches and tools to mobilize coalitions for reform	**Provide real-time** support as teams navigate through the program implementation

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FMIS > Leadership for Development Workshop
(3 to 5 days)

Framework	Diagnostics	Implementation
Adaptive Leadership	**Stakeholder Influence Mapping** **Constraints to Collective Actions**	**Self Mastery** (individual) **Rapid Results Approach** (team) **Strategic Communication** (coalition)

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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).

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PEMPAL TCoP Questions

▶ **Design and implementation issues**

- Quality assurance
- Cost of implementation
- Web portal for supporting decentralized operations
- Web publishing >>> open budget data
- Testing and operational acceptance
- Training + Phased implementation

▶ **Post implementation challenges**

- Maintenance and support
- Managing changes in source code
- Customer relationship management
- Quality of service
- Additional training

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Thank You

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