



Public Expenditure Management  
Peer Assisted Learning

**PEMPAL TCOP Thematic Group Meeting**

# FMIS Community of Practice

Use of Information Technologies in Treasury Operations  
Minsk, Belarus October 15-17, 2014



**Cem Dener**  
Governance Global Practice



## FMIS Community of Practice

### Contents

- ▶ What is FMIS CoP?
- ▶ Capabilities
- ▶ How we can assist



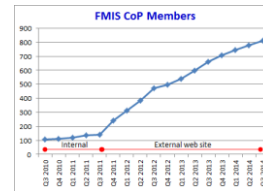


## What is FMIS CoP?

### FMIS Community of Practice

- ▶ **Strategic Objective** : To assist the practitioners (country clients, World Bank staff/consultants, and development partners) in improving the effectiveness of PFM operations and service delivery by sharing knowledge and experiences, and producing relevant, leading edge knowledge products on integrated FMIS solutions.
- ▶ Established in Sep 2010. More than 810 members from 128 economies (as of Sep'14).

The screenshot shows the eTeam website interface with various sections: Announcements, Knowledge Products, Shared Documents, and Useful Links. A QR code is visible in the bottom right corner of the page.



FMIS CoP members (as of Sep'14)

FMIS CoP roles >	Members	HQ	CO
Economies	365	2	363
WBG Staff + Cons	315	205	110
Dev Partners	40	21	19
Consultants (ext)	93	26	67
<b>Total</b>	<b>813</b>	<b>254</b>	<b>559</b>

Members 31.2% 68.8%  
representing 128 economies

External members **608**



## FMIS CoP

### Who we are

We are a group of practitioners and specialists involved in the development of integrated PFM + e-Gov solutions, and interested in knowledge sharing and learning activities.



**Cem Dener**  
FMIS CoP Coordinator



### What we do

- ▶ Knowledge sharing and learning via **FMIS Community of Practice** and training programs
- ▶ Knowledge products (data sets, maps, applied research, and tools for practitioners)
- ▶ Operational support for the design and implementation of **Integrated PFM Solutions** through shared web-based ICT applications at the national, sector and sub-national levels
- ▶ Collaboration with development partners/donors, and regional CoPs



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## 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)

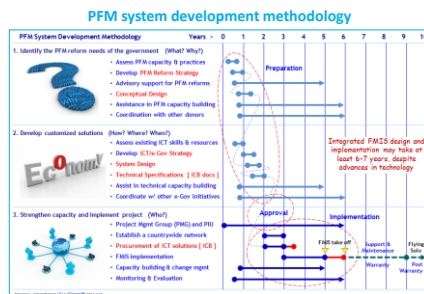
- FMIS Data Mapper > 122 FMIS projects / 66 econ
- Tax/Customs Projects > 83 projects / 54 econ
- FMIS World Map > 176 FMIS platforms / 198 econ

### 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).





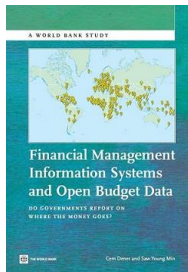
## Capabilities

### Financial Management Information Systems

25 Years of World Bank Experience on What Works and What Doesn't<sup>1</sup>

April 2011

Based on the evidence collected through 2010 FMIS Database, this World Bank Study seeks to identify trends in the design and implementation of FMIS solutions in Bank funded projects (1984-2010), and share observed/reported achievements, challenges and lessons learned with interested parties (available in nine languages).



### FMIS and Open Budget Data

Do Governments Report on Where the Money Goes?<sup>2</sup>

September 2013

This study is the first attempt to explore the global effects of FMIS on publishing open budget data and improving budget transparency. A rich data set was created by visiting government public finance web sites in 198 economies, and collecting evidence on the use of 176 FMIS platforms in publishing open budget data. Several achievable recommendations and guidelines on publishing open budget data are presented together with good practices (available in nine languages).

<sup>1</sup> Cem Dener, Joanna A. Watkins, William L. Dorotinsky, "Financial Management Information Systems: 25 Years of World Bank Experience on What Works and What Doesn't", WB Study, Apr'11.  
<sup>2</sup> Cem Dener, Saw Young (Sandy) Min, "Financial Management Information Systems and Open Budget Data: Do Governments Report on Where the Money Goes?", WB Study, Sep'13.



## Capabilities

### FMIS Database (XLS)

### FMIS Data Mapper (Google Maps)

- 122 FMIS projects (79 completed + 33 active + 10 pipeline) funded by the World Bank (1984-2014) in 66 countries (as of Jul'14).
- Updated and posted bi-annually (Jan + Jul) since 2010.



### FMIS & OBD Data Set (XLS)

### FMIS World Map (Google Maps)

- FMIS World Map presents basic information about 176 FMIS platforms in 198 economies worldwide (as of Jul'14).
- Updated and posted annually since 2013.





## Capabilities

### Knowledge Sharing and Learning

#### Internal and External Activities

- Monthly meetings (about 10 events per year)
- Organization of workshops and seminars
- Co-hosting or collaborating with regional bodies and other CoPs on learning events
  - IADB International IFMIS Conferences
  - IMF, ADB and AfDB regional events
- Supporting regional peer-assisted learning events
  - PEM-PAL : Public Expenditure Mgmt-Peer Assisted Learning (ECA)
  - FOTEGAL : Gov Treasury Forum of Latin American Countries (LCR)
  - EMNA : Public Expenditure Management Network in Asia (EAP)

#### Training and Mentoring

- FMIS training programs (since 2010)
- Country specific PFM/FMIS training modules

#### Adaptive Leadership and Rapid Results Initiatives

- Greater Than Leadership (GTL) program for FMIS (in collaboration with WBILG and Korean MoSF) to sharpen problem solving skills of the task teams and clients on adaptive (non-technical) challenges in PFM reforms, and for Rapid Results Initiatives (RRI).



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## FMIS Community of Practice

### How we can assist

- ▶ FMIS CoP is focused on **global sharing of knowledge** on specific PFM/FMIS challenges and good practices to assist in the development of integrated solutions for country specific complex and transformative development problems.
- ▶ FMIS Database and other **knowledge products** on FMIS solutions and good practices can provide reliable information during the design of integrated PFM solutions.
- ▶ FMIS CoP will maintain its **visibility** by:
  - Organizing monthly meetings on relevant topics of interest,
  - Co-hosting or collaborating with regional bodies and other CoPs on learning events,
  - Maintaining the existing FMIS databases and geo-mapping platforms, and
  - Developing and disseminating relevant knowledge products (**expansion of FMIS & OBD data set + guidance on change management**).

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## FMIS CoP

### Knowledge Sharing and Learning Activities

#### Knowledge Sharing and Learning Events

Presentation materials and meeting notes can be found under **Shared Documents** in relevant folders.

**FMIS CoP Meetings:** (organized in Washington, DC, with video links to interested countries)

- ▶ Mtg #1 (Oct 6, 2010): Introduction of the FMIS CoP platform, and the knowledge products developed
- ▶ Mtg #2 (Nov 11, 2010): FMIS Study Review Meeting to discuss peer reviewer comments and next steps
- ▶ Mtg #3 (Jan 28, 2011): Discussion on planned dissemination events; Introduction of updated FMIS Database and Data Mapper
- ▶ Mtg #4 (Feb 17, 2011): Featuring the Inter-American Development Bank's FMIS experiences in LCR
- ▶ Mtg #5 (Mar 29, 2011): Presentation of the Financial Management Sector's experience with FMIS projects in Africa
- ▶ Mtg #6 (May 10, 2011): Discussion on the FMIS ICT procurement and contract management challenges
- ▶ Mtg #7 (Jun 28, 2011): Featuring the Russian Federal Treasury Automation System implementation
- ▶ Mtg #8 (Sep 12, 2011): Featuring the GID system from Morocco, and SIGFE II system from Chile
- ▶ Mtg #9 (Oct 3, 2011): Featuring DBAS/Brain (Integrated FMIS) from the Ministry of Strategy & Finance of the Republic of Korea
- ▶ Mtg #10 (Nov 15, 2011): Featuring SIGFE II solution of the Ministry of Finance of Chile
- ▶ Mtg #11 (Nov 29, 2011): How to improve the performance of Tax Systems through the Application of ICT
- ▶ Mtg #12 (Jan 19, 2012): Featuring integrated FMIS solutions of the Ministry of Finance of Croatia
- ▶ Mtg #13 (Mar 8, 2012): FPD/FFIF's ongoing work about the "Guidelines for Government Payments"
- ▶ Mtg #14 (Apr 17, 2012): Brazilian and Turkish Treasury experiences with the Public Debt Management
- ▶ Mtg #15 (Jun 21, 2012): Featuring the "FMIS World Map - Beta" developed by the World Bank (PRMPS)
- ▶ Mtg #16 (Sep 6, 2012): Featuring the IFMIS implementation at Local Governments in Uganda
- ▶ Mtg #17 (Oct 31, 2012): How to improve contract management in FMIS projects
- ▶ Mtg #18 (Jan 23, 2013): How to benefit from adaptive leadership and rapid results approach in FMIS projects
- ▶ Mtg #19 (Feb 14, 2013): An overview of FMIS projects in Africa
- ▶ Mtg #20 (Mar 27, 2013): Featuring OpenERP > How to benefit from open source software solutions in public sector applications
- ▶ Mtg #21 (Apr 29, 2013): Initial findings of the new study: Effects of FMIS on Budget Transparency (Where does the money go?)
- ▶ Mtg #22 (Jun 24, 2013): A discussion on: Do governments report on where the money goes?
- ▶ Mtg #23 (Oct 1, 2013): Challenges in transition to IFMIS: Observations from the Dominican Republic and India
- ▶ Mtg #24 (Nov 12, 2013): Rapidly deployable ICT platforms to improve service delivery in difficult settings
- ▶ Mtg #25 (Feb 5, 2014): What did we learn from the IFMIS projects in the Gambia and Lesotho?
- ▶ Mtg #26 (Mar 20, 2014): A discussion on challenges and good practices in COTS domain (featuring BISAN)
- ▶ Mtg #27 (Mar 24, 2014): A discussion on challenges and good practices in COTS domain (featuring Oracle)
- ▶ Mtg #28 (Mar 26, 2014): A discussion on challenges and good practices in COTS domain (featuring MS Dynamics)
- ▶ Mtg #29 (Mar 27, 2014): A discussion on challenges and good practices in COTS domain (featuring SAP)
- ▶ Mtg #30 (Apr 30, 2014): A discussion on Aid Information Management Systems (featuring DAD and SBS)
- ▶ Mtg #31 (May 5, 2014): A discussion on Aid Information Management Systems (featuring AMP)
- ▶ Mtg #32 (May 21, 2014): A discussion on challenges and good practices in COTS domain (featuring SIM\_ba)
- ▶ Mtg #33 (Jun 30, 2014): Learning from the FMIS municipal cloud experience in the Dominican Republic (featuring SIGEF-MUNICIPAL)
- ▶ Mtg #34 (Sep 17, 2014): A discussion on new activities (new data set on e-Services + change mgmt guidance note)

#### Conferences / Seminars:

- ▶ ICSPS BBI (Mar 1, 2011): An overview of the FMIS projects in Latin America and the Caribbean (LCR) region - Washington, DC
- ▶ ICGFM Winter Conference (Dec 5-7, 2011): Sharing global trends in the design and impl of FMIS - Washington, DC
- ▶ KDI-ADB International Academic Conference on FMIS & Government Accounting (Feb 16, 2012): Seoul, Rep. of Korea

- ▶ Country cases
- ▶ ICT procurement and contract management
- ▶ FMIS vendor presentations
- ▶ Open source solutions
- ▶ Transition to integrated FMIS
- ▶ Rapidly deployable FMIS solutions
- ▶ Gov cloud platforms for central and local PFM systems

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<http://www.worldbank.org/publicfinance/fmis>

**Thank You**

<https://etteam.worldbank.org/fmis>