



Towards an Effective Government Financial Management Information System (GFMIS)

How do you know your GFMIS is effective?

May 14, 2019

Towards an Effective GFMIS: Our Team

Julie Cooper CPA, CA

Specialist Leader, Deloitte Consulting LLP



- International PFM specialist with USAID, IMF, World Bank
- 20 years of experience in implementing GFMIS in Central Asia, Africa, and the Middle East
- Supported PFM reforms in the Australian Federal Government

Bharat Parihar

Delivery Leader, Deloitte Consulting, LLP



- PFM and ICT specialist with the World Bank USAID
- 10 years experience supporting GFMIS implementations in Central Asia, Africa, and the Middle East
- 20 years of systems implementation experience

Yazan Qurashi CMA,CFM,PMP

Public Financial Management Specialist



- PFM Specialist with USAID, GIZ, DFID
- 15 years of experience in implementing financial & accounting policies, procedures and GFMIS systems in the Middle East
- Supported PFM reforms in Central Governments and Public Institutions

Dr. Stephen Lewarne

Principal, Deloitte Consulting, LLP



- 25 years of experience leading economic and fiscal reform programs around the world
- Supported transitions to market economics across Eastern Europe and Central Asia

Richard Laliberte

Specialist Leader, Deloitte Consulting, LLP



- International PFM and Tax Policy Expert
- 24 years of experience in leading economic and fiscal reform USAID initiatives in Former Soviet Union, Central Asia, Africa and the Middle East
- Contributor to Tax Policy reforms in the Canadian Federal Government

What are some of the reasons for implementing GFMIS?

Efficiency & Transparency

To improve efficiency, effectiveness & transparency in the use of public funds



Fraud, Waste, & Abuse

To reduce fraud, waste and abuse

Automation

To improve process efficiency - automated processes

PFM Framework

To improve the underlying public financial management framework for better allocation of public funds

- Often, these goals are not fully achieved – why is this?
- Is there something tangible we can show to demonstrate we are moving towards these goals?

GFMIS is an immense investment of time and money



Kenya, US\$ 75.28 M
 (10 years)



Afghanistan, US\$ 41.12 M
 (up to 7 years)

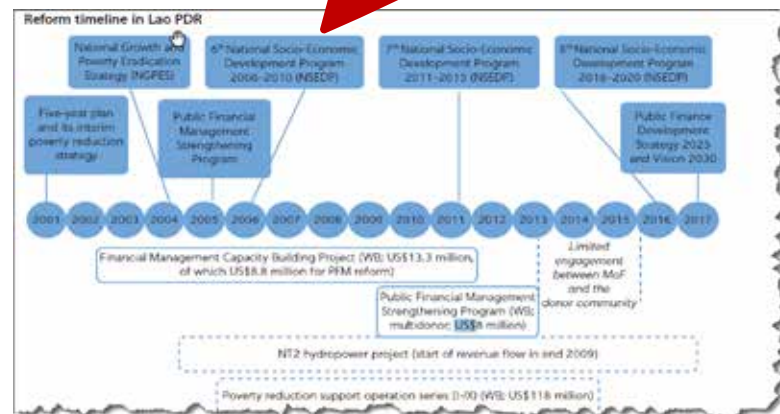
As with the Phase 1 PFM RP, GON will continue to rely on its partners to support the PFM reform agenda, both bilaterally and through the multi-donor trust fund (MDTF). It is important that there be a seamless transition between Phase 1 and Phase 2. The estimated support needed from partners to support Government efforts to achieve the goals of the strategy is: Short term (1-2 years): US\$23.75 million; Medium term (3-5 years): US\$25.70 million; and Long term (above 5 years): US\$18.60 million. These are tentative costs at a broader level as a detailed strategy of implementation and design of each of these sub-projects is yet to emerge. These costs will need to be calibrated during the preparation and appraisal of these sub-projects by Government of Nepal and other agencies (Implementing agencies, DPs). Details on these tentative costs are available in Annex 2.



Nepal, US\$ 68.05 M;
 (up to 12 years)



Laos, US\$ 21.3 M (10 years)



What does raising a family and implementing GFMS have in common?



And what **does** it take to raise a family?

1. Think about how much **care and attention** we take in raising our children...
2. As parents we establish routines: **structure** and **predictability**
3. We establish **ground rules** and **discipline** (and consequences for non-compliance)
4. We invest a lot of **time** and **money**
5. And we take our investments **very** seriously



And our work
never ends...

More thoughts about raising a family

- Raising a family is hard, really hard
- Getting the right mix of structure, consequences, time and money is challenging
- And what do we want for our children?
 - ü Healthy and happy
 - ü Good job
 - ü Being useful, productive and contribute to society in one way or another
 - ü Have their own family
 - ü They phone to say hi – not just when they need something
 - ü To remain **relevant** in their lives



Or at the very least, we hope they don't
turn out like him!



How **is** implementing GFMS like raising a family?

1. Implementing GFMS takes a lot of **care and attention** to the needs of users
2. IFMS configuration and processes require **routine**, **structure**, and **predictability**
3. There must be an emphasis on **compliance** (and consequences for non-compliance)
4. It takes a lot of **time** and **money**
5. And we should take our investments **very seriously**




And needs of
the user-
community never
end



... And we hope – at the very least – to prevent this!



GFMIS is a major investment: it should be **relevant**

- As we know GFMIS represents a major investment of people, processes, and technology
- GFMIS success comprises of efficient and effective
 -  Process automation
 -  Compliance and control
 -  Timely and accurate financial reporting

GFMIS must be **relevant** and therefore **essential** to your government.

The Five Principles for an Effective GFMIS

I. Be relevant.

II. Speak one language.

III. Automate for efficiency.

IV. Make GFMIS your single source of PFM truth.

V. Commit to continuous improvement.



Applying the **Five Principles**



- Be relevant. Producing essential financial reports for decision-makers

Characteristics

1. Effective PFM requires a framework that provides 'control, prioritization, accountability, and efficiency in the management of public resources and service delivery'¹
2. GFMIS outputs should enable inciteful decisions about the allocation and use of public funds

Outcomes

-  Kenya placed an emphasis on managing procurements
-  Afghanistan placed an emphasis on managing expenses – payments through the system
-  Indonesia's improved GFMIS and PFM resulted in a 'clean bill of health' for central government reports³ from their supreme audit institution
-  Some countries fail to make their GFMIS processes and outputs relevant leaving users to continue to rely on legacy systems

Determine your 'essential' reports and reverse-engineer your GFMIS design to deliver **those** reports



Speak one language. Have a unified Chart Of Accounts (COA) across government

Characteristics

1. Good GFMS configuration requires a single, logical, unambiguous, unified COA
2. The more COAs you have across government – the greater difficulty in consolidating financial data

Outcomes



Following a PFM diagnostic, Kenya had a 'PFM reboot' in 2011 using a unified CoA across the public sector² (despite starting its PFM endeavors in 2003)



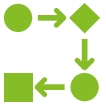
Afghanistan started all PFM activities based on a unified CoA



Some countries adjust between the budget planning and budget execution COAs adding complexity to transaction processing and reporting

A unified Chart of Accounts (COA) will ensure consistency across government.

Automate for efficiency. Use technology to streamline processes



Characteristics

1. Streamlined processes across government will introduce efficiencies, impose budgetary controls, reduce paperwork. (Don't replicate legacy processes)
2. Legislation and regulations may require reform
3. Change management becomes essential: being efficient means we do more (not less)
4. Be sure to address staff retention concerns

Outcomes

-  Indonesia's GFMS system (SPAN) allowed the same number of treasury officials to shift towards financial analysis – from routine administration³
-  Cambodia's GFMS required immense change management efforts; and resisted customizing the software to reflect legacy controls³
-  Some countries make the critical mistake of automating their current manual processes which often results in the continuation of weak processes and procedures

Exploit your investment: use the functionality of your modern GFMS

IV. Make GFMIS the single source of PFM truth



Characteristics

1. 'Old habits die hard'. Be diligent about decommissioning legacy systems – especially after GFMIS produces your key deliverables
2. GFMIS may require interfaces to complementary systems – e.g. up-to-date transfer data from taxation systems

Outcomes



Thailand's GFMIS replaced legacy processes at both national and sub-national governments³



Afghanistan's GFMIS is the single-source of PFM truth – delivering financial data for the entire PFM cycle



Some countries continue to depend on legacy systems for budget preparation and financial statements; its GFMIS process transactions

Your GFMIS must be the 'principal character' in your PFM story.





V. Commit to continuous improvement. Respond to changing processes, stakeholder needs, technologies



Characteristics

1. Commit to a training program that is constantly under review and that evolves with your user community
2. Seek new automation opportunities
3. Commit to a rigorous program of monitoring and evaluation
4. Keep identifying what's next – what products or processes can be delivered more precisely, or more efficiently

Outcomes

-  In Vietnam, the next step is move beyond using their GFMIS for routine procedural reports and more 'insightful data-driven analysis'³
-  Thailand's GFMIS rollout was so rapid, that continued investment and improvements were required in technology and processes³
-  Kenya has placed an emphasis on continuing education – the IFMIS academy
-  Some countries do not continue their investment in GFMIS after initial implementation

Be on the lookout for the next strategic goal, the next peak, the next improvement opportunity

Revisiting the question, 'Why'?⁴

We began by stating our reasons for implementing GFMIS:

Efficiency & Transparency

To improve efficiency, effectiveness & transparency in the use of public funds

Fraud, Waste, & Abuse

To reduce fraud, waste and abuse

Automation

To improve process efficiency - automated processes

PFM Framework

To improve the underlying public financial management framework for better allocation of public funds



If your GFMIS is relevant – essential to your PFM reform agenda – you will achieve these outcomes

The essential question is 'Why?'. Because you are relevant, and essential to your PFM reform agenda.





Towards an Effective Government Financial Management Information System (GFMIS)

How do you know your GFMIS is effective?

May 14, 2019

Annex

References

PFM Costs (Slide 3)

- Kenyan Reference:
<https://www.businessdailyafrica.com/economy/Treasury-budgets-to-spend-Sh7-6bn-on-GFMIS-upgrade/3946234-3485734-15ppibo/index.html>
- Afghanistan Fiscal Reform:
<http://projects.worldbank.org/P150632?lang=en>
- Nepal:
https://www.pefa.gov.np/downloads/pfm_pefa/Second-Phase-PFM-Reform-Actionplan.pdf
- Laos:
<http://documents.worldbank.org/curated/en/160591530074821767/pdf/127624-PUB-Date-6-28-2018-PUBLIC-Alternative-Paths-to-Management.pdf>

PFM (Slide 14 onwards)

1. Strengthened Approach to Public Financial Management Reform:
<http://www1.worldbank.org/publicsector/pe/StrengthenedApproach/>
2. Kenya IFMIS 'reboot': Treasury.go.ke:
<http://www.treasury.go.ke/tenders/Expression%20of%20Interest%20%20For%20%20Provision%20of%20Onsite%20Support%20And%20Improvement%20of%20IFMIS%20Application.pdf>
3. All East Asia References: 'Alternative Paths to Public Financial Management':
<http://documents.worldbank.org/curated/en/160591530074821767/pdf/127624-PUB-Date-6-28-2018-PUBLIC-Alternative-Paths-to-Management.pdf>
4. Simon Sinek: 'How Great Leaders Inspire Action':
https://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action



Towards an Effective Government Financial Management Information System (GFMIS)

How do you know your GFMIS is effective?

May 14, 2019