GFMIS Implementation in Country X

Next Steps

SHABIH ALI MOHIB
Economist – EASPR
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Issues of Capacity at Entry

- Gap Analysis
- Skills Assessment
- Information Systems Capability
- Technology Infrastructure
- Resource Requirements
Process Changes

- Establishment of a GFMIS Steering Committee – Headed by State Secretary
- Implementation of the IPSAS consistent Chart of Accounts
- Establishment of the Treasury Single Account System
- Comprehensive procurement reform started
Start Procurement

- All modalities completed
- Bidding documents published
And The Results Are

- No company bids for the project
- .......twice
- Bidding documents restructured and republished
- .......finally bids received and contract awarded
The Deployment Stage

- Discovery – the Treasury Single Account not really established – IMF PGRF program hits snags
- Inadequate staff assignment for GFMIS
- Current system still being advocated as good, GFMIS concept not accepted
- Different donors moving ahead with new fragmented systems – little buy-in
Decision Point II

- Project being delayed….wavering enthusiasm from Government

- Shall we just restructure project, drop GFMIS, and move ahead with other PEM reforms – project closing before GFMIS deployment?

- Discussions……..
But We Persevere

• Treasury management went to see functioning system elsewhere – provided impetus to system

• Top level MoF management reaffirms:
  – Commitment to implement GFMIS
  – Implement the TSA fully
  – Phase out old system as GFMIS is ready for operations

• System deployment is completed – hardware, software, VSAT connectivity etc.
...the Issues Also Persevered

- Inadequate staff was deployed for system training
- Functional classifications were frequently changed
- Remote connectivity speed slow
- Testing of dummy system not conducted because of shortage of MoF assigned staff
...the Issues Also Persevered

- Vendors had frequent personnel changes
- Contract interpretation issues: MoF wants everything, vendor wants to keep as much
- ....and then the National Elections happened and paralysis in Government set in because of a hung-parliament
Consequently

- System ‘go-live’ was delayed
- Government hired project manager to assist
- New Government took office........... thankfully they wanted to continue with system implementation
Furthermore

• It was agreed to maintain the momentum and to switch over the system beginning of new fiscal year – January 200X

• On 28 December 200X-1 the director generals for Treasury, Funds Control and Banking were replaced
3 Choices

• New MoF management urges:
  – Delay in GFMIS implementation until new management is aware of system
  OR
  – Operationalize GFMIS in parallel with existing system and phase out latter gradually

• Stick to original plan, ‘go-live’ and switch over old system to GFMIS

• What would you do? Risk failure or not
And the Decision Was...

- To ‘Go-Live’ on January 03, 2005 and phase out the old cash management system
- System has been in operation in Mongolia since then and executing more than 20,000 transactions per day