# The 2ⁿᵈ Chapter Seminar (SA) (Financial  Management Information Systems : Implementation Challenges)

## By Walter Muwandi (FCCA)
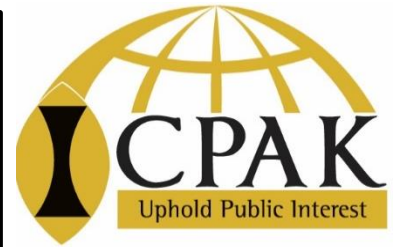### (Chief Executive Officer CCG Systems)

Credibility    .    Professionalism    .    AccountAbility

# Presenter Introduction

Walter is the Chief Executive Officer of CCG Systems, a company that specializes in Implementation of systems in the Public Sector (ERP, Supply Chain, Reporting, Asset management, HR & Payroll, CRM etc.) He has over 28 years experience of which 15 have been dedicated to the Public sector, He has project managed over 100 System Implementation projects in municipalities and public entities. Walter is a chartered accountant turned ICT

As a project management professional he has managed, small projects such as organizing farewell parties for friends, Project managed completely unnecessary projects caused by human panic such as Y2K "at least he got to tour the whole of SADC". And more recently is Project Sponsor for the Implementation of an mSCOA compliant ERP System for approximately 40 Municipalities (Local Authorities,Councils) in South Africa.

# Important Points
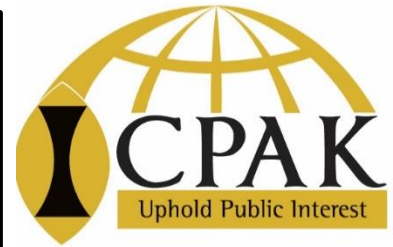
We are working on the Basis that the following has been done and already in place.

- Decision has already been made/system procured

- Feasibility study has been conducted

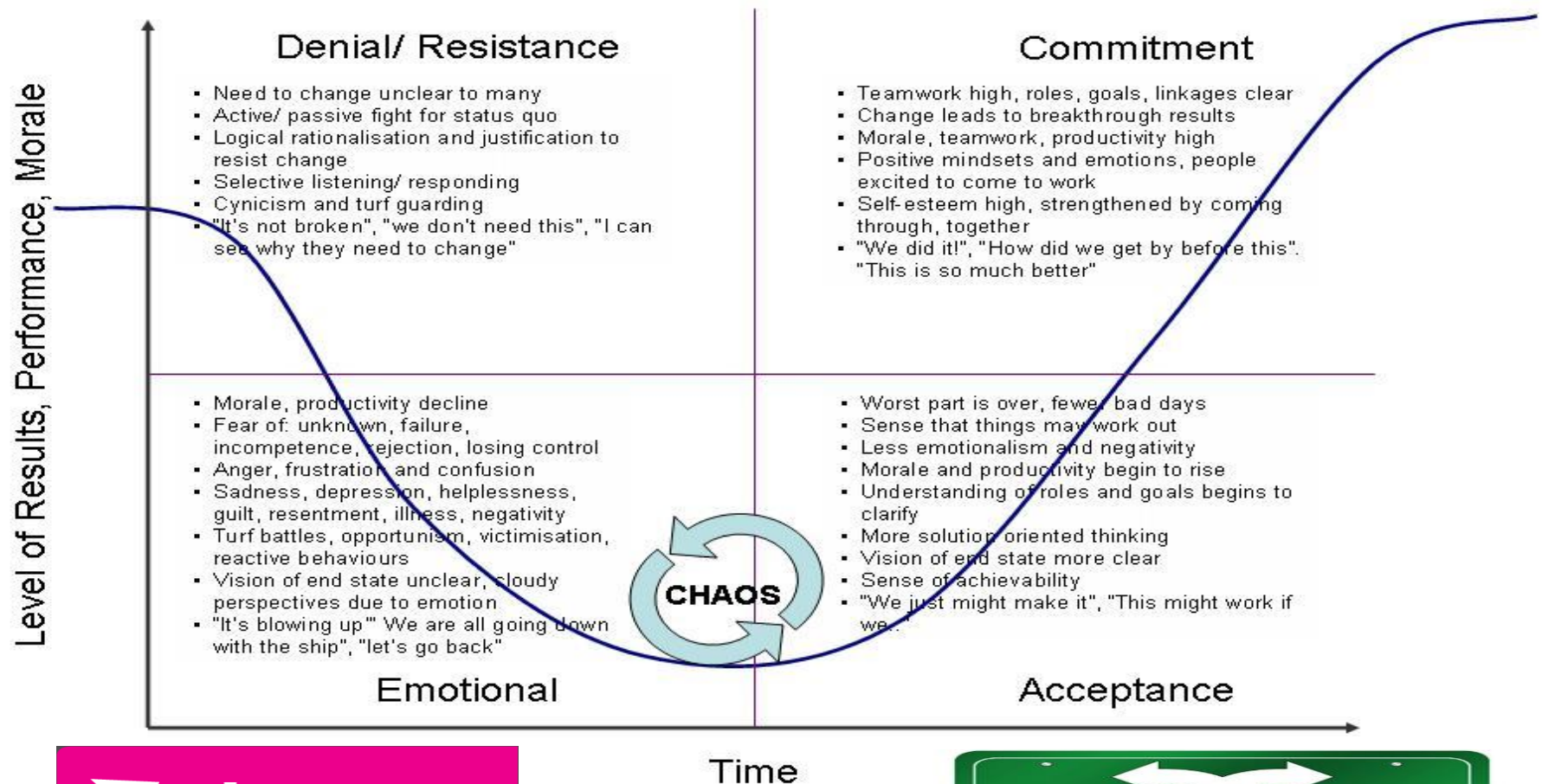- Project has been Initiated.

# Issue 1. Change Management

(Believe it or not!!! It's People its not even the System or Technonloy, even the peope advocating for the change)
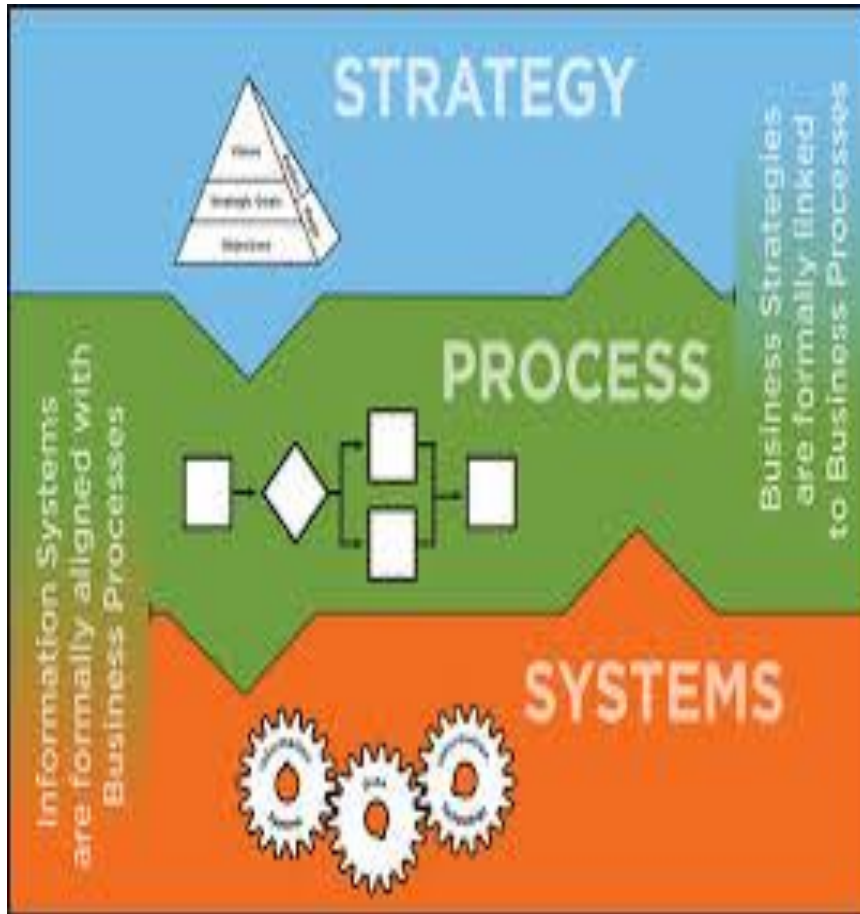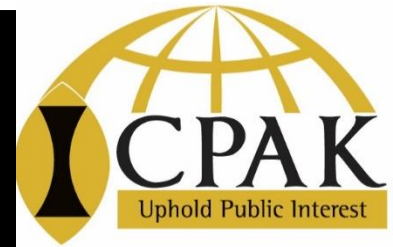
CPAK
Uphold Public Interest

Current System B.AU

New System B.A.U

## Change Curve

### Denial/ Resistance
- Need to change unclear to many
- Active/ passive fight for status quo
- Logical rationalisation and justification to resist change
- Selective listening/ responding
- Cynicism and turf guarding
- "It's not broken", "we don't need this", "I can see why they need to change"

### Commitment
- Teamwork high, roles, goals, linkages clear
- Change leads to breakthrough results
- Morale, teamwork, productivity high
- Positive mindsets and emotions, people excited to come to work
- Self- esteem high, strengthened by coming through, together
- "We did it!", "How did we get by before this". "This is so much better"

Level of Results, Performance, Morale

### Emotional
- Morale, productivity decline
- Fear of: unknown, failure, incompetence, rejection, losing control
- Anger, frustration and confusion
- Sadness, depression, helplessness, guilt, resentment, illness, negativity
- Turf battles, opportunism, victimisation, reactive behaviours
- Vision of end state unclear, cloudy perspectives due to emotion
- "It's blowing up'" We are all going down with the ship", "let's go back"

CHAOS

### Acceptance
- Worst part is over, fewer bad days
- Sense that things may work out
- Less emotionalism and negativity
- Morale and productivity begin to rise
- Understanding of roles and goals begins to clarify
- More solution oriented thinking
- Vision of end state more clear
- Sense of achievability
- "We just might make it", "This might work if we.."

Time

change

- Business Processes are not Clearly Defined, Documented,Feasible, Realistic, not linked to any strategy, haphazard.IT To work Closely with Finance and the rest of the organisation, *Worse from manual to Computerised*.)

- System to Follow Process and not the Other Way Around. Processes should inform the system you are acquiring.

- Most Implementations are unfortunately expected to define new business processes, and are seen as the reason by the end users, for the system implementation, hence new painful business processes are then perceived as system pains.

# Issue 3. ICT Infrastructure
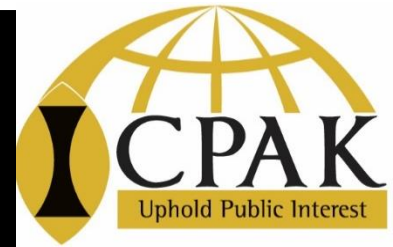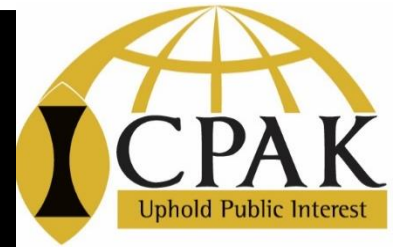
**Often Under looked, Under Budgeted for:**

- Servers, Workstations, Peripherals, Accessories,( Internet of Things)

- Security, Storage, Back up

- Data Management ( Big Data)

- Network(LAN, WAN, Cloud)
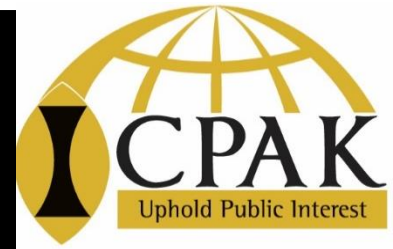
# Issue 4 : Data Migration



DATA MIGRATION PROCESS

ASSESS > PLAN > EXTRACT > CLEANSE > LOAD > VERIFY

OLD SYSTEM
ALL MEDIA /FORMATS

WeRecoverData.com
DATA MIGRATION

NEW SYSTEM
ALL MEDIA/FORMATS
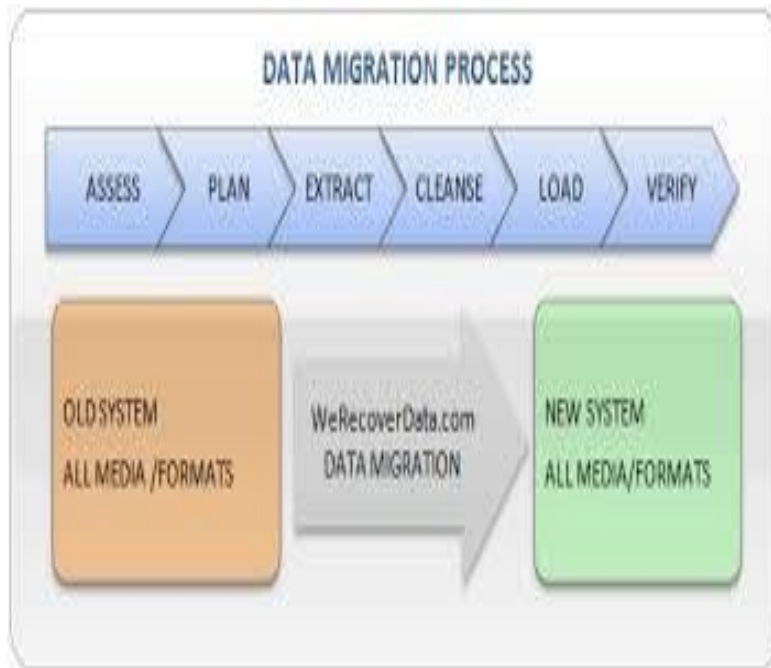
**Data Migration May go wrong;**

- Incomplete, In accurate, Not Reconciled.

- Garbage in = Garbage out : Need to Cleanse (Huge Discomfort to your Vendor) Billing Data for Local Authorities, Tenant Movements, Master Files etc, Tariffs, Rating Catergories etc.

- Some actually change Systems due to Bad Data when there is nothing wrong with current system.

**End user and Key Stakeholders usually left until the End Resulting in:**

- Resistance, fear of job losses, or irrelevance.(Power of being an Expert)
- Lack of Interest
- Lack of Ownership
- Missing out on their critical and practical input.
- Feeling of not being consulted.

***Involve them from decision to change, acquisition of system, business process definition*.

## Two sets of Skills are Required

- The System that is being implemented.(*Assuming basic computer skills are in place*)

- The Reform Knowledge: Usually the change of a System follows a reform of some sort but is not seen as such by the users.

### *Good Example:*

Because of IPSAS you are moving from Fund/Cash Accounting to Full Accrual Accounting. Users ought to have full accrual accounting knowledge before they even touch a button on the new system otherwise they declare everything done by the system as wrong.
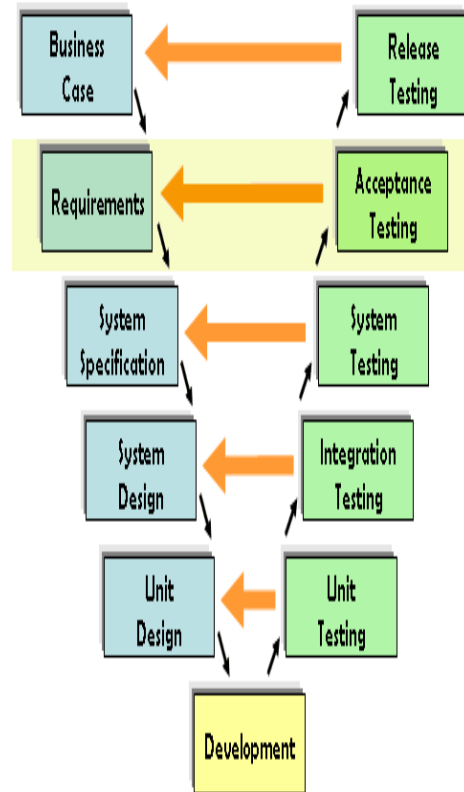
## Users Usually

- Are not interested in doing parallel run as it means more work.

- Pay Lip Service to Testing

- Only become Serious on the system when it is live rather than at pre go live stage.

***.Ensure they are capable to test, pay serious attention to the testing, and if no live parallel run at least re process transactions for 2 to 3 months and reconcile the systems.

# Issue 6 : Project Management Skills
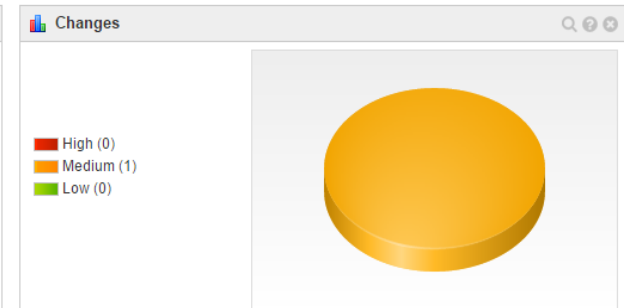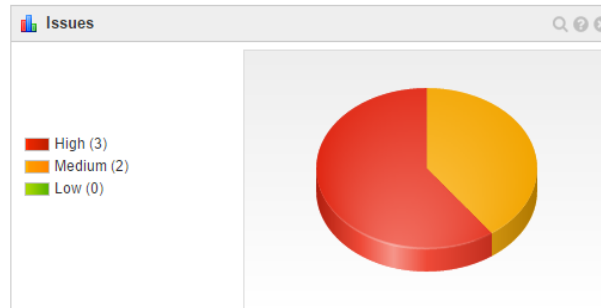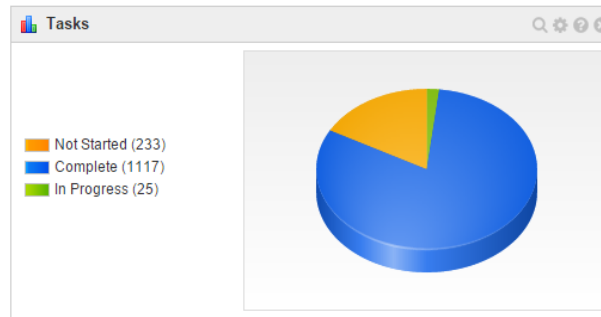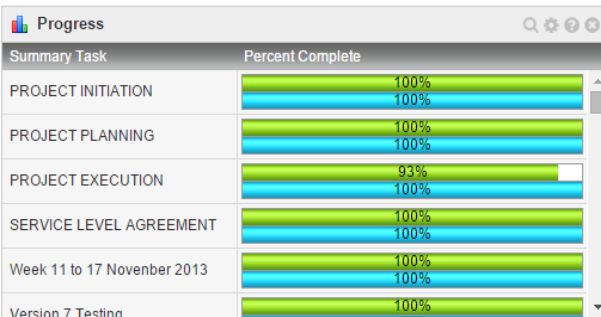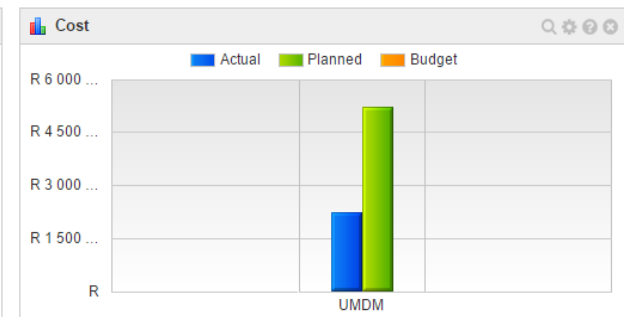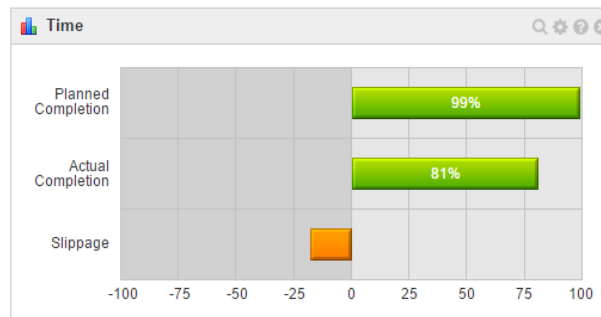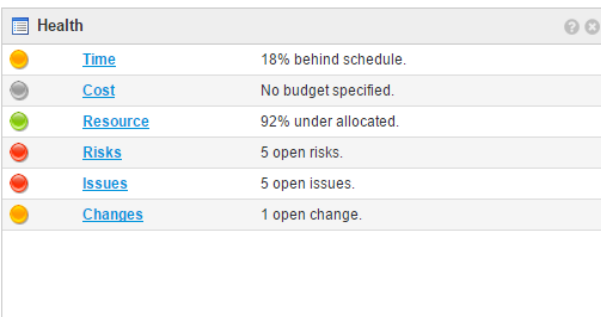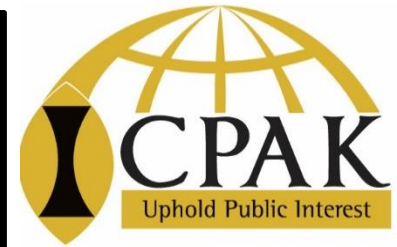
# Is it all DOOM? NO!! Some Projects Never Fail - Why? Out of Respect and importance assigned.