

G-Invoicing implementation framework for federal agencies

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Successful G-Invoicing implementation will require information system changes, tools to support interfaces and workflows, and business process reengineering within each agency's own environment that will allow the interfacing of data with the G-Invoicing Platform. KPMG can deploy the G-Invoicing Implementation Framework (GIIF) to guide clients through successful implementation.

▶ What does G-Invoicing deliver?

Treasury's Government Invoicing (denoted by "G-Invoicing") is a sweeping government mandate to improve the intragovernmental transaction process among federal agencies and support the resolution of long-standing material weaknesses linked to lack of timely reconciliation, proper invoicing, and performance of receipt and acceptance. The G-Invoicing solution will be leveraged to improve transparency and communications between trading partners, standardize forms and data elements, and act as a document repository for interagency agreements and purchase orders. In addition to Treasury platform integration requirements, there are critical elements and expectations that require end-to-end process assessment and reengineering.

▶ Key factors of successful implementation

- **Building Strong Partnerships:** Agencies must consider the impacts to internal and external stakeholders, leverage strong partnerships within your organization and trading partners, and avoid operating in silos.
- **Understanding G-Invoicing is more than a system change:** At a minimum, agencies will have to conduct an inventory of their systems and interface with the G-Invoicing platform by aligning data elements within their own system environments. Successful implementations will encompass a strategy that focuses on enablers such as people, process, data, and technology.
- **Implementing a Phased Approach:** The implementation will require a phased approach for each scenario and roll out schedules that consider trading partner progress, internal complexities, and change management initiatives. Considering all of the moving parts, robust program management practices must be leveraged to achieve success.
- **Defining what success looks like up front:** Leadership and stakeholders must be in agreement on the definition of success at each phase of the implementation process to manage expectations of all participants.

► G-Invoicing Implementation Framework

01



Program Management (PM)

PM focuses on helping an organization reach its overarching business goals through ongoing strategic initiatives.

02



Data Strategy & Reconciliation (DS&R)

DS&R focuses on gathering data, data cleansing, data reconciliation with trading partners, cleanup of old agreements, and identifying data gaps.

03



Business Process Reengineering (BPR)

BPR focuses on the analysis/redesign of core business processes to achieve the substantial improvements in its performance, productivity, and quality.

04



Change Management (CM)

CM focuses on the discipline that guides how we prepare, equip and support individuals to successfully adopt change in order to drive organizational success and outcomes.

05



Technology Optimization (TO)

TO focuses on using technology to more effectively achieve the goals of the G-Invoicing mandate.

► What is the G-Invoicing Implementation Framework?

KPMG will deploy the G-Invoicing Implementation Framework (GIIF) to guide our clients to a successful implementation. The GIIF Framework is comprised of five components:

1. Program Management,
2. Data Strategy and Reconciliation,
3. Business Process Reengineering,
4. Change Management, and
5. Technology Optimization.

Focusing on these components will help assist our federal partners in aligning their goals and strategies, developing a governance structure, and designing an IT infrastructures based on Treasury's requirements.

► What does implementation entail?

The GIIF "Issue-to-Impact" approach will assist federal agencies to address the issues and expected challenges and deliver comprehensive and sustainable solutions.



G-Invoicing Implementation Framework (GIIF)

	Program Management (PM)	Data Strategy and Reconciliation (DS&R)	Business Process Reengineering (BPR)	Change Management (CM)	Technology Optimization (TO)
The issue	Agencies will be tasked with creating a plan and methodology in order to successfully transition to Treasury's G-Invoicing platform.	Agencies will need to transition a complete population, all open and new, Interagency Agreements (IAA) as of the implementation date.	Agency-specific Intragovernmental grantor/performer processes will require new additional steps and internal controls.	G-invoicing will impact how agencies conduct intragovernmental grantor/performer transactions and business practices.	System changes and technology enhancements will be required in order to comply with G-Invoicing platform requirements.
Our impact	KPMG will develop a robust G-invoicing project plan, timelines, executive dashboards, and status updates to monitor and manage the progress of the project.	KPMG will establish a data strategy to capture required data to perform internal controls, transact in G-Invoicing, and derive audit trails.	KPMG will document agencies' current landscape, build the target state for interfacing with G-Invoicing process and collaborate with stakeholders impacted.	KPMG will develop trainings, and strategic communications and support governance bodies enabling the changes leadership seeks to achieve.	KPMG will assist clients with defining system requirements to comply and interface with G-Invoicing, as well as implementing technology accelerators.

GIIF Toolkit

	PM	DS&R	BPR	CM	TO
Tools and Templates	<ul style="list-style-type: none"> Develop Charter and Scope Develop Project Plan and Roll Out Schedule Establish a Steering Committee Coordinate a Working Group Create Executive Dashboards, Scorecards, Risk Logs, and Timelines Document Lessons Learned 	<ul style="list-style-type: none"> Establish a Standardized Data Taxonomy with Trading Partners (TP) Assess TP data population and define improvements Perform Data Mining and Cleansing to Standardize Data Elements and Reporting Develop and Monitor Data Reconciliation Tracker 	<ul style="list-style-type: none"> Develop Current and Future State Process Flows and Narratives Perform Internal Controls Gap Analyses Design Internal Controls to Address Material Weaknesses Develop Tools and Templates for Process Conduct Policy Reviews Standardization Conduct Policy Reviews 	<ul style="list-style-type: none"> Establish and Support Governance Bodies and Working Groups Define Roles and Responsibilities of Stakeholders Draft Memorandum of Understanding with TPs Develop Training Material and Facilitate Workshops Develop and Facilitate Agency G-Invoicing On-boarding Orientation 	<ul style="list-style-type: none"> Leverage ETL Tools such as Alteryx, Python, and/or SQL for Data Analytics Apply Artificial Intelligence and Automations for Efficiencies Create/Modify Existing Invoice File Develop Workflow to Enable Receipt and Acceptance Process Support System Change Requests for Required Compliance with G-Invoicing

► Embracing the Benefits of G-Invoicing Implementation Framework



Cost Reductions

- Successful G-Invoicing technology modernization efforts will result in streamlined system integration, reduction in maintenance costs for antiquated systems, decrease in idle time spent on low value activities and manual processes.
- Decrease in audit costs, as improved reliance on the new and improved internal controls could minimize substantive testing
- Enable a streamlined interagency agreement process, leading to strategic partnering across the government and procurement savings related to economies of scale.



Optimized Operations and Improved Program Management

- Provide additional transparency, by leveraging real-time data, to improve leadership visibility into operational successes and opportunities for improvement.
- Enable business functions such as Planning, Programming, Budgeting, and Execution (PPBE), procurement, and performance reporting in their support of high- impact mission-related activities
- Improve communications between trading partners, program managers and financial operations leading to collaborative and informed decisions



Improved Audit Posture

- Deliver capability to track intragovernmental transactions from initiation to payment with workflow functionality documenting approvals and activities
- Standardize key supporting documentation and derive agreement, purchase order, and transaction population completeness with minimal efforts
- Implementation of a robust control environment to sustain the future state.

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