The PFMS Newsletter

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Inside this issue:

Dear Readers

We hope that 2013 has been as memorable for you as it has been for us. As we close the year with the final publication for 2013 we look back at our achievements as PFMS users.

The Accountant General gives an oversight of the year and expectations for the New Year. Government Accounting Services (GAS) section in the Accountant General's Department give a summary of their achievements as a whole throughout 2013.

In this issue we also take a look at a fairly new project: E-government, which is running on the PFMS infrastructure.

And we have good news of the Grants Management module going live on the PFMS.

So much more entertaining articles await you in this issue. We hope you enjoy reading it but we would enjoy hearing from you even more. Please contact us using the contact details given below.

From the Editorial Team we wish you a Happy festive saeson and a prosperous New Year.

With warmest thanks

The PFMS Newsletter, The PFMS Unit, Mukwati Building, 2nd Floor, Office 41A

From The Accountant General's Desk

Success is a process, not a destination!

As the curtain closes on the 2013 financial year, it gives us a chance to reflect on goals we set and what we accomplished. This will inspire us as we set targets for 2014 in our continued implementation of the PFMS roadmap.

The roadmap has three phases, **Minimum Operating Standards, Systems Upgrade & Effectiveness** and **Excellence in Financial Management.**

Most of the targets of the first phase have been achieved enabling the PFMS to meet the minimum standards of performance we set, namely to be able to produce on time monthly financial statements across all ministries. This was possible with the completion of the following related activities:

Judith Madzorera
Accountant General

1. **Technical Infrastructure**

   In order to ensure that the PFMS runs at optimum level the system is in continuous maintenance. The system has been patched up to the latest patch level 22. SAP Solution Manager is intended to improve and centralise the management of the system and end-to-end business processes. Solution Manager was upgraded to version 7.1 in the fourth quarter of 2013.

2. **Training**

   415 end users were trained nationwide in all 10 provinces. These were made up of 276 males and 139 females. The training has vastly improved the manner in which transactions are recorded on the system.

3. **Business Process Improvement**

   a. Ministries are doing their monthly closure of accounts on PFMS on time before the deadline of the tenth of the succeeding month. This enables us to publish the Statement of Financial Performance in the Government Gazette in line with the provisions of the PFM Act.

   b. Reconciliations between Accountant General and Budgets department are done monthly on expenditure, to reconcile releases and expenditure in the PFMS. This has significantly contributed to cash flow and expenditure management.

   c. The monthly Budget Outturn is being prepared on time and sent to the stakeholders, to facilitate decision making on budget performance and outcome management.

   d. Reports have been developed and configured which comply with the Public Finance Management Act (PFMA) and International Public Sector Accounting Standards (IPSAS).

   e. Workflow Blueprints for Financial Accounting (FI), Materials Management (MM) and Sales and Distribution (SD) were completed

   f. Re-configuration of PFMS roles was conducted in line with synchronised PFMS roles versus user job titles. The activity is still on going. This will help improve internal controls and access to the system.

Success Story:

Government Accounting Services 2013

As we draw nearer to the end of 2013, we reflect upon the 'highs and the lows' experienced as TEAM GAS (Government Accounting Services). The GAS section in the Accountant General's Department is responsible for providing all the necessary support for effective Public Financial Management and all the implementation of effective Government accounting rules and regulations which enhance utilisation of public resources.

2013 has been an inspiring year which we are honoured to identify as a good year. TEAM GAS has been very instrumental in supporting ministries process financial information all across the country. This has involved providing on the job training—Handholding. The exercise is ongoing but we are delighted to report that TEAM GAS has been to 90% of the provinces thus far.

TEAM GAS has noted a significant rise in system usage by PFMS users in thanks to the handholding exercise. Increased system usage has directly resulted in fewer errors and increased efficiency in the production of financial statements. Financial statements are being compiled accurately and submitted on time, with almost all ministries now being able to meet the deadline of the 10TH of every month.

Another notable yardstick is that the number of open items has been greatly reduced from thousands to less than 50 per period in most ministries. The handholding exercise is premised on helping to tackle each ministry's unique challenges.

> *"Financial statements are being compiled accurately and submitted on time, with almost all ministries now being able to meet the deadline of the 10TH of every month."*

Each province is at present responsible for processing its financial documents, that is, introducing the document into the system, receipting, parking and clearing them. The role of their head office is to reconcile the documents introduced into the system. The previous process involved physically sending the documents to head office for inputting and processing into the system once a month. This resulted in some documents being misplaced, delays in the delivery of documents and overwhelming the head office with work leading to failure in meeting monthly and annual deadlines. Handholding assisted in plugging possible revenue leakages that may occur during receipting on the system.

Gender representation could not be over emphasised during the handholding programs. Statistics indicate that more and more women are being represented at each level. Illustrated on the next page are monthly statistics:

Hand holding Statistics
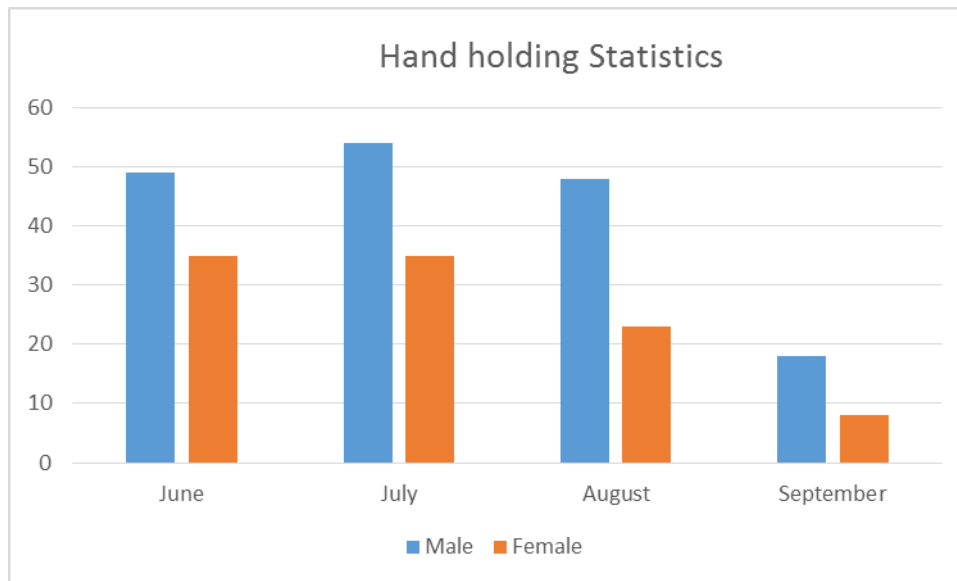
Apart from handholding in provinces, TEAM GAS also scored successes at head offices which included follow ups being made on open items resulting in open items being cleared as they occur rather than waiting for the year end. This has resulted in more reliable and accurate accounts being produced. TEAM GAS has also been heavily involved in solving challenges that the ministries face in their day to day operational activities to ensure the continuous flow of transactions and timeous monthly submission of financial statements.

The handholding exercise did not only focus on the business aspect but also resolved and highlighted technical challenges and disadvantages in the provinces. During the exercise, such sites were reconnected and/or fixed by Central Computing Services (CCS) and other challenges resolved.

TEAM GAS is working on the logistics of conducting Internal Auditors training, so as to enable them to audit through the system instead of around it. The program has progressed well with the assistance of the PFMS Unit who will be providing trainers for the Internal Auditors.

To enhance effectiveness and efficiency, officers in GAS have taken it upon themselves to study for SAP certification. We are proud to announce that there are currently seven Financial Accounting (FI) certified personnel within the 2013 financial year. They are; Elliam Mutsata, Tavonga Chikwenhere, Stanford Shonhiwa, Itai Bangidza, Moses Tomu, George Marufu and Loice Sedze . The certification equips the officers to better assist and solve problems that may arise in line ministries with the assistance of the PFMS Unit.

Future Expectations

It is the greatest desire of TEAM GAS to see the PFMS rolled out to Districts in the coming year.

In addition, TEAM GAS anticipates that the Materials Management (MM) module training in provinces will be stepped up in the New Year. Currently the main focus was on Sales and Distribution (SD) and Financial Accounting (FI).

TEAM GAS takes pride in providing all the necessary accounting services required across the nation

System Usage Across Ministries

A survey was conducted across all line ministries to find out what transactions the Directors of Finance use, the challenges they are facing and if they have any training needs regarding the PFMS. The purpose of the survey was to track the resources being used within the system and to draw up a conclusion to bring attention to any areas that need improvement and the steps that should be taken to overcome those challenges.

The PFMS unit responded to the survey questions addressing elucidations to the key issues that were noted.

Overall, survey participants reported positive experiences of the PFMS capabilities, regardless of when those systems were deployed.

Survey Framework

The survey included 3 questions that were presented as follows;

1. What transactions do the Directors of Finance access in the system?

2. What training requirements are required for them and their staff?

3. What are the challenges being faced with system usage?

Findings and Analysis

For the 1st question of primary usage of the system, the diagram below illustrtates the main transactions that are used across the ministries. 60% of the Directors of Finance access the system to view budgets as they play a vital role within all ministries so as to manage and coordinate limited resources.

Thanks to the PFMS the Directors of Finance are able to pull out relevant reports at any time to perform their roles more efficiently.

Survey question 1

Response 1

It must be noted that Directors of Finance in most instances are involved the decision making process
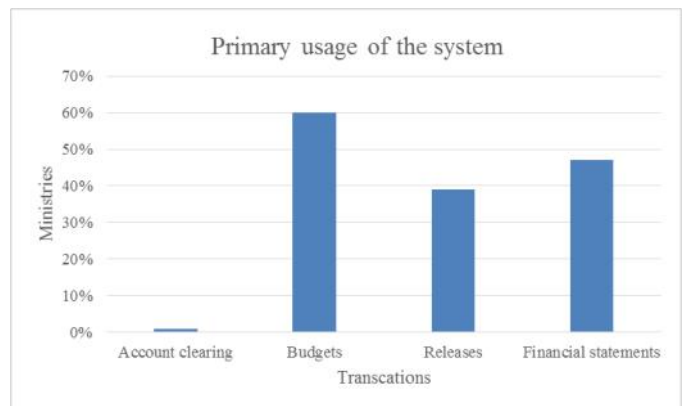
and play a vital role to ensure that the ministry's transactions are procedurally done correctly and books are kept up to date.

Directors of Finance are more concerned with expenditure than revenue. This is to do with their creditors and how much money is going out.

Therefore, Directors of Finance responsibilities on the system are mainly to do with reports. These pin point to actions or prompt them on what needs to be done. They analyse the information and come with essential decisions on what actions to take or implement. To achieve their tasks they need 'dashboards' on the system in the form of useful reports. Some of the reports are currently being developed.

Survey Question 2

Training is a key issue with all ministries regarding the PFMS. With the survey conducted training in all key modules is required to achieve efficiency. The results shown below indicate that the FI module training requires the most attention for end users.

The key points stated regarding training were that, it is important to acquire training on processes and not

just transactions so that users understand the end to end business process. Refresher training is also an area that was emphasised by the Directors of Finance as some ministries have high staff turnover due to their nature. The Directors of Finance themselves would also want training to get an appreciation of the PFMS structure and functionality.

Response 2

Training is an on- going activity in any organisation. For people to be efficient and effective they have to be

equipped with knowledge. Ever changing technological environments require human capital to be trained and to be able to cope up with the changes. Training basically is divided into two components: on the job training and training courses. For one to be more conversant with a process, he/she has to attend all courses called for per module. It is implausible for every user to know each and every process hence the PFMS Unit stance to adopt 'Role-based' training which ensures that a user can perfect their area of operation. A 5-day workshop was held in December 2012 for all Directors of Finance in Kadoma. We hope to host a similar one in the near future if a budget is made available.

Survey Question 3

Overall the challenges of main concern across the ministries are connectivity and system downtime. The connectivity issues that were highlighted concerned the connection link between Paynet and the system. The challenge is that the data regarding payment services is not being transmitted through, which causes delays in payments.

With system downtime the survey participants noted that power cuts are the main reason for this problem. Another reason for system downtime was network connectivity, however they mentioned that the support team response time has rapidly increased to solve any system downtime issues within their control.

The hardware challenges that were stated included lack of computers as some staff members have to share and lack of network cables to get more computers connected onto the PFMS. The security risk that was most talked about was that of changing passwords, it was noted that the system would prompt for password change after a certain amount of days but now it does not.

Response 3

There has been much improvement in the availability of the system to ministries up to the provincial level. However, we are still in the process of procuring equipment, including the procurement of computers. The PFMS Unit main priority is to keep the system running and ensure availability twenty four hours a day. We thank our cooperating partners for providing funding for the procurement of computers and connectivity equipment. With the financial and technical support of our cooperating partners we will continue to improve in the next financial year. An up to date log of hardware requirements is being kept and we urge all ministries to forward their requests. With respect to password changes this is a necessary measure to ensure security of the system user hence the system will prompt one to change his/her password after a pre-set time has lapsed.

Conclusion

In conclusion there has been positive feedback regarding the usefulness of the PFMS and support team behind it. There is a stronger commitment towards end user training from top management, this showcases more involvement, in training processes required within the ministries.

A big thank you goes out to all the ministries and to all the Directors of Finance, Chief Accountants and Accountants who participated in this survey by giving their time, candid assessments, and insightful responses.

Grants Management Implementation Go-Live

John Masiyanise (Deputy Accountant General—AAFP)

It is a matter of great pleasure and honour for myself and the whole team to see the Aid Accounting, Funds and Parastatals Department (AAFP) in the National Development Fund (NDF) section enter the era of Enterprise Systems as you read these lines. It is like embarking on a voyage of self-discovery; let there be no doubt that this is the beginning of a monumental change process, that is going to transform the way we do business. A whole new world of possibilities awaits us, like never before; our challenge is, not only to embrace this change unwaveringly, but also to leverage its potential to the fullest.

A change of such magnitude might be uncomforting or unsettling at the start however, this is typical; we believe that with honest commitment and perseverance, which has been the hallmark of our team, success is certain.

Just to reiterate here, that however deeply embedded, or user-friendly the legacy systems might have been in the past, the real value of an Enterprise Resource Planning (ERP) lies in its *enterprise-wide integration*, which helps achieve a greater focus on analytics, better & quick decision making, robust and accurate business information, improved financial reporting, and simple easy-to-use interfaces; all of which shall be appreciated as the system goes live.

All super users were trained to provide first line support to the system and end users. I congratulate you all for the great work and effort you put forth during this project. The journey was not easy but with your individual contributions, it has been more manageable than we had thought.

Finally, we are thankful to the entire project team at Twenty Third Century systems (TTCS) for its sustained and unflinching dedication during the entire project. You are all kindly urged to fully own the system as end-users and take full charge of it!!!

Wishing you a very happy new year and a smooth transition to PFMS Grants Management……...Welcome to a brand new era in the operations of NDF.

Regards,

TTCS consultants and the NDF team attend the Go-Live Ceremony held at the New Government Complex in Harare.

Tapiwa Kusotera (centre) was the TTCS Project Manager. During the Go-Live meeting he reassured users that the journey ahead would be exciting because of the new system.

Sadwell Kanyoza, the PFMS Director (left) is delighted to assist during the Grants Management Go-Live meeting whilst Tapiwa Kusotera (in blue shirt) looks on.

Rindayi Mudzi (in black dress) was the AAFP Project Manager on the Grants Management Implementation. She is assisted by the TTCS consultant Allen Chiweshenga whilst other TTCS consultants look on.

From left to right: Forgive Mlambo, Charles Chari and John Myambo pose for a photo during the Grants Management Go-Live meeting.

From right: Stanford Shonhiwa, Tavonga Chikwenhere and Thomas Mawoyo share a light moment during the Grants Management Go-Live meet-

Tavonga Chikwenhere from Government Accounting Services (GAS) gestures to the screen whilst explaining something to Thomas Mawoyo (NDF) during the Go-Live Meeting.

PHOTO SHOP PHOTO SHOP PHOTO SHOP

Tawanda Zimbiti (centre), George Gwazvo (left) and Sylvester Marowa (right) revaluate reports being developed to ensure they meet the PFMS requirements and standards. All are Financial Accounting (FI) consultants.

Meeting Banda (Standing left) an Materials Management (MM) consultant at the PFMS takes users from the Zimbabwe Republic Police (ZRP) through some processes in MM at Mukwati building in Harare. The consultants strive to ensure that users are comfortable using the system.

PHOTO SHOP PHOTO SHOP PHOTO SHOP

GRANTS MANAGEMENT TRAINING IN PICTURES

NDF Super users are taken through the system process step-by-step. Pictured above and below from left to right: Thomas Mawoyo (Accountant), Jeremiah Vutete (Accountant), Leonard Shiridzinodya (TTCS Consultant) and Forgive Mlambo (Accountant).

Takawira Chirume pictured left stresses a point during the intense super user training on Grants Management held at the New government Complex in 2013. super users will train end users and provide first line support to the system.

E-Government Corner

As part of the Integrated Results Based Management (iRBM) project, government has embarked on a project to 'totally connect' all government operations. This project, branded "Zimconnect", is riding on PFMS and has as its main objective the improvement of service delivery to the citizens of Zimbabwe at a lower cost which has not been possible using the current manual systems.

The ZimConnect team, consisting of Twenty Third Century Systems (TTCS) as the implementation partner, Dexel who are responsible for the hardware and SAP basis services, Africom for the network infrastructure and the Ministry of ICT who have coordinated all technical aspects of the project under the guidance of Office of the President and Cabinet, has to date, done a considerable amount of work to fully integrate operations across ministries using a single SAP based platform. This team has worked closely with representatives of the ministries in which flagship projects have been undertaken. In each of these, a project manager representing the ministry has been appointed and they are assisted by a Project Director under the supervision of a Project Sponsor who is typically the Permanent Secretary/Accounting Officer in the Ministry/Agency.

Applications being deployed include the use of SAP Netweaver Portal with custom developed applications to create a single point of contact for all government services, SAP Real Estate for Management of Land Information, Records Management, Human Capital Management for management of government Human Re-

sources along with SAP HealthCare for management of Hospitals. These initial projects, identified as Flagship Applications of the broader ZimConnect initiative, were singled out for their high immediate impact on the operations of Government.

While progress on the project has been slow as a result of slow delivery of the necessary supporting infrastructure, tremendous progress has been made in improving the back office of the operations of many of the ministries/agencies that are involved in this phase of the project. At the Zimbabwe Investment Authority, all the internal processes are being managed through the SAP platform while at State Procurement Board all the internal procurement and accounting process are now automated on the SAP system. At the Deeds, Companies and Intellectual Property department, all accounting processes are now being managed on the SAP system.

The Ministry of Mines has implemented a system to improve their revenue collection, managing their loan portfolio along with a module for managing their vehicle fleet. At the Ministry of Lands, the Real Estate module has been used to upload details of all farms acquired by government as well the subdivisions thereof. The Ministry is now busy with the process of uploading the beneficiaries of these subdivisions and the system will assist them not only in keeping track of these but also in the management of land use.

The Liquor Licensing Board has since built up a database of all licensed operators and are focussing on broadening their database once the portal application is available for use. The Civil Service Commission is in the process of finalising the new structures since the new cabinet was appointed and will soon be able to manage any changes in these structures through the SAP application. Cabinet Secretariat have finalised their processes and await hardware to allow them to start managing their document flow through the SAP system.

The biggest success of the ZimConnect flagship applications must be the implementation of the SAP HealthCare system at Chitungwiza Central Hospital where the system has become a core component of the service delivery and all patient data is now managed through the SAP platform. Patient data, collected over the six months that the system has been operational has saved the hospital mountains of paper that they would have written out, along with the storage space required to store these records as well as placing the hospital in a position to easily retrieve patient data should a patient re-visit the hospital.

There is still a lot of work to do to get these systems to the level of world-class service delivery that is envisioned by the drivers of this project at Office of the President and Cabinet, but all things considered, significant progress has been made.

Accountant General's Desk

g. The computerisation of the National Development Fund (NDF) was successfully completed at the Ministry of Finance. This will improve transparency and accountability in the management of grants received and disbursed by government. Roll out of the module to line ministry head offices and provincial levels will be carried out in 2014.

Key Plans for 2014

We intend to speed up the implementation of the PFMS roadmap including the following activities;

2013 Year End Accounts

→ The CAP Section will hold an all stakeholder workshop on preparations of annual returns for the year ending 31st December, 2013, in January 2014, with all line Ministries to improve credibility and quality of the financial statements. The workshop is intended to clear audit qualifications, which have been prevailing in the past.

→ More reports will be configured using the Business Intelligence module. These reports will be more user friendly and more relevant than in the past.

Technical Infrastructure

→ The servers and some workstations will be replaced as the current ones have reached the end of their useful life and the network infrastructure will be extended to at least 10 districts

Training

→ The training effort will be strengthened at both line ministries head offices and provinces including strengthening our internal team of consultants

Finally, I would like to thank all our PFMS cooperating partners namely, the World Bank, United Nations Development Program (UNDP), African Development Bank (AfDB), Africa Capacity Building Foundation (ACBF) and Department of International Development (DFID) for their support during 2013. I look forward to working more closely with them in 2014. Without their financial and technical support all these achievements would not have materialised.

UPDATE FROM THE PFMS UNIT

By Sadwell Kanyoza
(PFMS Director)

SAP WORKFLOW PROCESS MANAGEMENT

In our second edition to this magazine, the PFMS Unit promised to convene an awareness workshop to discuss the Workflow processes that are going to be set up within the various modules; that is, Financials (FI), Materials Management (MM) and Sales and Distribution (SD). This workshop did not take place with all system users as expected because of environmental challenges. However, an internal workshop was convened between the Twenty Third Century System (TTCS) consultants and the PFMS Unit personnel.

After the workshop presentation by TTCS, configuration of the workflow did commence as previously indicated. The configuration is on-going with simple standard SAP module workflows. Our planned target to train end users is no longer possible this year 2013. This is due to the required complexities by the PFMS Unit which are being considered as not part of the SAP standard workflow.

In a bid to ensure that we go paperless office, there are other modules that need to be part of the workflow. Discussions are underway with the external consultants to ensure that we have a complete workflow solution. We will advise on progress in the next bulletin.

PFMS

PFMS an acronym
Which is in itself, self

Public synonymous with publics,
The people, enterprises and organisations,
Are my target friends and foes
Precise and methodical my operations are,
Precision creates foes for I am unbeatable.

Funds are saturated into my system
The source is government funds,
Viruses do attack but alas! They fail,
I have an effective immune system,
Tendered by engineers and experienced technicians.
In a second I am down,
In an instant I am up.

Management dedicated twitchers and watchman
Oversee harmonious systems operations
Purchase orders, purchase requisitions and vendor creations accurately done.
Swindle a cent and I will get you,
For I have an infinite memory.

Systems a sophisticated programme,
Designed to manage public funds.
My guidelines follow them, no room for error.
You see I am not just an acronym
I am an acronym which is in itself self.

Written by: Seargent Chamunorwa Mashiri

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Did you know?

POSTING KEYS

Posting keys are a two character numerical key that control the entry of line items.

They determine the;

♦ Account type

♦ Debit/credit posting

♦ Layout of entry screens

Posting keys in the standard system

Posting Key	Description
40	G/L account debit posting
50	G/L account credit posting
01	Customer invoice
11	Customer credit memo
21	Vendor credit memo
25	Vendor payment
31	Vendor invoice

Did you know?

Transaction code **SPAD** provides an information list of printing devices

Printer Name

Looking Ahead with africom
Network Security

What is Network Security

Network security consists of the provisions and policies adopted to prevent and monitor unauthorized access, misuse, modification, or denial of a computer network and network-accessible resources. These activities protect the usability, reliability, integrity, and safety of your network and data. Effective network security targets a variety of threats and stops them from entering or spreading on your network.

Threats to network security

Many network security threats today are spread over the Internet. The most common include:

- Viruses, worms, and Trojan horses
- Spyware and adware
- Zero-day attacks, also called zero-hour attacks
- Hacker attacks
- Denial of service attacks
- Data interception and theft
- Identity theft

How Network Security Works?

Network security is accomplished through hardware and software. The software must be constantly updated and managed to protect the network from emerging threats.

A network security system usually consists of many components. Ideally, all components work together, which minimizes maintenance and improves security. Network security components often include:

- Anti-virus and anti-spyware
- Firewall, to block unauthorized access to your network
- Intrusion prevention systems (IPS), to identify fast-spreading threats, such as zero-day or zero-hour attacks
- Virtual Private Networks (VPNs), to provide secure remote access
- All host servers should be on a private network that is invisible from the outside
- Strong Encryption

Benefits of Network Security

- Your organisation is protected against business disruption, which helps keep employees productive.
- Network security helps your company meet mandatory regulatory compliance.
- Network security ensures the integrity of your data

Ultimately, network security helps protect an organisation's reputation, which is one of its most important assets.

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SAP Solution Manager:
System Operations Made Easy Part III

As we promised in our first article we continue to give and explain in detail the benefits that can be derived from utilising Solution Manager Tool effectively in managing the PFMS system platform. The benefit chosen for this article is **Business Process Management**

Business Process Management

In Solution Manager, Business Process Management involves managing technical risk and ensuring technical robustness of a running SAP solution. Based on an SAP support contract, the solution can help optimise core PFMS business processes and infrastructure.

Potential Benefits

- Support the connection between business processes and IT infrastructure
- Foster collaboration between your lines of business and IT
- Support SAP and non-SAP software, including future SAP releases.
- SAP Solution Manager increases the value of your support engagement with SAP. PFMS will be able to streamline internal processes, minimise manual effort, reduce operational costs, and introduce new business functionality with greater ease.
- Resolves problems faster with root cause analysis through leveraging diagnostics included with SAP Solution Manager to identify, analyse and resolve problems more quickly even in heterogeneous environments:
  - ◊ Identify performance bottlenecks
  - ◊ Isolate exceptional situations
  - ◊ Record activity down to single users or processes
  - ◊ See changes in your PFMS production landscape
- Monitor Solutions in Real Time: centralised real time solution monitoring including business processes and interfaces and avoid critical issues with solution manager:
  - ◊ Reduce the time and effort involved for system administration
  - ◊ Monitor intersystem dependencies
  - ◊ Perform proactive solution monitoring
  - ◊ Accelerate response time with automatic notifications
- Business Process Optimisation: SAP Solution Manager help build innovative processes with their business process management and integration software:
  - ◊ Achieve higher levels of flexibility, efficiency and responsiveness with robust process modelling tools, standards and best practices in a language both business and IT professionals can understand.
  - ◊ Automated, flexible and integrated business processes that span applications and geographies
  - ◊ Faster access to information from any device or environment with people centric applications.
  - ◊ Improved process lifecycles from design and deployment to analysis and governance.
  - ◊ Enhanced data modelling and metadata management techniques
  - ◊ Accelerated solution deployment, streamlined operations and continuous process

EBENEZER 1 Samuel 7:12

New International Version (NIV) - Then Samuel took a stone and set it up between Mizpah and Shen. He named it Ebenezer, saying, "Thus far the Lord has helped us."

Samuel erects a stone of remembrance and I think the reason he does this is precisely because we tend to forget. God's people have just been delivered because despite marginalising the presence of God they have repented, prayed, and fasted.

But how easy it is to quickly forget the feelings of gratitude that most of us feel when God answers our prayers. That job which we were given by God over time becomes in our mind a burden we wish we were rid of.

Samuel by example urges us to pause, consider carefully and thank God for all he has done for us. We should count our blessings and use our memories of what God has done for us in the past to inspire us towards increased faith.

Let us now take this opportunity to embark on a prayer of thanksgiving (1 Thess 5v16-17). We need to thank God for his divine provision of good health, deliverance, protection, jobs, salvation, grace and caring.

If you remember very well in our first quarter article, we did articulate on the four pillars of a prayer warrior and among them there was a **'prayer of thanksgiving'**. We have now come to the end of our financial year with the grace of God upon us. Some people encountered tragedies whilst some received heavenly favour. Not because we are precious, intelligent or geniuses but because he is **the Alpha and Omega, the Lion of Tribe of Judah** whose yes is yes, and no is no.

As far as PFMS is concerned, 2013 worked out well despite the challenges we faced and overcame. Let's give honour and glory to the Almighty who is the author and finisher of our faith (Hebrews 12:12).

We are now approaching the festive season, may the love of God be with you and the grace of our LORD Jesus Christ envelope you forever and ever, AMEN. And I make a decree and declare that you will see 2014 without fail, the devil is a liar and a loser. I want you to shout wherever you are; **'2014 TAPINDA TAPINDA',** in Jesus Mighty Name, Amen & Amen.

Meeting Banda (pictured with his lovely wife Tafadzwa) is a Materials Management (MM) Consultant and Student Pastor at the AFM Church. He recently attained a Diploma in Ministry from the Living Waters Theological Seminary.

Giggles With Mukanya

Be nice to your children – they will be choosing your nursing home"

Source: http://www.greatcleanjokes.com/jokes/funny-quotes/funny-sayings/#ixzz2mVk6j7oH

Never marry a NETWORK girl since she may be very good in shooting troubles.

Source: http://www.dnserp.com/it_humor.htm#sthash.W92gunxt.dpuf.

A GREAT LEADER HIRES GOOD PEOPLE AND GIVES THEM THE FREEDOM TO DO THEIR JOBS.

BUT I DON'T HAVE THE BUDGET TO HIRE GOOD PEOPLE. SO I SETTLE FOR MICROMANAGING THE HALF-WITS I CAN AFFORD.

YOUR BOSS WAS JUST IN HERE SAYING THE SAME THING.

Source: http://dilbert.com/2013-11-17/

Sam walks into his boss's office. "Sir, I'll be straight with you, I know the economy isn't great, but I have over three companies after me, and I would like to respectfully ask for a raise."

After a few minutes of haggling the boss finally agrees to a 5% raise, and Sam happily gets up to leave.

"By the way", asks the boss as Sam is getting up, "which three companies are after you?" "The electric company, water company, and phone company", Sam replied.

Source: Office Jokes http://www.greatcleanjokes.com/jokes/work-humor/office-jokes/#ixzz2mVevSnaG

Are You Lonely??

Don't like working on your own?
Hate making decisions?

Then call A MEETING!!

You can...

☞ SEE people
☞ DRAW flowcharts
☞ FEEL important
☞ IMPRESS your colleagues

...all on COMPANY TIME!!!

MEETINGS

The practical alternative to work.

Source: www.clean-ofice-jokes-funny.com

Upcoming Events

- **Year End Closure**

- **PFMS Training**

- **New Ministry Company Codes on the PFMS**

- **Acquisition of Hardware**