

MINISTRY OF FINANCE,
ZIMBABWE



The PFMS Newsletter

2013 Second Quarter



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Note from the Editorial Team

Dear Readers

Greetings and a warm welcome to the second issue of the PFMS Newsletter 2013. We hope you enjoyed the previous issue.

In this issue our success story features the Judicial Service Commission. We go in depth and highlight their efficiency in implementing the PFMS in a short period of time.

Other sections that are presented include the Enhancement of Financial Reporting, an exciting insight on Electronic Bank Statement initiative as well as the computerisation of National development Fund (NDF).

The Wisdom Corner is bursting with enlightening biblical scriptures which will motivate, energise and inspire you.

Thank you to all those who contributed to this issue. But above all we appreciate you, the readers, and we are so happy to have you as a reader of The PFMS Newsletter.

With warmest thanks

The Editorial Team

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Deputy Accountant
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Gift Gumbira
Acting Deputy Accountant
General—CAP

PFMS- Public Finance Management System Unit

was set up in 1999 as the steering wheel to reengineer government processes to fit a computerised environment. The Vision of the PFMS Unit is to train core personnel in ministries and to ultimately hand over training to the Public Service Training Division.

GAS- Government Accounting Services

develops and implements systems that foster effective and efficient management of and accountability for Public resources

NDF- National Development Fund

was established in terms of the Public Finance Management Act. The mandate of NDF is to account for development grants and loans received by the Government of Zimbabwe from cooperating partners. The fund falls under the Ministry of Finance.

CAP- Consolidated Accounts and Policy

is the processing centre for receipts and expenditures. CAP ensures the completeness of all financial information in the Government Accounting System. CAP also ensures that key financial reports are available to support timely decision making.



The PFMS Strategy Meeting in Pictures

On the 30th of April 2013 the PFMS Strategy Meeting was convened at Imba Matombo in Harare. The objective of the meeting was to strategise on how best to optimally allocate financial resources to the PFMS Roadmap, rollout of the PFMS to districts, upgrading of technical infrastructure and the integration of the PFMS with the E- Government initiative. Below are some pictures taken on the day.



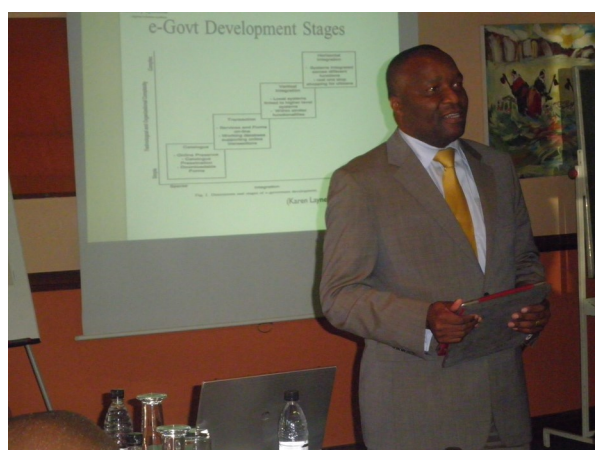
From left: Cosmas Chigwamba (Principal Director Ministry of ICT), Judith Madzorera (Accountant General) and Edwin Zvandasara (Deputy Accountant General, GAS). Even in battle soldiers will share a joke!!



From left: Peter Mudzamiri (Finance Director Ministry of Environment and Natural resources Management), Sadwell Kanyoza (Deputy Accountant General, PFMS) and Abednico Sibanda (Ministry of Finance) sharing a lighter moment during the break



From left: Godfrey Munyavi (Director Ministry of ICT) and Pfungwa Kunaka (Diretor Ministry of Finance, Budgets Department) deep in discussion about the PFMS Strategy.



Alex Marufu (COO Twenty Third Century Systems) talking about the E-Government initiative.



Tafadzwa Ndudzo (Sales Manager, Africom) stresses a point during a presentation.



From left: Cosmas Chigwamba (Principal Director Ministry of ICT), Mrs Rudo Mudavanhu (CEO, Africom) and Mr Gift Tsingano (Dexel) pose for a photo during the tea break.



The Judicial Service Commission

SUCCESS STORY



Milton Shadaya (Judicial Service Commission Finance Director)

The Judicial Service Commission was created by section 90 of the Constitution of Zimbabwe on June 18, 2010. It was formed from the need to improve judicial functions in the country. One of its functions is to tender advice to the President on appointments to certain posts specified in the Constitution, including the appointment of judges. Its other equally important function is to employ all persons within the Judicial Service as defined in section 3 of the Judicial Service Act [Chapter 7:18].

Its departments, if these are to be referred as such, are; the two superior courts, that is, the Supreme and High Courts, the two specialized courts, that is, Labour and Administrative Courts, the entirety of the Magistracy and the office of the Public Prosecutor. When the JSC was formed it did not have its own Budgetary Vote so it operated under the Ministry of Justice and Legal Affairs.

In 2011 a common understanding was reached and the JSC was granted its own expenditure vote for the financial year 2011. Within this short period of time, the JSC has

- successfully submitted accurate monthly and annual financial statements on time
- produced up to date reconciliations
- consistently balanced their Pay Master General (PMG) Account.

A great feat indeed for such a 'young' Commission that only started using the PFMS in 2011. This success has been

enabled by the Secretary, Justice Rita Makarau, designated for purposes of the Public Finance Management Act (PFMA) as the Accounting Officer for JSC. Thomas Mazvimba (TM) interviewed the Finance Director Milton Shadaya (MS) to find out more about the Judicial Service Commission (JSC) and how the introduction of the PFMS has impacted the Commission's day to day activities.

TM: What was your staff compliment like in the beginning?

MS: Staff was seconded from departments within the Commission starting with me as the Finance Director. I was seconded from The Master of the High Court where I was the Examiner of the Guardian's Fund. Initially the full Secretariat of the Commission was made up of four people.

TM: What challenges did you face in the beginning?

MS: SAP connectivity was unreliable in the beginning. For the entire 2011 accounting year only the Head Office was connected. This meant that all the provinces were not on the system resulting in serious delays in producing monthly financial statements. The Commission had some staff within courts that had experience with PFMS. They were however not enough because of the brain drain that affected all government departments in 2007-2009. Staff were not trained in the SD (Sales and Distribution) module which is used in all courts country wide for receipting. This meant that even if the courts were on SAP they could not receipt on the system because training of staff in the SD module was needed first. The clerks of court were and are still manning positions that are meant for accounting assistants.

TM: How did you overcome these Challenges?

MS: The Commission embarked on an intensive training exercise country wide coupled with the connection of these centres to the SAP system in collaboration with the PFMS Unit and the Ministry of Information communica-



tion technology (ICT). Staff members were trained at Head Office in FI (Financial Accounting) module first so that business could proceed and creditors could be paid through the system. The exercise was so intense that sometimes it would spill into odd hours of the day. An intensive training of provincial staff subsequently commenced. This was followed by a handholding exercise carried out by Government Accounting Services (GAS) in 2012 to 'cement' earlier training. The clerks of court are being encouraged to further their studies to become accounting executives.

TM: What is the connectivity like now since the hardware was installed?

MS: The situation has improved significantly since 2012. Inclusive of the secretariat, our eight magisterial provinces are now connected with the exception of Marondera which is yet to be connected. The two High Court centres are also connected. This means that all the provinces are transacting on the system and district offices can utilize the system at these provincial offices.

TM: What have you done differently and what advice would you give to other Finance directors?

- MS:** 1. Be knowledgeable in all areas of the PFMS more than your team, that is, in FI, MM and SD.
2. The Leadership style that produces results is that of a Pace Setter and one who guides his/her team until they are confident to work alone
3. To avoid surprise identify problem areas quickly and

deal with them immediately

At the end of the day it is the Finance Director who is held accountable!

TM: Despite your success what area(s) of the PFMS do you strive to continue to improve on?

MS: Training is an ongoing exercise and should always be carried out. The Commission requires more training in all modules especially the Materials Management (MM) module.

TM: Who else do you credit for the commissions success?

MS: The JSC has been fortunate to have a visionary leader in Justice Rita Makarau. She emphasises; commitment to duty, devotion of time, service delivery; and she is understanding, accommodating but assertive. She also emphasises on the right person for the job!

TM: Any last words?

MS: The JSC extends its appreciation to Sadwell Kanyoza (Deputy Accountant General—PFMS) and his team especially Active Muchena (FI Consultant) and Munyaradzi Chanakira (SD Consultant) for the training given. Appreciation also goes to subsequent support given by Zvisinei Magaya (Accountant—GAS). All of this has significantly made it easier for the staff at the JSC to produce correct accounts as required by the PFMA. And ofcourse the staff members who were motivated to do better and complete the job on time and accurately despite the pressure and challenges of being understaffed. The Chief Accountants get special mention for leading a great team!



Standing from Left: Belinda Kamupandira (Accounting Assistant Revenue), Milton Shadaya (Finance Director)

Seated on armed chair from left: Mavis Bote (Accountant Expenditure), Eulita Mafuratidze (Accountant Revenue)

Seated Front from left: Evidence Chikuni (Acting Chief Accountant), Rabeca Mhizha (Acting Chief Accountant), Vimbai Muri-dzi (Accounting Assistant Expenditure)



Ministry of Information Communication Technology

Government of Zimbabwe



The Ministry of Information Communication Technology is responsible for the PFMS Hardware that is used in Ministries all around the country. However, it is everyone's responsibility to take care of this hardware. We take a look at two important network devices that have an impact on system connectivity, the Router and Switch.

Router

Routers are used to connect multiple networks together. Routers take information that arrives through a broadband signal via a modem, deciphers (translates) it and delivers it to a personal computer. For example, you would use a router to connect your networked computers to the Internet and thereby share an Internet connection among many users. The router will act as a dispatcher, choosing the best route for your information to travel so that you receive it quickly.



Switch



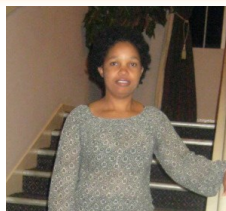
Switches are used to connect multiple devices on the same network within a building or campus. For example, a switch can connect your computers, printers and servers, creating a network of shared resources. The switch allows the various devices to share information and talk to each other. Through information sharing and resource allocation, switches save money and increase productivity.

ICT Provincial Technical Team

The Ministry of Information Communication and Technology deployed Technicians to provincial capitals to improve service delivery. The response time to PFMS faults has greatly improved because of the dedication of the technicians in the provinces who are pictured below.



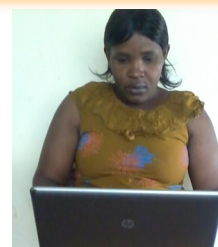
Stanely Mubvumbi
Bulawayo



Portia Mutanga
Masvingo



Winter Nhuruza
Mutare



Rumbidzai Tigere
Gweru



Electronic Bank Statements

by Stanford Shonhiwa and George Marufu (Government Accounting Services)



The PFMS Unit has introduced the Electronic Bank Statement (EBS), replacing the manual process of uploading bank statements in the system. The EBS is sent electronically by the bank to a respective Ministry through a specified user email. Upon receipt of the electronic bank statement, as an attachment, the recipient will then download it into a specific directory e.g. desktop, my documents, etcetera.

This attachment is opened using an 8 character password created during the installation of the decryption software. The EBS will automatically be decrypted, saved into the specific directory and become ready for importation in the PFMS (Public Finance Management System). After importing, the user types in 'ZEBS' in the command field and presses enter.

The system then opens a screen where Ministry's details are entered. Details include company code, bank account number, posting date etc. as shown in the screen dump in Figure 1.

NB –The posting date used is the last date on the bank statement which will enable the system to be able to match the closing balance of that statement and the opening balance of the following statement.

Example:

After all the information is entered, as depicted below, import the EBS from the source where it is saved by clicking the field labelled **BANK FILE TO UPLOAD** and execute. A batch is automatically created and is ready for processing. The batch can be accessed by transaction code 'SM35' (Figure 1).

Figure 1

- i) Company Code : U005
- ii) House Bank : CBZ
- iii) Account Number: Type the account e.g. 066...
- iv) Post Date :05.11.2012
- v) Bank File to be uploaded: Search the EBS file from the specific folder on the 'desktop' or in 'my documents'.
- vi) Statement Number : For example, 1
- vii) After completely filling the above fields, click



execute and the screen illustrated in Figure 2 will pop-up.

Cont'd to p10



Cont'd from p10

Figure 2 below shows the number of transactions in the batch creat-

ed. Click back

Posting Ar	Bank Key	Name of bank	Bank Account	St no	Shrt key	MR no	Shrt key	Pst. rule	ExtT	TCode	Itm	Type	PK	Account	Description	AC	Amount	Field	Selection	Value	Messages
Bank Accounting 6100		Comercial Bank of Zimbabwe	06622385830039	19	7441																
1	7441	ZW03	SDR	FB05	1	ZR	50	113100							Bank A/c	USD	100.000,00				
	7441				2			113101							Cash Book 1 - Paymen	USD	100.000,00	WRBTR			
3	7441	ZW03	SDR	FB05	1	ZR	50	113100							Bank A/c	USD	888,09				
	7441				2			113101							Cash Book 1 - Paymen	USD	888,09	WRBTR			
4	7441	ZW03	SDR	FB05	1	ZR	50	113100							Bank A/c	USD	10.864,27				

Figure 2

Click back on the screen illustrated in Figure 3 below and the dialog box shown in Figure 4 below will pop-up.

Posting Ar	Bank Key	Account Nu	Sessn	Group	FB01	FB05	PmtAcc	No Posting	Error	Total	Total Deb.	Total Cred
Bank Accounting	6100	06622395060018	CBZ-PMG		8	143	0	0	0	151	3.575.399,85	3.586.169,96
* Bank Accounting					8	143	0	0	0	151	3.575.399,85	3.586.169,96
** Bank Accounting					8	143	0	0	0	151	3.575.399,85	3.586.169,96

Figure 3

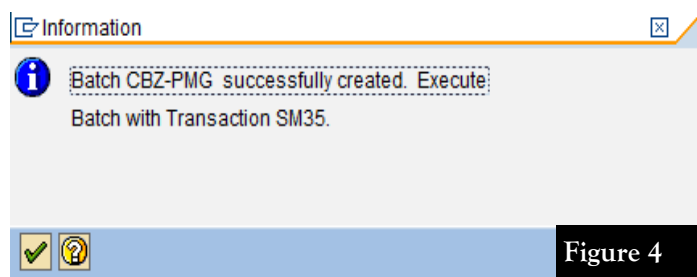
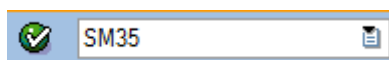


Figure 4

Type the transaction code sm35 in the command field as follows



and then press enter on the keyboard and the screen at the bottom left (Figure 5) will pop-up.

Session name	Stat	Created By	Date	Time	Creation Prog	Lock Date	Authorizat	Trans	
CBZ-PMG		09399026	23.11.2012	15:44:35	RFEBBU00		09399026	151	0
CBZ-PMG		09399026	23.11.2012	15:43:11	RFEBBU00		09399026	1	0
CBZ-EXCHQ		09399026	22.11.2012	12:00:50	RFEBBU00		09399026	1	0

Figure 5

Benefits of EBS

- ◆ Information is free from manipulation by end users
- ◆ It eliminates data entry errors
- ◆ Saves time.

Identify the relevant batch and start the batch processing process. Every transaction on the EBS has a code. These codes have been mapped to the different manual transaction codes previously used in the manual uploading of bank statements, that is, ZW04, ZW03 etcetera. A transaction code communicates with the PFMS to direct transactions being processed to their respective General Ledger Accounts automatically during batch processing.



National Development Fund (NDF)

GRANTS MANAGEMENT SYSTEM IMPLEMENTATION

The National Development Fund (NDF) is pleased to inform you all that, there is a 'new kid' on the PFMS platform – **The Grants Management System**. It is being implemented at the NDF. The system is meant to enhance NDF efficiency in the management of the grants that are received from various cooperating partners through the processes of Grant Application, Negotiation, Agreement, Implementation and Grant Close. It will also help NDF meet the high standards of Accounting and Grants Reporting requirements. Upon the completion of the implementation, NDF will have addressed the following challenges of the current manual system:

- ♦ Redundant data capture and heterogeneous process definition for each Grant.
- ♦ Difficulty in implementing new program types and adjusting to changing program legislation.
- ♦ Difficulty in quickly adding new programs established by Public Authorities.
- ♦ Complexity, inconsistency, time and resource wasting due to lack of a single point of visibility into grants over-all record.
- ♦ Duplicate entry in non standardized tools (e.g. Excel), manual financial and program reconciliation, manual re-entry of repayment information, manual report creation, and a manual closeout process.

The implementation is being undertaken by our SAP Partner, Twenty Third Century Systems and is expected to be completed in 5 months. That is, it will 'Go Live' at the end of August 2013. The project has gone through the Preparation Phase and is now in the Blueprint Phase. The current phase is almost complete and soon the project will be moving to the Realisation Phase during which the system will be customised.

It is a new era for the NDF, the Accountant General's Department, the Ministry of Finance and the General Government. It will simplify NDF processes and make work much easier to handle as NDF delivers value to the nation. Let us all support this initiative, embrace it and be a part of the successful automation of NDF!!

THE NDF TEAM AT YOUR SERVICE



John Masiyanise
(Deputy Accountant General—NDF)



Rindayi Mudzi
(Chief Accountant)



Clareta Chikwanha
(Accountant)



John Muyambo
(Accountant)



Simbarashe Maunga
(Accountant)



Thomas Mawoyo
(Accountant)



Denise Dzimiri
(Accountant)



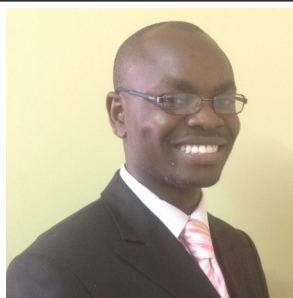
Forgive Mlambo
(Accountant)



Jeremiah Vutete
(Accountant)



Liniah Chinoda
(Accountant)



Public Finance Management Regulations

By Itai Bangidza (Accountant - Government Accounting Services)

The Public Finance Management Act [Chapter 22:19] that governs the management of public resources was promulgated in 2010, repealing and replacing the Audit and Exchequer Act and State Loans and Guarantees Act.

The statute was enacted to strengthen and consolidate financial governance and accountability across the public sector in Zimbabwe, and mandates the Treasury to both manage and exercise a general direction and control over public resources, in addition to providing for rigorous reporting requirements that facilitate effective oversight over public resource management.

To give full effect to the provisions of the Act, it is necessary to craft and issue regulations that further elaborate its provisions and provide guidance on various aspects of public resource management.

The Ministry of Finance has, in consultation with stakeholders, developed draft Public Finance Management Regulations which have been submitted to the Attorney General's Office for review and refinement before they can be issued in a Statutory Instrument. When issued, the Regulations together with the Principal Act provide a benchmark against which to measure the propriety of activities by players in the public resource management chain in the discharge of their various mandates.

The Regulations will come into effect from the date of publication of the relevant Statutory Instrument, and will cover the following components;

- 1) Roles and responsibilities of the Treasury;
- 2) Fiscal responsibility requirements;
- 3) Annual budget preparation and approval process;
- 4) Revenue and expenditure management procedures;
- 5) Cash management and banking arrangements;
- 6) Asset management and liability management ;
- 7) Accounting and reporting requirements; and
- 8) Internal audit and internal control.

Feedback



Constable Chikepe of the Zimbabwe Republic Police (ZRP) in the Ministry of Home Affairs is stationed at the Clothing Factory

"I read the PFMS newsletter and I liked it. I was thrilled to see faces of people I know. The Success Story on the Ministry of Education, Sports, Arts and Culture was quite informative. I also liked the Wisdom Corner."



PHOTO SHOP PHOTO SHOP PHOTO SHOP

Accountants in the NDF (National Development Fund) pose for a photo before a meeting. **From Left:** Forgive Mlambo, Thomas Mawoyo, John Muyambo, John Masiyanise (Deputy Accountant General NDF), Simbarashe Maunga and Jeremiah Vutete.



End Users actively participate during a 5-day training session at Mukwati Building recently. Trainees have access to the training environment whilst being taught by qualified and experienced PFMS Consultants.

Consultants from Twenty Third Century Systems are stationed in the PFMS Call Centre providing support to the PFMS Unit. **From Left:** Tawanda Zimbiri (FI Consultant) and Boldwin Chinyoka (FI Consultant)



The PFMS Unit set up a resource centre at Mukwati Building Room 45. Users frequently access the PFMS from 8:00 a.m. to 4:30 p.m.



End Users share a light hearted moment during a 5-day training session at Mukwati Building recently. Trainees have access to the training environment whilst being taught by qualified and experienced PFMS Consultants.



ICT Team **From left:** Blessing Sadziwa (Technician), Nicola Manzunzu (Help Desk Services), Leah Justin (Student), Ophilia Tokowoyo (Student) Roland Maunze (Technician) and Timothy Makambe (Stores Clerk)

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PHOTO SHOP PHOTO SHOP PHOTO SHOP



End Users in an FI class pay attention to their trainer during a 5-day training session at Mukwati Building recently.



End Users share a light hearted moment during a 5-day training session at Mukwati Building recently.

Back Row From left: Fine Jakata a Technician from Africom, Mark Charangwa (partially obscured) a technician from Africom and Clara Kawotsa the Organisational Change Management (OCM) Coordinator from Twenty Third Century Systems during the weekly PFMS Status Meeting.

Front Row from left: Milliam Mutemachani a Financial Consultant and the Support Team Leader from Twenty Third Century Systems and Tafadzwa Ndudzo a Senior Sales Manager from Africom sit attentively during the weekly PFMS Status Meeting.



The weekly PFMS Status Meeting held in the Accountant General's Board Room has played a vital role in ensuring the PFMS runs smoothly. Members of the meeting pictured on the left are (from left to right) Edwin Zvandasara the Deputy Accountant General (GAS), Sadwell Kanyoza the Deputy Accountant General (PFMS), Rabson Mupatsi the Training Manager (PFMS), John Masiyanise the Deputy Accountant General (NDF) and Gift Gumbira the Deputy Accountant General (CAP).



Meeting Banda (in black jacket) an MM Consultant poses with End Users at the end of a 5-day training session at Mukwati Building recently.

PHOTO SHOP PHOTO SHOP PHOTO SHOP



Workflow Management

By Sadwell Kanyoza (Deputy Accountant General—PFMS)

The introduction of any computerised system suggests that there will be a reduction in paper usage in offices, that is, it will operate on a paperless basis. However, this has not happened as envisaged. There is still more paper that is being generated on a daily basis. One wonders how this is so!. In some cases it is due to processes that are left hanging in terms of computerisation. This has happened on the PFMS (Public Finance Management System). Certain configuration processes have been left hanging. This position will be corrected by the introduction of 'Workflow'. The Workflow module does not work in isolation. It needs other modules to complete the cycle. The HCM (Human Capital Management) module is the key component to complete the cycle.

The workflow process removes the delays in the movement of documents from one office to the other. Thus, it gets the work or task quickly to the right person—even if that person is in a different office or location—and makes it easier for approvers to deal with the transaction and send it on to the next step or process. It enhances escalation procedures in some processes.

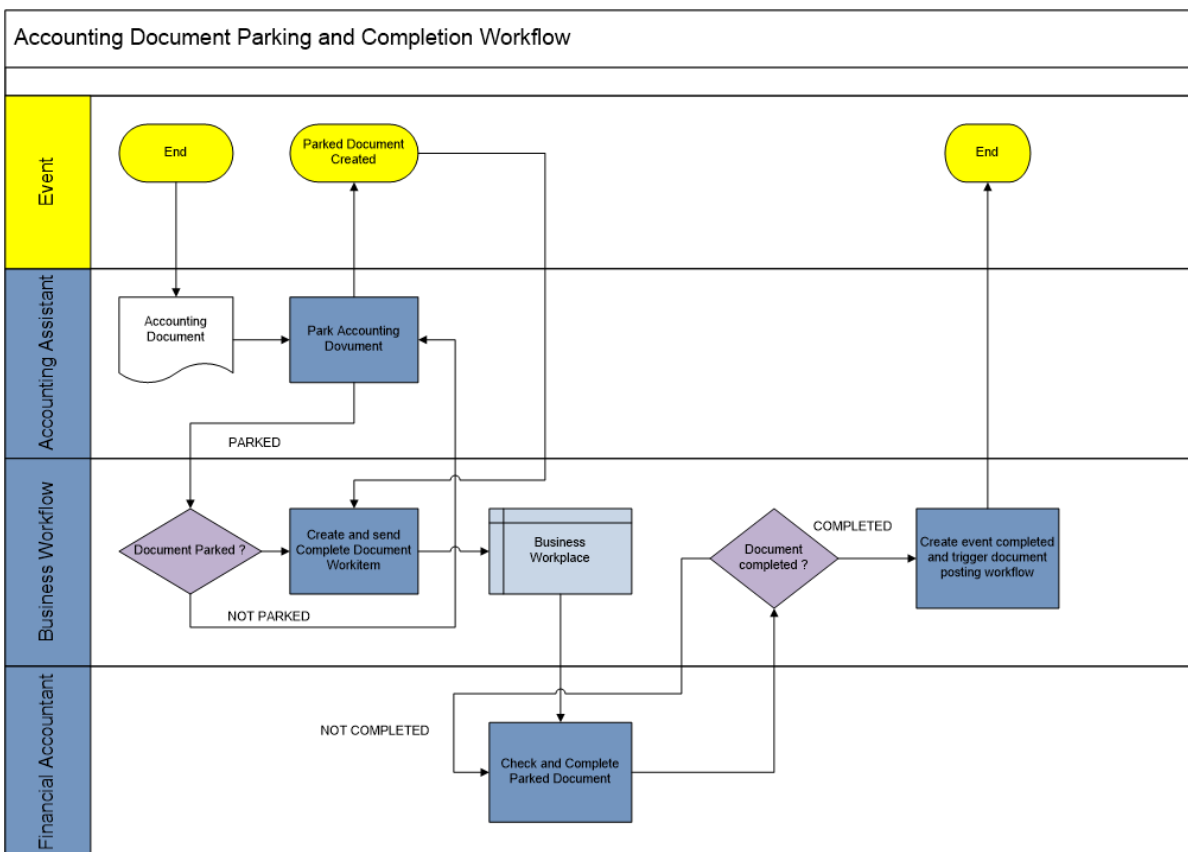
In other words the SAP (System Application Products) Workflow Management System facilitates the electronic processing of structured processes according to a predefined model which includes a range of activities that always occur in a similar or identical form and involves several people or departments and require a high degree of coordination. Workflow will pinpoint exactly where tasks should be routed with escalation and substitution made possible in the absence of the selected users.

The Workflow processes assist to segregate functions in day to day business operations and also removes the misplacement of internally generated supporting documents, as they will not be easily removed from the system. In some cases it will allow decentralisation of processes, for example, some budget processes can be decentralized to Ministries allowing the Ministry of Finance to carry out a supervisory and approval role.

All workflow documents need to be signed. There are two ways of signing documents in a computerised system. The first is the use of the system authorisations given to an individual or job title. The second way is the use of an electronic signature through the use of signature software that is embedded in the system.

Example:

A Journal Voucher (JV) form shall be introduced and setup in the system. The JV will be filed in the system using a pdf format or any other script form and will generate an accounting document upon final approval.



The above process example assumes that we have regularised acceptance of electronic documents. In the absence of such regularisation, there is need to keep a copy of the physical document which shall be scanned and filed using the Records Management module. The Records Management is not fully configured in the system yet. The PFMS Unit shall carry out 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). After the workshop, configuration of the workflow will then take place followed by end user training. The entire Workflow implementation is expected to end in August 2013. Workshop dates will be advised in reasonable time.

Did You Know How To Display A Parked Document?

Enter Transaction Code – FBV3

OR

Using the SAP Easy Menu Path: Accounting -> Financial Accounting -> General Ledger -> Document -> Parked Documents -> Display

WORK INSTRUCTION:

Where document number is known, enter the Company Code, Document number, Fiscal Year

Where document number is **not** known, click **Document List** icon enter Company Code and Fiscal Year and execute. Go to **Display Parked Document** screen, select blank list and click search icon and **Display Parked Vendor Invoice**



Enhancing Financial Reporting in PFMS

by Twoboy Shoko (Principal Accountant CAP)

CAP (Consolidated Accounts and Policy) section in the Accountant General's Department is the bed rock that supports effective Public Financial Management. CAP has been very instrumental in the production of accounting reports and publication of financial statements in the Government Gazette since January 2011. This has been in compliance with both the Public Finance Management Act (PFMA) and the International Public Sector Accounting Standards (IPSAS). These standards have contributed immensely to the Government of Zimbabwe in the following ways and areas:

- Improved Governance and accountability
- Real-time financial information
- Increased Public sector legitimacy
- Timely and efficient production of public resource accounts
- Increased transparency
- Strengthening internal controls in Government of Zimbabwe

CAP publishes monthly and quarterly financial performance reports also in accordance with the PFMA and also generates International Monetary Fund (IMF) reports. All the information used in the production of the various reports mentioned above is generated from the PFMS (Public Finance Management System) in real time by the click of a button!

Because the PFMS is real time, all information must be captured promptly. For example, it is imperative that ministries record revenue collections on

the system. A number of line ministries and government departments receipt manually in anticipation of inputting the information on the system at a later date. This creates inaccurate data on the system. To counter the manual receipting, CAP in collaboration with the PFMS Unit and Ministry of ICT have been providing hardware across the country to ensure that the PFMS is accessible at all times. End users are also being trained by capable consultants and the Ministry of ICT has deployed technicians in provincial capitals for quicker response time to faults.

The Future

It is CAP's expectation that line ministries will publish their own financial statements compliant with the PFMA. A roadmap is being developed and Standard Financial Reporting Templates have already been developed and are being configured on the PFMS. Upon completion of the configuration of the reporting templates, all line ministries will be able to generate financial reports at the click of a button!

CAP takes pride in continuously providing accurate and timely financial reports with the assistance and hard work of all ministries. CAP's vision is to see Zimbabwe become the benchmark for other countries in providing first-rate Public Sector Financial Management.



Adoption and Implementation of Government Finance Statistics (GFS 2001)

The Government Finance Statistics (GFS) manual 2001, is an internationally recognised statistical reporting framework that is designed to assist national authorities to reinforce their ability to formulate fiscal policy and monitor fiscal developments.

This approach is used by the International Monetary Fund (IMF). The GFS 2001 supports the balance sheet approach to analysing economic policy by collating stocks and flows in a transparent and consistent framework.

The GFS Objectives include providing the following;

- A comprehensive, conceptual and accounting framework suitable for analysing and evaluating fiscal policy, especially the performance of the general government sector and the broader public sector of any economy.
- A widespread framework for a phased implementation of accrual accounting while supporting required improvements in the compilation of cash based fiscal statistics for the general government and its sub sectors
- An integrated and complete system of accounts enabling international comparisons of all significant economic activities within a given country.
- A harmonised systematic basis for reporting and analysing government finances.
- providing information on the size of the public sector and its contribution to aggregate demand, investment and saving the impact of fiscal policy on the economy including: resource use, monetary conditions, and national indebtedness, the tax burden, tariff protection and social safety net

Implementation Progress

The Consolidated Accounts AND Policy (CAP) has been working on the completion of the GFS 2001 compliant reports for the years 2009 to 2012 on a cash basis. The data is now ready for publication in the IMF GFS year book. Because this exercise is new to CAP, strides are being made to carry out capacity building for officers in the CAP section to enable generation of high quality government statistic reports.

**WELL DONE!
MAKOROKOTO!
AMHLOPE!**



Elliam Mutsata, an Accountant in the Government Accounting Services (GAS), recently attained SAP Certification in the Financials (FI) module. Well done to you, Elliam. Keep up the sterling job!



Telecom Transformation



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Telecom Transformation, or IP Transformation, is a term that describes the evolution of the telecommunications industry from a capital-intensive, technology-focused model to a user-centric service-delivery model.

There is a growing trend in most organizations whereby there is an increase in the volume of communication traffic, be it either voice, data or video. Multiple transmission media are being utilized and provided by several different service providers, resulting in increased communication costs for the organization.

Investment in infrastructure has already been made over a substantial period of time, but this investment has not kept up with advances in technology. New and attractive services which take advantage of Internet Protocol (IP) based technology are now available and these can be exploited by optimum utilisation of already deployed infrastructure.

Existing IP infrastructure can leverage to provide voice services in addition to data by utilizing Voice over IP (VoIP). Voice traffic will be transmitted over an IP network in the same way data is transmitted and will require minimal bandwidth. Hence the only additional cost is the actual voice termination charge and any additional infrastructure costs are avoided.

VoIP is a methodology and group of technologies for the delivery of voice communications and multimedia sessions over IP. This technology allows us to transmit communication services over the public Internet and a secure intranet. The digital information is packetised and transmission occurs as IP packets over a

packet switched network.

Benefits

Lower maintenance costs. A streamlined communications infrastructure dramatically reduces maintenance costs. Aside from the inherent benefit of consolidating communications into a single network, a data network is more flexible and cheaper to maintain than circuitry and phone lines.

Lower monthly phone bills. No charges for inter branch VoIP calls meaning long-distance costs virtually disappear.

Leverage existing infrastructure. Minimal investment required since the data network already exists. A VoIP extension can be deployed on numerous devices as long as they have access to an internet connection. For example a laptop

Productive use of bandwidth. Ensure that the internet bandwidth that you pay for is optimally utilized.

Multiple extensions. IP PABX can allow virtually an unlimited number of extensions hence multiple users can be active at the same time. In addition increasing the number

Easy administration. An IP PABX can be administered from a web browser making it easy to manage independent of a service provider

Portability. One can carry his extension with him on his device wherever he is as long as he has access to the Internet.



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SAP Solution Manager: System Operations Made Easy

SAP Solution Manager is a centralized system support management suite. It helps in implementing and managing complex system landscapes. Globally, systems can be distributed across geographies and business processes covering more than one system. In such complex scenarios, integrating technical and business requirements is important for the success of Information Technology (IT).

This applies to SAP system landscapes like PFMS which runs a large number of installed SAP systems. The SAP Solution Manager becomes the central manager of these systems, that is, business suite applications like the SAP central ERP, SRM, CRM, BI, Enterprise Portal and non-SAP systems. SAP Solution Manager provides PFMS with an efficient means of handling both the technical and business process side of solution implementation.

The current version of PFMS SAP Solution Manager 7.1 provides an extensive set of features in the IT Support area for enhancing, automating and improving the management of SAP systems. Among the numerous functions, the Solution Manager carries out the following key functions:

- Central System Administration, System Monitoring and Technical Reporting
- Project and Test Management
- Business Process Monitoring
- Early Watch Reporting and Centralised Alerting
- Installation Keys

- Change Request Management & Maintenance Optimiser
- Service Desk

As technology keeps on changing, SAP also keeps on actively improving and extending all these areas so the list keeps on growing. Some of the benefits of using SAP Solution Manager are listed below:

- Truly supports an integrated process-oriented approach from the solution design in implementation to ongoing system monitoring of a solution landscape during operations.
- Ensures the solution works as intended with best practices built in. Any deviations from normal system performance are picked up by the Early Watch facility which proactively issues alerts to system administration to take corrective measures before disaster strikes.
- Manages the incidents more effectively and efficiently through the Service Desk which has a centralised support message handling system, real-time monitoring of systems, business processes, and interfaces, thus reducing administration effort.
- Single point of access to all additional information on the SAP Service Marketplace-exactly when you need it.

In our next article we will look in detail at some of the functions that bring value to the users of the SAP Solution Manager Service Desk when implemented on PFMS.



The Cost of Misalignment

In the first quarter issue of 2013 the topic of PFMS and Expenditure Tracking was explained. In this issue, we are highlighting some of

the practical issues that can enhance the productivity of public expenditure and limit the amount of unproductive expenditures. Some of the unproductive expenditures can be hidden in such a way that they can not be detected or monitored. Finally, we will highlight what needs to be done to ensure that all expenditures can be monitored and unproductive expenditures are minimised across government.

It is not unusual to have system users from provinces and districts from around the country going to Harare to carry out transactions on the system. The reason for going that far being that the system is down at their offices. This movement is associated with fuel or bus fare, food, accommodation and per diem expenses among others. Enquiry with Central Computing Service (CCS) on the periods in question may indicate that the system has not had down time. Further, no call would have been made to help desk, local CCS technicians or nearby government offices for help or to access the system.

Another observation is that when the associated expenses are recorded in the system, they are not specific as to the reason for the trip, making it difficult to filter the magnitude of costs incurred in trips of this nature. Notwithstanding the difficulty of isolating the costs of this nature, enquiries and calls to Mukwati Building make it clear that the number of people making such trips is high.

The costs of these expenditures is significant and requires attention.

“But how can this be managed?”, you might ask. It should first of all be acknowledged that the high cost given above is an indicator of inefficient use of the system in a Ministry. In each Ministry, there is a champion who has the responsibility of ensuring that the system in the Ministry is utilised efficiently and the cost associated with using the system is minimised. Critical key performance indicators of the champion help to bring accountability for managing the cost centres. In this regard, we can have the following among others already in use:

- Number of trips by users (associated with system down time) approved without contact with the help desk or local CCS technician or attempt to use nearby government offices (This parameter should always be zero).
- Value of expenses incurred on trips sanctioned without contact with help desk (This parameter should also be maintained at zero).

In conclusion appropriate measures must be put in place to curtail the movements. This can be done by making users and change champions personally liable for:

- unapproved trips undertaken

OR

- Trips approved without initially
 - ⇒ making contact with help desk,
 - ⇒ making contact with resident CCS technician
 - ⇒ seeking access from nearby Government offices

For monitoring purposes, all recordings of trips should provide specific details on the reason of the trips.



Wisdom Corner

“I can do ALL things through Christ who strengthens me”

(Philippians 4:13)

PART ONE

Paul was telling the Philippians that no matter the kind of situation that one may come across along the Christian-walk, never turn back because Christ is holding the steering wheel, so everything will be under control.

The apostle exhorts the Philippians to stand fast in the Lord, he gives directions to all. (Philippians 4:2-9)

Expresses contentment in every condition of life. (Philippians 4:10-19)

Paul concludes with prayer to God the Father, and his usual blessing. (Philippians 4:20-23)

Just like King David in Psalm 23v4 “Yea, though I walk through the valley of the shadow of death, I will fear no evil: for thou art with me; thy rod and thy staff they comfort me.” David also faced Goliath with strong faith knowing that he can do all things and it was shown when he told that, *“thou comest to me with a sword, and with a spear, and with a shield: but I come to thee in the name of the LORD of hosts, the God of armies of Israel, whom thou hast defied”* (1 Sam 17v45). Goliath saw David instead of seeing Jehovah speaking through his servant David. The key facet in Philippians 4:13 is **ALL**. I believe Paul used this term after he experienced situations both to abound and to suffer need, to be full and to be hungry. He saw the hand of GOD in all adverse and favorable scenarios, and this is true as supported by Acts 16v11-40 when Paul and Silas were in Prison. The jailer was instructed to do two things, namely;

- To put them in the inner cell
- To tie their legs with chains

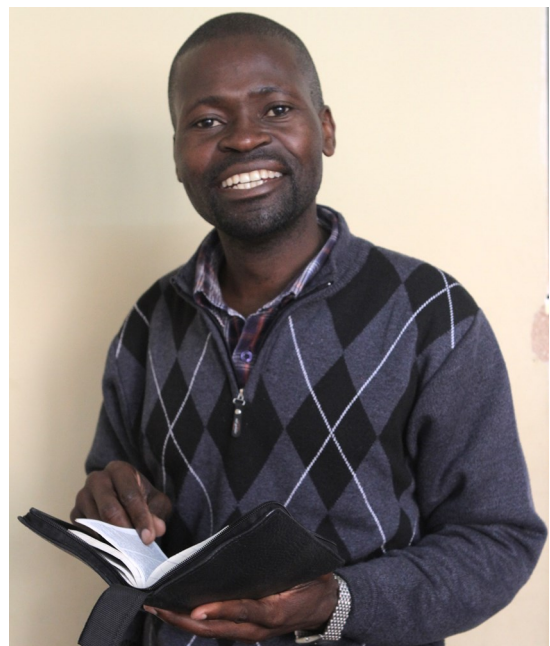
I believe that this could be the reason Paul told the Philippians “I can do ALL things through Christ who strengthens me” (Philippians 4:13).

This can be witnessed when Paul also cast out the demon from a girl who was a sorcerer (Acts 16v16-18).

The power of Christ in Paul manifested and he commanded the spirit in the name of Jesus Christ to come out of her, and the spirit came out.

Apostle John (John 1v12) talks about the power that one possess as soon as he or she receives Jesus Christ as their personal saviour in life. This means it is the power of the Almighty that is capable and can do wonders.

One can speak to stagnant things and they can start to move: the baren to conceive, the sick to be healed. Let the power in you do the work, “it’s not about **YOU** but it’s about **HIM**”



Meeting Banda

Materials Management (MM) Consultant and Student Pastor (AFM Church)



PFMS Training in Pictures

by Rabson Mupatsi (PFMS Training Manager)

End User Training commenced in Harare in all earnest. A total of 38 FI, 148 MM and 15 SD End Users have been trained in the 2nd Quarter. For users with urgent training needs, arrangements can be made to conduct On-the-Job training. A consultant can be sent to their offices or arrangements can be made to exclusively utilise Room 45. Below are a few photos of trainers and trainees in action at the training rooms at Mukwati Building in Harare. Training in provinces started on the 10th of June 2013. Contact Mr Mupatsi on the following numbers: 04-792 657-9 ext 111. Be sure not to get left behind!!





Giggles With Mukanya

PEOPLE WONDER WHY THE CALL CENTRE GUYS ARE PAID SO MUCH.....FOR JUST BEING ON THE PHONE. ...?



1) **Tech Support** : "I need you to right-click on the Open Desktop."

Customer : "Ok."

Tech Support : "Did you get a pop-up menu?"

Customer : "No."

Tech Support : "Ok. Right click again. Do you see a pop-up menu?"

Customer : "No."

Tech Support : "Ok, sir. Can you tell me what you have done up until this point?"

Customer : "Sure, you told me to write 'click' and I wrote 'click'."

<http://deepjava.com/humour.jsp>

If SAP made toasters...

The manual to run the toaster would be approximately 10,000 pages long.

The toaster would come with 2,500 switches which would all have to be set in an exact pattern and in a precise sequence in order to toast specific kinds of bread.

Each pattern would be established by SAP's experts as the "Best Practices" method of toasting that kind of bread.

It would take a team of basis and functional contractors about 1 year to configure the toaster in the best manner, and then another 6 months to test it. In the mean time, your entire family would need to attend extensive training classes on how to use the new toaster.

In order to support end users and consultants, MIT

would establish a list-serv for people to post questions and answers regarding toaster set-up and operation.

Of course, the online Help would randomly pop up in German.

But once it was running, you'd get the best toast in the world. <http://tech.groups.yahoo.com/>

Eager To Impress The Boss

A young executive was leaving the office late one evening when he found the CEO standing in front of a shredder with a piece of paper in his hand.

"Listen," said the CEO, "this is a very sensitive and important document here, and my secretary has gone for the night. Can you make this thing work?"

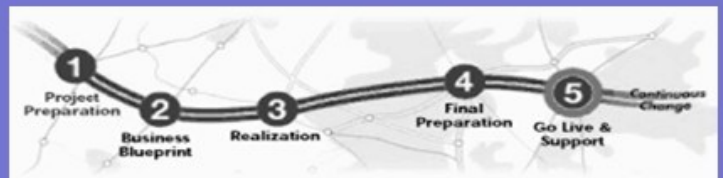
"Certainly," said the young executive. He turned the machine on, inserted the paper, and pressed the start button.

"Excellent, excellent!" said the CEO as his paper disappeared inside the machine.

"I just need one copy."

<http://www.digitaldreamdoor.com>

Client Obsession: The SAP Wedding



Client Reality: the SAP Marriage



Continuous Change

1-3 Years

17-35 Years

Investment scope

<http://www.sapsearchlight.blogspot.com>

Upcoming Events

- Grants Management Implementation
- Workflow Management Implementation
- Handholding Initiative
- Asset Upload



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