



# THE REVIVAL

PFMS Quarterly Newsletter

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### Letter from Editors

Dear Readers

*Here we go again!*

Hope we find you well and that you found our last issue of The Revival Interesting and informative. So what is your contribution? Please share with the rest of us:

- What is your take on the PFMS project?
- What do you want to see happening on the PFMS?
- What challenges are you facing and how do you want them resolved?

In this issue, we congratulate the Ministry of Environment and Natural Resources Management for a job well done! For this and more, as usual Sit back, Relax and READ ON.

Love From

The Editorial Team



# Celebrating Success

## "Ministry of Environment and Natural Resources Management— Well done!"

Well done to Peter Mudzamiri, the Finance Director (FD) and his team. They have excelled in performance, no imbalances for the years 2009 to 2011. They also produced correct and timely financial statements for the month of June 2012. A huge Well done to the team! Our own Clara Kawotsa (CK) caught up with the FD and filed this report:

CK: I understand you submitted correct June 2012 and 2009-2011 financial statements on time. Congratulations! What are the names of the accounts that you have submitted?

FD : We submitted the following statements

- Main appropriation statement
- Itemised
- Detailed
- Management Summary
- PMG Account and its reconciliations
- Bank Reconciliation
- Monthly closure certificate
- Supporting documents

CK: Most ministries are struggling to come up with these accounts. How have you managed to produce them on time and accurately?

FD: The following points explain how we successfully prepared the accounts on time.

- We always put schedules that itemise all releases to link with treasury and bank statements.
- We are strong on supporting vouchers.
- Accountants prepare the first draft and this is discussed with the FD before posting.
- PFMS is the best set of books for Government accounting, so we always make sure all figures link with the system.

CK: Would you attribute your success to the size of your Ministry?

FD: Our doing things right does not have anything to do with the Ministry size, but it's a result of hard working staff. Main General Ledgers (GLs) have been assigned to staff and they check for correctness before posting, otherwise, money can be posted to wrong GLs. The Chief

### PROVERBS:OUR OWN

"A chick that will grow into a cock can be spotted the very day it hatches."

"Whoever walks out cannot leave a banana on the fire." - Kenya.

"The frog does not run in the daytime for nothing." - Igbo, Nigeria

"A low-class man will just talk; deeds are the hallmark of a gentleman." - Swahili.



Peter Mudzamiri (Finance Director)



# Celebrating Success

Accountant always checks 194005 (PMG) and 194006 (Exchequer) accounts. Every Friday, we print all documents as a back-up measure in case of a system problem. We always try to ensure that we are assisted on time.

**CK:** What has it taken you to do the work in terms of time and resources?

**FD:** We always engage the Project Office or desk officers and they are helpful. We do reconciliations every Friday. If there are any discrepancies we clear them on the following Monday morning. We have our own internal deadlines. If a month ends on a Sunday, we update our accounts three days before the Sunday and by the 8th of every month our accounts are ready. This enables us to meet the Consolidated Accounts and Policy (CAP) date which is the 10th of every month. Teamwork has helped us a lot. We ensure that every team member is involved, even new recruits. The core accounting team comprises the FD, Acting Chief Accountant and the Revenue Accountant. We are also well supported by accounting assistants.

**CK:** What is your message to Finance Directors (FDs) in other ministries?

**FD:** Situations at ministries might be different, but there is need for FDs to appreciate

the PFMS as an indispensable package. The system is good but it's under utilised. Users need to be trained so that they are proficient in using the system. They need to understand it and appreciate how to handle different transactions, e.g. debit and credit and how they are treated on the PFMS.

**FDs** should also: Actually log onto the system themselves, empower the Chief Accountant and the rest of the team. Make use of the balance sheets as produced by the PFMS as the dashboard to view finances. Make sure every figure on the balance sheet is accompanied by supporting details of people who are indebted to the government.

**CK:** Any other recommendations?

**FD:** Chief among them: Ministry Headquarters should use e-communication to link with provincial offices and speed up transactions. Daily reconciliations are recommended for bigger ministries. There has been a reasonable amount of training in 2012, but we need more and detailed training, especially the five-day sessions. System Users should: Put their mind to whatever they are doing; On payment runs, look at open items first and communicate



Standing from left: David Nyamudeza, Lynette Tennis, Babra Kazingi, Seated From left: Farirai Batshi, Peter Mudzamiri, Trish Kachuwa

these in case there is need for reversals and attend to proper and coded filing especially if there are volumes of transactions coming from provincial offices.

**CK:** Your final word!

**FD:** We want to extend our appreciation for the assistance that we get from our desk officers and the PFMS consultants like Mr. Gwazvo, Mr. Banda, Mr. Masiwa from Budgets and especially Mr. Kanyoza, the PFMS Project Manager. He solves all our issues instantaneously and online and he even helps with passwords when we forget these. Mr. Mazvimba used to assist us a lot before he was moved from the Accountant General's office, now we are being assisted by Mr. Chikwenhere who is very good. We recommend that there should not be multiple GL accounts for staff. There is need for one code per person e.g. to consolidate disallowances and Treasury order as one figure.

# Benchmarking Visit To Germany



Left to right: Front Row Leonard Mabhandi (Health-FD), Newman Nyamhuri (ICT Infrastructure Manager), Haven Chikumbu (UNDP PFMS Project Manager), Judith Madzorera (Accountant General/PFMS Project Sponsor), Solomon Mhlanga (Principal Director OPC) Middle Row: Sadwell Kanyoza (Deputy Accountant General, PFMS), Gift Gumbira (Deputy Accountant General GAS) Cosmas Chigwamba (ICT Principal Director), Eria Phiri (PSC-General Manager) Back Row: German host, Alex Marufu (TTCS-COO)



Leader of Delegation

Senior management and key stakeholders of the PFMS recently paid a visit to Germany in order to draw lessons from successful SAP customers. The major areas the visit sought to look into were: Comprehensive and timely reporting; Extending the PFMS to serve all PFMS needs efficiently and effectively with particular emphasis on efficient support to delivery and the shared services model; Integration of the PFMS to support HR processes and Integration of the PFMS with the e-government initiative. The delegation, which comprised members from several ministries, was led by Judith Madzorera (Accountant General). They visited several places linked with SAP operations in Germany, among them Charite Hospital in Berlin, the SAP Headquarters and several State Finance Ministries.

The visit served as an essential gap analysis providing the delegation with a glimpse of what can be achieved and after comparing with where the PFMS is today, what needs to be done to bridge the gap. Following the visit the delegation recommended several actions to take the PFMS to greater heights in Zimbabwe.





## Recommendations

- 1 Agree on the Institutional Champions and get buy-in, and their recognition and respect as champions
- 2 Get expert advice to broaden the roadmap identifying linkages and integration of processes, with clear sequencing of processes - realising that not everything can be done at once. Given our capacity constraints, bold decisions should be taken to halt some initiatives to give time, skill and finances to high impact, value and return projects that bring visibility to the PFMS and whet appetites.
- 3 Work with experts to develop pilots that can demonstrate results and get the support.
- 4 Put in place a solid and wide project team that includes other people who will spearhead the use of the other SAP functionalities. The Ministry of Finance should put in resources so that the other functionalists can be activated. UNDP should use its influence to get other donors to contribute funds for broader e-government initiatives.
- 5 An immediate task is to harmonise what we are doing so that we all work towards achieving a common set of objectives. There is need for the Government of Zimbabwe to have a shared vision of the role of ICT as an enabler of service provision, a priority of applications and a common technology platform.
- 6 Develop an appropriate ICT Governance Structure.
- 7 Recruit, develop and retain appropriately qualified personnel
- 8 Implementation of the PFMS roadmap within stipulated timelines
- 9 Interfacing the PFMS to ZIMRA, RBZ and other relevant institutions to ensure more efficient management of public resources
- 10 The Ministry of Health and Child Welfare needs to revisit the IT Department structure with a view to improve support at all levels.
- 11 The Ministry of Health and Child Welfare should resuscitate the Hospitals Systems. Chitungwiza Hospital was identified as the PILOT HOSPITAL for the project. There is need to discuss the Chitungwiza project and establish all that is required to make it a success. Once it is a success all the other institutions will fall in.

## 'Right first time'- ICT



Godfrey Munyavi (Acting Director CCS)

### "PUBLIC FINANCE MANAGEMENT SYSTEM (PFMS) INFRASTRUCTURE"

The mention of the term infrastructure brings to mind what architects, engineers and urban planners use to describe essential facilities, services and organisational structures for cities and communities.

But why do we need the infrastructure? It is not for its own sake that infrastructure is needed but for the services it provides to the community and how each one of the components enables other components to benefit society. Each component works as part of a bigger family to provide services to society. A lack in one area will inevitably affect the other components, thereby negatively impacting on society. In the PFM System infrastructure is the family of components that work together to make it possible to electronically manage public finances. These include, but are not limited to servers, software, computers/laptops and network equipment. Let us take a journey to define and understand the infrastructure components of the PFMS.

### Servers

A server is a main computer that sends and receives information from other computers within a network. The server can also be used to put restrictions upon the other computers, known as clients. How a server works is too complicated to explain in words, but it is essentially a central computer that houses all data and software that other computers on its network can access.

There is a server where all PFMS data reside and are processed. There is another server that mirrors all the PFMS data and takes over when failure occurs, so in essence it is a back-up server. When improvements are made to the PFMS, instead of stopping the entire system to effect these improvements, called 'upgrades', there is a server dedicated to this. The technical team

can work unhindered in this server to address system challenges. There is a server that is used to test procedures and to ensure that the processes are adequate before they are used on the system. This quality assurance server enables technicians to refine all processes before putting them onto the live system. There are also servers that process all data from the server that houses the entire PFMS. When all the servers are working the PFMS system works faster. In order to protect the PFMS as a whole, ICT installed an antivirus called SOPHOS which uses its own server. This antivirus server houses, manages and administers anti-virus software to PCs on the network. Updates of the anti-virus software received from the anti-virus server are passed on to all the computers on the PFMS network. Most of the servers are located at the Central Computing Services (CCS) building with high security systems.

### Network

PFMS has a wide area network which is distributed through fibre optic cables and radio links. There is an interface between the PFMS and the workstations. This interface is referred to as a GIGA switch, installed in the server room at CCS. Components called routers direct traffic through the PFMS network to all provinces resulting in connectivity at the officers' desks.

### Security

Security Closed circuit television (CCTV) cameras were installed for security surveillance in the CCS server room

and at Mukwati Building PFMS Project Office to ensure safe keeping of the system and all hardware. Biometric Entry Control System installed at the entrance of the server room at CCS requires finger print identification in order to enter. The system keeps records of entry and exit.

### PFMS Domain

A PFMS domain called @pfms.gov.zw has been created for PFMS users. A domain is a sphere of knowledge identified by a name. It is a collection of facts about some program entities or a number of addresses. PFMS users are encouraged to use this platform because:

It informs the world of the existence of the PFMS, its purpose and functions, its users and activities.

It provides secure and trusted storage of government documents and information.

It enables prospective vendors to get information about requirements for vendor application.

It allows corporate partners to view current events anywhere anytime.

It enables PFMS users to access current publications and to log PFMS issues for address.

It enables PFMS users to access other websites such as Ministry of ICT, Ministry of Finance, GISP, ZARNET and Yahoo.

It gives privileged users access to PFMS documents.

It simplifies the call centre function by doing a real-time chat with users

### DID YOU KNOW?

To access PFMS mail, users should follow the steps below

On the web browser type: mail.  
pfms.gov.zw

Enter with a blank password

Click Advanced

Click Your Information

To your left Click option to Change

Enter your new password

Enter password again to confirm

To write new mail Go to write mail

To move from inbox to sent or out-box Go to Next room

For Call Centre Assistance you can contact us on the following Telephone numbers:

(04) 702957 or 703571

Your phone call will be attended to by a friendly operator who will book your fault using the new ticketing system.

## Feedback

Tabeth Buyanga, Chief Accountant with the Ministry of Youth read the inaugural issue of The Revival and she liked it. Here is what she says: I liked the teamwork principles. I feel the next issue should report on:

- a. Inadequate hardware and network points
- b. Restrictive profiles
- c. Improvements made so far on system connectivity in provincial offices.
- d. Number of staff trained so far.
- e. Performance of Change Agents



# PFMS Training



Interview with Rabson Mupatsi—PFMS Training Manager

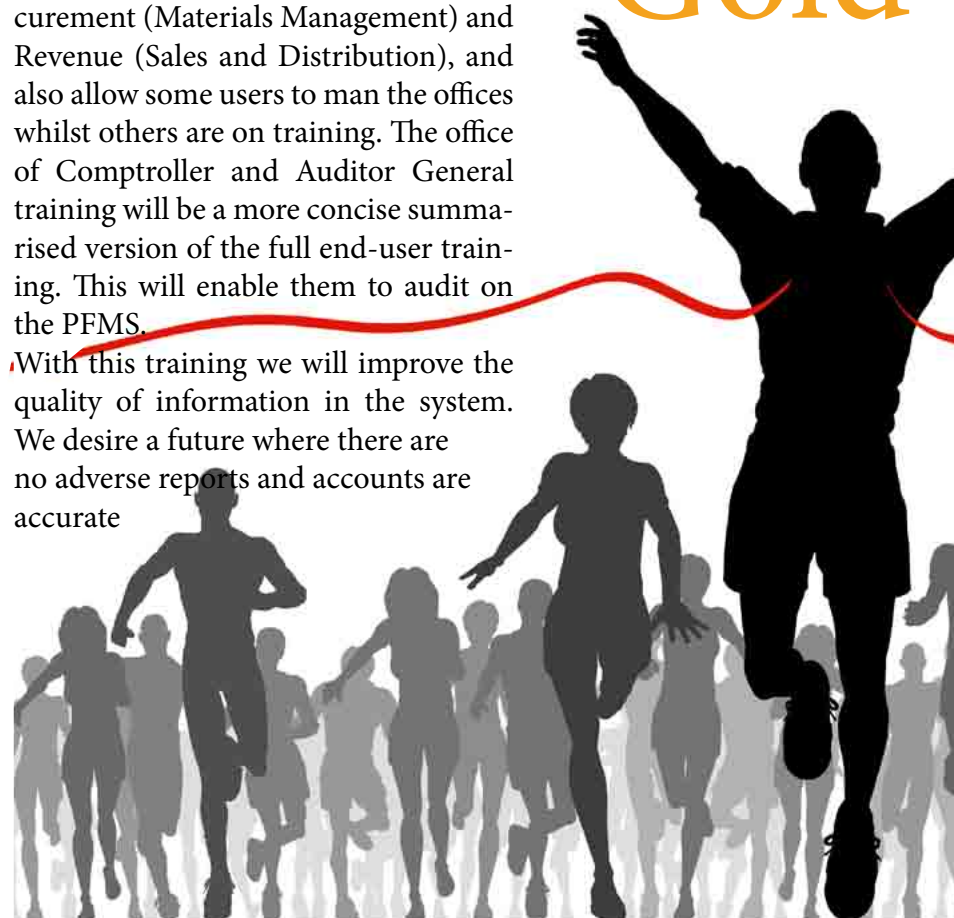
By the end of December 2012, all PFMS users should be trained on the system. The education of users on the PFMS will be under-pinned by the orientation on process, procedure and policy, which form the governance structure for the system. We aim to keep the PFMS solution simple and practical.

The PFMS training centres in Harare and at Elangeni in Bulawayo have already been equipped for training. For other provincial areas mobile training facilities have been put in place. These are vehicles that will be used for both transporting the training staff as well as laptops, wireless hubs and printers to the training venues in the provinces. An average of three teams will be out in the provinces every week. This will ensure coverage of the three basic modules, namely Financials (FI), Procurement (Materials Management) and Revenue (Sales and Distribution), and also allow some users to man the offices whilst others are on training. The office of Comptroller and Auditor General training will be a more concise summarised version of the full end-user training. This will enable them to audit on the PFMS.

With this training we will improve the quality of information in the system. We desire a future where there are no adverse reports and accounts are accurate

The PFMS was implemented in 2000-2004 on SAP software platform. The ability of the system to adequately support the core functions of Public Finance Management (PFM) was eroded during the hyperinflationary period 2007 to 2008. As a result, the system was out of use and PFM activities continued manually outside the system. The system was revived by the Ministry of Finance (MoF) with assistance from development partners. It is currently in use in all 38 line ministries, including the Parliament of Zimbabwe and the Judicial Services Commission. During the period 2007/2008 the system had many challenges, especially loss of trained staff. This has necessitated implementing and rolling out a broad-based Training Strategy which will effectively manage and measure the process of up-skilling a large user base transacting on the Public Finance Management System (PFMS)

## Why Not Go For Gold



# PFMS ROAD MAP

Clara Kawotsa (CK) interviews Mr Sadwell Kanyoza (SK), PFMS Project Manager on the PFMS Roadmap update.

**CK:** The last issue of "The Revival" talked about the implementation of a three-year Roadmap with the ultimate goal being to improve financial governance for the Government of Zimbabwe. Why three years?

**SK:** The implementation can be done in a shorter time frame but because of financial constraints it was decided to complete it in three years.

**CK:** What are the Phases of the implementation?

**SK:** The following are the phases of the PFMS roadmap;

Phase	Description/Objective	Timelines
1. Maintain minimum operating standards	To ensure that the core PFMS processes for expansion of budget preparation, execution, Financial Accounting (FI) and reporting are done timely.	June 2012
2 Systems upgrade and Effectiveness	To increase business process efficiency by: 1. Extending network and hardware infrastructure from provinces to districts 2. Online processing and capturing of data at source 3. Activating and implementing required software 4. Procuring components required but are not part of the current software suite i.e. Business Intelligence Analytics	Dec 2013
3. Financial Governance	Best practice of the PFMS that supports strategic goals of the country and this can be achieved through : 1. Seamless integration 2. Linkage and sharing data with other platforms like ZIMRA, RBZ and E-Government 3. Enfranchise stakeholder management processes 4. Implement Ministry specific modules that promote effective PFMS	Dec 2014

**CK:** Where are we now with the implementation?

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**SK:** The current position is:

1. Minimum operating standards (system stability): We are now at 70% stability but work is on-going
2. Reconciliation of outstanding periods for 2009-2011 is at 99% completion.
3. Training: Users have started formal training in provinces. Training started in July and we are on schedule. We plan to have trained all users by the end of December 2012. New recruits will be trained as they come on board.





# Why Don't You Have A Laugh?



After misposting a transaction, Nyasha a student at the PFMS Project Office thinks its very funny....., but does her boss think the same?



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## Dear Salary

Please come back to STAY with me.  
You left in such a rush last month,  
I didn't even have time to tell you about my plans.

## MISS YOU



I'm sorry about what I did last month.

I promise I'll be good this month.

Luv you with all my debts...



SSShhhhhhhhh..... don't tell anyone...

I think, **FNB**, **Standard Bank**, **Nedbank** and **ABSA** are bankrupt.  
Yesterday I tried to draw money at all their ATM's, and I got the same message

**"Insufficient Funds"**

**They too don't have cash**



# THE PHOTO LIBRARY



Even the Ministry of Defence uses the PFMS. Service men in uniform and civilian clothing in the Computer Room 45 at the PFMS Project Office at Mukwati Building



Behind the scenes and making things happen—Benson Jaravaza (PFMS Project Office Assistant)



TEAM WORK. The CAP Team from left to right: Patricia Kuhudzai (Senior Accountant), Joel Matsvai (Principal Accountant), Leon Musukutwa (Attacheé), Elisheba Chimwanda (Attacheé), Masauso Kalitai (Chief Accountant), Brian Nyazamba (Principal Accountant), Tafadzwa Gonesse (Attacheé). Sitting: Erinera Samakonde (Principal Accountant).



George Marufu an accountant in GAS stressing a point at a PFMS status meeting



Tivirayi Chiseve a senior accountant ponders during a PFMS status meeting



# THE PHOTO LIBRARY



Above: Nicola Manzunzu, Thando Machona, Riana Mupfawa  
Lizzie Chimweta, setting up network cables



Above from: Lizzie Chimweta, Nicola Manzunzu, Nyasha  
Mandaza, Thando Machona, Riana Mupfawa

# PFMS Support Partners

## AFRICOM, DEXEL, TTCS & DESIGN TECHNOLOGY

### NETWORK MONITORING SYSTEM (NMS) - KEEPING AN EYE ON PFMS

The rolling out of the PFMS in 1998 called out a huge responsibility to a team that would ensure proper management and accountability of public resources. The system gives reports in real time that assist informed decisions and compliance with the statutory requirements.

To support this system there was need for a robust and reliable network that ensures that all users of the system have access to it up to provincial level. To maintain optimum performance of network it has to be monitored continuously hence the need for the Network Monitoring System (NMS).

The NMS is one of the key components for the support of the network that allows remote supervision of the resources and tracking of processes on the Harare core and the provinces.

An NMS is an essential component of any internet based network such as PFMS. It ensures continuity by guarantying up-time of systems and to enhance management efficiency, reduce operation cost and risk and improve service quality.

A Network Monitoring System was deployed in Public Financial Management (PFM) in 2011 to ensure efficiency and effectiveness. NMS has brought tremendous benefits to the Government of Zimbabwe (GoZ) as it enables the adoption of a proactive stance that ensures

the team see problems before they occur (Failure management). The system monitors and analyses in-depth network performance statistics for all network infrastructure in real time. It provides a highly intuitive customised web interface with point and click simplicity and support for multiple views by users in various departments. The system has different access levels which control user access enhancing security.

The network management system enables the GoZ to attain their vision, to have a world class system that allows for effective resource management, provides operational convenience and facilitates the work of user ministries while allowing for effective accountability.

In addition, the NMS ensures that the significant investment made to deploy the PFMS network does not go to waste by making sure that PFMS performs optimally and is fully utilised by all the users of the network and the system.

The NMS was successfully deployed by Africom, a converged service provider. Africom offers enterprise wide ICT business solutions, internet connectivity and professional services in security, network management as well as network support and mobile converged data, voice and video solutions all on a single account. Africom prides itself on offering services that combine innovation and value and is committed in its mission to be a catalyst for the ministry and nation at large to connect to success



# RELIABLE NETWORK



# DEXEL

## PFMS HELP DESK

The purpose of a Help desk/ service desk is to ensure that users receive appropriate help on time. It is a place that a user can call to get help.

The PFMS Help desk is located at Central Computing Services (CCS) and this is where all system issues are received through the telephone or SAP mail.

In attending to requests the Help desk follows an established modus operandi:

when the problem is minor and can be resolved over the phone the help desk attendant transfers the problem to the Technicians experts to resolve it immediately.

When the problem is complex and cannot be resolved over the phone it is logged in the fault description note book then a team of ICT experts attend to the problem.

In the Helpdesk office we also have a network management system software that checks and clearly indicates where a problem has occurred. This network management system is monitored continuously so that problems are attended to timeously.

The Help desk handles both incidents and service requests. An incident is an event that results in a disruption in service availability or quality while a service request seeks help with a routine task, such as helping a user change a password

or getting a new user set up in the system. Other services provided include Change Management, Release Management and configuration-related tasks.

In SAP, the Service Desk is part of Solution Manager, a computer application, which assumes that an organisation's Help Desk is its first line of support. Support partners offer a second line of support; Dexel for Hardware Platform and Africom for the network infrastructure. SAP and Oracle form the third line of support for software and hardware respectively. Incidents and/or service requests that are lodged with the Help Desk, should be resolved within a certain pre-determined time frame. If that incident and/or service request is not resolved within a given time frame, it is escalated to the Support Partner. If the Support Partner failed to resolve the incident and/or service request within a given time frame then it is escalated to SAP and Oracle. Once a fault is lodged the user can follow up, through Solution Manager, and view its status. The Help Desk can also be used to minimize service incidents by capturing and reporting alerts. Alerts are pre-configured to warn of an impending incident, giving the personnel manning the Help desk an opportunity to take corrective action before a service is disrupted. Alerts are configured to go to the Help desk and to the Support Partner.



"The PFMS Help desk is located at Central Computing Services (CCS)"

**PFMS HELP DESK**  
Phone number :  
**04 703571**

# Twenty Third Century Systems

Twenty Third Century Systems (TTCS) has been a SAP system consulting service provider on the PFMS since 1999 when the SAP system was rolled out in the Government of Zimbabwe. The success of the SAP system is of great interest to TTCS and currently have a running support contract that seeks to ensure that the system is running as required and end users are fully supported.

A group of consultants is attached on the project to provide the end user support and to ensure that project meets the Government of Zimbabwe PFMS business requirements. There are consultants on SAP Financials, SAP Materials Management and SAP Sales and Distribution. An Organisational Change Management team which seeks to address the soft issues of the project.

The TTCS consultants work closely with all the other consultants in the provision of the support services on PFMS ensuring the quality and timeliness delivery of the required services.

In the current year a number of planned support activities have been carried out and these include the re-creation and review of the PFMS

business Blueprints. The exercise involved a number of workshops attended by all the various stakeholders in the Government to ensure that the Business Blueprints reflected the business requirements. With the aim of optimising PFMS, TTCS is working on providing some additional functionalities which bring value to the users, for example the Solution Manager Service desk which supports the users online as they execute their day to day duties. Another example is the Electronic Bank Statement, which takes away the need for manual capturing of bank statements and allows for electronic interface between the bank and the PFMS. This reduces the time required to do bank reconciliations and also substantially reduces errors inherent in manual data capturing.



TTCS TEAM from left to right Trymore Murape, Baldwin Chinyoka, Milliam Mutemachani (Team Leader), Zvichauya Mwandayi and Tawanda Zimbiti Insert



*PFMS Support Partners*



## The Charite Hospital, Berlin

The Charité Hospital is one of the largest university teaching hospitals in Europe. The hospital runs SAP applications to support a modern hospital administration with SAP's cutting

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edge technologies – including mobile applications and solutions supported by SAP's high performance analytical tools. The hospital manages its 1,3 billion Euro budget on SAP. The system provides a 'single source of truth' for both medical staff and administrators.

The key attribute is the Electronic Medical Record, which contains all information about a patient. This record contains information required for both medical and administrative processes.



Experiencing history Newman Nyamhuri at the Brandenburg Gate in Berlin during the delegation's site seeing tour of the German capital city

# Design Technology

Design Technology, is an enterprise business development partner of SAP, in Zimbabwe. Our vision is to be trusted advisors that provide high value to our clients by releasing the potential in their people, systems and technology. Our success is built on a complete understanding of our clients' business needs and processes and collaborating with them to craft an SAP solution that meets these requirements.

Design technology takes pride in its exceptional track record and success in the area of business development. In 2005 Design Technology was accorded the prestigious SAP Africa Region Business Development Partner of the year, and 2006 and 2007 were nominated for the same award. Design Technology has been part of the team providing support to the Public Finance Management System from its inception by the Government of Zimbabwe in 2001. We are providing services to PFMS project in terms of :

- Program Management
- Project Management
- Change Management &
- Project Administration

We would like to commend the Ministry of Finance and the GOZ for its efforts to resuscitate the PFMS, as this goes a long way in strengthening public sector financial management, transparency and accountability. We look forward to working with the Government of Zimbabwe and all its partners to see the successful implementation of PFMS.



MINISTRY OF FINANCE ZIMBABWE "THE REVIVAL"

# Assets Management at CAP



Consolidated Accounts and Policy popularly known as CAP, is an arm of the Government responsible for producing consolidated financial statements. The CAP mandate includes accounting for and managing government assets, among other function.

The assets inventory in each office should be a mirror image of what is in the system. In order to enhance transparency and accountability, all government assets should be uploaded into PFMS. The PFMS asset management function is the primary source of accountability during the life cycle management of assets.

CAP will assist all line ministries with training on uploading of assets onto the system. Currently all ministries have captured their information in Excel and this can easily be transferred to the PFMS. CAP section is embarking on an aggressive training approach so that by 31 December 2012 all assets are in the system.

Assets Upload is associated with positive benefits such as :

- Attaining savings through process improvements and support for strategic decision making.
- Gaining control of the inventory

Enhancing performance of assets.  
Reducing risk through standardisation and proper documentation.  
Detecting Loss

Written by: Twoboy Shoko  
(CAP Principal Accountant)



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## PFMS ROADMAP

4. We have documented business processes in terms of Financial Accounting (FI), Materials Management (MM) and Sales and Distribution (SD). We are yet to start with the system technical docu-

mentation.  
5. Establish improved project governance — This is an ongoing process and it is linked to the process of financial governance. We have just started preliminary work of looking into profiles and system roles. This is the preparatory phase leading to the introduction of the Governance, Risk and Compliance (GRC) module.

6. Compilation of PFMA Financial Regulations —this work has been stalled by lack of financial resources but should be completed by the end of the year. This is being spearheaded by Government Accounting Services (GAS) section.

**CK:** What are the desired outcomes of the implementation?

**SK:** To ensure smooth running of the system and to avoid the fire fighting and haphazard approach

**CK:** What is your message to the PFMS users?

**SK:** My message to system users is:

1. Refrain from sharing passwords
2. Notify the Project Office of changes of personnel when some people go on leave to avoid security risks and constant breakdowns
3. Report any breakdowns to the Central Computing Services (CCS) Help Desk.





# THE OCM CORNER

*Dear All*

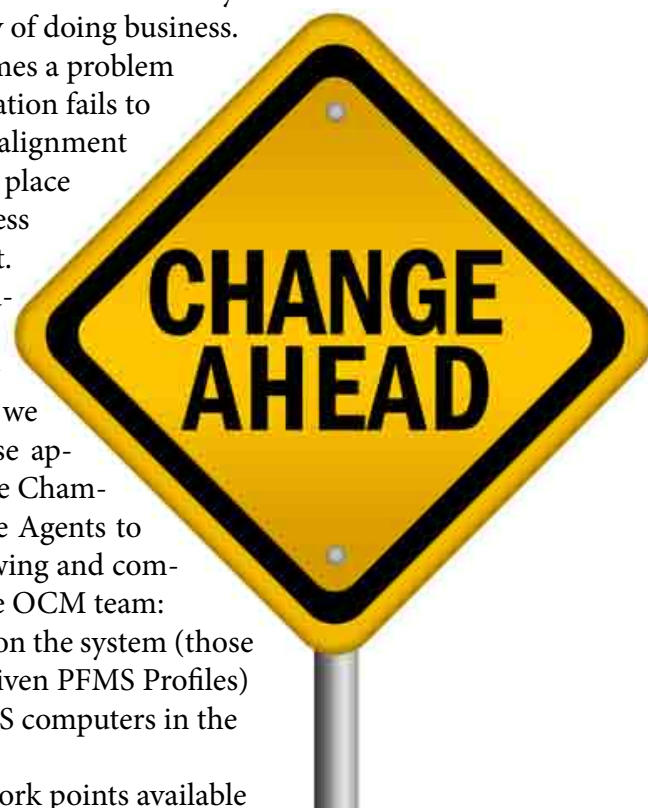
Welcome to the OCM (Organisational Change Management) Corner. Change is one of the most "rude" aspects of our being as individuals and as corporates. Whether you wish for it and expect it or not, change occurs. If we embrace it and adapt we survive or change will mercilessly overrun us, leaving us to a fate suffered by dinosaurs; "EXTINCTION". It is, therefore, imperative that we see it coming and manage our response to change so that we may not only live, but also grow and prosper. The essence of OCM is thus an attempt to align the core business functions, processes and behaviours of the people in an organisation so that they work in harmony to deliver results as required by the overall strategy of the organisation. This whole process may simply be referred to as 'Organisational Alignment'. Ever heard of it? Maybe, maybe not.

Misalignment among the business functions, processes and behaviours results in functional disharmony that costs organisations in many ways, including the following:

- Inefficient processes.
- High unproductive expenditures associated with stop-gap measures meant to address inefficiencies.
- Disgruntlement among staff. Misalignment is expected in any system implementation. It

is not a problem in itself since the system defines a new way of doing business. However, it becomes a problem when the organisation fails to recognise the misalignment and fails to put in place measures to address this misalignment. In our bid to document the OCM processes better in future issues, we call upon all those appointed as Change Champions and Change Agents to identify the following and communicate with the OCM team:

- Number of staff on the system (those that have been given PFMS Profiles)
- Number of PFMS computers in the ministry
- Number of network points available
- Number of people using PFMS mail to communicate
- Number of unscheduled and unannounced system down times
- Cost of travel of staff moving from districts to provinces and from provinces to HQ to access the PFMS (monthly statistics)
- Number of people from provinces who go to HQ to process transactions without any prior communication of the challenges encountered
- Number of people who have ever used somebody's password to execute a task
- Number of times there are misunderstandings between a ministry's Finance Director and senior management over payments
- Number of times there are misunderstandings between departments regarding functional roles



The OCM office will be grateful to receive this information. Watch out for the next issue of this newsletter for results of this exercise. Suggestions are also welcome.



# WISDOM CORNER

**Be Strong Enough-James 1:2-4 (King James Version)**

*"My brethren, count it all joy when ye fall into divers temptations; Knowing this, that the trying of your faith worketh patience. But let patience have her perfect work, that ye may be perfect and entire, wanting nothing."*

If you ask any prominent or successful business person he/she will tell you that the journey was not that rosy as most people would like to think. Ask Joseph the son of Jacob, he would tell you that his road to be a governor was characterised by ups and downs.

Hello! Let us welcome you to our Wisdom Corner in this issue, where we say 'In whatever we do, God first'. Using the PFMS is a journey that requires divine intervention as we know that where a goal is set to achieve a positive result, the devil will be watching ready to cause embarrassment, downfall, unwillingness, chaos, disunity and many other adverse scenarios. Remember, Hannah went through a bumpy road, her womb was closed by the Lord and she was provoked by her rival Peninah. However, she remained focussed on God- 1 Sa 1:1-8.

Equally, we should remain focused on the PFMS. One day we will achieve our goals despite the challenges we face. Please be 100% assured that the PFMS will rise again and we shall rejoice. God the Father, Jesus Christ the Son and the Holy Spirit are



all behind the PFMS and, left on our own, we cannot do anything much. We should not let some people put us off the PFMS. Hannah could have used her misfortune and mistreatment as an excuse, similarly we should not let challenges detract us.

The Wisdom Corner wishes to see PFMS doing wonders in the entire Government of Zimbabwe and at the end the Glory and Honour shall be returned unto Him and Him alone. (1 Corinthians 2v9, "But as it is written, Eye hath not seen, nor ear heard, neither have entered into the heart of man, the things which God hath prepared for them that love him.")

In this issue we want to thank God for answering our prayers in the following areas:

- The accounts for the years 2009 to 2011 have been completed and the periods have been closed.
- 2012 PFMS Accounts for most ministries are up to date.
- More than 60% of line ministries are completing and submitting their monthly financial statements on time. That's truly amazing.

**Prayer points**

**Please continue praying for the following:**

- All ministries to be up to date all the time
- Resource availability to train all PFMS users



## PFMS USER FEEDBACK

Q. Did you read our last issue of the newsletter?  
A. Yes I did.

Q. Did you like it?

A. Yes I liked the newsletter. What did you like most in the newsletter?

Its informative. As an example, it told me a lot about the PFMS, its uses and advantages. It gave information on where we have come from, where we are now and where we are going.

Q. What would you want improved in the next issue?

A. In terms of presentation, I feel that the list of contents should be written inside not on the cover.

Q. What else would you want in the next issue?

Names of the members of the PFMS team. (Note: the PFMS involves everyone in Government even if they do not use a computer on an everyday basis) Jabulani Ndlovu-Ministry of National Housing and Social Amenities



# The Process of Creating a Purchasing Requisition is as follows:

Logistics	Material	Management	Purchasing	Create
K. for Cost Centre, F for internal order, A for Asset				
Material Number				
Quantity e.g. 1				
Delivery Date				
Plant e.g. TT23				
Purchase Group or PGR e.g. R08				
Requisitioner e.g. Admin				
Tracking no e.g. TBR				
Enter				
Insert valuation price e.g. 2 cents				
Enter				
Insert Cost Centre or internal order				
Enter				
Save				



PFMS users from Bulawayo, Martha Simakuhle Ndlovu, Nakeni Nyaira, Fungai Chomudondo and Maswerandini Elizabeth Bumbate, all from the Ministry of Transport being trained on how to create a purchase requisition by Regis Sibanda MM consultant.

**Training that  
takes you  
where you  
are going,  
have  
vision, get  
skill!  
BE THE CHANGE**



## Benchmarking Visit To Germany

### Lessons learnt

- There is commitment at SAP AG to help Zimbabwe realise its vision on the PFMS and the broader e-Government agenda. More benefits can be achieved by utilising existing investment in SAP.
- There is need for a clear policy on the IT platform to be utilised to enhance integration and scalability of the system and processes.
- It is important to have in place strong and clear institutional arrangements - institutions with approved and respected mandates, with personnel having the appropriate skills mix and the lead institution or champion clearly identified.
- Successful implementations have roadmaps that are religiously followed through and supported with the appropriate skills and financial resources. Given the challenges of finances, there is a need to determine clear, agreed and shared outcomes.
- Training and change management are integral components for successful implementations.
- The systems being developed are large and cannot be implemented over a short period. We need to be well organised, properly resourced, adequately funded, have an appropriate mix of skills and a suitable governance structure in order to succeed.

- The SAP software can effectively support many other government operations (both central and local).



At Charite Hospital in Berlin

SAP offers software solutions to more than 2 600 health care providers in Germany and other countries. The solutions cover patient registration, debtors management, financial management, patient management and materials management, theatres, pharmacies and other general stores.

The solutions enhance the performance of health institutions while reducing waiting time for both the health professionals and patients.

### PLACES VISITED

**Ministry of Finance: Free State of Bavaria Led by Bavarian State Department of Finance,** the VIVA project – a fully integrated system – is one of the largest HR management systems in the world. They run payroll processes for around 470 000 employees, paying out 1.4 billion Euros per month to civil servants and pensioners. They also run all other HR processes on the SAP system including travel expenditure management.

**SAP Headquarters:** SAP global head office is the nerve centre of AP operations. The tour of the office demonstrated that SAP is a large and stable organisation over 40 years old and with

17 billion Euro in revenue. SAP public sector executives made presentations of their commitment to Government of Zimbabwe and to Africa.

**Ministry of Finance: State of Baden Württemberg:** Under the umbrella of their 'New Public Management' project, they have been pursuing a 'Business Intelligence' platform approach for some years now. Using SAP's technology they provide reports and strategic management tools to several ministries and agencies of the state including the Police and Parliament.

**Regional Board of Giessen / State of Hesse:** The State of Hesse built a central platform for uniform, statewide business registration processes in line with the European Union Services Directive. They established a single point of contact to support communications with multiple authorities.





## Meet The PFMS Consultants



Sadwell Kanyoza - PFMS Project Manager



Rabson Mupatsi-Training Manager



George Gwazvo - FI Consultant



Tapiwa Munotii-ABAP Consultant



Lizzie Chimweta-MM Consultant



Thando Machona-ABAP Consultant



Active Muchena-FI Consultant



Meeting Banda—MM Consultant



Regis Sibanda- MM Consultant



Munyaradzi Chanakira—SD Consultant

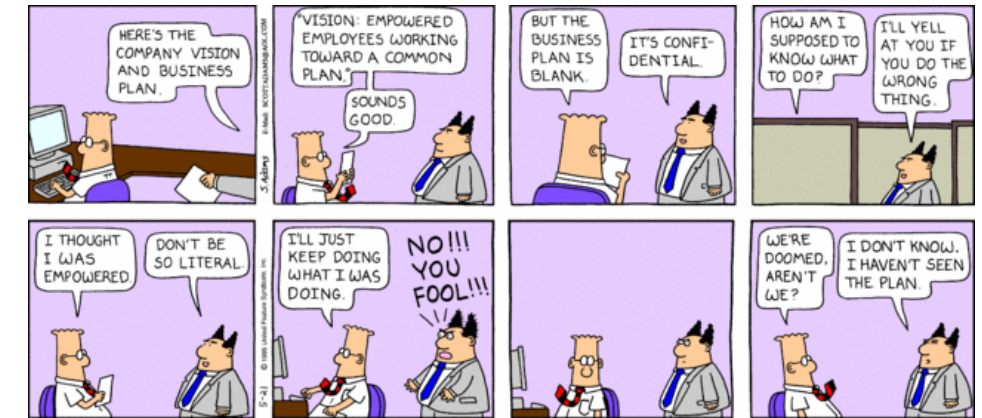


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MINISTRY OF FINANCE ZIMBABWE "THE REVIVAL"



**I think men who have a pierced ear are better prepared for marriage. They've experienced pain and bought jewellery. - Rita Rudney**

**"Teamwork is when other people do your work for you." Dogbert**

**"Don't think of me as your boss. Just think of me as a friend—a friend who's always right!"**

### Classic Joke

So I go into work, see one of my other co-workers there. I ask him, how his job went, what the problem was, etc. He tells me it was an ID Ten T error from the user that was on the PC. I was confused, but then he tells me to go write it out, so I do. (ID10T)

*I've never had major knee surgery on any other part of my body. -- Winston Bennett*

### ERP Project Delivery

An ERP Project Manager is the one who thinks 9 women can deliver a baby in 1 month. An Onsite Coordinator is the one who thinks 1 woman can deliver 9 babies in 1 month. A Developer is the one who thinks it will take 18 months to deliver 1 baby. A Marketing Manager is the one who thinks he can deliver a baby even if no man and woman are available. A Client is the one who doesn't know why he wants a baby. A Tester is the one who always tells his wife that this is not the right baby

**I'M NOT INTO WORKING OUT. MY PHILOSOPHY: NO PAIN, NO PAIN.**

**-- CAROL LEIFER**





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