

The PFMS Newsletter

Featured Articles

- **Success Story– Ministry of Education, Sports, Arts and Culture**
- **From the Accountant General's Desk**



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Note from the Editorial Team

Dear Readers

WE hope you enjoyed reading the previous issue as much as we enjoyed putting it together

In this issue we have tried to cater for everyone's taste. Our feature is on the Ministry of Education, Sports, Arts and Culture. We get a behind-the-scenes tour of the 'Roadshow' that was recently carried out to all their provincial offices. The story highlights the importance of the success of PFMS not just in major cities but also in provinces.

For our technical readers out there, we have not forgotten about you. We take a closer look at the Advanced Business Application Programming (ABAP), a programming language used in SAP .

There are articles from PFMS Support Partners: Design Technology, TTCS, Dixel and Africom.

So sit back, relax and enjoy.

As always, we would like to hear from you, the reader. How? Our Contact details are below.

Happy reading PFMSers!!!

Regards from the Editorial Team.

The PFMS Newsletter

The PFMS Unit

Mkwati Building

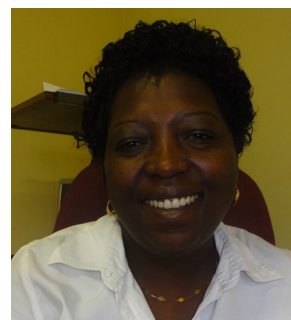
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From the Accountant General's Desk



Mrs Judith Madzorera
Accountant General

The first quarter of the financial year is often a challenging period for Government Accountants who are expected to produce year-end accounts and related financial reports within deadlines set in the Public Finance Management Act. The Public Financial Management System (PFMS), the computer based accounting and financial management system in use across Government Ministries was introduced to address, among other issues the perennial challenges of meeting the Statutory deadlines due to the manual and cumbersome accounting system that was in place.

The automation of the Government accounting system did not immediately produce this expected

outcome. As I hinted in the last edition, we celebrate the first shoots of some positive developments in the accounting and financial reporting arena.

Month-end closures for all Ministries accounts on the PFMS were introduced in 2012, with bank reconciliations to validate transactions done on an ongoing basis. This arrangement allows Ministries to produce their monthly financial statements within the 14 day window period after the month-end as stipulated in the Public Finance Management Act. This however has not been a walk in the park as some of the Ministries have continued to lag behind and in some cases failed to apply themselves to the task at hand. Treasury has resorted to measures such as denying Ministries access to transact on the system to get them to produce results.

It is worth noting that for the first time in many years, Minis-

tries were able to submit the 2012 year end returns for audit within the statutory deadlines. This facilitated the timely consolidation of accounts by the Accountant General.

With timeliness in production of accounts having been achieved, improving the quality of the accounts is our next target. This takes commitment, diligence and self motivation which I have no doubt is slowly but surely building up.

There is need however to ensure that we maintain our professional integrity and operate within the system and avoid this phenomenon of domestic arrears which is raising its ugly head in some Ministries. The system was developed to address this particular challenge as well.

As I have said before, we have started on this journey and despite its challenges the results are always exciting.



SUCCESS STORY

The PFMS Road Show by Lt.Col Joshua Murire (Rtd)

THE Road show, code-named Hand Holding Initiative, was a strategy to address challenges that were haunting Head Office. Among these challenges was that the Exchequer account had not been cleared since 2011. The major cause was that in all provincial offices receipts were not being captured on the system. Only the manual side was being captured. Alpha deduction schedules were also not being done on time. These are tables which are provided by SSB (Salaries Services Bureau) showing civil servants' deductions per min-

istry.

Another major challenge was that bank account transfers were not corresponding with balances on the system. In addition, the Ministry of Finance could not reconcile bank statements with what was on the system.

The major cause of these problems was that PFMS users in the provinces had not received adequate training since dollarization in 2009. Transmission of documents were not orderly and some went missing.

Disallowances and surcharges were not collected from SSB on time, as well. Ideally, the visits were to address the above issues. The operation was partly a hand holding exercise and also a Road Show. The visits assisted in cleaning up the system, receipting in the system and transferring JVs (Journal Voucher) to correct accounts.



Lt.Col Joshua Murire (Rtd)
Director of Finance

The challenges were quite prevalent in Masheanaland Central and Masvingo – they did not have any records on disallowances and surcharges, they were not using receipt books and

Cont'd on pg9

The team behind the Success Story:



From left:
Examination Musarurwa,, Jeffreys Magadzire, K Mkwaila,
Charity Mushingi
Seated: Alice Nyere



From Left: Caroline Chadyendiya, Blessing Goredema,
Lorrane Machado
Seating: Nathan Mafovera



ABAP- WORKING BEHIND THE SCENES



Thando Machona,
ABAP Consultant

ABAP (Advanced Business Application Programming) is a programming language that runs in the SAP ABAP Runtime environment. ABAP is the main language used for building solid-state business application solutions in the SAP. SAP is Systems Applications Products in data processing; a software based on the Enterprise Resource Planning (ERP) concept. Enterprise refers to the firm, Resource refers to the human, physical assets and finances whilst Planning relates to how a user handles or plans the use of the available resources to optimize value to its various stakeholders

ABAP Consultancy can be understood as vital for everyone: the administrative secretary who uses spreadsheets, the procurement committee as they run through the procurement cycle (MM Module), the vendors as they receive their income as well as the accountants as they prepare their final statements (FI Module) and lastly the collection

of revenue by the Sales and Distribution (SD Module) . It is all about needs-analysis and problem-solving skills through the use of programming notations and tools which demand analytical thinking; creative synthesis and problem solving abilities.

To achieve the above functionality, the following activities are carried out:

- SAP/ ABAP Programming

- ◊ Analysis of new system requirements.
- ◊ Production of code to user specification, amending existing SAP programs to meet user specification.
- ◊ Testing and debugging of amended and new programs as per new SAP Function user requirements
- ◊ Implementation of modified and new programs after testing is completed
- ◊ Creation of Transaction codes
- ◊ Training of users on how to use modified programs after implementation
- ◊ Documentation of program changes as per new user requirements

- Database Administration

- ◊ Data Dictionary table crea-

tion

- ◊ Implementation of changes to the Data Dictionary as per request.
- ◊ Implementation of SAP Notes
- System and Network administration
 - ◊ LAN Support and Administration
 - ◊ Trouble-shooting - network connections, services that don't start, resolving IP address conflicts
 - ◊ PAYNET Encryption configuration
 - ◊ Remittance and Receipt printer Configuration
- Working with External Consultancy teams providing advice on the general system Interfaces deployed and team members in whole installation process (e.g. TTS teams, AFRICOM, CBZ, PAYNET, etc.)
- To sum up, for every screen you access in your daily SAP transactions there is a code behind which an ABAP programmer has created.



WISDOM CORNER

Four Pillars of a Prayer Warrior

bring change to the PFMS system in one way or the other.

Rejoice Always (Phil 4:4), The Bible teaches that Jesus came into the world, endured human suffering and conquered sin and death. Only through faith in Jesus Christ can we persevere and sustain our hope and joy. The Bible gives us reason to rejoice. We rejoice because God showed his love and grace to us. We have reason to celebrate because God is in control. We should rejoice because God is good and his love endures forever. We must learn to rejoice in the Lord always. It is of paramount importance that people should live in a stress free environment

- **Pray without Ceasing** [1 Thessalonians 5:17](#), Paul exhorted the Ephesian believers to see prayer as a weapon to use in fighting spiritual bat-

les ([Ephesians 6:18](#)).

As we go through the day, prayer should be our first response to every fearful situation, every anxious thought, and every undesired task that God commands. A lack of prayer will cause us to depend on ourselves instead of depending on God's grace. Unceasing prayer is, in essence, continual dependence upon

The more praying there is in the world, the better the world will be, the mightier the forces against evil everywhere. Prayer, in one phase of its operation, is a disinfectant and a preventive. It purifies the air; it destroys the contagion of evil. Prayer is no fitful, short-lived thing. It is no voice crying unheard and unheeded in the silence. It is a voice which goes into God's ear, and it lives as long as God's ear is open to holy pleas, as long as God's heart is alive to holy things. God shapes the world by prayer.....



We should rejoice because God is good and his love endures forever.

[Ephesians 6:18](#)

“And pray in the Spirit on all occasions with all kinds of prayers and requests. With this in mind, be alert and always keep on praying for all the Lord’s people.”

THAT which brings ‘**Wholeness**’ {Four Pillars of a Prayer Warrior} **Wisdom corner** would like to welcome readers again in this blessed year 2013 that the LORD has granted us to enjoy fruitfully and He gave us another chance to do wonders being led by the Holy Spirit.

[1Thess 5:16-18](#) - *Rejoice always, pray without ceasing, and give thanks in all circumstances; for this is the will of God in Christ Jesus for you.*

- **Pillars:** Rejoice Always, Pray without Ceasing, Give thanks in all Circumstances, and the Will of God. In order for one to cause a positive change whether in society, at the workplace, in college or in any other area he or she must be whole (not lacking in anything). This means he/she should have been made up of the four pillars of a prayer warrior mentioned above. A whole person can



and communion with the Father.

- **Give thanks in all Circumstances**, giving a prayer of thanksgiving is not only done because God has shown a vision, visited you in a dream or blessed you with material things but we should just thank Him in any kind of situations being negative or positive because he is LORD. Whether the PFMS system performs well today and misbehave tomorrow, His name should be exalted.
- **The Will of God**, I believe the will of God is in the word of God. Self-examination will definitely tell you whether what you are doing is RIGHT or NOT e.g. at the workplace, school, home etc. Matt 7:21-23

NB: 100% functionality of PFMS system requires someone who embraces/ possesses the

four pillars stated above hence WHOLENESS causing a change

to the government of Zimbabwe in terms of resource management and accountability. If we work tirelessly on PFMS System, God will do great and mighty things for our stakeholders.

This is a year that will be remembered for the miraculous change of the PFMS System towards a positive platform. Just have faith, 'yes God can do it'. We don't walk by sight but we walk by faith, 2 Corinthians 5v, and 'the just shall live by faith' Romans 1:17(b)

PLEASE READ IT'S INTERESTING

Ark of God is in knowledge and understanding



DEVIL TO PAY

THERE was a Christian lady who lived next door to an atheist. Everyday, when the lady prayed, the atheist guy could hear her. He thought to himself, "She sure is crazy, praying all the time like that. Doesn't she know there isn't a God?"

Many times while she was praying, he would go to her house and harass her, saying "Lady, why do you pray all the time? Don't you know there is no God?" But she kept on praying.

One day, she ran out of groceries. As usual, she was praying

to the Lord explaining her situation and thanking Him for what He was gonna do.

AS USUAL, the atheist heard her praying and thought to himself. "Hmph . . . I'll fix her."

He went to the grocery store, bought a whole bunch of groceries, took them to her house, dropped them off on the front porch, rang the door bell and then hid in the bushes to see what she would do. When she opened the door and saw the groceries, she began to praise the Lord with all her heart,

jumping, singing and shoutin' everywhere!

The atheist then jumped out of the bushes and told her, "You ol'crazy lady, God didn't buy you those groceries, I bought those groceries!"

Well, she broke out and ran down the street, shouting and praising the Lord. When he finally caught her, he asked what her problem was . . . She said, "I knew the Lord would provide me with groceries, but I didn't know he was gonna make the devil pay for them!"

Source: godslittleacre.net



Ministry of
Information Communication Technology

Government of Zimbabwe



***Once a
programmer
drowned in the
sea. Many
Marines where at
that time on the
beach, but the
programmer was
shouting "F1
F1" and nobody
understood it.***

Source: www.funnymail.com

PFMS Technical: Latest Achievements



Newman Nyamhuri
(ICT Network Manager)

Opening of Offices in Provincial Capital Cities:

WE opened offices in Bulawayo, Gweru, Masvingo and Mutare in September 2012. Each office is manned by one ICT expert. The duties of the experts are to provide first line support on any ICT problems faced by any government office in the province. With these offices we have reduced our response time to PFMS faults from about 48 hours to 2 hours. The following are the details of the officers manning the offices;

Bulawayo

Mr Mubvumbi Stanley
Cell No.: +263 775 856 069

Mutare

Mr Nhuruza Winter
Cell No: 08644087592/
0774 888 423

Gweru

Mrs Tigere Rumbidzai
Cell No.: 0776 029 653/
08644001332

Masvingo

Mrs. Portia Mutanga
Cell No.: 0712 862 511

The officers in Bulawayo and Mutare have vehicles while those in Gweru and Masvingo do not yet have vehicles. We urge all users who are a distance from the city centre to assist with transport when need arises. Efforts are being made to address the transport problems as soon as is possible.

We urge all users with faults to report them through the PFMS call centre phone: +263 4 703571 first and acquire a job number before proceeding to contact the officers.

Network Restructuring, Resuscitation and Optimisation:

We needed equipment such as WiMAX Base Stations, switches, routers, optic fibre cables, optical fibre converters, optical fibre splicing kits, firewall, UTP Cat5 network cables, cable tester, power flex cabinet, server, server rack, back up tape drives, generator,

***We urge all
users with
faults to report
them through
the PFMS call
centre phone:
04 703571***



UPSs, biometric entry control system, surveillance cameras (CCTV) for the server rooms, and laptops.

The Ministry of Finance procured the above requirements with support from DFID. The equipment is in the process of being installed.

Printers:

We installed 530 laser jet printers and 181 receipt printers in Harare and all the provincial capital cities on the PFMS system.

PFMS Infrastructure Team:



From Left,
Christopher Zinyembe
(Team Leader),
Nicole Manzunzu,
Blessing Sadziwa
Rowland Maunze,

SUCCESS STORY

Cont'd from p4

had not been doing recoveries since 2009.

During the Road Show staff were trained and were given templates. Today staff are carrying out their tasks correctly and recoveries are up to date.

In Matebeleland North, the challenge was that while source documents agreed with what was on the system, they had problems with recoveries. They received the necessary training and now they are working properly.

Recommendations:

- Quarterly visits to consolidate training which was given last year
- Arrange provincial peer visits to see how other provinces are working.



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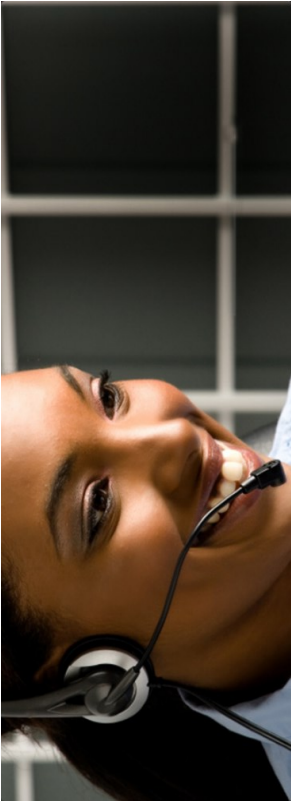
PFMS and Expenditure Tracking

IN the last issue of the PFMS Newsletter, we provided information about **ourselves** and the services that we offer to our clients. This quarter we talk about the PFMS and expenditure tracking. You may have heard about Public Expenditure Tracking Surveys (PETS) **before** or you may be hearing it for the first time. This refers to surveys undertaken to track funds disbursed by Treasury for specific projects or entities that are intended to benefit citizens such as schools, clinics or hospitals and other agencies that offer direct services to the public. The purpose of tracking is to determine the proportion of funds disbursed that ultimately reaches the institutions, intended beneficiaries and establish the proportion and reason for any leakage. If a small proportion of the disbursed funds reaches the beneficiaries and the rest of the funds leak out to other purposes, then intervention will be necessary to ensure that the leakages are addressed.

You may wonder why a Government would consider adopting expenditure tracking systems? Expenditure tracking systems are usually conduct-

ed where Government wants citizens to hold Government structures accountable for the use of money and delivery of services to the public. It brings accountability and responsibility as the survey results are publicized. It empowers citizens to understand what they should expect from Government and how they can determine whether or not Government has provided the services.

The PFMS system makes expenditure tracking surveys much easier and more accurate than before. Expenditures at all levels are reflected in the system and determination of leakages can be done by accessing the various reports in the system. It also shows where delays have occurred and where leakages happened as well as the nature of expenditures financed by the leakages. This tracking can only be compromised by incomplete capturing of transaction data. If all transactions are on-line, then tracking will be accurate and less cumbersome. Here lies the beauty of SAP and here is the opportunity to ensure there is accountability in the public sector.



The PFMS State of the Art Call Centre

Overview

THE Public Finance Management System (PFMS) in collaboration with Africom deployed a state of the art call centre in 2010 to handle inbound and outbound activities efficiently and professionally. The PFMS call centre offers first line support for all technical and business escalations made from the users of the PFMS system in the line ministries in all the provinces and all government institutions. The Agents in the PFMS call centre readily provide solutions to customer enquiries relating to business support, technical support, network status and other general enquires.

The PFMS Call Centre

Network Monitoring

PFMS Call centre uses Orion's Solarwinds Network Monitoring System. The Network Monitoring System monitors and analyses real-time, in-depth network performance statistics for routers, switches, wireless access points, servers, and any other SNMP (Simple Network Management Protocol) enabled devices. The Agents are empowered by the Network Monitoring System to proactively and efficiently respond to any alerts that would arise on the Network Monitoring System.

Helpdesk Ticketing System

A helpdesk ticketing system is available to log network faults, system challenges and hardware problems. The system also allows the monitoring of progress of these tickets. Each call will be logged into the system and assigned a ticket number which can be used for reference. The tickets are logged in the following categories:

1. Networks – All issues relating to the network.
2. Hardware – Faults relating to the Hardware
3. Business – All problems or challenges relating to the Business Application
4. Helpdesk – Faults logged and resolved at the helpdesk.
5. Africom Escalation – these are faults that are escalated to Africom for second line support.

The Agent will offer first line support and classify the faults according to their severity and impact on the PFMS Network. The classification ranges from;

- P0 (Emergency) – Affecting 90% of the PFMS users. A fault of this nature is escalated within 5minutes to the Network Manager.

Cont'd on p12



Cont 'd from p11

- P1 (**Critical**) - Affecting at least 50% of the users. Escalation is done within 15 Minutes to the Network Manager.
- P2 (**Major Impact**) - Affecting a specific group of users.
- P3 (**Minor Impact**) - Minor impact on the users.

All tickets remain open until the resource in attendance calls the Agent to notify him/her that the fault has been resolved.

Redundancy, Fault tolerance and High Availability

The PFMS Call Centre System is mirrored at Afri-com's Data Centre. This ensures failover in the event of a disaster.

Benefits

- Call Centre System has enabled PFMS Unit manage their resources better, serve their users with greater efficiency - making it possible to lower costs and improve the service quality.
- The Call Centre made it easier to handle PFMS user's interactions while giving more control over the resources.
- Handling an issue within a specified time frame increases PFMS user satisfaction.

Enhancement of the Call Centre

Plans are underway to enhance the PFMS Call Centre Experience by enabling the following features:

One number multiple channels

The call centre will have only one number. This number will be reachable from any network and can handle multiple calls on the same number, reducing the number of unanswered calls

VOIP Extensions

To allow all PFMS users in the various ministries easy access to the call center, Voice over IP (VoIP) extensions will be deployed in each of the ministries. These extensions will allow direct access to the call centre without generating any call charges, allowing the PFMS to cut down on costs associated with voice calls.

Call waiting with IVR (Interactive Voice Response)

All incoming calls will arrive into a queue and will be assigned a number.

Premium rated short-code: 33xxx

PFMS will be given a premium-rated short code, for example 33xxx, which will ensure easy dialing for users.

System intelligence

The system will have the ability to connect to 3rd party business applications, like SAP. This will enable Call Centre agents to interrogate business apps real time, whilst assisting a client

Software-based call panel

Each customer agent (computer) will have a call panel that will show them the calls coming into the Call Centre, the calls on hold, etc. This console will enable the agent to perform call functions such as

Click to dial

Click and drag to conference

Click to hang up

PFMS Unit in collaboration with Africom will ensure that it cultivates the development of well-trained, motivated, client-focused agents and well informed, satisfied, loyal customers. The above enhancements will ensure that the PFMS business and technical users have an exceptional customer experience.



Fundamentals of Successful SAP Implementations



TWENTY Third Century Systems has over 16 years experience in managing SAP implementations and delivering SAP support to its diverse client base that ranges from private companies to public sector organizations including governments. Throughout this period, TTCS has come to identify and recognize the fundamental principles that determine project success or failure. Despite numerous articles on this subject, most organizations still fall into the same trap of failing to invest the necessary attention required in factors that contribute to successful project implementations. This means that there is a lot that needs to be avoided, to be done and to be continuously put under check. Every project has its challenges, but what is important is how these challenges are handled and addressed. The PFMS system has been running for more than a decade and upgrades that have come on the way are implemented. Maintaining the 'successful implementation' banner flying high does not happen by accident. A lot of time, money and deliberate effort is required on a consistent basis. This article is meant to work as the barometer for introspection against which all PFMS stakeholders need to measure and determine if there is need to take remedial action on any areas of weakness in the organization that would jeopardize the project. While there are several key success factors, this article will only look at the top six.

Senior Management commitment: SAP implementations require senior management to take the leading role and drive the project towards a predetermined goal. Without active executive engagement and visibility, the new system runs the risk of becoming a white elephant that gets abandoned on the way. In the various Ministries and Departments, management should speak about SAP all the time so that the system becomes ingrained in the way that internal processes are managed.

Adequate funding ensures that required resources to run the

system are available. These include such resources as human, software, support, training, hardware and network. Where resources are a challenge, setting the correct priority levels for requirements helps minimize the possible impact.

The **right skills base** for the SAP support and service providers. These required skills would be both internal and external. Capacity building should be a continuous process. Correct talent identification, when it comes to trainers, ensures that knowledge transfer is effective. SAP runs numerous courses that address almost every area of the system. Assigning mediocre performers on SAP system assignments is the surest way of project failure.

Continuous improvement: The quest for finding new ways of improving on existing processes brings value to the organisation and sets the implementation on a trajectory of success. The SAP system is not static and a lot of new and beneficial improvements are introduced on a continuous basis which enable the organisation to keep abreast with the new functionality and improvements in the system, thereby introducing new efficiencies.

User buy in through system utilization. Change management processes and interventions are an integral part of the SAP implementation in order to achieve user buy in. The system is meant to be used and the users need to be knowledgeable and comfortable enough to use SAP in their day to day functions.

Active, strong and responsive SAP Partners: It is important to engage an SAP partner that is abreast with the latest technological developments of the SAP system from a global perspective. The local SAP partner must be the pillar upon which the SAP implemented system should rest. Whenever a problem arises, quick turnaround in resolution is very important. Their advice and recommendations on the system should be dependable.



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PHOTO SHOP



ABOVE AND BELOW: Participants at a Financial Accounting (FI) Training Session at the PFMS Training Centre at Mkwati Building, Harare





PHOTO SHOP



← Tivirayi Chiseve, Senior Accountant with the Government Accounting Services (GAS) section conducting a Sales and Distribution (SD) training session in Marondera

The Government Accounting Services Team

From Left Standing: M. Tomu, P. Manjonjo, I. Bangidza, T. Chikwenhere, C. Gova, E. Mutsata, S. Shonhiwa, T. Masvaure **Sitting:** C. Madzwanya, N. Makurumidze, Z. Magaya →



↑ Revenue Exchequer Accountant, Tonderai Mhembe (in the foreground), with external consultants at the PFMS Call Centre, Harare



← Colin Fundikira (front), Revenue Accountant in the Ministry of National Housing with external consultant Foster James.



PFMS Internal Auditors Training



By Victor Mapeza
Chief Internal Auditor
Ministry of Finance

THE Government of Zimbabwe designed and implemented the Public Finance Management System (PFMS) to deepen and consolidate reforms in public financial management, and further strengthen accountability and transparency in public expenditure management, improve governance, and maximise the Government's efforts towards poverty eradication.

The Accountant General was charged with the implementation and administration of PFMS, an integrated financial management system that runs on SAP software in all line Ministries.

Since the PFMS was rolled out, internal auditors have been lagging behind this transformation in IT and e-governance. To bridge the gap in SAP auditing skills, the Accountant General's department, the Government Accounting Services (GAS) in collaboration with Design Technology, initiated a training programme to provide Government internal auditors with an appreciation of SAP ERP concepts and applications in three modules, namely:

- ◇ Financial Accounting (FI)
- ◇ Material Management (MM)
- ◇ Sales and Distribution (SD)

The SAP Training workshops ran from 26 November to 21 December, 2012. A total of 182 auditors, divided into three classes per week, attended the training and were taken through the respective three modules. The material for each module was, however, covered in less than two days, due in part to the style used by the trainers to cover the material, which resulted in a limited amount of additional information being provided to participants.

Major objectives for the training were to enable participants conduct an IT audit and enhance their appreciation of the impact of SAP on the internal audit function. The course's objectives were in particular meant to help participants:

- ◇ Understand how the implementation of SAP ERP impacts the internal audit department
- ◇ Identify ways to re-engineer the audit to perform effective and efficient audit in an SAP environment
- ◇ Acquire a baseline knowledge of the structural elements and functions of SAP ERP
- ◇ Acquire a baseline knowledge of SAP ERP technical features and functions including an introduction to SAP ERP security and SAP Governance, Risk and Compliance (GRC) suite of tools
- ◇ Learn internal control features and functions of the core SAP ERP business processes

The training programme was presented by the trainers using PowerPoint slides, along with participants' manuals specific to each module and background material appropriate to the SAP ECC 6.0 platform. Participants were also provided with a CD of the workshop material.

Essentially participants were provided with an insight into SAP ERP. As presented to the trainees, the focus of each module was as follows:

- ◇ an overview of the SAP concepts and processes.
- ◇ an overview of tools to identify risks encountered in respective SAP modules and preventive or corrective measures to be applied.
- ◇ Security and authorisations.
- ◇ Auditing principles and considerations
- ◇ An elaboration on the governance aspects and tools to analyse reports using the Auditing Information System (AIS) reporting tool.



While the essential contents of each PowerPoint presentation were covered, Ministry of Finance Internal Audit felt that more time could have been allocated for each module given that most of the internal auditors had never used the system before and were finding it difficult to navigate through it. Trainers needed more time to elaborate on the material presented and assist trainees to execute various transactions and analyse reports using AIS, drawing more heavily on examples based on the trainers' considerable practical knowledge of the subject matter.

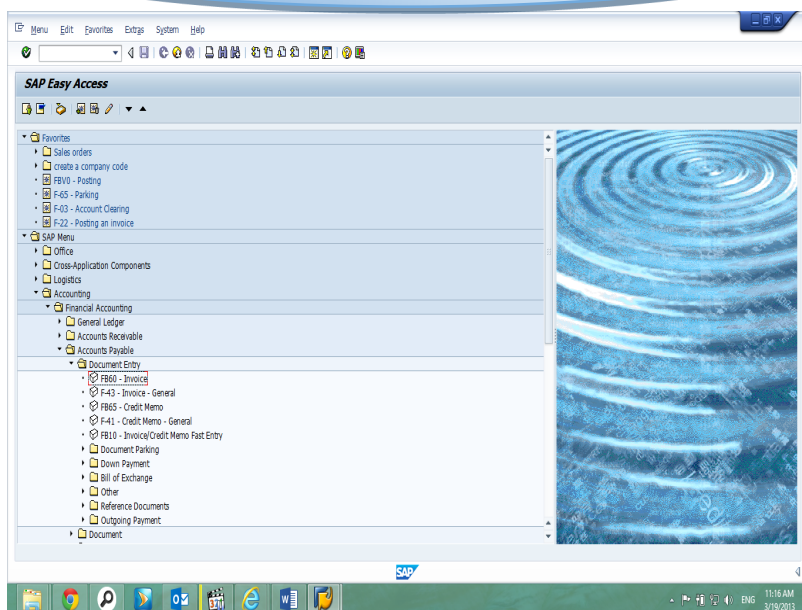
Nonetheless, the SAP ECC 6.0 training workshop exposed the internal auditors to critical elements for conducting audits in an SAP ERP environment and provided them with practical sessions to navigate in various screen transactions for the respective modules.

We look forward to more intensive PFMS training

workshops on SAP auditing and implore on the Accountant General to ensure that sufficient time is allocated to each training session for a thorough coverage of the training material and better appreciation of internal control features and functions of the core SAP ERP business processes.

On behalf of my team, I would like to express our gratitude to the Accountant General, Mrs Judith Madzorera; Mr Edwin Zvandasara's GAS team astutely led by Ms Chipso Madzwanya, and also to Design Technology trainers for initiating this first-ever PFMS Internal Audit Training course and for working tirelessly to improve the efficiency and effectiveness of the assurance function of Government's internal auditors.

How to Park a Document



- *From SAP easy access screen*
- *Enter Company code*
- *Enter currency (USD)*
- *Reference/Invoice Number*
- *Vendor Number of the Payee.*
- *Enter Amount*
- *Tax code (IO)*
- *Electronic PMT (E)*
- *Cost Centre and Text PMT*
- *GL/ACCT. Enter*
- *Insert * and then your cost centre*
- *Insert A then go to document Overview (OR)*
- *Document Check*

RIGHT: PFMS users Carrington Chido (left) and Maclean Chisango parking documents in Room 45





Giggles With Mukanya

Source: www.funntimes.com

What do you call a
computer hero

Answer:

A Screen Saver

Source: www.teach-ict.com

And Another...

An engineer, an operations manager, an accountant, and a software technical support person were traveling together in a car to attend an urgent meeting. Ten miles from the meeting the car breaks down.

The engineer says "Give me ten minutes and I'll have it fixed."

The operations manager says "If we all get a cab we will still get there on time, and, under the circumstances the cost is acceptable."

The accountant says "We could get the bus, still get there on time and at half the cost."

The software tech support guy says "If we all get out, then get back in again one by one... it should start!!"

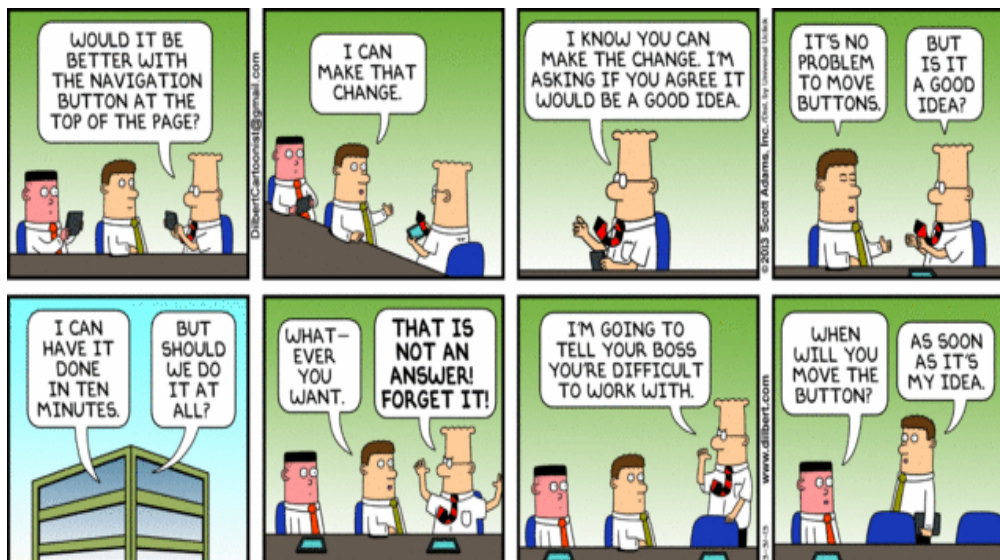
Source: www.j-walk.comSource: www.dilbert.com

A programmer is walking along a beach and finds a lamp. He rubs the lamp and a genie appears. "I am the most powerful genie in the world. I can grant you any wish, but only one wish."

The programmer pulls out a map, points to it and says, "I'd want peace in the Middle East."

The genie responds, "Gee, I don't know. Those people have been fighting for millennia. I can do just about anything, but this is likely beyond my limits."

The programmer then says, "Well, I am a programmer, and my programs have lots of users. Please make all my users satisfied with my software and let them ask for sensible changes." At which point the genie responds, "Um, let me see that map again."

Source: www.alessandrolacava.comSource: www.dilbert.com



Letter to the Editors-PFMS Internal Auditors Training

Dear Editor

MY utmost appreciation goes to the sponsors of this programme. The course design was based on a wealth of experience in assessing management systems, especially in order to improve business performance in areas of quality, security and governance using technological information systems.

Training was well organized and delivered by highly qualified professional trainers. The course covered areas ranging from appreciation right to lead level audit and beyond, giving the participants aptitude to appreciate the different audit environments, plan, implement and analyze results. It involved a high degree of delegated participation which, I am positive, capacitated all participants to apply what was learnt to improve their respective organizational business performances back at their workplaces.

The inclusion of Public Sector auditors into this systems training programme completes the package and function of Information Technological Advancement of our nation and takes us into the globally accepted standard of achievement among information systems audit and security professionals. It counteracts the auditors' unfavourable circumstances of tracking a manual

audit trail in computer-based systems.

It is with much anticipation that the implementation of the system will act as an antidote for the audit function and give intellectual benefits to the business fraternity and, on a wider perspective, promote economic growth.

It is, however, unfortunate that this long awaited package comes only as an awareness tool (training) to the auditor alone instead of bringing in a wide range of stakeholders. It should be brought to the attention of the organizers that involvement of the auditor alone will not only leave the auditors anxious and keen to implement but that it will also create some conflict among different stakeholders. Parties that should have been trained together with the auditors include middle managers

(Administrators, Accountants, Human Resources Personnel and Costing Clerks) and top management. All these people are inter-linked in their functions and involvement in training helps them all have an appreciation of what the system requires of them. They would also learn and know what the auditors will be assessing when carrying out audit inspections. In the absence of this all-inclusive training, middle and top-level managers are likely to always complain

that auditors are witch hunters.

One other shortcoming is that there is nowhere to neither implement nor practice what is learnt, as there are no computer systems at the points of work, especially in the case of the auditors. The absence of practising tools defies the whole purpose of this initiative and retards development of the internal audit function in the Public Sector. The longer it is going to take to install the system, the more expensive this idea becomes.

Should statistics be drawn on trained staff turnover, it would help the organizers realize how costly the training alone was before any results were produced. There is need for periodic refresher courses for any new program, but unfortunately for one that comes as an incomplete package, it may mean repeated initial cost through trained staff turnover and/or erased memories.

Magnitude training material requiring a substantial amount of time was condensed in one week of training. A considerable amount of the time should be set aside in the next training sessions in order to enhance the quality, value or extent of the program.

A suggestion is given that, plans be made to bring every necessary tool on board before any other awareness is made and that all

Cont'd on p26

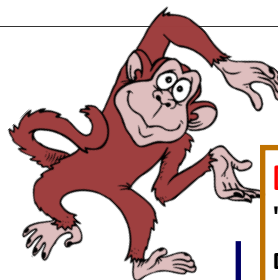


FEEDBACK

From Room 45 Users

CONNECTIVITY – Inkomo Barracks, 2 Brigade and Pomona Barracks do not have connectivity to the PFMS. Users have to go to Mkwati building Room 45 PFMS Unit to access the system. System uptime at Mkwati has improved and the system is user friendly.

Training – not all Harare users were trained in 2012. Those that were trained continue to impart their knowledge to fellow users. Ministry of Defence for example is a large ministry and would require a substantial amount of time to train all users who are yet to receive training.



Officer:

"Soldier, do you have change for a dollar?"

Soldier:

"Sure, buddy."

Officer:

"That's no way to address an officer! Now let's try it again!"

Officer:

"Soldier. Do you have change for a dollar?"

Soldier:

"No, SIR!"

Source: www.just-jokes.net

From: Ministry of Education, Sports, Arts and Culture



From Left:
Caroline Chadyendiya,
Lorrane Machado, Blessing
Goredema

Caroline Chadyendiya, Lorrane Machado,
Blessing Goredema

We liked issue 2 of the Newsletter, in particular the Ministry of Environment's success story. It was inspiring and it encouraged us to work hard and also get recognition in this issue. We have learnt from the article on the Ministry of Environment that teamwork produces positive results. They work together with their Director and they always meet their targets. We also liked the idea of printing documents as a back-up measure; it gives peace of mind.



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SAP Package Implementation

THE development and use of software means the existence of bugs, and SAP® ERP is no exception from any other software. Fortunately, SAP identifies these bugs through its support organization and provides a remedy through correction software updates called OSS notes (or simply 'notes').

What are SAP Support Packs and SAP Notes?

When a customer finds a bug in the SAP product and reports it to SAP support, SAP develops a correction for the bug. This correction is sent to the customer in the form of an SAP OSS note.

If the same or similar bug is reported by multiple customers then SAP recognizes such bugs, corrects them and collects all these corrections in one place and adds some enhancements to the earlier version of SAP and then calls this as a SUPPORT PACK.

A collection of SAP OSS NOTES eventually makes an SAP SUPPORT PACK.

Notes, Support Packages and Support Package Stacks

Notes include code corrections and/or data-dictionary changes to SAP standard objects. These changes are called correction instructions.

Each note is aimed at solving a specific problem across all releases in which this

problem exists. A single note may include multiple sets of correction instructions - one per each release containing the problem. For example, a note may include two instruction sets - one for correcting the problem on a 4.6c system and the other for correcting it on a 4.7 system. Ultimately, the correction is incorporated into the standard code of a given release that makes the note obsolete for that release and future releases.

Notes are released regularly and frequently - between 2 000 and 3 000 notes are released every month just for SAP ERP. Since individual implementation of notes is labour - intensive, SAP groups notes into **Support Packages**, which customers can implement in a single run.

Support Packages target a specific application component and are released sequentially. For example, the EA-HR ERP component provides HR-related functionality. Every month a new support pack is released for this component.

There are dependencies between ERP components that create subsequent dependencies between support packages. To tackle this reality, SAP introduced the concept of **Support Package Stack** that aligns support packages across all ERP components. Support package stacks are released roughly on a quarterly basis.

Cont'd on p22



Correction Implementation Policies: Pros and Cons

The need, on one hand, to correct bugs and, on the other hand, to handle impact analysis has stemmed two different approaches to correction implementations in an SAP ERP system:

Re-active Policy – Notes are implemented as a reaction to bugs identified by the organization. Support packages and support package stacks are not implemented.

Pro-active Policy – Support packages (or support package stacks) are implemented on a regular basis to avoid problems before they impact the organization.

As expected, there are pros and cons to each of these approaches:

Re-active Policy

Pros

Implementing individual notes is a non-disruptive event that is relatively easy to analyse and assess its impact. Therefore, implementations using this policy can be carried out in an ongoing manner without demanding extensive testing effort and with minimal risk of unexpected impacts.

Cons

When support packages are not implemented, the SAP code becomes gradually outdated. This has two implications:

An increased likelihood of en-

countering errors, performance issues and even security issues.

The implementation of an individual note often requires previous notes to be implemented first. These pre-requisite notes may, in turn, have pre-requisite notes of their own. The result over time is that instead of implementing individual notes, SAP support organizations find themselves having to implement long threads of notes. This puts pressure on SLA time frames and complicates the notes' impact analysis.

Pro-active Policy

Pros

Keeping your code up-to-date is always a good practice and probably the best way to avoid errors on an ongoing basis.

Cons

Since implementing support packages requires extensive testing and also some level of code freeze throughout the implementation project, it inevitably presents a disruption to the IT project plan. Organizations find it difficult to frequently stop everything they are doing and shift their focus to support package implementations. To demonstrate this policy, one SAP customer imple-

ments support package stack regularly (on average, every 6 to 12 months) and has had to implement only 44 individual notes. Thanks to his keeping his code up-to-date, upgrading to the latest support package stack will include the implementation of only 28 support packages.

Recommendations

Although there is no absolute right or wrong correction implementation policy, after analysing the behaviour and consequences of hundreds of SAP customer policies, the following guidelines suggested.

Don't lag too far behind

Waiting longer than two years between correction implementations will result in an effort that is almost comparable to a full-fledged release upgrade (which requires a long code freeze period), an organization-wide challenge to find the right time to implement the support package stacks, a riskier project, and an increased post go-live risk.

Keep track of 'special notes'

Although most notes are classified as 'Program Errors' and are aimed at correcting bugs, some notes are classified differently (e.g., 'Advanced Correction' or 'Workaround for missing functionality') and provide



special functionality. Our SAP customer analysis shows that the latter tend to be more frequently and severely impacted by support package implementations and upgrades. It is a best practice to keep track of any such notes implemented in your system and verify that the functionality they affect still works after the upgrade.

SAP Delivers Four Themes Of Innovation With Each Enhancement Package

To date, 619 business function sets and 57 enterprise service bundles are available to customers via three enhancement packs for SAP ERP 6.0. These constitute over 1 400 new optional capabilities. Each enhancement package spans a wide range of breadth and depth (see Figure 5). Although SAP reports over 5 400 shipments and downloads for EHP 1 and over 4 000 shipments and downloads for EHP 2, Forrester believes actual production numbers for these EHPs remain low. From simple feature extension to new modules, these EHPs fall across four themes:

Simplification and usability.

Enhancements in this theme seek to simplify SAP's complex UI by bringing together common screens and reducing the overall number of clicks per transaction. Key processes slated for improvements include order to cash (EHP 2), procure to pay (EHP 3), attract to perform (EHP 4), and accounting to reporting (EHP 5). Other

usability improvements include role-based access and more stable Web DynPro usability enhancements.

Cross-industry (horizontal) functional enhancements.

These themes represent horizontal capabilities across industries and processes. One example of new functionality is the newly enhanced closing cockpit, which provides automation and collaboration for financial closes. The controller monitor and control is provided – including process execution (i.e. central process scheduler) and task execution via the portal with subunit accountants. SAP delivers all the underlying elements for this new capability. Another example of new functionality that falls under this theme is the delivery of talent management across several enhancement packages.

Industry-specific enhancements.

Industry-specific themes deliver vertical-specific functionality. In EHP 3, some examples include catch weight management in inventory accounting for consumer products, eLog book integration for transportation and technical integration between SAP IS Oil and SAP IS Utilities (ISU).

New enterprise services.

Each EHP delivers additional enterprise services via service definitions or from partners. In one example, Audi is taking definitions around order to cash and linking these to e-invoicing capa-

bilities; this results in an order-to-cash-style customer-facing portal.

ERP 6.0 upgrades easier with SAP enhancement packs

SAP's strategy of offering software upgrades via small enhancement packages is paying off in encouraging customers to upgrade to ERP 6.0, according to new research from Forrester.

The enhancement packages simplify the upgrade process while minimizing disruptions. Customers appreciate that they can choose just the functions they want and have to test only those enhancement packages that they decide to take. They are spending less time and money deploying the new functionality, and they have the option of getting increased functionality every six months instead of every two to three years.

"It's been pretty minimal in terms of disruption," Wang said. "[It has] extended functionality to people waiting for it."

Where are we as PFMS?

In 2012, a decision was made to apply Support Packages to the PFMS and become current. This was no mean task as over the years we have just been applying OSS Notes to resolve the problems we were having every now and then as result of mainly program bugs.



We followed the best practice of applying these Support Packages in the DEV environment, followed by the QAS and finally the PRD. After applying the Support Packages on each environment, we handed the system back to business, who would give us the green light to proceed once they're happy that the Support Packages were giving the desired results.

The process took close to a year as we had to incorporate new Support Packages as well as they were being released. We also had some down time, in the DEV environment because of the Code freeze explained above and in QAS and PRD in order to safeguard the data integrity of PFMS. We applied Support Packages up to and including Support Package 22. This is the same as saying we have effectively upgraded PFMS to EHP5, since according to Note 1064635 (SAP ERP Enhancement Packages: SP Stacks Release Info Note) we

are at the equivalence of EHP5, see excerpt from the said Note below. Painful as it was to apply the Support Packages, I'm sure all those involved would agree with me that it's an easier way of upgrading an SAP ERP system.

Enhancement Package (EHP)	EHP SP Stack	Based on ERP SP Stack
Enhancement Package 6 of SAP ERP 6.0		
	1	20
	2	20
	3	21
	4	21
	5	22

*Most of the information in the report is adapted from Forrester Research.

Cont'd from p21

Letter to the Editors

stakeholders be represented when auditors are taught in each of their respective units of participation. It should be made clear to all stakeholders that auditors have the power of access to each of their portions in the system. Knowledge is power; the involvement of all stakeholders in training and knowledge that auditors will peruse their key areas is a control measure in itself and it helps reduce fraud attempts and brings sanity to the internal control systems.

The course content left out the functions of Projects Management, Human Resources and Records and concentrated on the quantita-

tive business aspects. It should be noted that some organizations are more into qualitative business rather than quantitative and the systems audit should strike a balance that accommodates both extremes. I would like to take this opportunity, thus, to applaud the course organizers for bringing in such a noble idea that should see the audit function gaining recognition and appreciation. The initiative was long overdue and impatiently waited for.

We sincerely hope that it will be speeded up and implemented sooner rather than later.

Regards

Neliet Diana Ngweni



Provincial Internal Auditor:
Ministry of Public Works,
Midlands Province
Phone:022-6440

Dear Neliet

Comments noted and appreciated however, training has been taking place mostly with Accountants and other stakeholders being brought on board. Training is however being constrained by limited financial resources, the need to broaden it is well appreciated. Whilst every effort is being made to ensure that Internal Auditors are connected to the system the beauty of the PFMS is that it can be accessed from wherever there is connectivity as long as the profiles are available.



PFMS TRAINING



Rabson Mupatsi
(PFMS Training Manager)

HELLO and Welcome to the PFMS Training Desk.

PFMS training for users was overdue especially in provincial areas where some of our PFMS users were still using manual processes. We are happy to report in this Newsletter that training in provinces started with such a bang in August 2012. The training initiative was undertaken as part of the fulfilment of Ministry of Finance's desire to have extensive use of SAP in Provinces, to enable timeous capturing of financial information into the system. This has facilitated the production of reliable financial statements

Mobile training facilities were set up by our Technical Consultants from Central Computing Services. This enabled proper link of the training venues with the PFM System in Harare. Training resources were mainly from the PFMS Unit (internal consultants) supported by the technical consultants from Central Computing Services as well as external consultants. Drivers were also part of the supporting staff.

The areas covered involved Financial Accounting (FI), Materials Management (MM) and Sales and Distribution (SD), taking care to impart skills and knowledge to staff in Accounts, Stores and Administration.

All in all, training covered all provinces and eight hundred and ninety seven (897) PFMS users were trained according to the breakdown below:

	FI	MM	SD
Midlands	30	15	30
Bulawayo Metro	30	40	15
Masvingo	30	30	45
Manicaland	43	20	15
Mash East	55	60	20
Mash Central	22	47	20
Mash West	50	16	30
Mat North	49	20	45
Mat South	<u>40</u>	<u>40</u>	<u>40</u>
TOTAL	<u>349</u>	<u>288</u>	<u>260</u>

In addition to the above, senior managers were also trained in the three key areas: FI, MM and SD. The training duration was five working days per session. The training was held at Kadoma Hotel and Conference Centre. The total number of senior managers who attended totalled seventy seven (77).

The Training Plan for 2013 is as per Calendar provided on the next two pages. We urge all concerned to take note of the dates and venues. Registration is now in progress, contact Mr Mupatsi on the following numbers: 04-792 657-9 ext 111



2013 PFMS TRA

HARARE BASED TRAINING

KEY								
AA	Document Parking/Debtor Invoicing/Receipting. Transfer of deposits/ Sales Order Crea-							
AC	Document Posting/invoice verification/Creation Debtor Master Data/Account clear-							
CA	Releas & Reports (Receipts/ Revenue, Exp, A/c Bal., Fin. Statements, Preq.PO & Inventory)							
Admin 2	Creation of RFQ/Maintain Quotations /Purchase Order Creation and Printing							
Admin 3	Goods Issue/Physical Inventory creation, counting							
Admin 1	Requisition creation & Good Receipt/Cancellation							
SB&N	SAP Basic & Navigation							
Budg	Budget Management							

May				1	2	3	4
	6	7	8	9	10	11	
	13	14	SB & N	15	+ CA	16	17
	20	21	22	23	24	25	
June	27	28	29	30	31	1	
							1
	3	4	SB & N	5	+ CA	6	7
	10	11	12	13	14	15	
July	17	18	SB & N	19	+ CA	20	21
	24	25	26	27	28	29	
	1	2	SB & N	3	+ CA	4	5
	8	9	10	11	12	13	
August	15	16	SB & N	17	+ CA	18	19
	22	23	24	25	26	27	
	29	30	31	1	2	3	
				1	2	3	
September	5	SB & N	6+ Admin 1 X 3	7	8	SB & N	9 + Admin 2 X 3
	12	13	14	15	16	17	
	19	20	21	22	23	24	
	26	SB & N	27 + AC	28 X2	29 SB & N	30 + Admin 3 X 3	31
October	2	3	4	5	6	7	
	9	SB & N	10 + AC	11 X2	12	13	14
	16	17	18	19	20	21	
	23	SB & N	24 + AC	25 X2	26	27	28
November	30	1	2	3	4	5	
		1	2	3	4	5	
	7	SB & N	8 + Admin 1 X 3	9	10	SB & N	11 + Admin 2 X 3
	15	16	17	18	19	20	
	22	23	SB & N	24	+ CA	25	26
	29	30	31	1	2	3	
				1	2	3	
	5	SB & N	6 + AC	7 X2	8	SB & N	9 + Admin 3 X 3
	12	13	14	15	16	17	
	19	20	SB & N	21	+ CA	22	23
	26	27	28	29	30	31	



TRAINING Calendar

PROVINCIAL TRAINING

MM	FI	SD	Gweru
MM	SD	FI	Bulawayo
SD	MM	FI	Gwanda
FI	SD	MM	Mutare
MM	SD	FI	Masvingo
FI	MM	SD	Bindura
SD	MM	FI	Marondera
SD	FI	MM	Chinhoyi

SD	FI	MM	Gweru
MM	FI	SD	Bulawayo
FI	SD	MM	Gwanda
MM	SD	FI	Mutare
SD	FI	MM	Masvingo
MM	SD	FI	Bindura
FI	SD	MM	Marondera
SD	MM	FI	Chinhoyi

May		1		2		3		4
	7	SD	8	FI	9	10		11
	14		15		16	17		18
	21		22		23	24		25
	28	MM	29	FI	30	31		1
June								1
	4		5		6	7		8
	11	MM	12	SD	13	14		15
	18		19		20	21		22
	25	FI	26	SD	27	28		29
July	2		3		4	5		6
	9	MM	10	FI	11	12		13
	16		17		18	19		20
	23	FI	24	SD	25	26		27
	30		31		1	2		3
August								
		MM		FI	1	2		3
	6		7		8	9		10
	13		14		15	16		17
	20	MM	21	SD	22	23		24
September	27		28		29	30		31
	3	FI	4	SD	5	6		7
	10		11		12	13		14
	17	FI	18	SD	19	20		21
	24		25		26	27		28
October	1	MM	2	SD	3	4		5
	1		2		3	4		5
	8		9		10	11		12
	16	FI	17	SD	18	19		20
	23		24		25	26		27
November	30	MM	31	SD	1	2		3
					1	2		3
	6		7		8	9		10
	13	MM	14	FI	15	16		17
	20		21		22	23		24
December	27	MM	28	FI	29	30		31
	3		4		5	6		7
	10	MM	11	FI	12	13		14
	17		18		19	20		21



Upcoming Events

- ⇒ *Training of Deputy Directors of all Ministries*
- ⇒ *Internal Auditors Training*
- ⇒ *Laying of Fibre Optic Cables*
- ⇒ *Computerisation of National Development Fund (NDF)*
- ⇒ *Electronic Bank Statement*



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