



REPUBLIC OF ZAMBIA

MINISTRY OF FINANCE

SERVICE DELIVERY CHARTER

WHAT'S OUR **SERVICE?**

- CREATIVE
- TEAMWORK
- INNOVATION

**PROGRESS REPORT
FIRST QUARTER
2021**

FOREWORD

The Ministry of Finance Service Delivery Charter outlines the standards of service that you our clients should expect in your interaction with our Ministry. To uphold the standard of service, the Charter outlines the Ministry's commitments, responsibilities and obligations in terms of service delivery timeframes.

To assess service delivery performance against the standard of service committed in the Charter, the Ministry is required to publish quarterly progress reports of performance. The 2021 First Quarter Progress Report is the first of a series of reports that the Ministry will produce on a quarterly basis to report on our performance. Each Progress Report will summarize the performance of the ministry in the preceding quarter and will provide a framework for identifying areas where the Ministry is performing well and also those areas requiring improvement.

I therefore invite all clients of the Ministry and members of the general public to take time to review our report on performance against defined Service Delivery Charter commitments, responsibilities and obligations. I further wish to invite all stakeholders to use this report as a basis for engaging the Ministry in constructive dialogue on how to enhance our service delivery to you going forward.



Mukuli Chikuba
Permanent Secretary - Economic Management Finance
Ministry of Finance

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1.0 INTRODUCTION

This Ministry of Finance Service Delivery Charter (SDC) was finalised and published in 2021 to enhance Ministry's clients' awareness of the type of services that the Ministry provides and explain the standards of service that should be expected, including associated delivery times. The SDC also outlines rights and responsibilities of clients, as well as the Ministry's rights and responsibilities as the service provider.

The 2021 First Quarter Progress Report has been produced to report the performance of the Ministry in the first quarter of 2021 against commitments made in the Charter. The first quarter report is the first of a series of reports that the Ministry will produce on a quarterly basis to summarize the performance in the preceding quarter.

1.1 *Our Vision, Mission & Core Values*

The Vision of the Ministry of Finance is to be: **“A Smart and Value-Centred Ministry”**, while the Mission is: **“To ensure effective and sustainable economic and financial management for inclusive development”**.

The Core Values of the Ministry are outlined below.

- **Professionalism** - we will ensure to uphold excellence in our service delivery through a competent and skilled workforce.
- **Integrity** - we will be honest and sincere in the execution of all our duties.
- **Transparency** - we will be open in our operations for efficient, effective and economical utilization of public resources.
- **Team Work** - we will ensure collaboration and a consultative work culture across departments and stakeholders.
- **Accountability** - we will take responsibility for our decisions.

1.2 *What Our Clients Should Expect from Us*

In support of the above values, the Ministry of Finance will strive to continuously improve the standard of service that we provide so as to meet the needs of our clients and their expectations. To this end, our esteemed clients have the right to expect the highest quality of services as outlined below:

- a. Provision of information on various issues that affect the economy;
- b. Budget releases;

- c. Provision of updates on the state of the economy;
- d. Provision of reports on public finance management.
- e. Provision of information and guidance on tax related matters;
- f. Provision of accounting and audit services;
- g. Facilitation of project financing; and
- h. Release of Financial and Economic Reports.

Following this introductory section, Section II of the report provides a summary of assessment findings. Section III crystalizes the findings into a conclusion, while Section IV provides recommendations. Annex I provide the detailed assessment results by Division.

2.0 ASSESSMENT METHODOLOGY

To assess the performance of the Ministry of Finance in the first quarter of 2021, a questionnaire was developed and used to gather information from the four Divisions of the Ministry, namely: Budget and Economic Affairs (BEA), Economic Management and Finance (EMF), Office of the Accountant General (OAG), and Office of the Controller of Internal Audit (OCIA). Using the questionnaire, both quantitative and qualitative information gathered from each Division was compared to the committed standard of service articulated in the Service Delivery Charter in order to determine performance in the first quarter of 2021. For each type of service offered by the Ministry, an assessment was conducted on whether the Ministry lived up to the timeframe and quality of service committed. The Ministry was assessed to have performed within target if the Ministry provided a particular service within the committed standard of service. The Ministry was assessed to be outside target if the assessment showed that the Ministry did not conform to the committed standard of service.

3.0 ASSESSMENT FINDINGS

The performance of the Ministry in the first quarter of 2021 was assessed at two levels. The first assessment was at Division level, while the second was at Ministry level. This Section provides a summary of findings after conducting the assessment of the Ministry. The performance of the Budget and Economic Affairs Division is reported in Section 3.1, while that of the Economic Management and Finance Division is reported in Section 3.2. The performance of the Office of the Accountant General and the Office of the Controller of Internal Audit Divisions is presented in Section 3.3 and Section 3.4 respectively. The overall performance of the Ministry is presented in Section 3.5.

3.1 Budget and Economic Affairs Division

The Ministry of Finance Service Delivery Charter identified thirty (30) services that would be provided to the public and other stakeholders (clients) under the Budget and Economic Affairs (**BEA**) Division. These services included those related to budgeting, debt management and support to public, private partnerships. **Table 3.1** presents services to which the BEA Division committed a service delivery standard in the Charter. The description of the service is provided in column two, while the standard of service committed in the SDC is presented in column three. The actual performance and assessed score on each service type is reported in column four and five respectively.

The BEA Division's service delivery on the majority of services was in line with the committed standard of service in the SDC. This included timely provision of approval certificates to operate as a Public Benefit Organisation, undertaking debt sustainability analysis and appraising of PPP concept notes. The Division, however, did not perform according to the service delivery commitments on some services related to budgeting as they were affected by low domestic revenues and a tight fiscal space. Other services related to budgeting were not applicable in first quarter as these activities are conducted in the second quarter of each year. The questionnaire and associated responses used to assess performance of the Division, including reason for actual performance are provided in **Annex I**.

The Budget and Economic Affairs Division's assessed performance during the first quarter of 2021 is presented in **Table 3.2**. The Table shows that from the thirty services available and committed in the Service Delivery Charter, six were not applicable for consideration in quarter one. From the twenty-four that were available, the Division's service delivery performance was within target for 17 services (71 percent), while the Division's service delivery was outside target on 7 services (29 percent). The Budget and Economic Affairs Division was therefore assessed to have performed **71 percent** of its service delivery commitments **within target**.

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Table 3.1: List of Services and Performance by the Budget and Economic Affairs Division (First Quarter of 2021)

S/N	Service Type	Committed Standard of Service	Actual Performance Quarter One 2021	SCORE
1	Budget Policy Concept Paper	Budget Policy Concept Paper to Cabinet by first week of June	N/A	N/A
2	Medium Term Expenditure Framework (MTEF)	MTEF to be released to National Assembly Committee by second week of July	N/A	N/A
3	Budget Call Circular	Budget Call Circular released by second week of July	N/A	N/A
4	National Budget	National Budget to be released and announced by fourth week of September	N/A	N/A
5	Monthly Budget performance reports	Report issued within 10 working days of the following month	80 Days	Outside target
6	Quarterly Budget performance reports	Report issued within 10 working days of the following quarter	70 Days	Outside target
7	Certificate of Approval as a PBO ¹ (within Lusaka City)	21 working days after request	60 Days	Outside target
8	Certificate of Approval as a PBO (Outside Lusaka City)	71 working days after request	20 Days	Within target
9	Tax query clarification	6 working days after request	90 Days	Outside target
10	Quarterly Budget releases	Approved funding released by last week of the preceding Quarter	70 Days	Outside target
11	Annual Debt Sustainability Analysis	90 days from the commencement of the Annual Debt Sustainability Analysis exercise	90 Days	Within target
12	Quarterly Statistical Debt Reports	Quarterly Statistical Debt Reports released 45 days after every quarter.	65 Days	Outside target
13	Information on Rural Finance	21 working days after submission of request for information	N/A	N/A
14	Recommendation letter for titling of Government properties	30 working days after the submission of lease forms	15 Days	Within target
15	Approval letter for recapitalization	20 working days after the submission request for recapitalization	30 working days	Outside target
16	Approval for restructuring/ liquidation of SOEs	27 working days after submission request to restructure an SOE	27 Days	Within target
17	Appraisal of SOE Investment Proposals	31 working days after submission of investments proposal	15 Days	Within target
18	Notice of Government Securities Auctions results	2 working days after submission of bid application	2 Days	Within target
19	Subsidiary Credit facilities acceptance/authority	45 working days after submission request for project financing	N/A	N/A
20	Appraised (PPP) project concept note	8 working days after submission of concept note.	8 Days	Within target
21	Appraised unsolicited (PPP) proposals	14 working days after submission of unsolicited proposal	10 Days	Within target
22	Approval letter of ToRs ² for Feasibility Study	10 working days after submission of ToRs	10 Days	Within target
23	Comments on Consultant's Draft Inception/Final Report	10 working days after submission of draft report	9 Days	Within target
24	Report on the Review of Feasibility Study	11 working days after submission of the feasibility study report	10 Days	Within target

¹ Public Benefit Organisation

² Terms of Reference

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S/N	Service Type	Committed Standard of Service	Actual Performance Quarter One 2021	SCORE
25	Letter of Approval for Request of Expression of Interest	10 working days after submitting draft Expression of Interest (EoI)	10 Days	Within target
26	Approved Shortlist for Request for Expression of Interest	10 working days after submission of evaluation report	8 Days	Within target
27	Approval letter for Request for Proposals (RfP)	10 working days after submitting Evaluation report	8 Days	Within target
28	Capacity building on Public Private Partnerships	10 working days after submission of request for training,	10 Days	Within target
29	Technical Advice on (PPP) Project Implementation	8 working days after request for advice	6 Days	Within target
30	Monitoring and Evaluation (PPP) Project Reports	Within 6 days after end of M&E exercise	3 Days	Within target

Table 3.2: Summary of Assessed Performance for Budget and Economic Affairs Division (First Quarter of 2021)

	Number	Percent
Total BEA Services in the Charter	30	--
Total BEA Services Not applicable in Qtr1, 2021	6	--
Total BEA Services applicable in Qtr1, 2021	24	100%
Total BEA Services that were performed within target	17	71%
Total BEA Services that were performed outside target	7	29%

3.2 Economic Management and Finance Division

The Economic Management and Finance (**EMF**) Division had 9 services outlined in the Service Delivery Charter. The services include those related to the economic management mandate and others related to management support service. **Table 3.3** presents the services to which the EMF Division committed a service delivery standard in the Charter. The description of the service is provided in column two, while the standard of service committed in the SDC is presented in column three. The actual performance and assessed score on each service type is also reported.

The EMF Division was able to timely produce monthly economic indicators reports, the 2020 Annual Economic Report and the Ministerial Report among others according to the standard of service committed in the Charter. The production of the Mid-Year Economic Report was not applicable to the first quarter of the year. The EMF Division missed the target on the provision of warehousing and storage space within 20 days of signing of the lease agreements and no referral letters for compensation claims arising from motor vehicle accidents were requested. The questionnaire and associated responses used to assess performance of the Division, including reason for actual performance is provided in **Annex I**.

The Economic Management and Finance Division's assessed performance during the first quarter of 2021 is presented in **Table 3.4**. The table shows that seven (7) services out of the nine were applicable during the quarter. The Division's service delivery performance was within target for six services (86 percent), while the Division's service delivery was outside target on 1 service (14 percent). The Economic Management and Finance Division was therefore assessed to have performed **86 percent** of its service delivery commitments **within target**.

Table 3.3: List of Services and Performance by the Economic Management and Finance Division (First quarter of 2021)

S/N	Service Type	Committed Standard of Service	Actual Performance Quarter One 2021	SCORE
1	Monthly Economic Indicators Report	Economic Indicators Report released 40 days after end of each month.	40 Days	Within target
2	Annual Economic Report	Annual Economic Report released by end of April of the following year.	By end of April	Within target
3	Mid-Year Economic Report	Mid-Year Economic Report released 60 days by end of August.	N/A	N/A
4	Quarterly Macro-economic Briefs	Quarterly Macro-economic Briefs released 30 days after end of each quarter.	30 Days	Within target
5	Ministerial Annual Report	Ministerial Annual Report released within 90 days after the end of each year.	90 Days	Within target
6	GRZ motor vehicle accidents Clearance Report	26 working days after submitting accident report.	24 working days	Within target
7	Referral letter for compensation claims arising from motor vehicle accidents	8 working days after submitting claim application	N/A	N/A
8	Sale of goods (stationery, uniforms, cleaning materials and Zambian flags)	1 working day after the Verification and collection of goods.	1	Within target
9	Provision of Warehousing and Storage Space	20 working days after the collection of completed lease agreement/signed contract.	40	Outside target

Table 3.4: Summary of Assessed Performance for Economic Management and Finance (EMF) Division (First Quarter of 2021)

	Number	Percent
Total EMF Services in the Charter	9	--
Total EMF Services <u>Not</u> applicable in Qtr1, 2021	2	--
Total EMF Services applicable in Qtr1, 2021	7	100%
Total EMF Services that were performed within target	6	86%
Total EMF Services that were performed outside target	1	14%

3.3 Office of the Accountant General

The Office of the Accountant General (**OAG**) Division had twenty-three (23) services outlined in the Service Delivery Charter. These services relate to the public finance management function of the Ministry and include services such as provision of IFMIS

training, production of the Government of the Republic of Zambia's Annual Financial Report and timely transfer of funds from the Control Account to Operational Accounts.

Table 3.5 presents the list of services that were offered under the Office of the Accountant General. The description of the service is provided in column two, while the standard of service committed in the Charter is presented in column three. The actual performance and assessed score on each service type is also reported. The table shows that the OAG Division delivered all its services within the expected targets during the period under review. The only exception was timely provision of help desk support which on average took longer than committed in the Charter. The questionnaire and associated responses used to assess performance of the Division, including reason for actual performance is provided in **Annex I**.

The OAG Division's assessed performance during the first quarter of 2021 is presented in **Table 3.6**. The table shows that all 23 services offered by OAG were provided during quarter one and that service delivery performance on 22 services was assessed to have been with target, while service delivery on 1 service was assessed to have been outside the target. The Office of the Accountant General was therefore assessed to have performed **96 percent** of its service delivery commitments **within target**.

Table 3.5: List of Services and Performance by the Office of the Accountant General Division (First quarter of 2021)

S/N	Service Type	Committed Standard of Service	Actual Performance Quarter One 2021	SCORE
1	Master Data	2 Days of receiving input forms and feedback	1.5 Days	Within target
2	Help Desk Support	Queries resolved within 30 minutes of receipt either by phone or email.	1 Day	Outside target
3	One-to-one IFMIS User Training	8 Working days after receiving a request for training	5 Days	Within target
4	GRZ Annual Audited Financial Report	Produced 180 working days after the end of the Financial year.	90 Days	Within target
5	Management of Banking Relations	11 working days after collection or receiving of feedback on the matter.	3.5 Days	Within target
6	Opening and Closing of Bank Government Account approval	4 working days after collection of approval.	2.5 Days	Within target
7	Renewal of Mandates (Signatories)	3 working days after receipt of request from MPAs.	1 Day	Within target
8	Transactions (Open Items) requirement	1 working day after receipt of submissions from MPAs	1 Day	Within target
9	Transfer of Donor Funds	1 working day after submission of request and collection of feedback.	1 Day	Within target
10	Transfer of Funds from Control to Operational Accounts	1 working day after submission of request and collection of feedback	1 Day	Within target
11	Revenue Statements (Statement B)	8 working days after collection of statement	5 Days	Within target
12	Accountable Documents	6 working days after receipt of request and issue of documents.	1 Day	Within target
13	Safes and Signor Machines	10 working days after receipt of request	6 Days	Within

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S/N	Service Type	Committed Standard of Service	Actual Performance Quarter One 2021	SCORE
				target
14	Lock Smith Services	15 working days after receipt of request / repair of equipment (safe)	10 Days	Within target
15	(Rebate Certificates) Tax Exemptions to PBOs ³	14 days after collection of Tax Rebate Certificate	5 Days	Within target
16	Custom Duty Government Vouchers for Imports by MPAs	7 working days after collection of Custom Duty Government Voucher (CDG)	7 Days	Within target
17	Treasury Minutes	Produced within 60 days after Parliamentary Accounts Committees report is tabled	60 Days	Within target
18	Cleared Goods and Services Contracts	7 Working days after collection of objective or no objective contract	4 Days	Within target
19	Report on outstanding Issues	120 Working days after tabling of the Treasury Minutes	120 Days	Within target
20	Sub Committees Report on PAC sittings on the Outstanding Issues	60 Working days after tabling of the Treasury Minutes	60 Days	Within target
21	Title letter - change of ownership of sold Pool Houses	4 Working days after collection of Title letter	2 Days	Within target
22	Quarterly Reports of Financial and Physical Progress. (Local Authorities)	11 working days after collection of response	10 Days	Within target
23	Draft Annual Financial Statements	36 working days after receiving feedback From Local Authorities	30 working days	Within target

Table 3.6: Summary of Assessed Performance for Office of the Accountant General (First quarter of 2021)

	Number	Percent
Total OAG Services in the Charter	23	--
Total OAG Services <u>Not</u> applicable in Qtr1, 2021	0	--
Total OAG Services applicable in Qtr1, 2021	23	100%
Total OAG Services that were performed within target	22	96%
Total OAG Services that were performed outside target	1	4%

3.4 Office of the Controller of Internal Audit

Four (4) services in the Charter were identified as those performed by the Office of the Controller of Internal Audit (**OCIA**) Division. Services falling under the OCIA included timely provision audit assurance services, audit technical consultancy services and production of quarterly audit reports.

The list of services that were performed by the Office of the Controller of Internal Audit is presented in **Table 3.7**. The table shows that the OCIA delivered all its services within the expected targets during the period under review. The questionnaire and associated

³ Public Benefit Organisations

responses used to assess performance of the Division, including reason for actual performance is provided in **Annex I**.

The Office of the Controller of Internal Audit's assessed performance during the first quarter of 2021 is summarised in **Table 3.8**. The table shows that service delivery by the Office of the Controller of Internal Audit was within target for **100 percent** of the services committed.

Table 3.7: List of Services and Performance by the Office of the Controller of Internal Audit Division (First quarter of 2021)

S/N	Service Type	Committed Standard of Service	Actual Performance Quarter One 2021	SCORE
1.	Audit assurance services (Audit Report)	55 working days after receiving a request for audit services	49.9 Days	Within target
2.	Technical consultancy services	30 working days after receiving a request for training	14.5 Days	Within target
3.	Quarterly Audit Reports	Quarterly Audit Reports submitted to Cabinet Office and Auditor General 30 working days after the end of the quarter	18 Days	Within target
4.	Appointment of Audit Committee members	34 working days after collection of conveyance	30 Working Days	Within target

Table 3.8: Summary of Assessed Performance for Office of the Controller of Internal Audit Division (First quarter of 2021)

	Number	Percent
Total OCIA Services in the Charter	4	--
Total OCIA Services <u>Not</u> applicable in Qtr1, 2021	0	--
Total OCIA Services applicable in Qtr1, 2021	4	100%
Total OCIA Services that were performed within target	4	100%
Total OCIA Services that were performed outside target	0	0%

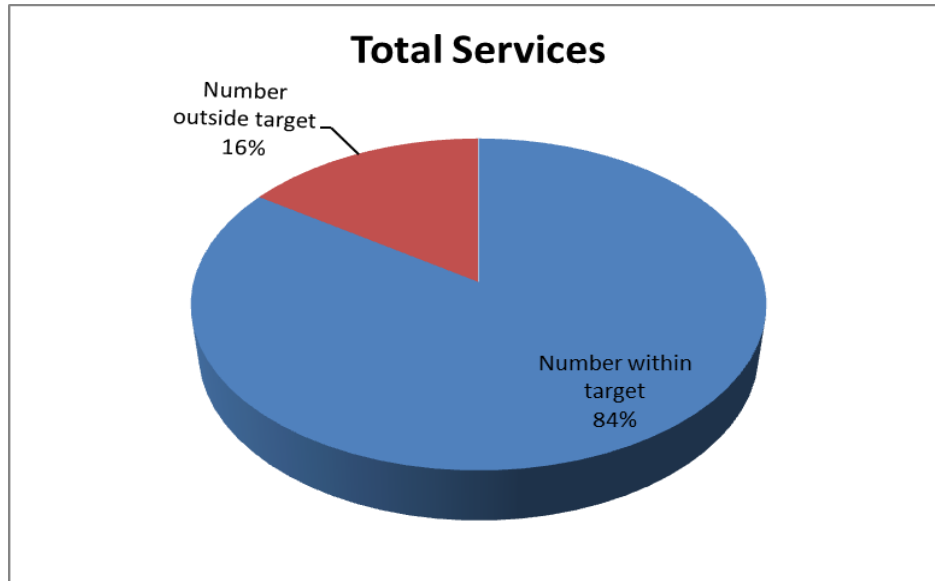
3.5 Overall Ministry of Finance Performance

The overall performance of the Ministry was assessed based on all services offered by the four Divisions and committed in the Service Delivery Charter. **Table 3.9** shows that the Ministry's Charter has a total of 66 different services and that eight of these services were not applicable during the period under review. From the remaining 58 services, the Ministry performed within the service delivery commitment on 49 services (84%), while performance on 9 services (16%) was outside target. The Ministry was therefore assessed to have performed **84 percent** of its service delivery commitments within target (see **Figure 3.1**).

Table 3.9: Ministry of Finance Overall Performance (First quarter of 2021)

	Number	Percent
Total Ministry Services in the Charter	66	--
Total Services <u>Not</u> applicable in Qtr1, 2021	8	--
Total Services applicable in Qtr1, 2021	58	100%
Total Services that were performed within target	49	84%
Total Services that were performed outside target	9	16%

Figure 3.1: Ministry of Finance Overall Service Delivery Performance (Quarter 1 2021)



4.0 CONCLUSION

The Ministry of Finance's Service Delivery Charter contains sixty-six (66) services to which a high standard of service was committed to clients. During the first quarter of 2021, eight (8) of the services were not applicable. For the remaining fifty-eight (58) services, the Ministry's service delivery 49 services (84%) were provided in accordance to service delivery charter commitments. This was despite the Covid-19 pandemic and tight fiscal space that affected budget releases. The Ministry was therefore assessed to have performed **84 percent** of its service delivery commitments **within target**.

The Ministry missed the service delivery targets on 9 services (16%). Services whose standard of service was outside the target included those that were affected low domestic revenues to support the commitments. These included delayed quarterly budget releases and delayed issuance of approval letters on requests to recapitalize state owned enterprises. This notwithstanding, the Ministry can do better and will strive

to improve on those areas where performance missed the service delivery commitment.

In addition, some standards the Ministry to could not be assessed at this time due to an absence of a mechanism to monitor and assess performance. For example, there was no mechanism to monitor how well staff in the Ministry perform when answering telephone calls from clients. Similarly, while the Charter indicates that clients with an appointment should be attended to within five minutes; and those without an appointment within 20 minutes; mechanisms are yet to be put in place to monitor waiting times for clients who visit the various offices within the Ministry with or without an appointment. For such commitment standards, the Ministry will endeavor in the medium term to put in place M&E mechanisms to begin capturing and monitoring such information.

5.0 RECOMMENDATION

The Ministry is commended for living up to service delivery standards on 84 percent of all services that were offered during the period under review. This notwithstanding, the Ministry should take note of the services where service delivery targets were missed in the first quarter. It is recommended that the Ministry reviews factors which affected the standard of service in the provision of the following:

- Monthly Budget performance reports;
- Quarterly Budget performance reports;
- Certificate of Approval as a PBO (within Lusaka City);
- Tax query clarification;
- Quarterly Budget releases;
- Quarterly Statistical Debt Reports;
- Approval letter for recapitalization;
- Provision of Warehousing and Storage Space; and
- Help Desk Support.

Through the critical review and addressing of factors that affected performance, the Ministry can be expected to improve its service delivery standards beyond the current 84 percent.

ANNEX I: SDC QUESTIONNAIRE AND DETAILED RESPONSES

Annex I provides the questionnaire that was used to gather information on the Ministry of Finance's service delivery performance in the first quarter of 2021. Detailed responses from the four Divisions of the Ministry are also provided.

**SERVICE DELIVERY CHARTER
PROGRESS REPORT QUESTIONNAIRE
QUARTER ONE OF 2021**

MINISTRY OF FINANCE

PART I: ECONOMIC MANAGEMENT AND FINANCE DIVISION

ECONOMIC MANAGEMENT						
S/N	Service Type	Standard of Service	Actual Performance in QTR 1 2021	Means of verification	Comment or reason explaining performance	
1	Monthly Economic Indicators Report	Economic Indicators Report released 40 days after end of each Month	40 Days	Monthly Economic Indicators reports posted on website	On target	Within target
2	Annual Economic Report	Annual Economic Report released by end of April of the following year	By end of April	2020 Annual Economic Report posted on website	On target	Within target
3	Mid-Year Economic Report	Mid-Year Economic Report released 60 days by end of August	N/A	N/A.	The Ministry has not commenced the preparation of the report as the reference period is not due.	N/A
4	Quarterly Macro-economic Briefs	Quarterly Macro-economic Briefs released 30 days after end of each quarter	30 Days	Quarterly Economic Review report posted on website	On target	Within target
5	Ministerial Annual Report	Ministerial Annual Report released within 90 days after the end of each year	90 Days	Annual report posted on website	On target	Within target

HUMAN RESOURCES AND ADMINISTRATION						
S/N	Service Type	Standard of Service	Actual Performance in QTR 1 2021	Means of verification	Comment or reason explaining performance	
1.	GRZ motor vehicle accidents Clearance Report	26 working days after submitting accident report	24 working days	Vehicle Accidents Clearance Reports Generated	Within Target Requests are made to the officers to Submit the following reports: 1. Accident report Forms ME 1 (a) Part I and II 2. Full detailed Police report 3. Copy of insurance cover 4. Certificate of competency 5. Driving license	Within target

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HUMAN RESOURCES AND ADMINISTRATION						
S/N	Service Type	Standard of Service	Actual Performance in QTR 1 2021	Means of verification	Comment or reason explaining performance	
					6. Repair costs assuming the vehicle has been repaired From the following reports the Board deliberated on the cases and came up with the resolutions on the charges imposed on the officers who are found at fault.	
2.	Referral letter for compensation claims arising from motor vehicle accidents	8 working days after submitting application	N/A	N/A.	The accidents did not involve any Third Party hence no compensation claims.	N/A

GOVERNMENT STORES						
S/N	Service Type	Standard of Service	Actual Performance in QTR 1 2021	Means of verification	Comment or reason explaining performance	
1.	Sale of goods (stationery, uniforms, cleaning materials and Zambian flags)	1 working day after the Verification and collection of goods	1	Delivery notes and receipts.	On target	Within target
2.	Provision of Warehousing and Storage Space	20 working days after the collection of completed lease agreement/signed contract	40	Lease agreements and signed contracts	Below target due to Covid restrictions and some key officers having been sick with Covid	Missed target

PART II: BUDGET AND ECONOMIC AFFAIRS DIVISION

BUDGET OFFICE						
S/N	Service Type	Standard of Service	Actual Performance in QTR 1 2021	Means of verification	Comment or reason explaining performance	
1	Budget Policy Concept Paper	Budget Policy Concept Paper to Cabinet by first week of June.	N/A	N/A	Not for first quarter	N/A
2	Medium Term Expenditure Framework (MTEF) (Green Paper)	MTEF to be released to National Assembly Committee by second week of July.	N/A	N/A	Not for first quarter	N/A
3	Budget Call Circular	Budget Call Circular released by second week of July.	N/A	N/A	Not for first quarter	N/A
4	National Budget	National Budget to be released and announced by fourth week of September.	N/A	N/A	Not for this quarter	N/A
5	Monthly Budget performance reports	Report issued within 10 working days of the following month.	80	Report provided to Public Relations Office	Reconciliations and necessary approvals required more than 10 days as data from other departments feeds into report	Missed target
6	Quarterly Budget performance reports	Report issued within 10 working days of the following quarter.	70 Days	Report provided to Public Relations Office	Quarterly reconciliations and necessary approvals require more than 10 days as data from other departments feeds into report	Missed target
7	Certificate of Approval as a Public Benefit Organisations (within Lusaka City)	21 working days after request.	60 Days	Report on site visit	Covid restrictions affected movements to	Missed target

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BUDGET OFFICE						
S/N	Service Type	Standard of Service	Actual Performance in QTR 1 2021	Means of verification	Comment or reason explaining performance	
					verify	
8	Certificate of Approval as a Public Benefit Organisation (Outside Lusaka City)	71 working days after request.	20 Days	Report on site visit	Within target	Within target
9	Tax query clarification	6 working days after request	90 Days	Responses on file	Tax queries are addressed as and when they are made	Missed target
10	Quarterly Budget releases	Approved funding released by last week of the preceding Quarter	70 Days after start of quarter	Report provided to PR office	Delayed budget releases was due to low budget revenue stream.	Missed target

INVESTMENT AND DEBT MANAGEMENT						
S/N	Service Type	Standard of Service	Actual Performance in QTR 1 2021	Means of verification	Comment or reason explaining performance	
1	Annual Debt Sustainability Analysis	90 days from the commencement of the Annual Debt Sustainability Analysis exercise	90 Days	Activity report (Publication of report when approved by senior Management)	Within target	Within target
2	Quarterly Statistical Debt Reports	Quarterly Statistical Debt Reports released 45 days after every quarter.	65 Days	Publication of the report on the Ministerial web site	Data from external sources delayed possibly due to effects of Covid 19	Missed target
3	Information on Rural Finance	21 working days after submission of request for information	N/A	N/A	No rural finance information was requested	N/A
4	Recommendation letter for titling of Government properties	30 working days after the submission of lease forms	15 Days	Number of Title Deeds submitted to the Ministry of Finance Depository Box	Produced within 15 days under the Ministry Finance and	Within target

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INVESTMENT AND DEBT MANAGEMENT						
S/N	Service Type	Standard of Service	Actual Performance in QTR 1 2021	Means of verification	Comment or reason explaining performance	
					submitted to the Ministry of Lands for final processing of Titles Deeds.	
5	Approval letter for recapitalization	20 working days after the submission request for recapitalization	30 working days	Number of recapitalised SOEs	Tight fiscal space	Missed target
6	Approval for restructuring/ liquidation of SOEs	27 working days after submission request to restructure an SOE	27 Days	Number of restructuring/Liquidations approved	Within target	Within target
7	Appraisal of SOE Investment Proposals	31 working days after submission of investments proposal	15 Days	Letter communicating the appraisal results	Above target despite the effects of Covid-19 pandemic	Within target
8	Notice of Government Securities Auctions results	2 working days after submission of bid application	2 Days	Award/ Rejection Notices to bidders	Within target	Within target
9	Subsidiary Credit facilities acceptance/authority	45 working days after submission request for project financing	N/A	N/A	No Subsidiary Credit Facilities acceptance/ authority issued in QTR 1 2021	N/A

PUBLIC PRIVATE PARTNERSHIP						
S/N	Service Type	Standard of Service	Actual Performance in QTR 1 2021	Means of verification	Comment or reason explaining performance	
1	Appraised (PPP) project concept note	8 working days after submission of concept note.	8 working days	Concepts notes and project quarterly report	The performance was above target as the two project concept notes were reviewed within the 8	

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PUBLIC PRIVATE PARTNERSHIP						
S/N	Service Type	Standard of Service	Actual Performance in QTR 1 2021	Means of verification	Comment or reason explaining performance	
					working days	
2	Appraised unsolicited (PPP) proposals	14 working days after submission of Unsolicited Proposal	10 days on average the year.	Appraisal reports and quarterly project report	The performance was above target as 10 days on average were used to conduct appraisals for seven projects.	
3	Approval letter of Terms of Reference (ToRs) for Feasibility Study	10 working days after submission of draft ToRs	10 working days	Terms of reference for the two projects and quarterly report	The two projects received letters of approval for them to go ahead and start feasibility studies within the 10 days as stipulated.	
4	Comments on Consultant's Draft Inception/Final Report	10 working days after submission of draft report	9 days were used to review.	Project review reports	It was above target as 9 days were used instead of ten to review the two draft inception and final reports.	
5	Report on the Review of Feasibility Study	11 working days after submission of the Feasibility Study report	10 working days were used to review one project	Feasibility study review report	It was above target as 10 days are set in the standard performance.	
6	Letter of Approval for Request of Expression of Interest	10 working days after submitting draft Expression of Interest (Eoi)	10 days were used to approve four projects	Reports on expression of interest and quarterly reports.	It was on target as the four projects were reviewed within the set 10 days.	
7	Approved Shortlist for Request for Expression of Interest	10 working days after submission	8 working days were used on	Project evaluation reports and quarterly report.	above target as 8 activities were used	

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PUBLIC PRIVATE PARTNERSHIP						
S/N	Service Type	Standard of Service	Actual Performance in QTR 1 2021	Means of verification	Comment or reason explaining performance	
		of Evaluation report	average to approve five projects		instead of the 10days as per performance standard.	
8	Approval letter for Request for Proposals (RfP)	10 working days after submitting Evaluation report	8 working days were used for approval of letters for request of proposal for the four projects	Project reports and quarterly reports	The performance was above target as 8 days were used instead of 10	
9	Capacity Building on Public Private Partnerships	10 working days after submission of request for training,	10 days were used in the orientation and training	Training reports and course certificates	On target as ten days were used.	
10	Technical Advice on (PPP) Project Implementation	8 working days after request for advice	6 working days were used to respond as Technical advice for the two projects	Project Reports and quarterly reports	It was above target	
11	Monitoring and Evaluation (PPP) Project Reports	Within 6 days after end of M&E exercise	Three days were used to provide monitoring and evaluation reports	Monitoring report and quarterly reports	Above target as performance standards allowed 6 days.	

PART III: OFFICE OF THE ACCOUNTANT GENERAL DIVISION

OFFICE OF THE ACCOUNTANT GENERAL						
S/N	Service Type	Standard of Service	Actual Performance in QTR 1 2021	Means of verification	Comment or reason explaining performance	
1	Master Data	2 Days of receiving input forms and feedback	1.5 Days	Customer and vendor display Reports in IFMIS	Average was 1.5 due to correct completion of customer and vendor master data in the system	Within target
2	Help Desk Support	Queries resolved within 30 minutes of receipt either	1 Day	Positive feedback from clients	1 average working day. Time taken to resolve queries	Missed target

SDC PROGRESS REPORT – QUARTER 1, 2021

OFFICE OF THE ACCOUNTANT GENERAL						
S/N	Service Type	Standard of Service	Actual Performance in QTR 1 2021	Means of verification	Comment or reason explaining performance	
		by phone or email.			is determined by availability of all required information.	
3	One- to- one IFMIS User Training	8 Working days after receiving a request for training	5 working days	No of call logs or emails	1. OAG conducts periodic one to one or end user training in IFMIS to build capacity in officers. 2. End user trainings are also conducted when MPAs request for Training.	Within target
4	GRZ Annual Audited Financial Report	Produced 180 working days after the end of the Financial year.	90 Days	Letter of submission to the Auditor General	Quarterly reconciliations of financial statements by MPAs.	Within target
5	Management of Banking Relations	11 working days after collection or receiving of feedback on the matter.	3.5 Days	Letters and emails to Banks and Non-Financial Institutions	Prompt response by the Banks and Non-Financial Institutions	Within target
6	Opening and Closing of Bank Government Account approval	4 working days after collection of approval.	2.5 Days	Letters and signed Mandate Form 49 (Accounts Form IX)	Prompt response by the Banks and Non-Financial Institutions	Within target
7	Renewal of Mandates (Signatories)	3 working days after receipt of request from MPAs.	1 Day	Signed Mandate Form 49 (Accounts Form IX)	Prompt action taken by the Treasury Department	Within target
8	Transactions (Open Items) requirement	1 working day after receipt of submissions from MPAs	1 Day	Proof of Payment (PoP)	Correct data submitted to the Treasury Department	Within target
9	Transfer of Donor Funds	1 working day after submission of request and collection of feedback.	1 Day	Signed Letters to BOZ	Correct letters of request submitted to the Treasury Department	Within target
10	Transfer of Funds from Control	1 working day after submission	1 Day	Signed Letters to BOZ	Correct letters of request	Within target

SDC PROGRESS REPORT – QUARTER 1, 2021

OFFICE OF THE ACCOUNTANT GENERAL						
S/N	Service Type	Standard of Service	Actual Performance in QTR 1 2021	Means of verification	Comment or reason explaining performance	
	Accounts to Operational Accounts	of request and collection of feedback			submitted to the Treasury Department	
11	Revenue Statements (Statement B)	8 working days after collection of statement	5 Days	Revenue Returns	1. Devolved level of responsibility in terms of capturing of revenue information by MPAs. 2. Automation of revenue collection and reporting.	Within target
12	Accountable Documents	6 working days after receipt of request and issue of documents.	1 Day	Accountable Document Issuance Forms	Accountable Documents issued upon request	Within target
13	Safes and Signor Machines	10 working days after receipt of request and MPAs' collection of Safe and/or signor machine	6 Days	Handover/Takeover Certificates	6 average working days. Availability of safes & Signor Machines at the time of request by MPAs	Within target
14	Lock Smith Services	15 working days after receipt of request / repair of equipment (safe)	10 Days	Stock inventory forms & Acknowledgment letters.	Logistics provided by MPAs	Within target
15	(Rebate Certificates) Tax Exemptions to Public Benefit Organisations	14 days after collection of Tax Rebate Certificate	5 Days	PBO Approval Letters and Collection Register	5 average working days. Sufficient resources with regards to number of personnel and computers.	Within target
16	Custom Duty Government Vouchers for Imports by Government Departments	7 working days after collection of Custom Duty Government Voucher (CDG	7 Days	CDG Collection Register	Sufficient resources with regards to number of personnel and computers.	Within target
17	Treasury Minutes	Produced and submitted Within 60 days after Parliamentary Accounts	60 Days	1. Status reports 2. Treasury Minutes	Progress reports from MPAs received within the stipulated time.	Within target

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OFFICE OF THE ACCOUNTANT GENERAL						
S/N	Service Type	Standard of Service	Actual Performance in QTR 1 2021	Means of verification	Comment or reason explaining performance	
		Committees report is tabled				
18	Cleared Goods and Services Contracts	7 Working days after collection of objective or no objective contract	4 Days	Contracts received	MPAs' compliance with requirements	Within target
19	Report on outstanding Issues	120 Working days after tabling of the Treasury Minutes	120 Days	Outstanding issues' Report	Progress reports from MPAs received within the stipulated time.	Within target
20	Sub Committees Report on PAC sittings on the Outstanding Issues	60 Working days after tabling of the Treasury Minutes	60 Days	Outstanding issues' Report	Progress reports from MPAs consolidated into outstanding issues	Within target
21	Title letter - change of ownership of sold Pool Houses	4 Working days after collection of Title letter	2 Days	Clearance Letters	Introduction of transit revenue account for sale of pool houses	Within target
22	Quarterly Reports of Financial and Physical Progress. (Local Authorities)	11 working days after ccollection of response	10 Days	Quarterly Reports of Financial & Physical progress	23 Reports received from Projects funded by the World Bank & AfDB	Within target
23	Draft Annual Financial Statements	36 working days after receiving feedback From Local Authorities	30 working days	Financial Statements	116 Draft Annual Financial Statements received from Local Authorities. Feedback on the Draft Annual Financial Statements was made to 80 Local Authorities. Feedback on the remaining 36 is yet to be done.	Within target

PART IV: CONTROLLER OF INTERNAL AUDIT DIVISION

CONTROLLER OF INTERNAL AUDIT						
S/N	Service Type	Standard of Service	Actual Performance in QTR 1 2021	Means of verification	Comment or reason explaining performance	
1.	Audit assurance services (Audit Report)	55 working days after receiving a request for audit services	49.9 Days	Activity Reports	49.9 average working days. Above target despite the effects of the Covid-19 pandemic.	Within target
2.	Technical consultancy services	30 working days after receiving a request for technical consultancy services	14.5 Days	Activity Reports	14.5 average working days. Above Target. 6 Technical consultancy services undertaken	Within target
3.	Quarterly Audit Reports	Quarterly Audit Reports submitted to Cabinet Office and Auditor General 30 working days after the end of the quarter	18 Days	Quarterly Report	65 Reports from 26 MPAs consolidated into First Quarter 2021 Report and submitted to Cabinet Office.	Within target
4.	Appointment of Audit Committee members	34 working days after collection of conveyance	30 Working Days	Appointment letters	Five (5) appointments made in Q1.	Within target



+260 211 251843/ +260 211 250657

Headquarters

Ministry of Finance
P.O. Box 50062, Chimanga Road
Lusaka
ZAMBIA

CONTACT US TODAY

+260 211 251843/ +260 211 250657

Headquarters

Ministry of Finance
P.O. Box 50062, Chimanga Road
Lusaka
ZAMBIA