

| Business Process | Business Process Realigned | Sub-Process | System / Applications minimum functionality | Required by (Must first address Red, then Orange) | Document Management Required | Identified Issue per audit report & areas possibly affected per analysis of findings | Potential Impact per Audit Report | Progress on the functionality per column K and module status (Red Blocks are required by legislation or regulation and must have a comment) | Root Cause Analysis (Why is the functionality not yet available) | Remedial Action to ensure functionality is Implemented | Responsible Official | Due Date |
|---|---|-------------------------------|---|---|------------------------------|---|--|---|---|---|-------------------------------|---|
| WORKING GROUP 1 | | | | | | | | | | | | |
| Costing and Reporting | Costing and Reporting | Cost Planning | A full costing module aligned to the mSCOA costing segment to assist in calculation of tariffs and real costs. Charges must have a direct effect on tariffs. Therefore it will be necessary to ensure direct link to Provisioning and payroll modules exist etc. through the application of internal billing departmental charges or activity based recoveries. | mSCOA Regulation | Yes | 2.3.4.1 Observation: There is no module to allow for direct costing linked to apportioning of payroll costs to ensure accurate internal billing and recoveries through accurate costing of tariffs. The costing module is yet to be implemented to ensure all costs are accounted for in the tariff structures for internal billing purposes. | Impact: Non-compliance to mSCOA system functionality requirements. Incomplete costing of service charges reducing likelihood of maximum recovery. | Currently the City considers internal charges and recoveries and does not take into account a fully activity based costing to split direct and indirect costs | NT Treasury to provide guidance for implementation | Engage the National Treasury on progress regarding the guidance on the implementation of costing for the purpose of developing a costing module specification | Vuyo Majikijela | 30 Dec 2025 - Engagement with NT Done |
| Costing and Reporting | Costing and Reporting | Cost Planning | Management reporting on all charges should be available for reports as well as dashboard information. | mSCOA Regulation | | 2.3.4.1 Observation: There is no module to allow for direct costing linked to apportioning of payroll costs to ensure accurate internal billing and recoveries through accurate costing of tariffs. The costing module is yet to be implemented to ensure all costs are accounted for in the tariff structures for internal billing purposes. | Impact: Non-compliance to mSCOA system functionality requirements. Incomplete costing of service charges reducing likelihood of maximum recovery. | Currently the City considers internal charges and recoveries and does not take into account a fully activity based costing to split direct and indirect costs | NT Treasury to provide guidance for implementation | Engage the National Treasury on progress regarding the guidance on the implementation of costing for the purpose of developing a costing module specification | Vuyo Majikijela | 30 Dec 2025 - Engagement with NT Done |
| Treasury and Cash Management | Treasury and Cash Management | Bank Reconciliation | Automated clearing of system generated transactions such as payments; and | mSCOA Regulation | | 2.3.6.1 Observation: There is no automated clearing of payment transactions between the cashbook and bank statement. Transactions have to be matched using the electronic transfer number which is punched in on the bank statement line to confirm match on the system. Due to inconsistent referencing between the bank and the cashbook, the system does not automatically match the electronic transfers in the bank to the cash book in order to reduce the reconciliation items that require manual intervention. | Impact: Delay in reconciliation process increases work load. Non-compliance with mSCOA system functionality requirements. | The City is in the process of creating a unique identifier code on the FTP / ACB file to the bank, which will seamless integrate to the cash book on a daily basis, so as to clear all unpaid ACB's | System configurations not fully implemented as per mSCOA regulation | Engage ICT and BCX to ensure functionality is provided | Linton | 30 June 2023 - Development complete 31 July 2023 - To conduct training on test environment with vendor 30 September 2024 - Testing to be conducted System has been updated. To continue monitoring to gauge the impact at financial year end. |
| Treasury and Cash Management | Treasury and Cash Management | Bank Reconciliation | Forecasting of cash must be available on a dashboard. | Best Practice | | Forecasting of cash from Investments is done manually based on Grant expenditure | Incorrect withdrawals from Grant funding, thereby breaching DORA conditions. Incorrect reporting on AFS, unauthorised expenditure | This will be addressed in the Investment Module that is currently under development | Vendor did not have the functionality at acquisition | Engage vendor for further development continuously | Vuyo Majikijela | 31 January 2023 - Engagement on functionality with 30 May 2025 - Implementation of functionality complete 1 July 2025 - Testing Complete and go live. |
| Treasury and Cash Management | Treasury and Cash Management | Bank Reconciliation | Support mSCOA segmentation in the cashbook module. | mSCOA Regulation | | | | | | | | |
| Treasury and Cash Management | Treasury and Cash Management | Petty cash | A petty cash module that would allow for accounting for petty cash transactions and subsequent budget allocations and control as per mSCOA. | mSCOA Regulation | | 2.3.6.2 Observation: There is no petty cash module to assist in processing petty cash transactions. Petty cash transactions are processed through journals. There is no Internal (automated) cash receipt to show draw down of petty cash and reimbursement processes. | Impact: Non-compliance to mSCOA requirements. | Under development with BCX, apportioning of VAT | Slow progress on development with vendor | Contious bi-weekly progress report | Linton | 28 February 2023 - Development Complete 30 April 2023 - Testing Complete and system live The system has been developed and moved from test to production. In the process of testing end to end live. (24/03/2026 comment) |
| Treasury and Cash Management | Treasury and Cash Management | Petty cash | Internal cash receipt with drawdown of petty cash. | mSCOA Regulation | Yes | 2.3.6.2 Observation: There is no petty cash module to assist in processing petty cash transactions. Petty cash transactions are processed through journals. There is no Internal (automated) cash receipt to show draw down of petty cash and reimbursement processes. | Impact: Non-compliance to mSCOA requirements. | Under development with BCX, apportioning of VAT | Slow progress on development with vendor | Contious bi-weekly progress report | Linton | 31 January 2023 - Engagement on functionality with vendor 30 June 2023 - Slow progress on development with vendor 31 July 2024 - To engage vendor regarding slow progress. The system has been developed and moved from test to production. In the process of testing end to end live. |
| WORKING GROUP 2 | | | | | | | | | | | | |
| Municipal Budgeting Planning and Financial Modelling: (IDP driven, project based main budget module that adhere to MFMA section 53 that as a minimum) | Municipal Budgeting Planning and Financial Modelling: (IDP driven, project based main budget module that adhere to MFMA section 53 that as a minimum) | Human Resources (HR) /Payroll | Supply the general ledger's main budget module with counts of the actual and planned positions (organogram) budgets for the full mSCOA segments as a budget line. The functionality should be able to provide this for both expenditure and balance sheet items. | mSCOA Regulation | | 2.3.10.3 Observation: We noted that the Payday module integrated to the Solar budget module and general ledger does not provide count of staff on each segment. The systems (Payday and Solar) must have ability to include a column to show the number of people/ staff budgeted for on each segment and these must agree to the organisational structure. | Impact: Misallocations to segments. Non-compliance to mSCOA system functionality requirements. | Functionality is working succesfully on Payday budget module, however there is no intergration as the BMM is functional | there is no intergration between BMM & the Payday budgeting module | Engage system vendor in testing the module to ensure the intergration of Payday Budget Module with BMM is implemented.. | Zizipho Mdudu & Kholosa Nxala | 31 July 2024 Estimated |

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| Municipal Budgeting, Planning and Financial Modelling: (IDP driven, project based main budget module that adhere to MFMA section 53 that as a minimum) | Municipal Budgeting, Planning and Financial Modelling: (IDP driven, project based main budget module that adhere to MFMA section 53 that as a minimum) | Human Resources (HR) /Payroll | Incorporate the ability to apply costing allocation to projects and percentage (%) based allocation of administration costs to trading service departments (if not allocated) using direct calculation methods. | mSCOA Regulation | Derived from Attributes | 2.3.10.2 Observation: The system does not have functionality and ability to apply costing allocation to projects using a direct allocation or a percentage (%) based allocation of administration costs to trading service departments such as infrastructure. Costs associated with finance and corporate services department should be allocated to other departments based on amount of time they spend supporting other departments. | Impact: Costs of production are not associated with revenues for each department. This might lead to inadequate recoveries from service charges made to consumers. | Currently the City considers internal charges and recoveries and does not take into account a fully activity based costing to split direct and indirect costs | NT Treasury to provide guidance for implementation | Engage the National Treasury on progress regarding the guidance on the implementation of costing for the purpose of developing a costing module specification | Vuyo Majikjela | 30 Dec 2024 - Engagement with NT Done |
| Municipal Budgeting, Planning and Financial Modelling: (IDP driven, project based main budget module that adhere to MFMA section 53 that as a minimum) | Municipal Budgeting, Planning and Financial Modelling: (IDP driven, project based main budget module that adhere to MFMA section 53 that as a minimum) | Budget Management | Allow the public to provide comments on the budget electronically via the municipality's website. These comments together with the comments received from public sessions to be populated/consolidated onto a tool that can be accessed by the public and councillors. | Best Practice | | 2.3.2.1 Observation: There is no evidence of project prioritisation (priority indicator). Prioritisation process is done with the community and communities provide prioritisation. Solar budget module does not have a functionality to capture prioritisation and comments from the public regarding prioritisation as this is only done during public meetings. | Impact: Budget can be allocated to projects not deemed as priority by the public. Projects may be implemented in an adhoc manner. Municipal Budgeting | The public submit their comments at meetings, social media & in writing | The functionality still to be developed | The City Manager, in a memorandum dated 18 February 2026 appointed a team of Technical Assessors to assist the Bid Evaluation Committee in the evaluation of Contract CE609 – The Provisioning, Installation, Configuration, Customization, Implementation, Support and Maintenance of an Integrated Development Plan and Master Data Solution for a period of three (3) years. As a temporary measure a segment was created on the Opex and Capex budget schedule to connect budget items and service delivery functions as aligned with ward priorities identified / revised by communities. | Faith Qebanya, Nonkululeko Mbali (Corporate governance) & Mr Andile Gxoyiya (IPMS Manager) | The tender validity expiry date is 17 June 2026. |
| Financial Accounting | Financial Accounting | General Ledger (Core Financials) | Journal capturing capabilities (including reversible and recurring journals) including electronic approval. | mSCOA Regulation | | 2.3.3.1 Observation: During our audit we noted that recurring journals such as leave provision, bonus provisions are not being processed to the general ledger each month. Monthly value reports are generated from payday but the provision is only updated at the end of the financial year. | Impact: Incomplete records and missing values for transactions during monthly and quarterly reporting to NT. Non-compliance to mSCOA system functionality requirements. Financial Accounting | Identified Issue per audit report to be addressed under the business process "Human Resource and Payroll". Journal capturing capabilities including reversible , recurring journals and electronic approval currently works except for the HR and Payroll related journals only. | Business process deficiency / inadequate standard operating procedure | Process journals to correct the previous months before march 2026 and ensure that the standing journals from March 2026 going forward are processed for Leave and Bonus provision. | General Manager - Expenditure & Financial Reporting: Mr. Andile Xoseka Programme Manager - Payroll & Benefits: Mr. Phakamisa Mbedle | 31 March 2026 - HR & Payroll engagement. |
| Project Accounting | Project Accounting | Project Management | Project management and stakeholder inputs must be controlled by clear business processes and user access controls. | Best Practice | | 2.3.5.1 Observation: During the audit, we were unable to obtain evidence to substantiate the availability of automated processes utilised by the Project Management Unit (PMU) to monitor and evaluate projects being implemented by the municipality. In addition, other modules linked to PMU such as performance management, GIS and ALFA suite are still being implemented. Therefore, there are no tools to monitor, review projects health and safety issues, cost monitoring, and task monitoring. | Impact: Information asymmetry and lack of transparency in project reporting. Information reported on projects for the systems will not be aligned. Non-compliance to mSCOA system functionality requirements. | Project Creation & Planning Module: It is implemented as part of the Asset Management ERP, ADS. The project management module implementation is in progress. Per FAL Workstream: The project is in final stage UAT with the FAR module sitting 90% with seamless integration completion. | Per FAL Workstream: The project is in final stage UAT with the FAR module sitting 90% with seamless integration completion. | Engage with the system vendor to confirm that the functionality is catered for in the system Per FAL Workstream: Complete End User Training | T. L. Madikizela | 31 January 2023 - Engagement with vendor Done 30 March 2023 End User Training Done 1 April 2023 UAT's Done System Live 30 September 2024 Functionality live for 6months |
| Grant management includes all the activities, processes and procedures to register and reconcile all the grants allocated, received and spent according to the conditions in the Annual Division of Revenue Act. | | | | | | | | | | | | |
| Grant Management | Grant Management | Subsidies | Provide for a grant register linked to ledger accounts. | mSCOA Regulation | | No audit finding | No audit finding | User Training done and awaiting deployment to test database | System servers that needed to be upgraded, as the old servers had crashed with the old BMM. | System deployed to live database. | Ntlahla Dokoda | System is now live on solar |
| Grant Management | Grant Management | Subsidies | Automate receipt allocation of grants. | Best Practice | | No audit finding | No audit finding | User Training done and awaiting deployment to test database | System servers that needed to be upgraded, as the old servers had crashed with the old BMM. | System deployed to live database. | Ntlahla Dokoda | System is now live on solar |
| Grant Management | Grant Management | Subsidies | Automate payment allocations. | Best Practice | | No audit finding | No audit finding | User Training done and awaiting deployment to test database | System servers that needed to be upgraded, as the old servers had crashed with the old BMM. | System deployed to live database. | Ntlahla Dokoda | System is now live on solar |
| Grant Management | Grant Management | Subsidies | Link to mSCOA funding source with budget control. | mSCOA Regulation | | No audit finding | No audit finding | User Training done and awaiting deployment to test database | System servers that needed to be upgraded, as the old servers had crashed with the old BMM. | System deployed to live database. | Ntlahla Dokoda | System is now live on solar |
| Grant Management | Grant Management | Subsidies | Provide for reporting in accordance with the mSCOA Regulation and internal control. | mSCOA Regulation | | No audit finding | No audit finding | User Training done and awaiting deployment to test database | System servers that needed to be upgraded, as the old servers had crashed with the old BMM. | System deployed to live database. | Ntlahla Dokoda | System is now live on solar |
| WORKING GROUP 3 | | | | | | | | | | | | |
| Full Asset Life Cycle Management including Maintenance Management | Full Asset Life Cycle Management including Maintenance Management | Asset Management | Manage the full asset life cycle; | Legislation | | 2.3.8.1 Observation: During our audit we noted the following: Assets register has been implemented in the ADS system and currently intergrates to Solar. Various modules of the ADS system (asset management) are in different stages of development / implementation. These include asset processes / modules of maintenance planning, asset insurance, water, sanitation, fleet and land and property among other modules. | Impact: Non-compliance to mSCOA system functionality requirements. Manual processes are easily manipulated and records may be lost or not recorded. Maintaining manual assets register is cumbersome and prone to human errors. The municipality may not have a view of all its assets if the asset register is managed and maintained manually. | The project is in final stage UAT with the FAR module sitting 90% with seamless integration completion. | End User Training not completed. | Training of end users. | T. L. Madikizela | 30 March 2023 End User Training Done 1 April 2023 UAT's Done System Live 30 September 2024 Functionality live for 6months |

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| Full Asset Life Cycle Management including Maintenance Management | Full Asset Life Cycle Management including Maintenance Management | Asset Management | Manage the contract and build phase of the project by registering the component and rolling the accounting transaction up to the work-in-progress (WIP); | Legislation | | 2.3.5.1 Observation: During the audit, we were unable to obtain evidence to substantiate the availability of automated processes utilised by the Project Management Unit (PMU) to monitor and evaluate projects being implemented by the municipality. In addition, other modules linked to PMU such as performance management, GIS and ALFA suite are still being implemented. Therefore, there are no tools to monitor, review projects health and safety issues, cost monitoring, and task monitoring. | Impact: Information asymmetry and lack of transparency in project reporting. Information reported on projects for the systems will not be aligned. Non-compliance to mSCOA system functionality requirements. | The project is in final stage UAT with the FAR module sitting 90% with seamless integration completion. | End User Training not completed. | Training of end users. | T. L. Madikizela | 30 March 2023 End User Training Done 1 April 2023 UAT's Done System Live 30 September 2024 Functionality live for 6months |
| Real Estate and Resources Management | Real Estate and Resources Management | Rental | Maintain a rent register for rental properties. | Optional | Yes | 2.3.9.1 Observation: During our audit we noted the following: Real Estate (Property management) was being done manually; Rent register is currently maintained manually and Other property management processes that are being managed manually include property registration, lease register, renewal notices and maintenance of properties. | Impact: Non-compliance to mSCOA system functionality requirements. Manual processes are prone to errors and data loss leading to incorrect reporting. These processes are also time consuming because of the inefficient nature of manual processes. | Considering to map this process on the workflow management system. Still reviewing the contractual matters with BCX then will review the requirements. The report is underway to start the process. | The municipality does not have a property management system in place. | Follow up with BCX or procure a property management system. | Mr. Bam | 28 February 2023 - Engagements with BCX done 30 March 2023 Development of a specification done 30 September 2023 Implementation done. |
| Real Estate and Resources Management | Real Estate and Resources Management | | Automated rent renewals with workflow and document management. | Optional | Yes | 2.3.9.1 Observation: During our audit we noted the following: Real Estate (Property management) was being done manually; Rent register is currently maintained manually and Other property management processes that are being managed manually include property registration, lease register, renewal notices and maintenance of properties. | Impact: Non-compliance to mSCOA system functionality requirements. Manual processes are prone to errors and data loss leading to incorrect reporting. These processes are also time consuming because of the inefficient nature of manual processes. | Considering to map this process on the workflow management system. Still reviewing the contractual matters with BCX then will review the requirements. The report is underway to start the process. | The municipality does not have a property management system in place. | Follow up with BCX or procure a property management system. | Mr. Bam | 28 February 2023 - Engagements with BCX done 30 March 2023 Development of a specification done 30 September 2024 Implementation done. |
| Real Estate and Resources Management | Real Estate and Resources Management | | Link to debtors system for collection of rent. | Optional | | 2.3.9.1 Observation: During our audit we noted the following: Real Estate (Property management) was being done manually; Rent register is currently maintained manually and Other property management processes that are being managed manually include property registration, lease register, renewal notices and maintenance of properties. | Impact: Non-compliance to mSCOA system functionality requirements. Manual processes are prone to errors and data loss leading to incorrect reporting. These processes are also time consuming because of the inefficient nature of manual processes. | Considering to map this process on the workflow management system. Still reviewing the contractual matters with BCX then will review the requirements. The report is underway to start the process. | The municipality does not have a property management system in place. | Follow up with BCX or procure a property management system. | Mr. Bam | 28 February 2023 - Engagements with BCX done 30 March 2023 Development of a specification done 30 September 2024 Implementation done. |
| Real Estate and Resources Management | Real Estate and Resources Management | | Link to valuation system. | Optional | | 2.3.9.1 Observation: During our audit we noted the following: Real Estate (Property management) was being done manually; Rent register is currently maintained manually and Other property management processes that are being managed manually include property registration, lease register, renewal notices and maintenance of properties. | Impact: Non-compliance to mSCOA system functionality requirements. Manual processes are prone to errors and data loss leading to incorrect reporting. These processes are also time consuming because of the inefficient nature of manual processes. | Considering to map this process on the workflow management system. Still reviewing the contractual matters with BCX then will review the requirements. The report is underway to start the process. | The municipality does not have a property management system in place. | Follow up with BCX or procure a property management system. | Mr. Bam | 28 February 2023 - Engagements with BCX done 30 March 2023 Development of a specification done 30 September 2024 Implementation done. |
| Valuation Roll Management | Valuation Roll Management | | Integrate with the building control system used in the municipality to ensure completion of additions and new buildings get immediately updated on the billing sub-system. | Best Practice | | 2.3.12.1 Observation: Improvements are needed for valuation roll to seamless integration to the following: building control; land use surveyor general deeds office asset register validation | Impact: Non-compliance to mSCOA system functionality requirements. Manual processes are not efficient and may result in records being lost . | The Land & Property module implementation is in progress. Currently BCMM uses a system - Building Plans System (BPS) – that doesn't integrate to the core financial system (SOLAR). At the moment, there is no system in place for Land Use Management other than a manual, paper-based process. However, a specific module has been procured which is part of the AFLA suite, which will ensure full integration to GIS, Asset Management module and SOLAR | Afla system currently in the deployment stage. | Engage the system vendor on the AFLA implementation plan to ensure that the integration of building control and valuation roll modules / systems that will commence at full implementation of AFLA will meet the deadline of 30 September 2023. Monitor monthly the progress on implementation. | Z. Nyamza | 28 February 2023 - Engagements with BCX done 30 March 2023 Development of a specification done 30 September 2024 Implementation done. |
| Valuation Roll Management | Valuation Roll Management | | Integrate with the land use system to ensure appropriate tariffs is timeously applied. | Best Practice | | 2.3.12.1 Observation: Improvements are needed for valuation roll to seamless integration to the following: building control; land use surveyor general deeds office asset register validation | Impact: Non-compliance to mSCOA system functionality requirements. Manual processes are not efficient and may result in records being lost . | The Land & Property module implementation is in progress. Currently BCMM uses a system - Building Plans System (BPS) – that doesn't integrate to the core financial system (SOLAR). At the moment, there is no system in place for Land Use Management other than a manual, paper-based process. However, a specific module has been procured which is part of the AFLA suite, which will ensure full integration to GIS, Asset Management module and SOLAR | Afla system currently in the deployment stage. | Engage the system vendor on the AFLA implementation plan to ensure that the integration of land use and valuation roll modules / systems that will commence at full implementation of AFLA will meet the deadline of 30 September 2023. Monitor monthly the progress on implementation. | A. Coetzee | 28 February 2023 - Engagements with BCX done 30 March 2023 Development of a specification done 30 September 2024 Implementation done. |
| Valuation Roll Management | Valuation Roll Management | | Integrate with the Surveyor General (SG) database and town planning systems in use at the municipality. | Best Practice | | 2.3.12.1 Observation: Improvements are needed for valuation roll to seamless integration to the following: building control; land use surveyor general deeds office asset register validation | Impact: Non-compliance to mSCOA system functionality requirements. Manual processes are not efficient and may result in records being lost . | There is no direct integration with the Deeds database as the data is not exposed. The Deeds Offices nationwide are currently in the process of developing a system in line with the various municipality's requirements hence integration is not possible at this stage. However the GIS system will be updated with the Deeds information downloaded periodically. | The GIS system is still under construction | Initiate integration of the valuations module with the Surveyor General and town planning module once GIS is fully functional | N. Gunguta | This is dependent on the availability of the Deeds Office System that will meet the integration requirements of all municipalities. Currently the Deeds information is downloaded within BCMM's GIS . |

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| Valuation Roll Management | Valuation Roll Management | | Integrate with the deeds registry and monitor actual sales with current valuations as well as ownership against the billing system. | Best Practice | | 2.3.12.1 Observation: Improvements are needed for valuation roll to seamless integration to the following: building control; land use surveyor general deeds office asset register validation | Impact: Non-compliance to mSCOA system functionality requirements. Manual processes are not efficient and may result in records being lost . | There is no direct integration with the Deeds database as the data is not exposed. However the GIS system will be updated with the Deeds information received periodically. | The GIS system is still under construction | Initiate integration of the valuations module with the Deeds system and billing module once GIS is fully functional | V. Maretloane/N/ Gunguta | 30 March 2023 - Intergration initiated 30 June 2024 - Intergration testing |
| Valuation Roll Management | Valuation Roll Management | | Validate and report anomalies in the asset register on municipal owned properties. | Best Practice | | 2.3.8.1 Observation: During our audit we noted the following: Assets register has been implemented in the ADS system and currently intergrates to Solar. Various modules of the ADS system (asset management) are in different stages of development / implementation. These include asset processes / modules of maintenance planning, asset insurance, water, sanitation, fleet and land and property among other modules. | Impact: Non-compliance to mSCOA system functionality requirements. Manual processes are easily manipulated and records may be lost or not recorded. Maintaining manual assets register is cumbersome and prone to human errors. The municipality may not have a view of all its assets if the asset register is managed and maintained manually. | The Land & Property module implementation is in progress. | The Land & Property module implementation is in progress. | Review the systems implementation plan to confirm that this functionality has been catered for and allows the reconciliation of the two registers: Asset register and the MPAR to identify anomalies | N. Mbongo/Su zgo | 30 March 2023 - Intergration initiated 30 June 2024 - Intergration testing |
| Land Use Building Control | Land Use Building Control | | Property transfers, subdivisions, consolidations and zoning changes must be system process with work flow and document management driven. | Legislation | Yes | 2.3.13.1 Observation: Land use and building control are done using Town Planning system and the building plan management system respectively. There is no integration to Solar or GIS systems. The AFLA system under development and implementation will also have a module of land use and building management which will integrate to Solar and GIS. | Impact: Non-compliance to mSCOA system functionality requirements. | Afla system currently in the deployment stage. | Afla system currently in the deployment stage. | Engage the system vendor on the AFLA implementation plan to ensure that the functionality for property transfers, subdivisions, consolidations and zoning changes is catered for and will meet the deadline of availability by 30 September 2023. Monitor monthly the progress on implementation. | A. Coetzee/N. Gunguta/S. Parsotam/ K. Ncanywa | 28 February 2023 - Engagements with vendor on the implementation plan done 30 March to 31 August 2023 - Monthly Review of progress 30 September 2024 implementation . 23 March 2026 - Building Control module will launch on 30 Ap |
| Land Use Building Control | Land Use Building Control | Special | Must be able to align property register with the Surveyor General register. | Best Practice | | 2.3.13.1 Observation: Land use and building control are done using Town Planning system and the building plan management system respectively. There is no integration to Solar or GIS systems. The AFLA system under development and implementation will also have a module of land use and building management which will integrate to Solar and GIS. | Impact: Non-compliance to mSCOA system functionality requirements. | Afla system currently in the deployment stage. | Afla system currently in the deployment stage. | Review the implementation plan to ensure that the functionality to see and get a property register as well alignment of that register to the SG register from the system will be available. At full implementation of AFLA, engage in the testing phase of the system to ensure functionlity exists and works. Monthly review progress on implementation. | A. Coetzee/N. Gunguta | 28 February 2023 - Engagements with vendor on the implementation plan done 30 March to 31 August 2023 - Monthly Review of progress 30 September 2024 implementation . |
| Land Use Building Control | Land Use Building Control | | Where a 3rd party GIS system is used integration should be seamless. | Best Practice | | No audit finding | No audit finding | Afla system currently in the deployment stage. | Afla system currently in the deployment stage. | Engage the system vendor on the AFLA implementation plan to ensure that the integration of GIS systems that will commence at full implementation of AFLA will meet the deadline of 30 September 2023. Monitor monthly the progress on implementation. | A. Coetzee/N. Gunguta/S. Parsotam/ K. Ncanywa | 28 February 2023 - Engagements with vendor on the implementation plan done 30 March to 31 August 2023 - Monthly Review of progress 30 September 2023 implementation done. |
| Land Use Building Control | Land Use Building Control | | Integration with the asset register for municipal properties. | Best Practice | | 2.3.8.1 Observation: During our audit we noted the following: Assets register has been implemented in the ADS system and currently intergrates to Solar. Various modules of the ADS system (asset management) are in different stages of development / implementation. These include asset processes / modules of maintenance planning, asset insurance, water, sanitation, fleet and land and property among other modules. | Impact: Non-compliance to mSCOA system functionality requirements. Manual processes are easily manipulated and records may be lost or not recorded. Maintaining manual assets register is cumbersome and prone to human errors. The municipality may not have a view of all its assets if the asset register is managed and maintained manually. | Afla system currently in the deployment stage. | Afla system currently in the deployment stage. | Engage the system vendors on the AFLA and Asset implementation plans to ensure that the integration of Building control with the asset register that will commence at full implementation of AFLA and Asset System will meet the deadline of 30 September 2023. Monitor monthly the progress on implementation. | A. Coetzee/N. Gunguta/S. Parsotam/ K. Ncanywa | 28 February 2023 - Engagements with vendor on the implementation plan done 30 March to 31 August 2023 - Monthly Review of progress 30 September 2024 implementation . 23 March 2026 - Municipality has no Asset Management system. AFLA system going Live on 30 April 2026 |

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| Land Use Building Control | Land Use Building Control | | Document management for building plans and zoning certificates. | Best Practice | Yes | 2.3.13.1 Observation: Land use and building control are done using Town Planning system and the building plan management system respectively. There is no integration to Solar or GIS systems. The AFLA system under development and implementation will also have a module of land use and building management which will integrate to Solar and GIS. | Impact: Non-compliance to mSCOA system functionality requirements. | Afla system currently in the deployment stage. | Afla system currently in the deployment stage. | Engage the system vendors on the AFLA and Asset implementation plans to ensure that the integration of Building control with the Document Management system that will commence at full implementation of AFLA will meet the deadline of 30 September 2023. Monitor monthly the progress on implementation. | A. Coetzee/N. Gunguta/S. Parsotam/ K. Ncanywa | 28 February 2023 - Engagements with vendor on the implementation plan done 30 March to 31 August 2023 - Monthly Review of progress 30 September 2024 Implementation. 23 March 2026 - Building Control module will launch on 30 April 2026 |
| WORKING GROUP 4 | | | | | | | | | | | | |
| Customer Care, Credit Control and Debt Collection | Customer Care, Credit Control and Debt Collection | | Final demand and summons issuing; and | Best Practice | | 2.3.11.1 Observation: Debt collection is handled by a third party manually. Final demand and summons issuing is also handled by the third party manually. | Impact: Manual data handling when data is transferred between municipality and third parties may result in data loss or data manipulation. | Currently Pre-legal and Legal Collection are managed temporarily by a third party collector, at this point their systems do not seemeely integrate. This will be reviewed when a permanent measure for Debt collections is put in place. | N/A | The functionality is available in Solar if BCMM implements full legal collections | N/A | N/A |
| Customer Care, Credit Control and Debt Collection | Customer Care, Credit Control and Debt Collection | | If the module is a 3 rd party solution – it must as a minimum integrate the fees as well as the action history to the billing sub-ledger. This integration must be seamless. | mSCOA Regulation | Derived from Attributes | 2.3.11.1 Observation: Debt collection is handled by a third party manually. Final demand and summons issuing is also handled by the third party manually. | Impact: Manual data handling when data is transferred between municipality and third parties may result in data loss or data manipulation. | There is currently no third party modules, the current debt collectors utilises solar to review the debtors current status as well as load any notes on actions they have taken. Any collection cost and or legal fees raised are determined based on debtors' payments which are made directly to BCMM and not made to the debt collector. Legal fees are raised in terms the Magistrates Court Act of 1944 tariffs. For every payment received, a predetermined collection cost is raised onto the debtors account, and legal fees are raised as per the tariff's set out per the Magistrate Court Act of 1944. This is done by uploading a file into Solar which is then seamlessly integrated to the GL. | N/A | N/A | n/a | n/a |
| WORKING GROUP 5 | | | | | | | | | | | | |
| Corporate Governance | Corporate Governance | Internal Audit | Integrated work flow Request For information management tool, backed by document management. | Best Practice | Yes | 2.3.1.5 Corporate Governance: Observation; The municipality is in the process of implementing a document management system. The document system is not yet implemented to all departments. Scanned documents and images have not been linked to each and every enquiry menu of the system (e.g. Assistance-to-the-Poor application scanned forms should be linked to the customer identification number on the system; expenditure vouchers should be linked to each payment transaction). | Non-compliance with document retention policies and legislative guidelines. Corporate Governance Procurement Cycle Human Resource Financial Accounting | Document management is mainly inputted by records management, the integration of sharepoint to solar is underway. The information flow process has been mapped on sharepoint for council report submission and completed. | Lack of resources. | 1. Employment of the new developer is underway to map the process on sharepoint. 2. Internal Audit is in the Bid process for procurement of the system | Business support coordinator: T Siswana | Appointment of New Developer underway 30 June 2026 - Implementation |
| Corporate Governance | Corporate Governance | Internal Audit | Issue audit findings and risk registers and invoke consequence management procedures. | Best Practice | | 2.3.1.1 Corporate Governance Observation: There is no electronic system to capture, monitor and evaluate audit findings and invoke consequence management processes. However, audit related findings are tracked using Excel spreadsheets, emails and minutes of steering committees. | Impact: Non-compliance to mSCOA system functionality requirements. Loss of information over periods of time that could enhance governance processes. | Internal audit & Risk is in the process of BID | Tender process kept on having to be restarted. | Internal audit & Risk is in the process of BID | Tembela & EMS Department | 30 June 2026 - Appointment of New vendor |
| Corporate Governance | Corporate Governance | External Audit | Real time system (date time stamped) electronic responses to AG queries and continued internal escalation of non responded queries. | Best Practice | | 2.3.1.2 Corporate Governance Observation: There is no system to provide date stamped responses to AG queries and continued escalation of no response queries. Emails are used to track queries and escalation to MM, CFO and other directors. Information submitted to AG is stored on one drive. | Impact: Ineffective resolution of AG queries if there is no system to provide date stamped responses to AG queries. Corporate Governance | Utilising the External audit portal | Tender process kept on having to be restarted. | Looking at incorporating this functionality into the performance management system, tender closing on the 25th. And map what is not accommodated on sharepoint processes. Utilising the External audit portal | Tembela & EMS Department | 28 February 2023 - Appointment of New vendor Done 31 March 2023 - Project plan done April to July 2023 - Monthly Monitor progress 31 July 2023 - Testing commences 30 September 2023 Implementation done |
| Corporate Governance | Corporate Governance | Performance Management System | A performance management module that manages the contracts of senior management and allows for electronic submissions and 'portfolio of evidence' management; | Best Practice | | 2.3.1.4 Corporate Governance Observation; The municipality does not have a performance management system. The municipality prepares its annual, quarterly, monthly reports utilising manual processes. This means that information on the budget module on Solar must be extracted to report budget vs actuals to ensure KPI targets are met. There is no module or reporting software to record and manage consequence related issues after the performance management processes have been undertaken. Incidences and labour related cases are recorded separately using manual processes. | Impact; Non-compliance to mSCOA system functionality requirements. Information is not integrated to identify root causes and how they have been addressed. Loss of information overtime as municipal officials are changed. Corporate Governance | The system has been implemented, is fully functional with minor amendments / configuration underway | Delays in procurement processes | The system has been implemented, is fully functional with minor amendments / configuration underway | EPMDS: Mr Ndlela BSC - ICT : Ms Siswana | 30 March 2023 - Procurement Finalised 30 March to 31 August 2023 - Monthly Review of progress 30 September 2024 Implementation. 30 September 2027 Contract expires |

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| Corporate Governance | Corporate Governance | Municipal Web Site | The legislative framework lists the minimum information that should be placed on the municipality's website: Integrate from the core financial budget module; The annual and adjustments budgets and all budget-related documents; All budget-related policies; Annual financial statements (AFS) and Annual reporting tools BI modules; The annual report; Performance management, supply chain and asset management modules; section 57(1) of the Municipal Systems Act, 2000; All quarterly reports tabled in the council in terms of MFMA section 52(d). | Legislation | | 2.3.1.7 Corporate Governance Observation: There is no seamless publishing of budget and related policies on the municipal website. The policies and procedures and other related documents are on the website through manual intervention. | Impact: Delayed real time update of budget as transactions occur Non-compliance to mSCOA system functionality requirements. Corporate Governance | No progress to date | Developer has resigned and the process of reemploying is underway. | 1. employ the developer 2. collaborate with BCX for integration of budget module to sharepoint 3. develop integration between sharepoint and website 4. Sourcing funding to externally source the website due to delays to employ the internal developer | BSC - ICT : Ms Siswana | 28 February 2023 - Appointment of New Developer Done 31 March 2023 - Project plan done April to June 2023 - Monthly Monitor progress 31 July 2023 - Testing commences 30 September 2024 Implementation done Sourcing of funding is underway |
| Corporate Governance | Corporate Governance | Document Management | Document management should originate at the lowest level of transaction. (i.e. invoices should originate from creditors module) | Legislation | Yes | 2.3.3.3 Observation: During the audit we noted that documents are maintained as manual copies and not embedded and linked to expenses on the system. Documents are not authorised using an automated workflow value chain process to enhance document management processes. One cannot view the full source document to show initiation to authorisation processes | Non-compliance to mSCOA system functionality requirements. Corporate Governance Procurement Cycle | No progress to date for integration of systems to sharepoint EDMs. | The tender process was cancelled at BEC and lost funding. | 1. Source funding 2. Option: employment of the developer process for internal development 3. Sourcing of funding is underway and business case for EDRMS | BSC - ICT : Ms Siswana | 28 February 2023 - Appointment of New Developer Done 31 March 2023 - Project plan done April to June 2023 - Monthly Monitor progress 31 July 2023 - Testing commences 30 September 2024 Implementation done Review of Sharepoint for compliance is underway |
| WORKING GROUP 6 | | | | | | | | | | | | |
| Human Resource and Payroll Management | Human Resource and Payroll Management | Human Resources (HR) | Ensure that all employees' and councillors' declaration of interest and related parties are captured on the master files. | Best Practice | | 2.3.10.1 Observation: Declaration of interests are not being captured on the masterfile for employees using the self service portal. Declaration of interest and gift declarations are being completed on forms and filed at HR. The process of monitoring related parties is not linked to the supplier database and other government databases for monitoring and completeness. | Impact: Incomplete disclosure of related parties. Non-compliance with mSOA requirements. | Communication sent to employees to do this on payday, this started around May 2022. Check if it started being used as yet. Due to lack of literacy and access to computers some will still use manual forms. | Lack of acceptance of new way of doing things by employees | To verify the true reason why employees do not use the functionality, and arrange change management sessions where required. | HR Workstream | 28 July 2024 Engage employees on the new functionality |
| Human Resource and Payroll Management | Human Resource and Payroll Management | Human Resources (HR) | Bank account monitoring against supplier and/ or contract payment AND against own and related parties bank accounts. | Best Practice | Yes | 2.3.10.4 Observation There is no link of Payday master file against the procurement module, taking into consideration the Central Supplier Database (CSD), to validate employees conducting business with the state, for any related party transactions. Employees do not declare interest on self service portal but on hard copy forms that are manually completed making it difficult to merge related party information between databases. | Impact: Incomplete related party transactions; Non-compliance to mSCOA system functionality requirements. Non-compliance to PFMA procurement requirements where municipality employees are forbidden to conduct business with the municipality. | All employees info is uploaded onto the NT database, this should then be picked up by the SCM system when it syncs to the NT portal and checks for related parties. Check with SCM. Procurement | Per Procurement Workstream: The rollout of the eProcurement was deployed in phases. | Per Procurement Workstream: Contacts Module in place and the Tender Module will be rolled out in 2023. | Mr D Gwabeni | 28 February 2023 - Engage vendor on the roll out plan March to May - Monthly monitor implementation 30 June 2024 - Testing done UATs signed 3 July 2024 - Tender Module live |
| Human Resource and Payroll Management | Human Resource and Payroll Management | Human Resources (HR) | Creation of "Invoices" for 3 rd parties, SARS (PAYE, VAT, etc.), UIF, Medical aid and pension funds; | mSCOA Regulation | | 2.3.10.5 Observation: There is no evidence that there are third party invoices generated from Payday to initiate payment processing to such third parties like SARS Pension, medical aid organisations, courts garnishees, etc. Payments are initiated through the HOST to HOST process from Payday and are approved at the bank through online login by the Payroll manager. | Impact: Incomplete payment documents for third party payments. Non-compliance with mSCOA requirements. | Payed directly form payday linking to the bank. | Payed directly form payday linking to the bank. | Engage NT on finding | HR Workstream | 30 Mar 2025 - Engagement with NT Done |
| WORKING GROUP 7 | | | | | | | | | | | | |
| Procurement Cycle: Supply Chain Management, Expenditure Management, Contract Management and Accounts Payable | Procurement Cycle: Supply Chain Management, Expenditure Management, Contract Management and Accounts Payable | Supply Chain Management (SCM) | Adhere to the municipality's delegation of duties and authority levels; | Legislation | | 2.3.7.1 Observation: During our audit we noted the following: Contracts and SLA registers are being managed manually; Evaluation of supplier performance is also a manual process; Tender processes are currently being done manually outside the system; The delegation of authority is maintained manually and is not automated; Signatures are not automated in the system; and Procurement planning is done manually. | Impact: Non-compliance to mSCOA system functionality requirements. Manual processes are easily manipulated and records may be lost or not recorded. Manual processes consume time in operating and reporting. | The eProcurement Contracts Management Module has been rolled effective from September 2022 and the process to load all the contracts on the module is underway. Built into the system is a performance monitoring tool. Also built into the system is repository for documents i.e. Contracts and SLAs. The Tendering process is currently done manually however the rollout of the Tender Management Module will address this. In the Contracts Module there is a workflow with audit logs which has dealt with the issue of the digital signatures. No system for Procurement Plan at this stage. | The rollout of the eProcurement was deployed in phases. | Contacts Module in place and the Informal Tender Module is fully autotated. The Open Tender Module will be rolled out in the next financial year 26-27 | Mr D Gwabeni | Rollout for the open tender module is set for 2026-27 financial year. |
| Procurement Cycle: Supply Chain Management, Expenditure Management, Contract Management and Accounts Payable | Procurement Cycle: Supply Chain Management, Expenditure Management, Contract Management and Accounts Payable | Supply Chain Management (SCM) | Electronically validate against the National Treasury database for prohibited, employees of state and related parties and invite tenders based preferential procurement principals; | Legislation | | 2.3.3.2 Observation: There is no system functionality to identify and manage related parties within the municipality. Declaration of interests for employees, councillors and suppliers are completed on hard copy forms, captured on an excel spreadsheet and maintained. These are not flagged on the supplier database to prompt 'hold on' a transaction in the event that a relation is identified before commencement of an order. | Impact: Non-compliance to mSCOA system functionality requirements. Non-compliance with SCM regulations and increase in value of non-disclosed transactions with related parties. Procurement Cycle Human Resource | No system in place to manage and validate state employees however, SCM can extract a report from the Central Supplier Database. This CSD report flags state employees and prohibited suppliers. Once CSD flags a prohibited supplier and/or a state employee no Purchase Order can be generated. | It was never a requirement for SCM to automate this functionality. | NT is driving training of HR and SCM personnel in Municipalities to regularly update the CSD information. | Mr David Gwabeni/Mrs Mandisa Dumako | Full implementation of this project is from April/May 2026 |

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| Procurement Cycle: Supply Chain Management, Expenditure Management, Contract Management and Accounts Payable | Procurement Cycle: Supply Chain Management, Expenditure Management, Contract Management and Accounts Payable | Supply Chain Management (SCM) | Electronically manage the invitation, bid closure and adjudication process with a full document management server unpinning the cycle; | Best Practice | Yes | 2.3.7.1 Observation: During our audit we noted the following: Contracts and SLA registers are being managed manually; Evaluation of supplier performance is also a manual process; Tender processes are currently being done manually outside the system; The delegation of authority is maintained manually and is not automated; Signatures are not automated in the system; and Procurement planning is done manually. | Impact: Non-compliance to mSCOA system functionality requirements. Manual processes are easily manipulated and records may be lost or not recorded. Manual processes consume time in operating and reporting. | The eProcurement Contracts Management Module has been rolled effective from September 2022 and the process to load all the contracts on the module is underway. Built into the system is a performance monitoring tool. Also built into the system is repository for documents i.e. Contracts and SLAs. The Tendering process is currently done manually however the rollout of the Tender Management Module will address this. In the Contracts Module there is a workflow with audit logs which has dealt with the issue of the digital signatures. No system for Procurement Plan at this stage. | The rollout of the eProcurement was deployed in phases. | Contacts Module in place and the Informal Tender Module is fully automated. The Open Tender Module will be rolled out in the next financial year 26-27 | Mr David Gwabeni | Rollout for the open tender module is set for 26-27 financial year. |