

BCMM SCOA IMPLEMENTATION PROJECT PLAN

Progress as at 31 JANUARY 2018

Task Name	Revised Start	Revised Finish	Revised Start - January 2018	Revised Finish - January 2018	31-Dec-17	31-Jan-18	Completed	Date completed	Remarks
					Percentage complete	Percentage complete			
PROJECT MANAGEMENT	Wed 15/07/01	Tues 18/05/08	Wed 15/07/01	Tues 18/05/08					
Project initiation and planning	Wed 15/07/01	Fri 16/01/15	Wed 15/07/01	Fri 16/01/15					
Appointment and contracting	Wed 15/07/01	Tues 15/11/03	Wed 15/07/01	Tues 15/11/03	100%	100%	Y	2015/07/01	Award and acceptance of contract finalised
Signed contract/SLA	Fri 15/11/06	Fri 15/11/06	Fri 15/11/06	Fri 15/11/06	100%	100%	Y	2015/11/06	SLA and griev measures approved
Establish Project Implementation Team (PIT)	Mon 15/07/13	Fri 15/07/24	Mon 15/07/13	Fri 15/07/24	100%	100%	Y	2015/07/22	Weekly meetings of the PIT instituted
Update TOR for PIT	Mon 15/08/10	Fri 15/10/02	Mon 15/08/10	Fri 15/10/02	100%	100%	Y	2015/09/11	PIT approved draft TOR for submission to the mSCOA steering committee. PSC approved TOR with amendments on 21/04/2016. CFO has signed off the TOR.
Establish Project Steering Committee	Mon 15/07/13	Fri 15/08/07	Mon 15/07/13	Fri 15/08/07	100%	100%	Y	2015/07/22	PIT submits monthly progress reports for consideration by the PSC.
Update TOR for Project Steering Committee	Mon 15/08/10	Fri 15/10/02	Mon 15/08/10	Fri 15/10/02	100%	100%	Y	2015/09/11	PIT approved draft TOR for submission to the PSC. PSC approved TOR with amendments on 21/04/2016. Some letters of appointment have not been signed by nominated officials.
Establish workstreams	Mon 15/11/09	Fri 15/11/20	Mon 15/11/09	Fri 15/11/20	86%	86%	N	2015/11/27	Stream leads appointed for 6 of the 7 workstreams. The IDP workstream is represented on the Budget workstream.
Draft workplans for each workstream	Mon 15/11/23	Fri 16/01/15	Mon 15/11/23	Fri 16/01/15	100%	100%	Y	2015/01/22	Activity plans for each workstream drafted. Plans for 5 of the 8 workstreams approved by PIT on 05/02/2016.
Finalise project implementation plan and charter	Fri 15/11/06	Thu 15/12/03	Fri 15/11/06	Thu 15/12/03	100%	100%	Y	2016/02/05	Draft project implementation plan and charter developed and submitted to PIT on 29/01/2016. Approved by PIT on 05/02/2016.
Finalise overall project plan (Gantt Chart)	Mon 15/12/04	Thu 15/12/17	Mon 15/12/04	Thu 15/12/17	100%	100%	Y	2016/02/05	Approved by PIT on 05/02/2016.
Sign off on project plan and charter	Thu 15/12/17	Thu 15/12/17	Thu 15/12/17	Thu 15/12/17	100%	100%	Y	2016/04/21	Approved by PIT on 05/02/2016. Approved by PSC on 21/04/2016.
ERP	Mon 17/12/18	Fri 18/05/18	n/a	n/a					
Define ERP requirements (for SCOA implementation)	Mon 17/12/18	Fri 18/01/19	n/a	n/a	5%	n/a	n/a		An initial high-level roadmap for the implementation of an ERP system was developed. After the assessment of the systems it was resolved to remain with the core Financial Management System and integrate the priority third party systems. An ERP system would be considered at a later stage.
Re-Assess current status of systems, hardware and interfaces	Mon 18/01/22	Fri 18/03/02	n/a	n/a	0%	n/a	n/a		An initial high-level roadmap for the implementation of an ERP system was developed. After the assessment of the systems it was resolved to remain with the core Financial Management System and integrate the priority third party systems. An ERP system would be considered at a later stage.
Compare ERP requirements with current status	Mon 18/03/05	Fri 18/03/30	n/a	n/a	0%	n/a	n/a		An initial high-level roadmap for the implementation of an ERP system was developed. After the assessment of the systems it was resolved to remain with the core Financial Management System and integrate the priority third party systems. An ERP system would be considered at a later stage.

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Make recommendations on the way forward	Mon 18/04/02	Fri 18/04/13	n/a	n/a	0%	n/a	n/a		An initial high-level roadmap for the implementation of an ERP system was developed. After the assessment of the systems it was resolved to remain with the core Financial Management System and integrate the priority third party systems. An ERP system would be considered at a later stage.
Develop ERP implementation requirements and plan	Mon 18/04/16	Fri 18/05/18	n/a	n/a	0%	n/a	n/a		An initial high-level roadmap for the implementation of an ERP system was developed. After the assessment of the systems it was resolved to remain with the core Financial Management System and integrate the priority third party systems. An ERP system would be considered at a later stage.
Develop high level ERP business case and strategy			Mon 18/02/05	Fri 18/05/04		0%			
Ongoing project management	Wed 15/07/22	Tue 18/05/08	Wed 15/07/22	Tue 18/05/08					
Customise quality assurance processes and measures	Fri 15/12/18	Tues 18/05/08	Fri 15/12/18	Tues 18/05/08	83%	86%	N		Appropriate quality control assurance measures will be developed based on specific aspects to be reviewed.
Establish appropriate tools and reporting processes to monitor financial implications of the SCOA integration project	Fri 15/12/18	Tues 18/05/08	Tues 18/05/08	Tues 18/05/08	83%	86%	N		Dependant on any new applications implemented. Priority system providers have been requested to provide the cost of any additional functionality required to meet the minimum mSCOA requirements. Costs are included in the Consolidated Functional Assessment Report and also included in the monthly mSCOA Progress Report.
Project administration, weekly PIT and monthly reporting	Wed 15/07/22	Tues 18/05/08	Wed 15/07/22	Tues 18/05/08	88%	91%	N		Weekly PIT meeting instituted w.e.f 22/07/2015. Monthly reporting to PSC w.e.f. October 2015.
Review progress against project plan and amend plan as required	Wed 15/07/22	Tues 18/05/08	Wed 15/07/22	Tues 18/05/08	88%	91%	N		Progress reviewed monthly
PHASE 1 - READINESS ASSESSMENT	Mon 15/11/30	Mon 16/06/17	Mon 15/11/30	Mon 16/06/17					
Formalise readiness assessment task teams	Mon 15/11/30	Fri 15/12/11	Mon 15/11/30	Fri 15/12/11	100%	100%	Y	2015/10/27	
Document SCOA implementation objectives and envisaged outputs / value to be derived	Mon 15/12/14	Fri 16/01/22	Mon 15/12/14	Fri 16/01/22	100%	100%	Y	2016/01/22	
Identify key stakeholders and process/system owners	Mon 15/12/14	Fri 16/01/22	Mon 15/12/14	Fri 16/01/22	100%	100%	Y	2016/01/22	
Conduct detailed assessment of current status of systems, hardware and interfaces etc	Mon 16/01/25	Fri 16/05/13	Mon 16/01/25	Fri 16/05/13	100%	100%	Y	2016/05/13	
Review existing documents, project plans, progress reports etc	Mon 16/01/25	Fri 16/05/13	Mon 16/01/25	Fri 16/05/13	100%	100%	Y	2016/05/13	
Document as-is assessments	Mon 16/05/16	Fri 16/05/27	Mon 16/05/16	Fri 16/05/27	100%	100%	Y	2016/05/27	The as-is assessment has been concluded and submitted to the PIT.
Identify / confirm gaps and potential project challenges	Mon 16/01/25	Fri 16/05/13	Mon 16/01/25	Fri 16/05/13	100%	100%	Y	2017/01/20	
Highlight matters to PSC for resolution and assessment of financial impact	Fri 16/05/13	Fri 16/05/13	Fri 16/05/13	Fri 16/05/13	100%	100%	Y	2017/01/20	Key risks and challenges are included in the monthly mSCOA Progress Reports for submission to the PSC.

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Draft consolidated readiness assessment report	Mon 16/05/16	Fri 16/05/27	Mon 16/05/16	Fri 16/05/27	100%	100%	Y	2017/01/20	Draft IT Assessment Report presented to the mSCOA Task Team on 15 April 2016. The report has been amended to incorporate the recommendations of the Task Team and additional information relating to the ICT questionnaire Circular 2 and interface analysis. The report informed the Consolidated Functional Assessment report submitted to the mSCOA Task Team on 20 January 2017
Co-ordinate financial impact assessment process	Mon 16/05/16	Fri 16/05/27	Mon 16/05/16	Fri 16/05/27	100%	100%	Y	2017/05/05	Key system vendors have been requested to provide costs of any additional functionality required to meet the minimum functionality requirements. This information has been collated through the Functional Assessment Teams and included in the Consolidated Functional Assessment Report and monthly mSCOA Progress Reports. The Consolidated Functional Assessment Report was submitted to the mSCOA Task Team on 20 January 2017. A Final Consolidated Functional Assessment Report detailing developments since the last report including an assessment of all known costs, both additional and enhanced functionality and known Integration costs was submitted to the mSCOA Task Team on 19 May 2017.
Consolidate financial impact assessment results and proposed way forward	Mon 16/05/30	Fri 16/06/10	Mon 16/05/30	Fri 16/06/10	100%	100%	Y	2017/05/19	Cost included In the Consolidated Functional Assessment presented to the PIT on 20 January 2017. The systems to be integrated have been identified and contractual issues are dealt with as necessary. A Final Consolidated Functional Assessment Report detailing developments since the last report including an assessment of all known costs, both additional and enhanced functionality and known Integration costs was submitted to the mSCOA Task Team on 19 May 2017.
Sign off of Readiness Assessment and Financial Impact Assessment report	Mon 16/06/13	Fri 16/06/17	Mon 16/06/13	Fri 16/06/17	0%	0%	N		
PHASE 2 - BUSINESS PROCESS RE-ENGINEERING	Mon 15/11/16	Fri 17/05/12	Mon 15/11/16	Fri 17/05/12					
Meet with process owners to review existing process documentation, SOPs etc	Mon 15/11/16	Fri 16/02/05	Mon 15/11/16	Fri 16/02/05	100%	100%	Y	2016/02/17	Existing process documentation obtained as part of the As-is Assessment.
Confirm envisaged outputs for SCOA implementation per process and compare with the existing practices	Mon 15/11/16	Fri 17/03/03	Mon 15/11/16	Fri 17/03/03	94%	94%	N		This is being done per process/functional area in conjunction with reviewing and updating the SOP's.
Identify areas where changes to process designs are required	Mon 16/02/08	Fri 17/03/03	Mon 16/02/08	Fri 17/03/03	94%	94%	N		This is being done per process/functional area in conjunction with reviewing and updating the SOP's. Applications interfacing with the Financial Management System have been identified. The business processes are being reviewed against the Circular 80 requirements which have necessitated updates to SOP's which had already been drafted.
Workshop potential changes / solutions with process owners (Ongoing)	Mon 16/02/08	Fri 17/03/03	Mon 16/02/08	Fri 17/03/03	94%	94%	N		This is being done per process/functional area in conjunction with reviewing and updating the SOP's. Some changes are dependent on system/application changes.

Task Name	Revised Start	Revised Finish	Revised Start - January 2018	Revised Finish - January 2018	Percentage complete	Percentage complete	Completed	Date completed	Remarks
Assist process owners to affect changes to SOPs to ensure integration (Ongoing)	Mon 16/02/08	Fri 17/03/03	Mon 16/02/08	Fri 18/04/13	94%	94%	N		Forty eight SOP's have been developed and are in various stages of review. Existing Documentation relates to old organisational structure. A new organisational structure has been approved and is in the process of being implemented resulting in changes to functional areas and SOP's. The SOP's will need to undergo a further review once systems have been seamlessly integrated. Business process mapping is being incorporated into SOP's which impact on key transactional areas.
Facilitate the documentation of further business processes including working with the relevant system vendors to document such			Mon 18/02/05	Fri 18/04/13		0%	N		
Perform overall quality review to confirm critical integration matters have been appropriately addressed	Mon 17/03/06	Fri 17/04/28	Mon 17/03/06	Fri 18/04/27	75%	75%	N		The SOP's and business processes have been reviewed against the requirements of circular 80. An integration project plan has been prepared and submitted to the PIT. Bi-weekly integration meetings with BCX have been implemented. On-line receipting system has been implemented. Weekly tele-conference meetings with BCX and 3rd party service providers responsible for integration of priority systems implemented.
Obtain sign off on updated SOPs	Mon 17/05/01	Fri 17/05/12	Mon 17/05/01	Fri 18/05/18	0%	0%	N		
PHASE 3 - SYSTEMS DEVELOPMENT AND IMPLEMENTATION, INCLUDING CHANGE MANAGEMENT	Mon 15/08/17	Fri 18/06/29	Mon 15/08/17	Fri 18/06/29					
Integration management task teams	Fri 15/11/06	Fri 18/03/16	Fri 15/11/06	Fri 18/03/16					
Establish task teams to monitor and manage specific integration requirements	Fri 15/11/06	Thu 15/12/03	Fri 15/11/06	Thu 15/12/03	100%	100%	Y	2015/11/27	This forms part of the activities of the core system and additional systems workstream.
Agree project outputs and time frames	Mon 16/05/30	Fri 16/06/24	Mon 16/05/30	Fri 16/06/24	100%	100%	Y	2017/05/31	Dependant on results of As-is assessment and any new applications implemented. A detailed assessment of SOLAR functionality and other systems which integrate with SOLAR has been completed. Regular ICT workstreams meetings have been instituted. Project implementation plans are being developed based on the IT as-is assessment. Engagements with BCX and key system vendors and BCX took place. Conducted assessment and Drafted response to National Treasury in terms of Circulars 5 and 6. Proof of concept for data integration layer and database warehouse has been developed and the master database is in progress of being developed. Functional Assessment Teams have been established to assess compliance with Circular 80 and have submitted their reports and recommendations to the PIT. A consolidated FAT report has been prepared and submitted to the PIT. An Integration Project Plan has been developed and reviewed. Bi-weekly integration meetings with BCX have been implemented. The project outputs and timeframes for Phase 1 integration to meet the mSCOA compliance requirements applicable from 01 July 2017 have been agreed. The integration platform has been developed and deployed.

Task Name	Revised Start	Revised Finish	Revised Start - January 2018	Revised Finish - January 2018	Percentage complete	Percentage complete	Completed	Date completed	Remarks
Review existing project progress reports and challenges	Mon 16/06/27	Fri 18/02/16	Mon 16/06/27	Fri 18/02/16	90%	95%	N		Challenges with regard to compliance with the functional requirements of Circular 80 are monitored. The Integration Project Project Plan is reviewed and monitored at the weekly integration meetings held with key systems service providers.
Consolidate challenges, assess impact on project success and raise to PSC level for resolution	Mon 16/06/27	Fri 18/02/16	Mon 16/06/27	Fri 18/02/16	90%	95%	N		Workstreams report weekly to the mSCOA Task Team. mSCOA progress report prepared monthly for submission to the PSC
Monitor progress regarding resolution of project challenges	Mon 16/06/27	Fri 18/02/16	Mon 16/06/27	Fri 18/02/16	90%	95%	N		The workstream reports monthly on progress to the PIT.
Implement on-going quality assurance processes and reporting mechanisms	Mon 16/06/27	Fri 18/02/16	Mon 16/06/27	Fri 18/02/16	90%	95%	N		Workstreams report weekly to the mSCOA Task Team. mSCOA progress report prepared monthly for submission to the PSC. The workstream reports monthly on progress to the PIT.
System ready to accommodate 2017/18 budget preparation processes	Thu 16/06/30	Thu 16/06/30	Thu 16/06/30	Thu 16/06/30	100%	100%	Y	2017/06/30	The budget module has been utilised to load and balance the 2016/17 MTREF. The GUID code has been loaded onto SOLAR for implementation of mSCOA v5.4 from 1 July 2016 for transacting in the 2016/17 financial year. V6.1 on which the 2017/18 budget must be prepared has been released by NT. The 2017/18 budget has been prepared on the Budget Module on v6.1 and the data string submitted to National Treasury. Changes to the Draft Budget have been allocated across the mSCOA segments and captured on the Budget Module and balanced to the approved budget. The budget has been loaded onto Solar on v6.1. An electronic budget books has been developed and staff trained on its use.
Monthly reporting to PSC on specific integration progress, risks and challenges	Mon 16/02/22	Fri 18/03/16	Mon 16/02/22	Fri 18/03/16	88%	91%	N		Monnhtly mSCOA Project Progress Reports are prepared and submitted to the PIT for approval to be submitted to the PSC.
Support Workstream Activities			Mon 18/01/15	Fri 18/06/01					
Planning and support to IT workstream activities pertaining to Phase 2 systems integration and implementation			Mon 18/01/15	Fri 18/06/01		20%	N		1. Planning activities for FAT's to re-assess Phase 2 systems
Provide support to the cost and Reporting workstream with regards to the methodology for the calculation of cost reflective tariffs for core services			Mon 18/02/05	Fri 18/06/01		0%	N		
Provide support to the budget workstream regarding "in-year" reporting processes			Mon 18/01/15	Fri 18/04/27		20%	N		1. Analysed in-year error report from National Treasury 2. Engaged with BCX to fully develop automated extraction of reports
Provide support to the budget workstream regarding the preparation of the 2018/19 mSCOA budget			Mon 18/01/15	Fri 18/06/01		20%	N		1. Assisted budget section with the correction of vote allocation for the mid-year adjustments budget 2. Reviewed allocation of FBS and rates rebates to correct
Planning and co-ordinating activities and responses to future mSCOA developments to be introduced by National Treasury e.g. integrated reporting, PMS etc.			Mon 18/02/05	Fri 18/06/01		0%	N		
Change management	Mon 15/08/17	Mon 18/06/29	Mon 15/08/17	Mon 18/06/29					
Phase 1 - Plan and assess	Mon 15/08/17	Mon 16/04/25	Mon 15/08/17	Mon 16/04/25					
Change management plan	Mon 15/08/24	Fri 16/04/22	Mon 15/08/24	Fri 16/04/22	100%	100%	Y	2016/06/20	Draft change management plan presented to PIT on 15 April 2016. The recommendations of the PIT have been included.
Change readiness assessment	Mon 15/08/17	Fri 15/11/13	Mon 15/08/17	Fri 15/11/13	100%	100%	Y	2015/10/16	Change management plan informed by responses.

Task Name	Revised Start	Revised Finish	Revised Start - January 2018	Revised Finish - January 2018	Percentage complete	Percentage complete	Completed	Date completed	Remarks
Awareness workshops	Mon 15/11/16	Fri 15/12/18	Mon 15/11/16	Fri 15/12/18	100%	100%	Y	2015/11/27	Awareness sessions held with officials from all directorates. Presentations made to Top Management and Finance Committee.
mSCOA information portal	Mon 15/10/19	Fri 16/04/08	Mon 15/10/19	Fri 16/04/08	100%	100%	Y	2016/04/08	mSCOA information portal was launched.
Change management communications plan	Mon 15/08/17	Fri 15/11/13	Mon 15/08/17	Fri 15/11/13	100%	100%	Y	2015/10/16	Change management plan informed by responses.
Stakeholder map	Mon 15/08/17	Fri 15/11/13	Mon 15/08/17	Fri 15/11/13	100%	100%	Y	2015/10/16	Stakeholder map included in change management plan
Roles & responsibility matrix	Mon 15/08/17	Mon 15/11/16	Mon 15/08/17	Mon 15/11/16	100%	100%	Y	2015/10/16	Roles & responsibility matrix included in change management plan
Sign-off on change management plan	Mon 16/04/25	Mon 16/04/25	Mon 16/04/25	Mon 16/04/25	100%	100%	Y	2017/01/20	The Change Management Plan was approved by the PIT on 20 January 2017.
Phase 2 - Design	Mon 16/04/25	Fri 16/08/12	Mon 16/04/25	Fri 16/08/12					
Leadership alignment framework	Mon 16/04/25	Fri 16/06/10	Mon 16/04/25	Fri 16/06/10	100%	100%	Y	2016/06/20	Leadership alignment framework included in Change Management Plan
Skills transfer plan	Mon 16/04/25	Fri 16/06/10	Mon 16/04/25	Fri 16/06/10	100%	100%	Y	2016/08/16	Skills Transfer Plan included in Change Management Plan
Set-up change agent networks	Mon 16/06/06	Fri 16/08/12	Mon 16/06/06	Fri 16/08/12	100%	100%	Y	2017/04/21	Change Agents have been nominated and workshop held
Change agent network training material	Mon 16/06/06	Fri 16/08/12	Mon 16/06/06	Fri 16/08/12	100%	100%	Y	2017/01/13	Change Agent Network developed
Sign off on leadership alignment framework and skills transfer plan	Mon 16/06/11	Mon 16/06/11	Mon 16/06/11	Mon 16/06/11	100%	100%	Y	2017/01/20	The Change Management Plan was approved by the PIT on 20 January 2017.
Phase 3 - Implementation	Mon 15/08/31	Fri 18/06/29	Mon 15/08/31	Fri 18/06/29					
Implement adhoc and change management plans	Mon 16/03/07	Fri 18/06/22	Mon 16/03/07	Fri 18/06/22	81%	85%	N		
Undertake Change Agent Network training	Mon 16/08/15	Fri 16/11/04	Mon 16/08/15	Fri 16/11/04	100%	100%	Y	2017/04/21	Change Agent Network training conducted
Undertake leadership alignment workshops	Mon 16/09/12	Fri 16/10/28	Mon 16/09/12	Fri 16/10/28	20%	20%	N		Leadership alignment workshop material has been developed
Facilitate skills transfer plan	Mon 16/06/06	Fri 16/12/02	Mon 16/06/06	Fri 16/12/02	90%	90%	N		Qlikview training conducted during July 2016. Budget staff trained on budget module. Project Based Budgeting and Qlikview Training conducted in December 2016. Budget module training for accountants conducted in February 2017. Budget module and electronic budget book training for all departments conducted in July 2017. Budget officials trained on the changes to the budget module for the 2018/19 MTREF in September 2017. Cashiers and supervisors trained on on-line receipting. Training on new electricity pre-paid system conducted during Sept/Oct 2017. SCM officials and Staff at e-procure implementation pilot sites trained in Sept/Oct 2017. Additional Budget Module training in November 2017.
Change management mSCOA project communications	Mon 15/08/31	Fri 18/06/29	Mon 15/08/31	Fri 18/06/29	85%	88%	N		mSCOA awareness sessions held with all Directorates. mSCOA information portal updated. A second round of awareness sessions was rolled-out throughout the municipality during November/December 2016. mSCOA go-live communications issued during July 2017.
Adhoc change management activities	Mon 15/08/31	Fri 18/06/29	Mon 15/08/31	Fri 18/06/29	85%	88%	N		
Prepare change management project report	Mon 18/04/09	Fri 18/06/29	Mon 18/04/09	Fri 18/06/29	85%	88%	N		
PHASE 4 - PILOTING, REVIEW AND SIGN OFF	Mon 15/09/14	Mon 18/06/29	Mon 15/09/14	Mon 18/06/29					
Review progress of piloting activities compared with the plan	Mon 15/11/06	Fri 18/01/25	Mon 15/11/06	Fri 18/01/25	96%	100%	N		
Identify and communicate project implementation challenges to PSC for action	Mon 15/09/14	Fri 17/12/01	Mon 15/09/14	Fri 17/12/01	100%	100%	Y		Monthly reporting from PIT to PSC instituted from October 2015

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Co-ordinate problem resolution processes	Mon 15/09/14	Fri 17/12/01	Mon 15/09/14	Fri 17/12/01	100%	100%	Y		Query log instituted. Analysis of 15/16 budget allocation per mSCOA tables undertaken. Interim AFS reviewed. Support provided to compile Audit trail of opening balances captured per mSCOA v5.4. Support provided to the AFS and Financial Reporting work teams with regards to the development of audit trails and the analysis of income and expenditure (current year versus prior year) Weekly integration meetings established
Prepare overview of the project's financial implications	Mon 17/12/04	Fri 18/02/23	Mon 17/12/04	Fri 18/02/23	0%	0%	N		
Prepare final project report and quality assurance report for sign off	Mon 18/02/26	Fri 18/05/18	Mon 18/02/26	Fri 18/05/18	0%	0%	N		
Project close out and final invoice	Mon 18/06/29	Mon 18/06/29	Mon 18/06/29	Mon 18/06/29	0%	0%	N		