

BCMM SCOA IMPLEMENTATION PROJECT PLAN AND PROGRESS TO DATE AS AT 29 FEBRUARY 2016							ANNEXURE J
Task Name	Duration	Start	Finish	Percentage complete	Completed	Date completed	Remarks
PROJECT MANAGEMENT	745 days?	Wed 15/07/01	Tues 18/05/08				
Project initiation and planning	143 days	Wed 15/07/01	Fri 16/01/15				
Appointment and contracting	4.5 mons	Wed 15/07/01	Tues 15/11/03	100%	Y	2015/07/01	Award and acceptance of contract finalised
Signed contract/SLA	0 days	Fri 15/11/06	Fri 15/11/06	100%	Y	2015/11/06	SLA and grief measures approved
Establish Project Implementation Team (PIT)	2 wks	Mon 15/07/13	Fri 15/07/24	100%	Y	2015/07/22	Weekly meetings of the PIT instituted
Update TOR for PIT	2 mons	Mon 15/08/10	Fri 15/10/02	90%	N	2015/09/11	PIT approved draft TOR for submission to the mSCOA steering committee
Establish Project Steering Committee	1 mon	Mon 15/07/13	Fri 15/08/07	100%	Y	2015/07/22	PIT submitted three progress reports however the PSC has not convened
Update TOR for Project Steering Committee	2 mons	Mon 15/08/10	Fri 15/10/02	90%	N	2015/09/11	PIT approved draft TOR for submission to the PSC
Establish workstreams	2 wks	Mon 15/11/09	Fri 15/11/20	85%	N	2015/11/27	Eight workstreams approved by PIT on 27/11/2015. Stream leads appointed for 5 workstreams on 04/12/2015.
Draft workplans for each workstream	2 mons	Mon 15/11/23	Fri 16/01/15	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	1 mon	Fri 15/11/06	Thu 15/12/03	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)	2 wks	Mon 15/12/04	Thu 15/12/17	100%	Y	2016/02/05	Approved by PIT on 05/02/2016.
Sign off on project plan and charter	0 days	Thu 15/12/17	Thu 15/12/17	50%	N		Approved by PIT on 05/02/2016.
ERP	100 days	Mon 15/10/26	Fri 16/03/11				
Assess current status of systems, hardware and interfaces	1.5 mons	Mon 15/10/26	Fri 15/12/04	60%	N		Very complex/disjointed applications environment. Challenges in obtaining information and arranging meetings.
Define ERP requirements (for SCOA implementation)	1 mon	Mon 15/12/07	Fri 16/01/01	0%	N		
Compare ERP requirements with results of IT Readiness Assessment	1 mon	Mon 16/01/04	Fri 16/01/29	0%	N		
Identify potential responses to meet ERP requirements	1 mon	Mon 16/02/01	Fri 16/02/26	0%	N		
Make recommendations on the way forward	2 wks	Mon 16/02/29	Fri 16/03/11	0%	N		
Develop ERP implementation requirements and plan	1 mon	Fri 18/03/02	Fri 16/04/27	0%	N		Date changed as per discussion with CFO.
Ongoing project management	730 days?	Wed 15/07/22	Tue 18/05/08				
Customise quality assurance processes and measures	1 mon	Fri 15/12/18	Thu 16/01/14	50%	N		Roll out in practice is different to initial plans. 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	1 mon	Fri 15/12/18	Thu 16/01/14	25%	N		Dependant on any new applications implemented
Project administration, weekly PIT and monthly reporting	730 days	Wed 15/07/22	Tues 18/05/08	22%	N		Weekly PIT meeting instituted w.e.f 22/07/2015. Monthly reporting to PSC w.e.f. October 2015

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Review progress against project plan and amend plan as required	730 days	Wed 15/07/22	Tues 18/05/08	22%	N		Progress reviewed monthly
PHASE 1 - READINESS ASSESSMENT	75 days	Mon 15/11/30	Mon 16/03/11				
Formalise readiness assessment task teams	2 wks	Mon 15/11/30	Fri 15/12/11	100%	Y	2015/10/27	
Document SCOA implementation objectives and envisaged outputs / value to be derived	1.5 mons	Mon 15/12/14	Fri 16/01/22	100%	Y	2016/01/22	
Identify key stakeholders and process/system owners	1.5 mons	Mon 15/12/14	Fri 16/01/22	100%	Y	2016/01/22	
Conduct detailed assessment of current status of systems, hardware and interfaces etc	2 wks	Mon 16/01/25	Fri 16/02/05	60%	N		Very complex/disjointed applications environment. Challenges in obtaining information and arranging meetings.
Review existing documents, project plans, progress reports etc	2 wks	Mon 16/01/25	Fri 16/02/05	60%	N		
Document as-is assessments	2 wks	Mon 16/02/08	Fri 16/02/19	60%	N		Very complex/disjointed applications environment. Challenges in obtaining information and arranging meetings.
Identify / confirm gaps and potential project challenges	2 wks	Mon 16/01/25	Fri 16/02/05	60%	N		Very complex/disjointed applications environment. Challenges in obtaining information and arranging meetings.
Highlight matters to PSC for resolution and assessment of financial impact	0 days	Fri 16/02/05	Fri 16/02/05	60%	N		Very complex/disjointed applications environment. Challenges in obtaining information and arranging meetings.
Draft consolidated readiness assessment report	2 wks	Mon 16/02/08	Fri 16/02/19	50%	N		Very complex/disjointed applications environment. Challenges in obtaining information and arranging meetings.
Co-ordinate financial impact assessment process	1 mon	Mon 16/02/08	Fri 16/03/04	50%	N		Very complex/disjointed applications environment. Challenges in obtaining information and arranging meetings.
Consolidate financial impact assessment results and proposed way forward	1 wk	Mon 16/03/07	Fri 16/03/11	50%	N		Very complex/disjointed applications environment. Challenges in obtaining information and arranging meetings.
Sign off of Readiness Assessment and Financial Impact Assessment report	0 days	Fri 16/03/11	Fri 16/03/11	0%	N		Due date to be reviewed and discussed with PIT
PHASE 2 - BUSINESS PROCESS RE-ENGINEERING	250 days	Mon 15/11/16	Fri 17/05/12				
Meet with process owners to review existing process documentation, SOPs etc	3 mons	Mon 15/11/16	Fri 16/02/05	100%	Y	2015/02/17	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	3 mons	Mon 15/11/16	Fri 16/02/05	6%	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	2 mons	Mon 16/02/08	Fri 16/04/01	6%	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.
Workshop potential changes / solutions with process owners (Ongoing)	12 mons	Mon 16/02/08	Fri 17/01/06	6%	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.
Assist process owners to affect changes to SOPs to ensure integration (Ongoing)	12 mons	Mon 16/04/04	Fri 17/03/03	6%	N		Commenced with Revenue and Expenditure Management. 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.

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Perform overall quality review to confirm critical integration matters have been appropriately addressed	2 mons	Mon 17/03/06	Fri 17/04/28	0%	N		
Obtain sign off on updated SOPs	2 wks	Mon 17/05/01	Fri 17/05/12	0%	N		
PHASE 3 - SYSTEMS DEVELOPMENT AND IMPLEMENTATION, INCLUDING CHANGE MANAGEMENT	750 days	Mon 15/08/17	Fri 18/06/29				
Integration management task teams	616 days	Fri 15/11/06	Fri 18/03/16				
Establish task teams to monitor and manage specific integration requirements	1 mon	Fri 15/11/06	Thu 15/12/03	0%	N		Dependant on results of As-is assessment and any new applications implemented, however work has commenced regarding the implementation of the new budget module
Agree project outputs and time frames	1 mon	Mon 16/02/22	Fri 16/03/18	0%	N		Dependant on results of As-is assessment and any new applications implemented, however work has commenced regarding the implementation of the new budget module
Review existing project progress reports and challenges	25 mons	Mon 16/03/21	Fri 18/02/16	0%	N		
Consolidate challenges, assess impact on project success and raise to PSC level for resolution	25 mons	Mon 16/03/21	Fri 18/02/16	0%	N		
Monitor progress regarding resolution of project challenges	25 mons	Mon 16/03/21	Fri 18/02/16	0%	N		
Implement on-going quality assurance processes and reporting mechanisms	25 mons	Mon 16/03/21	Fri 18/02/16	0%	N		
System ready to accommodate 2017/18 budget preparation processes	0 days	Thu 16/06/30	Thu 16/06/30	50%	N		Review of 2015/16 budget allocation completed. Corrections to budget allocation to mSCOA requirements being implemented in the 2016/17 budget preparation process. Budget module catering for all mSCOA segments in process of being implemented.
Monthly reporting to PSC on specific integration progress, risks and challenges	27 mons	Mon 16/02/22	Fri 18/03/16	22%	N		Three mSCOA Project Progress reports approved by PIT for submission to Steering Committee. Monthly reporting implemented
Change management	750 days	Mon 15/08/17	Mon 18/06/29				
Phase 1 - Plan and assess	125 days	Mon 15/08/17	Mon 16/02/08				
Change management plan	6 mons	Mon 15/08/24	Fri 16/02/05	90%	N		Draft change management plan developed.
Change readiness assessment	65 days	Mon 15/08/17	Fri 15/11/13	100%	Y	2015/10/16	Responses will inform change management plan
Awareness workshops	25 days	Mon 15/11/16	Fri 15/12/18	100%	Y	2015/11/27	Awareness sessions held with officials from all directorates. Presentations made to Top Management and Finance Committee.
mSCOA information portal	20 days	Mon 15/10/19	Fri 15/11/13	95%	N		Portal developed. Launch to take place in March 2016.
Change management communications plan	65 days	Mon 15/08/17	Fri 15/11/13	100%	Y	2015/10/16	Responses will inform change management plan
Stakeholder map	65 days	Mon 15/08/17	Fri 15/11/13	100%	Y	2015/10/16	To be included in change management plan
Roles & responsibility matrix	66 days	Mon 15/08/17	Mon 15/11/16	100%	Y	2015/10/16	To be included in change management plan
Sign-off on change management plan	0 days	Mon 16/02/08	Mon 16/02/08	0%	N		
Phase 2 - Design	80 days	Mon 16/02/01	Fri 16/05/20				
Leadership alignment framework	25 days	Mon 16/02/01	Fri 16/03/04	0%	N		

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Skills transfer plan	25 days	Mon 16/02/01	Fri 16/03/04	0%	N		
Set-up change agent networks	50 days	Mon 16/03/14	Fri 16/05/20	0%	N		
Change agent network training material	50 days	Mon 16/03/14	Fri 16/05/20	0%	N		
Sign off on leadership alignment framework and skills transfer plan		Mon 16/03/07	Mon 16/03/07	0%	N		
Phase 3 - Implementation	740 days	Mon 15/08/31	Fri 18/06/29				
Implement adhoc and change management plans	600 days	Mon 16/03/07	Fri 18/06/22	0%	N		
Undertake Change Agent Network training	60 days	Mon 16/05/09	Mon 16/07/29	0%	N		
Undertake leadership alignment workshops	35 days	Mon 16/09/12	Fri 16/10/28	0%	N		
Facilitate skills transfer plan	130 days	Mon 16/06/06	Fri 16/12/02	0%	N		
Change management mSCOA project communications	740 days	Mon 15/08/31	Fri 18/06/29	0%	N		
Adhoc change management activities	740 days	Mon 15/08/31	Fri 18/06/29	0%	N		
Prepare change management project report	60 days	Mon 18/04/09	Fri 18/06/29	0%	N		
PHASE 4 - PILOTING, REVIEW AND SIGN OFF	730 days	Mon 15/09/14	Mon 18/06/29				
Review progress of piloting activities compared with the plan	29 mons	Mon 15/11/06	Fri 18/01/25	22%	N		
Identify and communicate project implementation challenges to PSC for action	29 mons	Mon 15/09/14	Fri 17/12/01	22%	N		Monthly reporting from PIT to OSC instituted from October 2015
Co-ordinate problem resolution processes	29 mons	Mon 15/09/14	Fri 17/12/01	22%	N		Query log instituted
Prepare overview of the project's financial implications	3 mons	Mon 17/12/04	Fri 18/02/23	0%	N		
Prepare final project report and quality assurance report for sign off	3 mons	Mon 18/02/26	Fri 18/05/18	0%	N		
Project close out and final invoice	0 days	Mon 18/06/29	Mon 18/06/29	0%	N		