Fetakgomo Tubatse Local Municipality

mSCOA Project Implementation Road Map

No	Project Name	Responsible Person
1	Project Initiation (Champion)	Chief Financial Officer (CFO)
2	Steering Committee	Budget Manager Municipal Manager Project Implementation Support Business Managers
3	Project Team	

Work Streams

No	Project Milestone	Responsible Official	Accountable	Consulted	Informed	Start Date	Finish Date	Progress to Date	Milestone on Schedule	Milestone Met	Root Causes	Corrective Action	Comment
1	**Compile mSCOA Implementation plan**												
1.1	Compile and obtain approval for an mSCOA implementation plan. The plan will provide guidance with regard to the actions, activities and processes to be undertaken in order to achieve success of project implementation.	Budget Manager	Chief Financial Officer	Municipal Manager Directors Department Managers Munsoft	Municipal Manager Audit Committee	18-Jan-23	30-Jan-23	Completed	YES	YES	N/A	N/A	Completed
2	**mSCOA Munsoft Implementation and Mapping Review**												
2.1	Conduct an analysis of the Munsoft ERP system and identify the challenges experienced by users on the financial reporting system and suggest solutions to rectify and correct identified configuration and mapping errors	Department Managers	Chief Financial Officer	mSCOA Champion	Municipal Manager Directors	01-Feb-23	28-Feb-23	Completed	YES	YES	N/A	N/A	Completed
3	**Establish or reinforce the mSCOA Governance Structures**												
3.1	Establish or reinforce a good governance structure, mSCOA Steering Committee that includes all the major role players , Management, Risk management , Internal Audit, and Service Providers.	Budget Manager	Chief Financial Officer	Directors Department Managers Munsoft	Municipal Manager Audit Committee	01-Mar-23	10-Mar-23	Completed	YES	YES	N/A	N/A	Completed. Efforts to improve the Committee's effectiveness is ongoing. Training of members during quarter 2 of FY2023/24 is under consideration.
4	**Stakeholder Engagements**												
4.1	Set-up engagement sessions with various directorates and explain each action plan in detail and requesting input in order take all departments along the implementation journey. Facilitate change management within all the business processes of the Municipality.	Budget Manager	Chief Financial Officer	Department Managers	Municipal Manager Directors Audit Committee	07-Mar-23	15-Mar-23	Started	NO	NO	The Municipality prioritised implementation of the core financial system to fulfil financial accounting and reporting objectives.	Training for mSCOA Committee members is being arranged for Quarter 2 of FY2023/24.	New members have joined the Committee and they need training. Existing members also require refresher training to effectively carry out their duties.
5	**Create awareness**												
5.1	Create awareness with all internal stakeholders regarding the objectives of mSCOA, Regulations and Technical specifications.	Budget Manager	Chief Financial Officer	Directors Department Managers	Municipal Manager	06-Mar-23	10-Mar-23	Started	NO	NO	The Municipality prioritised implementation of the core financial system to fulfil financial accounting and reporting objectives.	Training for mSCOA Committee members is being arranged for Quarter 2 of FY2023/24.	New members have joined the Committee and they need training. Existing members also require refresher training to effectively carry out their duties.
5.2	Continue to foster an awareness and understanding of mSCOA implementation objectives with all role players within the Municipality and service providers in order to facilitate change within all the business processes of the Municipality.	Department Managers	Directors	mSCOA Champion	Municipal Manager	06-Mar-23	30-Jun-23	Started	NO	NO	The Municipality prioritised implementation of the core financial system to fulfil financial accounting	Training for mSCOA Committee members is being arranged for Quarter 2 of FY2023/24.	New members have joined the Committee and they need training. Existing members also require refresher training to effectively carry out their
6	**Operations & Capital Projects**												
6.1	Define Operations & Capital Projects	Department Managers	Chief Financial Officer	Directors	Municipal Manager	06-Mar-23	30-Jun-23	Completed	YES	YES	N/A	N/A	Defining operational and capital projects has been done. The Municipality will continue to make improvements where necessary.
7	**Review the current Municipal Chart of Accounts**												
7.1	Review the current Municipal Chart of Accounts	Financial Reporting Manager Budget Manager	Chief Financial Officer	Department Managers	Municipal Manager Directors	06-Mar-23	30-Jan-23	Completed	YES	YES	N/A	N/A	Review of chart of accounts has been done. The Municipality will continue to make improvements where necessary.
7.2	Plan for seamless integration of sub modules and other systems	Department Managers	Chief Financial Officer Directors	Directors mSCOA Champion Munsoft	Municipal Manager	01-Jul-23	31-Dec-23	In Progress	NO	NO	Root cause needs to be investigated as to why some payroll costs are not posting to the GL.	The system vendor, Munsoft has been engaged to fix observed shortcomings in the payroll integration. The vendor will also be engaged for the Assets Module which is currently being implemented.	The Assets module is yet to be fully implemented. There are some challenges with the payroll integration which need to be fixed to ensure smooth integration.
8	Define Funding Sources & link to Item Segment	Department Managers	Chief Financial Officer Directors	Directors	Municipal Manager	01-Apr-23	30-Jun-23	Completed	YES	YES			
9	**Matching**												
9.1	Match all mSCOA segments to the current chart of accounts and establish any required changes.												
9.1.1	Function Segment	Department Managers	Chief Financial Officer	Munsoft mSCOA Champion	Municipal Manager Directors	06-Mar-23	30-Jun-23	Completed	NO	No	The Municipality prioritised the key financial accounting and reporting objectives.	The Functions of the Municipality will be set up in the system per the approved organisation structure and mSCOA guidelines.	The segment is in use. Improvements are required to fully align with the approved organisation structure and mSCOA requirements.
9.1.2	Item - Expenditure	Manager Expenditure	Chief Financial Officer	Munsoft	Municipal Manager Directors	06-Mar-23	30-Jun-23	Completed	YES	YES	N/A	N/A	Items are set up. The Municipality will continuously improve as needed.
9.1.3	Item - Revenue	Manager Revenue	Chief Financial Officer	Munsoft	Municipal Manager Directors	06-Mar-23	30-Jun-23	Completed	YES	YES	N/A	N/A	Items are set up. The Municipality will continuously improve as needed.
9.1.4	Item - Assets	Manager Assets	Chief Financial Officer	Munsoft	Municipal Manager Directors	06-Mar-23	30-Jun-23	Completed	YES	YES	N/A	N/A	Items are set up. The Municipality will continuously improve as needed.
9.1.5	Item - Liabilities	Financial Reporting Manager Budget Manager	Chief Financial Officer	Munsoft		06-Mar-23	30-Jun-23	Completed	YES	YES	N/A	N/A	Items are set up. The Municipality will continuously improve as needed.
9.1.6	Item - Nett Assets	Financial Reporting Manager Budget Manager	Chief Financial Officer	Munsoft	Municipal Manager Directors	06-Mar-23	30-Jun-23	Completed	YES	YES	N/A	N/A	Items are set up. The Municipality will continuously improve as needed.
9.1.7	Item - Gains & Losses	Financial Reporting Manager Budget Manager	Chief Financial Officer	Munsoft	Municipal Manager Directors	06-Mar-23	30-Jun-23	Completed	YES	YES	N/A	N/A	Items are set up. The Municipality will continuously improve as needed.
9.1.8	Regional Segment	Department Managers	Chief Financial Officer	Munsoft mSCOA Champions	Municipal Manager Directors	06-Mar-23	30-Jun-23	Completed	YES	YES	N/A	N/A	The segment is in use. The Municipality will continuously improve where required.
9.1.9	Project Segment	Department Managers	Chief Financial Officer	Munsoft mSCOA Champion	Municipal Manager Directors	06-Mar-23	30-Jun-23	Completed	YES	YES	N/A	N/A	The segment is in use. The Municipality will continuously improve where required.
9.1.10	Costing Segment	Department Managers	Chief Financial Officer	Munsoft mSCOA Champion	Municipal Manager Directors	01-Oct-23	31-Dec-23	Not Started	YES	NO	The Municipality prioritised operating functionality of the core financial system.	Efforts and resources will be channelled to this segment which is the remaining segment to be completed.	Completion of this segment is currently one of the key priorities of the mSCOA Implementation Team.
9.2	Create activity list to address shortcomings	Budget Manager	Chief Financial Officer	Munsoft	Municipal Manager Directors	06-Mar-23	30-Jan-23	Completed	YES	YES	N/A	N/A	This has been completed in preparation for the FY2022/23 budgeting process. Management will continue to monitor through reconciliations and independent reviews.
10	**Review Business Processes**												
10.1	Align current processes with best practices as well as to mSCOA with integration on a seamless basis between the various systems.	Budget Manager Department Managers	Chief Financial Officer Directors	Munsoft	Municipal Manager	01-Nov-23	31-Mar-24	In Progress	NO	NO	Root cause needs to be investigated as to why some payroll costs are not posting to the GL. Implementation of the Assets Module is still in progress and testing will be required to ensure that it integrates completely and accurately with the core system.	The system vendor, Munsoft has been engaged to fix observed shortcomings in the payroll integration. The vendor will also be engaged for the Assets Module which is currently implemented.	There are some challenges with the payroll integration which need to be fixed to ensure smooth integration.
10.2	The following components must integrate seamlessly with the mSCOA general ledger and comply at a posting level to mSCOA Regulations and GRAP:												
10.2.1	Corporate Governance	Department Managers	Chief Financial Officer Directors	Munsoft mSCOA Champion	Municipal Manager	06-Mar-23	30-Jun-23	Completed	YES	YES	N/A	N/A	mSCOA Committee is established. The Committee still needs strengthening in order to assist it fulfils mandate. Training for members is under consideration.
10.2.2	Municipal Budgeting	Budget Manager	Chief Financial Officer	Directors Department Managers	Municipal Manager	06-Mar-23	30-Jun-23	Completed	YES	YES	N/A	N/A	This was done during the FY2022/23 budgeting process.
10.2.3	Planning and Modelling	Budget Manager Department Managers	Each Director for their Directorate	Chief Financial Officer mSCOA Champion	Municipal Manager	02-Jan-24	31-Mar-24	Not Started	YES	Not yet due	The Municipality prioritised implementation of the core financial system to fulfil financial accounting and reporting objectives.	Staff will be provided training on use of the planning and modelling tools.	Not yet due. Emphasis has been on getting the core functionalities of the system. The municipality will continue to implement this functionality.
10.2.4	Financial Accounting	Financial Reporting Manager	Chief Financial Officer	mSCOA Champion Department Managers	Municipal Manager Directors	06-Mar-23	30-Jun-23	Completed	YES	YES	N/A	N/A	This has been completed. Management will continue to monitor through reconciliations and independent reviews.
10.2.5	Costing and reporting	Budget Manager Department Managers	Chief Financial Officer	Directors	Municipal Manager	01-Nov-23	28-Feb-24	Not Started	YES	Not yet due	The Municipality prioritised implementation of the core financial system to fulfil financial accounting and reporting objectives.	Inventory of costed services will be made. The system vendor will be requested to correctly populate the costing segment.	Not yet due. Emphasis has been on getting the core functionalities of the system. The municipality will continue to implement this functionality.
10.2.6	Project Accounting	Department Managers	Chief Financial Officer	Directors mSCOA Champion	Municipal Manager	01-Sep-23	31-Dec-23	In Progress	YES	Not yet due	Accounting entries for conditional grants were not completely set up.	Shortcomings have been identified for resolution and continue to be identified. Issues relating to incomplete accounting for retention, exclusion of VAT and retention on conditional grant revenue and lack of automated revenue recognition have been identified for correction.	Not yet due. Basic project accounting functionality is in place. However, improvements still need to be made to ensure completeness and accuracy of project accounting without manual intervention.
10.2.7	Treasury and Cash Management	Budget Manager	Chief Financial Officer	Directors Department Managers	Municipal Manager	01-Nov-23	31-Jan-24	Completed	YES	YES	N/A		
10.2.8	Procurement Cycle: Supply Chain Management (**including manual procurement requisitions**), Expenditure Management, Contract Management and Accounts Payable	SCM Manager Manager Expenditure	Chief Financial Officer	Directors mSCOA Champion Department Managers	Municipal Manager	01-Nov-23	31-Mar-24	In Progress	YES	Not yet due	The Municipality prioritised implementation of the core financial system to fulfil financial accounting and reporting objectives.	The remaining complementary functionalities will be streamlined to provide complete solution for the procurement cycle.	The procurement cycle functionalities exist. However, some flaws need to be fixed such as automation of purchase requisitions and accuracy of contract management.
10.2.9	Grant Management	Budget Manager	Chief Financial Officer	Munsoft Financial Reporting Manager	Municipal Manager	01-May-23	31-Dec-23	In Progress	YES	NO	VAT and retention are not consistently taken into for grant spending reporting.	Correction of the input sources for reporting grant spending.	Grant Expenditure accounting and reporting still needs to be fixed to ensure accuracy and completeness.

No.	Task	Responsible	Accountable	Consulted	Informed	Start Date	End Date	Status			Comment 1	Comment 2	Comment 3
10.2.10	Full Asset Life Cycle Management Including Maintenance Management	Assets Manager	Chief Financial Officer	mSCOA Champion Department Managers	Municipal Manager Directors	01-Jan-24	31-Mar-24	Not Started	NO	NO	The Municipality prioritised implementation of the core financial system first in order to meet key reporting requirements and to effectively utilise the project resources.	Implementation of the Assets Module in progress and testing will be required to ensure that it integrates completely and accurately with the core system.	Implementation of the Assets Module in Munsoft is still in progress. The module will require testing to ensure full functionality.
10.2.11	Real Estate and Resources Management	N/A	N/A	N/A	N/A	01-Nov-23	31-Jan-23	Not Started	No	No	The Municipality prioritised implementation of the core financial system first inorder to meet key reporting requirements and to effectively utilise the project resources.	With the core financial system largely operational, resources and efforts will be channelled towards reaching this milestone.	Inventory of Municipal Properties to be drawn in preparation for the milestone.
10.2.12	Human Resource and Payroll Management	Manager Human Resources Manager Expenditure	Director Corporate Services	Chief Financial Officer mSCOA Champion Munsoft	Municipal Manager	01-May-23	31-Dec-23	In Progress	NO	NO	Root cause needs to be investigated as to why some payroll costs are not posting to the GL.	The system vendor, Munsoft has been engaged to fix integration problems with the payroll system.	Payroll integration still needs finessing to ensure accuracy and efficient reconciliation.
10.2.13	Customer Care, Credit Control and Debt Collection	Manager Revenue	Chief Financial Officer	Munsoft	Municipal Manager	01-Oct-23	28-Feb-24	In Progress	YES	Not yet due	The Municipality prioritised implementation of the core financial system to fulfil financial accounting and reporting objectives	Inventory of issues affecting the revenue cycle will be made and corrective action taken.	Core revenue cycle functionalities are in place but flaws such as debtors' ageing need to be investigated and fixed.
10.2.14	Valuation Roll Management	Manager Revenue	Chief Financial Officer	mSCOA Champion Munsoft	Municipal Manager Directors	02-Jan-24	31-Mar-24	In Progress	YES	No	The Municipality prioritised implementation of the core financial system inorder to meet key financial accounting and reporting objectives.	The Municipality will move on to the next phase of ensuring that the supporting functionalities are implemented for system completeness.	The functionality will be readied for the next budgeting cycle, FY 2023/24.
10.2.15	Land Use & Building Control	Manager Development Planning	Director Development Planning	mSCOA Champion Munsoft	Municipal Manager Directors	02-Jan-24	31-Mar-24	Not Started	YES	No	The Municipality prioritised implementation of the core financial system inorder to meet key financial accounting and reporting objectives.	The Municipality will move on to the next phase of ensuring that the supporting functionalities are implemented for system completeness.	The functionality will be readied for the next budgeting cycle, FY 2023/24.
10.2.16	Revenue Cycle Billing: billing debtors	Revenue Manager	Chief Financial Officer	Financial Reporting Manager mSCOA Champion	Municipal Manager Directors	01-Nov-23	28-Feb-24	In Progress	YES	No	Some snags are observable when processing data. These will be inventoried, investigated and cleared.	Snags will be inventoried, investigated and corrected with the assistance of the system vendors.	The Revenue module is to a large extent functional. However, some snags are observable when processing data.
10.2.17	Revenue Management & Receipting	Revenue Manager	Chief Financial Officer	Financial Reporting Manager mSCOA Champion	Municipal Manager Directors	01-Nov-23	28-Feb-24	In Progress	YES	No	Some snags are observable when processing data. These will be inventoried, investigated and cleared.	Snags will be inventoried, investigated and corrected with the assistance of the system vendors.	The Revenue module is to a large extent functional. However, some snags are observable when processing data.
11	mSCOA Compliant Budget: Compile Detail Budgets - SCOA classification across segments												
11.1	Send Budget documentation to Departments for completion	Budget Manager	Chief Financial Officer	Department Managers	Municipal Manager Directors	02-Jan-24	31-Mar-24	Not Started	YES	No	The Municipality prioritised implementation of the core financial accounting and reporting system. User departments need to be trained on use of the planning and modelling tool and the budgeting tool.	Training for staff on planning, modelling and budgeting.	This milestone is slated for the next budgeting cycle 2024/25.
11.2	Conduct Sessions with departments to work through budget documentation	Budget Manager	Chief Financial Officer	Department Managers	Municipal Manager Directors	02-Jan-24	31-Mar-24	Not Started	YES	No	The Municipality prioritised implementation of the core financial accounting and reporting system. User departments need to be trained on use of the planning and modelling tool and the budgeting tool.	Training for staff on planning, modelling and budgeting.	This milestone is slated for the next budgeting cycle 2024/25.
11.3	Capture of Funding, Municipal structure, IDP Strategies & Objectives, Project types + Project items on Planning & Budget Tool	Budget Manager Human Resources Manager IDP Manager Department Managers	Chief Financial Officer	mSCOA Champion Munsoft	Municipal Manager Directors	01-Sep-23	31-Dec-23	In Progress	YES	No	The Municipality prioritised implementation of the core financial accounting system.	The IDP information will be populated from the SDBIP and captured on the system.	Alignment of IDP to mSCOA currently in progress. Alignment to organisation structure to commence by 01/11/2023.
11.4	Meetings with Departments to demonstrate use of Budget and planning tool - Insert budget per SCOA items	Budget Manager	Chief Financial Officer	Munsoft	Municipal Manager Directors	02-Jan-24	31-Mar-24	Not Started	YES	No	The Municipality prioritised implementation of the core financial accounting and reporting system. User departments need to be trained on use of the planning and modelling tool and the budgeting tool.	Training for staff on planning, modelling and budgeting.	This milestone is slated for the next budgeting cycle 2024/25.
11.5	Give and test access of users	IT Manager	Director Corporate Services	mSCOA Champion Department Managers	Municipal Manager Directors	02-Jan-24	31-Mar-24	Not Started	YES	No	The Municipality prioritised implementation of the core financial accounting and reporting system. User departments need to be trained on use of the planning and modelling tool and the budgeting tool.	Training for staff on planning, modelling and budgeting.	This milestone is slated for the next budgeting cycle 2024/25.
11.6	Populate budget in Project Segment	Budget Manager	Chief Financial Officer	Department Managers Munsoft Provincial Treasury	Municipal Manager Directors	06-Mar-23	30-Jun-23	Completed	YES	YES	N/A	N/A	Completed for FY2022/23
11.7	Load Budget information on mSCOA compliant system	Budget Manager	Chief Financial Officer	Department Managers Munsoft Provincial Treasury	Municipal Manager Directors	06-Mar-23	30-Jun-23	Completed	YES	YES	N/A	N/A	Completed for FY2022/23
11.8	Do final load of Estimates to Budget	Budget Manager	Chief Financial Officer	Department Managers Munsoft Provincial Treasury	Municipal Manager Directors Audit Committee	06-Mar-23	30-Jun-23	Completed	YES	YES	N/A	N/A	Completed for FY2022/23
11.9	Do budget verification and send signed verification to NT	Budget Manager	Chief Financial Officer	Directors Department Managers Munsoft	Municipal Manager	06-Mar-23	30-Jun-23	Completed	YES	YES	N/A	N/A	Completed for FY2022/23
11.10	Prepare Budget Report	Budget Manager	Chief Financial Officer	Provincial Treasury	Municipal Manager Directors Department Managers Audit Committee	06-Mar-23	30-Jun-23	Completed	YES	YES	N/A	N/A	Completed for FY2022/23
11.11	Process Virements	Budget Manager	Chief Financial Officer	Directors Department Managers Munsoft Provincial Treasury	Municipal Manager Audit Committee	02-Jan-24	30-Jun-24	Not Started	YES	No	The Municipality prioritised implementation of the core financial accounting and reporting system.	Training for staff on virementing on the Munsoft System.	This milestone is slated for the end of the budgeting cycle 2023/24.
12	Collate Project Documentation for Audit File	Budget Manager	Chief Financial Officer	Internal Audit	Municipal Manager Audit Committee		30-Jun-24	In Progress	YES	Not yet due	N/A	N/A	Relevant documentation will be collated on an ongoing basis for the duration of the project. The file will be reviewed for completeness for project termination.
13	Project Close-out Report	Budget Manager	Chief Financial Officer	Provincial Treasury Department Managers Munsoft	Municipal Manager Directors Audit Committee		30-Jun-24	Not Started	YES	Not yet due	N/A	N/A	