SCOA Integrated Consultative Forum
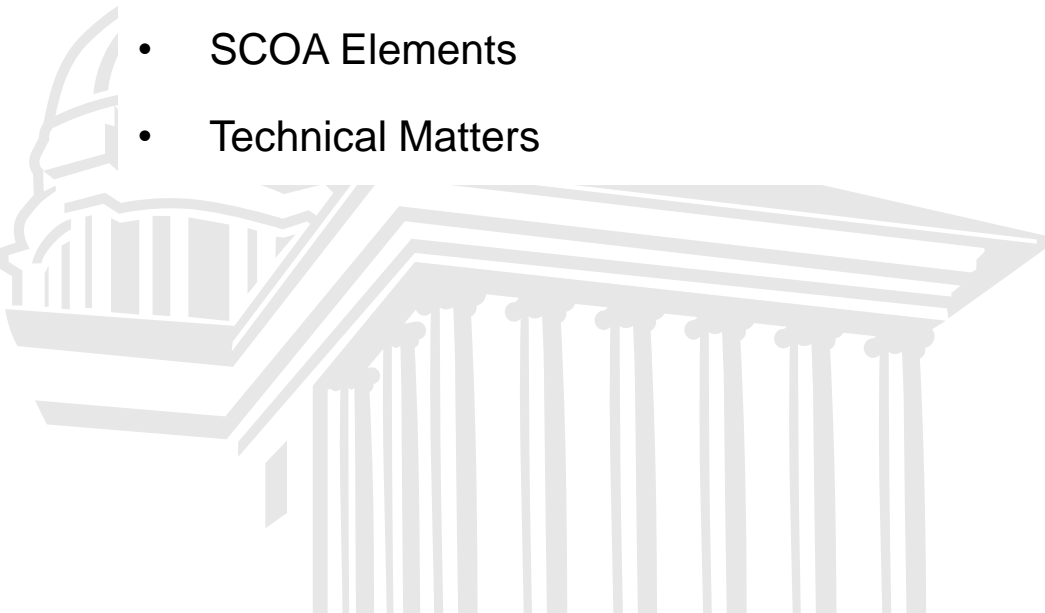
18 and 19 September 2014 (Cape Town)

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City of Tshwane Road Map

Date	Milestone

2014: July - August	• Presentation to CoT Top Management
	 • Meeting with departmental finance support officials
	     o Present overview of SCOA Regulation
	     o Discuss examples of SCOA matching required
	 • Proposed structure of Steering Committee
	 • Proposed structure of Technical Committee (identification of project team)
	 • Proposed business stream leads per segment

2014: Sep - October	• Convene Steering Committee and Technical Committee meetings • Submit Change Request • Appointment of Project Manager • Develop detailed Project Plan (including Design Principles) • Establish Technical Work Streams • Investigate the advantages of establishing a SAP Centre of Excellence (Solution Centre) • Complete current matching exercise where possible

City of Tshwane Road Map

Date	Milestone
2014: Nov – 2015: June	• Technical Work Streams meet and review matching exercise • Identify problem areas • Coordinate possible alignment of current system in preparation for migration • Data clean-up and verification • Change management and training
2015: July – 2016: June	• System implementation in line with SCOA (phased process) • Master data migration and secure historical data
2016: Jan – July	• The City of Tshwane implements SCOA ready budget • Parallel run with current system until July 2017

Challenges and Inhibiting Factors

➤ **Challenges and Inhibiting Factors**

  ❖ Steering Committee not established yet

  ❖ Project manager not appointed yet

  ❖ Investigation whether SCOA requires a SAP re-implementation or re-configuration

  ❖ Limited business and ICT capacity

➤ **Proposed Remedial Measures**

  ❖ Business and ICT to develop a report on the capacity needs and appointment of Project Manager

  ❖ Steering Committee meeting convened for 17 October 2014

  ❖ Consultation with SAP and other municipalities (SAP users)

  ❖ EOH implementation partner

City of Tshwane Progress

➢ 7 July 2014

  ❖ Relevant City of Tshwane stakeholders meeting with NT for clarification

  ❖ City deliberated on strategies to implement SCOA

  ❖ Discussion document compiled for submission to Top Management

➢ 11 August 2014

  ❖ City's Budget Office met with Departmental Financial Support officials to raise awareness of SCOA Regulation and project

  ❖ Illustrated examples of matching existing GLs and PCs to SCOA and emphasised:

    ▪ the complexity of the exercise and

    ▪ the need for participation in project work streams

  ❖ All relevant SCOA documents and regulations made available to all departments for review and input

City of Tshwane Progress

➤ 12 August 2014

  ❖ Submitted report to CFO Top Management - resolved to submit to Mayco

  ❖ Project Champion, Project Leader, Project Coordinators (Business and ICT) identified and Work Stream Leaders proposed

  ❖ Broad roles and responsibilities deliberated

➤ 18 August 2014

  ❖ City Top Management briefed on SCOA regulation and impact on City operations

  ❖ CM's accountability and implications for non-compliance

  ❖ Emphasised need to commission SCOA project and establish governance and supporting structures to oversee implementation and change management

➤ 2 September 2014

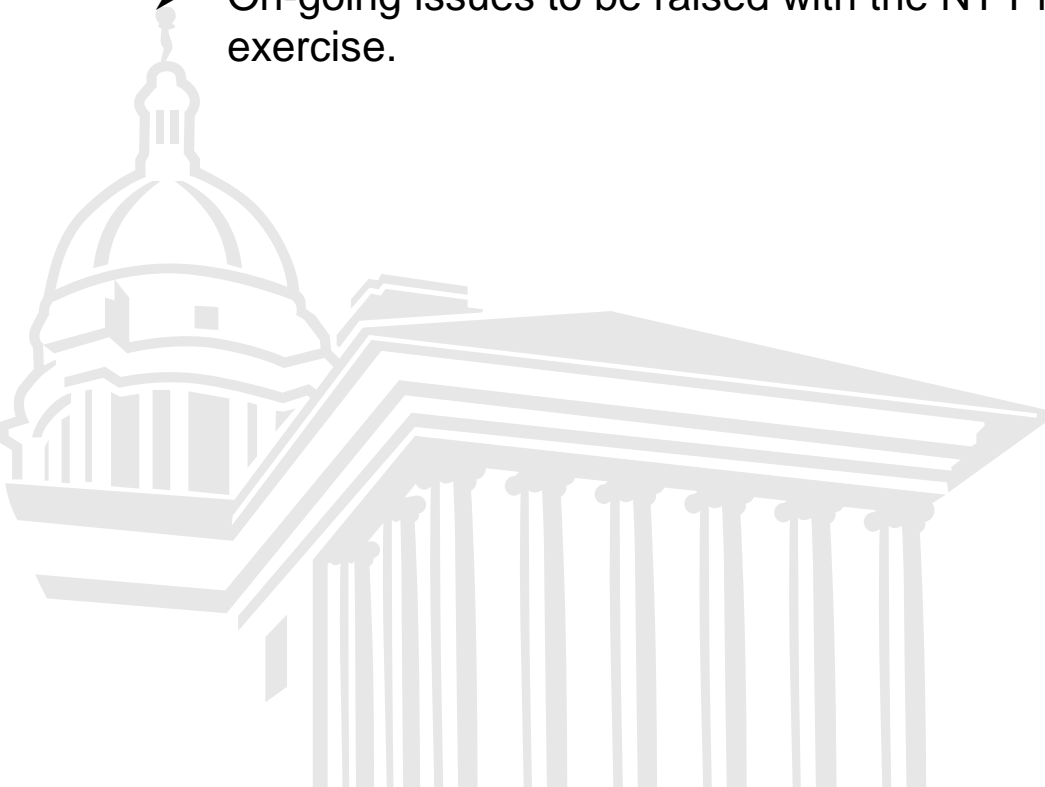 ❖ Icebreaker meeting with SAP SA

Risk Management

- ➢ General risks
  - ❖ Lack of decisiveness
  - ❖ Over stretching existing human capacity and lack of knowledgeable resources
  - ❖ Timeframes - Final implementation to be ready on 1 July 2016 (might be too optimistic)
  - ❖ Buy-in from all personnel
  - ❖ Cost of SCOA

- ➢ Mitigating the risks
  - ❖ SCOA should be a standing agenda item for Top Management meetings
  - ❖ Investigation into establishing a SAP Centre of Excellence and gradually building additional capacity
  - ❖ Appointment of Project manager, establish Project team and compiling full project plan
  - ❖ Costing of SCOA and provision of funds

Risk Management

➢ Foresee an additional meeting with NT outside SCOA ICF after work streams commenced.

➢ On-going issues to be raised with the NT Project team during preliminary alignment exercise.

SCOA Elements

SCOA classification framework, segments and project documentation

➢ Any specific matters identified in setting up SCOA classification framework not raised with NT SCOA Project Team

❖ Will continue raising issues during groundwork

➢ What is expected from the NT SCOA Project Team and PT

❖ Assistance as required

❖ Dedicated contact person per segment regarding questions eg

• How to submit new line items to be added, if possible?

• Guidance on the handling of uncertain items.

❖ Assign contact person per municipality

Technical Matters

Municipal accountability cycle – Matters of importance

➢ Annual financial statements

    ❖ CASEWARE system alignment

    ❖ GRAP Standards updates

➢ Project not advanced far enough to identify detail technical matters yet.

Matters raised with NT SCOA Project Team

➢ Function segment – no posting level under Housing

    ❖ In process of being resolved – clarification on sub-function to be added