



**MSCOA IMPLEMENTATION PLAN**

	Area	Pillar	Focus Area	Activity
1	1.Positive Cashflow	Positive Cash Flows	Baseline Assessment	Determine the Current Cashflow status at beginning of year 1/Prior Implementation of Funding Plan
2		Positive Cash Flows	Setting of Targets	Establish the Targets to Be achieved over the Funding Plan period
3		Positive Cash Flows	Monthly Cashflow Plans	Set Monthly Actual Cash Projections
4		Positive Cash Flows	Monthly Analysis of Actual Cash Spending	Analyze the Actual Cash Spending against the Monthly Cash Projections
8	2. Cash and short term liquidity	Cash and short term liquidity	Baseline Assessment	Determine the current status at beginning of year 1/Prior Implementation of Funding Plan
9		Cash and short term liquidity	Setting of Targets	Establish the Targets to Be achieved over the Funding Plan period
16	3.Collection Rates	Collection Rates	Baseline Assessment	Determine the current status at beginning of year 1/Prior Implementation of Funding Plan
17		Collection Rates	Setting of Targets	Establish the Targets to Be achieved over the Funding Plan period
18		Collection Rates	Monthly Consumer Statements	Issuing Monthly Consumer Statements
19		Collection Rates	Credit control and debt collection Procedures	Implementation of credit control and debt collection Procedures
20		Collection Rates	Top 100 Debtors (Excluding Organs Of State)	Develop a Plan on a Targeted Approach On Top 100 Debtors
21		Collection Rates	Top 100 Debtors (Excluding Organs Of State)	Implementation of the Top 100 Debtors Plan
22		Collection Rates	Government Debt Accuracy	Test the Accuracy of Billing over government Debt
23		Collection Rates	Government Debt Collection	Enter into Arrangements over payment of Government Debt
24		Collection Rates	Government Debt Collection	Monitor Adherence to On Debtor Payment Arrangements made.
25		Collection Rates	Revenue Enhancement Committee	Establishment of a functional revenue steering Committee
29	4. Reduction In Non Core Expenditure	Reduction In Non Core Expenditure	Baseline Assessment	Determine the current status at beginning of year 1/Prior Implementation of Funding Plan
30		Reduction In Non Core Expenditure	Setting of Targets	Establish the Targets to Be achieved over the Funding Plan period
31		Reduction In Non Core Expenditure	Listing of Non Core Expenditure	Identify the Non Core Expenditure where Reduction as per the Target Set will be performed
37	5. Trade Payables	Trade Payables	Baseline Assessment	Determine the current status at beginning of year 1/Prior Implementation of Funding Plan
38		Trade Payables	Setting of Targets	Establish the Targets to Be achieved over the Funding Plan period
39		Trade Payables	Top Creditors Listing	Determine the Top 10 Creditors
40		Trade Payables	Payment Arrangements	Enter into payment Arrangements with the Top 10 Creditors
41		Trade Payables	Payment Arrangements	Enter into payment Arrangements with Other Creditors where applicable
42		Trade Payables	30 Days Payment Turnaround	Ensure that Current Accounts are paid within 30 Days of Invoice Receipt
43		Trade Payables	Split on Current and Non Current as well as the Payments Arrangement Specifics	
47	6. Ring Fencing of Conditional Grants	Ring Fencing of Conditional Grants	Baseline Assessment	Determine the current status at beginning of year 1/Prior Implementation of Funding Plan
48		Ring Fencing of Conditional Grants	Setting of Targets	Establish the Targets to Be achieved over the Funding Plan period
49		Ring Fencing of Conditional Grants	Separate Bank Accounts for Conditional Grants	Opening of Separate Bank Accounts/One Bank Account for All Conditional Grants
50		Ring Fencing of Conditional Grants	Monthly Grant Reconciliations	Monthly Reconciliations of Expenditure to the Respective Conditional Bank Accounts
51		Ring Fencing of Conditional Grants	Monthly Grant Reconciliations	Matching of Incurred Expenditure Listing to Conditions Of the Grant (Testing All Expenditure is i
52		Ring Fencing of Conditional Grants	Ring Fencing Conditional Grants VAT	Track All Grants Vatable Invoices claimed and to ring Fence from the Vat Income Received
57	7.Other	Other	Property Rates Billing Reconciliation	Property Rates Billing Reconciliation
58		Other	Refuse Collection Billing Reconciliation	Refuse Collection Billing Reconciliation
59		Other	Sanitation Billing Reconciliation	Sanitation Billing Reconciliation
60		Other	Property Rates Billing Reconciliation	Property Rates Billing Reconciliation
61		Other	Management of Indigent Usage	Management of Indigent Usage
62		Other	Reconciliation of Water Availability Charges	Reconciliation of Water Availability Charges
63		Other	Reconciliation of Refuse Reconciliation Charges	Reconciliation of Refuse Reconciliation Charges
64		Other	Reconciliation of Water Ava Charges	Reconciliation of Water Ava Charges
65		Other	Reconciliation of Electricity Availability Charges	Reconciliation of Electricity Availability Charges
66		Other	Data Purification (Desktop Exercise)	Data Purification (Desktop Exercise)
67		Other	Data Purification (Desktop Exercise)	Data Purification (Desktop Exercise)
68		Other	UIFW Reduction Strategy	Development of UIFW Reduction Strategy
69		Other	Credibility of Indigents Register	Ensuring Credibility of Indigents Register
70		Other	Gv and Billing Linkage	Ensure there are primary keys between the Approved Gv and Billing
71		Other	Direct Deposits Policy	Develop Direct Deposits Policy
72		Other	Implementation of Asset Disposals	Identification of Asset Disposals and Disposing of Assets
73		Other	Reconciliation of Landsales	Reconciliation of Landsales
74		Other	Reconciliation Of RD321 Traffic Reports (Enatis )	Reconciliation Of RD321 Traffic Reports (Enatis )
75		Other	Traffic Fines Reconciliations	Traffic Fines Reconciliations
76	Other	Land Use Reconciliations	Land Use Reconciliations	

Objective/Purpose

To Establish The Current Position and Performance of the Municipality - the Baseline will further be used to assess the Performance of the Municipality in line with the Implementation Plan /Funding Plan Operational Activities  
To Establish the Basis for Measuring the Performance of the Municipality in line with the Pillars  
To Provide for Actual Available cash Spending and Commitments so as to further ensure that the Municipality only commits expenditure where there is actual cash for settling within 30 days as prescribed.

To Establish The Current Position and Performance of the Municipality - the Baseline will further be used to assess the Performance of the Municipality in line with the Implementation Plan /Funding Plan Operational Activities  
To Establish the Basis for Measuring the Performance of the Municipality in line with the Pillars

To Establish The Current Position and Performance of the Municipality - the Baseline will further be used to assess the Performance of the Municipality in line with the Implementation Plan /Funding Plan Operational Activities  
To Establish the Basis for Measuring the Performance of the Municipality in line with the Pillars  
To Ensure consumers are aware of debt owed to the Municipality and to interrupt Prescriptions  
To influence the payments culture  
To influence the payments culture

Accuracy of Billing  
Enhancement of Collection  
To steer payments in line with agreed plans  
To steer Revenue Related Strategies and Plans

To Establish The Current Position and Performance of the Municipality - the Baseline will further be used to assess the Performance of the Municipality in line with the Implementation Plan /Funding Plan Operational Activities  
To Establish the Basis for Measuring the Performance of the Municipality in line with the Pillars  
To Determine the Expenditure Items where Reduction will be performed  
To Establish The Current Position and Performance of the Municipality - the Baseline will further be used to assess the Performance of the Municipality in line with the Implementation Plan /Funding Plan Operational Activities  
To Establish the Basis for Measuring the Performance of the Municipality in line with the Pillars

hat Creditors can be paid within 30 Days)

To Establish The Current Position and Performance of the Municipality - the Baseline will further be used to assess the Performance of the Municipality in line with the Implementation Plan /Funding Plan Operational Activities  
To Establish the Basis for Measuring the Performance of the Municipality in line with the Pillars  
To Ensure there is a bank account for each grant so as to effectively perform frequent reconciliations  
To Ensure Grants are cash backed  
To Ensure grants are utilised for their intended purposes  
To ring-fence the Vat Income from Grants Expenditure

Completeness Of Revenue  
Completeness Of Revenue  
Completeness Of Revenue  
Completeness Of Revenue  
Curbing Losses  
Completeness Of Revenue  
Completeness Of Revenue  
Completeness Of Revenue  
Completeness Of Revenue  
Completeness Of Revenue  
Completeness Of Revenue  
Completeness Of Revenue

Completeness Of Revenue  
Credibility of the GV and The System

Completeness Of Revenue  
Completeness Of Revenue  
Completeness Of Revenue  
Management of Land Use and Accuracy of Billing

Frequency	Start Date	End Date	Responsible Official	Oversight Official /Department
Once Off Activity	2026/07/01	2027/06/30	Budget Manager	CFO
Once Off Activity	2026/07/01	2027/06/30	Budget Manager	CFO
Monthly	2026/07/01	2027/06/30	Budget Manager	CFO
Monthly	2026/07/01	2027/06/30	Budget Manager	CFO
Once Off Activity	2026/07/01	2027/06/30	Budget Manager	CFO
Once Off Activity	2026/07/01	2027/06/30	Budget Manager	CFO
Once Off Activity	2026/07/01	2027/06/30	Budget Manager	CFO
Once Off Activity	2026/07/01	2027/06/30	Budget Manager	CFO
Monthly	2026/07/01	2027/06/30	Revenue Manager	CFO
Monthly	2026/07/01	2027/06/30	Revenue Manager	CFO
Once Off Activity	2026/07/01	2027/06/30	Revenue Manager	CFO
Once Off Activity	2026/07/01	2027/06/30	Revenue Manager	CFO
Monthly	2026/07/01	2027/06/30	Revenue Manager	CFO
Once Off Activity	2026/07/01	2027/06/30	Revenue Manager	CFO
Once Off Activity	2026/07/01	2027/06/30	Revenue Manager	CFO
Monthly	2026/07/01	2027/06/30	Revenue Manager	CFO
Once Off Activity	2026/07/01	2027/06/30	Revenue Manager	CFO
Once Off Activity	2026/07/01	2027/06/30	Budget Manager	CFO
Once Off Activity	2026/07/01	2027/06/30	Budget Manager	CFO
Select	2026/07/01	2027/06/30	Expenditure Manager	CFO
Once Off Activity	2026/07/01	2027/06/30	Budget Manager	CFO
Once Off Activity	2026/07/01	2027/06/30	Budget Manager	CFO
Select	2026/07/01	2027/06/30	Expenditure Manager	CFO
Select	2026/07/01	2027/06/30	Expenditure Manager	CFO
Select	2026/07/01	2027/06/30	Expenditure Manager	CFO
Select	2026/07/01	2027/06/30	Expenditure Manager	CFO
Select	2026/07/01	2027/06/30	Expenditure Manager	CFO
Once Off Activity	2026/07/01	2027/06/30	Budget Manager	CFO
Once Off Activity	2026/07/01	2027/06/30	Budget Manager	CFO
Once Off Activity	2026/07/01	2027/06/30	Expenditure Manager	CFO
Monthly	2026/07/01	2027/06/30	Expenditure Manager	CFO
Select	2026/07/01	2027/06/30	Expenditure Manager	CFO
Select	2026/07/01	2027/06/30	Expenditure Manager	CFO
Select	2026/07/01	2027/06/30	Revenue Manager	CFO
Select	2026/07/01	2027/06/30	Revenue Manager	CFO
Select	2026/07/01	2027/06/30	Revenue Manager	CFO
Select	2026/07/01	2027/06/30	Revenue Manager	CFO
Select	2026/07/01	2027/06/30	Revenue Manager	CFO
n/a	2026/07/01	2027/06/30		
Select	2026/07/01	2027/06/30	Revenue Manager	CFO
n/a	2026/07/01	2027/06/30		
Select	2026/07/01	2027/06/30	Revenue Manager	CFO
Select	2026/07/01	2027/06/30	Revenue Manager	ICT Manager
Select	2026/07/01	2027/06/30	Revenue Manager	ICT Manager
Once Off Activity	2026/07/01	2027/06/30	SCM Manager	CFO
Select	2026/07/01	2027/06/30	Revenue Manager	CFO
Select	2026/07/01	2027/06/30	Revenue Manager	CFO
Select	2026/07/01	2027/06/30	Revenue Manager	CFO
Select	2026/07/01	2027/06/30	Assets Manager	CFO
Select	2026/07/01	2027/06/30	Revenue Manager	CFO
Select	2026/07/01	2027/06/30	Revenue Manager	CFO
Select	2026/07/01	2027/06/30	Revenue Manager	CFO
Monthly	2026/07/01	2027/06/30	Manager EDP	GM EDP

1.mSCOA Roadmap

No	Pillar	Objective/Purpose	Focus Area	Activity	Frequency	Start Date	Due Date	Responsible for Performing /executing the activity	Responsible for reviewing/monitoring	POE	
								Responsible Designation (Intern, Clerk, Rev Manager, Fin Manager)	Responsible Designation		
1	1. ICT Architecture	ICT Architecture	Hardware	To procure ICT equipment	Quarterly	2026/07/01	2027/06/30	Acting Manager IT	Senior Manager	Invoice	
5		ICT Architecture	Software	To renew ICT licenses	Annually	2026/07/01	2027/06/30	Acting Manager IT	Senior Manager Corporate	Invoice	
15		ICT Architecture	Security awareness	Sending slides videos and links sharing security awareness	Quarterly	2026/07/01	2027/06/30	Acting Manager IT	Senior Manager	Presentation	
20	2. Governance and Institutional Arrangements	Governance and Institutional Arrangements	E.g. To ensure that functionality of mSCOA governance structures and Institutional Arrangements	ICT steering committee	Organise ICT Steering Committee Meetings	Quarterly	2026/07/01	2027/06/30	Acting Manager IT	Senior Manager	reports
21				mSCOA steering Committee	Convening of mSCOA Steering Committee Meeting	Quarterly	2026/07/01	2027/06/30	mSCOA champion (Budget & Reporting manager)	CFO	Attendance register
22				System Functionality	Human Resources and Payroll Management	Implementation of Payroll module and integration with core financial system	Once Off Activity	2026/07/01	2027/06/30	Manager HR and Expenditure	CFO & Senior Manager Corporate
41	3. System Functionality	System Functionality	e.g. To ensure optimal system functionality and seamless integration of the 3rd party systems	Budget Module	Budgeting, transact and report as per mSCOA chart, -Locking of the budget on the financial system	Annually	2026/07/01	2027/06/30	Manager Budget & Reporting	CFO	Data strings, Budget document (A, B & C Schedules)
42				General Ledger	Recording and interfacing of the controls and sub-modules.	Annually	2026/07/01	2027/06/30	BTO Managers	CFO	Reports (Trial Balance, General Ledger)
43				AFS Module	Integration of AFS Module with core financial system	Once Off Activity	2026/07/01	2027/06/30	Manager Financials	CFO	Reports (In-year Annual Financial Statements)
44				Asset Management	Intergration of asset module in the financial system	Once Off Activity	2026/07/01	2027/06/30	Manager Assets	CFO	Assets register directly from the system
45				Supply Chain Management	Implementation of SCM module and CSD integration in Munsoft in line with mSCOA requirements	Once Off Activity	2026/07/01	2027/06/30	Manager SCM	CFO	reports
46				Sundry debtors module	Seamless integration with core financial system	Once Off Activity	2026/07/01	2027/06/30	Manager Revenue	CFO	Reports
47				IDP Module	Implementation of the IDP module to be done in-house	Once Off Activity	2026/07/01	2027/06/30	Manager Budget & Reporting	CFO	Project Data strings, IDP document
48				Free Online e-learning course	Register mscoa e-learning course for finance and non-finance staff facilitated by National School of Governance (NSG)	Once Off Activity	2026/07/01	2027/06/30	mSCOA champion (Budget & Reporting manager)	CFO	Enrolment list
63	4. User Proficiency and Training	User Proficiency and Training	e.g. To ensure that all relevant officials understand the mSCOA reform and able to use the system optimally to produce credible reports	Capacity building and training	Circulation of MFMA mscoa circulars and attending master classes	Monthly	Ongoing	Ongoing	mSCOA champion (Budget & Reporting manager)	CFO	MscOA circulars
64				Munsoft and Payday systems	Attending year- end workshop.	Annually	Ongoing	Ongoing	Munsoft, Payday		Attendance regidter
65				Awareness	mSCOA to be a standing item in management meetings	Monthly	Ongoing	Ongoing	CFO	municipal Mana	Attendance register, minutes
66	Business components	Business components	General Ledger	Recording and interfacing of the controls and sub-modules	Monthly	Ongoing	Ongoing	BTO managers	CFO	General Ledger, Trial Balance	
82			Billing module	Seamless integration with the core financial system	Once Off Activity	2022/03/01	Achieved	Revenue Manager	CFO	Billing reports	
83			Supply Chain Management	Implementation of the SCM module and the CSD integration in Munsoft in line with mSCOA requirements	Once Off Activity	2022/02/01	Achieved	SCM manager	CFO	CSD report	
84			Asset Management	Integration of assets module with the core financial system	Annually	Ongoing	Ongoing	Assets manager	CFO	Assets register	
85	Business components	Business components	Budget Module	Budget, transact and report as per the mscoa chart, Locking of the budget on the financial system	Monthly	Ongoing	Ongoing	Budget & Reporting Manager	CFO	Data strings, Budget document (A & B Schedules)	

5. Business Components

Business components		AFS Module	Journals and Recons	Once Off Activity	Module not in the core financial system.	Ongoing	Manager Financials	CFO	Annual Financial Statements
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89	Business components		<b>IDP</b>	Capturing of the IDP projects on the financial system	Annually	Ongoing	Ongoing	Budget & Reporting Manager	CFO	Project Data strings, IDP document	
90	Business components		<b>Inventory and stores module</b>	Receiving and issuing of stores items/ inventory	Monthly	Ongoing	Ongoing	Assets manager	CFO	Stores reports	
91	Business components		<b>Cashier Module</b>	Cash receipting on the financial system	Weekly	Ongoing	Ongoing	Revenue Manager	CFO	report / receipts	
92	Other 2		<b>Corporate Governance</b>	Approved Internal Audit Plan in existence and Risk Management Strategy in P	Annually	Ongoing	Ongoing	CAE, Risk Officer	Municipal Mana	A plan and risk strategy	
				External audit ( Work flow and incident management tool to ensure progressive dealing with Request for Information and Communication of Audit findings.)	Annually	Ongoing	Ongoing	CFO	Municipal Mana	incident Management too	
				Audit Charter Document management and work flow to ensure resolution tracking is achieved.	Annually	Ongoing	Ongoing	CAE	Municipal Mana	Audit Charter	
				System Configurations	Annually	Ongoing	Ongoing	IT Manager	Senior Manager: Corporate Services	Configuration report	
				Training and Skills transfer LGSETA)	Annually	Ongoing	Ongoing	HR Manager	Senior Manager: Corporate Services	Skills transfer report	
				Back up and data recovery	Monthly	Ongoing	Ongoing	IT Manager	Manager: Corporate Services	Backup report	
				Performance Management System that gives effect to chapter 6 of the Municipal Systems Act, 2000	Annually	Ongoing	Ongoing	PMS Officer	Senior Manager: Corporate Services	SDBIP report	
				A municipal website that gives effect to MFMA section 75, the Municipal Budget and Reporting Regulations, 2009; the mSCOA Regulations, 2014 and section 21A of the Municipal Systems Act, 2000	Annually	Ongoing	Ongoing	IT Manager	Senior Manager: Corporate Services	Website link	
				National Treasury Portal and other statutory submissions	Monthly	Ongoing	Ongoing	Budget & Reporting Manager	CFO	of submission status re	
93	Other 2		<b>Municipal Budgeting</b>	Allow the public to provide comments on the budget electronically via the municipality's website	Annually	Ongoing	Ongoing	Budget& Reporting Manager	CFO	Register	
				Automate the virement process as per the virement policy.	Monthly	Ongoing	Ongoing	Budget& Reporting Manager	CFO	virement report	
				Link the service delivery- and budget implementation plan (SDBIP) and workflow to show progress on projects and include links to service delivery scorecards and municipal procurement plans.	Quarterly	Ongoing	Ongoing	Budget& Reporting Manager	CFO	Progress reports	
				Provide the annual procurement plan.	Annually	Ongoing	Ongoing	SCM manager	CFO	Annual procurement plan	
94	Other 2		<b>Financial Accounting (General Ledger)</b>	Contains all the accounts for recording transactions relating to municipalities assets, liabilities and net assets as per mSCOA segments.	Monthly	Ongoing	Ongoing	Budget& Reporting Manager	CFO		
					Reflect transactions posted in the sub-ledgers immediately in the main ledger thereby ensuring the financial integrity of the entire system without the need for manual reconciliations between main and sub-ledgers.	Monthly	Ongoing	Ongoing	Budget& Reporting Manager	CFO	General Ledger
					Drill down to transactions from the general ledger (GL) to the subledger or 3rd party systems for an audit trail.	Monthly	Ongoing	Ongoing	Budget& Reporting Manager	CFO	General Ledger
					Journal capturing capabilities (including reversible and recurring journals) including electronic approval.	Monthly	Ongoing	Ongoing	Manager Financials	CFO	Journal report
					Reporting functionality for all financial reports in the full mSCOA segmented transactions.	Monthly	Ongoing	Ongoing	Budget& Reporting Manager	CFO	Report system generated
					Transactions in debtors must reflect in the AR in mSCOA segmentation	Monthly	Ongoing	Ongoing	Revenue Manager	CFO	Debtors report
					Integration of sundry systems.	Monthly	Ongoing	Ongoing	Revenue Manager	CFO	Integration report
95	Other 2		<b>Costing and Reporting</b>	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.)	Once Off Activity	Ongoing	Ongoing	Revenue Manager	CFO	Tariff charges report	
				Management reporting on all charges should be available for reports as well as dashboard information.	Monthly	Ongoing	Ongoing	Revenue Manager	CFO	Costing report	
96	Other 2		<b>Project Accounting</b>	Project Creation & Planning	Once Off Activity	Ongoing	Ongoing	Manager PMU	Senior Manager: Technical Services	PMU reports	
					Project Management	Monthly	Ongoing	Ongoing	Manager PMU	Manager: Technical Services	PMU reports

6. Business Process

97	Other 2	Treasury and Cash Management	Bank Reconciliation (A fully integrated and automated cashbook module that links to the banking sector.)	Monthly	Ongoing	Ongoing	Budget & Reporting Manager	CFO	Bank reconciliations report
			Petty cash (A petty cash module that would allow for accounting for petty cash transactions and subsequent budget allocations and control as per mSCOA.	Weekly	Ongoing	Ongoing	Manager Expenditure	CFO	Petty cash report
			Automated receipting of bank deposits received.	Monthly	Ongoing	Ongoing	Manager Expenditure	CFO	System generated receipts
			Automated passing of journals for interest and other bank charges.	Monthly	Ongoing	Ongoing	Manager Financials	CFO	Journal report
			Electronic payment of creditors and salaries.	Monthly	Ongoing	Ongoing	Manager Expenditure	CFO	Payment report
			The Cash Management System must at least accommodate: Loan register, Investment Management Register, Interest Received and interest expense reconciliation, Cash Flow Management & Funds Management and budget availability control)	Monthly	Ongoing	Ongoing	Manager Expenditure	CFO	(system generated)
98	Other 2	Procurement Cycle: SCM, Expenditure Management, Contract management	A Supply Chain Management system that give effect to section 11 of the Municipal Finance Management Act, 2003 (MFMA), the Municipal Supply Chain Management Regulations and council's approved SCM policy	Once Off Activity	Ongoing	Ongoing	SCM Manager	CFO	SCM report
			Contract Management that gives effect to MFMA section 116.	Monthly	Ongoing	Ongoing	SCM Manager	CFO	Contract management reports
99	Other 2		Requisitions (Different requisition origination such as online, manual, stores and other modules. Project based requisition forms mSCOA segmented capturing.)	Monthly	Ongoing	Ongoing	SCM Manager	CFO	Requisition
			Requisitions (Ability to attach documents to online requisitions such as drawings or specifications.)	Monthly	Ongoing	Ongoing	SCM Manager	CFO	Requisition
100	Other 2	Full Asset life Cycle Management and including Maintenance	Asset module that allows budgeting for new capital projects requested in the integrated development plan (IDP).	Annualy	Ongoing	Ongoing	Assets manager	CFO	Fixed Assets register
			Calculate depreciation, taking into account the impact of major repairs	Monthly	Ongoing	Ongoing	Assets manager	CFO	Fixed Assets register
			Calculate profit or loss on planned disposals.	Annualy	Ongoing	Ongoing	Assets manager	CFO	Profit & Loss report
			Provides for a (contract) retention payment schedule.	Annualy	Ongoing	Ongoing	Assets manager	CFO	Retention Payment schedule
			Provides for grant and work-in-progress (WIP) or contract management payment schedules to assist the main budget module with its forecasting and cash flow management.	Annualy	Ongoing	Ongoing	Assets manager	CFO	Contract management payment schedules
			Provide the asset maintenance plan.	Annualy	Ongoing	Ongoing	Assets manager	CFO	Asset maintenance plan
		Real Estate and Resource Management	Link to debtors system for collection of rent.	Once Off Activity			Revenue Manager	CFO	
			Maintain a rent register for rental properties.	Monthly	Ongoing	Ongoing	Revenue Manager	CFO	Rental Register
			Automated rent renewals with workflow and document management.	Monthly	Ongoing	Ongoing	Revenue Manager	CFO	Rental renewals documents
102	Other 3	Human Resources and Payroll Management	Ensure that the planned positions is budgeted for pro-rata to when the expected appointment can be done.	Annualy	Ongoing	Ongoing	HR Manager	Senior Manager: Corporate Senior	Organogram, Personnel/Payroll budget
			Calculation of the provision for leave and bonus provisions.	Annualy	Ongoing	Ongoing	HR Manager	Senior Manager: Corporate Senior	Leave
			Leave Pay Accrual to be automated also to be retrieved on an ad hoc basis.	Annualy	Ongoing	Ongoing	HR Manager	Senior Manager: Corporate Senior	Accrual listing
			E-Leave functionality.	Once Off Activity	Achieved	Achieved	HR Manager	Senior Manager: Corporate Senior	Leave report
			Recruitment and Selection Management.	Once Off Activity	Ongoing	Ongoing	HR Manager	Senior Manager: Corporate Senior	System generated report
103	Other 3	Customer Care, Credit Control and debt collection	A credit control and debt collection system that integrate with the revenue management system and that gives effect to Chapter 9 of the Municipal Systems Act, 2000	Once Off Activity	Ongoing	Ongoing	Revenue Manager	CFO	System generated report (Integration)
			Debtor Classification and Categorisation	Monthly	Ongoing	Ongoing	Revenue Manager	CFO	Debtors Analysis report
			Arrear arrangement functionality must be accommodated in a work flow of various administration processes	Monthly	Ongoing	Ongoing	Revenue Manager	CFO	
			A sound customer management system	Once Off Activity	Ongoing	Ongoing	Revenue Manager	CFO	
			Customer Relations Management & Community Liaison	Once Off Activity	Ongoing	Ongoing	Revenue Manager	CFO	

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## 7.Business Process

Other 3		Valuation Roll Management	Seamlessly integrate with the revenue management module.	Annually	Ongoing	Ongoing	Manager Spatial and Development	Senior Manager: Planning and Dev	Integration report
			Integrate information for spatial analysis in a Geographical Information System (GIS).	Annually	Ongoing	Ongoing	Manager Spatial and Development	Senior Manager: Planning and Dev	Integration report
			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.	Annually	Ongoing	Ongoing	Manager Spatial and Development	Senior Manager: Planning and Dev	Integration report
			Integrate with the land use system to ensure appropriate tariffs is timeously applied.	Annually	Ongoing	Ongoing	Manager Spatial and Development	Senior Manager: Planning and Dev	Integration report
			Integrate with the Surveyor General (SG) database and town planning systems in use at the municipality.	Annually	Ongoing	Ongoing	Manager Spatial and Development	Senior Manager: Planning and Dev	Integration report
			Integrate with the deeds registry and monitor actual sales with current valuations as well as ownership against the billing system.	Annually	Ongoing	Ongoing	Manager Spatial and Development	Senior Manager: Planning and Dev	Integration report
			Provide the municipal website with the Municipal Property Rates Act, 2004 required A&B valuation rolls.	Annually	Ongoing	Ongoing	Revenue Manager	Senior Manager: Planning and Dev	Municipal website (Access)
Other 3		Land Use Building Control	Property register providing for all land in the municipal area.(approved building plans register)	Monthly	Ongoing	Ongoing	Manager Spatial and Development	Senior Manager: Planning and Dev	Property register
			Integration with billing and valuation systems.	Once Off Activity	Ongoing	Ongoing	Manager Spatial and Development	Senior Manager: Planning and Dev	Integration report
			Alignment of ownership must be verifiable with the deeds office.	Annually	Ongoing	Ongoing	Manager Spatial and Development	Senior Manager: Planning and Dev	Ownership status
			Property transfers, subdivisions, consolidations and zoning changes must be system process with work flow and document management driven.	Annually	Ongoing	Ongoing	Manager Spatial and Development	Senior Manager: Planning and Dev	Transfer reports (System generated)
Other 3		Revenue Cycle billing	Calculate and account monthly for the provision of bad debt.	Monthly	Ongoing	Ongoing	Revenue Manager	CFO	Billing report
			Integration of Prepaid at a minimum of a 'debtor per tariff' - code per region, monthly bill the consolidation sales amount and daily receipt the sales.	Once Off Activity	Ongoing	Ongoing	Revenue Manager	CFO	Integration report
			Maintenance of tariffs as per the tariffing section.	Monthly	Ongoing	Ongoing	Revenue Manager	CFO	Tariffs report
			Integrate with debt collection for disconnections and reconnections.	Once Off Activity	Ongoing	Ongoing	Revenue Manager	CFO	Disconnection report.
			Integration into 3rd party software for receive readings taken.	Once Off Activity	Ongoing	Ongoing	Revenue Manager	CFO	Readings report
			Generate statements at any point in time and consolidate at customer level.	Once Off Activity	Ongoing	Ongoing	Revenue Manager	CFO	Customers statements
		Revenue receiving	Monthly	Ongoing	Ongoing	Revenue Manager	CFO	Automated receipt report	
Other 3		Grant Management	Maintain a grant register that as a minimum: Provide for a grant register linked to ledger accounts. Automate receipt allocation of grants. Automate payment allocations	Monthly	Ongoing	Ongoing	Budget& Reporting Manager	CFO	Grant register
			Link to mSCOA funding source with budget control.	Annually	Ongoing	Ongoing	Budget& Reporting Manager	CFO	General Ledger

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Monthly progress on the implementation of Roadmap  
2024/25 Municipal Financial year

Pillar	July						July	August						August	September						September
	Number of planned activities	Not Yet Started	In progress	Concluded	Concluded - Ongoing Activity	Not Applicable		Number of planned activities	Not Yet Started	In progress	Concluded	Concluded - Ongoing Activity	Not Applicable		Number of planned activities	Not Yet Started	In progress	Concluded	Concluded - Ongoing Activity	Not Applicable	
1 ICT Architecture																					
2 Governance and Institutional Arrangments																					
3 System Functionality																					
4 User Proficiency and Training																					
5 Other Focus Area as may be determined by the municipality																					
6 Other Focus Area as may be determined by the municipality																					
7 Other Focus Area as may be determined by the municipality																					





