

SARS REQUEST FOR INFORMATION

PERFORMANCE MANAGEMENT SOLUTION

BUSINESS REQUIREMENTS SPECIFICATION

Table of Contents

1	Usage of Terms in this Document.....	3
1.1	References to Other Documents in the RFI pack.....	3
1.2	Glossary Table	3
2	Background	4
3	Requirements	4
3.1	Business Requirements.....	4
3.2	System Requirements	4

SARS RFI

Business Requirements Specification

PERFORMANCE MANAGEMENT SOLUTION

This RFI document sets out the business requirements that SARS has for 'Performance Management solution', which must be taken into account by the Bidder in compiling a proposal.

1 USAGE OF TERMS IN THIS DOCUMENT

1.1 References to Other Documents in the RFI pack

None.

1.2 Glossary Table

The capitalised terms in this document appearing in the glossary table below will have their corresponding meanings. The Bidder is referred to the RFI Main Document for the use and meaning of capitalised terms generally in the RFI pack.

Term	Meaning
SP	Service Provider
EDM	Enterprise Data Management
RFI	Request for information

2 BACKGROUND

SARS has adopted the use of Activity based management principals through the consortium for Advanced Management International Institute (CAM-I) framework, which integrates the demand of resources derived from our strategic objectives through the execution of activities. The mandate of EDM: Enterprise Capacity management is to guide Performance management of capabilities within SARS in terms of:

Capacity, Utilisation, Process optimisation, Root cause analysis, Cost impact analysis, Cost of rework and idle capacity, Workforce planning, Value Chain analysis and Volume based budgeting.

Based on the divisions calculations, analysis and output, the Medium Term Capacity Framework strategic document produced and submitted to National Treasury, as part of the required documentation prescribed by the Public Financial Management Act.

3 REQUIREMENTS

The following functionalities within the required system must be available for the division to perform to its mandate using adopted the use of Activity based management principals through the consortium for Advanced Management International Institute (CAM-I) framework

3.1 Business Requirements

- 3.1.1 Calculation of the following deliverables are required: Utilisation, Productivity, Efficiency, Overall resource Efficiency, Required headcount, Actual headcount, forecast required headcount.
- 3.1.2 Budget and actual unit rate calculation by activity by product.
- 3.1.3 Dimensions required is Versions (Budget and Actuals), Periods (12 calendar months), Responsibility centres and line items to house minimally SAP R/3 or higher cost structures and values, Resource drivers (headcount, actual volumes, and budget volumes), Activities, Products and revenue.
- 3.1.4 Alternative / supplementary reporting hierarchies within the dimensions specified in point b. An example will be that branches is decentralised in regions. The regional reports must reflect the branches cost, unit rates, activities and performance. The system must be able to show a functional view of all branches within SARS relating to cost, unit rates, activities and performance.

3.2 System Requirements

- 3.2.1 Robust calculation engine to facilitate the simultaneous calculation by version by period of Utilisation, Productivity, Efficiency, Overall resource Efficiency, Unit rates of activities, Required headcount, Actual headcount, Forecast required headcount.
- 3.2.2 Cost allocations - The ability to house the actual and budget cost, as per SAP R/3 or higher GL, and use the performed activities to calculate the unit rates for

the performed activities by the version and periods.

- 3.2.3 These functions process data from information functions and produce an output. Processing functions can be connected, so that the output of a function is used as input for subsequent functions. Most functions belong to this category (for example, the Calculation, Allocation, Valuation and Derivation functions) of the report. This is accomplished by performing scenarios, applying assumptions, using drill downs and the auditability of all actions performed within the software solution.
- 3.2.4 Efficient modelling within the software with predefined logical data structures.
- 3.2.5 Storing of all calculated result sets within the software. Stored calculated results and structures to be used within the reporting capability of the software.
- 3.2.6 Full functional reporting services across an enterprise. Reporting web services is an example to utilise with enterprise display and distribution of reports with easy of access to the business users. Single point of update of reporting services also speed up the time of updating and distributing of information.
- 3.2.7 Integration capabilities with other software like SAP R3, SAP BW, MS SQL server, Micro soft office and reporting packages to name but few
- 3.2.8 Agile financial and business modelling capabilities