



## **SARS REQUEST FOR INFORMATION**

This RFI document sets out the business requirements that SARS has for  
EPMO PROJECT AND PORTFOLIO MANAGEMENT SYSTEM  
to be considered by the Bidder in compiling a proposal.

# **PROJECT AND PORTFOLIO MANAGEMENT SYSTEM**

**BUSINESS REQUIREMENTS SPECIFICATION (BRS)**

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## 1 DOCUMENT CONFIGURATION DATA

### Usage of Terms in This Document

- References to Other Documents in the RFI pack

	Acronym	Description
	PPM	Project and Portfolio Management
	PPMS	Project and Portfolio Management System
	EPMO	Enterprise Programme Management Office

## **2 INTRODUCTION**

Project and Portfolio Management began as a natural response to having multiple projects at a given time and no way to organise them. Successful projects require continual management from project conception to close-out. However, no project can exist in a vacuum, and failure to connect multiple project strategies, schedules, business cases, budgets, scope definitions and priorities or objectives lead to a siloed and unintegrated project portfolio.

The Enterprise Programme Management Office (EPMO) seeks to avoid these problems and aims to continually create a more efficient and integrated management solution that is inherently iterative and continues to evolve alongside technology and the business.

To enable the EPMO to do so, a robust, end-to-end enterprise Project and Portfolio Management System (PPMS) is required. The EPMO has outgrown the usefulness of the current PPMS. The implementation of a robust big-picture view of the organisation's project portfolio is not only a business need but is also a requirement to set the EPMO up for success.

## **3 BACKGROUND**

In 2016 the critical need for a Project and Portfolio Management System (PPMS) for the SARS Enterprise Programme Management Office (EPMO) was identified to manage SARS' ever expanding portfolio of projects and programmes.

This led to a decision that resulted in the implementation of a highly configurable Commercially off the Shelf Enterprise Architecture Toolset that was configured to cater for the needs of the EPMO whilst allowing the EPMO to build-up experience and to first mature the EPMO for a 3-to-5-year period, before investing in a large scale PPMS.

This PPMS has been in use at SARS since 2018, however, the EPMO's ever increasing requirements have outgrown the current solution.

## **4 REQUIREMENT**

### **4.1 Project Demand Management**

Different types of projects and different styles of project management need alternative ways of capturing and managing project demand.

The EPMO requires the capability to have visibility of a wide range of artefacts on an EPMO aggregated level as well as at a portfolio, programme or project level namely:

Artefacts leading up to the initiation of a project or program such as associated business cases, memorandums, resource requests, approval documentation etc such as project and programme:

- project proposal and ideas repository
- project proposal evaluation using quantitative or qualitative metrics
- routing of work or idea requests
- inventory management
- lifecycle management
- risk management
- what-if scenario planning and analysis
- capacity planning
- resource impact analysis
- business case administration

as well as the ability to;

- define inter-project dependency definition
- group projects into programs
- group programmes into portfolios
- group streams into projects
- request resources

#### **4.2 Project and Time Management**

The EPMO requires the capability to have visibility of time spent on activities on an EPMO aggregated level as well as at a portfolio, programme and project level namely:

- Project management resource teams plan
- Milestone and deliverable tracking
- Creation of work breakdown structures and the allocation of tasks.
- Critical path tracking
- Ability to report units of time spent on tasks and activities of a project.
- Report non-project time and activities that do/don't support projects the resources are assigned to

#### **4.3 Resource Capacity Planning and Resource Management**

At an aggregated EPMO, portfolio, programme and project level, track the inventory of assigned resources, categorise resources by role and set thresholds such as:

- Role-based or named-person-based resource management.
- Part-time resource management
- Personal calendar
- Ability to alter who is working on projects as they evolve and demand change.
- Ability to capture all stakeholders on a project
- Approve resource allocation
- Track resource allocation
- Resource scheduling
- Provide time management heat maps such as skills or capacity constraints, over- or under-allocated resources, bottlenecks

- Ability to forecast availability and the ability to optimise resources
- Planned vs. actual utilization of resources
- Resource allocation or utilization view
- Resource forecasting
- Resource leveling using a visual interface

#### **4.4 Project Portfolio Management**

At an aggregated EPMO, portfolio, programme and project level, track the following:

Optimising new investment (candidate project selection)

- Agile portfolio planning
  - Allocate projects and one or more sets of criteria
  - Ability to show budget impact of proposed projects
  - Scheduling Management
  - Backwards and forwards integration with SARS's call logging system
  - Roadmaps and timeline views
  - Multi-project monitoring
- Display the current portfolio/s, e.g., via a view or dashboard of the health status of proposals and/or projects
  - Provide charts, graphs and other visual displays to analyse the value, cost, risk, target audience and business alignment of the "what-if" scenario
  - Portfolio optimisation
- Allow projects and proposals to be flexible and dynamically grouped into multiple scenarios for "what-if" analysis
- Executive overview of the EPMO Portfolio of Programmes and Projects
  - Exception management
  - Inter-project dependency
  - Project and programme grouping into portfolios
  - Project health indicators or Key Performance Indicators
  - Project scoring and prioritisation

#### **4.5 Project and Programme Management**

At an aggregated EPMO, portfolio, programme and project level track and display the following:

- Weekly Reporting
- Monthly Reporting
- Work breakdown structure for projects and tasks (Milestones and Deliverables)
- Project Schedule import
- Gantt charts
- Identify tasks in the critical path
- Escalation, Risk, Assumption, Issue, Dependency, Decision and Watchlist Management
- Change Management capability

- Lessons Learned capability
- Project Governance tracking

#### **4.6 Project Collaboration**

This is the ability of the tool to provide workspaces and communication capabilities for workgroup level collaboration involving project teams, wherever they may be — even outside the organisation.

#### **4.7 Program Management**

Program management requires the ability to create programs that can be managed as somewhat independent entities in the system from individual projects and/or portfolios, thus allowing a program manager to review and manage a program of work, while projects can still be managed individually.

A key feature is the ability to see how individual projects may be dependent on others within a program. Program management may require the ability to separate and provide security between owners of an individual program in the system, versus owners of projects that contribute to a program.

The solution should include program-specific reporting and data rollup, as well as PERT charting. Advanced capabilities might include features like Monte Carlo simulation for risk analysis within the program, and the ability to map out relationships between multiple stakeholders for major programs of work. The need for program management will vary depending on the use case.

#### **4.8 Reporting Services**

The PPM system to feature the ability to provide standard reports and to customise these:

- The ability to have some control over the format of data outputs is expected (for example, comma delimited files). Advanced capabilities include:
- Overlaying data on top of other services (for example, Google Maps)
- Generating useful reports for viewing and interacting on tablets and other mobile devices
- Creating multidimensional reports (for example, to show change or simulation over time)
- Custom and ad hoc reporting
- Customisable charts and visualizations
- Customisable dashboard
- Pre-built standardised reports
- Report exporting/downloading
- Report scheduling
- User homepage dashboard view of projects, programmes or associated portfolio
- Defining metrics (eg project success metrics, KPIs, etc)
- Metrics

#### **4.9 Cost Management**

Cost management features should include the ability to track and report on the following on an aggregated EPMO, Portfolio, programme and project level.

- Project cost tracking (budget and expenditure)
- Creating and monitoring project budgets
- Earned value analysis
- Financial forecasting
- Labour cost calculation
- Planned vs. actuals costs comparison (roll-overs, commitment, business case values (multiple year capability), budgets loaded, MTEF and ENE projections)

#### **4.10 Security and User Management**

Capabilities sought include

- Flexible security options such as
  - the ability to easily manage users of the system (adding or deleting users)
  - assigning roles and rights
  - supporting single sign-on
  - Access reports/event logs
  - User authentication audit trail
  - Read and write access
  - Ratio Management

#### **4.11 Integration**

Advanced features should include the provision of widely used integration as standard, such as the ability to interface/integrate with other third party data sources such as:

- Enterprise resource planning (ERP) integration
  - Accounting software integration (SAP FI)
  - Human Resources software integration (SAP HR)
  - Business intelligence (BI) software integration (SAP BW and Power BI)
  - Content or document management systems integration (SharePoint Portal)
- Data export
- Data import
- Help desk software integration (Remedy)
- Project management software integration (eg MS Project)
- User directory (Active Directory)

#### **4.12 Usability and Platform features**

This includes easy navigation, minimising the number of clicks to perform functions, providing views without a lot of pop-ups and a central source of data that can be updated from multiple sources. It also covers drag-and-drop movement of tasks, WYSIWYG, accessibility, mobile device accessibility and user customisation of their home UI.

Usability and platform features also covers the following:

- Mobile access to applications is becoming increasingly important, ideally via native mobile applications rather than browser access.
  - Automatic Audit log
  - Color-coded icons
  - Custom branding capability
  - Custom fields creation
  - Customisable email alerts
  - Custom workflow rules
  - Document repository linking
  - External collaborator access
  - Field-level permission
  - Global search features
  - In-app notifications
  - Multi-currency support
  - Integration with Native iOS and Android devices and apps
  - Offline access
  - Privacy and data protection compliance
  - Push notifications
  - Role-based permission
  - Version control

## **5 OUTCOMES**

The successful vendor should provide a proposal covering the following:

- i. Proposed solution and features in relation to the SARS requirements for end-users and administrators of the system.
- ii. Additional information/features or functions on offer.
- iii. Proposals in terms of “on premises” or cloud solutions.
- iv. Proposed implementation plan (based on activity durations).
- v. Cost structures (initial capital investment and ongoing operational costs)
- vi. Maintenance and support costs.
- vii. Requirements on SARS resources
- viii. Training and knowledge sharing proposal

Disclaimer: SARS reserves the right to use the information obtained from suppliers during the RFI process for purposes of future RFP requirements.

**END**