SARS

BUSINESS REQUIREMENT SPECIFICATIONS

RFP 06-2026.

PROJECT AND PORTFOLIO MANAGEMENT INFORMATION SYSTEM

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1 INTRODUCTION

SARS' Enterprise Programme Management Office (EPMO) executes numerous projects concurrently within, some projects are critical and urgent, while others are long-term and may span over multiple financial year. 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 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 Project and Portfolio Management Information System (PPMIS) is required. The EPMO has outgrown the usefulness of the current software suite. 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.

2 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 resulted in the implementation of a highly configurable Commercially of the Shelf toolset that was configured to cater for the needs of the EPMO whilst allowing the EPMO to build experience and to first mature the EPMO for a 3-to-5-year period, before investing in a large-scale PPMIS.

The current software suite has been in use at SARS since 2018, however, the EPMO's ever increasing requirements has outgrown the current solution.

3 OBJECTIVES

The EPMO seeks to implement a PPMIS that will include:

a) **Working Software -** The response should reflect an already developed software solution with robust, end-to-end project and portfolio management capabilities as per the requirements.

   The response should reflect software that may be offered as an off-the-shelf product, a customised solution, or as a subscription-based Software as a Service (SaaS) platform, provided it meets the technical, functional, and compliance requirements of SARS. Preference will be given to solutions that are scalable and configurable with minimised new code development.

b) **Professional services** - Professional services encompass the expert support required for the successful implementation and adoption of the PPMIS. This includes, but is not limited to:
   i) Solution configuration and customisation to align with SARS EPMO's processes and requirements.
   ii) Data migration from existing systems into the new PPMIS.
   iii) Integration with other SARS enterprise platforms and tools.

iv) Project management and change management support throughout the implementation lifecycle.
v) Post-implementation support, including troubleshooting, technical assistance, and system updates.
vi) Documentation and knowledge transfer to ensure SARS EPMO can independently operate and maintain the solution.
vii) Ongoing support and availability.

c) **Training** - Training is a critical component to ensure that the EPMO team can effectively use and derive value from the new PPMIS. The successful bidder should provide comprehensive training programmes tailored to different user groups, including administrators, project management end-users (contributors and viewers). Training should cover system navigation, core functionalities, advanced features, and best practices for project portfolio management.

Training should be delivered through a combination of methods, such as in-person workshops, virtual sessions, user manuals, and on-demand learning materials. The goal is to ensure that all EPMO team members are confident and competent in using the solution, enabling a smooth transition and maximising the benefits of the new PPMIS.

4 FUNCTIONAL AND TECHNICAL REQUIREMENTS

Bidders are required to, for each requirement as stated provide:
a) Supporting documentary evidence, and
b) Provide a live demonstration of the solution

4.1 Functional Requirements

a) Demand Management

Demand management refers to the capability to capture and register initiatives in pursuit of project, portfolio and programme end-to-end inventory management, in a standardised manner, covering the full range of pre-project demand artefacts such as ideas, proposals, service requests, change proposals, and business cases, etc.

Business case inputs must be captured and evaluated including master data records, budget requirements, and projected organisational benefit.

Prioritisation of initiatives against set criteria must be supported. These set criteria must be configurable on demand.

The solution must utilise a range of indicators and data points to monitor and evaluate the complete lifecycle of an initiative.

Electronic workflows are supported/enabled for initiative approvals (configurable, on demand, parametrised triggers).

The solution must include the ability to support initiative risk assessment and risk mitigation planning, including the quantification of risks.

The ability to conduct what-if scenario planning and evaluation of alternatives to support decision making is required based on various input parameters such as varying timelines, selection and scheduling decisions, dependencies, etc and planning inputs such as the Annual Performance Plan (APP), Medium Term Expenditure Framework (MTEF), Estimates of National Expenditure (ENE), as well as regulatory and legislative data.

Inter-project dependencies (e.g., Project B depends on Project A) must be addressed in the solution.

b) Portfolio Management

Master records for projects, portfolios and programmes (initiatives) must be administered, including core data such as business case, stakeholders and financial information, etc.

Configuration and management of initiative attributes and associated artefacts (e.g., milestones, stakeholders, etc.) must be supported.

User-defined portfolios and hierarchies must be supported, including projects, portfolios and programmes with capability of sub-project and project stream groupings (hierarchies).

Scenario planning across time, scope, and budget variables must be supported.

Visual dashboards must be available, with Red/Amber/Green status views based on defined time, scope, and cost metrics. Health status metrics and tolerances must be configurable and manageable. Drill-down capabilities that allow click-through to detail based on overall status indicators.

Baseline management for projects, portfolios and programmes must be supported, including retention of records of changes over time.

The creation and maintenance of the EPMO master schedule/plan and the ability to create an enterprise calendar must be supported.

Electronic record validation and approval workflows must be supported.

Viewing of project, portfolio and programme information over multiple years must be supported.

Full resource capacity and capability management must be provided, including:

a) Approve resource allocation
b) Track resource allocation and resource scheduling (including over- or under-allocated resources, resource availability, etc).
c) Provide time management heat maps such as skills or capacity availability, constraints and bottlenecks.
d) Track planned availability (forecasting) vs. actual (utilization) of resources.
e) Ability to track time via timesheets.

c) Project and Programme Management

Records of all stakeholders associated with an initiative must be captured, and an audit trail of stakeholder information must be maintained.

The solution must be able to support EPMO resource allocation management.

Integration with Microsoft Project must be supported, including bidirectional schedule/chart import and export.

The solution must provide the ability to include GANTT and/or PERT chart displays per selection of criteria - such as at project, portfolio or programme levels.

The solution should capture benefits and expected project outcomes (such as KPIs etc), and must offer the ability to evaluate progress against such statements/outcomes.

Integrated escalation management must be supported, including tracking and routing of Escalation, Risk, Assumption, Issue, Dependency, Decision and Watchlist items for validation.

The ability to visually display the following must be provided:
a) Critical path
b) Resource loading
c) Resource levelling

Change Requests must be captured and managed per initiative, including user upload capability.

Lessons learned for projects and programmes must be captured and managed in a central location.

Systems administrators must have the capability to configure various workflows, notifications, validation requests, and in-app applications. These include:
a) Setting notifications according to predefined parameters (such as criticality, timeframes, and project-specific criteria).
b) Validating information via a routing mechanism.
c) Sending emails within the application.
d) Managing in-app workflows for items such as escalations, risks, assumptions, issues, decisions, dependencies, and watchlist entries.

Customisation of governance methodologies (predictive/adaptive/hybrid/agile) must be supported.

Tracking of governance artefacts and conformance per project must be supported, together with system-driven and customisable reporting.

Visual health indicator dashboards for initiatives must be available so that overall health can be understood quickly and consistently.

Inter-project dependencies must be captured, displayed, and maintained to support integrated planning and reduce risk caused by unmanaged sequencing and upstream/downstream reliance.

Integration with SARS document repositories must be supported to manage documents within the PPMIS or, alternatively, to integrate with pre-existing content management systems or document management/collaboration platforms (specifically MS SharePoint, Documentum and others).

Automatic or on-demand archiving of project data must be supported where required.

Configuration of standard templates by system administrators (forms, logs, non-conformance reporting) must be supported, including the following:
a) Ability to configure the content of input screens and forms as per EPMO requirements such as Change Requests, Lessons Learnt etc.
b) Ability to configure the content of logs such as (escalations, risks, assumptions, issue, decisions, dependencies and watchlist items).
c) Ability to report on form and log non-conformance.

A personal calendar for users must be available, and updates from project schedules must be supported to alert users of upcoming deadlines and milestones.

Usability features must be included, such as:

a) Customised help function: Ability to provide an online help function to users
b) Glossary of Terms: Ability to provide an EPMO wide glossary of terms
c) Global search: Ability to provide a global search function.

Creation of work packages/deliverables must be supported, including breakdown of major deliverables into work packages and resource allocation.

d) Finance Management

Portfolio financial planning must be supported (eg utilise ENE, MTEF, and other information) to allow for annual financial planning.

Forecasting at project, portfolio and programme levels must be supported, including cost, time and scope estimate management.

Project cost management across project, portfolio and programme levels must be supported, including budgets, actuals, variances, thresholds, ageing, and other financial oversight constructs.

Financial what if scenario planning must be catered for.

Financial dashboards, financial health indicators, earned value indicators, and related views must be provided and aligned with the broader reporting capability expectations.

e) Management Reporting

Ability to report and aggregate information at any level in the EPMO (e.g. Business Unit, project, portfolio, programme and stream level (operational, tactical and strategic).

Reporting capabilities must include:
a) PowerBI integration reporting capabilities
b) Ability to set/configure reporting metrics (including absolute values, thresholds and tolerances) per initiatives
c) Ability to report on historic (n-number of years) and current data
d) Ability to provide standard (set reports)
e) Ability to provide dynamic on demand reports (slice and dice/drag and drop) on various measures (e.g. finances, resources, etc.)
f) Ability to calculate complex and sophisticated formulas.

Exception reporting and notifications must be included, covering:
a) Ability to configure alert metrics frequency, duration, importance, etc and follow escalation hierarchy per project
b) Ability to configure reminders (parameter driven) per project
c) Escalation alerts to various stakeholders (e.g. critical and high issues)

Report scheduling must be included, covering:
A) Ability to schedule pre-identified reports and/or generate reports on demand
B) Ability to provide up-to-the-minute real-time reports.

Publication of reports in multiple formats such as HTML and PDF must be supported.

f) Security and User Management

Permission management must be provided (i.e., control functions, access, and permissions) using role-based and multi-group user profiling.

Digital rights management must be provided, including control over activities such as downloads and uploads.

User authorisations must be enforced so that only authorised users can view, modify, create, or delete information in the system.

Authentication and audit trails, detailing activities performed and, comprehensive logging and monitoring of all access and modifications made to records must be maintained.

Integration with Microsoft Active Directory (AD) must be supported for single sign-on using network credentials.

Ability for EPMO to administer security and access down to specific fields.

4.2 Technical Requirements

The technical requirements consist of a secure, cloud based, PPMIS with South African data residency that delivers scalable and high-performance architecture, legislative and governance compliance, strong integration and configurability, real-time and offline data access, local support, and mobile capability to support enterprise-wide project, portfolio and programme management.

The ability to scale the solution with SARS' future requirements in mind must be provided, including support for a growing user base, expanded scope and increased transaction volumes.

An architecture that supports evolving user interface requirements is required, including web access via standard browsers and mobile interfaces, with compatibility for Microsoft Edge.

Configuration capability is required to ensure:

a) Adherence to data protection regulations such as POPIA and SARS Security policies by ensuring that sensitive data is adequately protected, thus minimising the risk of data breaches and associated penalties.
b) System configuration can be replicated for different defined environments (eg Training, QA, UAT and Production) as well as EPMO and Business-As-Usual areas.
c) Support for custom data fields is required, ensuring fields are fully accessible (i.e., available on screens and in reports) with minimal effort and without increasing maintenance or upgrade effort/cost.
d) The ability to customise menus and field labels is required without increasing application maintenance or upgrade effort/cost.
e) Administrative enhancement capability must be provided to enable authorised administrators to, on an ad hoc basis, add functionality such as buttons, calculations, and additional artefacts or pages.

Integration, interoperability, and information sharing across collaboration boundaries must be supported, enabling information and ICT systems to work together seamlessly such as:

a) Integration with business intelligence platforms must be supported, including SAP BW, Power BI and MS Teams.
b) Integration with content and document management platforms must be supported, including the SharePoint Portal and Documentum.
c) Data export capability must be provided to enable extraction of information for downstream use and reporting.
d) Data import capability must be provided to enable controlled ingestion of information from upstream sources.
e) Integration with incident management tooling must be supported, specifically Remedy.
f) Integration with project management software must be supported, for example Microsoft Project.

g) Integration with the SARS user directory must be supported, including Active Directory.
h) Human Resources software integration (SAP HR).

Real-time or near real-time data updates must be supported, with immediate retrieval from a central data repository.

Realtime integration or frequent batch processing must be supported to keep data as current as possible.

Pre-developed APIs must be provided, and the ability to create additional integrations and APIs must be supported.

Ease of integration into SARS' current systems is required, including
a) Integration with e-mail, tasks, and calendars.
b) Data import via CSV, Excel, or similar mechanisms.
c) Automation capability must be provided to enable automated data exchanges between integrated systems.
d) Integration with external Business Intelligence and analytics tools must be supported.

Compatibility with SARS' requirements such as user devices, approved software and mobile devices must be ensured.

Offline access capability must be provided so that users can access the system when connectivity is limited or unavailable.

A cloud-based deployment model must be supported with South African data residency.

Mobile access capability must be provided to support users who require access via mobile devices.

5 NON-FUNCTIONAL REQUIREMENTS

5.1 Training and Knowledge Transfer

The bidder must demonstrate how training and transfer of relevant knowledge and skills will be implemented to SARS personnel (110 contributors and 5 administrators).

a) Tailored Training Programme:
   (i) Training should be available in multiple formats (in-person, online, documentation, video tutorials) to accommodate diverse learning preferences. Bidders should provide a design for role-based training sessions, ensuring that different user groups (contributors and administrators) receive relevant, practical instruction that matches their day-to-day responsibilities.
   (ii) Training material for contributors and administrators should be available in various formats such as manuals, self-service portal (for common issues), etc that will allow for the training of a changing user base.
b) Provide a training sustainability plan for future years (such as recorded sessions and knowledge reviews etc).
c) The number of personnel provided above is for year 1 only, procurement of training for subsequent years will be on an as and when required basis.

5.2 Transition, acceptance, and effective use of the new system across EPMO.

Bidders are to provide:

a) A testing and quality assurance plan (including pre-installation and compatibility testing, QA/UAT etc).
b) Description of support services during business hours (08:00 – 17:00) and extended hours (17:00 – 19:00) on working days Monday to Friday.
   (i) The proposed Service Level Agreements.
   (ii) South African on-site support (local support) capability of 1 x senior consultant (4 hour turnaround time). The senior consultant should have a minimum of 3 years experience supporting the solution.
   (iii) Off-site support as required.
c) Explanation of how routine software updates and patches are managed to fix bugs and security weaknesses.
d) Single point of contact account manager.

5.3 SARS Retained Tasks

The bidder must provide an indication of what tasks and responsibilities will remain with SARS resources during implementation and ongoing operation. This requirement is intended to prepare SARS for delivery and adoption by clarifying internal roles, resource expectations, and dependencies that must be in place for the solution to succeed.

5.4 Implementation Approach

a) Project management methodology
   The bidder must provide a detailed description of the project management methodology that will be followed to implement the PPMIS. The methodology description should demonstrate that the bidder can plan, execute, and govern implementation effectively and can structure the work in a manner suitable for SARS' delivery context.

b) Project team composition (contractor)
   The bidder to provide a proposal on the proposed contractor project team with:
   (i) the number of members.
   (ii) types of roles of the team.
   (iii) seniority of each contractor project team member.

c) Project team composition (EPMO)
   The bidder to provide a proposal on the proposed SARS project team with:
   (i) the number of team members.
   (ii) types of roles.
   (iii) seniority of each required EPMO project team member.

The bidder must provide a high-level end-to-end project schedule that reflects activity sequencing and implementation timelines.

5.5 Additional Information and/or Features

The bidder must provide details of additional features not explicitly specified above that enhance the value of the proposed solution.

This must include:

a) A clear description of each additional feature.
b) The benefit and value to SARS.
c) How the feature enhances:

(i) Functionality
(ii) Efficiency
(iii) User experience
(iv) Scalability

5.6 Licencing Packages

SARS requires enterprise licenses (see below) in accordance with the bidder's licensing model, that is a detailed pricing structure, including licensing fees, implementation costs and ongoing support/maintenance

a) Enterprise wide "Read access" through a web page (hyperlink)
b) Year 1
   (i) 110 users with Read/Write
   (ii) 5 users with Administrator access
c) Year 2
   (i) 122 users with Read/Write
   (ii) 5 users with Administrator access
d) Year 3
   (i) 134 users with Read/Write
   (ii) 5 users with Administrator access
e) Year 4
   (i) 148 users with Read/Write
   (ii) 5 users with Administrator access

The bidder must make provision for periodic true-up and additional licensing volumes to align with actual evolving operational requirements during the contract period. Licence quantities may be adjusted upwards or downwards based on periodic reconciliation, with the option to procure additional licences where required, subject to SARS approval.

5.7 Hardware and Software Requirements

The bidder must provide a detailed breakdown for at least one of the proposed deployment options.

a) Cloud-based deployment: (South African data residency)
   For cloud-based solutions the bidder must provide:
   - a complete, detailed subscription costing model including licensing, hosting, implementation, maintenance and support fees. Costs should be presented on a recurring (monthly/annual) basis.

AND / OR

b) On-Premises Deployment
   For On-Premises solutions the bidder must provide:
   - written confirmation that the solution (in terms of the application, database and integration requirements) complies with SARS current infrastructure as provided below, and that the software can be hosted and run on such.
   - all inclusive software costs.

     (Note: Bidders shall not propose new or alternative infrastructure beyond SARS's existing platform requirements).

   (i) Platform Requirements

The solution must comply to the following:

- Application: Microsoft Windows Server version 2019 and beyond
- Database – SQL Server 2022

(ii) Application Integration Requirements

The solution must comply to the following:

- XML Extensible Mark-up Language
- Protocol (SOAP) / Simple Query Language (SQL)
- Enterprise Service Bus (ESB) WebSphere and BizTalk
- Web Services Definition Language
- (WSDL) / Java Beans / MQ WebSphere
- File Transfer Protocol (FTP) batch interfaces via IBM MQFTE