	<b>TERMS OF REFERENCE: BUSCRI PROJECT MANAGER</b>
	<b>TOR-SACRRA-309</b>
	<b>VERSION: 1.0</b>
	<b>9 DECEMBER 2024</b>

## 1. INTRODUCTION AND BACKGROUND

### About SACRRA

The South African Credit and Risk Reporting Association (SACRRA) is a not-for-profit voluntary association of members who share the credit and risk performance data of their credit, insurance and/or subscription customers for purposes of making informed credit and risk decisions. We aim to give our members control of their data to enable them to comply with existing legislation and to adapt to an ever-changing business environment by providing tools and industry services on data formats, data quality and related challenges. Credit and risk data, also known as payment profiles, is applied in all stages of the customer's life cycle allowing our members greater insight into their customers and guarding them against undue risk while assisting sustainable business growth and financial inclusion.

We provide the framework to facilitate the sharing of complete, timeous and accurate credit and risk data, enabling our members to comply with credit information sharing provisions of the National Credit Act (NCA) as well as the provisions for performing credit and risk assessments and affordability calculations.

The SACRRA's success rests on our data-driven approach to manage a functional data sharing ecosystem. We facilitate data quality checks and standardisation for interpreting a common understanding of shared data across all industry sectors (banking, retail, insurance, telecoms, etc) as well as for effective application thereof by our members and non-members. Our members include registered credit providers as well as telecommunication companies, insurers, debt buyers, subscription service providers, credit bureaus, loan system providers and analytical consulting companies.

Each month, we enable an average of 54 million records to be submitted to the six primary credit bureaus through the SACRRA-managed centralised Data Transmission Hub, which is supported by our tools and systems. We strive to ensure that secured data of the highest quality and standard is submitted and shared for access by legitimate parties for legally permissible purposes.

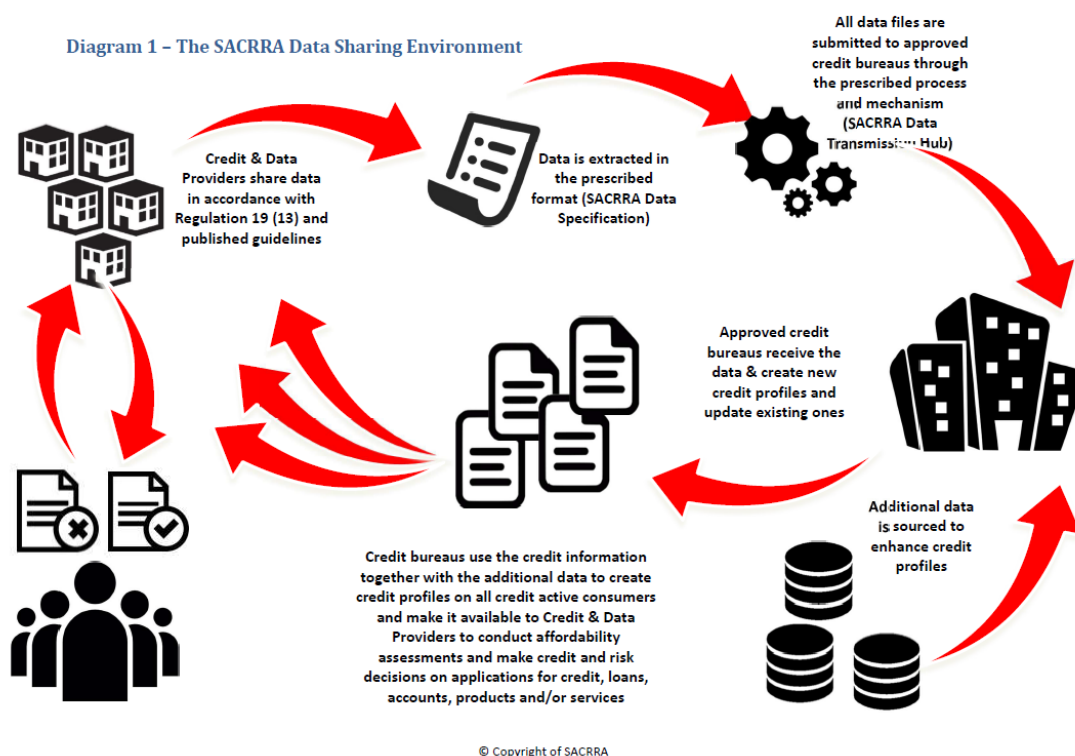
We engage broadly with parties directly involved in data submission, transmission, and application of data, and with key stakeholders such as government, regulators and the media for the purposes of ensuring compliance with legislation and fulfilling our mandate on facilitating data quality and maximising the benefits of using shared data in credit and risk decisioning.

Our vision is to champion a world-class data-sharing and reporting ecosystem, while our mission is to positively impact the reciprocal data-sharing industry through innovation, training and support, advocacy, and responsible lending practices.

### The Business Credit & Risk Information (BusCRI) Sharing Initiative

The National Treasury, various industry stakeholders, including the Department of Trade, Industry and Competition (the dtic) and the National Credit Regulator (NCR), agreed that it would be desirable to establish an initiative to drive business credit information sharing and in particular credit data related to small businesses.

SACRRA is spearheading this initiative with the main purpose of the BusCRI project being to create a collective pool of good quality and standardised business credit and risk data. This would be similar to what is currently being done on consumer data submissions (diagram included below), where the process would be replicated for commercial data e.g. data contributors share credit and risk information (demographic data and financial data such as payment profile behaviour on products) to registered credit bureaus who then sell enquiries back to the data users. In this project the principle of “reciprocity” would apply – one must share information to receive information (a give to get model where businesses will be sharing and accessing business-related information between themselves as a type of ‘closed-user group’). However, certain guidelines / exception criteria to be established for parties who may wish to access the business data on a non-reciprocal basis, including considering factors such as: the non-existence of any data to share (i.e. an inability to comply with the reciprocity principles); a valid and lawful need to access the data (i.e. the Authorised Purposes); and agreement of a reasonable, non-exclusionary, fee.



## 2. PURPOSE

SACRRA is seeking to engage a Service Provider to take the lead in the BusCRI Project in the role of Project Manager. The BusCRI Project Manager will be required to take a hands-on approach to planning, execution, and delivery, actively engaging in tasks like creating project documents, meeting stakeholders, and providing input to and assisting with layouts and other deliverables. They'll also coordinate teams, manage risks, resolve issues, and ensure timelines, quality, and stakeholder alignment while maintaining effective communication and efficient resource use.

### 3. SCOPE

The Service Provider will be responsible for:

- 3.1 Gaining an understanding of and becoming familiar with the objectives of the project, the progress to date and related subject matter as well as any applicable legal frameworks;
- 3.2 Constituting and co-ordinating the Steering committee and project workstreams;
- 3.3 Chairing and secretariat of workstream and other meetings;
- 3.4 Amending and maintaining the project plan and other relevant project documentation;
- 3.5 Identifying, communicating and managing issues and risks proactively by thoroughly understanding the downstream implications and taking appropriate actions, including escalation if necessary;
- 3.6 Reviewing and if applicable enhancing existing standards and procedures for project reporting and documentation;
- 3.7 Preparing and the submission of project status reports;
- 3.8 Actively compiling and and/or providing meaningful input into project documents;
- 3.9 Contributing to stakeholder engagement by presetting/attending conferences and other engagements;
- 3.10 Input into and assistance with project funding from donor and other organisations;
- 3.11 Coordinating, directing and monitoring project activities to progress and deliver as per schedule, within the planned time frames, cost constraints and quality standards, key project activities inter alia, will include but not be limited to:
  - 3.11.1 Stakeholder Engagement
    - Promote the purpose and advantages of the BusCRI initiative to increase participation
    - Internal and external stakeholder training
    - Workshops, conferences and focused information sessions
    - Donor/project funding
  - 3.11.2 Project Launch
    - Constitution of Steering Committee and Technical Workstream
    - Media/press releases
    - Official launch function
  - 3.11.3 Project Documentation
    - Signoff Project Scope
    - Develop rollout strategy
    - Develop communication strategy
    - Compile test strategy
  - 3.11.4 Legal and Policies
    - Identify actions in terms of competition law and legal brief
    - Identify actions in terms of Sole Proprietor data treatment
    - Identify SOPs that need to be amended/created
    - Update/Create SOP's
  - 3.11.5 Layout Review and Finalisation
    - Workstream layout review
    - Update Layout as per workstream

- 3.11.6 Update DSM with BusCRI Layout
  - Build rules and perspectives in DSM
- 3.11.7 Reporting Requirements
  - Workstream review of reporting requirements
  - Create specification of reporting requirements
- 3.11.8 Quality Exception (QE) Requirements
  - Workstream review of QE requirements
  - Create requirements document
- 3.11.9 Data Transmission Hub Development (allow for submission of BusCRI files)
  - Revised BCX proposal
  - BCX development, testing and sign-off
- 3.11.10 Bureau Development & Testing
  - File Load Development specifications
  - Engage with bureaus for timelines for bureau development
  - Bureau file load development
- 3.11.11 Reporting Development
  - Timeliness for bureau development - reports
  - Bureau report development
- 3.11.12 QE Development
  - Timeliness for bureau development
  - Bureau QE development
- 3.11.13 Data Contributor Development & Testing
  - Engage with targeted DCs for timelines for data contributors' development
  - Develop submissions

#### **4. SERVICE PROVIDER PROFILE**

The preferred Service Provider should meet at a minimum the following requirements:

- Degree and/or certifications in Project Management / Programme Management / Business Administration (recommended).
- Four to eight years Project / Programme Management and data management related experience within a credit bureau or credit/data provider (essential).
- Three to five years' experience in the credit or risk industry and/or business and/or data management function within a credit bureau or credit provider (recommended).
- Proven project manager track record of projects successfully implemented within a diverse project team and with multiple stakeholders.
- Effective communication, engagement and interpersonal relationship skills.
- Leadership skills and ability to motivate and direct teams.
- Problem solving skills and ability to find innovative alternatives and/or solutions.
- Conflict resolution and negotiation skills.
- Ability to adapt to change.

- Risk management skills.
- Effective planning and time management.
- Decision making skills.
- Business acumen, benefit driven, managing expectations and self-motivation.

## 5. PROPOSAL

- 5.1 It is anticipated that the preferred Service Provider will work on a full-time basis and provide project management support for at a minimum 40 hours per week for a period of 6-12 months. Work to be conducted mostly remotely but some physical meeting participation may be expected from time-to-time.
- 5.2 The proposal must include the consultancy rate (excl. VAT) per hour, any time restrictions and/or special conditions must be disclosed.
- 5.3 Overview of the individual - Demonstration of how the individual's experience can be applied (or adapted) to address the brief set out in this Terms of Reference. Service Providers are welcome to describe their general experience, but evaluation would focus particularly on the application of that experience for the specific task at hand.
- 5.4 Absolute cost – VAT excluded rate per hour and where applicable, any discounts or value for money the Service Provider may offer.
- 5.5 Enquiries regarding this Terms of Reference should be directed to the Caroline Smith on [carolines@sacrra.org.za](mailto:carolines@sacrra.org.za) or 082 651 0015.
- 5.6 Proposals to be submitted by COB 24 January 2025.