

RE: Request for Proposals for Programme Management Services

Date: 16th May 2024

SAVCA Seeks a Programme Manager to drive its Strategic Programmes

SAVCA is seeking proposals from experienced programme managers to design and facilitate a strategic planning process, which shall include the creation of a multi-year Transformation Plan for the organization and execution of same. In this process, the consultant(s) will be engaging with the staff, Board of Directors, Committees, donors, SAVCA Members, Cohorts from completed capacity building programmes and other stakeholders with whom SAVCA can partner to promote transformation of private markets in Southern Africa.

About the Southern Africa Venture Capital and Private Equity Association

The Southern African Venture Capital and Private Equity Association (SAVCA) is the industry body and public policy advocate for private markets in Southern Africa. SAVCA represents more than R214 billion in assets under management through circa 204 members that form part of the private equity, private debt and venture capital ecosystem. SAVCA promotes this asset class on a range of matters, providing relevant and insightful research, offering training, creating meaningful networking opportunities for industry players and advocating for an enabling regulatory environment for members to attract and invest capital.

SAVCA functions as an NPC, with a staff complement of 7, as well as partnerships with a number of service providers to meet specific needs. Our offices are in Johannesburg, South Africa, and staff members are able to work on a hybrid basis.

What We Do in the Transformation Pillar

SAVCA's strategic objectives are:

- To promote the asset class and be recognised as the voice for PE and VC in Southern Africa.
- To support members with capital raising.
- To play a significant role in the transformation of the industry.
- To facilitate a supportive regulatory environment.
- Capacity building of SAVCA members.

SAVCA is fully supportive of the social and economic transformation of the region. Internally, the Association has 100% women representation at executive management level, and more than 40%

women representation on its Board. We have further embarked on various initiatives to achieve greater levels of transformation within the industry.

The SAVCA 2023 PE Survey Report, which interviewed close to 50 PE members, found that:

- 42% of PE firms have a Board with more than 30% women representation;
- 60% of PE firms have more than 50% Black ownership;
- 71% of PE firms have a B-BBEE score of Level 1, up from 56% in the previous study;
- 63% of respondents indicated that they agree Transformation (incl. DEI) plans with investee companies, with specific targets over the investment period.

Private equity plays a unique function in the investment marketplace due to the Fund Managers' deep knowledge and skills as active investors involved in growing companies, alongside the management teams of those companies. By focusing on the growth of the real economy, PE is a major source of funding for small and medium-sized businesses and building successful companies through a combination of capital and strategic know-how delivering an increase in jobs, tax revenues and a social impact. Private equity also takes an active role in the governance of the underlying investee companies and is thus able to influence the transformation of companies.

SAVCA's goal thus far has been to resource, strengthen, and connect transformed Fund Managers with financial and technical resources through collaborations with relevant partners, including international organizations.

Previous Strategic Planning

The organization's last strategic plan for its Transformation pillar identified as strategic focuses areas: (1) Understanding Industry Needs; (2) Accelerating into, and development of female Talent; and (3) Showcasing transformation Achievements.

The launching of a World Café – style transformation discussion at the SAVCA PE Conference kickstarted an exciting new chapter that saw SAVCA partnering with others to roll out 4 transformation programmes, namely, Women Empowerment, Mentoring and Incubation Fund Manager Programme (WE>MI), Fund Manager Development Programme (FMDP), Emerging Manager Technical Assistance Facility Programme (EMTAF) and Venture Capital Fund Manager Programme (VC FMP).

Forthcoming Strategic Planning Process and Transformation Scorecard

This is a critical initiative for SAVCA. On the back of the capacity building programmes that the association has successfully executed, as well as active participation in the activities of critical bodies such as the Financial Sector Transformation Council, we are eager to take our interventions to the next level to better serve our goal of a diverse, equitable and inclusive industry.

With a mandate from the Board to carry out a new strategic planning process, SAVCA has undertaken a review to better understand the challenges that continue to constrain transformation of the industry. As such, the organization is now poised to revise its work and explore opportunities to promote transformative change, while defining its focus and goals for the next 3 - 5 years.

We see the strategic planning process as a great opportunity to think outside the box and re-energize the industry after a very tough operating climate for emerging, Black and Women-owned and managed funds. We expect the process will renew and elevate commitment and enable us to forge new partnerships with like-minded institutions, for greater and more sustainable impact in the investment space.

Scope of Work

The consultant(s) will work in close collaboration with lead staff, Committees (primarily the Transformation, Capacity Building and Regulation committees) and Board members to design a multi-year strategic plan with scorecard and execution plan. Further, the consultant(s) will translate the strategy into distinct programmes, to be implemented over a defined period, against agreed targets. The Strategy should include goals and objectives that build on current and prior work and are consistent with the positioning of SAVCA in the industry.

In conjunction with staff and Board, the consultant(s) will:

- 1) Provide secretariat support to the Transformation Committee, including finalisation of submissions to the SAVCA Board;
- 2) Review the Key Deliverables set out by the Transformation Committee;
- 3) Seek approval for the project plan and scorecard;
- 4) Develop the Transformation Strategy and Plan:
 - a. Develop a participatory and inclusive strategic planning process, including key elements, consultations, key stakeholders, deliverables, and timetables for the inception, formulation and execution phases;
 - b. Document, summarize, and frame input from consultations;
 - c. Create an exciting, energizing and actionable Strategic Plan that includes measurable and realistic goals; objectives, strategies, tactics, measures and outcomes.
 - d. Identify mechanisms to shift perceptions around transformation of the industry.
 - e. Proactively identify programmes, partners, including sponsorships, to intervene in critical areas.
 - f. Identify critical legislation, and outline an engagement plan to positively influence legislative outcomes.
- 5) Operationalise Plan: Working with the CEO, identify processes for operationalising the strategy within the organization and committees, including developing appropriate Responsibility Assignment (RACI) matrix.

Practicalities and Other information

The consultant(s) will work under the supervision of the CEO and work closely with the Executive Team.

The consultant(s) shall:

- Provide their technical expertise to produce the expected outputs/deliverables in a polished and timely manner;
- Report on and submit the above deliverables under this assignment to the CEO and Committee Chair acting as the focal points for the work, for subsequent review and recommendation by the Transformation Committee to the Board;
- Maintain regular communication with the CEO and the staff during the consultancy period and ensure that agreed upon reports are delivered timeously;
- Ensure that any agreements subsequently entered into to drive the execution of programmes, are adhered to fully, and to the satisfaction of the partners/sponsors.
- Noting that Transformation is cross-cutting, identify processes to ensure that deliverables are filtered into the operations and committees, as well as processes to gather crucial data from Members and other industry players.

Role of SAVCA focal person/team

- The CEO will provide overall quality assurance for this consultancy on behalf of SAVCA and will review deliverables.
- The CEO and Transformation Committee Chairperson will act as the focal persons to interact with the consultant(s) to facilitate the assignment, the review of each output and ensure the timely generation of the comments from stakeholders on each deliverable.

Duration of the assignment and duty station

The assignment is expected to start in July 2024, and will entail an agreed to period to deliver the Strategy, Scorecard and Execution plan. Following approval of same, the consultant(s) shall commence with implementation, based on the agreed priorities and budgeting of same. Milestones and gate processes to be adopted for the assignment shall be presented to SAVCA for approval, including estimated time period for execution of the Transformation scorecard, and extension of the agreement into subsequent years, should the roll out plan require this.

Budget and payments

A pricing proposal is required from the consultant(s) for the assignment, as well as a proposal outlining how the assignment will be executed. In this regard, it is important that the pricing proposal include a payment schedule with clear milestones.

Minimum qualifications and how to submit a Proposal

SAVCA is seeking proposals from experienced consultant(s) who specialize in strategic planning and programme management, preferably for non-profit organizations.

Responses to these Terms of Reference are due on 31st May 2024 and should include:

- 1) A description of qualifications and capacity to undertake the assignment, including:
 - Experience and expertise in strategic planning and programme management;
 - Experience working with nonprofit and philanthropic sectors;
 - Knowledge and understanding of transformation in the South African context, and in particular, the financial sector charter and code;
 - Experience in facilitating accessible and inclusive consultations and developing accessible materials;
 - Experience convening groups for input;
 - Experience working with capacity building experts, responding to RFIs and RFPs to secure grants and sponsorships, are desirable;
 - Experience translating strategy into execution plan, with appropriate templates for reporting and monitoring progress.
- 2) A description of how the consultant intends to accomplish this assignment, including ideas for enhancing or improving the organization's efforts to undertake this process;
- 3) A draft timeline from initial planning until delivery of a completed written plan, as well as timelines for completion of the strategy;
- 4) A draft estimate or budget depicting the fee structure and associated costs, as well as payment milestones; and
- 5) Appendices:
 - A sample list of strategic planning processes and programmes completed by the consultant(s);
 - Resumes or brief biographical summaries of key personnel who will work on this project.

The deadline for submission is Midday on 31st May 2024. Please email proposals to tshepiso@savca.co.za under the Heading "SAVCA Transformation Programmes Proposal". Any questions regarding this RFP should be directed to tshepiso@savca.co.za.