



CALL FOR PROPOSALS

Appointment of a Business Advisor

September 2012

BACKGROUND

The vision of the Urban Land Markets Programme Southern Africa (Urban LandMark) is to continue being the preferred pro-poor, urban land markets agency in the region. Urban LandMark sheds light on what can be done to remedy the problems that have made urban land markets dysfunctional, and hence land unaffordable.

For the last six years we have operated as a grant-making think tank or, more specifically, as an *evidence-based policy change agent*. The mandate from the Department for International Development (UKaid) has been to improve access to urban land for the poor in rapidly urbanising areas by catalysing change in urban land markets and governance systems.

If we are to develop and grow, Urban LandMark needs to change its current business model, and secure a broader base of funding into the future.

We wish to appoint an experienced advisor to partner with us through a change process over the next four to six months.

SOURCES

A good amount of foundation work has already been done. This will form the basis for the work of the advisor. The work done includes:

- reviews of the programme, its impacts and potentials;
- the impacts that the programme has achieved, and lessons learnt from implementation;
- full records of current programme finances and outputs;
- a dossier of potential funders;
- a draft strategy for the current programme.

PROCESS

An advisor should propose their own approach and process. However, we envisage that the process would include some of the following:

- review of the source material;
- review of the local and international operating environment;

- a number of engagements with a reference group made up of staff, theme coordinators¹, select advisory committee members, management committee, and close partners;
- consultation with existing and potential partners, funders and supporters (possibly including a questionnaire to these agencies regarding the value and potentials of the programme);
- development of a clear value proposition for potential new funding partners and clients;
- development and exploration of different models, and advice on the implications and viability of each;
- design of a proposal for one or more business models as options for a way forward, including the financial, human resources, and organisational form and structure dimensions;
- development of cash flows and viability outlooks for each;
- consider the implications for repositioning and rebranding the programme;
- finalisation of a transition plan and a change-management strategy;
- advice on implementation of plan and strategy.

In the process of developing a new business model, part of the aim of the work is to clarify and strengthen a constituency for this area of work, and to identify and build on the offerings that the organisation has already developed. The exercise will lead to change, and part of the work will involve a limited coaching role as the transition continues to unfold.

We are already aware of many dimensions of the operating environment. We have discussed and developed some of the potential future scenarios for the organisation. What we need is someone to broaden the vision, to clarify the options, to apply their (considerable) experience of organisational development, and to walk with us through the change process.

Given the very challenging global environment, the process must be informed by clear evidence that what is proposed by the advisor will have a reasonable chance of achieving programme sustainability.

Output

The product of the assignment should be a new business model design for the organisation, a strategy and programme to get there, and some assistance in entering the process.

Requirements of the Service Provider

The assignment will require excellent organisational development and business modelling skills. The advisor should be familiar with the sector, or be able to get to know the sector well enough to propose a viable way forward.

¹ Our five thematic research managers and advocates who have worked with the programme over some years.

The service provider would need to work closely with the Urban LandMark programme director and the reference group.

The service provider must be able to demonstrate a track record of advising and partnering in successful organisational change.

TIMEFRAMES AND DELIVERABLES

This is a 4 to 5-month assignment (October to January/ February 2013). Quotations should include all professional fee and disbursement costs likely to be incurred by the service provider.

Without unduly anticipating the approach and process that the service provider will propose, nevertheless the indicative milestones important to the organisation would be:

- A viable proposal for a new business model to be tabled by mid-November 2012;
- A change strategy and programme to be developed by mid-December;
- The change management support (or coaching) to commence mid-January 2013 and come to an end during, or at the end of February, depending on the programme proposed.

The proposal should include a budget and should suggest product-linked payment milestones. Upfront payments (usually on signing of contract and submission of a final work plan) will not exceed 20% of professional fees.

The ceiling budget for this work including VAT, PAYE, all professional fees and all claimable expenses is R380,000. For parts of the work which are less easy to define, please outline the nature and scope of the intended service, and any conditions attached.

On appointment of the successful party, contractual arrangements will be finalised, and payment will be made on timely delivery of products of an acceptable standard.

INVITATION AND CRITERIA

Interested individuals or organisations are invited to make a proposal to Urban LandMark by 4pm on Friday 21st September 2012. It should include your planned approach to this assignment, an outline of previous experience of this type of work, examples of previous contracts and outcomes, evidence of a track record of timely delivery on similar projects, and an indication of availability for the work starting in October 2012.

Proposals to undertake this assignment should also include a *curriculum vitae* with references, company profile if relevant, the proposed fee structure (hourly rates) and levels of effort for each phase, and a clear quotation to do the work.

Urban LandMark will bear additional expenses related to the workshops which are specified above, including costs of venue and travel for the Reference Group, if required.

Proposals should be submitted in electronic format to Mark Napier (mark@urbanlandmark.org.za), cc Lerato Ndjwili-Potele (lerato@urbanlandmark.org.za).

For enquiries on the project, please contact Mark Napier by email.

Urban LandMark will award the contract based on:

- Appropriateness and quality of response to this call as expressed in the proposal (35%)
- Relevant, demonstrated competence of the organisation/s and individuals to undertake this work (35%)
- Affirmative action scorecard: ownership, management, staff development (10%)
- Cost breakdown, professional fees (20%).

Urban LandMark reserves the right to ask organisations or individuals making proposals for best and final offers, should this be deemed necessary. We also reserve the right not to make an appointment should that prove necessary or advisable.

SOURCE MATERIAL

Please see www.urbanlandmark.org.za and other on request.