

Request for Proposal

Design, Implement and Refine a Membership Review for raiSE Social Enterprise Members
2021 - 2023

1. Aim

The Singapore Centre for Social Enterprise (raiSE) would like to invite experienced and interested organisations (“Vendor(s)”) to submit a proposal for the design, implementation and refining of the Membership Review (“Programme”) for raiSE’s Social Enterprise (“SE”) members. The Programme is slated to be launched in July 2021 and completed by February 2023.

2. Background

raiSE was set up as a sector developer and membership body to raise awareness and support for Social Enterprises (SEs) in Singapore. There is currently no legislation to govern SEs in Singapore. As a membership body, raiSE qualifies and recognises businesses as SEs through a set of criteria and supports over 350 SE members in their social enterprise journeys, from start-up to growth and expansion. Please see the breakdown of SEs by business sectors in **Annex A**.

Being a raiSE member opens channels to connect and work with various stakeholders in the ecosystem like corporates, government agencies and funders that extend generous support for SEs. Hence, raiSE considers the credibility of our SE members in high regard and qualifies SEs using our membership criteria.

raiSE’s membership is granted and renewed annually to ensure continued tracking of the SE’s social value and business sustainability. The social value and business indicators of SEs for application and renewal are currently provided to raiSE based on a self-declaration basis by the SEs. To enhance and provide assurance on the legitimacy of the information provided, there is a need to conduct an independent review or verification of the declared indicators.

To guide SEs to determine and measure their social value, raiSE developed the Social Value Toolkit (SVT) in 2017 in collaboration with Bain & Co. The SVT articulates and quantifies the social value from outcomes created by the SEs via direct means to beneficiaries as well as indirect means to related parties including beneficiaries’ families and society. The SVT and Guide can be found in **Annex B**.

3. Objectives

The objectives of the membership review of Social Enterprises are:

- 2.1. To give an **independent assurance** to confirm the legitimacy of the information provided by the SEs and help build the credibility for our partners who extend support for the betterment of our member SEs (e.g., funders, government agencies and corporates)
- 2.2. To conduct a **review of the social value framework**, to further improve the membership evaluation process in terms of measuring and assessing social value.
- 2.3. To **provide better support** for our SEs, advise on how SEs can leverage on SVT better and measure their 20% resource commitment as well as identify gaps and recommend areas of improvement to the data collected and raiSE's programmes and initiatives.

3. Scope of Work

The scope of work for the programme is as follows:

- 3.1. Refinement of the Social Value Toolkit and/or other relevant frameworks provided by raiSE for the Membership Review in achieving objectives, which include but are not limited to the methodology, scope, process, and timeline of review. Refer to **Annex C** for the proposed programme timeline.
- 3.2. Request for documentation and verification on 90 Social Enterprises on their procedures, controls, administration of the social value to observe compliance and robustness of indicators from the Social Value Toolkit.
- 3.3. Determine best practices and learnings for raiSE and SEs, covering a minimum of 3 social value outcome areas from Social Value Toolkit in order of importance:
 - Provision of employment opportunities
 - Provision of skills development
 - Provision of good and services to improve mental health and well-being
 - Capacity building for social organisations
 - Provision of healthcare/social care goods and services
 - Provision of economic tools
 - Provision of education
 - Provision of basic human needs
- 3.4. Propose a scoring system for the evaluation to achieve the membership criteria pertaining to social value.
- 3.5. Present recommendations and review findings in phases to raiSE management and/or stakeholders.

Optional:

- 3.6. Analysis of data for individual SE reports to outline key findings on each Social Enterprise.
- 3.7. Implementation plan including the use of the framework for members and key stakeholders following the refinement.

** All intellectual property rights in any documents, materials or products developed and used by the Vendor and their subcontractors in relation to the services, between the date of this Agreement and the date of completion of the Services shall vest solely with raiSE. In addition, all intellectual property rights in any documents, materials or products developed by raiSE in relation to the services shall vest solely with raiSE.*

4. Expected Output

- 4.1. Refinement of Social Value Toolkit and/or other relevant frameworks provided by raiSE for all SEs in reporting of key social value measurements.
- 4.2. Membership review of 90 SEs to indicate compliance and credibility, to include but are not limited to the following:
 - Checklist of documents that can validate social value
 - Analysis of evaluation on qualitative aspects
 - Key discrepancies between reported social value and practices
 - Challenges affecting achievement of social value
 - Opportunities for improvement
 - Final grade of Social Enterprises using an appropriate scoring system
- 4.3. Guide of best practices and learnings for raiSE and SEs
- 4.4. End of phase report consisting of summary of findings, eventual tiering of SEs and recommendation / refinement for review methodology for the next phase.
- 4.5. Final report consisting of overall review methodology, approach, key findings, and recommendation for future membership review.

5. Evaluation Criteria

Submissions will be evaluated on the following:

- Appropriateness of the review plan– 40%
- Value for money – 30% [*The bid price will be assessed based on price after GST as raiSE is not a GST registered company.*]
- Company's and team's relevant track record of past work – 25%
- Company's overall efforts to demonstrate positive social impact – 5%

6. Submission Requirements and Deadline

Vendors are required to submit the following using the Vendor Response Template in **Annex D**:

- Portfolio and past works
- Team composition and relevant experience in components highlighted under the scope of services above
- Programme proposal including the description of work plan, methodology (including selection criteria of SEs), approach and project schedule.
- Total cost with cost breakdown by line item (For example, development costs, costs per SE etc.) for the required & optional work, if any
- Company's overall efforts to generate positive social impact. Where possible, quantify social impact generated

All submissions must be submitted by 24 June 2021, 6.00pm attention to both Sze Min (szemin@raise.sg) and Chelsea (chelseakang@raise.sg). Any proposals submitted after the closing date will not be considered.

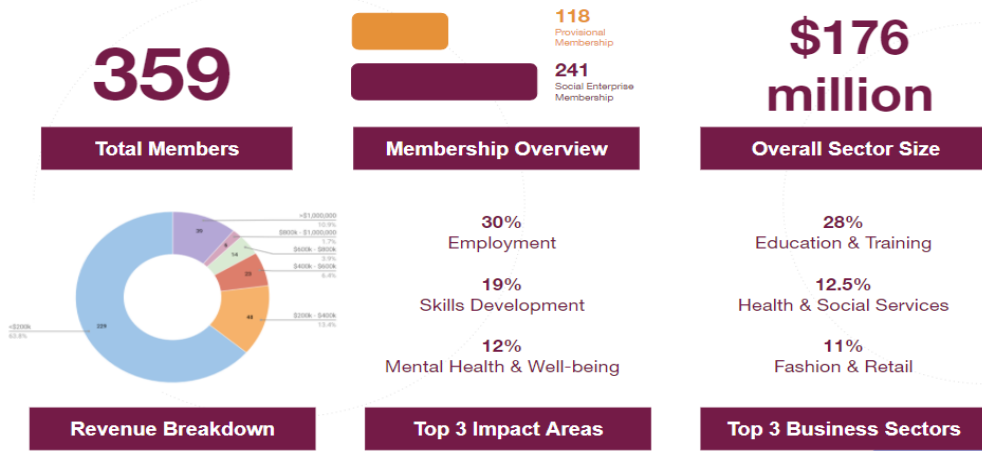
raiSE will award only Phase 1 and exercise Phase 2 and 3 as optional items, subject to satisfactory performance of the Vendor. raiSE also reserves the right to not award the project at all if the proposals received do not meet its requirements or are deemed unsatisfactory.

7. Contact Person

All enquiries must be directed to Sze Min (szemin@raise.sg) and Chelsea (chelseakang@raise.sg) at least 1 week before the date of submission. There will also be a compulsory vendor briefing held online, on 10 June 2021, 3pm. Registration prior to the briefing is required via the link [here](#).

Annex A: Membership Data (as of FY 2019)
Overview of SE Sector

raiSE in Numbers 2019



Breakdown by Business Sectors

Primary Business Sector	Count - 2019	%
Agriculture & Animal Husbandry	4	1.12%
Arts, Sports & Recreation	21	5.87%
Beauty & Wellness	9	2.51%
Business Support Activities (e.g.: General Consultancy, Event Management)	34	9.50%
Construction & Real Estate (e.g.: Facilities Management)	5	1.40%
Creative, Media & Publication	8	2.23%
Education & Training	101	28.21%
Energy, Water & Waste Management	9	2.51%
Fashion & Retail	40	11.17%
Finance & Insurance	3	0.84%
Food & Beverage	42	11.73%
Health & Social Services	45	12.57%
Household Services	7	1.96%
Information & Communications	14	3.91%
Logistics & Transportation	9	2.51%
Professional Services	5	1.40%
Tourism & Hospitality	2	0.56%

Annex B: Social Value Toolkit, Guide and Membership Criteria

1. Social Value Toolkit and Guide

More information on the Social Value Toolkit can be found [here](#).

2. Membership Criteria and Process

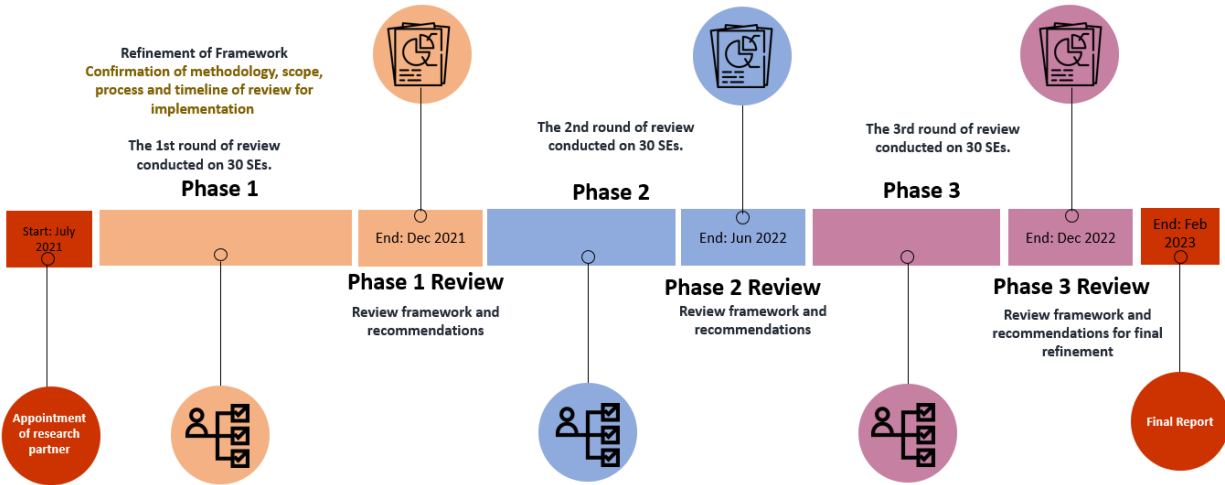
As part of raiSE's qualifying framework, raiSE defines Social Enterprises as business who have:

- A clear business plan to achieve financial sustainability & profitability, generate majority of revenue from the provision of goods & services (at least 50%)
- Clear allocation of resources to fulfil social outcomes (at least 20% resource allocation)
- Management or founder has a clear intention to make social goal(s) the core objective(s) of the business

Data pertaining to the social impact and business is collected at the point of membership application and during subsequent renewals on an annual basis. For more information on the membership process, kindly refer [here](#).

Annex C: Proposed Programme Timeline

The project is slated to commence in July 2021 with the appointment of the research partner and end in February 2023 with the completion of the Final Report. Please refer to the expected completion of each phase and the respective timeline below:



**raiSE reserves the right to amend the number of SEs to be reviewed in each phase depending on the costs provided and available budget.*

ANNEX D

Vendor Response

Response to Request for Proposal

For the supply of “Design, implement and refine a Membership Review for raiSE’s Social Enterprise members” to raiSE.

Company Name:	
Contact Name:	
Contact Email Address:	
Contact Telephone Number:	

Instructions

1. Provide Company Name and Contact details above.
2. Complete Vendor Response, ensuring all answers are inserted in the space below each section of the requirement / question.
3. Register attendance for the compulsory briefing session.
4. Submit all mandatory documentation, attention to both szemin@raise.sg and chelseakang@raise.sg, by 24 June 2021, 6.00pm.

A) Appropriateness of the review plan – 40%

Please outline how you would conduct the assignment, including how you would collect, analyse and present the data. Please indicate programme design and implementation timeline, selection criteria for identifying SEs to part of the review as well as processes to ensure effective and efficient membership review services on the Social Enterprises in Singapore.

Vendor Response:

B) Value for Money – 30%

*The bid price will be assessed based on price after GST as *raiSE* is not a GST registered.

*The total cost for this assignment should be clearly stated including all expenses and taxes.

*Refer to point 4. Scope of Work

Please use the following table to submit financial quotes. Submissions in any other format or missing costs will be disqualified.

You may include items that are optional (for example, costs per additional SE to be reviewed) under optional items section. No other costs would be considered post evaluations.

Vendor Response:

No.	Output	Number of days per output	Daily Rate	Sub-Total	Quantity	Total
1	Review Framework Development				1 lot	
2	Phase 1: Review Fieldwork & Report for 1 outcome area, covering at least 30 SEs including framework review and refinement.				1 lot	
3	Phase 2: Review Fieldwork & Report 1 outcome area, covering at least 30 SEs including framework review and refinement.				1 lot	
4	Phase 3: Review Fieldwork & Report 1 outcome area, covering at least 30 SEs including framework review and refinement.				1 lot	
5	Etc. – Pls fill in as appropriate					
Grand Total						
Optional Items						
7	Additional SE per phase					
8	Etc. – Pls fill in as appropriate					
Grand Total (Including Optional Items)						

Payment Schedule:

No.	Project Stage/per phase	Payment (% of total cost)
1	Upon signing of Letter of Appointment	20
2	Midpoint delivery *Deliverables to be determined upon signing of contract	30
3	On completion of all deliverables and delivery of final report/presentation	50

C) Company's and team's relevant track record of past work above – 25%

Describe similar work done in programme evaluation and social value measurements that will add value to this assignment. Please include Team's background, qualifications, client base, industry experience and relevant partner organisations.
(CVs may be shared as an Annex).

Vendor Response:

D) Company's overall efforts to demonstrate positive social impact – 5%

Describe company's efforts to generate positive social impact. Where possible, quantify social impact generated.

Vendor Response: