



## REQUEST FOR PROPOSAL

The Singapore Centre of Social Enterprise (raiSE) is seeking for a suitable vendor to be a **Programme Management Partner (PMP)** for the raiSE Grow B.I.G (Business.Impact.Growth) Programme who can, within reasonable cost provide targeted consultancy services to support raiSE's Social Enterprise (SE) members to achieve desired outcomes.

The programme is slated to launch in Q2 2021, thereafter the application would be open to raiSE's SE members from July to October 2021. The approval of applications will be carried out on a rolling basis, with each project lasting approximately 16 to 20 weeks. All consultancy projects must be completed by mid-March 2022 with no further time extension.

The deadline for receipt of electronic proposals is **21 May 2021 (Friday) at 23:55.**

The proposal must be addressed to **two representatives** of raiSE as stipulated in Section 11- Submission Requirements in the following document.

#### Confidentiality:

This Request for Proposal (RFP) is the property of the Singapore Centre for Social Enterprise, R Ltd. Any reproduction of its contents (in whole or part) except for the preparation of the RFP must have prior written approval by the designated representatives of raiSE.

## **1 AIM**

The Singapore Centre for Social Enterprise, raiSE Ltd, is inviting interested “Programme Management Partner” (PMP) to provide end-to-end support for raiSE’s capability building programme titled: “Grow B.I.G” (Business.Impact.Growth) to improve Social Enterprises’ business and impact goals.

## **2 ABOUT raiSE**

raiSE was set up in 2015 to develop the social enterprise sector in Singapore. As a sector developer, raiSE seeds and nurtures new enterprises by providing advisory services, programmes, training and resources. We enable existing social enterprises to grow and become sustainable by providing financing options, capacity building expertise and business mentorship. Where possible raiSE seeks to connect with social enterprises and intermediary bodies in the region to share best practices with each other.

Ultimately, raiSE hopes to build a vibrant eco-system of social enterprises with aspiring social entrepreneurs, supportive organisations and passionate individuals through various initiatives and events. By growing this active network, raiSE contributes towards a more caring and inclusive society in Singapore.

## **3. OVERVIEW OF raiSE GROW B.I.G PROGRAMME**

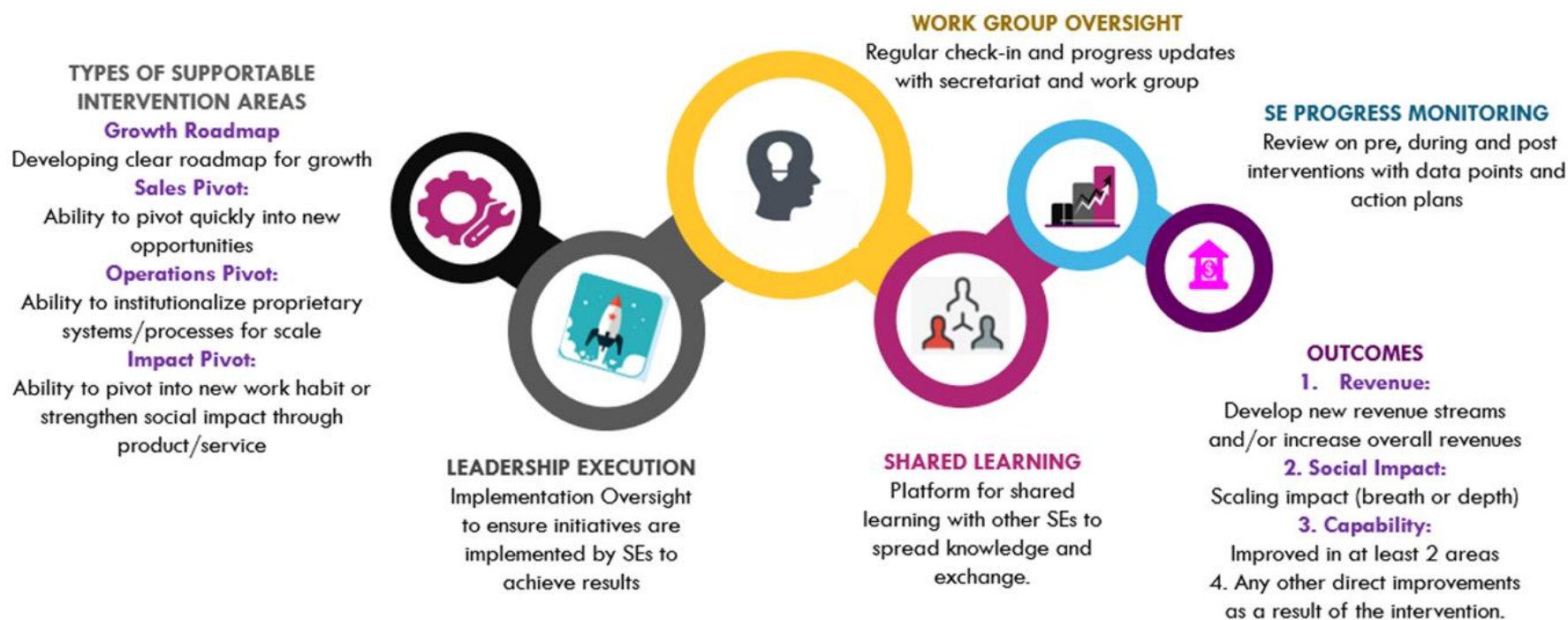
The raiSE Grow B.I.G (Business. Impact. Growth) Programme is a pivotal consultancy initiative to increase the resiliency and growth of social enterprises with the key focus on strategy development and implementation of growth-oriented projects with ongoing performance tracking. It proposes a targeted approach in addressing SEs’ specific needs to increase their overall organisational capabilities, business performances and social and/or environment impacts.

Grow B.I.G seeks to support about 8 Social Enterprises from diverse business sectors and impact areas on a rolling basis i.e. the application process will be open throughout the period from July-October 2021. As the SEs are approved to embark on the programme, the appointed vendor will start working with them on personalised timelines.

An overview of the Grow BIG 2021 is described below.

# OVERVIEW OF GROW BIG 2021 – RESILIENCE & GROWTH

A pivotal programme to provide  
**in-depth consultancy and implementation support** for SEs.



#### 4. SOCIAL ENTERPRISE PROFILE

The programme will consist of 8 growth stage social enterprises serving different social causes and operating in diverse business sectors such as Health/Social Care, Education/Training, Technology and Lifestyle/consumer-based products and services.

Typically, the social enterprises possess the following characteristics:

##### Founder/Team

- Leadership team has the relevant domain experience with the ambition to grow.

##### Business Model

- A viable business model with scalable revenue.

##### Social Impact

- Proven social and/or environment impact.

#### 5. SCOPE OF SERVICE

The PMP is expected to deliver the following scope of works.

##### **A) PROGRAMME MANAGEMENT**

The key aspects of the programme management will be as follows:

- **Programme Curriculum**

Working with raiSE to design and manage the programme.

Additionally, PMP will design at least 1 shared learning activity such as webinar, talk or article after the programme to share learning points and practices with raiSE's broader membership.

- **Programme Co-ordination and Communications with Stakeholders**

Effective co-ordination and communication with SEs and regular secretariat/work group progress updates to ensure programme is on track and achieve the intended outcomes.

- **Programme Monitoring and Reporting**

a. Develop a monitoring framework (e.g. data collection plan, report templates etc.) PMP will also maintain an information system to record all data and project documentation for subsequent handover to SE(s) and raiSE.

- b. Conduct a pre and post-SE progress scorecard against improvement targets.
- c. Reporting which comprise of progress report(s) and final report of each individual SE. This includes documenting and synthesising key lessons learned, deliverables and improvements achieved over the course of the programme and all related project documentations.

## **B) SE ORGANISATIONAL HEALTH CHECK & ONBOARDING SESSION**

- The PMP will conduct onboarding session(s) with SE(s) to walk through specific programme components and milestones. PMP will also conduct necessary needs assessment and critical data collections for diagnosis and support. The findings will be used to determine targeted consultancy solutions for intervention.

## **C) STRATEGIC GUIDANCE ON GROWTH PLANNING**

- Providing one-on-one strategy coaching to help SEs develop a clearly defined business growth and impact roadmaps. This may include addressing specific industry and impact related challenges.
- A guided process in growth planning with management frameworks/tools to facilitate in the development of robust growth plans, impact models, business models/revenue streams, product/service offering, partnership development, regional planning (if relevant) and deployment/action plans with financial and resource planning to provide clear direction to achieving greater business and impact performance.
- Enhance the strategic thinking of the leadership team

Provide framework for strategic discussions with analytical tools to help SEs “sense” emerging opportunities, adopt creative approaches to deliver compelling values differently, think strategically including partnerships and extended networks, and gain competitive advantages for their organisations.

## **D) BITE-SIZED IMPLEMENTATION PROJECTS (Hands-on implementation guidance)**

PMP will provide necessary technical expertise and implementation services in say two service categories or sub-category services to guide social enterprises in bite-sized project execution contributing to the growth objectives.

Please note that the final scope of work will be determined between each SE and the PMP at a later date (after the review of Organizational Health is completed).

Each SE may choose two supportable areas in any of the following bite-sized projects:

- Impact (social and/or Environment) Model Enhancement
- Branding / Digital Marketing
- Sales / Customer Acquisition / Market Development
- Product/Service Development
- Operations Improvement
- Strategic Partnerships
- Inclusive Talent Management / Work Habits
- Digital Tool Adoption
- Capital Raising and other relevant support that is approved by raiSE

The delivery mode is flexible which may consist a combination of on-site and virtual meetings, to be determined by individual SE and PMP.

## **6. DESIRED OUTCOMES**

The desired programme outcomes are direct impacts on financial and social and/or environment impact performances. While the specific outcomes of the efforts may vary depending on the capability of the participating social enterprises and external market conditions, in general the ultimate goal will be to contribute to:

1. Direct Financial Contributions
  - Increased in Overall Revenues and/or New Revenue Streams
  - Improved Profitability
2. Direct Impact Contributions (social and/or environment):
  - Improved in depth of impact
    - e.g.
    - Improved work culture and HR support or
    - Enhanced value creation to beneficiaries through provision of service/product or
    - Reported effectiveness in impact creation such as new impact delivery system

- Improved in breath of impact
  - e.g.
    - Increased in employment opportunities to beneficiaries
    - Increased in number of beneficiaries accessing to the products/services
    - Increased in number of social/impact-focused organizations receiving support through capacity building

### 3. Capability Development

- a. Robust growth roadmaps/enhanced business models/product & service offering with competitive business strategies and prioritised growth initiatives for deployment.
- b. Institutionalized systems/processes to increase quality, efficiency and/or effectiveness.
- c. Better core team alignment with shared vision, strategic direction and deployment plans.
- d. Increased growth planning capability with strategic clarity.
- e. Increased effectiveness in project executions leading to organizational performance.
- f. Professionalizing the organizations with management practices and processes.

## 7 DELIVERABLES

- a. Programme management including curriculum design and delivery, programme timelines, monitoring framework, programme documentation and reporting etc.
- b. Growth Plans including SE plans to scale business and impact.
- c. Two implementation projects in any of the supportable areas for each SE.

## 8. EVALUATION CONSIDERATION

raiSE welcomes proposed recommendations for the design and execution of the programme curriculum. PMP may suggest adding or replacing elements in the proposal that would best achieve the intended programme outcomes.

The proposal that best aligns with raiSE's overall objectives and programme requirements and offers the best value adding services shall be selected and awarded the contract based on the following criteria:

- a. Quality of proposal and ingenuity in meeting the project's requirements and desired outcomes. (30%)
- b. Relevant track record and credentials (20%)
  - Qualified team with an interest in the SE sector.
  - Relevant experiences and track records on similar capability programme. Please highlight projects that have effectively helped Social Enterprises achieved their double/triple bottom-lines if any.
- c. Best value for money. (30%)
- d. Proposed methodology/management frameworks/toolkits for social enterprises to achieve their double/triple bottom-lines (financial and social and/or environmental goals) (20%)

## 9. COST BREAKDOWN

Please provide the consultancy cost for all 8 SEs with a cost breakdown which supports one SE at a time. It must include the following:-

- Strategy Guidance / Growth Planning
- Implementation Service Packages (with service descriptions)
- Pre-and post SE progress scorecards and documentation.

## 10. PAYMENT SCHEDULE

The PMP will be remunerated by milestones achieved for the SE, one at a time

While raiSE seeks to provide consultancy support for say about 8 SEs, however, there is no minimum guarantee on the eventual SE participation.

Appointed PMP will be encouraged to partner raiSE in marketing activities to reach out to interested SEs.



## 11. SUBMISSION REQUIREMENTS

Interested partners should submit the following documents to be considered for this RFP:

- Organisation profile and track record (highlight relevant work for similar programme)
- Project team structure with team member profiles.
- Proposal and recommendations including methodology/proposed approach with relevant illustrations.
- Project Timelines/Milestones
- Please breakdown the **cost by each SE** including project administration and progress tracking.
- Please indicate clearly if you are a GST registered company.

All enquiries to be directed to Serene Tay at [serene@raise.sg](mailto:serene@raise.sg).

Proposal submissions must be sent to **both parties** latest by **21 May (Friday) 2021**:

1. Serene Tay at [serene@raise.sg](mailto:serene@raise.sg) and
2. Ho Yen Yee at [yenyee@raise.sg](mailto:yenyee@raise.sg) and

Please note that the shortlisted vendors would be invited for a presentation to raiSE's Evaluation Committee Team.

Any proposals submitted after the closing date will not be considered.

raiSE reserves the right to award the project in part or full as it deems fit. 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.

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