Invitation To Tender – Overview of Tender Details:

Research and Publication of raiSE's Landscape Study 2026

The Singapore Centre for Social Enterprise, raiSE, seeks to develop a comprehensive Landscape Study of the social enterprise (SE) and impact business ecosystem in Singapore. We would like to invite tenderers to undertake this project and look forward to engaging vendors who can bring innovative approaches and expertise to this study.

There will be a briefing on Friday, 6 February 2026 at 10:30 AM via Teams. Attendance is compulsory for all Tenderers intending to submit their proposal, with a limit of up to 2 participants for each Tenderer firm. Registration prior to the briefing (cut off on 5 February 2026, 5:00PM) is required by the link here.

All attendees (including attendees from the same organisation) are required to register. After approval of your registration, you will receive a confirmation email containing information regarding the briefing. By registering, you acknowledge that you will be able to meet the project requirements and timeline. The full Invitation To Tender document will be sent upon approval of tender briefing registration.

1. **Context**

Singapore's SE landscape has grown steadily over the past decade, supported by raiSE – with raiSE membership growing to more than 600 members comprising SEs and businesses committed to integrating social impact into their business models. SEs have become an important complement to Singapore's social service ecosystem, bringing innovation and market-based approaches to addressing national priorities like uplifting lower-income families, supporting persons with disabilities, and strengthening family resilience. At the same time, the broader impact ecosystem is expanding, with private capital, corporates, and community actors playing an increasingly active role. Singapore's impact ecosystem is thus at a pivotal moment, with a growing demand for stronger collaboration, catalytic capital, and innovative solutions. Previous landscape studies of Singapore's SE ecosystem provided critical insights into the profile of SEs and their challenges and priorities. Today, with the advancements and expansion of the impact landscape in Singapore, it is crucial to understand SEs' position within this larger landscape, alongside a review of the support infrastructure available.

2. Scope of Work

The scope of work for the landscape study is as follows:

a. **Develop a suitable research design for the landscape study** to ensure the study achieves raiSE's objectives, which include but are not limited to the methodology, scope, process, and timeline of the study. The methodology should be designed to be transparent and transferable, such that it can be reapplied or adapted by raiSE for future landscape studies. The vendor will

work closely with raiSE, who will actively contribute contextual insights throughout the research process.

b. **Review and analyze raiSE documents, annual reports, ecosystem reports and research publications, and other relevant data**, incorporating raiSE's lived ecosystem knowledge and historical insights to inform early hypotheses and analytical direction.

c. **Develop additional suitable data collection methodologies** if any required data for the landscape study is not readily available. This may include surveys, interviews, and focus group discussions with internal and ecosystem stakeholders. Primary research should prioritise key ecosystem stakeholders and players whose actions materially shape the sector, rather than aiming for full enumeration of all ecosystem players. A statistically significant sample is not expected unless the vendor identifies this methodologically critical.

d. **Data collection and fieldwork** to gather required data for the landscape study using the agreed-upon methodologies. This includes engaging targeted ecosystem actors while ensuring robustness and relevance of insights. raiSE will provide contextual framing as needed.

e. **Analyze research findings** using appropriate analytical frameworks. Any attribution analysis should be clearly documented, replicable, and structured in a manner that enables future applications without dependency on the vendor.

f. **Produce and present an interim report** based on synthesized early findings to raiSE management and/or stakeholders. The interim analysis should surface preliminary patterns, hypothesis refinements, and areas requiring deeper enquiry in alignment with research objectives.

g. **Produce a professional landscape study report** by synthesizing findings into a cohesive study supported by qualitative and quantitative data, ensuring alignment with project objectives.

h. **Present landscape study report** to raiSE management and/or stakeholders, incorporating feedback from raiSE to refine the narrative and effectively communicate key findings, implications, and strategic considerations for the ecosystem.

i. **Produce concise outreach material(s)** of the landscape report in a digestible format (e.g. infographic, explainer video), including copy-editing, design, and any other efforts required for the production of the material(s). The materials should translate complex insights into accessible narratives

that support sector-wide understanding and engagement. **The vendor should also propose and/or develop suitable outreach platforms beyond raiSE's existing networks** (e.g. sector-wide channels, knowledge-sharing platforms, relevant media or academic forums) to broaden the reach and impact of the study.

j. **Publish the landscape study report** in the format of a professional online publication, including copy-editing and layout design to ensure the final report is authoritative, accessible, and suitable for broad stakeholder dissemination.

Tenderers may wish to provide proposals and cost breakdowns for optional items (outside base costs) that will help the landscape study meet its objectives. raiSE will indicate in writing should we procure any of the proposed optional services indicated in the proposal, should the need arise.

3. Expected Output

The expected output is a comprehensive landscape study that clearly maps Singapore's impact business ecosystem and provides actionable insights and recommendations to guide raiSE is shaping the next phase of ecosystem growth, along with outreach material(s) and platform(s) that broadens the reach and impact of the study to support sector-wide understanding and engagement.

4. Key Milestones

We aim to kickstart the research project in Q1 2026 and finalise the project in Q3 2026. The key milestones are as follows:

Key Milestones	Timeline
Tender Opens	2 Feb 2026
Tender Closes	20 Feb 2026, 5pm
Presentation to Committee	24 Feb 2026 (tentative)
Appointment of Vendor	Week of 9 March 2026
Completion of Hardcopy Publication	By September 2029

Please reach out to Caroline Ang (caroline@raise.sg) and Fayola Tan (fayola@raise.sg) for any clarification. Thank you.