

**Scope of Work:** Social Enterprise Consultant

**Terms:** \$40,000 + GST

**Dates of Project:** March 2021 to January 27, 2023

**Closing Date:** February 15, 2021

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**Summary:**

Rise Women's Legal Centre (Rise) is a non-profit community legal clinic, focusing primarily on delivering legal services in the area of family law. At present, we rely heavily on grants and donations to meet our operational expenses. We see promise in diversifying our revenue streams via social enterprise. To that end, we are currently looking to retain a consultant with experience in developing social enterprise to lead this project. The consultant will be expected to confer with Rise staff and consult widely in order to develop a viable social enterprise model and business plan. This work will take place over the next two years.

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**Detailed Scope of Work:**

**1. Background**

Rise Women's Legal Centre (Rise) is a registered charity that runs a community legal clinic for low-income women and gender diverse people in BC. Our programs include direct legal services to clients, and training and legal support to family law advocates, transition house workers and other frontline workers. Our services are primarily in the area of family law, which has been identified as the most significant gap in access to justice in BC.

We are a relatively new organisation, and over the next two years, we wish to develop the blueprints for a social enterprise which would help diversify our revenue stream.

**2. Situation Analysis**

Rise services and programs are intended for self-identifying women and gender diverse clients who do not qualify for Legal Aid but can't afford counsel. We serve a high proportion of women who have experienced family violence by an ex-partner, but this is not a prerequisite for services.

There is a vast need for our services and demand exceeds our capacity. Additionally, there are many individuals who have some ability to pay for legal services but cannot afford regular market rates to retain a lawyer. A recent interest in unbundled legal services offers some potential for increasing access to justice; however unbundled services may not be appropriate for many clients.

Rise is currently funded primarily through foundations, project grants, and individual donations. We are looking to diversify our revenue sources to ensure long-term sustainability in the face of rapidly changing economic circumstances. We are also looking for creative ways to ensure that more clients get their legal needs met than can be handled within our clinic, as well as looking for ways to support lawyers who serve marginalised clients. We believe all these goals could be advanced through a social enterprise.

### **3. Scope of Work**

We would like to hire a Consultant to provide the following services:

#### **3.1 Feasibility Study**

- Meet with Rise staff to discuss ideas for the social enterprise and develop research questions.
- Develop survey or focus group questions for identified stakeholders, and prepare and send any surveys and/or chair focus groups.
- Identify potential funding sources.
- Research legal models for social enterprises (may include consultation with a non-profit lawyer).

#### **3.2 Steering Committee**

- Research and assemble a Steering Committee of community stakeholders and experts/professionals to provide guidance on a workable social enterprise model that would benefit Rise, lawyers or other professionals, and clients.
- Chair meetings of Steering Committee and receive recommendations from the Committee.

#### **3.3 Business Plan**

- Develop a business plan which includes projected revenues, start-up costs, capital cost/development costs, ongoing project expenses and an implementation timeline. The business plan should include some basic market research, examples of successful businesses using the proposed model or a similar model (if any), identification of the target market for services, and a three-year budget for the social enterprise.

### **4. Out of Scope**

To support the work of the Consultant, Rise will be responsible for:

- Providing names of potential Steering Committee members (taking into account the Consultant's recommendations).

- Taking minutes at Steering Committee meetings.
- Identifying appropriate target demographics for services (taking into account the Consultant's recommendations).
- Providing access to Rise staff for input, brainstorming, and strategic direction.
- Applying for any funding sources identified by the Consultant, as appropriate.

## **5. Deliverables**

- Survey or focus group questions for stakeholders.
- Agenda and PPT slides for Steering Committee meetings.
- Written feasibility study.
- Written business plan.

## **6. Budget**

The total maximum budget for this project (including expenses) is \$40,000 plus GST for the Consultant or project team, plus an additional \$6000 in disbursements which can be used for honoraria for the Steering Committee or consulting fees for a non-profit lawyer. For greater clarity, this budget does not include start-up costs for the social enterprise.

## **7. Project Team**

The project will be managed by Kim Hawkins, Executive Director, with support from Sheila Schierbeck, Communications and Development Manager and Andrea Bryson, Case Manager.

## **8. Letter of Interest**

The deadline for letter of interest is February 15, 2021. LOIs should be sent to [sschierbeck@womenslegalcentre.ca](mailto:sschierbeck@womenslegalcentre.ca) with "Social Enterprise Proposal" in the subject line. An email confirmation will be sent to acknowledge receipt of the proposal.

Proposals should include:

- The Consultant's cv, or project team;
- A description of the anticipated approach to carrying out the work and deliverables;
- A basic high-level budget outlining project tasks;
- A brief schedule of project milestones and deliverables; and
- Two references for projects of a similar nature, including names and contact details.

## **9. Evaluation Criteria**

Please note that the selection of the consultant will be based upon perceived ability to meet the objectives of the project.

Some of the criteria we will consider when evaluating consultants are:

- Demonstrated ability of the Consultant to successfully deliver projects of a similar nature;

- Demonstrated experience and knowledge about non-profits, charities and social enterprises;
- Demonstrated alignment of values, with reference to Rise’s Social Procurement Policy, if and where appropriate (attached);
- Methodology/approach; and
- Value for money.

Rise is not responsible for any costs associated with preparation of letters of interest.

## 10. Questions

Questions about this project may be directed to Kim Hawkins, Executive Director at [khawkins@womenslegalcentre.ca](mailto:khawkins@womenslegalcentre.ca) or Sheila Schierbeck, Communications & Development Manager at [sschierbeck@womenslegalcentre.ca](mailto:sschierbeck@womenslegalcentre.ca).

## Rise Social Procurement Policy

### 15.0 Social Procurement

- 15.1 Social procurement is the process of meeting business needs for goods and services by making purchasing and contracting decisions with larger ethical concerns in mind, alongside the customary procurement criteria of price and quality. Rise is committed to ensuring that we receive the best value for our funds, while supporting social and environmental goals and making intentional positive contributions to our community, through our spending.
- 15.2 Rise will give consideration to the following goals when making purchasing decisions:
- 15.2.1 environmental impact, such as emissions, waste, energy, and water consumption, plus eventual disposal needs;
  - 15.2.2 socially responsible impact, such as the ethical treatment of workers and potential benefits to our local economy, for example through supporting social enterprises;
  - 15.2.3 providing opportunities for people living and working in our neighbourhood, including residents of Vancouver’s Downtown Eastside;
  - 15.2.4 providing opportunities for people with barriers to employment; and
  - 15.2.5 promoting opportunities for Indigenous people and organisations.
- 15.3 Some of the ways that Rise will practise social procurement include:

- 15.3.1 ensuring that purchase decisions are made with consideration for long-term value, and not just the lowest up-front price;
- 15.3.2 making purchase decisions with consideration for the financial and environmental costs of the entire life cycle of a product;
- 15.3.3 purchasing recycled or environmentally-preferred products, where cost-comparable and of acceptable quality;
- 15.3.4 refusing to purchase or use single-use and disposable items where reusable products are available and cost-comparable;
- 15.3.5 giving preference in purchasing to local businesses, and particularly local businesses owned by and/or significantly employing members of marginalised communities, wherever practical; and
- 15.3.6 giving preference in hiring to local residents, including working with community partners and organisations supporting individuals with barriers to employment, wherever practical.