

CALL FOR PROPOSAL SPECIFICATIONS

FOR

THE APPOINTMENT OF PARTNER(S) TO PROVIDE CAREER MATCHING SERVICES

CFP No. SWDA-EMPL-PRO-18-3

CALL FOR PROPOSAL (CFP) FOR THE THE APPOINTMENT OF PARTNER(S) TO PROVIDE CAREER MATCHING SERVICES

BACKGROUND

1. Skills and Workforce Development Agency (SWDA), a statutory board of the Ministry of Manpower (MOM), drives lifelong learning and workforce development to enable Singaporeans to take charge of their careers, learn for life, access good jobs and grow in fulfilling careers. SWDA, together with its partners, builds a trusted, high-quality, industry-relevant ecosystem which meets the evolving workforce needs of both businesses and workers.
2. SWDA provides career advisory, career coaching and job placement support to unemployed jobseekers who are looking to re-join the workforce and have signed up for SWDA's career matching services. SWDA and its partners offer career matching services at physical touchpoints island-wide, complemented by mobile services in the heartlands. SWDA's partners include the National Trades Union Congress (NTUC)'s Employment and Employability (e2i) as well as appointed private placement providers.
3. Since 2016, SWDA has appointed Career Matching Providers (CMPs) to deliver government-provisioned career matching services. As the current appointment for the existing CMPs will end on 31 March 2027, SWDA is conducting this open Call for Proposal (CFP) to appoint suitable partner(s) to ensure the continued delivery of high-quality career matching services from 1 April 2027.

CFP OBJECTIVES

5. In this CFP, SWDA seeks to appoint qualified partner(s), registered and incorporated in Singapore, as its Career Matching Provider(s) (CMP) to deliver career matching services to eligible local Professional, Manager, Executive and Technician (PMET) and Non-PMET jobseekers for a period of up to six (6) years, comprising an initial appointment period of two (2) years commencing on 1 April 2027 and ending on 31 March 2029, with the option, at SWDA's sole discretion, to extend the appointment period for up to two (2) further extensions of two (2) years each, up to 31 March 2033.
6. Through the appointment of qualified partner(s), SWDA seeks to tap on CMP(s)' experience and expertise in employment facilitation, while facilitating the exchange of best practices and innovative approaches in the delivery of career matching services. This enables SWDA to continually improve and innovate its service delivery to meet the evolving needs of Singapore's workforce. The continued appointment of CMPs will strengthen a diverse and resilient employment services ecosystem, complementing SWDA and NTUC's e2i in delivering quality career matching services.
7. The scope of appointment involves providing end-to-end career matching services, including career coaching, job matching and post-placement support, to eligible local PMET and Non-PMET jobseekers, with emphasis on those who have been unemployed for longer periods or have been retrenched. The services shall support jobseekers in securing employment across a range of sectors, industries and job levels, with placements into jobs

offering employment contracts of at least twelve (12) months. The target comprise eligible jobseekers comprises Singapore Citizens (SCs) and Permanent Residents (PRs), as set out in **Table 1**.

Table 1: Target Segment of the CFP

1.	PMETs under 30 years old, who are unemployed for at least three (3) months, or were retrenched.
2.	PMETs aged 30 to 49 years old, who are unemployed for at least three (3) months to less than six (6) months, or were retrenched.
3.	PMETs aged 30 to 49 years old, who are unemployed for at least six (6) months.
4.	PMETs aged 50 years and above, who are unemployed for at least three (3) months, or were retrenched.
5.	Non-PMETs aged 30 years and above, who are unemployed for at least three (3) months, or were retrenched.

8. Proposers must present evidence and demonstrate the experience and capabilities to deliver a comprehensive suite of career matching services for jobseekers, including, but not limited to, creating a career plan, resume writing, job search and job application skills, interview preparation, career profiling and assessment tools, and any other service(s). The proposed services should be designed to improve jobseekers' employability, support them in securing and sustaining employment, and equip them with the career management skills, confidence and capabilities needed to proactively manage their long-term career development.

9. Each Successful Proposer must provide ALL the deliverables ("Deliverables") listed below:

PRE-REQUISITES

10. Proposers are required to fulfil the following requirements to submit a CFP proposal:

- (a) Be a registered company in Singapore;
- (b) Have a physical presence in Singapore with at least three (3) years' track record of providing career matching services to the Target Segment, including placing them into jobs across a range of sectors, industries and job levels, through employment contracts of at least twelve (12) months, with demonstrated retention of at least six (6) months;
- (c) No adverse track record with any regulatory body(s) due to non-compliance or fraudulent practices;
- (d) At least three (3) years track record of sound financial status with positive cash flow balance and positive net profit margin;
- (e) Submit complete set of documents in accordance with the CFP requirements (**Annex A**); and
- (f) Not be subject to any ongoing inquiry or investigation by SWDA.

SCOPE OF APPOINTMENT AND DELIVERABLES

11. **Deliverable One (1).** Provide all career matching services (including, but not limited to, career advisory, coaching, job matching, working with SWDA's Connect centres and

NTUC's e2i career centres) at no charge to employers or individuals, leading to the placement of jobseekers into suitable jobs across a range of sectors, industries and job levels, with an employment contract of at least twelve (12) months. The appointed CMP(s) must develop and deliver an end-to-end process in career matching services, understand each referred jobseeker's career expectations, equip the jobseeker with the skills and ability to perform job search on his/her own, and match the jobseeker with the most suitable employer(s) or job vacancies according to the jobseeker's needs. The proposed approach should demonstrate capabilities across that should cover the following, but not limited to, to these areas:

- (a) Understand and assess each jobseeker's career history, aspirations, capabilities, barriers to employment and support needs;
- (b) Appraise qualifications and capabilities, and assist jobseekers in identifying transferable skills, core competencies and areas for development;
- (c) Equip jobseekers with effective job search capabilities and resources, through workshops or other means, in resume preparation, online branding, personal image and interview preparation;
- (d) Develop personalised strategies to address employment barriers, strengthen job search effectiveness, find ways to manage any negative emotions and build confidence throughout the job search journey;
- (e) Identify suitable career opportunities, including adjacent occupations and sectors where appropriate;
- (f) Map out a customised step-by-step action plan and milestones necessary for jobseekers to achieve their career goals;
- (g) Provide timely coaching and guidance to support jobseekers in making informed career and employment decisions;
- (h) Develop and maintain relationships with employers to understand their skills and manpower needs, and identify job vacancies for the purposes of proactive job-matching and promotion of jobseekers to hiring employers;
- (i) Prepare jobseekers for interviews through a tailored preparation session;
- (j) Use appropriate personality-based assessments and vocational interest inventories using profiling tool(s) and/or workshop(s) to support career planning and job matching;
- (k) Identify any training and/or qualification needs to improve employability and support longer term career development;
- (l) Connect jobseekers to relevant SWDA programmes, career matching services, or career events and resources to complement their job search and career development.

The Proposer shall demonstrate how it will achieve and monitor successful placement outcomes, including:

- (m) Supporting each jobseeker to secure suitable employment with an employment contract of at least twelve (12) months;
- (n) Obtaining, storing and tracking all evidences of the placement. The appointed CMP(s) is not allowed to claim any placement grant without proper evidences (satisfactory to SWDA) obtained for each placement of the jobseeker into employment;
- (o) Monitoring placement outcomes, analysing placement performance, reporting and providing required data to SWDA on a regular basis.

12. **Deliverable Two (2).** Provide post-placement services to all placed jobseekers for up to twelve (12) months from the work commencement date, recognising that successful career matching extends beyond securing employment. Such services should aim to support jobseekers to settle into their new roles, and sustain employment of at least twelve (12) months, equipping them with the career management skills, confidence and support needed to proactively manage their long-term career development and future career transitions. The Proposer shall demonstrate its approach to supporting successful post-placement outcomes including:

- (a) Provide regular follow-ups to support jobseekers in settling into their new roles and sustaining employment during the first twelve (12) months;
- (b) Provide career management and career planning support to strengthen jobseekers' confidence, resilience and capability to proactively manage future career development and transitions;
- (c) Conduct analysis of the retention performance of all jobseekers on a regular basis, and effectiveness of post-placement services, and provide reporting and insights to SWDA.

13. **Deliverable Three (3).** Facilitate any knowledge transfer of the Proposer's placement model, and/or the usage of any proprietary analytical tools and methodologies to the staff of SWDA upon request, with the aim of creating positive knock-on effects on the local employment facilitation ecosystem. The Proposer shall provide the proposed or existing activities, and/or any proprietary analytical tools and methodologies, and/or ideas that would contribute to capability building and continuous improvement across Singapore's employment facilitation ecosystem, in the collaboration with SWDA;

- (a) Facilitate and track all knowledge transfer activities with SWDA which include, but are not limited to, any activities as may be determined by the joint committee (refer to Paragraph 19(s)) or mutually agreed in writing between the appointed CMP(s) and SWDA.

14. **Deliverable Four (4).** Develop, deliver and uphold the delivery of career services and feedback management strategies, processes, and/or systems towards ensuring high quality and reliable service standards provided to jobseekers. The appointed CMP(s) must manage, attend to, and update SWDA on escalation cases including, but not limited to, case appeals, complaints, feedback, requests to transfer touchpoints, and/or requests to cease assistance, of which case information may be provided to Political Office Holder(s) (POH) and/or SWDA. The Proposer shall provide:

- (a) A comprehensive quality assurance and customer service framework, including service standards, quality monitoring, customer feedback management and continuous improvement mechanisms;
- (b) Demonstrate robust processes for managing escalation cases, performing root cause analysis, implementing corrective actions, and reporting trends and service improvement measures to SWDA.

FUNDING

15. SWDA will provide the following grants for the provision of Career Matching Services by the appointed CMP(s) to eligible jobseekers as defined in the Target Segment (**Table 1**):

(a) **Placement Grant:** A placement grant for each successful placement of an eligible jobseeker into a job with an employment term of at least twelve (12) months. The placement grant can be claimed:

- (i) When the eligible jobseeker is placed into a job directly by the CMP, or
- (ii) When the eligible jobseeker has found a job on his/her own after receiving assistance from the CMP.

16. The grant structure consists of five tiers as set out in **Table 2** below **and Annex A**.

(b) **Bonus Grant:** A bonus grant will be introduced for each eligible successful placement. The bonus grant can be claimed:

- (i) For an eligible placement where the jobseeker's new salary is at least \$5,100 per month, and
- (ii) For an eligible placement where the jobseeker's new salary is at least 10% higher than their previous salary.

Table 2: CMP Grant Structure (1 April 2027 to 31 March 2033)

	PMETs				Non-PMETs
Tier	1	2	3	4	5
Age	<30	30 - 49	30 - 49	≥ 50	≥ 30
Length of unemployment	≥ 3 months or retrenched	3 to < 6 months or retrenched	≥ 6 months	≥ 3 months or retrenched	≥ 3 months or retrenched
Placement Grant	Tiered grant amount to be proposed by potential CMPs.				
Bonus	Flat fee to be proposed by potential CMPs.				

17. The appointed CMP(s) shall submit claims for the Placement Grant and Bonus Grant (collectively, "Grants") which will be administered via SWDA's Training Grants System (TGS) on a monthly basis (or such longer period as may be reasonably requested by the CMP), upon achievement of the relevant outcomes. Claims shall be submitted together with the required supporting documents and progress reports, in the format and manner prescribed by SWDA. Disbursement of the Grants will be made on a 100% reimbursement basis only upon successful achievement of the relevant outcomes and submission of complete supporting documentation satisfactory to SWDA.

18. The Grants are subject to SWDA's prevailing corporate policies on outcomes-based funding for Career Matching Services. SWDA reserves the right to revise the Grants and claim

procedures at any point in time from the calling of this CFP till the cessation of the Career Matching Services.

OBLIGATIONS OF THE APPOINTED CMP(S)

19. The appointed CMP(s) must undertake and perform the following obligations:

(a)	Build a dedicated Singaporean management team to lead, manage and implement the project ("Project Team") for the full appointment duration.		
(b)	Provide adequate facilities to deliver the Career Matching Services. The Project Team needs to have the capacity to handle at least 4,300 jobseekers per year.		
(c)	To track and report the outcomes of the Career Matching Services for the funding period, in the format and manner requested by SWDA.		
(d)	To provide SWDA (or any parties approved by SWDA) with information related to the project as may be requested by SWDA in writing.		
(e)	To ensure that the appointed CMP(s), or jobseekers served, are not receiving other sources of funding for similar programmes, or for same funding component with similar objectives/outcomes, unless otherwise agreed by SWDA in writing.		
(f)	To comply, and ensure jobseekers comply, with all the project requirements as notified by SWDA to the appointed CMP(s) from time to time.		
(g)	To ensure that the documents submitted by the appointed CMP(s) and/or any jobseeker for the project and/or claims for Grants are accurate, complete and up-to-date.		
(h)	To ensure that all data and reports submitted to SWDA are accurate.		
(i)	To put in place a process to verify the eligibility and funding tier of jobseekers before enrolment into the project. This shall include, but not limited to, the following: (a) Sighting official documentation, such as NRIC or Singpass-authenticated information of jobseekers, to ensure the accuracy of the information provided by the jobseekers. For clarity, Singpass login credentials or such other information relating to the use of Singpass should not be obtained or collected. (b) Obtaining supporting documentation from jobseekers as proof of their eligibility or funding tier such as CPF contribution statements (c) (i) (for retrenched jobseekers) retrenchment notices in the form of letter or e-mail (or such other form accepted by SWDA) or declaration form completed by jobseekers (in the format approved by SWDA); or (ii) any other evidences deemed acceptable by SWDA, as proof of eligibility or funding tier for the jobseeker.		
	<table border="1"> <tr> <td>Key Outputs</td><td>(i) Verify every jobseeker's eligibility and grant tier before commencement of the Career Matching Services and obtain jobseeker's relevant supporting documents for submission to</td></tr> </table>	Key Outputs	(i) Verify every jobseeker's eligibility and grant tier before commencement of the Career Matching Services and obtain jobseeker's relevant supporting documents for submission to
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		SWDA. These documents must be submitted to qualify for any Grants claims. (ii) Create, update and track proper records that capture every jobseeker's eligibility/ non-eligibility and grant tier for the Career Matching Services. (iii) Create, update, and track proper records of the jobseekers who did not join the Career Matching Services after referral to CMP(s), and provide relevant analysis on this data. (iv) The appointed CMP(s) will not be allowed to claim Grants for jobseekers who are not registered for Career Matching Services.
(j)	The appointed CMP(s) shall ensure that all supporting documents submitted to SWDA for the purpose of Grants claims must be in the English language. For any such supporting document(s) that the appointed CMP(s) cannot obtain in English, and are in Mandarin, Malay or Tamil languages, the appointed CMP(s) is required to appoint an approved external translation agency (as notified by SWDA) to translate the supporting document(s) into English. Any costs incurred in the language translation of supporting documents by the external translation agency for the purpose of the project will be borne by the appointed CMP(s) at its own cost and expense. For any supporting documents that the appointed CMP(s) cannot obtain and submit in the English language, the appointed CMP(s) may obtain alternative supporting documents subject to SWDA's approval, provided always that SWDA may at its sole discretion reject the alternative supporting documents.	
(k)	To update SWDA's Career Coach 4.0 ("CC4.0") (or such other system that may operate in lieu thereof) with project information based on a frequency as may be notified by SWDA, provided that such frequency does not exceed twice per calendar month. The appointed CMP(s) must close the cases in CC4.0 (or such other system that may operate in lieu thereof) within the timeline stipulated by SWDA.	
	Key Outputs	(i) Undertake responsibility to hold all jobseekers' records in strict and absolute confidence, and only for the purpose of performing its obligations in the Career Matching Services; (ii) The appointed CMP(s) shall not, without SWDA's prior written consent, cause or permit any jobseeker information to be transferred outside Singapore, or allow any party(s) outside Singapore to have access to such information; (iii) Update and maintain proper records of the jobseekers who are referred to the appointed CMP(s), those who did not join Career Matching Services, and those who are placed or retained in their employment, on a mutually agreed frequency; (iv) Be familiar and trained in using any current and future SWDA system(s), or any other agreed system with information on the Career Matching Services.
(l)	To provide and facilitate the profiling of success stories of companies and jobseekers who participated in the project, for the purposes of the project, where applicable (and subject to any applicable consent from such companies or	

	jobseekers as may be required).		
(m)	For the purposes herein, "Audit" shall mean any audits, as determined by SWDA, or fact-finding exercises initiated by SWDA. Unless otherwise specified, SWDA and the appointed CMP(s) shall each bear their own respective costs and expenses incurred in complying with their respective obligations, or performing their respective activities contemplated. In the event that SWDA forms the opinion, based on finding(s) from an Audit, that a further and/or more comprehensive Audit (the "Follow-Up Audit") is warranted, and SWDA decides to engage an auditor to conduct the Follow-Up Audit, the appointed CMP(s) shall reimburse SWDA for all fees and expenses incurred by SWDA in engaging the said auditor for the Follow-Up Audit.		
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(n)	Ensure that there are not more than two service delivery related complaint cases per month, over three consecutive months during the funding period. If the appointed CMP(s) fail to meet this obligation for three consecutive months during the funding period, SWDA will offset a sum of Grants. In the event of any dispute arising out of or relating to the categorisation of complaint, SWDA's decision (as reasonably determined) shall be final.		

	Key Outputs (i) Attend to escalation cases including, but not limited to, case appeals, complaints, feedback, requests to transfer touchpoints, and/or requests to cease assistance, of which case information may be provided to Political Office Holder(s) (POH) and/or SWDA; (ii) Track and provide a regular report of escalation cases including, but not limited to, case appeals to POH and/or SWDA, complaints, feedback, requests to transfer touchpoints, and/or requests to cease assistance; (iii) The CMP(s) should provide a case assessment and justifications regarding the escalated case, in a timely manner within the stipulated timeline by SWDA, or when required by SWDA; (iv) The CMP(s) must provide follow-up measures and case resolution, where necessary.
(o)	To promptly follow up on any feedback received in relation to the project or Grants from any persons and promptly notify SWDA of any such feedback which warrants further investigation.
(p)	To assist and support SWDA to investigate any suspected misuse of Grants at the appointed CMP(s) own cost and expense, including establishing facts of the cases, recording statements from relevant parties jointly with SWDA, and using reasonable efforts to recover any part of the Grants, in consultation with SWDA.
(q)	To have in place (within the appointed CMP(s)) and enforce a procurement framework that minimally adopts the following principles: (a) Purchases by the appointed CMP(s) should be necessary, value for money, and done through obtaining and comparing quotes; and (b) Where obtaining competing quotes is not possible in view of the existing market conditions, justifications have to be presented to the responsible officer(s) in the appointed CMP(s) management, and a waiver of competitive quotes should be approved by them; and (c) To such extent possible, there should be adequate and sufficient measures to guard against conflicts of interest and to ensure appropriate segregation of duties and approving authorities.
(r)	To ensure that its employees or appointed persons fully declare and disclose any actual or potential conflicts of interest involving themselves and/or their close family member's interests in the Grants (collectively, "interested transaction"), and to prohibit such employees or appointed persons' involvement in the interested transaction. The appointed CMP(s) shall disclose to SWDA any other interests which may conflict with their obligations under this project, including the declaration of any related entity that the appointed CMP(s) may engage with or approve Grants for under the project, in the course of administering the project. Any application by the appointed CMP(s)' own employees or related entity's employees for participation in the project shall be surfaced to SWDA for approval. For the purposes herein, "close family member" shall be defined as a spouse, child, parent or sibling.

	For the purposes herein, “control” in relation to a person, means having the power, directly or indirectly, to influence the management and policies of the person, whether through the ownership of the shares, by contract, or otherwise. For the purposes herein, “related entity” refers to an entity in which actual, perceived or potential conflict of interest arises or is likely to arise and shall be defined as entities set out in sub-clauses (1) to (5) below: (1) (where the entity and the appointed CMP(s) are corporations as defined in the Companies Act 1967) an entity deemed to be related to the appointed CMP(s) under section 6 of the Companies Act 1967; or (2) (where the entity and/or the appointed CMP(s) are not corporations as defined in the Companies Act 1967) an entity deemed to be related to the appointed CMP(s) upon the fulfilment of any of the following requirements: (i) it partially or fully owns the appointed CMP(s); or (ii) it is partially or fully owned by the appointed CMP(s), or (iii) the appointed CMP(s) and itself are jointly owned (whether partially or fully) by the same entity; or (iv) it controls the composition of the appointed CMP(s)’ management, board, council, committee, or workgroups, or the equivalent; or (v) the appointed CMP(s) controls the composition of its management, board, council, committee, or workgroups, or the equivalent; or (vi) it controls more than half of the voting power of the appointed CMP(s)’ management, board, council, committee, or workgroups, or the equivalent; or (vii) the appointed CMP(s) controls more than half of the voting power of its management, board, council, committee, or workgroups, or the equivalent; or (3) an entity in which the appointed CMP(s)’ officers or employees appear in the Accounting and Corporate Regulatory Authority’s (“ACRA”) registration records of that entity as a shareholder, director, secretary, sole proprietor, partner, manager or otherwise; or (4) an entity in which the the appointed CMP(s)’ officer or employee’s close family member appears in ACRA’s registration records of that entity as a shareholder, director, secretary, sole proprietor, partner, manager or otherwise; or (5) an entity which is partially or fully owned or controlled by a person who has direct or indirect ownership or ultimate or effective control of the the appointed CMP(s). Notwithstanding sub-clauses (1) to (5), the clause shall apply to any actual, perceived or potential conflicts of interest which the the appointed CMP(s) or the the appointed CMP(s)’ officers, employees and agents may have in relation to this project.
(s)	Organise and participate in joint committee meetings between SWDA and the appointed CMP(s), to review effectiveness of the Career Matching Services, and the extent to which targets and outcomes are met, based on a mutually agreed frequency.

	Key Outputs	(i) A joint committee comprising members from SWDA and the appointed CMP(s) will be formed; (ii) The appointed CMP(s) should oversee and update SWDA on the strategic direction and performance of the delivery of Career Matching Services; (iii) The appointed CMP(s) should present solutions, and resolve any implementation issues, to enhance the effectiveness of the Career Matching Services and strengthen the collaboration between SWDA and the appointed CMP(s).
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TERMS OF APPOINTMENT

20. We reserve the right to conduct multiple CFP exercises for this indicated scope, and to appoint more than one Proposer from this CFP exercise, as well as to decide on the respective scope and funding rates for each selected Proposer. We also reserve the right not to appoint any Proposer for this CFP exercise.

21. The appointment of the selected CMP(s) will be for a period of up to six (6) years, with an initial appointment period of two (2) years, commencing on 1 April 2027 and ending on 31 March 2029. SWDA shall be entitled (but not obliged) to extend the appointment period for up to two (2) years and a further extension of two (2) years each, up to 31 March 2033.

22. SWDA shall review the performance of the appointed CMP(s) at least six (6) months before the end date of each appointment period.

23. Except for the Grants agreed to be provided by SWDA, SWDA shall not compensate for any other cost(s) incurred by the appointed CMP(s). For the avoidance of doubt, the appointed CMP(s) shall undertake all costs incurred for the purpose of the implementation of Career Matching Services, which include but are not limited to:

- (a) Labour costs including salaries and insurance of staff;
- (b) Facilities-related costs including rental of office premises in Singapore;
- (c) IT-related costs including hardware, software, equipment and systems;
- (d) Project-related costs including professional services such as legal, consultancy, marketing, and recruitment;
- (e) Training and training materials-related costs;
- (f) Marketing and outreach costs;
- (g) Corporate charges; including foreign language translation costs. Any supporting document(s) submitted in foreign language(s) must be translated by an external translation agency;
- (h) All license and authorisations, including any export licence(s) and permit(s) and other governmental authorisations or certifications required without any restriction(s) or qualification(s) whatsoever so as to enable the appointed CMP(s) to fulfil all obligations in its appointment duration;
- (i) And any other related costs for the delivery of Career Matching Services.

SUBMISSION OF INFORMATION

24. Proposers are invited to submit a Proposal using the submission template in (**Annex A**) to outline how the Deliverables would be met and detailing the following:
- (a) Corporate profile, organisational chart, size and turnover, client list, brief on achievements and awards;
 - (b) Financial records for the past 3 years;
 - (c) Experience and track records in undertaking career matching services of similar nature, including placement of PMETs and Non-PMETs;
 - (d) Proposal in accordance with the scope of appointment and deliverables, including proposed KPI targets and methodology to achieve them;
 - (e) Proposed itemised grant rates by tier (placement grant and bonus grant), with benchmarking and cost justifications;
 - (f) Breakdown of manpower and non-manpower costs to support the delivery of Career Matching Services;
 - (g) Any other information demonstrating the company's capability and suitability to undertake the appointment.

QUALIFYING CRITERIA

25. Non-compliance to any of the Qualifying Criteria below will disqualify the Proposer's proposal from further assessment:

- (a) Compliance with Pre-Requisites as stipulated in Paragraph 10 above; and
- (b) Completeness of providing the following documents:
 - (i) Declaration of Proposal (**Annex B**); and
 - (ii) Business Proposal and all Annexes required and each Annex clearly labelled in the Business Proposal. Proposers may refer to the **LIST OF ANNEXES**;

26. Proposers are required to submit one (1) soft copy (in Word and/or Excel format, total file size not more than 10MB) of the Proposal and supporting documents.

27. Only Proposers who comply with the Pre-Requisites and Qualifying Criteria will be subjected to further assessment.

EVALUATION CRITERIA

28. Proposers will be evaluated according to the following criteria:

Evaluation Criteria	Weightage (%)
A. Industry Support & Marketing Outreach	20%
B. Applicant Records Management and Career Services	15%
C. Credentials, Experience & Track Records	15%

D. Organisational and Corporate Governance	15%
E. Financial Practices and Business Viability	15%
F. Prices and Costing	20%

CONFIDENTIALITY OF INFORMATION

29. The Proposer shall maintain strict confidentiality of any information/material provided by us or any other organisation for this CFP and shall not under any circumstances release any information to any third parties, without our prior written approval.

COMPLIANCE TO PERSONAL DATA PROTECTION ACT (PDPA)

30. The Successful Proposer(s) shall be expected to comply with the provisions under the Personal Data Protection Act (PDPA) during the course of its appointment. The Successful Proposer(s) shall not, without SWDA's prior written consent, cause or permit any personal data or confidential information to be transferred outside Singapore or allow party(s) outside Singapore to have access to it.

CFP BRIEFING

31. A briefing will be conducted to provide an overview of the CFP and an opportunity to seek clarifications. Attendance at the CFP briefing is optional. Each organisation may send up to two (2) representatives to the briefing session.

32. Details of the briefing session are as follows:

Date: 16 Oct 2026, Friday
Time: 10AM - 12 Noon
Venue: SWDA

33. Interested Proposers should register their attendance for the briefing with Angelique Chia at angelique_chia@swda.gov.sg and Eunice Liao at Eunice_liao@swda.gov.sg by 13 Oct 2026, 4pm. Late registrations will not be accepted. Proposers must provide the following details for attendance:

- (a) Company Name and Company Unique Entity Number (UEN);
- (b) Attendees' Name(s) and Designation(s);
- (c) Contact Number(s) (Mobile and/or office direct number(s)); and
- (d) Email Address(es).

CLOSING DATE OF SUBMISSION

34. The closing date/time of the submission is 30 Oct 2026, 1600hrs (Singapore Time) sharp. Submissions after this deadline will not be accepted. One (1) soft copy of the Proposal

and supporting documents are to be submitted to SWDA email (CMP_CFP_Submission@swda.gov.sg).

NOTIFICATION OF QUALIFIED PROPOSER(S) AND PROPOSAL PRESENTATION

35. SWDA shall notify qualified Proposers by email and invite them to make a proposal presentation to representatives of SWDA in November 2026. The presentation to SWDA is mandatory and only Proposers who have been qualified will be informed on the date, time and venue to present their business proposals.

36. Qualified Proposers are required to provide softcopy of presentation materials via email to Ms Angelique Chia at angelique_chia@swda.gov.sg and Ms Eunice Liau at eunice_liau@swda.gov.sg at least three (3) working days before the proposal presentation.

ENQUIRIES

37. All enquiries concerning this CFP should be directed in writing to:

Officer	Designation	Email
Angelique Chia	Manager	angelique_chia@swda.gov.sg
Eunice Liau	Senior Manager	eunice_liau@swda.gov.sg

Annex A1

Submission Template for Proposers

Proposers must fill up and submit the following template, which will be the main document used for evaluation. Proposers may attach additional details to accompany this template. However, proposers must indicate references to the attachment in the template clearly (e.g. pages which SWDA should refer to for greater details).

1. GENERAL INFORMATION

CFP title	
CFP reference number	
Name of Legal Entity	
Submitted by	<Note: Please indicate name, designation and contact number>
Date of submission	

A. Pre-Requisites

The following are pre-requisites which Proposers must fulfil as per the published CFP specifications. Failure to provide any of the following information or meet the pre-requisites will lead to immediate disqualification.

Pre-requisites	To indicate “Yes” or “No” (If “No”, provide details.)
Your organisation is duly registered and carrying on business in Singapore.	<i><If yes, to also provide your organisation’s Unique Entity Number (UEN), ACRA registration number and address of local operations.></i>
Your organisation has physical presence in Singapore with at least three (3) years of relevant track record in providing career matching services to the target group specified in this CFP.	
Your organisation has no adverse track record with any regulatory body(s) due to non-compliance or fraudulent practices.	
Your organisation has at least three (3) years track record of sound financial status with positive cash flow balance and positive net profit margin.	
Your organisation has submitted all mandatory documents and information required under this CFP.	
Your organisation is not currently subject to any ongoing inquiry or investigation by SWDA.	

2. EXECUTIVE SUMMARY

Please provide an executive summary of the proposal, kept within 1 A4 page, Ariel font, font size 11. Proposers may include the objective of the submission of Business Proposal specifying the Deliverables submitted for, overall grant proposal, strategy and execution plans and programme outcomes. Proposers may also use this opportunity to share the unique value proposition of their proposal.

3. REQUIRED INFORMATION

The following fields are mandatory. Failure to provide the relevant information may result in disqualification. The Business Proposal should include the list of non-exhaustive information below. In outlining the proposals, proposers should explain how the Deliverables are met.

A. Industry Support & Marketing Outreach

A1	Please provide a list of industry partners, associations, or professional bodies that your organisation has collaborated with on career matching services and the outcomes.
A2	Please describe your organisation's marketing and outreach strategy for attracting and recruiting suitable participants for the proposed programmes.
A3	Please provide samples or examples of past marketing collaterals, campaigns, or outreach efforts (e.g. brochures, digital campaigns, event participation).
A4	Please describe how your organisation engages with employers and industry players to ensure the relevance and placement outcomes of your career matching services.
A5	Please provide data or evidence of past outreach outcomes, such as number of participants reached, employer engagement events held, or media coverage received.

B. Applicant Records Management and Career Services

B1	Please describe your organisation's end-to-end process for managing applicant records, from initial enquiry and application through to enrolment, programme delivery, and post-placement follow-up, including how records are maintained and updated throughout.
B2	Please describe the measures in place to ensure the accuracy, completeness, and confidentiality of applicant and participant records, in compliance with applicable data protection regulations such as the Personal Data Protection Act (PDPA).
B3	Please describe the systems and tools used to manage applicant and participant records, such as case management platforms, CRM systems, or proprietary databases, and how these support the delivery of career management services.
B4	Please provide a detailed description of the career matching services offered, including career assessment, career coaching, job search strategies, resume and LinkedIn profile development, interview preparation, and career transition support, for both PMET and non-PMET participants.
B5	Please describe how your organisation tailors career management services to the individual needs and circumstances of each participant, including how participant profiles and career goals are assessed and documented.

B6	Please provide data or evidence of past participants' employment outcomes, such as placement rates, average time-to-employment, salary benchmarks, where available.
B7	Please describe how your organisation works with employers to facilitate job matching and placement opportunities for programme participants.

C. Credentials, Experience & Track Records

C1	Please provide a brief organisational profile, including the year of establishment, core business activities, organisational chart, company size, and annual turnover for the past three years.
C2	Please provide a client list of organisations or agencies your organisation has worked with in delivering career matching or career management services, including the scope and scale of services provided.
C3	Please provide a summary of your organisation's track record in delivering career matching services of a similar nature, with specific reference to the placement of both PMETs and non-PMETs, including duration, number of participants served, and outcomes achieved.
C4	Please provide at least two references or testimonials from past clients, partners, or participants that speak to the quality and effectiveness of your programmes.

D. Organisation and Corporate Governance

D1	Please list out the organisation's accreditation with appropriate local and international accreditation bodies
D2	Please indicate the Board of Directors, including the name and designation of each member.
D3	Please indicate name of the Chief Executive Officer (CEO)
D4	Please provide name, credentials and relevant experience of management team
D5	Please indicate the size and turnover of the company
D6	Please provide a list of achievements and awards received by the organisation
D7	Please provide a brief write-up of the accounting / financial management practices of the organisation <i>Detailed management team structure indicating the roles and responsibilities of all the personnel involved in the management and delivery of the proposed programmes for the proposal.</i>

	• <i>Write-up on management's roles and responsibilities in translating the corporate goals into operating plans that guide and facilitate day-to-day activities and tasks.</i>
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E. Financial Practices and Business Viability

E1	Please provide your organisation's audited financial statements for the past three financial years, including profit and loss statements and balance sheets. • <i>Please attach the annual report for 2025</i> • <i>Please attach the audited financial statements as per Financial Year for 2023, 2024, 2025</i> • <i>Please attach the Credit Rating Report</i>
E2	Please provide evidence of your organisation's financial stability, such as credit ratings, banker's references, or letters of financial standing.
E3	Please describe your organisation's internal financial controls and governance processes, including how budgets are planned, monitored, and reported.
E4	Please describe your organisation's risk management practices, particularly in relation to financial risks that could affect the continuity and delivery of the proposed programmes.
E5	Please provide information on your organisation's existing funding sources, revenue streams, and any financial dependencies that may be relevant to the sustainability of the proposed programmes.
E6	Please describe any contingency plans in place to ensure programme continuity in the event of financial difficulties or unforeseen disruptions.

F. Prices and Costing

S/N	Item
F1	Please provide the itemised grant rates by tier (placement grant and bonus grant), with benchmarking and cost justifications (to fill in <u>Annex A2</u>)
F2	Please provide a breakdown of manpower and non-manpower costs to support the delivery of Career Matching Services
F3	Please describe your organisation's approach to cost management and how value for money will be ensured in the delivery of the Career Matching Services.

Annex A2

Table of Proposed Grant rates by Tiers

	PMETs				Non-PMETs
Tier	1	2	3	4	5
Age	<30	30 - 49	30 - 49	≥ 50	≥ 30
Length of unemployment	≥ 3 months or retrenched	3 to < 6 months or retrenched	≥ 6 months	≥ 3 months or retrenched	≥ 3 months or retrenched
Placement Grant <i>Per jobseeker placed</i>					
Bonus					

Annex B
DECLARATION OF PROPOSAL

To : Skills and Workforce Development Agency 1 Paya Lebar Link #08-08 PLQ 2 Paya Lebar Quarter Singapore 408533	Name(s) of Proposer: Address:
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PROPOSAL NO: _____

1 We, _____ (Name(s) in Block Letters) hereby offer and undertake on the acceptance of our Proposal ("**Proposal**"), to provide **THE APPOINTMENT OF PARTNER(S) TO PROVIDE CAREER MATCHING SERVICES** in accordance with your covering letter dated _____, the Call for Proposal Specifications and the Instructions to Proposers ("**CFP documents**").

2 Our Proposal is fully consistent with and does not contradict or derogate from anything in your CFP documents. You are entitled to reject our Proposal if it is inconsistent with or contradict or derogate from anything in your CFP documents.

3 We undertake that we shall, upon selected by you, comply with the terms and conditions as set out in the **Funding Agreement (FA)** to be issued by you.

4. We further undertake to give you any further information which you may require.

5 We warrant, represent and declare that:

(a) we are submitting the Proposal as principal; and

(b) we have full legal capacity, authority and power to (i) submit the Proposal, (ii) to comply with the terms and conditions as set out by you (iii) receive any instructions, provide any information, and enter into any communications in connection with the Proposal, and (iv) perform the obligations as set out in the **Funding Agreement (FA)**

and

(c) attached herewith is a copy of the document conferring on us the required authority.

Dated this _____ day of _____, 20____

Proposer's Company or Business Registration No:	Proposer's official Stamp:
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Authorized Name : Designation :	Signature
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NOTICE: This Declaration duly completed MUST accompany every Proposal. Any change to its wordings may render the Proposal liable to DISQUALIFICATION.

Annex C

INSTRUCTIONS TO PROPOSERS

1. Definitions

Throughout this Call for Proposal (CFP) and any Funding Agreement, unless the context otherwise requires, the following definitions shall apply:

- (a) "Call for Proposal (CFP)" means the invitation to submit Proposals and comprises all documents forwarded to the Proposers inclusive of the Covering Letter, Declaration of Proposal, Instructions to Proposers, CFP Specifications and any other documents and forms enclosed.

"Authority" refers to the Skills and Workforce Development Agency established pursuant to the Skills and Workforce Development Act 2026, and includes any officer authorised by the Authority to act on its behalf.

- (b) "Funding Agreement" means the appointment of a successful Proposer for purposes to be stated in the Funding Agreement, the terms and conditions (as described in Clause 6(c) below), its Annexes between the Authority and the successful Proposer, and any grants to be awarded.
- (c) "Successful Proposer" means the Proposer who has been appointed by the Authority to fulfill its obligations in accordance with the terms and conditions of the Funding Agreement / Letter of Appointment.
- (d) "Proposer" means an organization or its permitted assigns at the CEO or management representative level proposing to this CFP in response to the CFP Specifications, and shall be deemed to include two or more persons if appropriate.
- (e) "Proposal" means the Proposal submitted by the Proposer in response to the CFP.
- (f) "Government Proposals" include any government initiatives, government grants, and schemes including funding support administered by any government agencies.

Words including the singular include the plural and vice versa.

The headings are for convenience only and not for the purpose of interpretation.

2. Eligibility

- 2.1 Any Proposer who is currently debarred from participating in Government Proposals is not eligible to participate in this CFP. If a Proposal is submitted without explicitly mentioning that the Proposer is currently debarred, the Authority shall treat the submission of the Proposal as an express continuing declaration by the Proposer that the Proposer is in fact eligible to participate in this CFP and, if such a declaration is discovered to be false, the Authority will be entitled to rescind any Funding Agreement

issued pursuant to such a CFP, without the Authority being liable in damages or compensation.

- 2.2 A Proposer who is involved directly or indirectly in any legal suit with the Authority and/or any other party shall not be eligible to participate in this CFP. If a Proposal is submitted without explicitly mentioning that the Proposer is involved in any such legal suit, the Authority shall treat the submission of the Proposal as an express continuing declaration by the Proposer that the Proposer is in fact eligible to participate in this CFP and, if such a declaration is subsequently discovered to be false, the Authority will be entitled to rescind any Funding Agreement issued pursuant to such a CFP, without the Authority being liable in damages or compensation.

3. Submission of Proposal

- 3.1 PROPOSERS must submit their Proposals electronically to CMP_CFP_Submission@swda.gov.sg.

Closing Date: 30 Oct 2026

Time: 4pm sharp

- 3.2 It will be the responsibility of the Proposer to ensure submission of the Proposal to the correct email address. The Authority shall not be held responsible for forwarding Proposals received through other email addresses by the closing time and date.
- 3.3 The Authority reserves the right to reject Proposals not submitted in accordance with the mode of submission specified in the Instructions to Proposers.

4. Compliance with Instructions

Proposals will be accepted only if submitted according to the instructions contained and in the declaration(s) prescribed in the CFP. Any Proposal which attempts to vary the Declaration of Proposal or other documents issued by the Authority is liable to be rejected. In consideration of the Proposer agreeing to abide by these instructions in the CFP, the Authority shall evaluate the Proposals fairly and in accordance with the said instructions.

5. Withdrawal of Proposal

No Proposals may be withdrawn after the closing date prescribed in the CFP. Any Proposer who attempts to do so may, in addition to any remedy which the Authority may have against the Proposer, be liable to be debarred from future CFPs.

6. Selection of Proposal

- (a) The Authority shall be under no obligation to select any Proposal. The Authority shall normally not enter into correspondence with any Proposer regarding the reasons for the non-selection of a Proposal.
- (b) The Authority reserves the right, unless the Proposer expressly stipulates to the contrary in his Proposal, of accepting such portion of each Proposal as the Authority may decide.

- (c) The Authority will enter into negotiations with the shortlisted Proposer(s) to finalize terms and conditions in a Funding Agreement / Letter of Appointment issued to the Proposer(s) by the Authority. If applicable, the provision of any grants by the Authority shall be subject to the finalized terms and conditions to be set out in a Funding Agreement which would be issued to the Successful Proposer.
- (d) The Funding Agreement / Letter of Appointment may be issued to the Successful Proposer's address or email address as given in the Proposal which shall be deemed as effective communication to the Successful Proposer.

8. Information, Details, Materials, Specifications, Patterns, Samples or Drawings

Any information, materials, details, specifications, plans, drawings, patterns, samples or instructions specified in the CFP will be available for inspection by the Proposer at the address specified on the invitation during normal working hours up to the stipulated time on the closing date.

9. Language

The Proposal and all supporting technical data and all documentation to be supplied by the Proposer shall be written in the English language.

10. Confidentiality

- (a) Except with the consent in writing of the Authority, the Proposer shall not disclose the Proposal, or any of its provisions, or any information, materials, details, specifications, plans, drawings, patterns, samples or instructions issued by the Authority.
- (b) The Authority may require an unsuccessful Proposer to return any information, materials, details, specifications, plans, drawings, patterns, samples or instructions issued by the Authority.

11. Ownership of Proposal Documents

All documents submitted by the Proposer in response to this CFP shall become the property of the Authority. However, intellectual property in the information contained in the Proposal submitted by the Proposer shall remain vested in the Proposer. This Clause is without prejudice to any provisions to the contrary in any subsequent contract between the Proposer and the Authority.

12. Alteration, Erasures or Illegibility

Except for amendments to the entries made by the Proposer himself which are initialed by the Proposer, Proposals bearing any other alterations or erasures and Proposals in which prices are not legibly stated are liable to be rejected.

13. Authority's Clarifications of the Proposal

In the event that the Authority seeks clarification upon any aspect of the Proposal, the Proposer shall provide full and comprehensive responses within five (5) days of notification.

14. Authority's Negotiations of the Proposal

The Authority reserves the right to discuss with Proposers who have been shortlisted for the purpose of reviewing any term or outcome as stated in the Proposal.

15. Expense of Proposer

In no case will any expense incurred by the Proposer in the preparation of his Proposal be borne by the Authority.

16. Notification

Notification will not necessarily be sent to unsuccessful Proposers by the Authority.

17. Applicable Law

All Proposals submitted pursuant to this CFP and the Funding Agreement / Letter of Appointment shall be governed by the Applicable Law Clause as stated in the Funding Agreement / Letter of Appointment.

18. Ownership Status of Proposer

- (a) the name and address of any person, company or corporation which owns, whether directly or indirectly, at least 50% of the total number of shares in the Proposer;
- (b) the number, percentage and class of shares held by such person, company or corporation, where applicable.

19. Shortlisting Proposers

- 19.1 The Authority reserves the right to shortlist Proposers in accordance with the criteria set forth in the CFP and give them the opportunity to submit new or amended Proposals on the basis of the Authority's revised requirements, in accordance with a common deadline.
- 19.2 The Proposals received based on the firm and updated requirements shall form the basis of the final Proposal evaluation. The Proposals received in the final round shall be complete and comprehensive, and shall over-ride all Proposals previously submitted. The final Proposal shall not make references to previous Proposals. All the Proposals received in the previous rounds shall be treated as lapsed.

20. Consortium

As used in this CFP, "Consortium" means an unincorporated joint venture through the medium of a consortium or a partnership.

The following shall apply if a Proposal is submitted by a Consortium:

- (a) Each member of the Consortium shall be a business organization duly organized, existing and registered under the laws of its country of domicile.

- (b) No Consortium shall include a member who has been debarred from Government Proposals.
- (c) After the submission of the Proposal, any introduction of, or changes to, Consortium membership must be approved in writing by the Authority.
- (d) The following documents must be submitted with the Proposal:
 - (i) A certified copy of the Consortium or partnership agreement, signed by all members of the Consortium,
 - (ii) The Proposal is to be submitted by a member of the Consortium ("Lead Member"). Documentary proof must be provided that the Lead Member is authorised by all members of the Consortium to submit and sign the Proposal, receive instructions, give any information, and accept any selection to be decided by the Authority and act for and on behalf of all the members of the Consortium. The documentary proof could be in the form of:
 - (1) relevant provision(s) in the certified copy of the Consortium or partnership agreement, or
 - (2) certified copies of powers of attorney from each member of the Consortium.
- (e) Information must be submitted with respect to:
 - (i) the legal relationship among the members of the Consortium;
 - (ii) the role and responsibility of each member of the Consortium; and
 - (iii) the address of the Consortium to which the Authority may send any notice, request, clarification or correspondence.
- (f) If the Authority appoints a Consortium:
 - (i) The Funding Agreement / Letter of Appointment may be handed to or posted to the address of the Lead Member of the Consortium given in the Proposal.
 - (ii) All the members of the Consortium shall comply with the terms and conditions as stated in the Funding Agreement / Letter of Appointment to be issued by the Authority.
 - (iii) Each member of the Consortium shall be jointly and severally responsible to the Authority for the due performance of their obligations as stated in the Funding Agreement / Letter of Appointment.
 - (iv) In the event that any member of the Consortium withdraws from the Consortium or is adjudicated a bankrupt by a duly constituted judicial

tribunal, or goes into liquidation in accordance with the laws of the country of incorporation, then the surviving member(s) of the Consortium shall be obliged to carry out and complete the obligations as stated in the Funding Agreement / Letter of Appointment.

21. Corrigenda to Call for Proposal

The Authority reserves the right to amend any specifications and terms in, or to issue supplementary specifications and terms to the CFP at any time prior to the closing date of the CFP.

22. Disclaimer

This CFP may not contain all information which Proposers may require. Proposers should therefore make their own inquiries and seek such clarifications if necessary. The Authority shall not be liable to any Proposer for any information in this CFP which is incomplete or inaccurate.