

CALL-FOR-PROPOSAL SPECIFICATIONS

TO APPOINT A PANEL OF PRE-APPROVED CONSULTANTS FOR THE

SKILLSFUTURE WORKFORCE DEVELOPMENT GRANT (JOB REDESIGN+)

(WDG(JR+))*

12 JAN 2026

*Programme name may be further revised

Ref. No.: WSG-ENTE-PRO-42-9-2-R1

**CALL-FOR-PROPOSAL (CFP) TO APPOINT A PANEL OF PRE-APPROVED
CONSULTANTS FOR THE SKILLSFUTURE WORKFORCE DEVELOPMENT GRANT
(JOB REDESIGN+) (WDG(JR+))**

BACKGROUND

About Workforce Singapore (WSG)

1. Workforce Singapore (WSG) is a statutory board under the Ministry of Manpower dedicated to building a competitive, inclusive, resilient and employable workforce. Our mission is to enable Singaporeans to access good job opportunities and build their careers at every stage of life. WSG strives to cultivate a culture of career planning, where every Singaporean is empowered to take charge of their career health. In partnership with various stakeholders, WSG supports employers in workforce transformation through job redesign and reskilling, enabling them to create good jobs for Singaporeans and develop an agile workforce. WSG's mission is to enable Singaporeans to access good job opportunities and build their careers. We enable employers to create good jobs for Singaporeans and develop their workforce.

SkillsFuture Workforce Development Grant (Job Redesign+) (WDG(JR+))

2. At Budget 2025 and Committee of Supply 2025, it was announced that the SkillsFuture Workforce Development Grant (Job Redesign+) (WDG(JR+)) would be introduced as part of the Enterprise and Workforce Transformation Package (EWTP) from 2026, to provide enhanced support for Job Redesign (JR). The enhancements under WDG(JR+) would include:

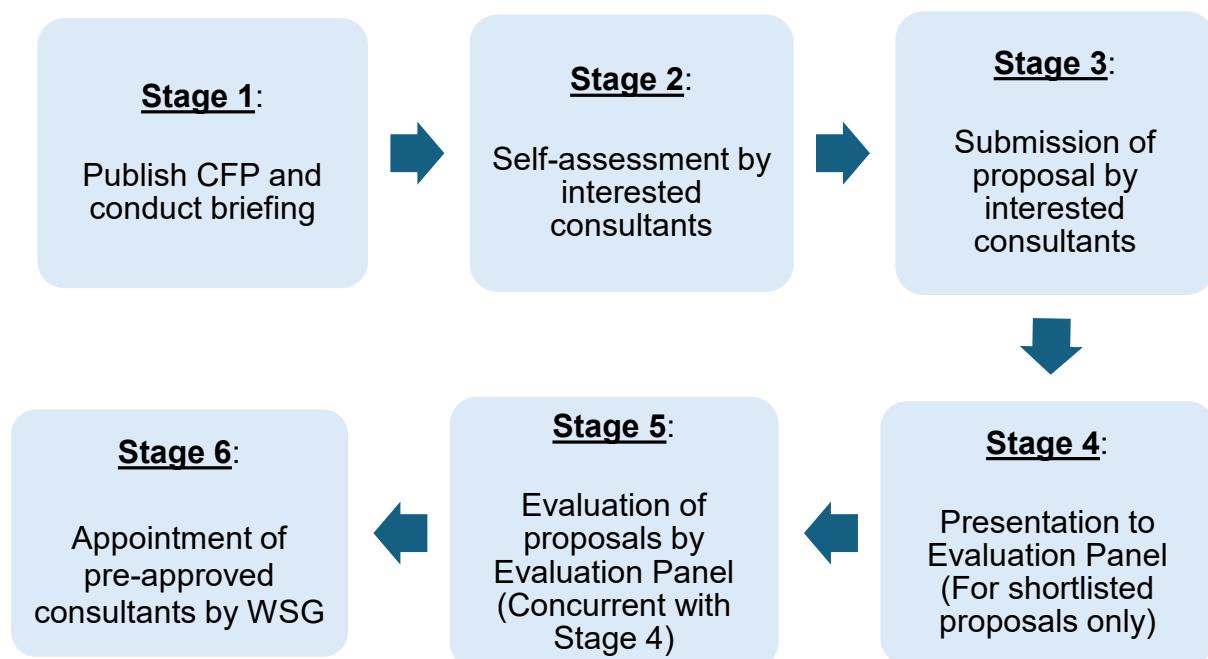
- Funding rate of up to 70% for engaging pre-approved consultants, capped at \$150,000 per company
- Expanded funding scope to support (i) Workforce Consultancy; (ii) Capability Building Initiatives; and (iii) Workforce Tech Solutions to drive sustainable transformation.

3. WSG will be appointing anchor programme partners (anchor PPs) to provide broad advisory to companies undertaking workforce transformation initiatives, and will serve as primary touchpoints for end-to-end guidance throughout the enterprise's workforce transformation journey. The anchor PPs will also help administer the WDG(JR+) grant. The appointed consultants are expected to work closely with anchor PPs on WDG(JR+).

CFP OBJECTIVES

4. This Call-for-Proposal (CFP) seeks to appoint a panel of pre-approved consultants for WDG(JR+), to provide workforce consultancy to enable enterprises to undertake comprehensive workforce transformation. The scope of consultancy can cover areas such as strategic workforce development, capability building and leveraging workforce technological solutions to transform their workforce.
5. The appointed panel of pre-approved consultants will be listed publicly for enterprises' reference and for them to approach a consultant to seek quotation and obtain proposal before applying for WDG(JR+).
6. We will adhere to the following process flow for initiating the CFP:

Figure 1: Process to appoint a panel of pre-approved consultants



SCOPE OF APPOINTMENT AND DELIVERABLES

7. The appointed consultants are required to work closely with enterprises to develop WDG(JR+) proposals to drive workforce transformation. The scope of work, deliverables, and project deliverables for WDG(JR+) are stipulated below.

Table 1: Scope of work and deliverables

S/N	Scope of Work	Deliverables
1	To assist enterprises in developing proposals for WDG(JR+) submission	<ul style="list-style-type: none"> • Proposal for WDG(JR+) application*, to be submitted by enterprises via Business Grants Portal (BGP)
2	To support enterprises in implementation of projects	<ul style="list-style-type: none"> • Completed Project Implementation Reports* within one year from start of project • Project Milestones Log & Ongoing Project Updates as stipulated when required • Customer Evaluation & Feedback Submission • Support companies in the completion and submission of the Job Redesign Evaluation Tool (JRET)¹ or the Human Capital Diagnostic Tool (HCDT) • All WDG(JR+) projects must meet either of the following mandatory outcomes: <ul style="list-style-type: none"> ○ Increased job value for job role (as measured through JRET) or improvement in human capital maturity level (as measured by HCDT tool) ○ Demonstrate that local employees benefited from redesigned jobs.
3	To curate success stories of enterprises that have benefitted from WDG(JR+)	<ul style="list-style-type: none"> • Success stories write ups with customer testimonials

* Templates for both the project proposal and completed project report will be provided to assist companies in completing the required details.

¹ The Job Redesign Evaluation Tool (JRET) is a structured, digital self-assessment tool co-developed by IHRP and WSG to help companies assess their Job Redesign readiness, prioritise job roles for redesign, and measure changes in job value and outcomes before and after Job Redesign.

8. Details of the three components of WDG(JR+) are in the **table below, subject to further revisions**. Consultants will be assessed based on their ability to provide consultancy/advisory services and support across all three components as per the scope listed below.

Table 2: Details of WDG(JR+) components

Component	Intent / Scope
(1) Workforce Consultancy	<ul style="list-style-type: none"> • Intent: Provide comprehensive workforce consultancy services, from business diagnostics through to implementation plan of workforce transformation strategies aligned with enterprise strategic goals. • Scope: Support enterprises by providing end-to-end workforce consultancy/advisory support (from initial business diagnosis to implementation plan). For example, assess a company's AI readiness, develop workforce strategy, redesign job roles and develop implementation plan to realise business transformation objectives. • Funding provision: Supports basic job redesign projects (e.g. process-driven) to complex projects (e.g. organisation-wide) that may involve multiple job roles. • Funding Duration: Company must complete the project within 1 year.

(2) Capability Building Initiatives	<ul style="list-style-type: none"> Intent: To enable enterprises to engage external expertise² to implement workforce transformation efforts that align with enterprise strategic goals and help build internal capabilities relating to change management, workforce transitions, career development etc. This can also include the development of targeted training programmes for line managers and HR personnel so as to build enduring internal capabilities. Scope: Support enterprises in developing in-house expertise through onsite support, mentorship and training to build capabilities of line managers and HR personnel to independently drive ongoing HR initiatives. Examples of deliverables could include enhanced internal capabilities, putting a JR framework in place, better workforce planning, clearer career progression for employees, enhanced skillsets etc. Funding provision: Supports funding of external expertise, involving stationing of HR experts onsite to help build and transfer capability to HR/line managers. Project scope includes On-Job-Training (OJT), mentoring and coaching. Supported by pre-approved consultants and HR practitioners with relevant credentials. Funding Duration: Company must complete the project within 6 months.
(3) Workforce Tech Solutions	<ul style="list-style-type: none"> Intent: Recommend and support implementation of workforce technology solutions that enable building of HC-capabilities in enterprises. These may include tools that enable strategic workforce planning, diagnostic tools, and L&D systems that facilitate data-driven decision making for skills and career development. Scope: Enable adoption of diagnostic tools and L&D systems for purposes such as identifying skills gaps, providing actionable insights for both organisational development and individual career growth etc. For example, funding Workforce Analytics Platforms, Gap Analysis Tools, AI-infused HR tech tools that can complement workforce transformation. Funding provision: Co-funding the development cost (e.g. customisation, system integration etc) and time limited subscription fees (maximum of 12 months) of the solutions. Funding Duration: Company must complete the project within 1 year.

² I.e. external HR professionals with the expertise to hand-hold/guide JR and change management as part of capability building.

	<ul style="list-style-type: none"> • Must be bundled with (1) Workforce Consultancy or (2) Capability Building Initiatives component above.
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9. In addition, the appointed consultants are expected to:

- i. Work with anchor PPs to ensure smooth transitions from advisory phases to implementation support
- ii. Work with WSG and anchor PPs on company outreach, engagement and marketing of WDG(JR+)
- iii. Work with WSG and anchor PPs to close quality control gaps on an ongoing basis
- iv. Provide regular updates on enterprises' progress in the implementation of WDG(JR+) projects and attend progress update sessions when required
- v. Work with WSG and anchor PPs on the review of WDG(JR+) and/or consultancy services by providing inputs, data and feedback when requested for
- vi. Curate success stories with customer testimonials if required

DISBURSEMENT MODEL

10. WDG(JR+) operates under a nett fee disbursement model. Companies will be required to pay the consultants their co-funding portion directly. The remaining government grant portion will be disbursed directly to the consultants by the anchor PPs upon successful completion of agreed project milestones and submission of the required documentation. The consultants should factor appropriate milestone planning into their project timelines and pricing proposals.

TERMS OF APPOINTMENT

11. We will appoint the consultant(s) for an initial period of one (1) year from the date of appointment. WSG shall be entitled (but not obliged) to extend the appointment period for up to an additional two (2) years, on the basis of feedback received and assessment of project quality. Detailed renewal criteria will be provided once finalised. Appointment to the panel does not guarantee projects, and appointed consultants are expected to secure projects through their own efforts.

12. At any time during the period of appointment, WSG has the right to conduct interim evaluations and/or seek additional clarifications to ensure that the appointed consultants meet the requirements and obligations as pre-approved consultants under WDG(JR+).

13. WSG reserves the right to select and appoint more than one Proposer from this CFP exercise to be on the panel. WSG also reserves the right not to appoint any Proposer for this CFP exercise.

14. The appointment of the consultant is only applicable for the consultant to sell the specific services, versions and the man-day rate committed in this document that had undergone the evaluation, and pre-approved in the appointment letter. It shall not be transferrable or applicable to other services marketed by the consultant.

15. The appointed consultant shall furnish information as and when requested by us, whether through survey or otherwise, at any time up until three (3) years after the end of the WDG(JR+) programme in for the purpose of enabling us to monitor and assess the benefits of the pre-approved consultancy services with regards to WDG(JR+), and for any audit checks or investigations associated with WDG(JR+).

SUBMISSION OF INFORMATION

16. Proposers are invited to submit the following information via softcopy to WSG_EWTP@wsg.gov.sg no later than **09 February 2026, 1800hrs** (Singapore Time). Submissions after this deadline will not be accepted.

- Completed Self-Assessment checklist in **Annex A**;
- Company's **ACRA Bizfile generated in year 2025**;
- Company's latest **full financial statements for past 2 years**;
- Company's latest **CPF Form 90**;
- Completed Declaration of Proposal (**Signed by Company Authorised Personnel**) in **Annex B**;
- Proposal based on templates listed in **Annexes D1 – 3**; and
- Company's background based on template listed in **Annex E**.

17. A shortlisting committee will be responsible for assessing if the consultant is shortlisted and is deemed suitable to proceed to next stage of the CFP. The assessment will be based on completeness of submission and ability to meet requirements stipulated in the self-assessment checklist in **Annex A**.

18. Shortlisted consultants may be invited to present their proposal to an Evaluation Panel. **WSG will update shortlisted consultants with the presentation details and allotted timeslot, between the period 23 to 27 February 2026 (subject to changes)**.

PRE-REQUISITE

19. Proposers who are interested to apply to be on the panel of pre-approved consultants, shall fill up the Self-Assessment Checklist (Refer to **Annex A**) to ensure that they have met the criteria and have the required capabilities to deliver workforce consultancy services.

20. If all the criteria within the Self-Assessment Checklist are met, consultants may proceed to submit the completed checklist together with the proposal and the necessary CFP documents listed under **Submission of Information**, in accordance with the **Submission Timing and Closing Date of Submission**.

EVALUATION CRITERIA

21. All proposal submissions will be evaluated based on the following criteria as stipulated in Annex C:

- Quality of Methodology (30%)
- Track Record of Consultancy Firm (35%)
- Project Management Capability (20%)
- Competitiveness of Consultancy Rate (15%)

CONFIDENTIALITY OF INFORMATION

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

SUBMISSION TIMING

23. Proposer must submit their proposal and supporting documents via softcopy to WSG_EWTP@wsg.gov.sg.

24. The Authority reserves the right to reject Proposals not submitted in accordance with the mode of submission specified in the Instructions to Proposers (Annex F).

CLOSING DATE OF SUBMISSION

25. The closing date/time of the Proposal submission is **09 February 2026, 1800hrs** (Singapore Time) sharp. Submissions after this deadline will not be accepted.

ENQUIRIES

26. All enquiries concerning this CFP shall be directed in writing to: WSG_EWTP@wsg.gov.sg.

CONFIDENTIALITY OF INFORMATION

27. Proposers shall maintain strict confidentiality of any information/ material provided by WSG or any other organisation for this CFP and shall not under any circumstances release any information to any third party(s), without the prior written approval of WSG.

CFP BRIEFING

28. A briefing will be conducted to provide an overview of the CFP and opportunity to seek clarifications. Attendance for the briefing is mandatory. Each organisation can send up to two (2) representatives to the briefing session.

29. Details of the briefing session are as follows:

Date: 19 January 2026, Monday

Time: 3:00pm to 5:00pm

30. Interested Proposers should register the attendance for the briefing with WSG's EWTP team at WSG_EWTP@wsg.gov.sg by **16 January 2026, Friday, 1800hrs**. 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 numbers(s)); and
- (d) Email Address(es)

Self-Assessment Checklist for the Appointment of a Pre-approved Panel of Consultants for the SkillsFuture Workforce Development Grant (Job Redesign+) (WDG(JR+))

S/N	Requirement	Relevant documentation to be submitted	Met Requirement? (Yes/No)
1	Proposer must be a registered and operating company in Singapore	Company's ACRA Bizfile generated in year 2025	
2	Proposer must be financially sound and stable, based on latest full financial statements for the past 2 years	Company's latest full financial statements for past 2 years	
3	Proposer must be adequately staffed (at least 3 employees in CPF Form 90) to perform scope of services required under the appointment	Company's latest CPF Form 90	
4	Proposer attended the mandatory CFP briefing on 19 January 2026 conducted by WSG	N.A.	
5	Proposer is currently not debarred from participating in Government Proposals	N.A.	
6	Proposer is not involved directly or indirectly in any legal suit with the Government and/or any other party	N.A.	

Note: Completed checklist is required for submission (See – Submission of Information).

DECLARATION OF PROPOSAL

To: Workforce Singapore Agency (WSG) 1 Paya Lebar Link #08-08 PLQ 2 Paya Lebar Quarter Singapore 408533	Name(s) of Proposer: Address:
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PROPOSAL NO: WSG-ENTE-PRO-42-9-2-R1

1 We, _____ (Name(s) in Block Letters) provide our Proposal ("Proposal"), 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 appointed by you, accept and comply with the terms and conditions as set out in the Letter of Offer 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 Letter of Offer;

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 Signature

Name:

Designation:

NOTICE: This Declaration duly completed MUST accompany every Proposal. Any change to its wordings may render the Proposal liable to DISQUALIFICATION.

Evaluation Criteria to Appoint a Panel of Pre-approved Consultants for the SkillsFuture Workforce Development Grant (Job Redesign+) (WDG(JR+))

S/N	Criteria	Weightage
1	Quality of Methodology	30%
<ul style="list-style-type: none"> • Prepare a concise proposal deck (PowerPoint presentation or equivalent) to illustrate methodology to support enterprises in the implementation of all the components under WDG(JR+). To take reference to the pointers under each of the 3 components below as a guide. • Include an introduction of your consultancy firm, methodology, and provide specific examples where possible. For example, share on the outcomes achieved through past projects, and if your project proposal touches on AI, provide illustrations on how AI can be implemented through WDG(JR+). • Workforce Consultancy: <ul style="list-style-type: none"> ○ Demonstrates systematic methodology for assessing organisational readiness for business or technology transformation (such as AI, digital transformation, etc.). ○ Demonstrates approaches to diagnose workforce capabilities, competencies, and capacity gaps to be closed. ○ Presents a structured approach and methodology of workforce transformation and job redesign. ○ Shows ability and experience in tailoring methodologies and approaches to enterprise size, sector, and strategic goals ○ Demonstrates understanding of Singapore's workforce landscape ○ Demonstrates clear methodology for linking workforce initiatives to enterprise strategic goals • Capability Building Initiatives: <ul style="list-style-type: none"> ○ Presents methodology for embedding change management throughout all phases ○ Outlines methodology for building sustainable internal capabilities to sustain workforce transformation initiatives and enhance career health of employees ○ Shows approach to knowledge transfer and skills embedding • Workforce Tech solutions: <ul style="list-style-type: none"> ○ Demonstrates systematic approach to evaluating workforce technology solutions ○ Presents criteria for selecting appropriate tools to support strategic workforce planning and skills-based talent management ○ Shows approach to system integration with existing HR infrastructure ○ Demonstrates user adoption and change management for technology solutions ○ Demonstrates approach to measuring ROI and impact of technology solutions ○ Shows awareness of emerging trends in technology, job redesign and capability building ○ Presents innovative approaches to common workforce challenges • Proposers will be assessed based on strength and relevance of methodologies to achieve WDG(JR+) deliverables, along with illustrative examples to substantiate your proposal 		

2	Track Record of Consultancy Firm	35%
Track Record of Workforce Transformation (WT) / Job Redesign (JR) Projects Undertaken Over Past 3 Years		
	<ul style="list-style-type: none"> Provide a list of local corporate clients using <u>Annex D1</u>. Proposers will be assessed favourably if they are able to provide evidence of strong track record. 	
3	Project Management Capability	20%
Consulting Capability & Capacity, and Availability of Administrative Resources to Support WDG(JR+) projects		
	<ul style="list-style-type: none"> Provide the list of support personnel, as well as consultants and their credentials using <u>Annex D2</u>. Proposers will be assessed based on the size and experience of resources allocated. 	
4	Competitiveness of Consultancy Rate	15%
Daily Rates for Consultancy Services		
	<ul style="list-style-type: none"> Provide the consultancy services rate card using <u>Annex D3</u>. Proposers will be assessed based on competitiveness of consultancy rate across all proposals received. The rate card will be fixed throughout the appointment term respective to the designation of pre-approved consultants and shall be referenced for projects supported under WDG(JR+). 	
TOTAL		100%

Submission Format for Track Record of Workforce Transformation / Job Redesign Projects Undertaken Over Past 3 Years*(For local projects started or ended between year 2023 – 2025)*

S/N	Brief Project Description (~ 100 words)	Sector	Company / Client	Job Roles Impacted	List the Project Nature	Actual/Estimated Project Start and End Date (MM/YY)	Attach Evidence of Client Satisfaction ("Nil" is accepted)	Examples of workforce outcomes achieved
1	e.g., Who, What, Where, When, Why, How, including how the project is related to Workforce Transformation / Job Redesign and estimated number of workers impacted	Logistics	<ul style="list-style-type: none"> Company name and UEN If more than one company / client is involved, list them 	<ul style="list-style-type: none"> Machine Operator Operation Technician 	<ul style="list-style-type: none"> Talent Attraction 	MM/YY to MM/YY	<p>Please attach evidence such as email / feedback etc which must be viewable.</p> <p>List "Nil" if not available</p>	

Note:

- All fields (column) must be completed.**
- Local projects – Company / Client must be an entity registered or incorporated and operating in Singapore supported by the UEN.**
- Different projects involving repeated clients may be listed.
- Information will only be used in relation to the CFP evaluation scoring.
- Proposers will be assessed favorably if they are able to provide evidence of stronger projects track record.
- Project supported with evidence of client satisfaction (must include company name, feedback provider name and designation, and at least 1 contact information) will be assessed favorably. For project with no "Evidence of Client Satisfaction", please indicate "Nil".**

Submission Format for Consulting Capability & Capacity, and Availability of Administrative Resources to Support WDG(JR+) Projects

[Consulting Personnel – Employees under Contract-of-Service Only]

S/N	Name	Designation	Years of Consulting Experience	Industry Expertise	Attach CV
1	Rose	Principal Consultant	25	<ul style="list-style-type: none"> • Electronics • Maritime 	<i>Please see attached</i>
2	Robert	Senior Consultant	10	<ul style="list-style-type: none"> • Retail • F&B 	<i>Please see attached</i>
3	Rachel	Consultant	8	<ul style="list-style-type: none"> • All 	<i>Please see attached</i>
4	Ross	Project Manager	5	<ul style="list-style-type: none"> • All 	<i>Please see attached</i>

[Support Personnel (Marketing, Admin Employees etc) and Other Consultants (under Contract-for-Service) – if applicable]

S/N	Name	Designation	Years of Consulting Experience	Industry Expertise	Attach CV
1	Richard	Associate Consultant	10	<ul style="list-style-type: none"> • Healthcare • Social Service 	<i>Please see attached</i>
2	Rebecca	e.g., Marketing & Business Development Manager etc	N.A.	N.A.	<i>Please see attached</i>
3	Ryan	e.g., Admin / Client Support Executive etc	N.A.	N.A.	<i>Please see attached</i>

Note:

- All fields (column) must be completed, including attached CV.
- Listed personnel should only appear once (i.e., not repeated in both table).
- Consulting personnel are responsible for performing the project work.
- Proposers will be assessed favorably if they are able to allocate more resources for project management (i.e., more consulting and support personnel listed)

Submission Format for Daily Rates for Consultancy Services

S/N	Designation based on Consulting Personnel committed in Annex D2	Daily Rate/Man-day rate (in SGD)
1	<i>Principal Consultant</i>	<i>e.g. \$1,000</i>
2	<i>Senior Consultant</i>	
3	<i>Consultant</i>	
4	<i>Project Manager</i>	
5	<i>Associate Consultant</i>	

Note:

- The rate card will be fixed throughout the appointment term respective to the designation of pre-approved consultants and shall be referenced for projects supported under WDG(JR+).
- Proposers will be assessed based on competitiveness of consultancy rate.

Template for Company (Consultancy Firm) Background

About the Consulting Firm	<i>Please include company logo</i> <i>Brief description of company including business goals, target customer segments, competitive advantages, business and service offerings etc.</i>
Consulting Specialisation	<i>Brief description on areas of consulting expertise</i>
Sector(s) Specialisation	<i>Brief description on areas of sector expertise</i>
Marketing & Company outreach Strategy	<i>Brief description on marketing and outreach plans that consulting firm intends to adopt for WDG(JR+)</i>
Forecast of Number of Enterprises to onboard onto WDG(JR+) over one-year appointment period	<i>XX Enterprises</i> <i>Brief description on rationale and how it is intended to be achieved.</i>

Note:

- This is a compulsory submission but will not be used for evaluation scoring. Incomplete submission may result in disqualification.

INSTRUCTIONS TO PROPOSERS

1. Definitions

1.1 Throughout this Call for Proposal (CFP) and any Letter of Offer, 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.
- (b) "Authority" refers to the Workforce Singapore Agency established pursuant to the Workforce Singapore Agency Act (Cap. 305D), and includes any officer authorised by the Authority to act on its behalf.
- (c) "Letter of Offer" means any disbursement of grants for purposes to be stated in the Letter of Offer, the terms and conditions (as described in Clause 6.3 below) and its Annexes between the Authority and the Successful Proposer.
- (d) "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 Letter of Offer.
- (e) "Proposer" means an organisation 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.
- (f) "Proposal" means the Proposal submitted by the Proposer in response to the CFP.
- (g) "Government Proposals" include any government initiatives, government grants, and schemes including funding support administered by any government agencies.
- (h) "Consultant", and "pre-approved consultant" refers to the consulting entity as an organisation.

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 suspended or disqualified 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 suspended or disqualified, 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 forthwith rescind or terminate any Letter of Offer issued and accepted 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 forthwith rescind or terminate any Letter of Offer issued and accepted 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 via softcopy to WSG_EWTP@wsq.gov.sg. Please ensure that each email submission does not exceed 30MB in total file size. If your proposal documents exceed this limit, kindly split them across multiple emails and clearly label each email in the subject line as "Part 1 of X", "Part 2 of X", etc., where X represents the total number of emails required for your complete submission.

Closing Date: 09 February 2026

Time: 6pm sharp.

3.2 WSG 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

4.1 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

5.1 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 suspended or disqualified from future CFPs.

6. Selection of Proposal

6.1 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.

6.2 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.

6.3 The Authority will enter into negotiations with the qualified Proposer(s) to finalize terms and conditions in a Letter of Offer issued to the Proposer(s) by the Authority. The provision of the grant by the Authority shall subject to the finalised terms and conditions to

be set out in a Letter of Offer which would be issued to, and accepted by, the Successful Proposer.

6.4 The Letter of Offer may be issued to the Successful Proposer's address as given in the Proposal by hand or by post which shall be deemed as effective communication to the Successful Proposer.

7. Language

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

8. Confidentiality

8.1 Except with the consent in writing of the Authority, the Proposer shall not disclose the Proposal, or any of its provisions, or any information, training materials, details, specifications, plans, drawings, patterns, samples or instructions issued by the Authority.

8.2 The Authority may require an unsuccessful Proposer to return any information, training materials, details, specifications, plans, drawings, patterns, samples or instructions issued by the Authority.

9. 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.

10. Alteration, Erasures or Illegibility

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

11. 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.

12. Authority's Negotiations of the Proposal

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

13. Expense of Proposer

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

14. Notification

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

15. Applicable Law

All Proposals submitted pursuant to this CFP shall be governed by Singapore laws.

16. Ownership Status of Proposer

The Proposer shall provide in its Proposal full information on:

16.1 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;

16.2 the number, percentage and class of shares held by such person, company or corporation, where applicable.

17. Qualifying Proposers

17.1 The Authority reserves the right to qualify 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.

17.2 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. Such final Proposals shall be submitted via softcopy to WSG_EWTP@wsg.gov.sg no later than **09 February 2026, 1800hrs**.

18. 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.

19. 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.