# CALL FOR PROPOSAL SPECIFICATIONS FOR THE APPOINTMENT OF CONTINUING EDUCATION AND TRAINING CENTRE(S)/PROGRAMME PARTNER(S) TO PROVIDE CONTINUING EDUCATION AND TRAINING PROGRAMMES FOR THE MEDIA SECTOR

**Ref: SSG.TPG.IDD2.M001**

**CALL FOR PROPOSAL FOR THE APPOINTMENT OF CONTINUING EDUCATION AND TRAINING CENTRE(S)/PROGRAMME PARTNER(S) TO PROVIDE CONTINUING EDUCATION AND TRAINING PROGRAMMES FOR THE MEDIA SECTOR**

## AIM

1.      This Call for Proposal (CFP) invites training provider(s) (hereinafter referred to as the "Proposer") to submit proposals to deliver Continuing Education and Training (CET) programmes as CET Centre(s) (CETC) or Programme Partners(s) (PP) to support skills upgrading and enterprise transformation efforts in the Media sector for a period of five (5) years, with an initial appointment period of three (3) years, and an option to extend for an additional two (2) years conditional on the performance of training providers.

## BACKGROUND

### SkillsFuture Singapore

2.      SkillsFuture Singapore (SSG) is a statutory board under the Ministry of Education (MOE). Our mission is to enable individuals to learn for life, pursue skills mastery and develop fulfilling careers, for a future-ready Singapore. SSG aims to promote a culture and holistic system of lifelong learning through the pursuit of skills mastery and strengthen the ecosystem of quality education and training in Singapore.

### About the Media Sector in Singapore

3.      The Singapore's media industry, as defined by the Info-communications Media Development Authority (IMDA), comprises sub-sectors such as Film and Video, Games, Broadcasting and Publishing. For the context of this CFP, the Media Industry is confined to **Film and Video, Games, and Broadcasting.**

4.      Developments in these sub-sectors have allowed Singapore's media sector to grow steadily to become a key contributor in Singapore's economy despite its relatively small size, with $2.4 billion in value-added in 2017. There is projected job growth for Singapore's media workforce: from IMDA's Infocomm Manpower Survey 2020, demand is projected to grow from 25,930 in 2020 to about 33,030 in 2023.

5.      Singapore has established itself as a regional media hub, given that leading media MNCs such as Netflix, iQIYI and Tencent have set up base in Singapore for their Southeast Asia expansion, and our Singapore content and talent have won numerous international awards at prestigious platforms like the Cannes Film Festival. The major players are competing intensely to capture audiences for the growing regional market, especially in over-the-top (OTT) media service. Leveraging our momentum and the presence of the major players here, Singapore can continue to build up a critical mass of talents based in Singapore who are capable to collaborate with the best of the region to create premium content for global/regional audiences.

**Shifts in the Media Sector and Impact on Jobs and Skills Needs**

6.      The media sector in Asia is fast developing, with content investment expected to reach US$4.4 billion by 2024. The launch of the Media International Advisory Council (IAC) in December 2019 comprising top international industry leaders from the media sector was timely to provide critical insights on potential opportunities for Singapore to play a relevant and more significant role in the rapidly evolving global media industry.

7.      As traditional and new media players consolidate, scale, converge, innovate and experiment with new monetisation models and formats, media professionals need to adapt and equip themselves with skills to stay agile and relevant amid shifts in global media markets and changing media ecosystems. Demand for media professionals in sectors such as advertising and retail are on the rise as direct business-to-consumer online engagement intensifies. Media professionals may be trained in traditional media formats and new media content formats and skills. The media professionals' domain skills will still be critical for the industry with in-demand skills such as project management, budget management, marketing and sales being skills that the media professionals should continue to build on. Soft skills such as communication, self-management and developing people when coupled with domain skills will enable one to adapt much faster to the changing landscape.

8.      The media landscape has been undergoing changes arising from digitalisation, automation and exponential development in technology. Coupled with change in consumer behaviour and expectation, these trends will continue to impact the media workforce as new roles are created and existing job roles evolved. For example, virtual production is changing the way content is made while overcoming physical limitations. Traditional job roles such as visual effects, camera and lighting have to evolve to the new production environment. In addition, as more customer data are collected from online and social media platforms, AI and analytics tools will help in developing bespoke strategies to enable product and marketing teams to identify content that can best engage target audience. Data will also help brands to build, scale and measure success of their content and marketing campaigns. With the inevitable changes in the Media landscape, programming, data analytics, and user interface/user experience are important emerging skills which the Media companies should buildmore of.

9.      Across the economy, companies are infusing media capabilities into product and experience design, marketing and differentiation, which are some of the cross-cutting skills applicable across sectors. Horizontal creative capabilities such as storytelling, design thinking, social media and gamification are seeing increasing demand from outside of the media sector. These capabilities, when melded with technology has the ability to help companies differentiate against their global competitors.

10.     Based on the Infocomm Manpower Survey 2020, the top three projected in-demand media job roles are Product/Digital Marketing Specialists, Online Content Creators and Marketing and Publicity of Media Content Managers, which are required

in the new media space. Such roles are much sought after by non-media companies as well as the public sector. The top three in-demand skills for these job roles are digital marketing, advertisement serving and social media marketing. In addition, Instagram marketing, Facebook advertisement and marketing automation are some of the emerging skills of these three job roles. The in-demand and emerging skills reflect the growing emphasis and importance of digital media in the media landscape.

11.     The rise in creative media projects from both traditional media companies as well as companies from other sectors has increased demand for creative media specialists. With Singapore positioned as a regional hub for many big media corporations, coupled with considerable developments in the local media ecosystem and support from the government to promote training, there is a need for Media CETC / PP to support the growth of the media industry through providing quality skills deepening and broadening training programmes for the media workforce, in both in-demand and emerging skills that are needed by the industry.

**About the Media Skills Framework and Role of CETC / PP**

12.     The Skills Framework (SFw) for Media [1] was developed to promote skills mastery and lifelong learning, making it an integral component of the Media Industry Transformation Plan. The SFw was developed in consultation with SSG, Workforce Singapore (WSG), IMDA as well as industry associations, training providers, and unions. The SFw provides key details that are pertinent to individuals, employers and training providers respectively. Featuring pivotal jobs in the Media sector, the SFw takes into account the evolving media landscape and global trends, outlining possible pathways for talent attraction and retention as well as articulation of existing and emerging skills to support growth and transformation of the sector.

13.     In line with SSG's efforts to build a highly skilled workforce and to support enterprise transformation efforts, the appointed CETC / PP will be expected to deliver a range of CET offerings that meets the needs of the Media sector as elaborated below.

   a. <u>Equip media workforce with in-demand and emerging skills</u> – Appointed CETC/PP are expected to develop and deliver skills-based training programmes to equip the workforce with industry skills sets as outlined in the above paragraphs. CETC/PP are encouraged to bundle Critical Core Skills (CCS) with Technical Skills and Competencies (TSC) in their training programmes (WSQ or non-WSQ) so as to enable the holistic skills development for learners to be job-ready and stay relevant in the Media sector. They would identify one or more relevant CCS at appropriate Proficiency Level(s) to bundle with TSC(s) to form an integrated training programme which has clear and specific learning outcomes defined. Some of the top in-demand skills identified for Media sector are "Analytics and Customer Insights", "Product Management", "Content Strategy and Planning", "Game Design" , "Conceptualisation" and "Script and Story Development". Curriculum design should take a holistic view to proposed job roles.

   b. <u>Build a ready pipeline of skilled workforce and provide career advisory and employment facilitation services</u> - Appointed CETC / PP are expected to

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[1] More information about the SFw is available on https://www.skillsfuture.gov.sg/skills-framework/media

provide training and job placement opportunities for trainees through Train-and-Place (TnP) programmes. Proposers are encouraged to bundle CCS with TSC in training programmes (WSQ or non-WSQ) to enable learners to be job ready and provide career advisory and employment facilitation services to place trainees in the Media sector in job roles that are in-demand.

c. <u>Support enterprise transformation efforts through consultancy, project-based and implementation-led training</u> - Appointed CETC / PP are expected to facilitate mentorship and provide consultancy services to support media related organisations to embark on innovations to transform their business and deepen and/or reskill their staff. Scope of projects would include adoption of technology, process redesign and/or job redesign, supported by training solutions to enable organisations to implement the new changes successfully that lead to enterprise productivity outcomes.

The full list of details is attached under Submission of Proposal and all interested Proposers **will** be required to provide these details/evidences. Proposals which do not include details will not be shortlisted for further evaluation.

## CFP OBJECTIVES

14. SSG seeks to appoint qualified training provider(s) who are registered or incorporated in Singapore, as CET Centres to deliver CET programmes to support the training, skills upgrading and placement of workers and enterprise transformation efforts in the Media sector for a period of up to five (5) years. In the context of CFP, the Media sector is confined to **(i) Film and Video, (ii) Games and (iii) Broadcasting.**

15. Each successful Proposer will have to offer **at least two of the deliverables, with all three being highly preferred**, as stated below in **one or more of the following Media sub-sectors: (i) Film and Video, (ii) Games and/or (iii) Broadcasting**. Proposers are to indicate clearly which Media sub-sectors they are submitting for. The three (3) deliverables and estimated annual demand for training are:

a. **Deliverable One** – Develop and deliver **skills-based training programmes for existing in-employment employees as well as mid-careerists** seeking to reskill themselves in the Media sector for existing and emerging in-demand skills aligned with the SFw for Media and/or other relevant Skills Frameworks. SSG has provisioned for an annual capacity of 1,000 training places[2].

b. **Deliverable Two** – Develop and deliver skills-based train-and-place programmes with **placement[3] outcomes** for individuals for in-demand and emerging job roles in the Media sector. SSG has provisioned for an annual capacity of 300 training places.

c. **Deliverable Three** – Provide mentorship and training solutions to Media

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[2] One training place is equivalent to an individual who has completed a WSQ/ non-WSQ programme which could be a modular, bundled or Full Qualification programme.

[3] Depending on the employment nature of the job role, placements may refer to salaried positions, contract positions or freelance positions

organisations in the areas of innovation (including technology adoption, job and process redesign), through consultancy and project-based, implementation-led training supporting enterprise transformation. Proposers can propose enterprise transformation targets and projects.

**PRE-REQUISITES**

16.     SSG invites Proposers who meet ALL the following pre-requisites to submit proposals:

a.  Be a registered company in Singapore;

b.  Be currently accredited as a SSG's Approved Training Organisation (ATO) for at least three (3) consecutive years (from CY2018) and delivering training programmes under the WSQ system, with at least three (3) years of proven track records in training and development (preferably in the Media sector);

c.  Be able to meet the regulatory requirements under the Private Education Act, where required;

d.  No adverse track record with regulatory bodies due to non-compliance or fraudulent practices; and

e.  At least three (3) years recent track record of sound financial status with positive cash flow balance and positive net profit margin.

**SCOPE OF APPOINTMENT AND DELIVERABLES[4]**

17.     Proposers are required to take reference from the Technical Skills and Competencies (TSCs) and Critical Core Skills (CCSs)[5] in the SFw for Media[6]. Online information on the SFw for Media, TSCs and CCSs can be accessed at https://www.skillsfuture.gov.sg/skills-framework/media. Other SFws can be found in https://www.skillsfuture.gov.sg/skills-framework.

18.     For training programmes that take reference from the SFw for Media and/or other relevant SFws, proposers shall map each proposed training programme to the TSCs and/or CCSs.

19.     Proposers shall design and develop the proposed skills-based training using a balance mix of training methodologies (e.g. blended learning, in-person training). Where possible, Proposers shall propose new training innovations and methodologies that can uplift the training landscape in the Media sector. Proposers may also propose new training programmes beyond the skills and competencies in existing SFws to proactively offer training that covers the in-demand and emerging skills and any other

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[4] Proposals shall exclude SGUnited Skills/SGUnited Mid-Career Pathway-Company Training Programmes and Enhanced Training Support Package (ETSP) programmes in this CFP.

[5] GSCs are replaced by Critical Core Skills (CCSs). For more information on CCSs, proposers may refer to https://www.skillsfuture.gov.sg/skills-framework/criticalcoreskills

[6] Proposers to refer to the TSCs and CCSs in the Skills Framework for Media.

skills identified through their own industry demand sensing. For the latter, please include the necessary justifications.

| Key Deliverables | Focus Areas | Scope of Proposal |
|---|---|---|
| **Deliverable One** | Develop and deliver skills-based training programmes for existing in-employment employees as well mid-careerists seeking to reskill themselves in the Media sector for existing and emerging in-demand skills aligned with the SFw for Media and/or other relevant Skills Frameworks. | • Proposers shall propose relevant WSQ and non-WSQ training programmes and complete Annex A (details of proposed courses). Proposers should take note of the expected training outcomes in Annex B.<br><br>• Proposers can propose training programmes for in-employment trainees to move up/across the Career Pathway/s. Proposers may refer to Career Pathways in the SFw for Media.<br><br>• Where relevant, Proposers may include training programmes beyond the TSCs/ CCSs under the Skills Framework for Media and/or other relevant SFw. |
| **Deliverable Two** | Develop and deliver skills-based train-and-place programmes with placement outcomes for individuals for in-demand and emerging job roles in the Media sector. | • Proposers shall propose programmes to cater to the existing and emerging job roles captured in the SFw for Media as well as other in-demand / emerging job roles required in the sector and captured in other relevant SFws.<br><br>• Proposers shall propose job roles for train-and-place programmes and training programmes that:<br><br>  a. Comprise modularised courses in related fields e.g. WSQ/Non-WSQ modular courses; and<br>  b. Comprise bundled or qualification programmes in related fields e.g. WSQ/Non-WSQ courses |
| **Deliverable Three** | Provide mentorship and training solutions to Media organisations in the areas of innovation (including technology adoption, | • As part of the transformation programme for enterprises, Proposers shall provide mentorship and training solutions |

| Key Deliverables | Focus Areas | Scope of Proposal |
|---|---|---|
| | job and process redesign), through consultancy and project-based, implementation-led training supporting enterprise transformation. | to organisations to (a) define their problem statement(s), (b) identify and prioritise areas of improvement, and (c) co-develop learning and skills-related solutions to address the organisation's needs via projects within a six-month[7] period.<br><br>• Proposers shall include the proposed outcomes of the projects based on outcome indicators in Annex B for workforce transformation projects.<br><br>• Proposers shall identify a list of potential media organisations, that are seeking solutions for their impending business problems in the Media sector, for them to work with for such enterprise and workforce transformation projects.<br><br>• Proposers can refer to Annex C to provide project details on enterprise transformation. |

20.    Proposers shall include evidence of training demand sensing (potential employers and number of vacancies) for the proposed job roles within the next five (5) years.

21.    Proposers shall provide details on initiatives to place trainees at the end of the course in the Proposal. The initiatives should include:

  a. Career services (e.g. provide career advice to trainees on resume writing, interview techniques; organise recruitment fairs);

  b. Employment facilitation (e.g. conduct briefing to trainees on employment opportunities, sharing to employers on trainees' profiles, networking session between hiring employers and trainees, matching of potential trainees with employers during attachments);

  c. Placement tracking (e.g. put in place process with hiring employers and trainees for a feedback loop to track placements); and

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[7] Projects requiring longer than six (6) months will be evaluated on a case by case basis, as part of this CFP.

d. Any other relevant placement initiatives

**FUNDING**

22. SSG will fund the following on a <u>reimbursement</u> basis at prevailing funding rates[8]:

a. Course Fee Grant[9] for programmes proposed under Deliverable One and Deliverable Two subject to a dollar cap at prevailing rates. It will also be capped at the number of training places that the appointed CETCs/PPs are expected to deliver. Any request to increase the number of training places and associated course fee support and grants during the programme duration is subject to SSG's approval; and

b. Mentorship Support Grant for programmes proposed under Deliverable Three.

23. The claims will need to be submitted to SSG on a quarterly basis based on outcomes completed in the preceding quarter, along with its quarterly progress report.

24. Eligible trainees for proposed programmes are defined as follows:

a. Singapore Citizens (SCs) and Singapore Permanent Residents (PRs) are eligible for SSG funding; and

b. Eligible trainees will have to complete their Pre-Employment Training (PET) education/full-time studies and National Service (if applicable). The appointed CETC / PP is to put in place screening measures to ensure that the programme is catered primarily to adult workers.

25. The successful Proposer(s) shall submit claims for SSG's grants which will be administered via Training Partners Gateway (TPGateway) and Funding Management System (FMS). The above funding rates and caps are subject to SSG's prevailing corporate policies on SSG-funded programmes. SSG reserves the right to revise the funding rates, caps and claim procedures at any point from the calling of this CFP till the date of appointment.

**OBLIGATIONS OF THE APPOINTED CET CENTRE(S) / PROGRAMME PARTNER(S)**

26. The appointed training partner(s) must undertake the following commitments:

a. To have attained ATO status including the SSG Organisation Registration, Course Application requirements, Course Accreditation, Holistic Performance Scorecard (HPS) and Adult Educator (AE) Qualifications

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[8] For prevailing funding rates, please refer to SSG's website on Funding Assistance Schemes (Broad-based Funding): https://www.ssg-wsg.gov.sg/employers/funding-assistance-schemes.html

[9] Course fee support will also be capped at the number of training places that the appointed training provider is expected to deliver. Any request to increase the number of training places or associated course fee support and grants during the programme duration is subject to SSG's approval.

Requirements. The prevailing requirements may be revised from time to time. Please refer to the following links for the info on:

i. Organisation Registration:
https://www.tpgateway.gov.sg/plan-courses/organisation-registration-for-first-time-training-provider

ii. Course Application:
https://www.tpgateway.gov.sg/get-started/journey-overview-of-a-training-provider

iii. Accreditation Process and Criteria:
https://www.tpgateway.gov.sg/plan-courses/course-accreditation

iv. WSQ Adult Educator (AE) Qualifications Requirements:
https://www.ssg.gov.sg/wsq/Industry-and-Occupational-Skills/Training-and-Adult-Education-WSQ.html

b. If applicable, to be registered as a Private Education Institution in adherence to the statutory requirements of the Enhanced Registration Framework (ERF);

c. To have dedicated full-time team, including full-time Adult Educators (AEs) possessing Advanced Certificate in Learning and Performance (ACLP);

d. To ensure the course developer(s) possess the Diploma in Adult Continuing Education (DACE);

e. To drive, promote, manage and administer the proposed training programmes and courses;

f. To review and revise curricula and assessment plans regularly to ensure its currency and relevance; and to align with future new requirements (if any);

g. To ensure courses are marketed and managed according to guidelines on Training Partners (TP) Gateway, including Course Application, Updating of Course, Enrolment of Trainees, Submission of Attendance and Assessment, Training Quality and Outcomes Measurements (TRAQOM) Post-course Evaluation Surveys;

h. To have regular and published classes for enrolment on MySkillsFuture portal;

i. To have a computerised administrative system to maintain and backup proper records of all training details for the courses, including trainee particulars, training attendance records, assessment/performance records, employment details including names of employers, salaries, payment receipts and invoices;

j. To provide SSG with progress updates over physical/virtual meetings and progress reports based on the deliverables outlined in the appointment when required;

k.  To comply with audit requirements as required by SSG including Grant Certification Note (GCN), Financial Audit Report (FAR) and/or equivalent reports at any point of time during or after the programme period upon request;

l.  To support SSG in its promotion and publicity of SkillsFuture-related programmes and initiatives, including Skills Framework, SkillsFuture Queen Bee, National Centre of Excellence for Workplace Learning (NACE), media feature of success stories of company's/trainee's improvements as a result of the Programme intervention;

m.  To provide SSG with data requests relating to the proposed training programmes and courses;

n.  The Proposer shall provide details on initiatives to place trainees at the end of the programme(s) and course(s) (with reference to Deliverable Two) in the Proposal. These can include employment facilitation, such as the sharing of trainees' profile with employers or career advisory to prepare trainees for interviews;

o.  To track enrolment, training places and training outcomes which include number and proportion of trainees placed into a job, obtained a pay increment, given wider job scope and/or new responsibilities and retained in the Media sector after completion of training;

p.  To track placement outcomes, which include documentary proof for placement facilitation, type of placement facilitation efforts;

q.  To provide SSG with new training programmes arising from demand sensing on emerging job roles and skills during the course of appointment;

r.  To seek SSG's prior approval with regard to any change in training programme structure, contents, duration, fees, training places, overall and specific training and placement targets, funding support required; and

s.  To support SSG in surveys and research studies (if any).

27.    Notwithstanding the above requirements listed, SSG reserves the right to consider and appoint training partners who have strong value propositions such as the outcomes to be achieved and deliverables proposed.

## **TERMS OF APPOINTMENT**

28.    SSG reserves the right to select and 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.

29.    The appointment for appointed CET centres will be for a period of five (5) years, with an initial appointment period of three (3) years, and an option to extend for an additional two (2) years conditional on the performance of training providers. SSG

reserves the right to vary the terms and conditions of the appointment period.

30. SSG will review the performance of the appointed CET Centre(s) / Programme Partner(s) periodically and at least six (6) months before the end date of the initial appointment period.

31. The appointed CET Centre(s) / Programme Partner(s) shall undertake all the costs related to the implementation of the training programmes, which includes monthly rental of space (including GST payable), utilities, staff costs and salaries, curriculum enhancement costs, trainers' capability building costs, training materials, marketing costs, and any other related costs to be used for the delivery of its training programmes.

32. The appointed CET Centre(s) / Programme Partner(s) must determine their own course fees of the training programmes, which will be subjected to SSG's approval if appointed. For any changes in proposed course fee after appointment, appointed training providers are required to seek SSG's approval in writing.

33. The Successful Proposer(s) shall, upon receipt of the Letter of Appointment from SSG, promptly commence work on the deliverables as stated in this Requirement Specifications.

## SUBMISSION OF INFORMATION

34. Proposers are invited to submit a Business Proposal detailing ALL the following:

   a. One (1) page Executive Summary (Annex D) and proposed outcomes (Annex E) in accordance to the Scope of Appointment and Deliverables, with reference to the Annexes and Table A;

**Table A: Outline of Business Proposal**

| S/N | Section | Explanatory Notes |
|---|---|---|
| (a) | **Executive Summary** [Template provided in Annex D] | Proposers are to include the objective of the submission of Business Proposal specifying job roles, training programmes and services and interventions that are aligned with the stated deliverables of this CFP. |
| (b) | **Detailed jobs and skills trends and demand in the Media sector** | Proposers are to indicate which Media sub-sector, in either (i) Film and Video, (ii) Games or (iii) Broadcasting or a combination of two to three areas, that they are submitting for this CFP.<br><br>Proposers are to specify the demand sensing and trends to justify the proposals for each Deliverable (i.e. Deliverables One, Two, Three). |
| (c) | **Programme Costs** | Proposers must provide a quotation of course fees for the delivery of the proposed programmes, indicate benchmarking of the proposed course fees, as well as the target training places per year over the i) three-year appointment period and ii) five-year appointment period. |

| S/N | Section | Explanatory Notes |
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| | | |
| (d) | **Delivery Effectiveness** | Proposers are to indicate target segments of the workforce and/or type of enterprises they wish to reach out to, rationale for identifying these target segments, as well as the strategy and execution plans per Deliverables One, Two, Three. <br><br> a. <u>Curriculum and Instructional Design Strategy</u> <br> • Proposers are to explain the instructional design and pedagogical approach to be adopted for <u>ALL</u> proposed training programmes specified in <u>Annex A</u> <br><br> • Proposers must also specify the e-blended learning approaches that will be incorporated in the curriculum design and references that will be made to specific sector(s) to improve learning and employment outcomes. <br><br> b. <u>Marketing and Outreach Strategy</u> <br> Proposers are to indicate target segments of Singapore's local workforce that they wish to reach out to, why, as well as outreach strategies to reach out to them |
| (e) | **Critical Core Skills (CCS)** | a. Proposer may identify relevant CCS(s) at appropriate Proficiency Level(s) to bundle with TSC(s) to form an integrated training programme which has clear and specific learning outcomes defined <br><br> b. Proposer is recommended to clearly describe the training programme's learning outcomes, desired learner's profile, appropriate curriculum design methodology (including assessment), and learning resources to be deployed (including relevant education technology application, adult educator's profile, physical facilities or infrastructure for learning). <br><br> c. Proposer shall explain how the identified CCS(s) for the training programme would be relevant and complement the technical skills covered as part of the curriculum. <br><br> d. Proposer should seek to align the curriculum with the reference document(s) of the CCS Proficiency Level(s) bundled as part of the training programme. Evidence may be in the form of mapping the trainer's guide, learner's guide and assessment plan to the CCS' Proficiency Level description, Knowledge and Abilities |

| S/N | Section | Explanatory Notes |
|---|---|---|
| (f) | **Programme Outcomes** | a. Proposers are to specify Programme Outcome targets in terms of learning outcomes <u>and</u> employment/placement outcomes which it will work towards for the tenure of the appointment.<br><br>b. The proposer is also required to explain the methodology of how it intends to systematically measure and track these outcomes. |
| (g) | **Quality of Internal Systems** | <u>**Organisational and Corporate Governance, Financial Practices and Business Viability**</u><br><br>a. Proposers are to include the following information:<br>▪ Registration with ACRA<br>▪ Board of Directors, their roles and written profile of each member<br>▪ Mission & Vision<br>▪ Organisational Chart, Constitution, Organisation Size and Turnover<br>▪ 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<br>▪ 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<br>▪ List of subsidiaries associated / affiliated to organisation<br>▪ Compliance with local regulatory bodies (e.g. Committee for Private Education, ACRA, MOM)<br>▪ Significant achievements and Awards in Areas such as EduTrust Certification Scheme, Business Excellence Schemes, International Organisation for Standardisation<br>▪ International Awards and Recognition received by the Organisation and/or by Alumni from 2018-2020<br>▪ List of joint collaborations with Overseas Best-In-Class institutions<br>▪ List of joint collaborations with Singapore Agencies (e.g. Enterprise Singapore)<br>▪ List of joint collaborations with Singapore's Trade and Associations in the Media Sector<br>▪ System and processes to ensure training quality including a culture of continuous improvement<br>▪ Breakdown of annual intakes of Singapore trainees vis-à-vis foreign trainees for the proposed training programmes<br>▪ Number of locally trainees from 2018 to 2020 who were successfully placed into jobs in the Media |

| S/N | Section | Explanatory Notes |
|-----|---------|-------------------|
| | | sector, including information about the job roles <u>or</u> demonstrated skills acquisition to move up the career ladder in the Media sector<br><br>b. Proposers should provide evidence of company's <u>past three years</u> of certified/audited financial statements in accordance to the Singapore Financial Reporting Standards (FRS) and should include:<br>▪ Income & Expenditure Statement (<u>Annex F</u>)<br>▪ Cash flow statement<br>▪ Balance Sheet<br>▪ Credit rating<br><br>c. Proposers should provide evidence of currently accredited as a SSG Approved Training Organisation and being a training provider with at least three (3) years' experience and proven track records in developing and administering training programmes, including projects of a similar nature and scale, placement of trainees into job roles;<br><br>**<u>Training and Assessment Facility and Resources, Relevant Experience & Track Records</u>**<br><br>a. Proposers should have an existing training capacity and evidence of capacity to deliver the committed maximum capacity every year, over three years and five years. Proposers must indicate their maximum capacity for the proposed programmes.<br><br>b. Proposers must have evidence of capability to operate and manage a training institution and assessment site for the administration of assessments that accepts general public registrations, other than corporate clientele.<br><br>c. Proposers must also possess adequate and accessible training and assessment facilities (please provide details such as location, training capacity, number of classrooms, proposed assessment sites and set-up including photographs), including the training facility (current capacity and proposed ramp up capacity within the next six (6) months of appointment) and curriculum (including plans for andragogical innovation to improve the efficiency and effectiveness of training and assessment).<br><br>d. Proposers should possess evidence of having a pool of Adult Educators who meet the Curriculum Developer and Trainer Requirements based on <u>Annex G</u>. Please provide a current list and track record of |

| S/N | Section | Explanatory Notes |
|---|---|---|
| | | training achievements over the last three years outlined in <u>Annex G</u>. |
| | | e. Proposers should provide credentials and curriculum vitae (CV) of your Adult Educators (trainers and curriculum developers) who will be developing and delivering the proposed training programmes. Please also indicate the whether these Adult educators have attained the Advanced Certificate in Training and Assessment (ACTA), Advanced Certificate in Learning and Performance (ACLP) or the equivalent, and whether they are full-time or part-time employees. |
| | | f. Proposers should provide a record of their corporate clientele and market penetration, specifying details on the respective organisation profiles and sectors |
| | | g. Proposers should provide any other credentials or proven track record that supports the delivery of training programmes for the Media sector. |
| | | **<u>Systems and Processes to manage Training Quality and Learner Records Management</u>** |
| | | • Proposers are to include the proposed systems to manage Quality Assurance for Curriculum Development and Curriculum Review, Training Delivery, and management of Learners Records. |

35.    Where applicable, Proposers shall detail if the proposed programmes are funded by other agencies.

36.    Where applicable, Proposers intended arrangements with other vendors for undertaking any scope of work for this project. Proposers shall provide the vendors' company profile, as well as evidence of experience and track record for the relevant scope of work

37.    Where applicable, existing appointed training providers by SSG shall detail budget utilisation.

38.    Other plans and proposals planned to be undertaken to meet the requirements stipulated (if any).

39.    Proposers are required to include as part of their submission, other proposals to enhance the training delivery aspects. These could include plans for innovation and marketing in the forms of infrastructure design, courseware design, training methods or assessment methodologies. For example, plans for blended learning, e-learning, mobile-learning, workplace learning.

**<u>SHORTLISTING (CRITICAL) CRITERIA</u>**

40. Non-compliance to the following criteria will disqualify the Proposer's Proposal from further evaluation:

   a. Free from debarment status to participate in the CFP
   b. Compliance with pre-requisites as stipulated in Paragraph 16 above
   c. Completeness of submission of the following documents:
      i. Declaration of Proposal; and
      ii. Business Proposal;
   d. Attendance at the mandatory CFP briefing. Organisations that do not attend the briefing will not be shortlisted for further evaluation;
   e. Completion of Course Proposals in accordance to Annexes (where relevant) based on the combination of training programmes which the Proposer is intending to offer as stipulated in Paragraphs 34 to 39 above.

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

42. Only Proposers who comply with the pre-requisites and shortlisting criteria will be subjected to further evaluation

**EVALUATION CRITERIA**

43. Proposers who have met the Shortlisting (Critical) Criteria above will be shortlisted for further evaluation based on the following criteria:

| S/N | Evaluation Criteria | Weightage |
|---|---|---|
| 1 | Compliance with Requirement Specifications | 10% |
| 2 | Corporate Governance and Financial Viability<br>a. Credentials, Experience and Track Records of the team managing the CET Centre / Programme Partner<br>b. Financial Practices & Business Viability | 15% |
| 3 | Training Track Records<br>a. Credentials, Experience & Track Records of Adult Educators<br>b. Quality and outcomes of past programmes | 15% |
| 4 | Quality Considerations<br>a. Industry Demand Sensing<br>b. Portfolio Mix of Programmes<br>c. Learning Innovations<br>d. Career and Placement Services<br>e. Training Outcomes<br>f. Quality of Adult Educators<br>g. Marketing Outreach and Network<br>h. Consultancy and Mentorship to Support Enterprise Transformation<br>i. Training Facility and Resources | 40% |
| 5 | Price and Costing | 20% |

44.     All CFP submissions will be reviewed by SSG for suitability and SSG's decision is final. In order to uphold the integrity of the CFP, SSG will not be able to discuss on the details of the CFP evaluation in any circumstances.

## CONFIDENTIALITY OF INFORMATION

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

## COMPLIANCE TO PERSONAL DATA PROTECTION ACT (PDPA)

46.     The Successful Proposer shall be expected to comply with the provisions under the Personal Data Protection Act (PDPA) during the course of its appointment.

## CFP BRIEFING

47.     A briefing will be conducted to provide an overview of the programme and opportunity to seek clarifications. Virtual attendance for the briefing is mandatory. Each organisation is allowed to send up to two representatives to the briefing session. Organisations that do not attend the briefing will not be shortlisted for further evaluation.

48.     Details of the virtual briefing session are as follows:

Date:       5 August 2021, Thursday
Time:       3.00pm – 5.00pm
Venue:      Zoom (URL to be provided)

49.     Interested training providers should register the attendance for the virtual briefing with Mr Neerajvimal Haridasan at neerajvimal_haridasan@ssg.gov.sg and Ms Cheryl Hariman at cheryl_hariman@ssg.gov.sg **by 4 August 2021, Wednesday, 1200 hrs**, with the following details:

    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)

## PROPOSAL PRESENTATION

50.     Shortlisted training providers will be invited to make proposal presentation to representatives of SSG between **30 August 2021 to 3 September 2021**. The presentation to SSG is mandatory and only Proposers who have been shortlisted will be informed on the date, time and venue to present their business proposals.

51.     Shortlisted training providers are required to provide softcopy of presentation materials (for example, presentation slides) via email to Mr Neerajvimal Haridasan at neerajvimal_haridasan@ssg.gov.sg and Ms Cheryl Hariman at cheryl_hariman@ssg.gov.sg before the proposal presentation.

**CLOSING DATE OF SUBMISSION**

52.     The closing date/time of the submission is **18 August 2021, Wednesday, 1600hrs sharp for both hard copy and soft copy submissions. Submissions after this deadline will not be accepted.**

53.     One (1) hard copy and one (1) soft copy of the Proposal and supporting documents are to be submitted to SSG.

54.     One (1) hard copy Proposal is to be submitted into **CFP Submission Box No. A** with details below and one (1) soft copy of the Proposal is to be submitted in a zipped folder (total file size not more than 10MB) to the SSG officers and respective email addresses listed below:

> **CFP Submission Box No. A**
> SkillsFuture Singapore Agency (SSG)
> 1 Paya Lebar Link, #08-08
> Paya Lebar Quarter 2
> Singapore 408533
>
> **Closing Date (for both hard copy and soft copy): 18 August 2021, Wednesday**
> **Time: 1600 hrs sharp**

**ENQUIRIES**

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

| Name | Designation | Email Address |
|---|---|---|
| Mr Neerajvimal Haridasan | Manager | neerajvimal_haridasan@ssg.gov.sg |
| Ms Cheryl Hariman | Manager | cheryl_hariman@ssg.gov.sg |
| Ms Jamie Fok | Assistant Director | jamie_fok@ssg.gov.sg |