

PUBLIC DOCUMENT

REQUEST FOR PROPOSAL

Project Name:

RFP.CE.2025.004

IBF Website Refresh Exercise and Provision of Content Management System and Maintenance



The Institute of Banking & Finance

10 Shenton Way

#13-07/08 MAS Building

Singapore 079117

Tel: 62208566

Fax: 62244947

Email: procurement@ibf.org.sg

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1. INTRODUCTION

1.1 The Institute of Banking and Finance (“IBF”) is issuing this Request for Proposal (“RFP”) to identify suitable entity(is) (hereinafter referred to as the “Vendor”) to submit proposals for the provision of services to refresh the IBF Website for a more customer-centric user experience; and propose a more flexible and efficient content management system for the IBF website.

2. BACKGROUND

2.1 IBF was established in 1974 as a not-for-profit industry association to foster and develop the professional competencies of the financial industry. IBF represents the interests of over 200-member financial institutions including banks, insurance companies, securities brokerages, and asset management firms. In partnership with the financial industry, government agencies, training providers and the trade unions, IBF is committed to equip practitioners with capabilities to support the growth of Singapore’s financial industry.

2.2 IBF serves as the national accreditation and certification agency for financial industry competency in Singapore under the Skills Framework for Financial Services (SFwFS), which was developed in partnership with the industry. Since 2018, IBF has been the appointed programme manager for the administration of professional conversion programmes for the financial industry under Workforce Singapore’s Adapt and Grow initiative. IBF was appointed as the Jobs Development Partner for the Financial Services Sector in 2020 by the National Jobs Council.

2.3 IBF also provides personalised career advisory services to Singapore Citizens and Singapore Permanent Residents exploring a new role in, or career switch into the financial industry, under IBF Careers Connect.

2.4 IBF’s main stakeholders / customers can be classified into three main groups, financial services professionals / exam candidates / job seekers, financial institutions, and financial training providers.

3. OBJECTIVE

3.1 IBF is looking to refresh the current IBF website to provide a user-centric, intuitive experience for visitors. The new website will prioritise intuitive navigation and optimised content accessibility to ensure users can quickly find relevant information. By enhancing usability, IBF aims to drive higher engagement, improve conversion rates and foster long-term retention and repeat visits.

3.2 Another objective is to explore and to implement a more user-friendly and flexible content management system on a cloud platform for the IBF website.

4. PROJECT SPECIFICATIONS AND REQUIREMENTS

4.1 Website user journey

S/N	Specification	Requirements
1	Enhanced user experience (UX) and engagement	<p>i. User-centric design and accessibility</p> <ul style="list-style-type: none"> - Understand the various user groups' information needs and provide a user-friendly, intuitive interface tailored to the respective target audience's journey. - Organise content intuitively, to reduce the number of clicks required for users to find relevant content easily based on their profile and needs. Vendor should demonstrate measurable improvements in reducing user effort, such as minimising click paths to key content. - Incorporate a mobile-first, fully responsive design optimised for all screen sizes and devices. - Ensure accessibility compliance [e.g. Web Content Accessibility Guidelines (WCAG) 2.1 for an inclusive experience]. <p>ii. Navigation, aesthetics and usability testing</p> <ul style="list-style-type: none"> - Implement clear call-to-action buttons and content categorisation for easy navigation. - Use high-quality visuals such as stock images, icons, and dynamic infographics to enhance aesthetics, readability, and site navigation. - Provide a seamless and non-disruptive user experience, ensuring that updates are applied without requiring manual page refreshes. - Conduct usability testing, including focus groups and reference to customer satisfaction surveys to understand existing pain points and refine user journey. - Facilitate discovery sessions, focus group discussions (FGDs), and stakeholder interviews with internal and external stakeholders. - Organise brainstorming discussions / workshops with the core project team to develop user personas, user stories and user journey mapping. - Vendor to present the proposed user journey concept, demonstrating how information will be structured and accessed. - Implement post-launch analytics tools (e.g. heatmaps, user behaviour tracking) to monitor real-world interactions and continuously refine the user experience.

2	Search engine	<ul style="list-style-type: none"> - Provide search predictions or suggestions based on past searches, trending topics and user behaviour. - Ensure clear, structured search results with easy-to-read formatting, filters and sorting options. - Utilising semantic search to improve relevance, understand synonyms and contextual meaning. - Allowing users to navigate back to their search results effortlessly without losing their previous query or selections. - Support persistent search history and refinements.
3	User engagement and feedback mechanisms	<ul style="list-style-type: none"> - Track customer engagement and behaviour using Google Analytics 4 (GA4), heatmaps, and session recordings to refine UX. - Integrate with Customer Relationship Management (CRM) / IBF Ticketing system and marketing automation tools for personalised user interactions and targeted content. - Incorporate real-time feedback mechanisms. - Quick surveys triggered by key interactions. - Monthly trend analysis and suggested improvements. - Integration with analytics tools to correlate feedback with engagement data.
4	Customer support and self-help features	<p>i. FAQ Database</p> <ul style="list-style-type: none"> - Easy Content Management System (CMS) updates and edits by the IBF team. - Enable search predictions and categorisation for quick, relevant answers. - Provide analytics dashboard to track FAQ usage and refine content. <p>ii. Contact Us form</p> <ul style="list-style-type: none"> - Automated tracking and categorisation of enquiries for efficient backend management. - User-friendly smart fields, auto-fill options, and FAQ integration for self-help. - Enable analytics tracking to identify trends in enquiries and improve customer support. <p>iii. Announcement sticky bar</p> <ul style="list-style-type: none"> - To implement a customisable, persistent sticky bar for important updates with scheduling, urgency indicators, expiration settings and links. - To ensure that it is responsive, dismissible and schedulable, maintaining visibility without disrupting navigation.
5	User navigation experience	<p>i. IBF Awards section</p> <ul style="list-style-type: none"> - Easy-to-navigate categories, filters, and a search function. <p>ii. Membership directory</p>

		<ul style="list-style-type: none"> - Provide an easy-to-navigate directory of IBF members with categories, filters, and a search function. <p>iii. IBF Exams Study Guides Updates</p> <ul style="list-style-type: none"> - Ensure easy accessibility and user-friendly navigation for IBF Study Guides. <p>iv. Event discovery</p> <ul style="list-style-type: none"> - Improve event browsing experience with categories, filters and a search function. - Implement 'sticky' events for higher visibility. - Event segment display on the homepage that dynamically displays past event recordings when no upcoming events are available. <p>v. Links to external sites</p> <ul style="list-style-type: none"> - Support web links to external sites. <p>vi. Existing pages</p> <ul style="list-style-type: none"> - New improvements and enhancements should be applied to other relevant pages if applicable to ensure a consistent user journey.
6	Preview and prototype of website content layout	<ul style="list-style-type: none"> - To propose a modern, user-friendly layout that enhances readability, navigation, and aligns with IBF's branding. - To structure content logically to improve usability and minimise clicks. - To create wireframes and prototypes to test layouts and navigation before implementation.

4.2 Management of Content and Publishing Functions

S/N	Specification	Requirements
1	Content Management System (CMS)	<ul style="list-style-type: none"> - Implement a no-code / low-code CMS for easy updates without website downtime. - Provide a cloud-based CMS with migration strategy from Sitefinity (expires Dec 2025). - Ensure automatic tracking and version control of content changes. - Enable drag-and-drop content editing with a preview before publishing. - Automate auto-tagging and metadata generation for improved searchability. - Support a content hierarchy with unlimited depth for future scalability. - Provide customisable templates and dynamic layouts. - Support custom themes for future branding strategies. - Enable easy wizard-based installation and versioning procedures.

		<ul style="list-style-type: none"> - Provide a structured content management system for IBF Awards, Membership Directory, Study Guides, and Events. - Streamline entry creation, updates, and version control for awards, membership listings, IBF Study Guides and Events. - Allow for customisable event fields and categories.
2	Content publishing and approval	<ul style="list-style-type: none"> - Implement role-based access control and approval workflows. - Allow scheduled publishing with pre-set go-live and expiration dates. - Enable homepage banners and images with scheduling, dynamic rotation and alert prompts before expiration. - Provide maintenance and update the Skills Framework for Financial Services (SFwFS) including copy, design and development. Purchase of software for content changes on behalf of IBF where necessary. - Immediate propagation: The WCMS must employ technologies and mechanisms that enable content updates to be reflected in all active user browsers with minimal latency. Ideally, updates should be perceived as instantaneous by the end-user. - No caching of old content: The system must prevent the display of cached or outdated content in user browsers after an update. This includes, but is not limited to, browser caching, CDN caching, application caching and server-side caching. - Technology specification: The proposal must clearly describe the technologies and methods used to achieve real-time updates, such as: <ul style="list-style-type: none"> • WebSockets • Server-Sent Events (SSE) • Push Notifications • Other relevant technologies
3	Search and retrieval	<ul style="list-style-type: none"> - Implement content indexing for faster retrieval. - Enable search by publication date, keywords, author, or content type.
4	Search Engine Optimisation (SEO)	<ul style="list-style-type: none"> - Provide comprehensive SEO support with automated schema markup, customisable meta tags, and integration with Google Search Console.
5	Performance and integration	<ul style="list-style-type: none"> - Ensure seamless content and data sharing across all platforms. - Optimise high-resolution image and video streaming optimised for performance (supports 100+ concurrent users). - Provide an integrated file manager with version control and access permissions for digital assets.

		<ul style="list-style-type: none"> - Provide a seamless integration with IBF's digital ecosystem, including IBF Portal, microsites, and other relevant platforms such as the OpenCerts Verification page. - Provide a secured integration between the website and the Training Grant System (TGS) to retrieve courses details from the TGS Secure File Transfer Protocol (SFTP) server. The system should automatically ingest course details daily following the TGS upload schedule and display them on the relevant website pages. The proposal should include all required services and licenses (e.g. SFTP server, SSL cert, SLIFT licences). - Provide a secured API integration for the IBF Chatbot (IVEE). - Synchronise with Google Analytics and major web analytics platforms. - Support major CRM systems and support ticketing platforms (e.g. JIRA).
6	Audit trail and governance	<ul style="list-style-type: none"> - Enable content revision features and post-publication updates. - Implement revision controls to track changes made by appointed users. - Provide audit logs to track content changes, user actions, and publishing activities.
7	Innovation and future enhancements	<ul style="list-style-type: none"> - Vendor should propose additional AI, automation, and UX improvements to enhance CMS functionalities. - Vendor should also indicate features of their CMS that are not listed above [e.g. Short Message Service (SMS) and Electronic Direct Mailer (EDM) capabilities].

5. SCOPE OF WORK

The scope of service required shall include:

5.1 Business User Requirements and Customisation

- Vendor shall refer to existing website contents including all existing integrations to propose the migration strategy and plan.
- Vendor shall appoint a dedicated Project Manager and team for the project. Responsibilities will also include facilitating migration of content from existing website and work with IBF appointed IT systems vendor to ensure seamless transition.
- Vendor shall conduct Focus Group Discussion and Stakeholder Interviews (*both internal and external*) to identify and construct the customer journeys that the IBF Website should be presenting to the various target audience.
- Vendor shall conduct desk research with comparative analysis, review of analytics data of the existing website and to propose on recommended changes. Vendor should propose a Product Manager and Lead Designer to uncover insights and

translate insights into features that address customer behaviours and motivations. Features should be prioritised and negotiated with the relevant stakeholders for launch and beyond.

- e) Vendor shall develop persona, user stories and user journey mapping process, and assess impact of recommended changes.
- f) The proposed solution shall support the major desktop and mobile platforms up to the last 3 updated versions right up to the latest version.
- g) The proposed solution shall also follow Web Content Accessibility Guidelines (WCAG) 2.0 and 2.1 such that the website is accessible to all (i.e. people with disabilities).
- h) Vendor shall provide the visual design services, information architecture design, wireframing and prototyping of the proposed refreshed website to share the vision, design principles and content strategy as this would help to evangelise ideas, gain alignment and drive decision making.
- i) The web design and development work deliverables and stipulated timeline shall be clearly stated at the point of proposal submission and the appointed vendor shall present these deliverables to IBF's management team and project team for concurrence and approval during and after the project lifecycle. IBF reserves the right to request for amendments if the proposed solution does not meet IBF's expectation(s). Prior to commencing development, the vendor shall submit high-fidelity mock-up pages, including visuals and layouts, for IBF's review and feedback. Vendor to create wireframes and prototypes to test layouts and navigation before implementation. Vendor shall conduct comprehensive user testing to ensure the solution meets requirements before submitting it for IBF's User Acceptance Testing (UAT). Vendor shall amend the proposal until satisfactorily accepted by IBF at no additional cost.
- j) Due to the dynamic nature of web contents, the Vendor shall ensure the proposal caters reasonable flexibility for changes throughout the project.

5.2. Platform Configuration, System Integration Testing and User Acceptance Testing

- a) Vendor shall set up a UAT environment for User Acceptance Testing (UAT) based on above approved requirements.
- b) Vendor shall cater for adjustments based on UAT. Where required, perform data migration and data clean-up and the implementation of relevant APIs / HTTPS links from IBF's current CMS and systems.
- c) Vendor to perform user testing, deployment, and cutover plans based on migration strategy.
- d) Vendor will also need to present proposed platform configuration and functionalities, and system integration for both PROD and UAT environments required to IBF Management for approval.

5.3 Deployment and Training for staff

- a) Upon successful UAT, to deploy IBF CMS in PROD. During deployment, relevant staff from vendor may need to be on-site to ensure the site is operational and accessible to all IBF staff and its partners and public.
- b) Vendor is required to provide training to IBF staff on the usage of the IBF CMS. The training shall also include a presentation on the IBF Customer Journey, and how the IBF CMS can be used to deepen and engage customers.
- c) Vendor shall provide a comprehensive user guide for the IBF CMS.

6. SYSTEM REQUIREMENTS

6.1 Security Measures

- a) Vendor shall submit a report to IBF with satisfactory results and accepted by IBF before the launch of the platform, and thereafter on a yearly basis:
 - Vulnerability Assessment and Penetration Testing (VAPT) performed by an independent party conducted on the platform; and
 - Rectification of all identified security gaps within an agreeable timeframe.
- b) Vendor shall ensure the hosting services meet all industry-standard security requirements.
- c) Vendor shall ensure that the website is built following security best practices such as secure coding, rigorous testing, and secure deployment configurations.
- d) Vendor shall ensure that the system is patched timely and security hardened to minimise risk of vulnerability exploits.
- e) Vendor shall ensure the data security fulfils PDPA requirements, Web Application Firewall (WAF), and CDN solutions for the website.
- f) The website shall be protected against all known security vulnerabilities inclusive of OWASP (Open Web Application Security Project) Top 10 web application security risks.
- g) Provide Comprehensive Application / API / Infrastructure Penetration Testing and Vulnerability Assessment (VAPT) by certified independent vendor and personnel (CREST, etc) and remediation prior to Systems commissioning and yearly VAPT and remediation in accordance with IBF Security Policy.

6.2 Data Governance

- a) IBF shall have full ownership of all transacted data, documents and reference materials on the platform, and any data used throughout the project. All data disclosure to third parties, data retention and disposal by Vendor shall be subjected to IBF's approval and compliance.
- b) The Vendor shall ensure that the data is protected against loss, corruption, unauthorised access, use, amendments etc. and only authorised staff has access to the data in both UAT and PROD environments. All data migration must be approved by IBF.

- c) The Vendor shall comply with all its obligations under the PDPA at its own cost.
- d) The Vendor shall only process, use or disclose IBF's Customer Personal Data:
 - i. strictly for the purposes of fulfilling its obligations and providing the services required under this Agreement;
 - ii. with IBF's prior written consent; or
 - iii. when required by law or an order of court but shall notify IBF as soon as practicable before complying with such law or order of court at its own costs.
- e) The Vendor shall not transfer IBF's Customer Personal Data to a place outside Singapore without IBF's prior written consent. If IBF provides consent, the Vendor shall provide a written undertaking to IBF that IBF's Customer Personal Data transferred outside Singapore will be protected at a standard that is comparable to that under the PDPA. If the Vendor transfers IBF's Customer Personal Data to any third party overseas, the Vendor shall procure the same written undertaking from such third party.
- f) The Vendor shall protect IBF's Customer Personal Data in the Vendor's control or possession by making reasonable security arrangements (including, where appropriate, physical, administrative, procedural and information & communications technology measures) to prevent:
 - i. unauthorised or accidental access, collection, use, disclosure, copying, modification, disposal or destruction of IBF's Personal Data, or other similar risks; and
 - ii. the loss of any storage medium or device on which personal data is stored.
- g) The Vendor shall only permit its authorised personnel to access IBF's Customer Personal Data on a need-to-know basis and access logs shall be furnished to IBF upon request.
- h) The Vendor shall provide IBF with access to IBF's Customer Personal Data that the Vendor has in its possession or control, as soon as practicable upon IBF's written request.
- i) Where IBF provides its Customer Personal Data to the Vendor, IBF shall make reasonable effort to ensure that the Customer Personal Data is accurate and complete before providing the same to the Vendor. The Vendor shall put in place adequate measures to ensure that the Customer Personal Data in its possession or control remain or is otherwise accurate and complete. In any case, the Vendor shall take steps to correct any errors in the Customer Personal Data, as soon as practicable upon IBF's written request.
- j) The Vendor shall not retain IBF's Customer Personal Data (or any documents or records containing IBF's Customer Personal Data, electronic or otherwise) for any period longer than is necessary to serve the purposes of this RFP.
- k) The Vendor shall also facilitate IBF to comply with the obligation to review and maintain the Customer personal data database.
- l) The Vendor shall, upon the request of IBF:
 - i. return to IBF, all of IBF's Customer Personal Data; or

- ii. delete all IBF's Customer Personal Data in its possession, and after returning or deleting all of IBF's Customer Personal Data, provide IBF with written confirmation that it no longer possesses any of IBF's Customer Personal Data. Where applicable, the Vendor shall also instruct all third parties to whom it has disclosed IBF's Customer Personal Data for the purposes of this Contract to return to the Vendor or delete, such IBF's Customer Personal Data.
- m) The Vendor shall immediately notify IBF with established communication channels e.g. email, phone calls, messaging apps without undue delay when the Vendor becomes aware of a breach of any of its obligations or believe that a data breach has occurred in relation to personal data that the Vendor is processing on behalf of and for the purposes of another organisation.
- n) The Contractor shall indemnify the Customer and its officers, employees and agents against all actions, claims, demands, losses, damages, statutory penalties, expenses and cost (including legal costs on an indemnity basis), in respect of:
 - i. The Vendor's breach of the any clause under Section 6.2 or
 - ii. Any act, omission or negligence of the vendor or its subcontractor that causes or results in the Customer being in breach of the PDPA.
- o) Vendor shall sign the Non-Disclosure and Undertaking Agreement (NDA) not to access, use, share, divulge or retain data unless this is required by the Vendor's staff in discharging their duties during their employment. The NDA is binding even if the staff has resigned or is transferred to another project team or after the termination or expiry of the Contract. Non-compliance could result in legal action being taken against the Vendor by IBF and/or referred to relevant authorities.

6.3 Availability

- a) The System shall be available on a twenty-four (24) hours per day, seven (7) days per Week, three hundred and sixty-five (365) days per year basis (24 X 7 X 365) except for scheduled routine system maintenance or downtime in which IBF is to be notified at least one (1) week in advance to inform users.
- b) The Vendor shall guarantee a minimum uptime percentage of 99.9% per calendar month. This percentage should represent the time the system is accessible and fully functional for users.

6.4 Service Level Agreement

The following Service Level Agreement shall always be adhered to with on-site support, during and after the performance guarantee period.

Severity Type	Description	Response Time	Resolution Time
Critical	<p>Defects / problem that affect the Application Systems such that required operational objectives cannot be achieved. These include:</p> <ul style="list-style-type: none"> a) Unauthorised access to the data or system's functions. b) Defacement of System or any malicious attacks by hackers. c) Security of one of more IT systems have been compromised. d) Majority of users are unable to perform business functions. e) Several IT systems are concurrently unavailable (e.g. failure of authentication directory, failure of common / shared hardware component). 	<p>24 hours x 7 days dedicated helpdesk number.</p> <p>Unlimited calls (Including Sundays and public holidays).</p> <p>Respond by voice or email within 15 min upon receipt of support service call.</p> <p>Thereafter, status reporting every 1 hour till resolution completed.</p>	<p>All incidents to resolve within 4 hours to rectify the problem or implement workaround solution.</p> <p>For critical incident, vendor is to:</p> <ul style="list-style-type: none"> a) Shut down the entire website, disable access to all folders and b) Put up a maintenance notification on the homepage of IBF. c) Resolve within 4 working hours.
High	<p>Defect / problem that affect a particular form of operation but do not affect any operational objectives as there exists temporary workaround solution.</p> <p>Example:</p> <ul style="list-style-type: none"> • Exceptional business rule(s) was/were not taken care of in the programming, which results in incorrect System Application response(s). However there exists a temporary workaround solution that eventually still meets user needs. • Unusual slowness experienced in one or more public facing websites. 	<p>24 Hours x 7 Days dedicated helpdesk number.</p> <p>Unlimited calls (Including Sundays and public holidays).</p> <p>Respond by voice or email within 15 min upon receipt of support service call.</p> <p>Thereafter, status reporting every 2 hours till resolution completed.</p>	<p>All incidents to resolve within 8 hours to rectify the problem or implement workaround solution.</p>

Severity Type	Description	Response Time	Resolution Time
	<ul style="list-style-type: none"> Disruption of Business Operations which is not time critical. 		
Medium	<p>Affects a particular process or system for which there are existing alternatives to bypass the problem</p> <p>Example:</p> <ul style="list-style-type: none"> API or integration / connectivity is down 	Within 30 hours. Status reporting upon resolution.	Within 1 working day.
Low	Defect / problem that have minimum or no impact to the business flow and Application System usability.	Within 1 hours. Status reporting upon resolution.	Within 3 working days.

6.5 Technical and User Support Requirements

- a) The Vendor shall provide helpdesk support (preferably local based) for the System conforming to all IBF business hours (Monday to Friday, 9am to 6pm). For all issues reported by the users or by IBF, the Vendor shall adhere to response time as prescribed by IBF. An issue or incident is deemed resolved when the reporting party is notified and satisfied with the resolution steps taken by the Vendor.

6.6 Hosting, Back-up, Disaster Recovery and Business Continuity

- a) The Vendor shall provide hosting located in Singapore only and shall ensure the proposed solution support for high availability with redundancy. The hosting solution shall also have robust access controls to ensure that unauthorised personnel cannot access IBF data. All access shall be logged and recorded to be kept for at least one (1) year and provided to IBF upon request.
- b) The Vendor shall ensure the proposed solution; data backup and recovery procedures are sufficiently robust. Where a system failure results in a probable loss or damage of the IT systems or data, the Vendor shall be responsible for the recovery of the IT systems, as well as the recovery of any lost data, the restoration and repair of any damaged data and the correction of any erroneous data to the extent possible, within the SLA stated in paragraph 6.4 above.
- c) The proposed solution shall adhere to a 3-2-1 backup rule.
- d) All hosting and off-site backup shall adhere to IBF security requirements and the Vendor shall ensure the data resides in Singapore only.

7. CONTRACT TERMS AND CONDITIONS

7.1 Contract Period

- a) The initial contract period is twenty-four (24) calendar months (hereinafter referred to as the "Initial Contract Period").
- b) IBF shall have the option to extend the Initial Contract Period by one or more periods to be determined at IBF's sole discretion provided that the cumulative period of extension(s) shall not exceed twenty-four (24) calendar months in total, on the same terms and conditions, and any other terms that may be mutually agreed by the IBF and the Vendor in writing. IBF shall exercise such option by giving written notice to the Vendor at any time before the expiry of the Initial Contract Period or any extensions thereof.
- c) Vendor shall provide quotes for service support charged on an annual basis or equivalent man hours.
- d) Vendor shall provide quotes for change request and customisations charged on equivalent man hours.

7.2 Termination

- a) IBF shall, after giving seven (7) days written notice to the Vendor, have the right to suspend or terminate this Contract if IBF is affected by any state of war, act of God or other circumstances seriously disrupting public safety, peace or good order of the Republic of Singapore. Neither party shall be liable to the other by reason of such suspension nor shall termination save that IBF pay the Vendor the price of the Goods or Services that have been performed and accepted by IBF. The Vendor shall refund the balance of any payments or deposits made after deducting any outstanding sums owing by IBF to the Vendor by reason of this **Clause 13**.
- b) In addition to any other rights to terminate this Contract or any rights to cancel parts of the Services under this Contract, IBF shall have the unilateral right to terminate this Contract without assigning any reasons whatsoever by giving the Contractor THIRTY (30) days' written notice. For the avoidance of doubt, the Vendor shall not be entitled to any compensation or damages whatsoever in relation to such a termination. The Vendor shall only be entitled to payment for any Services provided and accepted up to the end of the THIRTY (30) days' notice period.

7.3 Rights to the Project Deliverables and Intellectual Property

- a) Materials, findings, studies and reports arising from work on the various tasks in this project are strictly and solely the properties and rights of IBF. Reproduction, in whole or in part, of any of these materials, findings, studies and reports by the successful Vendor, its associates, representatives or any third party deemed to be connected to the successful bid, in any context is strictly prohibited and liable to legal action by IBF.
- b) The parties acknowledge and agree that all Intellectual Property Rights created by the Vendor or any employee, agent or subcontractor of the Vendor while delivering the website (including all Intellectual Property Rights on the website) shall be solely owned by IBF. Nothing in the Contract shall be

deemed as an assignment of any of the Vendor's existing Intellectual Property Rights prior to the effective date of the Contract to the Vendor.

- c) Where, in connection with the provision of the Solution, IBF uses any Intellectual Property which is owned by the Vendor, the Vendor shall grant to IBF, or shall procure that IBF is granted (without charge to IBF and for the benefit of IBF) an indefinite non-exclusive, royalty-free licence to use, adapt, maintain and support the Intellectual Property, and such licence shall include the right for any person providing services to IBF to use, adapt, maintain and support such Intellectual Property for the benefit of IBF.
- d) The Vendor shall indemnify and keep indemnified IBF and all its respective officers, employees, staff, other workers, agents, consultants and subcontractors against all claims, proceedings, damages, costs and expenses arising out of or in connection with any claim of infringement of any Intellectual Property Rights or other proprietary rights, alleged to have occurred because of systems or other resources provided by the Vendor to IBF, or based upon the Vendor's delivery of the website.
- e) The Vendor shall not, at any time, utilise open-source software for the website without the prior written approval of IBF.
- f) The provisions in this clause will remain in full force and effect notwithstanding any termination of the Contract and the remedies stated herein are without prejudice to any other remedy IBF may have under the Contract.
- g) In this section, Intellectual Property Rights means patents, any extensions of the exclusivity granted in connection with patents, utility models, registered designs, trademarks, service marks, applications for any of the foregoing, the right to apply for and be granted any of the foregoing, rights in trade names, business names, brand names, get-up, logos, domain names and URLs, copyrights, design rights, rights in inventions, rights in know-how, rights in databases, trade secrets, confidential information and any other intellectual property rights which subsist in documents, information, techniques, business methods, drawings, logos, instruction manuals, lists and procedures and particulars of customers, marketing methods and procedures and advertising literature and all other forms of intellectual property right which may exist anywhere in the world. "Intellectual Property" takes the corresponding meaning of the subject in which Intellectual Property Rights subsist in.

7.4 Expenses

- a) The Vendor shall bear all out-of-pocket expenses incurred.
- b) Withholding tax or taxes of any nature, if any, shall be borne by the successful Vendor.

7.5 Delay in Performance and Liquidated Damages

- a) If there is delay in the performance of the Services or the supply of Goods due to any acts of God, force majeure, riots and civil commotion, strikes, lock-outs or other causes or perils beyond the Vendor's control, then in any such case the Vendor shall, for the duration of any such circumstances, be relieved of the

obligation to perform the Services or supply the Goods thereby affected. Any part of the Services or Goods that are not so affected shall continue to be performed in accordance with this Contract.

- b) Subject to Sub-Clause 7.5.a), if the Vendor fails to complete the performance of Services or supply of Goods by the date(s) specified in this Contract, IBF shall have the right:
 - i. to cancel all or any part of such Services or Goods from this Contract without compensation to the Vendor and to obtain the same (including similar or equivalent goods and services in the case where the exact goods and services are not available) from other sources and all increased costs incurred shall be deducted from any moneys due or to become due to the Vendor or shall be recoverable as damages; or
 - ii. to deduct any moneys due or to become due to the Vendor or require the Vendor to pay a sum calculated at the rate of 0.5% of the Contract Price for each day of delay (including Sundays and Public Holidays), as liquidated damages until the delayed Services or Goods are fully performed or supplied; up to a maximum amount of liquidated damages equivalent to 10% of the Contract Price.
- c) For the avoidance of doubt, if IBF opts to impose liquidated damage under Sub-Clause 7.5.b) and regardless of whether the maximum amount of liquidated damages has been reached, IBF shall still be entitled to exercise:
 - i. Its rights under Sub-Clause 7.5.a); provided that the liquidated damages already imposed shall be offset against any increased costs recoverable under Sub-Clause 7.5a; and
 - ii. Any rights to terminate this Contract; provided that the liquidated damages already imposed shall be offset against any increased costs recoverable under the clauses allowing for termination

7.6 General Representations and Warranties

- a) The Vendor represents and warrants that:
 - i. The Vendor has sufficient, suitably experienced and appropriately qualified personnel with the requisite level of competence and skill to perform the Services and deliver the refreshed website;
 - ii. The refreshed website will be fit for purpose, and delivered in accordance with such care and skill reasonably expected of the Vendor, having regard to all relevant industry standards and practices;
 - iii. it has the right, power and authority to enter into agreement with IBF to deliver the refreshed website (the “**Contract**”) and to grant to IBF the rights contemplated herein;
 - iv. It is not insolvent under the laws of any jurisdiction;
 - v. It is duly incorporated or established (if it is a body corporate);
 - vi. the Contract shall be performed in compliance with all applicable laws, enactments, orders, regulations and other similar instruments as amended from time to time;

- vii. it has appropriate technical and organisational measures in place against unauthorised or unlawful processing of personal data and against accidental loss or destruction of, or damage to, personal data held or possessed by it and that it has taken reasonable steps to ensure that the reliability of any other of its staff who have access to personal data processed in connection with the Contract;
- viii. The Vendor has implemented appropriate security controls to protect IBF's data, or any confidential information disclosed under this Contract, including but not limited to measures such as access controls, encryption, network segmentation, and regular vulnerability assessments;
- ix. The Vendor has an incident response plan in place to address security incidents such as data breaches or cyber-attacks. The Vendor warrants that the Incident Response Plans are periodically reviewed or audited to ensure that the standards or protocols set out thereinunder are robust and sufficient to ensure the cyber resilience of the Vendor during the Contract Period; and
- x. The Vendor has a Business Continuity and Disaster Recovery Plan ("Vendor Business Continuity Plan") in place to ensure the uninterrupted delivery of the Services and Solutions in the event of a disaster or other disruptive event.

7.7 Sub-contracting and Assigning

- a) The Vendor shall not sub-contract or assign the whole or any part of this Contract without the written consent of IBF. The Vendor shall be fully responsible for all acts or omissions of any sub-contractors or assignees and the acts or omissions of any such third parties shall be deemed to be the acts or omissions of the Vendor.

7.8 Government Regulations

- a) The Vendor shall, at its own costs, obtain and maintain all licenses, permits, authorisations or certifications required without any restrictions or qualifications whatsoever to enable the Vendor to fulfil all its obligations under the Contract.

7.9 General Terms

- a) **Entire Agreement:** The whole agreement between the parties relating to the subject matter hereof shall only be contained in writing in the contractual documents between the parties and no party shall have reliance on, and shall have no remedy in respect of, any representation (whether innocent or negligent) made but not expressly embodied in the contractual documents between the parties.
- b) **Waiver:** No waiver of any term or condition of the Contract shall be effective unless made in writing and signed by the party against which enforcement of the waiver is sought. The waiver of any breach of any term of any condition of the Contract shall not be construed as a waiver of any subsequent breach of a term or condition of the same or a different nature.
- c) **Severability:** If any provision or part-provision of the Contract is or becomes

invalid, illegal or unenforceable, it shall be deemed modified to the minimum extent necessary to make it valid, legal and enforceable. If such modification is not possible, the relevant provision or part-provision shall be deemed deleted. Any modification to or deletion of a provision or part-provision under this clause shall not affect the validity and enforceability of the rest of the Contract.

- d) If any provision or part-provision of the Contract is invalid, illegal or unenforceable, the parties shall negotiate in good faith to amend such provision so that, as amended, it is legal, valid and enforceable, and, to the greatest extent possible, achieves the intended commercial result of the original provision.
- e) **Relationship:** The Contract shall not constitute or imply any partnership, joint venture, agency, fiduciary relationship or other relationship between the parties other than the contractual relationship expressly provided in this Agreement.
- f) **Third Parties:** No person who is not a party to this Agreement has any right under the Contracts (Rights of Third Parties) Act 2001 to rely on or enforce any part of it.
- g) **Governing Law and Dispute Resolution:** This Contract is governed by, and shall be construed in accordance with, the laws of Singapore. Any dispute arising out of or in connection with the Contract and any other documents relating to this Agreement, including any question regarding its existence, validity or termination, shall be referred to and finally and conclusively resolved by arbitration in Singapore at the Singapore International Arbitration Centre (the "SIAC") and in accordance with the arbitration rules of the SIAC for the time being in force which rules are deemed to be incorporated by reference into this clause. The arbitration tribunal shall consist of one (1) arbitrator to be appointed by the President of the Court of Arbitration of the SIAC. In the event that recourse to the courts shall be necessary for the purpose of determining any question of law required to be determined for arbitration, the Parties hereto hereby submit to the non-exclusive jurisdiction of the Courts of the Republic of Singapore. The language of the arbitration shall be English. The law for the arbitration agreement shall be Singapore law.

8. PROJECT DELIVERABLES & SCHEDULE

8.1 The Vendor shall complete the project deliverables based on the stipulated timeline unless otherwise instructed by IBF.

Project Deliverables	Timeline
Stage 1 – Gathering of user requirements	
<ol style="list-style-type: none"> 1. Desktop Research: Comparative analysis, review of analytics data, etc. 2. Discover Session / Focus Group Discussion (FGD) and Stakeholder Interviews (with internal and external stakeholders) 3. Brainstorming discussion/workshop with core project team 4. Persona development, user stories and user journey mapping 5. Submission of proposal to IBF for acceptance 	5 weeks
Stage 2 – Website Contents Layout	
<ol style="list-style-type: none"> 1. Visual Design of proposed content layout changes 2. Information Architecture design 3. Wireframing and Prototyping 4. Preview of prototype based on above IBF Requirements. 5. Customisation and acceptance of platform configuration 6. Presentation and demonstration of prototype to IBF management and team leads on proposed layout changes before Migration 	6 weeks
Stage 3 – Review of contents and full migration and deployment to new CMS	
<ol style="list-style-type: none"> 1. Prepare and package information to full-fledged CMS with enhanced capabilities for content authoring and management 	7 weeks
Stage 4 – Data Migration and System integration User Acceptance Test (UAT)	
<ol style="list-style-type: none"> 1. Migration of relevant databases 2. Integration with relevant IBF Systems / 3rd Party Systems 3. API / HTTPS with relevant IBF Systems / 3rd Party Systems party systems 4. UAT 	4 weeks
Stage 5 – Full Deployment and Training for Staff	
<ol style="list-style-type: none"> 1. Full Deployment of system 2. Preparation and confirmation of User Guide 3. User training 	2 weeks

9. EVALUATION CRITERIA

9.1 The following are the criteria used for the evaluation of all proposals received by IBF for this RFP and its weightage (%):

S/N	Evaluation Criteria	Weightage
1	Quality Quality and comprehensiveness of proposal to meet objectives, to cover the full scope of the project and deliver on final outcomes in compliance to paras 4 – 7 above.	70%
	<ul style="list-style-type: none"> Ability to provide a proposal that fulfils IBF's project objectives and scope of services for: <ol style="list-style-type: none"> Website User Journey Management of Content and publishing functions 	40%
	<ul style="list-style-type: none"> System and data security, access controls, risk management and scalability plans 	10%
	<ul style="list-style-type: none"> Vendor's experience and track record 	10%
	<ul style="list-style-type: none"> Ability to meet project timeline. New website must be live by December 2025, with the website content management system fully functional before then. 	10%
2	Price Competitiveness Price proposed that meets all requirements as specified in this tender.	30%

9.2 As part of the evaluation process, shortlisted Vendors will be required to make a presentation of the proposal to IBF.

9.3 In the event that IBF seeks clarification upon any aspect of the proposal, the Vendor shall provide full and comprehensive responses within three (3) business days of notification.

10. BRIEFING

Companies that are interested to bid for this project will be invited to attend a mandatory briefing session. Please email service@ibf.org.sg to indicate interest **no later than 24 April 2025 (Thursday), 5.00pm**. The interested Vendor may submit a list of questions for clarification during the briefing.

The briefing session will be held on **28 April 2025 (Monday) from 10.00 – 11.00am** via web conferencing and meeting details will be sent upon receipt of interest. Vendors shall indicate the number of people attending the briefing, their names, designations and contact details to receive the web conferencing invite.

11. SUBMISSION DETAILS

11.1 All Vendors are required to complete the attached form “Proposal Template” in Annex A.

11.2 The submitted proposal shall include the reference ‘RFP.IT.2025.004’ and must be clearly marked as ‘IBF Website Refresh Exercise and Provision of Content Management System and Maintenance.

Submission Deadline:

One (1) soft copy (in PDF format) of the proposal submission shall reach IBF no later than **14 May 2025 (Wednesday), 5.00pm**. Please send the proposal submission to the following email address only (**do not copy any other IBF e-mail addresses**):

Attention: IBF Procurement

Email: procurement@ibf.org.sg (Do not copy any other IBF e-mail addresses)

11.3 The IBF reserves the right not to accept late submissions.

11.4 Proposed fees:

- i. Provide quotations for fees using the ‘**Proposal Template**’ under **Annex A**.
- ii. Fees quoted shall be in Singapore Dollars only and exclude GST. All fees quoted shall be final.

11.5 The IBF reserves the right to cancel, or modify in any form, this RFP for any reason, without any liability to IBF.

11.6 All proposals submitted will remain confidential.

12. SECURITY CLEARANCE

- a) The Vendor shall subject all their personnel who will be involved in the performance of the Services to security clearance by IBF before commencing their work. IBF reserves the right to reject any of the Vendor’s personnel and the Vendor is responsible for finding replacements immediately and at the Vendor’s own expense.
- b) The Vendor shall observe the secure usage and handling of all IBF’s information. All the Vendor’s personnel shall sign an Undertaking to Safeguard Official Information to protect IBF’s information against unauthorised disclosures by the Vendor’s personnel during their work. The Vendor shall ensure that all its personnel and subcontractors are informed that failure to comply with the undertaking would be a criminal offence.
- c) All the Vendor’s personnel shall fully comply with any written instructions from IBF regarding security matters.

13. PAYMENT

13.1 The vendor shall propose a detailed cost breakdown for each of the phases, and any licensing fees.

13.2 Payment schedule for **Professional Fees** as described in Annex A: Part III (Project Costs & Fees), Item A.

Table 1. Payment Schedule for Professional Fees

No.	Phase	Proportion
1	Commencement - After appointment and signing of contract between vendor and IBF.	20%
2	Deployment - Payment will be made upon acceptance by IBF, following the successful deployment of the project and completion of the main implementation phase.	70%
3	End of warranty - Final payment made at the end of the 12-month warranty period. - IBF to determine when it considers the Website refresh to be successfully implemented, and when warranty period can commence.	10%

13.3 Payment schedule for **Recurring Fees** as described in Annex A: Part III (Project Costs & Fees), Item B.

Table 2. Payment Schedule for Recurring Fees

Year	Fee	Timing
First year	<ul style="list-style-type: none"> • Hosting Fee • Anti-DDoS and CDN Fee • License Fee (if any) • Subscription Fee (if any) 	Vendor to bill IBF at least three months before activation of these services.
Second Year	<ul style="list-style-type: none"> • Hosting Fee • Anti-DDoS and CDN Fee • License Fee (if any) • Subscription Fee (if any) 	Vendor to bill IBF at least three months before activation of these services.
	<ul style="list-style-type: none"> • Pro-rated Maintenance Fee 	<ul style="list-style-type: none"> - Maintenance Fee in year to be pro-rated depending on expiry of warranty period. - Vendor to obtain IBF's acknowledge of end of warranty period before billing IBF.

- 13.4 Payment schedule for **System and Security Fees** as described in Annex A: Part III (Project Costs & Fees), Item C.

Table 3. Payment Schedule for Recurring Fees

Year	Fee	Timing
First year	<ul style="list-style-type: none"> System Performance Test (to be conducted before launch of website) 	Vendor to bill IBF upon IBF's acknowledge of successful completion of test.
	<ul style="list-style-type: none"> VAPT (to be conducted before launch of website) 	Vendor to bill IBF upon IBF's acknowledge of successful completion of test, and successful remedial actions.
	<ul style="list-style-type: none"> SSL certificates - Organisation Validated (OV) 	Vendor to bill IBF at least 3 months before service commencement.
Second Year	<ul style="list-style-type: none"> VAPT 	Vendor to bill IBF upon IBF's acknowledge of successful completion of test, and successful remedial actions.
	<ul style="list-style-type: none"> SSL certificates - Organisation Validated (OV) 	Vendor to bill IBF at least 3 months before service commencement.

- 13.5 Payment schedule for **Discrete Fees** as described in Annex A: Part III (Project Costs & Fees), Item D.

Table 4. Payment Schedule for Discrete Fees

No.	Phase	Timing
1	Ad Hoc Jobs	Vendor to bill IBF upon completion of work
2	Any other costs	Vendor to bill IBF upon completion of work

14. CONFIDENTIALITY

- 14.1 The Vendor shall ensure the absolute confidentiality of the data and information provided by IBF or any other organisation identified by IBF for this project and shall not, under any circumstances, release or communicate through any means, in whole or in part, any information to any third parties. All correspondence and communication with all external parties, pertaining to matters relating to this project, shall be made only through IBF.
- 14.2 IBF may require an unsuccessful Vendor to return all materials that IBF provided during the period from the issue of this RFP to the acceptance of the successful proposal.
- 14.3 The Service Provider shall submit, together with their proposals, an undertaking to safeguard the confidentiality of all information revealed to them.

15. INDEMNITY AGAINST A THIRD PARTY

- 15.1 The Vendor shall indemnify and hold harmless IBF and its partners and employees from and against any foreseeable loss, expense, damage or liabilities (or actions that may be asserted by any third party) that may result from any third party, claims arising out of or in connection with the project and will reimburse IBF for all costs and expenses (including legal fees) reasonably incurred by IBF in connection with any such action or claim.

16. NOTIFICATION OF UNSUCCESSFUL BID

- 16.1 Notification will not be sent to unsuccessful Vendors by IBF.

17. ENQUIRIES

- 17.1 All enquiries pertaining to this RFP may be directed to service@ibf.org.sg and cc procurement@ibf.org.sg.

ANNEX A: PROPOSAL TEMPLATE

Project Name:

RFP.CE.2025.004

IBF Website Refresh Exercise and Provision of Content Management System and Maintenance

Name of Corporate Entity:

For Internal (IBF) Use only

Date Received:

Officer-in-charge:

USEFUL NOTES

(A) Submission of Quotation

To assist us in reviewing your proposal in the shortest time possible, please provide the requested information completely and accurately. If the space provided is insufficient, a separate sheet may be used. Where information is not yet available or not applicable, please indicate accordingly.

You are advised to contact us should you have any difficulties in completing the form or if you need any further information.

(B) Structure of the Quotation

The complete proposal consists of 6 parts:

- Part I – Company Data
- Part II – Details of Proposed Project
- Part III – Project Costs & Fees
- Part IV – References / Other Considerations
- Part V – Non-disclosure and Undertaking (Third Parties)
- Part VI – IBF IT Service Provider Checklist

(C) IBF reserves the right to conduct interviews and on-site visits during the review of the proposal.

(D) The Company in submitting this proposal undertakes not to divulge or communicate to any person or party any confidential information, including but not limited to any documents that may be forwarded from IBF to you subsequently, without having first obtained the written consent of IBF.

PART I – COMPANY DATA

1. GENERAL

- (a) Company Name: _____
- (b) Mailing Address: _____

2. OWNERSHIP: Information on Paid-Up Share Capital & Shareholders

3. CLIENTELE LIST

Please provide a list of your company's key clients.

4. SIGNIFICANT ACHIEVEMENTS, AWARDS & CERTIFICATIONS (where applicable)

Please indicate significant achievements, awards and certifications received by company or staff.

5. SUPPORTING DOCUMENTS REQUIRED

- a) A copy of the latest updated ACRA search.
- b) Full set of the latest audited financial / management report for the last 1 year.
- c) Any other relevant reports or information available.

PART II – DETAILS OF PROPOSED PROJECT**A) Functional Specifications**

S/N	Specifications	Ability to Deliver (Yes / No)	If yes, please provide brief description and state any other relevant details	If no, please state reasons and proposed variations or alternatives
Website user journey				
1.	Enhanced user experience (UX) and engagement			
1.1	Understand the various user groups' information needs and provide a user-friendly, intuitive interface tailored to the respective target audience's journey.			
1.2	Organise content intuitively to reduce the number of clicks required for users to find relevant content easily based on their profile and needs. Vendor should demonstrate measurable improvements in reducing user effort, such as minimising click paths to key content.			
1.3	Incorporate a mobile-first, fully responsive design optimised for all screen sizes and devices.			
1.4	Ensure accessibility compliance (e.g. Web Content Accessibility Guidelines (WCAG) 2.1) for an inclusive experience.			
1.5	Implement clear call-to-action buttons and content categorisation for easy navigation.			
1.6	Use high-quality visuals such as stock images, icons, and dynamic infographics to enhance aesthetics, readability, and site navigation.			
1.7	Provide a seamless and non-disruptive user experience, ensuring that updates are applied without requiring manual page refreshes.			
1.8	Conduct usability testing, including focus groups and reference to customer satisfaction surveys to understand existing pain points and refine user journey.			
1.9	Facilitate discovery sessions, focus group discussions (FGDs), and stakeholder interviews with internal and external stakeholders.			
1.10	Organise brainstorming discussions/workshops with the core			

S/N	Specifications	Ability to Deliver (Yes / No)	If yes, please provide brief description and state any other relevant details	If no, please state reasons and proposed variations or alternatives
	project team to develop user personas, user stories and user journey mapping.			
1.11	Vendor to present the proposed user journey concept, demonstrating how information will be structured and accessed.			
1.12	Implement post-launch analytics tools (e.g. heatmaps, user behaviour tracking) to monitor real-world interactions and continuously refine the user experience.			
2.	Search engine			
2.1	Provide search predictions or suggestions based on past searches, trending topics and user behaviour.			
2.2	Ensure clear, structured search results with easy-to-read formatting, filters and sorting options.			
2.3	Utilising semantic search to improve relevance, understand synonyms and contextual meaning.			
2.4	Allowing users to navigate back to their search results effortlessly without losing their previous query or selections.			
2.5	Supporting persistent search history and refinements.			
3.	User engagement and feedback mechanisms			
3.1	Track customer engagement and behaviour using Google Analytics 4 (GA4), heatmaps, and session recordings to refine UX.			
3.2	Integrate with Customer Relationship Management (CRM) / IBF Ticketing system and marketing automation tools for personalised user interactions and targeted content.			
3.3	Incorporate real-time feedback mechanisms.			
3.4	Quick surveys triggered by key interactions.			
3.5	Trend analysis to identify areas for improvement.			
3.6	Integration with analytics tools to correlate feedback with engagement data.			

S/N	Specifications	Ability to Deliver (Yes / No)	If yes, please provide brief description and state any other relevant details	If no, please state reasons and proposed variations or alternatives
4.	Customer support and self-help features			
4.	FAQ Database			
4.1a	Easy Content Management System (CMS) updates and edits by the IBF team.			
4.1b	Enable search predictions and categorisation for quick, relevant answers.			
4.1c	Provide analytics dashboard to track FAQ usage and refine content.			
4.2	Contact us form			
4.2a	Automated tracking and categorisation of enquiries for efficient backend management.			
4.2b	User-friendly smart fields, auto-fill options, and FAQ integration for self-help.			
4.2c	Enable analytics tracking to identify trends in enquiries and improve customer support.			
4.3	Announcement sticky bar			
4.3a	To implement a customisable, persistent sticky bar for important updates with scheduling, urgency indicators, expiration settings and links.			
4.3b	To ensure that it is responsive, dismissible and schedulable, maintaining visibility without disrupting navigation.			
5.	User navigation experience			
5.1	IBF Awards section			
5.1a	Easy-to-navigate categories, filters and a search function.			
5.2	Membership directory			
5.2a	Provide an easy-to-navigate directory of IBF members with categories, filters and a search function.			
5.3	IBF Exams Study Guides Updates			
5.3a	Ensure easy accessibility and user-friendly navigation for IBF Study Guides.			
5.4	Event discovery			
5.4a	Improve event browsing experience with categories, filters and a search function.			
5.4b	Implement “sticky” events for higher visibility.			

S/N	Specifications	Ability to Deliver (Yes / No)	If yes, please provide brief description and state any other relevant details	If no, please state reasons and proposed variations or alternatives
5.4c	Event segment display on homepage that dynamically displays past event recordings when no upcoming events are available.			
5.5	Links to external sites			
5.5a	Support web links to external sites.			
5.6	Existing pages			
5.6a	New improvements and enhancements should be applied to other relevant pages if applicable to ensure a consistent user journey.			
6.	Preview and prototype of website content layout			
6.1	To propose a modern, user-friendly layout that enhances readability, navigation, and aligns with IBF's branding.			
6.2	To structure content logically to improve usability and minimise clicks.			
6.3	To create wireframes and prototypes to test layouts and navigation before implementation.			
Management of Content and Publishing Functions				
7.	Content Management System (CMS)			
7.1	Implement a no-code/low-code CMS for easy updates without website downtime.			
7.2	Provide a cloud-based CMS with migration strategy from Sitefinity (expires Dec 2025).			
7.3	Ensure automatic tracking and version control of content changes.			
7.4	Enable drag-and-drop content editing with preview before publishing.			
7.5	Automate auto-tagging and metadata generation for improved searchability.			
7.6	Support a content hierarchy with unlimited depth for future scalability.			
7.7	Provide customisable templates and dynamic layouts.			
7.8	Support custom themes for future branding strategies.			
7.9	Enable easy wizard-based installation and versioning procedures.			
7.10	Provide a structured content management system for IBF Awards, Membership Directory, Study Guides, and Events.			

S/N	Specifications	Ability to Deliver (Yes / No)	If yes, please provide brief description and state any other relevant details	If no, please state reasons and proposed variations or alternatives
7.11	Streamline entry creation, updates, and version control for awards, membership listings, IBF Study Guides and Events.			
7.12	Allow for customisable event fields and categories.			
8.	Content publishing and approval			
8.1	Implement role-based access control and approval workflows.			
8.2	Allow scheduled publishing with pre-set go-live and expiration dates.			
8.3	Enable homepage banners and images with scheduling, dynamic rotation and alert prompts before expiration.			
8.4	Provide maintenance and update the Skills Framework for Financial Services (SFwFS) including copy, design and development. Purchase of software for content changes on behalf of IBF where necessary.			
8.5	Immediate propagation: The WCMS must employ technologies and mechanisms that enable content updates to be reflected in all active user browsers with minimal latency. Ideally, updates should be perceived as instantaneous by the end-user.			
8.6	No caching of old content: The system must prevent the display of cached or outdated content in user browsers after an update. This includes, but is not limited to, browser caching, CDN caching, application caching and server-side caching.			
8.7	Technology specification: The proposal must clearly describe the technologies and methods used to achieve real-time updates, such as: <ul style="list-style-type: none"> • WebSockets • Server-Sent Events (SSE) • Push Notifications • Other relevant technologies 			
9.	Search and retrieval			
9.1	Implement content indexing for faster retrieval.			
9.2	Enable search by publication date, keywords, author, or content type.			

S/N	Specifications	Ability to Deliver (Yes / No)	If yes, please provide brief description and state any other relevant details	If no, please state reasons and proposed variations or alternatives
10.	Search Engine Optimisation (SEO)			
	Provide comprehensive SEO support with automated schema markup, customisable meta tags, and integration with Google Search Console.			
11.	Performance and integration			
11.1	Ensure seamless content and data sharing across all platforms.			
11.2	Optimise high-resolution image and video streaming optimised for performance (supports 100+ concurrent users).			
11.3	Provide an integrated file manager with version control and access permissions for digital assets.			
11.4	Provide a seamless integration with IBF's digital ecosystem, including IBF Portal, microsites, and other relevant platforms such as the OpenCerts Verification page.			
11.5	Provide a secured integration between the website and the Training Grant System (TGS) to retrieve courses details from the TGS Secure File Transfer Protocol (SFTP) server. The system should automatically ingest course details daily following the TGS upload schedule and display them on the relevant website pages. The proposal should include all required services and licenses (e.g. SFTP server, SSL cert, SLIFT licences).			
11.6	Provide a secured API integration for the IBF Chatbot (IVEE).			
11.7	Synchronise with Google Analytics and major web analytics platforms.			
11.8	Support major CRM systems and support ticketing platforms (e.g. JIRA).			
12.	Audit trail and governance			
12.1	Enable content revision features and post-publication updates.			
12.2	Implement revision controls to track changes made by appointed users.			
12.3	Provide audit logs to track content changes, user actions, and publishing activities.			
13.	Innovation and future enhancements			

S/N	Specifications	Ability to Deliver (Yes / No)	If yes, please provide brief description and state any other relevant details	If no, please state reasons and proposed variations or alternatives
13.1	Vendor should propose additional AI, automation, and UX improvements to enhance CMS functionalities.			

B) System Requirements

S/N No.	Specifications	Ability to Deliver (Yes / No)	If yes, please provide brief description and state any other relevant details	If no, please state reasons and proposed variations or alternatives
1.	Security Measures			
1.1	Vendor shall submit a report to IBF before the launch of the platform, and thereafter on a yearly basis: <ul style="list-style-type: none"> i. Vulnerability Assessment and Penetration Testing (VAPT) performed by an independent party conducted on the platform; and ii. Rectification of all identified security gaps. iii. Source code scan 			
1.2	All IBF user access shall be equipped with Two Factor Authentication or Multi-factor Authentication			
1.3	The Vendor shall ensure it has sufficient security controls in place and met ISO 27001, ISO 27017 and ISO 27018, SOC2, NIST or any other relevant security framework. Vendor shall ensure that data in transit and at rest is protected / encrypted. Transport Security Layer (TSL) shall be implemented for secure transmission of data online via major browsers.			
1.4	Ensure that certificates used are of minimum SHA256 algorithm.			
2.	Data Governance			
2.1	IBF has full ownership of all customer data and reference materials in the CMS. All data disclosure to third			

S/N No.	Specifications	Ability to Deliver (Yes / No)	If yes, please provide brief description and state any other relevant details	If no, please state reasons and proposed variations or alternatives
	parties, retention and disposal by Vendor shall be subjected to IBF's approval.			
2.2	The Vendor shall ensure that the data is protected against loss, corruption, unauthorised access, use, amendments etc. and only authorised staff has access to the data in both UAT and PROD environments. All data migration must be approved by IBF.			
2.3	The Vendor shall sign the Non-Disclosure and Undertaking Agreement (NDA) not to access, use, share, divulge or retain data unless this is required by the Vendor's staff in discharging their duties during their employment. The NDA is binding even if the staff has resigned or is transferred to another project team or after the termination or expiry of the Contract. Non-compliance could result in legal action being taken against the Vendor by IBF and/or referred to relevant authorities.			
3.	Availability			
3.1	The System shall be available on a twenty-four (24) hours per day, seven (7) days per week, three hundred and sixty-five (365) days per year basis (24 X 7 X 365) except for scheduled routine system maintenance or downtime in which IBF is to be notified at least one (1) week in advance to inform users.			
4.	Technical and User Support Requirements			
4.1	The Vendor shall provide Helpdesk support (preferably local) for the System conforming to IBF business hours. For all issues reported by IBF, Vendors should adhere to response time as prescribed by IBF. An issue or incident is deemed resolved when the reporting party is notified and satisfied			

S/N No.	Specifications	Ability to Deliver (Yes / No)	If yes, please provide brief description and state any other relevant details	If no, please state reasons and proposed variations or alternatives
	with the resolution steps taken by the Vendor.			

PART III – PROJECT COSTS & FEES

Please provide information on the detailed applicable fees and any other applicable costs in Singapore dollars excluding GST and payment schedule expected for the completion of this project.

Project Fee Quotation Template

Item	Fee Quote in S\$ (Mandatory to quote)		Fee Quote in S\$ (Mandatory to quote, optional for IBF to purchase)	
	Year 1 to 2		Year 3 Fees	Year 4 Fees
	One Time Fee*	Year 2 Fees		
A. PROFESSIONAL FEES				
1. Design Fee a) Design and Styling of Website b) Review of Content c) Focus Group Discussions d) Design and Organisation of Content		N.A.	N.A	N.A
2. Deployment Fee a) Deployment of new CMS b) Migration of Content c) UAT d) Launch of website e) User Training		N.A.	N.A	N.A

*Includes the design and deployment project period and the additional 12-month warranty period

ITEM	Fee Quote in S\$ (Mandatory to quote)		Fee Quote in S\$ (Mandatory to quote, optional for IBF to purchase)	
	Year 1 to 2		Year 3 Fees	Year 4 Fees
B. RECURRING FEES				
3. Hosting Fees <ul style="list-style-type: none">- Please state yearly fee- Vendor to inform IBF in writing date of commencement of hosting.- Hosting to start upon kick-start of project				
4. Maintenance Fees <ul style="list-style-type: none">- Please state yearly fee- Vendor to only charge maintenance fee to IBF upon completion of the 12-month warranty.- Vendor can only commence the 12-month warranty upon the official launch of IBF website, and with official written approval from IBF. Vendor should pro-rate maintenance fee in Year 2 based on the expiry of the 12-month warranty.	N.A.	Pro-rated Year 2 fees		

ITEM	Fee Quote in S\$ (Mandatory to quote)		Fee Quote in S\$ (Mandatory to quote, optional for IBF to purchase)	
	Year 1 to 2		Year 3 Fees	Year 4 Fees
4. Anti-DDoS and CDN fees - Please state yearly fee - Vendor to inform IBF in writing date of commencement of Anti-DDoS and CDN				
5. License fee (if applicable) - Please state yearly fee - Please state specific licenses - Vendor to inform IBF in writing date of commencement of licenses				
6. Subscription fee (if applicable) - Please state yearly fee - Please state specific subscriptions - Vendor to inform IBF in writing date of commencement of licenses				
C. SYSTEM AND SECURITY FEES				
7. System Performance Test - Please state one-time fee - To be conducted before launch only		N.A.	N.A.	N.A.

ITEM	Fee Quote in S\$ (Mandatory to quote)		Fee Quote in S\$ (Mandatory to quote, optional for IBF to purchase)	
	Year 1 to 2		Year 3 Fees	Year 4 Fees
8. Annual VAPT Cost - Please state yearly fee - In year 1, VAPT to be done before launch of website - Thereafter to be done annually				
9. SSL certificates - Organisation Validated (OV) - Please state yearly fee				
D. DISCRETE FEES				
10. Ad Hoc Jobs - Please state scope of services and man-day rate for both office and non-office hours				
11. Any other fees - Please state clearly on intent and in manhours /monthly /annual costs where applicable				
Total Fees (For items A, B and C only)				

PART IV – REFERENCES / OTHER CONSIDERATIONS

Please indicate customer references (with contact details), reference or highlight any other useful factors you would like us to consider in reviewing your quotation.

PART V – NON-DISCLOSURE AND UNDERTAKING (THIRD PARTIES)**IMPORTANT NOTES**

1. The Institute of Banking and Finance (“the **Organisation**”) is legally required to comply with the provisions of the *Personal Data Protection Act* (No. 26 of 2012) (“the **Act**”). Failure to comply with the Act may result in penalties being issued against the Organisation.
2. To ensure compliance with the Organisation's internal policies in relation to the Act, all third-party contractors and/or service providers are required to sign this Undertaking.
3. This Undertaking shall be signed before the commencement of work and/or services for the Organisation.

A. SERVICE PROVIDER'S DETAILS

1.	Name of Service Provider's Company (“Service Provider”):	
2.	Company UEN No:	
3.	Contact Number:	
4.	Address:	
5.	Email Address:	
6.	Nature of Work / Service provided to Organisation (“Purpose”):	

B. UNDERTAKING

1. Access to Personal Data, non-public and sensitive information (“**Confidential Information**”) may be required in the performance of the Service Provider's Purpose. “**Personal Data**” shall have the meaning given to it in the Act and refers to information about an identified or identifiable individual, where the individual refers to a natural person, whether living or deceased. It covers all forms of personal data, whether in electronic or non-electronic form.
2. Should the Service Provider have access to such Confidential Information, the Service Provider undertakes that it shall not under any circumstances, release or disclose such Confidential Information to any third party or third-party organisation. The Service Provider shall protect such Confidential Information and will employ all reasonable efforts to maintain the confidentiality of such Confidential Information.
3. The Service Provider shall implement such security measures as are reasonably necessary to protect the Confidential Information against unauthorised access, collection, use, disclosure, copying, modification, disposal, or any other form of processing (as defined under the Act).

4. The Service Provider shall immediately notify the Organisation of any suspected or confirmed unauthorised access, collection, use, disclosure, copying, modification, disposal or any other form of processing (as defined under the Act) and/or misuse of Confidential Information. Without prejudice to any other rights and remedies that the Organisation may have, the Service Provider shall at its own expense render all necessary assistance to the Organisation to investigate, remedy and/or otherwise respond to such unauthorised access, collection, use, disclosure, copying, modification, disposal or any other form of processing (as defined under the Act).
5. The Service Provider shall immediately inform the Organisation if any Confidential Information is lost or destroyed or becomes damaged, corrupted, or unusable. Without prejudice to any other rights and remedies that the Organisation may have, the Service Provider shall restore such Confidential Information at its own expense.
6. Before the Service Provider discloses Personal Data of any third-party individuals to the Organisation, the Service Provider undertakes to obtain all necessary consents required under the Act for the Organisation to collect, use and/or disclose such personal data.
7. The Service Provider undertakes to comply with all obligations that apply to it under the Act and all subsidiary regulations that may be enacted from time to time under the Act.

C. CONSEQUENCES OF BREACH OF UNDERTAKING

The Service Provider acknowledges that:

1. In the event of any breach or neglect of its obligations under this Undertaking, the Organisation may exercise its right to refuse the Service Provider access to the Organisation's premises and facilities.
2. If the Service Provider should breach any provisions of this Undertaking, the Organisation may suffer immediate and irrevocable harm for which damages may not be an adequate remedy. Hence, in addition to any other remedy that may be available in law, the Organisation is entitled to injunctive relief to prevent a breach of this Undertaking.
3. Without prejudice to any other clause(s) in this Undertaking, the Service Provider shall bear all liability and shall fully indemnify the Organisation against any and all actions, claims, proceedings (including proceedings before the Personal Data Protection Commission ("PDPC"), costs (including costs of complying with any remedial directions and/or financial penalties that may be imposed by the PDPC on the Organisation), damages, legal costs and/or other expenses incurred by the Organisation or for which the Organisation may become liable due to any failure by the Service Provider or its employees or agents to comply with any of its obligations under this Undertaking.
4. Even after the Service Provider ceases its Purpose at the Organisation, it agrees that the obligations herein shall continue.

Name of Service Provider:	_____
Service Provider's Company Stamp:	_____
Name of Representative of Service Provider:	_____
Signature of Representative of Service Provider:	_____
Date:	_____



PART VI: IBF IT SERVICE PROVIDER CHECKLIST (SPC)

Name of Service Provider	
Date Completed	
Name of Respondent	
Designation / Title	
Contact Number	
Email Address	
Signature	
Company Stamp	

For The Institute of Banking and Finance ("IBF") use only:	
Name of Reviewer	
Designation / Title	
Contact Number	
Email Address	
Type of Outsourcing	Material / Non-Material ¹

Instructions

1. This service provider checklist should be completed by personnel who have direct knowledge of the information systems and operations. The information provided in this checklist should be reviewed.
2. For each guideline description, place an "X" in the appropriate column to indicate whether the service provider is fully compliant, partially compliant, or not compliant. Otherwise, place an "X" in the NA column.
3. If full compliance has not been achieved, explain in the Comments column why, and how and when remedial action would be made.
4. Please attached evidence (e.g. SOC-2 Type 2, most recent penetration test report) that service is validated for security assurance and adequate protection measures are in place.
5. IBF IT team may require the service provider to furnish further evidence if the submission details are incomplete.

¹ For non-material outsourcing, Service Provider Checklist is applicable if the service provider will be hosting or handling sensitive PII information or classified data ("Confidential" or higher)

S/N	Risk Category	Full Compliance	Partial Compliance	Non-Compliance	N.A.	Comments
1	Service/Product Information					
1.1	Brief Service/Product Description:					
1.2	For hosted services, is the data hosted only in Singapore region? If no, please state the countries or cities where the data will reside					
2	Service Assurance					
2.1	Does the Service Provider commit to a service level agreement (SLA)? If yes, please provide either the SLA document/details or website URL of the service agreement.					
2.2	Service Provider has a disaster recovery plan and has tested the contingency plan and service recovery?					
2.3	Does the service agreement make reasonable provisions for confidentiality protection clause(s), right to access audit reports, sub-contractors obligations (if sub-contracted), termination clause(s) with sufficient advanced notice?					
2.4	<p>Has the Service Provider attained security-related compliance (SOC-2 Type 2 (preferred) or another equivalent)? Attach the necessary report to show the security assurance.</p> <p>Otherwise, please provide supporting information that the necessary security controls are in place. (e.g. audit opinions).</p> <p>Examples of security-related compliance:</p> <p>A. ISO/IEC (27001 / 27002 / 27017 / 27018)</p> <p>B. SOC (Type 1 / Type 2 / Type 3)</p> <p>C. PCI DSS (Level 1 / 2 / 3 / 4)</p> <p>D. CSA Star (Level 1 / 2 / 3)</p>					

S/N	Risk Category	Full Compliance	Partial Compliance	Non-Compliance	N.A.	Comments
	E. NIST (800-53 / 800-144) F. OWASP ASVS (Level 1 / 2 / 3) G. MTCS SS584 H. Outsourced Service Provider Audit Report (OSPAR)					
2.5	Service Provider to support and assist in audit activity by providing necessary documents/reports stated in 2.4 upon request.					
2.6	Service Provider has an incident management process and will notify customer promptly for major incident or when there is a cybersecurity data breach in the service.					
2.7	Service Provider has not suffered any significant breaches in the last 5 years.					
3	Data Security					
3.1	As part of the service engagement, no personally identifiable information ('PII') or other personal data should be stored in the vendor's endpoint devices e.g. laptop and mobile					
3.2	Service provider undertakes to protect the confidentiality and security of IBF's sensitive or confidential information and will comply with applicable data protection laws and regulations e.g. PDPA, GDPR?					
3.3	Does the Service provider implement backup of critical information on a regular basis and periodically validate the recovery process?					
3.4	Is data segregated between customers (if hosted) and controls put in place to protect customer data from unauthorised access, modification or leakage?					
3.5	Are data at rest and in transit encrypted using strong encryption algorithm?					

S/N	Risk Category	Full Compliance	Partial Compliance	Non-Compliance	N.A.	Comments
3.6	Are customers' data securely erased from the systems and environment (including backup media) after the termination of the contract?					
4	General Security Controls					
4.1	Does the service provider follow secure software development lifecycle practices?					
4.2	Does the service provider enforce change management procedures to ensure changes does not affect services?					
4.3	Does the service provider regularly patch and review the system configurations met its security hardening baselines?					
4.4	Is the service validated regularly for potential security vulnerabilities and findings tracked till closure? If yes, please attach evidence (most recent penetration test reports performed by CREST-accredited penetration tester preferred).					
4.5	Is the service resilient to Distributed Denial-of-Service (DDoS) attacks and common application attacks?					
4.6	Are network security controls (e.g. firewall restriction) implemented to protect and detect network resources from unauthorised access?					
4.7	Does the service provide strong authentication controls (e.g. MFA) before service can be accessed?					
4.8	Does the application support role-based access control (RBAC) to segregate distinct functions and roles such as for end-users and administrators					
4.9	Does the service support ease of review or automated handling of inactive/dormant accounts?					

S/N	Risk Category	Full Compliance	Partial Compliance	Non-Compliance	N.A.	Comments
4.10	Is audit logging turn on (e.g. login, logout, actions performed) and the security logs accessible/retrievable or can be sent to SIEM?					
4.11	Does the service provider monitor the security of the system on a 24x7x365 basis?					
5	Peripheral Supporting Services (If applicable)					
5.1	If there are peripheral services (e.g. ticketing system) associated with this engagement that keep personal or confidential data from IBF or IBF customers, are the same security controls are in place as above? If not, state what controls are missing and any mitigation measures (e.g. system is not internet facing)					