



INVITATION TO TENDER FOR IMPLEMENTATION OF FINANCIAL MANAGEMENT SYSTEM FOR NATIONAL GALLERY SINGAPORE AND SINGAPORE ART MUSEUM

17 February 2020

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Tender Notice

Tender Ref. No.:	TG/ITT/2019/0023
Publication/Date of Open Tender:	17 February 2020
Description:	Invitation to Tender for Implementation of Financial Management System for National Gallery Singapore and Singapore Art Museum
Closing Date and Time:	09 March 2020, 2:00pm
Amended Closing Date and Time:	-
Offer Validity Duration:	3 calendar months
Tender Box No.:	National Gallery Singapore 1 St. Andrew's Road #01-01 Singapore 178957 Tender Box <u>4</u>
Tender Documents:	The tender documents for the tender is available to the vendors on National Gallery Singapore and Singapore Art Museum Website on 17 February 2020 https://www.nationalgallery.sg/about/about-the-gallery/business-opportunities or https://www.singaporeartmuseum.sg/about#quotations-tenders
Contact Person:	Melvin Yong (Tel: 6690 9398) Tender.Finance.Enquiry@nationalgallery.sg
The National Gallery Singapore and Singapore Art Museum does not bind itself to accept the lowest or any Offers and is not under any obligation to inform any Tenderer of the reasons for non-acceptance of an Offer.	



17 February 2020

To The Tenderer,

Dear Sir / Mdm,

TG/ITT/2019/0023

INVITATION TO TENDER FOR IMPLEMENTATION OF FINANCIAL MANAGEMENT SYSTEM FOR NATIONAL GALLERY SINGAPORE AND SINGAPORE ART MUSEUM

1. National Gallery Singapore (“**The Gallery**”) and Singapore Art Museum (“**SAM**”) invites Tender Offers for the goods and/or services described in detail in the Requirement Specifications and on the terms set out in the Tender Documents as a whole.

2. This Invitation to Tender comprises of the following Tender Documents:

This Covering Letter

Section A	Instructions to Tenderers
Section B	Requirement Specifications
Section C	Evaluation Criteria
Section D	Conditions of Contract
Section E	Prescribed Forms

3. Please refer to the Instructions to Tenderers and the Prescribed Forms for the mode(s) of submission for Tender Offers and the forms to be used. Tenderers must submit their Tender Offers by the Closing Date, which is at **2.00 p.m. on 09 March 2020**.

4. The tender documents for the tender is available to the vendors on National Gallery Singapore’s and Singapore Art Museum’s Website on 17 February 2020:

<https://www.nationalgallery.sg/about/about-the-gallery/business-opportunities>

or

<https://www.singaporeartmuseum.sg/about#quotations-tenders>

5. The Tender Offer will be evaluated based on the Evaluation Criteria set out in Section C.

6. Tenderers who wish to seek clarifications on the Tender shall submit their written request no later than **3** working days prior to the close of the Tender to:

Email: Tender.Finance.Enquiry@nationalgallery.sg

Subject: TG/ITT/2019/0023 - <Tenderer Company Name>

7. The Gallery and SAM does not bind itself to accept the lowest or any Tender Offers.

Yours faithfully,

Tan Chin Ling

Head (Finance)

National Gallery Singapore

On behalf on National Gallery Singapore & Singapore Art Museum

SECTION A: INSTRUCTIONS TO TENDERERS

1. Definitions

1.1 Throughout this Invitation to Tender and any resultant Contract (defined in the Conditions of Contract), unless the context otherwise requires, the following definitions shall apply:

- (a) **“Closing Date”** means the time and the date referred to in the Covering Letter, which is the deadline for submission of Tender Offers.
- (b) **“Invitation to Tender”** means the invitation to participate in this Tender and comprises all the Tender Documents referred to in the Covering Letter.
- (c) **“Tender Offers”** mean the submissions made by Tenderers in response to the Invitation to Tender.
- (d) **“Tender Price”** means the total price stated in the Form of Tender for the provision of goods and/or services required under this Invitation to Tender.
- (e) **“SAM”** means the entity Singapore Art Museum.
- (f) **“The Gallery”** means the entity National Gallery Singapore.
- (g) **“The VACM”** means Visual Arts Cluster Museums that comprises of National Gallery Singapore and Singapore Art Museum, for the purpose of this Tender.
- (h) **“Tenderer”** or **“Tenderers”** mean the persons invited to submit Tender Offers to provide the goods and/or services required under this Invitation to Tender.
- (i) **“FMS”** means Financial Management System, which refers to the proposed Financial Management System solution proposed by Tenderers.
- (j) **“The System”** means the FMS and its Cloud Platform.
- (k) **“Coupa”** means the current e-Procurement Management System The Gallery is using. SAM is currently not using Coupa.
- (l) All other terms referred to in this Invitation to Tender shall have the same meanings as those given in the Conditions of Contract.
- (m) The term **“The Gallery”** in Section D for the **Conditions of Contract**, refers to and means Visual Arts Cluster Museums that comprises of National Gallery Singapore and Singapore Art Museum, for the purpose of this Tender.

1.2 Unless otherwise stated, all requirements shall be treated as mandatory.

1.3 Clauses denoted by the word “shall” indicates compulsory requirements to be delivered by the Tenderer.

2. Eligibility

2.1 Tenderers can participate in this Tender only if not under any debarment from any of The VACM Tenders, and Tenders on or after the Closing Date.

2.2 Tenderers who do not meet any critical criteria under the Evaluation Criteria are liable to be disqualified at The VACM’s discretion.

3. Submission of Tender Offers

3.1 Tenderers shall submit their Tender Offers by the Closing Date in accordance with the following mode(s) of submission:

The following documents/information shall be submitted using tender box

- i. E1. Form of Tender
- ii. E2. Schedule of Persons Empowered to Act
- iii. E3. GST Status
- iv. E4. List of Relevant Track Record in the Last 5 Years
- v. E5. Information on Major Shareholders
- vi. E6. Price Breakdown / Schedule of rates (as the case may be) - please quote by modules and indicate the total tender price. The VACM does not bind itself to accept the entire tender proposal and implement all modules mentioned in the requirement specifications
- vii. E7. Financial Information (official financial statements for past 3 years)
- viii. E8. Compliance Tables
- ix. Draft Implementation Plan. Tenderers must submit a Draft Implementation Plan as part of the Tender Offer showing the time schedule and sequence of events necessary for the delivery of the services/ implementation of the solution
- x. Payment schedule (if alternative schedules are invited)
- xi. Any other written proposals, designs or drawings required under the Requirement Specifications
- xii. Any other supporting documents/materials that are in softcopy

Note: Tenderers shall also submit a copy of all Tender Offers in softcopy in the form of a USB thumb drive or CD/ DVD.

3.2 Tenderers may submit other documents/ information apart from those specifically listed under Sub-Clause 3.1 in support of Tender Offers. Such other documents/ information may be submitted using any of the mode(s) of submission allowed under Sub-Clause 3.1.

3.3 Where Tender Offers or parts of Tender Offers are submitted using the tender box:

- (a) The documents/ information /items must be submitted in sealed envelopes.
- (b) The Tender reference number (from the Covering Letter); (ii) the Closing Date (iii) the tender box number (if any); and (iv) the name and address of the Tenderer must be stated on the top left-hand corner of the envelope.
- (c) It will be the responsibility of Tenderers to ensure delivery by hand into the tender box, which will be in a position accessible to the public.

3.4 Tender Offers submitted after the Closing Date shall be disqualified.

4. Language

4.1 Tender Offers and all supporting technical data and all documentation submitted as part of the Tender Offer must be written or properly translated into the English language.

5. Compliance with Instructions and Forms

5.1 Tender Offers are to be submitted according to the instructions contained in and using any forms prescribed in the Invitation to Tender. Any Tender Offers which:

- (a) Are not in accordance with the instructions; or
- (b) Vary any of the prescribed forms,
- (c) Are liable to be disqualified at The VACM's discretion.

6. Validity Period

6.1 Tender Offers submitted shall remain valid for acceptance for the Validity Period set out in the Form of Tender and during such extension of the period as may be agreed in writing between Tenderers and The VACM.

7. Withdrawal of Tender Offers

7.1 Any Tenderers that withdraw Tender Offers after the Closing Date are liable to be debarred from The VACM's future tenders and Tenders.

8. Acceptance of Tender Offers

8.1 The VACM shall be under no obligation to accept the lowest or any Tender Offer.

8.2 The VACM shall have the right to accept parts of Tender Offers from one or more Tenderers except in the case of Tenderers that expressly stipulate to the contrary in their Tender Offers.

8.3 The issuance of a Letter of Acceptance (LOA) and/ or Purchase Order (PO) accepting a Tender Offer or parts of a Tender Offer (subject to Sub-Clause 8.2) shall create a binding contract for the provision of the goods and/ or services required under this Invitation to Tender and to the extent accepted in the Letter of Acceptance and/or Purchase Order. The binding contract shall be governed by the terms of the Contract (as defined in the Conditions of Contract). The LOA and/or PO could be issued by National Gallery Singapore or Singapore Art Museum.

8.4 The Letter of Acceptance and/ or Purchase Order may be issued to the successful Tenderer(s):

- (a) By post to the address of the successful Tenderer(s) as set out in the Tender Offer .
- (b) By hand to the address of the successful Tenderer(s) as set out in the Tender Offer.

8.5 The VACM may, at its sole discretion, require the successful Tenderer(s) to sign a written agreement.

8.6 The VACM is not under any obligation to inform any Tenderer of the reasons for non-acceptance of a Tender Offer.

9. Ownership of Documents and Intellectual Property

9.1 All information, instructions, plans, drawings, specifications, documents, materials and other items shown or given to Tenderers pursuant to this Invitation to Tender by or on behalf of The VACM shall remain the property of The VACM. Tenderers shall immediately return all or any of the same on written request by The Gallery and or SAM, or destroy the same within 1 week of the award to the Tender (except in the case of the successful Tenderer).

9.2 All Intellectual Property (as defined in the Conditions of Contract) reflected or subsisting in the information, instructions, plans, drawings, specifications, documents, materials and other items shown or given to Tenderers pursuant to this Invitation to Tender by or on behalf of The VACM belong to The VACM or third parties as the case may be.

9.3 Tender Offers and all accompanying documents, plans, drawing, materials or other items (less samples that are covered under Clause 10 below) that are submitted by Tenderers in response to this Invitation to Tender shall become the property of The VACM. However, Intellectual Property reflected or subsisting in the same shall remain vested with the Tenderers or other third parties as the case may be. This Sub-Clause 9.3 is without prejudice to any provisions to the contrary in the Conditions of Contract that are applicable to the successful Tenderer.

10. Samples

10.1 Where the Invitation to Tender states that samples of good(s) or any other item(s) are to be submitted; such samples shall be:

- (a) Delivered at the sole cost of the Tenderers;
- (b) Delivered to the place stipulated on the date or by the deadline stipulated;
- (c) Delivered in such numbers for each of the good(s) or item(s) as stipulated
- (d) Marked clearly with the:
 - (i) Tender reference number (from the Covering Letter);
 - (ii) Description of the good or item concerned; and

(iii) Name of the Tenderer concerned.

10.2 When submitting samples, Tenderers shall indicate in writing whether the samples are to be returned (subject to Sub-Clause 10.3). If no such indication is given, The VACM shall not be obliged to return any samples. The VACM may, at its sole discretion, decide to return the samples at its own costs or give the Tenderer written notification to collect the samples. The VACM shall have the right to dispose, in any way and without payment of compensation, of any samples that Tenderers fail to collect after being given written notification to do so.

10.3 Where the Invitation to Tender states that samples may be subject to destructive testing, samples subjected to destructive testing need not be returned to the Tenderer notwithstanding Sub-Clause 10.2.

10.4 Where samples are required, the failure to provide the samples in the manner stipulated in the Invitation to Tender may render the Tender Offers concerned liable to disqualification at The VACM's discretion.

11. Alteration, Erasures and Illegibility

11.1 Except for amendments to entries made by the Tenderer which are initiated by the Tenderer, Tender Offers bearing any other alterations or erasures and Tender Offers in which prices are not legibly stated are liable to disqualification at The VACM's discretion.

12. Expense

12.1 No expense incurred by Tenderers in the preparation of Tender Offers shall be borne by The VACM.

13. Tender Price and Goods and Services Tax

13.1 Tenderers must satisfy themselves before submitting any Tender Offers as to the correctness and sufficiency of their Tender Price for the execution and complete provision of all goods and/ or services required under this Invitation to Tender. In this regard, Tenderers shall:

- (a) Notify The VACM in writing of any ambiguity, inconsistency or omission in or between any of the Tender Documents; and
- (b) Seek clarification on the same from The VACM by the stipulated period as indicated in the Covering Letter.

13.2 The Tender Price set out in the Tender Offer shall be deemed to have included the delivery of all goods and/or the performance of all services to meet the Requirement Specifications in full. This is so regardless of whether such goods and/or services have actually been listed or priced in any breakdown of the Tender Price or in any other part of the Tender Offer. The price of anything not specifically listed or priced shall be deemed to have been included in the other price(s) actually set out in the Tender Offer.

13.3 The Tender Price and all breakdowns of the same proposed in Tender Offers must exclude any Goods and Services Tax (“GST”) chargeable for the supply of goods and/or services required under this Invitation to Tender.

14. Export Approval

14.1 Tenderers shall clearly indicate in their Tender Offers if there is any requirement for:

- (a) End-user certificates or statements from The VACM; or
- (b) Separate agreements between The Gallery and/or SAM and the Tenderer concerned or third parties,
- (c) To satisfy any export requirements of any foreign government/ country.

15. Consortiums

15.1 As used in this Invitation to Tender, “**Consortium**” means an unincorporated joint venture through the medium of a consortium or a partnership.

15.2 The following shall apply if a Tender Offer is submitted by a Consortium:

- (a) Each member of the Consortium shall be a business organization duly organized, existing and registered under the laws of its country of domicile.
- (b) No Consortium shall include a member which has been debarred from The VACM tenders and Tenders.
- (c) After the submission of the Tender Offer, any introduction of, or changes to, Consortium membership must be approved in writing by The VACM.
- (d) In the case of Consortiums, the following documents must be submitted with the Tender Offer:
 - (i) A certified copy of the consortium or partnership agreement, signed by all members of the Consortium.
 - (ii) Documentary proof must be provided that there is a Lead Member which is authorised by all members of the Consortium to sign and submit the Tender Offer, receive instructions, give any information, accept any contracts and act for and on behalf of all the members of the Consortium. The documentary proof could be in the form of:
 - (1) Relevant provision(s) in the certified copy of the consortium or partnership agreement, or
 - (2) Certified copies of powers of attorney from each members of the Consortium,
- (e) The Tender Offer must be submitted by the Lead Member.
- (f) Information must be submitted with respect to:
 - (i) The legal relationship among the members of the Consortium;
 - (ii) The role and responsibility of each member of the Consortium; and
 - (iii) The address of the Consortium to which The VACM may send any notice, request, clarification or correspondence.

- (g) If The VACM awards the Contract to a Consortium:
- (i) The Letter of Acceptance and/or Purchase Order may be handed to or posted to the address of the Lead Member of the Consortium given in the Tender Offer.
 - (ii) The issue by The Gallery and/or SAM of a Letter of Acceptance and/or Purchase Order shall create a contract that is binding on all the members of the Consortium for the provision of the goods and/or services required under this Invitation to Tender and to the extent accepted in the Letter of Acceptance and/or Purchase Order. The binding contract shall be governed by the terms of the Contract (as defined in the Conditions of Contract).
 - (iii) Each member of the Consortium shall be jointly and severally responsible to The VACM for the due performance of the Contract.
 - (iv) If any member of the Consortium withdraws from the Consortium or is adjudicated a bankrupt, or goes into liquidation in accordance with the laws of the country of incorporation, then the surviving member(s) of the Consortium shall be obliged to carry out and complete the performance of the Contract.

16. Clarifications

- 16.1 If The VACM sends a written notice to any Tenderers to clarify any aspect of their Tender Offers, the Tenderers concerned must provide full and comprehensive responses within three (3) days of the date of the written notice. For the avoidance of doubt, this may include the request for the submission for missing documents or information that may be required by The VACM for this Tender provided that no Tenderer shall, in any case, be permitted to amend the proposed Contract Price already submitted.

17. Demonstration of capabilities

- 17.1 Tenderers shall at their own expense, at the written request of The VACM, prepare and conduct demonstrations/presentations in Singapore to substantiate the claims and proposals in their Tender Offers. The time, date and venue for any such demonstrations/presentations shall be determined by The VACM. The tenderers must have the resources to have a proposal presentation and demo session immediately after the submission of the tender to enable the users to clarify and have a better understanding of the solution.

18. Short listing

- 18.1 The VACM reserves the right to shortlist Tenderers in accordance with the criteria set out in the Invitation to Tender and give those so shortlisted the opportunity to submit new Tender Offers on the basis of revised requirements on the part of The VACM. The submission of new Tender Offers shall be in accordance with a common deadline and new submission instructions issued by The VACM in writing.
- 18.2 The new Tender Offers received based on the revised requirements must be complete and comprehensive and shall form the basis of the final Tender Offer evaluation. All Tender Offers received earlier shall be treated as lapsed.

19. Confidentiality

19.1 Except with the consent in writing of The VACM, Tenderers shall not disclose to any third parties, this Invitation to Tender, the provisions of the Tender Documents, and any information, instructions, plans, drawings, specifications, documents, materials and other items shown or given to Tenderers pursuant to this Invitation to Tender by or on behalf of The VACM.

20. Applicable Law

20.1 All Tender Offers submitted pursuant to this Invitation to Tender and the formation of any resulting contracts shall be governed by the laws of the Republic of Singapore.

21. Amendment to Invitation to Tender

21.1 The VACM reserves the right to amend any terms in, or to issue supplementary terms to the Invitation to Tender at any time prior to the Closing Date.

21.2 Any amendments or issue of supplementary terms to the Invitation to Tender made pursuant to Sub-Clause 21.1 shall be issued through email, or The Gallery and SAM website and it shall be the responsibility of the Tenderers to check email, or The Gallery and SAM website on a frequent basis for any such amendments or issue of supplementary terms to the Invitation to Tender.

21.3 No oral representation shall be:

- (a) Accepted or construed as amending or being supplementary to the terms of the Invitation to Tender, or
- (b) Binding on The VACM.

22. Notification

22.1 Tenderers should note that notification may not be sent to unsuccessful tenderers by The VACM.

SECTION B: REQUIREMENT SPECIFICATIONS

1. Financial Management System Solution

As the current Financial System platform (SAP ODS) used by the Visual Arts Cluster (VAC) (comprising of National Gallery Singapore, Singapore Art Museum and Singapore Tyler Print Institute) will be decommissioned by October 2020. Hence the Visual Arts Cluster Museums (VACM), comprising of National Gallery Singapore and Singapore Art Museum, is calling this tender for the implementation of a new Financial Management System (FMS).

1.1 Cloud Platform Solution

- 1.1.1 The proposed FMS shall be a cloud-native software/ application delivered in a Software-as-a-Service (SaaS) nature, with the ability to interface with other 3rd party systems, meeting the requirement specifications stated in the following sub sections.
- 1.1.2 Tenderers shall quote in breakdown details, the implementation and transition fee, operating cost per annum and any other related expenditures.

1.2 Enterprise Structure

- 1.2.1 The proposed solution shall cater to the following structure:
- 1.2.2 The Companies: National Gallery Singapore (The Gallery) and Singapore Art Museum (SAM)
- 1.2.3 Enterprise Structure - different controlling areas and company codes. Each company could have multiple operating units and project units.
- 1.2.4 The system shall have the ability to maintain audit trail for changes made to the system. The audit trail records will contain details that include date, time, and user information associated with the transaction.
- 1.2.5 The system shall be flexible to cater for future consolidation of both The Gallery and SAM rolling it up to a parent/ holding company (data and reports), when required.

2. FINANCE FUNCTIONAL SPECIFICATIONS

2.1 Business Process and Requirements for Purchasing and Procurement

2.1.1 Master Data Maintenance for The Gallery

- 2.1.1.1 The system shall maintain and auto interface the relevant data for Vendor/ Employee ID for both Coupa and FMS in Coupa.
- 2.1.1.2 The system shall maintain Coupa's Purchase Order (PO) number .
- 2.1.1.3 The system shall maintain Coupa's staff claim number.
- 2.1.1.4 The system shall maintain Coupa's tax code, fund code, project code, cost centre for auto interface.
- 2.1.1.5 The system shall maintain an audit trail for all data input, update or changes.
- 2.1.1.6 The system shall maintain the same Master Data Maintenance for SAM with sub section 2.1.1 if SAM chooses Coupa for its e-Procurement Management system in the future.

2.1.2 Master Data Maintenance for SAM (Optional)

- 2.1.2.1 The system shall prefix the PO number for tracking purpose.
- 2.1.2.2 The system shall allow user to enter cost centre, G/L account, fund code and project code.

- 2.1.2.3 The system shall have the ability to identify asset classes such as specialized equipment, IT equipment for spend analysis purpose.
- 2.1.2.4 The system shall maintain PO status including approval status and procurement movement status for tracking purpose.
- 2.1.2.5 The system shall maintain various PO print status for tracking purpose.
- 2.1.2.6 The system shall allow tracking of PO by users or cost centre for identification purpose.
- 2.1.2.7 The system shall have PO that allow to input GST rate, bulk discount (in percentage and/ or absolute amount, bulk discount in percentage, trade-in, etc.

2.1.3 For SAM - Transaction Process

- 2.1.3.1 The system shall support the following fields to be added for each PO record:
 - 2.1.3.1.1 - PO type (Small value purchase, PRF, Open or Limited Tender, Direct contract)
 - 2.1.3.1.2 - Organization (to differentiate The Gallery and SAM)
 - 2.1.3.1.3 - Fixed Asset number for purchase of Fixed Asset items
 - 2.1.3.1.4 - PO should be able to include text for providing information such PO delivery address, delivery date, reference numbers, instructions to supplier, etc.
- 2.1.3.2 The system shall support the following controls/features that are required for each PO record:
 - 2.1.3.2.1 - Ability to trigger error alert to user for PO with incomplete/ incorrect mandatory data.
 - 2.1.3.2.2 - Ability to trigger error alert when user is not authorized to purchase for the particular organization which he has selected.
 - 2.1.3.2.3 - Ability to allow user to set default personal setting so that common fields will be populated each time the user login to create a PO.
 - 2.1.3.2.4 - Ability to allow the data of the user's defined PO fields to be interfaced to Fixed Asset master.
 - 2.1.3.2.5 - Ability to allow user to re-route the PO for approval by alternate approving authority when the main approving authority is not available.
 - 2.1.3.2.6 - Ability to trigger error alert when an approving authority tries to approve a PO that is not under his jurisdiction.
 - 2.1.3.2.7 - Ability to trigger error alert when user has selected a PO which he has no authorisation to view/change/print.
 - 2.1.3.2.8 - Ability to trigger error alert when user has selected a PO which he has no authorisation to post Goods Receipt/Goods Return.
 - 2.1.3.2.9 - Ability to have audit trail on the number of times a PO has been printed.
- 2.1.3.3 The system shall have the ability to cater for:
 - 2.1.3.3.1 - Create Purchase Request. Requestor can fill up the e-copy and the system will auto-route to the relevant approving officer (both approving officer and budget owner).
 - 2.1.3.3.2 - Request form must be able to allow requestor to enter GL code, project code, fund code, cost centre, delivery date, withholding tax.
 - 2.1.3.3.3 - System to allow uploading of standard rated (SOR) procurement item via template with respective vendor code and contract expiry date. Requestor can choose items from this SOR category to fill the purchase request form.

- 2.1.3.3.4 - Able to trigger or stop procurement request if the value exceed the budget allocated. Budget balance should be displayed to allow requestor and approver to be able to know the latest budget balance. User/approver will be prompted if budget utilized by x%, say 80%. User is able to set the parameter of utilisation rate to trigger the alert.
- 2.1.3.3.5 - Able to automate the creation of PO/ generated directly from request form by system when the purchase request has been approved. Auto created PO should be routed to the Procurement for compliance check and approval.
- 2.1.3.3.6 – The system shall have ability to control access to restrict the change of PO before or after a PO has been approved.
- 2.1.3.4 The system shall have the ability to perform changes made to an approved PO:
 - 2.1.3.4.1 - Trigger re-approval.
 - 2.1.3.4.2 - Have audit trail on the changes made.
 - 2.1.3.4.3 - Keep track of the number of times the PO has been changed e.g. generate an extension to the PO number.
 - 2.1.3.4.4 - Enable at least 2 levels of approval.
 - 2.1.3.4.5 - Able to trigger 2 levels of approval if PO amount exceeds a pre-defined amount.
 - 2.1.3.4.6 Standard functions should include (but not limited to) approval, display and print, editing and cancellation.
- 2.1.3.5 The system shall have the ability to support cancellation done to an approved PO:
 - 2.1.3.5.1 - Trigger approval of cancelled PO.
 - 2.1.3.5.2 - Generate a copy of the cancelled PO.
 - 2.1.3.5.3 - Goods Receipt.
 - 2.1.3.5.4 - Goods Return.
 - 2.1.3.5.5 - Display Goods Receipt/Return.
- 2.1.3.6 The system shall have the ability to allow users to attach documents as part of their supporting documents for that procurement request.
- 2.1.3.7 The system shall have the ability to send email notification to approver that a request is pending for their approval. There should have a function to allow approvers to input their comments should they reject the procurement request.
- 2.1.3.8 The system shall have the ability to prompt AP officer when invoice amount does not match with PO or PO already fully utilized for further investigation.

2.1.4 For SAM – Report

- 2.1.4.1 The system shall have the ability to generate reports by different selection criteria:
 - 2.1.4.1.1 - To generate report by PO type.
 - 2.1.4.1.2 - To generate report by Vendor.
 - 2.1.4.1.3 - To generate report by Project.
 - 2.1.4.1.4 - To generate report by Cost Centre.
 - 2.1.4.1.5 - To generate report by Fund Code.
 - 2.1.4.1.6 - To generate report by PO issuance date.
 - 2.1.4.1.7 - To generate report by PR/PO number.
 - 2.1.4.1.8 - To generate report by organisation.

- 2.1.4.1.9 - To generate report raised to the same vendor on the same day.
- 2.1.4.1.10 - To generate report based on PO values.
- 2.1.4.1.11 - To generate report based on categories of purchases.
- 2.1.4.1.12 - To generate report for tracking turnaround time for various procurement stages such as PR creation, PR approval, PO creation, PO approval, PO issuance, Goods receipt and payment.
- 2.1.4.1.13 - To generate open PO with the flexibility to select criteria as stated under 2.1.4.1.1 to 2.1.4.1.12 and report should also reflect how much has been invoiced and the balance under open status.
- 2.1.4.1.14 - To generate full PO listing including close and open PO.

2.1.5 Others

- 2.1.5.1 The system shall have the ability to interface all related data Business Process and Requirements for Purchasing and Procurement requirements in sub section 2.1 if SAM chooses Coupa for its e-Procurement Management system in the future.

2.2 Business Process and Requirements for Accounts Payable

2.2.1 Vendor Master Maintenance

- 2.2.1.1 The system shall have the ability to:
 - 2.2.1.1.1 - Maintain 2 separate vendor master lists for the Gallery and SAM.
 - 2.2.1.1.2 - Allow requestor to directly fill in vendor maintenance form (VMF) in the accounting system approved by relevant authority. VMF can also be sent to vendor for them to fill up the details (For SAM).
 - 2.2.1.1.3 - Vendor master data will be created in Coupa and thereafter to automatically interface the vendor data into the new Financial Management System (For Gallery).
 - 2.2.1.1.4 - Maintain local vendor and overseas vendor. For overseas vendor, there shall be a field to indicate whether withholding tax is applicable.
 - 2.2.1.1.5 - Maintain vendors by payment mode/ method, payment term, GST tax type (including reverse charge).
 - 2.2.1.1.6 - Automatically check for duplicate vendor creation by checking the relevant fields for the different vendor groups and show error message.
 - 2.2.1.1.7 - Restrict access authority for Vendor Master bank details. Segregation of access to maintenance of vendor bank details from other vendor master maintenance.
 - 2.2.1.1.8 - Ability to change status of vendors as active or inactive.
 - 2.2.1.1.9 - Send Auto alert of inactive vendor listing based on the pre-fined inactive period in the system and able to activate the blocking or archiving of inactive vendors records based on the inactive vendor records selected.
 - 2.2.1.1.10 - Vendors with inactive status shall not be allowed for creation of PO or processing of payment.
 - 2.2.1.1.11 - Enable multi-bank accounts maintenance for different operating units of the same vendor.
 - 2.2.1.1.12 - Enable multi-currencies transactions for the same vendor.
 - 2.2.1.1.13 - Have field to input Payee name if it is different from the vendor name.
 - 2.2.1.1.14 - Enable maintenance of one-time vendor.
 - 2.2.1.1.15 - Generate vendor maintenance report for periodic review.
 - 2.2.1.1.16 - Display changes made to vendor in vendor master report.

2.2.2 Data Capturing and Validation Process

- 2.2.2.1 The system shall have the ability to have messages to alert users whenever there are errors, inconsistent information, etc. for users to take the necessary actions and there is a flexibility to change the messages according to users' needs. This is applicable for the whole payment process.
- 2.2.2.2 The system shall have the ability to have information/ payment documents saved and stored electronically according to the enterprise structure/ requirements of the various units, for instance, by divisions/ cost centres, with restricted access to only their own documents.
- 2.2.2.3 The system shall have the ability to perform validation checks defined by users and is required to ensure the integrity of the information/data extracted and captured.
- 2.2.2.4 The system shall be able to perform validation checks against external databases/ systems. Duplicate invoices could be identified and information such as vendor name/code/address, alternate payee, profit/cost/fund centre, general ledger code, asset number, foreign currency code, GST code, commitment item, etc. will be captured and validated. The GST code could be defaulted based on profit/ cost centre for instance the GST code could be defaulted as VP (validation process).
- 2.2.2.5 The system shall have the ability to block duplicate invoice posting.
- 2.2.2.6 The system shall have the ability to capture actual GST amount in SGD for foreign currency invoices and auto-post the exchange rate differences to GL and GST audit report.
- 2.2.2.7 The system shall have the ability to perform foreign currency revaluation.
- 2.2.2.8 The system shall have the ability to have invoice data interfaced from other systems such as electronic claim and payroll systems and trigger auto-posting into AP for payment.
- 2.2.2.9 The system shall have the ability to enable auto-email remittance advice to vendors.
- 2.2.2.10 The system shall, besides verifying the vendor details, purchase order details, cost centre, general ledger codes, etc., have the ability to check the funds availability in other modules such as the fund management and project modules. The system shall highlight any irregularities or shortage of funds for the verifier to follow-up.
- 2.2.2.11 The system shall have the ability to have Payment information that can be transfer back to Coupa system (for The Gallery).
- 2.2.2.12 The validation rules, levels of verification and personnel involved may vary for different units, different types of payments, expense, amount of expenses and error types (for SAM).
- 2.2.2.13 System shall allow routing of documents with specific error types to specific users for their necessary actions. Users can also define the business and routing rules according to their needs. The business and routing rules for the entire payment process should be easily changeable and updated when necessary. Once the rectifications are done, system can route the documents back to the senders and the senders will be informed accordingly; for instance, when a new vendor code needs to be created, system will route the documents to the vendor creation team for their necessary actions. Once the new vendor has been created, the user will be informed to continue with the remaining payment process.
- 2.2.2.14 The system, for purchase order (PO) based payments, shall, either based on the PO numbers indicated on the invoice or keyed in by the Officers, do a 3-way match; match the item details on the invoice to that in the PO and to highlight as

an error if good receipt (GR) is not completed or the invoice details differ from that in the PO. The system shall allow for users to input reasons/ remarks for any deviation from the PO. The acceptable level of variation could also be defined (for SAM).

- 2.2.2.15 The system, for other non-PO based payment documents/ electronic forms, shall have the ability to pick the item descriptions from the payment documents, for instance, via OCR tools where required and users can change/ key the descriptions when necessary too.
- 2.2.2.16 The system, for payment to foreign vendors, shall have the ability to have the users from the various units that can indicate in a field provided by the system whether the bank charges (local, overseas or both) for the telegraphic transfers would be borne by the foreign vendor or users' departments.
- 2.2.2.17 The system shall have the ability to highlight prominently any inconsistent information/ data to facilitate rectification of errors. Verifying officers shall have the ability to input comments whenever applicable and select the personnel to route the documents to. Routing rules could also be pre-defined.
- 2.2.2.18 The system shall have the ability to have changes made by the verifying officer revalidated again according to pre-defined rules.
- 2.2.2.19 The system shall have information such GR no, cost centre, general ledger code, asset number, GST code, captured by the system or input by users for non-PO based payments and validated automatically by the system. There will be warning messages if there is missing or invalid information (e.g. invalid cost centre or general ledger code).
- 2.2.2.20 The system shall have the ability to perform multiple charging accounts, general ledger codes etc., that can be input by users for one payment document. Users shall have the ability to split the invoice total for multiple charging and the system shall automatically validate that 100% of the invoice total had been allocated.
- 2.2.2.21 The system shall have the ability to perform, for withholding tax, provides a field for the user to indicate whether withholding tax is applicable (where payment is made to overseas company for services rendered in Singapore or for purchase of software/case study copyrights), the party to bear the tax and any other relevant information.

2.2.3 Approval of Invoice by Various Units and Posting (For SAM)

- 2.2.3.1 The system shall support the following:
 - 2.2.3.1.1 Payment documents including supporting documents that can be routed to approvers or their covering officers during their leave of absence to approve online and via mobile devices running minimally on Apple IOS and Android OS. The format/image of all the payment documents shall be presentable for the approvers to approve electronically. The approval process shall be seamless. Users shall be able to request for the format to be fine-tuned/changed accordingly to the requirements of the various units and the types of payments.
 - 2.2.3.1.2 Approvers shall be notified when there are payments for approval. Reminders can be sent at pre-set intervals as configured. Notifications and reminders can also be tailored. The frequency of the notifications, reminders shall be flexible and can be defined by the users., which can be a collective notification per day for all the payments to be approved for the day or an individual notification for one urgent payment, etc.

- 2.2.3.1.3 Comments can be put in by approvers for example stating reasons for rejecting the payments. The approved or rejected payments can be routed according to the rules defined in the workflow or the approver can select the personnel to route the documents to for further action. Payment documents shall be routed to the authorised approvers strictly according to the approval matrix set up in the system.
- 2.2.3.1.4 The multiple units of each company code shall define the levels of approvals and approval personnel for instance by division, cost centre, general ledger code, amounts or other criteria. There could be a combination of criteria such as by cost centre and general ledger code. The system shall allow for different levels of approval and by the criteria required by the users from the various units. There shall not be a limit in the number of levels of approval.
- 2.2.3.1.5 Users shall be able to define the effective period for each approver and according to criteria such as cost centre, amount, e.g. approver A is the authorised approver for cost centre “xx” from 1 Jan 2019 to 31 Dec 2019 for amount up to \$20,000 or with no limit in the approval amount. Users shall also be able to define the routing rules where there is more than one approver for a particular cost centre and for a specific amount.
- 2.2.3.1.6 The set up and maintenance of the approval matrix shall be decentralised to the various units of each company code. The setup and maintenance of the approval matrix shall be user-friendly.
- 2.2.3.1.7 The access for the maintenance of the approval matrix shall be controlled and there shall be proper audit trail. A complete audit report with information such as the users who made the changes, the dates of the changes, the changes made, etc. shall be available.
- 2.2.3.1.8 Mass approval or dynamic selections are some of the options that are available in the proposed system.
- 2.2.3.1.9 Duly approved payment documents shall be able to be routed to different finance staffs (e.g. accounts payable clerks) and officers through routing rules defined in the proposed system. More than one check could be built-in to route to the correct officer e.g. check by cost centre then by the type of payment.
- 2.2.3.1.10 Re-routing the documents to the staff/ officers covering the duties for staffs/ officers who are on leave as per routing rules defined by the users.
- 2.2.3.1.11 Finance staffs and officers will receive notifications for their necessary actions. After one staff/ officer has taken the action, the payment documents could be routed to other staffs/ officers for their further actions. There shall be notifications for each routing.
- 2.2.3.1.12 The details of the payments, history of all the actions carried out, together with any error messages that were generated, etc., shall be presented for ease of viewing and reading for each payment document. For instance, the information shall all be on a single page.
- 2.2.3.1.13 For posting of PO based invoice payment against accrual account, the system shall be able to clear the accrual document against the invoice payment document. There shall be a message to indicate that the amount has been accrued. For purchase orders with admin fee, the users shall be able to define the rules by units/business areas for the 3-way match, for

- instance, to disregard the admin fees in the PO line when doing the 3-way match or to post the amounts to expense and admin fee accordingly.
- 2.2.3.1.14 For advance payments, the system shall be able to post vendor down payment record and the down payment record shall be cleared upon receipt of invoice.
- 2.2.3.1.15 In the event finance staffs/officers noted there are further amendments to be made to the payment documents, there shall be an option to route back the documents to the units for necessary actions. Comments shall be available to be input by finance staffs/officers. Email correspondences with the various units for clarifications, correspondences on amendments shall be able to be made and any other relevant documents could be attached.
- 2.2.3.1.16 Rejected payment documents shall be routed according to the rules defined in the workflow or the finance staffs/officers shall be able to select the personnel to route the documents to for further action. Re-approving rules shall be flexible and shall be able to be defined according to the errors/amendments to be made for the payment documents; for instance, if there are changes to the cost centre and general ledger code, the documents shall be routed to the authorised approvers for re-approval.
- 2.2.3.1.17 Notifications for further action shall be automatically sent by the system where the recipients and the messages in the notifications can be defined. There shall be an option to send notifications/emails to the respective units when the payments have been made.
- 2.2.3.1.18 All payment documents including invoices, supporting documents shall have the ability to be exported in various formats such as pdf, etc.

2.2.4 Payment Run and Approval by Signatories

- 2.2.4.1 The system shall support the following:
- 2.2.4.2 After finance officers have verified the payments or system has verified the 3-way match of invoice, delivery note, purchase order and other information such as cost centre, general ledger code, the payments could be segregated by payment methods (either as per methods defined in the vendor master or as inputted by Finance staffs), bank codes, currencies, due dates for processing. Different workflows shall be catered for the different payment methods for instance telegraphic transfers.
- 2.2.4.3 The system shall allow running of batch payment via GIRO and cheques for local vendor and telegraphic transfer for overseas vendor.
- 2.2.4.4 The system shall allow process payment for overseas vendor invoiced in SGD and payment in foreign currency
- 2.2.4.5 The system shall allow offset against AR balances if vendor is also customer.
- 2.2.4.6 The different payment listings (e.g. by payment methods, amounts) indicating all payment transactions and with all relevant documents attached, shall be routed to relevant finance officers for checking before sending to the bank signatories. Notifications shall be sent to the finance officers for their necessary actions.
- 2.2.4.7 System shall allow amendment to the payment listing.

- 2.2.4.8 Finance shall be able to tag disputed payments for review in stipulated period on further actions.
- 2.2.4.9 In the event finance officers identified any errors, the documents shall be routed to the relevant personnel based on pre-set rules or the finance officers shall be able to select the personnel to route the documents to for rectification of the errors. There shall be a field for the finance officer to put in comments or remarks.
- 2.2.4.10 Payment listings including supporting documents shall be routed to the bank signatories to approve online and via mobile devices (minimally Apple IOS and Android OS), according to the routing rules defined by users. The format/image of all the payment documents must be presentable for the signatories to approve electronically. The approval process must be seamless. Users can request for the format to be fine-tuned/changed accordingly to the requirements of the signatories.
- 2.2.4.11 Signatories shall be notified when there are payments for approval. Reminders shall be sent at pre-set intervals as configured. Notifications and reminders shall have the ability to be tailored. The frequency of the notifications, reminders shall be flexible and able to be defined by the users. It shall be a collective notification per day for all the payments to be approved for the day or an individual notification for one urgent payment, etc.
- 2.2.4.12 Different payment listings (accordingly to payment methods, amounts, etc.) shall be routed to the correct bank signatories based on the routing and approval rules set up in the system.
- 2.2.4.13 Users shall have the ability to define the routing and approval rules based on criteria such as amount and the categories of signatories required, e.g. payment amount of \$100,000, one authorized signatory from Group B and one from Group C. The setup and maintenance of the approval rules shall be user-friendly.
- 2.2.4.14 The system shall have the option to automate Banking Host System to pull Approved Payment Batch to process payment.
- 2.2.4.15 The access for the maintenance of the approval rules shall be strictly controlled and there shall be proper audit trail. A complete audit report with information such as the users who made the changes, the dates of the changes, the changes made, etc. shall be available.
- 2.2.4.16 The bank signatories shall have the option to go into details and open the attached scanned copy of the invoice, supporting documents, etc., to check the details before approving the payments. There shall also be various options available for the signatories to approve the payments, such as mass approval, selective approval. The signatories shall be able to input remarks or comments for further actions via system to route the documents to the relevant officers according to pre-define rules. The signatories shall be able to select the officer to route the payment to.
- 2.2.4.17 There shall be restriction for changes to key fields of the payment documents after the signatories have approved. In addition, there shall be audit trails and reports of any changes done after the signatories have approved the payments, clearly indicating the users who have made the changes, the date and time of the changes, the changes made, etc.

- 2.2.4.18 The proposed system shall support the interface to third party system such as the banks to cater for electronic payments. The payment files including the supporting documents shall be easily transferred to third party systems for verification by the relevant officers and approval by the bank signatories.
- 2.2.4.19 The system shall be able to post reverse journal and reinstate in the subledger, in the event if there is rejection payment from the bank.
- 2.2.4.20 The system shall be able to generate payment advice, after payment is approved, and email to vendor.
- 2.2.4.21 The system shall be able to generate and prompt reminders internally to Finance staff on imminent payments due in a prescribed number of days.

2.2.5 Reports and Status Inquiries

- 2.2.5.1 The system shall support the following:
 - 2.2.5.1.1 There shall be audit trail for the entire payment process from the beginning till the end.
 - 2.2.5.1.2 All changes and modifications done by users shall be logged.
 - 2.2.5.1.3 The system shall provide full processing path traceability and status report. Users shall be able to check the status, the outstanding items pending for verification, approval or posting, track the processing time at each stage and the personnel who have processed the payment. There shall be various selection fields as required by the users in the reports for example could select by cost centre, vendors etc.
 - 2.2.5.1.4 Reports shall be made available to track the number of transactions processed by units, users, document types, etc.
 - 2.2.5.1.5 Users shall be able to change the report layout format, e.g. change the rows to columns.
 - 2.2.5.1.6 Users shall be able to retrieve historical data by specified time period.
 - 2.2.5.1.7 Reports shall be able to be saved with user specified parameters.
 - 2.2.5.1.8 There shall be a drill down function to find source document information.
 - 2.2.5.1.9 Reports shall have the ability to be exported by users in various formats e.g. excel, pdf formats, etc.
 - 2.2.5.1.10 The system shall have the ability to save generated report in system shared folder for future reference and for easy access of report by other users.
 - 2.2.5.1.11 There shall be automated reply of payment status to vendor.
 - 2.2.5.1.12 The system shall have the ability to generate vendor report for transaction processed to display amount before GST, GST and total.
 - 2.2.5.1.13 The system, upon posting of vendor invoice, shall display text description in GL line item for GST input tax.

2.3 Business Process and Requirements for Accounts Receivable

2.3.1 Customer Master Maintenance

- 2.3.1.1 The system shall support the following:
 - 2.3.1.1.1 Maintain pricing table for different services and group of customers.
 - 2.3.1.1.2 Maintain customers by profit centre, payment mode/ method, payment term, GST tax type, assignment group for follow up action.

- 2.3.1.1.3 Inactive customer master maintenance – Auto alert of inactive customer listing and auto-activation of blocked customer.
- 2.3.1.1.4 Same customer consists of multi- currencies transactions and multi- bank details.
- 2.3.1.1.5 Payee name is different from the customer name.
- 2.3.1.1.6 Enable maintenance of one-time customer.
- 2.3.1.1.7 Restricted access to the master data maintenance.
- 2.3.1.1.8 Enable maintenance of a drop-down list for reasons to track Credit/Debit adjustments made to the customers .

2.3.2 Transaction Process

- 2.3.2.1 The system shall support the following:
 - 2.3.2.1.1 Enable issue of quotation/sales order to customer through system.
 - 2.3.2.1.2 Enable conversion of sales order directly into invoice and email to customer.
 - 2.3.2.1.3 Enable invoice requisition via web-based access and route for e-approval by authorised approver.
 - 2.3.2.1.4 Enable auto-generation of Tax invoice to customer and auto-posting of accounting entries to General Ledger, once the invoice confirmation is done.
 - 2.3.2.1.5 Enable executing Batch /Periodic Invoicing and Accounting entries at the following options:
 - 2.3.2.1.5.1 - periodic interval or run on schedule
 - 2.3.2.1.5.2 - standard or varied amount each period
 - 2.3.2.1.6 Enable document reversal and trigger its relevant accounting entries automatically.
 - 2.3.2.1.7 Enable invoicing to customer in foreign currencies.
 - 2.3.2.1.8 For Invoice creation, the relevant GST Tax code default based on customer master can be overridden at transaction line entry.
 - 2.3.2.1.9 Enable invoicing to specific customer with reference assignment of a specific donation receipt reference number.
 - 2.3.2.1.10 Enable Credit Note/Debit Note creation to customer and auto-posting of the accounting entries to General ledger.
 - 2.3.2.1.11 Provide_Duplicate Function - allow to copy from one invoice entry to another.
 - 2.3.2.1.12 Enable Credit Note application against the outstanding Invoices for net settlement by customers.
 - 2.3.2.1.13 Enable partial settlement of invoice.
 - 2.3.2.1.14 Enable AR balances to contra outstanding payables for customer who is also a vendor.
 - 2.3.2.1.15 Enable duplicate printing of Tax invoice/ Credit note and Debit note with the word “Duplicate” printed on the document.
 - 2.3.2.1.16 Performed foreign currency revaluation.
Revenue and AR data able to be interfaced and extracted from with internal or third-party billing systems such as ticketing and donation systems.
 - 2.3.2.1.17 Ability to generate pro-forma invoices.
 - 2.3.2.1.18 Able to perform alert via e-mail to users if the overdue debtor accounts exceed the pre-defined aging period.

- 2.3.2.1.19 Enable generation and sending of prescriptible email reminders set by level of late payment risk (number of days late) automatically to late customers. This function can be turned off for specific customers who have separate payment arrangement. The reminders can also attach outstanding account summary automatically.
- 2.3.2.1.20 Enable automatically compute interest and included in the outstanding account summary for late collections above a stipulated period. This function can be turned off for customers with approved separate payment arrangement.
- 2.3.2.1.21 Enable scheduled periodic running of Collection by Payment mode-GIRO and activate the electronic data transfer to bank for processing:
 - 2.3.2.1.21.1 - To allow batch reversal due to change of GIRO value date.
 - 2.3.2.1.21.2 - To allow reversal of collection for certain individual accounts if GIRO collection is not successful.
- 2.3.2.1.22 Able to submit invoice via Nationwide E-invoicing PEPPOL (Pan-European Public Procurement On-Line) Network.
- 2.3.2.1.23 Enable scheduled periodic running of Collection by Payment mode-GIRO and activate the electronic data transfer to bank for processing:
 - 2.3.2.1.23.1 - To allow batch reversal due to change of GIRO value date.
 - 2.3.2.1.23.2 - To allow reversal of collection for certain individual accounts if GIRO collection is not successful.

2.3.3 Reports

- 2.3.3.1 The system shall support the following:
 - 2.3.3.1.1 Accounts Receivable Aging Report by customer number, by customer accounts group and profit/cost centre.
 - 2.3.3.1.2 Reports shall have the ability to be exported by users in various formats e.g. excel, pdf formats, etc.
 - 2.3.3.1.3 Collection report by payment modes (e.g. GIRO & etc.) GST audit report by tax code and profit/cost centre.
 - 2.3.3.1.4 Monthly Sales and Revenue Report by Profit centre or Project number.
 - 2.3.3.1.5 Introduce mail merge feature to automatically attach Statement of Accounts to the defined email recipients maintained in the customers maintenance record.
 - 2.3.3.1.6 Reminder letter to customer. Frequency of reminder letters to be generated and sent would be defined by users.
 - 2.3.3.1.7 Tracking of Donations Income & Expenditure:
 - 2.3.3.1.7.1 - Donation Type
 - 2.3.3.1.7.2 - Donors' details
 - 2.3.3.1.7.3 - Donation income and expenditure
 - 2.3.3.1.7.4 - Net donation balance

2.4 Business Process and Requirements for Asset Accounting

2.4.1 Asset Master Maintenance

- 2.4.1.1 The system shall support the following:
 - 2.4.1.1.1 To maintain asset records by different type of asset such as:
 - 2.4.1.1.1.1 - Active,
 - 2.4.1.1.1.2 - Deactivated,

- 2.4.1.1.1.3 - Memo asset with no financial impact (for instance, assets on lease from landlord). Able to track by custodian
- 2.4.1.1.1.4 - Inventory-items which are of asset nature but below capitalization quantum.
- 2.4.1.2 To maintain asset records by various asset classes which contain control parameters and default values for depreciation calculation method, account assignments & other master data.
- 2.4.1.3 Special asset class is required for Asset under Construction. This special asset class enables special depreciation which ensure no depreciation is calculated for the asset under construction in the depreciation areas that are posted to the Balance Sheet.
- 2.4.1.4 Special asset indicator is required for different type of Deferred Capital Grant (DCG) marked for each asset purchased. A DCG table is to be maintained to capture various DCG calculation methods and their percentages in the amortization areas that are posted to the balance sheet.
- 2.4.1.5 Allow each asset/ cost centre to have different types of DCG, defined by percentage, effective date, cost centre/ work breakdown structure/ internal order, etc. Variants such as percentage, effective date could be updated over time without affecting historical data. System default and manual input are both available.
- 2.4.1.6 Prompt user if DCG information are not indicated.
- 2.4.1.7 Master asset records require minimum two maintenance level:
 - 2.4.1.7.1 - Asset main number
 - 2.4.1.7.2 - Asset sub-number
- 2.4.1.8 Enable alpha-numeric asset numbers with maximum characters defined by users.
- 2.4.1.9 The System shall be able to perform the following:
 - 2.4.1.9.1 - Creation of multi-asset records at one go for bulk purchase.
 - 2.4.1.9.2 - Bulk changes of asset records and DCG table by specifying which field to be changed.
 - 2.4.1.9.3 - Restricted access to change the asset records with financial impact.
 - 2.4.1.9.4 - Copy all asset data including note information & useful life from one asset master record to another, even for web-based access.
 - 2.4.1.9.5 - To specify a standard task and system would prompt users if certain task is not completed.
 - 2.4.1.9.6 - Alert users of inactive asset classes and blocked the asset classes.
 - 2.4.1.9.7 - Block the incorrect asset record created.
- 2.4.1.10 Asset master display function allows display of all fields in asset master record including the acquisition date, acquisition value, net book value, posted depreciation, plan deprecation, useful life, remaining useful life and transaction documents per fiscal or financial year.
- 2.4.1.11 Maintain audit trail information which keeps track of all changes to the asset master records including date, time, user ID, addition, changes (both old and new values/ notes history) and deletions.
- 2.4.1.12 Audit report can be printed any time upon request, for instance daily and changes to asset record can be tracked at individual asset level.

2.4.2 Transaction and Valuation Process

- 2.4.2.1 The system shall support the following:
- 2.4.2.2 Each asset record shall include following fields in the Asset Register:
- 2.4.2.2.1 - Operating unit
 - 2.4.2.2.2 - Cost Centre/Profit Centre
 - 2.4.2.2.3 - Project Code
 - 2.4.2.2.4 - Original funding source
 - 2.4.2.2.5 - Long text on asset description (editable)
 - 2.4.2.2.6 - Custodian (editable)
 - 2.4.2.2.7 - Vendor name/Code
 - 2.4.2.2.8 - Acquisition type (e.g. Purchases Order, Donated, Lease, Loan, Prior year, Constructed)
 - 2.4.2.2.9 - Main Locations & other location (editable)
 - 2.4.2.2.10 - DCG indicator
 - 2.4.2.2.11 - PO number
 - 2.4.2.2.12 - Related asset number
 - 2.4.2.2.13 - Serial number
- 2.4.2.3 The Asset records (inclusive of transaction type, PO number) shall be auto updated once the acquisition posting from Purchase Order integrated with Accounts Payable is done upon completion of vendor invoice/GR posting.
- 2.4.2.4 The Asset records inclusive of transaction types shall be auto updated once the settlement posting of assets under construction is done from Project modules where applicable.
- 2.4.2.5 There shall be drop-down list for user to select the various fields of the asset registrar.
- 2.4.2.6 There shall be alerts to users of any un-posted asset records, triggered based on the asset record creation dates compared against pre-defined cut-off periods.
- 2.4.2.7 There shall be alerts to users of any incomplete asset fields (e.g. model serial no, etc.), triggered based on missing pre-defined fields, found for each asset record created upon acquisition posting from PO/AP.
- 2.4.2.8 Enable direct entry of asset adjustment entries in asset module (includes transaction type, single or multi-asset entries) for the following:
- 2.4.2.8.1 - Asset Acquisition
 - 2.4.2.8.2 - Retirement of asset
 - 2.4.2.8.3 - Reclassification of asset class
 - 2.4.2.8.4 - Transfer of asset between cost centres
- 2.4.2.9 Provide options for user to perform partial, full or mass asset transfer or retirement. User has choice to retain the asset number upon transferring the acquisition cost and accumulated depreciation from the old to new cost centre. Cater for change of fund types.
- 2.4.2.10 Enable generation of asset journal entries and routes for e-approval (includes multiple entries in one page).
- 2.4.2.11 Enable reversal of asset entries based on document number entered.
- 2.4.2.12 System enables capitalisation of the asset under construction; that is to transfer one asset record under construction phase to several asset records under completed asset phase. Enable to set up validation rules to

ensure that distribution not greater or lesser than the amount to be distributed.

- 2.4.2.13 Enables Asset Report Generation & Printing:
 - 2.4.2.13.1 - Allows users to generate customized report for assets, including in printable label format.
 - 2.4.2.13.2 - Allow users to specify printing by single, range, or selected assets.
- 2.4.2.14 Valuation of Assets:
 - 2.4.2.14.1 - Provide depreciation rules, to be specified for each asset record, e.g. depreciation computation could be defaulted at the beginning of the month or at the month of acquisition.
 - 2.4.2.14.2 - Provide restricted access to enable backdating of asset depreciation start date and adjusting the useful life if necessary.
 - 2.4.2.14.3 - Enable simulation of depreciation value by individual asset record and by month or year.
- 2.4.2.15 Transfer of Assets:
 - 2.4.2.15.1 - Enable auto-posting of the cost and accumulated depreciation journal for the transfer of asset from old to new cost centre.
 - 2.4.2.15.2 - The accounting useful life of the transferred asset would be the remaining useful life.
- 2.4.2.16 Deferred Capital Grants (DCG):
 - 2.4.2.16.1 - Enable scheduled monthly postings of DCG according to the master setup.
 - 2.4.2.16.2 - Enable simulation of DCG value by individual asset record and by month or year.
- 2.4.2.17 Provide Test Mode (stimulation run) for the followings:
 - 2.4.2.17.1 - To execute depreciation run either by summary or list of assets by selecting ranges of assets or single values, before the actual run and thereafter view the reports.
 - 2.4.2.17.2 - To execute DCG acquisition, amortization and retirement run by operating unit, cost centre or user, before the actual run, and thereafter view the reports.
 - 2.4.2.17.3 - To execute fiscal year change (i.e. carried forward the asset records to the next fiscal year) before the actual run.
 - 2.4.2.17.4 - To execute the year end closing before the actual run.
 - 2.4.2.17.5 - To execute asset transfer and retirement data before the actual run.
- 2.4.2.18 Able to post multiple adjustment entries to asset master and general ledger via file upload instead of individual entries.
- 2.4.2.19 Transfer of Assets:
 - 2.4.2.19.1 - Enable scheduled monthly postings of DCG according to the master setup.
 - 2.4.2.19.2 - Enable simulation of DCG value by individual asset record and by month or year.
 - 2.4.2.19.3 - To execute depreciation run either by summary or list of assets by selecting ranges of assets or single values, before the actual run and thereafter view the reports.
 - 2.4.2.19.4 - To execute DCG acquisition, amortization and retirement run by operating unit, cost centre or user, before the actual run, and thereafter view the reports.

- 2.4.2.19.5 - To execute fiscal year change (i.e. carried forward the asset records to the next fiscal year) before the actual run.
- 2.4.2.19.6 - To execute the year end closing before the actual run.
- 2.4.2.19.7 - To execute asset transfer and retirement data before the actual run.

2.4.3 Reports and Others

- 2.4.3.1 The system shall support the following:
 - 2.4.3.1.1 Monthly/Quarterly/Yearly reports for the following:
 - 2.4.3.1.1.1 - Listing of types of asset (e.g. memo asset, inventory items)
 - 2.4.3.1.1.2 - Listing of assets by custodian with Purchase Order number
 - 2.4.3.1.1.3 - Detail or Summary Listing of asset by Transaction type
 - 2.4.3.1.1.4 - Acquisition or Disposal report by the following selection options:
 - 2.4.3.1.1.4.1 - GL account number
 - 2.4.3.1.1.4.2 - Asset class
 - 2.4.3.1.1.4.3 - Operating unit
 - 2.4.3.1.1.4.4 - Profit/cost centre
 - 2.4.3.1.1.4.5 - Project Code
 - 2.4.3.1.1.4.6 - Custodian
 - 2.4.3.1.1.4.7 - Original funding source
 - 2.4.3.1.1.4.8 - Location and other Location
 - 2.4.3.1.1.4.9 - Reference number
 - 2.4.3.1.1.5 - Depreciation report consists of the following:
 - 2.4.3.1.1.6 - Opening Balance – Acquisition cost
 - 2.4.3.1.1.7 - Opening Balance – Accumulated depreciation
 - 2.4.3.1.1.8 - Opening Balance – Net book value
 - 2.4.3.1.1.9 - Asset addition
 - 2.4.3.1.1.10 - Plan depreciation
 - 2.4.3.1.1.11 - Transfer cost
 - 2.4.3.1.1.12 - Accumulated depreciation
 - 2.4.3.1.1.13 - Retirement cost
 - 2.4.3.1.1.14 - Closing Balance – Cost
 - 2.4.3.1.1.15 - Closing Balance – Accumulated Depreciation
 - 2.4.3.1.1.16 - Closing Balance – Net Book Value
 - 2.4.3.1.1.17 - Detailed or Summary Depreciation report by the following selection options and enable user to define fields for report generation:
 - 2.4.3.1.1.17.1 - Fully depreciated asset for selected period
 - 2.4.3.1.1.17.2 - Not fully depreciated asset for selected period, showing remaining useful life
 - 2.4.3.1.1.17.3 - Forecast Depreciation for selection future period
 - 2.4.3.1.1.18 - Transfer Activity Report by transferor, transferee, Profit or Cost centres, custodian.
 - 2.4.3.1.1.19 - Details or Summary DCG Report by DCG types (e.g. government, statutory, others and not applicable), other selection options and enable user to define field for report generation
 - 2.4.3.1.1.20 - DCG reports consist of the following:
 - 2.4.3.1.1.20.1 - Opening Balance – Acquisition cost
 - 2.4.3.1.1.20.2 - Opening Balance – Accumulated amortization
 - 2.4.3.1.1.20.3 - Opening Balance – Net book value

2.4.3.1.1.20.4	- Asset addition
2.4.3.1.1.20.5	- Plan amortization
2.4.3.1.1.20.6	- Transfer cost
2.4.3.1.1.20.7	- Accumulated amortization
2.4.3.1.1.20.8	- Retirement cost
2.4.3.1.1.20.9	- Closing Balance – Cost
2.4.3.1.1.20.10	- Closing Balance – Accumulated Amortization
2.4.3.1.1.20.11	- Closing Balance – Net Book Value
2.4.3.1.2	Physical Confirmation Listing allows users to set conditions such as extract only assets within certain range of acquisition values and in specified format, for instance, to include field for authorized signatories of Profit/Cost Centre.
2.4.3.1.3	Able to view GL line items with asset details such as asset numbers, value dates, project codes/ cost centre numbers.
2.4.3.1.4	Detailed report by individual asset able to include additional fields such as cost centre description
2.4.3.1.5	Allow wildcard to be used in retrieval of reports.
2.4.3.1.6	Enable users to retrieve past month/ year reports
2.4.3.1.7	Allow variant and sort versions to be created, amended, deleted/ saved for future retrieval of reports.
2.4.3.1.8	Enable data import/export from EXCEL or other applications
2.4.3.1.9	Extract information at division, company and cluster level by asset categories/ types. Monthly/Quarterly/Yearly reports for the following:
2.4.3.1.9.1	-Listing of types of asset (e.g. memo asset, inventory items)
2.4.3.1.9.2	-Listing of assets by custodian with Purchase Order number
2.4.3.1.9.3	-Detail or Summary Listing of asset by Transaction type
2.4.3.1.9.4	-Acquisition or Disposal report by the following selection options:
2.4.3.1.9.5	-GL account number
2.4.3.1.9.6	-Asset class
2.4.3.1.9.7	-Operating unit
2.4.3.1.9.8	-Profit/cost centre
2.4.3.1.9.9	-Project Code
2.4.3.1.9.10	-Custodian
2.4.3.1.9.11	-Original funding source
2.4.3.1.9.12	-Location and other Location
2.4.3.1.9.13	-Reference number
2.4.3.1.9.14	-Transfer Activity Report by transferor, transferee, Profit or Cost centres, custodian.
2.4.3.1.9.15	-Details or Summary DCG Report by DCG types (e.g. government, statutory, others and not applicable), other selection options and enable user to define field for report generation.
2.4.3.1.9.16	- DCG reports consist of the following:
2.4.3.1.9.16.1	- Physical Confirmation Listing allows users to set conditions such as extract only assets within certain range of acquisition values and in specified format, for instance, to include field for authorized signatories of Profit/Cost Centre.

- 2.4.3.1.9.16.2 - Able to view GL line items with asset details such as asset numbers, value dates, project code, cost centre numbers.
- 2.4.3.1.9.16.3 - Detailed report by individual asset able to include additional fields such as cost centre description.
- 2.4.3.1.9.16.4 - Allow wildcard to be used in retrieval of reports.
- 2.4.3.1.9.16.5 - Enable users to retrieve past month/ year reports
- 2.4.3.1.9.16.6 - Allow variant and sort versions to be created, amended, deleted/ saved for future retrieval of reports.
- 2.4.3.1.9.16.7 - Enable data import/export from EXCEL or other applications.
- 2.4.3.1.9.16.8 - Extract information at division, company and cluster level by asset categories/ types.

2.5 Business Process and Requirements for General Ledger and Cost Centre Accounting

2.5.1 Master Data Maintenance

- 2.5.1.1 The system shall support the following:
- 2.5.1.2 Enterprise Structure – multiple company codes, multiple operating units (business areas) per company code.
- 2.5.1.3 To maintain Cost/Profit/Fund Centres structure hierarchy and enable its parent-child relationship:
 - 2.5.1.3.1 - Cost/Profit/Fund Centre created is assigned to a specific group for reporting and purpose of different level of summation.
- 2.5.1.4 To maintain Alternate Reporting Hierarchy for respective company codes and the operating units under the company codes.
- 2.5.1.5 To maintain different levels of reporting – Parent-child relationship, defining the unit description, unit grouping, Profit & Loss or Balance Sheet item, commitment item.
- 2.5.1.6 To maintain Posting Period & Fiscal Year by company code. Posting period can be controlled by account types (i.e. Asset, Customer, Vendor, or G/L account) & may be re-opened if required with restricted access.
- 2.5.1.7 To maintain accounting document types which represent specific business transaction.
- 2.5.1.8 To maintain document number ranges which are valid for the fiscal year & will be copied to the next fiscal year. A number range may or may not be shared by various document types.
- 2.5.1.9 To maintain Posting Keys – specifies whether the entry is a debit or credit postings or posting to a sub-ledger.
- 2.5.1.10 To maintain Foreign Currency Code and Exchange Rate table.
- 2.5.1.11 To maintain GST Tax Code table.
- 2.5.1.12 To maintain Bank Details Master record with strict access control.
- 2.5.1.13 To maintain Reversal Reason table.
- 2.5.1.14 To maintain different level of chart of accounts such as grandparent, parent, child relationship (to facilitate analysis of specific G/L account e.g. Type of audit fees, etc). The child account could be summed up to parent level, parent to grandparent and so on.
- 2.5.1.15 To maintain the following for consolidation reporting:

- 2.5.1.15.1 - Mapping list (enable consolidation with data interfaced from other systems if different financial software is used).
- 2.5.1.15.2 - Inter operating unit (OU) code (to facilitate inter-OU elimination analysis).
- 2.5.1.15.3 - Cost/Profit/Fund Centre created is assigned to a specific group for reporting and purpose of different level of summation.
- 2.5.1.15.4 - Mapping list (enable consolidation with data interfaced from other systems if different financial software is used).
- 2.5.1.15.5 - Inter operating unit (OU) code (to facilitate inter-OU elimination analysis).
- 2.5.1.16 System features available for easy consolidation of accounts with necessary adjustments such as inter-company eliminations, etc.
- 2.5.1.17 Restricted authority for Master record maintenance – creation & modification.
- 2.5.1.18 Allow mass update/ maintenance on change to field with no financial impact.
- 2.5.1.19 System enable to perform the following:
- 2.5.1.19.1 - Predefined user changing rules (e.g. enable changing of a posted document - predefined changing rule determines the changeable fields like document text & assignment field).
- 2.5.1.19.2 - Specific GL can be predefined as open item managed account.

2.5.2 Transaction Process

- 2.5.2.1 The system shall support the following:
 - 2.5.2.1.1 Creation of new GL accounts, Profit/Cost/Fund Centre:
 - 2.5.2.1.2 - Enable modification of description of GL accounts, profit/ cost/ fund centre.
 - 2.5.2.1.3 - Enable blocking or unblocking of GL accounts from creation or posting or both.
 - 2.5.2.1.4 - Allow display of specific fields of the master record with Access control.
 - 2.5.2.1.5 - Enable marking of GL account for deletion.
 - 2.5.2.2 G/L Account postings by journal – with document entry tool, reference technique as follows:
 - 2.5.2.2.1 - an account assignment model
 - 2.5.2.2.2 - by referencing a document previously posted
 - 2.5.2.2.3 - a fast entry screen
 - 2.5.2.3 Recurring journal entries posting – executing by periodic interval with run schedule.
 - 2.5.2.4 Enable correction of journal entries – reversal of document
 - 2.5.2.4.1 - individual reversal
 - 2.5.2.4.2 - mass reversal
 - 2.5.2.4.3 - enable drill down to the original document being reversed
 - 2.5.2.5 Reset cleared items to open item status to facilitate reversal of document with cleared items.
 - 2.5.2.6 Enable copy function of similar entry information from previous record.
 - 2.5.2.7 Posting with clearing function – to clear open items.

- 2.5.2.8 Display of Account Balances per period – account line items can be shown by clicking on the period. Asset details such as asset numbers, cost centres/project code, value dates can also be displayed.
- 2.5.2.9 PO with GRN confirmation done is run during year end in PO modules. This data batch is posted to GL for Accrual entries creation.
- 2.5.2.10 Data interfaced from other systems such as HRIS Payroll system and Point-of-Sales Ticketing sub-system.
- 2.5.2.11 Perform Balance Sheet mark-to-market month/year end foreign currency revaluation.
- 2.5.2.12 System shall have ability to automatically update foreign exchange rate.
- 2.5.2.13 Enable auto triggering of exchange gain/loss for foreign currency transaction.
- 2.5.2.14 Perform Month /Year End closing:
- 2.5.2.14.1 - Carry forward G/L Balances to new fiscal year – accumulated balance of P&L statement accounts is carried forward to a retained earnings account.
- 2.5.2.14.2 - Open & close posting periods with restricted access – can be specified by company code & account type.

2.5.3 Reports

- 2.5.3.1 The system shall support the following:
 - 2.5.3.1.1 General Ledger line item report with corresponding entry information.
 - 2.5.3.1.2 Trial Balance, Balance Sheet and Income Statements with comparative period at Operating Unit level, Profit Centre level, Cost Centre level.
 - 2.5.3.1.3 Consolidated Statutory Report by Operating Unit, Company & Group Level (if required in future).
 - 2.5.3.1.4 Income & Expenditure Report by Cost Centre with grouping by Revenue, Manpower Cost (MC) and OPEX (Other Operating Expenses) or other categories defined by users.
 - 2.5.3.1.5 Budget, Actual & Commitment Report (by G/L & by Cost / Fund Centre).
 - 2.5.3.1.6 Report for master data record (for checking & circulation upon creation).
 - 2.5.3.1.7 Monthly or Quarterly GST Summary & Detailed Report by operating unit, Profit/Cost Centre for each tax code with the following:
 - 2.5.3.1.7.1 - Operating unit
 - 2.5.3.1.7.2 - Profit Centre/Cost Centre
 - 2.5.3.1.7.3 - Tax Type and code
 - 2.5.3.1.7.4 - Document No
 - 2.5.3.1.7.5 - GL code
 - 2.5.3.1.7.6 - Supplies amount
 - 2.5.3.1.7.7 - Tax amount
 - 2.5.3.1.7.8 - Tax %
 - 2.5.3.1.7.9 - Information required for filing of quarterly returns to IRAS:
 - 2.5.3.1.7.9.1 - Operating unit
 - 2.5.3.1.7.9.2 - Profit Centre/Cost Centre
 - 2.5.3.1.7.9.3 - Tax Type and code
 - 2.5.3.1.7.9.4 - Document No
 - 2.5.3.1.7.9.5 - GL code
 - 2.5.3.1.7.9.6 - Supplies amount
 - 2.5.3.1.7.9.7 - Tax amount
 - 2.5.3.1.7.9.8 - Tax %

- 2.5.3.1.7.9.9 - Information required for filing of quarterly returns to IRAS
- 2.5.3.1.8 Audit Trail report for changes made on Master record.
- 2.5.3.1.9 Bank Reconciliation Statement: To reconcile a bank statement with amount, checking account records. Analysis and correction of differences between the closing balance shown on a bank statement and the sum shown on the account records. Account for all outstanding checks and deposits and any other outstanding adjustments.
- 2.5.3.2 The system shall be able to prepare auto bank reconciliation. This will require linkup with respective local banks. The incoming and outgoing transactions will be matched between the bank transactions and system transactions. The system shall allow daily bank statement updates in the system.
- 2.5.4 Others**
- 2.5.4.1 The system shall support the following:
 - 2.5.4.1.1 G/L sub-module feature as follows:
 - 2.5.4.1.1.1 - Enable creation of sub-category in each G/L account
 - 2.5.4.1.1.2 - All debit/credit transaction are posted to the sub-category specified
 - 2.5.4.1.2 Option to simulate the transaction (test run) before actual posting.
 - 2.5.4.1.3 Export of report to excel.
 - 2.5.4.1.4 Report builder (can be saved as variant with user specified parameters – option to protect the saved variant from being overwritten).
 - 2.5.4.1.5 Drill down function for source document information, for instance, from GL line items to source document.
 - 2.5.4.1.6 Document entry tool – reference techniques (i.e. posting with reference, Account assignment model & Recurring entry postings).
 - 2.5.4.1.7 Scheduling of job in system for month/year end closing – enable running of several job concurrently.

2.6 Business Process and Requirements for Budgeting

2.6.1 Budgeting Structure Maintenance

- 2.6.1.1 The system shall support the following:
 - 2.6.1.1.1 To maintain fund centres in accordance with Enterprises Structures and Cost/Profit Centre structures hierarchy set up.
 - 2.6.1.1.2 To provide flexibility in assignment of cost element (i.e. GL accounts) or cost element group to fund centre or budget items established with cross reference to the following processes set up:
 - 2.6.1.1.2.1 - Purchases order
 - 2.6.1.1.2.2 - Project/Project codes
 - 2.6.1.1.2.3 - Cost Centres
 - 2.6.1.1.2.4 - Profit Centres
 - 2.6.1.1.3 To maintain the Budget Grouping in the budget structures by the following budget categories:
 - 2.6.1.1.3.1 – Cost categories

- 2.6.1.1.3.2 - Each cost categories shall consist of multiple sub-categories objects (summarization):
- 2.6.1.1.3.3 - Sub-category e.g. manpower costs level or
- 2.6.1.1.3.4 - Sub-category e.g. other operating expenditures level
- 2.6.1.1.3.5 - Specific items
- 2.6.1.1.3.6 - Each budget object is maintained at Specific Line item level. This is mainly for central budgeting of specific revenues and expenditures.
- 2.6.1.1.4 Each fund centre is being assigned to the relevant budget grouping established.
- 2.6.1.1.4.1 - Purchases order
- 2.6.1.1.4.2 - Project/Project code
- 2.6.1.1.4.3 - Cost Centres
- 2.6.1.1.4.4 - Profit Centre - Categories
- 2.6.1.1.4.5 - Each category consists of multiple sub-category objects (Summarization):
- 2.6.1.1.4.5.1 - Sub-category e.g. manpower cost level or
- 2.6.1.1.4.5.2 - Sub-category e.g. other operating expenditures level
- 2.6.1.1.5 Specific Item
- 2.6.1.1.6 Each budget object is maintained at Specific Line item level. This is mainly for central budgeting of specific revenues and expenditures.
- 2.6.1.1.7 To provide budget control features in the fund management system. If the actual expenditures and commitment values exceeded specified tolerance limits, the system reacts with one of the following actions:
- 2.6.1.1.7.1 - Alert to the users
- 2.6.1.1.7.2 - Alert to the users & Automatic email to the budget owner
- 2.6.1.1.7.3 - The system rejects the posting
- 2.6.1.1.8 Maintain audit trail information which keeps track of all changes to the budget structures master records including date, time, user ID, addition, changes (both old and new values/ notes history) and deletions.
- 2.6.1.1.9 Audit report can be printed any time upon request, for instance daily and changes to master record can be tracked.

2.6.2 Transaction Budget Process

- 2.6.2.1 The system shall support the following:
 - 2.6.2.1.1 Budget Preparation and loading:
 - 2.6.2.1.1.1 - Budget owners shall directly input respective department budget line items into system via online interface or template upload.
 - 2.6.2.1.1.2 - System to consolidate and provide entity level budget.
 - 2.6.2.1.1.3 - For projections/forecasts, budget owners shall be allowed to update revised figures to enable entity to generate periodic projections.
 - 2.6.2.1.1.4 - The users, including departments and project owners, shall track the budget against actual expenditure recorded and purchase orders raised.
 - 2.6.2.1.1.5 - The system to support multi-year budgeting/projections and reporting
 - 2.6.2.1.1.6 - User can input inflation rate and budget can be populated
 - 2.6.2.1.1.7 - The system allow user to transfer fund

- 2.6.2.1.1.8 - To prepare and maintain budget loading for each fund centre at sub-category or specific line item level for the following categories with authorized access:
 - 2.6.2.1.1.8.1 - Original Budget
 - 2.6.2.1.1.8.2 - Supplement/Additional budget
 - 2.6.2.1.1.8.3 - Transfer Budget (to check that the transfers zero out)
 - 2.6.2.1.1.8.4 - Reduce Budget
- 2.6.2.1.2 Enable budget revision with authorized access as follows:
 - 2.6.2.1.2.1 - To revise the original budget.
 - 2.6.2.1.2.2 - Transfer of budget either at budget sub-category or specific line item level between each fund centre within the same operating unit.
 - 2.6.2.1.2.3 - Transfer of budget either at budget sub-category or specific line item level between each fund centre across different operating units.
 - 2.6.2.1.2.4 - Block the transfer if the budget balance is lower than the transfer amount for control purpose.
 - 2.6.2.1.2.5 - Supplement/Reduce Budget.
- 2.6.2.1.3 To maintain the history record of budget submission, loading and revisions and enable display posted budget by budget categories by the following selection options:
 - 2.6.2.1.3.1 - Period
 - 2.6.2.1.3.2 - Fund code
 - 2.6.2.1.3.3 - Project code
 - 2.6.2.1.3.4 - Cost Center
- 2.6.2.1.4 Standard budget templates for each department to submit their budgets.
- 2.6.2.1.5 Budget templates could be defined by users according to business needs.
- 2.6.2.1.6 Status of submission could be tracked and monitored.
- 2.6.2.1.7 System features available for easy consolidation of budget submissions .
- 2.6.2.1.8 Budget availability control is available at budget commitment block or line item level:
 - 2.6.2.1.8.1 - Approved PO commitment line items and actual invoice posting will be deducted against the budget balance; and
 - 2.6.2.1.8.2 - Reject the posting of PO issued commitment line items or invoice posting if the budget balance has exceeded specified tolerance limit.
- 2.6.2.1.9 To maintain cost element (GL code) for Fund Reservation of a certain amount to block the budget. To clear this reservation amount against an invoice posted.
- 2.6.2.1.10 For year-end closing, system enable carry forward commitments to the following year. The commitments carried forward to reduce from new year budget or not affecting the new budget, to be defined by users.

2.6.3 Reports

- 2.6.3.1 The system shall support the following:
 - 2.6.3.1.1 Budget/Actual/Commitment report – details cost element by the following criteria and sorting selection options:
 - 2.6.3.1.1.1 - Criteria
 - 2.6.3.1.1.1.1 - Operating unit

- 2.6.3.1.1.1.2 - Financial period
- 2.6.3.1.1.2 - Sorting
- 2.6.3.1.1.2.1 - GL accounts
- 2.6.3.1.1.2.2 - GL accounts and Fund Centre
- 2.6.3.1.1.2.3 - GL accounts and Budget group
- 2.6.3.1.2 It should be able to generate a consolidated full year budget segregating project budgets and corporate shared costs.
- 2.6.3.1.3 Budget utilization reports by division, company and group level, with details of approved budget (e.g. assumption basis), actual expenditure and committed items for specific period selected by users. Availability of different report formats; for example, summary of utilization by cost elements or by cost elements and further drilled down by detailed line items. Report format could be defined by users.
- 2.6.3.1.4 Original & Revised Budget Detail report, sort by cost elements, budget group and fund centre.
- 2.6.3.1.5 Display actual line items and commitment line items.
- 2.6.3.1.6 Summary of income & expenditures, sort by fund/ profit centre with period selection.
- 2.6.3.1.7 Transfer of funds details report (i.e. budget transfers, supplement and return).
- 2.6.3.1.8 Periodically or Year-to-date:
- 2.6.3.1.8.1 - Profit and Loss, Balance sheet and Trial balance for each fund or profit centre
- 2.6.3.1.8.2 - Details line items report for manpower cost, other operating expenses), CAPEX and revenue expenses
- 2.6.3.1.9 Actual expenditures of any specified sub-category, cost elements or range of cost elements, sort by the following selection option:
- 2.6.3.1.9.1 - Period
- 2.6.3.1.9.2 - Fund code
- 2.6.3.1.9.3 - Project code
- 2.6.3.1.9.4 - Cost Center
- 2.6.3.1.9.5 - Division
- 2.6.3.1.9.6 - GL accounts
- 2.6.3.1.10 It should be able to generate a consolidated full year budget segregating project budgets and corporate shared costs.
- 2.6.3.1.11 Budget utilization reports by division, company and group level, with details of approved budget (e.g. assumption basis), actual expenditure and committed items for specific period selected by users. Availability of different report formats; for example, summary of utilization by cost elements or by cost elements and further drilled down by detailed line items. Report format could be defined by users.
- 2.6.3.1.12 Original & Revised Budget Detail report, sort by cost elements, division, fund code, project code, cost center.
- 2.6.3.1.13 Display actual line items and commitment line items.
- 2.6.3.1.14 Summary of income & expenditures, sort by fund/ profit centre with period selection.
- 2.6.3.1.15 Transfer of funds details report (i.e. budget transfers, supplement and return).
- 2.6.3.1.15.1 - Periodically or Year-to-date Period

- 2.6.3.1.15.2 - Cost centre
- 2.6.3.1.15.3 - Fund code
- 2.6.3.1.15.4 - Project code
- 2.6.3.1.15.5 - Division
- 2.6.3.1.15.6 - GL Account

2.6.4 Others

- 2.6.4.1 The system shall support the following:
 - 2.6.4.1.1 Allow wildcard to be used in retrieval of reports.
 - 2.6.4.1.2 Able to change the report layout format, for instance, change the rows to columns.
 - 2.6.4.1.3 Enable users to retrieve historical data by specified time period.
 - 2.6.4.1.4 Allow variant to be created, amended, deleted/ saved for future retrieval of reports.
 - 2.6.4.1.5 Enable report to be stored in own spool request/ workplace and able to export and saved in PDF or Excel format for ready usage without need for data restructuring or format change.
 - 2.6.4.1.6 Budget utilisation monitoring.
 - 2.6.4.1.7 It should be able to generate a consolidated year-to-date statement of income and expenditures segregating project cost and corporate shared costs.
 - 2.6.4.1.8 The system should be flexible to allow users to compare costs with budgets from selected tracking categories (FY, project, fund, cost centre, etc.).
 - 2.6.4.1.9 Staff claims (optional for SAM):
 - 2.6.4.1.9.1 Staff can submit staff claims with receipts directly to approvers online and upon approval the system to route to Finance for verification, which will be directly recorded in the system.
 - 2.6.4.1.9.2 The system allows to set expenditure limit for transport, entertainment and travel per diem, auto alert if claims exceed the limit allowed.
 - 2.6.4.1.9.3 HODs can track expenses on-time using the system against department budgets.
 - 2.6.4.1.9.4 Staff shall be able to monitor status of claims submitted.

2.7 Business Process and Requirements for Projects

2.7.1 Project Accounts Master Maintenance

- 2.7.1.1 The system shall support the following:
 - 2.7.1.1.1 To maintain the Project code by various types of projects, exhibitions, funding agencies
 - 2.7.1.1.2 To maintain the Type/Profile of Project code by different funding groups, different exhibitions, overall budget check/soft check etc for reporting purpose
 - 2.7.1.1.3 To maintain the Status of Project code by different status for the project accounts/ code, e.g. "Release", "Closed", etc.
 - 2.7.1.1.4 Creation of project accounts/ code:

- 2.7.1.1.4.1 - Able to set up the project account/ code at single or multiple level structures. Some approved projects code consists of several sub-projects
- 2.7.1.1.4.2 - Able to create new account by copying from an existing project code account
- 2.7.1.1.5 Creation of project code for each project/exhibition:
- 2.7.1.1.5.1 - Able to set up the project code at single or multiple level structures.
- 2.7.1.1.5.2 - To provide selection option to maintain the project code with following control parameters and default values:
 - 2.7.1.1.5.2.1 - To define if the project code is for expense or revenue posting.
 - 2.7.1.1.5.2.2 - To define responsible person and the relevant cost centre or profit centre.
 - 2.7.1.1.5.2.3 - To define the settlement rule for Asset under Construction (AUC), Fixed Asset or expenses
 - 2.7.1.1.5.2.4 - To define project type
 - 2.7.1.1.5.2.5 - To define the contract and budget amount for each project code
 - 2.7.1.1.5.2.6 - Description of project code.
 - 2.7.1.1.5.2.7 - To define system status whether “closed” or “released”, etc. for each project code.
 - 2.7.1.1.5.2.8 - Able to define whether project code element is GST claimable or non-claimable.
 - 2.7.1.1.5.2.9 - Able to close sub-projects within each project code
- 2.7.1.1.5.3 - Able to create new project code by copying from an existing project code
- 2.7.1.1.6 - Enable the data to be rolled-up from the bottom level to the highest level of the project code.
- 2.7.1.1.7 Maintain audit trail information which keeps track of all changes to the project code master records including date, time, user ID, addition, changes (both old and new values/ notes history) and deletions.
- 2.7.1.1.8 Audit report can be printed any time upon request, for instance daily and changes to project record can be tracked.
- 2.7.1.1.9 The system shall be able to generate report per user requirement (report painter), e.g. filtering function, addition/subtraction, variance percentage, remark column. Including free field for project income and budget column.
- 2.7.1.1.10 The system shall be able to add in stakeholders including project manager, finance personnel and watchers. The system shall be able to send email alert to the stakeholders remind follow up items example n project milestone stage, interim email reminders to stakeholders to review the project report, etc.

2.7.2 Transaction/Budget Process

- 2.7.2.1 The system shall support the following:
 - 2.7.2.1.1 Each project code account should include following fields in the Project Register:

- 2.7.2.1.1.1 - Project profile
- 2.7.2.1.1.2 - Project Title
- 2.7.2.1.1.3 - Description – long and short
- 2.7.2.1.1.4 - Project Type
- 2.7.2.1.1.5 - Project level
- 2.7.2.1.1.6 - Operating Unit
- 2.7.2.1.1.7 - Cost Centre/ Profit Centre
- 2.7.2.1.1.8 - Funding Source
- 2.7.2.1.1.9 - Funding Agency's Reference where applicable
- 2.7.2.1.1.10 - Project Owner
- 2.7.2.1.1.11 - Project start date and completion date
- 2.7.2.1.1.12 - Project Account creation date and closed date
- 2.7.2.1.1.13 - Project Manager
- 2.7.2.1.1.14 - Status of the project
- 2.7.2.1.2 The project accounts – project codes are auto-updated, once the acquisition posting from Purchase Order integrated with Accounts Payable is done. This is being interfaced upon the completion of vendor invoice posting with indication of the relevant project no.
- 2.7.2.1.3 The project accounts–project code is auto-updated, once the revenue posting from Billing integrated with Account Receivable is done. This is being interfaced upon the completion of sale invoice posting with the indication of the relevant project no.
- 2.7.2.1.4 Direct entry of the project account adjustments via General Journal and posted to the project accounts.
- 2.7.2.1.5 Each project record should include following fields (Based on the options selected):
 - 2.7.2.1.5.1 - Project code number
 - 2.7.2.1.5.2 - Description – long and short
 - 2.7.2.1.5.3 - Project Type
 - 2.7.2.1.5.4 - Operating Unit
 - 2.7.2.1.5.5 - Cost Centre/Profit Centre
 - 2.7.2.1.5.6 - Project Manager
 - 2.7.2.1.5.7 - Settlement rule assignment for each project
- 2.7.2.1.6 Enable modification of Project Account and WBS element:
 - 2.7.2.1.6.1 - Able to change all fields in the Project Account and WBS element record.
 - 2.7.2.1.6.2 - Provide audit trail for the modification done to the records, e.g. date and the field changed .
- 2.7.2.1.7 The display function should allow display of all fields in the project account register and WBS element record.
- 2.7.2.1.8 Close the project account
 - 2.7.2.1.8.1 - Before closing of project, system should provide choices of selection if there are any settlement rules need to be applied.
 - 2.7.2.1.8.2 - If settlement rule is selected, system should auto-post the accounting entries to General Ledger upon the settlement entries is created.
 - 2.7.2.1.8.3 - System should enable settlement by the following:
 - 2.7.2.1.8.3.1 - Individual Project – one project at a time
 - 2.7.2.1.8.3.2 - Collective Project – more than one project at a time

- 2.7.2.1.8.3.3 - Reversal of Settlement
- 2.7.2.1.8.3.4 - Enable creating selection variant for settlement
- 2.7.2.1.8.3.5 - Enable carried forward the outstanding commitment line items to next financial period
- 2.7.2.1.8.3.6 - Enable keeping history of the closed project. History includes the details of the transaction and master records.
- 2.7.2.1.8.4 - System enable to change the WBS element status to "Close" and to reverse the status back from "Close" to "Open" manually. Under "Close" status, it means that all entries are blocked for posting to the relevant WBS elements selected.
- 2.7.2.1.9 Budget:
- 2.7.2.1.9.1 - Project owner can allow relevant department heads/cost element owners to input project budget items to be consolidated in the system
- 2.7.2.1.9.2 - Require to set the Project life for a period of few fiscal years. Hence system should enable budget loading for whole project life
- 2.7.2.1.9.3 - Identify source of funds during budgeting process for projects that are funded by multiple sources
- 2.7.2.1.9.4 - To maintain budget for each project account and WBS element by the following categories with authorized access:
 - 2.7.2.1.9.4.1 - Original Budget
 - 2.7.2.1.9.4.2 - Supplement/Additional budget
 - 2.7.2.1.9.4.3 - Revised Budget
 - 2.7.2.1.9.4.4 - Transfer Budget
 - 2.7.2.1.9.4.5 - Reduce Budget
- 2.7.2.1.9.5 - Enable budget revision with authorized access as follows:
 - 2.7.2.1.9.5.1 - To revise the original budget
 - 2.7.2.1.9.5.2 - Transfer of budget between each WBS Element within the same project account
 - 2.7.2.1.9.5.3 - Block the transfer if the budget balance is lower than the transfer amount for control purpose
 - 2.7.2.1.9.5.4 - Withdraw/Reduce Budget.
- 2.7.2.1.9.6 - To maintain the history record for budget loading and revisions and enable display posted budget by budget categories by the following selection options:
 - 2.7.2.1.9.6.1 - Transaction date
 - 2.7.2.1.9.6.2 - WBS element
 - 2.7.2.1.9.6.3 - Project accounts
- 2.7.2.1.9.7 - Budget control check is available at WBS element level:
 - 2.7.2.1.9.7.1 - Approved PO commitment line items, Non-PO based payment and Journal posting will be deducted against the budget balance and
 - 2.7.2.1.9.7.2 - Reject the PO issued commitment line items, Non-PO based Payment and Journal posting if budget balance is insufficient
- 2.7.2.1.9.8 - To maintain cost element for Fund Reservation of tender amount to block the budget

2.7.3 Reports

- 2.7.3.1 The system shall support the following:
- 2.7.3.1.1 Budget/Actual/Commitment report – details cost element by the following criteria and sorting selection options (report must show financial data for current FY and from project start date):
- 2.7.3.1.1.1 - Criteria
 - 2.7.3.1.1.1.1 - Operating unit
 - 2.7.3.1.1.1.2 - Status of project
 - 2.7.3.1.1.1.3 - Financial period (by day, month and year)
 - 2.7.3.1.1.1.4 - Responsible person
 - 2.7.3.1.1.1.5 - Financial Year of Account Approval
 - 2.7.3.1.1.1.6 - Project definition (Project account number)
 - 2.7.3.1.1.1.7 - Funding agency
 - 2.7.3.1.1.1.8 - WBS element
 - 2.7.3.1.1.1.9 - Cost element
 - 2.7.3.1.1.1.10 - Project type
 - 2.7.3.1.1.2 - Sorting
 - 2.7.3.1.1.2.1 - Responsible person
 - 2.7.3.1.1.2.2 - Financial Year of Account Approval
 - 2.7.3.1.1.2.3 - Financial period (by day, month and year)
 - 2.7.3.1.1.2.4 - WBS element
 - 2.7.3.1.1.2.5 - Cost element
 - 2.7.3.1.1.2.6 - Funding Agency
 - 2.7.3.1.1.2.7 - Project Type
 - 2.7.3.1.1.2.8 - To have a grand total page if more than 1 project has been chosen
 - 2.7.3.1.1.2.9 - For multi-level projects, to have individual reports for all levels and a summarized report
- 2.7.3.2 Detail Actual line items per project definition
- 2.7.3.3 Detail Commitment line items per project definition
- 2.7.3.4 Summary of progress report on project accounts by status (e.g. Project in progress; Completed Project; Aborted Project) which contains the following:
- 2.7.3.4.1 - Project account number and name
 - 2.7.3.4.2 - Project title
 - 2.7.3.4.3 - Responsible Person
 - 2.7.3.4.4 - Principal Investigator
 - 2.7.3.4.5 - Year of account approval
 - 2.7.3.4.6 - Funding Agency
 - 2.7.3.4.7 - Project type
 - 2.7.3.4.8 - Budget Amount
 - 2.7.3.4.9 - Actual Amount (revenue and expenditure)
 - 2.7.3.4.10 - Commitment
- 2.7.3.5 Periodically or Year-to-date:
- 2.7.3.5.1 - Profit and Loss, Balance sheet and Trial balance for each project account where applicable or group of project accounts
 - 2.7.3.5.2 - Report on the grants received from the various funding agencies for each project or group or all of the projects
 - 2.7.3.5.3 - Report on the grants received by project type

- 2.7.3.5.4 - Actual Comparison for each period – Profit and Loss & Balance Sheet result for each profit centre
- 2.7.3.6 Report on inactive project accounts (e.g. project accounts without transaction for a period of time)
- 2.7.3.7 List of Project accounts and WBS elements
- 2.7.3.8 Performance Report on the Projects:
 - 2.7.3.8.1 - Due to be completed within each month
 - 2.7.3.8.2 - Passed the project completion date but remain not close in the system

2.8 Tax and others

- 2.8.1 The system shall support the following:
 - 2.8.1.1 Support GST reporting and automate GST computation in compliance with De Minimis Rule (for charities with huge non business revenue) and reverse charge (for GST on imported services).
 - 2.8.1.2 Support different types of GST scenario for zero rated, standard rated, out of scope and reverse charge cases and update of GST tax rates.
 - 2.8.1.3 Automated GST F5 Form completion for GST reporting.
 - 2.8.1.4 System to generate GST report periodically.
 - 2.8.1.5 Support withholding tax computation and reporting.
 - 2.8.1.6 Support Contribute-As-You-Earn (CAYE) payment method to individual service providers including freelancers.
- 2.8.2 Tenderers shall indicate the limits/ limitations of the type and number of characters for user input field for the FMS. E.g. Input for Descriptions: Character type: Text, Max character length:255 characters, etc.

3. PROJECT MANAGEMENT AND TECHNICAL SPECIFICATIONS

3.1 PROJECT IMPLEMENTATION PLAN

- 3.1.1 The Tenderer shall submit a proposed Implementation Plan as part of the Tender Offer showing the time schedule and sequence of events necessary for the delivery and provision of the Financial Management System.
- 3.1.2 The Tenderer shall complete implementation, UAT and Go-Live not later than 1st November 2020.
- 3.1.3 The Tenderer shall provide a 3-month Performance Guarantee Period for the system after Go-Live date.
- 3.1.4 The Tenderer shall include change management during roll-out.
- 3.1.5 Tenderers shall conduct user requirements gathering to further enhance the functional work and system processes requirements.
- 3.1.6 The VACM's Representative(s) for this Contract and the corresponding contact details are as follows:
 - Name(s): Mr Melvin Yong
 - Email address: Tender.Finance.Enquiry@nationalgallery.sg
 - DID: 6690 9398
- 3.1.7 The Tenderer shall designate a Project Manager for the purposes set out in Clause 22 of the Conditions of Contract. The name, designation, email address and HP no. of the proposed Project Manager must be set out in the Tender Offer.

- 3.1.8 The Contract (after the system go-live performance guarantee period) shall remain in force for a period of two (2) years after its commencement. The Contract may be extended for one or more periods not exceeding three (3) years at the VACM's sole discretion.
- 3.1.9 The Tenderer must have a Project Office for the purposes set out in Clause 22 of the Conditions of Contract. The address of the proposed Project Office that will be used for purposes of the Contract must be provided in the Tender Offer.
- 3.1.10 The Tenderer must provide a warranty for the Goods on the terms set out in Clause 25 of the Conditions of Contract.
- 3.1.11 The Tenderer shall have been in operations for a minimum of 3 yrs.

3.2 SYSTEM REQUIREMENT

- 3.2.1 The Tenderer proposed Financial Management System (FMS) solution shall operate on a Cloud platform.
- 3.2.2 The Tenderer shall state in details, any third-party software/services, that is required on the proposed FMS to function and fulfil the requirement specifications. The Cloud Hosted Software shall be designed such that changes or replacement of the third-party software/services shall not affect the existing business functions of the system.
- 3.2.3 The System shall adopt a minimum 3-tier architecture and application design principles, which helps enforce the logical separation of functionality, such as keeping the data, business logic and presentation layers separate from each other.
- 3.2.4 The System shall minimally have a Production and User Acceptance Test (UAT) environment.
- 3.2.5 The System shall transmit all data encrypted with industry standard protocol and cipher suite. Tenderers shall state the type and standard of encryption used on the FMS.
- 3.2.6 The System shall have the following system access capability:
- 3.2.7 Ability to configure password policies, not limited to the following options:
 - 3.2.7.1 - Length of passwords
 - 3.2.7.2 - Password expiration
 - 3.2.7.3 - Password complexity
 - 3.2.7.4 - Account lockout
- 3.2.8 Ability to configure Two-Factor Authentication (2FA) for all Account Users of the FMS. The 2FA authentication method shall be minimally:
 - 3.2.8.1 - Mobile application token-based (Apple IOS or Android OS)
 - 3.2.8.2 - SMS to Mobile Number of Account Users (Optional)
 - 3.2.8.3 - Voice call back to registered Account User telephone number (Optional)
- 3.2.9 The System shall have the option to restrict access to the all User Account by restriction of IP Address.
- 3.2.10 The System shall have the ability to restrict all Account Users to their specific roles and functions, with audit trail log on all Account Users activities. Tenderer shall specify the System capability.
- 3.2.11 The System shall have but not limited to the following operational security for the Cloud Platform:
 - 3.2.11.1 - Network and server-based Firewall, Intrusion Detection Systems (IDS) Intrusion Prevention Systems (IPS), Anti-Virus/Anti Malware or equivalent

- to restrict, prevent and identify malicious traffic attempting to access its servers and networks.
- 3.2.11.2 - Security Information and Event Management (SIEM) system or equivalent to manage all security alerts and logs for monitoring and response to actions by a dedicated security team.
 - 3.2.11.3 - Segregation of duty for job responsibility and privileges access.
 - 3.2.11.4 - Physical access control to data centre.
 - 3.2.12 The Cloud Platform shall have the following or equivalent audits performed periodically and regularly:
 - 3.2.12.1 - Service Organization Controls (SOC) certifications
 - 3.2.12.2 - Statement on Standards for Attestation Engagements no. 16 (SSAE 16) certification
 - 3.2.12.3 - ISO/IEC 27001 on Information Security Management
 - 3.2.13 The proposed solution shall incorporate the following characteristics:
 - 3.2.13.1 - Accessibility Provide the right data to the right person at the right time.
 - 3.2.13.2 - Extendibility Extend the scope of the functionality with minimal impact to the existing systems.
 - 3.2.13.3 - Flexibility Respond quickly to changing business needs with minimal rework.
 - 3.2.13.4 - Interoperability Integrate with other internal and external systems with minimal changes.
 - 3.2.13.5 - Manageability Easy to configure and operate in a production environment.
 - 3.2.13.6 - Performance Provide high throughput / responsiveness while balancing cost of service.
 - 3.2.13.7 - Reliability Provide availability and responsiveness to meet designed service levels.
 - 3.2.13.8 - Reusability Leverage functionality with minimal rework or impacts on other systems.
 - 3.2.13.9 - Scalability Handle the increased volumes of transactions and data with minimal impact on performance.
 - 3.2.13.10 - Security Control access to functions and data without restricting ease of use.
 - 3.2.13.11 - Electronic Data Entry Wherever possible and existing electronic data banks are available, data shall be electronically captured without tedious re-entries.
 - 3.2.13.12 - Software Portability All application software shall be in highly portable codes so that it can be transferred easily from one computer system to another. For example, the systems can be accessible via different platforms, different browsers and different devices.
 - 3.2.13.13 - Hidden Functionalities The application developed shall not contain any hidden functionalities which the VACM is not made aware of.
 - 3.2.13.14 - Transparency The application developed shall be transparent in its processing logics so that users are able to identify a data or usage error.
 - 3.2.13.15 - Auditability The application developed shall allow for audit logs of key transactions.
 - 3.2.14 The Tenderer shall seek permission from the VACM whenever a system downtime is required.

3.2.15 GRAPHICAL USER INTERFACE (GUI)

3.2.16 The System shall provide a user-friendly and intuitive graphical interface (GUI) with easy to use online help.

3.2.17 The System shall ensure that all error messages shall be descriptive enough for users to perform corrective actions.

3.2.18 The System shall provide online help facilities at appropriate points to assist users.

3.2.19 The System shall be able to support and accessible through different web browsers; Internet Explorer, Edge, Firefox, Chrome, Safari, etc.). Please state minimum version requirements of any browser.

3.2.20 System must be able to be accessed from mobile devices (e.g. Apple IOS, Android OS) with responsive design, with native mobile app or has web app functionalities.

3.2.21 The solution platform should have an open API capability, to facilitate any future interfaces or integration requirement with other application systems.

3.2.22 EXCEPTIONAL HANDLING

3.2.23 The System shall provide necessary error messages for troubleshooting. Error messages should describe the problem in simple terms that is easy to understand by users.

3.2.24 The System shall perform proper error handling. A hierarchy of error levels, codes, and messages should be developed for each application modules. Error messages should be stored in common storage. There should be error codes corresponding to error messages so that it is easier to modify the messages without code modification.

3.2.25 Errors should be classified into severity levels, such as “warning”, “input error” and “fatal error”.

3.2.26 In the event of a serious error defined in the Severity Levels, the Application Software shall perform recovery to ensure continued execution, or degrading gracefully to prevent abrupt end to any session/process.

3.2.27 The System shall allow for manual intervention to handle exception, errors and some changes to the business workflow.

3.2.28 SYSTEM ROLES AND RESPONSIBILITY MATRIX

3.2.29 The Tenderer shall work with the VACM to setup an authorization matrix for Access Roles segregation, after studying the key business processes and requirements. The authorization matrix shall define roles and responsibilities and assign proper access to each user of the System. The Tenderer shall work with various stakeholders to define and confirm the authorization matrix.

3.2.30 The Tenderer shall refer to the respective system modules to review the different access levels and user roles for each module and may propose and provide an authorization matrix which best suit our business needs and requirements. However, such proposal shall be subjected to review and approval by the VACM. There should be audit trail and report for any changes made to the authorization matrix maintained in the system. The maintenance of the access rights in the system should be user-friendly.

3.2.31 SYSTEM INTERFACE REQUIREMENTS

3.2.32 The Tenderer shall provide the implementation services for the delivery of the system interfaces based on the requirements specified in this tender specification.

- 3.2.33 The solution platform shall have an open API capability, to facilitate any future interfaces or integration requirement with other application systems.
- 3.2.34 The design of the System interfaces shall ensure new connections to other systems can be easily added, obsolete connections can be easily removed, and protocols and format of existing connections can be modified with minimum disruption to operations.
- 3.2.35 The Tenderer shall describe in detail how the interfaces can be made robust enough to guard against possible unsuccessful data transfer/data loss/corruption, as well as the detection and recovery from such occurrences.
- 3.2.36 The Tenderer shall ensure that all data extraction from the System, data updates to the System and file exchanges are automated, with prompt alerts to authorised personnel, in cases of unsuccessful execution of the system interface in the System's production environment.

3.2.37 GROWTH AND FUTURE REQUIREMENT

- 3.2.38 The Tenderer shall ensure that the proposed Cloud Platform is scalable and upgradeable, and the design of the Application Software is modular/flexible to cater for future growth and expansion without having to replace or add any Hardware, System Software or requiring major re-design or change of the Application Software and codes.
- 3.2.39 The Tenderer shall provide a clear and comprehensive technology upgrade paths or strategy for the proposed Cloud Platform Solution.

3.3 Data Security, Access and Audit

- 3.3.1 The system shall support data access authorization and access control for view, edit, submit, approval and action permissions of data according to users' role-based security profiles and personalised for each individual, user role, and user group.
- 3.3.2 The system shall provide security controls for authentication, authorization and auditing of electronic access according to the VCM's data security and protection guidelines.
- 3.3.3 The system shall be proven to come equipped with strong security features e.g. strong password, different access controls like access rights assigned based on user roles/ functions, authentication mechanisms, protection settings for sensitive data, audit logs on all activities on sales transactions, configuration settings, user activities, etc.
- 3.3.4 The system shall have the ability to enable encryption of user identity and information at login.
- 3.3.5 The system shall have vulnerability checks and reports available on a quarterly basis.
- 3.3.6 The system shall ensure PDPA compliance, and where possible, GDPR compliance.
- 3.3.7 The system shall save detailed user system operation log to enable internal auditing.
- 3.3.8 The Tenderer shall provide audit attestation documentation, security certifications and compliance mandates (e.g. SOC report, SSAE).
- 3.3.9 VACM shall have full ownership to all data stored in the system.
- 3.3.10 The Tenderer shall ensure that the System is able to capture audit trails of selected "create", "update" and "delete" transactions performed, for e.g.

transaction that will impact financial data. The information to be logged includes the user identifier such as user id and machine name, the action taken and the date and time stamp of these transactions.

- 3.3.11 The System shall capture audit information on illegal access of data or to System functions.
- 3.3.12 The System shall allow only authorised users to view the audit information.
- 3.3.13 The System shall ensure that these audit trails be protected from being modified including privilege users.
- 3.3.14 The System shall have the facility to store the audit information online for a minimum period of 5 years.
- 3.3.15 The System shall provide capabilities to search/query audit logs and generate audit log reports.
- 3.3.16 The System shall use Secured Shell (SSH) technology to perform secure file transfer (SFTP) if necessary, to interface with identified external systems.
- 3.3.17 The System shall use Secured Socket Layer (SSL) for application layer encryption.

3.4 Software Support

- 3.4.1 Support structure: The Tenderer shall define a tiered support structure to address all types of issues reported.
- 3.4.2 The tenderer shall ensure the availability of local (Singapore) support to facilitate discussion and issues resolution, change request enhancement, especially for onsite sessions.
- 3.4.3 The tenderer shall propose methods of contact and response times: support should include email contact and a toll-free support phone number with guaranteed response times as detailed in below SLA table.
- 3.4.4 SLA table to respond to and resolve system incidents or issues:

Severity	Description	Response Time	Resolution Time
Level 1	Impacts all users and operation cannot continue. These problems affect mission critical systems such that the VACM is unable to perform its critical functions e.g. invoice payment	4 hours or less	Within 1 working day or less
Level 2	These problems affect a particular process, system or function in the process, and VACM is operating at half its usual efficiency.	8 hours or less	Within 3 working days or less
Level 3	The problem has minimal or no effect on the VACM's ability to perform its	8 hours or less	Within 7 working days or less

	functions. The problem is an isolated case.		
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3.5 System Availability Requirements

- 3.5.1 The system shall ensure to provide close to 99.5% availability, where total acceptable unscheduled down time in a year = 0.5% x 24 hours x 365 days = 43.8 hours (~ 44 hours).
- 3.5.2 The system shall ensure to conduct planned downtime maintenance to be agreed upon with the client.
- 3.5.3 The system shall ensure that under the condition of system overall recovery requirement, the system can complete the whole process from the last time backup data to the recovery of the complete usable system within 4 hours.
- 3.5.4 Data Backup and Data Recovery Requirements: The tenderer shall ensure the ability to obtain complete and clear system data backup and recovery of operation process after online implementations.

3.6 DATA MAPPING AND MIGRATION

- 3.6.1 The Tenderer shall propose a Data Migration Plan detailing the strategy, what data and how the data would be converted to ensure that the System, when first implemented, shall contain correct and consistent data. The estimated effort required from users, the estimated transition period required to cleanse the data and perform the migration, and the manner to manage the transition period shall also be specified. The Tenderer shall coordinate and advise the VACM on all necessary activities.
- 3.6.2 The Tenderer shall propose an overall data mapping requirements from the Source systems to the new System; and data migration & archival strategy. It shall incorporate data mapping requirement and details of the data to be migrated/converted to ensure that the new System, when goes live in production, shall contain correct and complete data.
- 3.6.3 The Tenderer shall ensure that its proposed strategy for data migration does not jeopardise and has minimal disruption in their use of existing systems.
- 3.6.4 The Tenderer shall be responsible for the extraction of the data from the existing systems and coordinating with the relevant VACM's representatives on any possible data verification required before the transformation (e.g. mapping, cleansing) of the data. At least 2 years of historical data with possibility of drilling to line items will be migrated. Open items or committed items, including first 6 months of FY2020 (Apr to Sep 2020) which are not closed would be migrated as well.
- 3.6.5 The Tenderer shall be responsible for coordinating with the relevant VACM's representatives to identify the transformation (e.g. mapping, cleansing) of the data from existing systems to the data and formats required in the new system.
- 3.6.6 The Tenderer shall provide the data transformation facilities or programs and set up the transformation rules for the data migration. As far as possible, all required data shall be migrated from the existing computerise systems.
- 3.6.7 The Tenderer shall propose how to capture additional data items, relating to the same periods as data which are capture in existing Systems, required by the VACM for the System.

- 3.6.8 The Tenderer shall then supply the necessary data capturing mechanisms (e.g. spreadsheets, data entry applications) for the capturing of such data and coordinate and advise all such activities. All necessary validation checks to ensure that the data loaded into the System are clean and consistent, shall be built in the data capturing mechanisms or data loading programs.
- 3.6.9 The Tenderer shall be responsible for and shall bear the cost of rectifying the data in the System or data in the existing system if any inaccurate data arise due to any negligence or error on the part of the Tenderer.
- 3.6.10 If the proposed System requires data of periods beyond what have been captured by the existing systems, the Tenderer shall highlight this in its proposal.
- 3.6.11 If there are data to be corrected as a result of the migration, the Tenderer shall provide the means to correct these data. Access to such programs must be controlled and listings/reports on the correction shall be provided.
- 3.6.12 The Tenderer shall provide facilities to verify the accuracy of data migrated. The facilities shall be generic and shall be able to provide details of the data before and after migration.
- 3.6.13 The Tenderer shall work with the VACM's key users to determine the data to be migrated in compliance with the policies and principles of the VACM and relevant regulatory requirements.

3.7 CHANGE MANAGEMENT, TESTING AND TRAINING

- 3.7.1 The following materials and information shall be provided to assist with training of users and ensure smooth adoption of the system. The VACM shall have the right to reproduce unlimited copies of such document for internal use without any additional cost.
 - 3.7.1.1 - Digital training guides
 - 3.7.1.2 - Interactive training guides / Training videos
- 3.7.2 The tenderer shall conduct a minimum of four (4) training sessions for each entity (SAM and Gallery) for the different groups of targeted users: Administrators and normal users. The VACM can request for more training sessions with the aim to ensure adequate training are provided to all the relevant staff using the system.
- 3.7.3 For all the modules, the tenderer shall design and provide UAT Test plans and test cases as well as conduct all necessary UAT briefing and testing sessions.
- 3.7.4 The Tenderer shall submit a comprehensive user acceptance test plan for user acceptance testing (UAT) of the application system for any other major enhancement, work order and software patch.
- 3.7.5 The Tenderer is to provide a separate testing environment for performing any UAT purpose, from the Production environment.

3.8 EXIT PLAN

- 3.8.1 The Tenderer shall propose and submit an Exit Plan to cover the termination of the contract including the termination for use of the proposed Cloud Platform Solution. The Exit Plan and the detailed schedule shall be subject to the VACM's approval.
- 3.8.2 The Exit Plan shall include but is not limited to:
 - 3.8.2.1 - Processes and procedures to:
 - 3.8.2.1.1 - Export and handover all files and data (i.e. complete data export in text/csv format or database dump files with table mapping).

Tenderers shall propose how the data and information shall be handover to VACM using the type of media or medium.

- 3.8.2.1.2 - Hand over all necessary documentations
- 3.8.2.1.3 - Hand over all records of problem logs and their resolution status
- 3.8.2.1.4 - Hand over all files all audit logs, user account details and user data
- 3.8.2.1.5 - Ensure and provide certification on secure erasure of data from the Cloud Platform Solution and on all media and mediums used to store data of VACM. The Tenderer shall ensure that unauthorized personnel are unable to recover any data on the media and mediums.
- 3.8.2.2 - Roles and responsibilities of:
 - 3.8.2.2.1 - The Tenderer and
 - 3.8.2.2.2 - the VACM

3.9 Systems Integration and Interface

3.9.1 The system shall have the ability to have automatic data interface or integration with below list of application systems in The Gallery, either via API method or batch transfer (e.g. csv flat file via SFTP).

	System Description	Remarks
1	HRIS (Human Resource Information System) – Frontier e-HR LeapsUp	Payroll data
2	GlobalTix Ticketing System	Ticketing sales data
3	Ticketing Payment (GlobalPayment)	Payment data for bank reconciliation
4	RFID Assets management system (Tunity)	Fixed Assets data (eg. asset number, description, cost-centre, location etc)
5	Data Warehouse / Analytics (Azure platform)	Financial transaction details
6	Coupa Procurement, Payment and Claims/Corporate credit card system	Interface PO data, expense and invoices data from Coupa to new system Interface invoice payment status and details from new system to Coupa Interface Vendor master data
7	Bank interface	Batch Payment file upload. Bank statement upload.

3.9.2 The tenderer shall also ensure that the data interface or integration for listed application systems in 3.9.1 is also available for SAM if SAM is on the same application system in future.

SECTION C: EVALUATION CRITERIA

1. The evaluation criteria used for this Invitation to Tender is as follows:

Criteria	Weightage
1. Good Standing Not debarred from VACM tenders on or after the Closing Date.	*Critical
2. Compliance Table Compliance with all instructions for the submission of Tender Offers as set out in the Invitation to Tender (via Prescribed Forms, including Compliance Table)	*Critical
3. Competitive Pricing Price tendered with detailed breakdown of fees/costs per item.	40%
4. Company Status, Track Record and Project Team's experience Based on track record of relevant experience in implementing a project similar to the requirements of The VACM, and CV of the persons/employee assigned to perform the Contract.	20%
5. Technical Approach and Quality of Solution Tenderer's ability to understand the Requirement Specifications and the proposed plans, designs or methods that will be used by the Tenderer to undertake the provision of Goods and Services and meet the Requirement Specifications.	40%

* These are critical. Tender Offers that do not meet these criteria are liable to be disqualified.

SECTION D: CONDITIONS OF CONTRACT

1 DEFINITIONS

1.1 In these Conditions of Contract, unless the context otherwise requires, the following definitions shall apply:

- (a) "**Background IP**" means IP which is created prior to or independently of this Contract.
- (b) "**Contract**" means:
 - (i) The Tender Notice, Covering Letter, Instructions to Tenderers, Conditions of Contract and Requirement Specifications that are part of the Invitation to Tender;
 - (ii) The Tender Offer (to the extent accepted by The Gallery in the Letter of Acceptance and/or Purchase Order);
 - (iii) The Letter of Acceptance and/or Purchase Order; and
 - (iv) Any other documents accepted in the Letter of Acceptance and/or Purchase Order as being part of the Contract.
- (c) "**Contract Price**" means the total amount payable to the Contractor for the performance of the Services and supply of the Goods under this Contract. Unless otherwise agreed in writing, the Contract Price shall be deemed to be the amount stated in the Form of Tender. Provided that if this Contract is a period contract where Goods and Services may be ordered from time to time pursuant to Purchase Orders, the Contract Price shall be treated on a Purchase Order basis and shall be deemed to be the Purchase Order Price payable for the Goods and Services specifically ordered under each Purchase Order.
- (d) "**Contractor**" means the successful Tenderer which has been awarded this Contract by The Gallery.
- (e) "**Deliverables**" means the proposals, plans, reports, drawings, designs, documents, samples and other items that the Contractor has to provide under this Contract apart from the Goods.
- (f) "**Foreground IP**" means IP which results from or is generated pursuant to or for the purpose of this Contract.
- (g) "**Goods**" means all goods, including parts or units thereof, which the Contractor is required to supply under this Contract.
- (h) "**IP**" or "**Intellectual Property**" means intellectual property and shall include but not be limited to patents, copyright and industrial design.
- (i) "**Party**" means either The Gallery or the Contractor and 'Parties' means both The Gallery and the Contractor.

(j) **"Services"** means all the works and services which the Contractor is required to perform under this Contract.

1.2 Words denoting the singular include the plural and vice versa.

1.3 Words denoting one gender include both genders.

1.4 Words denoting natural persons include corporations, firms and unincorporated associations and vice versa.

1.5 References to statutory provisions include a reference to any amendment, consolidation, or re-enactment, whether by the same name or otherwise, for the time being in force.

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

2 SCOPE OF CONTRACT AND CONTRACT PERIOD

2.1 The Contractor shall perform the Services and complete the supply of all items of Goods in accordance with the terms of this Contract.

2.2 The Contractor shall be an independent contractor and shall not be an agent, partner or employee of The Gallery. For the avoidance of doubt, the Contractor is not authorised to enter into any contracts on behalf of The Gallery.

2.3 This Contract:

(a) Shall come into force and commence on the date the Contractor received the Letter of Acceptance and/or Purchase Order; provided that the Goods and Services may be required from or on other dates as may otherwise be set out in the Requirement Specifications or in the Letter of Acceptance and/or Purchase Order; and

(b) Shall, unless terminated, expire after the complete performance of all Services and the complete supply of all Goods required (including any maintenance or warranty period) or at the end of any contract period expressly stated in the Requirement Specifications.

(c) May be extended by The Gallery. The Contractor grants The Gallery the option, at The Gallery's sole discretion, to extend the contract period for one or more additional periods not exceeding a total of 2 years. The option to extend shall be exercised by written notice. Unless otherwise agreed in writing, the option to extend must be exercised at least 2 months before the expiry of the current contract period.

2.4 The Contractor shall do all things which are necessary or reasonably to be inferred from the Contract even if not specifically set out in the Contract.

2.5 The Contractor acknowledges that it is fully aware and anticipates that some details of the Requirement Specifications may have to be clarified during the performance of this Contract. In this context:

- (a) The Gallery reserves the right to issue written clarifications on the Requirement Specifications to set out The Gallery's requirements more precisely and such written clarifications shall be deemed to be part of this Contract. These clarifications shall include the need to delay the completion or progress of the whole or any part of the Services or delay the delivery dates of some or all of the Goods.
- b) The Contractor confirms that this has been fully anticipated when the Tender Offer was submitted and has been taken into account in the Contract Price. For the avoidance of doubt, the Contractor shall have no claim to any compensation or damages regardless of the nature of the clarifications issued.

3 PERFORMANCE

3.1 The Contractor shall provide the Goods and Services with all reasonable care, skill and diligence.

3.2 All Goods supplied under this Contract shall be new and unused or made of new and unused materials; unless there is agreement in writing to the contrary.

3.3 Time shall be of the essence in this Contract and the Contractor shall perform the Services and supply the Goods within any timelines/deadlines set out in this Contract or as otherwise agreed in writing between the Parties.

3.4 The Contractor shall work closely and collaboratively, at no extra charge, with such other contractors as The Gallery may appoint in relation to the exhibition, event, activity or project that this Contract relates to.

3.5 Upon the receipt of any Deliverables or Goods, such Deliverables or Goods shall be:

- (a) Accepted or rejected by The Gallery through a written notice in a form that may be prescribed by The Gallery in writing; or
- (b) Deemed to have been accepted by The Gallery if no written notice to either accept or reject the same is issued within 14 days of receipt of the Deliverables or Goods concerned.

3.6 The Contractor shall at its own costs and without prejudice to the timelines/deadlines to be met under this Contract:

- (a) Re-perform or correct any deficiencies in the Deliverables that are rejected; and
- (b) Remove and replace Goods that are damaged, defective or in any way inferior to approved samples or is otherwise not in accordance with this Contract.

3.7 Where the Contract is awarded based on particular brand(s)/model(s) of Goods as set out in the Tender Offer or as provided as samples (during the Tender process or under this Contract), the particular brand(s)/model(s) must be supplied. Provided that different brand(s)/model(s) may be accepted by The Gallery in writing to replace the particular brand(s)/model(s) if:

(a) the particular brand(s)/model(s) is discontinued by the manufacturer and written documentation of this is provided to The Gallery's satisfaction; and

(b) The replacement brand(s)/model(s) provide the same or better functionality and performance as the particular brand(s)/model(s).

4 PAYMENT

4.1 Payment shall be made in accordance with the payment schedule set out in **Annex A** unless otherwise agreed in writing.

4.2 Payments made to the Contractor shall not:

(a) Be considered evidence of the quality of any Goods or Services to which such payments relate.

(b) prejudice any of The Gallery's rights under this Contract to reject deficient Goods or Services and the corresponding rights to obtain replacement of Goods or re-performance of Services either by the Contractor or otherwise.

4.3 The amount of any payment due from or debt owed by the Contractor to The Gallery under this Contract may be deducted by The Gallery from any monies payable by The Gallery to the Contractor under this Contract.

4.4 The Gallery shall not have to pay for any expenses or costs of whatever nature other than those expressly set out under this Contract.

4.5 Unless otherwise agreed in writing by The Gallery, payment shall be made by electronic bank transfer. The Contractor shall provide The Gallery with all bank account information reasonably required by The Gallery in order to effect such payment. Each Party shall bear their own bank charges.

5 RIGHTS OF THIRD PARTIES

5.1 A person who is not a party to this Contract shall have no right under the *Contracts (Rights of Third Parties) Act* to enforce any of its terms.

6 GIFTS, INDUCEMENTS OR REWARDS

- 6.1 The Gallery may terminate this Contract and to recover from the Contractor the amount of any loss resulting from such termination, if the Contractor shall have offered or given or agreed to give to any person any gift or consideration of any kind as an inducement or reward for doing or forbearing to do or for having done or forborne to do any action in relation to the obtaining or execution of this Contract with The Gallery or for showing or forbearing to show favour to any person in relation to any contract with The Gallery, or if the like acts shall have been done by any person employed by the Contractor or acting on his behalf (whether with or without the knowledge of the Contractor).

7 DELAY IN PERFORMANCE

- 7.1 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 Contractor's control, then in any such case the Contractor 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.

- 7.2 Subject to Sub-Clause 7.1, if the Contractor fails to complete the performance of Services or supply of Goods by the date(s) specified in this Contract, The Gallery shall have the right-

- (a) to cancel all or any part of such Services or Goods from this Contract without compensation to the Contractor 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 Contractor or shall be recoverable as damages; or
- (b) to deduct any moneys due or to become due to the Contractor or require the Contractor 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. This maximum amount is based on the aggregate of all liquidated damages imposed for all cases of delay during the entire period of this Contract and is not the maximum sum for each individual case of delay.

- 7.3 For the avoidance of doubt, if The Gallery opts to impose liquidated damage under Sub-Clause 7.2(b) and regardless of whether the maximum amount of liquidated damages has been reached, The Gallery shall still be entitled to exercise:

- (a) its rights under Sub-Clause 7.2(a); provided that the liquidated damages already imposed shall be offset against any increased costs recoverable under Sub-Clause 7.2 (a); and

- (b) 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.

8 SUB-CONTRACTING AND ASSIGNING

- 8.1 The Contractor shall not sub-contract or assign the whole or any part of this Contract without the written consent of The Gallery. The Contractor 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 Contractor.

9 APPLICABLE LAW

- 9.1 This Contract shall be subject to, governed by and interpreted in accordance with the Laws of the Republic of Singapore for every purpose.

10 DISPUTE RESOLUTION

- 10.1 The Parties submit to the non-exclusive jurisdiction of the Courts of Singapore.
- 10.2 In the event of any dispute, controversy or claim arising out of or relating to this Contract, no Party shall proceed to litigation unless the Parties have made reasonable efforts to resolve the same through mediation in accordance with the mediation rules of the Singapore Mediation Centre.
- 10.3 A Party that receives a notice for mediation from the other Party shall consent and participate in the mediation process in accordance with Sub-Clause 10.2.
- 10.4 For the avoidance of doubt, failure to comply with Sub-Clauses 10.2 or 10.3 shall be a breach of contract.

11 SUSPENSION OR TERMINATION

- 11.1 The Gallery shall, after giving 7 days written notice to the Contractor, have the right to suspend or terminate this Contract if The Gallery 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 The Gallery pay the Contractor the price of the Goods or Services that have been performed and accepted by The Gallery. The Contractor shall refund the balance of any payments or deposits made after deducting any outstanding sums owing by The Gallery to the Contractor by reason of this Clause 11.

- 11.2 In addition to any other rights to terminate this Contract or any rights to cancel parts of the Services under this Contract, The Gallery shall have the unilateral right to terminate this Contract without assigning any reasons whatsoever by giving the Contractor 30 days' written notice. For the avoidance of doubt, the Contractor shall not be entitled to any compensation or damages whatsoever in relation to such a termination. The Contractor shall only be entitled to payment for any Services provided and accepted up to the end of the 30 day notice period.

12 RIGHTS OF THE GALLERY IN THE EVENT OF DEFAULT BY THE CONTRACTOR

- 12.1 If any declaration or submission made by the Contractor in its Tender Offer is discovered to be false, The Gallery shall be entitled to rescind and terminate this Contract or cancel any part of the Goods or Services by written notice without The Gallery being liable for any damages or compensation. The termination or cancellation shall take effect from the date of the written notice.
- 12.2 If the Contractor is in breach or defaults in his performance of this Contract, The Gallery may issue a written notice of breach or default to the Contractor. The Contractor shall, within 7 days of the date of the notice of breach or default, remedy the breach or default or otherwise propose a solution that is accepted by The Gallery in writing.
- 12.3 If the Contractor fails to remedy the default or otherwise propose an acceptable solution under Sub-Clause 12.2, the Contractor shall be taken to have repudiated the Contract and The Gallery shall have the right to terminate the Contract or cancel any part of the Goods or Services by way of a written notice of termination or cancellation as the case may be. The termination or cancellation shall take effect from the date of the written notice and The Gallery shall not be liable to the Contractor for any damages or compensation.
- 12.4 The Gallery shall be entitled to terminate this Contract or cancel any part of the Goods or Services by written notice without The Gallery being liable for any damages or compensation if:
- 1.1.1 (a) any proceedings are commenced for the liquidation, dissolution or bankruptcy of the Contractor and the same not discharged or discontinued within 14 days of its commencement, or if the other Contractor becomes bankrupt or goes into liquidation either voluntarily or compulsorily except for the bona fide purpose of amalgamation, merger or re-construction;
 - 1.1.2 (b) The Contractor compounds with any of its creditors or has a receiver appointed in respect of the whole or any part of its assets;
 - 1.1.3 (c) A writ of distress or execution or other process of any court is levied or issued against any property of the Contractor and is not withdrawn within 14 days of its commencement; or
 - 1.1.4 (d) The Contractor ceases or threatens to cease to carry on business except for the bona fide purpose of amalgamation, merger or reconstruction.

The termination or cancellation shall take effect from the date of the written notice.

- 12.5 If there is any termination of this Contract or cancellation of Goods or Services under this Clause 12, The Gallery shall have the right to purchase, from other sources, the Goods and Services (including similar or equivalent goods and services in the case where the exact goods and services are not available) that have not yet been performed or supplied at the time of termination or cancellation. All increased costs incurred by The Gallery in purchasing the Goods or Services or similar or equivalent goods or services from other sources shall be deducted from any moneys due or to become due to the Contractor or shall be recoverable as damages.

13 VARIATION OF CONTRACT

- 13.1 No attempts to vary this Contract shall have any force unless made in writing and executed by the Contractor and the authorised contract signatory of The Gallery.

14 TAXES, FEES AND DUTIES

- 14.1 The Contractor shall be responsible for all corporate and personal income taxes, customs fees, duties, fines, levies, assessments and other taxes payable by the Contractor or its employees. If The Gallery receives a request from the tax authorities to pay on behalf of the Contractor and/or the Contractor's employees, or to withhold payments from the Contractor in order that The Gallery may subsequently so pay, any of the said taxes, fees, duties, fines, levies and assessments, the Contractor authorises The Gallery to comply with the terms of the said request.
- 14.2 If the Contractor is a taxable person under the Singapore *Goods and Services Tax Act*, The Gallery shall pay to the Contractor the Goods and Services Tax chargeable on the supply of Goods and Services to The Gallery.
- 14.3 The Contractor shall submit a copy of the Certification of Registration for Goods and Service Tax if requested to do so by The Gallery in writing.

15 GOVERNMENT REGULATIONS

- 15.1 The Contractor shall, at its own costs, obtain and maintain all licences, permits, authorizations or certifications required without any restrictions or qualifications whatsoever so as to enable the Contractor to fulfil all its obligations under the Contract.

16 INDEMNIFICATION

- 16.1 In the event of The Gallery being held liable for damages arising out of any claim by any agent, workman or employee of the Contractor or any sub-contractors or suppliers of the Contractor, pursuant to the performance of this Contract, the Contractor shall indemnify The Gallery against such claim and any related costs, charges and expenses incurred by The Gallery.

Provided that the same is not caused by the gross negligence or willful default of The Gallery.

17 CONSORTIUM

17.1 As used in this Contract, “**Consortium**” means an unincorporated joint venture through the medium of a consortium or a partnership.

Joint and Several Responsibility

17.2 Each member of the Consortium shall be jointly and severally responsible to The Gallery for the due performance of this Contract.

Addition of members to Consortium

17.3 Any proposed changes to Consortium membership must be approved in writing by The Gallery.

17.4 Should additional member(s) be added to the Consortium at any time with the written approval of The Gallery, he or they shall be deemed to be included in the expression 'the Contractor'.

Withdrawal from Consortium

17.5 If any member of the Consortium withdraws from the Consortium, goes into liquidation, is wound up or ceases to exist in accordance with the laws of the country of incorporation:

- (i) This Contract shall continue and not be dissolved, and
- (ii) The remaining member(s) of the Consortium shall be obliged to carry out and complete the Services.

18 CONTRACTOR’S PERSONNEL

18.1 The Contractor shall replace its personnel (inclusive of the personnel of any sub-contractors or agents) within 5 days from the date of written notice from The Gallery that the said personnel is either:

- (a) Technically incompetent in carrying out the Services or the work to be done in order to supply the Goods; or
- (b) Behaving in a manner that is found to be unacceptable and which affects the proper completion of the Services or supply of the Goods.

What amounts to technical incompetence or unacceptable behavior for the purposes of this Sub-Clause 18.1 shall be determined at the sole discretion of The Gallery.

18.2 The Contractor shall ensure that:

- (a) There is compliance by the Contractor and its employees, subcontractors and agents with all the rules and regulations of The Gallery's buildings and premises or the buildings and premises belonging to third parties where Services have to be performed or Goods have to be delivered (collectively "**the Sites**");
- (b) The performance of Services or delivery of Goods at the Sites do not cause any disruption or interference to the normal business or activities carried out by The Gallery or third parties (as the case may be) at the Sites; and
- (c) There is compliance by the Contractor and its employees, subcontractors and agents with all reasonable directions or instructions of The Gallery or third party supervisors or managers at the Sites.

18.3 If the Contractor's Tender Offer states that Services or parts of Services are to be performed by specific personnel, such Services must be performed by the personnel concerned; and such personnel must not be replaced unless the written consent of The Gallery is given. The Contractor shall ensure that any replacement personnel have comparable skills and experience as the personnel being replaced such that there is no adverse effect on the progress or quality of the Services.

19 THE GALLERY LICENCE OF INTELLECTUAL PROPERTY

19.1 Nothing in this Contract shall affect any person's right to own or licence Background IP.

19.2 The Gallery agrees that all rights, title to or interest in, all Foreground IP created by the Contractor shall vest in the Contractor.

19.3 In consideration of The Gallery agreeing to the vesting of the Foreground IP in the Contractor, the Contractor shall obtain for and grant to The Gallery and its agents, free of any additional charge, an irrevocable, worldwide, perpetual, non-exclusive licence, to use, modify and reproduce all Foreground IP which is or becomes vested in the Contractor so as to:

- (a) Use, repair, maintain, refurbish, reproduce, modify, adapt, integrate or develop any Goods and to do anything necessary or incidental for these purposes;
- (b) Use, reproduce or adapt any Deliverables and Goods under this Contract; **and**
- (c) Complete the performance of Services or delivery of Goods under this Contract in the event of termination or cancellation of any part this Contract as a result of the Contractor's breach or default.

- 19.4 The Contractor shall obtain for and grant to The Gallery and its agent, free of any additional charge, a worldwide, perpetual, non-exclusive licence, to use all Background IP owned by or licensed to the Contractor, its employee, subcontractor, supplier or agent.
- 19.5 For the avoidance of doubt, Sub-Clause 19.2 does not, vest in the Contractor, any IP in any results, report, data or information generated or produced by the Contractor, The Gallery or another person on behalf of The Gallery as a result of this Contract. The title to all IP in any such results, report, data or information so generated or produced as a result of this Contract shall be owned by The Gallery.
- 19.6 If the Contractor, its employee, subcontractor, supplier or agent intends to sell or transfer their Background IP or Foreground IP, the Contractor shall ensure that the purchaser of the Background IP or Foreground IP and every successor in title to the interest in the Background IP or Foreground IP has prior written notice of the licence that the Contractor, its employee, subcontractor, supplier or agent has granted to The Gallery.
- 19.7 If any licence granted or obtained for Foreground IP or Background IP under Sub-Clauses 19.3 or 19.4 is registrable under any IP registration system in Singapore, the Contractor shall:
- (a) register the licence under the IP registration system in Singapore; and
 - (b) deliver copies of documentary proof of such licence registration to The Gallery as soon as possible.
- 19.8 The Contractor shall indemnify The Gallery against any action, claim, damages, charges and costs arising from or incurred by The Gallery due to any infringement or alleged infringement of patents, design, copyright or any other IP rights in relation to the use of Foreground IP or Background IP or otherwise in relation to the Goods or Services under this Contract.

20 CONFIDENTIALITY

- 20.1 Except with the written consent of The Gallery, the Contractor shall not disclose this Contract or any of its provisions, or any purchases made under this Contract or any information issued or furnished by or on behalf of The Gallery in connection with this Contract to any person.
- 20.2 In addition, the Contractor shall not make use of any information obtained directly or indirectly from The Gallery or compiled or generated by the Contractor in the course of this Contract which pertains to or is derived from such information, other than use for the purposes of this Contract, without the prior written consent of The Gallery.
- 20.3 The Contractor shall not publish or release, nor shall it allow or suffer the publication or release of, any news item, article, publication, advertisement, prepared speech or any other information or material pertaining to any part of the obligations to be

performed under the Contract in any media without the prior written consent of The Gallery. For the avoidance of doubt, this restriction includes any citation that The Gallery is or was a customer of the Contractor.

21 THE GALLERY'S REPRESENTATIVE

21.1 The Gallery shall appoint one or more persons to supervise and liaise with the Contractor for the purposes of this Contract. The Representative(s) shall be as named in the Requirement Specifications or otherwise through written notifications.

21.2 All instructions, directions, notices, consents, approvals or waivers that may be given at The Gallery's discretion under this Contract shall not be binding on The Gallery unless given in writing or under the hand of the Representative(s).

21.3 For the avoidance of doubt, the Representative(s) cannot vary this Contract unless the Representative(s) concerned are also authorized contract signatories as required under Clause 13.

22 PROJECT MANAGEMENT

22.1 Project Office

(a) If the Contractor does not already have a Project Office in Singapore, the Contractor shall, if required to do so under the Requirement Specifications or otherwise in writing by The Gallery, establish a Project Office in Singapore at its own expense. The Project Office is to coordinate the performance of this Contract and serve as the common service location for The Gallery to contact for the provision of all the Goods or Services.

(b) If required under the Requirement Specifications or otherwise agreed in writing by The Gallery, more than one Project Office shall be set up.

22.2 Project Manager

(a) The Contractor shall designate a Project Manager and the Project Manager shall be primarily responsible for directing and coordinating all the Contractor's obligations under this Contract. The Project Manager shall be deemed to be the Contractor's agent in all dealings with The Gallery and all actions of the Project Manager shall be binding on the Contractor.

(b) The Representative(s) shall have direct access to the Project Manager at all times during the performance of this Contract and if the Project Manager is absent from Singapore for any duration, the Contractor shall designate another employee to perform his duties and functions.

(c) If required under the Requirement Specifications or otherwise agreed in writing by The Gallery, more than one Project Manager shall be designated.

22.3 Implementation Plan

Unless otherwise agreed by The Gallery in writing:

- (a) within 7 days from the date of the Letter of Acceptance and/or Purchase Order (or each Purchase Order if this is a period contract), the Contractor shall produce a Final Implementation Plan showing the time schedule and sequence of events necessary for the provision of the Goods or Services.
- (b) The Final Implementation Plan shall be not be acceptable unless it meets the timelines and/or stipulated completion dates set out in the Requirement Specifications (and the Purchase Order concerned if this is a period contract).

22.4 Progress Reports & Meetings

- (a) The Representative(s) shall have the right to regular written reports on progress and status of completion of the Services and delivery of the Goods in a format approved in writing by the Representative(s). The Representative(s) may, at the Representative's sole discretion, request for such reports in monthly, fortnightly or weekly intervals; and may change the intervals from time to time. The submission and receipt of these reports shall not in any way prejudice the rights of The Gallery to make any claims against the Contractor if the terms of this Contract are not met.
- (b) The Representative(s) shall have the right to call for progress meetings from time to time and/or on regular weekly or other intervals as determined by the Representative(s). During such meetings, the Project Manager shall attend and report to the Representative(s) on the completion of the Services and delivery of the Goods. The progress meetings shall be held at venues chosen by the Representative(s).
- (c) The Contractor shall notify the Representative(s) of any expected delay in the performance of this Contract. The Consultant shall refer immediately to the Representative(s) any matter likely to impede the provision of the Goods or Services; provided that such notices shall not excuse the Contractor from meeting its obligations under this Contract.

23 CUMULATIVE REMEDIES

- 23.1 The provisions of this Contract, and each of the rights and remedies of The Gallery under this Contract are cumulative and are without prejudice to one another and are in addition to any rights or remedies The Gallery may have in law or in equity. No exercise by The Gallery of any one right or remedy shall operate so as to hinder or prevent the exercise by it of any other right or remedy.

24 WAIVER

24.1 No waiver of any breach of a provision of this Contract shall be deemed to be a waiver by The Gallery of any other provision or of any subsequent breach of the same provision. The failure of The Gallery to immediately enforce any of the provisions of this Contract shall in no way be interpreted as a waiver of such provision and waivers shall be binding on The Gallery only if done in writing.

25 WARRANTY

25.1 The System Warranty Period shall commence on the System Acceptance Date at the end of the Performance Guarantee Period and shall last for twelve (12) calendar months or such longer period as may be proposed by the Supplier.

25.2 Where during the System Warranty Period, the System or any part thereof is found to be:

- (a) defective in either design, materials or workmanship; or
- (b) not in accordance with the Contract; or
- (c) having been installed, operated, stored and maintained in accordance with the written instructions of the Supplier, fails to function properly or fails to meet any performance guarantees set forth in the Contract or any additional requirements which may be mutually agreed between the Gallery and the Supplier;

then, unless it is shown that the foregoing is caused solely by improper use or mishandling on the part of the Gallery, the Supplier shall, at its own expense (including but not limited to transportation costs, air freight charges, costs of testing, manufacturing and examination), upon notification from the Gallery, replace or completely repair the defective parts of the System or otherwise completely rectify the defects.

25.3 During the System Warranty Period, the Supplier shall respond to the foregoing notification within the agreed response time and render the System fully operational within the agreed turn-around-time time.

25.4 If the Supplier fails to render the System fully operational within the agreed time frame, the Gallery may remedy the defects itself, whether by engaging a contractor to repair the defects or by purchasing the defective parts of the System from other sources or by such other means as may be necessary to render the System fully operational, and all costs incurred by the Gallery in this regard shall be borne by the Supplier.

25.5 For the purpose of Clause 25.2 above, the phrase "improper use or mishandling on the part of the Gallery" shall include unapproved modifications to the System by the Gallery. In this Clause, the phrase "unapproved modifications to the System by the Gallery" means modifications made to the System by the Gallery without the approval of the Supplier but does not include:

- (a) modifications made in accordance with or pursuant to documentation provided by the Supplier;
- (b) modifications to the System to enable it to meet the Requirement Specifications or such additional requirements as may be agreed between the Gallery and the Supplier;
- (c) configuration of the System;
- (d) installation of approved software into the System; or
- (e) installation of software or types of software which the System is intended to work with.

25.6 For the avoidance of doubt, the Gallery's rights and remedies under this Clause are independent of; and without prejudice to any other rights and remedies of the Gallery.

26 PERFORMANCE GUARANTEE PERIOD

26.1 In this clause the following expressions shall have the meanings hereby assigned to them:

"Scheduled Operation Time" means the scheduled operating hours of the System which will be from 8:00am to 6:00pm from Monday to Saturday with Sundays and Public Holidays excepted.

"Standard of Performance" means the level of performance achieved by the System when it is operating in conformity with the Requirement Specifications.

"System Availability Level" shall be determined according to the following formula:

system availability = [Scheduled Operation Time - System Downtime] / [Scheduled Operation Time] x 100%.

"System Downtime" means the accumulated time during which the System is not performing in accordance with the Standard of Performance due to product failure measured from the time the Supplier is informed by phone of the product failure to the time when the System is returned to proper operation.

"Working day" means every day except for Sundays and Public Holidays.

26.2 The Performance Guarantee Period shall commence on the Commissioning Date and continue for a period of seventy-two (72) working days.

26.3 The System shall have successfully completed the Performance Guarantee Period if the System meets the Standard of Performance with a System Availability Level of

not less than ninety-nine per cent (99%) for each calendar month or part thereof during the period of seventy-two (72) working days.

- 26.4 In the event that the System fails to meet the requirements under Clause 26.3 the Performance Guarantee Period shall continue from day to day until the System has met the Standard of Performance with a System Availability Level of not less than ninety-nine per cent (99%) over a period of twenty-six (26) consecutive working days which period shall not begin earlier than fifty-four (54) working days from the Commissioning Date.
- 26.5 The Gallery shall maintain daily records to monitor and determine the successful completion of the Performance Guarantee Period.
- 26.6 Once the System has successfully completed the Performance Guarantee Period either in accordance with Clause 26.3 or Clause 26.4 the Gallery shall forthwith issue a written notice to the Supplier accepting the System. The date of the notice or the date when such notice should be issued as determined from the records kept (if different from the date of the notice) shall be the Acceptance Date.
- 26.7 During the Performance Guarantee Period, the Supplier shall at all times and under all conditions be entirely responsible for the functioning of the System in accordance with the Requirement Specifications, and for the compliance of such additional requirements as may be mutually agreed upon between the Gallery and the Supplier at no additional cost to the Gallery.
- 26.8 The Supplier shall remedy and make good at no cost to the Gallery all defects, deficiencies, failures or damage to the System or any part thereof arising at any time prior to the commencement of the System Warranty Period. For avoidance of doubt, defects shall include and are not limited to defective design, materials, workmanship, incorrect operating or maintenance instructions given by the Supplier in writing, and any damage to the Software or operational data. The Supplier shall commence corrective action within three (3) calendar days of receiving notice of such defect, deficiency, failure or damage to the System or part thereof from the Gallery. The Supplier shall furnish the Gallery with a report to explain the defects and to advise on the corrective action taken within three (3) calendar days after the defects have been rectified.

27 TITLE AND RISK

- 27.1 Title to the Goods shall pass from the Contractor to The Gallery upon receipt by The Gallery in Singapore.
- 27.2 The risk of loss or damage to the Goods shall pass from the Contractor to The Gallery upon receipt by The Gallery in Singapore. Provided that risk of loss or damage to the Goods shall be borne by the Contractor from the time the Goods are received by the Contractor for the purpose of modification, replacement, repair or rectification until the same are delivered and received by The Gallery.

28 SEVERABILITY

- 28.1 The invalidity, illegality or unenforceability of any of the provisions of this Contract shall not affect the validity, legality and enforceability of the remaining provisions of this Contract.

29 RETURN OF DOCUMENTS AND OTHER ITEMS

- 29.1 Within 14 days of the termination or expiry of this Contract, the Contractor shall return all records/documents and copies of the same; and all items under the Contractor's possession which:

- (a) belong to The Gallery;
- (b) were received from The Gallery; or
- (c) Were produced pursuant to this Contract.

In the case of softcopies, such records/documents shall be emailed to The Gallery's Representative or copied to CDRs/DVDs if the same are provided by The Gallery and any copies stored in the computer or other storage equipment or media used by the Contractor shall be securely deleted or erased.

30 SAMPLES TESTING

- 30.1 The Gallery shall, at its sole discretion, have the right to call for samples of the Goods to be supplied under this Contract for approval and for such further samples as are required until the samples submitted are in accordance with the requirements of this Contract. Upon the approval of The Gallery, the approved samples shall form the standards to be maintained for the duration of this Contract.
- 30.2 If any Goods supplied are not in accordance with this Contract or with any approved sample, then, The Gallery shall have the right to submit any such Goods to expert examination and/or test and all costs in connection with the same shall be borne by the Contractor unless such examination and/or test shows that the said Goods are in accordance with this Contract or with the approved samples.

Section D: ANNEX A

PAYMENT SCHEDULE

1. Implementation

Stage	% of Contract Price	Cumulative Total
30 days from the Letter of Acceptance and/or Purchase Order and receipt of the invoice for the same	10	10
30 days from Requirement Specifications sign-off	10	20
30 days from User Acceptance Testing (UAT) completion with final sign-off and receipt of the invoice for the same	35	55
30 days from System Go-Live	30	85
30 days from the expiry of the Performance Guarantee Period and receipt of the invoice for the same	15	100

2. Licenses/Subscriptions

Description	Fees Per Month
Licenses	30 days from receipt of invoice
Subscriptions	30 days from receipt of invoice

* Note 1: Payment shall be made at the end of the month for invoices received by The VACM by the 1st of the month. If invoices are received after the 1st of the month, payment shall be made at the end of the following month.

* Note 2: Head count of VACM
 National Gallery Singapore – ~50 users
 Singapore Art Museum – ~40 user

SECTION E: PRESCRIBED FORMS

E1: FORM OF TENDER

To: National Gallery Singapore,
1, St Andrew's Road, #01-01,
Singapore 178957

Name(s) of Tenderer(s): ¹

Address:

Attn:

TENDER NO: TG/ITT/2019/0023

1 We, _____ ² (Company Name(s) in Block Letters) hereby offer and undertake on the acceptance of this Tender Offer to supply the goods and/or services required under this Invitation to Tender.

2 Our Tender Offer is fully consistent with and does not contradict or derogate from anything in the Instructions to Tenderer and/or the Conditions of Contract or downgrade anything in your Requirement Specifications. You are entitled to disqualify our Tender Offer if it is inconsistent with or contradicts or derogates from anything in the Instructions to Tenderer and/or Conditions of Contract or downgrades anything in the Requirement Specifications.

3 We declare that all the information provided in this Tender Offer (including in the Prescribed Forms) are correct and true.

4 We undertake that we shall, if required by you, execute a formal agreement with you. If no formal agreement is executed, this Tender Offer together with your Letter of Acceptance and/or Purchase Order shall constitute a binding contract between us on the terms of the Contract as defined in the Conditions of Contract.

5 OUR TENDER OFFER IS VALID FOR **3** CALENDAR MONTHS FROM THE CLOSING DATE OF THIS TENDER.

6 We agree that as and when requested by you, we shall extend the validity of this Tender Offer for one or more periods not exceeding in total 1 calendar month.

7 Our Contract Price for the goods and/or services to be supplied by us is SGD\$ _____ (Singapore dollars _____).

¹ If the tender offer is submitted by a consortium, each member of the consortium shall be named.
² If the Tender offer is submitted by a consortium, the Lead Member of the consortium shall submit the Tender on offer on behalf of the consortium members. Documentary proof must be provided that the Lead Member is authorised by all members of the consortium to submit, sign the Tender offer, receive instruction, give any information, and accept any contract and act for and on behalf of all the members of the consortium. For example, paragraph 1 in this Form of Tender should read “We, (Name of Lead Member), acting for and on behalf of (Name of 1st Member) , (Name of 2nd Member) and (etc – List out Names of remaining Members) ...”

8 An itemized breakdown of the Contract Price for the goods and/or services is given in the priced schedule attached.

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

10 We warrant, represent and declare that we are duly authorized to submit, sign this Tender Offer, receive instruction, give any information, accept any contract and act for and on behalf of _____³ (Insert Name of firm, company or consortium).

Dated this _____ day of _____, 201_____

Tenderer's (as *Principal/Agent)
Company or Business Registration No⁴:

Tenderer's official
Stamp⁴:

Authorized Signature⁴

Name :

Designation :

(*Delete whichever is not applicable)

NOTICE: This Form of Tender duly completed MUST accompany every Tender Offer. Any change to its wordings may render the Tender Offer liable to DISQUALIFICATION

³ If the Tender offer is submitted by a consortium, the Tender offer shall be submitted by the Lead Member on behalf of all members of the consortium. Each member of the consortium shall be listed. For example, "... for and on behalf of (Name of 1st Member) , (Name of 2nd Member) and (etc – List out Names of remaining Members) ..."

⁴ The Lead Member’s registration number, official stamp and authorised signature must be provided.

E2. SCHEDULE OF PERSONS EMPOWERED TO ACT

The following persons are empowered to sign contract documents and act on the firm's / company's behalf:

Name	Position Held

In the case of consortiums, the documents required under Clause 15 of the Instructions to Tenderers must also be attached.

E3. GST STATUS

We are / are not * a taxable person under the *Goods and Services Act*.

(* delete as appropriate)

Our GST registration number is _____

E4. LIST OF RELEVANT TRACK RECORD IN THE LAST 5 YEARS

Contract No. / Name of Project	Client	Contract Sum	Contract Period		Value of Work Completed
			From	To	

Please use separate sheet if the space is insufficient.

E5. INFORMATION ON MAJOR SHAREHOLDERS

Person, Company or Corporation who/which owns, whether directly or indirectly, at least 20% of the total number of shares in the Tenderer or who/which controls at least 20% of the voting rights in the Tenderer		Details of shares held by such person, company or corporation		
Name	Address	Number of Shares	% of Shares	Class of Shares

E6: PRICE BREAKDOWN

Pricing for National Gallery Singapore

S/N	Description	Quantity	Unit Rate S\$	Total Price S\$
1	Implementation cost (one-time)			
2	Software subscription cost			
	Contract Price (excluding GST)			

Pricing for Singapore Art Museum

S/N	Description	Quantity	Unit Rate S\$	Total Price S\$
1	Implementation cost (one-time)			
2	Software subscription cost			
	Contract Price (excluding GST)			

Schedule of Rate (SOR) Table:

	Schedule of Rate	Total Price S\$ (per man-day)
1	Man-day rate for professional services	
2	Man-day rate for additional training services	

E7: FINANCIAL INFORMATION

Financial Information for the last 3 years

Y/E	<u>2016</u>	<u>2017</u>	<u>2018</u>
Annual Turnover \$K			

Net Profit Before Tax \$K

Paid Up Capital \$K

(Please attach Balance Sheet, Profit & Loss Statements and Cash Flow statements for the period mentioned above)

E8: COMPLIANCE TABLE

The Tenderer shall fill in the Table of Compliance with the following responses to all the clauses in Section B Requirement Specification, and Section D Conditions of Contract:

LEGEND	MEANING
"C" for Compliant	When the System and/or Works meet all requirements without any customisation/ modification. The Tenderer shall not add comments against the clause that vary the meaning of full compliance to the clause. However, comments indicating references to literature to substantiate the response is permissible. Any other comments that will vary the meaning of full compliance will be ignored.
"NC" for Non-Compliant	When the System and/ or Works do not comply with the requirements at all.
"PC" for Partial-Compliant	When the System and/or Works only comply Partially with the requirements. The Tenderer must state unequivocally the extent of the compliance with references to accompanying literature. The possibility of ensuring full compliance through modification/ customisation shall be clearly specified and highlighted by the Tenderer in this Table of Compliance. Impact on proposed cost as well as delivery schedule arising from such modification/ customisation shall be given.
"V" for Variation	When the System and/ or Works do not comply with the requirements but meet other requirements which ensure higher quality than the Client's specifications. The Tenderer shall provide details and references of accompanying literature to substantiate the response.

Table of Compliance on the Requirements Specified for the Tender

Sample Compliance Table for Section B: Requirement Specification

Clause	Compliance: C / NC / PC / V	Justification / Remarks
1.		
1.1		
1.1.1		
1.1.2		
1.2		
1.2.1		
1.2.2		
1.2.3		
1.2.4		
1.2.5		
2.		
.....		

Sample Compliance Table for Section D: Conditions of Contract

Clause	Compliance: C / NC / PC / V	Justification / Remarks
1.1		
1.2		
1.3		
2.1		
3.1		
4.1		
5.1		
5.2		
5.3		
6.1		
.....		

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