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SINGAPORE HEALTH SERVICES CLUSTER INTEGRATED SAP FUND MANAGEMENT SYSTEM

I GENERAL INFORMATION

1. **Singapore Health Services Pte Ltd (SingHealth) and Eastern Health Alliance (EHA)** are inviting vendors to submit proposals for a Cluster Integrated SAP Fund Management System (SAP FM). This project is to replace the existing SAP FM System in National Cancer Centre (NCCS) and it will be a new enhanced System for the rest of the participating institutions. The enhanced System will leverage on the enabling of the relevant modules deemed necessary to meet the requirement specifications defined in this RFP, within the existing Cluster SAP FICO/MM System (on SAP ECC 6.0, AIX 6.1, DB2, ver9.5). The following are the participating institutions:

SingHealth

- Singapore General Hospital (SGH)
- Centres in Outram Campus
 - National Heart Centre (NHCS)
 - National Cancer Centre (NCCS)
 - Singapore Eye Research Institute (SERI)
 - National Dental Centre (NDCS)
- SingHealth Polyclinics (SHPoly)
- SingHealth Corporate Office (SHHQ)
- KK Women's and Children's Hospital (KKH)
- Sengkang Hospital (SKH)

EHA

- Changi General Hospital (CGH)

2. **Twelve (12) hardcopies (in ring files with necessary index dividers) and two (2) softcopy in CD-R** of complete copies of proposal should be deposited in **Tender Box 10** at Group Procurement Office, 168 Jalan Bukit Merah, #16-01 Surbana One, Singapore 150168. Proposals should arrive on or before **1500 hours on 08 August 2014.**

The softcopy documents should be stored in standard Microsoft Office formats (MS Word, Excel, and PowerPoint) where possible. If other formats are used, then the appropriate readers must be included in the CD-R with appropriate usage instructions.

3. **Questions.** All questions regarding this RFP, its contents or any other topic related to Cluster Integrated SAP FM System shall be submitted in writing, via e-mail (questions by fax, mailed by post or courier will not be accepted), to the SingHealth and EHA Point of Contact listed below:

- 1) **Ms Yap Shan Shan**
Telephone: (65) 6377 8786
Email: yap.shan.shan@singhealth.com.sg
- 2) **Ms Wee Yi Ting**
Telephone : (65) 6377 8563
Email: wee.yi.ting@singhealth.com.sg

All emails sent to this address concerning this RFP should have the words "Cluster Integrated SAP FM System" at the beginning of the email subject.

In order to ensure a fair and open competition, SingHealth and EHA shall provide copies of all questions and any answers to all bidders. We will do our best to make sure that no specific question is attributable to a specific bidder, but we cannot guarantee that the originator of any question will not be able to be determined from the contents of the question.

All questions must reach SingHealth and EHA via email by **30 July 2014**. SingHealth and EHA intend to answer all questions asked no later than **01 August 2014**.

4. **Proposal Presentation and System Demonstration (Proof of Concept):**
Selected vendors might be called upon to present their proposal to SingHealth and EHA. Current plan is to do that within a month after the RFP closed. The exact date, time and venue shall be determined at a later time. Bidders should make their resources available for queries and presentations, as well as for negotiations afterwards if short-listed. **No rescheduling of the proposal presentation from the part of the bidder will be entertained**
5. **Note to Bidders:** We have tried to simplify the language used to make our RFP documents easier to read, understand and easier to translate accurately. The terms "Successful vendor", "Potential Successful vendor", "bidders", "you/your/yours", and similar terms are used to refer to organizations intending to bid on and win the Contract based on the requirements as described in this RFP. The terms: "SingHealth & EHA", "SingHealth & Eastern Health Alliance", "us", "our", "we", "ours" are all used interchangeably to refer to **Singapore Health Services Pte Ltd**, and **Eastern Health Alliance**.
6. **No Proposal cost Reimbursement:** SingHealth and EHA will not reimburse you for any costs you incur in responding to this RFP and other processes. You shall be solely responsible for any costs incurred by you in preparation of your Proposal and you shall certify in your response, that no Proposal costs have been included in your proposed cost (bid price).
7. **Successful vendor's authorized Signature:** Your Proposal must include a signed statement that indicates that you understand the purpose of SingHealth and EHA entering into the proposed Contract and the results and objectives sought to be achieved by SingHealth and EHA as stated above and the requirements of this RFP and that you agree to be bound by the terms, conditions, and pricing of your Proposal. The signature must be that of an executive authorized to contractually commit your company to the terms and conditions contemplated by your proposal duly supported by a Board resolution or an acceptable authorization in that behalf.
8. **Confidentiality of SingHealth and EHA information.** As a prerequisite to receiving this RFP, your company already has executed a SingHealth and EHA Non-Disclosure Contract (NDA) regarding this RFP.

9. **SingHealth and EHA's Intended use of Your Proposal.** SingHealth and EHA have a sincere desire to assess the interest, capabilities and responsiveness of a number of Potential Successful vendors against the goals, benefits and requirements we have stated in this RFP as well as against the interest, capabilities and responsiveness of other Potential Successful vendors. Therefore, your Proposal must provide sufficient information to allow SingHealth and EHA to assess your ability and willingness to provide complete design, implementation, rollout and stabilization and to build and maintain the desired relationship (as defined in this RFP and its attachments).
10. **Proposal Becomes Property of Singhealth and EHA.** By responding to this RFP, you agree that your Proposal becomes the property of SingHealth and EHA and will not be returned. SingHealth and EHA retain the right to utilize all Proposals, including, but not limited to: any ideas, information, and/or concepts found therein, for any purpose. SingHealth and EHA may disclose all or parts of the Proposals to those consultants and professional advisors who will assist us with evaluation of the Proposals.

Notwithstanding the above, SingHealth and EHA shall treat all pricing information you provide as confidential. However, we may release your pricing information to third party consultants and professional advisors who have a definite need to know in order to assist us with our financial evaluation of proposals.

II. BACKGROUND

1. The purpose of this document is to provide specific requirements of the Cluster Integrated SAP FM System and facilitate SingHealth and EHA with the evaluation of the proposals received from vendors.
2. SingHealth is inviting vendors to submit proposals for a SAP FM to be implemented at all 10 entities stated below.

SingHealth

- Singapore General Hospital (SGH)
- Centres in Outram Campus
 - National Heart Centre (NHCS)
 - National Cancer Centre (NCCS)
 - Singapore Eye Research Institute (SERI)
 - National Dental Centre (NDCS)
- SingHealth Polyclinics (SHPoly)
- SingHealth Corporate Office (SHHQ)
- KK Women's and Children's Hospital (KKH)
- Sengkang Hospital (SKH)

EHA

- Changi General Hospital (CGH)

3. Currently, except for NCCS which has implemented the SAP FM System on SAP R/3 ver 4.7, Windows 2003 Server Edition, Oracle 10g, (standalone system with no interface to Cluster SAP FICO/MM), the rest of the institutions do not have a grant management and budget control tool. The objective of this project is to have a seamless system starting from creation of approved grants (internally funded and externally funded) to claiming from sponsors as well as to enable budget checking for cost centres' capital budget (capex) and operating budget (opex).

4. This project will enable the Fund management (FM), Grants Management (GM) and Sales and Distribution (SD) modules in Cluster SAP FICO/MM and any other module/s that is deemed necessary by the Vendor to meet the requirements in the RFP. The system should also be integrated to SAP HRIS and other necessary modules (For eg., FICO, MM) for a seamless integration within SAP.
5. The system will support Finance users in:
 - a) Capturing Post Approval Grant Information. For eg., award data, grant validity period, Principal Investigator (PI) information, sponsor(s), grant amount by sponsor sharing percentage (for projects with multiple projects), grant award approval amount by year, etc.
 - b) Budget Creation and Budget Tracking for Funds, CAPEX, and OPEX (research and non-research).
 - c) Recording and reporting all related costs, and revenues.
 - d) Billing sponsors.
 - e) Reporting statistical information.
6. The system will integrate with the following systems on a real time or /and on a batch basis.
 - a) Procurement Systems (SingHealth eProcurement and EHA ePR)
 - b) Integrated Systems in Healthcare for Research System (iSHaRe) – a one stop portal for Principal Investigators and a central platform for all research administrative tasks throughout a research study life cycle.
 - c) SingHealth eForms, EHA eClaims SingHealth eClaims – systems that allow users to raise transports and other miscellaneous claims by submitting an online request together with supporting documents
 - d) HR and Payroll systems (SingHealth SAP HRIS, EHA SAP HRIS)
 - e) Accounts Payable Invoice Management System (APIMS) – an end to end invoice processing solution covering scanning, data capturing, and integrating with SAP.
 - f) Cluster SAP FICO/MM system

(Refer to Appendix 9->9.1. Systems Interfaces & 9.2. Systems Background for more details on the interface requirements)
7. Stakeholders of SAP FM would essentially be Finance users, of which majority are already accessing the Cluster SAP FICO system. Total estimated no. of users: < 100. Total estimated no. of concurrent users: ~ 60.
8. Total estimated no of grants per annum : <1,000.
9. Upon generating reports, for eg., statement of accounts, the users would like the option to email them to a specified group of non SAP users (for eg., Principal Investigators) via SAP.

III. ESSENTIAL INFORMATION TO BIDDERS

1. SingHealth and EHA's Contracting Philosophy.

- 1.1 **SingHealth and EHA Contracting for Results:** We expect the selected successful vendor (winning bidder) to be contractually committed to achieving business benefits, to meeting the business objectives and to commit and live up to the letter and the spirit of the contractual relationship, in addition to specific requirements detailed in the attachments. Nevertheless, should Successful vendor not honor the spirit of our relationship and the performance commitments we have agreed upon, SingHealth and

EHA will reserve the right to terminate the relationship in accordance with terms and conditions.

- 1.2 **SingHealth and EHA Believe in Competition:** It is SingHealth and EHA's intent that after evaluating all bidders' Proposals we will identify two or more potential successful vendors who Proposals best address our requirements. These selected potential successful vendors will then be **SHORTLISTED** for negotiations. It is our intent to select a single Successful vendor (winning bidder) only after we have addressed all our concerns with each Potential Successful vendor shortlisted. Notwithstanding the above, SingHealth and EHA reserve the right to enter into a formal Contract with any party/parties, at any time, for any reason, or not to contract with any party at all.
2. **How Does This Relate To You?** We are relying on you as an expert in the field to know and to do everything necessary throughout the life of any contractual commitment we might enter into with you to make the Cluster Integrated SAP FM project a success. It is imperative that you fully understand and accept that the Statement of Work (SOW) is included with this RFP primarily to provide clarifying details about the desired goals, business objectives, and meeting SingHealth and EHA expectations and modulus operandi.
3. **Provide Complete Proposal & Follow RFP Instructions.** Your Proposal will provide us with a good indication of your future performance. As part of our evaluation of your Proposal, we will consider how completely and concisely you have addressed each requirement, as an indication of your capabilities and "know-how". We will also view your ability to follow our RFP process to be an indicator of your ability to follow SingHealth and EHA's directions after Contract award and of your willingness to build and maintain the type of open, professional relationship with SingHealth and EHA that this effort requires.
4. **Quality of Proposal, Not Quantity.** SingHealth and EHA are most interested in the quality, not the quantity, of your Proposal. We will evaluate your confidence in your ability to perform based upon, among other things, your willingness to work within our defined procurement process.
5. **Completeness of Proposal.** Your Proposal must include an explanation of how you intend to meet each requirement in this RFP (including all applicable attachments). All Proposals must be submitted complete and in writing in accordance with the appropriate sections below. The delivered Proposal is to be your complete and total Proposal.
6. **Ask Questions.** Notwithstanding the above, if something in this RFP is unclear, not technically feasible, or appears to preclude you from providing SingHealth with your best Proposal, ask questions which help you to optimize your Proposal to meet SingHealth and EHA's requirements. Therefore, unless you ask questions, we assume you, as the experts, fully understand and accept your role in achieving SingHealth and EHA's corporate goals, delivering specific business benefits, and building and maintaining the desired relationship with us.

Section I of this RFP details a specific process for submitting questions that you should follow. SingHealth will take reasonable efforts to provide fast and complete answers to each question.

7. **Always Have Your Best Offer "On The Table".** Do not hold features "in reserve" waiting for SingHealth and EHA to give you one more opportunity to provide us with your "Best and Final Offer". Every time you deal with us you should act as if it is your last and final chance to win the Contract. SingHealth and EHA reserve the right to contract with any party at any time, without further discussion or notice to other bidders, or to not contract with any of the bidders at all. You should have all necessary decision makers and skilled personnel available during negotiations in order to conclude the deal.

8. **Always Have Your Best Personnel “On The Table”.** Do not hold staff “in reserve” waiting for SingHealth and EHA to give you one more opportunity to provide us with your “Best and Final Offer”. On the other hand, the staff you provide as CVs in this proposal should be the staff that SingHealth and EHA expect in the project team. SingHealth and EHA reserve the right to interview the personnel to ascertain their suitability for this project. Should a personnel is deemed unsuitable, SingHealth and EHA expect the Successful vendor to find a suitable replacement for that personnel within a reasonable timeframe. If the Successful vendor fails to supply suitable personnel, or the personnel agreed by SingHealth and EHA are not in the project team and no equivalent or better personnel are supplied within a reasonable timeframe, then SingHealth and EHA will consider this as a breach of contract, and subject to a Termination for Cause.
9. **RFP Not an Offer or Commitment to Contract.** This RFP and anything included in it is not to be construed as an offer or commitment to enter into a contract or any other form of Contract with you. While it is currently the intent of SingHealth and EHA to enter into a formal Contract with an outside organization to provide the results detailed in this RFP, SingHealth and EHA reserve the right, at any time and for any reason, to enter into a formal Contract with one or more Successful vendors for part or all of the results detailed in this RFP or not to enter into any Contract at all, at our sole discretion.
10. **Proposal Procedure and Usage.**
- 10.1 **Confidentiality of SINGHEALTH and EHA information.** As a prerequisite to receiving this RFP, your company already has executed a SingHealth and EHA Non-Disclosure Contract (NDA) regarding this RFP.
- 10.2 **SINGHEALTH and EHA’s Intended Use of Your Proposal.** SingHealth and EHA have a sincere desire to assess the interest, capabilities and responsiveness of a number of potential successful vendors against the goals, benefits and requirements we have stated in this RFP as well as against the interest, capabilities and responsiveness of other Potential Successful vendors. Therefore, your Proposal must provide sufficient information to allow SingHealth and EHA to assess your ability and willingness to provide complete design, implementation, rollout and stabilization and to build and maintain the desired relationship (as defined in this RFP and its attachments).
- 10.3 **Proposal Becomes Property of SingHealth and EHA.** By responding to this RFP, you agree that your Proposal becomes the property of SingHealth and EHA and will not be returned. SingHealth and EHA retain the right to utilize all Proposals, including, but not limited to: any ideas, information, and/or concepts found therein, for any purpose. SingHealth may disclose all or parts of the Proposals to those consultants and professional advisors who will assist us with evaluation of the Proposals.
- Notwithstanding the above, SingHealth and EHA shall treat all pricing information you provide as confidential. However, we may release your pricing information to third party consultants and professional advisors who have a definite need to know in order to assist us with our financial evaluation of proposals.
11. **Term of validity of your Proposal.** SingHealth and EHA require that your Proposal and any terms, conditions, pricing, etc., remain in effect for no less than **eighteen (18) months from the Proposal due date** noted herein or through finalization of a formal Contract between the parties, whichever comes first.

Forward pricing rates and offers of optional additional years of Service shall remain valid in accordance with the requirements in the Statement of Work of this RFP.

IV SINGHEALTH & EHA EXPECTATION AND MODULUS OPERANDI

1. **Long-term partnership:** SingHealth and EHA are not buying a product with a one-time implementation. With this RFP, we are seeking to build a successful and long-term relationship with a Successful vendor who is capable and willing to take full responsibility of delivering a business solution consisting of design, implementation, rollout and stabilization.

Long-term partnership means that SingHealth and EHA expect the Successful vendor to be proactive thinking of always to improve the Cluster Integrated SAP FM System, to achieve business objectives and lower total cost of ownership. A good indication of this partnership will be Successful vendor's proposal of type of proactive measures and the sharing ratio of the additional benefits derived from continuous improvement.

2. **Realization of benefits:** SingHealth and EHA expect to achieve first business benefits from the SAP FM project within the first 3 months after go-live of the system.
3. **Benefits measurement:** Achievement of business benefits will be measured by KPIs which are linked to the business process objectives.
4. **SINGHEALTH and EHA's Reliance on You as an Expert.** It is SingHealth and EHA understanding that your company is expert at providing the services addressed in this RFP. SingHealth and EHA will rely upon the information in your Proposal as expert advice from business solutions and computer system professionals. The Contract to be entered into shall be a Contract of utmost good faith and SingHealth and EHA shall be guided by your representations and warranties as an expert in concluding the Contract.

By responding to this RFP, you agree that any and all representations made by you; whether included in your formal Proposal, or provided by you in presentations, discussions or other communications with SingHealth and EHA may be considered inducements into any subsequent Contract and will be incorporated into any contractual Contract we may enter into related to the items in this RFP, at SingHealth and EHA's sole discretion. In other words, don't tell us anything (verbally or in writing) you are not willing to sign up to in a Contract.

5. **Your Position as Prime Contractor.** SingHealth and EHA intends to contract with one party for all of the services described in the RFP. In the event that you intend for any portion of the services included in your Proposal to be provided or performed by a third party (be it sub-contractor, Successful vendor, consultant, etc.), you will be deemed to be the prime contractor with sole responsibility for delivery. You must also identify any and all third party or parties whose efforts or products are included in your Proposal (including their company name, point of contact name, point of contact's phone number, fax number, e-mail address, and the company's street address). You must explain the relationship (including detailing what services and/or products each third party will perform or provide) and, for each third party included in your Proposal, warrant your right and ability to sell, re-sell, license, sub-license, and/or contract for the services to be provided by each third party. Every sub-contractor approved by SingHealth and EHA must contractually be obliged to conform to the Contract between SingHealth and EHA, and the Successful vendor. Successful vendor will nevertheless retain full responsibility and liability for the services and deliverables delivered by any sub-contractors.

You must also state and demonstrate your willingness to be contractually responsible for delivery of all services and/or products necessary to fulfill the RFP requirements, notwithstanding any stated intention on your part to use a third party or parties to provide any specific services or products to SingHealth and EHA.

6. We have identified a number of functionalities/application areas, which are beyond the scope of the immediate implementation requirement of this RFP. However, in order for us to fully evaluate your capabilities to meet both our current and future expectations, we do expect you as our potential System Integrator to provide us with your concepts and capabilities to address these areas now and into the future.

V. SCOPE OF WORK

1. The key deliverables of this RFP are the analysis, design, configuration, implementation, integration (with existing SAP modules and relevant interfaces), rollout, commissioning and maintenance of the new System. The scope of work expected from the Vendor shall include all elements of analysis, design, configuration, implementation, integration, testing, training, rollout, stabilization, commissioning, maintenance and documentation of the System being provided.
2. The vendor shall submit a proposal on the components (eg., hardware and software, etc) to support the new modules.
3. Appendix 1-6 forms part of the Statement of Work (SOW) of the Cluster Integrated SAP FM project.
4. The Vendor shall undertake the full project management responsibility, including, but not limited to, requirement study and design
5. The Vendor is responsible for the timely delivery of the new System according to the proposed Phased Implementation Schedule as specified in this RFP (Refer to Section V Scope of work, pt 20).
6. The Vendor's scope of work shall include :
 - i. Detailed requirements study and analysis
 - ii. Prototyping and walkthrough
 - iii. Development / Configuration / Setup
 - iv. System Integration test
 - v. User acceptance test
 - vi. Training
 - vii. Data Migration
 - viii. Installation and configuration of servers and client PCs
 - ix. Deployment at the staging and production environments
 - x. Implementation and Stabilization
 - xi. Commissioning
 - xii. Documentation
 - xiii. Maintenance
 - xiv. Any other activities tasks deemed necessary for the successful commissioning of the System.
7. The Vendor shall analyse, plan, recommend and successfully perform migration of existing data (be it from existing Systems, text files, Spreadsheets, etc) into the existing Cluster Integrated SAP FM, where applicable.
8. The Vendor shall plan and successfully implement the required interfaces to other systems as described in the Requirement Specifications, such that data can be seamlessly integrated with existing hospital systems as required.
9. The Vendor shall perform installation and configuration of software required to the servers with security hardening.
10. The Vendor shall perform Systems Integration Test (SIT) and User Acceptance

Test (UAT).

11. The Vendor shall conduct training for users and administrators pertaining to usage and configuration of the System.
 12. The Vendor shall train IT staff to equip them with knowledge to perform 1st level user support and system troubleshooting before escalating the reported issue to the Vendor.
 13. The Vendor shall conduct requirements study after the award of the tender.
 14. The Vendor shall provide the appropriate architecture for scalability and system growth management.
 15. The Vendor shall provide SingHealth and EHA with mock-ups and prototypes of the system at various stages of the project.
 16. The Vendor shall test, install, deliver and ensure successful commissioning of the System.
 17. There should be a high element of flexibility built into the design of the system, such that any addition of templates/changes in forms, reports, workflows, access rights, alerts and notifications etc., will constitute to minimal effort in future.
 18. Architect a solution that fulfills both functional as well as non-functional needs like scalability, error handling, security and performance.
 19. The proposed solution must be Active Directory (AD) aware.
 20. The SAP Fund Management, Grant Management and Sales and Distribution modules are to be enabled in the first phase. The interface to SAP HRIS will be in the second phase. The roll-out for the different tracks will be in phases as described below:
 - Phase 1 – Research grants (all 10 institutions to roll out by November 2015*)
 - Phase 2 – Interface to SAP HRIS (all 10 institutions to roll out by April 2016)
 - Phase 3a – Non Research grants (all 10 institutions to roll out by July 2016) and internally funded capex (7 institutions to rollout by August 2016). NDCS, KKH, NHCS are not participating.
 - Phase 3b – Internally funded opex including internally funded projects (6 institutions to roll out by August 2016). NDCS, NCCS, KKH, NHCS are not participating.
- * For SingHealth institutions, go live will depend on SingHealth e-Procurement go live.
- We expect all institutions to roll out together in each of the phases. The institutions who are not participating above will have the option to implement the system at a later date. They will work with the Vendor on the system implementation for their respective sites. Note that SingHealth has the prerogative to determine the timing of the implementation of the phases.
21. Regardless whether the Company acquires the additional components from another vendor,
 - a) The Vendor shall ensure that the System shall not have any impact to the existing infrastructure.
 - b) In the case where there are two or more vendors managing the technical infrastructure, the Vendor is required to work and cooperate with the Customer's respective suppliers to ensure seamless implementation of the proposed system.
 22. The Vendor shall analyse, plan, recommend, cooperate and work closely with Vendors of other systems (that the System will have to integrate or interface to) to ensure seamless integration.

23. **Structure of award:** The Vendor shall propose in its pricing on Appendix 7: Summary of Prices.

VI. VENDOR PROPOSAL

A. Objective

- 1) Your Proposal should detail and explain:
 - What tasks you need to perform;
 - What resources you need to employ;
 - What information you need to have from us (and when);
 - What information you need to give us (and when); and
 - What processes you need to implement, improve and follow in order to provide us with the business benefits and service levels necessary to meet our objectives and requirements as well as your contractual obligations.
- 2) Additionally, your Proposal should recommend additions or modifications to the Statement of Work that you feel might help further clarify the understanding of our goals, business objectives and potential relationship with you.
- 3) However, the RFP is not intended to be a complete, exhaustive list of tasks to be performed or items to be delivered by you in order to meet your obligations under this Contract.

B. Proposal Requirements

- 1) The Vendor shall describe in detail the extent of compliance of the proposed system to the requirements spelt out in the RFP and define the limitations of the proposed system, if any, clearly.
- 2) The Vendor shall state clearly :
 - a. The cost of each phase of the project
 - b. Provide the cost of each optional requirement
 - c. Provide the option to activate each phase/optional requirement.
- 3) The Vendor shall provide a timeline and milestones for the project, taking into account the requirements for each phase of the project, the testing, implementation, migration, roll-out, training, documentation, etc, of the project, as well as any other project requirements stated in the RFP.
- 4) The Vendor shall state clearly
 - a) Year to year maintenance and support cost assuming only Phase 1 is implemented, up to five (5) years.
 - b) Year to year maintenance and support cost after Phase 2 is implemented, up to five (5) years.
 - c) Year to year maintenance and support cost after Phase 3a is implemented, up to five (5) years.
 - d) Year to year maintenance and support cost after Phase 3b is implemented, up to five (5) years.
 - e) Scope of maintenance and support.

- f) Costing provided by the vendor must be the total project cost, including but not limited to:
 - i) Hardware, Software, and license costs
 - ii) Requirements gathering, functionality and design signoff
 - iii) Development, implementation and testing
 - iv) Training
 - v) System/App administration, maintenance documentation
 - vi) End-user documentation
 - vii) Post implementation warranty
- 5) The Vendor shall state clearly the assumptions made in the proposal, including but not limited to:
 - a) Number of concurrent users
 - b) Number of reports to be created by the vendor
 - c) System functionality assumptions
 - d) System design assumptions
 - e) Any other assumptions

C. Proposal format

- 1) To reduce confusion and expedite SingHealth and EHA's evaluation and comparison of Proposals, your Proposal needs to comply with the format listed below. The details to be included in each section are also described under the respective headings.

Section 1:	Cover letter/introduction/Summary
Section 2:	Response to General Requirements (Appendix 1)
Section 3:	Response to Functional Requirements (Appendix 2)
Section 4:	Response to Technical Requirements (Appendix 3)
Section 5:	Response to Security Requirements (Appendix 4)
Section 6:	Response to Other Requirements (Appendix 5)
Section 7:	Performance KPI Checklist (Appendix 6)
Section 8:	Response to Summary of Prices (Appendix 7)
Section 9:	CVs of the project team members
Section 10:	Additional explanation/clarifications
Section 11:	Product/services write-up/brochures
Section 12:	Audited Financial Report (last 3 years)
Section 13:	Compliance to Systems Integration Agreement (Appendix 11)
Section 14:	Undertaking to Safeguard Information (Appendix 8)

- 2) For templates and tables provided by SingHealth, your submission needs to maintain the same exact format of the Appendices (with no addition, removal, reformatting, etc). If necessary, additional information may be provided in separate files.
- 3) Use of color in your Proposal is not required. If you choose to use color in your Proposal, you should ensure that the colors are readable when the document is reproduced on a standard black and white copier.
- 4) The following are additional information regarding section write-ups:
 - a) Section 4: CVs of the intended project personnel

Successful vendor is required to provide detailed CVs of **10 most critical project personnel (if the project requires more than 10 personnel)**.

b) Section 5: Additional explanations/clarifications

In this section, successful vendor can provide any additional write-up that is deemed necessary for SingHealth and EHA to better understand your proposal. Please clearly cross reference the intended clause clearly with the write-up in this section.

APPENDICES

Appendix 1 - General Requirements

Appendix 2 - Functional Requirements

Appendix 3 – Technical Requirements

Appendix 4 – Security Requirements

Appendix 5 – Other Requirements

Appendix 6 – Performance KPI Checklist

Appendix 7 - Summary of Prices

Appendix 8 - Undertaking to Safeguard Information

Appendix 9 – Additional Project Information

Appendix 10 - Systems Integration Agreement

Appendix 11 – Compliance to Systems Integration Agreement