List of Clarifications received from Participants after the RFP was published on 15 Dec 2017

No	Category	*Clause*	Questions/Comments	Clarifications
1	Authorisation & Authentication	Part IV, Clause 7.1 (d) C 2 The Operator shall allow Users to access the Locker Compartments to drop off parcel at or collect parcel from the Locker Station with applications available on both iOS and Android platforms, as well as, with on-site interactive graphic console. Mobile applications in other platforms or mobile devices not specified above can be provided at the discretion of the Operator.	This seems to be something that should be provided by the Inter-operable Platform? Is the Operator also expected to provide mobile applications, or would SMSes/Emails containing the QR or numeric code be sufficient as we are only expected to only facilitate the drop off by registered users, and collection by end consumers. We are also expected to communicate with the Inter-operable Platform, who should have all the information as well. So the people using the app will be drivers from different 3PLs? What about customers intending to return their parcels? Its quite impossible to register all consumers. Will we then register e commerce platforms, who will be placing the reservations on the Interoperable Platform?	The Inter-operable Platform is a communication gateway between the locker operator and the other stakeholders using the lockers. The locker operator must provide the apps for mobile devices that communicates with the Inter-operable Platform to authorise and authenticate the user at the locker station, which can be consumer or a delivery personnel. This allow locker operator to provide service differentiation at the application layer. The Inter-operable Platform is not expected to store the data for processing. The data, if stored, is only to be routed to the intended recipient. For deliveries, the users will be the delivery personnel from LSP. Customers will have to make arrangement with the seller (or market-places) to return their purchases before the customer can deposit the return. So in a way, the customer is like the LSP in this. You should propose a return process that works with the Inter-Op.
2	Awareness Campaign	NA	Any initiative to market or generate awareness of the services offered to the public?	IMDA has already started the exercise to engage the stakeholders such as market places, for their on-boarding to adopt the solutions. Such engagements with stakeholders will continue before, during and after the pilot if Federated Lockers were to be implemented nationwide. IMDA will work with the Locker and Inter-ops Operators in promoting the locker and creating awareness to the consumers and stakeholders.
3	Base Proposals	Part II (B) Proposed Monthly Rent	Is the scope of Base Proposal 1 exactly the union of Base Proposal 2 and Base Proposal 3?	Each Base Proposal is evaluated separately. Base Proposal 1 is not a union of the Base Proposals 2 and 3. Submission of Base Proposals 2 and 3 is not equivalent to submission of Base Proposal 1. Base Proposals 1, 2 and 3 will be evaluated independently and evaluated together with all Base Proposals (1, 2 & 3) received based on the combined Price and Quality Score. Proposers who submit Base Proposal 1 will be awarded extra points. Both HDB and MRT sites will be awarded to the Proposer if the combined Price and Quality score of the Base Proposal 1 is higher than all other Base Proposals (1, 2 & 3) received.
4	Billing & Payment	NA	The payment for locker usage, will LSP (locker users??) pay to Inter-ops platform or pay to Locker Operator directly? If this is leave to the Locker Operator to propose, there will be a duplicate effort as both the Inter-Ops and Locker Operator will build the same payment function, and inconvenience the consumer?	The Inter-operable Platform should not be involved in billing. Locker Operator is to propose the billing of locker usage in their proposal. Inter-operable Platform tenderer may propose billing or payment as value added service for IMDA consideration.
5	Branding of locker station	Annex C, Clause 7.1(d)(B)(1) The Operator shall not permit any form of advertisements, posters or marketing materials to be displayed on both the display screen of the Locker Stations and the physical body of the Locker Stations and the Sites.	Are we allowed to choose colour scheme and naming of the lockers if we are awarded for the pilot run ?	Please submit your design and colour scheme for the approval of HDB/Town Council and LTA.
6	Bt Panjang MRT Site	Part IV, Clause 7.1 (d) (A) (4)	Bukit Panjang MRT site at level 2 is not 3 meters away from stair case	The location requirement stated in Part IV, Clause 7.1 (d)(A)(4) does not apply to Bukit Panjang MRT site.

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7	Changes in share holding	Part I Clause 8.1 The Particulars of Proposer as stated in the Proposal Form shall be treated as final and accurate and shall be relied upon by IMDA. The Operator shall not implement any subsequent change(s) to their particulars such as mode of business, inclusion and/or deletion of partners or shareholders, change in percentage of shareholding etc. on or after the date of execution of the Agreement without the prior written consent of IMDA who may grant such consent subject to IMDA' prevailing policies and conditions and on such terms and conditions as IMDA in its sole and absolute discretion deems fit.	As our company is a public listed company, share are trading on the stock exchange. Written consent of IMDA on every share changes are not possible.	IMDA does not have concern on shares traded over SGX unless there is a major change in share holding of the major shareholders.
8	Communication with all agencies	NA	Would we have a communication channel with LTA, HDB, SMRT, SBST and security agencies during our RFP response preparation?	Please go through IMDA for all communications pertaining to the RFP via email: Federated_Lockers@imda.gov.sg
9	Confidentiality of RFP	NA	The FL tender documents are available online, could we extract part of them or refer our partner to those documents on the system requirements, e.g. locker size, configuration,etc.	Since RFPs are already published on our website, they are publicly available for downloading by any party anyway. There are also confidentiality clauses in the documents. Only the security requirements and additional drawings for MRT sites indicating the Distribution Board (DB) locations, when you obtain them, are considered to be sensitive. There is a separate process to obtain these security requirements which applies to all participants and their business partners, sub-contractors, suppliers etc.
10	Customer Service	Part IV Clause 7(f) (A) 4 The Operator shall display a Singapore customer support hotline information on both the touch-screen display of each Locker Station as well as hard-copy notice affixed at a prominent location at an eye-level on the body of each Locker Station. The Operator shall maintain a customer support team, which shall be available 24 hours a day, seven (7) days a week to attend to any enquiries, feedback and other requests for assistance.	Is this requirement compulsory? We currently have a CS team that is operational 6 days per week. In reference to clause 7.1, does this mean that ALL clauses are compulsory? From this clause, it seems as if there is some flexibility in terms of complying, non-complying and complying with conditions. is it mandatory to have this 24/7? Our CS hotline is open Monday to Saturday, from 9am to 10pm	This is a requirement. As to how to achieve this service level, you can propose. The flexibility in terms of complying, non-complying and complying with conditions is to give the flexibility to propose how to achieve the requirement. This is an outcome based RFP for proposers to propose their best solution. Yes it is requirement. It is up to the operator to propose how to meet the service levels.
11	Division of Singapore into 3 zones	NA	What is the reason for the colour codes of the map for the 3 zones?	The colour used is for easy identification of locker network demarcation during nationwide deployment. There will be 2 reviews done during the pilot together with the venue owners/operators and the locker operator (shown in the RFP schedule slide) and the plan will be adjusted accordingly. For the purpose of the pilot, there will be 2 zones tested only.
12	Duration of Study Project	NA	Will the duration for the study matches the duration of the evaluation period?	The evaluation will start before the pilot and end after the pilot. An external party will be engaged to study the pre-pilot, pilot and post-pilot periods to assess the acceptance of the Federated Lockers before, during and after the pilot.
13	Emergency Response	Clause 7(f) A 2 The Operator shall maintain an emergency response team to provide both remote and on-site response to Emergencies, 24 hours a day, seven (7) days a week, as well as to facilitate and assist in post-event investigations, as and when requested by Security Agencies, IMDA, LTA or HDB.	Under what circumstances, would the 24/7 ERT be summoned by Security Agencies, IMDA, LTA or HDB? Is it mandatory to have this 24/7? We have technicians who will be working 6 days a week, and will respond to items on an ad-hoc basis as well.	24/7 is required whenever there are security threats that affects the safety of users of the locker stations and passer-bys. These could include bomb or chemical threats or fires or other life threatening possibilities, if security agencies are involved. You can propose how to achieve this level of response. It is a requirement to support this service level. How to best achieve this is up to the operator to propose.

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14	Fire safety	Annex D1 Installation of fire alarm panel(s), fire alarm bell(s), fire extinguisher(s), fire sprinkler(s) etc. at various locations in the relevant HDB blocks (including but not limited to the residential floors), as may be required by Singapore Civil Defence Force, Fire Safety & Shelter Department and all other relevant authorities.	Could we get clarification from Singapore Civil Defence Force, Fire Safety & Shelter Department and all other relevant authorities on this requirements?	SCDF general advice is for the potential proposers to ensure fire safety provisions such as fire extinguishers, hose reels, sprinkler points, detectors, manual call points, escape doors etc. are not obstructed by the locker station. This is a standard requirement but is applicable on a case by case basis. You are advised to check with SCDF or other relevant departments
15	HDB /Town Council engagement	NA	Who can we liaise with to check which HDB sites are go or no go? As well as whether there is any electrical points or work needed in the those areas?	The selected operator will submit their sites to HDB and Town Council for approval. Subsequently drawings will be submitted to HDB for approval. That's where the electrical works or other works will be looked at.
16	HDB Site Suitability	NA	What if the HDB proposed sites are not suitable for locker station	Proposer can propose alternate sites
17	HDB Sites		Punggol 678A Punngol Dr 619A Punggol Dr 635A Punggol Dr 160B Punggol Ctrl Bukit Panjang 472 Segar Road 547A/B Segar Road 651A Senja Road 625 Senja Road For the above locations, could we request that HDB provide us with an idea of where the DB/ethernet cable point is? Also, would it be possible to arrange a recce with someone from HDB to show us where the DBs are located at?	HDB will not be able to do that. All participants are to work with Town Council to conduct their own site survey when needed.
18	HDB Sites		Would just like to confirm that the power source has to be taken <u>directly from the DB even for the HDB locations.</u>	Yes, the power source has to be taken from the DB All participants are to work with Town Council to conduct their own site survey when needed.
19	HDB Sites Alternate sites	NA	For the HDB listed locations, we need to find own site to meet the min number for each town?	All participants are to conduct their own site visit and propose the exact HDB locations to HDB. This include the HDB listed sites. The total proposed HDB sites must be equal or more than the minimum number of sites for each town while satisfying the max 250m radius requirement as indicated in the RFP.
20	HDB sites number	NA	Give the final number of HDB sites could be different between proposals, how to compare the rental amount bids?	The monthly total rental amount is based on the total number of sites multiplied by the rental for each locker station as indicated in the RFP. It depends on the number of sites proposed and the proposed rental for each site.
21	HDB Sites Proposal		Identification of HDB sites - Is this part of the proposal? Or will this be something that is done after submitting the proposal? There is an item under the Implementation Roadmap that requires us to do identify locker locations, which should already be covered within the first part of the proposal.	You are expected to provide the locations when you submit the proposal. However, the locations are still subjected to HDB approval. The final drawings and plans are to be submitted to HDB for approval only after the award.
22	HDB Town demographics	NA	Can we have the demographic / statistics / profile of the residents and commuters at each HDB blocks and respective MRT stations ? This will give us a gauge of how many lockers we should provide for the trial as we do not want to over or under cater to better manage our investment and operating cost.	Demographic profile cannot be released. Participants can try data.gov.sg to obtain some information on population of the town as a reference.
23	Holding Company		Is it OK for a holding company to bid for the project? Am considering forming a consortium consisting of logistics, locker companies headed by the holding company as proposer. Can do?	There is no restriction so long as the consortium satisfy the criteria specified in the RFP.

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24	incumbent not selected for nationwide rollout		Do you mean that for this pilot trial, does it mean 1 + 1 year option with the possibility of not awarded for this nation wide tender? In the event, the trial proposer is not selected in the final roll out, how will the hardware of the trial proposal be managed or transferred to final operator? Is there any compensation from the government in the event that the incumbent for the pilot is not successful in the nationwide implementation tender?	It is possible the incumbent is not awarded for the nationwide tender. There will not be any compensation if the incumbent fails in the nationwide tender. The Operator will have to remove their locker stations and re-instate the locations to its original condition at its own cost.
25	Inter-Op Agreement & Charges	Part IV, Clause 7.1(c)(5) The Operator shall work with the Inter-operable Platform operator appointed by IMDA on the integration for exchange of information to and from the Locker Network pertaining to all transactions.	For the agreement with Inter-operable platform, is there any financial terms or a formality to establish a mutual understanding? Is the agreement to be signed between the Interop operator and the locker operator, provided in the tender document? How will Locker Operator be able to build business case as the Locker Operator bidding for RFP and ITT are not yet connected. And the charges from the Inter-ops were unknown at this point?	During the pilot, the inter-operable platform is provided free of charge to Locker Operators and the Users of lockers. However, after pilot, there will be assessment done to determine the next course of action. The 'service agreement between inter-operable platform operator and locker operator' mentioned in slide 20 of the tender briefing slides is not part of the 2 RFPs.
26	Inter-Op Charges for Post Pilot		What is the expected/ estimated Interoperability Platform Transaction Charge for the future after the pilot project ? This is for us to forecast our P&L projection.	During the pilot, this will be one of the areas that IMDA is hoping to get insights. Therefore, at this moment, IMDA is unable to provide any estimate.
27	Inter-Op Queries		If we have questions relating to the Inter-operable Platform during the RFP response preparation, to whom should we address it?	You may download the ITT from GeBiz to get the necessary information on the Inter-operable Platform. Anyway, you can go through the contacts listed in RFP as the point of contact for the pilot program.
28	Landed property sites		Punggol Town Boundaries, does the area under landed property covered as well as the punggol settlement	This pilot focused only on HDB property and MRT station sites to serve the residents of HDB properties. However, participants are welcomed to propose HDB sites and/or include the selected MRT stations sites that can serve residents of both public and private housing
29	Locker Station Base	Annex D1 The Tenant shall submit the detailed design and installation proposal, including the specifications and capabilities of the Locker Stations and Locker Compartments within the maximum allowable space at the Premises to HDB for approval. The Tenant shall provide a raised floor of 170mm as a base for each Locker Station (where applicable and required by HDB), which shall be part of the proposed allowable space.	Raised floor of 170mm could it be achieve by legs with empty space between locker and floor, is that acceptable? or have to be sealed or concrete base structure. please clarify.	Proposer to propose the detailed design for the base of the locker station for HDB to approve.
30	Locker Boxes vs Parcel sizes	Part IV: Clause 7.1 (d) B 2 The Locker Compartments shall be provided to accommodate at least three (3) basic parcel sizes of the following dimensions: Parcel Size Dimension in centimetres (Height x Width x Depth) Small: 14 x 40 x 45 Medium: 28 x 40 x 45 Large: 44 x 40 x 45	Do our locker boxes have to follow the exact specifications? Or do we just have to ensure that our boxes would be able to accommodate parcels of all three sizes?	Yes, the locker compartments must be able to accommodate at least these 3 sizes of parcels. As for the dimensions of the locker compartments, it is for the Proposer to suggest.
31	Locker Station Base		Punggol, Sengkang, Buangkok proposed sites' floor are not soiled, additional civil engineering required to make the concrete base structure to ensure the safety.	If the site's floor is structurally not sound enough to support the locker station. Reinforcement and levelling of the ground is needed to ensure the locker station is to firmly secure to the ground or fixture as certified by QPE.

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32	Locker Station infrastructure	Clause 4.2 (a) any levelling or flood-proofing of the Sites as necessary; (b) electrical works; (c) bolting of and securing the Locker Stations to the floor or wall at each Site; (d) installation of internet connectivity within the Locker Stations; (e) relocation of existing fixtures including surveillance cameras and lighting where necessary;	Will works be required if the sites already have things like power points, internet connection and security cameras?	This clause is to highlight the infrastructural requirements for each site but the actual requirements are peculiar to each individual site. The actual works to be done will have to be assessed, designed, proposed individually and confirmed with the venue owner/operator, i.e. HDB or SMRT/SBST. However, the existing security cameras are to monitor the venue and not the locker stations. Therefore, it is a requirement to provide security cameras to monitor the locker station.
33	Mobile App		We need to roll out a mobile app to match with the system? How will this mobile app be branded? What is the feature list of this app if needed?	The features of the mobile app is up to the operator to propose. It is expected the Proposer to know what is the best practice. There is no concern over branding of mobile so long as it is available to all users of the locker station, without discrimination.
34	Notification to collect	Part IV, 7.1(c)(5) Upon successful drop-off of a parcel in the Locker Compartment and the Locker Compartment is being closed, the Locker Management System shall inform the Consumer that the parcel has been dropped off.	Who will be the one sending notifications (SMS?) to customers on parcels to be collected etc.? Is it the Inter-operable platform operator (ITT) / Logistics Service Provider (LSP) or Locker Operator ?	It is stated that the Locker Management System inform the consumer. The Locker Management System is used by the locker operator to manage the entire network of locker stations. This would mean that the locker operator will notify the customer. Similarly for proof-of-delivery, it is stated to be sent by the Locker Management System. However, this is sent to the Inter-operable Platform to be routed back to the delivery party.
35	Parcel sizes	Part IV: Clause 7 (d) B 1 “as well as changes in the composition of the different Locker Compartment sizes.”	Our lockers already have modular columns, does that satisfy the requirement?	Each locker station must minimally support 3 sizes of parcel. As the actual number of compartments for (S), (M), (L) parcels for each locker station, you can propose for each location if you like. Being modular will give you the flexibility to vary the composition of the sizes of the locker compartments.
36	Pilot Period		In what situation IMDA will decide the option of extending next 12 months pilot which are not? Is there a possibility of shorten?	It is definitely not our intention to change these terms unless there are circumstances, such as extremely poor or extremely good utilization, that warrant IMDA to re-think the Pilot strategy to shorten the Pilot.
37	Punggol HDB Site PWC40	Annex A S/No 15	Could you also help clarify what does PW C40 refer to in the HDB list of preferred locations for Punggol?	This will be published in the Corrigendum to the RFP
38	QPE Certification	Part IV, Clause 7 (d) B 7 "Professional engineering certification for installation of infrastructure and Locker Station safety.”	Who are we expected to get this certification from?	You will need to engage a Qualified Professional Engineer to certify each locker station is structurally safe and suitable for the purpose.
39	QPE Certification	Part I, Clause 7.6 IMDA reserves the right to revoke its Acceptance without giving any reason or compensation whatsoever any time before the submission of the first qualified professional engineer (‘QPE’) approved plan to HDB or PTO for approval. Upon such revocation, the Operator shall have no claim against IMDA in respect of any loss, expenses or damages whatsoever arising from the revocation.	Do we need QPE to certified the proposal when submit the proposal or only after award? Is certification required for each site? Or each locker that we manufacture?	For the purpose of submitting your proposal to the RFP there is no necessity to get QPE certification. QPE certification is required for the design submitted and after the installation of the locker station to certify that the locker installation is done complying to safety requirements.
40	Rental Rates	Annex C, Clause 7.1 (d)(1) No. 1. Additional Requirements for HDB Lockers Stations. The operator shall offer pick-up of parcels containing return purchases to Registered Users by Consumers via the Lockers Stations.	Understand from the RFP, the Federated Locker Project is strictly for parcel services only, i.e. drop off and collection where operators are not allowed to offer other services such as C2C rentals as well as for other value added services. As the investment costs are high with returns not expected to defray such costs, to mitigate the high investment costs for this project, we are checking whether the successful tenderer could provide community service at no costs in exchange for or free or discounted rental rates for the leasing space to house the lockers for this project.	We understand the challenge faced with investment cost and expected returns. Hence the price discovery model is designed to let the participating operator tell us a suitable rental rate they are comfortable to work with. C2C delivery model is not allowed during the pilot. As for shipment returns, they will be treated the same as regular delivery. The usage charge, cap at $2.00 for 2 day use, will apply for returns deposited at the locker compartment.

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41	Rental Waiver		Since it is pilot, can HDB and LTA considered waiver for the venue rental?	The price discovery model is designed to let the participating operator tell us a suitable rental rate they are comfortable to work with. There will not be any setting of a minimum or reserved rent and it is for the industry players to work out their own sums and propose a sustainable rental pricing model.
42	Requirements and Schedule		Part E of the proposal - A few of the items within this part are already covered by the list of requirements set within Part IV of the tender documents. Does that mean this part is for us to mention items that we can do **on top** of what is required? Or be meeting the requirements be sufficient?	Annex E is a schedule of the key activities which we had identified as high level milestone whereas Part IV are the requirements. Yes, you can propose activities in the schedule if you like.
43	Retrieval of records	Part IV, Clause 11.3 The Records shall be maintained online in the Operator's Systems, and shall be available for auditing and checking by IMDA and/or its appointed agents in such form or format as IMDA and/or its appointed agents may require. Part IV, Clause 11.4 The Operator shall maintain the Records for a minimum period of six (6) years.	The pilot is about 24 month in the document, does operator even have to host the data line online up to 6 years after the operation stopped?	The purpose of hosting the data online is to facilitate the retrieval of data for analysis or audit. After 24 months, records shall be maintained either online or offline available for retrieval. There is a service level pertaining to data retrieval.
44	RFP Evaluation		Submitting two proposals for tender: IMDA/FL/001/2017 and IMDA/FL/002/2017 consider as one proposal or multiple proposals?	They are considered 2 proposals to be evaluated separately as they are two separate RFP processes. Unless the same party top the evaluation for both RFPS. IMDA, HDB & LTA will then jointly decide on the town to be awarded to this party taking into consideration the next best proposals from the 2 towns. The objective is to select the 2 operators who can serve both towns well.
45	Security information		If we need to advise our subcontractors of requirements released under the coverage of the Non-Disclosure Agreement and Official Secrets Act, what is the correct way to provide this advice?	Please get the sub-contractor or business partners or whoever needs to know the requirements to obtain the necessary clearance too.
46	Service Level	Part IV, Clause 7.1(i) No. 2	Is this metric to be calculated for each Locker Station individually, i.e. one figure for this metric per Locker Station?	Yes, locker compartment availability service level is based on per locker station
47	Service Level	Part IV, Clause 7.1(i) No. 1	Is this metric to be calculated for each Locker Station individually, i.e. one figure for this metric per Locker Station?	Yes, the locker station availability service level is based on per locker station
48	Storage Media		could the PDF to store in usb thumb driver? Or must be DVD disk?	The rationale for using DVD is because it is not editable.
49	Subsidy from Government		As the proposed monthly fee is 40% of the criteria, with indicator of $500 per site, the investment and operating cost may not be enough to cover the revenue from local usage. Is there any subsidy plan from the government for this trial ?	Clarification that $500 per site is not the indicator for the proposed monthly rental. You propose the monthly rental you think that is sustainable for your business model. $500 is the minimum RFP deposit. If your total proposed monthly rental for all the locker station sites is higher than $500, then the RFP deposit will be your highest total proposed monthly rental.
50	Tenancy Agreement	Part I, Clause 8.3 Where the Operator fails or neglects to enter into the Tenancy Agreement with HDB or LTA or the respective PTOs (for whatever reasons whether or not the Operator is at fault) within the period stipulated in the Agreement, the Operator: a. shall be deemed to have repudiated the contract, and b. may be debarred from future RFP called by IMDA and/or other Statutory Boards and/or Government Departments up to a maximum period of five (5) years. Where the Operator is a company, the individual directors and company shall be debarred.	If HDB or LTA or PTOs refuse to sign the LA, e.g. the T&C are updated between awarded and signed. will it count as operator's fault? seems it is not fair to operator.	LTA will facilitate the signing of the Tenancy Agreement with PTO. HDB and LTA has committed to the pilot program.
51	Turnaround time of Inter-Op Platform	Part IV, Clause 7.1(i) No. 8	Turnaround time for exchanging information with Inter-operable Platform, the end point of measurement is up to the point when the Locker Management System has sent out the response (before receipt by Inter-operable Platform), or when the Inter-operable Platform has received the response?	Turnaround time for the exchanging information with Inter-operable Platform is measured from the time the Locker Management System (LMS) receive the request and LMS sent out the response, excluding the network latency between LMS & Inter-operable Platform.

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52	User and Operator		How will IMDA check for a requester who is also the locker operator to reserve the locker for its own use (due to the site being a popular location)?	A genuine locker usage is when all locker transactions pass through the inter-operable platform. Usage charges commence from the point of reservation till the parcel is collected or reservation is cancelled. Therefore, usage charges will be incurred or revenue will be lost if the locker operator accepts “unauthorised” reservations. IMDA will enforce it through processes where audit checks would be done.