



NANYANG ACADEMY OF FINE ARTS

TENDER DOCUMENT

Description: Appointment of a Public Relations (PR) agency

TENDER NO: NAFA/MCO/00005

UEN Registration No.: 201006523M

EduTrust Certification No.: EDU-2-2020

Validity: 16 October 2023 – 15 October 2027

INVITATION TO TENDER

Nanyang Academy of Fine Arts (NAFA) invites sealed tenders from suitably qualified and experienced companies to provide the following services:

1. Description of Services:

Appointment of a Public Relations (PR) agency.

2. Contract Period:

The proposed appointment shall be for a period of three (3) years.

3. Closing date of submission

Please refer to the different timeline for stage 1 and 2 submissions. Late submissions will not be accepted.

TENDER GUIDELINES

1. Definitions

All capitalised terms used in these Tender Guidelines shall, unless otherwise defined, have the meanings ascribed to them in the Conditions of Contract.

2. Submission of Tender

2.1 Tenderers shall complete, sign, and submit all required forms in this Tender Document.

2.2 Tender submissions shall be subject to the following:

- (a) Tenders shall be submitted **electronically only**. Hardcopy submissions will not be accepted.
- (b) Tender submissions shall be password-protected and emailed to nafatender@nafa.edu.sg by the closing date and time.
- (c) Passwords shall **not** be submitted before the closing date and time.
- (d) Passwords shall be provided only upon request by NAFA after the closing of the tender.
- (e) Tenderers are advised to submit their tenders at least thirty (30) minutes before the closing time.
- (f) Maximum attachment size is 100MB. Tenderers may use file-sharing platforms if required.

2.3 NAFA shall not be responsible for tenders not complying with the above requirements.

2.4 All costs and expenses incurred in the preparation and submission of the tender shall be borne solely by the Tenderer.

3. Goods and Services Tax (GST)

3.1 Prices quoted shall be exclusive of GST.

3.2 Tenderers shall declare their GST registration status and provide their GST registration number, if applicable.

3.3 Where the Tenderer is GST-registered, GST shall be paid by NAFA in addition to the Contract Price.

4. Queries

4.1 Any queries relating to this Tender Document shall be submitted in writing to the Contact Person before the specified dateline.

4.2 NAFA reserves the right not to entertain or respond to any query deemed inappropriate or improper.

5. Presentation

NAFA may require shortlisted Tenderers to make a presentation on their proposal.

6. Validity Period

Tenders submitted shall remain valid for acceptance for **120 days** from the closing date.

7. Award of Tender

7.1 NAFA is not obliged to accept the lowest or any tender.

7.2 NAFA may accept the tender in whole or in part.

7.3 A binding contract shall be formed upon issuance of a Letter of Acceptance or Purchase Order by NAFA.

8. Debarment

NAFA reserves the right to debar any Tenderer who withdraws its tender after the closing date from participating in future tenders.

CONDITIONS OF CONTRACT (SERVICES)

1. Scope of Services

1.1 The Contractor shall provide the services strictly in accordance with the scope, deliverables, and specifications stated in the Tender Document and the Contractor's accepted proposal.

1.2 The Contractor shall use all reasonable skill, care, and diligence in the performance of the Services.

2. Deliverables and Milestones

2.1 The Contractor shall deliver the services and deliverables in accordance with the agreed timeline.

2.2 Deliverables shall be subject to NAFA's review and acceptance.

3. Liquidated damages for Delay

3.1 If the Contractor fails to meet any milestone, delivery date, or completion date specified in the Contract, and such delay is not caused by NAFA or approved in writing by NAFA, NAFA shall be entitled to impose liquidated damages.

3.2 The liquidated damages shall be calculated at the rate of 1% of the Contract Price for each day of delay, subject to a maximum of 1% of the Contract Price.

3.3 The parties agree that the liquidated damages represent a genuine pre-estimate of the loss likely to be suffered by NAFA and are not a penalty.

3.4 NAFA may deduct any liquidated damages from any monies due or becoming due to the Contractor.

3.5 The imposition or recovery of liquidated damages shall not relieve the Contractor from its obligation to complete the Services, nor shall it prejudice NAFA's rights under this Contract, including the right to terminate under Clause 7.

4. Contract Price and Payment

4.1 Payment shall be made within thirty (30) days upon NAFA's acceptance of deliverables, unless otherwise specified.

5. Personnel

5.1 The Contractor shall deploy suitably qualified personnel.

5.2 Key personnel shall not be replaced without NAFA's prior written consent.

6. Confidentiality

6.1 The Contractor shall not disclose any confidential information relating to NAFA.

7. Termination

7.1 Termination for Convenience

NAFA may terminate this Contract for convenience by giving the Contractor not less than thirty (30) days' written notice. Upon such termination, NAFA shall pay the Contractor for Services properly performed and accepted up to the effective date of termination. The Contractor shall not be entitled to any compensation, loss of profit, or damages arising from such termination.

7.2 Termination for Default

NAFA may terminate this Contract immediately by written notice if the Contractor:

- (a) commits a material breach of this Contract and fails to remedy such breach within fourteen (14) days of receiving written notice;
- (b) fails to perform the Services with due diligence or in accordance with agreed timelines;
- (c) becomes insolvent, bankrupt, enters judicial management, or has a receiver or liquidator appointed;
- (d) ceases or threatens to cease carrying on business;
- (e) engages in any conduct which, in NAFA's reasonable opinion, may bring NAFA into disrepute.

7.3 Consequences of Termination

Upon termination of this Contract for any reason:

- (a) the Contractor shall immediately cease the Services;
- (b) the Contractor shall hand over to NAFA all deliverables, documents and materials (completed or in progress);
- (c) NAFA may complete the remaining Services by engaging third parties;
- (d) any rights and remedies accrued prior to termination shall not be affected.

7.4 Survival

Clauses relating to confidentiality, intellectual property, indemnity, limitation of liability, data protection, and governing law shall survive termination.

8. Insurance

7.1 The Contractor shall maintain appropriate insurance coverage, including Professional Indemnity and Public Liability insurance, as required by NAFA.

9. Indemnity

8.1 The Contractor shall indemnify and hold NAFA harmless against all claims, demands, losses, damages, costs and expenses arising out of or in connection with the performance of the Services, to the extent caused by the negligence, breach, or wilful misconduct of the Contractor.

10. Limitation of Liability

10.1 The total liability of the Contractor to NAFA arising out of or in connection with this Contract (whether in contract, tort, negligence or otherwise) shall not exceed the total Contract Price.

10.2 The limitation of liability shall not apply to liability arising from:

- (a) breach of confidentiality obligations;
- (b) infringement of intellectual property rights; or
- (c) wilful misconduct or fraud.

11. Intellectual Property Rights

11.1 All reports, documents, materials, data and deliverables produced by the Contractor specifically for NAFA under this Contract shall vest in NAFA upon payment.

11.2 The Contractor retains ownership of its pre-existing intellectual property, methodologies and know-how ("Background IP").

11.3 The Contractor grants NAFA a perpetual, royalty-free, non-exclusive licence to use any Background IP incorporated into the deliverables for NAFA's internal and institutional purposes.

12. Data Protection

12.1 Where the performance of the Services involves the processing of personal data, the Contractor shall comply with the Personal Data Protection Act 2012 (PDPA) and all applicable data protection laws.

12.2 The Contractor shall use personal data solely for the purposes of performing the Services and shall not disclose such data without NAFA's prior written consent.

13. Sub-contracting

13.1 The Contractor shall not sub-contract or assign any part of the Services without the prior written approval of NAFA.

13.2 The Contractor shall remain fully responsible for the acts and omissions of any approved sub-contractor.

14. Conflict of Interest

14.1 The Contractor shall disclose to NAFA, at the time of tender submission and throughout the Contract period, any actual or potential conflict of interest which may arise in connection with the performance of the Services.

14.2 Where a conflict of interest arises or may arise, NAFA reserves the right to require the Contractor to take such measures as NAFA may reasonably direct to resolve or manage the conflict, or to terminate the Contract if the conflict cannot be satisfactorily resolved.

15. Compliance with Laws

15.1 The Contractor shall comply with all applicable laws, regulations, codes of practice and professional standards relating to the performance of the Services.

16. Publicity and Use of Name

16.1 The Contractor shall not, without the prior written consent of NAFA, make any public announcement, press release, or promotional material that refers to NAFA or the Services, or use NAFA's name, logo or trademarks in any manner.

17. Governing Law and Dispute Resolution

This Contract shall be governed by the laws of Singapore. Any dispute shall be referred to arbitration in Singapore.

Tender Specifications for Appointment of Public Relations Agency

1. INTRODUCTION

1.1

Nanyang Academy of Fine Arts (NAFA), a founding member of the University of the Arts Singapore (UAS), invites tender submissions for the appointment of a Public Relations (PR) agency to support its external communications, media engagement and institutional positioning.

1.2

NAFA is seeking a strategic communications partner that can support the academy in strengthening institutional visibility, thought leadership, profile-building and media engagement across key institutional priorities and initiatives.

2. COMMUNICATIONS OBJECTIVES

2.1

The appointment seeks to support NAFA in:

- a. strengthening institutional visibility and positioning
- b. building stronger thought leadership and external profile
- c. supporting strategic launches, announcements and institutional milestones
- d. strengthening narrative coherence across institutional communications
- e. building sustained reputational momentum toward NAFA90 and the wider NAFA100 strategic direction

3. SCOPE OF SERVICES

3.1 Strategic Communications and Media Relations

The appointed agency shall provide:

- a. strategic communications counsel and advisory
- b. media relations and proactive pitching
- c. story development and message shaping
- d. drafting and refinement of press releases, media advisories and key messaging
- e. launch and campaign communications support
- f. media interview coordination and facilitation
- g. reactive media support where required

3.2 Thought Leadership and Leadership Profiling

The appointed agency shall:

- a. support thought leadership and commentary development
- b. identify opportunities for commentary, interviews, bylines, speaking platforms and features
- c. support leadership profiling for selected NAFA leaders and subject matter experts
- d. support occasional development or refinement of leadership content, including LinkedIn posts, where relevant to institutional positioning and thought leadership objectives

3.3 Issues and Reputation Management

The appointed agency shall:

- a. provide counsel on issues and reputation management where required
- b. advise on sensitive or complex communications matters
- c. support message development under time-sensitive situations
- d. demonstrate reasonable availability during sensitive or reputational situations where required

3.4 Media Monitoring and Reporting

Media monitoring must be included within the retainer and shall include:

- a. monitoring across traditional and social media platforms
- b. monitoring of NAFA, institutional initiatives, leadership names and relevant sector terms
- c. tracking of emerging conversations, sentiment and relevant issues where appropriate
- d. monthly reporting including insights, themes, share of voice, competitor visibility and recommendations
- e. social listening capabilities during sensitive or reputational situations where required

Tenderers should specify:

- i. media monitoring and social listening tools/platforms used
- ii. reporting methodology and frequency
- iii. escalation process for potential reputational issues

3.5 Integrated Communications Support

The appointed agency shall:

- a. advise on how earned media can be amplified across NAFA's owned and digital platforms
- b. recommend how PR-developed content may be adapted or extended across relevant social channels in alignment with NAFA's existing social media strategy and platform use
- c. propose integrated communications approaches where relevant

3.6 Priority Areas

Priority areas may include, but are not limited to:

- a. Academy narratives across diploma, degree and postgraduate education, including Graduate School ambitions
- b. Institute of Southeast Asian Arts (ISEAA) and Southeast Asian Arts Forum
- c. Southeast Asian arts research and exhibitions
- d. practice-led research and pedagogy
- e. alumni impact and artist achievements
- f. artist residencies and mobility initiatives
- g. donor-supported and partnership initiatives
- h. Arts Preschool (APS), School of Young Talents (SYT) and Centre for Lifelong Education (CLE) narratives
- i. institutional milestones and flagship initiatives
- j. community impact and cultural engagement stories

4. TARGET AUDIENCE

4.1

Primary audiences include:

- a. prospective students in Singapore and the region
- b. arts, culture and creative industry stakeholders
- c. media across arts, culture, education and public affairs
- d. public sector and policy stakeholders
- e. academic and research communities
- f. donors, partners and supporters

4.2

Secondary audiences include:

- a. alumni
- b. faculty and staff

- c. parents and educators
- d. general public
- e. arts and cultural communities

5. TWO-STAGE EVALUATION PROCESS

5.1 Stage 1 – Expression of Interest and Relevant Experience

Tenderers are required to submit the following for Stage 1 evaluation:

- a. agency profile and credentials
- b. relevant case studies demonstrating experience with clients or projects similar to NAFA, particularly within education, arts and culture, institutional reputation or thought leadership communications
- c. examples demonstrating strategic communications work aligned with the scope and objectives outlined in this tender
- d. proposed account servicing team and structure
- e. contact details of the person-in-charge for tender correspondence and Stage 2 communications

5.2

NAFA will evaluate all Stage 1 submissions and shortlist up to five (5) tenderers to proceed to Stage 2.

5.3 Stage 2 – Detailed Proposal Submission

Shortlisted tenderers will be invited via email to submit a detailed proposal and presentation for Stage 2 evaluation.

Stage 2 submissions are expected to demonstrate the agency's strategic thinking, proposed retainer approach, understanding of NAFA's communications objectives, thought leadership and campaign capabilities, account team structure, and overall suitability as a long-term communications partner.

Shortlisted tenderers will also be required to present their proposals and participate in an interview session as part of the evaluation process.

Further details and requirements for Stage 2 will be shared directly with shortlisted tenderers via the designated contact person provided in the Stage 1 submission.

6. PRICE SCHEDULE

6.1

The indicative monthly retainer budget is SGD 13,000 per month, inclusive of media monitoring and reporting.

6.2

All prices quoted shall be in Singapore dollars and exclude prevailing GST.

6.3

Tenderers should clearly indicate:

- a. included services under the retainer
- b. out-of-scope services
- c. rates for additional project-based work if applicable

7. CONTRACT PERIOD

7.1

The proposed appointment shall be for a period of three (3) years.

7.2

The first 12 months shall serve as an initial term. Continuation for subsequent years will be subject to a performance review at the end of the first term and mutual agreement between both parties.

8. CONFIDENTIALITY

8.1

Tenderers shall treat all information and materials provided by NAFA in relation to this tender as confidential and shall not disclose such information to any third party without prior written consent from NAFA.

9. CONFLICT OF INTEREST

9.1

Tenderers shall declare any actual or potential conflict of interest that may arise in relation to this appointment.

10. INDICATIVE TIMELINE

Activity	Date
Tender issued	13 May 2026 (Wed)
Stage 1 submission deadline	19 May 2026 (Tue)
Shortlisted agencies notified	20 May 2026 (Wed)
Stage 2 proposal submission deadline	3 June 2026 (Wed), 2.00pm
Agency presentations / evaluation (if required)	15-17 June 2026
Appointment	19 June 2026
Proposed commencement	1 July 2026 (Wed)

11. ENQUIRIES

11.1

Any queries in relation to this tender may be submitted by email to Ms Shevonne Ang at kxang@nafa.edu.sg.