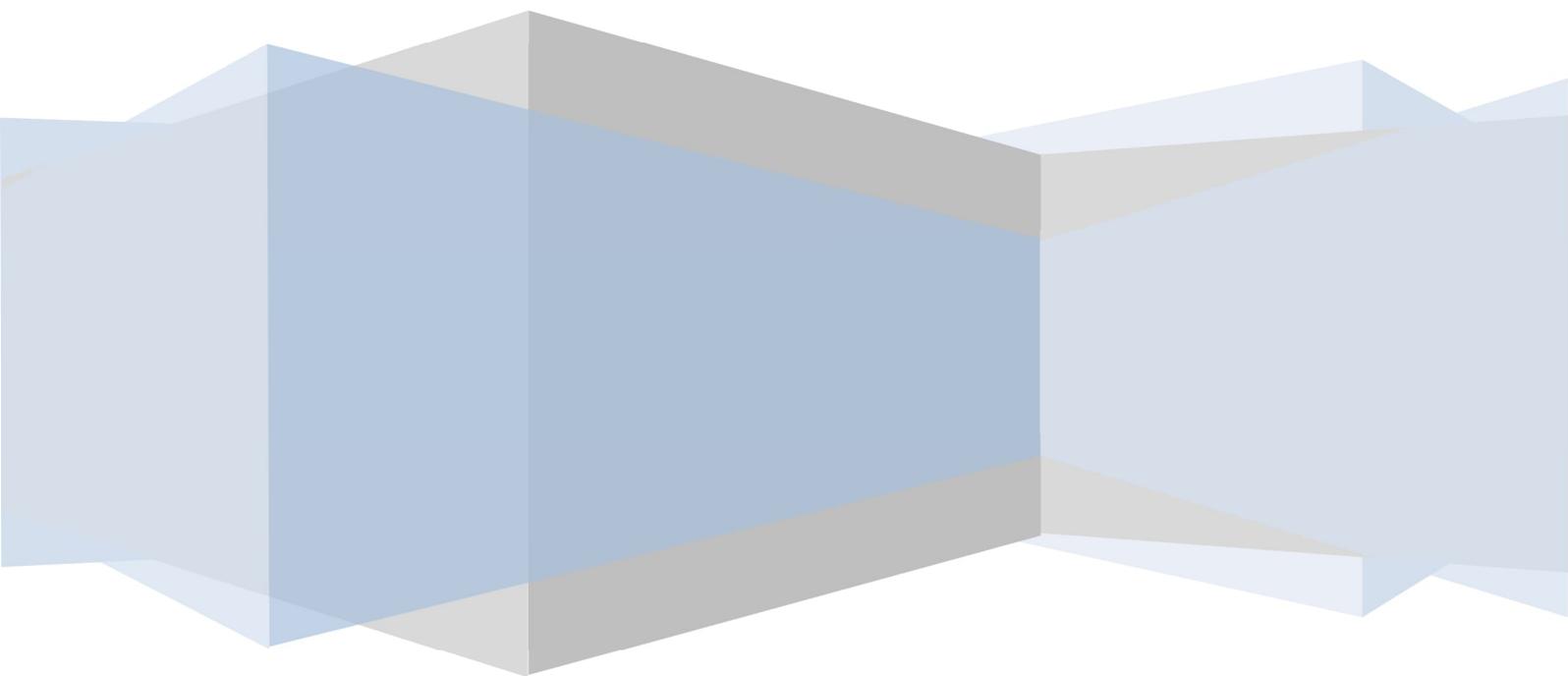


Government Procurement Guide for Suppliers

(Comprehensive Version)



Contents

1. About this Guide.....	3
2. Understanding Government Procurement	3
• Government Procurement as Business Opportunities	3
• Alignment with International Standards.....	4
• Government Procurement Principles	4
• Accountability and Ethics for Public Procurement Officers	5
• Procurement Approach.....	5
3. Looking for Opportunities.....	8
• Where can you find opportunities?.....	8
4. Participating in Government Procurement.....	11
• Registering as a GeBIZ Trading Partner	11
• Applying for “Government Supplier Registration”	13
5. Tips for Submitting a Competitive Bid.....	14
• Understand the Terms and Conditions	14
• Understand the Requirements and Criteria.....	15
• Avoid Submitting Quotation/Tender at the Last Minute	16
• Attend Tender Briefings or Site Show-rounds.....	16
• Apply for Required Accreditations and Qualifications.....	16
• Demonstrate Value-for-money and your Competitive Advantage.....	16
6. Bid Submission Checklist.....	18
7. Delivering Your Products & Services.....	19
• Contract Performance.....	19
• Debarment Grounds	19
8. Reviewing Bid Results	20
9. Providing Feedback to the Government.....	21
10. Summary of Procurement Process	22
• Opportunities in Other Countries	23
11. Useful Links	24

1. About this Guide

This guide is useful for suppliers looking to deliver goods or services to the Singapore Government. It will help you gain a better understanding of Singapore’s Government procurement processes, avoid common pitfalls and compete effectively for Government contracts.

This guide addresses key questions such as:

- What does the Government procure?
- What are the rules and processes of Government procurement?
- How to look for business opportunities?
- How to participate?
- How to submit a competitive bid?

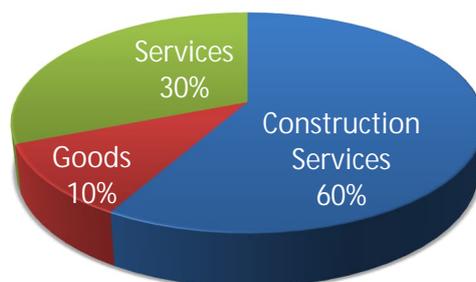
2. Understanding Government Procurement

Government Procurement as Business Opportunities

The procurement activities of Ministries, Departments, Organs of State, and Statutory Boards are governed by a set of procurement rules that lays out the minimum standards that they have to comply with. Each agency is responsible for making their own procurement decisions and may individually adopt more stringent internal rules on their procurement activities. On occasion, agencies may combine purchases (also known as a “Demand Aggregation”) to enjoy economies of scale and ensure that their procurement provides value-for-money (VFM) to the Government.

Government procurement needs vary and range from simple low-value purchases, such as office stationery, to complex multi-million-dollar construction contracts and technology projects. This means that numerous business opportunities exist for all firms to participate as suppliers in government procurement. Figure 1 below illustrates the rough proportion of procurement (by value) by the Singapore Government in goods, services and construction per year.

Figure 1: Summary of Government Procurement



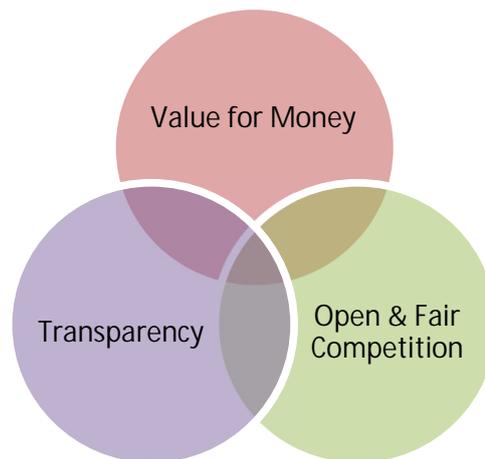
Alignment with International Standards

Singapore's government procurement regime is aligned with international standards. Singapore is a signatory to the World Trade Organisation's Agreement on Government Procurement (WTO-GPA) and several Free Trade Agreements (FTAs).

The WTO-GPA sets the legal ground-rules for international commerce and binds its signatories to keep their trade policies within agreed limits with the aim of allowing trade to be conducted as freely as possible, within and among countries. This helps suppliers conduct businesses with more ease, and at the same time, allows Governments to meet their objectives.

Government Procurement Principles

The principles of transparency, open and fair competition, and value for money underpins the government procurement policies. Agencies adhere to these principles and apply them sensibly to ensure procurements are managed properly and public money is spent wisely.



Open and Fair Competition

All suppliers are treated fairly; we do not discriminate in favour of or against any supplier. All suppliers are given the same information to compete on a level playing field. This open and competitive environment encourages suppliers to give their best offer.

Transparency

We are committed to maintain an open and transparent system throughout the procurement process. The government procurement requirements, procedures, and evaluation criteria are published openly on the Government Electronic Business portal (GeBIZ). This allows suppliers to better understand the agency's requirements and how their bids will be evaluated.

Value-for-money

We procure from suppliers that best meet our requirements and offer the best value. Value-for-money is derived from the optimal balance of costs and benefits, as well as on the basis of total cost of ownership. Beyond monetary value, factors such as quality, relative risk, timeliness, and reliability are also taken into consideration when evaluating bids.



*Myth Buster: Lowest quote always win?
Not true!*

Suppliers often compete to offer the lowest prices in the hope of winning the Quotation or Tender. However, value-for-money does not mean that contracts will always be awarded to the lowest quote. Government agencies are expected to consider quality criteria in their evaluation. Thus, you should not undercut your prices at the expense of factors such as quality and reliability.

Accountability and Ethics for Public Procurement Officers

To ensure agencies' compliance with the government procurement framework, the Auditor-General's Office (AGO) carries out regular audits. These audits enhance public accountability by ensuring proper accounting of public monies and use of public resources. More information about the AGO can be found here: <http://www.ago.gov.sg/>

Procurement officers are required to uphold the highest standard of integrity, fairness and professionalism in their conduct of procurement on behalf of the Singapore Government and in the engagement with suppliers. As stewards of public funds, they are to exercise prudence in the use of public resources and consistently seek to optimise value for the Government.

Procurement Approach

An open and competitive procedure is the preferred procurement approach. However, it may not always be the most appropriate for all types of procurement (e.g. when the project concerns national security, or when it is not feasible or practical to call for open Quotations/Tenders, for example, because of intellectual property rights or for works of art). In deciding the most appropriate procurement approach, agencies take into account factors such as the value, risk, nature and complexity of the procurement.

Based on the estimated value of the procurement, agencies would choose the procurement approach as shown in the following table:

Estimated Procurement Value (EPV)	Procurement Approach	Description	Sourcing Methods
Not exceeding S\$6,000	Small Value Purchases (SVP)	Buy directly from suitable suppliers or off-the-shelf, provided the prices reflect fair market value	<ul style="list-style-type: none"> • Verbal or written quotes • Off the shelf purchase • GeBIZ Mall Catalogues
More than S\$6,000 but not exceeding S\$90,000	Quotation	1. Open Quotation Quotation notice published openly on GeBIZ inviting suppliers to quote	<ul style="list-style-type: none"> • Invitation to Quote (ITQ) • Period Contracts • Framework Agreements
		2. Limited Quotation One or a few selected suppliers will be invited to quote	<ul style="list-style-type: none"> • Quotation issued to selected suppliers
Exceeding S\$90,000	Tender <ul style="list-style-type: none"> • ^[New]Tender Lite (not exceeding S\$1,000,000) • Tender (exceeding S\$1,000,000) 	1. Open Tender Tender notice published openly on GeBIZ inviting any interested supplier to bid according to the specified requirements	<ul style="list-style-type: none"> • Invitation to Tender (ITT) • Period Contracts • Framework Agreements
		2. Selective Tender A 2-stage process in which interested suppliers will be shortlisted based on their capabilities via an open pre-qualification exercise. The shortlisted suppliers will be invited to submit their bids	Expression of Interest in the pre-qualification exercise followed by Tender for qualified suppliers
		3. Limited Tender One or a few selected suppliers will be invited to tender	Tender issued to selected suppliers

[New] Tender Lite

Tender Lite is a sub-category of Tender with estimated procurement value not exceeding S\$1 million. It will cover new tender opportunities called for general goods and services from end April 2024. MOF will be reviewing Tender Lite for ICT and construction buys in following years. Under Tender Lite, there would be fewer contract conditions as compared to typical tenders. For more information on how to search and participate in Tender Lite opportunities, please find user guide at https://www.gebiz.gov.sg/docs/Supplier_Guide_Tender_Lite.pdf.

Demand Aggregation (DA)

Agencies may also combine purchases of common goods and services by establishing a Demand Aggregation contract to yield better value for money through economies of scale. These contracts may be called by an agency for their own use or on behalf of other agencies, and are usually established through an open Tender or Quotation process. After evaluating the bids received, the procuring agency may appoint one or multiple suppliers to provide the goods or services. Once the DA contract has been established, the participating agencies in the DA exercise can then procure directly from the appointed supplier(s) when the product or service is required during the contractual period.

There are generally two types of DA contracts:

Period Contract	Framework Agreement
Period contracts are used when goods and services (and associated unit prices) are fixed throughout the contractual period.	Framework agreements are used when there are certain items in the contract that may be subject to price fluctuation. When necessary, agencies would obtain quotations through Request for Quotations (RFQs) from all capable contracted suppliers and award to the selected supplier after evaluating the bids.



Useful Tip: What is a Request for Information (RFI)?

A RFI is a form of market testing and pre-Tender collaboration method. It is a request by government agencies to collect written information about market capabilities and practices. Although responses to RFIs are not offers and cannot be awarded, suppliers' response may help agencies in understanding what you are able to offer. It may also be used to assist the government agencies in formulating its requirements in subsequent Tenders and Quotations.

3. Looking for Opportunities



Where can you find opportunities?

GeBIZ is the Singapore Government's one-stop business centre, where suppliers can transact electronically with all Government agencies (www.gebiz.gov.sg).

Listing of Indicative Government Procurement Opportunities

The Listing of Indicative Government Procurement Opportunities shows the potential procurements which the public sector is likely to conduct in the year ahead. This list allows you to identify potential opportunities that may be of interest to you in advance. You will therefore be able to gain some lead time to source for supplies, partners and prepare your proposals.

You can view the Listing of Indicative Government Procurement Opportunities (<https://www.gebiz.gov.sg/ptn/ppplisting/index.xhtml>) and also learn about business opportunities with foreign Governments by clicking on the link on the right navigation bar on the GeBIZ website.



The Listing of Indicative Government Procurement Opportunities for each financial year (1 April to 31 March) will be published in April of that financial year.

You can search for business opportunities through the following categories:

- a. Description;
- b. Financial Year;
- c. Agencies;
- d. Procurement Type – Construction Services, Goods, Services;
- e. Registration Heads;
- f. Projected Procurement Value

Industry Briefings

Look out for industry briefings organised by agencies such as Enterprise Singapore, Building and Construction Authority (BCA) and Government Technology Agency of Singapore (GovTech). These briefings will allow suppliers to better understand the requirements of Government agencies and provide a glimpse of the potential procurement opportunities for the year.

GovTech, for example, organises an annual industry briefing on infocomm business opportunities in the public sector. The briefing provides information on the latest Government Information and Communications Technology (ICT) vision, direction, digitalisation roadmap and information on infocomm projects that are in the pipeline for Government agencies in that financial year.



Useful Tip: Check the Listing of Indicative Government Procurement Opportunities regularly for updates

The Listing is only indicative, i.e. the Government agency may or may not proceed with the procurement stated in the listing, depending on its requirements. Therefore, it is advisable to check the portal on a regular basis for updates or contact the relevant contact persons for more details.

Current Business Opportunities

Current business opportunities, like Tenders and Quotations, can be easily found at the opportunities menu on the GeBIZ website.

The screenshot shows the top navigation bar of the GeBIZ website with tabs for 'Home', 'Opportunities', and 'Supplier Directory'. To the right are links for 'SIGN UP' and 'Log in with SingPass'. Below the navigation is a search bar titled 'Search for Opportunities' with a placeholder text 'Keyword, Document No., Agency, Procurement Category'. A blue 'Go' button is next to the search bar, and a link for 'Advanced Search' is to its right. Below the search bar is a link for '> Today's Opportunities'.



Useful Tip: Search for Quotations and Tenders effectively

Advanced Search

Keyword

Document No.

Reference No.

Agency

Opportunity Type

Procurement Category

Published Date to

Closed Date to

[Search](#)

Most Tenders and Quotations are categorised according to the respective procurement category. For example, if you are from a printing company and are interested to look for print opportunities, your best bet is to filter the search with (procurement category “Administration & Training - Printing Services”).

Searching via keywords associated with the opportunity may also be useful. Using a single keyword will be less restrictive and may be more effective than multiple keywords.



Useful Tip: Did you know you can find past opportunities too?

GeBIZ shows Quotations or Tenders which have been closed in the past 6 months. You may check [here](#) for the award statuses of past procurement opportunities.

Home Opportunities Supplier Directory SIGN UP Log in with SingPass

Search for Opportunities

Keyword, Document No., Agency, Procurement Category [Go](#) [Advanced Search](#)

[> Today's Opportunities](#)

4. Participating in Government Procurement

Registering as a GeBIZ Trading Partner

To participate in government procurement opportunities like Invitation-to-Quotes (Quotations) and Invitation-to-Tenders (Tenders) posted on GeBIZ, you will need to be a GeBIZ Trading Partner (GTP).

Sign up as a GeBIZ Trading Partner today!

Quick and easy steps to register online at

www.gebiz.gov.sg

Registration is *free* for the first user account

What are the benefits of being a GeBIZ Trading Partner?

As a GeBIZ Trading Partner, you can:

- Have unlimited access to the business opportunities available on GeBIZ
- Download documents and participate in Tenders and Quotations
- Obtain detailed information on Tender and Quotation awards
- Receive purchase orders electronically
- Able to use the *"Our Company Profile"* feature to showcase your track record and experience



Useful Tip: Tell us more about your company to help us notify you for related procurement

When you sign up to become a GeBIZ Trading Partner, you have to select your areas of business ["Main Category (level 1)" and "Sub-category (level 2)"]. This categorisation helps agencies find relevant suppliers and notify them of related procurement opportunities.

 You are registering as a GeBIZ Trading Partner

✓ Company Information > ✓ Account > **Areas of Business** > Company Profile > Verify and Submit Exit

Areas of Business

These categories will be used by the government buyers in future business opportunities.
Fields marked by + will be displayed in Supplier Directory.

PLEASE SELECT YOUR AREAS OF BUSINESS

Administration & Training ⁺	<input type="checkbox"/> Art Supplies
	<input type="checkbox"/> Courses
	<input type="checkbox"/> Educational Supplies
	<input type="checkbox"/> Gifts & Souvenirs
	<input type="checkbox"/> Medals & Trophies
	<input type="checkbox"/> Music & Video
	<input type="checkbox"/> Office Supplies & Stationery
	<input type="checkbox"/> Paper
	<input type="checkbox"/> Photographic & Imaging Services
	<input type="checkbox"/> Postage & Courier
	<input type="checkbox"/> Printing Services
	<input type="checkbox"/> Publications & Periodicals
	<input type="checkbox"/> Sports & Recreational Equipment
	<input type="checkbox"/> Survey Services
	<input type="checkbox"/> Toners & Cartridges
Construction ⁺	<input type="checkbox"/> Asphalt Works & Road Marking
	<input type="checkbox"/> Civil Engineering
	<input type="checkbox"/> Concrete Products & Repairs



Useful Tip: Get alerts on new business opportunities

You can get alerts on new business opportunities even when on the move via RSS Feeds (please refer to GeBIZ FAQs – RSS Feed for Opportunities and Award) or email alerts from GoBusiness Gov Assist GeBIZ Alerts portal at <https://govassist.gobusiness.gov.sg/gebiz-alerts> . This service is free!

Applying for “Government Supplier Registration”

In addition to having a GeBIZ Trading Partner (GTP) user account, you may opt to apply to be registered as a Government Supplier as well.

The Government Supplier Registration process serves as a form of assessing suppliers’ financial capacity to undertake Government contracts.

The central system creates a win-win situation for both agencies and suppliers by reducing administrative processes for both parties; Agencies need not evaluate the financial capacity of suppliers for every Tender or Tender Lite called and suppliers need not submit their financial documents to take part in every Tender or Tender Lite.

There are two central Government Registration Authorities:

- The Ministry of Finance (MOF) – For general goods and services (registration guide is available at http://www.gebiz.gov.sg/docs/Appln_Guidelines_for_Gov_Supp_Reg.pdf); and
- The Building & Construction Authority (BCA) – For construction related goods and services (registration guide at “Contractors Registration System (CRS)” https://www1.bca.gov.sg/docs/default-source/docs-corp-procurement/registration_terms.pdf)



**Myth Buster: Government Supplier Registration is a must?
Not true!**

Registration as a Government Supplier is not compulsory. Some government agencies may require suppliers to have valid Government Supplier registration as one of the evaluation criteria for a particular Tender. If Government Supplier registration is required for any particular Tender, it will be stated in the Tender notice and documentation. Check the requirements for each Tender.



**Myth Buster: The financial grade or Tendering capacity is the maximum price?
Not true!**

Suppliers have often mistaken the specified financial grade or Tendering capacity in a Tender as an indication of the maximum price that the agency is willing to pay. In actual fact, agencies may specify a lower or higher financial grade than the estimated value of the procurement depending on the risk of the procurement. Always remember that aside from budget, agencies look out for proposals that offer the best value for money.

5. Tips for Submitting a Competitive Bid

Understand the Terms and Conditions

The government agency issuing a Quotation or Tender would also issue its contractual terms and conditions to ensure a level playing field for all potential suppliers. If there are any terms & conditions which you are unclear about, it is best to seek clarifications with the procuring agency.

Some examples of common Terms & Conditions

Government may reserve the rights to award in parts

- *There is a commonly used clause which states that the “Authority reserves the right to award this ITT (Invitation to Tender) in whole or in parts to one or more Tenderers”. Where such clause has been specified, agencies may or may not award the ITT in whole. Bidders may indicate whether they have offered bundle pricing options, or if they have priced their proposals on the assumption that they would be awarded in full.*

Contract Options

- *Agencies may request for quotes for contract options in their Quotation or Tender. Contract Options are items which will be awarded together with the base items, but the purchasing agency has the discretion to utilise or not utilise these items at a later date (based on the terms of the Contract Option). Such Contract Options include possible extensions of the contract duration and contingency orders.*



Useful Tips: Submit your base offer in accordance with the specified Terms & Conditions

The Terms & Conditions in Government Quotations/Tenders are defined upfront and meant to be applied to all suppliers. The reason for having a single set of Terms and Conditions is to create a level playing field for all suppliers. Suppliers are advised not to vary the Terms & Conditions. If there is a need to do so, they are advised to submit the "base offer" in accordance with the Terms & Conditions in Government Quotations/Tender and provide as an alternative offer, their proposed changes to the Terms & Conditions.



*Myth Buster: Government contracts impose unlimited liabilities on suppliers?
Not true!*

Government contracts may be silent on the limitation of liabilities, i.e. there is no clause that specifies a limit on the liabilities to be borne by the supplier. However, this does not mean that the supplier has to undertake unlimited liabilities. The liabilities borne should still be determined based on the principle of actual loss suffered. In the event that the buyer agency and supplier cannot mutually agree on the liabilities, the final decision lies with the Singapore Court of Law which will decide on the appropriate liabilities of each party based on proof of actual loss suffered before awarding damages.

Understand the Requirements and Criteria

Quotation and Tender documents contain descriptions of the goods and services to be provided and the criteria to be met. Evaluations of bids are based strictly on the criteria indicated in the Tender document to ensure fairness and transparency. Government agencies do not change evaluation criteria or waive essential requirements or contractual terms during evaluation. Therefore, when submitting your Quotation or Tender, always ensure that you address/fulfil the evaluation criteria.

Agencies typically have 2 sets of evaluation criteria:

- Those defined as Critical Criteria – Evaluation criteria that must be met in order for the bid to be considered for award.
- Those not defined as Critical Criteria – Suppliers who do not meet these evaluation criteria will still be considered, but may be disadvantaged against another supplier that meets the evaluation criteria.

Do take note that you are generally not allowed to make amendments to your proposals and no additional information would be accepted after the Quotation/ Tender closing date. This is to ensure fairness. Thus, you should make sure that:

- You are able to deliver the good or service before you decide to participate.
- Your proposal meets all stated requirements.
- You seek clarification with the agency if you are unclear on how to submit your bid, for example, what to fill up in the price schedule in GeBIZ. Please do not submit nominal prices like \$1 as bids in GeBIZ.
- Your proposal contains all required information for agencies to assess whether you can offer the best value for money.
- Your proposal is in the format stated in the Quotation/Tender documents.

Avoid Submitting Quotation/Tender at the Last Minute

Be clear about when is the deadline for submitting your bids. Give yourself sufficient time to make your submissions. Avoid last minute submissions as it may cause panic and you risk not submitting your bids on time. Late bids, i.e. those submitted after the closing date/time will not be accepted.

Attend Tender Briefings or Site Show-rounds

Agencies may invite interested suppliers to attend tender briefings or site show-rounds. These briefings are intended to give suppliers greater clarity on the agency's requirements for the Tender. Certain Quotations or Tenders may call for interested suppliers to attend mandatory tender briefings or site show-rounds. If so, it will be indicated in the Tender notice. Even where tender briefings or site show-rounds are not mandatory, suppliers are strongly encouraged to attend these briefings to ensure that you have all the necessary information before you prepare your bids. It also provides you with the opportunity to seek clarification with the agency on the Quotation or Tender documents, requirements and evaluation criteria.

Apply for Required Accreditations and Qualifications

Agencies may require suppliers to have professional qualifications or accreditations to ensure that the products or services delivered conform to industry standards. It will be advantageous for you to find out what qualifications/accreditations are required for your industry and apply for them in advance.

Demonstrate Value-for-money and your Competitive Advantage

It is essential to demonstrate that you comply with all the requirements. When preparing your bid, make sure you address each criterion and show how your bid will best meet each requirement. Elaborate and provide more detail to answer the critical criteria. Providing relevant information on previous works and companies or agencies that you have worked with would showcase your company's portfolio. Emphasising areas where you exceed requirements could also lend you a competitive advantage over other bidders.

Show how your bid offers the government agency the best value-for-money. While price is important, remember that other factors such as quality, performance and reliability are equally important. Price your bids competitively and do not undercut your prices at the expense of quality and performance.



Useful Tip: Should you include freebies in your proposal to provide more value for money?

Agencies procure on a needs basis, and providing goods and/or services beyond the requested requirements may not be useful to the agencies. For example, an agency may not require additional 10 laptops on top of the 100 that it asks for in a tender. Instead of providing a larger quantity than what is required, suppliers may stand a better chance of winning the contract by offering a better price for the specified requirements.



Useful Tip: Ensure that you have the capacity to take on the contract

At times, the potential procurement opportunity you are interested in could be too large for your company to manage, due to the need for alternative capabilities or expertise. In such cases, you may consider partnering with other companies to form a consortium or go into partnerships.

Alternatively, you may engage sub-contractors to take on parts of the job that your company lacks expertise. However, do check if sub-contracting is allowed for in the Quotation/Tender and on the requirements for doing so. Sub-contracting is typically allowed only upon approval by the procuring agency.

6. Bid Submission Checklist

All information submitted as part of the bidding process must be completed and must meet the Government agencies' requirements as closely as possible. You may refer to the checklist below in your preparation of your proposal.

<p>1. Have you met all the critical criteria required by the agencies?</p> <p>You should read and understand the criteria before preparing your proposal. Proposals submitted to the agencies that meet the critical evaluation criteria will be given the opportunity to be considered for award.</p>	<input type="checkbox"/>
<p>2. Have you clarified all ambiguous points with the Government agency? If not, ask.</p> <p>You should adopt a proactive approach to seek clarification with the agencies if you do not fully understand the contractual terms of the Tender/Quotation.</p>	<input type="checkbox"/>
<p>3. Does your proposal meet the agencies' requirements? Is it coherent and easily understood by the agencies'?</p> <p>Your Tender/Quotation proposal should demonstrate how you can meet with the agencies' requirements. Follow all instructions in the Tender documentation when preparing your bid submission. The content in the proposal must be clear and easily understood so that agencies can evaluate your bid fairly.</p>	<input type="checkbox"/>
<p>4. Double-check your prices.</p> <p>Make sure that you have quoted and entered the correct figures in both GeBIZ and the price schedule. A misplaced comma or an additional zero could jeopardize your chances of winning the contract.</p>	<input type="checkbox"/>
<p>5. Have you offered the best value-for-money proposal?</p> <p>Ensure that the pricing schedule submitted in your proposal is the best value-for-money offer that you can provide. Do not undercut your prices. "Abnormally low" bids could result in potential short term issues such as being unable to meet the service delivery standards, which could potentially lead to long-term implications such as debarment.</p>	<input type="checkbox"/>
<p>6. Prepare your files for uploading onto GeBIZ.</p> <p>Ensure that the file size of your proposal documents does not exceed 35MB per file to ensure successful upload onto GeBIZ. You can upload and store frequently used documents such as information about your businesses, company track records and financial statements in the Supplier File Repository (SFR). For more information, please find user guide at https://www.gebiz.gov.sg/docs/Supplier_Guide_SFR.pdf.</p>	<input type="checkbox"/>

7. Respond on time.

Do not wait until the last minute to prepare and submit your bids. Cater some buffer time for uploading your Tender/Quotation proposals onto GeBIZ. Do note that late submissions will not be accepted.



7. Delivering Your Products & Services

Contract Performance

Ensure Quality Service

Before participating in a Government business opportunity, you should plan ahead and ensure that you have the capacity to fulfil the deliverables of the contract. If there are any challenges to fulfil the requirements after award of the contract, suppliers should highlight and resolve with the Government agency as early as possible.

Your Service Delivery is Vital

The delivery of your services is important as the Government serves the public. Some projects are critical to the normal functioning of the Government or to ensure proper functioning of public infrastructures.

Debarment Grounds

Debarment is necessary to protect the interests of the Government against errant suppliers. Suppliers may be debarred from being awarded future Government contracts (for a period of time) if they have infringed any of the following debarment grounds:

1. Abandonment/ termination of contract
2. Withdrawal of tenders before award
3. Withdrawal of tender after award
4. Use of sub-standard materials and short supply/ cheating/ attempted cheating
5. Giving false information
6. Corruption
7. Poor performance reports
8. Unauthorised sub-contracting
9. Novation of contract
10. Defaulting repeatedly
11. Violation of safety regulations or safety requirements or debarment by MOM for poor safety record
12. Compromise of national security or public interest

13. Bid-rigging

An agency will submit the debarment recommendation of a company (or an employee of a defaulting company) to the Standing Committee on Debarment (SCOD) for approval.

If the recommendation is approved by the SCOD, the company or employee will be informed of the outcome, including the reason for debarment. These companies or individuals will be barred from participating in all government tenders listed in GeBIZ for a period of time, ranging from one to five years, depending on the severity of the default. Thus, it would be beneficial for you to carry out your contract with due diligence.

The list of debarred contractors is for use within the government only and will not be circulated to public.

8. Reviewing Bid Results

It is important to understand the agency's business needs and how the Government goes about doing business with suppliers. Thus, be proactive in engaging the respective agencies which call the Tender/Quotation to seek ways to better address their needs. You can also work with them on ways to improve your proposal.



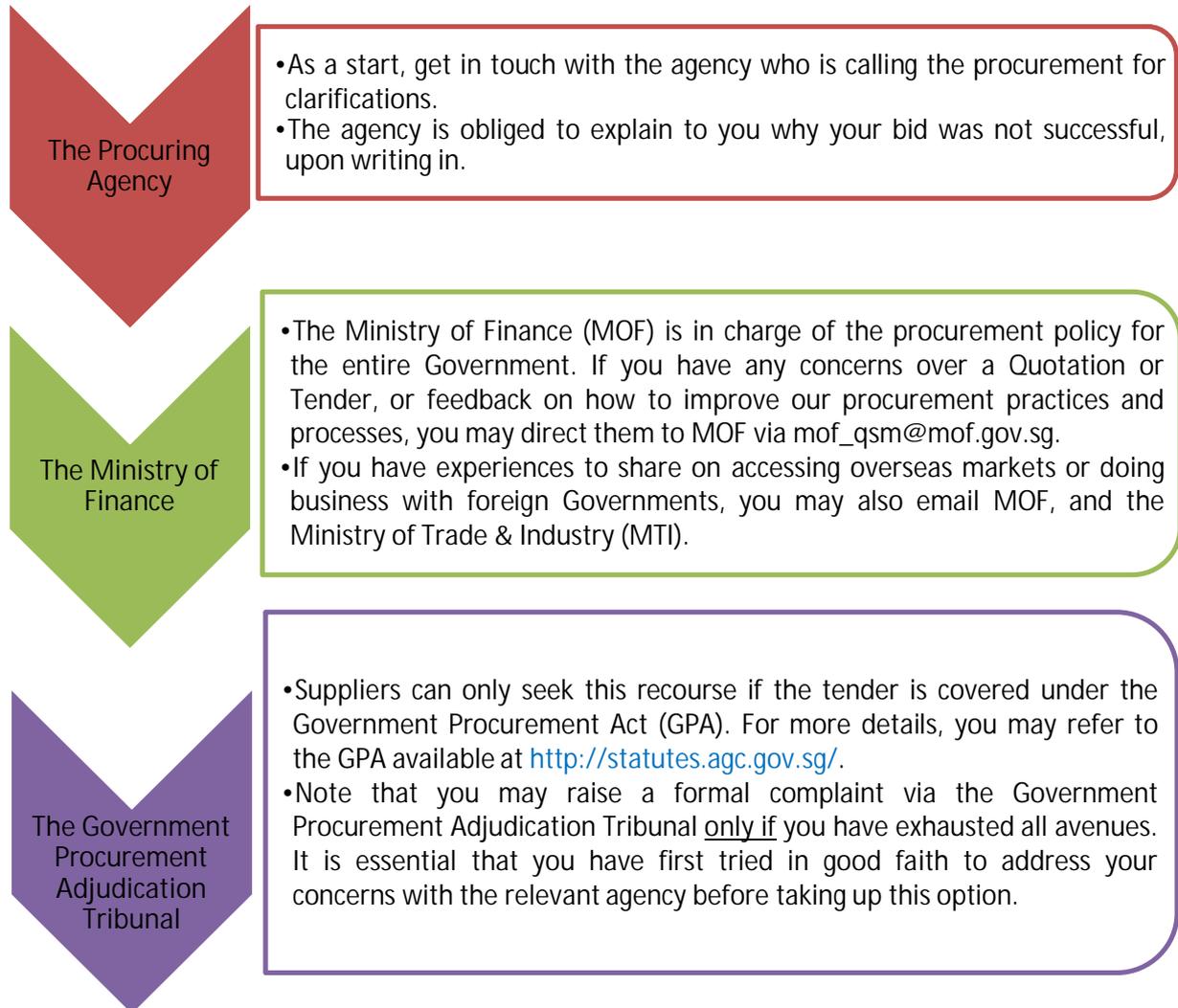
Useful Tip: How to improve for construction Tenders

For Tenders under the BCA Construction Workheads (CW01 & CW02) and with an estimated procurement value of S\$3 million and above, BCA will work with government agencies to help unsuccessful contractors to improve by conducting one-to-one feedback sessions with unsuccessful contractors to provide detailed feedback on their strengths and weaknesses (for projects above \$50 million).

9. Providing Feedback to the Government

The Government endeavours to uphold high standards in its procurement process, and will continuously review its process as necessary. Your feedback is therefore important to highlight examples of both good practices and areas for improvement. You may provide feedback to the procuring agency or to MOF.

If you have any concerns over a Quotation or Tender, you may raise them via the following channels:



10. Summary of Procurement Process

The table below summarises the role you play at each step of the procurement process. While the operational procedure may differ slightly among agencies and across procurement approaches, the flow is generally the same.

Agency's Role	Suppliers' Role
<p>Pre-procurement Planning</p> <ul style="list-style-type: none"> Agencies conduct market research to determine their desired outcome and assess the need for procurement of the goods or services. 	<ul style="list-style-type: none"> Get yourself ready for a Quotation/Tender <ul style="list-style-type: none"> Sign up as a GeBIZ Trading Partner Apply for Government Supplier Registration (if necessary) Look out for procurement opportunities <ul style="list-style-type: none"> Sign up for alerts Check the Listing of Indicative Government Procurement Opportunities Help agencies identify their requirements <ul style="list-style-type: none"> Respond to Request for Information (RFI)
<p>Publishing the Procurement Opportunity</p> <ul style="list-style-type: none"> The agencies will ensure that the specifications contain a complete description of the goods, services or construction services required; i.e. quantity of the items, scope of services, time-limits for delivery of the items and required duration for the services. 	<ul style="list-style-type: none"> Clarify with the Government agency if there are doubts about specified requirements or terms & conditions. Attend tender briefings, if conducted, to get a better understanding of the requirements. Ensure that proposals comply with the specified evaluation criteria and requirements, and are submitted on time.
<p>Evaluating the Quotation/Tender</p> <ul style="list-style-type: none"> Agencies evaluate the submissions based on the criteria published in the documents and subsequently select the supplier of its choice. 	<ul style="list-style-type: none"> Respond to agencies' clarifications on your submitted proposals, if required

Awarding the Quotation/Tender

- Agencies award the contract and this concludes the procurement process. Details of the awarded contract will be published on GeBIZ.

- If you have been awarded, the agency will get in touch with you.
- An offline contract may be signed with you.
- If you have not been awarded, you may seek feedback and clarification from the Government agency so as to improve for future Quotations/Tenders.

Managing the Contract

- Agencies manage the contract to ensure compliance of suppliers to stated contract terms.
- Options to extend the contract, termination and transition to new suppliers will also be monitored by the agencies.

- Maintain good communication and working relationship with the agency.
- Ensure that you deliver all stated requirements on time. This will provide value for money and enhance your reputation in the industry.

Opportunities in Other Countries

Suppliers may also be interested in opportunities in other governments. As Singapore is a signatory to World Trade Organisation Agreement on Government Procurement (WTO-GPA) and multiple Free Trade Agreements (FTAs), there are a myriad of procurement opportunities in overseas markets for Singapore suppliers. This facilitates local suppliers in participating in overseas procurement opportunities, and overseas suppliers can also participate in local business opportunities with greater ease. Opportunities in other governments can also be found via GeBIZ website which has links to the relevant websites.



Before bidding for business opportunities in the overseas markets, be sure to assess the procuring entities, the thresholds of the goods, services and exceptions, as well as their conditions of contracts.

11. Useful Links

ACRA

<http://www.acra.gov.sg/>

SingPass

<https://www.singpass.gov.sg/>

CorpPass

<https://www.corppass.gov.sg/>

MTI – GoBusiness

<https://www.gobusiness.gov.sg>