

BID & DELIVERY RISK

GCC Government Software Bid Checklist



30 Checks for Scope, Infrastructure, Pricing, Contracts,
Acceptance, and Delivery

For software vendors bidding on government and public-sector software projects in
the UAE and GCC.

INSIDE

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Three stages of risk, checked in order: before estimating, before submitting, before signing.

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BEFORE YOU BEGIN

Before You Price the Bid, Check the Delivery Risk

[Government software](#) tenders can look technically straightforward, but the real risk often hides elsewhere: procurement structure, assumptions, [infrastructure](#), third-party dependencies, acceptance mechanics, support scope, and payment terms. A line item in the RFP can turn into a commercial obligation the moment you sign the contract.

This checklist works in three stages.

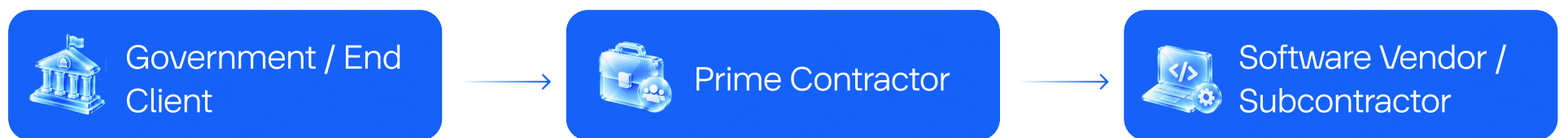
- 01 | **Before estimating** – check scope, budget, deployment model, dependencies.
- 02 | **Before submitting** – check the technical proposal, the commercial proposal, assumptions, exclusions, and consistency between documents.
- 03 | **Before signing** – check milestones, acceptance, payment triggers, support, penalties, contractual dates.

Each stage catches a different kind of risk. Estimation gaps show up as margin erosion. Submission gaps show up as procurement questions or disqualification. Contract gaps show up months later, when the delivery team hits a clause nobody priced.

“ Price an unanswered requirement, exclude it, or document it as an assumption – before you submit.

Know Who You Are Actually Contracting With

Many GCC government projects run through a structure such as:



This is one common pattern, not the only route to market – some tenders run direct, some through a systems integrator, some through a consortium. What matters for bidding is what the specific structure in front of you changes in practice: who signs, who pays, who decides.

- Are we bidding directly or through a prime contractor?
- Who signs the contract with us?
- Who accepts milestones?
- Who controls the available budget?
- Does the prime's margin count toward the budget ceiling?
- Are payments back-to-back?
- Do delay penalties pass through to the subcontractor?
- Can we speak directly to the end client's technical team?
- Who has final decision authority?

Working through a prime affects more than margin. It shapes communication, cash flow, acceptance, decision-making, and contractual risk.

A back-to-back payment clause ties your cash flow to the prime's cash flow, not the government's payment cycle. A pass-through penalty clause lets an upstream delay hit your invoice anyway. Miss either one in a technical read of the RFP, and you pay for it after you sign.

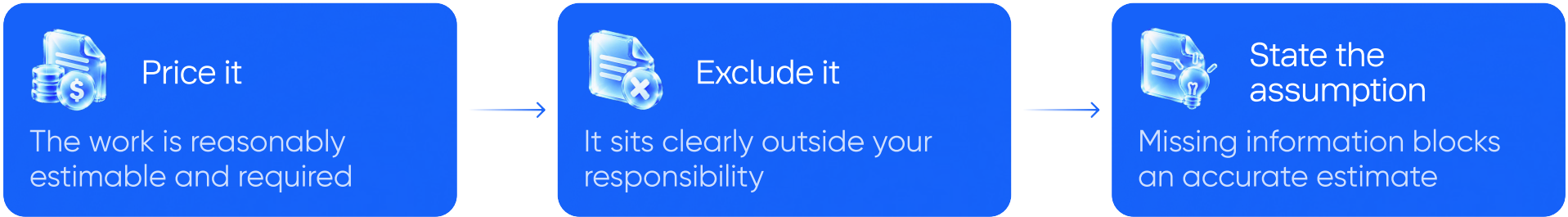
“ Know the commercial chain before you price the delivery.

Price What the RFP Actually Requires

The biggest estimation mistakes usually come from requirements that look secondary on paper and consume real delivery effort in practice.

- Is the maximum budget known?
- Does the estimate still work after partner/prime margins?
- Is every mandatory deliverable represented?
- Are all integrations identified?
- Is content migration quantified?
- Are licenses included or excluded?
- Is penetration testing included or excluded?
- Are security requirements estimated?
- Is performance/load testing estimated?
- Is accessibility estimated?
- Is bilingual work estimated?
- Are open requirements documented?

Every uncertainty needs one of three treatments.



SECTION 03

QA the Bid Before Procurement Does

Technical Proposal

- * Scope covered
- * Architecture described
- * Delivery methodology clear
- * Team/responsibilities clear
- * Milestones listed
- * Assumptions stated
- * Dependencies stated
- * Commercial figures removed

Commercial Proposal

- * Total cost
- * Milestone pricing
- * Payment terms
- * Infrastructure costs
- * Licenses
- * Third-party costs
- * Support pricing
- * Commercial assumptions

Cross-Document Check

- * Same project name
- * Same milestone names
- * Same scope
- * Same dates
- * Same assumptions
- * Same version/date

Review the technical and commercial submissions as separate deliverables. They still have to agree on every detail a reviewer can check.

A mismatch between the two – a different milestone name, a different date, a scope line that shows up in one and not the other – flags the whole submission to a procurement evaluator, no matter how strong the underlying proposal is. Version control on both documents matters as much as the content.

“ Treat tender document consistency as part of QA

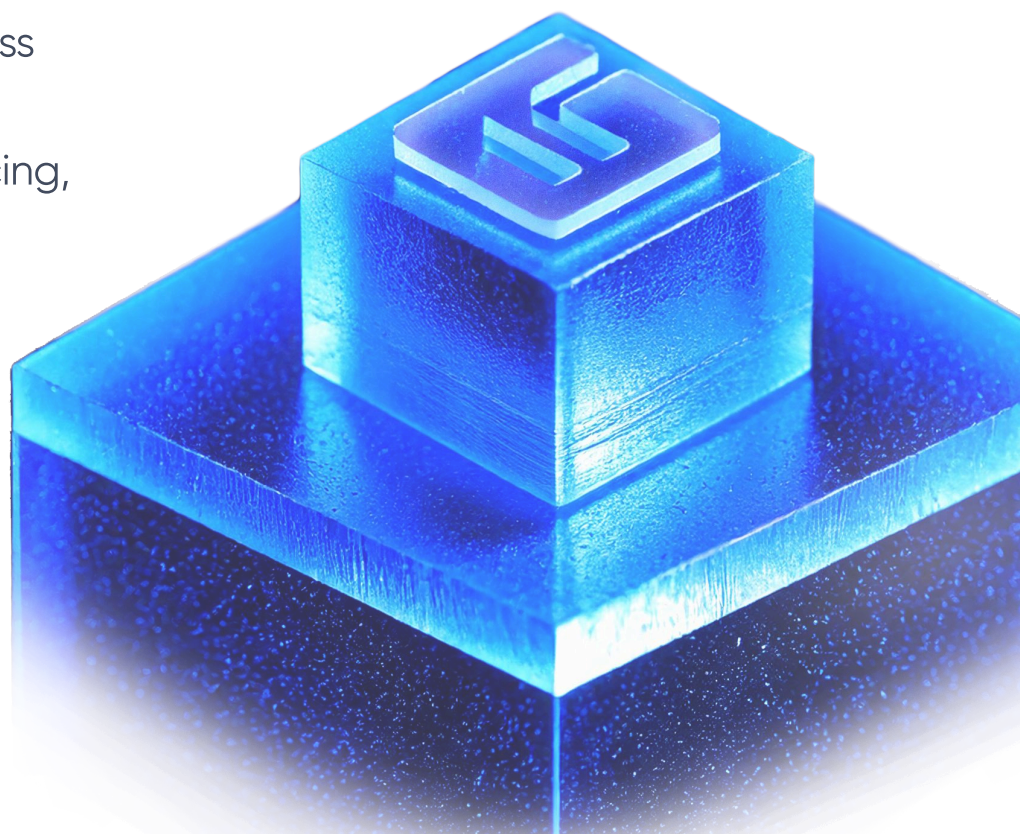
SECTION 04

Confirm the Real Deployment Environment

- Cloud, sovereign cloud, client-controlled, or on-premises?
- Who provides infrastructure?
- Are managed databases allowed?
- Are managed queues/caches allowed?
- Are external APIs allowed?
- Is CI/CD possible?
- Who owns monitoring?
- Who owns backups?
- What access will support engineers have?
- Is environment documentation required?
- Does support pricing reflect access restrictions?

“ Never assume cloud. Never assume on-premises. Confirm before pricing.

A restricted or client-controlled environment increases DevOps, documentation, deployment, monitoring, and support effort – often beyond what the RFP text implies. If your support engineers need on-site access or a VPN through a government network for every ticket, that hits SLA response times and support pricing, not just the deployment diagram.



Define the Full Bilingual Scope

 UI Labels

 RTL Layouts

 Page Content

 Search

 Notifications

 Email Templates

 Error Messages Reports

 Sorting

 User-Entered Data

 Documentation

 Training

 Domain-Specific Content



Arabic/English scope touches UI, RTL behavior, content, reports, search, communications, [testing](#), and support. Translated labels are the visible fraction of the work.

Search and sorting on Arabic text, RTL-aware layouts, and dual-language reports each carry their own development and QA effort. If the RFP mentions “bilingual system” as a single requirement line, that line hides a scope that usually needs its own estimate, not a translation budget line.



SECTION 06

Understand When “Done” Becomes “Paid”



“ Delivery ≠ Acceptance ≠ Payment

- Does the PO date match the proposal timeline?
- Are client-caused delays addressed?
- What triggers milestone acceptance?
- Is deemed acceptance available?
- Who signs acceptance?
- Is readiness invoicing possible?
- When can the invoice be issued?
- Is training quantitatively defined?
- When does the payment period start?
- Is hyper-care defined?
- Are delay penalties defined?
- Is support duration defined?
- Are third-party delays addressed?
- Are support SLAs defined?

Delivery completion, formal acceptance, invoice eligibility, and cash receipt are four separate events, each with its own trigger and its own document. A milestone can be functionally complete and still sit unaccepted for weeks, with the invoice clock not yet running, while the delivery team has already moved cost and effort into the next phase.

Look specifically for deemed acceptance – a clause that treats a milestone as accepted if the client doesn’t respond within a set period. Without it, client-side review delays run open-ended, and you never reach a clear point to invoice. Payment periods and penalty percentages vary by tender – confirm the actual figures in your RFP.

Reduce the Client's Decision Burden

Government projects typically involve multiple stakeholders and distributed decision-making. The practical objective: make each decision easy to make, approve, and document.

Instead of:
What should we do?

Recommend:
We recommend X because of Y. Please confirm or raise objections by Z.

- Who can approve technical decisions?
 - Who approves [UX/design](#)?
 - Who signs milestones?
 - Who controls infrastructure?
 - Who represents procurement?
- Is there a decision register?
 - Are calls followed by written summaries?
 - Is there a process for unanswered questions?
 - Are key decisions dated and documented?
 - Are email threads preserved?



Working software, concrete options, written decisions, and clear follow-ups cut down ambiguity during delivery – and give you a paper trail for when someone questions a decision later. On a project with a client-side committee rather than a single owner, that paper trail is often what keeps a delayed sign-off from turning into a disputed one.

15 Questions Before You Submit

- Does the project fit the real budget ceiling?
- Have we covered every mandatory deliverable?
- Are all assumptions written down?
- Are NFRs assigned effort?
- Is deployment confirmed?
- Are licenses and third-party services clarified?
- Is [migration](#) quantified?
- Is penetration testing clarified?
- Is bilingual scope defined?
- Is acceptance defined?
- Do we understand the invoice trigger?
- Does the contractual date match our estimate?
- Are training and hyper-care defined?
- Is support priced for the actual environment?
- Can we deliver profitably under these conditions?

Not every unchecked box means walking away from the bid. Some just need a clarification question to the client, a documented assumption, or a scope exclusion in the proposal. Close the box before you submit – don't let the delivery team find it for you.

“ Any unchecked box is a bid risk.

Preparing a Live Government Software Bid?

Lumitech can give you a second view on the technical scope, architecture assumptions, estimate, or delivery model before submission. A short review at this stage usually surfaces the assumptions you still need to price, exclude, or write down.

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