

New Zealand Government Procurement Business Survey 2025



**MINISTRY OF BUSINESS,
INNOVATION & EMPLOYMENT**
HĪKINA WHAKATUTUKI

Ministry of Business, Innovation and Employment (MBIE) Hīkina Whakatutuki – Lifting to make successful

MBIE develops and delivers policy, services, advice and regulation to support economic growth and the prosperity and wellbeing of New Zealanders.

MORE INFORMATION

Information, examples and answers to your questions about the topics covered here can be found on our website: www.mbie.govt.nz.

DISCLAIMER

This document is a guide only. It should not be used as a substitute for legislation or legal advice. The Ministry of Business, Innovation and Employment is not responsible for the results of any actions taken on the basis of information in this document, or for any errors or omissions.

Online: ISSN 3021-3967

April 2026

©Crown Copyright

The material contained in this report is subject to Crown copyright protection unless otherwise indicated. The Crown copyright protected material may be reproduced free of charge in any format or media without requiring specific permission. This is subject to the material being reproduced accurately and not being used in a derogatory manner or in a misleading context. Where the material is being published or issued to others, the source and copyright status should be acknowledged. The permission to reproduce Crown copyright protected material does not extend to any material in this report that is identified as being the copyright of a third party. Authorisation to reproduce such material should be obtained from the copyright holders.

Table of Contents

- Executive summary 3**
- Key findings and areas for improvement..... 3**
 - Tender quality and procurement processes 3
 - Contract management 3
 - Supplier relationships..... 4
- The research..... 4**
- Survey sample size 4**
- Structure of the report 5**
- The overall quality of procurement 6**
- Procurement activities 8**
 - Initial engagement 8**
 - Tender activity 8**
 - Tender documentation 9
 - Alternative ways of responding 9
 - Ability to bid..... 9
 - Use of digital procurement tool 10
 - Contract management..... 17**
 - Contract managers’ competencies 17
 - Contract review meetings 17
- Supplier relationships 19**
 - Debriefing suppliers 19
- The complaints process 22**
- Sample profile 22**
 - Importance of government business 23

Executive summary

The annual Government Procurement Business Survey provides insight into how businesses experience working with government across the procurement lifecycle. The results inform the ongoing development of government procurement policies, processes and practice.

The 2025 survey received 609 responses, continuing the gradual decline in participation observed since 2021. Despite the reduced sample size, results remain broadly consistent with previous years and continue to provide a useful indication of supplier perceptions and system performance.

Key findings and areas for improvement

Overall ratings of government procurement quality remain stable. Twenty-six per cent of respondents rated the overall quality positively, while 38 per cent reported a neutral view. Importantly, the proportion of respondents reporting dissatisfaction has reduced compared with earlier years, indicating a shift from negative to neutral perceptions. This suggests some movement in the right direction, while highlighting ongoing opportunity to lift overall satisfaction.

Supplier sentiment toward government as a customer remains positive. Nearly nine in ten respondents (89 per cent) report that they would at least sometimes recommend government as a customer, and 78 per cent indicate that government work is important to their business. This reflects the ongoing significance of government procurement and the value suppliers place on engaging with the public sector.

Tender quality and procurement processes

Perceptions of tender quality show modest improvement since 2024, particularly in the completeness and clarity of information provided in tender documentation. This suggests that efforts to improve procurement planning and documentation are beginning to have an impact. However, just over half of respondents (58 per cent) continue to view procurement processes as complicated, indicating that administrative burden and process complexity remain key challenges.

In comparison to 2024 and 2023 results, the survey also indicates reduced use of flexible procurement approaches. Thirty-three per cent of respondents reported they are given the option to respond to tenders in alternative ways, while 67 per cent reported this is never or rarely offered. Where alternative response options are available, they can support supplier participation, with 30 per cent of respondents indicating they are always or often easier for their business to use. This suggests there is further opportunity to increase awareness and uptake of more flexible approaches to market, consistent with the intent of recent procurement rule changes.

Contract management

Contract management ratings remain stable, with 34 per cent of respondents rating this phase as good or very good, consistent with 2024. This suggests that, once contracts are in place, many suppliers experience working relationships with government agencies as generally effective. However, this overall stability masks a decline in satisfaction with specific contract manager competencies, including decision-making quality, timeliness of interactions, and levels of professionalism and knowledge. Together, these results highlight the need for continued capability development and greater consistency in contract management practice across agencies.

Supplier relationships

There are also areas of relative strength within the system. Supplier relationships continue to be viewed more positively than other parts of the procurement lifecycle, with 41 per cent of respondents rating them as good or very good. This suggests that, once engagement is established, many suppliers experience constructive and effective working relationships with government agencies.

However, there are opportunities to strengthen transparency and supplier engagement in the procurement process. Fewer suppliers report being offered a debrief following procurement processes, with 27 per cent indicating they are always or often offered a debrief, compared with 33 per cent in 2024. This represents a decline in practice, despite debriefs continuing to be valued by those who receive them as a useful mechanism to support learning and build confidence in procurement decision-making.

There are also opportunities to improve suppliers' visibility and awareness of complaints and dispute resolution processes, to reinforce trust and confidence in system accountability.

Taken together, the results point to a procurement system that is broadly stable, with incremental improvements in areas such as tender documentation and a shift away from dissatisfaction toward more neutral perceptions.

At the same time, they highlight a consistent set of improvement opportunities. These include:

- strengthening consistency and capability in contract management practices, particularly in communication, decision-making transparency, and professionalism.
- increasing the availability of timely and constructive debriefs to support supplier learning and confidence; and
- continuing efforts to simplify procurement processes to better align requirements with risk and value.

Collectively, these findings provide a baseline for tracking progress as recent procurement system changes are implemented and begin to influence supplier experience over time.

The research

We sent an invitation to participate in the survey to everyone who has subscribed to a tender on the Government Electronic Tenders Service (GETS). We included a link to the survey on GETS, the NZGP website and newsletters, and MBIE's social media pages.

The survey took place over four weeks in September to October 2025.

Survey sample size

- 2023: 755 respondents
- 2024: 712 respondents
- 2025: 609 respondents

The declining response rate should be considered when interpreting results. However, year-on-year trends remain broadly consistent, suggesting the findings continue to provide a reasonable indication of supplier experience.

Note: The comparatively small sample size may undermine the representation of the sample for the whole population of businesses engaging with government and the validity of the findings.

Unspecified or blank responses: To accurately compare the results between years, we have removed 'not applicable' responses from the report since this option was not used in previous surveys.

Structure of the report

This report is structured around six key areas: the overall quality of government procurement, engagement with government, tender activity, contract management, supplier relationships and the complaints process. Each section summarises how businesses reported their experiences in these areas.

The final section of the report is the business profile of the respondents.

The overall quality of procurement



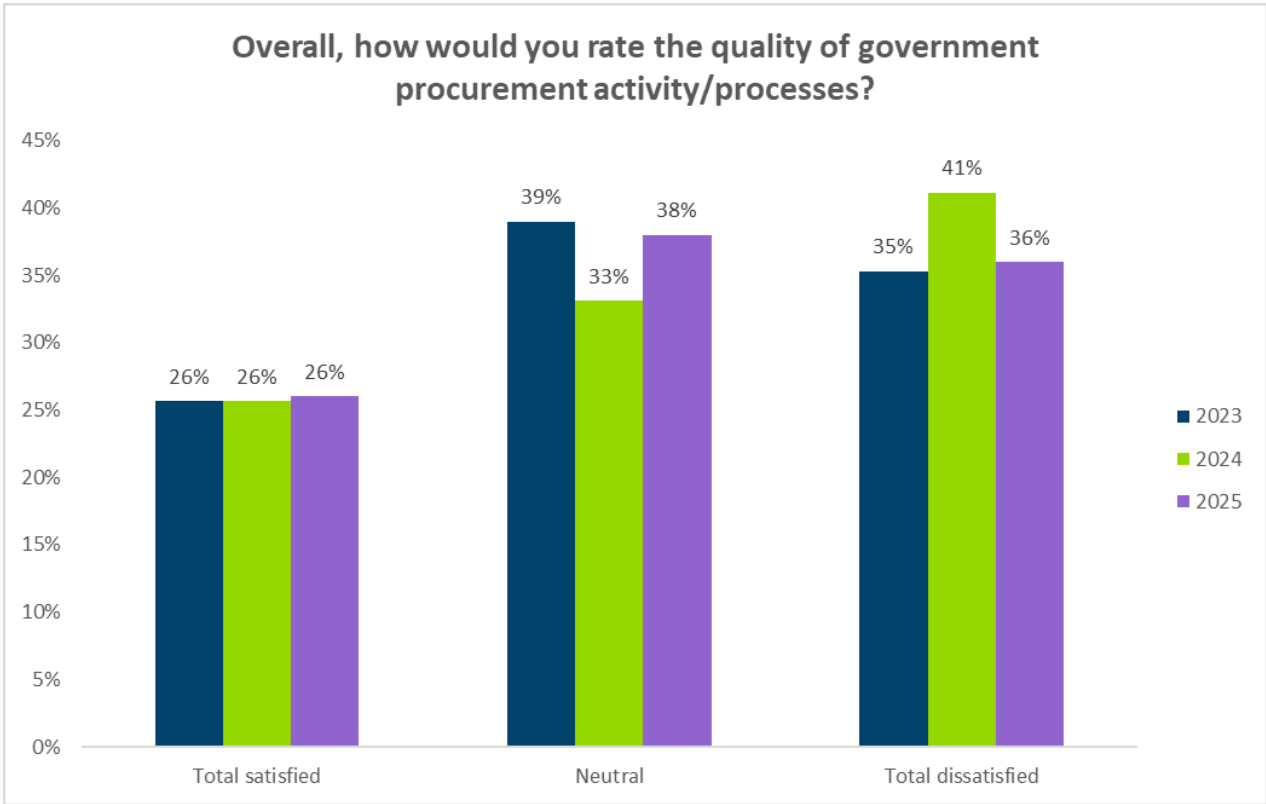
In 2025, 26 per cent were satisfied with the overall quality of government procurement. This is consistent with ratings in 2024 and 2023. Thirty-eight per cent were neutral and 36 per cent were dissatisfied. The total percentage who were dissatisfied with the overall quality of government procurement has reduced since 2024. In 2025, 62 per cent of respondents rated supplier relationships as good/very good and 56 per cent good/very good in contract management.

“When the information is correct government agencies are by far the best and most consistent payers we deal with.”

“We have existing relationships and contracts for service that have been in place and retendered for over several decades. Where there is good engagement and a desire for best value and innovation as opposed to lowest price both parties benefit.”

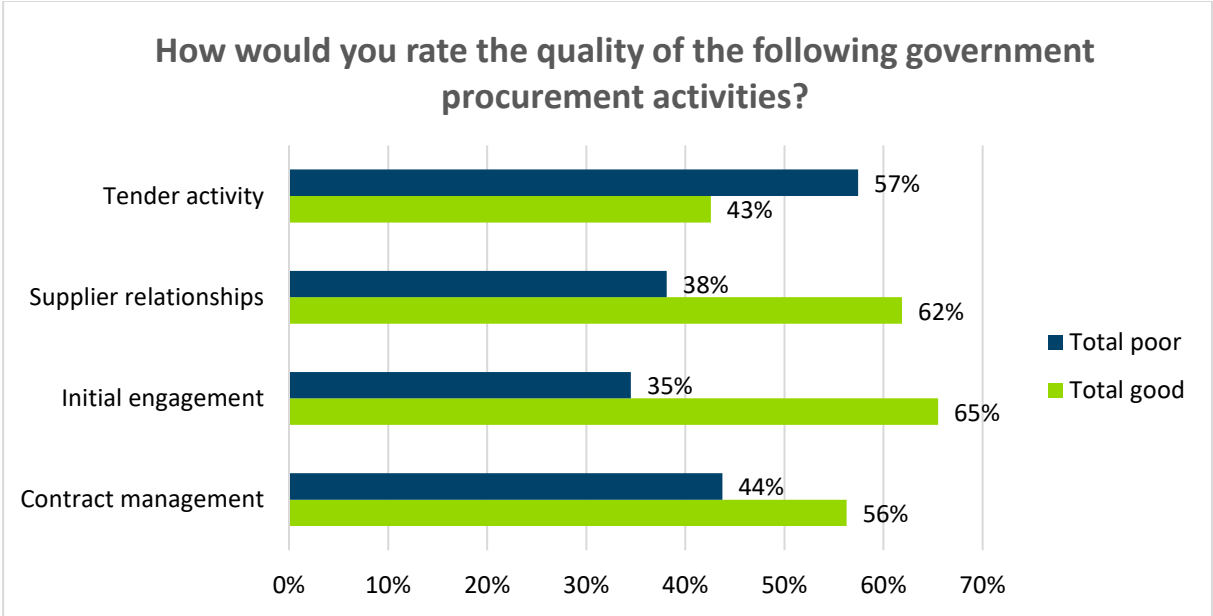
“We do a lot of work with government customers. We appreciate their business, and they will remain an important part of our customer base. However, government agencies procurement processes, transparency around decision making and speed of engagement is an order of magnitude more challenging than our commercial customers.”

Figure 1. Overall quality of government procurement



Number of respondents to this question: 2023 - 736, 2024 - 537, 2025 - 461

Figure 2. Quality of government procurement activities



Number of respondents who answered this question: 2023 - 736, 2024 - 541, 2025 - 537

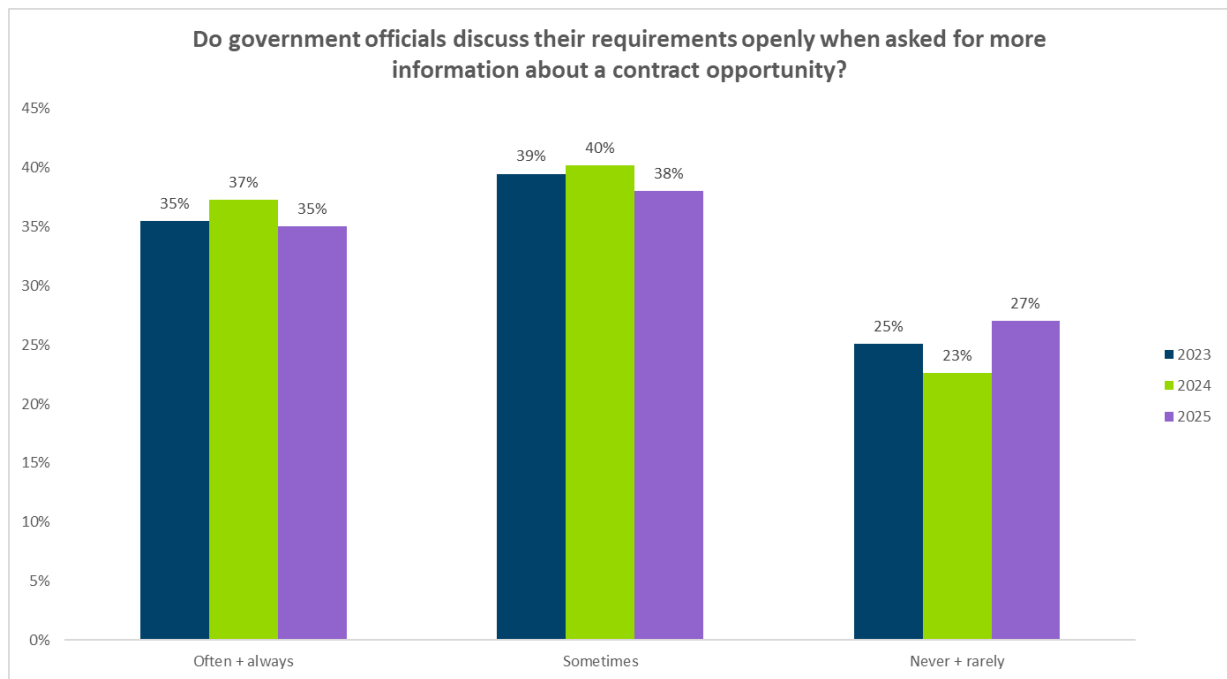
Procurement activities

Initial engagement



Perceptions of the openness of government officials, when asked for more information about a contract opportunity have remained consistent over time. Thirty-five per cent reported that government officials are often or always open, 38 per cent reported that they were sometimes open, and 27 per cent said never or rarely.

Figure 3. Information about a contract opportunity



Number of respondents to this question: 2023 - 702, 2024 - 558 2025 - 512

Tender activity



Perceptions of government tender activity in 2025 show mixed but generally modest shifts. Overall quality ratings improved slightly, with positive views rising from 25 to 27 per cent and poor ratings falling from 42 to 37 per cent. Just over half (52 per cent) of respondents felt they always/often had sufficient time to respond to procurement activity, down slightly from 2024 (56 per cent).

The new 5th edition of the Rules includes a clearer minimum timeframe of 20 business days for suppliers to respond to a Notice of Procurement.

[Figure 4. Quality of tender activity](#)

[Figure 5. Time to respond to a tender](#)

“We have had pleasant and successful interaction and communication with Procurement.”

“The process is fine, the commitment of time to prepare bids is far too great in most circumstances and the potential reward does not warrant the effort.”

“It is interesting and important work. Government agencies are also generally excellent payers in terms of timing (and timing has improved substantially over the years).”

Tender documentation

Perceptions of the tender documentation remained stable or slightly improved, with 60 per cent saying tender documents often or always contained all required information. Fifty-two per cent found the documentation clear. This represents an increase of six per cent.

[Figure 6. Tender documentation](#)

[Figure 7. Is the tender information easy to understand?](#)

Alternative ways of responding

The availability of alternative ways to respond to tenders declined since 2024, with only nine per cent often or always given the opportunity to respond alternatively, most businesses (67 per cent) are rarely or never offered them.

The new 5th edition of the Government Procurement Rules (Rules) places greater emphasis on the use of alternative approaches to tendering, which can often encourage responses from a wider range of businesses. Thirty per cent of respondents said the option to use alternative ways to respond to tenders is always or often easier for the business.

[Figure 8. Alternative ways of responding to a tender](#)

[Figure 9: Does the option to respond in an alternative way make the procurement process easier?](#)

Ability to bid

Overall confidence in businesses’ ability to effectively bid for government contracts declined slightly from 2024, dropping from 76 per cent to 71 per cent in 2025.

[Figure 10. Ability to bid effectively](#)

“The time investment and complexity involved in some tendering processes can be challenging for an SME. However, once engaged, government entities are hands down some of the best customers to work with.”

Businesses say the biggest thing that helps them bid for government contracts is having experience in the market/service area (83 per cent), good communication with government agencies (40 per cent), clear information (37 per cent), and the size of the business (34 per cent).

[Table 12. Factors that help effective bidding](#)

Things that make bidding difficult include complicated procurement processes (58 per cent), not enough engagement or communication with government agencies (54 per cent), and not having enough information about new tender opportunities (42 per cent).

[Table 13. Factors that make it difficult to bid](#)

“It would depend on the size of your business - there is generally a significant administrative overhead attached to doing business with government, especially in the RFP process, that could be prohibitive to smaller businesses.”

“Government tenders are often large, overly complex and written in language that is difficult to interpret, with conflicting or legacy content carried over from previous tenders. Evaluation processes also lack transparency. Evaluation criteria and scoring approaches are often unclear, and feedback is frequently limited to a simple win/loss notification, leaving no meaningful opportunity to improve future responses.”

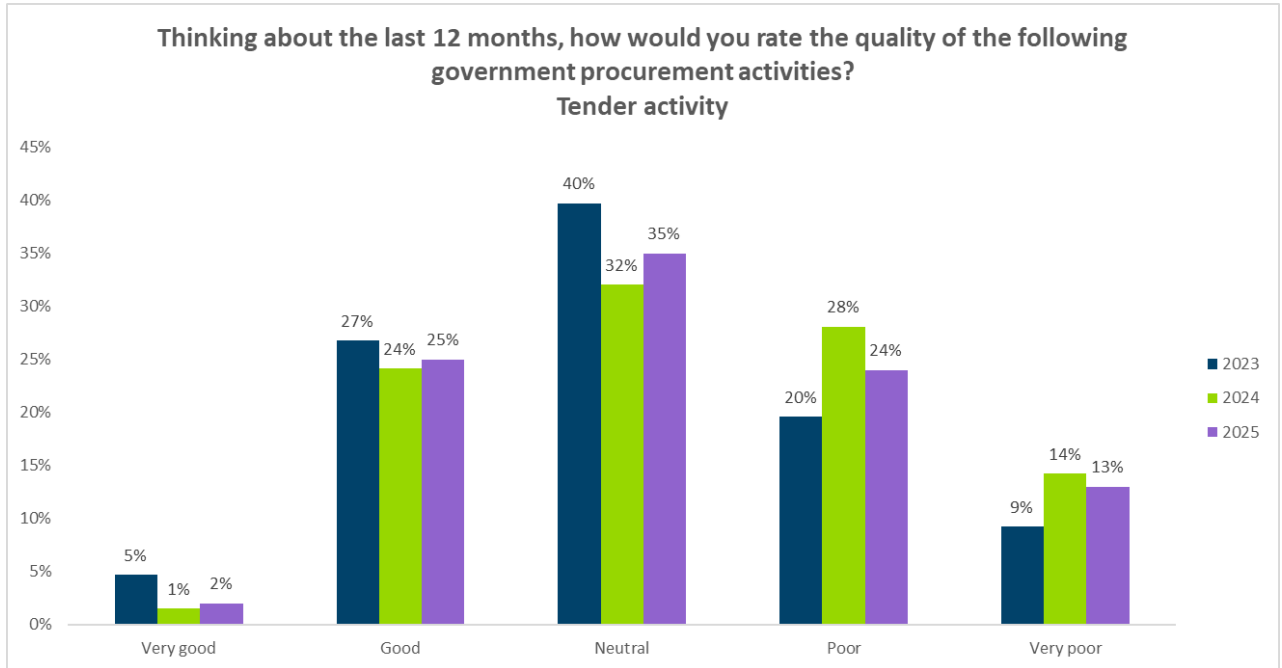
Use of digital procurement tool



About a third of respondents (33 per cent) rate the government’s digital procurement tools highly, similar to 2024. Overall, views in 2025 are very similar to those in 2024.

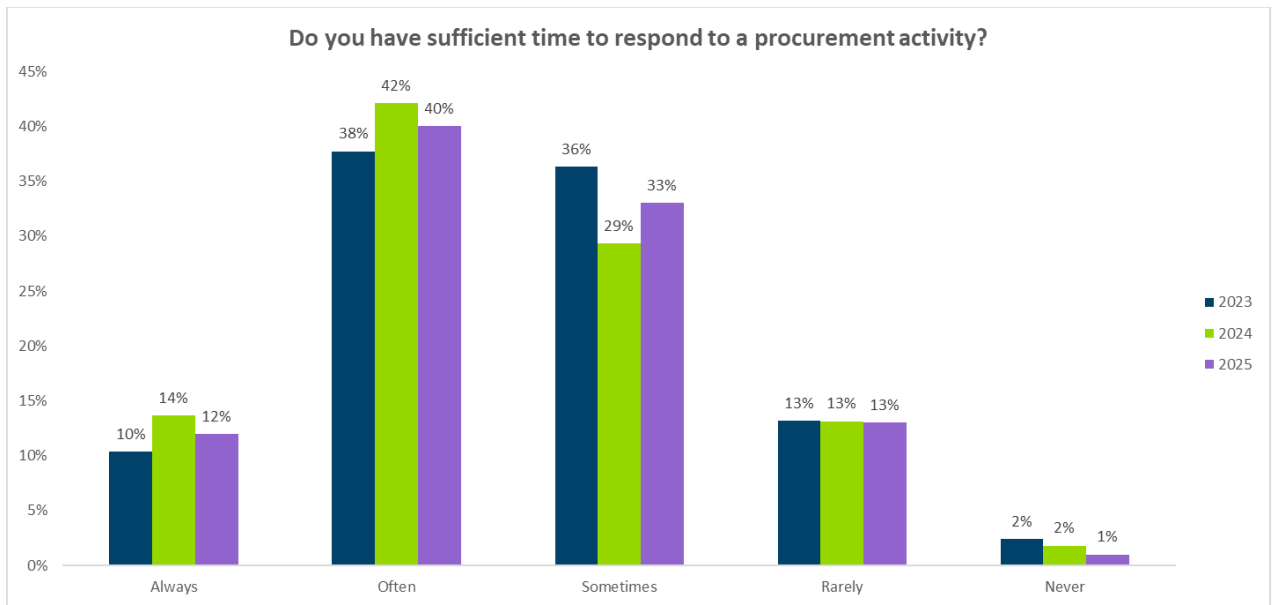
[Figure 14. Digital procurement](#)

Figure 4. Quality of tender activity



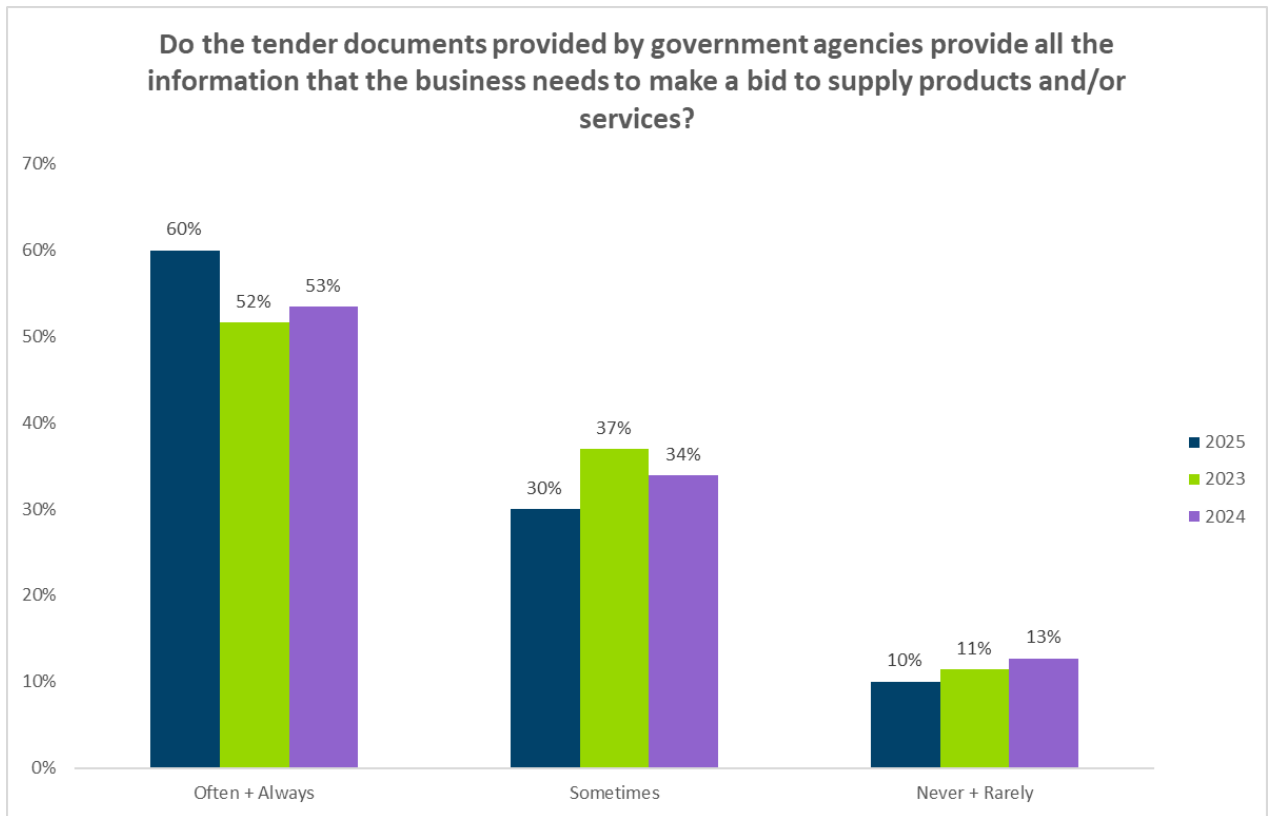
Number of respondents to this question: 2023 - 725, 2024 - 534, 2025 - 464

Figure 5. Time to respond to a tender



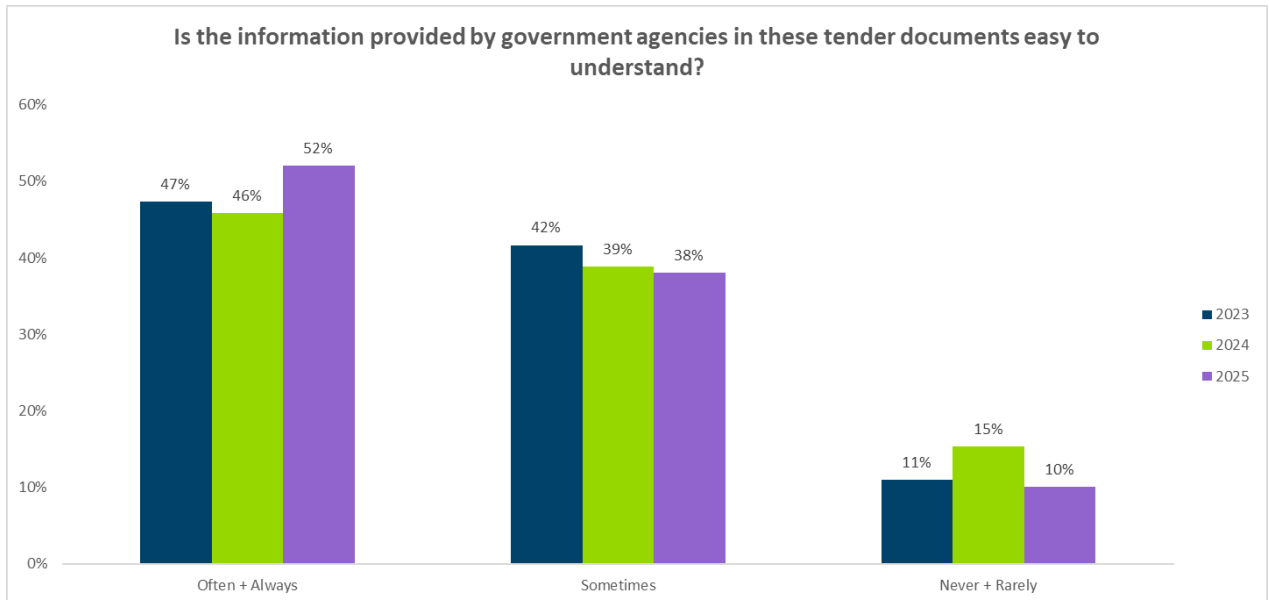
Number of respondents to this question: 2023 - 713, 2024 - 556, 2025 - 486

Figure 6. Tender documentation



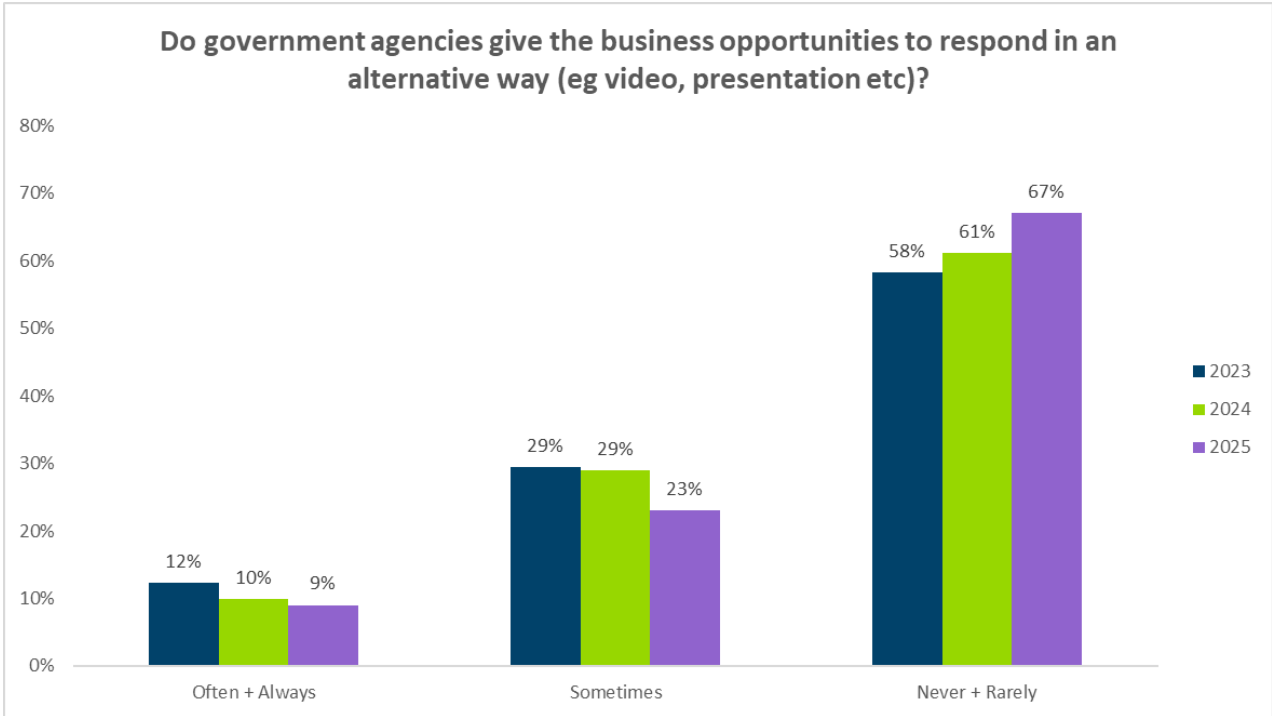
Number of respondents to this question: 2023 - 719, 2024 - 567, 2025 - 491

Figure 7. Is the tender information easy to understand?



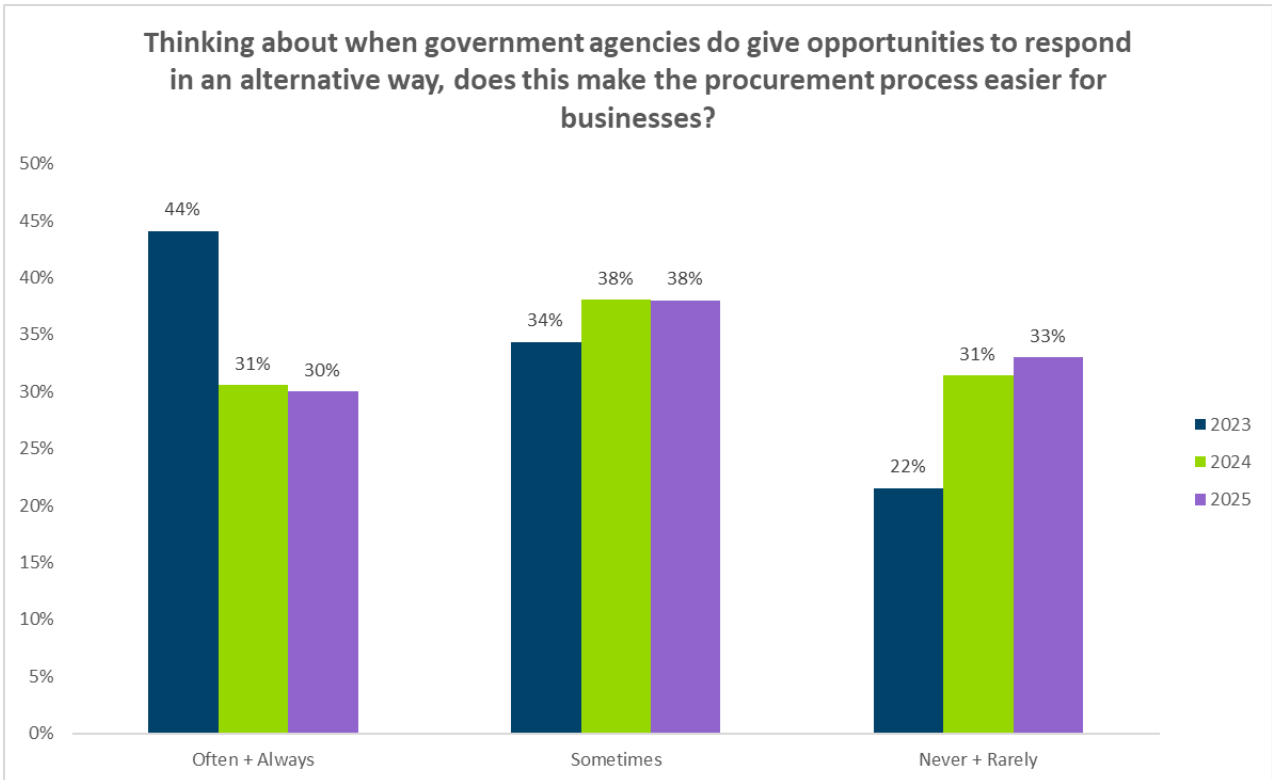
Number of respondents to this question: 2023 - 720, 2024 - 569, 2025 - 490

Figure 8. Alternative ways of responding to a tender



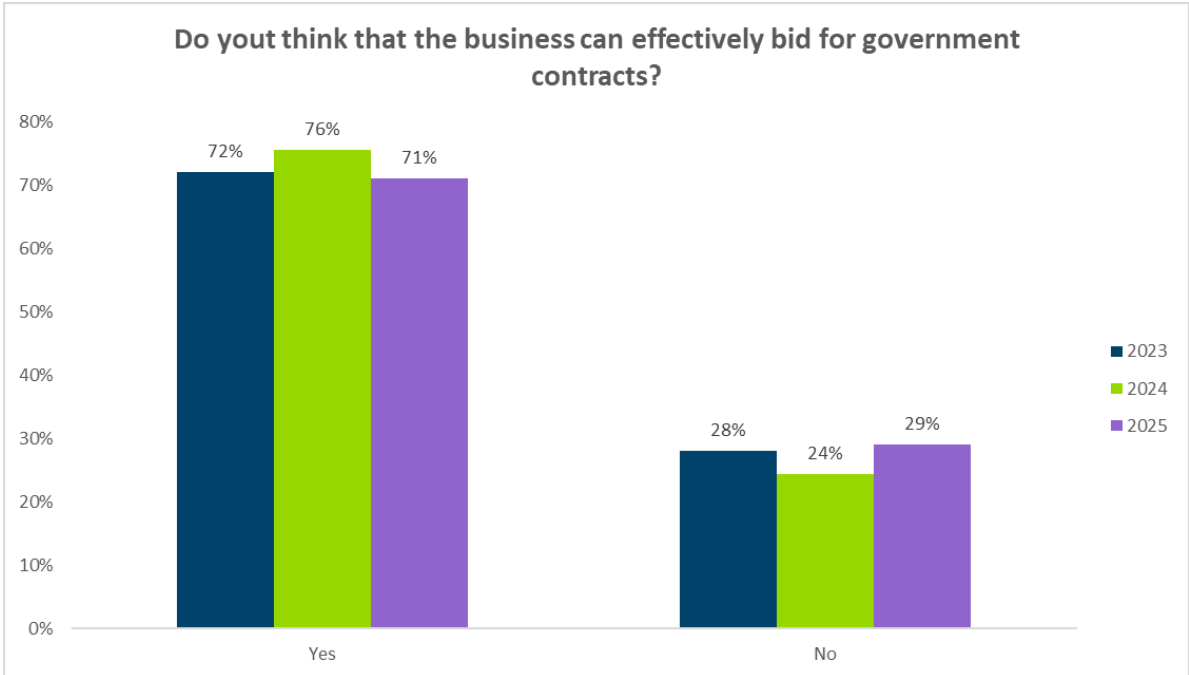
Number of respondents to this question: 2023 - 616, 2024 - 494, 2025 - 512

Figure 9. Does the option to respond in an alternative way make the procurement process easier?



Number of respondents to this question: 2023 - 483, 2024 - 360, 2025 - 298

Figure 10. Ability to bid effectively



Number of respondents who answered this question: 2023 - 733, 2024 - 602, 2025 - 523

Table 11. Ability to effectively bid

Ability to effectively bid for government contracts	Yes
TOTAL	71%
Business base	
Auckland	82%
Canterbury	74%
Wellington	73%
Rest of North Island	71%
Rest of South Island	57%
Business type	
50% + owned by New Zealanders	74%
Defined/identified as a Māori business	77%
Described/identified as a Pasifika business	71%
Industry	
Community and social services	87%
Construction, infrastructure and manufacturing	78%
Consultancy	70%
Others	46%
NZ Annual turnover	
Less than \$500K	57%
\$501K - \$1 million	53%
\$1.001 million - \$5 million	77%
\$5.001 million - \$50 million	90%
\$50.001 million +	94%

Number of respondents to this question: 2025 - 609

Table 12. Factors that help effective bidding

Factors that help effective bidding	2023	2024	2025
Being situated in an urban centre	17%	19%	0%
Clear information	35%	34%	37%
Easy to follow procurement processes	40%	33%	34%
Engagement and dialogue with government agencies	47%	39%	40%
Experience in this marketplace/service area	84%	80%	83%
Investment in this marketplace/ service area	20%	18%	22%
Supplier engagement programmes from government agencies	21%	15%	16%
Support from industry bodies	15%	10%	14%
The size of the business	32%	34%	36%
The transparency of new government tendering opportunities	31%	24%	25%
Other (please specify)	12%	10%	10%
Location of my business	0%	0%	34%

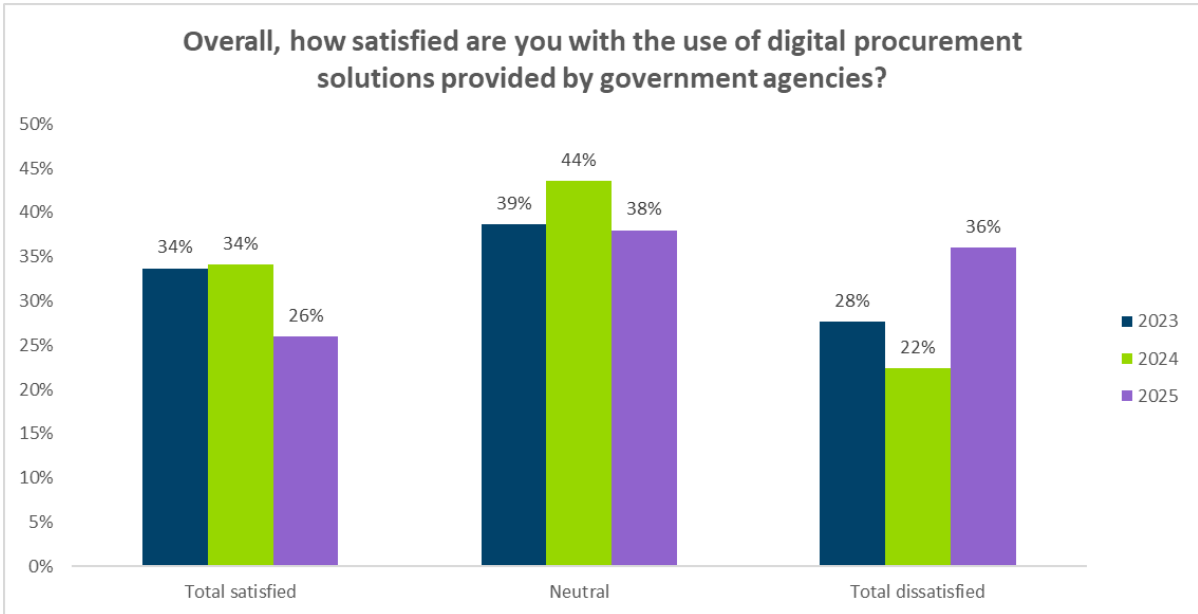
Number of respondents to this question: 2023 - 733, 2024 - 588, 2025 – 509

Table 13. Factors that make it difficult to bid

Factors that make it difficult to bid	2023	2024	2025
Being situated in the regions, away from the urban centres	8%	7%	0%
Complex information	38%	30%	28%
Complicated procurement processes	64%	55%	58%
Lack of engagement and dialogue with government agencies	54%	54%	54%
Lack of experience in this marketplace	13%	6%	6%
Lack of information on new government tendering opportunities	36%	35%	42%
Lack of investment in this marketplace	7%	7%	9%
Lack of support from government agencies	35%	33%	38%
Lack of support from industry bodies	8%	6%	8%
The size of the business	34%	31%	33%
Other (please specify)	27%	28%	25%
Location of my business	0%	0%	5%

Number of respondents to this question: 2023 - 730, 2024 - 585, 2025 - 510

Figure 14. Digital procurement



Number of respondents who answered this question: 2023 - 730, 2024 - 585, 2025 - 461

Contract management



Businesses' view of the quality of government contract management have stayed steady between 2024 and 2025. In both years, 34 per cent of businesses rated contract management as good or very good. Neutral ratings dropped slightly from 41 to 39 per cent. 26 per cent rated the overall quality as poor or very poor.

[Figure 15. Quality of contract management](#)

Contract managers' competencies

Businesses were also asked to rate the performance of government contract managers across a number of aspects. Satisfaction levels decreased since 2024 across all key areas: professionalism and knowledge (45 per cent), timing of transactions (37 per cent), clear communication (37 per cent), and the quality of decision making (29 per cent).

[Figure 16. Competencies of contract managers](#)

Contract review meetings

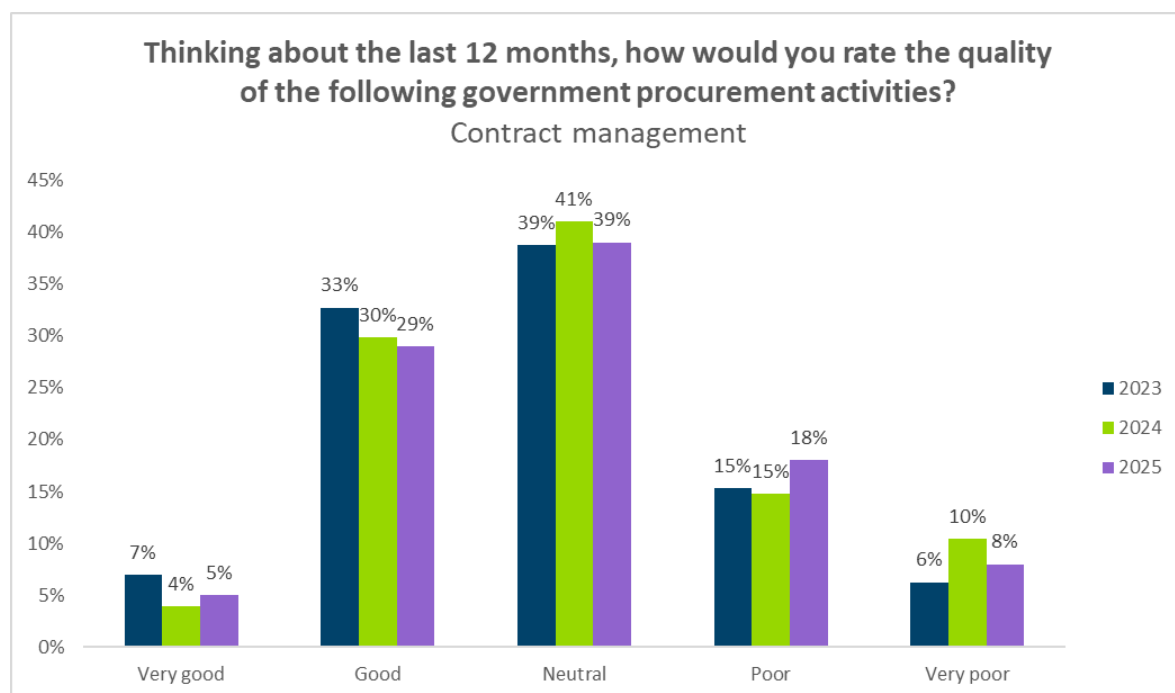
When asked about contract review meetings, 41 per cent of businesses said that all or some of the government agencies they contract with hold regular meetings – a decrease from 2024. Meanwhile, 33 per cent said regular meetings do not occur, a slight increase on last year. Of those who do take part in these meetings, 35 per cent said they are always or often useful and a further 22 per cent said they were sometimes useful.

[Figure 17. Contract review meetings](#)

[Figure 18. Quality of the contract review meetings](#)

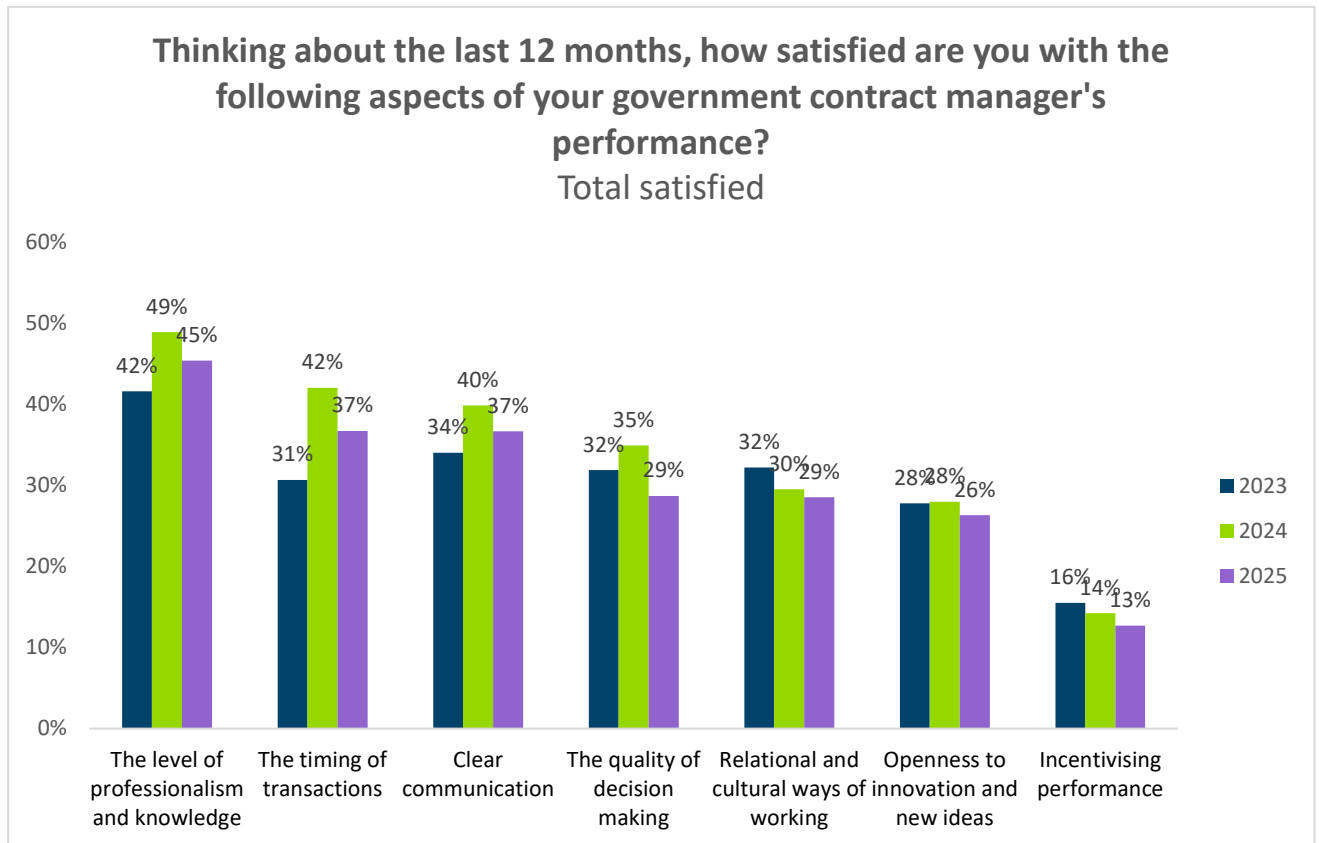
The new 5th edition of the Rules recognises that good contract management is vital to the success of a contract over its life. To support this new Rules have been added that require agencies to have a systematic approach in place for identifying contracts and have contract management plans in place.

Figure 15. Quality of contract management



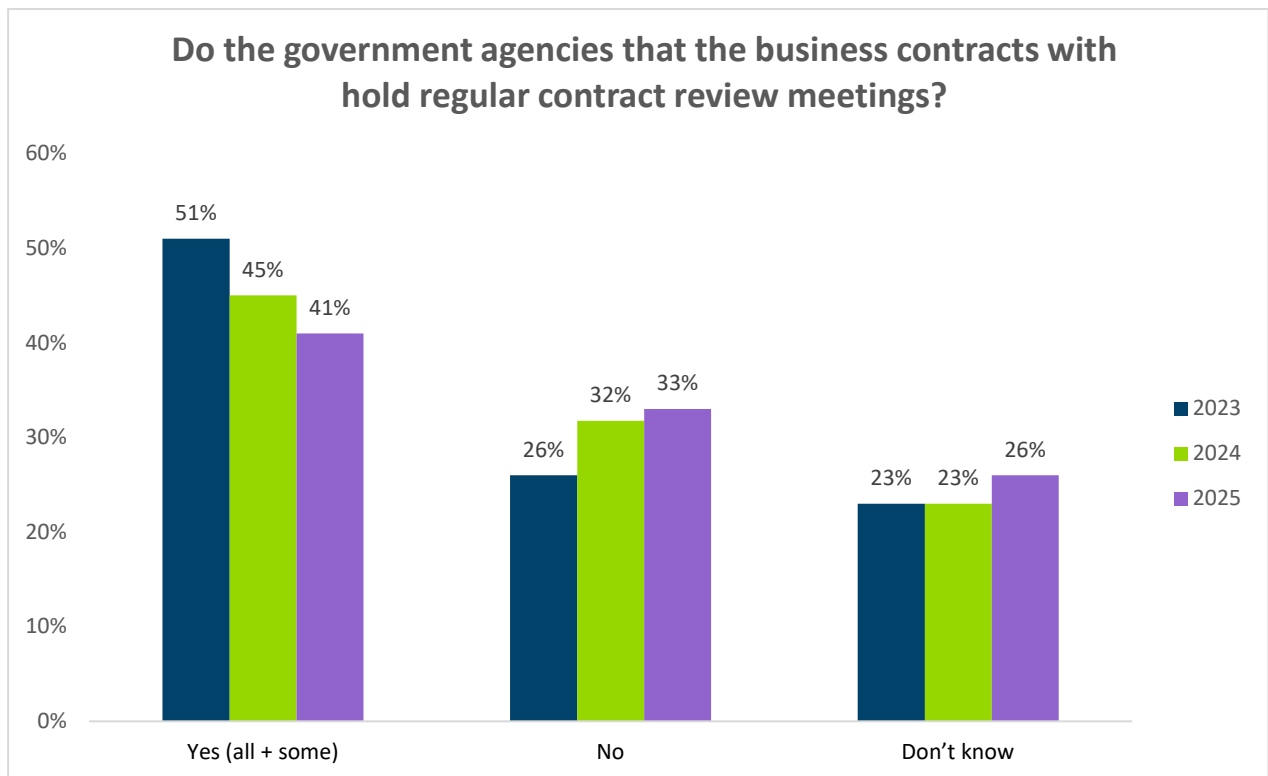
Number of respondents to this question: 2023 - 718, 2024 - 529, 2025 - 459

Figure 16. Competencies of contract managers



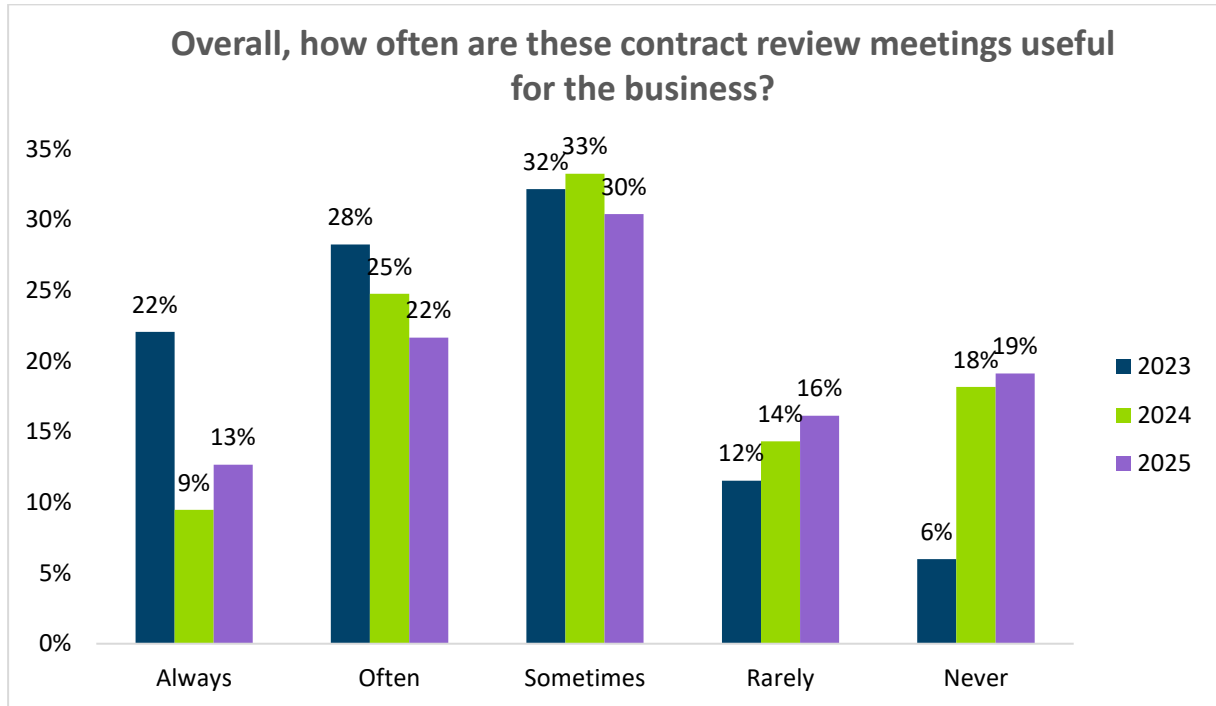
Number of respondents to this question: multiple bases for different competency aspects

Figure 17. Contract review meetings



Number of respondents to this question: 2023 - 735, 2024 - 573, 2025 - 491

Figure 18. Quality of the contract review meetings



Number of respondents to this question: 2023 - 375, 2024 - 257, 2025 - 434

Supplier relationships



In 2025, 41 per cent of suppliers rated their relationship with government as very good/good, while 35 per cent were neutral.

[Figure 19. Quality of supplier relationships](#)

Debriefing suppliers

Only 27 per cent of businesses were always or often offered a follow up debrief after a tender was completed with a further 32 per cent were sometimes offered a debrief. The percentage of respondents who were never offered a follow up debrief was 12 per cent, up from eight per cent in 2024.

Of those businesses that had a debrief, 39% found the debrief always or often useful — down from 2024 (43 per cent). The percentage of those that never find debriefs useful was 11 per cent, up from nine per cent in 2024.

[Figure 20. Debriefing suppliers](#)

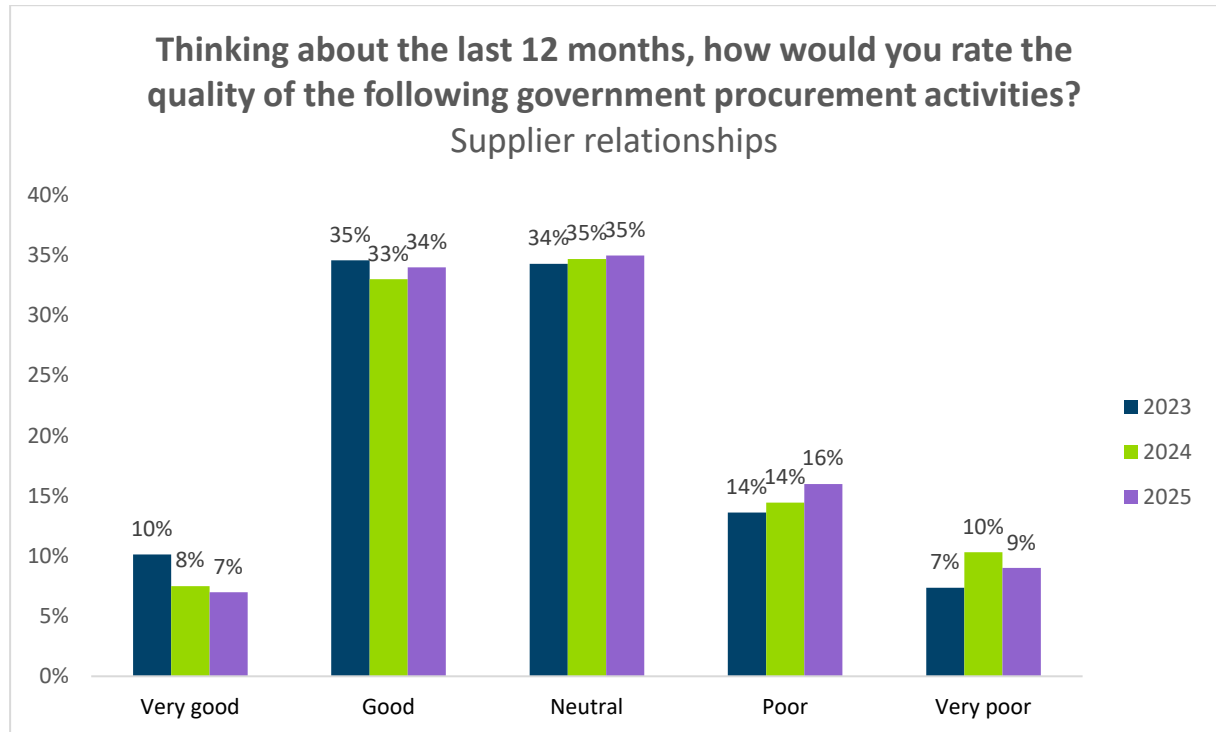
“We generally have good engagement with our current government customers. However, engagement with government customers during tenders can be variable - mostly average to poor. Feedback is often limited and vague.”

“Feedback is often not provided for the tender process. This can result in multiple lost tenders without any feedback, making it challenging to justify the time and expense involved in submitting bids.”

Despite these shifts, willingness to recommend government as a client remained high. 89 per cent would at least sometimes recommend government, down slightly from 90 per cent in 2024.

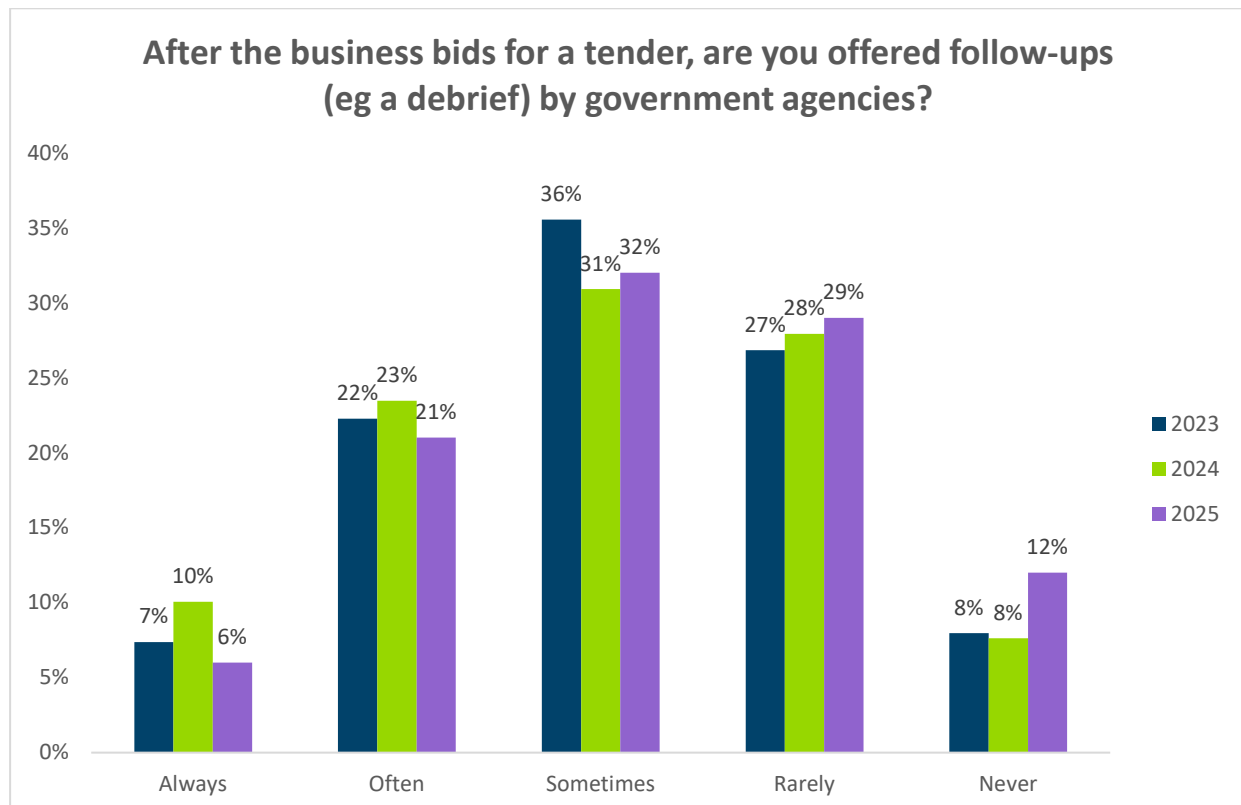
[Figure 22. Recommending government as a client](#)

Figure 19. Quality of supplier relationships



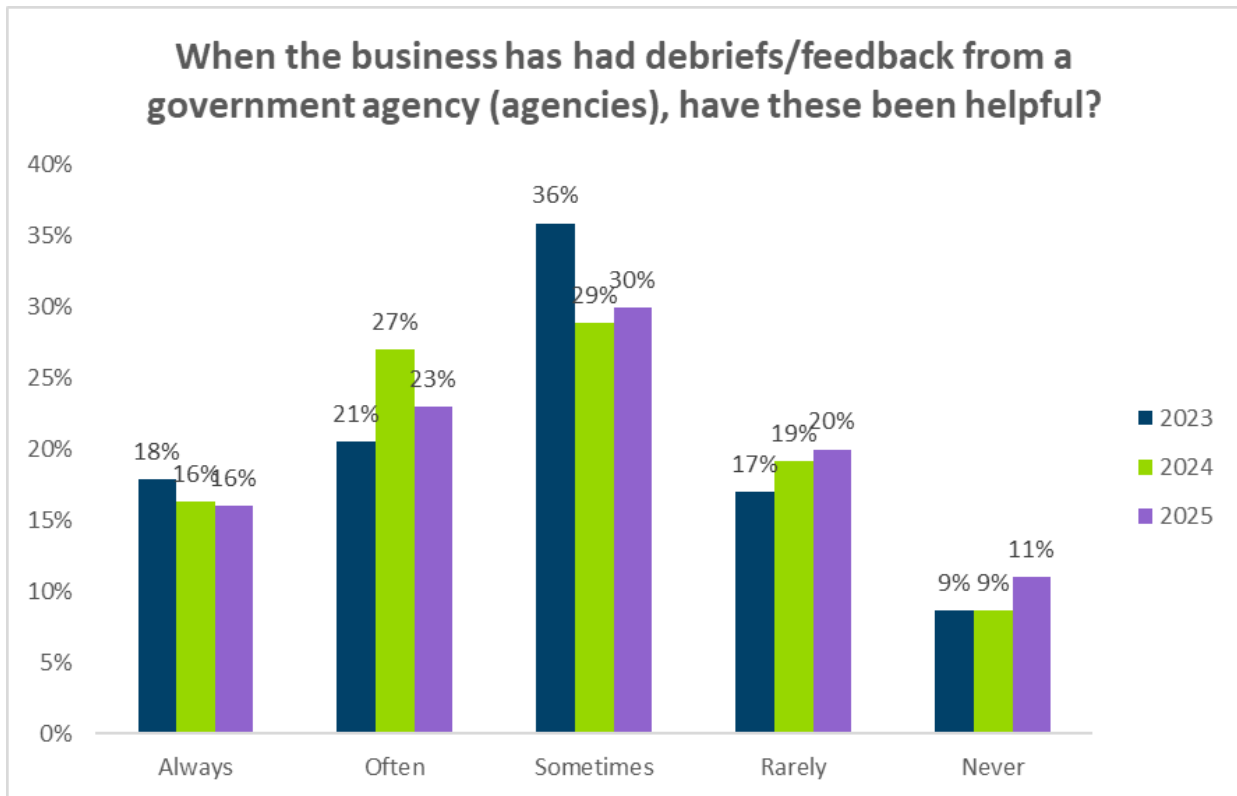
Number of respondents to this question: 2023 - 720, 2024 - 529, 2025 - 458

Figure 20. Debriefing suppliers



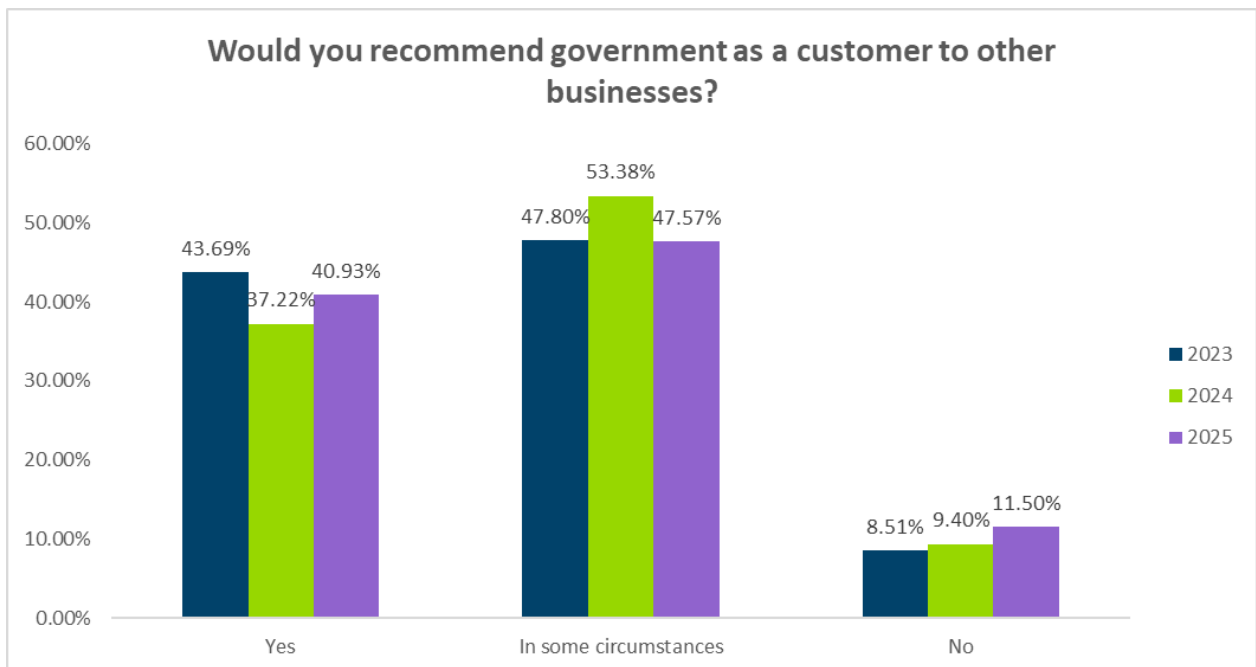
Number of respondents to this question: 2023 - 678, 2024 - 537, 2025 - 459

Figure 21. Quality of debriefs



Number of respondents to this question: 2023 - 599, 2024 - 485, 2025 - 434

Figure 22. Recommending government as a client



Number of respondents to this question: 2023 - 705, 2024 - 532, 2025 - 475

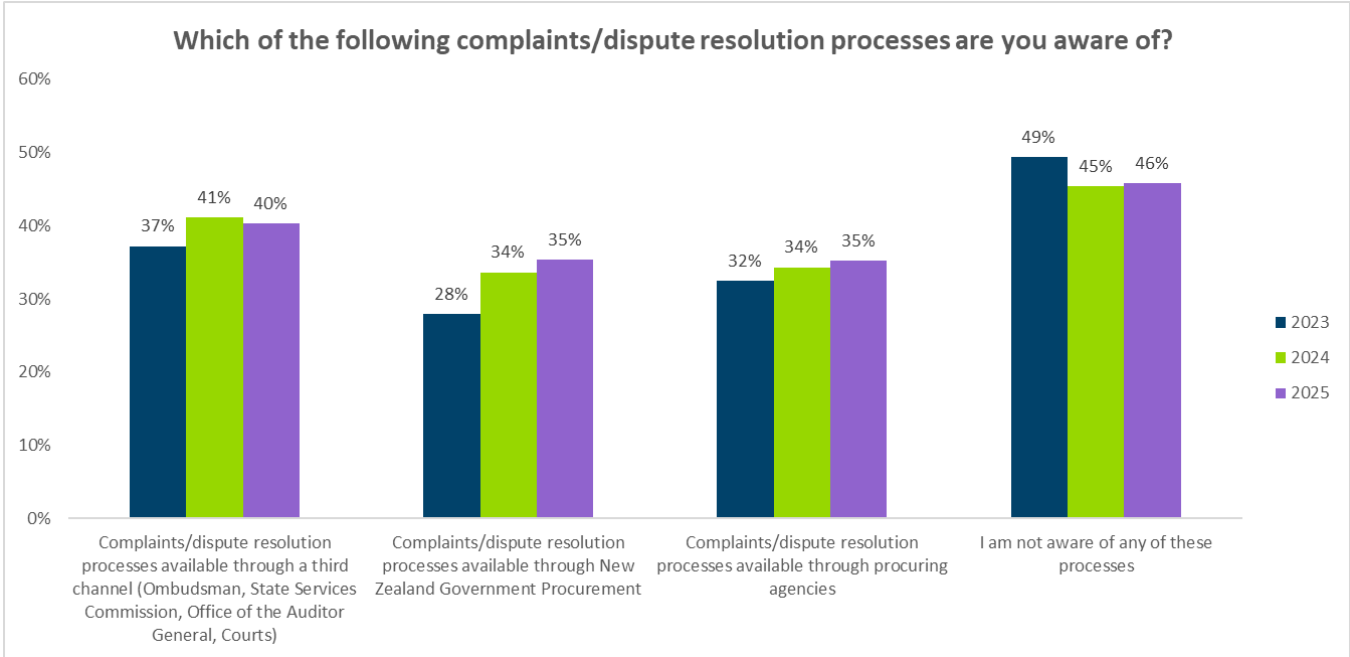
The complaints process

Businesses’ awareness of the complaints processes remained consistent with 2024. Nevertheless, almost half of respondents (46%) remain unaware of these processes. Increasing awareness and understanding of escalation and review pathways will support confidence in system integrity and fairness.

Information on supplier complaints can be found on our website.

[Supplier complaints - New Zealand Government Procurement](#)

Figure 23. Awareness of complaints process



Number of respondents to this question: 2023 - 742, 2024 - 571, 2025 - 766

Sample profile



Businesses that completed the survey come from a wide range of industries, with the most common being consultancy, construction and infrastructure, manufacturing, and engineering services such as architecture.

Table 24: What main industry/field does the business operate in?

For many respondents, government is an important customer: 40 per cent of businesses earn more than half of their turnover from government work, although this is slightly lower than in 2024. Overall, 78 per cent of businesses say government business is important to them, which is consistent with last year.

Figure 25: Government turnover

Figure 26. Importance of government business

“Government projects are considered safe - we are almost always paid for our services. Some projects are very rewarding and deliver great outcomes for the public/government.”

“It's good work when you get it, high contribution to New Zealand outcomes and opportunity for large scale work, diverse contracts and expanding into interesting markets. Downsides are cost to engage, short turnaround for complex proposals, slow / challenging client engagement with SMEs short on time to contribute, and persistent issues with policy changes impacting the sustainability of our business.”

Importance of government business

The importance of government as a customer is felt across most cities, especially in Auckland (81 per cent) and Canterbury (87 per cent), particularly to businesses owned by New Zealanders and originating in New Zealand.

Importance is also highest among community and social services providers and consultancy, where it reaches 78 per cent respectively, and among businesses with annual turnover under \$500K or between \$5M and \$50M. Larger firms earning more than \$50M per year place slightly less importance on government business, reflecting their more diverse customer base.

[Table 27. Location of business](#)

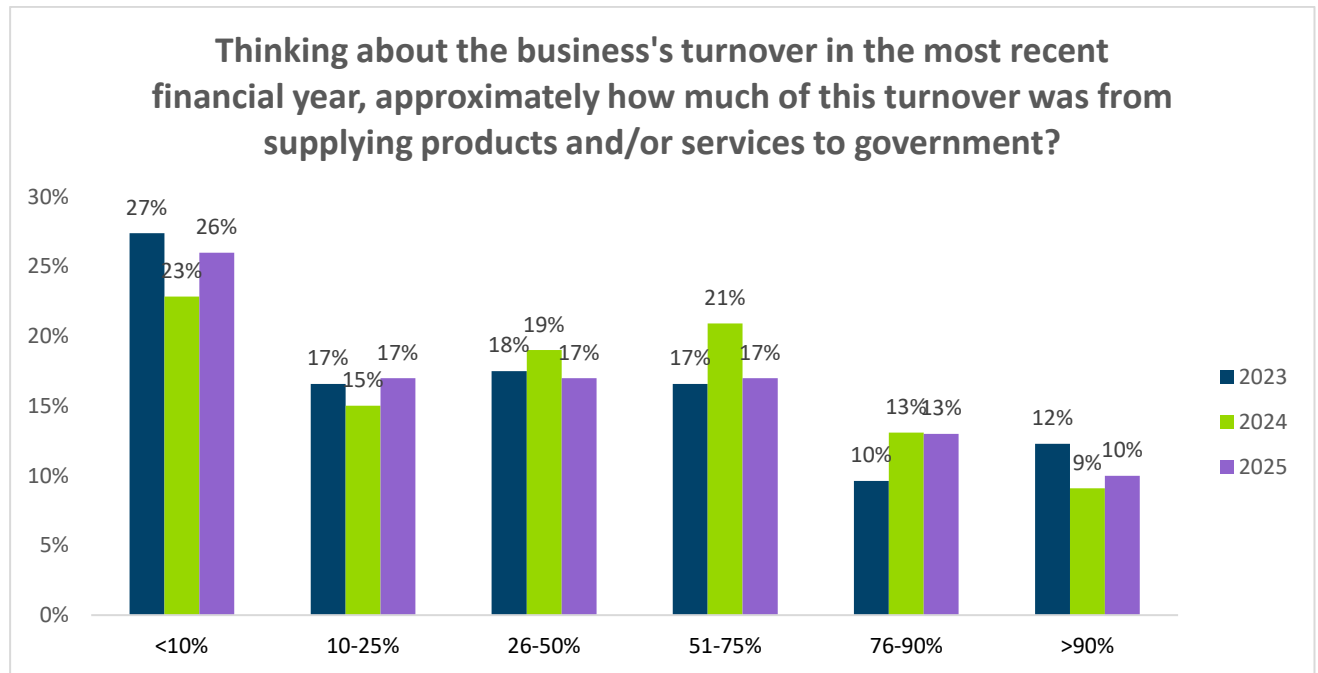
[Table 28. Importance of government business to organisation by type](#)

Table 24. What main industry/field does the business operate in?

Industry	2023	2024	2025	Industry	2023	2024	2025
Agriculture, Forestry, Fisheries	1%	0%	1%	Office solutions	1%	1%	2%
Clinical, medical and laboratory	1%	2%	1%	Operational goods and services	1%	1%	2%
Community and social services (health, justice, education and welfare)	5%	3%	2%	Personnel related (including training and professional development)	5%	6%	5%
Construction, infrastructure and manufacturing	9%	12%	19%	Professional services temporary staff	2%	3%	3%
Consultancy	29%	26%	23%	Services (other, this includes research services)	6%	6%	5%
Energy and utilities	1%	1%	0%	Travel, events and accommodation (including catering)	1%	3%	1%
Engineering solutions (including architecture)	6%	8%	7%	Vehicles	1%	1%	2%
Facilities	1%	1%	1%	Waste management	0%	0%	0%
Financial and banking services	1%	1%	2%	Other (please specify)	11%	10%	9%
Information and communication technology (ICT)	9%	7%	7%				
Logistics	1%	0%	1%				
Marketing and media	7%	7%	8%				

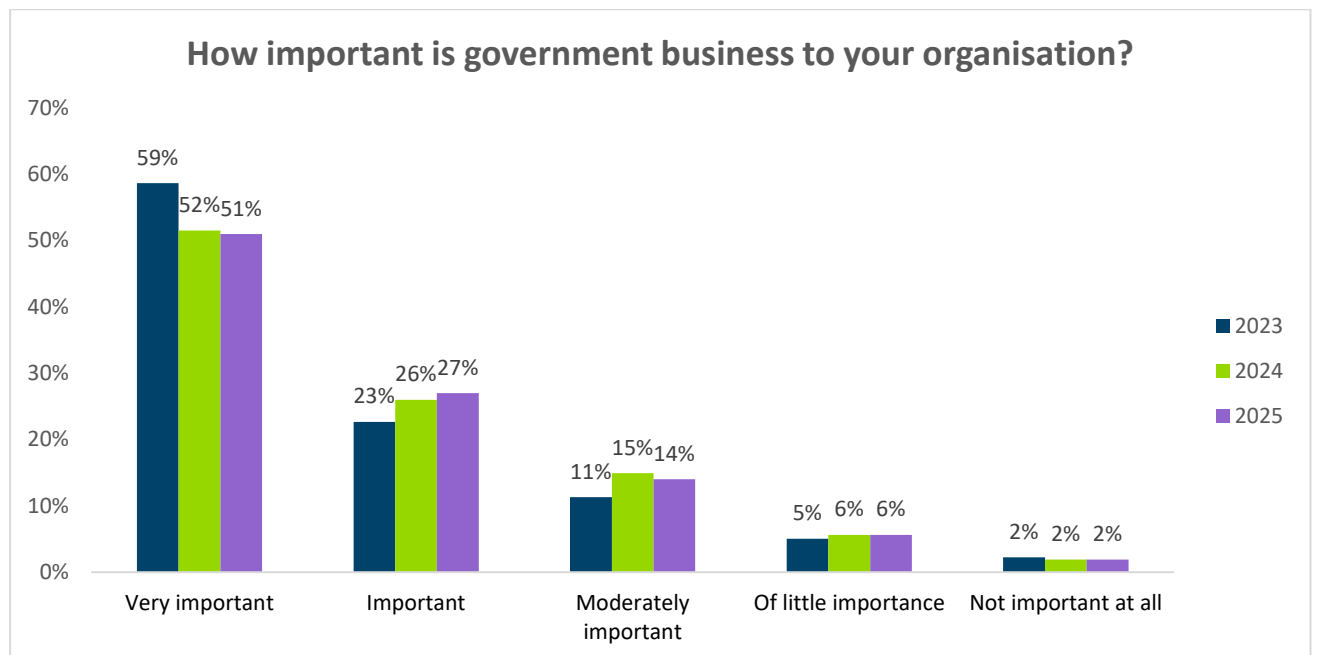
Number of respondents to this question: 2023 - 746, 2024 - 644, 2025 - 568

Figure 25. Government turnover



Number of respondents to this question: 2023 - 748, 2024 - 626, 2025 - 551

Figure 26. Importance of government business



Number of respondents to this question: 2023 - 750, 2024 - 623, 2025 - 549

Table 27. Location of business

Region	2023	2024	2025	Region	2023	2024	2025
Auckland	35%	38%	36%	Taranaki	1%	1%	1%
Wellington	34%	32%	31%	Manawatu-Whanganui	2%	1%	1%
Canterbury	9%	7%	8%	Nelson	1%	1%	1%
Bay of Plenty	3%	5%	5%	Tasman	0%	0%	1%
Waikato	3%	5%	5%	Marlborough	0%	0%	0%
Otago	2%	2%	4%	Gisborne	1%	0%	0%
Northland	2%	2%	2%	Southland	0%	0%	1%
Hawke's Bay	2%	2%	2%	West Coast	0%	0%	0%
Not based in New Zealand	4%	1%	2%	None of the above	0%	0%	0%

Number of respondents to this question: 2023 - 755, 2024 - 707, 2025 - 617

Table 28. Importance of government business to organisation by type

Importance of government business to your organisation	Total important
Business base	
Auckland	81%
Canterbury	87%
Wellington	77%
Rest of North Island	80%
Rest of South Island	60%
Business type	
Does the business mainly operate in New Zealand	79%
50%+ owned by New Zealanders	81%
Business controlled 50% or more by New Zealanders	80%
Business originates in New Zealand	80%
Industry	
Community and social services	78%
Construction, infrastructure and manufacturing	75%
Consultancy	78%
Others	41%
NZ Annual turnover	
Less than \$500K	82%
\$501K - \$1 million	72%
\$1.001 million - \$5 million	80%
\$5.001 million - \$50 million	84%
\$50.001 million +	63%

Number of respondents to this question: 2025 - 568