



مجلس المناقصات والمزايا  
Tender Board

# 2023

## Annual Report

20 Years of partnership, transparency  
and accomplishment





**His Royal Highness**  
**Prince Salman bin Hamad Al Khalifa**

The Crown Prince and Prime Minister



**His Majesty**  
**King Hamad bin Isa Al Khalifa**

King of the Kingdom of Bahrain

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## 20 years of achievement and contribution to the comprehensive development journey



**Mr. Yaser Bin Ebrahim Humaidan**  
Chairman of Tender Board

## Chairman's Message

We are pleased to present our Annual Report for the year of **2023**, during which we celebrated the Twentieth Anniversary of our establishment, wherein we highlight our outstanding achievements and enduring successes that translate the Tender Board's tireless efforts to relentlessly contribute to the comprehensive development process launched by His Majesty King Hamad bin Isa Al Khalifa, the King of Bahrain, the leading supporter of all efforts to drive economic development.

Despite ongoing global economic challenges and changes, during the past year Bahrain Tender Board has continued to accelerate the development and improvements of various aspects of its operations to consolidate the principle of transparency, fairness and integrity in government procurements, thereby contributing to the preservation of public funds and ensuring efficiency and quality in various government projects. In this regard, the efforts of our teams in the spirit and determination of "Team Bahrain" resulted in awarding **1,965** tenders/auctions worth **1.699** billion Bahraini Dinars, a significant increase of **25.7%** compared to last year, reflecting the size of the Kingdom's economic activity.

In continuation of the Tender Board's consistent approach to enhancing competitiveness among suppliers and contractors and encouraging Purchasing Authorities to adopt the optimal procurement methods for government tenders and auctions, Bahrain Tender Board operations have shown positive results recorded in the proportion of public tenders and a decline in the limited tenders and the direct purchase tendering methods, which reflects the scale of the Board's

efforts to translate the government's aspirations supporting the Kingdom's economic progress by enhancing competitiveness between suppliers and contractors.

As a culmination of ongoing efforts to develop work systems, Bahrain Tender Board has achieved the Global Quality Management certificate **ISO 9001:2015**. This accomplishment will enhance productivity efficiency across all departments, sustain the provision of best practices and services to the Purchasing Authorities, suppliers and contractors, and elevate the level of quality and competitiveness.

All these achievements are the result of the unlimited support from the government of the Kingdom of Bahrain under the leadership of His Royal Highness Prince Salman bin Hamad Al Khalifa, the Crown Prince and Prime Minister of the Kingdom of Bahrain. We all draw inspiration from the directives of His Highness, emphasizing the importance of intensifying efforts aimed to improve and develop public services to keep pace with rapid changes and in conformity with the values of justice, transparency and competitiveness, which are the fundamental pillars of His Majesty the King's reform project.

I'm very eager here to express my sincere thanks and gratitude to the Secretary General, honorable Board members and all the technical and administrative team for their dedication and efforts, which have had a great impact on these achievements and successes.

## Two decades of partnership and excellence...

Enhancing institutional work and governance

**Eng. Jamal bin Abdulaziz Al Alawi**  
Secretary General of Tender Board

## Secretary General's Message

In continuation of the journey of achievements that coincided with the launch of the Tender Board in the year **2003**, two decades ago, which stands as a milestone of the reform project of His Majesty King Hamad bin Isa Al Khalifa, the King of Bahrain by establishing this independent Board, which in turn contributed to enhancing the practices of government procurement and sales, ensuring efficiency and effectiveness through a regulatory mechanism that upholds justice, equal opportunities, competitiveness, integrity and transparency.

In its twentieth year, the Tender Board continues to extend cooperation and partnership with the Purchasing Authorities on one hand, and local, regional and international contractors and suppliers on the other hand, to achieve equality, transparency and competitiveness in all procedures followed in government tenders, auctions, purchases and sales.

Bahrain Tender Board witnessed an increase in the response time and delivery speed during the year **2023** compared to **2022**, despite a **20.4%** increase in the number of incoming requests. Moreover, **90.4%** of the total applications received were responded within **14 days or less**, marking an increase of **2%** compared to **2022**, with **77.1%** of these responses being completed within a week or less. The year **2023** also witnessed a positive increase in the percentage of tenders issued using the public tendering method, reaching **87.5%**, accompanied by a positive decrease in the use of limited tenders and direct purchasing methods compared to the year **2022**.

Keen to integrate the institutional work and enhancing procedures and sustainability of achievements, the Board has adopted several strategies aimed at strengthening the culture of institutional work resulting in high efficiency and continuous improvement of procedures. The Board obtained accreditation for procurement ethics for organizations from the Chartered Institute of Procurement and Supply, along with the Global Quality Management Certificate **ISO 9001:2015**, whereas the Board documented all services and defined the Service Level Agreements (SLA) timelines for the completion of each of the Board's services to improve operations effectiveness and customer service.

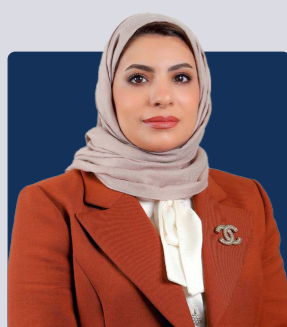
The Board has also developed new strategies for the years **2024-2026** to develop the working system in line with the Government's directions and visions to achieve unification in accordance with scientific foundations and international methodologies with best practices, thereby contributing to enhanced cooperation with partners and achieving maximum efficiency and effectiveness.

In conclusion, I would like to take this invaluable opportunity to express on my behalf and on behalf of all members of the technical and administrative team, our deep gratitude for the unlimited support and continuous follow-up received from His Royal Highness Prince Salman bin Hamad Al Khalifa, the Prime Minister of Bahrain, I would also like to thank the Chairman of the Board and the honorable Board members for their efforts and cooperation, which have led to these successes and high levels of performance.

# Board Members



**H.E. Yaser bin Ebrahim Humaidan**  
Chairman of Tender Board



**Mrs. Noor Hafedh Ebrahim BuAli**  
Deputy Chairman



**Mr. Ali Ashoor Abdullatif**  
Board Member



**Mrs. Maryam Adnan Al Ansari**  
Board Member



**Eng. Balsam Ali Al Salman**  
Board Member



**Dr. Ejlal Faisal Alalawi**  
Board Member



**Eng. Luma Abbas Al Mahroos**  
Board Member



**Mr. Mohammed Abdulhakeem Abdulmalik**  
Board Member



**Eng. Badr Abdul Hameed Al Buqaishi**  
Board Member

## Vision

To be a model of institutional excellence and a customer-centric organization that maintains the efficiency and effectiveness of the tender's cycle by 2026.

## Mission

Contribute to supporting the national economy through the efficient and effective governance and management of government procurements.

## Values

**Integrity**  
Achieving the highest levels of integrity through governance of procedures and independence of decisions.

**Sustainability**  
Continuity and development of policies and methods to ensure that the Tender Board is achieving its goals and objectives.

**Transparency**  
Work in accordance with clear and announced standards and policies in all tendering processes and procedures.

**Efficiency & Effectiveness**  
Optimal use of resources to achieve the highest levels of quality and productivity in government tenders and procurement.

# 2023

## Operations Overview

The Tender Board is taking steady steps towards achieving the objectives of the Law Regulating Government Tenders, Auctions, Purchases and Sales. The Board was able to record several achievements where it witnessed the issuance of

**1007** tenders/auctions and **4809** bids received. Public tenders percentage increased to reach about **87.5%**, and **1965** tenders/auctions were awarded with a value exceeding **1.699** billion Dinars.



# 2023

## Tenders and Auctions Data

**1007**  
Number of published tenders/auctions

**4809**  
Number of bids received

**1965** Number of tenders/auctions supervised by the Board  
(Awarding, Extensions, Variation Orders and Renewals)

**1.699** Total value of tenders/auctions supervised by the Board  
Billion BD (Awarding, Extensions, Variation Orders and Renewals)

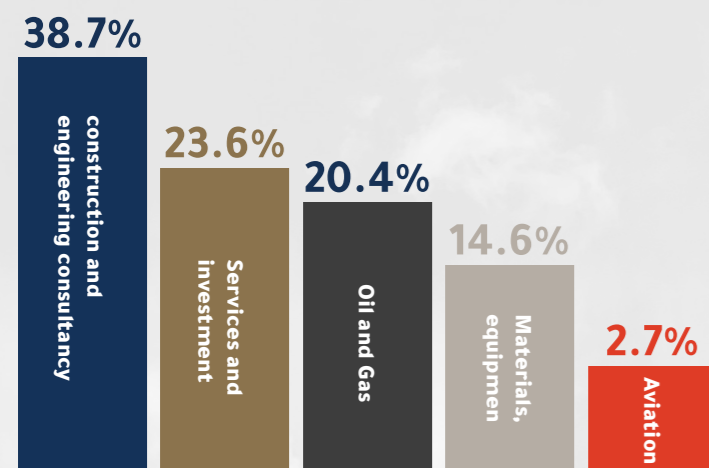
**11423** Total number of suppliers registered within the Tender Board

**8633** Total number of local suppliers registered within the Tender Board

**2790** Total number of international suppliers registered within the Tender Board

**215** Total number of reconsiderations and grievances requests

## Awarding by Sector



The value of tenders and auctions supervised by Bahrain Tender Board during the year **2023** witnessed a **25.7%** increase compared to **2022**. This reflects the increase in the volume of economic activity in the Kingdom of Bahrain, the sustainability of government and development services and keeping pace with urbanization expansion in order to provide the best services that meet the aspirations of citizens and residents.

According to statistics, the construction and engineering consultancy sector was responsible for **38.7%** of the total award values, followed by the services and investment sector by **23.6%**, the oil sector by **20.4%**, the materials, equipment, and aviation sectors by **14.6%** and **2.7%** respectively of the total award values.

## Tendering Methods

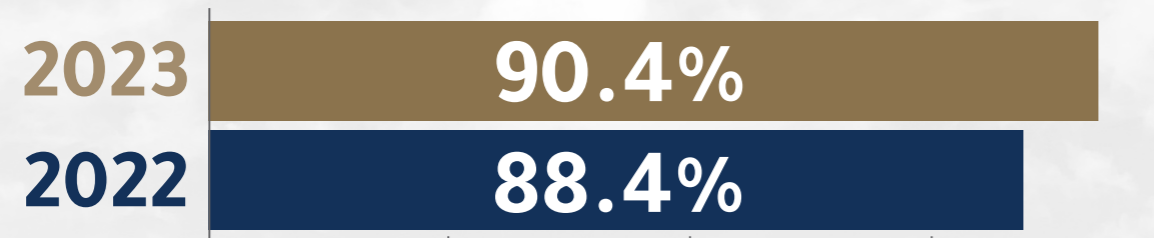
The Tender Board continued to pursue its consistent approach by adhering to international best practices and enhancing competitiveness between suppliers and contractors. As a result, the Board achieved remarkable results during the year **2023** by implementing the ideal method for government tenders and auctions. Public tenders published through the electronic tendering system increased to reach **87.5%** of the total number of

tenders published as compared to **83.1%** in the year **2022**, while limited tenders decreased reaching **11.1%** of the total number of tenders during the past year compared to **13.3%** in **2022**. Furthermore, the percentage of direct purchase tenders has decreased positively from **3.6%** in 2022 to **1.4%** over the last past year, exceeding international best practices in terms of direct purchasing.

## Response Rate

Bahrain Tender Board was keen to prioritize the rate of response index to the requests received. **90.4%** of the requests received from Purchasing authorities, suppliers, and contractors were responded within

**14 days or less**, compared to **88.4%** in **2022**, of which **77.1%** were responded within a week or less, despite the number of requests received increased by **20.4%**.



Response rate within 14 days or less

# 20.4%

Increased in received requests



## Small and Medium Sized Enterprises (SMEs)

In an effort to implement the decision of the distinguished Cabinet in support of SMEs and in line with the government's efforts to support the SMEs, the Tender Board's operations during the year **2023** witnessed an increase in the number of awarded tenders and auctions to SMEs by **31.7%**, 216

government tenders and auctions were awarded, benefiting **140 SMEs**, with a total value of **48.5 million** Bahraini Dinars, which constituted **7.40%** of the total value of awards.

## Prequalification

Prequalification registration increased by **68.4%** in **2023** compared to **2022**, with Bahrain Tender Board approving **421** prequalification requests during the past year compared to **250** requests in **2022**. This

reflects the Board's efforts to increase the number of qualified companies, ensuring that government projects are assigned to contractors with all the necessary conditions required.





## Procurement Plans

To increase the efficiency, effectiveness and transparency of government procurement and sales processes, the Tender Board published procurement plans for **71** Purchasing Authorities over the past year. This represents an increase compared to **67** procurement plans published in the year **2022**.

## Revenue Generation

To ensure the sustainability of financial resources and achieve a balance between expenses and revenues, the Board's revenues amounted to **912,835** Bahraini Dinars over the past year. This includes **527,235** Bahraini Dinars from the sale of tender/auction documents, and **385,600** Bahraini Dinars from centralized advertising.

**385,600 BD**

Centralized advertising

**527,235 BD**

Sale of tender/auction documents

**912,835 BD**

Total Board's revenues amount

## Savings

The Board achieved cost-savings in financial allocations for government tenders amounting to **485.6 million** Bahraini Dinars. This was the result of competitive prices offered by suppliers and contractors participating in tenders through the eTendering system, particularly in public tenders. This highlights Tender Board's efforts and reaffirms

its commitment to achieving maximum value for public funds, enhancing transparency and integrity in government operations, and contributing to obtaining competitive prices and better bids from suppliers and contractors.

**485.6** Tenders cost-savings  
Million Bahraini Dinars

## Legislative Updates

In line with its commitment to enhancing transparency and efficiency in government procurement procedures, the Tender Board issued a circular allowing for the acceptance of bids submitted with a commercial registration that meets the required criteria, even if it is under a different branch number from the one used to purchase the documents, provided that both branches belong to the same commercial registration. This circular also allows for the waiver of the Bahrainization certificate requirement if the participant in the tender/auction is an individual or a regional or global company that is not registered in Bahrain. The circular aims to increase competition in government tenders and auctions, reduce the negative impact of bid exclusions due to the commercial registration and Bahrainization certificate requirements, and keep pace with procedural developments through the use of the

eTendering system. These measures will contribute to simplifying and regulating the procedures.

In addition, Bahrain Tender Board issued a circular regarding granting preference to industrial establishments that have obtained the value-added certificate (Takamul). This follows the Cabinet's decision on granting preference in government procurement to locally manufactured products in tenders and auctions. This initiative aims to enhance and increase the efficiency of local products support efforts to direct industrial sector expenditures to the local market, and boost the competitiveness of national industrial establishments. This will contribute to the development of promising sectors and enhance integration among national industries to achieve an advanced and sustainable industry based on innovative and advanced initiatives.



## Simplifying Procedures

In line with the Tender Board's vision to achieve its objectives and its efforts to enhance the transparency and efficiency of government operations, simplify procedures and ensure the smooth and swift flow of its internal operations for greater effectiveness and efficiency, the Board issued several directives to streamline procedures and improve the performance of government procurement operations, including:

### Eliminating the Board's Approval Step for Responding to Suppliers and Contractors' Inquiries

This measure aims to simplify the process of responding to suppliers and contractors' inquiries by enabling the direct response of Purchasing Authorities feature, hence allowing a quicker and an effective response through the eTendering system.

### Increasing the Number of Tenders Listed in the Opening Sessions

The number of tenders in each bid opening session increased from 15 to 25 tenders. This is a continuation of the Board's diligent efforts to ensure the delivery of services and the implementation of government projects within the set timeframe, as well as to improve the response rate of the requests received to provide outstanding services for the Purchasing Authorities, suppliers and contractors.

### Simplifying the Preparation and Publication of Tender/Auction Documents

Bahrain Tender Board issued new directives for the organizational aspects of tender and auction documents by dividing the documents into several files and specifying the content of each file, thereby enhancing the efficiency and quality of the tendering process.

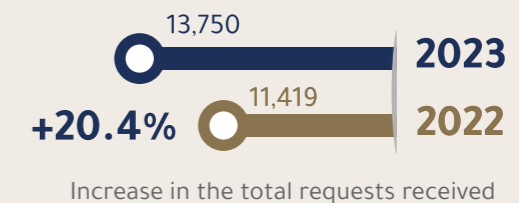
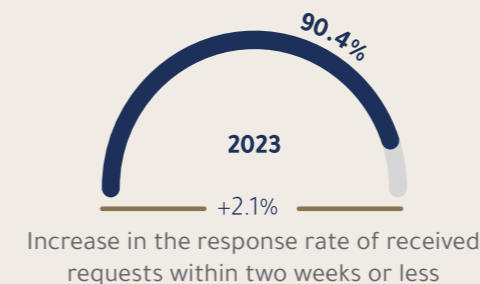
### Issuing a Guide for the Board Meetings

The General Secretariat of the Tender Board issued a guide for the Board's weekly meetings. This guide aims to document and enhance procedures, governance and sustainability in the Board's weekly meetings, contributing to the transparency of operations and achieving the highest level of effectiveness and credibility.

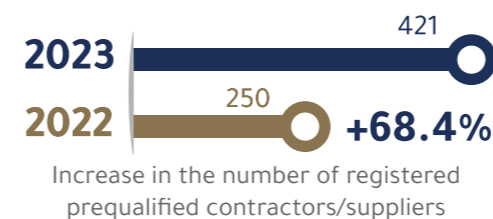
## Tender Board Performance Indicators for 2023

The Tender Board achieved many achievements as shown in the performance indicators during 2023 compared to 2022.

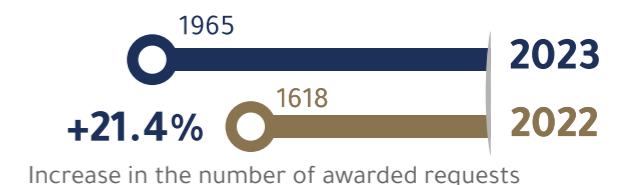
### Response Rate Indicators



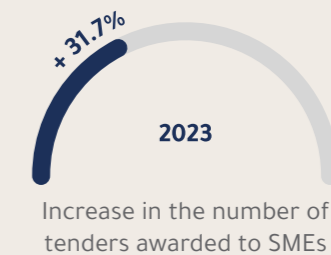
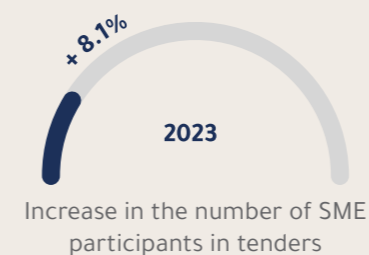
### Prequalification Indicators



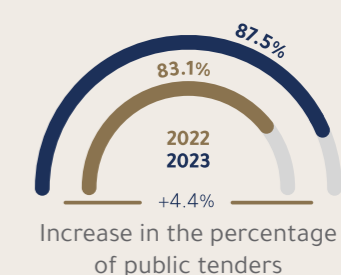
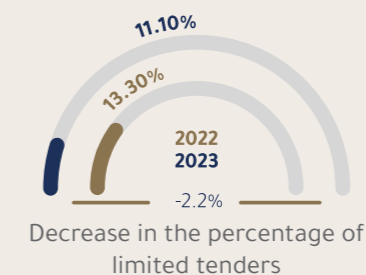
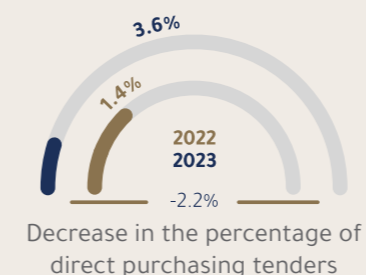
### Awarding Indicators



### SMEs Indicators

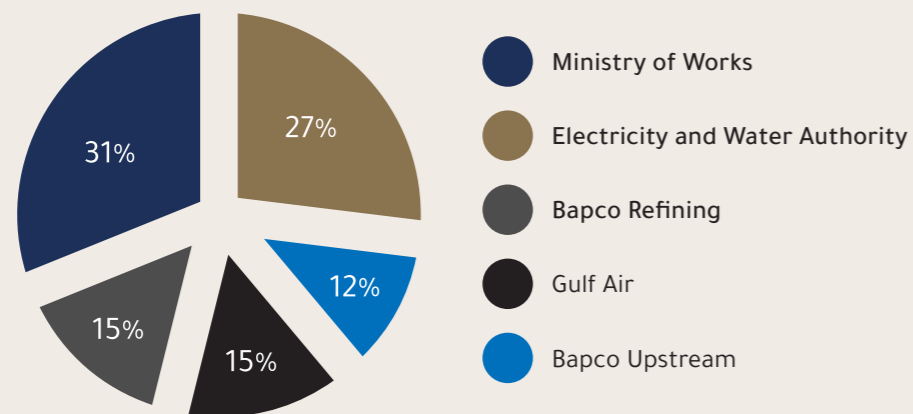


### Tendering Methods Indicators



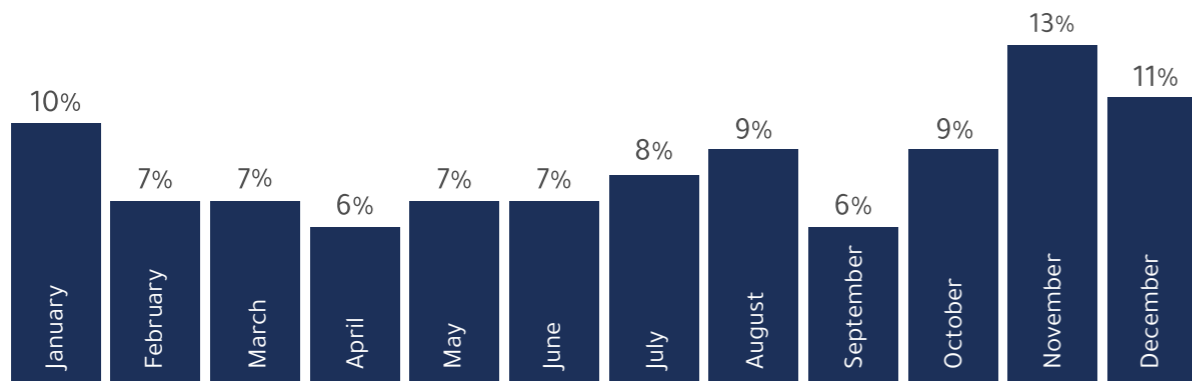


Top five Purchasing Authorities according to the number of awarded requests



Purchasing Authority	Total Number of Awarded Requests
Ministry of Works	282
Electricity and Water Authority	241
Bapco Refining	141
Gulf Air	132
Bapco Upstream	106

Awarded requests by month



### Bahrain Tender Board's Initiatives

#### Strengthening relationships with partners

Bahrain Tender Board held **25** courses and advisory workshops during **2023**, with the participation of more than **2,111** participants from both the government and private sectors. This is considered as part of the Board's continuous efforts to provide support and assistance to the Purchasing Authorities (that are subject to the Law Regulating Government Tenders, Auctions, Purchases and Sales) and suppliers and contractors to enhance relations with partners in order to consolidate the principle of communication with all relevant parties to achieve the principle of equal opportunities.

#### Purchasing Authorities

As the body responsible for overseeing government procurement and sales of **109** Purchasing Authorities, Tender Board has been instrumental in the major projects that the country has witnessed over the past **20 years**, by ensuring that government procurement operations are conducted in an environment of integrity, transparency and ensuring fair treatment of all suppliers and contractors. This has contributed to achieving maximum economic efficiency and safeguarding public funds.

#### Suppliers and Contractors

The Board's interest in enhancing the transparency, integrity and effectiveness of government procurement practices has contributed to encouraging more suppliers and contractors to participate in government tenders and auctions. The number of local suppliers registered within the Tender Board increased from **7,814** to **8,633**. That is an increase of **10.5%**. Additionally, the number of registered international suppliers and contractors increased from **2,613** to **2,790** reflecting an increase of **6.8%**. This demonstrates confidence in integrity, transparency and fairness of the procedures.

#### Specialized Courses

The Tender Board organized **7** foundational and specialized training courses for the Purchasing Authorities with the participation of **582** participants, highlighting the processes and procedures of government tenders and auctions, as well as tendering methods, prequalification procedures and the application of the preference initiative for SMEs.

### Meetings

Bahrain Tender Board held **4** meetings with the participation of **533** officials of government ministries, authorities, institutions, and government companies. These meetings are aimed at achieving the Board's strategic objectives to enhance the practices and systems of procurement and sales of the government and their effectiveness and efficiency and to ensure the highest levels of justice and equal opportunities by enabling partners from the Purchasing Authorities to become fully familiar with the processes, procedures, articles of law, circulars and decisions issued by the Board.

### Qualification and Training of Members of Evaluation Committees

The Board continued to provide training courses for employees of the Purchasing Authorities with the aim of qualifying them in the field of evaluation of government tenders and auctions. Bahrain Tender Board held **10 training courses** with the participation of **550** employees of the Purchasing Authorities, thereby qualifying them to obtain certificates as qualified and approved members of the evaluation committees by the Board.

### Suppliers and Contractors

Bahrain Tender Board held **5** training courses for suppliers and contractors in which **446** trainees participated. These courses covered the procedures for participating in government tenders and auctions.

### Bahrain Chamber of Commerce and Industry

Within the framework of the Tender Board's commitment to coordinate and cooperate with all concerned stakeholders in the public and private sectors, the Board held a meeting with Bahrain Chamber of Commerce and Industry as part of the Board's efforts to coordinate and work jointly with all partners. Training courses on the procedures of government tenders and auctions were also held, which will raise awareness and publicize the correct procedures for participation by entrepreneurs in government tenders and auctions.



## Developmental Projects

As part of the Board's ongoing commitment to improving performance and develop operations, the past year has witnessed the completion of several development projects aimed at enhancing effectiveness and efficiency, ensuring the highest standards of justice and equal opportunities, including:

### ISO 9001:2015 Quality System Certification

In line with Bahrain's Economic Vision **2030**, the Board obtained the **ISO 9001:2015** certificate in quality management, after complying with all the necessary requirements and applying the required standards for obtaining this international certificate, such as documenting all the Board's services, preparing the necessary maps, determining the duration of the Service Level Agreement (SLA) delivery and providing the necessary requirements.

### Bahrain Tender Board's Strategy

In alignment with the Tender Board's commitment to enhancing the work system through a strategic plan and an organizational mechanism that aligns with government directions and visions, the Board has reviewed all plans, programs, projects, and initiatives. This effort aims to establish a cohesive methodology grounded in disciplined principles, international methodologies and best practices within the government procurement sector for the upcoming years **2024-2026**.



### SMEs Support Initiatives

Within the second package of SMEs support initiatives and the updated SME Development Board plan for the years **2022-2026**, Bahrain Tender Board signed a Memorandum of Understanding to support the purchase of guarantees for SMEs with Bahrain Development Bank, under which the Bank will provide support to SMEs according to a specific mechanism to enable them to provide the necessary guarantees to participate in government tenders.

As a continuation of the Board's efforts to support SMEs, the past year has witnessed the allocation of some government tenders to SMEs, reflecting positively on the increase in the number of SMEs benefiting from this initiative, as part of its efforts to allocate a **20%** share of government purchases and tenders to SMEs.

### Cooperation with SME Development Board (SDB)

In cooperation and coordination with SDB, Bahrain Tender Board participated in an event to support SMEs and raise awareness of the Board's role and how to benefit from the preference accorded to them when participating in government tenders and auctions. The event witnessed the presence of several officials and stakeholders in the public and private sectors in which the Board's various initiatives to support SMEs were also highlighted.

### Certification of Procurement Ethics for Organizations

The Tender Board obtained the Accreditation Certificate for Procurement Ethics for Organizations issued by the Chartered Institute of Procurement and Supply (CIPS) for the third consecutive year as the first government entity in the Kingdom of Bahrain to receive this certificate, following the completion of training in several areas of procurement and supply management by the members of the General Secretariat of the Board.

The Tender Board is determined to continue efforts in its tireless pursuit of employing the latest technologies to improve services and enhance communication with all partners, in order to develop its services and maximize the benefit to all relevant parties.

