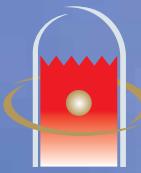


KINGDOM OF BAHRAIN



مملكة البحرين

مجلس المناقصات والمؤيدات
TENDER BOARD

ANNUAL REPORT | 2011

Equal Opportunities in Full Transparency

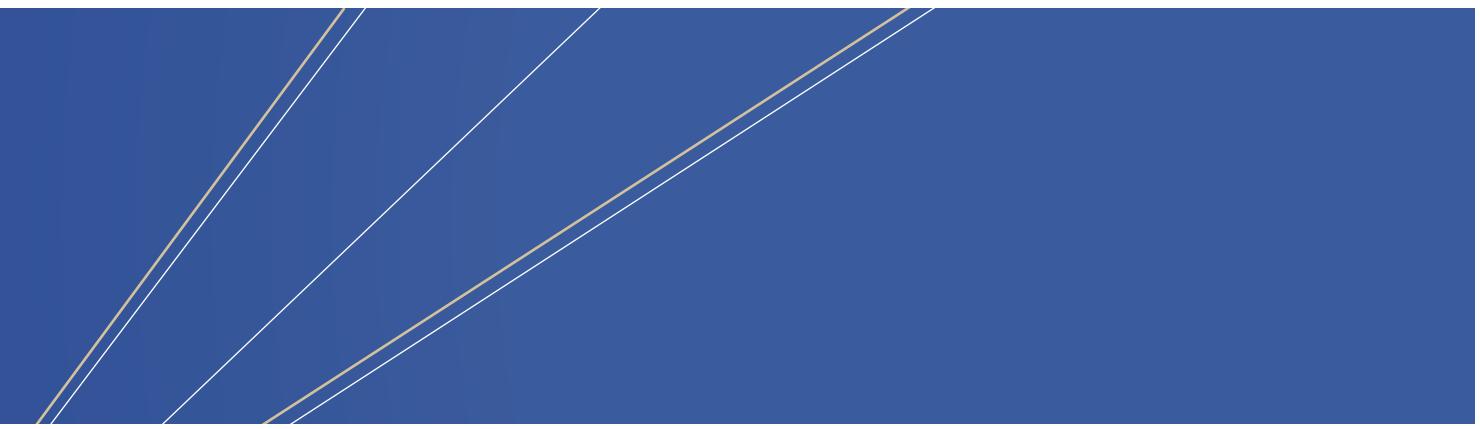
2030
البحرين
BAHRAIN

7th Floor, Almoayyed Tower,
Seef District P.O. Box 18686,
Manama, Kingdom of Bahrain
T (+973) 17 566666,
F (+973) 17 587855
www.tenderboard.gov.bh

CONTENTS

- 06 Profile
- 07 Vision, Mission & Values
- 08 Tender Board Members
- 10 Chairman's Statement
- 12 The Tenderboard's Role
 in Advancing Bahrain's Economy
- 14 Overview of Operations
- 26 Annual Highlights





His Royal Highness
Prince Khalifa bin Salman Al Khalifa
The Prime Minister
of the Kingdom of Bahrain



His Majesty King
Hamad bin Isa Al Khalifa
The King of the Kingdom of Bahrain



His Royal Highness
Prince Salman bin Hamad Al
Khalifa
The Crown Prince
& Deputy Supreme Commander

PROFILE



The Tender Board is a fully independent body, established by a Royal Decree on 7 January 2003 with a clear agenda to set up a strict regulatory mechanism that would ensure fairness and equal opportunity for all stakeholders.

The role of the Tender Board is clearly expressed in the Legislative Decree No: 36 issued on 9 October 2002 with respect to the Law Regulating Government Tenders and Purchases. The Tender Board has the following responsibilities:

- Protect public funds and prevent the undue influence of personal interests on tender formalities.
- Achieve maximum levels of economic efficiency in purchasing activities, at competitive and fair prices.
- Encourage suppliers and contractors to participate in Government tenders and purchases.
- Encourage integrity, competitiveness, fair treatment and equal opportunity to all contractors and suppliers.
- Ensure total transparency in all aspects of purchasing procedures by the Government.



VISION, MISSION & VALUES

Vision

To be a world-class role model organisation in tendering practices.

Mission

The Tender Board is a governing authority that assures excellence, equality, transparency and fair competition in Government tenders and purchases.

Values

- **Integrity & Transparency**

Strive to achieve the highest levels of integrity and transparency in our performance and in our relations with our stakeholders

- **Trust & Respect**

Strive to gain partners and customers' trust and respect through professional commitment in our dealings and decisions

- **Equality & Equity**

Achieve equal opportunities for customers, and equity in pay and rewards for employees in compliance with policy standards

- **Quality & Excellence**

Work as a team to maximise the quality of performance standards to offer service excellence

- **Accountability**

Be responsible for our decisions and actions and to embrace our full commitment to team spirit

- **Professionalism**

Invest in developing and motivating our human resources competence and performance to enhance our professional ability and credibility

- **Creativity**

Value our human resources as the important source for creativity, performance and strategic success

TENDER BOARD MEMBERS





His Excellency Basim Bin Yacob Al Hamer
Chairman



Engr. Nayef Omar Alkalali
Deputy Chairman



Dr. Nabeel Mohammed Abdulfatih
Member



Mr. Ali Mohammed Ali Al Arrayed
Member



Mr. Mohammed Ali Al Qaed
Member



Mr. Jaffer Mohammed Shubbar Hussain
Member



Mr. Jaffer Ebrahim Al Qassab
Member



Engr. Taha Mahmood Faqih
Member



Mrs. Hayam Mohammed Ismail Al Awadhi
Member

CHAIRMAN'S STATEMENT



*Basim Bin Yacob Al Hamer
Chairman*

On behalf of the Members of the Tender Board, it is my great honour to present the Tender Board's 2011 Annual Report. This report will disclose the Tender Board's key achievements and activities throughout the year. These accomplishments are a testament to the steadfast support received from our partners and the dedication of our employees who were able to overcome the challenges of 2011 with poise and unyielding determination. This Annual Report also features the latest statistics that reflect the results of Tender Board's core activities.

It is my privilege to reveal that 2011 has proved to be another successful year for the Tender Board. Since its establishment in 2003, the Tender Board has witnessed an increase in the number of tenders and bids opened as well as the tenders awarded. In 2011, a total of 1,129 tenders were opened worth an estimated value of BD 1.077 billion while 1,769 tenders were awarded with a total value of BD 1.188 billion. Since 2003, the number of tenders awarded has grown by 155%. This represents substantial growth in public sector project activity, demonstrating that the Government continues to actively invest in improving public services and developing the infrastructure. The most significant areas of development include electricity & water, oil & gas, healthcare, social housing, roads & bridges, aviation and research & development; areas that are integral to the continued social and economic progress of Bahrain.

When comparing the actual cost of the awarded tenders with their initially estimated cost, the difference in 2011 was BD 70.7 million, a 263% increase from the difference recorded in 2003. Since the Tender Board was first founded, the total difference amounted to BD 609.1 million, an evidence of Tender Board's important role in supporting the Government towards the attainment of increased levels of economic efficiency.

The Tender Board achieved some major milestones within the organisation in 2011, which have improved our operations and enabled



us to offer the most efficient services with greater responsiveness, enhanced transparency, reduced costs, and superior quality. The most notable achievements include the development and implementation of the e-Tendering System, the development and deployment of the Document Management System, the improvement of the computer network infrastructure as well as the internal system, the digitisation of documentation for the Tender Board's weekly meetings, the establishment of the prequalification database and the prequalification process, maintaining ISO 9001:2008 accreditation for our Quality Management System, developing internal procedures for Management Information Systems and working towards its attainment of the ISO Certification, and finally the promotion of the Evaluation Unit to a Directorate. These accomplishments exemplify the resolute commitment and professionalism of the Board members as well as the motivation and productivity of Tender Board's secretariat.

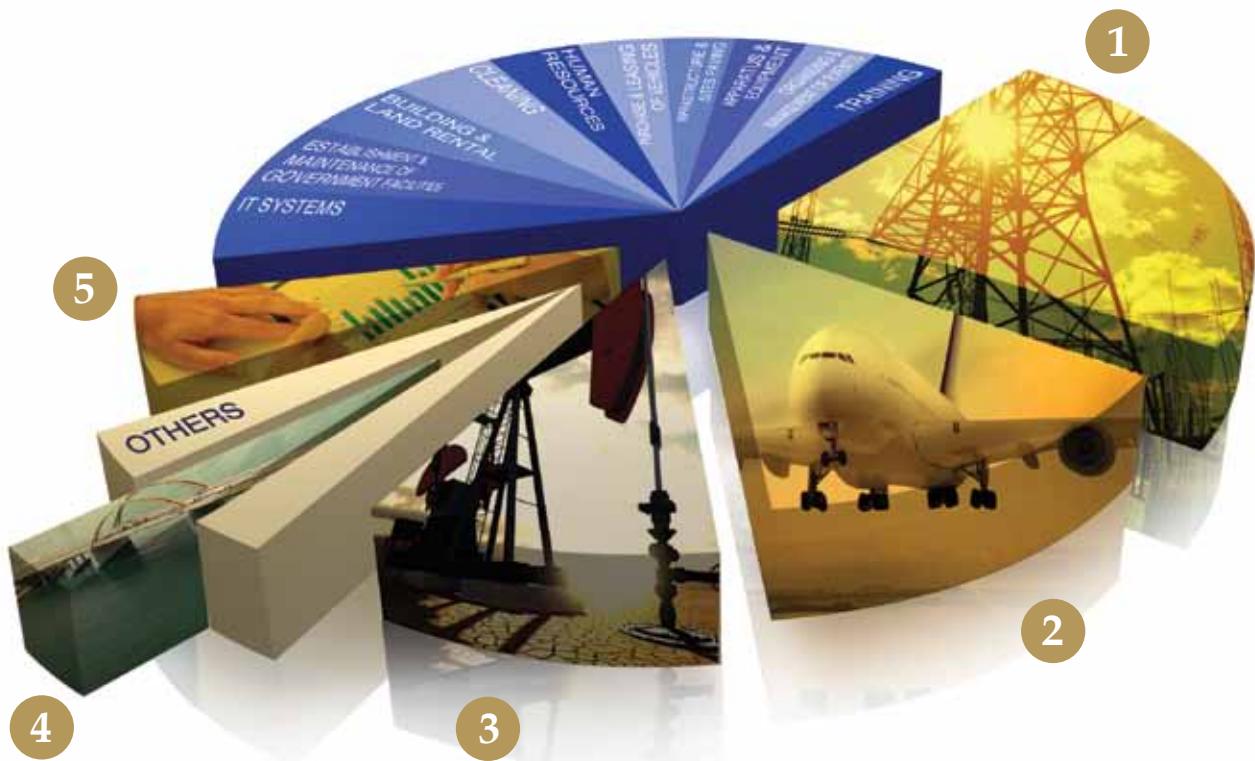
Tender Board's many achievements have positioned it as a world-class organisation dedicated to upholding the pillars of integrity, fairness, competitiveness, openness and equal opportunity. The Tender Board's operations have supported the Government immensely in attracting foreign investment and boosting investors' confidence in the Kingdom's economy.

On behalf of the Tender Board, I would like to take this opportunity to express my most sincere gratitude to His Majesty the King Sheikh Hamad bin Isa Al Khalifa, His Royal Highness the Prime Minister Sheikh Khalifa bin Salman Al Khalifa, and His Royal Highness the Crown Prince and Deputy Supreme Commander of the Bahrain Defence Force Sheikh Salman bin Hamad bin Isa Al Khalifa, for their visionary leadership, valuable support and guidance. I would also like to thank the Tender Board members and staff for their commitment, professionalism, and hard work throughout this eventful year.

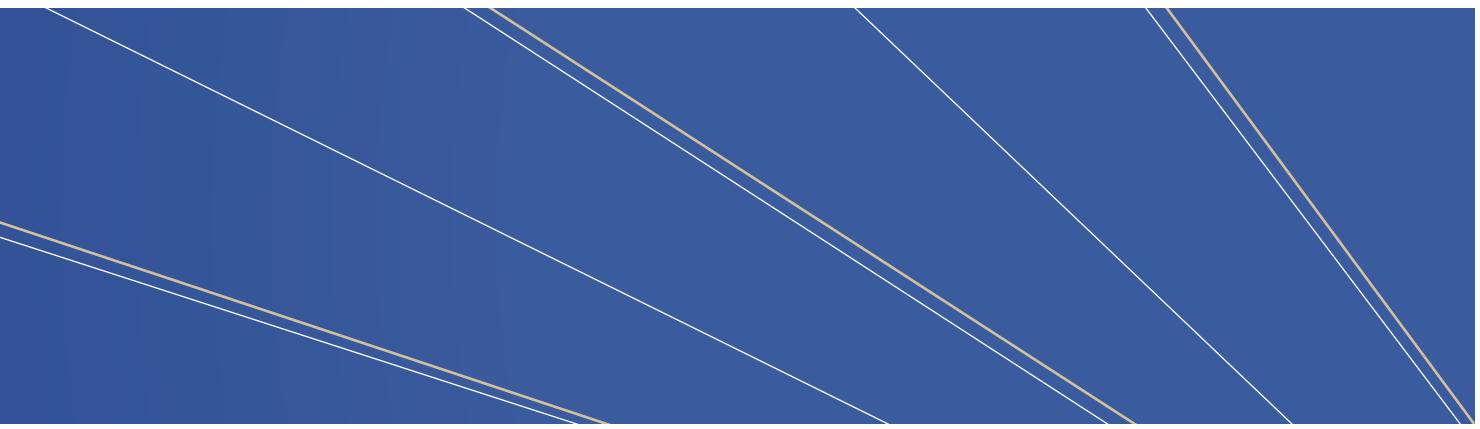
*Basim Bin Yacob Al Hamer
Chairman*

THE TENDERBOARD'S ROLE IN ADVANCING BAHRAIN'S ECONOMY

The Key Tenders Awarded by Industry



NUMBER OF TENDERS AWARDED BY INDUSTRY
TOTAL NUMBER OF GOVERNMENT TENDERS IN 2011 WAS 1,769



1

Construction & Maintenance of Electricity & Water Plants

The Tender Board has supported the construction and maintenance of electricity and water plants to maintain the highest level of quality and to keep up with the increasing demand in order to ensure that all of Bahrain's communities have access to electricity and clean water and to support new developments throughout the Kingdom. A constant and reliable source of electricity and water is essential to maintain a healthy population as well as a growing economy.

Total Value of Tenders: BD 96 Million

2

Aviation

The Tender Board has facilitated various renovation projects within the Bahrain Airport and has supported Gulf Air's procurement of a new fleet of aircrafts as well as the enhancement of key services in order to attract tourists to the Kingdom and connect Bahrain to the world.

Total Value of Tenders: BD 284 Million

3

Oil

The Tender Board has enabled the oil industry to upgrade their facilities in order to ensure that oil is extracted, processed and distributed in the most efficient and sustainable manner to secure the integrity of Bahrain's most precious natural resource. This will enable the oil industry to operate at full capacity and to supply crude oil, petroleum products and gas throughout the world in order to contribute to the national economy.

Total Value of Tenders: BD 64 Million

4

Roads & Bridges

The Tender Board has supported the construction of numerous roads and bridges to facilitate mobility throughout the Kingdom in order to boost productivity and drive economic growth.

Total Value of Tenders: BD 62 Million

5

Consulting

The Tender Board has enabled access to professional consultancy services that support the promotion of best practice and professionalism in order to cultivate the Kingdom's ambitious projects to better serve the community and stimulate Bahrain's economy.

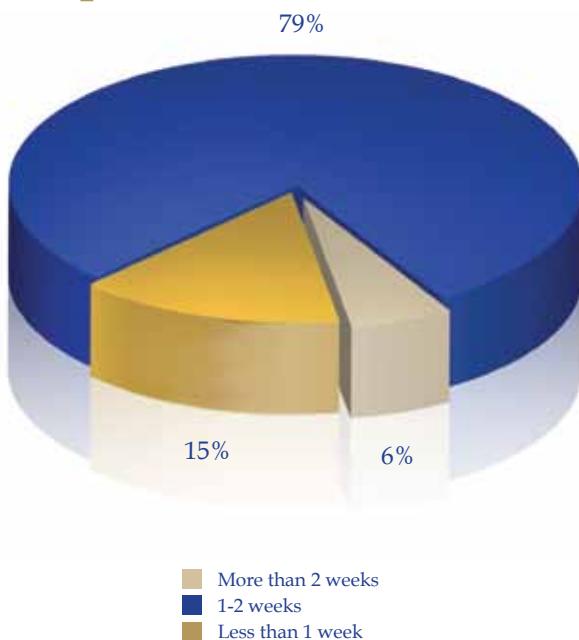
Total Value of Tenders: BD 172 Million

OVERVIEW OF OPERATIONS

Meetings of the Tender Board

In 2011, the Tender Board held 49 uninterrupted weekly meetings to review correspondence and procedures related to tenders and purchases in a timely manner. At the weekly meetings Board Members determine what actions should be taken to ensure that sound decisions are reached in a fair and transparent manner.

Correspondence Time in 2011



Tenders and Bids Opened

In 2011, a total of 1,129 tenders were opened and 6,688 bids were submitted for those tenders. The total estimated value of tenders opened in 2011 is BD 1.077 billion. Since Tender Board's establishment in 2003, a total of 11,539 tenders were opened worth a total value of

BD 8.499 billion.

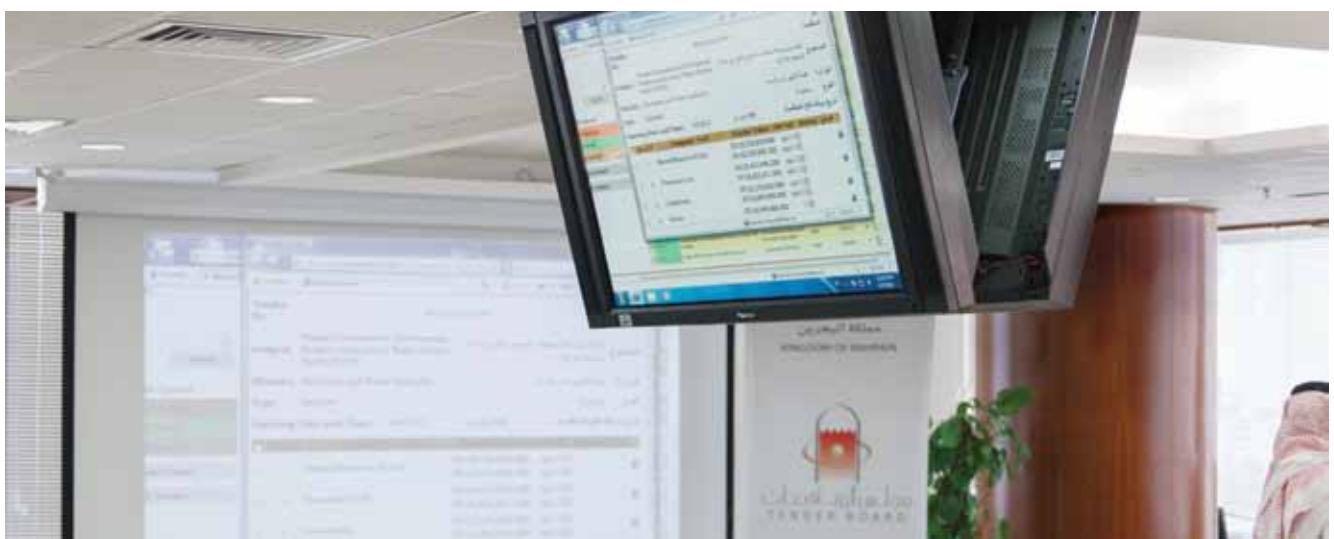
Most of the tenders opened were for the Electricity and Water Authority, the Bahrain Petroleum Company, Ministry of Works, Ministry of Health and Gulf Air Company.

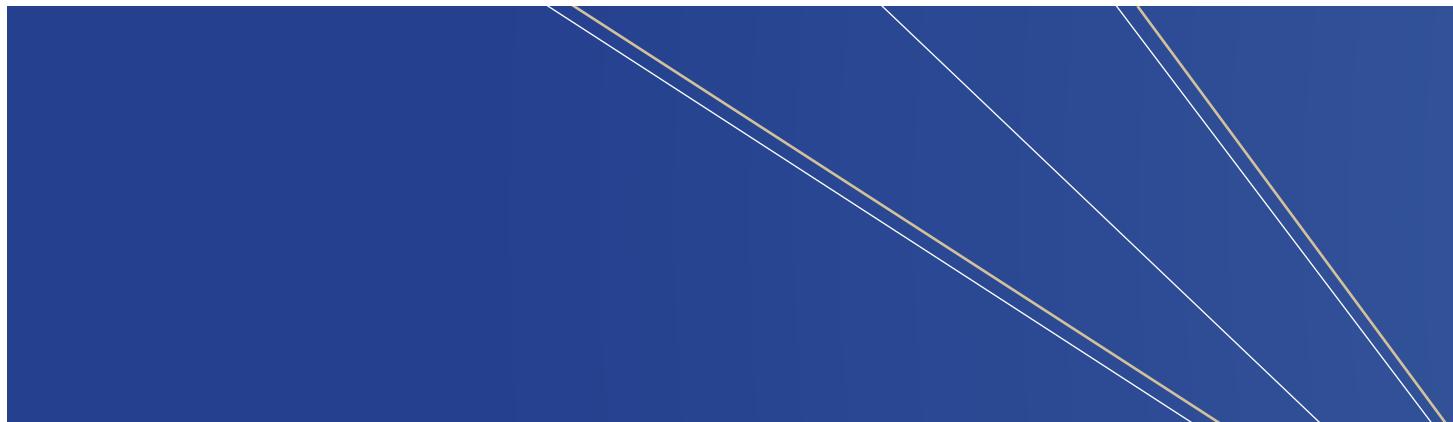
These figures illustrate that the Government continues to develop many diverse projects across different fields within the Kingdom. The significant number of bids indicate that these projects have attracted widespread interest among suppliers and contractors from across the region and around the world, increasing the level of competition and the quality of products and services provided. This extensive selection enables the Government to obtain the best products and services at the most competitive prices through Tender Board's comprehensive and impartial selection process.

Tenders Awarded

A total of 1,769 tenders were awarded in 2011 with a total value of BD 1.187 billion. Since Tender Board's establishment in 2003, 15,372 tenders have been awarded worth a value of BD 8.038 billion. The number of tenders awarded has increased by 155% since 2003, indicating that the Government has increased its expenditure over the past 9 years.

The total value of awarded tenders was the highest in the domains of electricity and water, oil and gas, consulting, roads and bridges, infrastructure and aviation. The largest projects of 2011 include a social housing and development project valued at BD 143.8 million, various





aviation projects, the development of Mina Salman district, and upgrading the IT system in the Ministry of Health.

Despite the challenges of 2011, the Government has spent BD 1.187 billion on projects across various sectors within the Kingdom. This substantial figure represents Government's commitment to invest in Bahrain's economic development in order to stimulate growth and boost investors' confidence in the national economy, further enhancing its prestigious status.

Quality Assurance

2011 marks the fifth consecutive year that the Tender Board has maintained its Quality Management System ISO 9001:2008 certification. This fully documented system covers nearly every responsibility of the Tender Board including tender preparation, bid submission, opening and awarding of tenders, reviews and complaints, staff training and development, and procurement.

The Tender Board has taken active steps towards implementing Bahrain Model of Excellence which strives to promote transparency, innovation and excellence in order to enhance productivity and ensure sustainability. These initiatives have enabled the Tender Board to effectively become a member of Bahrain Centre of Excellence (BCE). BCE is an open platform that enables Government establishments to work together to help improve performance in order to achieve sustainable excellence. This membership with BCE will bring the Tender Board closer to attaining its strategic objectives and supporting Bahrain's Economic Vision 2030.

The Tender Board has also maintained its strategic goals for 2011 which support the Government in attracting investors and promoting transparency and competitiveness. Tender Board's strategic goals were reviewed in 2010 in liaison with the Economic Development Board as part of advancement of the second National Economic Strategy (NES) for 2011-2014 which comprises of key initiatives for all ministries and Government agencies designed to support realisation of Bahrain's Economic Vision 2030.

Strategic Goals

1. Partners & Customers

Sustain the principles of integrity, transparency, fair competitiveness and service excellence.

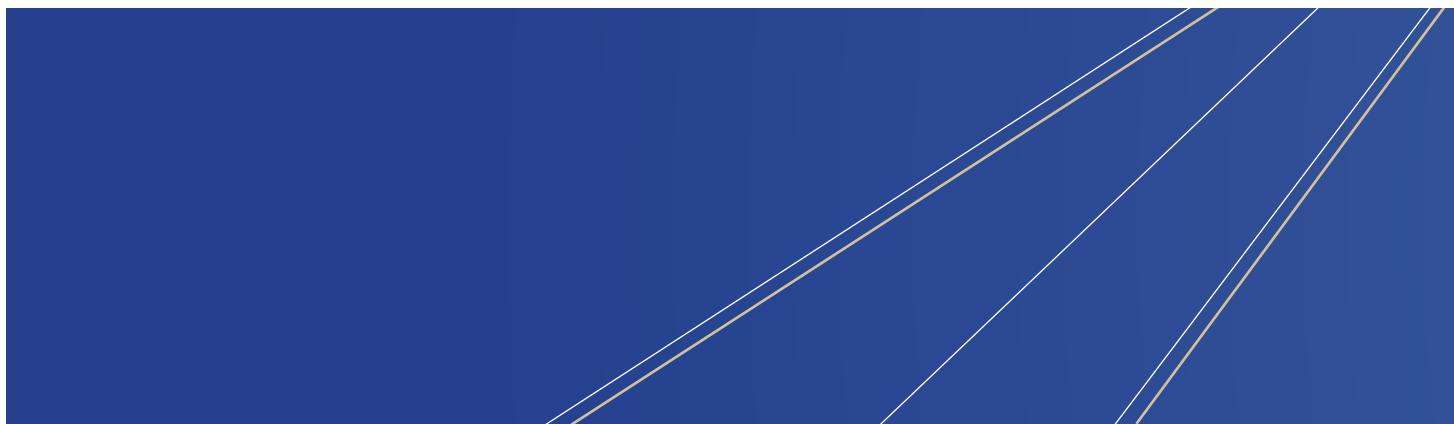


2. **Laws & Policies**
Enforce compliance with legal, technical, ethical and professional practices.
3. **Processes & Systems**
Improve work processes, procedures and technology applications.
4. **Knowledge & Resources**
Ensure optimum utilisation of human and financial resources.

E-Tendering System

In partnership with eGovernment, the Tender Board completed the development of the e-Tendering System, an electronic platform which will enable purchasing authorities as well as contractors and suppliers to obtain information, submit bids online, and follow up through the system. The first phase of the system will enable purchasing authorities to upload their approved tender documents directly onto the purchasing authority portal and to publish it on the supplier portal. As for the suppliers and contractors, it will enable them to access tender information online, download tender documents, and make their payments electronically through the ePayment Gateway.

The first phase of the system was implemented and went live in the fourth quarter of 2011. At the beginning of the first phase of the system seven purchasing authorities were involved. Gradually, the system will be rolled out so that it will be available to all purchasing authorities. Subsequent phases, such as opening of bids and awarding of tenders will be implemented at a later stage.

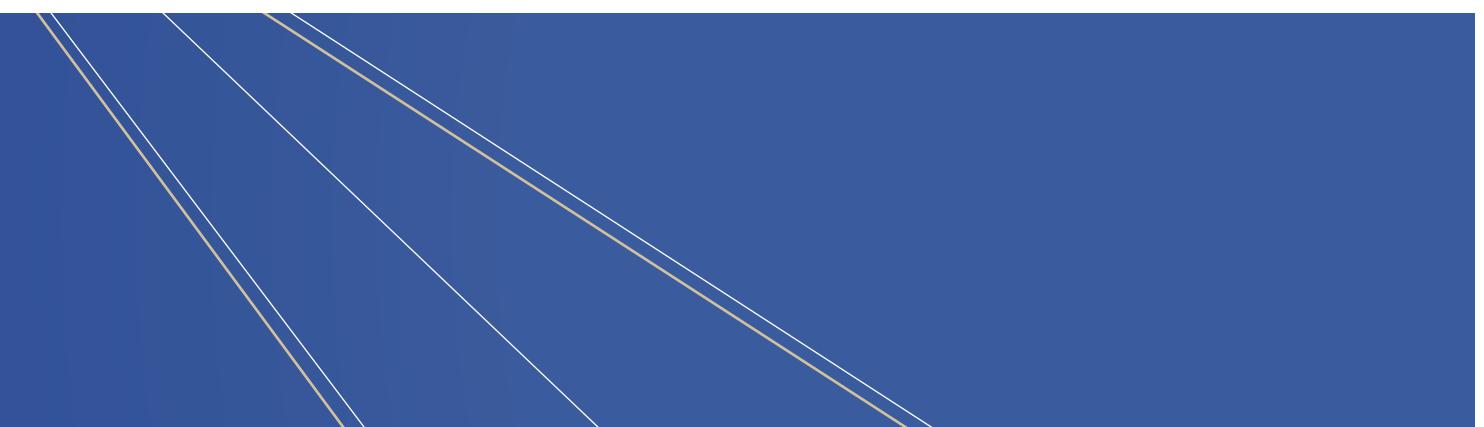


The eGovernment Authority was integral to the implementation of the e-Tendering System, providing training for the purchasing authorities, financing, IT expertise and extensive marketing support. Tamkeen also organised a training programme for about 1,000 suppliers and contractors to provide them with necessary training to use the e-Tendering System.

Bahrain Tender Board's e-Tendering System will be the first electronic tendering system of its kind in the region. Its electronic platform will enable suppliers and contractors from around the world to participate online. Because of its ubiquitous accessibility, the e-Tendering System will raise the level of competition among suppliers and contractors, enabling purchasing authorities to receive the highest quality of products and services at most competitive rates. Implementation of the e-Tendering System marks a major accomplishment which aligns with Tender Board's commitment to upholding integrity, competitiveness, fair treatment and equal opportunities among all suppliers and contractors.

Evaluation Unit Promoted to Directorate

The Evaluation Unit is central to the Tender Board's operations, it is where the core of the Tender Board's activities are carried out and for this reason, it has been promoted to a directorate. As a directorate, the Technical Affairs Directorate for Tenders has more importance within the Tender Board and a greater operational role. This achievement has changed the organisational structure of the Tender Board, making the Technical Affairs Directorate for Tenders the only Directorate in the entire organisation.



Document Management System

The Management Information Systems Unit completed development of phase one of the Document Management System (DMS) internally. All inbound and outbound letters in addition to the existing archived files from the past four years were digitised with the data entered into a fully computerised archive, updating the paperback archive into a secure electronic database. The DMS provides the Tender Board with many advantages, it will facilitate access of information and facilitate retrieval of tender documents and reports, it will deliver timely and accurate storage in addition to acting as a disaster recovery backup system in order to secure information and minimise risk. Furthermore, this electronic system will vastly reduce paper waste, making it an environmentally friendly alternative.

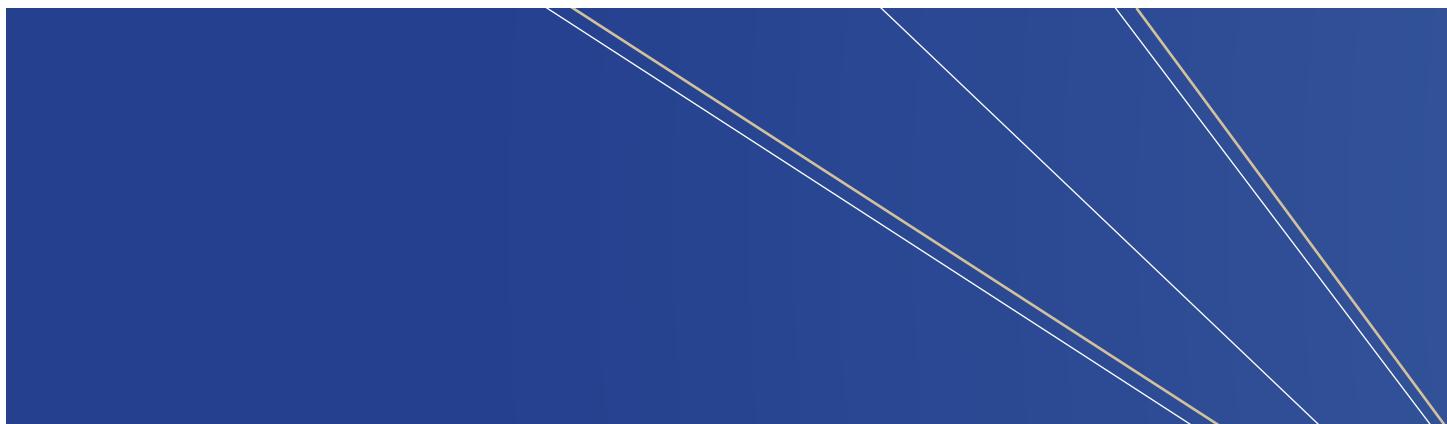
Several studies were conducted in order to determine how to create the new system in the most effective and efficient manner possible. Following the results of this study, a team from the MIS Unit was assigned to manage the digitisation of the archive, entering four years worth of data internally rather than hiring an external vendor. As a result, the Tender Board reduced Government spending, saving an approximate of BD100,000 while permitting the Tender Board MIS Unit to handle the project in an efficient and autonomous manner.

The migration to electronic documentation has enabled the members of the Tender Board to view the meeting files on a customised iPad application, a server accessible through the internet, replacing the heavy paper files which contained up to 500 sheets of paper. An IT company created a secure application for these iPads that gives each Board Member a unique user ID to ensure that information is safely stored. This application also enables the Board members to make comments electronically and share them with the rest of the Tender Board. This innovative application has been hosted within the Government data network via the MIS Unit network team.

Website

The first phase of the Tender Board website was finalised and tested in an effort to improve functionality and to make it easier to use. Phase one of the website was completed to uphold standards of the United Nations and W3C Consortium.

These website developments were all implemented in-house through Tender Board's MIS Unit. Although a budget was allocated towards



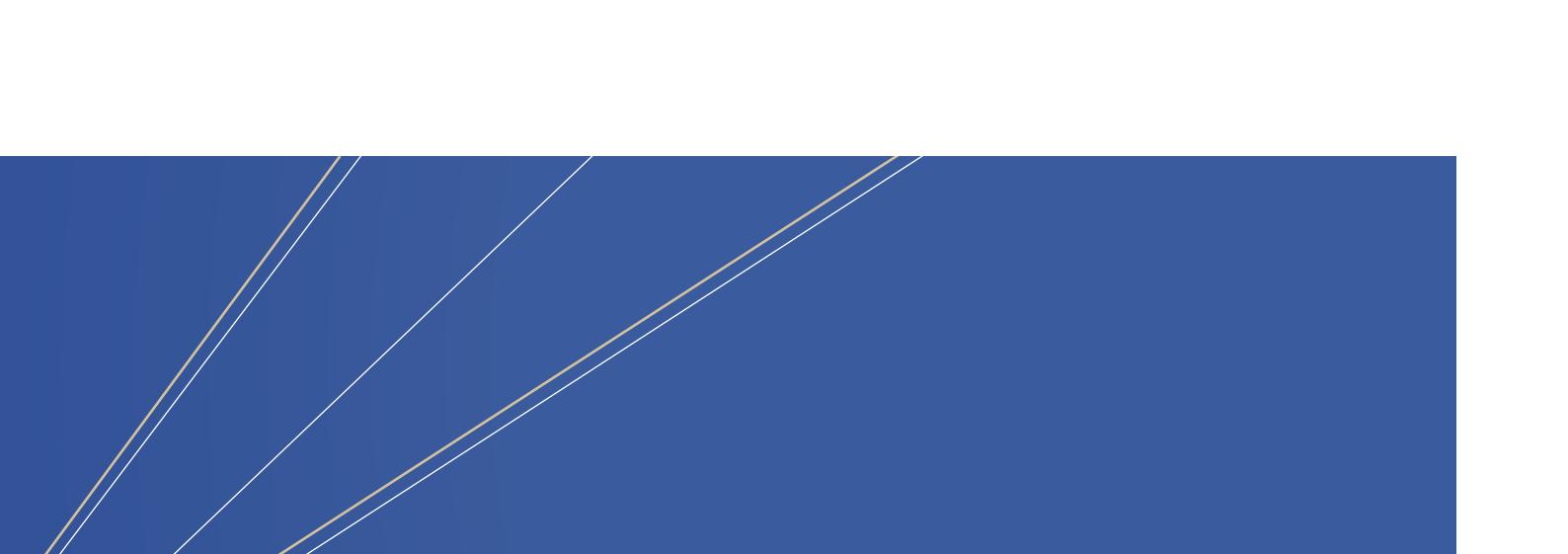
website development, the MIS Unit assigned a specialised web development team to manage the website redevelopment internally, thus reducing Government expenditure and implementing the necessary improvements in the most efficient manner possible.

The new website was launched in the first quarter of 2012 with a more modern look and feel and with more services for the public. It will include advanced features such as iPhone interactions and enhanced database search capabilities. The new website will serve to enhance transparency and disclosure, ensuring smooth navigation and easy access to information.

Development of Information Security Management System

In collaboration with Quality Assurance Management, the Management Information Systems (MIS) Unit completed the internal procedures for the department. These procedures were reviewed by an internal auditor and moving forward, the next step will be to review the procedures with the senior management from the Tender Board.

This initiative was taken to improve the security of information within the MIS Unit. The Management Information Systems Unit took the initiative to draft these procedures. These procedures will be implemented once approval is received from the management.



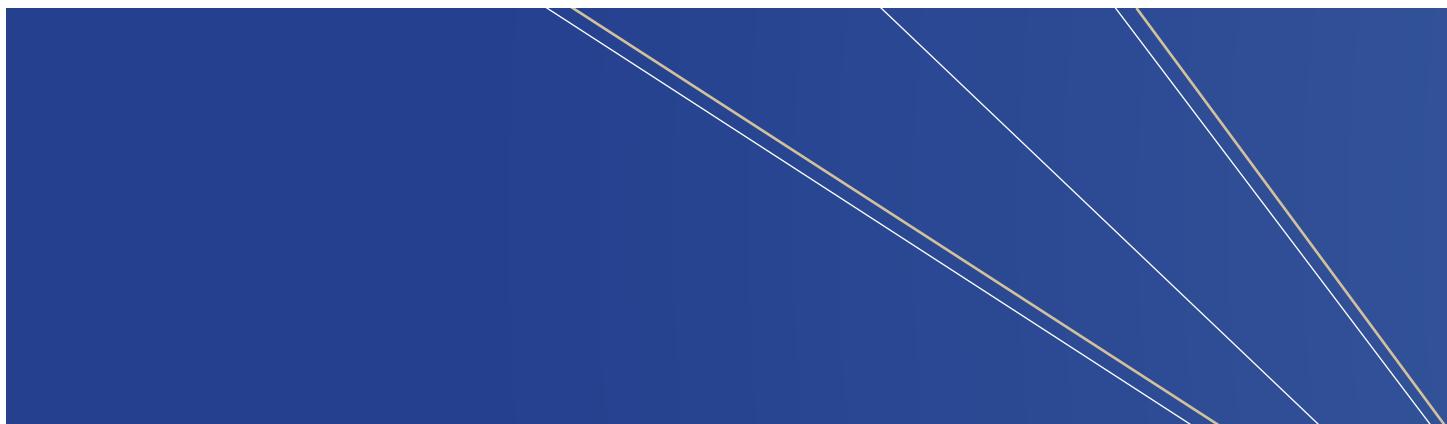
The MIS Unit has started working towards the ISO 27001 requirements to ensure that international standards are upheld in order to evaluate the organisation as a whole in terms of their IT capabilities. After the project has been implemented, the MIS Unit will be audited in 2014 to determine if they qualify for ISO 27001 accreditation. In line with the implementation of internal procedures, members of the MIS Unit have begun the process of preparing the required documentation towards ISO 27001 accreditation. By carrying out the implementation of this project in-house, the MIS Unit will eliminate costs and reduce Government expenses by a significant amount.

Improvement of Internal System

The MIS Unit made several key improvements to the Internal System to facilitate the organisation and retrieval of information. New search and classification fields were added to enable the user to easily locate data and specific functionalities were applied to simplify the work for the end-user, such as adding constraints to data entries, auto-calculations, and the re-arrangement of fields on each page. The existing report layouts were modified and new reports were created for the back-end to support the new requirements of the users and the management. In addition to these improvements, the recommendations of the National Audit Court (NAC) were also addressed. In 2012, the team will start the development of a new Tender Management System to handle the full cycle of tenders, auctions, direct purchases and contracts. The Tender Management System will replace the internal system once launched.

Management Information Systems Infrastructure

The MIS infrastructure was enhanced to improve the overall security of the Tender Board and to facilitate communication and improve the quality of support systems through key technological advancements. Phone system has been upgraded to a modern system, connecting all departments under one secure network to support internal communications. The internal security server was also replaced to provide enhanced network security and protection control through the Forefront Threat Management Gateway (TMG), reducing the risk of threats, unauthorised access into the system and malware. Other initiatives include the replacement of the CCTV system with greater capabilities for information and security purposes.

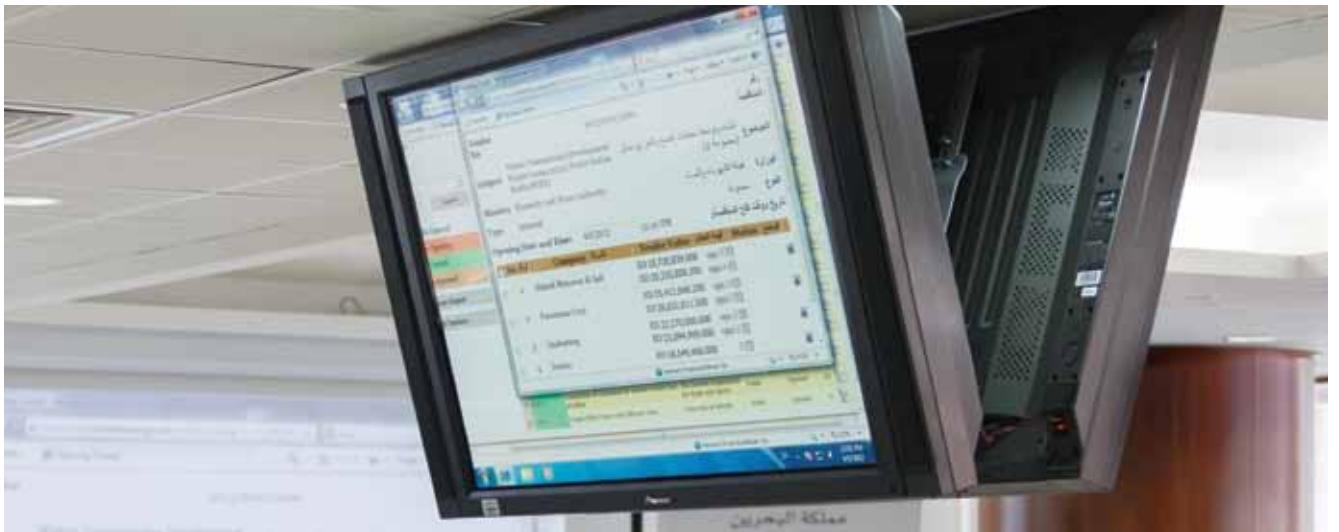


Enterprise Architecture Governance Framework

The MIS Unit worked in collaboration with the eGovernment Authority towards development of the National Enterprise Architecture Framework (NEAF), a platform that simplifies architecture development, ensures complete coverage of the design solution and ensures that the architecture allows for future growth in response to the needs of the business. The head of the MIS Unit attended a seminar to assist the eGovernment in developing this framework by providing input, status updates, and proposing strategy plans that comply with this framework. As a result, the NEAF will streamline different frameworks of the IT departments of each ministry while increasing operational efficiency, improving functionality, maximising return on investment and facilitating procurement.

Suppliers and Contractors Prequalification

Through the Prequalification and Financial Evaluation Unit, Tender Board oversees all the prequalification procedures of suppliers and



contractors specialised in providing goods, services or construction, the nature of which requires the assessment of their technical and financial capabilities. The prequalification of suppliers and contractors is also conducted for major, complex projects, or projects of a special nature.

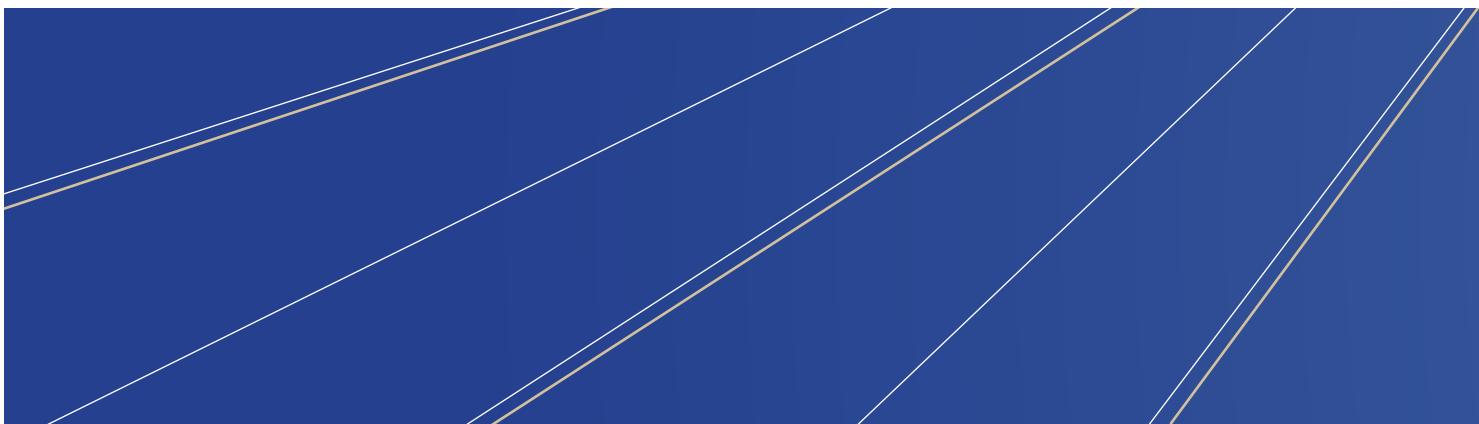
A decision with regard to prequalification process was issued in December 2011 detailing the required steps and criteria to be followed by the Purchasing Authority in carrying out the prequalification of suppliers and contractors. This decision ensures that the requirements are clear and that there is a standard procedure for everyone to promote fairness, transparency and equal opportunities. This prequalification process provides great assistance to the Tender Board by providing the board with the information required to facilitate the decision making process.

A prequalification database was established in 2011, listing all approved suppliers and contractors in one central location. This enables the Purchasing Authorities to invite bidders from a wide selection of prequalified suppliers and contractors. This database is an excellent tool as it increases competition among suppliers and contractors and saves all participants time and reduces expenses.

During 2011, the record showed a total of 357 suppliers and contractors were prequalified by the Purchasing Authorities and approved by the Tender Board.

Human Resources

The Tender Board has achieved significant accomplishments this year thanks to the dedication of its employees. In 2011, a number of Tender Board's employees were awarded with incentives in recognition of their outstanding performance. In line with its strategy to promote educational



achievement, the Tender Board has been providing scholarships to employees who have demonstrated organisational excellence to assist them in reaching their professional ambitions within the organisation.

To ensure that Tender Board employees have the level of skills required to fulfil its organisational needs and to keep the organisation moving forward, the Tender Board encourages its employees to participate in training and development programmes as well as workshops. Bahrain Institute of Public Administration (BIPA) provides business and administrative training for management and technical staff, eGovernment continues to provide support and Information and Communications Technology (ICT) training, and other employees benefit from workshops provided by Ministry of Finance, Central Informatics and Communications Organisation and eGovernment Authority.

Total staff at the end of 2011 numbered 32, all of whom are Bahraini nationals. The Tender Board continues working closely with the Civil Service Bureau to improve the structure of the organisation and to ensure that it will be able to obtain the manpower required for the future. International management consultancy and HR firms have been hired to review the structure of the organisation as well as other areas such as compensation and remuneration. These external reviews serve to ensure that the Tender Board stays competitive and has the required manpower to move forward into the future.

Seminar on Tendering Law and Procedures

The Tender Board held a seminar to address purchasing authority inquiries.

Representatives of the purchasing authorities and representatives of the Tender Board attended this informative event in an endeavour to build relations and clarify questions pertaining to the tendering process. The seminar was well received by representatives of the purchasing authorities and due to its success, it will become an annual event. The relevant inquiries addressed at the seminar are displayed on the Tender Board website in order to grant the public access to this information.

Requests for Reconsiderations and Complaints

The Tender Board received 126 requests for reconsideration and complaints although this figure primarily consists of reconsiderations. These requests for reconsideration and complaints are discussed at Tender Board's weekly meetings and the members determine whether to handle the grievance directly if it is manageable or to refer the matter to the concerned authority. In complex cases, an ad hoc committee is formed and meets with the supplier or contractor directly as well as the purchasing authority concerned. The Tender Board takes the appropriate measures to adhere to the principles of fairness and equality, following the provisions stipulated in the Law Regulating Government Tenders and Purchases.

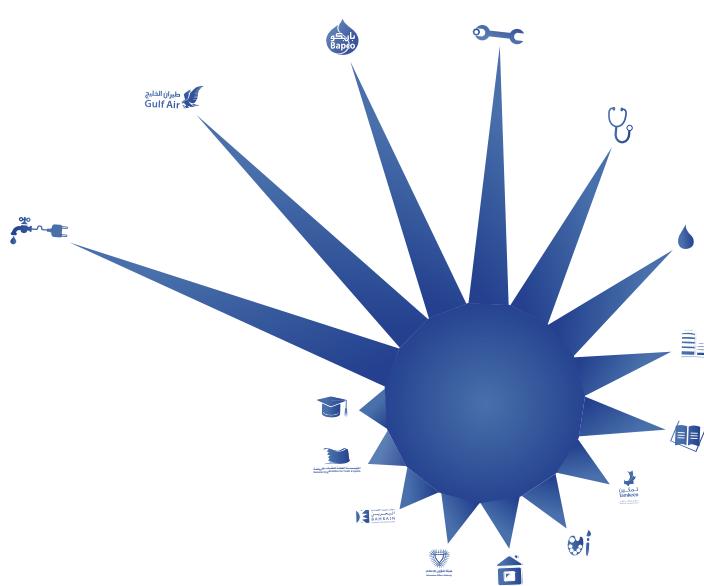
Competitiveness and Economic Efficiency

Comparing the actual cost of the awarded tenders with their initially estimated cost, the difference in 2011 was 70.7 million. This amount represents a 263% increase from the difference recorded in 2003. Since the establishment of the Tender Board, the total difference amounted to BD 609.1 million. Such differences between the actual and the initially estimated costs is a testament to the tremendous progress the Tender Board has attained within the past 9 years through its commitment to attracting suppliers and contractors and establishing a highly competitive platform. This has enabled the Government to increase the standards of products and services obtained while securing the most competitive prices in order for the Government to achieve high levels of economic efficiency.

ANNUAL HIGHLIGHTS

Number of Tenders Awarded According to Government Authority

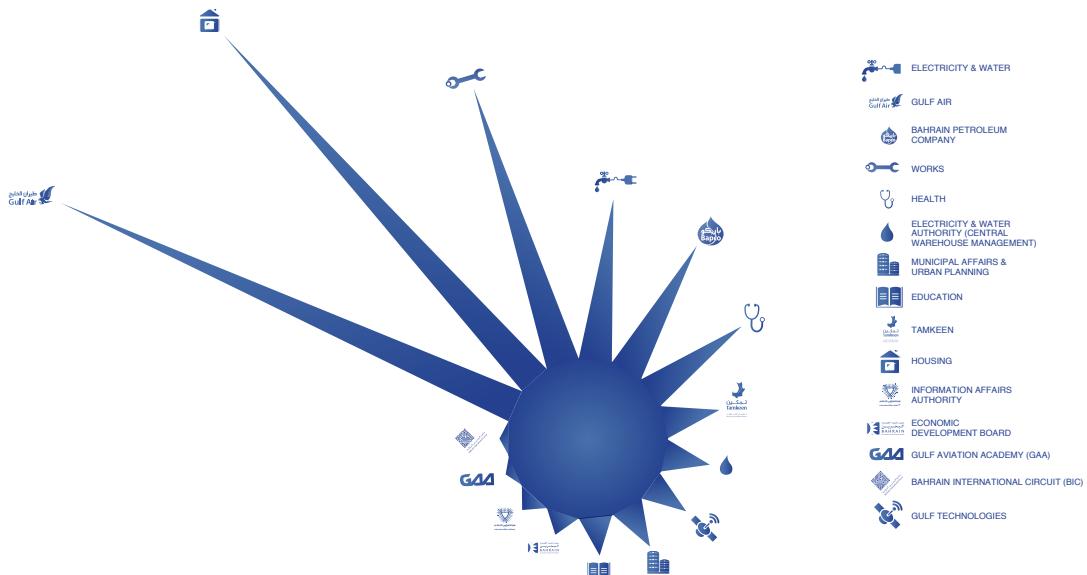
No.	Government Authority	Number of Tenders
1	Electricity & Water	228
2	Gulf Air	204
3	Bahrain Petroleum Company	178
4	Works	172
5	Health	126
6	Electricity & Water Authority (Central Stores Directorate)	99
7	Municipal Affairs & Urban Planning	68
8	Education	61
9	Tamkeen	40
10	Culture	40
11	Housing	39
12	Information Affairs Authority	38
13	Economic Development Board	31
14	General Organisation for Youth & Sports	28
15	University of Bahrain	24
16	Others	393
Total		1,769



The Tender Board awarded a total of 1,769 tenders to over 70 government authorities in 2011. The government authorities that were awarded the most tenders include Electricity & Water Authority, Gulf Air, Bahrain Petroleum Company, Works and Health.

Value of Tenders Awarded According to Government Authority

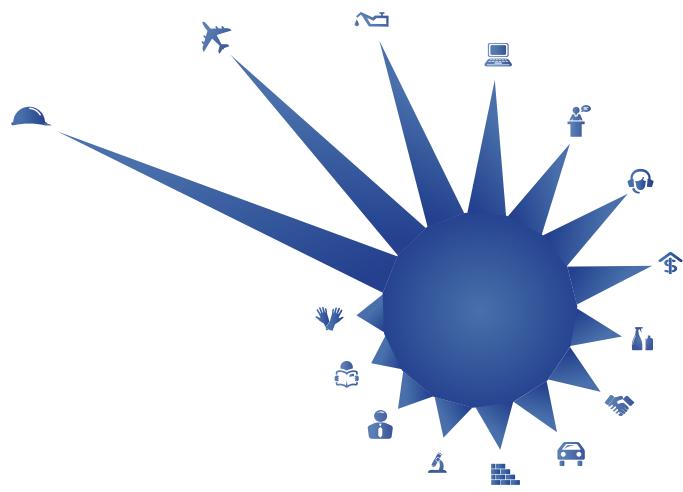
No.	Government Authority	Value of Tenders
1	Gulf Air	247,285,189
2	Housing	230,214,424
3	Works	143,203,320
4	Electricity & Water	82,693,524
5	Bahrain Petroleum Company	72,862,750
6	Health	59,336,635
7	Tamkeen	38,496,182
8	Electricity & Water Authority (Central Stores Directorate)	27,101,331
9	Gulf Technologies	26,734,593
10	Municipal Affairs & Urban Planning	26,229,317
11	Education	23,072,560
12	Economic Development Board	15,253,143
13	Information Affairs Authority	13,863,989
14	Gulf Aviation Academy (GAA)	11,473,895
15	Bahrain International Circuit (BIC)	11,399,045
16	Others	158,780,103
Total		1,188,000,000



The total value of the awarded tenders reached a total value of BD 1.123 billion in 2011. The government authorities with the highest value of awarded tenders include Gulf Air, Housing, Works, Electricity & Water and Bahrain Petroleum Company.

Number of Tenders Awarded According to Industry

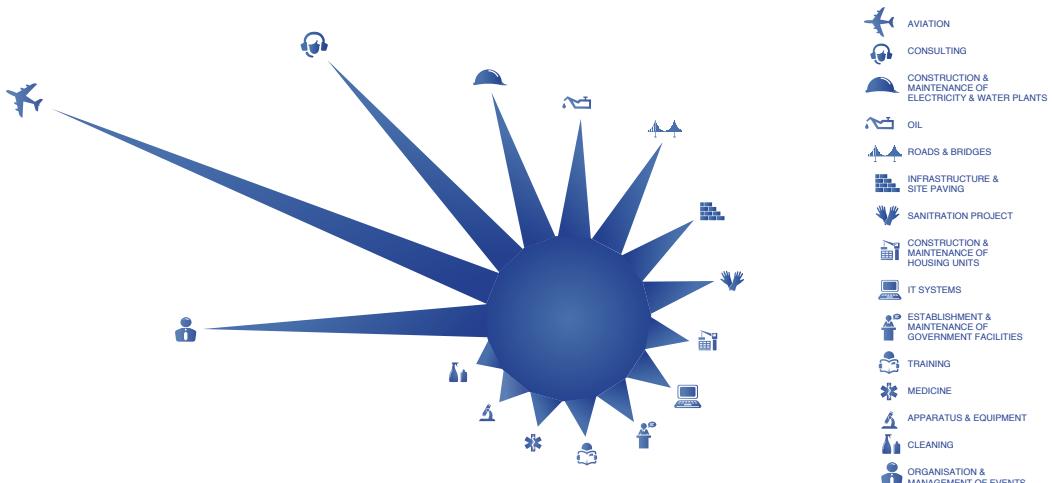
No.	Industry	Number of Tenders
1	Construction & Maintenance of Electricity & Water Plants	247
2	Aviation	203
3	Oil	150
4	IT systems	120
5	Establishment & Maintenance of Government Facilities	86
6	Consulting	83
7	Building & Land Rental	81
8	Cleaning	70
9	Human Resources	67
10	Purchase & Leasing of Vehicles	58
11	Infrastructure & Sites Paving	55
12	Apparatus & Equipment	47
13	Organising & Management of Events	47
14	Training	45
15	Sanitation Projects	44
16	Others	366
Total		1,769



The industries that were awarded the most tenders in 2011 include Construction & Maintenance of Electricity & Water Plants, Aviation, Oil, IT Systems and Establishment & Maintenance of Government Facilities.

Value of Tenders Awarded According to Industry

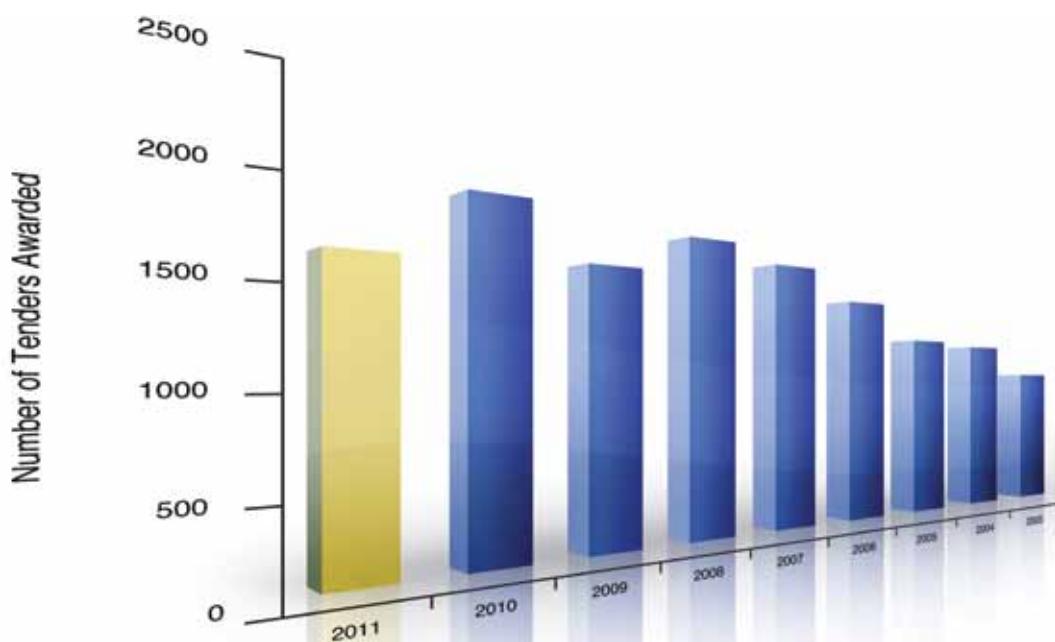
No.	industry	Value of Tenders
1	Aviation	284,401,305
2	Consulting	171,866,889
3	Construction & Maintenance of Electricity & Water Plants	95,644,425
4	Oil	64,067,383
5	Roads & Bridges	62,091,311
6	Infrastructure & Site Paving	52,797,463
7	Sanitation Projects	49,989,602
8	Construction & Maintenance of Housing Units	49,296,592
9	IT Systems	47,252,444
10	Establishment & Maintenance of Government Facilities	42,679,280
11	Training	31,538,362
12	Medicine	17,144,463
13	Apparatus & Equipment	15,547,117
14	Cleaning	14,806,008
15	Organisation & Management of Events	13,014,810
16	Others	175,862,546
Total		1,188,000,000



The industries with the highest value of awarded tenders in 2011 include Aviation, Consulting, Construction & Maintenance of Electricity & Water Plants, Oil and Roads & Bridges.

Total Number of Tenders Awarded

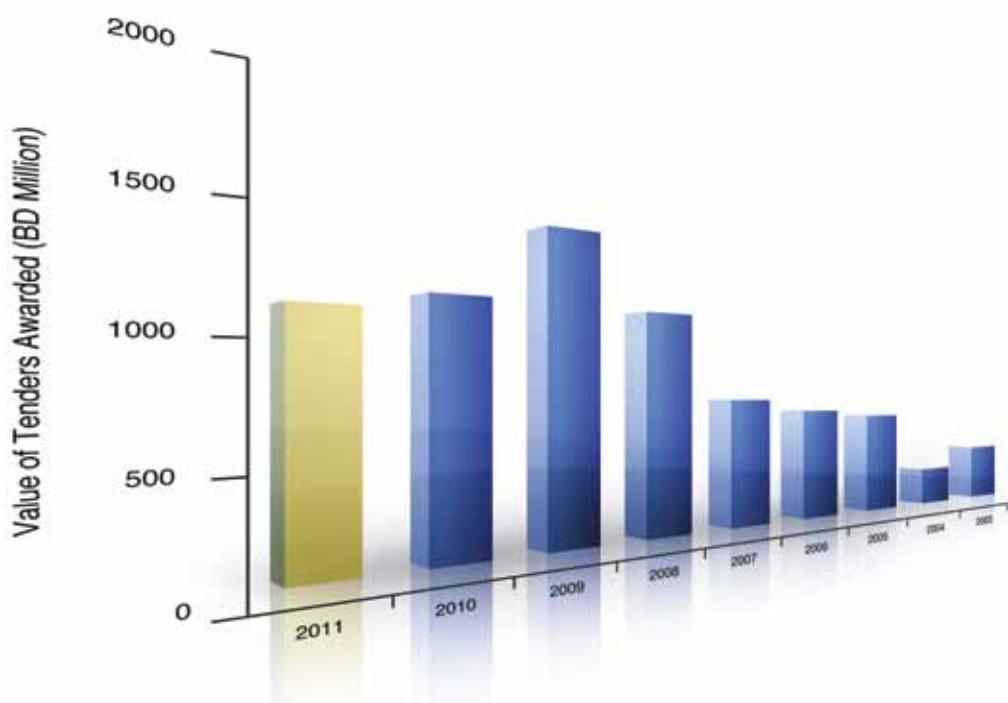
Year	Number of Tenders
2011	1,769
2010	2,160
2009	1,809
2008	2,052
2007	1,929
2006	1,703
2005	1,422
2004	1,386
2003	1,142
Total	15,372



1,769 tenders were awarded in 2011. This brings the total number of tenders awarded since 2003 to 15,372.

Total Value of Tenders Awarded

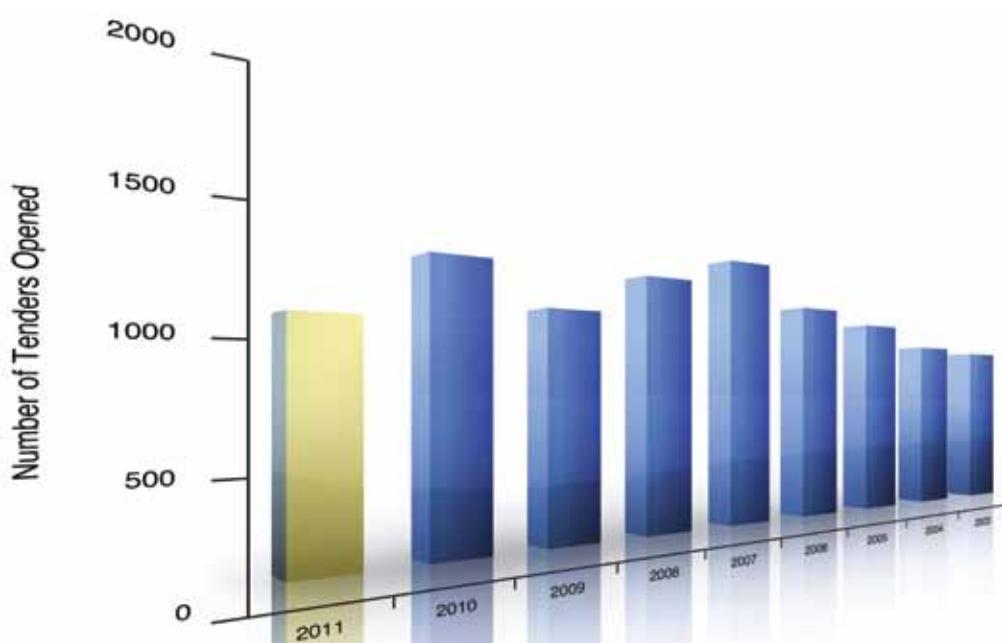
Year	Value of Tenders (BD Million)
2011	1,188
2010	1,265
2009	1,642
2008	1,244
2007	757
2006	683
2005	640
2004	243
2003	376
Total	8,038



The total value of the 1,769 tenders awarded in 2011 was BD 1.188 billion. This brings the total value of tenders awarded since 2003 to BD 8.038 billion.

Total Number of Tenders Opened

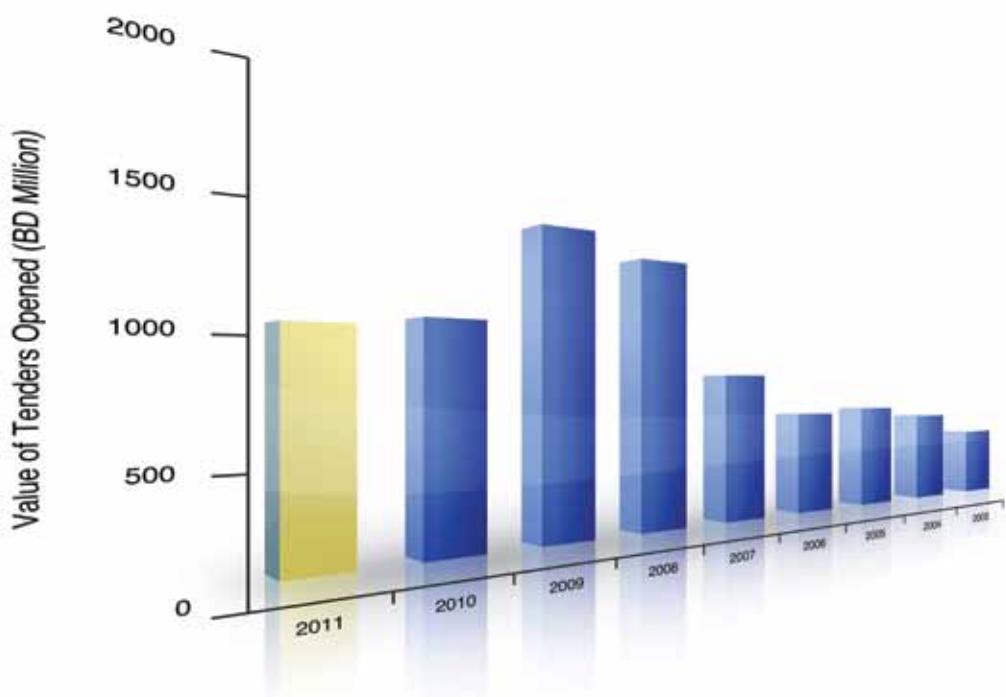
Year	Number of Tenders Opened
2011	1,129
2010	1,432
2009	1,213
2008	1,426
2007	1,568
2006	1,327
2005	1,245
2004	1,114
2003	1,085
Total	11,539



1,129 tenders were opened in 2011. This brings the total number of tenders opened since 2003 to 11,539 tenders.

Total Value of Tenders Opened

Year	Value of Tenders Opened (BD Million)
2011	1,077
2010	1,122
2009	1,616
2008	1,499
2007	868
2006	624
2005	651
2004	588
2003	454
Total	8,499



The total value of the 1,129 tenders opened in 2011 was BD 1.077 billion. This brings the total value of tenders opened since 2003 to BD 8.499 billion.



Into the Future

The Tender Board continues to support the Kingdom's far-reaching programmes by attaining its strategic objectives and supporting Bahrain's Economic Vision 2030. A major objective for the coming year will be the gradual roll out of the e-tendering system and the launch of the new website design. The MIS Unit will work towards the obtainment of the ISO 2001 Certification and instituting a set of internal procedures for the department. The Tender Board will continue to work closely with the Civil Service Bureau as well as management consultancy and HR firms to build upon the organisational structure of the Tender Board in order to ensure that it will be able to obtain qualified and high calibre manpower required.

The Tender Board is committed to building upon its achievements and enhancing its institutional capabilities by finding new ways to streamline tender procedures, improve disclosure of information, and increase levels of transparency and impartiality. Fundamentally, the Tender Board is dedicated to supporting the Government's vision for Bahrain, to cultivate the ongoing growth and prosperity of the Kingdom.

