

Annual Report 2014-2015



Equal Opportunities in full Transparency

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**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 and First  
Deputy Prime Minister

Established by Royal Decree on 7 January 2003, the Bahrain Tender Board is a fully independent body that is tasked with protecting and maximizing the efficiency of public funds, whilst ensuring fairness and equal opportunity for all vendors through a regulatory mechanism that ensures total transparency in all aspects of Government purchasing procedures.

The Tender Board Law, Legislative Decree No 36, was issued on 9 October 2002 with respect to Regulating Government Tenders and Purchases. The Law applies to all ministries, public institutions, municipalities, government authorities that have independent or supplementary budget, fully owned government companies, and Shura / Nuwab councils.

Over the last 13 years, the Tender Board has remained unwavering in its efforts to enhance transparency and impartiality, level the playing field for suppliers and contractors, and encourage local and foreign investment through professionalism and continuous innovation of its processes and procedures. The Board has built strong relationships with public sector purchasing authorities, and local and international contractors and suppliers which has facilitated solid cooperation and enhanced business growth. As a result, the Tender Board has earned a solid reputation for transparency, integrity, fairness, competitiveness and equal opportunity, both regionally and internationally; facilitating business locally, and boosting investor confidence internationally.

The Tender Board remains a key facilitator in the achievement of the Kingdom's economic, business and social reforms as outlined in the Economic Vision 2030; A strategy for the continued development of the Kingdom's economy, which has at its core the shared goal of building a better life for every Bahraini.



## Our Vision

To be a world-class benchmark in tendering practices.

## Our Mission

To ensure excellence, equality, transparency and fair competition in Government tenders and purchases.

## Our 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 all of 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 maximize the quality of performance standards to offer service excellence.

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

**Professionalism:** Invest in developing and motivating our employees in order to enhance our professional ability and credibility.

**Creativity:** Encourage and utilise the full spectrum of our employees' creative talent to enhance organisational performance and strategic success.



## TENDER BOARD MEMBERS 2014



- 1 His Excellency Basim Bin Yacob Al Hamer  
Chairman
- 2 Dr. Nabeel Mohammed Abulfatih  
Deputy Chairman
- 3 Mr. Ali Mohammed Ali Al Arrayed  
Member
- 4 Mr. Mohammed Ali Al Qaed  
Member
- 5 Mr. Waleed Yusuf Alsaie  
Member

- 6 Mr. Adnan Mohammed Fakhro  
Member
- 7 Mr. Hasan Ali Jaber Al Nasser  
Member
- 8 Mrs. Hayam Mohammed Ismail Al Awadhi  
Member
- 9 Mr. Taha Mahmood Faqihi  
Member

## TENDER BOARD MEMBERS 2015



- 1 His Excellency Basim Bin Yacob Al Hamer  
Chairman
- 2 Shaikh Nawaf Ebrahim AlKhalifa  
Deputy Chairman
- 3 Mr. Ali Mohamed Al Arrayed  
Member
- 4 Mr. Nezar Maroof Amr  
Member
- 5 Mr. Isa Radhi Al Aradi  
Member

- 6 Mr. Waleed Yusuf Alsaie  
Member
- 7 Mr. Saeed Husain Abdulrahman  
Member
- 8 Mr. Naser Mohamed Al-Shaikh  
Member
- 9 Mr. Rashed Ahmed Al-Jowder  
Member

## CHAIRMAN'S MESSAGE



**On behalf of the Members of the Tender Board, I am honored to present the 2015 Annual Report, which highlights the activities of the Tender Board during the period 2014 and 2015, and our plans as we move ahead.**

The Tender Board, as part of the national economic and social reforms spearheaded by the Kingdom's wise leadership, remains a key player in facilitating the achievement of Bahrain's envisioned economic, business and social transformation. As the regulator of a transparent and equitable tendering and procurement mechanism, we strive to level the playing field for contractors and suppliers, build investors' confidence to attract foreign investments, and strengthen the reputation of Bahrain as a great place to do business.

**“DURING THE REPORTING PERIOD, THE TENDER BOARD, WHICH HANDLES AROUND 2,000 TENDERS ANNUALLY, FACILITATED ALMOST BHD 1,300 BILLION OF BUSINESS THROUGH BAHRAIN'S GOVERNMENT. THIS IS AN IMPRESSIVE FEAT CONSIDERING THAT THE TENDER BOARD TEAM IS COMPRISED OF ONLY 33 HARD WORKING AND EFFECTIVE EMPLOYEES.”**

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### Tenders Annually

**2,000**

The Tender Board, handles around 2,000 tenders annually

### Value of Tenders

**BHD 1,300**

The Tender Board facilitated almost BHD 1,300 billion of business through Bahrain's Government



Despite the challenging business environment, the Tender Board has remained steadfast in its commitment to making business in Bahrain easier and more efficient, both for the Government Purchasing Authorities, and for the private sector. We have continued to facilitate the building of a better Bahrain by accelerating building infrastructure projects, and supporting the further economic development of the country.

During the reporting period, the Tender Board, which handles around 2,000 tenders annually, facilitated almost BHD 1,300 billion of business through Bahrain's Government. This is an impressive feat considering that the Tender Board team is comprised of only 33 hard working and effective employees.

This efficiency was supported by the eTendering initiative, which has substantially enhanced accessibility, communication and transparency between the Tender Board and its stakeholders. Vendors can now view upcoming tenders and they are awarded online, while the procurement process has become much more streamlined. These improvements have enriched the way we work with the purchasing authorities and local and international vendors, facilitated business with thousands of contractors and suppliers throughout the GCC, the MENA region, and across the globe, whilst cementing the Tender Board's position as a leading organization in Bahrain. Despite the major milestones we have reached on the path towards becoming a fully digital organization, we will continue to upgrade and revamp the e-Tendering System in order to enhance the user experience, and deliver real value to our stakeholders.

In addition to leveraging technology to support organisational success, the Tender Board is building a world-class management team. In 2015, Mrs. Hayam Al Awadhi was appointed Secretary General of the Tender Board by His Majesty King Hamad bin Isa Al Khalifa, with the rank of Under-Secretary. Prior to joining the team, Mrs. Al Awadhi was a member of the Economic Development Board (EDB), underscoring the synergy between the Tender Board and the EDB as we work together to support the realisation of Bahrain's Economic Vision 2030. I would like to take this opportunity to welcome Mrs. Al Awadhi and wish her every success in her new role.

Also bringing new ideas to the Tender Board table is a new Board of Directors. The restructuring of the Tender Board followed the issuance of Royal Decree 67/2015 by His Majesty King Hamad, and included three independent members from the private sector; a move that further emphasises our dedication to achieving complete transparency and impartiality throughout the tendering process. Testament to our rising success in achieving this ambitious goal is the fact that, despite a substantial increase in the amount of tenders being processed by the Tender Board and a robust feedback mechanism, there have been minimal objections; reflecting a growing maturity in the service provision

of the Tender Board and a rising confidence in our role and solid local and international reputation as a regulatory role model.

The co-operation of the GCC countries in accelerating the growth of Bahrain's economy through the GCC Marshall Plan are supporting the Kingdom's growth plans, and the Tender Board would like to express its sincere gratitude in addition to assurance that these funds will be utilized in a timely manner, following due process, and aligned with the principles of the rules and regulations of the Tender Board to ensure the progress of the Kingdom's megaprojects.

We remain optimistic about the future of the Kingdom of Bahrain. Our unswerving dedication, and commitment to continuous improvement will support us as we innovate and transform to meet our customer needs and as a result improve business efficiency in Bahrain. The Tender Board has recently finalized a strategy that is designed to further improve the quality of services we provide to our stakeholders, support economic prosperity, strengthen our relationship with the community, and establish the Tender Board as a world-class role model for public procurement best practices.

We are well positioned to implement our new strategy going forward, having maintained positive momentum during the reporting period notwithstanding the challenging business landscape. This would not have been possible without the efforts of the Tender Board Members, and I would like to take this opportunity to personally thank them for their enthusiasm, professionalism, loyalty and perseverance.

I would also like to express my sincerest gratitude to the Government Authorities; the National Audit Court and the Economic Development Board; Your support and guidance is invaluable. Thanks is also due to The Purchasing Authorities in Bahrain, whose trust and backing of our services help us in positioning Bahrain as the "business friendly" country that it is.

The work we do here at the Tender Board would not be achievable without the valuable support and visionary leadership of His Majesty King Hamad bin Isa Al Khalifa, His Royal Highness the Prime Minister Prince Khalifa bin Salman Al Khalifa, and His Royal Highness the Crown Prince, Deputy Supreme Commander and First Deputy Prime Minister Prince Salman bin Hamad Al Khalifa. You lead us towards a brighter future.

**Basim Bin Yacob Al Hamer**  
Chairman

## SECRETARY GENERAL'S MESSAGE



**“A MAIN FOCUS OF THE PAST TWO YEARS HAS BEEN ON STRENGTHENING RELATIONSHIPS; WE ARE STRIVING TO ENHANCE THE WAY WE WORK WITH STAKEHOLDERS, IN ORDER TO ENSURE THAT THE ROLE THE TENDER BOARD PLAYS GENUINELY ENHANCES THE PROCESS OF PROCUREMENT AND TENDERING IN BAHRAIN AND SUPPORTS ECONOMIC PROSPERITY.”**

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### Total Tenders

**4,521**

The total number of tenders awarded during 2014 & 2015

### Value of Tenders

BD **2.441** Billion

The total value of tenders awarded during 2014 & 2015

**Our journey has not been without challenges. However, we have faced these trials head on, adapted as an organization, and continued on our path towards regulatory excellence.**

The growth in the flow of tenders through the Tender Board during the reporting period can be attributed to the escalating trust suppliers and contractors have in the Tender Board's role locally and internationally, in addition to the Purchasing Authorities enhanced knowledge of and adherence to the Tender Law.

A main focus of the past two years has been on strengthening relationships; We are striving to enhance the way we work with stakeholders, in order to ensure that the role the Tender Board plays genuinely enhances the process of procurement and tendering in Bahrain and supports economic prosperity. Business Process Reengineering initiatives have aimed at streamlining our processes and procedures, while a new set of rules and regulations aim to build end user mechanisms and as such simplify the tender process for our stakeholders.

Aligned with this focus on simplification and efficiency, we are in the process of building a world-class Information Technology Infrastructure which will help stakeholders keep abreast of our activities, and communicate with us openly and easily. Improving two-way communication with our stakeholders is the key to our future success as we endeavor to fully understand and satisfy our customers' needs.

The way we leverage technology is also allowing contractors and suppliers greater access to our services, substantially enhancing the speed in which we respond to our customers, and reducing our environmental footprint through the creation of a more environmentally friendly office environment. In addition, the Tender Board continues to work on the e-Tendering System in order to further enhance its efficiency and improve the user

experience. As such, we are gathering feedback from functional users, and working together to design a system that digitizes the complete tendering process, and all communications between the Tender Board and its stakeholders.

Underscoring our commitment to exceeding the expectation of our stakeholders and upholding our agenda, the Tender Board, in partnership with strategic consultants and in discussion with contractors, suppliers, and authorities, have shaped a strategy comprised of 6 strategic objectives and 18 strategic initiatives. The 3-year comprehensive plan, which will be implemented starting from 2016, outlines how the Tender Board can best partner with the private sector and different entities in order to invigorate and enhance business in Bahrain.

The Board will continue to support public sector growth, while our transparent and efficient regulatory mechanism will maximize the use of public funds, and build investor confidence. Looking ahead, and with a broad strategy in place, the Tender Board is well placed to remain a key facilitator in the economic and social development of Bahrain now and in the future.

**Hayam Mohammed Ismail Al Awadhi**  
Secretary General

## THE KEY TENDERS AWARDED BY INDUSTRY



### Infrastructure

Number of Tenders **797**      Value of Tenders **514 BD Million**

Number of Tenders	2014	2015
Electricity & Water Authority	331	337
Ministry of Works	285	220
Ministry of Municipality Affairs & Urban Planning	162	125
Ministry of Transportation	67	70
Technology	76	45
<b>Total Number of Tenders</b>	<b>921</b>	<b>797</b>



### Aviation

Number of Tenders **165**      Value of Tenders **225 BD Million**

Number of Tenders	2014	2015
Gulf Aviation Academy	1	3
Bahrain Airport Company	25	43
Gulf Air	142	119
<b>Total Number of Tenders</b>	<b>168</b>	<b>165</b>



### Oil

Number of Tenders **173**      Value of Tenders **194 BD Million**

Number of Tenders	2014	2015
National Oil and Gas Authority	1	1
The Oil & Gas Holding Company	-	1
Bahrain Petroleum Company (Bapco)	185	171
<b>Total Number of Tenders</b>	<b>186</b>	<b>173</b>



### Housing

Number of Tenders **66**      Value of Tenders **123 BD Million**

Number of Tenders	2014	2015
Ministry of Housing	94	66
<b>Total Number of Tenders</b>	<b>94</b>	<b>66</b>



## Health

Number of Tenders **303** Value of Tenders **82 BD Million**

Number of Tenders	2014	2015
Ministry of Health	285	303
<b>Total Number of Tenders</b>	<b>285</b>	<b>303</b>



## Education & Youth

Number of Tenders **139** Value of Tenders **46 BD Million**

Number of Tenders	2014	2015
General Organisation for Youth and Sports	53	37
Ministry of Education	158	102
<b>Total Number of Tenders</b>	<b>211</b>	<b>139</b>



## Information

Number of Tenders **72** Value of Tenders **12 BD Million**

Number of Tenders	2014	2015
Ministry of State for Information Affairs	64	33
Culture and Tourism	120	39
<b>Total Number of Tenders</b>	<b>184</b>	<b>72</b>



## Other

Number of Tenders **308** Value of Tenders **99 BD Million**

Number of Tenders	2014	2015
Investment	63	42
Other	263	266
<b>Total Number of Tenders</b>	<b>326</b>	<b>308</b>

## FACILITATING ECONOMIC GROWTH

The impact of the Tender Board on Bahrain's economy is substantial and manifold. The Board, as a promoter of effective and efficient procurement practices and systems, enables the government of the Kingdom of Bahrain to deliver the quantity and quality of services demanded by its people in a timely manner. By facilitating major infrastructure, social housing, and electricity and water projects, the Board effectively supports both social and economic growth.

Through the development of world class procurement systems and practices, the Tender Board also boosts the private sector by enhancing the competitiveness of suppliers, and supports economic sustainability by maximizing the use of public funds.

During 2014 / 2015, the number of tenders processed through the Tender Board increased considerably, reflecting the rising number of major projects currently underway in the kingdom. The majority of these tenders facilitated mega infrastructure projects in areas of electricity, water and housing, and as a result private sector growth rose significantly.

In addition to igniting private sector involvement and growth, the Tender Board played a key role in attracting foreign investment through public international tenders. Investor confidence in Bahrain continues to improve as the Tender Board offers investors a systematic and transparent tendering process and candid feedback mechanism through which to file grievances.



## HARNESSING TECHNOLOGY

To maintain competitiveness and ensure long term success, the Tender Board is working towards its vision of becoming a world class digital organization. We are harnessing technology to provide our customers with a fully interactive and engaging end-to-end digital customer experience, while improving all areas of our business.

During the reporting period we continued to work towards this vision. In particular, the e-Tendering System remained a focus, with efforts aimed at enhancing reliability, flexibility and security, whilst improving the user experience.

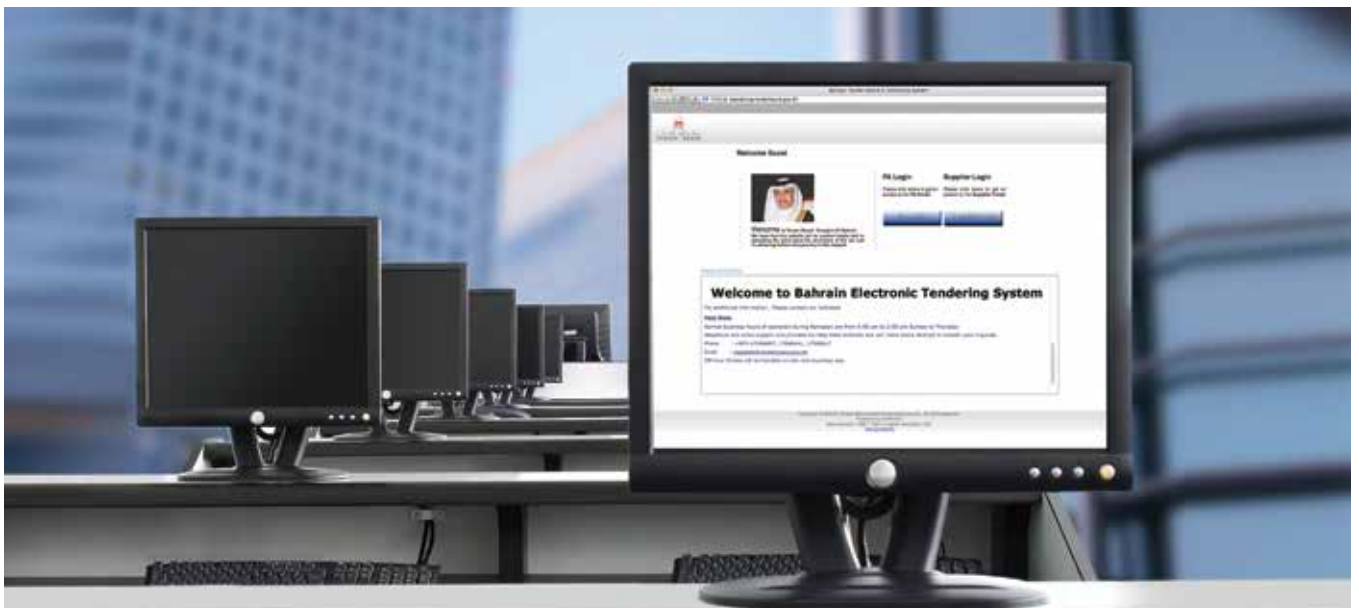
As part of the Board's new strategy, a major review of the system will be undertaken in 2016 which will see the Board work closely with end users, such as the ministries and the public, in order to develop a user friendly e-Tendering System that facilitates electronic communication between the Tender Board and its stakeholders, and fully digitizes the complete tendering process. This is envisioned to substantially improve the Tender Board's productivity, enhance transparency, and lower operating costs.

Other initiatives that are ongoing include improvements to the Tender Board website portal, comprising the development of a new web service for the Pre-Qualifications Unit, in addition to a host of new systems designed to support our organisational goals.

This includes systems for the Customer Service Center, the Tender Board Opening Unit, training Purchasing Authorities, a correspondence template system for the Tender Evaluation Unit, and a system designed to manage Purchasing Authorities irregularities.

The IT infrastructure was also modernized, with a number of systems upgraded to Microsoft's latest operating software, and an upgrade of the Board's security software.

The Tender Board will continue on this march to modernity as we face and overcome the challenges of operating in today's digital world.



## EMPOWERING PEOPLE

The Tender Board operates with a lean, yet dedicated and hardworking team of 33 people, who work closely with more than 80 organisations, including Ministries, Suppliers and Contractors. The benefits of this small team are numerous; As well as each member understanding and fulfilling a key role in the achievement of our strategic vision, the fluid organizational structure allows for a seamless flow between functions, and faster and more effective organisational decision making. This means that the Tender Board is flexible, and therefore more responsive to meeting our customers' changing needs.

Through a collaborative group effort, the highly productive Tender Board team work unceasingly to improve organisational performance and deliver superior service to our customers. Our people are our success, and as such we strive to attract and retain the kingdom's best local talent. We do this by creating and nurturing a positive organisational environment that is conducive to open communication, enhances creativity and drives innovation.

We encourage our employees to reach their full potential by motivating them with initiatives that reward and recognize good work, and empowering them with training and development courses that equip them with the knowledge and skills that they need to succeed.

At the Tender Board we maximize on the full spectrum of each and every one of our members' professional and creative talents, as we work to discover innovative solutions to today's organisational challenges.





## PLANNING FOR PROSPERITY

Aligned with the Tender Board's continued effort to enhance the tendering process, improve business efficiency in Bahrain, and support future economic prosperity, the Board, in collaboration with its stakeholders, has shaped a comprehensive 3-year strategy that will provide a clear roadmap for our journey towards success.

In order to design our new strategy, a global comparative analysis was conducted and Public Procurement best practices were analysed in light of the current Tender Board practices and future requirements. With a strategic focus on improving relationships, the Tender Board involved all stakeholders in the strategic process.

Feedback was gathered from Tender Board employees, Purchasing Authorities, and vendors, resulting in the creation of 6 strategic objectives and 18 strategic initiatives.

The objectives of the new strategy, as well as the broad initiatives required to fulfill them, include "improving the quality of the Tender Board service offerings to stakeholders", by developing a more efficient and innovative e-Tendering System, establishing a public procurement database system, and new processes, policies and procedures.

We also seek to "invest back into the nation's economy" by encouraging and supporting local players and SMEs, and "develop a self sustainable

structure" by generating alternative streams of revenue for the Tender Board.

In our efforts to achieve total transparency, we will also work to "attain independence and enhance governance" through a comprehensive review and update of the Tender Board Law, the development of governance and reporting frameworks, and the establishment of a Strategy and PMO unit to enforce the implementation and execution of the strategic initiatives and action plans.



## PLANNING FOR PROSPERITY (Continued)

We will strive to “strengthen the Board’s role in Bahrain’s Government procurement” through a number of initiatives. These include introducing procurement planning into the mandate of the Tender Board, the activation of vendor pre-qualification, in order to enhance consistency across the ministries, and becoming a partner in the content and bid evaluation.

We will initiate vendor evaluation procedures within the procurement lifecycle, develop a database of historical performance of vendors, and strengthen the inspection and audit division to support accountability throughout the procurement lifecycle.

The Tender Board will also contemplate the establishment of a centralized procurement unit.

Building relationships is a key theme of the new strategy, and as such the sixth strategic objective is to “establish an efficient communication platform and capitalize on partnership opportunities”.

This will be achieved through the establishment of an independent customer grievances unit, a dedicated customer service helpdesk and e-portal, and the formation of a public relations department who will be tasked with enhancing the overall communication with external stakeholders and the brand development of the Tender Board.

The new Tender Board strategy will be implemented in 2016 and will cover the period 2016 to 2018.



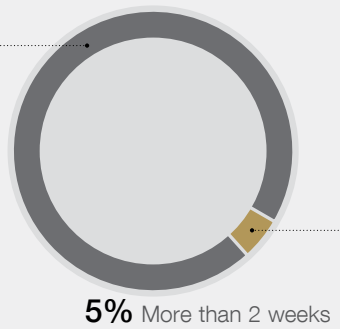
## 2014-2015 STATISTICS

### Speed of Response for the years 2014-2015

The Tender Board answers 95% of inquires / requests within one to two weeks.

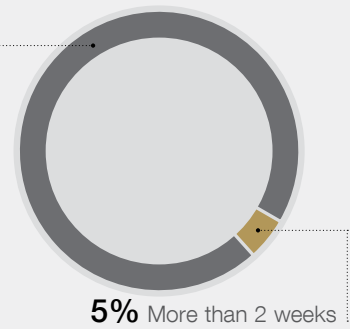
2014

95% 1 to 2 weeks



2015

95% 1 to 2 weeks



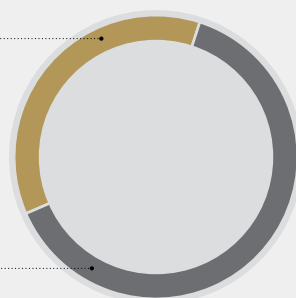
### e-Tendering Suppliers and Contractors Registered in 2014-2015

Approximately 25% of the suppliers and contractors are from outside Bahrain, showcasing the Tender Board's contribution to foreign direct investment in the Kingdom.

2014

518 (37%)  
International

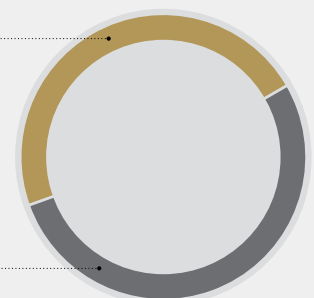
900 (63%)  
Local



2015

555 (47%)  
International

622 (53%)  
Local

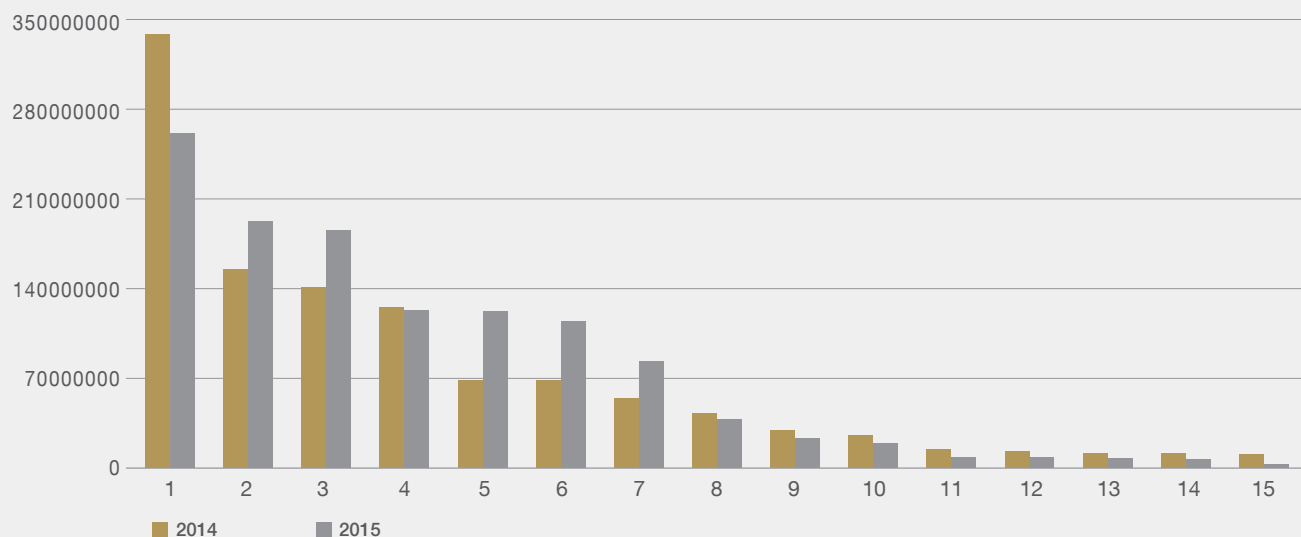


## 2014-2015 STATISTICS (Continued)

### Number & Value of Tenders Awarded During 2014 (Sorted by Top 15 Purchasing Authorities)

	Tenders Awarded	Value (BD)	Number
1	Gulf Air	339,113,171	142
2	Ministry of Housing	155,403,507	94
3	Bapco	140,408,867	185
4	Ministry of Works	125,585,317	285
5	Information Affairs Authority	68,563,826	64
6	Electricity & Water Authority	68,122,852	331
7	Ministry of Health	53,977,233	285
8	Ministry of Municipalities Affairs & Urban Planning	43,315,975	162
9	General Organization for Youth & Sports	29,187,341	53
10	Ministry of Education	25,910,715	158
11	Central Informatics Organization	13,888,795	76
12	Bahrain Authority for Culture and Antiquities	12,969,748	120
13	Ministry of Transportation	11,750,459	67
14	Eskan Bank	11,194,759	5
15	Bahrain Real Estate Investment (Edamah)	10,261,164	4

### Value of Tenders Awarded 2014-2015 (Sorted by Top 15 Purchasing Authorities)

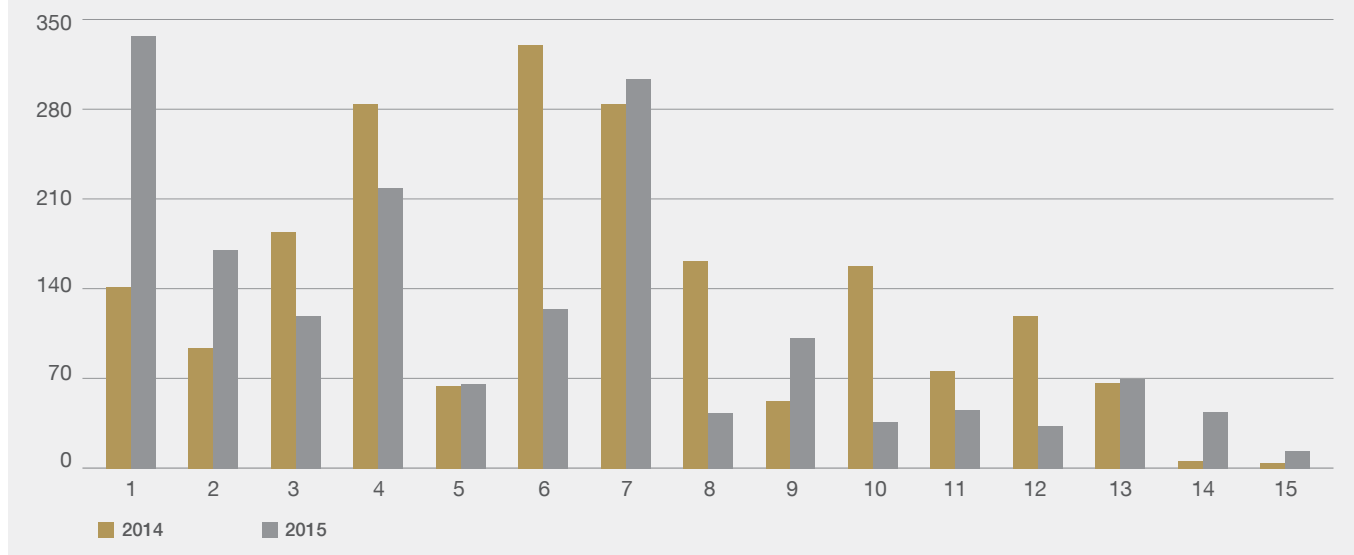


## 2014-2015 STATISTICS (Continued)

### Number & Value of Tenders Awarded During 2015 (Sorted by Top 15 Purchasing Authorities)

	Tenders Awarded	Value (BD)	Number
1	Electricity & Water Authority	260,723,093	337
2	Bapco	192,621,608	171
3	Gulf Air	186,194,301	119
4	Ministry of Works	123,090,709	220
5	Ministry of Housing	121,945,575	66
6	Ministry of Municipalities Affairs & Urban Planning	114,075,686	125
7	Ministry of Health	82,924,929	303
8	Bahrain International Airport	37,656,906	43
9	Ministry of Education	22,703,255	102
10	General Organization for Youth & Sports	19,536,655	37
11	Central Informatics Organization	8,552,166	45
12	Information Affairs Authority	7,760,624	33
13	Ministry of Transportation	7,666,056	70
14	Bahrain International Circuit	7,230,130	44
15	Ministry of Finance	3,299,626	14

### Number of Tenders Awarded 2014-2015 (Sorted by Top 15 Purchasing Authorities)



## 2014-2015 STATISTICS (Continued)

### Tenders Awarded During 2014-2015

	Number of Tenders		Value of Tenders (in BD)	
	2014	2015	2014	2015
January	170	120	263,271,013	76,193,887
February	215	220	85,013,638	78,448,665
March	224	162	50,186,227	107,174,651
April	195	172	48,597,527	43,198,701
May	210	225	68,516,916	73,995,028
June	290	138	166,884,064	157,954,251
July	164	163	36,460,427	34,254,563
August	260	158	81,719,081	55,313,975
September	128	135	113,191,132	52,956,179
October	172	240	54,244,770	149,815,204
November	219	168	147,801,653	325,845,663
December	202	171	73,318,038	97,841,513
<b>Total</b>	<b>2449</b>	<b>2072</b>	<b>1,189,204,486</b>	<b>1,252,992,278</b>

Total Number of Tenders  
Awarded in 2014

**2449**

Total Value of Tenders  
Awarded in 2014

**BD1.189 Billion**

Total Number of Tenders  
Awarded in 2015

**2072**

Total Value of Tenders  
Awarded in 2015

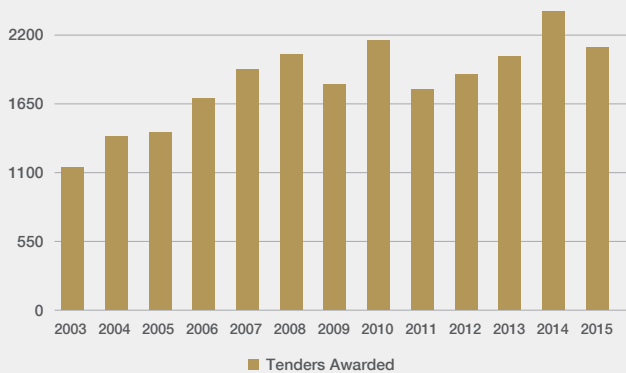
**BD1.252 Billion**

## 2014-2015 STATISTICS (Continued)

### Tenders Awarded since 2003

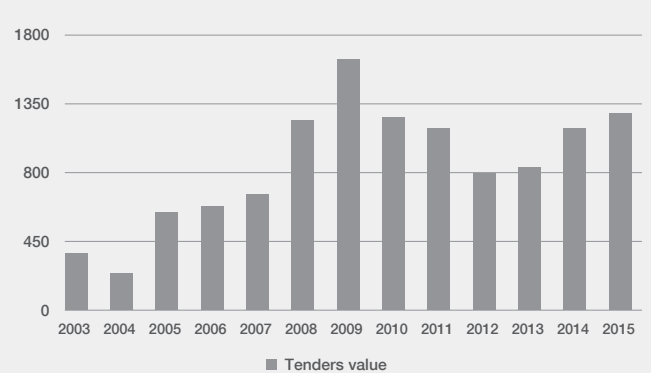
Total Number of Tenders Awarded since 2003

# 23,807



Total Value of Tenders Awarded since 2003

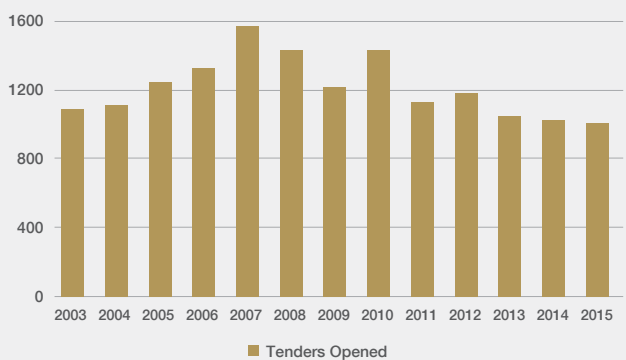
# BD 12.3b



### Tenders Opened since 2003

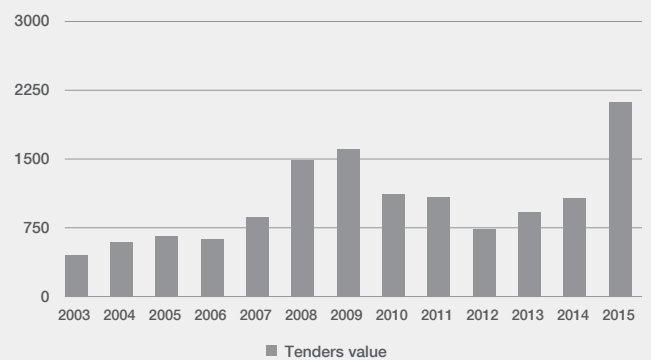
Total Number of Tenders Opened since 2003

# 15,799



Total Value of Tender Opened since 2003

# BD 13.8b



## CONTACT DETAILS

### **Bahrain Tender Board**

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