



His Highness
Shaikh Isa bin Salman
Al Khalifa

may God rest his soul
in eternal peace



His Majesty
King Hamad bin Isa
Al Khalifa



His Royal Highness
Prince Salman bin Hamad
Al Khalifa

The Crown Prince and
Prime Minister

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Tenders and Auctions Board

Arcapita Building, Bahrain Bay
P.O. Box: 18686, Manama
Bahrain

Chairman's Message

A shared journey towards success



Mr. Yaser bin Ebrahim Humaidan
Chairman of
the Tender Board

In accordance with Bahrain's Economic Vision 2030 and under the guidance of His Majesty King Hamad bin Isa Al Khalifa's directives, we are taking measures to build upon our achievements. Our aim is to safeguard public funds and establish a more balanced and competitive economy for Purchasing Authorities, thereby promoting further progress and development, as well as improving services. These aspirations are at the heart of our practices, which are designed to enhance our leading position both locally and internationally.

I would like to take this opportunity to acknowledge the patronage and unbounded support of our government, led by His Royal Highness Prince Salman bin Hamad Al Khalifa, the Crown Prince and Prime Minister, whose effective leadership has helped us achieve great results, including the awarding of

1,618 tenders/auctions with a total value of 1.351 Billion Bahraini Dinars. This achievement is a testament to our commitment to driving economic development and our constant efforts to adopt quality initiatives that promote our procurement and supply chain services. Our goal is to provide our partners, including Purchasing Authorities, suppliers, and contractors, with value-added, high-quality services that create an attractive environment for investments.

In conclusion, I would like to thank Their Excellency, the Board members, the Secretary General, and the technical and administrative team, for their commendable efforts which led to achieving further gains for the Board last year.

Secretary General Message

Converting challenges into opportunities



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

We are proud to have achieved new heights in terms of development indicators, operations, and practices. In this era of technology, our focus is on improving our services for clients in both the public and private sectors, while upholding the principles of transparency, integrity, and equal opportunities.

Thanks to our continued adoption of the best international practices, the Tender Board has made significant progress in 2022. Our efficiency and achievement indicators have witnessed a quantum leap, with the percentage of published public tenders rising to 83.1% of the total published tenders, compared to 77.9% in 2021. This reflects our efforts to support the economic development of the Kingdom by promoting competitiveness between suppliers and contractors. The General Secretariat continues to manage requests from partners, including Purchasing Authorities,

suppliers, and contractors. We are proud to report that the Board was able to meet 88.4% of the reviewed requests in 14 days or less, compared to 84.5% in 2021. This is a clear indication of the importance of response time, which ensures the timely delivery of services and the successful implementation of government projects.

In conclusion, I would like to express my gratitude to His Majesty King Hamad bin Isa Al Khalifa and His Royal Highness Prince Salman bin Hamad Al Khalifa, the Crown Prince and Prime Minister, for their unwavering support and supervision. I also extend my appreciation to the Board's chairman and members, as well as our national cadres in the General Secretariat, for their professional and sincere efforts. Their contributions are integral to the Board's continued success.



The Launch

The journey of the Tender Board began in 2002 with the goal of transforming governmental work and realizing the expectations of all those involved in tender management by offering the best services. To achieve this goal, Decree No. (36) of 2002 was issued, establishing an independent board called the "Tender Board" within three months of its issuance, active by the beginning of 2003. Subsequently, Decree No. (37) of the same year was issued to promulgate and implement the laws regulating government tenders and purchases.

Over the years, several more decrees have been amended, including Decree No. (29) of 2010, which is an amendment of Decree No. (36) of 2002, Article (8). This Decree established the independence of the Board and the inclusion of tenders and auctions.

Headed by His Royal Highness Prince Salman bin Hamad Al Khalifa, the Crown Prince and Prime Minister, the Council of Ministers has issued several decrees aimed at improving

legislation to keep pace with the demands of sustainable development for the benefit of citizens and to implement the royal directive of His Majesty King Hamad bin Isa Al Khalifa. In 2021, the Royal Decree (84) was issued to amend the implementation of the laws regulating government tenders and purchases, contributing to the promotion of rights preservation and the rule of law.

Vision, Mission and Value

Vision

Position Bahrain as a regional and global benchmark for effective tendering practices.

Mission

To work closely with the public and private sector as we strive to continuously enhance the transparency and efficiency of the Kingdom's government procurement practices, boost private sector growth, and, by maximizing the use of public funds, support economic sustainability.

Values

Integrity & Transparency

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

Accountability

Work with a spirit of responsibility in decisions and actions and affirm full commitment to teamwork.

Trust & Respect

Strive to maintain the stakeholders' trust and respect through commitment and professionalism in all processes and decisions.

Professionalism

Invest in developing and motivating the team to enhance the professional ability and credibility.

Equality & Fairness

Achieve equal opportunities to all related parties.

Creativity

Encourage and utilize the full spectrum of the team's talent to enhance organizational performance and strategic success.

Quality & Excellence

Work as a team to achieve the highest levels of quality in performance to achieve excellence in service.

2022 Operations Overview

The Tender Board’s constant efforts to implement quality initiatives proved profitable, resulting in the enhancement of work quality among suppliers, contractors, and Purchasing Authorities, with 1,007 tender/auctions published, 4,616 bids opened, and 1,618 tender/auctions awarded for a value of

1.351 Billion Bahraini Dinars. This proves the Board’s contribution to achieving economic development and its commitment to accomplishing further success in alignment with the government’s expectations and the National Plan supporting the Kingdom of Bahrain’s growth and prosperity.

Tenders and Auctions Data

Statistics of 2022

1,007

Number of published tenders and auctions

1,618

Number of tenders handled by the Board
(Award, Extensions, Variation Orders, and Renewals)

4,616

Number of bids received

170

Total number of grievances handled



1,351,901,497.03 BD

Total value of tenders supervised by the Board
(Award, Extensions, Variation Orders, and Renewals)

Number of suppliers registered

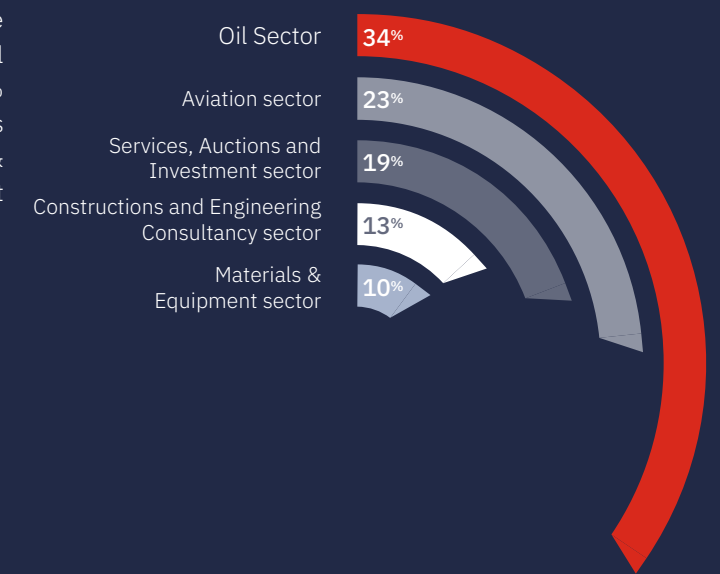
Local suppliers registered with the Tender Board 7,814

International suppliers registered with the Tender Board 2,613

Total suppliers registered with the Tender Board 10,427

Awards Per Sector

The awards reports showed that oil is the leading sector on the awards list in terms of tender value, with 34% of the total amount . It is followed by the aviation sector with around 23% of the value. The services, auctions and investment sector is next on the list with 19%, followed by the construction & engineering consultancy and the materials & equipment sectors with a percentage of 13% and 10%, respectively.



Small and Medium-Sized Enterprises (SMEs)

In line with the government’s efforts to promote small and medium-sized enterprises and with the Council of Ministers’ directives, the Tender Board awarded 164 governmental tenders in 2022 with a total value of 57.2 Million Bahraini Dinars to small and medium-sized enterprises, excluding specialized tenders that are not covered by the Council of Ministers’ decision to support SMEs. This represented 11% of the total awarded value and benefited 101 small and medium-sized enterprises,

164 Tender

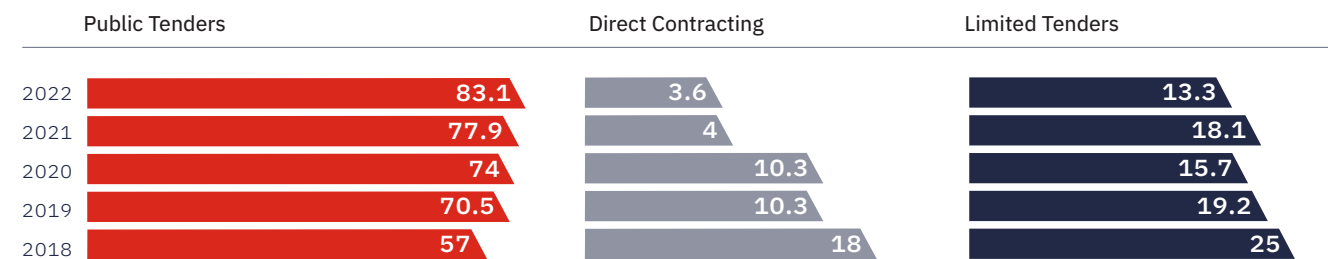




Tendering Methods

Through the implementation of suitable methods for governmental tenders and auctions, the Board has achieved remarkable results. The percentage of public tenders has increased over the years, reaching 83.1% from the total published tenders comparing to 77.9%, 74%, 70.5%, and 57% in 2021, 2020, 2019 and 2018, respectively

Meanwhile, the percentage of limited tenders has decreased positively to 13.3% in 2021, compared to 18.1% in the previous year. Furthermore, the percentage of direct purchases has also decreased positively from 4% in 2021 to 3.6% in 2022, exceeding international best practices.



Response time

The Tender Board prioritizes efficient response time. In 2022, the Board received 11,419 requests from Purchasing Authorities, suppliers, and contractors, all of which were

studied and reviewed in a timely manner. A total of 88.4% of these requests were responded within 14 days or less, compared to 84.5% in 2021.



Response within 14 days or less

Pre-qualification

The Tender Board attends to the process of pre-qualification, as it is considered as a priority. The pre-qualification process ensures Purchasing Authorities to pre-qualify suppliers and contractors prior to the tendering process. This ensures their technical capabilities and financial stabilities of all applicants that wish to participate in governmental tenders, confirming

their ability to carry out the required work. In the year of 2021, the Board pre-qualified 179 suppliers and contractors, whereas the number of total pre-qualified suppliers and contractors reached 250 in 2022. As a result, the Board witnessed a 40% increase in pre-qualified suppliers and contractors compared to 2021.



Procurement Plans

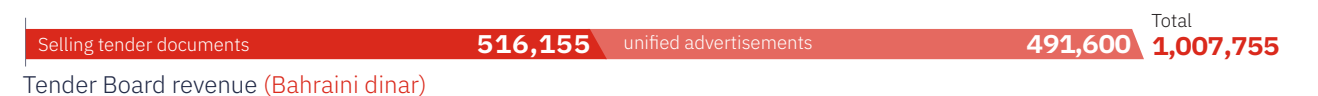
In 2022, the Tender Board published 67 Purchasing Authorities procurement plans, compared to 42 published plans in 2021. This reflects the Board's commitment of enhancing transparency in governmental tenders and auctions, The Procurement Plans granted suppliers and contractors the

opportunity to plan their participation in tenders and ensuring their readiness in which it will achieve an increase in the number of companies participating in tenders, providing opportunities and obtaining competitive prices.

Revenue Development

To ensure the sustainability of financial resources and balance between income and expenses, the Tender Board enhanced the revenue-raising mechanisms, which generated an income of 1,007,755 Bahraini Dinars in 2022. Of this total, 516,155 Bahraini Dinars came from selling tender documents, and 491,600 Bahraini Dinars came from the unified

advertisements. Moreover, the Board developed a mechanism to track the collection process by sending notifications on a quarterly basis to Purchasing Authorities to track outstanding bills. As a result, the collection rates increased by 6% compared to the tender advertisements income in 2021.





The Board's Initiatives and Development Projects in 2022

The Board's Initiatives

Reinforcing Partnerships

To reinforce partnerships and communication with all relevant parties, the Tender Board held 61 consultative courses and workshops throughout 2022.

These events were attended by a total of 3,908 participants from both the public and private sectors.

Training courses for Purchasing Authorities **34**

Training courses for suppliers and contractors **8**

Qualifying and Training Evaluation Committee Members **19**

Number of training courses organized

Training courses for Purchasing Authorities **1,809**

Training courses for suppliers and contractors **957**

Qualifying and Training Evaluation Committee Members **1,142**

Number of participants in training courses

Purchasing Authorities

The Tender Board organized 34 foundational and specialized training courses for Purchasing Authorities, attended by a total of 1,809 participants. These courses highlighted the practices and procedures of governmental tenders and auctions, as well as tendering methods, pre-qualification, and the support of

small and medium-sized enterprises initiatives. Furthermore, the Tender Board organized a semi-annual meeting for Purchasing Authorities in June 2022, where the Board shared its experiences and success stories.



Suppliers and Contractors

The Tender Board held eight training courses for suppliers and contractors, with a total of 957 participants. Some courses have also been allocated for small and medium-

sized enterprises to illustrate the Council of Ministers' decision regarding the implementation of the small and medium-sized enterprises preferences mechanism.

Qualifying and Training Evaluation Committee Members

The Tender Board held 19 training courses, with a total of 1,142 Purchasing Authority representatives participants. The aim of these courses was to qualify participants in evaluating

governmental tenders and auctions. The Board issued for the qualified participants an official certificate as qualified members of the evaluation committees.

Awards and Certifications

In 2022, the Tender Board was awarded a gold 'Stevie' award for Innovative Management in Government. This award is one of the most prestigious international awards in the field of

creativity and institutional excellence, acknowledging the most innovative governments worldwide.



The Board's Initiatives

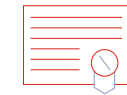
Striving to achieve the Tender Board's strategic objectives of promoting effective and efficient practices and procurement systems, as well as ensuring the highest levels of fairness while creating equal opportunities, a number of development projects were implemented last year, including:



The Government Procurement Portal (GPP)

The Tender Board signed a contract with an international company that specializes in designing and implementing the Government Procurement Portal (GPP), aiming to improve

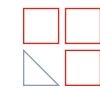
governmental tenders and auctions procedures. The launch of the GPP pilot is expected by the end of 2023 for some Purchasing Authorities.



Quality System Certification

The Tender Board seeks to implement a quality management system by constantly reviewing performance efficiency and effectiveness, ensuring that processes are aligned with

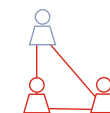
strategic plans and general quality policy guidelines. To achieve this, the Board signed a contract to adopt the ISO 9001:2015 quality management system accreditation.



Pre-qualification System for Individual Applications

The Tender Board is committed to developing the pre-qualification system for receiving individual pre-qualification applications from suppliers and contractors through the e-Tendering System .

The Board will launch the pilot system in collaboration with several Purchasing Authorities in the first half of 2023, to be made available to all Purchasing Authorities by the second half of the same year.



Small and Medium-Sized Enterprises Support Initiatives

The Tender Board launched the second batch of the small and medium-sized enterprises support initiatives, which included 'Al Adheed', a program that encourages companies to partner and combine their resources and experiences to participate in governmental tenders as single unit to enhance their

competitiveness. In addition, small and medium-sized enterprises support group has been introduced to Tender Board's organizational chart, aiming to oversee the implementation of the Cabinet's decision to support small and medium-sized enterprises.

