

Ministry of Works

C O R P O R A T E   P R O F I L E





H.H. SHAIKH KHALIFA BIN  
SALMAN AL KHALIFA

The Prime Minister



H.M. KING HAMAD BIN ISA  
AL KHALIFA

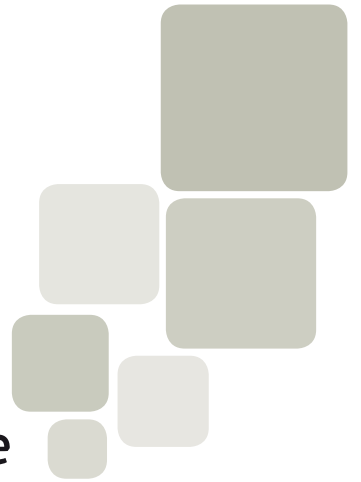
The King of Kingdom of Bahrain



H.H. SHAIKH SALMAN BIN  
HAMAD AL KHALIFA

The Crown Prince and Deputy Supreme  
Commander of the Bahrain Defence Force

building the **future**



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# The Ministry of Works



The Ministry of Works is responsible for all infrastructure in the Kingdom of Bahrain, including the public road network, drainage systems, and public buildings. Its work -- which encompasses strategic planning, design, development, construction, project management and maintenance -- is carried out in accordance with the Bahrain Economic Vision 2030 and National Development Strategies. This national plan provides the framework for structural planning, strategic development and investment in the Kingdom, as well as a strong framework for development control.

The Ministry's vision is to be a leading professional organization providing quality services to the people of Bahrain.

This vision is based on two deliverables: increasing the quality of life for all who live in Bahrain, and supporting national development goals for economic progress. The Ministry's commitment to developing Bahrain's infrastructure has been reflected in increased budgets over the years.

The goal of economic diversification has been supported with increased resources for upgrading Bahrain's towns, villages, and urban areas and for supporting community development objectives.

The Ministry is moving towards a model where it will manage the core business areas of sectoral planning, policy development and regulation as a high level project management body and optimize service delivery through outsourcing to the private sector.

The Ministry's Central Planning Organization (CPO) coordinates the planning and implementation of all public infrastructure projects across the public sector as well as major industries, such as oil and gas. The CPO has developed a novel and sophisticated Geographic Information System (GIS) to support this function.

# Roads

Roads Planning & Design Directorate (RPPD)  
Roads Projects & Maintenance Directorate (RPM)

The Ministry develops and maintains a safe, efficient and convenient Kingdom-wide road network in association with partners to enhance quality of life for all road users.

The Ministry follows the Road Master Plan 2021 for all road network development and improvements. This plan is a land use transportation model based on future population and traffic growth, with integrated data from other government agencies involved in development. The fundamental objectives of the roads strategy are to achieve a significant shift in

the performance of the network, create the potential for future expansion, ease traffic congestion, increase safety for all road users, facilitate access to all parts of the Kingdom and create opportunities for investment. The Roads Sector has embarked on a number of strategic initiatives to support this plan, including an Integrated Strategic Transport Study to review improvements to public transport, and projects to enhance Intelligent Transport Systems and lead the National Safety Strategic Plan. Meanwhile, a great number of immediate road improvement schemes are underway.

In line with the Ministry's commitment to becoming a project management organization, the Roads Sector works in partnership with the public and private sectors to enhance productivity and optimize the use of resources to achieve its vision of becoming a core traffic management organization. Under the supervision of the Roads Sector, some 60% of road designs, tenders, surveys and traffic management planning studies are currently awarded to international consultants.



# Roads

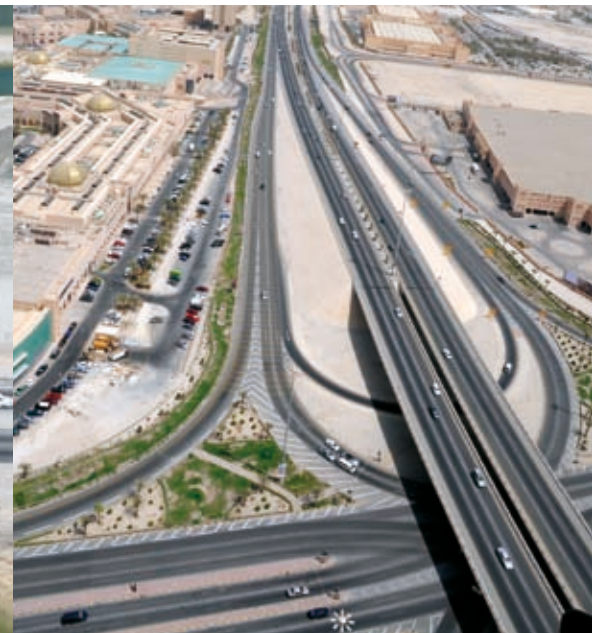
## ROADS PLANNING & DESIGN DIRECTORATE (RPDD)



The Roads Planning & Design Directorate oversees the planning, design, development and expansion of the road network and the management of traffic by constructing new roads and highways, improving intersections, installing traffic signals, and providing parking spaces and traffic safety features, such as road signs and markings, and traffic and pedestrian barriers. The Directorate also provides related services to the public, such as providing road levels (values) for developers, undertaking grading works for utilities, processing building permits, and providing a variety of consulting services.

## ROADS PROJECTS & MAINTENANCE DIRECTORATE (RPMDD)

The Roads Projects & Maintenance Directorate supervises the construction and maintenance of the Kingdom's roads, bridges and associated structures through approved contractors. It evaluates the network capacity and is responsible for ensuring compliance with safety standards through a regular service and maintenance programme. The Directorate works to realise the national objective for using transportation as an instrument for economic development. To this end, particular attention is given to routes that link major developments and investments to other parts of the Kingdom, and to upgrading the strategic approach roads to neighbouring countries.



# Sanitary Engineering

Sanitary Engineering Planning & Projects Directorate  
Sanitary Engineering Operations and Maintenance Directorate

The Ministry is responsible for wastewater facilities and all sanitary services in Bahrain in accordance with the kingdom's strategic national plan.

## SANITARY ENGINEERING PLANNING & PROJECTS DIRECTORATE (SEPPD)

The Sanitary Engineering Planning & Projects Directorate plans, designs and constructs the sanitary water network across the Kingdom and is responsible for the rehabilitation and upgrade of old collection networks and sewerage treatment systems. Its work encompasses treatment stations, the rainwater drainage network and agriculture water drains.

The SEPPD reviews and upgrades technical specifications related to sanitary works, and prepares and amends relevant executive laws and regulations. It reviews and evaluates advisory companies and contractors for major projects, and supervises the work to ensure conformity to project design and specifications. The Directorate provides technical and advisory services in the sanitation area for major projects carried out by government agencies and the private sector, and coordinates with government services and other institutions regarding planning and licenses.



The SEPPD carries out planning and conducts studies to ensure that sanitary networks and systems will meet the Kingdom's future needs. This work includes studies related to sewerage and surface water collection and transport, as well as treatment and recycling systems.



## SANITARY ENGINEERING OPERATIONS & MAINTENANCE DIRECTORATE (SEOMD)

The Sanitary Engineering Operations & Maintenance Directorate is responsible for the collection, distribution and treatment of sewerage in the Kingdom of Bahrain through its three areas of activity: networks, treatment, and treated sewage water. It is responsible for ensuring the safe, efficient operation and maintenance of all sanitary facilities, including sewage networks, major and subsidiary pumping stations and treatment plants. It also ensures that all collection, treatment and distribution processes meet environmental standards.

The Directorate also receives, investigates and responds to all complaints concerning sanitation facilities and rainwater networks.



# Strategic and Construction Projects

Strategic Projects Directorate  
Construction Projects Directorate  
Building Maintenance Directorate

## STRATEGIC PROJECTS DIRECTORATE (SPD)

The Strategic Projects Directorate is responsible for managing large, complex multi-sectoral projects from their inception to client hand-over, and throughout the maintenance period. These projects include dredging and reclamation, coastal engineering, airports, seaports, hospitals, sport complexes, stadiums, and mosques and other important buildings. The Directorate engages and manages consultants to carry out the design and supervision of construction works, and ensures the application of state-of-the-art designs, the latest international codes and standards, value engineering practices, effective project management techniques, and quality management principles.

The directorate also reviews large complex project requests and coordinates with users to prepare project briefs and terms of reference for various studies and designs. It issues pre-qualification requests and invitations to consultants, analyzes pre-qualifications and proposals and obtains Ministry of Finance approval for them. Furthermore, it undertakes any necessary environmental impact studies - particularly for marine projects - in order to ensure conformity with Bahrain's land reclamation master plan. It also provides advice on major reclamation projects prior to issuing reclamation permits from relevant authorities and participates in developing reclamation and coastal protection regulations and standards.



## Strategic and Construction Projects



### CONSTRUCTION PROJECTS DIRECTORATE (CPD)

The Construction projects Directorate is responsible for the design, supervision of execution, and quality control of public sector building projects in the Kingdom. It also offers consultancy and advisory services to other ministries and government bodies including performing structural surveys of existing buildings to ensure their safety. It contributes to the preparation of cost estimates, bids and the awarding of contracts and oversees their implementation.

The CPD has adopted a comprehensive system of internal checks and processes to ensure that all building projects are executed in a systematic manner and meet quality standards and building regulations as per the contract agreement.

The CPD has three arms: Building Design, Building Construction Supervision, and Planning and Information.

### BUILDING DESIGN:

The Building Design Section performs an in-house design function to ensure that the specific needs of public sector buildings, such as schools, health centers, offices, post offices, social and community centers and other public buildings are met.

### BUILDING CONSTRUCTION SUPERVISION:

The Building Construction Supervision Section allocates a full-time supervisor to each project, supported by a team of civil, mechanical, and electrical engineers and technicians, to ensure that contractor outputs meet quality and performance standards.

### PLANNING AND INFORMATION:

The Planning and Information Section collates all data required for the design process and assists in the planning and decision-making processes. This section also acts as a coordinator for projects, staff training, administration, purchases and the CPD strategic and business plan.

# Strategic and Construction Projects

## BUILDING MAINTENANCE DIRECTORATE (BMD)

The building maintenance directorate is responsible for the maintenance, renovation and general repairs to all government owned buildings in the kingdom, including public schools. It ensures that these buildings are in good working condition and have a regular maintenance program to prevent deterioration. It delivers this work through private contractors and strives to ensure the highest quality work using state-of-the-art materials and technological innovation.

The Directorate carries out regular, unscheduled and emergency repairs in addition to restoration work on buildings. It also takes a supervisory role, providing technical advice to other ministries regarding maintenance contracts.



# Human and Financial Resources

Human Resources Directorate  
Financial Resources Directorate

## HUMAN RESOURCES DIRECTORATE (HRD)

The Human Resources Directorate plays a key role in supporting the ministry's goal of becoming a leading professional organization. To achieve this, the directorate strives to employ highly qualified people and works to continually enhance the performance and development of employees, and it ensures employees' performance is aligned with competency based needs identified by the Ministry.

The directorate also focuses on providing effective human resources management in addition to administrative and general support to the Ministry. It manages all personnel transactions and manpower planning and provides a variety of employee training and development programs. HRD continually enhances the Ministry's recruitment process and develops innovative programmes to attract and retain highly qualified staff.



## Human and Financial Resources

### FINANCIAL RESOURCES DIRECTORATE (FRD)

The Financial Resources Directorate is responsible for all financial activities of the ministry. It safeguards the ministry's assets by ensuring that funds allocated to the ministry through the capital and recurrent budgets are managed efficiently. It works closely with all ministry departments, as well as directly with external contractors and suppliers and facilitates the procedure of paying expenses for contractors and other parties involved in the implementation of projects.

In addition to issuing financial statements and reports and ensuring adequate checks and balances, FRD ensures adherence to government financial standards. It provides advice to other Directorates on managing contracts and payments and assists in defining financial plans, policies, systems and procedures.



# Technical Services

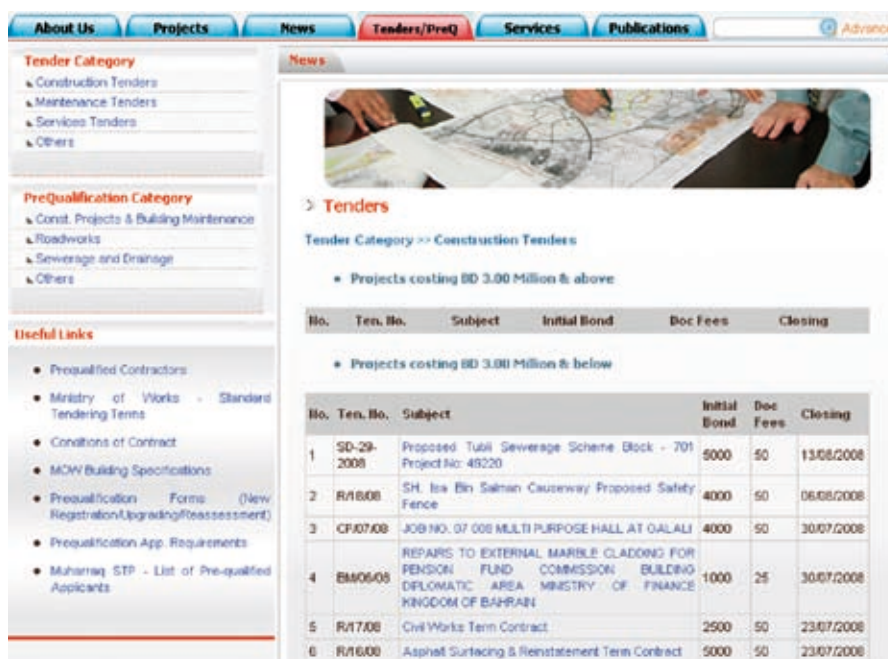
Cost Engineering Directorate  
Materials Engineering Directorate  
Information Technology Directorate

## COST ENGINEERING DIRECTORATE (CED)

The Cost Engineering Directorate is responsible for all issues pertaining to the preparation and management of tender documents, and all tasks related to public works contracts during project implementation and maintenance.

The CED manages contracting jobs and contracting agreements and oversees Ministry projects during maintenance periods. In addition to managing the tender process, it also handles the financial and legal aspects of tenders. The Directorate assesses and approves contractors for Ministry projects and acts as an arbitrator in the event of construction disputes.

The CED ensures that all aspects of tendering and contracting that the Ministry participates in are conducted at the highest level and follow tender law and implementation regulations.



The screenshot shows the 'Tenders/PreQ' section of the Ministry of Works website. The page features a navigation menu with tabs for 'About Us', 'Projects', 'News', 'Tenders/PreQ', 'Services', and 'Publications'. A search bar is located on the right side of the navigation menu. The main content area is titled 'Tenders' and displays a list of tenders under the category 'Construction Tenders'. The list is divided into two sections: 'Projects costing BD 3.00 Million & above' and 'Projects costing BD 3.00 Million & below'. The table below shows the details of the tenders in the 'Projects costing BD 3.00 Million & below' section.

No.	Ten. No.	Subject	Initial Bond	Doc Fees	Closing
1	SD-29-2008	Proposed Tubli Sewerage Scheme Block - 701 Project No: 45220	5000	50	13/05/2008
2	RI1608	SH. Isa Bin Salman Causeway Proposed Safety Fence	4000	50	05/05/2008
3	CP/0708	JOB NO. 07 008 MULTI PURPOSE HALL AT QALALI	4000	50	30/07/2008
4	EM0608	REPAIRS TO EXTERNAL MARBLE CLADDING FOR PENSION FUND COMMISSION BUILDING DIPLOMATIC AREA MINISTRY OF FINANCE KINGDOM OF BAHRAIN	1000	25	30/07/2008
5	RI1708	Civil Works Term Contract	2500	50	23/07/2008
6	RI1600	Asphalt Surfacing & Reinstatement Term Contract	5000	50	23/07/2008

## Technical Services

### MATERIALS ENGINEERING DIRECTORATE (MED)

The Materials Engineering Directorate is responsible for quality assurance of all materials used in government projects in the kingdom covering buildings, roads, sanitary and special/strategic projects. Med uses a range of testing criteria and quality assurance programs to verify the suitability of construction materials in terms of quality, environmental safety and cost benefits. It also ensures that the longevity of materials is aligned with their intended use and the lifespan of each project.

The directorate ensures that all materials used in government projects (*new and existing*) meet or exceed national specifications and standards. It also updates and modifies existing materials specifications to meet the demands of future development, while utilizing local materials in the most cost-effective way.

The directorate has four laboratories and one consultancy & research section for providing its services. The labs comprise a Building Materials Lab, Road Materials Lab, Chemical Analysis Lab and a Geotechnical Engineering Lab. MED's work includes developing materials specifications via research and development activities, investigating reported construction materials problems, assessing the condition of existing structures, and providing quality assurance programs.



## Technical Services

### INFORMATION TECHNOLOGY DIRECTORATE (ITD)

The Information Technology Directorate is responsible for providing technical expertise and advice on all information technology issues. It is a cornerstone in the ministry's mission to establish itself at the forefront of technology and technical expertise. Access to correct, up-to-date information is critical in fulfilling the multiple needs of sectors and directorates.

ITD draws up and implements strategic plans for the Ministry's information systems based on the Ministry's current and future requirements, and in co-ordination with top management and other relevant directorates. It also works to ensure that the Ministry's information systems, applications, databases and networks meet stringent local and global specifications, best practices and standards.





# Public Relations & Media

Public Relations & Media Directorate

## PUBLIC RELATIONS & MEDIA DIRECTORATE (PRMD)

The Public Relations & Media works to raise the profile of the ministry of works and portray the vital role it plays in providing public works services and its contribution to the economic and social development of the kingdom. PRMD aims to inform, educate and engage ministry staff and a range of stakeholders about the ministry's mission and the goals of its business strategy. It enhances the ministry's status locally, regionally and internationally through corporate level announcements, business partner networking and online communications.

PRMD handles the Ministry's media relations. It is both proactive and responsive, writing and issuing press releases when appropriate, responding to press and media enquiries by telephone and in newspapers, and organizing media interviews and press events when necessary.

PRMD plans, compiles and edits the Ministry's corporate promotional publications, both internal and external. It develops and carries out promotional activities for, and organizes and manages, media attendance at corporate events. It also manages Ministry attendance at local, regional and international conferences and exhibitions.

PRMD advises the Ministry's departments and sections on all publicity and PR issues, including media liaison and promotional initiatives.

The Community Services Group within the directorate is responsible for responding to public feedback relating to the Ministry's services. The group coordinates with all Directorates to resolve complaints in a timely and efficient manner; tracks response time and works to improve it.



# Central Planning

## Central Planning Organisation

### CENTRAL PLANNING ORGANIZATION (CPO)

The Central Planning Organization is responsible for the management of the coordination of the planning, implementation and protection of all infrastructure in the Kingdom of Bahrain. The CPO is part of the Office of HE the Minister of Works.

The CPO operates its business model to integrate and coordinate the development activity of over 70 individual infrastructure related stakeholder organisations at all functional levels ranging from:

- Strategic planning.
- Network planning.
- Project planning.
- Project execution.
- Protection and security of existing national infrastructure assets.

The number of stakeholders has increased and now includes many private sector infrastructure providers such as:

- Telecom companies.
- District cooling companies.
- Major private sector masterplans such as Bahrain Bay.

In addition, CPO is a primary source of research and advice on planning and infrastructure directly to HE the Minister of Works.

The volume and complexity of work is continuously increasing with CPO providing

direct line management of the Manama Northshore Programme Management Project. This is a team of experts in various infrastructure fields which has been established to finalise the concept of the major King Faisal Highway upgrade, to coordinate the multiple diversion projects of utilities and to integrate the budgets and programmes of both the public sector (in excess of BD 300m) and the private sector (in excess of US\$20 billion investment) and to manage the technical and spatial issues arising. This is a radical and new approach to the value management and orchestration of multiple agencies (both public and private) working in the area of intensive growth between Seef and Busaiteen (Manama Northshore). This support to investors has been put in place to help ensure the success of Bahrain's mega projects in contributing to the economic growth of the Kingdom while ensuring the major government infrastructure projects are best value solutions, highly coordinated and that social and economic impacts of the construction phase are reduced.

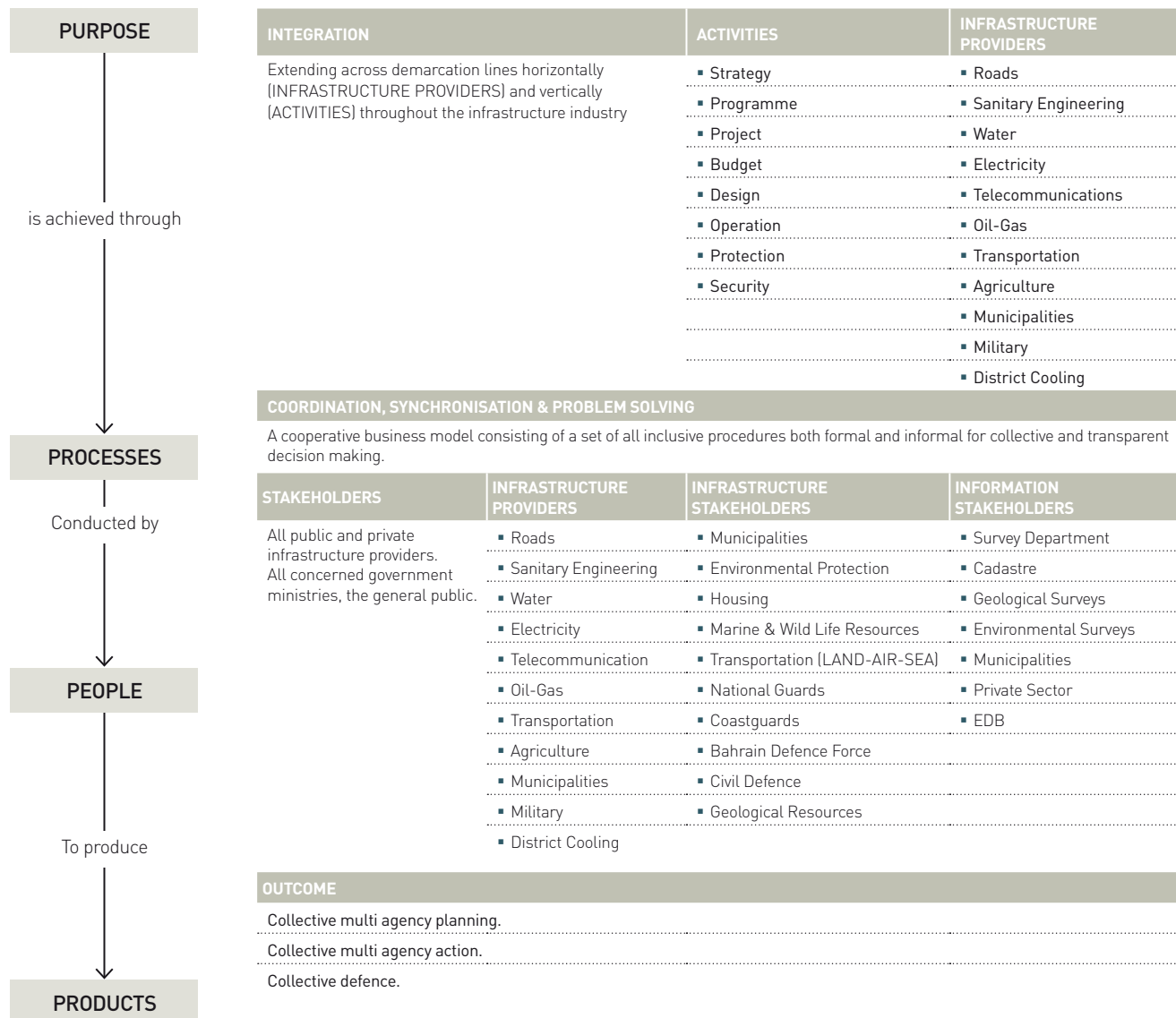
CPO is also a key planning player in all other major infrastructure projects such as the Al Dur Power Station and the Qatar/Bahrain Causeway.

Since its inception in 1982, CPO has focused on the use of technology to enhance integration through collaboration in the infrastructure industry. CPO has redefined

the application boundaries in terms of technological innovation in the pursuit of closer integration through a unique Intelligent Decision Support System (IDSS). One of the objectives of this project is to aid decision making through closer integration of the project life cycle of infrastructure plans and projects from concept, planning, design, construction, operation and maintenance phases of diverse engineering fields.

## THE CPO BUSINESS MODEL

Integrated Infrastructure Development  
A Multi Agency Planning, Implementation and Follow-up



# Strategic Planning

## Strategic Planning Section

### STRATEGIC PLANNING SECTION (SPS)

The Strategic Planning Section is a centre of excellence in strategy management for the ministry. It supports strategy analysis, formulation, planning, execution, monitoring, and validation. It is also the assigned entity to nest the Public-Private Partnership approach. The strategic management system enables the ministry's role as a key planning player in all national strategies, as a leader in public-private partnership, as a leading professional organization and as an enabler of sustainable quality service delivery. Strategy is facilitated by the use of 'Executive Strategy Manager', world-renowned strategy management software.

The ministry's strategy is a fine example in executing strategy by linking it with operations through the use of project management practices and a portfolio management approach. As an 'Ambassador of Change' SPS adopts a practice of participative management and is a catalyst for knowledge sharing across the ministry's entities.

The Ministry of Works chose to become a strategy-focused organization upon the formation of its Vision, Mission, Core Values, and Strategy in 2004, and it has persevered in excelling in strategy execution ever since. It was recently ranked in the top 12% in a worldwide survey conducted by Palladium Group, a US-based specialist in systems and processes to improve the execution of business strategy.



# Project Management

## Project Management Office



### PROJECT MANAGEMENT OFFICE (PMO)

The Project Management Office is a centre of excellence in project management for the Ministry. It is being staffed by Project Specialists with many years experience of managing projects using world class project management methodologies.

It defines and maintains standards for project management, and strives to standardize and introduce economies of repetition in the execution of projects. The PMO is the source of documentation, guidance and metrics on the practice of project management and execution. It disseminates knowledge and offers Project Management System (PMS) training and seeks out continuous process improvements.

The Project Management System (PMS) operates on best practices according to the internationally recognised Project Management Institute (PMI). The PMS is supported by a number of initiatives that will contribute to a fully integrated family of systems that will share project information between team members and stakeholders in a real-time environment. These initiatives are:

**Intranet** – the intranet is used to store all PMS templates and is accessible by all Ministry staff to use on projects at all times.

**Electronic Document Management System (EDMS)** – this is a new system that will serve to store all project documents and correspondence centrally. Each project is identifiable separately and team members and stakeholders can access all applicable documentation. Project documents produced from templates maintained on the Intranet will be stored in the EDMS.

**Project Management Information System (PMIS)** – this is a system currently being developed that will automate the PMS and help the control and report progress of all projects. It will be fully integrated with the EDMS.

The PMS is used on all of the Ministry's large projects where a high level of expertise is required. It provides an auditable process that controls and measures performance of projects to enable them to be completed on time, within budget and with a high quality in the most efficient way possible.

In parallel, the Ministry is working to achieve PMI certification for Ministry staff. To date, 31 engineers have been certified as Project Management Professionals (PMPs) and many others are working towards certification. This certification demonstrates that staff have a required level of understanding of the PMI PM methodology and that they are ready to be trained in using it for Government projects.

