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لإعداد العطاءات في الشركات الإنشائية السودانية

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## ***ABSTRACT***

*This study will focus on assessing the tendering procedures in the traditional design build contractual agreement (design-build method) adopted in the Sudanese construction industry. The aim is to derive a Standardized ISO 9001:2000 checklist following the tendering guidelines which can be considered a step towards enhancing the competitiveness of the tendering practice in Sudan. It is also aimed at introducing transparency throughout the tendering process.*

*12 construction companies participated in this study, where by studying the implementation of the ISO 9001: 2000 quality management system (QMS), it was possible to build a framework for the tendering practices in the studied firms. That allowed the researcher to highlight the major factors that contribute to the inappropriate tendering procedures in Sudan, and moreover, it facilitated the development of a complete set of tendering procedures for both conventional and design-build procurement systems. A questionnaire survey coupled by unstructured, in formal interviews with civil engineering consultants, contractors, clients and general civil engineers have been conducted in order to achieve the objectives of this study.*

*The findings revealed that all parties involved in the construction industry do understand the major factors contributing to the inappropriate tendering practice and its impact on the tendering process. Respondents have also confirmed the argument that by having standardized tendering procedures, checklists and standard guidelines, companies can improve the quality of work and create harmonious working environment.*

*In addition to standardized tendering checklists and standard tendering guidelines document, it is recommended to enhance organizations internal management cultures and prepare them to be ISO certified, establish a standard system of procurement documentation to be considered as a reference for tendering practices, and to establish a standard scoring matrix to be adopted as a reference for selecting and awarding projects.*

## المستخلص

تركز هذه الدراسة على تقييم الأسس المتبعة في عملية إجراءات إعداد العطاءات لأشكال التعاقدات المختلفة المتبعة في قطاعات البناء في السودان. الغرض الأساسي من الدراسة هو إستنباط منظومة قياسية دولية يمكن الإستعانة بها في مراحل إعداد العطاءات المختلفة وذلك لممارسة إجراءات العطاءات حتى تكون خطوة نحو تطوير وتحسين إجراءات العطاءات في السودان وذلك لخلق الشفافية في إجراء العطاءات.

من خلال مشاركة 12 شركة هندسية، تمت دراسة تطبيقات نظم الجودة المختلفة بهذه الشركات بناءً على معايير المواصفة القياسية الدولية إصدار 9001 : 2000 حيث أتاح ذلك تحديد إطار عام يعكس النموذج المتبع من قبل الشركات السودانية فيما يتعلق بإجراءات العطاءات في الأشكال التعاقدية المختلفة.

تم تحديد العوامل الرئيسية التي تؤثر سلباً على عملية العطاءات في السودان بالإضافة إلى تحديد الخطوات الرئيسية والفرعية، وللتوصل لأهداف هذه الدراسة تم تصميم إستبيان دعم بعدد من المقابلات الشخصية وتمت مناقشات مع كل من مهندسين إستشاريين، مقاولين، ملاك و مهندسين مدنيين

من خلال آراء المبحوثين خلصت الدراسة إلى أن كل الجهات المشتركة في عمليات صناعة التشييد على علم وإدراك بالعوامل الرئيسية الغير ملائمة والتي تؤثر على إجراءات العطاءات في السودان. كما أكدت أن إستخدام نموذج قياسي لخطوات إجراءات العطاءات يمكن المؤسسات من تحسن نوعية العمل وذلك من خلال تلائم وإنسجام جميع المشاركين في بيئة العمل.

بالإضافة إلى إستخدام نموذج قياسي توصي هذه الدراسة المؤسسات إلى إعادة النظر في نظم الجودة الداخلية لهذه المؤسسات حتى تكون مؤهلة للحصول على شهادة الأيزو 9001 : 2000 ، وتكون قادرة ليكون لها نظام موحد للتوثيق والبدء في تطبيق نظام موحد.

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## *List of Terms*

<b>GDP</b>	Gross Domestic Product
<b>ISO</b>	International Organization of Standardization
<b>QMS</b>	Quality Management System
<b>MPPPU</b>	Ministry of Physical Planning & Public Utilities
<b>BoQ</b>	Bill of Quantities
<b>DB</b>	Design - Build
<b>DBB</b>	Design – Bid – Build