

BID READINESS CHECKLIST

ALQABBAT ADVISORY · SAUDI INDUSTRIAL EDGE COMPLIANCE SERIES · TOOLKIT
RESOURCE

PURPOSE

When should you use this checklist?

Complete this checklist before any Saudi industrial bid submission. A “No” on any item is a submission risk. Resolve it before the bid goes out — not after the committee moves on.

Saudi industrial procurement runs a five-stage evaluation: Pre-qualification, Compliance Qualification, Technical Evaluation, Commercial Evaluation, and SAO Sign-Off. Most foreign vendors are eliminated at Stage 2 — before their technical solution is ever reviewed. This checklist covers every documentation and positioning requirement that determines whether your bid survives to the technical evaluation stage.

Timing

Companies closest to their first Saudi industrial win complete compliance infrastructure work six months before the RFQ appears. This checklist is your 72-hour pre-submission verification — not your starting point.

A – INFRASTRUCTURE & REGISTRATION

☐ 1

Saudi Commercial Registration

Confirm the bidding entity (or its Saudi partner) has valid Saudi commercial registration with a scope that covers the services being tendered.

☐ 2

Etimad Registration Active

Confirm active registration and pre-qualification on the Etimad platform. Verify the registered legal entity matches the bidding entity.

☐ 3

Saudisation Rate and Nitaqat Band Confirmed

Verify current Saudisation rate meets applicable sector threshold and confirm Nitaqat classification band. A Red or Low Green band restricts visa issuance and signals operational risk.

☐ 4

IKTVA Enrollment and SCV Score Current

Confirm IKTVA enrollment is active and LCGPA-verified SCV score is current. Map to applicable NIDL sector target.

☐ 5

Saudi References Verified

Confirm all references cited in the bid can be verified through Saudi channels within the procurement timeline.

B – COMPLIANCE DOCUMENTATION

☐ 6

NCA Compliance Declaration Ready

Signed declaration covering all applicable NCA control domains, with specific evidence references, named signatory, and current-cycle version. Not a generic compliance statement.

Common failure: Generic statement replacing domain-specific declaration; missing named signatory; outdated assessment date.

☐ 7

OTCC Evidence Package Complete

Evidence package covering all five OTCC control domains applicable to the engagement scope, formatted for NCA audit review, reviewed within 12 months.

Common failure: IEC 62443 certificate submitted instead of OTCC-formatted evidence; only partial domain coverage.

☐ 8

ECC Baseline Documentation Current

ECC compliance documentation is current-cycle and covers the IT environment relevant to this engagement.

C – GOVERNANCE & ACCOUNTABILITY

☐ 9

Named Saudi Compliance Lead Identified

A specific individual, named in the submission, with documented Saudi compliance accountability and verifiable qualifications.

Common failure: Global compliance function named without Saudi-specific lead; no documented accountability for this engagement.

☐ 10

Supply Chain Security Documented

Third-party and supply chain security posture addressed in the submission, with Saudi requirements applied to all relevant components and services.

Common failure: Section absent entirely from bid submission.

D – POSITIONING & LOCALISATION

☐ 11

Saudi Localisation Plan Concrete

Named Saudi partners, specific Saudisation commitments with timelines, alignment with applicable Vision 2030 sector targets, current IKTVA/SCV score (or enrollment status), and 12-month SCV improvement roadmap. Not a generic commitment statement.

Common failure: Generic commitment paragraph with no named partners or specific timelines.

☐ 12

Capability Statement Saudi-Framed

All capability claims have passed the “so what” test against Saudi procurement evaluation criteria. No global-frame capability claims submitted without Saudi-compliance translation.

Common failure: Global capability statement submitted without Saudi compliance framing; claims lack “so what” clarity.

☐ 13

Bid Language Current-Cycle Compliant

All compliance references in the bid submission use current-cycle NCA and OTCC framework versions, not prior cycles.

☐ 14

Governance Documentation Included

Governance Accountability Framework document included — named lead, escalation path, Saudi advisory structure, review cycle.

☐

15

Website Aligned with Bid Claims

All compliance positioning claims in the bid submission are consistent with what the company’s public website and LinkedIn presence communicate to a searching procurement committee.

☐

16

Self-Assessment Scorecard Completed

SREF self-assessment scorecard completed and total score reviewed. Any dimension scoring 1 or 2 represents a submission risk that should be addressed or acknowledged in the bid.

MINIMUM VIABLE EVIDENCE PACK

Six documents that must be ready before any Saudi industrial submission

DOCUMENT	MINIMUM CONTENT	FORMAT & SIGN-OFF
Saudi Compliance Declaration	Named signatory with role; applicable NCA domains listed; evidence reference for each domain; assessment date and assessor	Signed letter on company letterhead; signed by CTO/COO or above; current within 12 months

DOCUMENT	MINIMUM CONTENT	FORMAT & SIGN-OFF
OTCC Evidence Package	Coverage of all 5 applicable OTCC domains; evidence type per domain; assessment date; NCA audit format	Structured reference document; signed by OT Security Lead; current within 12 months
Governance Accountability Framework	Named Saudi compliance lead (name, title, qualifications, contact); escalation path; Saudi advisory structure; review cycle	1–2 page governance document; signed by MD/CEO; current for this engagement
Saudi Localisation Plan	Named Saudi partner(s); specific Saudisation % and timeline; Vision 2030 alignment; current IKTVA/SCV score; 12-month SCV improvement roadmap; Nitaqat band	Standalone plan; signed by BD Lead/MD; partner agreements active; LCGPA data current
Saudi-Contextualised Capability Statement	All capability claims mapped to NCA/OTCC relevance; Saudi references where available; “so what” test passed	2–4 pages; signed by BD Lead + Compliance Lead; reviewed for this engagement

DOCUMENT	MINIMUM CONTENT	FORMAT & SIGN-OFF
Supply Chain Security Posture	Named third-party components/services; risk classification; Saudi supply chain criteria applied; approval status	1–2 pages; signed by Compliance Lead + Technical Lead; current within 12 months

FIVE-STAGE ELIMINATION MAP

Where your bid can die — and why

STAGE	WHAT IS EVALUATED	WHERE FOREIGN VENDORS LOSE
1 — Pre-qualification	Vendor registration, Saudi market standing, licence status, Saudisation rate, IKTVA enrollment	Very common — invisible to the vendor. Items 1–5 on this checklist.
2 — Compliance Qualification	NCA posture, OTCC documentation, ECC baseline, supply chain security	Most common — the gate most foreign vendors do not know exists. Items 6–10.
3 — Technical Evaluation	Solution capability, technical specifications, delivery methodology	Occasional — vendors who reach this stage are usually competitive.

STAGE	WHAT IS EVALUATED	WHERE FOREIGN VENDORS LOSE
4 – Commercial Evaluation	Pricing, contract terms, localisation commitment, IKTVA/SCV score	Less common than compliance stage losses. Items 11–15.
5 – SAO Sign-Off	Regulatory accountability confirmation, governance documentation, final compliance review	Rare but high-cost when it occurs. Item 14.

A procurement committee is rewarded for choosing the most defensible vendor, not the most exciting one. This checklist measures defensibility. Complete it before your next submission – not after the committee moves on.