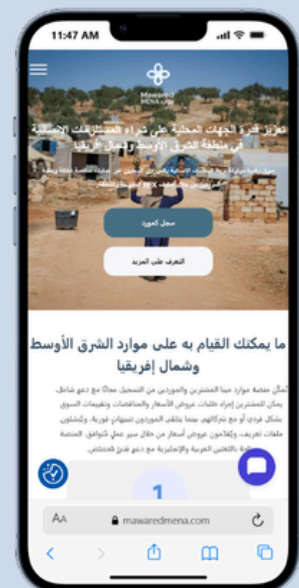
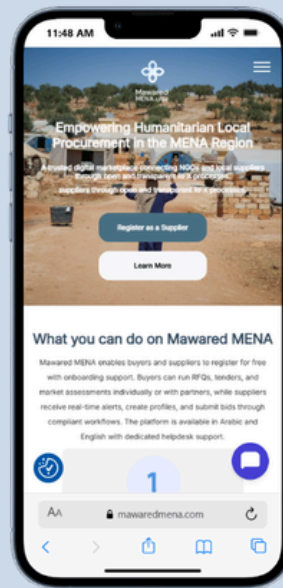




Case Study

Mawared MENA

The Development, Institutionalization, and Operation of the Mawared MENA Platform



April 2026

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Executive Summary

The Vision and Partnership

Humanitarian and development organizations in general have long struggled with fragmented supply chains, heavy reliance on international vendors, and the heavy donor compliance. These barriers limit the effectiveness of supply chains and sideline local small and medium-sized enterprises (SMEs). To address these issues, **Solvoz** and **HELP Logistics** collaborated to build a bilingual, ISO-certified e-procurement ecosystem designed to empower local markets and professionalize procurement of aid.

In this collaboration, **HELP Logistics** provided the necessary financial backing and access to its vast humanitarian networks. Meanwhile, **Solvoz** spearheaded technical development and operational management, ensuring the platform met international security standards like GDPR while remaining accessible to local users.

Building a Digital Bridge

Operationalizing Mawared MENA required more than just code; it required a deep understanding of the "digital divide". A dual-stream onboarding process for organizations. More digitally literate NGOs could utilize self-guided tools, while other organizations could receive hands-on support, including intake interviews and "test tenders" to build their confidence.

Security and trust were established through a robust, tiered due diligence system. While standard checks sufficed for low-risk markets like Jordan, enhanced scrutiny and further checks such as beneficial ownership verification was applied to conflict-affected areas such as Syria. This allowed the platform to navigate complex sanctions and export controls, eventually receiving a critical exemption from the Dutch Customs Authority to support humanitarian work in Syria at the start of the pilot.

Insights from the Pilot Phase

Launched in September 2025, the pilot phase operated during a period of intense geopolitical instability and shifting donor priorities, including a freeze on USAID funding. Despite these headwinds, the platform proved its technical resilience:

- **Growth and Activity:** By the end of the pilot, 33 buyer organizations and 140 suppliers were registered and approved.
- **A Focus on the Local:** 88% of tenders were local, targeting essential goods like food baskets and hygiene kits.

- **Operational Success:** The platform successfully hosted 17 tenders with 96 direct supplier response.
- **User Satisfaction:** Suppliers responded with overwhelming positivity, with 87.5% stating they were likely to use the platform again. Half of all surveyed suppliers rated their initial experience as "excellent".

Overcoming Institutional Barriers

While the technology functioned as intended, the pilot revealed that the greatest challenges to adoption were institutional. Many organizations were hesitant to abandon established manual processes or current systems, often running Mawared MENA tenders in parallel with legacy processes, which led to supplier confusion.

The pilot also noted that engagement spiked most significantly when live tenders were active, proving that tangible opportunities, rather than just marketing, are the primary driver for marketplace growth.

The Path Forward: Scaling for Impact

To transition from a successful pilot to a sector-wide standard, the following strategic shifts are recommended:

- **Governance and Neutrality:** Transition to a multi-stakeholder Governance Council to oversee strategic planning and ensure the platform's neutrality and accountability.
- **Financial Sustainability:** Move away from a single-source funding model toward diversified revenue streams, such as subscription plans or transaction fees.
- **Strategic Advocacy:** Collaborate with regional networks to embed the platform into broader humanitarian strategies.
- **Demand-Driven Growth:** Focus on high-frequency, mid-value goods to build a routine user base before expanding into complex, high-value asset purchases and framework agreements.

Conclusion

Mawared MENA has demonstrated it can handle the complexities of the MENA region. By addressing institutional resistance and solidifying its governance, the platform is poised to become a vital, self-sustaining tool for localizing aid and improving the transparency of humanitarian procurement.

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Introduction

The Mawared MENA platform emerged as a response to the long-standing procurement challenges in the Middle East and North Africa (MENA) for humanitarian and developmental organizations. Humanitarian and development organizations operating in the area grapple with fragmented supply chains, an over-reliance on international suppliers, and the bureaucratic complexities of donor compliance. These issues can not only delay critical aid delivery but also undermine local economic resilience, as small and medium-sized enterprises (SMEs) struggled to compete in a system stacked against them. Recognizing the need for a centralized, transparent, and locally focused procurement solution, Solvoz and HELP Logistics embarked on a partnership to develop Mawared MENA, a bilingual (Arabic/English), ISO/IEC 27001:2022-certified e-procurement platform designed to streamline humanitarian procurement, enhance local supplier participation, and improve operational efficiency across the region.

This case study delves into the development, institutionalization, and operationalization of Mawared MENA, offering a detailed examination of the roles played by each partner, the institutional frameworks established, the operational policies implemented, and the feedback gathered from users and stakeholders. It also explores the key findings from the pilot phase and outlines a path forward, with a particular focus on governance and sustainability recommendations to ensure the platform's long-term viability.

Roles of Solvoz and HELP Logistics in the pilot

The Mawared MENA platform was developed through a collaborative partnership between Solvoz and HELP Logistics, each contributing distinct but complementary roles to the project. The partnership was structured to leverage the strengths of both organizations, with Solvoz providing technical and operational expertise and HELP Logistics offering financial support and access to humanitarian networks. This division of roles allowed the project to progress efficiently, though it also introduced certain operational dynamics that influenced the platform's development and management.

HELP Logistics

HELP Logistics, a program of the Kuehne Foundation, strengthens supply chain preparedness and resilience to support life-saving aid and economic stability, as humanitarian crises disrupt these vital networks affecting both local economies and response efforts.

Its role in the Mawared MENA platform was primarily to provide funding and leverage its network to support the platform's development and adoption among humanitarian organizations and suppliers in the MENA region.

Solviz

Solviz is a technology company specializing in e-procurement platforms, designed to streamline procurement processes for humanitarian, development, and commercial sectors. With expertise in cloud infrastructure, compliance, and automation, Solviz focuses on creating secure, scalable, and user-friendly digital tools that improve efficiency and transparency. In the Mawared MENA project, Solviz led the technical development, operational management, and user support, ensuring the platform met the complex procurement needs of the MENA region while adhering to international standards.

Institutional Development: Legal Frameworks, Funding, and Governance

The institutional development of Mawared MENA was a multifaceted process, encompassing legal compliance, funding structures, and governance mechanisms. Each of these elements was critical in establishing the platform's credibility, ensuring its financial viability, and laying the groundwork for long-term sustainability. All these issues needed to be resolved in a tight timeframe to maximize the operational life of the platform during the pilot. The platform development started in late April 2025 running in parallel to legal and institutional build up in order to have the platform ready for launch in June of 2025 with the official launch occurring in late July 2025.

Legal and Compliance Frameworks

From the outset, Mawared MENA was designed to operate within a robust legal and compliance framework, addressing the security, transparency,

and regulatory challenges inherent in humanitarian procurement. In this regard key documentation was checked with legal advisors in the region to ensure the platform would be compliant with local and regional laws.

Regulatory Approvals and Export Controls

In July 2025, the Dutch Customs Authority classified the Mawared MENA platform under the Cryptography Note of Annex I of Regulation (EU) 2021/821, exempting it from EU and national export licensing requirements for most regions.

For Syria, this classification permitted operations under specific conditions, allowing Mawared MENA to support humanitarian procurement in the region. This approval was critical for enabling procurement activities in Syria despite broader sanctions and to enable the expansion of the platform.

Data Privacy and Security

In addition to export controls, the platform was designed to comply with international data privacy standards, including the General Data Protection Regulation (GDPR). This involved implementing end-to-end encryption for data in transit and at rest, role-based access controls, and regular security audits. The use of Azure's cloud infrastructure ensured that data was stored and processed in compliance with EU data protection laws, providing users with confidence in the platform's ability to safeguard sensitive procurement information.

Due Diligence and Risk Management

A multi-tiered due diligence process was established to mitigate risks associated with fraud, sanctions violations, and reputational damage. This process included automated checks for sanctions compliance, beneficial ownership verification, and adverse media screening. The tiered approach applied different levels of scrutiny based on the risk profile of the user, with enhanced checks for high-



risk regions such as Syria. This system ensured that the platform could operate securely and transparently, even in complex regulatory environments

Governance, Funding and Sustainability

The platform's initial development and pilot operations were funded by HELP Logistics to reduce financial barriers and test its potential to support regional and local procurement, as well as strengthen local supply markets. Solvoz contributed the necessary human resources and institutional knowledge. This initial funding approach was intentional, with the aim of validating the model during the pilot phase before pursuing more sustainable and diversified funding mechanisms

Governance

The default setup of the Mawared MENA was governance and registration was primarily determined by expediency to launch the platform quickly. This meant that Mawared MENA initiation of the platform was through Solvoz. At the same time the project plan included objectives to work through the longer-term governance and institutional setup of the platform for long term viability.

To explore the governance requirements an Advisory Committee was initiated comprising representatives from NGOs, Academic Institutions and donors. The advisory committee did not become an active body by the end of the pilot, and this meant that more substantive discussions on sustainability and the best vehicle in terms of organizational structures and governance were yet to be addressed.

The pilot phase left unresolved the next steps for the platform's governance, with no formal body in place to develop future strategies and policies for the development of the platform.

Revenue Diversification

To ensure long-term sustainability, the platform began exploring alternative revenue streams, such attempts to identify anchor partners and the creation of an advisory committee. These efforts aimed to reduce dependency on donor funding and create a self-sustaining financial model for the platform's future operations.

Preparation for Platform deployment

To establish a functional and reliable e-procurement platform, several technical and operational activities were essential. These activities focused on building a robust digital infrastructure, ensuring compliance with international standards, and creating user-friendly workflows that could adapt to the diverse procurement needs of the region.

Bilingual Interface and Cultural Adaptation

A bilingual platform was implemented for the MENA region (more languages can be added as the platform coverage expands). This requires:

- Developing interfaces, help materials, and communication templates in both Arabic and English, ensuring that all users could navigate the system in their preferred language.
- Cultural adaptation of content, ensuring that terminology, examples, and workflows were relevant to local contexts and aligned with regional business practices.

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Cloud-Based Hosting and Security Measures

A secure and scalable cloud infrastructure was critical to protect sensitive procurement data and ensure reliable platform performance. Key activities included:

- Deploying the platform on a secure cloud service, such as Microsoft Azure, to ensure data protection, scalability, and compliance with international security standards.
- Implementing end-to-end encryptions for all communications and transactions, safeguarding user data from cyber threats and unauthorized access.

- Establishing role-based access controls, allowing users to access only the data and features relevant to their roles, reducing the risk of data breaches or misuse.
- Conducting regular security audits to identify and address vulnerabilities, ensuring ongoing compliance with data protection regulations.

Compliance and Due Diligence Systems

A robust compliance framework was essential to mitigate risks such as fraud, sanctions violations, and reputational damage. This involved:

- Integrating semi-automated due diligence tools to screen users against global sanctions lists, verify beneficial ownership, and conduct adverse media checks.
- Applying a tiered due diligence process, where the level of scrutiny varied based on the risk profile of the user. For example:
 - Standard checks for users in stable, low-risk markets, focusing on legal registration and basic compliance.
 - Enhanced checks for users in high-risk or conflict-affected areas, including detailed documentation reviews and manual verification.
- Cross-referencing users with global sanctions databases, such as OFAC, UN, and EU lists, to flag potential red flags before transactions were approved.

Standardization of Procurement Workflows

To address fragmentation and inefficiencies in traditional procurement systems, the platform required standardized processes for creating, publishing, and evaluating tenders. This included:

- Developing standardized Request for Quotation (RFQ) templates, complete with predefined technical specifications, evaluation criteria, and compliance requirements, to reduce administrative burdens and improve consistency.
- Creating a centralized product catalog with harmonized descriptions, units of measure, and quality standards for frequently procured items, such as medical supplies, WASH kits, and food baskets.
- Automating workflows for tender creation, bid submission, and evaluation, reducing manual errors and accelerating decision-making for time-sensitive procurement needs.

Operational Management and User Support

Beyond technical development, operational management was critical to ensure the platform's smooth functioning and user adoption. This involved onboarding users, providing training, offering support, and continuously improving the system based on user feedback.

Dual-Stream Onboarding Process

A flexible onboarding process was necessary to accommodate users with varying levels of digital literacy and technical capacity.

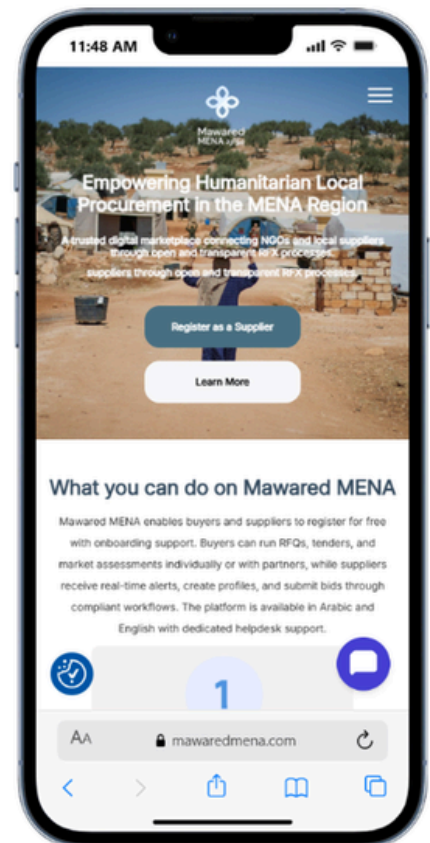
This required:

- **Self-Guided Onboarding:** Allowing tech-savvy organizations to register independently and begin using the platform with minimal assistance. This stream included:
 - Chat bot with extensive knowledge base providing access to how to and videos.
 - Multilingual user guides and video tutorials, providing step-by-step instructions for common tasks, such as creating RFQs, managing supplier profiles, and submitting bids.
 - Template RFQs and evaluation forms, pre-populated with standardized specifications to streamline the tender process.
 - Access to a humanitarian product catalog, featuring commonly procured items with harmonized technical details.
- **Supported Onboarding:** Providing personalized assistance for users who require additional guidance, such as:
 - Real-time support during onboarding, with staff available to answer questions and troubleshoot issues. Webinars and live training sessions in both Arabic and English, covering platform navigation, compliance, and best practices for tender participation.
 - Structured interviews to assess procurement needs, technical capacity, and language preferences.
 - Test tenders to allow users to simulate the procurement process before launching live tenders.
 - Regular webinars for buyers and suppliers with detailed materials and explanations of the platform with space for participants ask detailed questions and get direct support

Helpdesk and Technical Support

Even with robust training, users inevitably encountered technical issues or operational questions. A dedicated helpdesk was established to provide real-time assistance, including:

- Tiered support levels:
 - Level 1 Support: Handling basic inquiries, such as login issues, navigation questions, or minor technical glitches, typically resolved within hours.
 - Level 2 Support: Addressing complex problems, such as RFQ publication errors, payment processing delays, or compliance-related concerns, escalated to specialized teams and resolved within 24–48 hours.
 - Level 3 Support: Reserved for critical issues, such as system outages or security breaches, prioritized for immediate resolution with round-the-clock technical and compliance team involvement.
- Multilingual support staff to assist users in Arabic and English, ensuring language barriers did not hinder platform adoption.
- Tracking support tickets to identify recurring issues and improve platform usability over time.



Stakeholder Engagement and Feedback Integration

Engaging stakeholders and incorporating their feedback was critical to the platform's evolution.

This involved:

- Conducting user surveys and interviews to assess satisfaction levels, usability, and feature preferences, with anonymous responses encouraging honest feedback.
- Organizing focus groups and discussions with buyers and suppliers to explore specific challenges, such as compliance documentation or digital adoption barriers.
- Facilitating the foundation of an Advisory Committee, a multi-stakeholder body representing NGOs, suppliers, and donors, provide strategic oversight and align the platform with humanitarian priorities.
- Using feedback to refine features, such as simplifying documentation requirements for suppliers or developing customizable templates to accommodate donor-specific compliance needs.

Platform Policies and Procedures

The operational success of Mawared MENA hinged on the policies and procedures governing its use. Solvoz took the lead in designing these frameworks, ensuring they were both rigorous and adaptable to the diverse needs of buyers and suppliers.

Supplier Due Diligence

A core operational challenge was balancing the need for rigorous due diligence with the goal of inclusivity, particularly for small and informal suppliers who might lack formal documentation. Solvoz addressed this through a tiered due diligence process, where the level of scrutiny applied to a supplier or buyer depended on their risk profile:

- **Low-Risk Entities:** Organizations operating in stable countries with strong regulatory frameworks (e.g., Jordan, UAE) underwent standard checks, including legal registration verification, sanctions screening, and basic beneficial ownership disclosure. These entities could typically complete onboarding within days, assuming they had the required documentation readily available.
- **High-Risk Entities:** Suppliers and buyers from conflict-affected or sanctions-targeted countries (e.g., Syria, Yemen) faced enhanced

due diligence, including:

- Deeper beneficial ownership checks, requiring detailed disclosure of all individuals with significant control (e.g., those holding 25% or more equity).
 - Additional documentation, such as proof of physical address, bank references, or letters of good standing from local authorities.
 - Manual review and follow up by Solvoz's compliance team to assess any red flags identified during automated screening.

While this risk-based approach helped mitigate compliance risks, it also created barriers for some suppliers, particularly those operating in informal economies or lacking formal registration.

Standardization

One of the most persistent challenges in humanitarian procurement is the lack of standardization, which leads to duplication, inefficiencies, and increased costs. Solvoz technology was customised for Mawared MENA and configured with:

- **Standardized RFQ Templates:** These templates reduced the time and effort required to create and publish tenders, while also ensuring that all necessary information was included upfront.
- **Harmonized Product Catalogs:** A centralized catalog of frequently procured items, with standardized descriptions, units of measure, and quality standards.
- **Automated Workflows:** Features such as automated bid evaluations, notification systems, and document management streamlined the end-to-end procurement process, from RFQ publication to contract awarding.

Human Resources and User Support

The success of Mawared MENA depended not only on its technical features but also on the human resources and support systems that enabled users to adopt and adapt to the platform.

The following team supported the project to manage the development, deployment, and ongoing operation of Mawared MENA.

This team included:

- **Software Developers and Engineers:** Responsible for building and maintaining the platform's technical infrastructure, including the bilingual interface, cloud hosting, and compliance tools.

- **Compliance and Risk Officers:** Tasked with designing and enforcing the due diligence processes, as well as monitoring for sanctions violations, fraud, and other risks.
- **User Support and Onboarding:** Focused on assisting users both buyers and suppliers with registration, training, and troubleshooting. Their role was critical in bridging the digital divide, particularly for small suppliers and less tech-savvy organizations.
- **Stakeholder Engagement:** Responsible for liaising with the Donors, Key stakeholders, NGOs, and other partners to gather feedback, address concerns, and align the platform with user needs.

Pilot Phase Operation

Context

The pilot phase of the Mawared MENA platform, launched in September 2025, was set against a rapidly changing humanitarian funding landscape in the Middle East. An initial driver for the establishment of Mawared MENA was the expected loosening of restriction of aid into Gaza which did not eventuate through 2025. In the months leading up to the launch, major shifts in U.S. foreign aid policy, most notably the near-total freeze and restructuring of the United States Agency for International Development (USAID) beginning in early 2025, had already reverberated across the NGO sector, including in the MENA region. These factors combined caused widespread programme suspensions and contract cancellations among NGOs heavily reliant on USAID funding, creating heightened uncertainty and liquidity challenges for organisations working with Palestinian and Syrian partners. Despite this backdrop, Mawared MENA initially gained traction with Jordanian-based organisations supporting Palestinian and Syrian operations, as these actors sought alternative mechanisms to sustain procurement amid shrinking donor support.

However, by late 2025, the initial momentum had slowed. Funding gaps deepened, particularly among NGOs dependent on USAID programmes, and planning cycles were disrupted. This was compounded by Israeli restrictions and the blocking of several international NGOs operating in Palestinian territories, which limited access and forced programme suspensions. Faced with these constraints, the platform's focus shifted toward

engagement with Syrian organisations, where local humanitarian activity continued into the first quarter of 2026, resulting renewed activity. This period of adaptation coincided with major geopolitical developments with conflict involving US, Israel, Iran and Gulf states starting in late February 2026, creating a new period of uncertainty for the region.

Outreach

To ensure the successful adoption of the Mawared MENA platform, a multifaceted outreach strategy was implemented from July 2025 to the February 2026, targeting humanitarian organizations and local suppliers across the MENA region. This approach combined digital campaigns, direct communication, and in-person engagement to educate users, build trust and drive platform adoption. As part of the pilot's strong focus on capacity building, HELP Logistics supported Mawared MENA's participation in the 2025 Chartered Institute of Procurement & Supply (CIPS) Certified Professional Procurement Professional (CHPP) training.

Webinars and Online Training

Webinars were a key tool for educating users and demonstrating the platform's capabilities. A total of 17 webinars were conducted, including 12 for suppliers and 5 for buyers, with 104 registrations and 55 live participants (a 53% attendance rate).

These sessions covered platform navigation, compliance, and tender management, with recordings shared afterward to extend reach. The interactive format featuring live Q&A and demonstrations helped users overcome challenges and build confidence in digital procurement.

Email campaigns

Email campaigns were used for direct communication, reaching 1,852 leads in the CRM system, with 1,306 active leads.

Segmented campaigns ensured buyers and suppliers received relevant information, while personalized follow-ups by the team addressed specific concerns and encouraged engagement and targeted for engagement around active tenders. These efforts nurtured leads and drove action, from webinar registrations to profile completions.

Email campaigns

LinkedIn was instrumental in expanding reach, with 98 posts published, generating 11,251 impressions and 427 reactions (From August 2025 to March 2026).

Webinar promotions and success stories were highlighted, fostering engagement and credibility. The platform was also featured in Solvoz newsletters, reaching 1,374 subscribers, further amplifying visibility.

The key focus for LinkedIn campaigns was to establish the brand and awareness of Mawared MENA.

Workshops and face to face meetings

In-person meetings were vital for building trust, with over 100 meetings held with buyers and stakeholders. These personalized discussions addressed procurement needs, compliance concerns, and platform features, while online workshops were conducted with key groups such as NGO forums and networks.

Impact of Webinars and Mail-outs on Registration Trends

In the graph below you can see as expected that webinars and supplier follow-up mail-outs are associated with spikes in the number of registrations. Specifically, the red "X" markers, representing webinar dates, and the green star markers, representing mail-out dates, often precede noticeable increases in the blue line, which tracks daily registrations

The proximity of registration spikes to the dates of mail-outs and webinars highlights the importance of strategic scheduling and targeted communication and further analysis could lead further optimisation. The biggest driver of supplier registration however was suppliers being alerted to new tenders on the platforms.

Platform activity

Registrations

The pilot phase of Mawared MENA provided valuable insights into the platform's strengths, weaknesses, and areas for improvement. By the end of the pilot, **33 buyer organisations** and **140 suppliers** had registered and been approved according to the due diligence procedures.

Catalogue

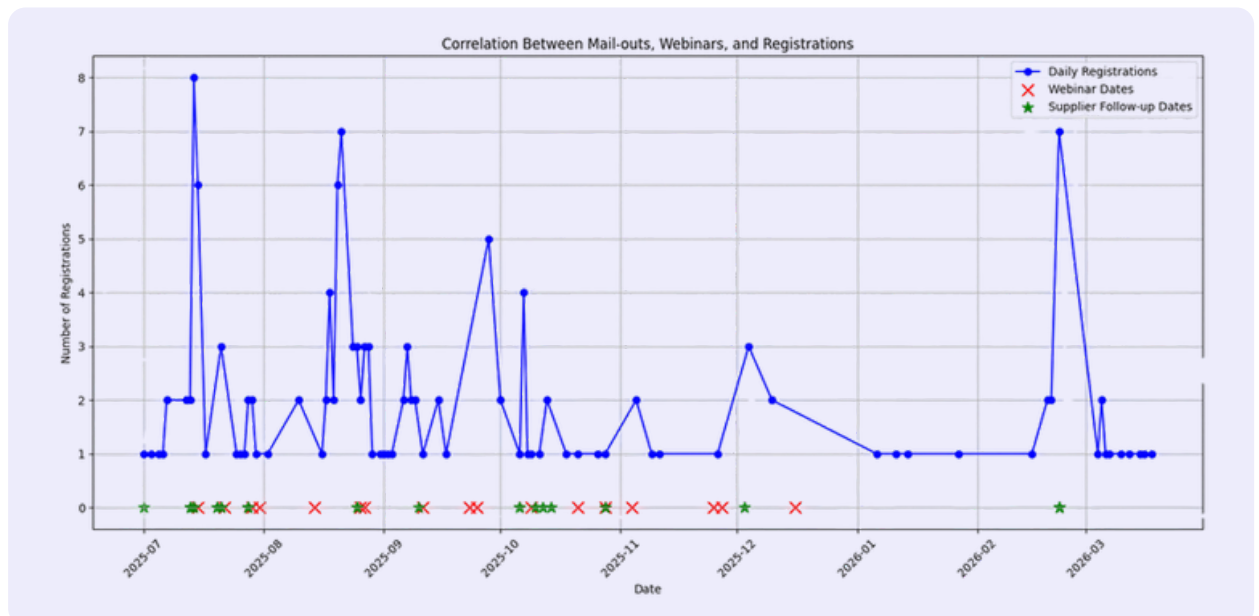
The catalogue developed comprised on **794 community products** developed for the pilot. Suppliers contributed **164 products**. Buyer organisation developed **106 products** primarily for their own individual catalogues used in tenders.

Procurement activity on the platform

The Mawared MENA platform functioned as intended as a humanitarian procurement environment, with tenders focused on both operational supplies and strategic services.

On the platform 17 tenders had been published from 6 buyer organisations with 96 direct supplier responses from 55 individual organisations.

The tenders on the platform were ~70% are goods/supply contracts, ~15% consultancies, and ~15% framework agreements or higher-value procurements. All tenders are open for a few weeks up to six weeks, balancing urgency with structured competition.



Goods and Supply Tenders

This was the dominant category on the platform. It includes hygiene kits, food baskets, first aid kits, educational materials, IT equipment, furniture, and electrical items.

These tenders are usually local in scope and linked to specific beneficiary numbers, typically 2,000–3,800 recipients. Organisations often issue multiple RFQs for different components of the same project, a strategy that increases supplier participation and allows for flexible delivery. The typical tender values \$10,000 USD upwards, reflecting mid-level operational procurements that support immediate humanitarian needs.

Consultancy and Service Tenders

They involve detailed terms of reference, multi-phase deliverables, and evaluation based on technical quality rather than price. These tenders play a strategic role in supporting programme design and evidence-based decision-making.

Framework Agreements and Strategic Procurement

This category combines long-term supply arrangements (framework agreements) with asset purchases such as minibuses or equipment. These tenders are higher-value and strategic, allowing repeated call-offs, pricing continuity, and faster delivery. Likely high values \$90,000 USD upwards, over life of a framework agreement or asset + associated services

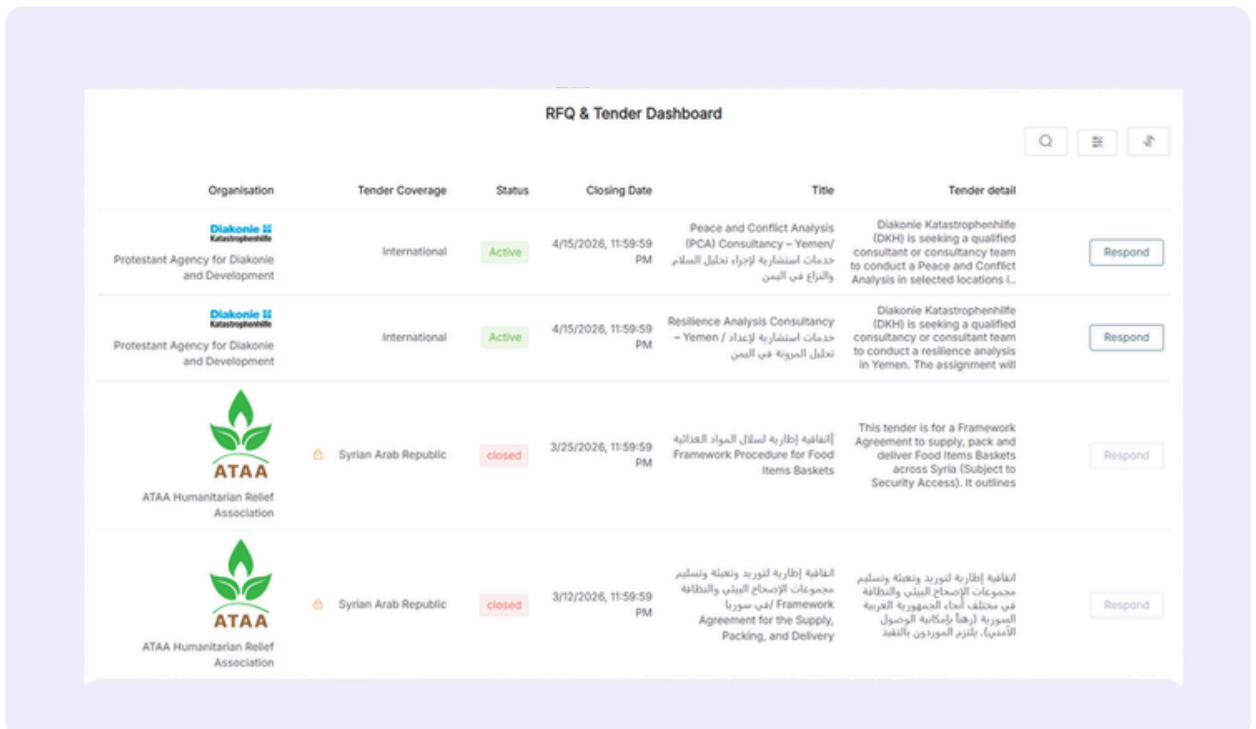
Localisation





88% of tenders on the Mawared MENA platform during the pilot were local tenders, targeting suppliers and organisations within the countries of operation.

Advantages of these local tenders are rapid delivery, cost efficiency, and compliance with local regulations, while also strengthening local markets and humanitarian supply chains. Localised tenders dominate the platform's goods and supply category, particularly for items such as hygiene kits, food baskets, and educational materials.

Localisation

Mawared functioned in the pilot as a high-frequency, mid-value operational platform for goods and supplies and as a growing strategic procurement ecosystem. Short tender durations, a focus on local suppliers, and the emergence of framework agreements reflect the platform's ability to meet urgent humanitarian needs while supporting long-term planning and strategic programmes. Although around 90% of tenders were local tenders, there was likely no shift to localisation because of the Mawared MENA platform from the tenders run on the platform, the shift and impact was in digitising the management of the tender and improved quality of documentation through the e-tendering module.



Organisation	Tender Coverage	Status	Closing Date	Title	Tender detail
 Protestant Agency for Diakonie and Development	International	Active	4/15/2026, 11:59:59 PM	Peace and Conflict Analysis (PCA) Consultancy – Yemen / خدمات استشارية لإجراء تحليل السلام والنزاع في اليمن	Diakonie Katastrophenhilfe (DKH) is seeking a qualified consultant or consultancy team to conduct a Peace and Conflict Analysis in selected locations L. Respond
 Protestant Agency for Diakonie and Development	International	Active	4/15/2026, 11:59:59 PM	Resilience Analysis Consultancy – Yemen / خدمات استشارية لإعداد / تحليل المرونة في اليمن	Diakonie Katastrophenhilfe (DKH) is seeking a qualified consultancy or consultant team to conduct a resilience analysis in Yemen. The assignment will Respond
 ATAA Humanitarian Relief Association	Syrian Arab Republic	closed	3/25/2026, 11:59:59 PM	إطارية لإطارية لتسليم المواد الغذائية / Framework Procedure for Food Items Baskets	This tender is for a Framework Agreement to supply, pack and deliver Food items Baskets across Syria (Subject to Security Access). It outlines Respond
 ATAA Humanitarian Relief Association	Syrian Arab Republic	closed	3/12/2026, 11:59:59 PM	التفاهة إطارية لتوريد وتغليف مجموعات الإصباح البني والبطانية / Framework Agreement for the Supply, Packing, and Delivery	التفاهة إطارية لتوريد وتغليف مجموعات الإصباح البني والبطانية في مختلف أنحاء الجمهورية العربية السورية (رهنأ بإمكانية الوصول الأمني). يشرح الموردون بالتفصيل Respond

User and Organisation Feedback

The Mawared MENA platform has garnered valuable feedback from both suppliers and key humanitarian organizations, offering insights into user experiences, challenges, and opportunities for improvement.

Supplier Perspectives on Platform Usability and Satisfaction

The supplier survey conducted in September 2025 found users of Mawared MENA procurement platform had a predominantly positive user experience. 87.5% of respondents rated their overall experience as positive (50% excellent, 37.5% good), while 12.5% selected a neutral rating. This suggests that the platform is generally well-received, with a small minority expressing neither positive nor negative feedback.

The survey evaluated the ease of registration and access, with 75% of suppliers describing the process as positive (50% very easy, 25% easy). The remaining 25% provided a neutral response. Clarity of instructions was another focus, where 75% of suppliers found them very clear and easy to follow, indicating that most users encounter minimal difficulties in understanding platform requirements.

Usability was assessed on a scale of 1 to 5, with 5 representing the highest level of ease. Navigation received a rating of 4 or 5 from 75% of respondents, including 50% who awarded it the top score. Uploading documents was particularly well-received, with 100% of suppliers rating it 4 or 5, and 87.5% giving it the highest rating. Similarly, submitting responses was rated 4 or 5 by all suppliers, with 50% selecting the top score. Other features, such as notifications (87.5% rated 4 or 5), dashboard clarity (75% rated 4 or 5), and accessing help (100% rated 4 or 5), also performed strongly. Language switching between Arabic and English was described as functional by all respondents, with 75% rating it the highest possible score.

Efficiency and support were additional areas of focus. 62.5% of suppliers indicated that RFQ submissions were faster than expected, while 37.5% found the process aligned with their expectations. Support accessibility was another positive aspect, as 87.5% of suppliers reported ease in accessing assistance, including 62.5% who

described it as very easy. Overall, 87.5% of respondents expressed satisfaction or high satisfaction with the platform, and 87.5% stated they are likely or very likely to continue using it (75% very likely, 12.5% likely). These findings suggest that the platform effectively meets user needs and maintains strong engagement.

Insights from Key Organizations on Engagement and Procurement Needs

Key organizations, including NGOs, UN agencies, and logistics specialists, provided feedback on their engagement with the Mawared MENA platform through the Advisory Committee Surveys conducted in December 2025.

A significant majority 57.1% expressed a desire for "core member" engagement, signalling their commitment to actively shaping the platform's development over the next 12–18 months. This level of involvement suggests that organizations see Mawared MENA as a vital tool for addressing humanitarian procurement challenges in the MENA region.

One of the most pressing issues identified by these organizations was the need for localization and supplier capacity-building. Many emphasized that the platform could play a pivotal role in bridging gaps between large international NGOs and local suppliers, particularly in areas such as compliance with donor requirements, standardization of procurement processes, and improving supplier readiness. Organizations also highlighted the importance of inter-agency coordination, noting that fragmented procurement practices often lead to inefficiencies and higher costs. There was strong support for initiatives such as joint RFQs, shared supplier reviews, and common due diligence templates, which could foster greater collaboration and streamline procurement across the sector.

Procurement challenges were a recurring theme in the feedback. Organizations cited difficulties in finding qualified suppliers, meeting tight deadlines, and navigating complex compliance requirements as significant barriers. To address these issues, they recommended that Mawared MENA focus on standardizing specifications, templates, and workflows, which would not only simplify procurement processes but also make it easier for local suppliers to participate. Additionally, organizations suggested that the platform should

facilitate stronger partnerships with UN agencies, NGO networks, and local actors, such as community-based organizations (CBOs), to ensure a more inclusive and effective procurement ecosystem.

Direct Feedback from Mawared MENA Staff

Mawared MENA staff captured direct feedback from meeting minutes and contemporaneous notes with buyers and suppliers. The following section details these interactions.

Direct buyer feedback

Buyers saw the platform's standardized workflows, including RFQ/RFP creation as time saving and useful. Buyers also saw value the ability to centralize procurement activities and access to new suppliers. Features such as standardised reporting and documentation also seen as advantageous compared to ad-hoc systems used by many NGOs.

Despite these advantages, staff have noted several barriers to full adoption among buyers. Internal resistance to digital procurement tools remains a challenge, particularly in organizations accustomed to manual or email-based processes or have invested heavily in their current systems. Initial onboarding can also require significant internal coordination, especially when multiple approvals or roles are involved. In some cases, buyers perceive limited immediate value in posting tenders if supplier participation is still developing, while competing priorities and operational workloads can delay consistent platform usage. Minor usability challenges, such as configuring a procedure and determine technical specifications were often a cause of delay, organisations often lacked the

capacity to determine basic requirements for procurement. That is the system itself was not the barrier but the requirement to structure requirements for a tender in to setup the tender in the system was.

Direct supplier feedback

Mawared MENA staff captured direct feedback from meeting minutes and contemporaneous notes with suppliers. Supplier feedback and staff observations collectively highlight the Mawared MENA platform's strengths as a centralized, transparent, and accessible tool for humanitarian procurement. Suppliers consistently value the platform for reducing reliance on fragmented networks, improving submission clarity, and lowering barriers for SMEs and local suppliers through its free access model. The bilingual interface and increased visibility to international buyers are also noted as significant advantages.

At the same time, staff working directly with suppliers have identified ongoing challenges that affect adoption, particularly among less digitally experienced users. Some smaller suppliers, for instance, required additional support during onboarding, particularly with registration and document uploads. Some suppliers also perceive the platform as an extra step rather than a full replacement for traditional submission methods, especially when tender frequency is inconsistent and buyer have multiple submission paths (i.e., in person at organisations office). These observations suggest that while the platform's benefits are widely recognized, targeted onboarding, responsive support, and consistent tender opportunities remain critical to ensuring broad and effective adoption.



Key Barriers to Marketplace Adoption of Mawared MENA

The adoption of the Mawared MENA platform has faced several significant barriers, many of which stem from institutional and organizational challenges rather than technical limitations. Here are the primary obstacles identified through discussions and observations.

Limited Engagement from Expected Early Adopters

The platform initially targeted participants from CHPP (Certified Humanitarian Procurement Professional) training programs by HELP Logistics as a key cohort for early adoption. However, this group failed to engage effectively with the platform, despite their training and presumed readiness. Instead, early adopters emerged from outside this cohort, but still their commitment to utilizing the platform was often weak and inconsistent. Many of these organizations ran the platform in parallel with their existing tender processes, creating confusion among suppliers and diluting the platform's potential impact.

Institutional Reticence and Resistance to Change

Many organizations exhibit an understandable strong reluctance to adopt new tools, particularly when it involves shifting from established procurement information systems. For most organizations, the adoption of a new supply platform is not a quick decision but a multi-year project that requires internal alignment, approvals, and resource allocation.



This institutional inertia often delays or prevents the adoption of innovative solutions, even when they offer clear benefits and in the case of Mawared MENA a free service with minimal time required for onboarding

Misconceptions About Platform Functionality

A common initial perception of the Mawared MENA platform is that it functions merely as a "tender board" or "digital yellow pages", a static directory of suppliers rather than a dynamic tool for procurement optimization. Organizations struggled to grasp the broader benefits of the platform, such as standardization of procurement processes, setting quality standards for internal catalogues, and replicating internal workflows in an electronic format. These misunderstanding limited their willingness to explore or commit to using the platform fully.

Resource Constraints in Smaller Organizations

Smaller organizations, particularly those with limited budgets and staff, face challenges in adopting and integrating the platform into their operations. These organizations often require additional time, training, and support to fully utilize the tool, which can be a barrier if resources are not readily available. Without dedicated assistance, smaller organizations struggled to see the value in adopting the system, further slowing adoption.

Parallel Processes and Supplier Confusion

Organizations that adopted the platform often did so half-heartedly, running it alongside their existing procurement processes rather than fully integrating it. This approach led to confusion among suppliers, who received mixed signals about where and how to engage. Suppliers were unsure whether to respond to tenders on the platform, through traditional channels, or both, which undermined the platform's efficiency and effectiveness.

Successes in Adoption During the Pilot Phase

Despite the barriers to adoption, the pilot phase of Mawared MENA achieved several notable successes.

Tangible Adoption by Goal-Oriented Organizations

Organizations that adopted the platform often had clear, short-term goals, such as reaching new

suppliers or testing the efficiency of digital procurement. These organizations were impressed by the platform's ability to quickly translate their standard documentation into digital procedures, streamlining their procurement processes.

Readiness for Launch

Several organizations fully prepared RFQs on the platform, ready for launch. While some did not proceed due to funding issues, changes in planning, or shifts in procurement needs (a common challenge in the NGO sector, especially in volatile contexts like the Palestinian territories), their readiness to use the platform signals strong potential for future adoption.

Effective Outreach Linked to Active Tenders

Outreach activities, such as webinars and communications, were most successful when live tenders were available. This created a direct incentive for suppliers to engage with the platform, leading to increased participation and a growing supplier database.

High Engagement When Tenders Were Active

Suppliers demonstrated a strong ability to self-onboard when live tenders were available on the platform. Minimal or no support was required, indicating that the platform's design is intuitive and user-friendly. Live tenders acted as the primary driver for supplier activity, with suppliers actively engaging when opportunities were present.

Recommendations for Scaling Adoption and Ensuring Sustainability of Mawared MENA

These recommendations aim to support the scale-up and sustainability of Mawared MENA by addressing both demand and supply in humanitarian procurement. Building on early pilots and recognising operational constraints faced by NGOs and suppliers, the approach focuses on building trust, demonstrating value, and integrating the platform into existing coordination structures. It combines strategic advocacy, targeted adoption, partnerships, and governance to position Mawared MENA as a credible, widely used, and sustainable solution that enhances efficiency, compliance, and localisation.

Sustainable Governance Model

Establish a Governance Council

Further strengthen the multi-stakeholder governance council with representation from NGOs, suppliers, donors, and technical experts. This council should oversee strategic planning, financial sustainability, and stakeholder engagement. Define clear roles and responsibilities for council members, including decision-making authority, accountability mechanisms, and term limits.

Diversify Funding Sources

Explore sustainable revenue models, such as membership fees, subscription plans, or transaction-based revenue. Engage the governance council in identifying the most feasible and equitable funding strategies. Develop a phased approach to introducing new revenue streams, ensuring they align with the platform's mission and user needs.

Institutionalize Feedback Loops

Continue to use regular user surveys, focus groups, and advisory committee meetings to gather insights on usability, features, and pain points. Use this feedback to prioritize improvements and align the platform with user needs. Establish a formal process for reviewing and acting on feedback, including timelines for implementation and communication of changes to users.

Strategic Advocacy and Messaging

Partner with Regional Networks

Collaborate with regional networks, such as chambers of commerce, logistics clusters, and NGO forums, to expand the platform's reach and ensure it meets local market needs. Establish memoranda of understanding with key partners to formalize collaboration and promote the platform within their networks.

Leverage Success Stories for Broader Adoption

Use success stories from early adopters to demonstrate the platform's impact and inspire confidence among potential users. Share these stories through webinars, case studies, and stakeholder meetings. Create a "Champions Network" of organizations that have successfully adopted the platform, encouraging them to advocate for Mawared MENA within their networks and peer groups.

Encourage Public Endorsement from Key Stakeholders

Work with Donors, NGOs, INGOs, Supplier groups to publicly endorse Mawared MENA through joint statements, webinars, and marketing materials. Visible support from respected entities will enhance the platform's credibility. Highlight partnerships with humanitarian networks, and NGO forums, to position Mawared MENA as a trusted and integral tool for the sector.

Collaborate with Humanitarian Networks

Integrate Mawared MENA into broader humanitarian procurement strategies by collaborating with networks such as the Global Logistics Cluster, and NGO consortia and forums. Align the platform with existing initiatives to ensure it complements rather than competes with other tools. Participate in sector-wide events and working groups to promote the platform's benefits and gather input from key stakeholders.

Driving Adoption Through Live Tenders and Outreach

Target Organizations with Immediate Procurement Needs

Identify organizations with urgent procurement goals, such as those responding to crises or seeking to digitize their processes. Offer dedicated onboarding support to help them quickly prepare and launch tenders. Provide customized assistance to address funding or planning challenges, such as connecting organizations with alternative funding

sources or helping them adjust tender timelines.

Promote Supplier Success Stories

Feature suppliers who have won contracts through Mawared MENA in marketing materials, webinars, and case studies. Highlight their experiences, including how the platform helped them access new opportunities and grow their businesses. Create a "Supplier Spotlight" series to showcase diverse suppliers and their contributions to humanitarian procurement, reinforcing the platform's role in supporting local economies.

Highlight the Multiplier Effect of Live Tenders

Emphasize how each live tender attracts new suppliers, which in turn enhances the platform's value for all users. Use data and visualizations to illustrate this dynamic, such as tracking the growth of the supplier database over time. Encourage organizations to launch tenders regularly by demonstrating the long-term benefits of a vibrant and active supplier ecosystem.

Encourage Routine Procurement for Goods and Supplies

Promote the platform's use for high-frequency, mid-value operational procurement, such as hygiene kits, food baskets, and educational materials. Highlight the speed, cost efficiency, and compliance benefits of digital procurement. Develop targeted campaigns to encourage organizations to shift routine procurement activities to Mawared MENA, reducing reliance on manual or offline processes.



Conclusion

In conclusion, the Mawared MENA pilot demonstrates both the clear potential and the inherent challenges of introducing a shared digital procurement platform in a complex and rapidly evolving humanitarian context.

The platform has proven its technical robustness, user accessibility, and relevance to operational needs, particularly in enabling standardized, transparent, and efficient procurement processes while supporting strong engagement from both buyers and suppliers.

High levels of supplier satisfaction, successful onboarding, and tangible procurement activity, particularly in local, mid-value tenders, highlight its ability to function as a practical tool for day-to-day humanitarian operations.

At the same time, the pilot underscores that adoption barriers are primarily institutional rather than technical. Challenges such as unclear positioning, limited visible sponsorship, resistance to changing established processes, and the use of parallel procurement systems have constrained wider uptake.

External factors, including funding disruptions and geopolitical instability, have further impacted momentum, reinforcing the need for a flexible and resilient scaling strategy.

Looking ahead, the long-term success of Mawared MENA will depend on its ability to move beyond a pilot tool and become embedded within the procurement practices of humanitarian organisations.

This requires stronger strategic positioning, clearer stakeholder ownership, and a shift toward demand-driven adoption anchored in live tenders. Equally important is the development of a sustainable governance and funding model that ensures neutrality, accountability, and financial resilience.

If these elements are effectively addressed, Mawared MENA is well positioned to evolve into a trusted, sector-wide procurement solution—one that not only improves efficiency and compliance but also strengthens local markets and advances localisation objectives across the MENA region.

Supplier experience during pilot

Overall First Experience on Mawared MENA Platform
Supplier questionnaire Oct/Nov 2025



Time to Complete RFQ Submission Compared to Expectations
Supplier questionnaire Oct/Nov 2025



75% of suppliers indicated they are likely or very likely to use Mawared MENA for future RFQs.



“There is strong support to move beyond information sharing toward active collaboration, specifically joint RFQs and shared supplier performance ratings.”

“The lack of harmonized procurement and compliance standards... creates duplication and excludes local suppliers.”

Synthesised finding from Humanitarian Advisory Committee (HAC) Survey (Nov-Dec 2025), based on input from NGOs, UN-affiliated actors, and logistics specialists