

 جامعة الشارقة UNIVERSITY OF SHARJAH	Policy Main Title	Fiscal Resources and Procurement	Effective Date	1/10/2021
	Policy Subject	Budgeting	Last Review date	31/12/2025
	Policy Number	FRP-10	Next Review date	10/03/2028
	Responsible Entity	Finance and Procurement Department	Approved By	VCFAA

Overview

The Budget preparation is essential fiscal activities at UoS. The UoS is committed to estimate, prepare, monitor and forecast budget annually to ensure sustainability in the fiscal resources and spend the money in adequate way. This policy outlines the steps of preparation accurate budget and how financial resources are allocated and monitored to support all UoS operation and activities. It includes the main criteria and conditions while preparing the budget. This policy covers the roles and responsibilities for the persons involved in the budget preparation process.

Scope

This policy applies to all employees in the VCFAA office, Finance department, and procurement department. The BoT and the top Management should be aware about this policy. All Staff involved in the budget preparation process should read this policy.

Purpose

The main purpose of this policy is to:

- Identify and control the budget variances.
- Ensure the sufficiency of budget allocated.
- Support UoS long term budget and plan.
- Run the UoS activities without any fiscal issues.
- Increase the quality of budget estimation, monitoring, and forecasting.
- Cover unplanned operational and administrative expenses relating to the UOS' activities.
- Provide the required facilities and resources for any approved Activities.

Abbreviations and Definitions

UoS: University of Sharjah.

BoT: Board of Trustees.

RFI: Request for Information.

BAC: Budget Advisory Committee.

FP&A: Financial Planning and Analysis.

RFX: Type pf Request for(RFP or RFQ).

RFP: Request for Proposal.

RFQ: Request for Quotation.

DOA: Delegation of Authority.

Budget: Budgeted figures for the current year.

Budget Calendar: Comprises of a detailed sequence of steps on development and presentation of Budget, along with their respective timelines.

Hybrid Budgeting: refers to an approach to budgeting that uses a combination of Incremental and Zero-based Budgeting.

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Incremental Budgeting: refers to a type of budgeting where Budget preparation is based on additions/deletions to previous years' budget based on upcoming requirement.

Zero-based Budgeting: refers to a type of budgeting approach where Budget preparation happens without any reference to previous years' budget.

Contingency Budget: Additional fund included under the Budget to cover any unplanned expenses.

Chapter: refers to a major classification of expenditures from a Budgetary and Accounting perspective.

The University By-Laws define the 3 chapters are:

- Chapter 1: Salaries, wages and supplementary benefits that include remunerating the University faculty and administrative staff members their salaries, wages, cash and in-kind benefits
- Chapter 2: Operational expenses that include University expenditures required for its regular activities.
- Chapter 3: Capital expenditures that include capital items, which require use for more than one fiscal year and exceed the amount of AED 5,000

Exceptional Budget Overruns: refers to budget overruns that are approved by UOS' Finance Department.

Policy

- The University shall have an independent budget separate from that of the Government, which the President shall approve, based upon the recommendation of the Chancellor and approval of the Board.
- The University shall have an independent annual budget based on the University Strategic Plan and the law regarding its reorganization.
- The Chancellor shall issue the "budget regulations" upon their approval by the Finance Committee at the beginning of each fiscal year. The regulations shall indicate the short-term goals and modifications recommended for the administrative procedures at the University that require additional study, in addition to the Strategic Plan when drafting the budget.
- The BoT shall approve the annual budget of the University and the budget shall become effective upon its approval by the Board
- The mandate of the Finance Committee is to study the draft budget submitted by the University Administration for the fiscal year, before submitting it to the Board, in light of University objectives, resources and available and expected funds.
- The college council and the dean prepare the annual draft budget for the college.
- The University annual budget should specify the number of staff positions at the University, including details on the grades/ranks for each position and the financial allocations for the positions in terms of salaries, increments, and allowances.
- Each year the new budget shall be subject to evaluation in comparison to the approved budget of the previous year and the latest budget forecasts.
- The supplementary budget shall be approved by the President of UoS.
- The capital budget may be shifted to the following year upon the approval of the Finance Committee.
- The operating budget contained in the budget may not be shifted to the following year.

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Procedures

Budget Preparation Process

1. The fiscal year of the University shall commence on 1st September and end on 31st August of the following year.
2. Finance Department shall be responsible for Budget Preparation in line with the approved Annual Strategic Plan and Departmental objectives. Furthermore, the Budget Preparation exercise shall be aligned with Procurement Planning and Manpower Planning exercises conducted by Procurement and Human Resource Teams respectively.
3. Budget Preparation shall be commenced by the Finance Department from beginning of February. The draft Budget shall be presented to the Board of Trustees for review and approved in accordance with the University By-laws by end of June.
4. A Budget Advisory Committee shall be formed to ensure active participation and provision of inputs from key stakeholders. Members of the Budget Advisory Committee shall include:
 - Chancellor (Chairman);
 - Vice Chancellor – Medical College;
 - Vice Chancellor – Academic Affairs;
 - Vice Chancellor – Research and Graduate Studies;
 - Vice Chancellor – Financial and Administrative Affairs; and
 - Any other member at discretion of the Chancellor.
5. Compliance with the Budget Calendar timelines shall be strictly monitored, and delays shall be escalated to the Vice Chancellor for Financial and Administrative Affairs (VCFA).
6. UOS shall develop its Annual Budget based on the ‘Hybrid approach’, while anchoring to its historical data.
7. Budget Owners (i.e., Department Directors and College Deans) shall be responsible for filling up the Annual Planning Report (APR) template reflecting the Budget details for the upcoming years, including their requirements and assumptions undertaken.
8. Revenue shall be budgeted taking into consideration the following (but not limited to) parameters:
 - Annual Strategic Plan and Sustainability objectives;
 - Fee List for each revenue stream, which are adjusted each year based on fee review and benchmarking exercise;
 - Number of expected customers (students, trainees, tenants, etc.), estimated based on historic trend analysis;
 - List of new initiatives and on-going projects for Research Center
9. Expenses shall be budgeted as follows:
 - Relevant inputs covered in the Annual Procurement exercise shall be integrated in coordination with the Procurement Team;
 - Manpower cost shall be provided by the Human Resources Team as part of the Annual Manpower exercise;
 - IT Team shall be responsible to provide Technological software and hardware expenses;

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- Respective Department/ College shall be responsible to provide expenses associated with new initiatives and committed costs.
10. Financial Planning & Analysis Team shall be responsible for ensuring the following:
- Completeness of data inputs in the APR template;
 - Alignment with Annual Strategic Plan and Departmental objectives;
 - Recommendation of Fees based on the benchmarking exercise;
 - Alignment with the external economic environment; and
 - Adequacy and reasonableness of assumptions provided for Budget line items.
11. The Annual Budget shall consist of:
- Budgeted Revenue;
 - Budgeted Operating Expenditure;
 - Budgeted Capital Expenditure;
 - Budgeted Balance Sheet;
 - Budgeted Cash Flow Statement;
 - Projected Budget cost to be incurred for more than a year; and
 - List of current and new projects.
12. A 'Contingency Budget' shall be determined by the Budget Advisory Committee for each Chapter to cover unplanned operational and administrative expenses relating to the UOS' activities.

Budget Transfer

1. Budget transfer occurs in the following scenarios:
 - Unplanned activities, not included in the Annual Budget, which are critical to UOS' operational needs.
 - An expenditure related to a budgeted line item under which sufficient funds are not available.
2. A 'Budget Transfer Form' along with the justification for transfer shall be required in case of Chapter-to-Chapter transfers. Transfers from Contingency Budget shall only be requested in case budget overruns at the PR approval stage.
3. Exceptional Budget Overrun request shall only be processed after ensuring the required budget amount is within the overall UOS approved budget limit.
4. Budget transfer from one account to another account shall require approval as per the DOA.

Supplementary Budget

1. Supplementary Budget shall only be pursued where Budget Transfer is not possible and shall require approval from the President of UOS and Chairman to Board of Trustees.
2. Supplementary Budget preparation shall follow the same procedures as the preparation of the Annual Budget for the University.
3. Supplementary Budget may be requested due to the following reasons:
 - During a budget monitoring and reporting, it is deemed that the available Budget is insufficient for smooth operations of the University; or
 - A new project is initiated, which was initially not planned and requires additional funds.
4. Any request for an additional Budget shall be adequately supported by a 'Business Case', which shall

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include the following key elements:

- Strategic context: Need/ requirement for the budget and how it fulfills UOS's strategic objectives.
- Economic Analysis: Estimated costs to be incurred and the expected value which shall be generated.
- Resource Requirement: Additional resources (apart from financial) required for the fulfillment of the need/ requirement (such as support from other departments).
- Supplementary Budget shall be utilized only for the purposes specified during the conceptualization and approval phase

Budget Monitoring and Forecasting

1. Budget monitoring shall be exercised at a Fund, Department and Account pool level and shall take place at the PR approval stage.
2. FP&A Team shall generate Budget Utilization Report on a monthly basis to monitor the actual revenue and expenses.
3. In addition, monthly meetings shall be conducted with Research Department to discuss external grants received and project timelines, and further evaluate project milestones for existing projects.
4. Quarterly Forecasts shall be developed based on information available at the time of preparation, including historical data, commitments, expected income and expenditure, and current economic and market scenarios.
5. Assumptions and parameters utilized in the preparation of the forecast shall be clearly defined and documented.
6. FP&A Team shall review the Forecasts at University/ College/ Department level for the below key elements, analyzing the qualitative drivers causing adverse or favorable movement of Budget variances:
 - Revenue
 - Operating Expense
 - Capital Expenditure
 - Projects related expenses
7. On an annual basis, FP&A Team shall generate the Budget Variance Report at the end of each year to identify variances above 10% of the Budgeted value.
8. In addition, FP&A Team shall also generate the following periodic reports for Management and External Stakeholder review:

#	Report Name	Reporting Frequency
Internal Reports		
1	College/ Business Unit Performance Report	Quarterly
2	Vice Chancellor portfolio level reporting	Quarterly
External Reports		
3	Ministry of Education Reports	Annual
4	Reporting for Ranking bodies	Annual
5	Reporting for Accreditation Committee	Annual (Jan-Apr)
6	Ad-hoc reports requested by UOS Management/ External Stakeholders	-

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Main Criteria and Conditions of the UoS Budget

- The University has a clear budget planning process that begins with the Finance Department, informing all academic and administrative units of their financial status and any information that may help in their budget planning.
- Permission to purchase items shall not be authorized if sufficient funds are unavailable in the budget, if the project is not included in the budget, or if the total cost for works and maintenance contracts is not stated.
- Procedural amendments may be made to the budget for transfers that take place during the fiscal year to meet urgent operational requirements.
- In cases when the budget is issued late prior to the beginning of the new fiscal year, work will continue based on the previous year's estimated costs and revenues until the new budget is issued. Expenditures and revenues during this period will be considered part of the new budget's calculations after it has been issued. These expenses may not exceed the proportion of one twelfth of the new budget.
- The annual University budget shall include all revenues and operational and capital expenditures.
- The University's draft annual budget shall be prepared in light of the annual requirements estimated by the different colleges, centers and departments in the administration as per the plans and programs approved by the Board.
- The Vice Chancellor shall issue instructions on the dates for submitting the budget and data disclosure based upon the recommendation of the Director of the Finance Department.
- The Director of the Finance Department shall be responsible for managing the budget cycle.
- The Chancellor shall present the draft budget for approval to the Board, together with the recommendation of the Finance Committee, after it has been studied by the concerned authorities at the University and discussed with the Finance Committee.
- During the fiscal year, additional allocations may be added to the budget, for cases that the Board finds necessary, on the condition that the same procedures used in the preparation of the annual budget for the University and its organization be followed, with the exception of articles related to the dates of its submission.
- It is not permitted to use any of the allocations in the budget or its appendices for purposes other than those specified in that budget or those in the appendices.
- Expenditures in the budget shall be approved in accordance with each of the budget chapters and shall be distributed in accordance with each of its chapters.
- Payments and obligations related to capital projects and their disbursement shall be made within the limits of the provisions allocated in part or in whole to them in the budget. Additional expenditures, estimated or requested, for any projects that have been contracted may be paid from the budgets of the coming years within the limits estimated or requested funds defined, subject to the approval of the Board.
- The number of full-time faculty and administrative staff included in the University budget shall be limited in accordance with the year for which the budget has been planned. This number may not be increased except upon the approval of the Board. The Chancellor may approve the transfer of human resources between departments and units. In exceptional cases, the Chancellor may approve

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additional human resources, provided that the necessary financing for such is available in accordance with the bylaws and upon the approval of the Board in its first meeting.

- The Chancellor is responsible for the University funds and is authorized to issue payment orders after the budget is approved by the Board and in accordance with the bylaws. The Chancellor may delegate in writing any of his authorities stipulated in this bylaw to the Vice Chancellor, and the Chancellor retains the right to rescind this authorization.
- Expenditures are disbursed in accordance with the approved budget allocation, issued by the designated authority in accordance with Article (4) in the Procurement Bylaws at the University of Sharjah It is not permitted to commit any amount for recurrent expenditures or for payment, except within the limits specified in the budget.
- Each department/college prepares their budget plan following feedback and advice from the Finance Department about the available budget and proposed programs and services.
- All budget proposals are forwarded to the University's Budget Preparation Committee. All proposed budgets are compiled in the University's central budget.
- Urgent requirements or changes required during the year will follow the same sequence ending with the BOT Finance Committee's approval. Minor changes are addressed by the University's Executive Committee.
- Annually, the college annual report should be submitted to the chancellor office and it is including the part of quality assurance and how the dean runs the college with optimum budget to achieve their program and academic planning.
- The VCFAA office via the Finance department should develop accurate budget in accordance with each College/Department's functional requirements and ensure that the budget is prepared and approved within the defined timelines.
- Budget revision approval shall be obtained by the end user from the Finance Department in order to ensure the sufficiency of budget allocated to the amendment requested by end users.
- Budgetary requirements shall be discussed between end users and the Finance department and shall be approved by the Finance department prior to amending any contract made with vendor.

Advance Steps for Accurate Budget

- Facilitate adequate monitoring and forecasting of the budget on an ongoing basis and prepare relevant, timely and accurate reports that highlight the deviations from approved budget and gather explanation for such deviation;
- Predict financial performance for the remaining quarters of the year as accurately as possible after considering changes in market and economic dynamics, irrespective of whether the resulting forecast achieves the approved budget or not; and
- Develop reports in a timely manner for internal and external Stakeholders.
- Planning and estimating budgetary and investment requirements to support the university long term plan.
- The Annual Procurement Planning exercise shall be conducted for the following academic year in conjunction with the finalization of the UOS Strategic Planning and Budgeting Process.

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- The cost estimation process shall be the overall responsibility of the Procurement Team as part of the annual budgeting process.
- The approved annual procurement plan shall only include the approved budgeted cost estimate.
- Upon consolidation, the Procurement Team shall develop the Annual Procurement Plan and submit it to the UOS's Finance Department to be reconciled and approved against the approved budget.
- Budget shall be uploaded in the system prior to the start of the year. Any subsequent changes to the budget throughout the year shall be also reflected in the annual procurement plan.
- Advance Discussion on procurement spends and comparison of budget against actual spend and changes in demand forecasting shall provide accurate budget for UoS.
- The Procurement Team shall consider the Budget and cost consideration while making purchasing.
- End Users or the Procurement Team may also request for an RFI, at any point of time throughout the year, in order to ensure that planning efforts, time, assumptions and budget remain valid and reasonable.
- The Procurement team shall seek inputs about the total cost of ownership from the Logistics Team and the Finance Department during the annual procurement planning exercise and budgeting Process.

College Monitoring Budget

- Department Chair prepare a statement on the department's needs and submit it to the Dean at the appropriate time after consultation with the department so that the statement may be taken into consideration when the annual budget is prepared.
- All visiting academic appointments at the rank of professor shall be within the approved faculty budget for each department.

Promotion and New Position Selection

- The new position title and job grade requested shall be available in the organizational chart and approved within the budget.

Contract Selection based on Budget

- The method for selecting the contractor and the approval thereof shall be authorized by the following parties, according to the value indicated in the following table:

Competent authority/Concerned Dent	Director of the Services & Purchasing Dept.	Vice Chancellor	Chancellor	Purchasing Committee	Finance Committee
Selection Method of					
Limited Tender	-	-	-	300.000	Above the previous
Negotiation or Competition	30.000	50.000	100.000	200.000	Above the previous
Direct Purchasing	20.000	50.000	100.000	150.000	Above the previous

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Non-Budgetary Accounts

First: Advances

- Continuous Cash Advance: This is a cash advance provided to each department or college for their operational requirements. Approval of the list of names entrusted with the advance is required from the Director of the Finance Department, based upon the approved budget for each department or college and in accordance with its operational requirements.
- Temporary Cash Advance: This is a cash advance that is provided for a short activity or specific event, which shall be settled at the end of such an event. The use of cash advances shall be in accordance with the regulations issued by the Director of the Finance Department.
- The Chancellor and the Vice-Chancellor may approve the payment of advances in the following cases:
 - a. Travel and residence advance for University employees dispatched on official missions or entrusted to do scientific research. Advances may be also given for scientific missions, training courses, travel tickets, or any other expenses as per the by-laws, instructions, and decisions enforced in the University.
 - b. Advances on salary employees appointed for the first time, provided that the advance shall not exceed AED /5000/ and that it shall be paid back from the payee's salary starting by the next month following the month in which the advance is issued.
 - c. Subscriptions in journals and periodicals, purchasing books and teaching aids, and other technical devices abroad provided that these are paid back according to the regulations of the University.
 - d. Purchasing some documents of financial value such as fuel coupons, postage stamps, etc.
 - e. Paying continuous advances to Colleges, Deanships, Centers, and Administrative Units to be spent on official effects like purchases, services, or petty expenses.
 - f. It is also allowed to pay a Research Advance for any of the researchers entitled to receive subsidy in their research as per the by-laws and instruction enforced in the University. These advances shall be paid back duly.
 - g. It is allowed to pay an advance for approved tenders. This will be against unconditional bank guarantee of the advance amount submitted by the contractor who also submits his approval of confiscating the guarantee without any notice in the event of breaching his commitments.

Without prejudice to the provisions of Article (27) of by-laws book, the following rules shall be observed:

1. Advances shall be settled at the end of the purpose for which they are paid within two weeks in the maximum, or at the end of the year during which the advance is paid, which comes first.
2. The Vice-Chancellor shall issue a decision on regulating the procedures and conditions of paying advances in cases mentioned in Article (27) of bylaws book and how to settle them.
3. The employee to whom the advance was paid shall be responsible for its value and present documents proving that the advance was spent for the specified purposes.

Second: Securities

- Amounts which were not received by their owners, and the amounts submitted by others to the University as part of their payables will be kept in the Securities accounts. These amounts will be recovered when the reasons of their seizure are not valid any more.

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- Securities are paid back upon a request from beneficiaries signed by the
- Competent Unit to indicate that works for which these securities were paid are completed. These securities shall also be signed to indicate that they were paid back.
- In case Security depositor does not complete all the works for which securities were deposited, or part of them, or in case the depositor is indebted to the University with amounts he ignores, the securities, or part of them will be settled to the Revenues Account or other pertaining accounts

Budget and Final Accounts

The estimations of the University's annual budget revenues include:

1. All tuition and other fees.
2. Raising movable and immovable funds.
3. Donations, endowments, wills, aids, entailment and any other revenues approved by the Board of Trustees.
4. Other revenues resulting from academic, scientific, and social activities of the University.
5. The support of the Government of Sharjah.

Main Duties and Responsibilities related to the Preparation Budget

- **The Chancellor:** is responsible for the University funds and the person authorized to issue payment orders in accordance with its budget after it is approved by the Board of Trustees. The Chancellor may delegate in writing any of his authorities stipulated in these by-laws to the Vice-Chancellor and he retains the right to cancel this authorization.
- **The Director of Finance:** The Director of the Finance Department in the University is responsible to the Vice-Chancellor for the University's current accounts, its financial transactions, and records, for protecting the funds of the University and ensuring the application of the articles of these by-laws.
- **The Director of Purchasing Department:** provide all previous cost estimate and vendor's offers to the respective authority.
- **Financial Employee:** is personally responsible for any financial loss accrues to the University as a result of his/her negligence or mistake, and the University will regain this loss from him/her in the way that it sees fit.
- **College Dean:** Prepare the college budget in light of the college needs in coordination with the Finance department.
- **Director of Library:** Preparing budget for Library to be consistent with academic and research needs of the University.
- **The Director of Information Technology:** Provide leadership in strategic planning, budgeting, development, evaluation and supervision of information technology activities.
- **The Human Resources officer:** Ensures preparation of the manpower budget in an effective and timely manner. Reviews high cost recruitment program plans and implementations that contribute to provide the university with the high standard specialties to meet its needs.
- **Student Activities and Affairs:** The UoS shall strive to provide the required facilities and resources for any approved student activity within the UoS budget.

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Expenditure based on the UoS Budget

- Expenditures are disbursed from amounts allotted in the budget, according to orders for payment issued by the Vice-Chancellor.
- The Chancellor issues special instructions regarding payments and inspection of transactions, the way to determine its type, the presentation of the supporting payment documents, the organization of payment stocks and their preparation and registration, based on a proposal of the Finance Department.
- Payment will be done as per the financial vouchers after they have been examined and approved by the signature of the Vice-Chancellor.
- Actual payment of University expenditures is in cash, checks or transfer orders as per instructions issued by the Vice-Chancellor.
- It is not allowed to commit any amount for recurrent expenditures or for payment, except in the limits specified in the budget.

Revenues

- The Director of Finance Department will prepare forms of major and minor receipt vouchers, and financial notes.
- Collection of University's funds will be done through official vouchers a copy of which will, be given to the payer. All collected funds shall be entered in the relevant Chapter and Account in the general budget of the current fiscal year. The Vice-Chancellor will issue instructions on how to collect, register, save, and deposit these funds, in addition to the procedures to be followed in case of the loss of any financial document.
- Each club or organization should provide, before establishment, executive board, advisor, events and activities plan, own rules and regulations, members and budget Plan.

Unplanned Purchases

1. End User shall discuss the unplanned procurement requirements with the Finance department in order to ensure the sufficiency / availability of the required budget.
2. In case of budget availability, End User shall submit the PR to the Procurement Team after seeking the required approval by the respective authority within the end user and Finance department.
3. End user shall provide business justification clarifying the need of such unplanned requirements along with the PR raised to the Procurement Team.
4. The Procurement Team shall review the PR along with the business justification provided by End User and shall assess the validity of justification within the agreed timeline from the request date.
5. The Procurement Team shall conduct a cost estimation for the unplanned procurement requirements raised by End User based on a pre-defined criterion previously specified in the "Sourcing and Procurement Planning" section and in line with the approved budget set by the Finance department.
6. The Procurement Team reserves the right to reject / return the PR raised by end user in the following cases:
 - Incomplete or missing scope of work (BOQ, TOR or SOW) or any other requirements / information essential for the requisition process.
 - Invalid business justification(s).

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7. End users shall communicate the budgetary requirements to the Finance department for review and approval, prior to raising the emergency purchase request to the Procurement Team.
8. In case of budget approval, the Procurement Team shall review and assess the level of criticality and urgency of Emergency PRs raised by end users within 1 working day.
9. The Procurement Team shall also consider the business impact of such requirements and other factors that might trigger the acquisition of emergency requirement.
10. The Procurement Team shall also consider the lowest available offer found after negotiations exceeds the estimated budget.
11. The Procurement Team shall provide all previous cost estimate and vendor's offers to the respective authority in line with the DOA who will in turn recommend the Procurement Team whether to:
 - Revise the cost estimate / budget associated to the RFX and resume the evaluation / negotiation process based on the updated cost estimate and after seeking the required approval in line with the DOA.
 - Proceed with the negotiation and awarding process and seek exceptional approval in line with the DOA.
 - Resubmit the initial RFX document and invite new vendors to participate in the bidding process without revising the initial budget and after consultation with end users.