

 جامعة الشارقة UNIVERSITY OF SHARJAH	Policy Main Title	Fiscal Resources and Procurement	Effective Date	1/10/2021
	Policy Subject	Supply Chain and Strategic Sourcing	Last Review date	15/12/2025
	Policy Number	FRP-20	Next Review date	10/03/2028
	Responsible Entity	Procurement and Supply Chain Department	Approved By	VCFAA

Overview

The Procurement and Procurement and Supply Chain Strategic Planning process aims at providing a future outlook on the supply chain activities carried out by the P&SC Department in line with UOS's strategic objectives and future plans. The Plan aims at finding synergies and aligning all supply chain activities to cater for End Users' requirements in the short, medium and long term. The sourcing and procurement planning process aims at assisting the P&SC Department in procuring End Users' requirements based on a proper planning and adequate sourcing strategy and to ensure dealing with qualified vendors who are capable to meet End Users' needs and UOS's quality standards.

Scope

This policy applies to all top management in the financial department. The scope of this section is applicable to all UOS departments and sections, and covers 5 years Supply Chain Plan, Annual Procurement Plan, Strategic Sourcing, and Category Management.

Purpose

The main purpose of this policy is to:

- Protect the procurement employees and their interests by providing clarity on actions that are deemed unethical;
- Strengthen UOS' governance and ensure all procurement activities are carried out in the utmost transparency and fairness;
- Act as a deterrent to fraudulent behavior; and
- Protect the reputation of UOS in the market and with its vendors.
- Achieving economies of scale and gaining the best value for money through negotiating as one unit, through a consolidated annual procurement plan.
- Start early negotiations with vendors and third-party service providers to ensure entering into favorable arrangements and agreements.
- Avoid last-minute and emergency procurement through a comprehensive and timely annual plan which will serve as basis for material and service requisition throughout the year.
- Quickly react with the changes identified in the internal/external business environment through a 90-day review of the annual procurement plan.

Abbreviations and Definitions

UOS: University of Sharjah.

BOQ: Bill of Quantities.

SOW: Statement of Work.

TOR: Terms of Reference.

CAPEX: Capital Expenditure.

OPEX: Operational Expenditures.

DOA: Delegation of Authority.

TCO: Total Cost of Ownership.

OEM: Original Equipment Manufacturer(s).

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R&D: Research and Development.

INCOTERMS: International Commercial Terms.

FOB: Free On Board.

CIF: Cost, Insurance, and Freight.

LPP: Last Purchase Price.

VMT: Vendor Management Team.

RFI: Request for Information.

P&SC: Procurement and Supply Chain.

Contract: is an arrangement / promise between the End User and vendor concerning the supply of materials / services, over a specified period of time, on the basis of predefined terms and conditions.

Delegation of Authority - DoA: is the subdivision and sub-allocation of powers to the subordinates in order to achieve effective results.

Purchase Order: is a legally binding document based on a requisition issued by the respective end users indicating the type, description, quantities and agreed-upon price for a specific material / service / project requested by the end users

Request for Quotation: is a solicitation document used to procure for standardized material / services whereby specification(s) is predefined and determined in advance by end users and when specifications of material / service are commonly available in the market.

Request for Proposal: is a solicitation document used when the specification(s) of material / service is not standardized in nature. Such specification(s) is tailored to fit end users' requirements or based on vendors' capabilities and solution offerings. When using RFP, technical and commercial consideration / aspects shall be outweighed during the evaluation process.

Competitive Bidding: Solicitation of offers from specific vendors in order to obtain competitive offers in relation to the procurement requirements.

Tender: Solicitation of technical and commercial offers from a number of vendors who are invited to participate in a tender.

Sole Source Procurement / Direct Contracting: Contracting with OEMs, dealers, distributors, or agents, etc. who exclusively supply specific / unique material within the market.

Single Source Procurement: Contracting with one vendor despite the availability of other vendors in the market under specific circumstances and criteria.

Vendor: is a company contracted to provide goods / material / services / project to end users.

Variation Order: is alteration to the scope of work initially agreed with the vendor and documented in the contract, whether it is an addition, substitution or omission from the agreed scope of work.

Terms of Reference: is a formal document used by End Users for service requisition and shall represent the purpose and scope of the service requested, the methods to be used, the standard against which performance is to be assessed, the resources and time allocated, and the reporting requirements needed.

Statement of Work: is a formal document used by end user for project requisition involving civil, mechanical, electrical work or any other construction project resulting in an asset for UOS.

Bill of Quantities: is a formal document used by end user for material / goods requisition and shall detail quantities and specification in terms of design length, volume, weight, etc.

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Policy

- The P&SC Department shall develop a long-term Supply Chain Strategic Plan with a 5 years outlook in conjunction with the 5 years corporate strategy and Budgeting Process of UOS.
- The P&SC Strategic Planning process shall start at the month of March and end by the month of May every year in conjunction with UOS Strategic Planning and Budgeting Process.
- The P&SC Department shall be responsible for developing the Supply Chain Strategic Plan by consolidating the individual Procurement, Inventory and Warehouse plans developed by the respective teams within the department and aligning all strategic requirements to cater for the achievement of the 5 years corporate strategy.
- The P&SC Strategic Plan shall be submitted to Strategic Planning Office to be part of UOS's 5 years Corporate Strategy.
- The P&SC team shall update the P&SC strategic plan on a yearly basis to reflect any changes that would affect the supply chain activity and ensure alignment with the UOS's business objectives and submit it to the P&SC Director for review and approval.
- The cost estimation process shall be the overall responsibility of the Procurement Team as part of the annual budgeting process.
- Strategic Sourcing shall be considered an ongoing activity undertaken by the Procurement Team throughout the year with an aim to identify the most appropriate sourcing strategies and methods to satisfy UOS's procurement needs and to enrich UOS's database through collating market intelligence and connecting with qualified vendors.
- The Procurement Team shall approach the market to establish strategic relations with local and international vendors, gather and analyze information about the existing market capabilities and link them to the procurement planning process. The Procurement Team shall start the exercise in conjunction with the P&SC strategic and annual procurement planning exercise.

Procedures

Development of the long-term P&SC strategic plan

- The P&SC Department shall develop a long-term Supply Chain Strategic Plan with a 5 years outlook in conjunction with the 5 years corporate strategy and Budgeting Process of UOS. The Strategic Plan shall address the first year P&SC plan, while reflecting the future initiative / projects and strategic stance of the supply chain activities in the subsequent 4 years.
- The P&SC Strategic Plan shall effectively contribute to the achievement of UOS's 5 years corporate strategy through:
 - o Supporting UOS's core operations in ensuring service levels (i.e. availability of materials with the desired specifications) are met;
 - o Establishing long partnerships with key strategic vendors to support UOS's expansion and diverse operations;
 - o Strengthening UOS's purchasing power and ability to negotiate better deals and payment terms;

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- Fostering innovation and support End Users in achieving their targets through Research and Development “R&D” initiatives and new trends adopted in various fields (such as central lab, dental. etc.).
 - Exploring new sourcing opportunities to enable UOS to achieve value for money and assist in having better fund planning; and
 - Supporting the P&SC Department with sufficient resources and manpower to achieve the P&SC strategic Plan.
- The P&SC Strategic Planning process shall start at the month of March and end by the month of May every year in conjunction with UOS Strategic Planning and Budgeting Process.
 - The P&SC Department shall be responsible for developing the Supply Chain Strategic Plan by consolidating the individual Procurement, Inventory and Warehouse plans developed by the respective teams within the department and aligning all strategic requirements to cater for the achievement of the 5 years corporate strategy.
 - The P&SC Strategic Plan shall consider, at a minimum, the following elements:
 - Individual / Annual Procurement Plan (including the strategic requirements pertaining to End Users’ business plan and future plans along with proposed sourcing strategies and methods);
 - Individual / Annual Inventory Management and Warehouse Plan (including key decisions on inventory planning, planned stock items, emergency items based on assessment of future demand and forecast, storage requirements, replenishment of planned stock items, etc.);
 - Other strategic requirements such as:
 - Warehouse capacity and storage requirement, locations, etc.;
 - Key decisions on logistic operating model such as transportation models and selection of forwarders;
 - Key actions to establish and maintain long term relationships with key vendors;
 - Key decisions on international and local sourcing;
 - Analysis of consumption trend and market dynamics;
 - Technological requirement and Research and Development (R&D) efforts and initiatives;
 - Decisions on operate vs. manage, lease vs. buy.
 - Scalability to support UOS’s business decisions on services and projects for future expansion.

Approval of the long-term P&SC strategic plan

- The P&SC Strategic Plan shall be submitted to Strategic Planning Office to be part of UOS’s 5 years Corporate Strategy. The P&SC Department shall work closely with the Strategic Planning Office to obtain feedback on the plan and ensure it’s in coherence and relevancy with UOS’s overall strategy.
- The P&SC Strategic Plan shall be subject to review and approval in line with the DOA.

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Review of the long-term P&SC strategic plan

- The P&SC team shall update the P&SC strategic plan on a yearly basis to reflect any changes that would affect the supply chain activity and ensure alignment with the UOS's business objectives and submit it to the P&SC Director for review and approval.

Annual Procurement Plan

- The Annual Procurement Plan shall be considered a key element of the P&SC Strategic Plan. It shall bring an operational coverage to all strategic requirements identified during the Strategic Planning Process.
- The Annual Procurement Planning exercise shall be conducted every year in conjunction with the P&SC planning exercise.
- The Annual Procurement Plan shall ensure the following elements are identified, discussed and agreed with End Users in line with their specific requirements for the following year:
 - o Scope of work required in the form of Bill of Quantities (BOQ) for material / goods acquisition, Terms of references (TOR) for service requisition, and Statement of Work (SOW) for Capital Projects and CAPEX acquisition (i.e. machinery and equipment);
 - o Cost estimation with due consideration to the Total Cost of Ownership (TCO); **Please refer to Purchase Requisition Management - clause 28).**
 - o Unique item codes and description;
 - o Estimated project / service starts and completion dates;
 - o Local and international sourcing to be adopted;
 - o Sourcing Method associated to each requirement;
 - o Request for Information (RFI), if required;
 - o Lead-times and logistical requirements;
 - o Required receipt date of the goods / material / service;
 - o Tentative competitive bidding start / end date for the required goods / material / service.
 - o Services contracts to be renewed or extended;
 - o Single source decisions (along with the related justifications)
 - o Safety and quality guidelines; and
 - o Incoterms (i.e. CIF, FOB) where applicable.
- The annual procurement plan shall include both Capital Expenditures (CAPEX) and Operational Expenditures (OPEX) elements.
 - o **Capital Expenditures:** typically include capital projects and fixed assets used by UOS over the long-term such as property, plant, equipment, systems, machinery, etc. These assets are used by UOS for expansion, updating older equipment, system, or expanding the useful life of an existing fixed asset.
 - o **Operational Expenditures:** are typically considered the expenditures incurred by UOS for running its day-to-day operations. These expenses shall be ordinary and customary costs which includes, but not limited, to inventory costs, insurance, rent, etc.

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- CAPEX requirements shall be obtained from the CAPEX Committee before the month of May every year who shall indicate the list of procurement requirements (machinery, equipment, etc.) for the upcoming year along with their related cost estimate and business cases / justification(s).
- The Procurement team shall include all CAPEX requirement approved by the CAPEX Committee in the annual procurement plan after ensuring all related information and justifications are obtained from the Committee.

Categorization of Procurement Requirements

- During the procurement planning process, the P&SC Department shall categorize End Users' requirement for material, services and assets requisition into group of families which can be leveraged for maximum utility and shall be broken down into the following categories:
 - **Stock items: stationery, consumables, cartridge, etc.**
 - **Non-stock items: materials purchased on an ad-hoc basis or one-time use including new items which will be subsequently converted to stock items based on usage.**
 - **Services: Services rendered to End Users associated to UOS's core and support functions such as:**
 - Education / academic-related services and research;
 - Maintenance;
 - Professional and Consultancy Services;
 - Cleaning Services;
 - Security Services; and
 - IT services.
 - **Fixed Assets: Equipment, machinery, intangible assets (systems, software), etc.**

Collection and Analysis of Annual Requirement

- The Procurement Team shall submit the annual procurement planning template to End Users before March 15th every year.
- The Procurement Team shall collect and review the annual procurement requirements submitted by End Users within (10) working days from the request date based on their business plan and future projects during the year.
- The respective Category Supervisors (i.e. IT, Medical, Central Lab, Research & Academic etc.) shall discuss procurement requirements with End Users in order to verify the accuracy and completeness of such requirements and ensure no redundancy exists and to ensure achieving value for money during the requisition process.
- Meetings with End Users might be held during the planning phase (where necessary) in order to verify the accuracy of such requirements and achieve the best return on investment associated with such requirements.
- The Annual Inventory and Warehouse Plan developed by the Inventory Management and Warehouse Team shall be considered a key input in the Annual Procurement Plan. Such inputs shall cover planned

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stock items, future demand, storage requirement, etc. refer to “Annual Inventory Planning” for more details.

Cost Estimation

- The cost estimation process shall be the overall responsibility of the Procurement Team as part of the annual budgeting process.
- End Users shall provide the Procurement Team (when required) inputs / proposed cost estimates of complex procurement requirements as part of the annual procurement planning exercise.
- The approved annual procurement plan shall only include the approved budgeted cost estimate.
- The following inputs shall be taken into consideration while determining the cost estimate for goods / material / service requisition:

Type of Requisition	Basis for Cost Estimation
Goods/material Requisition	<ul style="list-style-type: none"> ▪ Last purchase price (LPP) or blanket agreement prices (if recurring); or ▪ Prevailing market price, i.e. via consulting market publications; or ▪ Database maintained on costs based on the previous contracts made with vendors.
Service Requisition	<ul style="list-style-type: none"> ▪ Last purchase price (LPP) (if recurring); or ▪ Prevailing market price, i.e. via consulting market publications; or ▪ Technological, R&D requirements and consideration.
Project / Asset Requisition	<ul style="list-style-type: none"> ▪ Feasibility study (i.e. Price and cost analysis); or ▪ Design consultants or core Department input; or ▪ Total cost of ownership (acquisition cost, operating cost of an asset, running / maintenance cost, disposal cost, etc.); or ▪ Availability of vendor / contractor in the marketplace.

- Last Purchase Price (LPP) shall be considered in verifying the adequacy and reasonableness of cost estimates for goods / material and services requested by end users. However, the following guidelines shall be followed during the cost estimation exercise:
 - LPP of goods / material or services that were delivered more than one year ago shall not be taken as a reference point for comparison. However, such LPP could be used as an input for assessing the rates.
 - LPP shall pertain to a past successfully executed order of similar magnitude and scope of supply.
 - Factors like basket price and bulk discount offered shall be considered while using LPP as a scale for comparing prices.

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Development and Approval of the Annual Procurement Plan

- The Procurement Team shall consolidate the annual procurement requirement submitted by End Users after discussing and confirming these requirements on a basis of:
 - o Achieving economies of scale;
 - o Optimizing the utilization of resources; and
 - o Achieving the best value for money.
- 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.

Dissemination of the Annual Procurement Plan

- The approved annual procurement plan shall be communicated to End Users in order to provide information about the upcoming procurement activities throughout the year.

A 90-Day Review of the Annual Procurement Plan

- A 90-day (quarterly) review of the annual procurement plan shall be conducted by the Procurement Team in order to reflect the current changes in business and procurement requirements. This review will enable the Procurement Team to quickly react and cope with the changes identified in internal / external business environment that might disrupt the supply chain activity throughout the year.
- The Procurement Team shall conduct quarterly review sessions (when needed) as part of the 90-day review with UOS's End Users to discuss the annual procurement plan's performance and any changes that might affect the End Users' requirements. Such review sessions would consider, but not limited to, the following topics:
 - o Progress towards the achievement of the procurement plan;
 - o Discussion on procurement spends and comparison of budget against actual spend and changes in demand forecasting.
 - o Changes and updates in procurement requirements / needs; and
 - o Risks or challenges that might affect the overall supply chain activity.
- The Procurement Team shall discuss any urgent requirement requested by UOS's End Users and assess the level of criticality and urgency of such purchases prior to updating the annual procurement plan as part of the 90-day review of the plan.
- The Procurement Team shall update the annual procurement plan after seeking budget's approval from the Finance Department. In case of urgent requirements / purchases, End Users will ensure allocating sufficient financial resources for such requirements.
- A Quarterly progress report shall be submitted by the Procurement Team to the P&SC Director before the 15th of the first month of the following quarter, summarizing the following:
 - o Key activities and progress toward achieving the annual procurement plan;
 - o Budget versus actual spend;
 - o Changes in demand forecasting; and

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- Key risks and challenges.
- Any deviations or shortfalls from the approved annual procurement plan shall be highlighted in the quarterly progress report along with valid business justification(s).

Strategic Sourcing

- Strategic Sourcing shall be considered an ongoing activity undertaken by the Procurement Team throughout the year with an aim to identify the most appropriate sourcing strategies and methods to satisfy UOS's procurement needs and to enrich UOS's database through collating market intelligence and connecting with qualified vendors.
- The Procurement Team shall approach the market to establish strategic relations with local and international vendors, gather and analyze information about the existing market capabilities and link them to the procurement planning process. The Procurement Team shall start the exercise in conjunction with the P&SC strategic and annual procurement planning exercise.

Spend Analysis

- The Procurement Team shall first undertake a spend analysis exercise by category of goods / material / services prior to selecting the most suitable sourcing strategy for such requirements requested by End Users.
- The spend analysis shall also leverage on key data and parameters generated by the system, which shall be further analyzed by the Procurement Team. Such data would include, but not limited to, the following:
 - Spend and number of transactions per category;
 - Number of vendors per category;
 - Average purchase order value;
 - Total expenditure per vendor;
 - Transaction distribution by monetary value (e.g. less than AED 1000, AED 1,000 – 2,500, etc.); and
 - Spend, number of transactions, and category of transactions per internal stakeholder / business units, etc.).

Risk Analysis

- Risk analysis shall also be considered when conducting the spend analysis exercise while taking into consideration the below risk factors for each category:
 - Nature of the supply market;
 - Probability of supply failure;
 - Impact of supply failure on UOS;
 - Strategic importance of supply to UOS;
 - Complexity of the procurement; and
 - Mitigation plans.

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Market Analysis

- The Procurement Team shall conduct market research and assess its dynamics, in coordination with End Users, to identify the latest trend in the supply chain activities in the educational sector and explore new sourcing strategy / approach that would allow UOS to reduce it carrying and ordering cost and improve its category performance over the long term. Please refer below to the sourcing strategy.
- Such analysis and research would include, but not limited to, the following:
 - o Technology requirements in order to explore potential opportunities that would enable the P&SC Department to achieve cost saving and optimize the cost of P&SC activities.
 - o Trend and demand analysis within the educational sector to improve the P&SC visibility into procurement spend and long-term relationship with UOS's strategic vendors.
 - o Research and development (R&D) initiatives and cooperation with key vendors and OEMs within the market while taking into consideration the technological innovation and advancement within the educational sector.
- The Procurement Team shall conduct site visits (when required), in coordination with the respective End Users to key vendors and other original equipment manufacturer (OEMs) in order to:
 - o Explore business opportunities that might improve the category performance set by the P&SC Department.
 - o Understand technological trend and demand pattern on certain requirement, equipment and material.

Selection of Sourcing Strategy

- The Procurement Team shall discuss with End Users the most appropriate sourcing strategy to be adopted during procurement (i.e. strategic tie-ups) to cater to their requirements in an adequate manner after categorizing procurement requirements and prior to initiating the requisition process. This will also help the Procurement Team to save time and effort during the requisition process.
- However, the Procurement Team undertakes the overall responsibility for selecting the most appropriate sourcing strategy after taking into consideration End Users' inputs.
- A representative from each End User (i.e. Dental, Central Lab, IT, etc.) shall be nominated to closely work with the Procurement Team during the sourcing process in order to provide technical insights and feedback with respect to the acquisition of material and services required depending on their areas of expertise.
- Below are some examples of sourcing strategy to be considered by UOS during the sourcing process.

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Sourcing Strategy	General Guidelines
Strategic tie-ups	<ul style="list-style-type: none"> ▪ Wherever possible, especially for planned stock items, strategic tie-ups will be resorted to with key vendors the same can be in the form of Blanket Purchase Agreements. ▪ Supplies of key procurement requirement shall also be considered for this approach, where long relationship shall be developed with vendors.
Basketing / leveraging	<ul style="list-style-type: none"> ▪ To derive price benefit, to the extent possible, bulk orders shall be resorted to. ▪ This will ensure that by clubbing items of similar material, vendors can reduce their sourcing cost and pass on the price benefit.
Distribution of Orders	<ul style="list-style-type: none"> ▪ Wherever possible, in order to improve deliveries, orders shall be contained below a threshold limit on value and quantum. ▪ In certain requisitions, baskets may be created and vendors shall be considered for limited number of baskets. This will be done based on overall schedule required and the capacity of individual vendor to meet the schedules. ▪ UOS shall also consider keeping all vendors engaged by spreading orders if materials are common and can be delivered by more than one vendor, such approach can reduce the risk of relying on one vendor.
Extended Deliveries	<ul style="list-style-type: none"> ▪ For items where the delivery has a substantial float available in the schedule, vendors shall be given an option to quote different prices for extended deliveries. Also, for such items, price advantage could be taken by allowing vendors to suggest extended delivery that better suit their production schedules. ▪ For such approach UOS can consider making commitments to vendors and allowing vendors to use such commitment to plan their production more efficiently. ▪ Such approach can also result in better prices and better payment terms and also more standardized lead times for delivery and enhanced logistics planning.
Agencies / Aggregators	<ul style="list-style-type: none"> ▪ When dealing with agencies or aggregators to manage the purchases of UOS's planned stock items that can be many in numbers but low in volumes, hence high variable cost (i.e. ordering costs) ▪ The P&SC might consider aggregating planned stock items by utilizing aggregators who can free-up P&SC individuals' time to focus more on undertaking more strategic roles in supporting End Users.

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Qualifying Vendors

- As part of the Sourcing process, the Procurement Team shall initiate the process of qualifying new vendors in conjunction with the annual procurement planning exercise.
- The pre-qualification process aims at assessing vendors through market research to establish early contacts with potential vendors and involve them during the planning exercise.
- Category Supervisors, who are part of the Procurement Team, shall be responsible for identifying and introducing vendors who are capable of fulfilling UOS's needs. Such process is called "pre-qualification of vendors" and is administered by the Vendor Management Team (VMT) during the pre-qualification process. Please refer to section "Vendor Pre-qualification process".
- End Users may propose new vendors as part of the annual procurement planning exercise and actively participate in the meetings held with vendors.
- UOS shall categorize its existing vendors, in coordination with End Users, based on the nature of relationship and level of criticality of procurement requirements (services, materials, etc.) provided by vendors, while taking into consideration UOS's short, medium and long terms needs and goals.
For further details about vendors categorization, please refer to section 4.8 "Vendor Pre-qualification process".

Buy v/s Lease

- As part of the development of the most appropriate sourcing strategy, the Procurement Team in consultation with the respective end user (where required) shall compare the cost of leasing against the cost of buying an identical item (i.e. vehicles, office equipment, etc.).
- If the terms of the lease include other services and fees, the cost of obtaining such services shall be considered throughout the expected useful life of the items and added to the initial purchase price. Such services and fees shall include, but not limited to, the following:
 - Installation costs,
 - Operating costs,
 - Maintenance costs,
 - Warranty costs (If any).
- The Procurement Team shall consider the following factors while making purchase v/s lease decision:
 - Available assets at the University;
 - Quantity required and time span;
 - Budget and cost consideration (including all fees and expenses associated to the item – installation, operating costs, etc.);
 - lead time and transportation costs;
 - Cash flow analysis; and
 - Long term saving.

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- The Procurement Team shall ensure that any lease versus buy decision shall be discussed and finalized with end user and shall be accompanied by a valid business case provided by End Users showcasing a detailed analysis of the 2 options and the pros and cons associated to each option.
- The Procurement Officer Team shall always consider buying procurement items for long-term usage by UOS.

Category Management

- Category Management is an essential activity to be undertaken by the Category Supervisor(s) who shall work closely with End Users to optimize the performance of procurement categories and identify cost saving opportunities while mitigating potential risks and supply changes that would disrupt the P&SC activity within UOS.
- Dedicated Category Supervisor(s) shall be nominated among the Procurement Team to lead the category performance assessment at UOS depending on the category of material and services requested by End Users (IT, Medical, Academic, Research, etc.).
- Inputs from End Users, Finance Department and other P&SC teams such as Inventory and Warehouse Management Team shall be obtained during the category spend review.
- Category spend review shall be based on the spend analysis exercise's outcomes that aims at actively monitoring the performance of each procurement category with focus on actual spend v/s. budgeted, service level provided to End Users, implementation of the annual procurement plan and management of key vendors.
- The Category Supervisor(s) shall conduct a continuous spend review and assessment and monitor the procurement expenditures by category. Such assessment will feed into the 90-day review of the annual procurement plan (quarterly progress report) and the annual procurement plan for the upcoming year.

 جامعة الشارقة UNIVERSITY OF SHARJAH	Policy Main Title	Fiscal Resources and Procurement	Effective Date	1/10/2021
	Policy Subject	Supply Chain and Strategic Sourcing	Last Review date	15/12/2025
	Policy Number	FRP-20	Next Review date	10/03/2028
	Responsible Entity	Procurement and Supply Chain Department	Approved By	VCFAA

Roles and Responsibilities Supply Chain Planning

Responsibility	Step	Action
Procurement Team	1	<p>The Procurement Team requests the respective End User to submit their strategic requirements within (10) working from the request date.</p> <p>Note: This step will be conducted simultaneously upon the request submitted by the Procurement Team to End Users to fill their annual procurement requirements.</p> <p><i>For further details please refer to the Annual Procurement Plan process.</i></p>
Inventory and Warehouse Team	2	<p>In parallel, the Inventory Management and Warehouse Team submit their strategic requirements to the Procurement Team as per the defined timeline.</p> <p>Note: The Inventory Management and Warehouse Team submits their strategic requirements along with the annual inventory and warehouse plan.</p>
Procurement and Contract Manager	4	Procurement and Contract Manager consolidates the Procurement and Inventory and Warehouse plans and develops the long-term P&SC strategic plan and submits it to the P&SC Director for review.
P&SC Director	5	Reviewed by the P&SC Director?
P&SC Director	6	<p>If approved, the P&SC Director forwards the P&SC Plan to the Strategic Planning Office for review and approval as part of the business planning process.</p> <p>Note: This step is required every 5 years upon developing the P&SC Strategic Plan.</p>
P&SC Director	7	If not approved, please refer to step 4.
Respective Authority	8	Approved by the respective authority?
Procurement Team / Inventory and Warehouse Team	9	If approved, the P&SC department implements the P&SC plan.
Respective Authority	10	If not approved, please refer to step 5.

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Roles and Responsibilities Annual Procurement Planning

Responsibility	Step	Action
Procurement Team	1	Procurement team sends the procurement planning template to UOS's End Users before March 15 th .
End Users	2	End Users fill in their annual procurement requirements in the procurement planning template and send it back to the Procurement Team through email within 10 working days.
Procurement Team	3	The Procurement Team collects, consolidates, discusses and confirm the annual requirements submitted by End Users. Note: Meetings might be held with End Users to further understand and confirm procurement requirements.
Inventory and Warehouse Team	4	In parallel, the Inventory and Warehouse Team submits the annual plan defined for the year to the Procurement Team.
Procurement Team	5	The Procurement Team discusses the Inventory and Warehouse annual plan with the respective team and align it to the annual procurement requirements received from End Users.
Category Supervisor / End Users	6	Category Supervisor(s) conducts the sourcing exercise in line with End User's requirements and agree on the most suitable sourcing strategy for material / goods / service requested.
Procurement and Contract Manager	7	Based on the sourcing results and programs, the Procurement and Contract Manager develops the draft annual procurement plan and submits it to the P&SC Director for review and approval.
P&SC Director	8	Approved by the P&SC Director?
Procurement and Contract Manager	9	If approved, the Procurement and Contract Manager starts implementing the approved annual procurement plan
P&SC Director	10	If not approved, please refer to step 7.

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	Responsible Entity	Procurement and Supply Chain Department	Approved By	VCFAA

Appendix A. Supply Chain Planning

