

	Policy Main Title	Fiscal Resources and Procurement	Effective Date	1/10/2021
	Policy Subject	Vendor Management	Last Review date	16/12/2025
	Policy Number	FRP-21	Next Review date	10/03/2028
	Responsible Entity	Procurement and Supply Chain Department	Approved By	VCFAA

Overview

The Vendor Management process aims at outlining and setting the relationships' boundaries of UOS with its vendors based on multiple inputs, at various stages of the procurement cycle. The approach is also designed to illustrate the complete cycle of managing vendors' relationships by the Procurement and Supply Chain department in order to ensure the most suitable and qualified vendors are selected and dealt with based on a robust sourcing and evaluation program.

Scope

This policy applies to all types of vendors. The scope of this section is applicable to all UOS departments and sections, and covers the Vendor pre-qualification, Vendor registration, Vendor relation, Vendor evaluation and performance monitoring, and Vendor suspension.

Purpose

The main purpose of Vendor Management policy is to:

- Support the Vendor Management Team in identifying suitable vendors who are capable to deliver within an agreed upon criteria and parameters through a fair, transparent and competitive bidding process.
- Provide more visibility on vendors' performance through close coordination with the end users.
- Enable the sourcing of procurement requirements through an entrusted purchasing process aiming to secure a competitive advantage with vendors during the procurement of goods / material / services / projects requested by end users.
- improve and maintain the strategic partnership made with UOS's vendors by managing vendors' affairs and handling effectively all their queries and complaints before, during or after the awarding process.
- Build a communication strategy that will shape and drive the new / existing long-term relationship of UOS with its strategic vendors, after taking into consideration the sourcing program and approach
- adopt in the procurement planning process, which will serve as a major input in defining the nature of relation built with UOS's vendors.

Abbreviations and Definitions

UOS: University of Sharjah.

RFQ: Request for Quotation.

RFP: Request for Proposal.

RFX: Type of Request (RFQ or RFP).

PO: Purchase Order.

P&SC: Procurement and Supply Chain.

DOA: Delegation of Authority.

ISO: International Organization for Standardization.

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

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Policy

- The pre-qualification process shall be initiated by the Vendor Management Team during the procurement planning phase. This process shall be considered an ongoing activity throughout the year in order ensure dealing with the most appropriate vendor.
- The Vendor Management Team who might have a potential conflict of interest during the pre-qualification of any vendor, shall raise the matter to the P&SC Director and shall not participate in the pre-qualification process of the designated vendor in line with the procurement code of conduct.
- Vendors shall also submit the following documentation which forms an integral part of the pre-qualification questionnaire along with the responses / details provided by vendors through a dedicated email.
- The Vendor Management Team shall be responsible for managing the overall performance evaluation process of vendors throughout the year.
- The Vendor Management Team shall collaborate with and involve the respective end users prior to proceeding with vendor's suspension and shall assess the impact of such decision, especially for vendors who are considered strategic and critical for UOS.
- The Vendor Management Team shall deactivate vendor's profile in the approved vendor master file upon the approval of UOS's P&SC Director in line with the DOA and shall cause the vendor's profile to be designated as: "Inactive".

Procedures

Vendor Pre-Qualification

- The pre-qualification process shall be initiated by the Vendor Management Team during the procurement planning phase. This process shall be considered an ongoing activity throughout the year in order ensure dealing with the most appropriate vendor.
- The pre-qualification process can be achieved through the following methods:
 - Approaching the market and conduct site visits to key vendors (i.e. OEMs, etc.),
 - Approaching known vendors based on the procurement personnel experience and connections,
 - Suggestions of potential vendors provided by end users.,
 - Direction approach / applications from vendors, and
 - Brochures, catalogues, newspapers, articles, etc.
- End users shall assist the Vendor Management Team in giving due consideration to vendors' technical capabilities, technological innovation and requirements, vendors' reputation within the global and local market, research and development (R&D) initiatives and programs, compliance to applicable laws and regulations in the UAE, etc.
- The Vendor Management Team who might have a potential conflict of interest during the pre-qualification of any vendor, shall raise the matter to the P&SC Director and shall not participate in the pre-qualification process of the designated vendor in line with the procurement code of conduct.

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- The pre-qualification process of all new vendors shall be performed according to the following criteria matrix. Only vendors having a score equal to or exceeding 70 shall be approved and added to the UOS's approved vendor master file.

Criteria	Weight (in percentage)	Grading Scale (from 1 to 100)	Overall Score	Description Overview
Experience, Positioning and Reputation	30%	1 to 100	Weight x Grading Scale	Assessing vendor's history in a specific industry or line of service (i.e. Number of completed projects in UAE, etc.) and vendor's reputation and positioning and size of customer base with the market
Financial Position and Health	30%	1 to 100	Weight x Grading Scale	Analyzing vendor's financial statements and evaluate the financial health of the vendor (working capital, net profit, etc.)
Technical Capabilities	30%	1 to 100	Weight x Grading Scale	Assess the system and processes in place adopted by vendors and the project management methodology and technical capabilities for the vendor.
Health, Safety and Environment and Quality Assurance	10%	1 to 100	Weight x Grading Scale	Assess the HSE system in place (experience, trainings, certifications, etc.) and other quality assurance procedures and accreditation (ISO, etc.).
Prequalified vendors passing rate				Equal to or exceeding 70
Pre-qualification vendor score				.../ 70

- During the pre-qualification process, the Vendor Management Team shall submit a pre-qualification questionnaire to vendors deriving from the aforementioned criteria matrix.

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- Vendors shall also submit the following documentation which forms an integral part of the pre-qualification questionnaire along with the responses / details provided by vendors through a dedicated email. The required documents shall include the following:
 - Valid business / trade license (commercial, industrial, etc.) and special work permits (if any),
 - ISO certificates and other relevant industry certificates (Quality Management, HSE Management, Environmental Management, etc.),
 - Company general Information and address,
 - Details on vendor credentials – previous and current projects,
 - Annual Turnover the last three years or copy of the audited financial statements for the last 3 years (if any),
 - Copy of Tax Registration Certificate / number (if applicable),
 - Copy of HSE, Corporate Social Responsibility and Sustainability certifications (if any),
 - Copy of the power of attorney of the authorized signatories on behalf of the company “vendor”,
 - Signed Vendor / Third Party Code of Conduct provided to vendor by the Vendor Management Team, and
 - A confirmation letter covering the vendor’s bank details issued by the correspondent bank.
- The Vendor Management Team might also request from vendors a sample of goods / material in line with the specifications requested by end user as part of the pre-qualification process.
- Inspection and testing shall be carried out by end users as per the quality control and assurance guidelines of UOS. Testing and inspection results shall feed into the pre-qualification assessment results.
- The Vendor Management Team shall review vendors’ responses as part of the pre-qualification questionnaire and documentation provided in order to ensure the accuracy and completeness of information related to vendor and required by UOS.
- The Vendor Management Team shall reject the pre-qualification questionnaire in case it is not stamped with the company stamp of the vendor and signed by an authorized signatory as specified in the copy of the power of attorney provided by the vendor.
- Vendors shall be automatically disqualified under any of the below circumstances:
 - Vendor does not hold the required licenses or work permits to carry out the intended activities;
 - Providing non-conforming samples and not in line with end users’ requirements;
 - Absence of adequate Health, Safety and Environmental (HSE) systems, and
 - Refusal of acknowledging and signing the Third-Party Code of Conduct.
- Upon receiving vendor’s confirmation and the required documentation, the Vendor Management Team shall submit the related documents to the respective business units / departments (end user, Finance, Legal and HSE department – if required) for review and assessment depending on their areas of expertise within (2) working days from the receipt date of vendor’s documentation.

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- The concerned business units shall submit their pre-qualification results to the Vendor Management Team within (5) working days.
- The Vendor Management Team shall consolidate the assessment results to generate the overall scoring of the pre-qualification assessment and shall submit the overall results to the P&SC Director for review and approval.
- The Vendor Management Team shall notify vendors about the result of their prequalification results (whether pass or fail) via a dedicated email within (2) working days from the approval date of the pre-qualification results.
- Pre-qualification questionnaire and other supporting documents received by vendor and related communication shall be maintained and archived by the Vendor Management Team in line with the archiving policy articulated in this manual.

Vendor Registration

- Only vendors who have been successfully pre-qualified and notched the pre-qualification passing rate shall be eligible to register in the approved UOS's vendor master file.
- The Vendor Management Team shall classify new vendors into 3 categories (strategic, critical and non-critical) based on the following pre-defined criteria and after holding discussion with the respect end users regarding the importance of such vendor in relation to UOS business and operations.

Vendor Classification	Criteria
Strategic (Tier 1)	Vendor who are capable to deliver strategic requirements or services to the UOS's operations and vital to its long-term growth and plans.
	Joint partnership teams taking collective responsibility for current performance and future development of the strategic relationship.
	Vendor's engagement in the procurement planning process is essential in supporting UOS in achieving its strategic plans, future initiatives and programs.
	Willingness to support on critical / strategic decisions that would highly impact the UOS's operations and strategic plan.
Critical (Tier 2)	Ability to provide goods / material and services that are considered critical for the UOS's operations and absence or delay in providing such goods / material / services would disrupt the day-to-day activities within UOS.
	Vendor who possesses the right and specialized skillset, mandatory safety requirements and financial and technical capabilities required by UOS.
	Vendor's alternatives exist, but sourcing would expose UOS to an above average cost or order fulfilment risk.
	Ability to provide competitive advantage and favorable terms in contractual agreements made with UOS.
	Uniqueness of goods / material and services provided by vendor.

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Vendor Classification	Criteria
Non-Critical (Tier 3)	Vendor who does not have the potential to interrupt the daily core operations of UOS.
	Vendor who offers goods / material / services that are considered not critical or vital to UOS's operations, and absence or delay in providing such goods / material / services does not expose UOS to a high or significant risk.
	A vendor that offers competitive pricing but alternatives exist and resourcing exposes UOS to only routine cost and order fulfilment risk.

- The Procurement team shall request the Vendor Management to create a new vendor's profile by completing and sending an electronic copy of the Vendor Registration Form. The request shall include, at a minimum, the following elements:
 - Copy of the signed pre-qualification questionnaire,
 - Copy of the vendor's valid business / trade license and special work permits,
 - Copy of the vendor's Tax Registration Certificate / number (if applicable),
 - A confirmation letter covering the vendor's bank details issued by the correspondent bank,
 - Valid ID / passport copies of the owner / partners and authorized signatories of the vendor,
 - Copy of the power of attorney of the authorized signatories, and
 - Specimen of signature of the authorized signatories in a letter with the vendor's letterhead and company stamp, and
 - Vendor Category (strategic, critical and non-critical).
- An electronic copy of the aforementioned documents shall be associated to the vendor profile in the vendor master file.
- Prior to creating a new vendor's profile or uploading new documents in the vendor master file, the Vendor Management team shall conduct a thorough review to ensure that no similar entries are recorded in the system, in order to avoid duplication and data inconsistencies.
- Each vendor shall be assigned a unique vendor code in order to avoid duplication in data and ensure accuracy and completeness of vendors' information.
- Vendors' names shall be consistent with the particulars in the trade licenses or any other equivalent legal documents with due consideration to the abbreviations of the corporate names such as company, establishment, authority etc.
- The Vendor Management Team shall create new vendor's profile within (3) working days from the request date. A formal notification shall be sent to the Procurement Team/Vendors notifying them about vendor's creation.
- The Vendor Management Team shall maintain a vendor master file that include, at a minimum, the following information (whether mandatory or optional fields):
 - Vendor commercial name;

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- Vendor code;
 - Vendor classification (strategic, critical and non-critical);
 - Vendor performance category (this category shall be filled and updated after the completion of each performance evaluation exercise);
 - Industry type;
 - Type of goods / material, services offered;
 - Physical address details and PO box;
 - Vendor contact details (email and telephone number);
 - Trade License number;
 - Tax information and Tax Registration Number;
 - Bank details;
 - Currency;
 - Credit terms (if any);
 - Incoterms; and
 - Vendor's status (active / inactive).
- The Vendor Management Team shall ensure that the codes associated to the type of goods / material / services offered by vendors are properly linked to vendors' profile embedded in the vendor master file in order to facilitate the selection of potential vendors during the bidding process.
 - The validity period of vendor's registration shall be due upon either:
 - The expiration date of the business / trade license recorded in the vendor master file; or
 - 12 months from the approval date of the prequalification of vendors or from the previous renewal date.
 - Vendor profile shall be deactivated in case any of the following conditions is identified:
 - The business / trade license maintained in the vendor master file is expired. Reactivation of vendor's profile shall be made only upon receiving a new business / trade license.
 - Vendor has not been evaluated for the past 12 months (at least once). In this case, vendor's profile shall be deactivated until the vendor's prequalification is reinitiated through a new pre-qualification questionnaire.
 - Vendors shall receive an electronic reminder to renew their registration (60) days prior to their registration expiry date.
 - All vendors' information and documents shall be updated on the system without deletion of the previous / outdated data.
 - The Vendor Management Team shall conduct an annual review over the master vendor file in order to ensure that the information and documents associated to vendors' profiles remain valid and intact.

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Vendor Relation

- The Vendor Management Team undertakes the overall responsibility of managing queries, complaints and communications with UOS's vendors.
- The Vendor Management Team shall receive all vendors' inquiries and complaints via a dedicated email; Access to this email shall be restricted to the Vendor Management personnel and the P&SC Director.
- The dedicated email and contact details (name and position) shall be specified in the purchase order shared with vendors during the awarding process.
- Vendors' inquiries and complaints shall be forwarded to the respective business unit within (2) working days through email depending on the type of inquiry / complaint received from vendors (financial, administrative, contractual, technical, etc.).
- In some instances, the participation of Senior Executives might be required in resolving such complaints (especially if submitted by tier 1 and tier 2 vendors) in order to ensure addressing the most appropriate corrective action plans and maintain good relationships with vendors.
- The Vendor Management Team shall be responsible to ensure that all responses to complaints are communicated to vendors within a period of (5) working days.
- The Vendor Management Team shall ensure that end users develop corrective action plans that would address vendor's feedback and complaints and that all vendors' complaints and inquiries are properly addressed and implemented.
- The Vendor Management Team shall hold regular meetings with the Tier 1 and Tier 2 vendors when and as required and in order to discuss areas of improvement and approaches to improve and foster their strategic relationships, while taking into consideration the future outlook of planned procurement activities with a clear focus on strategic and future requirements of UOS.
- The respective business units shall also attend such meetings to provide key inputs and insights about goods /material / service quality requirements, process lead time, HSE- related issues and challenges faced during the execution of the supply / service / project. Such meetings would consider, but not limited to, the following matters:
 - Issues related to payments, project's administration affecting vendor's performance or service delivery,
 - Vendors' concerns and challenges faced during the execution of the project,
 - Communication between UOS and its vendors,
 - Attitude and behavior of UOS personnel and vendor's staff, and
 - Other risk, challenges, etc.

Vendor Performance Evaluation

- The Vendor Management Team shall be responsible for managing the overall performance evaluation process of vendors throughout the year.
- The Procurement Team shall also include the performance evaluation criteria in the vendors' contracts or the RFX shared with participants during the bidding process, when necessary.
- The performance evaluation approach shall be based on the following categorization of vendors:

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Strategic vendors – Tier 1

- Performance evaluation shall be conducted after **each delivery / PO** in collaboration with the respective end users. The Vendor Management Team shall submit the evaluation form to the respective end users after (10) working days from the goods / material / service completion date.
- End users shall submit the evaluation results within (5) working days from the request date.
- End users shall regularly meet the Vendor Management Team throughout the year and provide technical insights and feedback on vendors' performance and their capability to support UOS in achieving their strategic plans and long-term projects.
- These meetings may also require the involvement and participation of the end user's Senior Executives during the evaluation process.

Critical vendors – Tier 2

- Performance evaluation shall be conducted **after each delivery / PO** in collaboration with the respective end users. The Vendor Management Team shall submit the evaluation form to the respective end users after (10) working days from the goods/material / service completion date.
- End users shall submit the evaluation results within (5) working days from the request date.
- End users shall share updates to the Vendor Management Team, when necessary, on previous / actual vendor's performance and challenges met in order to avoid business interruptions and proactively take corrective action(s) based on informed decisions.

Non-critical vendors – Tier 3

- Performance evaluation shall be conducted **on a biannual basis**, if applicable, in collaboration with the respective end users. The Procurement Officer shall submit the evaluation form to the respective end users after (10) working days from the goods / material / service completion date.
- End users shall submit the evaluation results within (5) working days from the request date.
- Any non-compliance or delay in providing the evaluation results to the Vendor Management Team, shall be escalated to the P&SC Director in order to take corrective action(s) accordingly.
- The Vendor Management Team shall summarize and submit the performance evaluation report associated to vendors to the P&SC Director as per the below defined frequency:
 - **For tier 1 and tier 2 vendors:** on a quarterly basis.
 - **For tier 3 vendors:** on a yearly basis.
- The Vendor Management Team and the respective end user shall conduct vendors' performance evaluation based on the below criteria:

Seq.	Evaluation Criteria	Weight (in%)	Grading Scale (from 1 to 100)	Overall Score
1	End user Evaluation (60%)			
1.1	Quality of goods /material / services provided (in conformance	20%	1 to 100	<i>Weighted score x Grading scale</i>

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Seq.	Evaluation Criteria	Weight (in%)	Grading Scale (from 1 to 100)	Overall Score
	with the specifications and / or agreed service levels).			
1.2	Compliance with applicable QHSE standards.	15%	1 to 100	Weighted score x Grading scale
1.3	Attitude and behavior of the staff during the execution / contract period.	15%	1 to 100	Weighted score x Grading scale
1.4	Vendor's support after supply.	10%	1 to 100	Weighted score x Grading scale
2	Procurement Evaluation (40%)			
2.1	Compliance to procurement lead time and timely delivery.	15%	1 to 100	Weighted score x Grading scale
2.2	Accuracy of orders delivered.	15%	1 to 100	Weighted score x Grading scale
2.3	Vendor's participation in bid.	5%	1 to 100	Weighted score x Grading scale
2.4	Attitude of vendor during the negotiation process and responsiveness.	5%	1 to 100	Weighted score x Grading scale
Overall Performance Evaluation				... / 100

- The evaluation scoring shall establish a systematic approach and shall leverage on documenting the most relevant aspects of UOS relationship with its vendors. The evaluation criteria shall consider the following aspects:
 - **Quantitatively performance measure:** to ensure that the evaluation and decision-making process is unbiased and objective and based on factual information and data.
 - **Qualitative performance measure:** to consider additional criteria to be taken into consideration when evaluating vendors based on previous experience and relationships with vendors. These performance measures also serve as a basis for selecting vendors in future projects or participating in calls for bid.
- The Vendor Management Team in coordination with the respective end user shall discuss with tier 1 and 2 vendors having unsatisfactory / poor performance (below or equal to 70). The Vendor Management Team shall agree with vendors on corrective action plan(s) to improve their performance in the future.

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- The Vendor Management Team shall submit within (3) working days from concluding the performance evaluation process to update the vendor performance categories in the vendor master file based on vendor's performance evaluation results after each delivery.
- Any changes associated with vendors' information and any other vendors-related issues that lead to vendors' suspension shall be reviewed and approved in line with the DOA.
- The table below depicts the vendors' performance categorization based on the performance evaluation results:

Vendor Performance Category	Score	Action Taken
Exceptional	From 85 to 100	Flag the vendor as a "preferred vendor" and send an appreciation letter to the vendor.
Satisfactory	From 70 to 85	Identify weaknesses and discuss areas of improvement in goods / material / service delivery.
Not Acceptable	From 20 to 70	Notify the vendor that the performance was below UOS's expectation and target and performance needs to be improved within a specific period of time, or the relation will be suspended due to the poor performance as per UOS's policy.
Suspended	Below than 20	Suspend the relation with vendor and deactivate its profile in the approved vendor master file. For Tiers 1 and Tiers 2 vendors , discussions with the respective end users (including the UOS's Senior Management) and vendors shall take place prior to proceeding with the suspension.

Vendor Suspension

- The Vendor Management Team shall collaborate with and involve the respective end users prior to proceeding with vendor's suspension and shall assess the impact of such decision, especially for vendors who are considered strategic and critical for UOS.
- The Vendor Management Team has the right to suspend the relation with any vendor under the following conditions:
 - Withdrawal of a bid, or refusal to accept an award or enter into contract with UOS without valid business justification(s).
 - Failure to comply with contract's terms and conditions or disclosing sensitive information of UOS to public.
 - Failure to comply with the bid's requirements (i.e. providing bid bond, vendor's credentials, etc.).
 - Non-compliance with UOS's health, safety and environment and security requirements.

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- Providing inaccurate / misleading information or falsified documents to UOS, or concealment of information in bids in order to influence the outcome of eligibility screening or any other stage in the bidding process.
 - Collusion between the vendor and UOS's employees during the execution of the project.
 - Frequent late delivery of service or goods/material without prior notification and valid business justification(s).
 - Financial instability projected by vendors which may affect delivery performance.
 - Failure to respond / participate in a reasonable number of bids (at least 3 bids).
 - Failure to make good on warranties and guarantees on material / good supplied.
 - Vendor's bankruptcy.
 - Vendor has received low scoring results during the performance evaluation process (below 20%) for 2 consecutive rounds of evaluation.
- The Vendor Management Team shall deactivate vendor's profile in the approved vendor master file upon the approval of UOS's P&SC Director in line with the DOA and shall cause the vendor's profile to be designated as: "Inactive".
 - Vendor's profile shall be deactivated within (3) working days from the approval date of the designated approving authority. Suspended vendors shall not be removed from the approved vendor master file.
 - Upon vendor's suspension, the Vendor Management Team shall circulate an email to all UOS's employees' / business units informing them about vendor suspension in order to avoid approaching and inviting the vendor to participate in future bid and business opportunities.
 - Suspended vendors are strictly prohibited to participate in future bids and projects requested by end users. This applies to all business within UOS and not restricted to the department / business unit who previously dealt with the suspended vendor.
 - The Vendor Management Team might re-assess and evaluate the relation with the suspended vendor based on the end users request or at the P&SC Director's direction (depending on the type of good / material / service procured by vendor).
 - Vendors' profiles might be reactivated, at any point of time, throughout the year based on P&SC Director's directives and decisions.
 - Upon reactivation, the Vendor Management Team in collaboration with end users shall be closely monitoring vendors' performance during the stipulated period and shall provide regular feedback to the P&SC Director on vendor's performance.

KPIs – Vendor Management

KPI	KPI Measure	Target KPI
Percentage of expired registration documents lasting for more than 30 days out of the total number of expired documents	Number of expired registration documents lasting for more than 30 days / total number of expired registration documents) *100	Null

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KPI	KPI Measure	Target KPI
Compliance to pre-qualification timeline	(Number of pre-qualification exercise conducted to vendor within 10 working days / total number of pre-qualification exercise conducted to vendor during the year) *100	Not less 95%
Percentage of vendors covered during the performance evaluation process	(Number of vendors who need to be evaluated per year / total number of active vendors) *100	not less than 90%
Percentage of Closed Complaints	(Number of closed complaints / number of complaints received from vendors during the year) * 100	100%
Percentage of purchases or services made with suspended vendors	(Total amount of purchases or services made with suspended vendors) / overall amount of purchases or services sourced from vendors) *100	Null