



<b>Policy Owner:</b>	Vice President Finance and Administration			 جامعة حمد بن خليفة HAMAD BIN KHALIFA UNIVERSITY عضو في المؤسسة قطر Member of Qatar Foundation
<b>Responsible Unit:</b>	Procurement Directorate			
<b>Policy Name:</b>	Procurement Policy			
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## Procurement Policy

Ver.	Approval Date	Effective Date	Type of Change	Approved by	Description of Change
00	21/06/2026	21/06/2026	Initial Release	President	

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## 1. Purpose

The purpose of this policy is to establish the guiding principles and requirements applicable for the procurement of goods, materials, services, and works, as well as the provision of other procurement services and activities at HBKU and to ensure their uniform application throughout HBKU. The policy reflects the essential values of acting with integrity, honesty, transparency, environmental sustainability, pursuing value for money, encouraging fair competition, innovation, and continuous improvement.

## 2. Scope

This policy applies to all procurement activities of the university including all HBKU entities.

The following are excluded from the scope of this document:


- Individual service contracts,
- Training and development contracts,
- Sponsorship, partnership, and collaboration contracts,
- Government affairs services,
- Contract for Intellectual Property (IP)/Trademark (TM),
- Contracts without direct financial impact to HBKU,
- Contracts related to Utility, Taxes, Funding, Grants, Corporate Memberships,
- External research grants which are managed by separate agreements,
- Publishing of Journal, Research papers,
- Contract related to insurance program,
- Leasing in & leasing out properties,
- Animal Purchasing,
- Catering services, Hotel Reservation,
- Legal services and Legal translation,
- Investment,
- Construction.

All staff, joint venture and business partners, contractors and suppliers to the University must comply with this Policy. This Policy does not form part of any employee's contract of employment.

## 3. Terms, Abbreviations, and Definitions

The following terms and abbreviations used in this policy shall have the meanings defined below:

Term/Abbreviation	Definition
Approval Authority	The person or entity that has the authority granted by this policy or the respective Governance Manual, policy, procedure, or HBKU Table of Authority including HBKU TODA/TOFA to carry out a responsibility
Bidder List	A Bidder List is a formal document or record that contains the names and details of all invited suppliers/vendors who are eligible or selected by Procurement to submit bids or proposals for a specific procurement, tender, or project.
Contractor	A legal entity with whom HBKU has entered into a contract for providing materials or services. This includes alternate expressions such as Consultant, Vendor and Supplier
Due Diligence	Comprehensive appraisal of a potential supplier
Direct Award Procurement	Direct Award Procurement refers to a non-competitive procurement process in which the university directly selects a supplier or service provider without a formal tendering or bidding process. This approach is used in exceptional cases, such as when there is only one viable provider, time-sensitive situations, or specific expertise requirements.
End User	An entity or individual for whom goods, services, or works are procured
Entity	Any Functional Component of HBKU
HBKU or "University"	Hamad Bin Khalifa University
HBKU Internal Audit	HBKU function that handles internal audit related matters


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HBKU Legal	HBKU function that is responsible to deal with legal matters
HBKU Procurement	HBKU function that is mandated to undertake procurement activities
HBKU TODA/TOFA	Table of Delegated Authority and Table of Financial Authority of the university that details the approved financial and non-financial authorities assigned to different HBKU roles
ICV	ICV stands for In-country-Value. It measures the economic value added from local operations and retained spend. ICV is measured using a formula which considers the contribution from local purchases, upskilling the workforce, developing local suppliers, and establishing capital investments. ICV rewards bidders based on their local contribution, providing them with a competitive advantage during commercial evaluation.
Limited Tender	Limited Tender refers to a tender methodology inviting a limited number of bidders, whether they are inside or outside Qatar. A Limited Tender may be issued based on the recommendation of the End User in coordination with PD.
PD	Procurement Directorate
PI	Principal Investigator
Pre-Qualification	The process of screening potential bidders by evaluating them on various parameters to determine their capacity and capability
Procurement	The process of obtaining/buying goods, works, and services from an external source and ensuring that they are made available to the requesters.
Procurement DOA	The HBKU Table of Procurement Delegations of Authority defining authority for strategic and key operational decisions and the financial authority related to the HBKU Procurement function.
Public Tender	Public Tender refers to a publicly advertised tender to select the best and most suitable bid from the technical and commercial aspects. Public Tenders Shall be advertised exclusively within Qatar newspaper and in HBKU Website.
Shall	Denotes the imperative: A mandatory course of action
Should	Preferred course of action, but not mandatory
Single Source Tender	Single Source Tender refers to procurement of goods or services from one selected bidder without competitive bidding process when it offers a business advantage over Limited / Public Tenders or has technical advantage even though there are other bidders that might provide similar goods or services.
SME	Small and Medium Enterprise
Sole Source Tender	Sole Source Tender refers to procurement of goods or services when there is only one bidder providing unique goods or services. It follows the same process as Single Source Tender.
Tender / Bidding Process	The process of inviting prospective Contractors to submit a quotation or competitive bids followed by technical and commercial evaluation of submissions based on predefined criteria and selection of a successful bidder.
UPTC	A University level committee, named University Procurement and Tender Committee, established by the President and assigned with the responsibility of overseeing and administrating the university procurement and tendering processes within the boundaries defined in the HBKU Tables of Authority.
VPFA	Vice President Finance and Administration

## 4. Policy

### 4.1. General Principles

4.1.1. HBKU Procurement Shall develop appropriate procedures and guidelines associated with this policy, spread awareness to stakeholders, and ensure compliance with this policy. The procedures developed Should take into consideration the relative risk and operational efficiency for financial and high-risk activities, which require thorough execution of the process whereas for lower values they may be simplified for operational ease, without compromising on the basic principles.

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4.1.2. In the event of absence or lack of clarity of a policy or procedure to cover any specific aspect of the procurement process, the approval authority, i.e. PD or UPTC will elucidate the provisions of this policy or take appropriate decisions in consistence with applicable laws subject to reporting such decisions to HBKU VPFA and propose their inclusion during next revision of this policy.

4.1.3. In the event there is a contradiction or conflict between the UPTC regulations or PD's procedures and the HBKU Policies, then the HBKU policies will take precedence.

4.1.4. In the event there is a contradiction or conflict between the PD's Procedures and the UPTC regulations and UPTC administrative manual, then the UPTC regulations and UPTC administrative manual will take precedence.

4.1.5. HBKU Procurement has the authority to approve, reject, or decide appropriate course of action for the procurement of goods, materials, services, and works with estimated value within the limit defined in the Procurement DOA. Where the request exceeds this limit, HBKU Procurement Shall approach the appropriate authority as per HBKU DOA Policy and the associated Tables of Authority.

4.1.6. All procurement activities Shall be subject to the following fundamental principles:

**a) Transparency**

Transparency is required to be maintained throughout the procurement process. This should be visible by maintaining clear documentation and recordkeeping for audit trail of all procurement activities, obtaining appropriately documented authorizations, and deploying suitable systems for effective monitoring and performance measurement.

**b) Non-discrimination**

The procurement process Shall be carried out to the highest ethical standards, treating all current and potential Contractors as well as other stakeholders equally and fairly while every effort will be made to make contract opportunities more accessible to Qatari SMEs.

**c) Value for Money**

The value for money Shall be realized by ensuring that HBKU has obtained the maximum benefit from the available resources, taking into consideration the lifetime cost, timeliness, quality, reliability, and fitness for purpose.

Realization of value for money should be demonstrated through:


- **Economy:** Careful use of resources to save cost, time, or effort.
- **Efficiency:** Delivering the same level of function/service for less cost, time, or effort.
- **Effectiveness:** Delivering a better quality or getting a better return for the same amount of cost, time, or effort.

The approval authorities are not obliged to approve the recommended selection of commercially lowest bidder or any bidder if it is not considered to be in HBKU's interest to do so. However, the details of the reasons/justifications for not accepting the commercially lowest bidder or any bidder Shall be recorded and documented and Shall be approved as per HBKU's DOA Policy and Procurement DOA.

HBKU PD Director and End User may recommend a tender strategy for the award that is based on Most Economically Advantageous Tender (MEAT) criteria which enables HBKU to take account of criteria that reflects qualitative, technical, risk and sustainability, provided that prior approval is obtained from the relevant Tender Approval Authority as per HBKU DOA Policy and associated Tables of Authority.

**d) Compliance with Laws and Regulations**

The procurement process Shall be conducted in accordance with applicable law and regulations. HBKU Legal has the responsibility to provide legal advice to HBKU PD and the UPTC on legal matters and update them on the implications of any changes in legal requirements as and when they take place.

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HBKU Legal shall review and approve the standard terms and conditions of purchase orders, contracts, and agreements at least once every 3 years. Such terms and conditions may be updated more frequently as and when required. In case there is a requirement to incorporate Contractor's terms and conditions or amend HBKU's standard terms and conditions then the review and endorsement of these terms and conditions by HBKU Legal is required.

The bidder participating in the tender must provide services or supplies strictly in accordance with the category of work or supply for which they are registered in their commercial registration. Any deviation from the registered category, including the offering of unrelated services or supplies, Shall result in rejection of the bid.

Furthermore, the award of any contract for supplies or services Shall be strictly based on the activities specified in the bidder's commercial registration.

#### **e) Corporate Social Responsibility (CSR)**

HBKU recognizes its responsibility towards society, economy, and the environment. All HBKU actions shall be guided to encourage a positive impact on health, safety, welfare and environment for all stakeholders including staff working for HBKU, Contractors, customers, and society in general whether engaged directly or indirectly. The contracts should incorporate a mechanism to impose and monitor compliance with this policy.

HBKU Procurement will endeavor support to Qatari enterprises subject to meeting quality and delivery requirements. HBKU encourages the development of homegrown industries and enterprises. To promote the manufacture of local products, preference shall be given to local companies subject to the following:


- The supplier has an ICV certificate,
- Their technical bid is accepted,
- HBKU is reasonably satisfied with the bidder's capabilities and other relevant criteria,
- The bidder complies with relevant laws and regulations in the State of Qatar,
- The cost of such goods and services do not exceed 10% of the cost of similar goods and services offered by non-Qatari companies and organizations and where the difference in the commercial value is not more than QAR 1million.

#### **f) Non-Profit Organization**

In recognition of the unique nature and mission of non-profit organizations and governmental entities, HBKU procurement and purchasing policies acknowledge that certain tender requirements may be waived or modified to accommodate these organizations' operational frameworks. Nonprofits and government organizations often operate under specific regulatory guidelines, budget constraints, and public service mandates that differ from those of commercial enterprises. Therefore, in the interest of fostering collaboration and efficiency, HBKU may wave some of the tender requirements i.e. documentation submissions to align with the practical needs and legal frameworks of these entities. This approach ensures that HBKU procurement processes remain accessible and supportive, facilitating partnerships that uphold our commitment to serving the broader community and advancing shared goals of social responsibility and public service.

#### **g) Sustainable Procurement**

HBKU is committed to the principles of sustainable procurement, ensuring that purchasing decisions balance environmental, social, and economic considerations. This includes reducing consumption of resources and minimizing waste across the procurement life cycle, while promoting the use of eco-friendly, energy-efficient, and low-emission products and services. Preference will be given to suppliers that demonstrate strong

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sustainability values and actively adopt responsible practices such as recycling, re-use, and resource efficiency. HBKU also recognizes the importance of social benefits, such as encouraging local sourcing where possible and supporting suppliers who contribute positively to the community. HBKU will endeavor to implement sustainability criteria as part of supplier evaluation, ensuring that procurement decisions go beyond initial costs to consider long-term value, including durability, maintenance, and responsible end-of-life disposal.

#### **h) Documents and Data Security**

Documents, records, and data related to procurement Shall be stored, preserved, and managed safely and securely to meet operational, statutory, and audit requirements. The storage medium Shall be appropriate for the nature of document/record, meet the legal obligations, and ensure easy retrieval and reference. The safety and security of the documents and records Shall be adequate to ensure data integrity and to prevent deterioration, damage, loss, and unauthorized access.

#### **i) Continuous Improvement**

Where applicable, due weightage Shall be given to innovative and futuristic solutions while making procurement decisions. The systems, processes, products, Contractors, and markets Shall be analyzed on a regular basis and the output Shall be used for continual improvements.

#### **j) Risk Management**

Procurement associated risks Shall be identified, assessed, and mitigated. HBKU's procurement related risk exposure Shall be identified, assessed, and mitigated by appropriate measures including but not limited to:

- The use of the standard terms and conditions approved by HBKU Legal and HBKU Risk Management Directorate.
- Requiring security deposits, financial guarantees, and insurance coverage commensurate with the risk involved.
- Carrying out Due Diligence prior to purchase of high risk, high financial commitments, involving experts where necessary.
- Requiring contractual agreement before allowing the commencement of work or delivery of goods and/or services.

### **4.2. Procurement Code of Conduct**


4.2.1. Procurement is required to be carried out in compliance with HBKU policies including the Conflict of Interest and Intellectual Property policies as well as the University Code of Conduct. All employees engaged in the procurement process that have access to sensitive information including the members of the tender committees are required to sign an undertaking confirming compliance to the Code of Conduct and HBKU policies and renew that undertaking whenever required.

4.2.2. Adherence to the HBKU Procurement Policy is the responsibility of every individual involved in the HBKU procurement process. Therefore, everyone involved in the procurement function is responsible to report cases of non-compliance to appropriate authority within HBKU.

4.2.3. All suppliers engaged with HBKU Shall sign compliance documents including but not limited to compliance with the university Code of Conduct, unless otherwise approved by the appropriate HBKU authority.

#### **4.2.4. Gifts and Hospitality**

Gifts from the supplier to HBKU employees or other parties involved in the procurement process should comply with HBKU policies and the University Code of Conduct.

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#### 4.2.5. Privileges to HBKU Staff

Special privileges offered by Contractors or potential Contractors to HBKU staff Shall be strictly voluntary without any commitment or influence on procurement decisions. Such privileges when offered Shall be unsolicited, applicable to all HBKU staff and not to any specific entity or individual(s).

#### 4.2.6. Staff Purchases:

Purchases by HBKU staff from regular HBKU Contractors may be permitted at contractual price and terms provided that the payment is made by concerned staff directly to the Contractor and the material purchased/service availed is purely for personal use.

#### 4.2.7. Free Material/Service:

Any material or service provided free of cost to HBKU by the Contractor or the potential Contractor Shall be without any obligations whatsoever and it must be ensured that no undue influence is exerted by provision of such material/service on purchasing decisions. Any such contributions should be notified to the PD and entered into a register.

#### 4.2.8. Conflict of Interest

4.2.8.1. HBKU Policies including the Conflicts of Interest policy and the University Code of Conduct Shall apply and Should be read and understood by all of those involved in any way with procurement.

4.2.8.2. HBKU Shall be protected against any conflict of interest. Conflicts of interest may arise when an HBKU staff is in a position to place his/her personal interests before the interests of HBKU, these situations may include both closely related persons and friends and where such personal interests may unduly influence HBKU's business judgments, decisions, or actions. Conflicts of interest may also arise when the supplier is in a position to gain an unfair competitive advantage or when a supplier has other interests that may impair its objectivity regardless of whether the contract is performed for consideration or free of cost. Such conflicts can compromise sound decision-making and may lead to legal or regulatory consequences.

4.2.8.3. Conflicts of Interest Shall always be avoided, and if they arise, must be reported to the relevant authority in accordance with HBKU Policies and Code of Conduct without delay.

#### 4.2.9. Segregation of Duties

Segregation of duties is required to ensure that no single person has control or influence over the entire procurement process, key decisions, and approvals.

#### 4.2.10. Split of Purchase Requisitions


The requestor / End User is prohibited from splitting the purchase requisition to circumvent procurement procedures. This condition ensures compliance with HBKU Procurement regulations by preventing the division of purchase requisitions into smaller parts to avoid approval authority requirements as per the procurement processes and regulations and HBKU policies and Tables of Authority.

#### 4.2.11. Confidentiality and Non-Disclosure

Employees involved in procurement Shall respect the confidentiality of information they are exposed to in the course of their work and must not disclose this information to third parties except as required under law, irrespective of whether the information belongs to HBKU, the Contractor, or any other party dealing with HBKU. Furthermore, this information Shall not be used for personal gain.

#### 4.2.12. Ethical Practice

It is the responsibility of the PD staff to ensure that the materials, goods, and/or services are obtained from sources that respect HBKU's safety, health, environmental, social, legal

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and ethical standards and sustainability requirements where applicable. Employees Shall report to the appropriate authority corruption or unethical practices whenever discovered. In all cases relevant HBKU policies Shall apply.

### 4.3. Authority and Responsibility

4.3.1. HBKU PD is responsible for the provision of procurement services for HBKU as covered under the scope of this policy and is responsible for managing the entire process of providing these services. The signing authority for all purchase orders, contracts, and agreements Shall be as per HBKU DOA Policy and associated Tables of Authority.

#### 4.3.2. Early involvement of HBKU Procurement Directorate

HBKU PD has the additional responsibility to provide strategic procurement advice and guidance to other HBKU entities on request, during their initial setup and subsequent operations.

#### 4.3.3. Rules of Delegation

The authority vested with HBKU PD Director may be suitably delegated to various functions within or outside the Procurement Directorate for smooth and efficient operations, in compliance with the HBKU DOA Policy and associated Tables of Authority. Such delegated functions Shall be reviewed for compliance by the VPFA.

### 4.4. Contractor Management

4.4.1. HBKU recognizes the importance of effective and open working relationships with its Contractors and is committed to work with Contractors to create relationships that are professional, productive, and are appropriate to the value and importance of the goods, services, and works being acquired. All Contractors Shall be dealt with equally with integrity, fairness, and courtesy and in a professional manner.

4.4.2. To take advantage of Contractors' specialized knowledge and experience, early Contractor engagement is encouraged especially in major projects. Such early engagement should be purely based on the principle of knowledge sharing, without any legally binding commitment from HBKU and without bearing any influence on the purchasing decision.

4.4.3. If a Contractor had poor performance or engaged in any unethical practice in relation with HBKU or failed to deliver and/or delivered defected materials/services due solely to their fault or negligence, HBKU PD Shall impose on the Contractor the penalty of suspension or blacklisting subject to the offense(s) executed and in compliance with HBKU policies and Tables of Authority.

### 4.5. Purchasing

#### 4.5.1. Request for Purchase


4.5.1.1. No tender can be awarded without a valid purchase requisition fully backed by an approved or pre-approved budget.

4.5.1.2. All purchase decisions should be based on:

- The necessity of the service/good/material/work,
- Non availability of suitable HBKU internal material/resources to fulfill the need,
- Cost-effectiveness of obtaining the service from outside HBKU.

4.5.1.3. Any request for purchase must identify any hazardous substances/goods/materials as listed by the HBKU Facilities Directorate. Procurement of hazardous materials can only proceed if the HBKU Facilities Directorate confirms that appropriate management and control procedures are in place.

4.5.1.4. End User can recommend the preferred bidder(s) in the Scope of work, but the final authority to determine and approve the list of invited bidders rests solely with PD.

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#### 4.5.2. Micro Purchases

- 4.5.2.1. Micro purchases are purchases under QAR 5,000, where competition and/or cost/price analysis are not required if the price is considered reasonable by the buyer.
- 4.5.2.2. A corporate credit card will be issued to authorized employees to make allowable micro-purchases of goods and certain services and will be made in accordance with University policies or PR Procedure.
- 4.5.2.3. Holders of the corporate credit cards must use them only for the purposes they have been issued for and within the authorized purchase limits. Such cards shall be used for the payment of valid business purchases only, and the misuse of such cards shall be grounds for disciplinary action.
- 4.5.2.4. Corporate credit card holders are personally responsible for their assigned corporate credit cards, must not allow others to use their corporate credit cards and should diligently secure the corporate credit card at all times (i.e., guard against fraud and unauthorized use of the corporate credit card).
- 4.5.2.5. Corporate credit card holders should obtain approval to purchase from the relevant budget holder and ensure a sufficient budget is available to meet the costs.

#### 4.5.3. Corporate Estimate


- 4.5.3.1. All requests for purchase from End User must have a corporate estimate covering all cost elements for the entire contract duration or life of the asset. Corporate estimates must be treated as confidential throughout the tendering process.
- 4.5.3.2. The budget holder directorate is authorized to collect the budgetary quote by sharing a brief Scope of Work giving the preference to the local suppliers. During the process of obtaining budgetary quote from suppliers, communications by the End User must be marked to PD.

#### 4.5.4. Forecasting & Planning

- 4.5.4.1. All budget holders should ensure that all expected expenditure on external goods, materials, works, and services is submitted as part of the Annual Procurement Plan for the running year by the end of the first month of the year.
- 4.5.4.2. The PD shall review the proposed and expected expenditures submitted by budget holders and present a consolidated Procurement Plan to the VPFA for information and review.
- 4.5.4.3. Blanket Purchase Agreement (BPA) owner should announce the quarterly requirements in advance to the supplier with a valid BPA, so that the requirements can be met by the supplier on time.

#### 4.5.5. Tendering/Competitive Bidding

- 4.5.5.1. Unless otherwise pre-approved by the approval authority, Public Tender and competitive open bidding shall be followed for all purchases above QAR 200,000. However, when justified and deemed appropriate, other tendering methodologies may be adopted as detailed below.
- 4.5.5.2. Public Tenders shall be advertised exclusively within Qatar newspaper and in HBKU Website.
- 4.5.5.3. For all purchases between QAR 5,000 and QAR 200,000, Limited Tender should be followed. For all purchases below QAR 5,000 the budget holder must be able to demonstrate that value for money has been obtained.
- 4.5.5.4. **Single Source Tender:** Subject to meeting technical acceptance criteria, a Single Source Tender strategy may be approved by the Approval Authority as per HBKU

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DOA Policy and associated Tables of Authority if substantial justification has been provided by the requester that establishes that only the selected bidder can meet technical and operational requirements and/or the benefits of adopting a single source tender strategy outweigh the risk of not adopting competitive bidding. Unless otherwise specified, Single Source approval Shall be deemed to include approval to negotiate.

4.5.5.5. **Sole Source Tender:** Sole Source Tender Shall follow the same process as Single Source Tender and Shall be approved as per HBKU DoA Policy and Procurement DoA. Unless otherwise specified, approval to proceed with a Sole Source Tender Shall be deemed to include approval to negotiate.

4.5.5.6. **Limited Tender:** A Limited Tender may be issued based on the recommendation of the End User in coordination with HBKU Procurement and Shall be approved as per HBKU DoA Policy and Procurement DoA.

Pre-Qualification of bidders, when conducted, Shall be to ensure the availability of a sufficient number of qualified bidders for a fair competition.

Where the number of bidders is less than five (5), Limited Tender strategy may be sanctioned by the Approval Authority if substantial justifications have been provided by the requester that establish beyond doubt that only selected bidders can meet technical and operational requirements.

#### 4.5.6. **Emergency Procurement**

4.5.6.1. In emergency situations where a competitive bidding process cannot take its course, purchases may be conducted through an emergency procurement process. An emergency is defined as an unforeseen and sudden occurrence that requires immediate intervention to prevent further deterioration of the situation or damage to the University. Such situations are classified into two broad categories as detailed below.

- Category-1 situations: such situations may be due to crisis, accident, new enacted laws, regulations, or requirements from government entities, risk to human life, property, environment, and reputation.
- Category-2 situations: situations where there is a risk that may adversely impact University operations, reputation, safety, or finances or may result in serious time delays or have cost implications. Such situations may arise due to unplanned events, new requirements, unforeseen circumstances or serious service or system outage

4.5.6.2. To minimize invoking Emergency Procurement, it is mandatory that the End User carry out Root Cause Analysis and Corrective Action (RCCA) and agree with the appropriate Approval Authority on an action plan to overcome future challenges.


4.5.6.3. The use of the emergency procurement Shall be approved as per HBKU DoA and the Procurement DoA and must subsequently be reported to the UPTC.

4.5.6.4. Lack of planning does not constitute an emergency situation.

#### 4.5.7. **Direct Award Procurement:**

Direct Award Procurement may be approved as per HBKU DoA Policy and Procurement DoA. The Requester will be fully responsible for finding the technically and commercially qualified supplier and to meet the Direct Award Criteria and requirements. Direct Award can be approved in the following cases:

- Special initiatives or projects related to HBKU core business.
- Confidential projects/initiatives/assignments.
- Government requirements and collaboration.

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- Specialized services with creative nature.
- Initiatives or projects with fast-track schedule or special requirements.
- Continuation of services where there is a need to continue a relationship with a specific supplier.

#### 4.5.8. Multi Award of Contract

To optimize benefits and achieve cost savings for the university, the procurement process may include the option to award contracts to multiple suppliers.

The Multi Award of Contracts Shall comply with HBKU policies and procedures and should enable the University to leverage competitive pricing, enhance service delivery, and mitigate risks associated with sole-source dependencies.

#### 4.5.9. Communication with Bidders and Contractors


- 4.5.9.1. All tender communications with the bidders and Contractors must be conducted through HBKU PD, formally and in writing.
- 4.5.9.2. Tender related communication must be sent to all bidders to ensure that no one is at a disadvantage compared to others.
- 4.5.9.3. The End User is permitted to contact Contractors only after the official award to coordinate delivery.

#### 4.5.10. Contract Management

- 4.5.10.1. The execution of the contract Shall be managed to ensure that HBKU, and where applicable its clients, receive the goods, services, materials, or works to the required standards of quality and quantity as intended by the contract. This Shall be done by:
  - Complying with the contract terms and conditions,
  - Establishing a system reinforcing the performance of both parties' responsibilities and obligations under the contract,
  - Providing means for the early recognition of issues and performance problems and the identification of appropriate solutions and corrective actions.
- 4.5.10.2. Periodic feedback on the contractual performance by the Contractor Shall be provided to PD by the contract administrator as per the procurement procedures and this feedback is to be used in the evaluation of overall Contractor performance.
- 4.5.10.3. The sponsoring unit needs to obtain PD approval for any equipment under contract that requires maintenance, repairing, changing of the delivery location, or managing outside HBKU.
- 4.5.10.4. **Novation of Contracts:** During the term of a contract, circumstances may arise that require the transfer of a Contractor's obligations and rights to a new Contractor. Novation of Contracts must be executed in accordance with the novation of contracts procedure associated with this policy provided that:
  - The original contract does not explicitly prohibit novation.
  - All parties state their consent in writing.
  - The new Contractor meets all eligibility, financial, and legal requirements.
  - The contract value, terms, and deliverables remain unchanged, or any changes are properly justified and approved.
  - A legally binding Novation Agreement approved by legal is executed by all parties.
  - Supporting documents include rationale and justifications, compliance checks, and impact analysis.

#### 4.5.11. Receipt of Goods and Materials and Their Delivery

- 4.5.11.1. All goods and materials Shall be received at designated receipt and distribution

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points. Received goods and materials Shall be checked for quantity and weight and inspected for quality and specification. A delivery note Shall be obtained from the supplier at the time of delivery and signed by the person receiving the goods and a Goods Receipt Note (GRN) / Confirmatory documents Shall be delivered to suppliers after due inspections.

4.5.11.2. All goods received Shall be entered into an appropriate goods received document or an electronic receipting system on the day of receipt. If the goods are deemed unsatisfactory, the record Shall be marked accordingly, and the supplier will be immediately notified so that they can be collected for return as soon as possible. Where goods are short on delivery, the record should be marked accordingly, and the supplier should be immediately notified.

4.5.11.3. All individuals receiving goods on behalf of the University must be independent of those who negotiated prices and contract terms and who placed the official order.

4.5.11.4. The designated receipt and distribution points also manage the delivery of materials received from the suppliers to the End User while ensuring that effective controls for materials distribution are in place.

#### 4.5.12. Variation Order

All Variation orders Shall be administered as per HBKU policies and Tables of Authority.

#### 4.5.13. Hazardous Substances

Procurement of Hazardous and dangerous items have additional rules as determined by the University Facilities Directorate and Shall comply with relevant policies and procedures.

#### 4.5.14. Donations and Re-purpose

HBKU is committed to the responsible management of its resources and to supporting both its internal and external communities. In alignment with its sustainability goals and corporate social responsibility principles, HBKU endeavors to minimize waste through the re-utilization, donation, or reallocation of surplus or unneeded materials, equipment, and other assets. These efforts are aimed at maximizing the value of university resources while contributing positively to society in a transparent and ethical manner. Approval of items for Donation must be as per HBKU DoA and associated Tables of Authority as well as HBKU policies and procedures.

#### 4.5.15. Auctions

Materials and assets which are surplus or obsolete to any HBKU project, no longer useful or in use, retired at the end of their useful life, defective and irreparable, or their repair is not economically feasible, and non-usable warehouse inventory approved for disposal may be disposed of through auctions. The approval of items for auction must be as per HBKU DoA and associated Tables of Authority as well as relevant HBKU policies and procedures. Auctions Shall be conducted by Public Auctions or Sealed Envelopes.


### 4.6. Exceptions

4.6.1. Any exceptions to this policy should be recommended by the VPFA with suitable justification. Recommendations must then be approved by HBKU President. HBKU Audit Committee must be informed about any exceptions made during their first meeting following the grant of the exception.

## 5. Associated Procedures, Guidelines, and Supporting Documents

Procurement related regulations

Procurement related procedures

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## 6. References and Related Policies

HBKU DOA Policy  
Code of Conduct  
Conflicts of Interests Policy  
Intellectual Property Policy

## 7. Source, Responsible Office, Authority

The Procurement Directorate is responsible for the implementation of this policy and for ensuring compliance with this policy.