الإسعاف National
الوطني Ambulance

PROCUREMENT POLICY

PUP103

Table of Contents

1. PURPOSE

This policy supports National Ambulance (NA) and its staff in undertaking procurement in a fair, open, transparent, coordinated and efficient way that ultimately delivers quality, greater value for money, and improves accountability for expenditure.

2. PRINCIPLES

- **Accountability**: Compliance with this policy and its supporting documents is mandatory for employees, contractors and any other authorised procurer. Failure to comply with this policy will result in disciplinary actions.
- **Competent People**: Staff involved in a procurement process must have the necessary process authority, skills and competencies for the type and level of procurement.
- **Competitive Supply**: Procurement should be carried out by competition unless there are convincing reasons to the contrary, which must be documented.
- **Consistency**: Suppliers should, all things being equal, be able to expect NA's approach to comply with international standards and procurement good practice.
- **Efficiency**: Procurement processes should be carried out as cost effectively as possible.
- **Fair-dealing**: Suppliers should be treated fairly and without unfair discrimination, including protection of commercial confidentiality where required and free from unnecessary burdens or constraints.
- **Integrity**: There should be no corruption or collusion with suppliers or others.
- **Informed decision-making**: - NA needs to base its decisions on accurate information and requirements to ensure that they are met.
- **Legality**: NA must conform to UAE Law and other legal requirements.
- **QHSE Commitment**: Procurement processes should be carried out in accordance with the NA QHSE Policies and where possible employ quality measures for product service requirements and measures to reduce NA's impact on the environment.
- **Responsiveness**: NA should endeavour to meet the aspirations, expectations and needs of the UAE community served by the procurement.
- **Transparency**: NA should maintain openness and clarity during any procurement process.
- **Sustainability –** NA should ensure sustainability when choosing suppliers.

3. SCOPE

This policy applies to all categories of procurement by any contractual means, including: purchase, rental or lease, with or without an option to buy, build-operate-transfer contracts, and contracts accessed via third party commercial supply arrangements.

4. AUTHORITY

No member of staff has the authority to commit NA to expenditure unless specifically authorised to do so. Such authorities are specified in the Delegation of Authority Matrix. Staff should be aware that financial commitments may arise from any promise or commitment to take action and no such commitment should be given at any time without appropriate financial or process authority.

Staff must comply with their formal financial delegations when engaged in any procurement activity.

5. DEFINITIONS

Briefing Note – a document provided to a decision maker detailing intent to purchase with associated details and recommendations

Blanket Purchase Agreement – A blanket purchase agreement plan is a rolling list of procurements that are planned to be initiated within the next 12 months

Buyers' Guide means the document outlining the rules of access and buying in relation to common thresholds and the arrangements and supporting documents required.

CAO is the Chief Administrative Officer.

CEO is the Chief Executive Officer.

CFO is the Chief Financial Officer.

Competition means goods or services should be acquired by competition unless there are compelling reasons to the contrary. Competition promotes economy, efficiency and effectiveness in expenditure. Competition will also contribute to the competitiveness of suppliers, contractors and service-providers.

Consultant or Contractor is a person who provides services for a particular project or specified service. Such persons usually manage themselves independently of the entity which has engaged them.

Contract means a legally binding agreement resulting from acceptance of an offer by both parties.

DOH is the Department of Health, previously Health Authority Abu Dhabi (HAAD), the regulatory body of the Healthcare Sector in the Emirate of Abu Dhabi and monitors the health status of the population.

Emergency purchase means a situation existing that threatens life, property or equipment.

Exemptions refer to where reasons to divert from entering into fair and open market competition is met and approved.

Financial Authority/Delegation refers to those people given the authority to procure within a specified financial limit. Such authorities are specified in the Delegation of Authority Matrix, a controlled document of NA.

GSWG is the General Goods & Services Working Group

ITWG is the Information Technology Working Group

MD is the Medical Director

MSEWG is the Medical Supplies and Equipment Working Group

Medical device is any instrument, apparatus, appliance, software, material or other article, whether used alone or in combination, including the software intended by its manufacturer to be used specifically for diagnostic and/or therapeutic purposes and necessary for its proper application, intended by the manufacturer to be used for human beings.

NA means National Ambulance LLC.

Operative IQ (OpIQ) is the mandatory system used to manage fleet, assets, and inventory.

Oracle is the system mandated by The Ministry of Interior to manage financial commitments through PO.

Probity requires goods or services to be tested critically for need, cost-effectiveness and affordability under whatever arrangements are in place for financial approval and separation of functions.

Process Authority refers to those people given the authority by the CAO or CEO to enter into a legally binding agreement on behalf of NA.

Procurement is the management of a broad range of processes. These processes include product and service sourcing, supplier selection, pricing and negotiation, transaction and contract management and supplier performance management.

PTC is the Procurement and Tendering Committee

Purchase Order (PO) is a legally binding document requesting the delivery of goods or services to a supplier to a predefined location.

Purchase Requisition Form (PRF) is the internal document necessary to begin the procurement process where the item is not part of NA's approved catalogue of goods or services held in OpIQ.

Purchasing is the transactional function or activity of buying needed goods or services. This involves placing and processing purchase orders or requisitions.

Reoccurring purchase is an item ordered on a re-occurring basis e.g. medical consumables or standard equipment. These items are generally purchased through Operative IQ purchasing catalogue and managed via the warehouse replenishment system.

Request for Proposal (RFP) is used when the best value solution to resolve a problem or to deliver a good or service is not exactly known.

Request for Tender (RFT) is used when the solution is known and NA is seeking the best price to deliver the goods or service.

SCM is the Supply Chain Manager

Expression of Interest (EOI) is part of the process of shortlisting suppliers and expresses a serious intent from the part of the buyer to contract with a supplier for its services / products.

Tender, Bid, Proposal offer from possible vendor or consultant responding to an invitation

Value for Money is the optimum combination of whole-life cost and quality (or fitness for purpose) to meet the user's requirement.

Whole of Life means life cycle costs and includes quality, unit cost with on-going consumables, maintenance, spare parts, storage, additional warranty or upgrades, staff training, and support and disposal.

Petty Cash – a small amount in the form of cash provided to authorized individuals to be used for day to day small expenditures

6. ROLES AND RESPONSIBILITIES

All procurement of supplies, works and services are led by the Supply Chain Department who will liaise with the relevant department for specific product knowledge or expertise, unless delegated by the SCM.

CEO, CAO, and CFO are responsible for the oversight of all approved purchases through the procurement processes.

Medical Director is responsible for the review and approval of amendments, deletions and introductions of medical devices impacting the delivery of patient care. Review and recommendation to the Medical Services and Equipment Working Group and the Purchasing and Tendering Committee.

SCM is the Supply Chain Manager responsible for reviewing and providing recommendation to working groups and monitoring and approving procurement, purchasing, and logistics.

Directors and Managers are responsible for ensuring the dissemination of this policy and that their staff understand and comply with this policy and procedures.

Procurement Officer is responsible for sourcing, verifying and raising all purchase orders direct to suppliers through OpIQ and the Oracle System. He/she is responsible for keeping accurate procurement records.

Supply Chain Department is accountable for the overall responsibility of managing NA's spend as it relates to items under the control of Supply Chain Department and is responsible for sourcing into agreements with suppliers and managing those suppliers on behalf of NA.

GSWG is the General Goods & Services Working Group responsible for reviewing and deciding which purchase requests related to goods, works and services with three quotations go to the Purchasing and Tendering Committee.

ITWG is the Information Technology Working Group responsible for reviewing and deciding which purchase requests relevant to IT hardware, software, and devices with three quotations go to the Purchasing and Tendering Committee

MSEWG is the Medical Supplies and Equipment Working Group responsible for reviewing and deciding which purchase requests related to medical consumables, devices/assets with three quotations go to the Purchasing and Tendering Committee.

PTC is the Procurement and Tendering Committee responsible for the final approval of all purchases.

PTC Secretary – Is responsible for preparing and disseminating the agenda and minutes of PTC meeting and approving the purchase order.

7. STRATEGY & BENEFITS

7.1. APPROACH

The market strategy must be equal to the *whole of life* costs to determine the correct approach. NA's approach is based on effort versus value, hence concentrating its effort towards sourcing, supplier relationship management and risk management, where the value or opportunity for value is the greatest.

A procurement activity must not be prepared, designed or otherwise structured or divided in any way to avoid the application of this policy. For a full break down of the procurement process, financial limits and the supporting documentation, please refer to Appendices.

Working groups (GSWG, MSEWG, ITWG and PTC) are in place to organize procurement activities and divide good and services needed according to each working group's criteria.

Type of Procurement*	Authority	Process
Petty Cash	CEO Office, Operations, Fleet department, Clinical Services, Supply Chain department, IT department	Direct buy followed by submitting petty cash claim form and bills
General Purchase	Respective Working Group to review purchases for raising to PTC	Working group with three quotes then PTC approval
BPA (Blanket Purchase Agreement)	Purchasing & Tendering Committee	Presented to department heads and CAO then PTC for final approval
Emergency Purchase	Purchasing & Tendering Committee / Executives / Board of Directors	Out of session request made & approved by PTC via email

**Exemptions for Purchase order and Procurement Process refer to section 9.0 exemptions*

Chair / secretary of the working group on receiving the quotations must proceed to evaluate all responses against a set criterion to ensure any justification is sound. These set criteria are dependent on each purchase but include compatibility with specified requirements, value for money and quality (fit for purpose). A Recommendation to Supply (PUF103) is completed and approved where three quotations exists and a briefing note if needed.

Use of a third party as an agent or consultant to advise on, arrange or manage a procurement process, does not remove the requirement to comply with this policy.

Refer to FIP102 Finance Policies and Procedures for petty cash procedures.

7.2. PLANNING

The value of the procurement must include all associated costs to determine the correct threshold and consider, amongst others:

- If budget is approved by the CAO and the CFO prior to starting the process;
- Strategic fit of NA's businesses and operating model;
- Ongoing consumables dependent on the purchase;
- Maintenance and servicing;
- Licensing; Audit; standards;
- Staff training and support;
- Roles and responsibilities, ownership etc., clearly defined;
- International or national freight cost associated with the purchase; and
- Tariffs and levies;
- Import and other charges.

7.3. BLANKET PURCHASE AGREEMENT PLAN (BPA)

A blanket purchase agreement plan is a rolling list of procurements that are planned to be initiated within the next 12 months. Where known, NA will capture the following in
a blanket purchase agreement plan:

- New contracts for goods or services;
- Existing contracts due for renewal; and
- New procurements.

The BPA is a planning document and not a commitment for NA to purchase the goods or services listed. All forecast procurements listed are subject to change or cancellation by the SCM is presented to the PTC for approval. The BPA must be planned in accordance with the annual budget exercise undertaken by the Supply Chain Department in conjunction with Finance.

7.4. TENDER PLAN

A tender process must be properly planned. The level of detail must suit what is being procured and should include:

- The conditions of a tender, due dates, timelines, lodgement details and instructions and the procedures to be followed by Respondents;
- The specification of what is to be bought, the criteria against which tenders will be evaluated and the information that is required from the respondents.

A single contact person should be nominated for all tender communications allowing one point of contact for consistency and integrity.

7.5. CONFIDENTIALITY

Particular care should be given in handling of commercially sensitive information. Confidentiality is a common characteristic of any procurement process. However, particular risks are faced when handling confidential information when it procures goods or services in a legal context.
Documentation of any description created through a design or procurement process must not leave the organisation without written permission from the CAO.
All contractors and suppliers must sign a Non-Disclosure agreement.

7.6. DECLARATIONS OF INTEREST

All staff, particularly those involved with the sourcing and approving of goods or services, are required to declare any personal interest, which may affect or could be perceived to affect their impartiality in any aspect of their work. Where a conflict of interest or potential conflict of interest occurs, staff are required to declare this in writing. Every person involved in the Supply Chain process is expected to complete, at least once and before being involved in any part of the process, Form COP148 Conflict of Interest Assessment and Declaration.

7.7. ETHICAL PROCUREMENT

NA supports the adoption of ethical procurement and supply principles and practices by following a code of conduct:

- Never engaging in conduct, either professional or personal, which would bring NA into disrepute;
- Not accepting inducements, gifts or commissions (other than any declared gifts of immaterial value which have been sanctioned by the CAO);
- Not allowing offers of hospitality or those with vested interests to influence, or be perceived to influence, NA business decisions;
- Rejecting any business practice, which might reasonably be deemed improper;
- Never using your authority or position for your own financial gain;
- Ensuring information given in the course of your work is accurate and not misleading;
- Never breaching the confidentiality of information, you receive in a professional capacity; and
- Striving for genuine, fair and transparent competition.

7.8. QUALITY AND SAFETY

- It is preferred that medical devices and pharmaceutical suppliers be registered in the UAE and if possible, internationally, to supply the market along with relevant agency status, accreditation or regulatory approval;
- It is preferred that products comply with appropriate standards for sale and use in the UAE health industry. Documented evidence of compliance should be supplied where available;
- It is preferred that Suppliers declare their conformity with the ISO 9001: 2015, ISO 14001:2015 and ISO 45001 : 2018 by providing certification to this effect;
- Medical devices must comply with Technical management programs for medical devices. The device must clearly display a sticker showing the equipment has been tested;
- A full operator's manual must be supplied by the supplier; and
- Pharmaceuticals must be approved by DOH; and
- Follow the QHP211 Contractor QHSE Management Policy and Procedure.

7.9. Benefits Reporting

Any financial benefit, be that a financial or non-financial saving, as a direct result of a strategic sourcing or improvement activity, should be recorded and reported quarterly using the Procurement Costs Savings Definition and Methodology.

8. SOURCING

8.1. Request for Quote

Sourcing goods or services through quotations is an economic and efficient approach for items of low value, small quantity, and trade-standard items. This method provides a quick and convenient way of exploring the market and determining availability, price and terms of supply.

It is the responsibility of the procurement department to source quotes or work with the specialist area to support the process. Departments can also source quotes if approved by their Department manager and to submit it to the relevant working groups.

On selecting a supplier, there is to be a minimum of three quotations unless supplier cannot meet all requirements or it is a sole supplier or distributor. Where there are less than three quotations, the working group must provide justification. A Recommendation to Supply must be completed and submitted to the relevant working group. Any decision is subject to final review and approval of the PTC.

Cases for exemptions to competitive quotes include:

- The goods or services are available from limited sources;
- There is limited availability within a small and/or specialised market; and
- For reasons of extreme urgency brought about by events unforeseeable.

8.2. Tenders

Tendering, also known as Request for Tender/ Proposal, allows all suppliers the opportunity to submit a tender or apply to meet conditions for participation in the tendering process. Goods or services must not be split into packets of work of less than AED500,000 in order to use quotes rather than an open tender process. Prices must be in AED whenever possible. Where this is not possible, Finance must be consulted and the exchange rate agreed, as hedging may be required. CFO decides whether to use the open or closed tender.

8.3. Tender Specifications

A specification needs to be clear, concise, comprehensive and accurate otherwise the products and/or services purchased may not meet NA's needs and:

- Be specified in terms of performance, quality and functional requirements, rather than design or descriptive characteristics; and
- Be based on international standards, where applicable, or otherwise on national technical regulations, recognised national standards, other quality standards or building codes.

8.4. Open Tenders

Open tenders must be undertaken for all non-exempt purchases of goods or services. Open tenders allow suppliers the opportunity to submit a tender or apply to meet conditions for participation in the tendering process.

8.5. CLOSED TENDER

Under a closed tender, invitations to tender are issued to a predetermined list of suppliers. This method must only be used where there is sound evidence that:

- A supplier has unique expertise or knowledge;
- Goods or services are only available from a specific source of supply;
- Standardisation or the NA business model would be adversely affected; and
- The cost and time of the process would significantly outweigh the benefit.

8.6. EXPRESSION OF INTEREST (EOI)

Is the process whereby NA receives response from suppliers whether or not they can meet those requirements for entering a tender.

8.7. RECEIVING, OPENING AND REGISTERING

All EOIs and tenders received at NA Head Office up to closing time must be unopened and secured to guard against possible breaches of confidentiality. A minimum of 2 executives and other witnesses as deemed required is to be present with SCM during the opening of tenders.

8.8. LATE TENDERS, EXTENSIONS AND RECALLS

NA standard policy is that late tenders will not be accepted. However, NA does reserve the right to accept late tenders if the reasons for doing so are justified.

8.9. TENDER EVALUATIONS PLAN

The tender evaluation plan must be completed prior to the process commencing. The plan may be scaled down depending on the size, complexity and urgency of the procurement and may cover:

- The evaluation team members;
- Completion of Declarations of Interest and Confidentiality
- Evaluation process (including scoring instructions) and timeline;
- Evaluation criteria including ratings (level of importance) and weightings (ability to meet the specified criteria).

8.10. PRESENTATIONS OR SITE VISITS

It may be necessary to invite respondents to make oral presentations to expand on or clarify on the capabilities of their proposed products or services as part of the tender or evaluation process. Respondents should be informed in the tender documents whether presentations will be invited. Because a presentation is part of the evaluation it should involve those personnel who:

- Have contributed to the preparation of the tender, plan and evaluation panel; and
- Those who will be involved in providing the goods or services if the tender is successful.
- NA should treat each Respondent fairly and equitably in relation to its presentation. (For example, each should be given the same brief, and allotted the same amount of time).
- Site visits may also be required as part an exploratory or evaluation process, and these should be documented to demonstrate consistency of opportunity for suppliers.

8.11. EVALUATION PROCESS

The evaluation process forms the mechanism for determining which tender most effectively meets NA's requirements. Accordingly, the evaluation should:

- Assess and record whether a tender is valid or not based on tendering instructions and mandatory criteria set out in the tender documents;

- Address compliance with the specification, distinguishing between mandatory and desirable features;
- Require calculation of the whole-of-life cost of each tender using the same formula for all tenders;
- Identify and evaluate risks associated with each response;
- Provide a provision for reference checking if required.

Tender evaluations are to be carried out and approved by PTC. The evaluators must observe high ethical standards and must bring to the task the required specialist knowledge from technical, commercial, and as appropriate facility, clinical, biomedical, technological, and legal knowledge and experience, as well as the ability to make a balanced judgement to avoid any suggestion of bias. Refer to appendix 3.

Where appropriate, each evaluator from the specialised areas of expertise will contribute to the evaluation process, particularly the criteria required to produce a contestable evaluation of the Respondent submissions.

Where there is more than one specialised area involved in the evaluation process, each area is to be rated in terms of its contribution and impact to the overall score.

The evaluation process needs to lead to a decision. The decision could be to recommend acceptance of a particular tender/s or that no tender be accepted. Whatever the outcome, the decision must be adequately supported by documentation showing how it was reached. This will enable the decision to be defended and will provide a useful source of information for future comparable situations.

8.12. RECORD KEEPING

Procurement staff, Finance, Secretaries of Working Groups are responsible for keeping procurement related records. The complexity of the procurement will determine the nature and amount of documentation that is desirable. However, NA should keep sufficient records to:

- Demonstrate NA followed due process, gave due consideration to each offer, and observed the overall principle of equity and fairness;
- Record the outcome of meetings during the procurement process; and
- Have evidence available for audit purposes.

8.13. POST-TENDER NEGOTIATIONS & COMMUNICATIONS

Post tender negotiations are an effective risk management tool and should be applied correctly. Their primary objectives is to

- Test the understanding and underlying assumptions which have influenced a Respondent in preparing its costing; and
- Achieve cost reductions through operational refinements or enhancements.

Negotiations should not be focused solely on reducing bottom line costs. NA should ensure that

- It conducts all negotiations ethically
- It does not potentially disadvantage other Respondents by negotiating an agreement which is materially different in scope from what was proposed in the tender documents
- A negotiated agreement is sustainable and does not compromise quality; and
- Where possible, key decisions can be made at the negotiations

8.14. BRIEFING RESPONDENTS

The successful respondent/s must be notified in writing, including outlining the next steps to be taken. All suppliers who submitted a tender should then be informed of the contract award decisions.
Upon request from an unsuccessful respondent, NA is not obliged to promptly provide pertinent information concerning reason of the rejection of its tender or the relative advantage of the tender that was accepted.

Unsuccessful Respondent feedback should be limited to matters strictly relating to the tender submitted, the statement of requirement and the applications to that tender of the evaluations criteria.

8.15. CONTRACT MANAGEMENT AND TYPES OF CONTRACTS

- **Fixed price contracts** should be used when there is certainty in the scope of work. Once the contract is signed, the supplier is legally bound to complete the task within the agreed amount of money or time. Since the supplier has to complete the task within a fixed amount, they bear the risks. Generally, outsourcing and turnkey procurement contracts are signed under a fixed price contract on a deliverables basis.
- **Firm Fixed Price Contract (FFP also known as BPA)** should be used when the fee is fixed. The supplier has to complete the implementation within an agreed amount of money and time. Any cost increase due to bad performance of the supplier will be the responsibility of the supplier, who is legally bound to complete the job within the agreed amount.
- **Fixed Price with Economic Price Adjustment Contracts (FP-EPA)** should be used if the contract is multi-year long, a Fixed Price with Economic Price Adjustment Contract is used. Here a special provision in a clause, which protects the supplier from inflation or currency fluctuations.
- **Time and materials contracts** should be used when the deliverable is “labour hours” or used to hire some experts or any outside support with a specified hourly rate and stating a limit.

8.16. AUTHORITY TO ENTER INTO A CONTRACT

The CAO or CEO have the authority to enter into a contract on behalf of NA and therefore must satisfy that all relevant procurement criteria and processes have been complied with including PTC process.

All contracts for goods or services are to be documented and registered in the NA contract database.

8.17. DECISION TO AWARD A CONTRACT

Prior to the decisions to award a contract, relevant and appropriate documentation must be prepared in advance and presented to the PTC and the Board, in accordance with the delegation of Authority matrix, to allow a thorough and informed evaluation of the proposal. The Committee must be fully represented and 100% in agreement and outcomes recorded as an official minute.

In exceptional circumstances only the CEO can waive the requirement for a Purchasing Committee, subject to the limitations imposed by the Delegation of Authority Matrix.

8.18. CONTRACT DOCUMENTATION

Where possible, all goods or services must have a written contract. The contract must be in place before suppliers start to supply the goods or services, unless it is an emergency purchase.

Only the person/s with the appropriate process authority (those authorised to sign contracts on behalf of the NA) may use this document.

Procurement, in conjunction with Legal advice, where required, will prepare all contract documentation and all information pertaining to the procurement will be held in a central repository.

All contracts that provide continuity of supply for goods or services or provide a long term relationship between parties (greater than one year) must be registered with the relevant department (e.g., property leases) or with the procurement department.

8.19. Contract Period

The period must be reasonable for the business efficacy of the contract. Considerations for the period may be determined by:

- The cost of change;
- When new technology may become available;
- Where the contractor is allowed to recoup a reasonable proportion of their costs;
- Economical, technical and commercial drivers; and
- Continuity of supply.

9. EXEMPTIONS

9.1. Exemptions to Procurement Process

An exemption to a procurement process requires documentary evidence, as appropriate.

Exemptions may be given when:

- For reasons of extreme urgency brought about by events unforeseeable by NA and the goods or services could not be obtained in time using a quotation procedure, and the use of such a procedure would result in serious injury to NA and its ability to deliver services.
- There is a legal requirement or Ministry directive to use one supplier;
- There is a clear case of extreme urgency e.g. replacing critical equipment following an unexpected failure.

9.2. Exemptions to Purchase Order

An exemption to raising a Purchase Order may be considered for approval due to the nature of spend due to:

- Where a local or national emergency is declared;
- Purchases are under an existing leasing or other contract e.g., landlord leases;
- Payments to or on behalf of NA employees for salaries, fringe benefits, professional fees, travel or reimbursements
- Disbursement of funds to governmental bodies;
- Utility services whose rates or prices are fixed by regulatory processes or agencies;
- Medical services for staff;
- Payments of tuition on behalf of NA to schools, Universities, Institutions, and Instructional Platforms;
- Procurement of goods, services, or construction from a governmental body; from the federal government, or from a state or its political subdivisions e.g., fines;
- Services of attorneys employed or retained to advise, represent, or provide other legal service to NA;
- Customs duties and import and export fees;

- Mobile telephone and communications call and line rental payments (not equipment or hardware);
- Individual staff's memberships with professional bodies; and
- Petty cash reimbursements.

Exemptions are on a case-by-case basis and must be in writing and provide sufficient explanation and background to enable the request to be considered and approved by the CAO and CFO. The approved list of exemptions must be published for inter-department transparency.

Purchase orders should always be issued in advance of a delivery, even if the full cost may be unknown. Further approval from the PTC should be requested in the event of the final estimated cost exceeding that originally approved by the PTC.

10. PRODUCT REQUESTS

New requests cover additions, deletions, replacements or upgrades to existing devices where there is an impact to clinical practice, efficacy, process or patient care.
Any rationale for change must be clearly identified, including whether the request is for an addition, deletion or replacement product, and the change must be approved by the relevant executive prior to commencing any process to change and the PUF501 must be filled if required.

10.1. APPROVALS

New medical devices cannot be purchased without prior approval of the MSEWG and must undergo rigorous testing and evaluation and must promote standardisation. (Refer to PUP105 Medical Supplies and Equipment Working Group).

The MD has an authorised list of medical devices to be used in the delivery of patient care and this list cannot be deviated from, without enacting a change process. The change process involves the Medical Supplies and Equipment Working Group including inventory management, configurations of operational vehicles, system changes, staff education, finance and training.

Other departments requesting items should specify item specifications and must ensure it is as requested through the respective working group (GSWG, ITWG, etc.) to be submitted to the PTC.

10.2. LITERATURE REVIEW

A minimum of three clinical papers must be reviewed where a new medical device is directly related to patient or staff care. If less, a fuller rationale should be included along with a thorough check of the validity of the source. Part of the literature review may include certification from the proposed supplier e.g. CE approval, manufacturers certificate.

Non-clinical equipment/devices requested must be backed by a business case done by the requestor assessing scalability of products, comparing specifications in other case studies, and ensuring they meet NA business needs, where appropriate and when required by the Purchasing and Tendering Committee.

11. CHANGE METHOD

11.1. DEVICES AND EQUIPMENT

- MD approval must be sought and gained for the change or introduction of new medical devices, or services;
- CAO and CFO must provide approval to commit NA to any increases in financial commitments;
- The initiator may form a working group that includes at a minimum: Education, Operations and Supply Chain;
- The approach must be defined in advance including any reviews, field simulations, evaluations;
- Board or PTC approval must be sought in line with financial delegations;
- All outcomes must be supported by documented evidence;
- Agents or Manufacturers must advise all maintenance and service agreements for all medical devices or services and provide a manual and training on their initial introduction;
- Information Technology must provide approval for any goods or services that include hardware or software components; and
- Quality, Health & Safety (QHSE) must provide approval for any legal or Health and Safety related compliances for goods or services.

11.2. SUPPLIERS

- Any changes to supplier must seek approval from the relevant working group and go to PTC for final approval

12. PURCHASING

NA has a standard catalogue of goods or services it procures regularly through OPIQ. These are items that are ordered on a re-occurring basis (e.g. medical consumables, equipment or uniforms) by the Supply Chain department. Items that fall outside of this has to go to the working groups.

All purchases are not final until the CAO or CEO or their Delegates has approved an Oracle Purchase Order, or provided such authority, either explicit or implicit, for this to be undertaken by Supply Chain.

12.1. PURCHASE REQUISITION

A PRF must be approved by the appropriate Manager prior to submitting any request. Only the person who has signing authority for the budget noted on the requisition will sign and date the form. A separate PRF should be prepared for each supplier. Similar items from the same source can and should be grouped together on the same requisition. The PUF101 Purchase Requisition must complete the PRF in full, attaching relevant documentation, quotes etc., supporting the requisition. Procurement must verify the information submitted to ensure it complies with the purchasing process. Any deviations to process will result in declining the purchase.

12.2. RECOMMENDATIONS TO SUPPLY

NA's approach to the market is based on the principle of using a whole of life cost approach. Therefore, a Recommendation to Supply (RTS) must be completed when:

- A market process is completed, such as an RFP, where one or more suppliers have quoted for the goods or services and a recommendation is made on the preferred supplier based on set criteria.

- NA have elected to seek competition from its list of approved suppliers, and a recommendation is made on the preferred supplier based on set criteria.
- Any item requested with a value above AED 10,000 should include an RTS in the Briefing Note submitted to the PTC.

An RTS is not required in the case of sole supply. However, where competition is required based on value and strategy and the market only offers one supplier, then an Exemption to RTS process must be completed after PTC approval.

12.3. Emergency Purchasing

An emergency purchase is warranted in a situation where:

- Life or property is immediately at risk;
- NA's service delivery would be significantly impaired if it failed to respond promptly;
- Standards of public health, welfare or safety have to be re-established without delay, such as in the case of disaster relief;
- The emergency must be of a level of severity that genuinely justifies this policy being set aside; and
- In cases of extreme urgency e.g. replacing critical equipment following an unexpected failure.
- All PTC members must approve the emergency purchase
- Use only cash or company credit card
- Any emergency purchase must seek approval before commencing the purchase
  - Seek approval from the head of working group is required. Once approved, the head of working group will notify the PTC and obtain their approval
  - An email approval from the PTC members must be sent to the head of the working group cc the requestor
  - Emergency purchase will be put in the agenda in the following PTC meeting

Should this case arise then the exemption to procurement and purchasing process is enacted.

12.4. Canceled Purchase Orders

Tax invoices must be sent to NA within fourteen (14) days of delivery of Supplies. If no invoice is received within six (6) months of the Purchase Order issue date or delivery of goods or services completed, whichever comes first, then the Purchase Order will be deemed cancelled.

Procurement will reconcile with Finance every six months to ensure all purchased orders comply with policy and are closed in the Oracle and OpIQ systems.

Any deliveries short of the original order will be accepted within 14 days or the time specified in the contract with the supplier or within the time mutually agreed with the supplier. Thereafter, the order may be cancelled with information to the supplier and a new order issued to an alternate supplier.

Cancellation of purchase orders are to be initiated by the requester who must send an official email to Procurement stating the reason. Procurement will then raise the cancellation via the Oracle system for relevant approvals and information to the related parties.

13. SUPPLIER MANAGEMENT

13.1. New Supplier Process

Before the decision is made to engage a supplier, requestor/ procurement must first check if an approved supplier can meet the requirements and offer the goods or services at a competitive price. Where this is not possible, adequate steps must be taken to ensure the supplier's suitability, the results of which must be documented and submitted to the relevant working group

Selection criteria for new suppliers include, but is not limited to:

- Ability to meet specified requirements;
- Competitive price and value for money;
- Whole of life costs;
- Declared and or demonstrated quality standards which will be specific to the product and/or service;
- Fulfilment of all legal requirements to provide goods and offer services in the UAE and not under any type of sanctions by a third party; and
- Supplier's past performance/references.

All approved suppliers must complete the Supplier Registration process and supporting documentation filed with procurement that may include;

- Trade licences;
- VAT registration certificates, if applicable;
- Quality certificates or qualifications; and
- Licences to carry out the required works.

In the case of "one off" purchases, the supplier registration process is still mandatory for goods or services. Such purchases should still be approved by the PTC.

13.2. Monitoring Supplier Performance

In order to ensure suppliers are able to continuously provide consistent and conforming products and services, Procurement in collaboration with the managing department must engage in supplier monitoring and re-evaluation.

A semi - annual review of key suppliers should be undertaken, recorded and outcomes documented using but not limited to, six assessment factors:

- Product quality;
- On time delivery performance against agreed delivery lead times;
- Percentage of incoming rejects (delivery accuracy);
- Service Quality (against agreed SLAs if any);
- Accessibility and responsiveness of account management; and
- Costs are maintained or reduced.

Procurement must keep a database of all approved suppliers and their registrations.

13.3. Renewing the Contract (Contract Roll-over)

Before the decision is made to renew or roll-over a contract, the current contract must be reviewed and evaluated to assess how well the objectives of the contract have been achieved, and determine where any improvements can be made.

Existing contracts should be re-examined annually to ensure value for money is achieved. The effectiveness and efficiency of the contractual arrangement and the performance of a supplier must be evaluated. Proper approvals should be obtained from the relevant Working Groups and PTC.

14.AUDIT & COMPLIANCE

Adequate documentation of all key sourcing decisions and process must be maintained by Supply Chain to enable NA to be able to demonstrate their integrity and fairness. Documentation should include, but is not limited to:

- Sourcing documentation (RFP, RFQ etc.)
- Evaluation criteria and outcome
- Respondent responses
- Supplier References
- Site Visit Reports
- Recommendation to Supply
- Briefing Note
- Acceptance/Decline Letter
- Contract documentation
- Purchase Order
- PTC Meetings

Audits should be undertaken by the QHSE department at least annually to ensure NA remains compliant with its policy.

14.1. Due Diligence

Due diligence must be undertaken in situations where the nature of purchase is significant, complex and unique or the failure of quality performance would have a high profile with key stakeholders. Special care must be taken to avoid inadvertently creating a contractual obligation during the due diligence process. The CAO must be informed if due diligence is considered. Due diligence clause must be included in the contracts with suppliers.

15.RELEVANT LEGISLATION

International, federal or local legislation and circulars relevant to this Policy. Full detail on this legislation can be found in QHP109 Legal Register.

Code, Name of Legislation	Jurisdiction
Code, Name of Legislation, Year here	Jurisdiction here

16.RELATED POLICIES AND FORMS

List related policies and procedures to the created/updated policy.

Policy & Procedure /Form
COF104 Briefing Note
PUF101 Purchase Requisition
PUF103 Recommendation to Supply
PUF 107 Exemptions to Procurement Process
PUF108 Medical Device Introduction
PUF102 Purchase Order
PUF106 Purchasing Terms and Conditions
PUF104 Selected Supplier List
PUF203 Supplier Performance Form
PUF105 Supplier Registration Form
PUF203 Supplier Performance Form
PUP101 Procurement and Tendering Committee Terms of Reference

COP415 General Goods and Services Working Group TOR
PUP105 Medical Supplies and Equipment Working Group
ITP117 Information Technology Working Group
QHP211 Contractor QHSE Management Policy and Procedure

17. FEEDBACK

Any feedback or suggestions for improvement to this Policy, Processes or Procedures can be submitted to qhse@nationalambulance.ae

18. DOCUMENT CONTROL AND OWNERSHIP

A review and update of this document will take place as necessary, when changes occur that identify the need to revise this Policy such as changes in roles and responsibilities, release of new legislative or technical guidance, or identification of a new policy area.

This document ownership for editing is identified as:

- Supply Chain Manager

This controlled document is managed / overseen by Procurement and Tendering Committee.

Version No.	Date	Change
3	January 2014	Update financial limit; 'Preferred Supplier' to 'Selected Supplier; Submit briefing note for incidental purchase
4	October 2014	Update Template
5	August 2015	Significant update
6	September 2016	Update in relation to rules supporting new and revised processes
7	August 2017	Update to clauses to reflect quality initiatives by National Ambulance General Review And Inclusion Of Quality Provisions, Such As The Requirement For NA Suppliers To Declare Conformity With The ISO Standards(clause 7.8)The Inclusion of QHSE Commitments As Part Of National Ambulance Procurement Principles(clause 2) and criteria For The Selection Of New Suppliers(clause11.1)

8	November 2020	Review by the SCM, CAO, CFO, MD, PM to update the policy, with specific inclusion of matters related to the Procurement and Tendering Committee ('PTC'). Items were also updated based on internal title changes and those external to NA. - Added "sustainability" under section 2 Principles - Added "Delegation of Authority matrix" under section 4 Authority - Added "briefing note", "Blanket Purchase Agreement", "CFO", "ITWG, GSWG, MSEWG, PTC", "EOI", "Petty cash" to Section 5 Definitions - Added "MD, CFO, SCM, Procurement officer, ITWG, GSWG, MSEWG, PTC, PTC Secretary" to Section 6 Roles & Responsibilities - Table under 7.1 changed from type of purchase & financial limitations to type of procurement & authority - Reference to FIP102 added under 7.1 - APP replaced by BPA & "forecast procurements subject to change or cancellation by SCM are to be submitted to PTC for approval" & "BPA must be planned with the annual budget exercise with Finance". - Added to section 7.5 "all suppliers must sign a NDA" - Added to section 7.6 "all involved in supply chain process should complete Form COP148 Conflict of Interest Declaration" - Added to section 7.8 "Follow QHP211 Contractor QHSE Management Policy" - Added to section 8.1 "minimum 3 quotations" and "decision is subject to final review and approval of PTC" - Changed 8.6 Expression of Interest definition - Added to section 8.7 "minimum of 2 executives required with SCM to open tenders" - Added to section 8.15 "Tender evaluations to be carried out & approved by PTC" - Added to section 8.12 "Procurement staff, Finance, Secretaries of working groups" - Added to section 8.17 "Decision to award contract must be presented to PTC" & CEO waiver "subject to delegation of authority matrix" - Removed from "Exemptions to Purchase Order" "Executive Search Firms" & added "Petty Cash reimbursements", & "PO to be issued in advance of delivery & any change to final cost must be approved by PTC". - Added MSEWG under "Product Requests" for new medical devices - Added to "Literature Review" "Non-clinical equipment /devices must be backed by business case" - Added to "RTS" "Any item requested with value of above AED 10,000 should include RTS in Briefing Note for PTC" - Added PTC approval process for Emergency Purchasing - Addition of "Cancelled Purchase Orders" process - Added VAT registration certificate to New Supplier process requirements - Added to Audit and Compliance "PTC meetings"; audits to be undertaken at least annually

APPENDIX 1 WORKING GROUPS

Scope

Any purchase that will go for any working group, including Medical Supplies and Equipment Working Group (MSWG), IT Working Group (ITWG), General Goods and Services Working Group (GSWG), and Purchasing and Tendering Committee (PTC).

Roles and Responsibilities

Purchasing and Tendering Committee: Final approving authority for purchase requests raised by working groups

Medical Supplies and Equipment Working Group: Research, review, and approve purchases related to medical consumable, medical equipment, and drugs and raising approved purchases to PTC

IT Working Group: Research, review, and approve purchases related to electrical devices, software, and applications and raising approved purchases to PTC

General Goods and Services Working Group: Research, review, and approve purchases that don't fall under MSWG and ITWG and raising approved purchases to PTC

Procedure

1. Requestor obtains three quotations or requests procurement team to obtain three quotations for the wanted purchase
2. Requestor fill up PUF101 Purchase Requisition and obtain the approval of the line manager
3. Submit the approved form with the three quotations to the working group secretary (briefing note to be submitted if the purchase is >10,000AED or if requested)
4. Wait for the working group's secretary update and follow the Working Group Terms of Reference

APPENDIX 2 BLANKET PURCHASE AGREEMENT

Scope

A blanket purchase agreement (BPA) plan is a rolling list of procurements that are planned to be initiated within the next 12 months.

Roles and Responsibilities

Supply Chain Manager – Provide head of departments with the necessary information needed to determine the items and quantity needed for the BPA. Information may include consumption history, forecast reports, inventory reports, suppliers' evaluation, etc. SCM is also responsible to coordinate, review, and provide recommendations to the head of departments and CAO.

Medical Director – Reviewing and approving all medical consumables, medical equipment, and drugs that are included in the proposed blanket purchase agreement.

CAO - Reviewing and approving the items included in the proposed blanket purchase agreement.

PTC – Reviewing and approving the items included in the proposed blanket purchase agreement. Review and approving suppliers as a part of the tendering process.

Procedure

- Before the tendering process
  1. 3 months before the end of the year, SCM will:
     - review active items and suppliers
     - review history of items consumption
     - review the current inventory
     - review the supplier evaluation/performance
  2. SCM provide list of medical consumables, equipment, and drugs to the Medical Director for review and approval
  3. SCM provides list of items to head of departments for review and approval, followed by the CAO.
  4. SCM, with CAO oversight, will add a 20%-30% buffer on the reviewed proposed items (the exact buffer percentage will be decided based on the criticality of the item)
  5. SCM provides the proposed items list to PTC for their review and approval
  6. Once the list is approved by PTC, the tendering process starts in line with the delegation of authority matrix. Refer to appendix 3 for tendering process

- After the tendering process

  1. SCM submits the proposed items list to the PTC for their review and approval.
  2. Once approved, the BPA is released, and contract created

Terms and Conditions

1. In case the supplier did not meet the agreement, follow section 11. Change Method for change of supplier procedure

APPENDIX 3 TENDERING PROCESS

Scope

Approving suppliers required for BPA and other purchases.

Roles and Responsibilities

SCM: Reviewing and recommending suppliers to the PTC

PTC: Reviewing and approving suppliers

Executives: oversight the tendering process

Procedure

1- SCM initiates the tendering process
2- CFO decides whether a closed or open tender should be used
3- SCM will start the tender
4- Tender proposals will be placed in a locked box
5- Opening proposals will have to be done with the presence of 2 executives and SCM.
6- SCM will analyse the proposal and compile them into one document to be submitted to the PTC within 2 weeks and will decide the need of specialist presence during the PTC
7- PTC will review the proposals and make decisions accordingly