



Vendor Management Guideline

Created by:

Procurement & Warehouse Management Department

Created on:

29th July 2019

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Record of revisions

#	Revision Approval Date	Version	Revisions made	Page number	Approved by
1	29 th July 2019	1.0	Initial Document	-	Management Board
2	20 th October 2020	1.1	Revision to the Vendor Registration Application form.	-	Management Board
3	18 th April 2023	2.0	Incorporation of Vendors' code of conduct to the Vendor Policy.	1-10	Management Board
4	1 st April 2023	2.1	Revision to the format due to rebranding	1-17	SM
5	18 th January 2024	2.2	Revision to the format of the document due to reinstating title to HDC.	1-17	SM
6	17 th February 2025	3.0	Revision to the whole document	-	Deputy Managing Director

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1. Purpose

The objective of this guideline is to establish effective measures for vendor management, evaluate and monitor vendor performance, and uphold the highest ethical standards in all procurement activities across the organization.

2. Scope

The guideline is applicable to all vendors engaged with the Housing Development Corporation, and to all employees responsible for vendor registration, management, and performance evaluation on behalf of the Corporation. The document serves as a guideline for conducting vendor registration and management activities and uphold procurement practices in accordance with organizational goals and standards.

3. Terms & Definitions

Vendor: Bidder, Supplier, Service Providers, and Contractors of the Housing Development Corporation

ERP / NAV: Software used for procurement of goods, services, and projects

PR: Purchase Requisition

RFQ: Request for Quotation

RFP: Request for Proposal

POC: Purchase Order Confirmation

WOC: Work Order Confirmation

HDC: Housing Development Corporation

4. References

- Procurement Policy (PRW-2021-POL001)
- New Vendor Registration and Rating Procedure (PWM-2024-PRC-010)
- Existing Vendor Performance Evaluation (PWM-2024-PRC-006)

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5. Guideline Details

5.1 Vendor Rating

5.1.1 Vendor Registration

- 5.1.1.1 The vendor rating guide for vendor registration is developed to rate vendors based on credit limit, credit period, and proposed delivery terms at the time of registration. Upon approval of the vendor application, supplier and service providers will be assessed and rated in accordance with section 5.1.1 'Vendor Registration'.
- 5.1.1.2 The performance of suppliers and service providers, and contractors will be evaluated under sections 5.1.2 'Supplier Performance Evaluation', 5.1.3 'Service Provider Performance Evaluation', and 5.1.4 'Contractor Performance Evaluation', respectively, to ensure that all prospective vendors have a fair, transparent, and equal opportunity in all business transactions with our corporation.
- 5.1.1.3 A rating of 100 (base value) will be awarded to each supplier and service provider upon completion of registration, and all the scores shall be reset at the beginning of each year (1st January).
- 5.1.1.4 A rating of 100 (base value) will be awarded to each contractor upon completion of registration, and all the scores shall be reset every 5 years (1st January, starting from 1st January 2025).
- 5.1.1.5 Housing Development Corporation reserves the right to blacklist a vendor if the overall score reduces to 30 marks and if the overall score reduces to 50 marks, or below the vendor will be given a written notice to improve in accordance with the respective Purchase Order and vendor registration application. The overall includes the vendor rating score and performance evaluation score.

1. Credit Limit	Marks
A credit limit of not less than MVR 100,000.00 is offered by the vendor	10
For each additional credit limit of MVR 100,000.00 offered by the vendor	05
Maximum marks allocated for credit limit even if the vendor offers a credit limit of more than MVR 500,000.00	30

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2. Credit Period / Term	Marks
If the Credit period of not less than 30 days are offered by the vendor	10
For each additional credit period of 30 days offered by the vendor	05
Maximum marks are allocated for credit period even if the vendor offers credit limit more than 150 days.	30

3. Delivery	Marks
If the vendor can deliver the service/products to the site or the warehouse of the Housing Development Corporation	05
If the vendor agrees to accommodate urgent requests without the Purchase Orders	05
For every additional day offered for acceptance of return of goods besides the default 03 days, vendors will be awarded marks per day	02
Maximum marks allocated for acceptance of return of goods, even if the vendor offers more than 5 days	10

The highest score a vendor can obtain at the time of registration	180
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5.1.1.6 All vendors are advised to submit the most recent supporting documents whenever necessary, enabling HDC to maintain an updated database. Vendor rating will be utilized in the selection of vendors for the process of request for quotation (RFQ) based on the value of the purchase request.

- a) For standard requests for a quotation all registered vendors in the respective category will be utilized
- b) For Urgent/special/specific cases the following table will be used as a guideline

Category	Amount [Estimated Budget]	Minimum Points to Qualify for RFQ
1	Below 5,000.00	50+
2	5,001 to 49,999.99	70+
3	50,000 to 249,999.99	90+
4	250,000 to 449,999.99	110+
5	450,000 to 999,999.99	130+
6	1,000,000 to 2,999,999.99	140+
7	Above 3,000,000.00	160+

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5.1.2 Supplier Performance Evaluation

SUPPLIER PERFORMANCE EVALUATION

5.1.2.1 The purpose of this guideline is to set performance evaluation indicators to analyze and evaluate the performance of the product supplied by the vendor.

5.1.2.2 Purchases can be any type of strategic outsourcing of tangible and intangible goods which includes but not limited to; Computer Systems, Construction Materials, Equipment, Consumables, Electronics, Vehicles, Vessels, Fuel / Lubricants, Software...etc.

5.1.2.3 The supplier shall be evaluated in accordance with the inspection reports, Purchase Order / POC, and Contracts. Any deduction of marks shall be justified with necessary details in the overall comments section of the evaluation form.

1. Delivery	Marks
	Awarded
Delivery on time in accordance with the delivery terms in PO	05.00
Marks shall be deducted per day for delivery delays occurring after the agreed delivery deadline, excluding days covered by delivery extensions.	-01.00
If the vendor delivers the goods without the PO	05.00
If the delivery period is specified in calendar days in the PO/POC, which is including public holidays.	

2. Delivered to requested Site/Store	Marks
	Awarded
Delivered to requested Site/Store	05.00
Other delivery options	00.00
Partial deliveries will be considered as pending deliveries, and marks shall be given after the delivery is completed.	

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3. Product/Item specification	Marks
	Awarded
Product/Item specification as per the requirement in the PO	05.00
Request to improve the product/item specification in accordance with the terms in PO, marks shall be deducted per request/incident.	-02.00
Rejection of the entire order/PO if the product/item does not meet the specification of the PO	-05.00
Partial rejection of the order will still be considered as a failure to meet the requirements of PO, subsequent to marks deduction per incident. Rejection of any item / entire order due to any reason shall be justified by the requesting department via email and any rejected product/item shall be returned to the supplier.	

4. Appropriate Packing	Marks
	Awarded
The order is appropriately packed	03.00
The packaging of the order is unacceptable or poorly packed	-03.00
If any box/package from the order is unacceptable the supplier will receive (-02.50) marks.	

5. Accept returns upon request from HDC	Marks
	Awarded
The supplier accepts returns upon request from HDC	03.00
Marks shall not be deducted if the supplier refuses to accept the returns.	00.00

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6. Communication and Responsiveness	Marks
	Awarded
The supplier was easy to communicate with and is reliable	03.00
The supplier was able to properly address HDC's concerns and inquiries or provide a solution.	03.00
Unable to contact and communicate with the supplier in any event	-03.00
Unable to adequately respond to HDC's concerns and queries or offer a solution	-03.00
If no inquiries or concerns were raised during the communication/engagement with the supplier, the supplier shall receive 02.50 marks.	

7. Vendor-supplied product/item without a Purchase Order	Marks
	Awarded
Vendor-supplied product/item without a Purchase Order for an urgent request/requirement.	3.00

8. Cancellation of approved PO	Marks Awarded
Cancellation of an approved PO for any reason specified in the performance evaluation form	-30.00
Or Rejection of approved PO by the vendor for any reason.	

The highest score a supplier can obtain for each POC / Purchase Order	30.00
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5.1.3 Service Provider's Performance Evaluation

SERVICE PROVIDER'S PERFORMANCE EVALUATION

5.1.3.1 The purpose of this guideline is to set performance evaluation indicators to analyze and assess the performance of the service provided by the vendor.

5.1.3.2 Services are any type of strategic outsourcing of labor which includes but not limited to; Security, Cleaning, Installation, Aftersales, Clearance, Consultancy, Insurance, Training/ Workshops, Research/ Market Study, Property Valuation ...etc.

5.1.3.3 The service provider shall be evaluated in accordance with the monthly reports, inspection reports, POC, WOC, and Contracts.

1. Delivery	Marks Deducted	Max. Marks Awarded
<ul style="list-style-type: none"> - Delivery of Service in accordance with the timeline and schedule - Delivery can be assessed for the services such as cleaning and security in reference to the daily routine works and attendance /time - Marks shall be deducted per day/per incident for any deliveries completed after the specified delivery date. 	-01.00 (deducted per day/per incident) -05.00 (Maximum deductible amount)	05.00
<ul style="list-style-type: none"> - Submission of reports, documents, approvals, permits, and licenses before the delivery deadline - Marks shall be deducted per day for delays in the submission of reports, documents, approvals, permits, and licenses 	-01.00 (deducted per day/per incident)	05.00

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	-05.00 (Maximum deductible amount)	
*Partial submissions will be considered as an incomplete submission, and the vendor shall be evaluated once the service is completed.		

2. Quality of services	Marks Deducted	Max. Marks Awarded
Overall deliverables in accordance with the scope and requirement of the POC/contract	-01.00 (deducted per day/per incident) -05.00 (Maximum deductible amount)	05.00
Quality and Consistency of service and work	-01.00 (deducted per day/per incident) -05.00 (Maximum deductible amount)	05.00
Management and Supervision of works and services	-01.00 (deducted per day/per incident) -05.00 (Maximum deductible amount)	05.00
Staff availability and professionalism	-01.00 (deducted per day/per incident) -05.00 (Maximum deductible amount)	05.00

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3. Reliability and Communication	Marks Deducted	Max. Marks
		Awarded
Service updates, issues, and concerns were communicated to HDC	-01.00 (deducted per day/per incident) -05.00 (Maximum deductible amount)	05.00
The Service Provider's ability to provide a prompt solution to concerns reported throughout the servicer period and incidents were attended in a timely manner	-01.00 (deducted per day/per incident) -05.00 (Maximum deductible amount)	05.00

The highest score a service provider can obtain for each Contract / POC / PO /WOC 40.00

Scoring Interpretation Table – Service Provider's	
Weighted Score	Performance
<20	Poor
20-25	Satisfactory
25-35	Good
>35	Excellent
Positive reference letters will not be issued to service providers with performance scores less than 20.00.	

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5.1.4 Contractor Performance Evaluation

5.1.4.1 The purpose of this evaluation is to assess the contractor's performance throughout the project based on the criteria listed below.

5.1.4.2 The contractor shall be evaluated in accordance with the inspection reports, Purchase Order / POC, and Contracts. Any deduction of marks shall be justified with necessary details in the remark's section/s of the evaluation form.

5.1.4.3 **Contractor Performance Evaluation Guide:**

#	Evaluation Aspect	What to Refer?	How to Measure?	Marks
1	Time & Duration			
1.1	Completion of milestones within the approved timeframes	<ul style="list-style-type: none"> • Project schedule • Monthly reports 	To be evaluated based on the actual project completion duration On schedule (Inc EOT) Behind schedule (Inc LD)	2 0
1.2	Timely submission of Project related schedules, design, material approvals, reports & documents.	<ul style="list-style-type: none"> • Project schedule • Drawings • Material approval • Reports 	To be evaluated based on timely submission of documents On time Submission Delayed Submission Incomplete Submission	2 1 0

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2	Quality of Work & Competence			
2.1	Ability to deliver work in required quality in first attempt.	<ul style="list-style-type: none"> • Site Inspection rejections • RFIs 	To be evaluated based on the percentage of site inspections rejected (Site inspection rejection rate) RFI rejection rate <5% RFI rejection rate 5-15% RFI rejection rate >15%	2 1 0
2.2	Contractor's effectiveness in rectifying the issues highlighted	<ul style="list-style-type: none"> • Site Instructions • RFIs 	To be evaluated based on average number of days taken for rectification of highlighted issues Closed in 1-2 day Closed in 2-7 days Closed after 7 days	2 1 0
2.3	Did Contractor implement & follow a Quality Management System	<ul style="list-style-type: none"> • Correspondence • Submissions • QMS program 	To be evaluated based on the adherence to the submitted quality management system Implemented Not Implemented	2 0

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2.4	Did the Contractor provide an adequate number of qualified personnel?	<ul style="list-style-type: none"> • Manpower • Qualification 	<p>To be evaluated based on the adequacy and qualification of the contractor's team.</p> <p>Exceeds requirements</p> <p>Meets requirements</p> <p>Below requirements</p>	<p>2</p> <p>1</p> <p>0</p>
3	Communication & Co-operation			
3.1	Did the Contractor consistently and clearly communicate project status and issues within the required time frame?	<ul style="list-style-type: none"> • Monthly reports • Weekly reports • DPRs • RFIs • Notices • Correspondences 	<p>To be evaluated based on the timings & ease of communications</p> <p>Always clear & on time</p> <p>Mostly clear & on time</p> <p>Below requirements</p>	<p>2</p> <p>1</p> <p>0</p>
3.2	Did the Contractor respond to questions or concerns raised by the Project	<ul style="list-style-type: none"> • Letters • Emails • Site Instructions 	<p>To be evaluated based on the nature of clarification submitted & timing of response</p>	
	Manager in a concise and efficient manner?		<p>Always clarified effectively</p> <p>Needed further clarifications</p>	<p>2</p> <p>1</p>

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			Always requires clarification	0
4	Non-Technical Compliance			
4.1	Compliance to Health, Safety & Security obligations at the work place	<ul style="list-style-type: none"> • Incident reports • NCRs • Local Authority Notices 	To be evaluated based on the number of occurrences of major incidents No incidents occurred Incidents occurred 1-2 Incidents occurred >2	 2 1 0
4.2	Abiding Law & Regulations	<ul style="list-style-type: none"> • Incident reports • NCRs • Local Authority Notices 	To be evaluated based on the number of occurrences of major incidents No incidents occurred Incidents occurred 1-2 Incidents occurred >2	 2 1 0

#	Performance Category	Max Score	Weightage
1	Time & Duration	4	30%
2	Quality of Work & Competence	8	40%
3	Communication & Cooperation	4	20%
4	Non-Technical Compliance	4	10%
Total		20	100

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Scoring Interpretation Table for contractor performance evaluation

Weighted Score (%)	Performance	Effect on the overall score
<70	Poor	(-)15
70-95	Satisfactory	(+)5
>95	Excellent	(+)10



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5.2 Blacklisting of Vendor

5.2.1 The purpose of the blacklisting procedure is to limit any fraudulent, unethical, or incompetent commercial dealing, and to ensure the involvement of reliable and honest vendors. The procedure is applicable to all employees, bidders, suppliers, service providers, and contractors of the Corporation.

5.2.2 Housing Development Corporation has the authority to blacklist any vendor who does not comply with clause 5.2.4, Grounds of blacklisting, and 5.3 Vendor Code of Conduct for a period of 1 (one) calendar year.

5.2.3 A vendor who is blacklisted, as well as any person or entity associated with a blacklisted vendor, is not allowed to participate in any procurement activities of the Housing Development Corporation during the blacklisted period.

5.2.4 Grounds of Blacklisting

5.2.4.1 If a bidder / supplier / service provider / contractor is implicated in any of the following misconducts or irregularities, the Housing Development Corporation reserves the right to blacklist the vendor and bar the vendor from future business dealings with the Corporation for a period of one year.

a) Competitive Bidding / RFP / RFQ Stage

1. Submission of false / forged / fabricated / unauthorized documents.
2. Unauthorized use of one's name, or owned name for purpose of participating in any procurement activity.
3. Withdrawal of a quotation / proposal / bid or refusal to accept the letter of award / Purchase Order or enter into a contract.
4. Any unsolicited attempt by a bidder / supplier / service provider / contractor to unduly influence a decision at any level of the procurement process.
5. Failure to comply with 5.3 Vendor Code of Conduct.

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b) PO / POC / WOC / Contract Implementation Stage – Termination of a contract for the reason/s stated below:

1. Failure to commence the work within the stipulated time period.
2. Failure by the supplier/service provider/contractor to comply with the obligations, terms, and conditions indicated in the PO / POC / WOC / Contract.
3. Failure to complete the work/service/project, or deliver the goods as per the delivery terms.

5.2.5 The vendor and its, representatives, directors, and shareholders shall not be engaged in any fraud practice or any allegation of corruption/misappropriation and shall not be a blacklisted vendor of our corporation or have any pending threatened litigations.

5.2.6 Housing Development Corporation reserves the right to blacklist a vendor if the overall score reduces to 30 (Including the vendor rating score and performance evaluation score).



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5.3 Vendor Code of Conduct

5.3.1 Housing Development Corporation Ltd. is strongly committed in observing the highest ethical standards in all its procurement activities. As such, this Code of Conduct for vendors has been prepared to provide clear summary of the Corporation's expectation from the vendors in all procurement dealings. Transparency and accountability should be strictly adhered to in all procurement activities.

5.3.2 The Corporations procurement ethics focuses on zero tolerance on corruption, avoiding any forms of conflict of interest, and honest representation of the vendor's capabilities.

5.3.3 Vendors are strongly advised to familiarize themselves with this Code of Conduct to ensure a successful working relationship with the corporation.

5.3.4 The Corporation reserves the right to review, suspend or, under the appropriate circumstances, terminate any and all of its contractual relationships with a Vendor that is found to be in breach of this Code.

5.3.5 The Corporation accepts the vendor to:

1. **Obey the Law** | We expect our vendors to share our commitment in following the law of the Government of the Maldives.
 - a) Know and follow the laws that apply to you and the business
 - b) Treat legal requirements as a minimum standard
2. **Conduct business with integrity** | We believe all business relationships must be based on trust, transparency, and mutual accountability;
 - a) Compete fairly and ethically for the corporation's business
 - b) Never offer or accept bribes, kickbacks, inappropriate gifts or hospitality, or other improper incentives in connection with the corporation's businesses or anyone associated with the corporation.

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- c) Avoid any conflict of interest relating to financial interests or other arrangements with our employees that may be considered inappropriate.
- d) Uphold the same values and principles in this code even when dealing with your own suppliers.

3. **Keep accurate and honest records** | we expect our vendors to maintain accurate and honest records. This helps us make responsible business decisions and disclose truthful and timely information to our stakeholders.

- a) Keep up-to date records that reflect all transactions in an accurate and transparent way.
- b) Employ the proper quality audit and compliance procedures, and perform annual audits.
- c) Disclose, on request, the location of facilities and known origins of materials to enable traceability.

4. **Honour business obligations** | We work with vendors who share our desire to build productive business relationships. This requires honest communication, mutual respect, and delivering on commitments.

- a) Share our commitment to conducting businesses honestly and transparently.
- b) Honour business obligations, and manage unanticipated events in a proactive, timely, and transparent manner.

5. **Treat people with dignity and respect** | We expect our vendors to stand with us in prioritizing the safety, well-being, and dignity of all individuals, whose talents and hard work help us deliver our products and services.

- a) Provide safe and healthy working conditions at all of their operations.

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- b) Never use or tolerate the use of human trafficking, forced labour, or child labour as defined by the International Labour Organization (ILO).
- c) Human trafficking, forced labor, or child labor, as defined by the International Labor Organization (ILO), should never be used or tolerated.
- d) Foster an inclusive work environment that is free from harassment and discrimination.
- e) Respect employees' rights to organize and negotiate collectively.
- f) Meet or exceed all legal requirements for compensation and working conditions.

6. **Protect the corporation's information, assets, and interests** | we expect our Vendors to protect the corporation's reputation and any information or property we entrust to them.

- a) Protect any of the corporation's confidential information to which they have access, including its intellectual property, trade secrets, or financial information.
- b) Safeguard any property belonging to the corporation's while under their control.
- c) Avoid any situations that may adversely affect our business interests or reputation.

- 7. Provide safe, comfortable and healthy working conditions for your employees.
- 8. Ensure that all forms of work in any part of your supply chain associated with the corporation's purchases, services projects and contracts are voluntary, safe and fair. Workers' rights should be protected throughout our supply chain, including any forced, illegal, or child labour.
- 9. Place the necessary controls to prevent all forms of bribery and corruption, and to encourage ethical behavior among your employees.

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10. The Corporation guarantees prompt payment to all vendors whom it conducts businesses with. As signatories of the prompt payment code, we are committed to paying our vendors within 30 days, or the terms stipulated in the POC / WOC / agreements, and we expect the vendor to do the same, reinforcing this throughout the supply chain.
11. Minimize negative impacts to the natural environment when undertaking activities on behalf of the corporation, and where possible take advantage of opportunities to enhance your environmental performance including: biodiversity, waste, energy and associated carbon emissions.
12. Vendors working directly on our sites should comply with the laws of the Republic of Maldives. [Maldivian Law shall mean and refer to all the Laws and Regulations having the force of law in the Maldives, and enforced or ought to be enforced as such in the appropriate Courts in the Maldives. It shall also include all amendments made to those Laws and Regulations.]

5.3.6 Sanctions

5.3.6.1 Breach of the Code of Conduct may result in actions being invoked against such vendors, in addition to any contractual or legal actions. The actions applied will depend on the nature and seriousness of the breach and on the degree of commitment shown by the supplier in breach to its obligations under the Code of Conduct. The range of actions available to be imposed on the supplier includes but is not restricted to the following:

- a) Formal warnings – Continued non-compliance will lead to more severe actions.
- b) Disclosure of the nature of breach to all the corporation subsidiaries and associate companies.
- c) Immediate termination of contract, without recourse.

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6. Roles & Responsibilities

The overall responsibility of this guideline lies with the HOD of Procurement Management. Individual responsibilities are given/assigned by the HOD for each process.

7. Review

The policy owner shall review this policy document once every 2 years, or when necessary, to ensure relevance, accuracy, and fitness for purpose. Revisions shall be brought, if and when necessary.

8. Annexures

- Supplier Performance Evaluation Form (PWM-2024-FRM-014)
- Service Provider Evaluation Form (PWM-2024-FRM-013)
- Contractor Performance Evaluation Form (PWM-2024-FRM-015)

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Reviewed by

#	Name	Designation	Department	Date	Sign
1	Fathimath Nihaya	Director	Procurement & Warehouse Management	17.02.2025	

Approved by

#	Name	Designation	Department	Date	Sign
1	Fayaz Mansoor	Deputy Managing Director	Executive Bureau	17.02.2025	