



Governance Policy

Organization of literacy support for independent Afghanistan

2025

OLSIA’S GOVERNANCE POLICY

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Policy Update

To provide flexibility and operate within this policy, the Governance policies and procedures in this manual are subject to review and updates on regular basis. The changes in size and complexity and implementation of new systems and procedures are subject to changes in regulations and the existed processes or policies of OLSIA will need to be modified accordingly. Added this, it's important that any best practices or 'lessons learned' are regularly incorporated into the policies and procedures for continual process improvements. Any changes and updates will be incorporated in this manual on annual basis and will be effective for implementation after the approval of the OLSIA board.

Policy Implementation

For implementation, OLSIA believes that all board members receive access to the policy and procedures of the organization, so the benefits of the structure that the document creates can be realized. In due course, the OLSIA board has a fiduciary duty to the organization to ensure that its board is managed and responsibilities are placed appropriately.

Acknowledgements

This policy has been reviewed by OLSIA board members, on Jan 2024. their enthusiasm, knowledge, mentorship and exacting attention to detail have been an inspiration and kept this work on track from the first planning phase to the final draft of this policy. We acknowledge that the policy has been developed to frame the work scope of the OLSIA overall personnel and HR team using Afghan government labor law, different books, texts and other online sources. The final design, proofread, edit and addition of technical work to this policy manual is the creative work of Ms. Parwin Ahmadi. Finally, it is with true pleasure to acknowledge the contributions of OLSIA Finance Manager, Mr. Zabihullah Betani, who have read every part of this document and the responses that has generated with a combination of compassion and criticism that only they could muster to enrich this policy.

Policy Orientation

The purpose of this policy is to provide efficient human resources management, recruiting, selecting and overseeing human resources, and the alignment of HR steps with the overall mission of the organization. This manual includes policies and rules that govern the HR activities and align with the overall goals of the organization that are written with enough clarity to be understood by individuals throughout the organization. It is important that all OLSIA staff understand the policies and procedures adopted in this manual. To effectuate, HR head is responsible to conduct an orientation about the policy and all the updates and changes incorporated in this manual.

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Board Approval

The board of director of OLSIA, by resolution duly adopted by unanimous vote at a meeting duly called and held and not subsequently rescinded or modified in any way, has duly determined that this policy is workable and fair to and in the best interests of OLSIA, the board, approve this policy, recommended for use and directed that the amendment be submitted for consideration by OLSIA board members and ED at the OLSIA board meeting.

Each member of the board agrees to perform such further acts and execute such further documents as are necessary to effectuate the purposes hereof. This policy manual shall be understood and enforce in accordance with and governed by the laws of the government of Afghanistan.

The OLSIA Board Approval constitutes approval of this policy manual undersigned.

Abdul Qaum Almas

Signature

Fazal Rabani

Signature

Abdul Jabar Ameri

Signature

Farhad Naderi

Signature

Haroon Ahmadi

Signature



OLSIA'S GOVERNANCE POLICY

Introduction

OLSIA board policy manual frameworks the role and responsibilities, code of conduct, values, strategies and procedures incorporated to influence decisions. The board is accountable for the OLSIA's success or failure and it measures the progress of the organization against the goals laid out in the strategic and operational plan. The board also measures the performance of OLSIA's executive director and itself in assisting and supporting the organization in a consistent and positive way throughout the year.

This manual also outlines the values and principles expected from the directors in common set of doing business as accountability and use of resources to board, donor, legal authorities and employees - transparency and opening leadership and timely disclosure of financial situation, stewardship and governance - fairness and protecting stakeholders' rights and treat all stakeholders equitably - recognizing stakeholders' rights, encouraging cooperation in meeting OLSIA goals - ensure leadership is capable, responsible, representative, conscious of its obligations, and ensuring effectiveness and efficiency in the use of resources and in getting results.

Moreover, the board regularly reviews OLSIA's policies and procedures on how it does business and manages its financial affairs. An audit and finance committee has been established and this task has been delegated accordingly.

OLSIA maintains records of all decisions and activities and such records include policy and procedural statements, minutes of board meetings and committee reports. Besides, OLSIA board is assumed to collectively embody a range of responsibilities and skills such as financial oversight, accounting and/or financial planning; media and events experience for ongoing dissemination of OLSIA's message; hiring and monitoring of the performance of the executive director, development, program and related special skills.

OLSIA Background

The Organization of Literacy Support for Independent Afghanistan (OLSIA) was founded with the conviction that education is the cornerstone of lasting peace, economic stability, and social inclusion in Afghanistan. Grounded in the belief that every person—regardless of age, gender or circumstance—deserves the opportunity to learn and grow, OLSIA is committed to building a brighter future for Afghan communities.

From its inception, OLSIA has positioned education as “first and for all,” directing its efforts toward increasing access to literacy, computer skills, vocational training and the English language. By mobilizing educated Afghan youth and partnering with local communities, OLSIA strives to overcome barriers that have long limited opportunities, especially among women and underserved populations.

Operating across multiple provinces, OLSIA implements projects that combine classroom learning with practical skill-building: establishing computer learning centers, delivering soft-skills training, and facilitating vocational pathways. These initiatives are designed not only to educate but to empower learners to participate meaningfully in the economy and society.

OLSIA'S GOVERNANCE POLICY

OLSIA's vision is of a united and prosperous Afghanistan where development opportunities are accessible to all, thereby fostering social inclusion and stability. Its mission centers on building a collective movement of educated Afghan youth who champion education for all ages and all genders—with no discrimination. The ultimate goal is to enhance livelihoods, create economic opportunities, and contribute to the country's long-term development.

Through transparent governance, community-centered design and partnerships that link education with employment, OLSIA seeks to ensure that every Afghan has a chance to unlock their potential. We believe that when people lead their own learning and development, the benefits ripple outward—strengthening families, communities and the nation.

OLSIA's Governance composition

1: Principles and Values

2: Forums:

a) General Assembly

b) Board of Trustees

c) Senior Management

Principles and Values

Principles:

- Empowerment and Strengthening of capacity of target groups for self-reliance
- Promoting social and economic development
- Seeking for sustainable results
- Promoting accountability and transparency
- Promoting linkages and networking with Government and other development agencies to meet the organization's objectives
- Promote equality and equity

OLSIA'S GOVERNANCE POLICY

Values:

- Respect for human dignity
- Transparency and Accountability
- Integrity and reliability in all operations
- Commitment
- Social Justice
- Equality and Equity
- Gender Mainstreaming
- Nonpartisan
- Advocacy

Our Vision:

A united and prosperous Afghanistan where education and development opportunities are accessible to all, fostering social inclusion and stability.

Our Mission:

We aim to build a collective movement of educated Afghan youths to support education above all, education for all ages and all genders without any discrimination of any kind.

Goal

To improve access to education, vocational skills, and economic opportunities, enhancing the livelihoods of Afghan communities and contributing to the country's long-term development.

Strategic Objectives

- Influence public policy and community values by advocating for existing and emerging needs.
- Develop partnerships with other NGOs, INGOs, key influencers, donors and research organizations.
- Create flourishing communities by delivering integrated services which ensure safety and connectedness with individuals and communities.
- Foster commitment to the Leaders organizational culture.
- Recruit and select the "right" people who create "success" for our organization.
- Provide opportunities for our people to develop a broad set of skills and expertise to support positive outcomes for community vulnerable groups.
- Develop and commit to a career development and succession program.

OLSIA'S GOVERNANCE POLICY

Code of Conduct-Service Delivery

OLSIA is a non-governmental organization committed to delivering educational and developmental services with honesty, integrity, and fairness. Operating independently of government influence, the organization prioritizes improving access to quality education for children, youth, and adults, particularly in underserved and vulnerable communities.

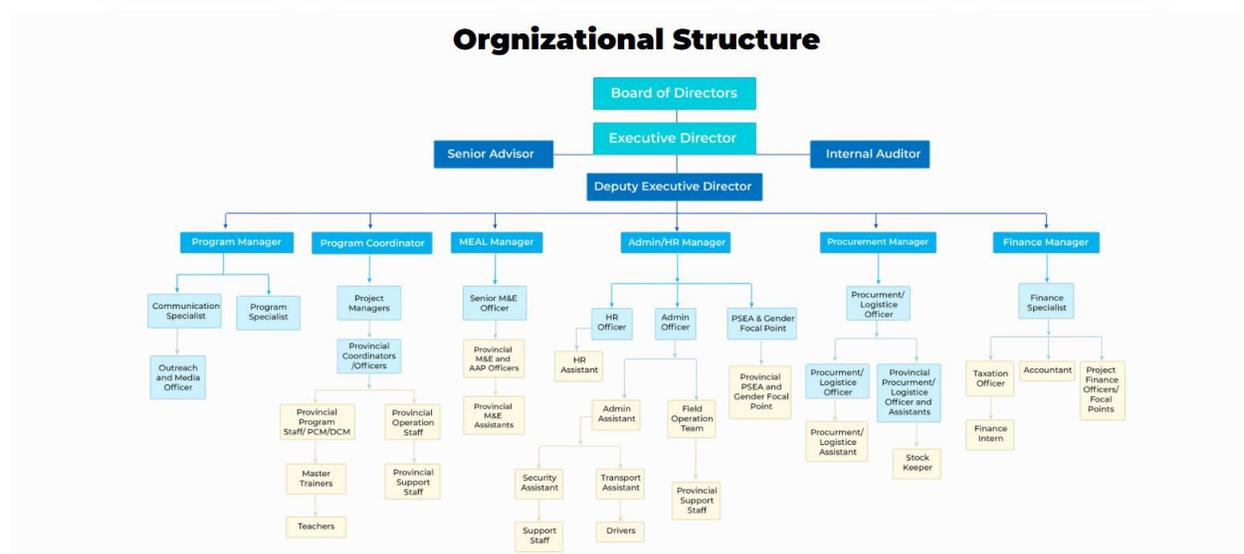
Our main objective is to empower individuals through education, literacy, and vocational training programs that build knowledge, skills, and long-term self-reliance. OLSIA implements community-based education initiatives, adult literacy programs, computer learning centers, and capacity-building workshops to equip learners with the tools they need for personal growth and economic participation.

In addition, OLSIA advocates for the rights of children, ensuring access to safe learning environments and protecting them from abuse, exploitation, and neglect. We work closely with partners, government authorities, civil society, and development actors to promote educational inclusion, especially for girls and marginalized populations.

OLSIA provides services without discrimination based on origin, political affiliation, gender, or belief, ensuring equitable opportunities for all. Our programs also integrate complementary support such as health awareness, nutrition-sensitive interventions, and psychosocial guidance, recognizing that education is most effective when learners' basic needs are met.

Through these efforts, OLSIA aims to foster lifelong learning, build resilient communities, and create sustainable opportunities for social and economic development. Education is at the core of our mission, guiding all activities and interventions to ensure a brighter future for Afghan communities.

Organization Structure



OLSIA'S GOVERNANCE POLICY

Forums:

1: General Assembly (GA)

The general assembly is the gathering of all who has a contract with OLSIA; including board members and staff. The general assembly normally meets twice a year to fulfill their responsibilities in directing and advising the overall growth and advancement of OLSIA.

Following are the members of the General Assembly

- Board of directors • Senior management team (SMT)
- Advisors
- Civil societies' representatives
- Donor/partners' representatives

1. OLSIA's Board of Directors is at the top

OLSIA Board is responsible for a variety of activities such as hiring and supervising the Executive Director, developing and approving budgets, and so on. Members of the board will also be required to advocate for the OLSIA's cause and represent it in the community. OLSIA expects board members to assist in raising funds for certain programs.

2. The Executive Director

The executive director is in charge of the OLSIA's general direction as well as overseeing the organization's day-to-day operations. The Executive Director, who is normally the board's Executive Secretary, is also a member of the board. He or she is accountable to the Board of Directors.

3. The General Assembly (GA)

The GA is a gathering of all members that are board members and staff members. The GA normally meets once a year, and it follows a Board Meeting. While the board, executive director, and staff members are in charge of day-to-day decisions and administration, the GA is the highest body that directs and advises the OLSIA's overall growth and advancement. GA may also participate in meetings via proxy, frequently deferring to the Executive Director to cast their vote when necessary.

4. Members of the team

OLSIA's staff is in charge of the day-to-day operations as well as the implementation of its programs and initiatives. They report to the Executive Director, who is in charge of the OLSIA's overall operations. OLSIA's staff is divided into two sections, each of which is in charge of operations relating to (1) administration, (2) programs/projects.

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2: Board of Trustees

OLSIA Board is composed of the following members – two officers and three members.

- Mr. Abdul Qaum Almas, Board Chairperson
- Mr. Haroon Ahmadi, Board Secretary
- Mr. Fazal Rabani Board Member
- Mr. Abdul Jabar Ameri, Board Member
- Mr. Farhad Naderi, Board Member

Board Duties/Code of Conduct of the Board

- A. Three Fundamental Duties OLSIA board is dependent upon the following code of standards that incorporates three fundamental duties:
- B. • Duty of Obedience
- C. • Duty of Care
- D. • Duty of Loyalty

Duty of Obedience

Board members are required to be faithful to the OLSIA's mission. Board members have to be knowledgeable about the business of the organization and exhibit proper stewardship and governance of the organization's legal and fiscal responsibilities, programs and services. OLSIA relies heavily on the public's trust when soliciting donations and grants. The public has a right to know that the money will be used for the purpose for which it was given.

Duty of Care

Board members should exhibit the "level of care that an ordinarily prudent person would exercise in a like position and under similar circumstances." OLSIA Board can demonstrate this care by staying abreast of the organization's financial health and programmatic accomplishments. The Duty of Care requires that OLSIA director be informed and able to exercise independent judgment, as demonstrated by:

- Regular attendance at board meetings.
- Keeping informed, asking questions.
- Exercising independent judgment.

Duty of Loyalty

The Duty of Loyalty is a standard of faithfulness to OLSIA. Personal or constituent interests must be put aside in favor of decisions that are in the best interest of OLSIA. Confidentiality about OLSIA's issues, interests and plans must be maintained. Board members should not disclose any confidential information about the OLSIA's activities, unless the information is already known by the public or is on public record. Board members must allow organizational opportunity, revealing any potential connections that may be perceived as a conflict of interest to the board, prior to engaging in such agreements and in sufficient detail to allow the board to respond.

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Dealing with Conflicts of Interest

OLSIA board members, SMT members and other executives must disclose any relationship that may cause a potential and actual conflicts of interest to the board and to the management. A relationship which may cause a conflict of interest involving a director or other member of the management team is not necessarily illegal, nor should it be regarded as a reflection of the integrity of the director or the board.

If board members disclose their dual interests to the full board, then the board members may determine the level of the conflict of interest and if tolerable the relation and situation may continue, same for management team and other seniors within the organization, after discloser the management team will determine the level of conflict of interest and will take decision accordingly. All relationship, business, transactions and situations causing an actual or possible conflict of interest shouldn't be suspended it depends to the level of conflict of interest it supposedly causes.

Conflict of Interest Policy

OLSIA board expects ethical and business-like conduct from its members, as laid out here.

1. Board members must represent no conflicts of loyalty to the interests of the ownership.

- This accountability supersedes any conflicting loyalty such as that to advocacy or interest groups and membership on other boards or staffs.
- This accountability supersedes the personal interest of any board member acting as an individual user of this organization's services.

2. Directors must avoid any conflict of interest with respect to their fiduciary responsibility.

- There must be no self-dealing or any conduct of private business or personal services between any director and OLSIA except as procedurally controlled to assure openness, competitive opportunity and equal access to otherwise "inside" information.
- Directors must not use their positions to obtain employment within the organization for themselves or family members.
- Should a director be considered for employment, he/she must temporarily withdraw from board deliberation, voting and access to applicable board information.

3. Directors may not attempt to exercise individual authority over OLSIA except as explicitly set forth in board policies.

- Directors' interaction with the public, press or other entities must recognize the same limitation and the similar inability of any director or directors to speak for the board.
- Directors will make no judgments of the staff performance except as mandated by official evaluation procedures.

4. Directors will deal with outside entities or individuals, with clients and staff, and with each other in a manner reflecting fair play, ethics and straightforward communication.

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OLSIA Secretariat Performance Assessment

The board is accountable for the OLSIA's success or failure. To carry out its mandate, the board measures the progress of the organization against the goals laid out in the strategic and operational plan. The board also measures the performance of OLSIA's executive director (ED) and itself in assisting and supporting the organization in a consistent and positive way throughout the year. The board uses the results of the assessment to make appropriate adjustments to the mission, planning, and implementation of operations. To ensure accountability, the board will:

- Measure achievements against quantifiable objectives.
- Perform a formal review of the executive director annually.
- Implement a community/client feedback mechanism to measure public response.
- Develop and implement a process of board self-assessment.
- Call in a management consultant for an evaluation, if special difficulties arise.
- Create a formal feedback loop for using assessments to improve the organization.

To setting board priorities, development, help and strengthen the boards governance, performance and practices the results of the board self-assessment will be coupled with:

- Reflecting on individual and corporate responsibilities.
- Identifying different perceptions and opinions among board members.
- Pointing to questions that need attention.
- Using the results as a foundation for board improvement.
- Increasing the level of board teamwork.
- Clarifying mutual board/staff expectations.
- Demonstrating that accountability is a serious organizational value.
- Delivering credibility with funders and other external audiences.

Audits

The board regularly reviews OLSIA's policies and procedures on how it does business and manages its financial affairs. An audit and finance committee has been established and this task has been delegated accordingly. The committee assures that an adequate internal control mechanism is in place to ensure that OLSIA is:

- Using generally accepted accounting methods.
- Complying with applicable laws and regulations.
- Providing reliable financial information.
- Operating effectively and efficiently.

More specifically, the committee assures that proper policies are in place to segregate financial duties, protects cash receipts, requires second signatures on large checks, keeps track of inventory, assures an efficient bidding process, produces timely reports and maintains accurate record keeping in order to create a firm base for an effective outside financial audit.

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Organization Records

OLSIA maintains records of all decisions and activities (such as policies and procedures that document their compliance with organizational and tax codes). Such records include policy and procedural statements, minutes of board meetings and committee reports.

The board is responsible for establishing or approving a system to ensure the creation and retention of corporate records. Some of the tasks related to this important function are the responsibility of staff, but the board must ensure that policies and procedures are in place regarding retention, filing, etc. Other tasks may be shared between board and staff, such as creation of minutes and committee reports. In summary, the board must establish policies, ensure compliance with local, state, and federal laws and regulations, and be accountable to funders.

Role of the Board

1. OLSIA board members generally assume the following legal and financial responsibilities:

Determining Purpose and Establishing Mission OLSIA board is responsible to help in defining the OLSIA's mission, and over time new boards ensure it stays current.

- **Setting Policy**

OLSIA board is responsible for establishing policies regarding staffing, evaluations, periodically reviewing founding documents, creating and maintaining records, budgeting, managing facilities, public relations and all other matters essential to the viability and success of the organization.

- **Communicating Mission and Achievements to the Larger Community**

The OLSIA board should be involved in (1) defining the message, (2) selecting the best mechanisms for disseminating the message based on need and budget, (3) budgeting for public information and outreach, (4) putting in place evaluation strategies to measure effectiveness, and (5) periodically adjusting communications based on results and resources. Board members may be called upon to represent the organization to the public, elected officials in community forums and, when appropriate, the media. Often, OLSIA board will have a communications committee to take the lead in this function.

- **Maintaining Organizational Integrity and Accountability**

OLSIA board is responsible for ensuring adherence to legal standards and ethical norms and establishing policies and procedures to guide its members and staff.

- **Ensuring Effective Organizational Planning**

In addition to strategic long-range planning, the board should also insist that the staff develop an operational planning process. The board should periodically assess its own operations to ensure that board members and the organization are working at optimum capacity and efficiency.

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- **Hiring, Support, Oversight and Assessment of the Executive Director**

It is the responsibility of OLSIA board to hire the executive director (ED) for the organization. In selecting an executive director, the board should create a formal hiring process that includes members agreeing to:

Review organization's mission and ensure its accuracy.

- Conduct an inventory of strengths and needs.
- Establish specific long-term priorities with clear objectives for at least one year of the new director's service.
- Articulate the particular characteristics, skills, knowledge, abilities and style desired in the new director.
- Provide an adequate compensation package and other employment terms.
- Clarify which functions belong to the board and which to the executive director.
- Be sure to emphasize the director's right to select and supervise a management team without interference.
- Prepare a comprehensive job description.

OLSIA board should provide support and constructive feedback to the director, including an annual evaluation based on specific measurable goals. Typically, the board chair conducts this assessment.

- **Cultivating Resources, Raising Funds, and Contributing to the Bottom Line**

It is important for board members to understand they must contribute more than their time and expertise for program activities; they are also expected to identify outside funding resources and make an annual means appropriate financial contribution to demonstrate commitment. The board should approve a fund-raising plan with a case statement — a written statement of need that expands the organization's mission and purpose and tells potential funders why the organization needs money and how it will be used.

- **Meeting Fiduciary Responsibilities**

OLSIA board members have a responsibility to assure that the organization remains financially sound. While the treasurer and Finance Committee have the chief responsibility of developing and tracking the budget, it is every member's responsibility to understand the budget, investment procedures and the organization's financial history.

The board must put fiscal and accounting policies and procedures in place to ensure integrity, legal compliance and smooth operation. These mechanisms will include preparation of an annual budget based on goals and realistic projections, development of accounting guidelines and/or authorization of accounting services, acquisition of software packages to facilitate documentation and projections, standards for record creation and retention, and policies regarding submission and board review of finance and tax documents.

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- **Recruiting of Other Volunteers and Exercising Ongoing Self-Management**

It is the OLSIA board responsibility to identify and develop future leaders. Current board members are in the best position to know how best to fill an expertise or constituent representative need with new board members. The board should conduct an informal and ongoing assessment at every meeting and a formal assessment annually. By evaluating its performance in fulfilling its Governance Policy responsibilities, the board can recognize its achievements and reach consensus on which areas need to be improved. For self-evaluation, regular board discussion, board training, surveys and external audit should be employed to understanding the need for improvement and applying change.

B. Other Board Responsibilities

Among other key attributes, OLSIA board members should consistently respect other board members and respect and support staffs as discussed below.

Respect Other Board Members

To demonstrate respect for the time commitment all board members volunteer, board members are required to be punctual and prepared for meetings, meet deadlines and honestly assess whether they can meet the obligations required of their position as board member.

Respect and Support Staff

It is important for the board to support the Executive Director and staff. They should clearly define the roles, responsibilities, and reporting channels for the staff. The direct line of communication is commonly through the chairperson of the board to executive director. Staff, on the other hand, typically report directly to the executive director, who has the authority to hire and fire. Board members should never go directly to staff without first discussing with Board Chair and/or Executive Director. Board members should refrain from managing office activities and remember that the board's responsibility is to identify priorities and establish policy so that staff can manage the organization.

Board Selection, Composition and Recruitment

While appointment or election to a board is an honor, board members have legal and fiduciary responsibilities that require a commitment of time, skill and resources.

Board Composition

Besides ensuring that each member of the board fulfills his/her obligations, board chairperson needs to make sure his/her board as a whole is representative of their communities' constituencies, demographically and in terms of skills and knowledge. The board should:

- Reflect the diversity of the population served in terms of age, race, gender, religion, geography, etc.
- Collectively possess the full range of skills and expertise necessary to perform its role in enabling the organization to fulfill its mission.
-

OLSIA'S GOVERNANCE POLICY

1. Constituency

The OLSIA board is composed of member that reflects the represented population of the area of operation. Denominations represented.

2. Skills, Knowledge and Abilities

OLSIA board is assumed to collectively embody a range of responsibilities and skills. At least one board member ought to have financial oversight, accounting and/or financial planning background. One or more board members have print, media and events experience for ongoing dissemination of OLSIA's message. One or more board members need to know the hiring and monitoring of the performance of the executive director, development, program related special skills. The nominating committee should consider these and other organization-specific skills required when filling board vacancies.

3. Gender

OLSIA board is sensitive to gender equity. The OLSIA board is primarily focusing on having equal members of men and women and currently the board is chaired by a woman leader.

4. Race and Ethnic Background

OLSIA is recruiting board that reflects the racial and ethnic composition of its constituents and considers board members of all races and people of different background to ensure a broad perspective.

5. Age

OLSIA prefers its board to mirror its constituency and this preference includes older members who may bring added experience to the task and might also have more time to devote to it.

Purpose

This policy applies to the Board of Directors of OLSIA. The purpose of the policy is to provide a process by which the board reviews whether to support for re-election directors who are required to retire by "rotation" after three years, but who wish to stand for re-election.

The review process will occur after three years and provides an opportunity for the Board to reassess not only the contributions of retiring directors, but also the blend of qualifications, experience and knowledge represented on the board, and to plan board succession accordingly.

Policy

The Nomination Committee will not automatically support for re-election a Director who is required to retire by virtue of the Bylaws and who wishes to stand for re-election. In that circumstance, the Nomination Committee will consider whether to support the retiring director's re-election and in doing so will consider the following:

- The retiring Director's performance as a director, based on the annual Board Self-Assessment;
- The retiring Director's qualifications, experience and knowledge;
- The qualifications, experience and knowledge required on the board and the extent to which those qualifications and that experience and knowledge are represented on the board;

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- Whether the retiring director has served on the board for a period which could, or could reasonably be perceived to, materially interfere with the director's ability to act in the best interests of OLSIA;
- Any other matter the Nomination Committee considers appropriate.

Only after considering those matters the Nomination Committee will determine whether to nominate the retiring Director for re-election and to recommend that nomination to Annual Meeting of the Board Members.

Board Officer Positions and Responsibilities

A. President or Chair

The president is the designated leader of and spokesperson for OLSIA. He/she shares the spokesperson responsibilities with the executive director. The president must thoroughly understand the purpose and operations of the organization and should be prepared to lead in times of crisis. Specifically, the president:

- Chairs meetings.
- Develops board meeting agendas with the executive director.
- Creates and staff's committees.
- Communicates board policy and expectations to the executive director.
- Manages board structure and process.
- Establishes and models the working culture of the board and the organization.
- Represents the organization in public forums.

B. Treasurer

The OLSIA board treasurer supports the board in fulfilling its fiduciary responsibilities. This officer usually has experience with NGO financial management, including familiarity with budgeting, accounting procedures and safeguards, revenue and expenditure projections, and payroll/tax requirements. Specifically, the OLSIA board treasurer:

- Chairs the finance committee, which is responsible for analyzing the OLSIA's financial situation and recommending budget resolutions to the full board.
- Reviews and certifies the financial reports provided by staff and accountants and interprets them to the full board.
- Prepares spreadsheets documenting revenue and expenditures over the course of the year.
- Takes the lead in creating financial policies and procedures, including documentation, safeguards and compliance with MoF and MoEc requirements.
- Represents the OLSIA at government audits or other reviews of its finances.
- Coordinates with other board members to produce a strategic plan congruent with the OLSIA's resources.

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C. Member, Board of Trustees

- Provides governance to OLSIA, represents it to the community and accepts the ultimate legal authority for it.
- Approves the OLSIA's philosophy and reviews management's performance in achieving it.
- Annually assesses the environment and approves OLSIA's strategy in relation to it.
- Annually reviews and approves OLSIA's plans for funding its strategy.
- Reviews and approves the OLSIA's 5-year financial goals.
- Annually reviews and approves the OLSIA's budget.
- Approves major policies.

Board Committee Structure and Responsibilities

OLSIA board forms committees to focus on specific issues and present findings and recommendations to the full board. Typically, OLSIA has some permanent or standing committees, which address core issues such as staffing or development. The board president may also appoint ad hoc committees or task forces to deal with temporary situations like the need to relocate. The board regularly develops methods for assessing committee effectiveness, and checklists to provide feedback on meeting procedures. The results of the committee work over time is measured against purpose and goals.

1. OLSIA Standing Committees

Following are the standing committees of OLSIA.

- Mr. Abdul Qaum Almas, Board Chairperson
- Mr. Haroon Ahmadi, Board Secretary
- Mr. Fazal Rabani Board Member
- Mr. Abdul Jabar Ameri, Board Member
- Mr. Farha:d Naderi, Board Member

Responsibilities:

- Responsible for the general affairs of the board.
- Prepares priorities for board composition, meets with prospective board members and recommends candidates to the board, recommends a slate of officers to the board, conducts orientation sessions for new board members and organizes training sessions for the entire board, suggests new, non-board individuals for committee membership.

3. Budget and Finance Committee

Members

- Mr. Zabihullah Bentani, Committee Head
- Mr. Haroon Ahmadi, Committee Secretary
- Ms. Parwin Ahmadi, Committee Member
- Ms. Abdul Aziz Shoja, Committee Member

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Responsibilities

- Reviews budgets initially prepared by staff.
- Develops budget preparation procedures.
- Reports financial irregularities, concerns, opportunities to the full board.
- Recommends independent auditor and works with that auditor.
- Advises the executive director and other appropriate staff on financial priorities and information systems, depending on committee member expertise.

3- Personnel Committee

Members

- Mr. Haroon Ahmadi, Committee Head
- Mr. Ahmad Waseq, Committee Secretary
- Ms. Parwin Ahmadi, Committee Member

Responsibilities

- Drafts or revises personnel policies for board approval.
- Reviews job descriptions, establishes a salary structure and annually reviews staff salaries and benefits.
- Guides development, review, and authorization of personnel policies and procedures.
- Sometimes leads evaluation of the executive director;
- Assists with leadership and management matters.

4- Program Development Committee

Members

- Mr. Ahmad Waseq Committee Head
- Mr. Haroon Ahmadi, Committee Secretary
- Eng. Abdul Samad, Committee Member
- Mr. Abdul Aziz Shoja Committee Member
- Mr. Zabihullah Betani, Committee Member

Responsibilities

- Composed of board members who are most familiar with the approaches and operations of the OLSIA's programs.
- Guides development of program delivery mechanisms.
- Serves as link between the board and the staff on program activities.
- Oversees new program development.
- Monitors and assesses existing programs.
- Initiates and guides program evaluations.

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B. OLSIA Ad Hoc Committees:

1- Special Issues Committee

Investigates an unusual problem or opportunity, such as negative publicity in the newspaper, deep staff resentment against the executive director, an unusual grant opportunity or a possible joint project with another organization.

2- Site Committee:

Works with staff to evaluate the existing location, consider a move to a different location, review a lease etc.

3- ED Transition/Search Committee:

Seeks a new executive director, recommends guidelines and a search process to the board, and helps the new executive succeed. Search committee presents a group of ED candidates to be evaluated by a different committee or the whole board.

Three Areas of Evaluation'

There are three main components of evaluation that OLSIA board undertakes:

- A board self-assessment/ Evaluation of Board's Performances.
- Evaluation of the executive director.
- Evaluation of each particular program's efficacy.

A. The Board Self-Assessment

OLSIA board self-assessment provides the directors with an opportunity to:

- Reflect on their individual and corporate responsibilities.
- Identify different perceptions and opinions among board members
- Point to questions that need attention.
- Use the results as a springboard for board improvement.
- Increase the level of board teamwork.
- Clarify mutual board/staff expectations.
- Demonstrate that accountability is a serious organizational value.
- Provide credibility with funders and other external audiences.
- Look internally in addition to assessing the executive director and programs.

OLSIA'S GOVERNANCE POLICY

B. Evaluating the Executive Director

Evaluating the executive director is a primary responsibility of OLSIA board. This evaluation includes the process:

- Ensures the board is meeting its duty to effectively lead the organization.
- Ensures organizational goals are being met.
- Ensures continued development of the executive director to more effectively fulfill his or her role.
- Ensures a formal and documented evaluation process that meets standards of fairness and practicality.
- Ensures the executive director values his or her role, is benefiting from it and, therefore, is more likely to stay.
- Leaves written record of the board's impression of the executive director's performance in case this record is needed for future verification.

C. Program Evaluation

OLSIA programs must be evaluated to decide if the programs are indeed useful. Program evaluation is done by carefully collecting information about a program. This may include needs assessments, accreditation, cost/benefit analysis, efficacy, efficiency, formative evaluation, summative evaluation, process and outcomes.

Senior Management Team

The senior management team of OLSIA consists of top level employees who work together to manage organization. Headed up by Executive Director, this team of individuals are at the top of the OLSIA structure that perform multiple activities in different parts of the organization.

The SMT of OLSIA is composed of the following members:

- Executive Director
- Deputy Director
- Programs Director
- Projects Manager
- Administrative
- Finance Manager
- Provincial Managers

Senior Management Meetings

Generally, senior management team of OLSIA meets once in a month and with urgent cases, they conduct meetings when needed.

OLSIA'S GOVERNANCE POLICY

Meeting Minutes, Dissemination

The SMT meetings are led by the executive director of OLSIA. Also the deputy director, the second in command behind the executive director, leads the meetings when the director is on leave or on an official trip. The meeting minutes are taken and disseminated by Admin/finance manager of OLSIA.

Authorities and responsibilities

As part of its role in overseeing the different parts of the organization, the senior management team is responsible for:

- Devising an appropriate strategy and ensuring it is implemented effectively;
- Setting ambitious yet achievable goals, then managing teams to work towards them;
- Coordinating activities in functional departments (i.e. program, finance and HR);
- Organizing the management of resources within the organization;
- Managing the demands of communities, donors and other stakeholders through the board of directors.
- Working closely to make top-level decisions that govern the direction in which the business goes.

Conflict of Interest

A conflict of interest situation arises when the “private interests” of the staff compete or conflict with the interests of the OLSIA. “Private interests” means both the financial and personal interests of the staff or those of their connections including: family and other relations; personal friends; the clubs and societies to which they belong; and any person to whom they owe a favor or are obligated in any way.

OLSIA staff should avoid using their official position or any information made available to them in the course of their duties to benefit themselves, their relations or any other persons with whom they have personal or social ties. They should avoid putting themselves in a position that may lead to an actual or perceived conflict of interest with OLSIA. Failure to avoid or declare any conflict of interest may give rise to criticism of favoritism, abuse of authority or even allegations of corruption. In particular, staff involved in the procurement process should declare conflict of interest if they are closely related to or have beneficial interest in any company which is being considered for selection as the NGO's supplier of goods or services.

When called upon to deal with matters of the organization for which there is an actual or perceived conflict of interest, the staff member should make a declaration in writing to his supervisor. He/she should then abstain from dealing with the matter in question or follow the instruction of his supervisor who may reassign the task to other staff.

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Following are some examples of conflict of interest situations which may be encountered by OLSIA staff.

- A staff member takes part in the selection of suppliers or contractors, one of the bidders under consideration being his family member, relative or close personal friend.
- A staff member has a financial interest in a company which is being considered for selection as the NGO's supplier of goods or services.
- A staff member accepts frequent or lavish entertainment or expensive gifts from the NGO's suppliers or contractors.
- A staff member serves as a member of the NGO's recruitment or promotion board, and one of the candidates under consideration by the board is his family member, relative or close personal friend.
- A staff member responsible for processing applications for admission to a home for the elderly operated by the NGO is considering an application from his family member, relative or personal friend.