



Procurement Policy

Organization of literacy support for independent Afghanistan

2025

OLSIA PROCUREMENT POLICY

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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director of OLSIA, by resolution duly adopted by unanimous vote at a meeting duly called and held and not subsequently rescinded or modified in any way, has duly determined that this policy is workable and fair to and in the best interests of OLSIA, the board, approve this policy,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



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Policy Update

In order to provide flexibility and operate within this policy, the procurement policies and procedures in this manual are subject to review and updates on regular basis. This policy was created in March 2024 and reviewed in May 2024.

The changes in size and complexity and implementation of new systems are subject to changes in regulations and procurement standards, 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 procurement 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. The next review of the policy will be performed in May 2025.

Policy Implementation

The Executive Director, supported by the Procurement department head, is responsible for developing, reviewing and implementing procurement policies and procedures, as well as monitoring existing procurement function and policies. OLSIA believes that all relevant staff receive access and regular training on procurement policies and procedures of the organization, so the benefits of the structure that the document creates can be realized.

Also, a regular and consistent enforcement of the policies across all levels of the organization is in place to minimize and mitigate the risks falling out of compliance with the policies. In due course, the OLSIA board has a fiduciary duty to the organization to ensure that its resources are procured and used appropriately. This includes making sure that there are good documented policies and procedures to protect those resources and management of OLSIA is responsible for ensuring these policies and procedures are communicated, followed, monitored, and corrected as needed.

Policy Orientation

The purpose of this policy is to provide efficient procurement management, selecting and overseeing procurement, and the alignment of procurement steps with the overall mission of the organization. This manual includes policies and rules that govern the procurement 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 relevant staff understand the policies and procedures adopted in this manual. To effectuate, OLSIA procurement head is responsible to conduct an orientation about the policy and all the updates and changes incorporated in this manual. For new staff, procurement policies and procedures should be explained in detail and productive training ought to be provided as/when needed.

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Background of the Organization

The Organization of Literacy Support for Independent Afghanistan (OLSIA) was founded in 2024 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 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.

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.

Humanitarian Principles:

OLSIA is committed to the principles that are central to establishing and maintaining the provision of humanitarian response to the affected people in natural disasters and complex emergency situations

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Cheknawry high school Street# 1, 7rd Zone, Jalalabad-Afghanistan

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and/or implementation of human development interventions. The main humanitarian principles defined by UN have been adopted by OLSIA. The four core principles are:

- Humanity
- Neutrality
- Impartiality and,
- Independence

Purpose:

Policies and procedures in this manual are meant to ensure that OLSIA does not mishandle its funding or use it to purchase dangerous or low-quality goods that could potentially cause more harm than good. The goal is to make sure that the money is used to deliver needed services to beneficiaries as efficiently and cost effectively as possible. To do this, OLSIA has developed and adopted this effective and efficient procurement policy, as well as procedures and practices that helps OLSIA establish and maintain control procedures; maintain written standards of conduct addressing conflicts of interest; seek open competition to obtain the best value for the money; ensure that staff do not mishandle funds; avoid purchasing dangerous or low-quality goods; avoid purchasing unnecessary items; and protect the organization and beneficiaries.

OLSIA Procurement

OLSIA has qualified procurement staff with required education, work experience and NGO attitude. In order to keep the performances as per the predefined, regular capacity building activities is provided.

Procurement Documentation

The procurement operations are documented and kept for next three years with OLSIA admin. The project based and regional procurement operations documents are transferred monthly with the associated together with finance reports.

Definitions

d. Sole source:

The term sole source is generally referred to a non-competitive procurement. A Sole Source procurement is one in which only one vendor can supply the commodities, technology and/or perform the services required by the organization. Examples of acceptable exceptions from the competitive procurement process may include:

- a) Only one known source exists for supplies or services as determined by documented research;
- b) No other reasonable alternative source exists that meets the organization requirements; and
- c) Only one source meets the business needs of the organization (e.g., compatibility, unique feature etc.
- d) OLSIA can go for sole source procurement based on the following reasoning;
- e) The unique nature of the requirement;

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- f) The basis upon which it was determined that there is only one known vendor able to meet the need, i.e., the steps taken to identify potential competitors; and The basis upon which the organization determined the cost to be reasonable.

e. Single source:

A Single Source procurement is one in which two or more vendors can supply the commodity, technology and/or perform the services required by the organization, but the organization selects one vendor over the others for reasons such as expertise, previous experience with similar contracts or capacity and willingness to respond to the situation.

Circumstances leading OLSIA to select this method of procurement may include, for example, a need for a specific consultant firm where a number of firms are available to perform the work. In a Single Source procurement, the procurement department must document in the Procurement Record: (a) the circumstances leading to the selection of the vendor, including the alternatives considered; (b) its rationale for selecting the specific vendor; and (c) the basis upon which it determined the cost was reasonable.

OLSIA can go for single source procurement when the aforementioned criterion is met and documentation is provided accordingly. In certain circumstances, a Sole Source or Single Source procurement may be necessary. In either case, the procuring department should begin by developing a statement of work/scope which defines the commodities, technology or services it is seeking to acquire.

f. Emergency Procurement:

Emergency procurement refers to procurement when urgent need due to emergencies does not allow for the completion of a competitive process. Emergencies are defined as natural disasters and other external events with serious adverse impact which could result in delivery delays. Emergencies need to be officially declared by the OLSIA Director in consultation with the board of directors. All efforts should be made to allow competition, even under emergency situations, but the intention is lifesaving.

Time allowed for procurement should not prolong the suffering of affected population. The normal period for tendering can be reduced to the duration allowed for an RFQ. In extreme circumstances, informal bidding is authorized for processes that normally would be conducted by formal bidding. In cases of life-threatening situations, a waiver of competitive bidding can be justified.

In all instances, justification of the official emergency situation and a memo explaining both the circumstances and the efforts to maintain competition should be added to the procurement process for approval.

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g. Assets

Tangible asset

Tangible assets are the assets on OLSIA's books and balance sheet that have a physical form. They comprise the machinery, office tools and equipment, and building used by OLSIA for organizational purposes.

Non tangible asset

Non tangible assets of OLSIA are assets that lack physical substance. Reputation among key stakeholders, board expertise, partnership and collaborations, and specialized staff are the examples of OLSIA non tangible assets.

Consumable items

Consumable items or consumables are goods and items that are intended to be consumed and are posted as a day to day cost of the organization. Printer paper, cartridge, fuel for cars and generators and other stationaries are registered in consumable list of OLSIA.

Disposable Items

Any item intended to be listed in disposable items list shall be checked by the procurement and admin team. Then the disposable and expired items are registered in the disposable items list with all the necessary specifications and documents.

Taxes

According to the article 30 of NGOs Law of Afghanistan, OLSIA is exempt from any kind of tax.

Government reports

List of current assets of OLSIA is frequently updated and reported to relevant government department every year. In case of dissolving, the remaining asset will be transferred either to government or another NGO as per the government law and regulations.

Chapter Two: Code of Conduct, Procurement Responsibilities

Code of conduct/ Ethics

Ethics is the discipline relating to right and wrong, moral duty and obligation, moral principles and values, and to moral character. Most procurement related principles, such as fairness, integrity; transparency and accountability are based on ethics. All procurement personnel shall maintain an unimpeachable standard of integrity in all business relationships, both inside and outside the organization. It is not possible to specify in writing everything that Procurement Committee personnel need to know regarding what is allowed and what is prohibited. Law is governed by rules, whereas ethics is based on the subjective appreciation of what is right and what is wrong. The standard of conduct for all personnel involved in procurement actions includes, but is not limited to:

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- 1) Personnel shall not allow any supplier(s) to have access to information on a particular acquisition, before such information is available to the business community at large.
- 2) Personnel shall not intentionally use unnecessarily restrictive or “tailored” specifications, terms of reference or statements of work that can discourage competition.
- 3) Personnel shall not solicit or accept, directly or indirectly any promise of future employment from anyone who has sought or is seeking to obtain OLSIA business.
- 4) Personnel shall not disclose proprietary and source selection information, directly or indirectly, to any person other than a person authorized to receive such information.

Ethics in Dealing with Suppliers

Procurement Committee shall seek to treat all suppliers in a fair and equitable manner in line with the principle of fairness, integrity and transparency in the procurement process. Nothing should prevent suppliers from competing for OLSIA business on a fair, equitable and transparent basis. Therefore, personnel involved in procurement activities are responsible for protecting the integrity of the procurement process and maintaining fairness in OLSIA treatment of all suppliers.

All Procurement Committee personnel, and others, involved in the procurement process on behalf of the organization must ensure that they abide by the following standards of conduct:

- 1) During the pre-solicitation phase, no one must allow supplier’s access to specific, privileged information on a particular acquisition before such information is available to the business community at large.
- 2) During the solicitation phase, all suppliers must receive identical information. Any clarifications to the solicitation documents must be provided at approximately the same time, in writing, to all suppliers.
- 3) 3) Specifications should be linked to function and to performance as much as possible.
- 4) 4) Individuals having a personal or financial interest in a supplier responding to a solicitation are prohibited from any involvement in the procurement process.
- 5) 5) During the evaluation, the evaluation criteria specified in the solicitation documents must be applied in the same manner for each evaluated offer.

Fair and open competition /Non-competitive

OLSIA procurement staff should adhere to the policies for competition to lead to a fair and transparent outcome. Competitive process must be open to all potential bidders who wish to participate in bids. OLSIA staff undertaking procurement are accountable for conducting the process in compliance with the established policies and procedures.

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Non-competitive procurement should be avoided to the possible extent. Acceptable considerations for non-competitive procurements vary greatly but should fall within the following:

- Only one known source that can provide the commodity or service
- Compatibility (e.g., a specific piece of equipment to be compatible with an existing equipment system) • Limited or proprietary systems (i.e. additional licenses, specialized replacement parts, etc.)
- A professional expert is requested; for instance, that monopolizes based on professionalism.
- Sales territories or product availability within limited geographic boundaries.

Personnel gain

Personnel shall not have a financial interest in any supplier(s) responding to a Procurement bidding exercise and are prohibited from any involvement in the procurement action if they do. Staff and other personnel, especially those involved in procurement, shall never use their authority or office for personal gain, and they must seek to uphold and enhance the standing of OLSIA.

Fraud Prevention and Anti-Corruption Measures

OLSIA's fraud prevention strategy involves:

1) Organizational Integrity and Leadership

OLSIA recognizes that the most effective form of fraud prevention is the establishment of an organizational culture that rejects fraudulent conduct. Commitment from OLSIA and Managers is essential in establishing a behavior model for all staff, volunteers and contractors.

OLSIA will establish and maintain a fraud-resistant culture by:

- a) Employing Managers and Supervisors who are positive role models and display ethical behavior.
- b) Adopting and enforcing policies that emphasize ethical behavior.
- c) Issuing clear standards and procedures to encourage the minimization and deterrence of fraud.
- d) Ensuring Managers and Supervisors are accountable not only for their own actions but also for the actions of those they supervise.
- e) Including relevant clauses in employment contracts and performance agreements.
- f) Including relevant elements in OLSIA's core competencies.
- g) Providing an environment where staffs feel comfortable to report any fraud they become aware of.

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2) Employee Awareness

Employees will be made aware of OLSIA's Fraud Control Policy and ethical conduct expectations through:

- a) The inclusion of awareness training in OLSIA's ethical principles, Code of Conduct, Fraud Control Policy and Internal Reporting System for Disclosures Policy during induction training for new employees by Managers/Coordinators and Human Resources
- b) Refresher training for all employees conducted by Corporate Services when the Code of Conduct has been amended.
- c) The inclusion of relevant fraud prevention policies in OLSIA's staff contracts.

3) Customer and Community Awareness

Fraud is often uncovered as a result of complaints from customers or members of the public. As such, it is important that the community understands fraud, and why it is important to report it. In order to increase community awareness and encourage the reporting of corrupt conduct, the following actions will be taken by OLSIA:

- a) The inclusion of OLSIA's Code of Conduct on OLSIA's website.
- b) The distribution of plain brochures in local languages explaining what customers' rights are and how to make a complaint.
- c) Provide feedback to all persons who report suspected corrupt conduct on the action that has been taken.

4) Risk Assessment

Assessing the risk of fraudulent conduct is a major step towards preventing its occurrence. Accordingly, an annual risk assessment review will be conducted by OLSIA's internal audit committee, with the assistance of an internal auditor, and a report will be submitted to the OLSIA Director. Corruption risk assessment is part of the organizational and project base risk assessment.

5) Ongoing Review of Policies and Procedures

Apart from continuing to develop policies to address unforeseen ethical or corruption problems that may arise, there will be an ongoing program of reviewing all policies. In particular, OLSIA will review the following policies and procedures every three (2) years:

- a) Code of Conduct**
- b) Fraud Control Policy**
- c) Procurement Policy.**

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6) Cash Control

One of the major strategies in fraud prevention is to limit the opportunities for fraud. In this respect, there will be annual reviews of cash handling, collection of cash, securing of cash and valuable equipment conducted by OLSIA's Managers, procurement committee, in conjunction with the Finance division.

7) Fraud Prevention

Prevention of fraud depends upon constant monitoring of operations and the encouragement of reporting by employees and the public.

8) Encouraging Disclosures

OLSIA recognizes that mostly fraud is detected by employees of OLSIA, and to a lesser extent, by members of the public. OLSIA will encourage the reporting of fraudulent conduct by:

- a) The inclusion of fraud prevention and internal reporting training in induction procedures for new employees by Managers/Coordinators and Human Resources staff.
- b) Advertising methods by which members of the public can report instances of fraudulent conduct that they may become aware of on the Your Voice Organization website
- c) The Public Officer providing feedback to people who report suspected fraud on the action that has been taken.

Internal Audit Committee

The internal audit committee will:

- a) Have the responsibility to oversee OLSIA's fraud prevention measures
- b) Meet quarterly to review progress on the implementation and operation of fraud prevention procedures
- c) Monitor the implementation of recommendations from OLSIA's internal and external auditors
- d) Report to OLSIA annually on issues raised and actions taken during the preceding year.

1) Internal Auditing

- a) OLSIA will utilize an internal auditor to identify risk areas and to detect any problems with OLSIA procedures that may lead to fraud occurring.
- b) The internal auditor will visit the OLSIA quarterly and provide reports to the director.

2) Fraud Investigation

OLSIA continues to maintain a zero tolerance stance and recognizes that it may not always be successful in its efforts to prevent fraud. It will therefore investigate all reported instances of fraud thoroughly. Depending upon the circumstances of the fraud, an internal investigation may be undertaken or the matter may be referred to an external body such as police.

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3) External Complaint

Complaints regarding corrupt conduct received from the project beneficiaries and communities through the functional Complaint Receiving Mechanism, are covered by OLSIA's Management.

Equal opportunity

OLSIA endorses its policy of providing equal opportunity to suppliers and small vendors, disadvantaged, and women owned business enterprises in all aspects of the OLSIA's procurement and contracting activities. This includes procurement of contracts for operational supplies and equipment, and service contracts.

It is OLSIA's policy that any person or business seeking the opportunity to participate in any open competitive procurement of OLSIA shall not be discriminated against on the basis of race, color, religion, sex, national or ethnic origin, age, disability, marital status, or veteran status. OLSIA conducts its procurement and contracting activities in a manner designed to prevent unlawful discrimination. And OLSIA's policies are consistent with applicable government laws and regulations prohibiting unlawful discrimination.

Conflict of Interest

"Conflict of Interest" the situation in which procurement staff including award authority benefits from procurement in any way possible or are the relatives of any of the bidders. Relatives, in this context, means children, father, grandfather, mother, grandmother, spouse, brother, sister, aunt, uncle and their children to second level, spouse's parents and brother- and sister-in-laws. Staff members are prohibited from any involvement in a procurement action with a supplier of goods or services in which they have a financial interest. In cases where a conflict of interest could occur, such conflict should be reported to the Executive Director and Finance department, who will review the facts and decide whether the staff member should carry out the procurement activity. *(For more details, please refer to Fraud Control Policy)*

Transparency

OLSIA is committed to embedding transparency in procurement and all its operations. Fair competitions, early engagement with the market before commencing procurement, sharing clear and to-the-point information about the procurement package, exact procurement process, clear communication with bidders and suppliers, and appropriate documentation are the ways that shall be considered to achieve transparency in procurement.

Advertising and Public Opening of Tenders

As per the procurement threshold, all competitive processes the contracting value of which exceeds AFs. 500,000 shall be open to all who wish to participate. To ensure this, procuring department should advertise all public opening of tenders on OLSIA website and social media, and external websites such ACBAR.

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Explanation of Conditions of Contract, Selection and Exclusion Criteria

Selection criteria are the minimum requirements or standards that bidders must meet in order to progress further in the procurement exercise. Bidders that cannot demonstrate that they meet these minimum requirements must be excluded from the competition. The selection criteria used must be relevant and proportionate to the procurement exercise being carried out. On the other hand, the exclusion process involves evaluating whether the bidder has committed any offences that would lead them to be excluded from the bidding process.

Mandatory exclusions: The bidder may be excluded from the procurement process if specified offences have been committed and the self-cleansing measures taken are not sufficient to demonstrate reliability. For example, corruption, bribery, money laundering or certain types of frauds.

Discretionary exclusions: The bidder may be excluded from the procurement process if they have taken part in certain activities and the self-cleansing measures taken sufficient to demonstrate reliability. These should be considered on a case by case basis by the OLSIA.

It is considered best practice to investigate bidders in both types of exclusions by asking questions of exclusion criteria listed in the table below:

Exclusion Criteria	Must Ask	May Ask	Self-Cleansing Applies
Criminal Convictions	●		●
Blacklisting	●		●
Tax and Social Security Breach		●	
Social and Labor Law		●	●
Bankruptcy and Insolvency		●	●
Grave Professional Misconduct		●	●
Conflict of Interest		●	●
Distortion of Competition		●	●
Contract Deficiencies		●	●
Misrepresentation		●	●
Unduly Influence		●	●

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Respect of Confidentiality

Procurement team of OLSIA shall keep confidentiality and privacy of suppliers, except as may be approved in writing by Supplier. Confidentiality should be considered in the followings;

- The terms and provisions of the Agreements,
- All proprietary and technical data of Suppliers,
- All data identified in writing as being confidential or proprietary, and
- All details of Supplier's business or other information regarding any Project (collectively, the "supplier Confidential Information").

Right of Access for the Purpose of Verification and Audits

OLSIA procurement documents and processes are subject to confidentiality and privacy and will ensure the privacy of contractors and suppliers. The right of access for verification and audits are reserved to review all the different contracts and procurement processes to ensure they are accurate, complete and efficient.

Social

The social responsibility in procurement should be considered while conducting procurement. Social value is traditionally applied as part of the community, local, or regional contracts. All the procurement made by OLSIA would require the suppliers or businesses bidding for the work to state what social benefits they would offer. Before starting any procurement, the procurement team should think carefully about whether the goods or services that ought to be bought, and the way how these are procured, will secure social value benefits.

Basic employment rights

OLSIA, as part of social responsibility, will prefer those businesses which are employing local people of the society with reserving the basic employment rights. These rights include but not limited to:

- Freedom from harassment and discrimination of all types and in all forms
- Safe work environments without dangerous operational conditions, toxins or unreasonable safety hazards.
- Freedom from retaliation for filing discrimination-related claims or complaints against their employer.
- Fair compensation for work, and more.

Child Labor

OLSIA acknowledges the duty of care to safeguard and promote the welfare of children and is committed to ensuring safeguarding practice reflects statutory responsibilities, government guidance and complies with best practice and donors' requirements.

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The policy recognizes that the welfare and interests of children are paramount in all circumstances. It aims to ensure that regardless of age, gender, religion or beliefs, ethnicity, disability, sexual orientation or socio-economic background, all children:

- Have a positive and enjoyable experience of sport at the OLSIA in a safe and child centered environment,
- Are protected from abuse whilst participating in all capacity related matters during program implementation or outside of the activity.

Environmental

The environmental policy of OLSIA is to prefer purchasing those items and involving in those activities which are environmental-friendly. Also, the focus is to enter into contracts with those suppliers who do their businesses in way to keep the environment safe.

Economical

Economical procurement refers to the extent to which OLSIA is effective in carrying out its procurement operations in a manner that ensures economic growth of the people of local and communities.

Technically acceptable low cost

Technical acceptable low cost refers to carrying out procurement in a manner that ensures necessary quantity and quality at the right time and price. It also indicates the extent to which the correct procurement process is conducted by OLSIA procurement team based on the overall contract value and the type of goods and services required at possible low cost.

Locally Produced Goods

To ensure the local economic growth, OLSIA procurement personnel must consider purchasing those goods and services which are produced locally than the goods or services imported. Secondly, the preference should be given to the products that are available locally rather than international biddings.

Procurement Department:

At main office, designated staff members conducting procurement are entrusted to carry out procurement functions; normally this will be assigned to one individual in each office or unit other than the main office. The key elements of his or her role in the procurement process are as follows:

- Perform market analysis (in consultation with responsible staff);
- Review the requirements of end-users in terms of cost effectiveness and need, taking into account life-cycle costs, as well as responsibility and sustainability issues;
- Ensure the business needs of OLSIA are met through its procurement of goods and services;

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- Identify and engage necessary technical skills for the procurement process;
- Ensure that appropriate and generic specifications and Terms of Reference (TORs) are used;
- Ensure that all procurement processes are compliance with policy directives, and that approvals are obtained at the appropriate delegation of authority level;
- Manage the procurement process;
- Finalize contractual agreements and formal documentation, as well as the submission of that material to the appropriate authority;
- Establish a clear audit trail;
- Notify all those who participated in the tender of the outcome of procurement process;
- Contribute to the ongoing review and improvement of the OLSIA Procurement manual.

Monitory Authority Chart for Personnel

Financial commitments are generally Purchase Orders for goods, approval of procurements or contracts for services. OLSIA's Financial Policy includes the following standard authorization list, related to procurement activities.

The Standard OLSIA Authorization Schedule

Amount – AFs.	Control/Check	Check /Approval	Approval
500-20,000	Section Manager /Check	Finance Manager Approve	
20,000-100000	Section Manager /Control	Finance Manager Check	Deputy Director
Above 100000	Section Manager /Control	Deputy /Check	Director

Procurement Plan

Organization Procurement:

The procurement plan is the consolidation and formalization of procurement needs of the organization at corporate level. Based on aggregated requisition plans, the procurement plan is built at least once a year by the Procurement Department. It is used for procurement recommendations at the organizational level, thus enhancing the transparency of the procurement process. Since some procurement needs cannot fully be anticipated, the procurement plan is always based on estimates of procurement operations to be carried out in the specified period. Procurement Plan therefore should be reviewed and updated on a semi-annual basis.

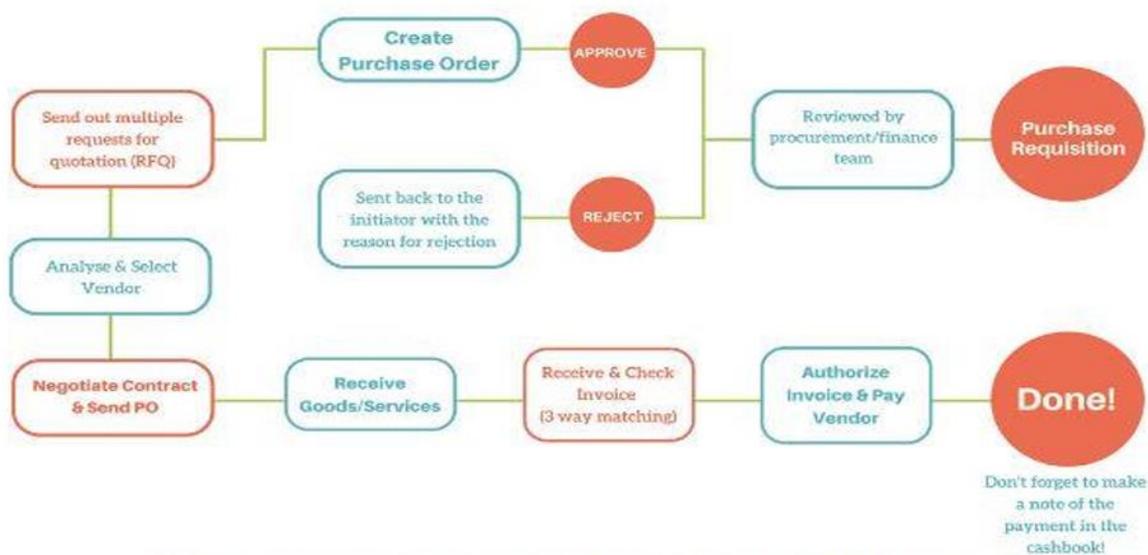
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Project Based procurement:

Project based procurement plans are the basis of the organization procurement plan. They must be developed by each unit/project in support of the activity work plans. Such procurement plans have a simpler format than procurement plans and they are developed for each project. The project based procurement is carried out based on the project nature. To respond to an emergency situation, emergency procurement procedures needs to be carried out otherwise, normal procurement procedures and process have to be followed.

Diagram of Procurement Process Flow:

The following process is a sample for the procurement within the organization that can be altered based on the procurement needs of the donor requirement and the thresholds defined in this policy. For example, the threshold for open bidding and advertising the contract on web sites along with bid openings steps will be added in the procurement process accordingly.



Procurement Process Flow

Quality Control:

Quality control is an important part of the purchasing process. Quality control means to procure quality good with set standards and specifications. Throughout the procurement process, the quality control shall be monitored and each step of procurement shall be ensured to meet the standardization of the process and acquiring the quality goods with specifications. Before any product or service that will be delivered to OLSIA, it is the responsibility of the procurement department to ensure that the products that arrive are of the correct quality specification.

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When the procuring department is looking at the procurement of goods or service, they will have been given some guidance by the supplier/selling agency. Prior to actually purchasing the goods and service, the submittal has to be prepared and approved and that should include a variety of information about the item to be purchased, such as: physical description, dimensional measurement, performance specifications, standards, brand name etc.

Chapter Three: Vendor Solicitation

The method used to communicate a procurement requirement and request an offer from potential suppliers is referred to as the solicitation process. The solicitation process is divided into the following four steps:

- 1) Preparation of solicitation documents
- 2) Approval and issuance of solicitation documents
- 3) Tender or Quotation Collection period
- 4) Submission, receiving, and opening of offers

a. Preparation of Solicitation Documents

OLSIA standard documents must be used when soliciting offers from suppliers following a formal method of solicitation (ITB/RFP).

Contents of The Solicitation Documents: Solicitations are written documents consisting of the following components:

1. Letter of invitation and instruction to bidders
2. Definition of requirements or Statement of Work (specifications/TOR/SOW etc.)
3. Contractual information
4. Offer submission forms (optional in some cases)

b. Invitation to Bids

- 1) An invitation to offer, including reference to the specific procurement activity (title and tracking number), and a list of supporting documents issued.
- 2) Deadline for submission of offers. The date, time and place for submission must be clearly stated, together with the location, date and time for the opening of offers (if public).
- 3) a) The deadline for submission should allow the supplier a sufficient number of days in order to prepare and submit an offer. The following number of days (excluding the issue date but including the closing date) is recommended as solicitation times:
 - Request for Quotation (RFQ): 5-10 calendar days
 - Invitation to Bid (ITB): 10-20 calendar days
 - Request for Proposal (RFP): 15-30 calendar days.

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- b) If, in the opinion of the Procurement Committee, due cause exists, a shorter solicitation period could be used. However, whenever less than the recommended number of days is approved, the procurement personnel must justify the decision in a Note to the file, provide reasons and indicate why he believes that competition is achieved despite the shortened solicitation time and also confirm the availability of the members of the evaluation team immediately after the end of the solicitation period.

3) Instructions for preparation and submission in order to convey all relevant instructions governing the preparation and submission of offers. The instruction must include a list of documents required to form a complete offer, as well as notice to suppliers that offers may be rejected unless compliance. A compliance offer is one that conforms substantially to all the terms, conditions and specifications included in the solicitation documents.

Further, the instructions should always include:

a) Mode of submission (electronic, hand-delivered, mail, fax).

b) Address/fax number/email, and

c) Instructions on how the offers should be packaged (e.g. sealed, number of copies, two envelope system etc.)

4) Description of the procurement activity should include all information necessary to prepare a responsive and meaningful offer:

a) The context of the procurement activity.

b) The intended purpose of the procurement activity.

5) Pre-bid conference and site visit. Information about the location, date and time of any pre-bid conference or site-visits (in case of construction project) to be conducted in relation to the tender must be communicated to the suppliers within the solicitation documents.

6) Currency of offer and payment, and statement on exchange rate used for evaluation purposes.

7) For purposes of comparing prices of offers received, Procurement Committee shall convert prices to a single currency using the market rate of exchange applicable on the deadline date for receipt of offers.

8) Language. The solicitation documents as well as the offers should be prepared in English, Pashtu, or Dari. The language will be selected by Procurement Committee as per the need.

9) Instructions on offer validity, requesting the suppliers to keep their offers valid for a specific number of days, (typically a period of 60 or 90 days, but less if the price of the procured product fluctuates rapidly, e.g. raw materials, petroleum products, etc.) allowing time for evaluation of offers, and award of contract.

10) The method of evaluation and the evaluation criteria (including relative weight of each major criterion and how it will be applied) shall be clearly specified in the solicitation documents, and not departed from later on in the evaluation process. The evaluation must be carried out pursuant to the criteria specified.

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11) Discrepancies and errors in the price component. The solicitation documents must define how discrepancies and errors in the price component will be handled.

12) Payment terms: The solicitation documents must specify the payment terms. The payment terms are usually Net 30 days upon receiving of invoice as well as receipt and acceptance of goods or services or upon receipt of required shipping documentation, depending on the Inco term used.

13) Modifications: The solicitation documents must stipulate that any additional information, clarification, correction of errors or modifications of bidding documents will be distributed to all suppliers prior to the deadline for receipt in order to enable suppliers to take appropriate actions. Similarly, all suppliers must also be informed of the right to modify or make corrections to bids or proposals, provided that any such modification or corrections are received by Procurement Entity in writing prior to the time specified for submission of offers.

14) Reservations to OLSIA's contract terms: The solicitation documents must state that bidders must submit any reservations to OLSIA's standard contract terms together with their bids, and that failure to submit such reservations will be deemed by OLSIA as acceptance of all said contract terms.

15) Information about bid/proposal security and bid/proposal security form, if applicable. Bid/ proposal securities can be requested by Procurement Committee to mitigate the following bidder's related risks:

- Withdrawal or modification of a bid or proposal after the bid receipt deadline;
- Failure to sign the contract;
- Failure to provide the required security for the performance under the contract after a bid or proposal has been accepted;
- Failure to comply with any other conditions precedent to signing the contract specified in the solicitation documents.

16) Information about performance security and advance payment guarantee. Performance securities can be requested by OLSIA from the selected supplier in order to mitigate the risks of supplier non-performance and breach of contractual obligations (such as delivery of all equipment, services rendered, and works completed as per the contract) whereas a guarantee for advance payment can be requested by OLSIA from the supplier when the supplier requests an advance payment to cover its mobilization costs (typically in case of contracts for works or services).

17) Alternative offers: Alternative offers are offers that do not comply with the exact requirements of the tender, or

i. Alternative offers are not accepted

ii. Alternative offers can be considered only if they present an alternative to the lowest substantially compliance offer.

iii. Alternative offers are accepted only if they contain more sustainable options.

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18) Split orders. Information about whether or not partial offers are accepted, and whether split orders will be placed must be included in the solicitation document.

19) Contact information for queries.

Purchasing Process – Thresholds

- 1)** A purchase requisitions form, signed by the requisitioning person and approved by his or her supervisor or next higher level employee with sufficient authority to approve, must be prepared for all procurement.
- 2)** The employee approving the requisition must ascertain that sufficient funds remain in the budget to make the procurement, the procurement is necessary to achieve OLSIA's objectives and that the procurement complies with donor regulations or terms of the grant agreement.
- 3)** The employee initiating the purchase request should not also approve the request.
- 4)** Before executing a procurement transaction, procurement personnel must determine whether those signing the requisition form have sufficient authority according to the established Authorization List.
- 5)** Procurement personnel must solicit at least three written independent bids for procurement above \$500 or equivalent amount in AFN. Bid solicitations should include a detailed description of the items, particular specifications, maximum cost, and quantity and required delivery date.
- 6)** The persons soliciting the bids should not also approve the vendor selection.
- 7)** Sealed bids should be required for procurement above a certain reasonable limit, such as \$10,000 for goods and \$30,000 for work. Vendors should be selected only on the basis of value to OLSIA.
- 8)** ITB and RFP should be circulated through emails to already known suppliers and/or through local newspapers, websites including OLSIA website.
- 9)** In case, relevant donor's requirement for minimum limit for bids collection is less than what is the policy of OLSIA, then donor's limits should be complied with. Similarly, other certain limitations or requirements regarding procurement of donors should also be complied with for example USAID has a regulation of Prohibited and Restricted Goods and so is the limitation regarding Restricted Countries. In such cases the regulations of donor will prevail.
- 10)** A bid summary worksheet should be completed for all procurements requiring bids. The worksheet should document the reason for selection of the vendor and should be signed by an authorized employee as evidence of review and approval.
- 11)** Requisitioning person should be discouraged from making purchases themselves.
- 12)** Centralized purchasing and blanket purchase orders of office supplies, spare parts, etc. are highly encouraged in order to take advantage or quantity discounts from vendors for the OLSIA interest.

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13) Thresholds as per the amount of the procurement for goods are as following;

Threshold	Amount (USD) or equal in AFN
Spot Purchasing	Up to 500
Request for Quotations	501 to 10,000
Restricted Tender/Bid	10,001 to 50,000
National Tender/ Open bid	50,001 to 214,000
International Tender/ Open bid	Above 214,000

In case of restricted procedure, the tender process is restricted to a limited number of suppliers.

14) Thresholds as per the amount of the procurement for work are as following;

Threshold	Amount (USD) or equal in AFN
Spot Purchasing	Up to 500
Request for Quotations	501 to 10,000
Restricted Tender/Bid or RFP	10,001 to 150,000
National Tender/ Open Bid or RFP	Above 150,000

Analysis of Bid

a. Technical

Technical analysis is the process of assessing the offers received to determine if they meet the requirements expressed in the solicitation documents. During preliminary evaluations, the procurement team will assess each bid to determine whether it is properly signed, has the required bid security, has no omissions, and is free of any computational errors. The team also checks if the documents meet all tax and legal requirements to the bid documents and if they require any clarifications. The bids that do not meet the conditions in the preliminary stage do not proceed to the next step.

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The second stage is checking whether the bid satisfies the technical requirements for the project. These include the quality requirements, delivery schedules, compliance with the scope of works, warranties, and the bidder's experience. The technical specifications are not fixed but depend on a specific project/bid.

b. Cost

The next step is cost evaluation. Here the main evaluation point considered are costs and their influencing factors such as unit pricing, labor rates, labor hours, overheads and profits, price lock (the duration price is guaranteed), material costs, quantities, and quality. The panel should also consider provisional sums and discounts. If the bids are in more than one currency, the prices are converted to a single currency based on exchange rates from one source.

The evaluated bids are then organized from the highest to the lowest price. The evaluation team also should prepare a price analysis that ascertains whether the bid prices are reasonable compared to the prevailing market conditions.

c. Procurement Committee

Procurement committee members and any other personnel involved in the vendor selection process are prohibited from receiving anything of value from vendors or potential vendors. Procurement Committee should be made and its members should be required to sign "conflict of interest" statements which state that neither they nor their immediate family members have any equity in any of the vendors awarded purchase contracts or would stand to personal benefit from awarding contracts to a given vendor.

Responsibilities of the Procurement Authority

The Procurement committee is expected to exercise duties and responsibilities with utmost care, efficiency, impartiality and integrity. Prior to any commitment being made, the OLSIA Procurement committee has to ensure that:

- 1)** The procurement activity strictly complies with all procurement procedures, organizational directives, and administrative instructions and with funding sources.
- 2)** Sufficient funds are available for the commitment.
- 3)** Based on the information available at the time and documented in the procurement file, the procurement activity is in the best interest of Procurement Entity.
- 4)** All activities undertaken are reported as per the reporting requirements set-up to monitor the use of the Delegation of Authority or Authority levels.

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d. Close/Restricted Bidding

In closed bidding, the request of bidders are limited to only number of suppliers, contractors and service providers who are shortlisted or invited by the procurement committee of OLSIA. It is competitive, however for limited bidders. The procurement committee must consider this method of procurement when open bidding is not feasible.

Any decision to use the closed bidding method must conform to the policies and procedures governing the procurement system of OLSIA. Basic characteristic of this method is that competition is limited and confined to a number of bidders either because only a few suppliers or contractors are qualified to fulfill the specific type of requirement, or certain conditions warrant the use of limited number of bidders in order to reduce the time and cost of the selection process.

e. Open Bidding

Open bidding is the method, in which OLSIA calls and accept bids from any bidder to submit a bid concerning the procurement of their interest, in compliance with the specifications set forth in the bidding documents. Open tendering is the default procurement method. If procurement through open tendering is not feasible, a written justification shall be placed in the record of the procurement proceedings stating the reasons for using other procurement method.

bidding must be carried out by the Bid Opening Committee consisted of experienced personnel of OLSIA appointed by award authority to open the bids, in accordance with the policy, that cannot be less than three persons. The members of the Bid Opening committee cannot be included in the evaluation committee of same procurement.

Procurement Principles

- In management of funds, OLSIA complies with public procurement principles and the relevant policies and procedures. OLSIA is aligned with the four key principles that guide procurement.
- Best value for money throughout the life of the procured item
- Fairness, integrity and transparency through competition
- Economy and effectiveness • The mandate and strategic goals of the organization.

These principles establish a common framework and values that are to be applied throughout the procurement process. By applying these principles in the procurement process, OLSIA will use its resources effectively and strengthen the delivery of its programs and achievement of results.

Best value for money

Application of the principle of the best value for money during the procurement process means selecting the offer that presents the best combination of quality, life-cycle costs and key parameters to meet established needs in the most effective way. Best value for money does not necessarily equate to selecting the lowest initial price option; instead, it requires an integrated assessment of technical, organizational and pricing factors in relation to our strategic, programmatic and other objectives. In order to obtain best value for money, OLSIA procurement department shall:

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- Maximize competition
- Limit the complexity of the tender process as much as possible
- Establish clear evaluation criteria (at the time that the procurement method is selected)
- Ensure the impartial, comprehensive and timely evaluation of offers
- Evaluate technical benefits and life-cycle costs.

Fairness, integrity and transparency through competition

Competition in all procurement processes is a key means of ensuring fairness, integrity and transparency. Since competition is the basis of fair and transparent procurement, all competitive processes shall be open to all qualified suppliers who wish to participate, unless it can be clearly recognized that limiting the pool of potential suppliers is in the best interests of OLSIA. In order for competition to lead to a fair and transparent outcome, procurement must be carried out following the OLSIA policies and procedures outlined in this Procurement manual. It also must be applied consistently to all potential bidders. OLSIA staff undertaking procurement are accountable for conducting the process in compliance with the established policies and procedures.

Economy and effectiveness

Economy and effectiveness refer to the extent to which OLSIA is successful in carrying out its procurement operations in a manner that ensures necessary quantity and quality at the right time and price. It also indicates the extent to which the correct procurement process is conducted based on the overall contract value and the type of goods and services required.

The mandate and strategic goals of the organization

Undertaking procurement in accordance with OLSIA mandate and strategic goals means carrying out procurement activities in the manner that best enables OLSIA and its donors to reach the general and specific objectives of OLSIA while being in compliance with applicable procurement procedures.

Oversight

The Executive Director, and Deputy Director has the overall responsibility to oversight of procurement in OLSIA. Besides, the director has entrusted this responsibility to the Finance Manager.

Documentation/ Backup

Documentation is essential in achieving accountability and transparency. It provides a record of procurement activities and how they've been conducted. As a minimum, we produce the following documents during the procurement process:

- Procurement Plan;
- Requisitions
- Quality control
- Bid/Quotation documents and statement of work;
- Bid/Quotation evaluation plan;
- Evaluation report and recommendation;
- Report to Executive Director and donor agencies.

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All the documentations are kept safe through the proper filing system in hard copies. The hard copies of the documents stored in appropriate places and in the filing cabinets. The hard copies of the documents further need to be scanned and stored for backup in secured PCs of relevant departments. Normally, the backup documents should be stored in procurement department and a copy of the backup shared with Finance Department. Also, a backup of the files should be transferred to an external HDD. Moreover, the procurement staff should periodically review and update backup documentation.

To prevent potential data risks and viruses, PCs that are used to store the backup should be secured with an update version of Anti-virus. Similarly, the PCs and external hard disk for backup shall be used by authorized staff of relevant department and kept in a secure condition that restricts the unauthorized access.

Organization of literacy support for independent Afghanistan (OLSIA)

Appendix 1:

Purchase Requisition form

Purchase Requisition			
NO	Description	Quantity	Remark

Purpose :		
Budget:	<input type="checkbox"/> Yes	<input type="checkbox"/> Yes
Code :		
Requested by:	Date and Signature:	
Authored by:	Date and Signature:	

OLSIA PROCUREMENT POLICY

Appendix 2:

ORGANIZATION OF LITERACY SUPPORT FOR INDEPENDENT AFGHANISTAN (OLSIA)

REQUISITION FORM

Form No. _____

Date: ____ / ____ / ____

Request made by _____ Department _____

No	Item	Donor/GL	Location	Project	Account	Quantity	Availability in store	Review by finance
1								
2								
3								
4								
5								
6								
7								
8								

Prepared by _____

Availability checked by _____

Recommended by _____

Approved by _____

Review by Finance _____

OLSIA PROCUREMENT POLICY

Appendix 3:



PURCHASE ORDER

Organization of Literacy Support for Independent Afghanistan (OLSIA)

Date:

Cheknawry high school Street# 1, 7rd Zone, Jalalabad-Afghanistan

PO. NO:

No	Description	QTY	EST.UNIT.PRICE	EST.TOTAL	REMARKS
Grand Total					

ADMIN/LOGISTIC :

DATE:

AUTHORIZED SIGNATURE :

DATE:

OLSIA PROCUREMENT POLICY

Appendix 4:

Organization of Literacy Support for Independent Afghanistan (OLSIA)

Goods Receiver Note (GRN)

Date: _____				
PRF No: _____				
Po No & Date: _____				
General Inspection				
ON	Item and Description	Quantity Delivered	Quantity Accepted	Remarks for Difference
Technical Inspector Comment				
Name: _____ Department: _____ Designation: _____ Sign: _____				

Received by: _____

Name: _____

Designation: _____

Signature: _____

Date: _____

OLSIA PROCUREMENT POLICY

Appendix 5:

Organization of Literacy Support for Independent Afghanistan (OLSIA)

COMPARATIVE STATEMENT

Date: ____ / ____ / ____

S. No.	Supplier Name	Rate Offered
1	Supplier 1	
2	Supplier 2	
3	Supplier 3	
4	Supplier 4	

Supplier Selected: _____

Justification for selection

Prepared by:

Procurement officer

Verified by:

PC Members

Verified by:

Auction Committee

Approved by:

Director

(Please Attach all the quotations and bank rate confirmation hereby).

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Appendix 7:

REQUEST FOR PROPOSAL (RFP) / INVITATION TO BID (ITB)

Date:

All Suppliers

Jalalabad, Afghanistan Subject:

Request for Sealed Bids / Proposals

Dear Suppliers,

OLSIA is currently implementing the project of (-----) which includes some of the activities to be carried out as explained in Scope of Work (SoW) in Annexure-A. You are requested to kindly submit us your sealed bids to the person and address given below with your firm/company profiles for the activities mentioned in SoW.

Contact Person:

Phone Number:

Email:

Office Address:

Bids submitted without company seal and/or submitted after the deadline will not be considered for the bids analysis process. The firm/company whose bid is qualified during the bids analysis process by the procurement committee of OLSIA will be contacted for further discussion.

OLSIA will not contact the firms/companies whose bids are not qualified in the due process.

For further details of the project and activities please refer to the SoW in Annexure-A to this letter.

Looking forward to a good business relationship with your company in future.

Yours truly.

OLSIA PROCUREMENT POLICY

Annexure A:

SCOPE OF WORK (SoW)

ACTIVITY NAME:	DEADLINE FOR SUBMISSION OF BIDS/PROPOSAL:
ACTIVITY PERIOD:	LOCATION:

A. BACKGROUND OF PROJECT/ACTIVITY

B. ACTIVITIES DESCRIPTION

1. Activity
2. Activity
3. Activity

C. TIMING AND LEVEL OF EFFORT

D. ACTIVITY VENUES

E. DELIVERABLES

F. REPORTING RELATIONSHIPS

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Appendix 8:

Service Request Form

(For General, Professional, IT and Vehicle Services)

Department: _____

Date: _____

Requested by (Name): _____

Location: _____

Vehicle & IT Service & Maintenance Service Requested		Description	General & Professional Services Service Requested		Description
Vehicle Description:			Project ID:		
Number Plate:			Budget Line:		
Vehicle Repair & Maint.:			Professional Work Requested:		
Mobil Oil & Filter Change	<input type="checkbox"/>		Training Services	<input type="checkbox"/>	
Tune Engine	<input type="checkbox"/>		Consulting Services	<input type="checkbox"/>	
Lights Repair / Change	<input type="checkbox"/>		Media & Broadcasting Services	<input type="checkbox"/>	
Tyre Repair / Change	<input type="checkbox"/>		Advertising Services	<input type="checkbox"/>	
Brake Repair / Change	<input type="checkbox"/>		Event Management Service	<input type="checkbox"/>	
Gear Repair / Change	<input type="checkbox"/>		Conference Holding (Outside)	<input type="checkbox"/>	
Other Parts Repair / Change	<input type="checkbox"/>		Job Announcement in OLSIA	<input type="checkbox"/>	
Wash Service	<input type="checkbox"/>		Outsourcing Work	<input type="checkbox"/>	
Other Work (specify)	<input type="checkbox"/>		Other Professional Work (Specify)	<input type="checkbox"/>	
IT Repair & Maint.			General Work:		

Further Requirements & Details: _____

Requested by (Sign):

Dept. Manager (Sign):

Administration (Sign):

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Appendix 9:

CONFLICT OF INTEREST QUESTIONNAIRE

The following questionnaire must be completed annually and at the time of procurement of Goods or Service and hiring a staff member by all members and affiliates of OLSIA wherever applicable. Once you have completed this questionnaire, please sign and date in the space provided and return it to:

Admin/HR Department of OLSIA Jalalabad, Afghanistan

Mobile #:

Email:

1. Are you an officer of an organization or company that conducts business or has a relationship with OLSIA?

Yes _____ No _____ If yes, please define. _____

2. Have you ever served on the board of the selected company in which OLSIA invests or intends to do business?

Yes _____ No _____ If yes, please define. _____

3. Do you have a family relationship with anyone who has a noted relationship with OLSIA? (Family connections include an individual's spouse, parent, child, grandparent, grandchild, great-grandchild, and sibling. The spouses of any children, grandchildren, great-grandchildren, and siblings are considered family relationships as well.) (Please also define any other blood relatives you have)

Yes _____ No _____ If yes, please define. _____

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4. Have you participated, directly or indirectly, in any employment agreement, compensation relationship, or any other arrangement/investment opportunity with a third-party vendor doing business with the OLSIA that has resulted or could result in personal benefit to you?

Yes _____ No _____ If yes, please define. _____

5. Have you received, directly or indirectly, any, loans, or gifts of any kind or any free service, discounts, or other fees from any person/organization/ company engaged in any transaction with the OLSIA?

Yes _____ No _____ If yes, please define. _____

6. Do you share ownership of a business that does business with OLSIA? (Ownership means voting power in a corporation, profits interest in a partnership, or beneficial interest in a trust.)

Yes _____ No _____ If yes, please define. _____

Name: _____

Position: _____

Date: _____

Signature: _____