



Forum for African Women Educationalists (FAWE)
"Supporting Girls and Women to Acquire Education for Development"



FAWE Liberia
INTERNAL PROCUREMENT AND
STORES MANAGEMENT MANUAL

APRIL, 2025

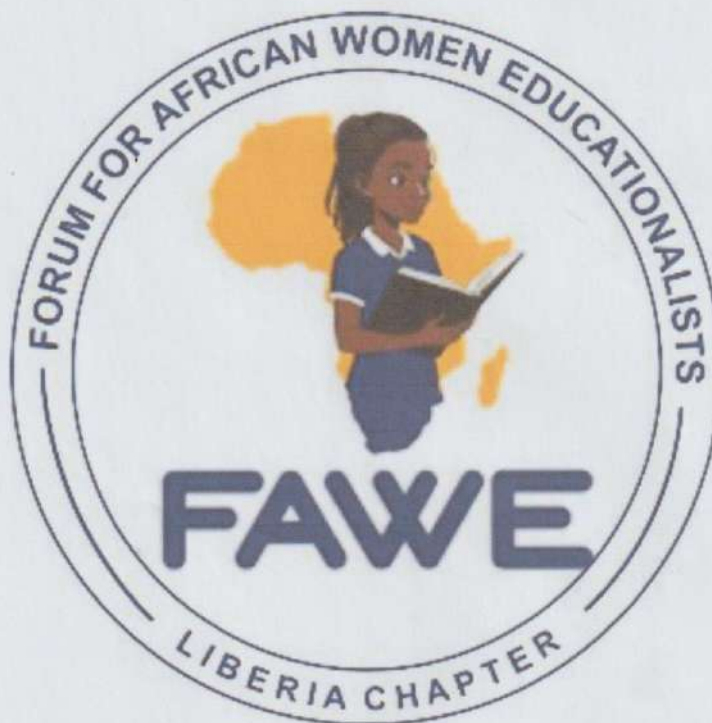


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ABBREVIATIONS

AIE Holder	Authority to Incur Expenditure
EOI	Expression of Interest
FY	Financial year
GRN	Goods Received Note
LOI	Letter of invitation
LPO	Local Purchase Order
LSO	Local Service Order
RFP	Request for Proposal
RFQ	Request for Quotation
TOR	Terms of Reference
DFA	Director, Finance & Administration
FA	Finance & Administration
SERENIC	Integrated Financial Management System
FTC	FAWE Tender Committee
FPC	FAWE Procurement Committee

Statement by the National Coordinator

It is with great pride and a deep sense of commitment to institutional excellence that I present the **Internal Procurement and Stores Management Manual** for the **Forum for African Women Educationalists (FAWE) Liberia Chapter**.

This manual has been precisely developed to serve as a comprehensive guide to ensuring that all procurement and stores management activities within FAWE Liberia are conducted in a transparent, efficient, and accountable manner. As an organization dedicated to promoting gender equity and equality in education across Africa, we recognize the critical importance of sound financial and resource management systems in achieving our mission.

The policies and procedures outlined herein are aligned with national regulatory frameworks, best practices in procurement, and internal control standards. This manual seeks to promote consistency, fairness, and value for money in the procurement of goods, works, and services, as well as the proper management and accountability of stores and assets.

Moreover, this manual reinforces our commitment to integrity, professionalism, and good governance. It establishes clear roles and responsibilities for all staff involved in procurement and stores management and provides a reliable framework for informed decision-making.

I wish to thank all those who contributed to the development of this manual, including the staff of **FAWE Liberia**, consultants, and partners whose expertise and collaboration were invaluable throughout the process.

It is my hope that this manual will be embraced and adhered to by all **FAWE Liberia** staff as a living document, subject to periodic review and continuous improvement, in our collective quest to strengthen operational efficiency and uphold the values that **FAWE** represents.

Let us work together in ensuring the effective implementation of this manual as we continue to empower girls and young women through education.

Hon. Millias Z. Sheriff, MBA, M.Ed., PGD, BSc.

NATIONAL COORDINATOR

Forum for African Women Educationalist (FAWE Liberia)

Monrovia, Liberia

INTRODUCTION

1. Purpose of the Manual

The purpose of this Internal Procurement and Stores Management Manual is to provide a clear, standardized framework for managing all procurement and disposal activities within the **Forum for African Women Educationalists (FAWE) Liberia**. It aims to ensure that all processes related to the acquisition of goods, works, and services, as well as the disposal of unserviceable or surplus assets, are carried out efficiently, transparently, and in full compliance with FAWE's established Procurement Policies.

This manual serves as a practical reference tool for **FAWE** management, staff, and procurement stakeholders, guiding them through each stage of the procurement cycle, from planning and requisitioning to tendering, contract management, delivery, storage, and final disposal. It seeks to minimize ambiguity, reduce procedural errors, and improve consistency in decision-making across all procurement activities.

Additionally, the manual is designed to promote accountability, ethical conduct, and the prudent use of organizational resources. Through outlining roles, responsibilities, and procedures in detail, it ensures that procurement decisions are well-documented, value-driven, and aligned with **FAWE's** mission to empower African women and girls through education and gender equity initiatives.

Ultimately, this manual supports **FAWE Liberia** in achieving operational efficiency, enhancing service delivery, and fostering stakeholder confidence through robust procurement governance.

2. Objectives of the FAWE Procurement Regulations

The overarching objective of **FAWE's** procurement regulations is to promote economy, efficiency, transparency, and fairness in all procurement activities. The aim is to establish a sound and sustainable procurement system that incorporates the following key principles:

- **Economy:** Ensure the best value for money in all procurement transactions.
- **Efficiency:** Streamline processes to produce timely and effective results.
- **Fairness:** Guarantee impartiality, consistency, and equitable treatment for all stakeholders.
- **Transparency:** Maintain clear, accessible, and well-documented procurement procedures.
- **Accountability and Ethical Standards:** Promote integrity and personal responsibility for decisions and actions taken during the procurement process.

3. Application of Instructions

These instructions are intended to reinforce the implementation of FAWE's Procurement Policies. They are mandatory for all **FAWE** staff, management, members, suppliers, and other procurement stakeholders engaged in procurement and disposal activities.

3.1 Scope

This manual is to be used alongside the **FAWE** Procurement Policies and Standard Tender Documents. It serves as a comprehensive guide throughout the procurement lifecycle, including but not limited to:

- Supplier identification and selection
- Preparation of tender documents
- Tender evaluation and contract awards
- Contract management and logistics
- Disposal of assets

In cases of conflict between this manual and the FAWE Procurement Policies or Standard Tender Documents, the latter shall take precedence.

4. Responsibility and Accountability

The primary responsibility for adherence to procurement regulations lies with the Director of Finance and Administration. All officers involved in the procurement process are accountable for their actions and may be held personally liable for any loss resulting from non-compliance with FAWE's Procurement Policies and Regulations, whether by themselves or by their subordinates.

5. Review and Updating of the Manual

This manual will be reviewed and updated periodically to reflect changes in policy, legislation, or best practices. The Procurement Unit is responsible for initiating and coordinating the review process to ensure the manual remains current and relevant.

6. Procurement Functions

6.1 Definition of procurement

Procurement means the acquisition by purchase, rental, lease, hire purchase, license, tenancy, franchise, or by any other contractual means of any type of works, assets, services or goods including livestock or any combination

6.2 Objectives of Procurement

Procurement unit's objective is to coordinate and manage the acquisition of goods works and services within **FAWE** while ensuring that high ethical standards and professionalism are maintained.

Through ensuring maximum value for money and maximum money for value is achieved in both procurement and disposals respectively, the procurement unit needs to take into

account when availing any advice quality, quantity, source, time and internal and external factors which are crucial in procurement decision-making.

When selecting a supplier/ contractor, the procurement unit shall advice on one that meet its specifications / terms of reference in quality, quantity and timing at the lowest cost for the goods works or services required.

This can be realized through:

- a) Use of fair and open process when calling for, receiving, and evaluating quotations and tenders.
- b) Adherence to legal and ethical practices in procurement.
- c) Establishment and maintenance of a database of purchasing and stores information as well as suppliers.
- d) Continuous evaluation of supplier performance.
- e) Professionally and efficiently managing the supply chain function.
- f) Continuous training of staff to keep them abreast of new developments in the world and the local business environment.

7. Roles of the Accounting officer, Procurement Unit and User department in acquisition of Goods, Work and Services:

7.1 Role of the Procurement Manager

- (a) To establish Tender Opening Committees, Evaluation Committees, a Tender Committee, a Procurement Committee, Negotiation Committees Inspection and Acceptance Committee(s) and A Disposal Committee in accordance with the FAWE Policies and the Regulations.
- (b) Ensure establishment of a procurement Unit staffed with procurement professionals.
- (c) Sign procurement and disposal contracts.

- (d) Ensure procurement plans are prepared and implemented
- (e) Ensure proper records and documents of procurement proceedings are maintained

7.2 Role of Procurement Unit

- (a) Maintain and frequently update the prequalified suppliers list
- (b) Expeditionously prepare, publish and distribute procurement and disposal opportunities
- (c) Co-ordinate the entire procurement cycle
- (d) Maintain and safeguard procurement and disposal documents & records
- (e) Submit shortlist and lists of pre-qualified tenderers for approval by the tender committee.
- (f) Propose and recommend members of Tender Opening, Evaluation, Negotiating and Inspection and Acceptance Committee, to the Director, Finance and Administration for appointment.
- (g) Prepare and publish awards and notices of tender acceptance, and rejection notices.
- (h) Prepare and/or liaise with the Corporate and Compliance Departments for preparation of contract documents
- (i) Prepare and/or liaise with the Corporate and Compliance Departments for preparation of contract variations and documents modifications
- (j) Implement decisions of the tender and procurement committees
- (k) Liaise with the Public Procurement Oversight Authority and other bodies on procurement and disposal matters
- (l) Prepare reports required by the authority
- (m) Monitor contract management
- (n) Advise on aggregation of procurement
- (o) Undertake quarterly Market survey (every three (3) months)
- (p) Coordinate annual Stock taking and quarterly stock verifications

- (q) Verify re-order levels
- (r) Prepare quarterly procurement reports for submission to FAWE.
- (s) Maintaining and archiving records of contract management.

7.3 Role of User Department

- (a) Initiating procurement and disposal requirements and forwarding them to the Procurement Unit;
- (b) Participating in the evaluation of tenders, proposals and quotations;
- (c) Reporting any departure from the terms and conditions of the contract to the Procurement Unit;
- (d) Forwarding details of any required variations to contracts to the Procurement Unit for consideration and action;
- (e) Undertaking conformity assessments of supplied goods, works and services with the specifications of the contract documents
- (f) Endorsing the issuance of goods, works and services received notes;
- (g) Preparing technical specifications and submitting the same to the procurement unit;
- (h) Assisting in the preparation of the evaluation criteria
- (i) Assisting in the preparation of procurement and disposal plans;
- (j) Assisting in making clarifications on tenders, requests for quotations and any other matter as may be required;



CHAPTER ONE:

GENERAL POLICY

1.0 Procurement Authority

In accordance with these guidelines, the **Director of Finance and Administration** shall serve as the authorized procurement agent for and on behalf of FAWE Liberia. All procurement activities shall be conducted under their oversight in alignment with the established Procurement Policies and applicable regulatory frameworks.

1.1 Competitive Bidding

Unless otherwise specified within this manual, all procurement transactions for the acquisition of goods, execution of works, and provision of services shall be subject to **open and competitive bidding**. In instances where procurement is funded by development partners, the terms and conditions outlined in the respective donor agreements shall take precedence and must be strictly adhered to.

1.2 Approved Suppliers

The Director of Finance and Administration shall be responsible for maintaining an up-to-date **database of prequalified and approved suppliers**. The Tender Committee shall retain exclusive authority to review and approve the list of suppliers in accordance with the procurement policy.

1.3 Contract Management

All contractual agreements in which FAWE is a party shall be documented **in writing**. A centralized **contracts register** shall be maintained to ensure accountability, transparency, and ease of reference for all procurement contracts.

1.4 Prohibition of Transaction Splitting

Procurement transactions shall not be deliberately divided into multiple smaller transactions with the intent to bypass the thresholds and procedures outlined in FAWE's Procurement Policies. **Splitting of transactions** for the purpose of evading competitive bidding requirements is strictly prohibited under all circumstances.

1.5 Inspection and Certification

All goods delivered to FAWE must undergo inspection by an appointed **Inspection and Acceptance Committee**, with input from relevant technical personnel where applicable. Similarly, all services rendered must be reviewed and **certified by the designated technical officers** before any payments are authorized.

1.6 Amendment of Procurement Rules

The Director of Finance and Administration shall have the authority to effect amendments to these procurement rules, subject to recommendations from management and **compliance with national procurement laws and donor-specific regulations**. All changes must be documented and communicated accordingly.

1.7 Resolution of Conflicts

In the event of a conflict between this manual and conditions imposed by a **donor organization**, the donor's conditions shall apply **solely to the procurement funded by that donor**. Conversely, if a conflict arises between this manual and the internal conditions of any department within FAWE, the provisions of this manual shall **take precedence**.

1.8 Role of Management in Procurement

FAWE Management shall be responsible for the preparation of an **annual work plan**, from which a **procurement plan** shall be derived. This procurement plan must be submitted to Management for approval and shall be implemented on a **quarterly basis**. At the end of each quarter, the procurement unit shall submit a **comprehensive quarterly procurement report** to FAWE Management for review and endorsement.

1.9 Automation of Procurement Processes

All procurement activities shall be conducted through an **automated system** to promote efficiency, accuracy, and transparency. The Director of Finance and Administration shall ensure that all procurement personnel are adequately trained in the use of **Serenic** or any other approved procurement software. All transactions shall be processed through the system.



CHAPTER TWO:

PROCUREMENT CODE OF CONDUCT

2.0 Purpose

This Code of Conduct is established to ensure that all procurement activities within FAWE Liberia are executed with **integrity, transparency, and accountability**. It is the policy of FAWE that all individuals involved in the procurement function or who influence procurement decisions must conduct themselves in an ethical, impartial, and professional manner. Decisions must be made solely in the **best interest of the organization**, and the procurement process must reflect **fairness, consistency, and strict adherence to policy**.

2.1 Scope

This policy applies to all FAWE employees, Management members, agents, and any other persons involved in the procurement process or in any decision-making capacity related to procurement and stores management. Every action taken in the procurement process must prioritize the interests of FAWE and **must not be motivated by personal gain, favoritism, or undue influence**.

2.2 Application of the Code

Personnel involved in procurement shall uphold the following principles:

2.2.1 Ethics

- a) All procurement activities must be conducted in accordance with the **highest standards of professionalism, ethics, and moral integrity**.

- b) Employees and agents must not exploit their roles or positions for personal or financial gain. All dealings must reflect **honesty, impartiality, and commitment to FAWE's values.**
- c) Personnel must avoid situations that could compromise their integrity or lead to biased decisions.

2.2.2 Conflict of Interest

A **conflict of interest** arises when personal interests, relationships, or external engagements may affect, or appear to affect, an individual's objectivity in procurement-related decisions.

Accordingly:

- Any staff member, agent, or committee member who has a conflict of interest must:
 - a) **Declare the conflict immediately,** and
 - b) **Refrain from participating** in any part of the procurement process or in post-contract decisions related to the matter.

Conflicts of interest will be handled in accordance with the **Public Procurement and Disposal Act, 2015** and relevant regulatory standards. Failure to disclose conflicts will result in disciplinary action.

2.2.3 Confidentiality of Information

- a) All employees and agents must **treat procurement information as confidential**, especially information concerning suppliers, tender evaluations, contract negotiations, and pricing.
- b) Unauthorized disclosure of sensitive information is prohibited and subject to **disciplinary measures**, in accordance with the **Public Procurement and Disposal Act, 2015.**
- c) Employees are obligated to **report any suspected breaches** of confidentiality to the Director of Finance and Administration promptly and responsibly.

2.2.4 Collusion

Collusive behavior undermines the integrity of the procurement process. No employee, agent, or Management member shall engage in or attempt to facilitate collusion with bidders or other parties, including but not limited to:

- i. Artificially inflating bid prices.
- ii. Persuading or coercing others to abstain from submitting bids.
- iii. Manipulating or altering submitted tenders, quotations, or proposals.
- iv. Submitting predetermined bids with specific prices or terms designed to distort competition.

All forms of collusion will be treated as **serious misconduct** and prosecuted as per applicable laws.

2.2.5 Fraudulent Practices

Fraudulent practices, such as falsification of documents, misrepresentation of information, or deceptive conduct, are **strictly prohibited** in any phase of the procurement cycle.

- Any individual found engaging in fraud will face immediate disciplinary action, including possible **termination and legal prosecution**.

2.2.6 Corrupt Practices

FAWE maintains a **zero-tolerance policy toward corruption**. Corrupt practices include offering, soliciting, or accepting bribes or kickbacks; favoritism; or abuse of power for personal benefit.

- All persons involved in procurement activities are expected to **act with integrity and impartiality** at all times.
- Individuals found guilty of corrupt conduct will face **disciplinary sanctions** and may be referred to legal authorities for prosecution.



CHAPTER THREE

PROCUREMENT PLANS

3.0 Purpose

This chapter outlines the principles and procedures guiding the **planning of procurement activities** within FAWE Liberia. The goal is to ensure that the procurement of goods, works, and services is **timely, efficient, cost-effective, and in line with the organization's strategic priorities and financial framework**.

Procurement planning shall be integrated into the **annual budget cycle** and serve as a fundamental tool for guiding procurement decisions across the organization. All procurement activities shall be guided by clearly defined plans that may be **quarterly, annual**, or, where applicable, **multi-year** in scope.

3.1 Scope

This policy applies to the preparation and management of procurement plans across all departments and programs of FAWE Liberia. The procurement planning policy covers all categories of procurements including but not limited to:

- a) **Planned works:** such as renovation, repairs to buildings, plumbing, electrical works, and infrastructure maintenance.
- b) **Capital projects:** including the construction of new offices, training centers, or other facilities.
- c) **Goods:** procurement of equipment, office supplies, educational materials, and consumables.
- d) **Services:** including consultancy services, transport services, event management, and maintenance of equipment or machinery.

- e) **Framework contracts:** such as service-level agreements for IT support, office equipment maintenance, or cleaning services.

The scope of this policy also applies to procurement supported through **donor funding**, and all plans must reflect both **internal and external procurement requirements**.

3.2 Preparation of Procurement Plans

The preparation of procurement plans shall be coordinated and led by the **Director of Finance and Administration (DFA)**, in collaboration with all departmental heads and registrars. The following procedures shall guide the process:

a) Annual Procurement Planning Cycle

- At the beginning of each financial year, the DFA shall develop a **comprehensive procurement calendar** and provide official guidelines and standardized templates for all departments to use when drafting their plans.
- These guidelines shall ensure uniformity, compliance with procurement thresholds, and alignment with FAWE's financial and strategic priorities.

b) Departmental Submission

- Each department, unit, or program office shall prepare its annual procurement plan covering all anticipated procurement needs for the upcoming year.
- All plans must be aligned with the department's **approved annual budget** and must specify procurement items, estimated costs, timelines, and preferred procurement methods.
- These departmental plans must be submitted to the DFA **on or before March 30** of each year.

c) Consolidation and Validation

- Upon receiving departmental submissions, the DFA shall **review, validate, and consolidate** all procurement plans into a **Master Annual Procurement Plan** for FAWE.

- This consolidated plan shall be reviewed by the **FAWE Procurement Committee**, and upon endorsement, presented to **FAWE Management** for final approval.

d) Distribution and Implementation

- Once approved, the **Master Annual Procurement Plan** shall be circulated to all departments and registrars to guide procurement requisitions throughout the year.
- All procurement requests must **align strictly** with the approved plan. No unplanned procurement shall be undertaken without appropriate justification and formal revision of the plan.

3.3 Revisions to Procurement Plans

Recognizing the dynamic nature of operations, this policy provides for **flexible and responsive revisions** to the procurement plan where justified.

a) Requesting a Revision

- In the case of **urgent or unforeseen needs**, the concerned Department Head may submit a formal request to the DFA seeking approval to revise the approved procurement plan.
- The request must include:
 - A detailed **justification** for the revision,
 - Specific **items or services required**,
 - **Quantity and estimated cost**,
 - **Funding source** and confirmation of budget availability,
 - **Expected delivery or completion date**, and
 - Proposed **procurement method** to be used.

b) Approval and Amendment Process

- Upon receiving the request, the DFA shall evaluate the merits and **approve or reject** the revision in consultation with FAWE Management and/or Procurement Committee, where necessary.

- Once approved, the requesting department shall forward the **updated departmental procurement plan** to the DFA.
- The DFA shall then revise the **consolidated Master Procurement Plan** to reflect the approved changes and communicate the updated plan to relevant stakeholders.

c) Donor-Funded Activities

- In the case of donor-supported projects, procurement plan revisions must also be **submitted to the relevant donor** where required, in compliance with the **terms of the funding agreement**.

3.4 Monitoring and Reporting

- The DFA shall **monitor the implementation** of procurement plans across all departments.
- **Quarterly procurement performance reports** shall be compiled and submitted to FAWE Management, detailing:
 - The percentage of planned procurements implemented,
 - Challenges encountered,
 - Deviations from the approved plan, and
 - Recommendations for improvements.

Conclusion

Procurement planning is a critical process that ensures FAWE Liberia procures goods and services in a **systematic, strategic, and budget-compliant manner**. Strict adherence to the procurement plan enhances **value for money, transparency, accountability**, and alignment with organizational objectives. All departments are required to participate fully in this process and treat procurement planning as an **essential component of financial management and program delivery**.



CHAPTER FOUR

REGISTRATION OF SUPPLIERS

4.0 Purpose

The purpose of this policy is to ensure that FAWE Liberia procures goods, works, and services only from **qualified, credible, and responsible suppliers**. Supplier registration is an important step in creating a **pre-qualified pool of vendors** who meet the organization's minimum requirements in terms of capacity, performance history, legal standing, and ethical compliance.

Through maintaining a vetted register of suppliers, FAWE aims to:

- Enhance **transparency and accountability** in the procurement process.
- Promote **value for money** through competitive pricing and reliable service.
- Mitigate procurement risks associated with unqualified or unethical vendors.
- Support **strategic sourcing** by fostering long-term partnerships with suppliers who demonstrate quality and integrity.

Supplier registration shall be based on, though not limited to, the following considerations:

1. Legal registration and regulatory compliance
2. Suitability and relevance of products/services to FAWE's operational needs
3. Demonstrated quality of goods/services
4. Credit terms offered
5. Tax compliance and sound financial standing

4.0.1 Competitive Bidding

FAWE shall prioritize the procurement of goods and services from the **most competitive suppliers**, selected through objective and transparent evaluation based on pre-established criteria.

4.0.2 Ethical Considerations

Suppliers involved in any **illegal, unethical, or corrupt practices** shall not be registered or considered for procurement under any circumstances. This includes suppliers under investigation for fraud, money laundering, environmental violations, or human rights abuses.

4.1 Scope

This policy applies to all categories of suppliers providing goods, services, and works to FAWE. Suppliers shall be registered to meet procurement needs in the following (but not limited to) areas:

- General office and school supplies
- Construction, rehabilitation, and renovations
- Electrical and plumbing works
- ICT equipment and electronics
- Furniture and fittings
- Vehicle and generator maintenance
- Printing and branding services
- Consultancy, research, and training services

Supplier registration shall be updated annually, while **shortlisting shall be conducted bi-annually** to ensure the list remains relevant and reflects market conditions.

4.2 Selection of Suppliers

a) Public Invitation to Register

The **Director of Finance and Administration (DFA)** shall initiate the supplier registration process by publishing a **Call for Supplier Registration**. This notice shall be placed in:

- At least **two widely circulated national newspapers**, and
- The **FAWE Liberia official website** and other approved communication channels.

b) Application and Evaluation Process

- Interested suppliers shall be required to submit an application using a **standardized Supplier Registration Form**, including all supporting documents outlined in Section 4.3.
- All applications shall be evaluated by a **Technical Evaluation Committee** appointed by **FAWE**, using predefined and objective evaluation criteria.
- Evaluation shall cover legal status, financial capacity, past performance, technical ability, and ethical compliance.

c) Approval and Implementation

- The shortlist of pre-qualified suppliers shall be submitted to the **FAWE Tender Committee** for approval.
- Upon approval, the official **Supplier Register** shall be published internally and used for all procurement activities.
- Where necessary, procurement from suppliers **not on the approved list** may only proceed with a **written waiver** and justification, and in accordance with the **Public Procurement and Concessions Act (PPCA)** and Regulations.

4.3 Supplier Evaluation Criteria

All suppliers applying for registration must submit the following documents as proof of their eligibility:

a) Mandatory Documentation

1. **Business Registration Certificate**
2. **Valid Trade License/Practice Permit** (as applicable)
3. **Tax Identification Number (TIN), VAT Registration**, and a current **Tax Clearance Certificate**
4. **Certified Bank Statements** (minimum of 6 months)

5. Audited Financial Statements (most recent fiscal year)

b) Legal and Financial Requirements

- Supplier must be **legally registered** and authorized to do business in Liberia.
- Supplier must have **legal capacity** to enter into binding contracts.
- Supplier must not be **insolvent, under receivership, or bankruptcy proceedings**.
- Supplier must not have been **debarred or blacklisted** by any government agency or development partner.

4.4 Quality of Service and Credit Terms

Suppliers must meet FAWE's performance expectations and financial terms:

a) Service Quality

- **Timely delivery** within the agreed period.
- **Product or service performance** in line with the required standards and specifications.
- **Responsiveness** to complaints, feedback, and post-delivery issues.

b) Credit Terms

- A **minimum credit period of 30 days** from the date of receipt of invoice is required, unless otherwise agreed in writing.

4.5 Debarment and Blacklisting of Suppliers

A supplier shall be **debarred or blacklisted** from FAWE's register under the following circumstances:

- i. Submission of **false, misleading, or incomplete information** in the registration process.
- ii. Failure to submit **post-qualification documents** when required.
- iii. Evidence of **non-performance, poor delivery, or breach of contract**.
- iv. **Failure to honor bid security or bid declaration** commitments.
- v. Evidence of **collusion or unethical dealings** with FAWE staff or other vendors.
- vi. Engaging in any form of **corrupt, fraudulent, coercive, or obstructive practices**.

Debarment shall be imposed by the FAWE Tender Committee following an internal investigation and a right-to-be-heard process. Blacklisted suppliers shall not be eligible for any FAWE contracts for a **minimum period of two years**.

4.6 Supplier Appraisal

Continuous performance monitoring and appraisal of suppliers shall be conducted to ensure quality, reliability, and compliance.

Appraisal Criteria Includes:

- a) **Actual vs. committed delivery timelines**
- b) **Accuracy and completeness of delivery**
- c) **Compliance with FAWE's technical specifications**
- d) **Inspection and testing results**
- e) **Overall product/service performance and reliability**

Appraisal results will influence decisions on **contract renewal, debarment, or elevation to preferred supplier status**.

Conclusion

A well-managed supplier registration and evaluation system is critical for ensuring that FAWE Liberia procures from **competent, ethical, and dependable suppliers**. All departments are expected to comply fully with this chapter to support procurement effectiveness, minimize risk, and uphold the principles of **transparency, fairness, and accountability**.



CHAPTER FIVE

PROCUREMENT COMMITTEES

5.0 Purpose

This policy aims to establish that procurement decisions within FAWE shall be undertaken by designated committees and not individuals. This ensures transparency, accountability, and collective responsibility in line with the Public Procurement and Disposal Act, 2015.

5.1 Appointment of Committee Members

- a) All appointments to procurement committees shall align with the Public Procurement and Disposal Act, 2015.
- b) The Director of Finance and Administration (DFA) shall appoint procurement committee members at the start of every financial year (FY), not later than July 15.
- c) The DFA shall base these appointments on recommendations from the Head of Procurement. Evaluation committees shall be appointed as needed depending on the nature and complexity of procurement activities.
- d) A member of the Tender Committee shall not concurrently serve on any other procurement committee.
- e) Secretaries to procurement committees shall prepare a calendar of meetings for each FY and obtain the committee's approval.
- f) All procurement committee minutes must be submitted to the DFA for approval before implementation.

5.2 FAWE Tender Committee

- a) Appointed by the DFA annually.
- b) Shall deliberate and award purchases equal to or exceeding USD 3,000 per item.
- c) Approves tenders for supplier registration.

- d) Authorizes disposal of assets as recommended by the Disposal Committee.
- e) Quorum: At least 5 members including the Chairperson.
- f) The Procurement Unit Head shall serve as the Secretary.
- g) Sitting allowances must be approved by the DFA.

5.2.1 General Rules

- a) No deliberations shall proceed unless the committee has read and confirmed minutes from the previous meeting.
- b) Minutes must follow this signature format:

Proposed:

Name: _____ Signature: _____ Date: _____

Seconded:

Name: _____ Signature: _____ Date: _____

Chairperson:

Name: _____ Signature: _____ Date: _____

Secretary:

Name: _____ Signature: _____ Date: _____

- c) Quorum: 5 members (excluding the Secretary).
- d) Decisions are by consensus or simple majority. If a tie occurs, the Chairperson casts a deciding vote.
- e) Independent advisers, evaluation committee members, procurement staff, and end users may be invited to provide clarifications.
- f) Committee members shall receive formal notification and agendas (with comments from the Procurement Unit) at least two working days prior to meetings.

- g) For contracts exceeding USD 769,230, FAWE must invite two observers—one from a recognized private sector body and one with relevant expertise—at least seven days before the meeting.

5.2.2 Requests to the Tender Committee

Adjudication requests shall include:

- Meeting agenda with secretariat comments.
- Procurement summary sheet from the Procurement Unit.
- Original solicitation documents (e.g., Request for Quotations, Proposals) with technical specifications and evaluation criteria.
- Tender/quotation opening minutes.
- All original bidder submissions.
- Signed evaluation report detailing the prequalification, technical, and financial evaluations, recommendation, and the names and signatures of evaluation committee members.

5.2.3 Preparation of Minutes

The Tender and Procurement Committees must prepare and circulate meeting minutes with the agenda for the next meeting. Records must include:

- Attendance register.
- Meeting date.
- Conflict of interest declarations.
- Agenda items discussed.
- Confirmation of fund availability.
- Decisions on each agenda item, including rejections, clarifications, or amendments.
- Basis of evaluation and decisions.
- Any dissenting opinions and vote outcomes.

5.3 Procurement Committee

- a) Appointed by the DFA annually.
- b) Shall deliberate and approve purchases below USD 3,846 per item.
- c) Quorum: Minimum of 3 members including the Chairperson.
- d) Secretary: An officer from the Procurement Unit.
- e) Agendas and Head of Department comments shall be circulated at least one working day before the meeting.
- f) Quotation analysis must be submitted no later than three days after bid opening.
- g) A quarterly report of all procurement decisions must be submitted to the Tender Committee within 10 days after each quarter ends.

Applications to the Procurement Committee must include:

- Market survey evidence.
- Evaluation criteria.
- Tender listing.
- Original supplier submissions.
- Declaration by the Procurement Unit confirming market research informed decisions.
- Summary by the Secretary ensuring the process aligns with procurement laws.

5.3.1 Quorum for Procurement Committee

- a) The quorum for the FAWE Procurement Committee (FPC) shall consist of the Chairperson and at least two other members, excluding the Secretary.
- b) For any procurement decision involving a single item exceeding USD 3,846, the matter shall be referred to the FAWE Senior Management Team for adjudication.

5.4 Disposal Committee

- a) Members shall be appointed annually by the Director, Finance and Administration (DFA).
- b) The Committee shall recommend to the DFA the most appropriate method for disposing of obsolete stores, equipment, vehicles, surplus, or unserviceable items.
- c) An expert shall be co-opted for deliberations on technical items, selected from within FAWE or the broader public sector.

- d) The quorum shall consist of at least three officers, including the Chairperson.
- e) The Officer heading the Procurement Unit shall serve as Secretary.
- f) The Committee shall convene within 14 days after appointment and at least once per quarter or on a need basis.
- g) Formal notice of meetings, along with the agenda and any secretariat comments, must be circulated in writing at least one working day before the meeting date.

5.5 Receiving and Acceptance Committee

- a) Appointed annually by the DFA.
- b) Responsible for inspecting purchased goods and verifying compliance with specifications prior to store acceptance.
- c) An expert may be incorporated into meetings for inspection of technical items.
- d) The quorum shall be three members including the Chairperson.
- e) An officer from the Procurement Unit shall act as Secretary.
- f) The Stores Officer shall inspect all goods, works, and services procured through low-value procurement methods.
- g) **No payments shall be processed without a duly signed inspection and acceptance certificate.**

5.6 Evaluation Committee

- a) Members shall be appointed at least five (5) days before tender opening. Nominations must be made by the DFA in consultation with the relevant department head.
- b) The committee shall be constituted on a case-by-case basis to evaluate technical procurements and tenders.
- c) Must include at least one member from the User Department.
- d) The quorum shall be three, including the Chairperson.
- e) A Procurement Unit representative shall be the Secretary.

- f) When the tender opening committee is appointed, the DFA shall simultaneously appoint the evaluation committee in writing based on procurement unit nominations. The evaluation committee may undertake technical and/or financial evaluations depending on procurement needs.
- g) Evaluation shall be completed and the report submitted within **14 calendar days**.

5.7 Tender Opening Committee

- a) Members must be appointed in writing by the DFA no later than five (5) days before the tender closing date.
- b) Responsible for opening all tenders/quotations and handing over documents to the Evaluation Committee.
- c) Must include at least one member from the User Department.
- d) The quorum shall be three members, including the Chairperson. One member must not be directly involved in evaluating the tenders.
- e) A Procurement Unit member shall act as Secretary.
- f) The Secretary shall hand over all tenders to the Evaluation Committee Secretary **on the same day** as the tender opening.
- g) The tender opening register and signed minutes shall be submitted to the Evaluation Committee Secretary within **2 days** of opening.

5.8 Quotation Opening Committee

- a) Appointed annually by the DFA.
- b) Responsible for opening all quotations received during the financial year.
- c) Must open and hand over bids to the Finance and Administration Department for processing.
- d) Includes one member from the User Department.
- e) The quorum is three members, including the Chairperson.
- f) A Procurement Unit representative shall be the Secretary.

5.9 Market Survey Committee

- a) Appointed annually by the DFA.
- b) A Procurement Unit officer not involved in purchasing shall serve as Secretary.
- c) Committee shall conduct quarterly market surveys for all categories of purchases.
- d) Survey results shall be used to validate pricing by comparing prevailing market rates with the lowest evaluated tenderer.

5.10 Use of Framework Agreements by Other NGO Agencies

Following a market survey, the Tender Committee may authorize procurement using framework agreements or pre-qualified vendor lists from other NGOs or public sector entities.

- If the procurement value is **below USD 3,000**), adjudication shall be made by the Procurement Committee.
- If **above USD 3,000**, adjudication must be done by the Tender Committee.

5.11 Essential Considerations in Procurement of Goods, Services, and Works

5.11.1 Written Approvals

All procurement approvals must:

- Be in writing
- Be properly dated
- Be well-documented and filed appropriately

5.11.2 Notification of Award

- The successful bidder shall be notified within **3 days** after the Tender Committee decision.
- The notification must include the date by which the written contract will be executed.
- Simultaneously, FAWE shall inform all unsuccessful bidders that their bids were not selected.

- The written contract must be signed within **7 to 28 days** from the date of the award notification.

5.11.3 Signing Of Contracts

The signing of contracts including Local Purchase Orders shall, unless delegated in writing, be in accordance with the first schedule of the Regulations subject to the following guidelines:

Expenditure above USD \$3,000 per item	Director, Finance and Administration
Expenditures below USD \$3,000 per item	Directors/ HODS
Expenditures through low value procurement procedure	Head of department Procurement

5.11.4 Retroactive/Post Facto Approvals

No procurement approval shall be made to operate retrospectively to any date earlier than on, which it is made.

5.11.5 Delegated Authority

A person exercising delegated authority shall not make a procurement approval unless the Finance Office has approved such delegation in writing.

5.11.6 Specimen Signatures

The specimen signatures of all persons authorized to make approvals within the procurement process, shall be maintained and updated by the procurement unit

Sample of the register of specimen signatures

S/No.	Name	Approval Authority	Signature Specimen
1.			
2.			



CHAPTER SIX

PURCHASING

6.0 Policy Statement

It is the policy of the **Forum for African Women Educationalists (FAWE) Liberia** to ensure that all purchases of goods, services, and works are conducted in a fair, transparent, competitive, and cost-effective manner. Procurement shall be guided by the principles of accountability, integrity, value for money, and adherence to applicable donor regulations and national laws.

FAWE Liberia shall use competitive procurement methods including:

- **Open Tendering**
- **Request for Quotation (RFQ)**
- **Request for Proposals (RFP)**

Non-competitive methods such as **Restricted Tendering** and **Direct Procurement** shall only be used under the following conditions:

- **(a)** Written approval is granted by the Tender Committee prior to initiating procurement using such methods.
- **(b)** Justification and rationale for using non-competitive procedures are documented and filed, with clear reference to urgency, uniqueness, or donor instructions.

6.1 Purchase Requisition Process

All procurement transactions shall begin with a properly documented and approved **Purchase Requisition**.

a) Planning and Budget Alignment

- All procurement activities must be consistent with the approved annual procurement plan and within budgetary allocations.
- Requisitions must be based on identified needs as part of quarterly or annual planning processes.

b) Initiation of Requisition

- User departments shall raise purchase requisitions for goods, services, or works.
- Requisitions must be checked, signed, and approved by the relevant department head or project manager.

c) Specifications and Requirements

- Each requisition must contain clear specifications or Terms of Reference (ToRs).
- For technical procurements, the requisition must be supported with technical specifications or scope of work.

d) Standardization

- Requisitions shall be completed using FAWE Liberia's **Standard Purchase Requisition Form**, coded and serially numbered for traceability.

e) Requisition Amendment or Cancellation

- Amendments or cancellations can only be effected by the original approving authority with written justification.

f) Approval Thresholds

- Requisitions for procurements above a defined threshold (e.g., LRD 500,000 or equivalent in USD) must be approved by the Director of Finance and Administration or designated Approving Officer.

g) Submission and Receipt

- All approved requisitions shall be submitted through the designated dispatch or tracking system to the Procurement Unit.

h) Procurement Action

- The Procurement Unit shall review the requisition and prepare appropriate procurement documentation within **three (3) working days** of receipt.
- Procurement documents must be verified and authorized by the Director of Finance and Administration before advertisement.

i) Delivery and Issuance

- Upon completion of procurement, goods/services shall be delivered to and verified by the Stores Officer before issuance to the requesting unit.

j) Time Considerations

- User departments are expected to consider procurement lead times, including advertisement, bid evaluation, approval, and delivery phases when submitting requisitions.

6.2 Purchase of Stock / Common-Use Items

a) Frequency

- Stock and common-user items (e.g., stationery, hygiene products, office supplies) shall be procured **on a quarterly basis**, or as defined in the procurement plan.

b) Stock Assessment

- The Stores Officer shall conduct stock assessment and prepare a consolidated list for procurement.
- Procurement shall be based on actual needs and closing stock balances.

c) Procurement Process

- Competitive quotations shall be sourced from at least three pre-qualified or registered suppliers.
- All items shall be procured using official FAWE Liberia procurement documents (Purchase Orders or Local Service Orders).

d) Delivery Timelines

- Suppliers of readily available items must deliver within **seven (7) calendar days**.
- Specialized items shall be assigned appropriate delivery lead times.

e) Authorization

- All procurement actions must be approved by the Director of Finance and Administration and supported by the relevant budget line.

6.3 Open Tendering

a) Principles

FAWE Liberia shall apply open tendering for large-value procurements to promote transparency, value for money, and fair competition. This is applicable for procurements **equal to or exceeding LRD equivalent of USD 10,000**.

b) Procurement Work Plan

- The Procurement Unit shall prepare a procurement work plan for each tender, outlining timelines for advertisement, bid opening, evaluation, and award.

c) Tender Documentation

- The Procurement Officer shall customize and issue standardized tender documents in consultation with the User Department, including:
 - Technical Specifications or ToRs
 - Instructions to Bidders
 - Tender Submission Guidelines
 - Bid Security Requirements

- Evaluation Criteria
- Tender Conditions and Timelines

d) Advertisement

- All open tenders shall be advertised in at least two national newspapers and posted on the FAWE Liberia website and/or notice board.

e) Tender Document Distribution

- A Tender Distribution Register shall be maintained to track sales or issuance of tender documents.
- The fee for tender documents shall not exceed the cost of reproduction and publication.

f) Clarifications

- All bidder queries must be addressed in writing before the bid submission deadline. Clarifications shall be shared with all interested bidders.

g) Submission and Opening

- Bids shall be submitted in sealed envelopes to the designated tender box.
- The tender box shall remain locked until the specified opening time and date.
- The tender opening shall be conducted by the Tender Opening Committee in the presence of bidders or their representatives.

h) Opening Procedures

- The following shall be read aloud and recorded:
 - Bidder's name
 - Bid price
 - Bid security details

i) Security and Custody

- Bids shall be secured under lock and key until the evaluation begins.

j) Evaluation Process

- An Evaluation Committee shall evaluate the bids based on the predetermined criteria (technical and financial).
- A comprehensive report shall be prepared outlining:

- Individual evaluator scores
- Total scores per bidder
- Comparative analysis
- Recommendation of award

k) Award Decision

- The Tender Committee shall review the evaluation report and make the final decision on the award of the contract.
- The award decision shall be documented and signed by all members of the Tender Committee.

6.4 Request for Quotation (RFQ)

FAWE Liberia shall use the **Request for Quotation (RFQ)** method for the procurement of goods, services, and works that are readily available in the local or regional market and where standard specifications exist. This method is appropriate for low-value procurements with minimal complexity.

Procedures and Guidelines

a) Applicability

- RFQs shall be used for procurements where the value does not exceed:
 - **USD 5,000** (or equivalent in Liberian Dollars) for goods and services.
 - **USD 10,000** for simple works.

b) Supplier Selection

- Quotations shall be requested from at least **three (3)** suppliers from the FAWE Liberia **pre-qualified or approved supplier list**.
- Suppliers shall be selected using a **rotation system** to ensure fairness and to prevent favoritism.

c) Preparation of RFQ

- The Procurement Unit shall prepare the RFQ document including:
 - Technical Specifications or Terms of Reference (TOR)
 - Quantities and delivery timelines
 - General and special conditions
 - Evaluation criteria (e.g., lowest cost compliant or best value)

d) Time for Response

- Suppliers shall be given **adequate time** to prepare quotations, but not more than **five (5) calendar days**, especially when the goods or services are readily available in the local market.

e) Legal and Regulatory Compatibility

- All RFQs must comply with applicable **Liberian public procurement laws**, donor guidelines, and FAWE internal procurement procedures.

f) Responsiveness Criteria

- A quotation is considered **responsive** if:
 - All specified conditions are met.
 - Prices quoted are within prevailing market rates.
 - Delivery timelines are realistic and acceptable.
 - Validity period is sufficient for decision-making.

g) Submission and Deadline

- All quotations shall be submitted:
 - In **sealed envelopes**, clearly marked with the RFQ number.
 - To the designated **quotation box** at the FAWE Liberia Office.

- Before the **specified closing date and time**, which must be clearly stated in the RFQ.

h) Opening and Evaluation

- All quotations shall be opened **once a week** by the designated **Quotation Opening Committee**, which must include a representative from Procurement and Finance.
- Evaluation of quotations shall be carried out as follows:
 - For **standard goods and services**, by the **Procurement Unit**.
 - For **technical goods/services**, jointly by the **Procurement Unit and the User Department**.

i) Market Comparison

- If the Procurement Unit determines that all submitted quotations are **above the prevailing market rates**, it reserves the right to:
 - Reject the quotations.
 - Reissue the RFQ to a **new set of suppliers**.

6.5 Single Sourcing or Direct Procurement

FAWE Liberia may utilize the **Single Sourcing or Direct Procurement** method only in **exceptional circumstances**, ensuring that the process remains transparent, justified, and not used to circumvent competition.

Conditions for Use

Single sourcing shall be used **only when** one or more of the following conditions apply:

a) Sole Source Justification

- There is only **one known capable supplier** of the goods, services, or works.
- There is **no reasonable alternative or substitute** available in the market.

- The goods or services are proprietary or protected by **exclusive rights or patents**.

b) Emergency Situations

- There is a **genuine urgency** requiring immediate action to prevent:
 - Loss of life.
 - Damage to property.
 - Significant disruption of ongoing program activities.
- The urgency was **not foreseeable** and did **not result from delay or negligence** by FAWE Liberia.

c) Donor-Specified Suppliers

- A specific vendor is required by a donor due to a condition in the financing agreement, provided that adequate value-for-money analysis is documented.

Procedural Requirements

- All single sourcing must be:
 - **Fully justified** in writing.
 - **Approved in advance** by the Tender Committee.
 - Supported by **price reasonableness documentation** (e.g., price history, market survey, etc.)

6.6 Procuring Agent

FAWE Liberia may engage the services of a **Procuring Agent** when internal procurement capacity is limited or for large, specialized procurements, in accordance with established procurement policy and donor requirements.

Guidelines for Engagement

a) Competitive Selection

- Procuring agents shall be selected through a **competitive process** from a **pre-qualified list** maintained by FAWE Liberia.

b) Scope of Work

- The Procuring Agent shall be responsible for designated procurement activities, such as:
 - Market surveys.
 - Tender document preparation.
 - Bid evaluation.
 - Contract preparation.
 - Reporting and compliance support.

c) Conflict of Interest

- **FAWE Liberia** shall not contract the same Procuring Agent for **both procurement execution and contract management** of the same assignment.

d) Governance and Oversight

- Final procurement decisions, including **contract awards**, shall remain the responsibility of the **FAWE Tender Committee**.
- No functions assigned to the **Director of Finance and Administration, Senior Management, or Tender Committee** shall be delegated to the Procuring Agent.

e) Contract Terms

- A formal **Service Agreement** shall be signed with the Procuring Agent outlining:
 - Duration.

- Fee structure.
- Reporting obligations.
- Performance standards.
- Conflict of interest provisions.



CHAPTER SEVEN

CONTRACT MANAGEMENT

7.0 Policy Statement

FAWE Liberia recognizes the importance of effective contract management in ensuring that all procurement activities result in value for money, compliance with contractual obligations, and successful delivery of goods, services, and works.

It is the policy of FAWE that **user departments** are primarily responsible for the **implementation, supervision, and reporting** of contracts under their purview. All official contracts shall be signed exclusively by the **Director of Finance and Administration (DFA)** on behalf of FAWE Liberia.

7.1 Contract Monitoring and Oversight

a) Reporting Obligations

- All contract-implementing departments must submit a **monthly Contract Management Status Report** and a **Project Completion Report** to the DFA.
- These reports must highlight progress, key milestones, compliance with deliverables, risks, and any deviations from contractual terms.

b) Central Oversight

- The DFA shall conduct periodic reviews and monitoring to ensure that contracts are being implemented according to the agreed **terms, timelines, and quality standards**.

c) Legal Review and Safeguards

- The **Legal Officer**, under the Office of the DFA, shall:
 - Provide legal advice throughout the contract lifecycle.

- Review and affix the **official seal** on all contractual documents signed by the DFA.
- Ensure contracts meet statutory and regulatory requirements.

7.2 Preparation and Finalization of Contracts

a) Drafting of Contract Documents

- The Procurement Unit, under the DFA's direction, shall prepare the initial draft of the contract, based on the approved procurement proceedings and award documents.

b) Contract Content

Contracts must include, but are not limited to, the following:

- Technical specifications or **Terms of Reference (TORs)** and **expected deliverables**.
- **Payment terms**, including disbursement schedules and currency of payment.
- **Delivery schedules** and completion timelines.
- Summary of any **negotiation outcomes**.
- **Dispute resolution** mechanisms.
- **Termination clauses**, including default procedures and remedies.

c) Review and Validation

- The **draft contract** shall be circulated to the following for input:
 - User Department Head
 - Director of Finance and Administration
 - Legal Officer

d) Execution and Custody

- Once finalized, the contract shall be signed by the **Director of Finance and Administration**.

- The **Legal Officer** shall distribute **signed copies** to:
 1. Director of Finance and Administration (for central filing)
 2. Head of User Department
 3. Contractor or Vendor
- The **original contract** shall be securely filed and maintained by the Legal Officer as the official custodian.

7.3 Refusal to Sign Contract

a) Default by Successful Bidder

- If the successful bidder **refuses or fails** to sign the formal contract, FAWE shall:
 - Notify the next most responsive bidder based on the **evaluation report**.
 - Proceed to award the contract to this alternative bidder, provided the tender validity period is still active.

b) Lapsed Validity

- If the tender validity period has expired, this procedure shall **not apply**, and FAWE shall initiate a **new procurement process** as necessary.

7.4 Variations to Contracts

7.4.1 Permissible Contract Variations

Contract amendments or variations shall be permitted only if **all** the following conditions are met:

- i. **Price Adjustments** are based on verifiable **market conditions**.
- ii. **Quantity variation for goods/services** does not exceed **10%** of the original quantity.
- iii. **Quantity variation for works** does not exceed **15%** of the original quantity.
- iv. All variations must be implemented **within the original contract duration** or a formally **approved extension**.
- iv. The **cumulative value of all variations** must **not exceed 25%** of the original contract price.

7.4.2 Approval and Documentation

- All proposed contract variations must be:
 - Justified in writing by the User Department.
 - Reviewed by the DFA and Legal Officer.
 - **Approved by the Tender Committee** before implementation.
 - Properly documented and appended to the original contract file.



CHAPTER EIGHT

RECEIVING OF GOODS

8.0 Policy Statement

This policy ensures that all goods, works, and services received by **FAWE Liberia** conform to quality specifications, are delivered within agreed lead times, and are received through a formal, transparent, and accountable process.

8.1 Scope and Responsibility

a) Quality Assurance

Only goods, works, or services that meet the specified **technical standards, quality specifications, and contractual conditions** shall be accepted into FAWE stores.

b) Designated Delivery Location

All goods shall be delivered to the **FAWE central stores**, unless otherwise approved.

c) Exceptions for On-site Delivery

Where it is **uneconomical** or where **capacity constraints** prevent centralized receiving, materials may be delivered directly to project sites. Such deviations require **prior approval** from the **Director of Finance and Administration (DFA)** and must be **justified in writing**.

8.2 Preparation for Receipt of Goods

The **Stores Officer** shall carry out the following preparatory tasks before goods are delivered:

i. Obtain the following documents in advance from the DFA:

- **Approved Procurement Requisition**

- Duplicate **Local Purchase Order (LPO) / Local Service Order (LSO)**
 - **Signed contract**, where applicable
- ii. Open a **dedicated file** for each procurement transaction, to securely store all pre-delivery documents.
- iii. Maintain a **document register** to track all incoming and processed documentation related to goods receipt.

8.3 Procedure Upon Arrival of Goods

a) Supplier Delivery Protocol

- All deliveries must be made **directly to FAWE central stores**.
- **User departments are not permitted** to receive or collect items from suppliers.

b) Verification Process

The Stores Officer shall:

- Check the **supplier's delivery note** against physical goods delivered.
- Cross-verify goods received with relevant procurement documents, including:
 - Local Purchase Order (LPO) or Local Service Order (LSO)
 - Contract document
 - Delivery note
 - Airway bill or bill of lading (as applicable)
 - Packaging list
 - Credit notes (if applicable)

c) Acknowledgment of Receipt

- Upon verification, the Stores Officer shall **sign and stamp** the delivery note to confirm receipt of goods **within the agreed lead time**.

d) Recording in Inventory System

The Stores Officer shall update the inventory records to reflect:

- i. **Delivery status** of the requisition
- ii. **Invoice reference details**
- iii. **LPO / LSO particulars**
- iv. Updates to the **Stores Ledger Card**

e) Receiving and Acceptance

- Only goods that are inspected and certified by the **Receiving and Acceptance Committee** shall be accepted into inventory.
- Goods failing quality inspection shall be returned to the supplier with documented justification.

8.4 Invoicing and Payment Processing

a) Submission of Invoices

- Suppliers or service providers must submit original **invoices** directly to the **Accounting Unit**.

b) Matching and Verification

- The Accounting Officer shall:
 - Record the invoice in the **Invoice Register**
 - Verify that the invoice matches the:
 - **Goods Received Note (GRN)**
 - Delivery documentation from stores
 - LPO/LSO and contract terms

c) Communication Between Units

- The Stores Officer shall forward the **Goods Received Note** and supporting delivery documents directly to the **Accounting Unit** to facilitate timely invoice processing and payment.



CHAPTER NINE

INVENTORY MANAGEMENT

9.0 Policy Statement

This policy aims to ensure the **efficient, economical, and effective** management of inventory at FAWE Liberia. It seeks to guarantee the **timely availability of quality materials and services** to all departments by ensuring that all goods are properly received, stored, secured, and issued only from designated stores.

9.1 Scope

This policy applies to:

- All items purchased through FAWE's procurement processes.
- All donated materials received from development partners.
- Equipment and assets surrendered to FAWE upon project closure or handover.

9.2 Storage of Purchased Goods

- a) All goods received must be physically delivered to designated stores and **recorded on the appropriate bin cards**.
- b) Items shall be **systematically arranged** in accordance with the stores layout (i.e., bins, racks, or floor).
- c) Goods shall be **clearly labeled or tagged** to facilitate easy identification.
- d) The store shall remain **locked at all times**, with access limited to authorized personnel during official receiving and issuing hours.
- e) Regular **cleaning and dusting** of inventory shall be conducted to maintain hygiene and visibility.

- f) Continuous stock checks shall be carried out by the **Stores Officer**, ensuring alignment between physical stock and bin card records to avoid discrepancies.

9.3 Storage of Serviceable Returned Goods

- a) The storekeeper shall maintain a **Returns Register** to log all returned serviceable items.
- b) User departments shall return these items physically to the store.
- c) The storekeeper shall **inspect and confirm** item descriptions and quantities.
- d) All returned items shall be recorded on the **bin cards**.
- e) Items shall be organized according to the store's layout.
- f) All returned goods shall be **labeled for easy identification**.
- g) High-risk items prone to pilferage shall be stored under **lock and key** within secure cabinets or compartments.
- h) The store environment shall be kept clean, and items shall be **routinely dusted**.

9.4 Issue of Materials (With User Representative Present)

- a) A **Stores Issues Register** shall be opened by the storekeeper.
- b) The user representative shall present an **approved Stores Requisition Form**.
- c) The storekeeper shall **update the Stores Ledger Card** with the issued quantity and item details.
- d) Goods shall be moved from their respective storage locations to the **designated issue point**.
- e) The storekeeper must verify that the person receiving the goods is **authorized**.
- f) The user representative shall **sign the requisition form** to acknowledge receipt.
- g) The transaction shall be recorded in the **Issues Register**.

9.5 Issue/Dispatch of Materials (Without User Representative Present)

- a) A **Stores Dispatch Register** shall be maintained.
- b) The storekeeper must confirm **availability of transportation** prior to dispatch.

- c) An **authorized requisition** must be confirmed with the user department.
- d) The storekeeper shall coordinate with the user department on the **delivery schedule**.
- e) Goods shall be picked, packed, and arranged based on the destination.
- f) Goods shall be recorded in the **Dispatch Register** before loading.
- g) The receiving officer at the destination must be **pre-authorized** to receive the items.
- h) Store records shall be updated on the **Stores Ledger Card**.
- i) The user must sign and return a copy of the **Stores Requisition Form** upon receiving the items.

9.6 Loaning of Stores

Loaning of inventory is **not permitted**, except under the following conditions:

- a) Written **authorization** is granted by the **Finance Officer**.
- b) The requesting department commits to submitting a **formal requisition** within **two working days** from the date of the loan.

9.7 Stores Security

- a) The Stores Officer shall retain all **store keys** and ensure secure access.
- b) Any loss of keys must be reported to the **Director of Finance and Administration (DFA)** within **one hour**.
- c) A set of **duplicate keys** shall be held by the DFA.
- d) All outgoing materials shall be subject to **random security checks** at the store exit.
- e) Items leaving the FAWE premises shall be validated against a **Gate Pass** by security personnel at entry/exit points.

9.8 Stock Verification (Inspection)

- a) The **DFA** shall ensure a formal **Stock Verification Program** is developed.
- b) Verification exercises shall be conducted **semi-annually**.
- c) The objectives of verification shall include:
 - Reconciliation of **stock balances**
 - Validation of **accuracy of records** (bin cards, ledger cards, registers)
 - Identification of **slow-moving or obsolete items**
- d) The DFA reserves the right to conduct **unscheduled spot verifications** as needed.

9.9 Stock Taking

- a) Comprehensive stock-taking shall occur **twice per financial year—in June and December**.
- b) The **DFA** shall initiate and oversee the process.
- c) The Stock Taking Team shall include:
 - Stores personnel
 - Accounting Unit representative
 - User department representatives
 - Other appointed stakeholders
 - **Internal/External Auditors as witnesses**
- d) The **June stock-taking** shall also determine the **value of inventory** for financial reporting purposes.
- e) Stores shall remain **closed** during the stock-taking exercise.
The exercise shall be conducted **simultaneously across all FAWE stores**.
- f) A **Stock-Taking Report** shall be submitted by the DFA to the Finance Officer and forwarded to the DFA for approval.
- g) **No adjustments** to records (surpluses/shortages) shall be made without formal approval.
- h) **Stock adjustments** must be completed within **two months** of the conclusion of the stock-taking process.
- i) Upon approval, the **Finance Unit** shall update the records accordingly.



CHAPTER TEN

DISPOSAL OF UNSERVICEABLE, OBSOLETE OR SURPLUS STORES, EQUIPMENT AND MOTOR VEHICLES

10.0 Purpose

The purpose of this policy is to ensure that all items that become unserviceable due to fair wear and tear, are obsolete, or are surplus to requirements are identified and disposed of efficiently and within the shortest time possible, in compliance with established procedures and accountability standards.

10.1 Disposal Procedure

- a) The Director of Finance and Administration (DFA) shall appoint a **Disposal Committee** in accordance with the provisions outlined in the FAWE Procurement Manual.
- b) The DFA shall develop and maintain an **Annual Disposal Plan** to guide disposal activities.
- c) The **Disposal Committee** shall convene regularly, with a minimum of one meeting per quarter.
- d) The DFA shall submit periodic reports to the Disposal Committee detailing all slow-moving, obsolete, or unserviceable items.
- e) All FAWE employees are required to report to the DFA any unserviceable, obsolete, or surplus stores, equipment, or motor vehicles in their possession or under their supervision.
- f) The Disposal Committee shall assess the disposal needs of the organization and make formal recommendations to the DFA for approval.
- g) In determining items for disposal, the Disposal Committee shall:

- Review relevant records and documentation.
- Conduct a **physical inspection** of items to be disposed.
- Seek **technical input** from user departments or relevant public agencies when necessary.

h) The **Disposal Report** shall include:

- The physical and operational condition of the items.
- The proposed reserve price for each item.
- The recommended method of disposal (e.g., sale, donation, destruction).
- The physical location of the item(s).
- The proposed location where the disposal will occur.

i) Upon approval of the DFA, the Store-In-Charge shall coordinate the disposal process based on the Committee's recommendation.

10.2 Methods of Disposal

10.2.1 Open Tender (Public Sale)

Where disposal is carried out through **open tender**:

- The **Tender Committee** shall award the contract, regardless of the total value of the items.
- The accounting unit shall update records to reflect disposal and asset adjustment.

10.2.2 Disposal to Employees

Disposal of assets to employees is permitted under specific conditions:

- The asset is of low value and there is no significant financial advantage in choosing another method.
- Personal use of the item will directly support the employee's duties.
- The item is in a remote location, making other disposal methods impractical.

- The employee currently using the asset is given **priority** to purchase it, subject to an independently determined price.

Conditions for Employee Disposal:

- No employee shall purchase more than **one similar item** in a single disposal process.
- Employees involved in the **initiation, valuation, or management** of the disposal process shall not participate as bidders.
- An **independent agent** may manage the disposal process, selected through a competitive and cost-effective method.

Disposal to Employees Process:

a) A **non-public invitation** shall be published internally, inviting interested staff to obtain bidding documents from the Disposal Committee.

b) The notice shall be:

- Displayed on notice boards.
- Circulated through department heads and via email to all employees.

c) The advertising period shall be **at least ten (10) days**.

d) Disposal documents must be prepared in accordance with standard formats and procedures.

e) Bids shall be **written, sealed**, and submitted by interested employees.

f) Evaluation shall be based solely on **price; no post-bid negotiation** is allowed.

g) The **Disposal Committee** shall make the final award decision.

h) Every disposal transaction to a staff member or Committee member shall be reported promptly to the **Finance Office**.

8. Exceptions, Review, and Approval

- Exceptions: Written approval by Executive Director or Board.
- Review: Annually or on significant changes.

Review by:

Executive Director: _____

Hon. Millie Z. Sheriff

Date: _____

07/07/26

Approved by:

Chairperson, Board of Directors: _____

Atty. Evelyn E. Barry

Date: _____

07/07/26

