



د ملي تدارکاتو اداره  
اداره تدارکات ملي  
National Procurement Authority

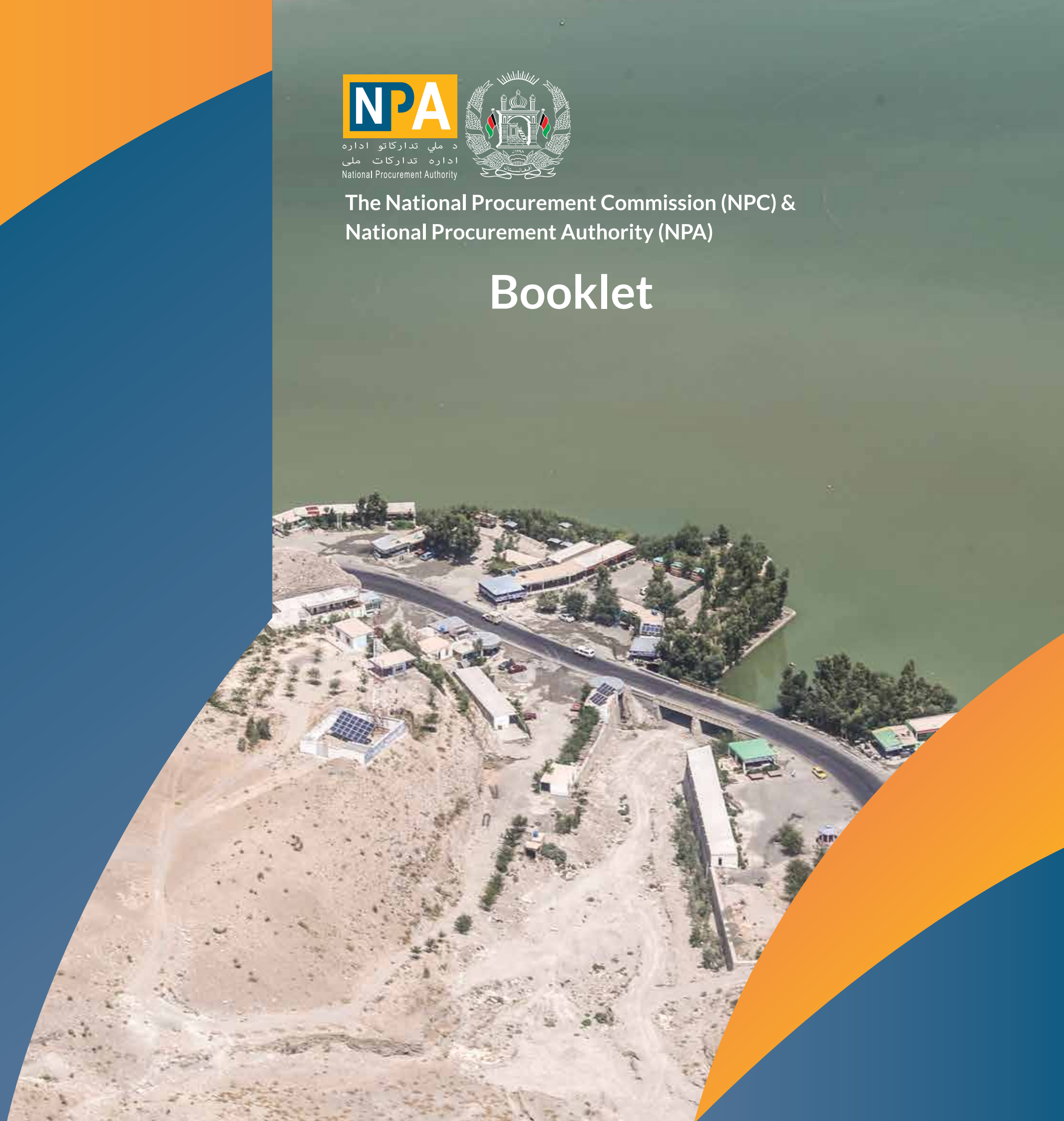


The National Procurement Commission (NPC) &  
National Procurement Authority (NPA)

# Booklet



د ملي تدارکاتو اداره  
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National Procurement Authority



# Public Procurement National Conference



President of Islamic Republic of Afghanistan Mohammad Ashraf Ghani Commended CEO of National Procurement Authority (NPA), Alham Omar Hotaki for his invaluable services by awarding to him the High State Medal of Ghazi Mir Bacha Khan.





## Reform in Public Procurement

Based on decree no. 16 of H.E. the President of Islamic Republic of Afghanistan on 1393/7/20 the National Procurement Authority (NPA) established under the Administrative Office of the President. Subsequently, through the legislative decree no. 60 on 93/11/21, decree no. 72 on 93/12/13 and decree no. 75, the Special Procurement Commission (SPC) upgraded to National Procurement Commission (NPC), Contract Management Office (CMO) dissolved, while the Afghanistan Reconstruction & Development Services (ARDS) and Procurement Policy Unit (PPU) merged to the National Procurement Authority (NPA).

Then the Procurement Law was ratified by the cabinet of GIRoA by directive no. 20 on 1394/6/11, and enforced through legislative decree no. 75 on 1394/6/13, and after that it was published at official gazette no. 1186 on 1395/7/15. Based on the article 79th of the constitution, this legislative decree dispatched to the Parliament of Afghanistan for ratification purpose and ratified by the Wolesi Jirga (Lower House of Parliament) on 1394/10/23.

It is worth mentioning that, according to the procurement plan in FY 1397, about 33.84 percent of Gross Domestic Product (GDP) and approximately 50 percent of National budget is spent through public procurement.

## National Procurement Commission:

As per the directives of the enforced procurement law's article no. 54, and consideration of legislative decree no. 75 of the President of Islamic Republic of Afghanistan; the National Procurement Commission (NPC) established. The commission performs its duties based on a specific rules of procedures which is being set by the procurement law and it is approved by the NPC itself.

## NPC Members:

Number	NPC Members	Position
1	President	Head & Member of NPC
2	Chief Executive	Member
3	2nd Vice President	Member
4	Minister of Finance	Member
5	Minister of Justice	Member
6	Minister of Economy	Member
7	Senior Advisor to President in Infrastructure Affairs	Member
8	Mr. Ajmal Ahmadi	Member



## The NPC Authorities and Responsibilities:

Based on article 54th of procurement law, National Procurement Commission has the following authorities and responsibilities:

1. Assessment and approval of those procuring contracts which are above threshold of Award Authority
2. Designating the limits of the procurement entity's duties and authorities
3. Appointing the NPC members by the head of NPC
4. Getting report from award authorities of procuring entities on how contracts are implemented
5. Assessing proposed projects and procurement issues for approval
6. Deciding on contract's approval, rejection or return
7. Reconsider the procurement entity's monetary threshold authorities which is proposed by the National Procurement Authority (NPA)
8. In specific cases, while taking into account the situation and national interest of the country; NPC take appropriate decisions;

## The Observers of the NPC Weekly Meetings:

In order to expand and promote the culture of transparency and accountability, the national and international observers are actively participating almost at every weekly meetings of the National Procurement Commission (NPC).

The observers are representing various national and international organizations including the Finance, Budget and National Economy Commissions of the Parliament (Meshrano Jirga & Wolesi Jirga), the Integrity Watch Afghanistan (IWA), the Special Inspector General for Afghanistan's Reconstruction (SIGAR), the Parliamentary Anti-Corruption Caucus (PACC) and the Combined Security Transition Command for Afghanistan (CSTC-A) of the Resolute Support, United Nations Assistance Mission in Afghanistan (UNAMA), Independent Joint Anti-Corruption Monitoring and Evaluation Committee (MEC), and some civil society organization had also participated.



## National Procurement Authority

The National Procurement Authority (NPA) is established on the basis of decree of His Excellency Mohammad Ashraf Ghani the President of Islamic Republic of Afghanistan; and based on article 57th of procurement law, NPA has the following duties & responsibilities:

1. Assessing of the proposed contracts of the procurement entities as well as and presenting of the evaluation report to NPC for making decision accordingly;
2. Observation and monitoring of the procurement entity's procurement procedures to make sure that procurement law and rules of procedure is taken into consideration;
3. Monitoring the contracts implementation progress as per the rules of procurement procedure;
4. Compile, organize and ratification of procurement policies, rules of procedure, guidance, bills, circulars, bidding documents, and other standard bidding documents for improvement and unification of procurement activities and sending them to procuring entities;
5. Evaluating of the procurement capacity of procurement entities and awarding the procurement capacity certificate to them;
6. Debarment of the offended bidders and contractors;
7. Submitting the violation and breach of law cases to legal authorities for prosecution;
8. Economic study of procurement and predictions on collecting information and taking decision about them;
9. Setting up the policy on how to use IT in procurement;
10. Development of human resource, professional development, conducting training programs; awarding certificate and management of professional & technical affairs of procurement staffs;
11. Assessment and review of procuring entity's monetary threshold whenever required and proposing it to NPC;
12. perform of other duties given to NPA as per procurement law and rules of procedure;
13. NPA cannot act as the awarding entity;
14. Based on procurement law and if required, NPA can assign procurement observers in procurement entities to assure the effectiveness and authenticity of the procurement processes;
15. Presence of the NPA representative in the recruitment process of the key procurement employees is a must, to assure the expertise, capacity and transparency in the process.
16. Awareness on the reform in procurement system of Afghanistan and abide by the law on access to information;

### Our Vision:



To institutionalize transparency, efficiency, effectiveness, fairness and accountability within the procurement system ensuring compatibility with internationally acceptable standards and best practices.

### Our Mission:



To implement reforms in Public Procurement System, regulate and strengthen it for increased capacity, transparency, accountability and public confidence through development of policy instruments for the efficient management of public resources and socio-economic growth.



## Our Objectives:

1. To institutionalize an effective and efficient procurement system at national and local levels
2. Empowerment and promotion of the transparency culture in public expenditures through enactment of effective policies and rules of procedure, as well as practicing the new and reliable tools for standard procurement.
3. Resolute support from transparent and healthy procurement services with revision and professional analysis of the procuring entity's monetary authorities as per the rules and policies.
4. Providing procuring entity's support and collaboration towards effective and efficient execution of the allocated budget.
5. Considering the accepted global norms & standards of procurement transparency, in addition to respect and promotion of accountability and responsibility culture.
6. Empowering and spreading the fair competition culture among the bidders and contractors as per the procurement rules of procedure and accepted norms.
7. Respect and support of access to procurement information and expanding proper public awareness platform to do so.
8. Protect and support the citizen's participation and collaboration on the empowerment of procurement system in our country.
9. Developing an effective and robust Procurement Management Information System (PMIS).

10. Strengthening and expanding the strategic communications with the professional procurement and integrity organizations to effectively utilize their scientific expertise and technical researches in further enriching the procurement system of the country.
11. Institutionalizing the culture of using technology especially the information technology in order to develop the e-procurement system.
12. Supporting the professional conducts as per the fundamental rules of NPA.
13. Implementing a pervasive reform process on policies, rules of procedures, documents, forms and contracts to enhance returns.
14. To support and encourage the private sector to take active participation while considering the basic principles, fair & open competition, accountability, integrity and protecting a sound procurement system in procurement processes.
15. To Strengthen and empower the procurement procedure s' effectiveness through proper utilization of managing the contracts implementation.
16. Ensuring the soundness, transparency, effectiveness and efficiency of implementing big contracts national-wide, by applying specialized monitoring and controlling practices.

**Principles:** The National Procurement Authority (NPA) has accepted and adopted the following principles for the procurement system in our country:



### Equity

Consideration, assurance and empowerment of the equal treatment culture in all procurement processes based on the procurement law and rules of procedure.



### Zero Tolerance of Corruption

Considering the chapter 7th of procurement law, corruption and corrupts shall be prevented to access procurement, and as soon as they are identified; must be debarred and also be referred to legal authorities for prosecution.



### Financial Return

: Consideration, assurance and empowerment of the effectiveness and efficiency in addition to saving, quality, quantity and time in public resources expenditure which is spent through procurement system.



### Responsiveness

Consideration, assurance and empowerment of the accountability culture through enabling dynamic mechanisms of responsiveness in procurement system.



### Transparency

: Consideration and empowerment of (transparency, clarity, and comprehensiveness) in codification and enforcement of all documents and procurement procedures.



### Being Responsible

Based on enforced legislative documents all those responsible in public procurement, are responsible and bound to do their duties in the best way possible and they are again responsible for what they do.



### Utilizing Technology

: Consideration, assurance and empowerment of the culture of utilizing modern technology to facilitate and simplify the procurement processes.



### Citizen's Participation

Consideration, assurance and empowerment of the citizen's participation culture on monitoring the procurement processes to assure the effectiveness, efficiency and transparency of processes.



### Access to Information

Consideration, assurance and empowerment of the access to information culture by institutionalizing and developing effective mechanisms based on the legislative documents.



### Equality & Fair Treatment

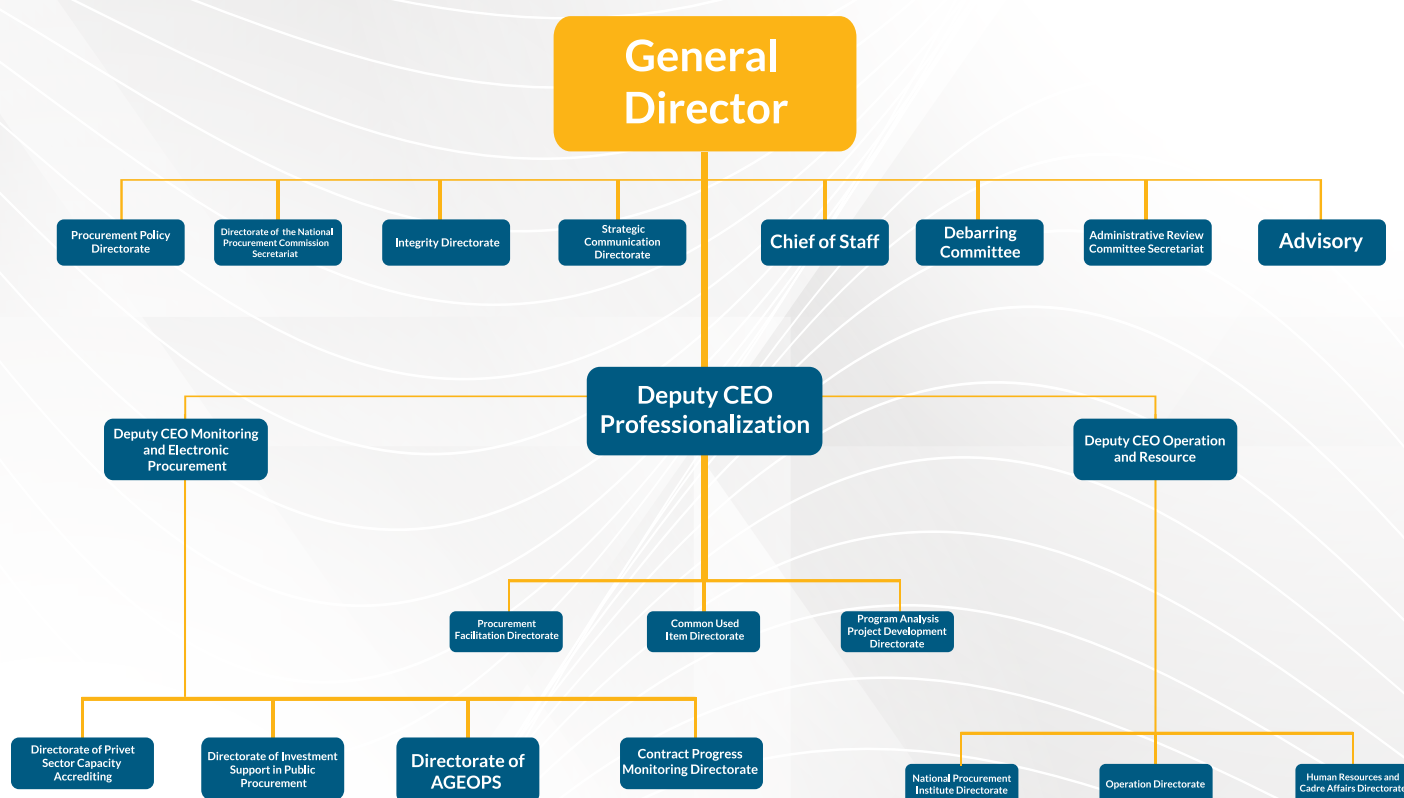
Consideration, assurance and empowerment of a proper platform of open competition, equal and justly for all eligible bidders in procurement processes.



## Organizational Structure of NPA

National Procurement Authority (NPA) established under the Administrative Office of the President. Based on the initial organizational chart, NPA was headed by general director with six key directorates. Fundamental reforms have been initiated, such as better and efficient coordination and consolidation of procurement procedures, strengthening transparency, streamlining the legal framework of procurement system, facilitation of procurement processes, development and strengthening supervision, improving capacity building; providing learning procurement process service and initiation of e-procurement system. Consequently, NPA's organizational structure was reviewed in 2018 and updated; NPA is led by CEO, three deputies; three advisors and fifteen directors.

Moreover, there are two independent departments within the organizational structure of NPA; called Debarment Committee Secretariat and Administrative Review Committee Secretariat that both of which operate in accordance with their separate procedures.



## Procurement Policy Directorate (PPD)

The Procurement Policy Directorate operates in policy formulation and codification of procurement procedures and provisions; consolidation of fiscal procurement plans of procurement entities/line Ministries which each afore mentioned section contains other sub branches.

In order to research, design and policy development, legislative and standard bidding documents, and coherence of procurement plans in line with the strategy and objectives of the NPA; PPD has the following responsibilities in accordance with the Procurement Law:

- Developing rules of procedures, policies and other standard procurement documents/forms to improve the procurement reform process;
- Review of the procurement system; ensuring the implementation of policies, circulars and rules of procedure in the government entities;
- Recommend policies to better implementation the procurement law in all public procurement stages;
- Conduct economic studies about procurement, compare and predictions to collect information;
- If required, reviews the monetary threshold of award authority;
- Provides reformative and institutional recommendations to amend the public procurement law and provisions, to improve the procurement system;
- Compile and integration of procurement plans of procurement entities (PEs) to increase the budget expenditure;
- Design and establishment of a centralized procurement system and consolidation of procurement plans of all PEs;
- Responding to the public and private sectors' enquiries on procurement related issues;

## Strategic Communication Directorate (SCD)

In the past, the Strategic Communication and Integrity Directorate (SCID) was include of Strategic Communication Department and Integrity Department but giving the importance to public awareness and outreach, dispatching the procurement data, reform process, procurement performance on one hand, and importance of transparency on the other hand, both departments were upgraded to two independent directorates as Strategic Communications Directorate (SCD) and Integrity Directorate (ID).

Providing timely information and sound awareness in reform process of the procurement system; strengthen of strategic communications with media, partners, civil society, public and procurement entities are the main responsibilities of SCD. Other responsibilities of SCD include:

- Create and strengthening strategic communications to its partners and other relevant authorities;
- Prepare; publish and publicize of procurement news, reports pertaining NPA & NPC decisions;
- Strengthen and creating more efficient coordination to other departments and units of the NPA;
- Reporting on performance and activities which undertaken to reform in procurement system and submitting it to General Directorate of NPA;
- Generate annual and quarterly reports of NPA and submit it to NPC;
- Conducting public awareness & outreach programs and preparing informative materials;
- Active participation in national and international conferences, exhibitions, seminars and workshops;





## Integrity Directorate

On the basis of procurement law & provisions and in order to attain transparency in the procurement process to a great extent, NPA has upgraded the Integrity Department to Integrity Directorate (ID) in FY 2018. The Integrity Directorate has the following responsibilities:

- Institutionalize and promote the culture of transparency in procurement process and human resources;
- Provide and facilitation of partnerships among national and international organizations to strengthen the reform process under umbrella of "Coalition for Reform in Public Procurement";
- Analyze and vulnerability corruption assessment of the procurement cases with a risk prevention approach;
- Conduct training and awareness programs on National Anti-Corruption Strategy; procurement code of conduct; promote and strengthening of Culture of Transparency among public & private sectors with a procurement-based approach;
- Review of corruption complaints; in coordination with respected authorities;
- Supervision to performance of Debarment Committee;
- Active participation in national and international discourses in transparency and anti-corruption realm;

## National Procurement Commission's Secretariat(NPC-S)

Based on paragraph 6th of Article 54th of procurement law, NPC-S directorate is established under NPA framework; in order to arrange and coordinate the contracts and consolidation of procurement projects` process which should be referred to NPC for decision making purpose.

The main responsibilities of NPC-S are as follows:

- Receiving and evaluation of procurement documents of the projects which is delivered to NPC by procurement entities (PEs) for NPC approval;
- Arrangement and coordination of NPC weekly meetings (normal & emergency) in coordination with other in charge PEs;
- On time notify and dispatching of NPC decisions to the relevant PEs; through formal communication;
- Data entry of information; pertaining NPC decisions in database; and preparing reports as per requirement;
- Tracking the implementation of NPC instructive decisions and present the report to the commission if required;

## NPA Chief of Staff Directorate

The NPA Chief of Staff Directorate; which was formerly called the Office Manger to NPA General Directorate, promoted by virtue of the work load in this department, and different departments are included to this directorate with as per requirements.

This directorate provides facilitation to the General Director of NPA, reviews the approvals and identifies the mandates of NPA, follow up of instructions and guidance, review and records of official correspondence related to General Directorate of the NPA.

## Administrative Review Committee(ARC)

Administrative Review Committee (ARC) was created on the basis of paragraph 2 of Article 50 of procurement law to review the vendor's objections and request to review the procurement cases under framework of Administrative Office of the President(AoP) of Islamic Republic of Afghanistan, pursuant to decree No. 676 of H.E. the President of Islamic Republic of Afghanistan on 1394/04/10.

As per procurement Law "To address the request for review and contemplation regarding the objections/complaints, the President of Afghanistan shall assign an Administrative Review Committee comprising of expert officials for this purpose."

"The seven-member committee hold a meeting once a week to review objections/complaints received; and will make decision; in accordance with the procedure on "The Right for Objection and Review". This procedure is including of 5 chapters, 25 decrees, and 9 annexes (The Forms). The ARC decisions always publicize on NPA website.



## Debarment Committee:

Debarment is an international procurement process, with the main logic and objective to ensure fair, active and transparent participation and competition in public procurement process.

The debarment takes place when a bidder or contractor violates the procurement law or procedures as a result of forgery, fraud, collusion, enticement, failure in accomplishing the terms and conditions of the contract and other items foreseen in the Procurement Law. According to Article 49 of Procurement Law, the companies/bidders that violate the law or procedures shall be debarred from participation in the procurement process from minimum 2 years to maximum 5 years.

It has to be said that the National Procurement Bureau has so far been banned from bidding in accordance with the provisions of the Law on Bidding and Offending Prohibition Procedures. The National Procurement Bureau is inserted.

## NPA Advisors

The leadership of NPA, created three advisor positions based on the urgent need for technical and strategical advisory to achieve the predetermined goals and implementation of the five-year strategy, in organizational structure of fiscal year 1397, which after approval of H.E the President; the experienced, professional and committed advisors appointed to the respected positions.

The NPA advisors has constantly made effort to provide counselling and guidance to NPA leadership & staff.

## Deputy of Monitoring and e-GP

Deputy of Monitoring and e-GP focuses on contract monitoring, system development for the effectiveness and efficiency of public procurement processes, private sector capacity accreditation, investment support in public procurement. The Deputy of Monitoring and e-GP has four key directorates.



## 1-Contract Progress Monitoring Directorate(CPMD):

Deputy of Monitoring and e-GP focuses on contract monitoring, system development for the effectiveness and efficiency of public procurement processes, private sector capacity accreditation, investment support in public procurement. The Deputy of Monitoring and e-GP has four key directorates.

CPMD has created simultaneously to establishment of NPA in year 1393 and after renew of the organizational structure in fiscal year 1397; works under Deputy of Monitoring and e-GP.

The main responsibilities of CPMD are as follows:

- Active observation of contract progress and ensuring of contract progress in compliance with procurement law, request for proposal and contract terms;
- Analyzing contract progress reports and sharing the feedback and comments with relevant procurement partners;
- Mapping and reengineering of procurement processes;
- Monitoring to dissemination of information pertaining contract duration and providing access of public to information through Afghanistan Government Electronic and Open Procurement System (AGEOPS);
- Archive and digitalization of procurement documents based on International Standard Archival Description(ISAD);
- Development and maintenance of NPA portal (Where procurement information publicize for public use);
- Development and design of Afghanistan Government Electronic and Open Procurement System (AGEOPS);
- Convening of training programs on AGEOPS modules for procurement for procurement staff;

## 2 - Afghanistan Government Electronic and Open Procurement System (AGEOPS) Development Directorate:

Deputy of Monitoring and e-GP focuses on contract monitoring, system development for the effectiveness and efficiency of public procurement processes, private sector capacity accreditation, investment support in public procurement. The Deputy of Monitoring and e-GP has four key directorates.

The AGEOPS Development Directorate is responsible for acceleration in reform of the public procurement through establishment of AGEOPS system, reconstruction, maintenance and performance of hardware and software of AGEOPS servers, assurance of data maintenance in systems, monitoring on function of accessing to data, creating a physical and electronic data management system, monitoring of staff performance of this directorate, analyzing and collection of requirements and specifications of AGEOPS system, development of AGEOPS software on the basis of international standards; research, design and implementation of operation process for hosting of AGEOPS with quality preservation in service, development and creation of AGEOPS modules.

Research, design, and implementation of the operational steps required to host AGEOPS while maintaining the desired quality of service, development, and creating AGEOPS module System.

## 3- Investment Support through Public Procurement Directorate:

The Investment Support through Public Procurement Directorate has established with the main objective to attract professional investment in providing job opportunities and economic growth through sustainable development, increase the access of citizens to reasonable public services, environment friendly public services, boosting and connection of local supply and demand in the fiscal year 1397; under NPA framework.



The responsibility of this directorate is to prepare and execute investment procedures, arrange flowcharts of investment processes, identify investment opportunities, attract, facilitate and develop investment partnerships in appropriate opportunities, collaborate with investors in project planning and design, as well as preparation of project plans, providing investment facilitation through simplifying administrative process, investment process and removing barriers to investment, contributing to investor's capacity building, review of investment implementation and collaboration in market inflation analysis, and finally the management in positivity of investment in the country.

## 4 - Private Sector Classification & Accreditation Directorate:

Private Sector Classification & Accreditation Directorate established with the aim to develop the efficiency of public procurement market to identify, validate and develop the capacity of private sector so as to comply with global standards, competitive in the region and accountable to economic diversification standards in the country, under the framework of NPA in fiscal year 1397.

Increase in public participation and registration of the companies in public procurement, development of capacity certification of private sector and their internal relation to market elements, development of a private sector's capacity certification system are the main responsibilities of this directorate.

## Deputy of Professionalization

This Deputy of Professionalization was formed under framework of NPA, including three central directorates of Program Analysis and Project Development Directorate, Procurement of Common Used Items Directorate and Procurement Facilitation Directorate, in fiscal year 1397.

The main responsibilities of deputy of professionalization are; to provide procurement facilitation for those PE's projects whose values are above threshold, procurement process of common used items which utilizes by procurement entities, procurement process of Government to Government contracts(G2G) and Government to Organization contracts(G2O).

## 1- Program Analysis & Project Development Directorate:

Program Analysis & Project Development Directorate established with the aim of collecting, analyzing and unification, preparation of the projects' bidding documents, and creating national plans to integrate and present the comprehensive national projects through procurement to the people under framework of NPA in fiscal year 1397.

This directorate is responsible to receive the requirements of the procurement entities(PEs), analyzing and classification of the projects included in the procurement plans of PEs/line Ministries, categorization and integrating of the projects under the plans, revision of the project requirements, preparing of the procurement plans, consolidating plans and sharing them, modification of the bidding documents according to the law, preparing of bidding documents, analysis and need identification of common items and needs its referrals, study of national plans of the government and project settings, removal of procurement process from project mode and adjusting them for savings, collaboration to Policy, Facilitation and Common Used Items Directorates and coordination with academic institutions; invitation of professors and university students to get their suggestions and exchange ideas about infrastructure projects.





## 2- Procurement of Common Used Items Directorate:

The Procurement of Common Used Items Directorate established on the basis of Article 55 of the Procurement Law, under Deputy of Professionalization.

The main aim of this directorate is to proceed the common used items of procurement entities/line Ministries and to proceed Government to Government (G2G) contracts and Government to Organization (G2O) contracts, pursuant to decree No. 3582 dated 2018/03/15 of H.E the President of Islamic Republic of Afghanistan in FY 2018.

This directorate provides all the needs of PEs under one contract in less time span and with greater financial savings.

## 3- The Procurement Facilitation Directorate:

The Procurement Facilitation Directorate operates under framework of Deputy of Professionalization, with the following duties and responsibilities:

- Facilitation of the procurement process (providing bidding documents, bidding announcements and bid opening) to those PE's projects whose values are above threshold;
- Arranges the bid documents of the projects and dispatches them to the relevant entities;
- Reviews the evaluation report and shares the PFD experts' comments with the concern entities;
- Cooperates with the procuring entities who are not certified, to develop their contracts' documents;
- Provides practical training to the procuring entities in order to facilitate their procurement process;

## Deputy of Operations and Resources

Deputy of Operations and Resources, which has National Procurement Institute (NPI), Operation Directorate, HR & Cadre Affair Directorate in its structure, was established in the FY 2018. This deputy operates in professionalization and capacity building of procurement personnel, review and standardization of procurement structure of entities/line Ministries, recruitment of new employees of NPA, monitoring and evaluation of training programs, providing IT services and administrative facilitation for NPA staff.

### 1 – The National Procurement Institute (NPI):

was established on the basis of paragraph 9 of Article (57) of the Procurement Law, which was operating as NPI department last year. However, given the priority to the urgent need for professionalization and capacity building of procurement staff, it was upgraded to NPI Directorate under the Deputy of Operation and Resources.

In addition to being responsible for providing procurement training programs to procurement staff, this directorate also has other duties that which are including:



- Preparation and setting of annual procurement training plans based on findings of needs assessment, according to -5year professionalization Plan of NPI;
- Coordination and convening of training programs for uplift and development of professional knowledge of procurement staff in central and provincial PEs (Public and Private sectors)
- Implementation of training needs assessment of procurement staff
- Convening of procurement awareness programs and special training programs to inspectors, judges, media, bidders and others;
- Conducting scientific researches and development of procurement curriculum;
- Providing scientific and academic cooperation with national and international institutions;

## 2- Operations Directorate:

The Operations Directorate was formerly operating as Operation Unit, as per decision of NPA leadership, its formation was promoted to operational directorate under Deputy of Operations and Resources, which has the following duties and responsibilities:

- Preparation and Developing of the policies and Standard Operating Procedures (SOPs) and establishing of electronic administrative system to improve service delivery;
- Organizing and processing of official travels of NPA staff;
- Organizing the transportation affairs of NPA;
- Preparation and setting of workshops logistic process, conferences and other related programs;
- Setting of inventory affairs of NPA, including consumable goods and non-consumables and its distribution;
- Preparation of annual budgets based on NPA plan, in coordination with relevant departments, budgetary control, planning and expenditure arrangements;
- Coordination to project donors (World Bank), in order to setting the contracts and payments as planned;
- Process and completion of the allocations required by NPA, including both regular and development, to payment stage;
- Purchase of the necessary supplies required by NPA;
- Providing information technology services to NPA directorates, including internet services and troubleshooting;

## 3- Human Resource and Cadre Management Directorate

Human Resource and Cadre Management Directorate which was formerly operating as department, upgraded to directorate under the authority of Deputy of and Operation & Resources.

The HR & Cadre Management Directorate activities throughout FY 2018, mostly concentrated on professionalization and capacity building of the procurement personnel, revising and standardization of the organizational structure of procurement entities/line Ministries, recruitment of new employees for available vacant positions in NPA; monitoring and evaluation of the training programs launched by NPI.

Development of human resources, capacity building, professional development, cadre management, oversight of procurement trainings, policy formulation for procurement staff, educational needs assessment research and development are the main activities of this directorate.

The other responsibilities of this directorate are including:

- Collaborate and ensuring of policy implementation, guidelines and procedures of NPA and Strategic Plan of Cadre and professional Development Directorate to improve and enhance the effectiveness in recruitment process of procurement personnel and to create a fair and competitive environment among bidders as well as ensuring the transparency in the mentioned process;
- Preparing, arrangement and review of the Term of References(TOR) and procurement structure of PEs with a view to capacity and number of projects; in coordination to Independent Administrative Reform and Civil Service Commission (IARCSC);
- Revision of all procurement stages for recruitment of procurement staff and sharing the feedback with other departments; in coordination with the heads of cadre affairs and professional development of NPA;
- Cooperation in design and development of electronic database system of procurement staff of PEs all over the country;
- Recruitment of employees, trainee's attraction and capacity building to invest on their professional skills;
- Developing and preparing of the policies capacity building stage, professional development of organizational norms, researches and development;
- Implementation of monitoring and evaluation framework from NPI training programs, collecting, setting up, data analysis and preparing the reports on findings in four phases to be evaluated;



Once a week on (Transparency Day) the CEO and the senior management of NPA is meeting with private sector and companies and hearing their problems.





# Investment support through public procurement conference



## Signing of MoUs with national and international organizations



Signing of MoU with AGO



Signing of MoU with Kabul Polytechnic University



Signing of MoU with Transparency International School in Lithuania



Signing of MoU with Bangor University in UK



# Group Photo of Public Procurement National Conference

