



Center for Finance

PROCUREMENT POLICY

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1 PURPOSE

The purpose of this Procurement Policy is to establish clear principles, procedures, and controls for the fair, transparent, and efficient procurement of goods and services by the Center for Finance.

As a project-based organization implementing activities through grants, tenders, and service contracts, the Center for Finance ensures that all procurement processes are conducted in a manner that promotes value for money, competition, and accountability.

This Policy aims to:

- Ensure that procurement processes are fair, transparent, and competitive;
- Promote efficient and cost-effective use of financial resources;
- Prevent fraud, corruption, and conflicts of interest in procurement activities;
- Ensure compliance with applicable laws, regulations, and donor requirements;
- Support proper documentation and auditability of procurement decisions.

This Policy supports the organization's commitment to strong governance and responsible financial management in line with ESG principles, with a particular emphasis on transparency, integrity, and accountability.

2 SCOPE

This Procurement Policy applies to all procurement activities carried out by or on behalf of the Center for Finance, including those related to donor-funded projects, grants, tenders, and service contracts.

The Policy applies to all individuals involved in procurement processes, including management, employees, project managers, consultants, and any external parties engaged in procurement-related activities.

This Policy covers the procurement of all goods and services necessary for the implementation of the organization's activities, including project-related expenditures, operational needs, consultancy services, and event-related services.

Procurement processes are applied throughout the full procurement lifecycle, including planning, supplier selection, contracting, purchasing, and payment.

All individuals covered by this Policy are required to comply with its provisions and ensure that procurement is conducted in a fair, transparent, and accountable manner.

The Center for Finance promotes adherence to these principles across its partnerships and expects suppliers and service providers to maintain high standards of integrity, transparency, and ethical conduct.

3 PROCUREMENT PRINCIPLES

The Center for Finance conducts all procurement activities in accordance with principles of fairness, transparency, accountability, and value for money.

Procurement decisions are based on objective criteria, ensuring equal treatment of all suppliers and service providers. The organization promotes **open and fair competition**, avoiding any form of favoritism, discrimination, or undue influence in the selection process.

Transparency is ensured throughout the procurement process. All steps, from planning to selection and contracting, are properly documented and can be reviewed where necessary. Procurement decisions are clear, justified, and supported by appropriate records.

The principle of **value for money** is applied in all procurement activities. This includes not only the lowest price, but also the quality, suitability, reliability, and overall cost-effectiveness of goods and services.

The Center for Finance ensures **accountability** by clearly defining roles and responsibilities in procurement processes and by applying appropriate controls and oversight mechanisms.

Conflict of interest is strictly avoided. Individuals involved in procurement must act with integrity and disclose any actual or potential conflicts that may affect their objectivity.

Procurement activities are conducted in compliance with applicable laws, regulations, and donor requirements. Where donor-specific procurement rules apply, these take precedence and must be strictly followed.

Through these principles, the Center for Finance ensures that procurement processes are fair, efficient, and aligned with best practices and international standards.

4 PROCUREMENT PROCEDURES & METHODS

The Center for Finance applies procurement procedures that are proportionate to the value, complexity, and risk of each procurement activity, ensuring efficiency while maintaining transparency and accountability.

For low-value procurements, the organization may use direct purchasing, where goods or services are procured based on a single offer, provided that the price is reasonable and the selection is justified. Such procurements must be properly documented.

For medium-value procurements, the organization obtains multiple quotations from qualified suppliers to ensure competition and value for money. A minimum of two or three offers is typically requested, and the selection is based on objective criteria such as price, quality, and reliability.

For higher-value or more complex procurements, a more formal selection process may be applied, including requests for proposals or tenders. These processes are designed to ensure fair competition, transparency, and thorough evaluation of offers.

All procurement processes must be appropriately documented, including the selection criteria, evaluation of offers, and justification for the final decision.

Procurement planning is integrated into project and operational planning to ensure that needs are identified in advance and that procurement processes are conducted in a timely and efficient manner.

Where applicable, donor-specific procurement procedures and thresholds must be followed. In such cases, donor rules take precedence over internal procedures.

Through these procedures, the Center for Finance ensures that procurement activities are conducted in a structured, transparent, and efficient manner, aligned with the organization's needs and obligations.

5 ROLES & RESPONSIBILITIES

The Center for Finance defines clear roles and responsibilities to ensure that procurement processes are conducted in a transparent, accountable, and efficient manner.

Senior management holds overall responsibility for oversight of procurement activities and ensuring that appropriate procedures and controls are in place. This includes approving procurement decisions where required and ensuring compliance with donor and legal requirements.

Project managers are responsible for identifying procurement needs within their projects, planning procurement activities, and ensuring that procurement processes are aligned with project budgets and objectives. They are also responsible for ensuring that procurement decisions are properly documented and justified.

A designated administrative or financial responsible person supports procurement processes by ensuring that procedures are followed, documentation is complete, and records are properly maintained. This role also supports coordination between procurement, financial management, and project implementation.

All individuals involved in procurement must act with integrity, avoid conflicts of interest, and ensure that decisions are made objectively and transparently. They are responsible for applying the principles and procedures set out in this Policy.

External partners, contractors, and service providers are expected to participate in procurement processes in a fair and transparent manner and to comply with applicable ethical and contractual standards.

Through clearly defined roles and shared responsibility, the Center for Finance ensures that procurement processes are properly managed and that risks of error, bias, or misuse are minimized.

6 DOCUMENTATION & RECORD KEEPING

The Center for Finance ensures that all procurement processes are properly documented and that records are maintained in a clear, organized, and accessible manner.

All stages of the procurement process must be supported by appropriate documentation. This includes procurement requests, quotations or offers received, evaluation records, selection decisions, contracts, purchase orders, invoices, and payment records.

Documentation must clearly demonstrate how procurement decisions were made, including the criteria used for evaluation and the justification for the selected supplier. This ensures transparency and allows for verification of compliance with this Policy and donor requirements.

Procurement records are maintained in a manner that ensures traceability and facilitates internal review, external audit, or donor verification. Records may be stored in physical or digital format, provided that they are secure and accessible.

The organization ensures that procurement documentation is retained for a period consistent with legal and donor requirements. Records must be available upon request for review, audit, or reporting purposes.

Through proper documentation and record keeping, the Center for Finance ensures accountability, transparency, and integrity in all procurement activities.

7 MONITORING, CONTROL & COMPLIANCE

The Center for Finance is committed to monitoring and reviewing its procurement activities to ensure compliance with this Policy, donor requirements, and applicable laws.

Procurement processes are subject to regular internal review to ensure that procedures are followed and that procurement decisions are consistent with established principles. Project managers and administrative or financial staff monitor procurement activities as part of ongoing project and financial management.

The organization conducts periodic checks to verify that procurement documentation is complete, accurate, and aligned with approved budgets and procedures. Any inconsistencies, risks, or deviations are identified and addressed in a timely manner.

Where required, the Center for Finance cooperates fully with external audits, donor reviews, or verification processes related to procurement. All relevant documentation is made available in a transparent and timely manner.

Any identified issues or non-compliance are addressed through corrective actions. The organization takes steps to strengthen procedures, improve controls, and reduce the risk of recurrence.

Management is responsible for overseeing procurement monitoring and ensuring that recommendations from reviews or audits are implemented effectively.

Through continuous monitoring and effective control mechanisms, the Center for Finance ensures that procurement activities remain transparent, accountable, and compliant with applicable standards.

8 REVIEW, IMPLEMENTATION & FINAL PROVISIONS

This Procurement Policy is an integral part of the governance and operational framework of the Center for Finance and is binding for all individuals and entities within its scope.

The organization ensures that this Policy is effectively communicated and implemented across all levels. All individuals involved in procurement processes are expected to be familiar with its provisions and to apply them in their daily activities.

The Center for Finance is committed to regularly reviewing and updating this Policy to ensure its continued relevance and effectiveness. Reviews take into account changes in organizational activities, regulatory requirements, donor expectations, and lessons learned from implementation.

Management is responsible for overseeing the implementation of this Policy and ensuring that appropriate systems, controls, and resources are in place to support procurement processes.

This Policy enters into force on the date of its approval by the management of the Center for Finance. The most recent version of the Policy is applicable and accessible to all relevant stakeholders.

Through transparent procurement practices and continuous improvement, the Center for Finance ensures fairness, accountability, and value for money in all procurement activities.