

UNITED STATES
AGENCY FOR INTERNATIONAL DEVELOPMENT

THE
INSPECTOR
GENERAL

Regional Inspector General for Audit

DAKAR

PD ABC-120

NON-FEDERAL AUDIT OF
THE NIGER AGRICULTURAL PRODUCTION
SUPPORT PROJECT
Project No. 683-0234

Audit Report No. 7-683-91-01-N
October 31, 1990

UNITED STATES OF AMERICA
AGENCY FOR INTERNATIONAL DEVELOPMENT
OFFICE OF THE REGIONAL INSPECTOR GENERAL FOR WEST AFRICA

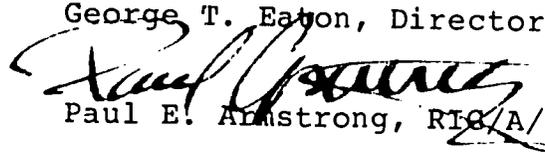
UNITED STATES ADDRESS
RIG/DAKAR
AGENCY FOR INTERNATIONAL
DEVELOPMENT
WASHINGTON, D.C. 20523

INTERNATIONAL ADDRESS
RIG/DAKAR
C/o AMERICAN EMBASSY
B.P. 49 DAKAR SENEGAL
WEST AFRICA

October 31, 1990

Memorandum

To: George T. Eaton, Director, USAID/Niger

From:  Paul E. Armstrong, RIG/A/Dakar

Subject: Non-Federal Audit of the Niger Agricultural
Production Support Project (Project No. 683-0234),
Audit Report No. 7-683-91-01-N

Attached is the subject report prepared by Price Waterhouse,
Casablanca.

In August 1982, USAID and the Government of Niger signed a grant agreement for \$19,900,000 to finance the Niger Agricultural Production Support project. The project ended in August 1989. The project purpose was to expand and improve Government of Niger Support services needed to achieve sustainable increases in agricultural production. Responsibility for the management and accounting of project funds and assets was vested in the Program Coordination and Management Unit (PCMU), a quasi-governmental agency which was established under the host government Ministry of Rural Development and was staffed by Nigeriens and foreign contractors.

USAID/Niger requested a financial and compliance audit of the project. The audit objectives were to: (i) determine the reasonableness, allowability and propriety of costs charged to the project from August 31, 1982 through April 30, 1989; (ii) review and evaluate the PCMU's system of internal controls and operating procedures and (iii) determine whether the project complied with applicable laws and regulations.

The auditors issued a qualified opinion on project expenditures, questioned PCMU expenditures totalling \$3,354 (see Findings 1 and 3), and noted that USAID/Niger had paid \$483 to a contractor for work apparently not performed (see Finding 4). In addition the auditors noted that they were unable to review vouchers for \$380,466 in local costs, as the Mission itself had misplaced the vouchers and supporting documentation. These latter costs were not questioned.

a'

The auditors, however, issued an adverse opinion on the PCMU internal control structure, concluding that the controls instituted by the entity were generally inadequate for recording, processing, and reporting financial data. With regard to compliance the auditors found a number of instances of deviation from both A.I.D. regulations and local laws, including lack of competitive bidding for commodity procurement, improper withholding of payroll taxes, and incorrect calculation of employee benefits.

The auditors made numerous recommendations, most of which pertain to the PCMU's internal controls, to the Mission's relations with the PCMU, and to compliance with laws and regulations. However, in view of the fact that the project has since ended and the PCMU is no longer handling A.I.D. funds, many of these recommendations are now of little practical value.

Therefore, we have only retained the following recommendation pertaining to questioned costs. This recommendation will be included in the Office of the Inspector General's audit recommendation follow-up system. The Mission has indicated that the payment of these costs, as well as other questioned costs from a recent RIG/A/D performance audit, will be made a condition precedent for host government receipt of funds under a new A.I.D. agriculture project.

Recommendation No. 1

We recommend that the Director, USAID/Niger, determine the allowability of and recover, as appropriate:

- 1.1 CFA 1,173,900 (\$3,354) in questioned costs for which there was insufficient supporting documentation; and
- 1.2 \$483 billed by a contractor for which no service was apparently rendered.

Please advise within 30 days of actions planned or taken by the Mission to implement the above recommendation. I appreciate the cooperation and courtesy extended to the non-Federal auditors.



AGENCY FOR INTERNATIONAL DEVELOPMENT

**AUDIT OF THE AGRICULTURAL PRODUCTION
SUPPORT PROJECT NO. 683-0234 RELATING TO
THE GRANT AGREEMENT BETWEEN THE
GOVERNMENT OF NIGER AND THE UNITED STATES
AGENCY FOR INTERNATIONAL DEVELOPMENT**

**Period from August 31, 1982 to
April 30, 1989**



AGENCY FOR INTERNATIONAL DEVELOPMENT

**AUDIT OF THE AGRICULTURAL PRODUCTION
SUPPORT PROJECT NO. 683-0234 RELATING TO
THE GRANT AGREEMENT BETWEEN THE
GOVERNMENT OF NIGER AND THE UNITED STATES
AGENCY FOR INTERNATIONAL DEVELOPMENT**

ACRONYMS

USAID	United States Agency for International Development
GON	Government of Niger
APS	Agricultural Production Support Project
MRD	Ministry of Rural Development
PCMU	Program Coordination and Management Unit

d

AGENCY FOR INTERNATIONAL DEVELOPMENT



AGENCY FOR INTERNATIONAL DEVELOPMENT

AUDIT OF THE AGRICULTURAL PRODUCTION
SUPPORT PROJECT NO.683-0234 RELATING TO
THE GRANT AGREEMENT BETWEEN THE
GOVERNMENT OF NIGER AND THE UNITED STATES
AGENCY FOR INTERNATIONAL DEVELOPMENT

TABLE OF CONTENTS

	<u>Page</u>
I - Transmittal letter	1
1.1. Background	2
1.2 Audit objectives and scope	3
1.3 Audit procedures	4
1.4 Results of audit	5
II - Report on statements of expenditure	9
2.1 Auditors' opinion	10
2.2 Reportable conditions	11
III - Report on internal control structure	17
3.1 Auditors' opinion	18
3.2 Reportable conditions	21
IV - Report on compliance with applicable laws and regulations and with agreement terms	39
4.1 Auditors' opinion	40
4.2 Reportable conditions	41

2-

- 1 -



I - Transmittal letter

Price Waterhouse

October 18, 1989

Mr Paul E. Armstrong
Regional Inspector General for Audit
United States Agency for
International Development (USAID)
Dakar
Senegal

Dear Mr. Armstrong,

In accordance with Contract No. 683-0240-C-00-9416-00 of September 8, 1989, we have performed a non-federal audit of the Agricultural Production Support Project No. 683-0234 relating to the grant agreement between the Government of Niger (GON) and USAID covering the period from August 31, 1982 to April 30, 1989.

1.1 BACKGROUND

On August 31, 1982, USAID and the GON signed a grant agreement to implement the Niger Agricultural Production Support Project (No. 683-0234). The Project goal was to contribute to long-term self-sufficiency and increased agricultural incomes for Niger and its rural population. The Project purpose was to expand and improve the GON support services needed to achieve sustainable increases in agricultural production. Specifically, the Project was to assist several agencies of the Ministry of Rural Development (MRD) responsible for the agricultural extension service, the agricultural input supply system, the center for cooperative training, the seed multiplication and rural engineering services. On March 3, 1987 the grant agreement was amended to include a fertilizer use and extension component.

The above project components were complemented by an additional component, the Program Coordination and Management Unit (PCMU). The role of the PCMU was to :



- (a) set up an accounting section responsible for disbursement of funds provided by USAID to the various MRD implementing agencies and other research centers ;
- (b) maintain records of funds provided by USAID and the GON ;
- (c) prepare budgets and submit periodic project expenditure reports to USAID.

In addition to the supporting documentation for all expenses incurred locally, the PCMU was required to maintain the following records : encumbrance journals, donor's accounts, bank journals, bank statements, bank reconciliations, general ledgers, subsidiary ledgers for advances to and expenditures by the implementing agencies, inventory ledgers and petty cash journals.

Technical services were provided by US and local contractors, the major contractors being Labat Andersen Inc. and Cooperative League of the USA.

USAID authorized \$ 19 900 000 to finance the project. The project was scheduled for completion on June 30, 1989 but was subsequently extended to August 31, 1989. The statement of expenditure covers the period ended April 30, 1989.

1.2 AUDIT OBJECTIVES AND SCOPE

The objectives of the audit were to:

- (a) determine the reasonableness, allowability and propriety of costs charged to the project from August 31, 1982 through April 30, 1989
- (b) review and evaluate PCMU's system of internal control and operating procedures and
- (c) determine whether the project complied with applicable US and GON laws and regulations.



The audit was conducted in accordance with generally accepted US auditing standards and *Government Auditing Standards* issued by the Comptroller General in the United States. These standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement.

The results of our audit are presented in the following three sections of this report:

- (a) Report on statement of expenditures
- (b) Report on internal control structure
- (c) Report on compliance with agreement terms and applicable US and GON laws and regulations.

1.3 AUDIT PROCEDURES

Our audit procedures included but were not limited to the following :

- (a) reviewing the Project paper and grant agreement and related documents between USAID and the GON;
- (b) obtaining the necessary financial reports from USAID/Niger and PCMU to test the reasonableness, allowability and propriety of project expenditure from August 31, 1982 to April 30, 1989;
- (c) reviewing technical assistance costs billed to USAID by the major US and local contractors to determine the extent to which appropriate supporting documentation were available in Niger and determine the reasonable-ness, allowability and propriety of expenditure claimed ;
- (d) carrying out tests to determine if commodities and equipment were properly procured, utilized, accounted for and safeguarded in accordance with USAID regulations, including physical inspection and verification of commodities and equipment;
- (e) reviewing construction costs to determine the efficiency, economy and propriety of the expenses ;



- (f) reviewing training and local operating costs to determine if the expenditures incurred were allowable, reasonable and relevant to project activities ;
- (g) carrying out sufficient tests to determine whether the project had adequately documented expenditures and that these were properly supported ;
- (h) reviewing and evaluating the project's internal control structure ; performing tests to determine the extent to which established procedures and controls were functioning as intended ;
- (i) determining whether the project had complied with applicable laws and regulations and the grant agreement terms, and being alert to situations or transactions that could be indicative of fraud, abuse and illegal expenditures.

1.4 RESULTS OF AUDIT

Our audit of the statement of expenditures for the period from August 31, 1982 to April 30, 1989 revealed the following:

(a) Grant agreement

USAID is not in a position to establish whether GON has met its contractual commitment to contribute to the Project a total of CFA F 1 177 000 000, i.e. some US\$ 3 362 857 (using an average rate of US\$ 1 = CFA F 350).

(b) Project expenses

Certain local expenses were reimbursed by USAID/Niger even though they were not adequately or appropriately documented. These concern questioned and disallowed costs and in aggregate amount to CFA F 1 572 200 i.e. some US\$ 4 492 (using an average rate of US\$ 1 = CFA F 350).

(c) Technical assistance

- We were unable to trace supporting voucher No. BS 837-1951 (9070-30(a)) of August 1987 relating to technical services provided by Labat Andersen for a total of US\$ 248 799.
- USAID/Niger had paid an amount of US\$ 423.08 even though the GON project coordinator did not authorize such a payment.

(d) Local costs

- We were unable to trace at USAID/Niger voucher No. BS 1248/2048 of June 1983 for an amount of US\$ 131 667.
- With respect to voucher No. BS 814/1711 for US\$ 21 503 of July 1987, the supporting vouchers were in excess of this amount. Even with the assistance of USAID/Niger personnel, we were unable to reconcile the amount paid.

(e) Internal control

Our review and evaluation of the PCMU's internal control structure revealed the following:

- The internal control structure of PCMU is inadequate for recording, processing, summarizing and reporting financial data.
- As of April 30, 1989, advances on seminars for which supporting documents had not been submitted, amount to CFA F 29 006 771 (about US\$ 828 591), in accordance with the bank journal. However, the supporting documents for a number of advances were submitted without being recorded in the bank journal.
- Operating advances granted to seed centers amounting to CFA F 2 305 956 (about US\$ 6 588) have not yet been accounted for.
- Personnel files of project employees are incomplete.
- Control over tools and equipment and inventories by PCMU are generally inadequate.



- An excessive consumption level was noted with respect to spare parts, and more specifically, tires.
- The control exercised over gas coupons is inadequate.

(f) Control of USAID vouchers

- In many instances, the "checklist for administrative approval of vouchers" of the Project Officer is neither completed nor referenced to the voucher to which it relates. It is simply signed.
- In certain cases, this checklist is not even attached to the voucher.
- Certain local expenses are not correctly allocated to the various components of the Project.

(g) Compliance with applicable laws and regulations

- GON legislation regarding tenders to be obtained in certain circumstances have not been observed. This relates to a number of purchases of the same or similar type of articles over a short period of time -- this should normally have been subjected to a tendering procedure.
- No payroll taxes or social security contributions were withheld from salaries paid to temporary daily laborers and on bonuses (prime de gestion) to employees.
- Supplementary indemnities should have been computed on the basic salary instead of the basic salary plus premiums.

(h) Exit conference

At the exit conference on October 17, 1989, the audit findings were discussed with USAID/Niger officials, whose comments were taken into consideration in preparing this report. The GON project coordinator was unable to keep two appointments made with him in order to discuss the contents of this report and, therefore, we were unable to obtain his comments.

* * * * *

USAID/Niger
Project No. 683-0234
Page 8



We thank the USAID and GON officials for their assistance extended to our staff in performing this audit.

Should you need further information or explanations, please contact Mr Hampo Ghazossian of our office.

Very truly yours,

Price Waterhouse

USAID/Niger
Project No. 683-0234
Page 9



II - Report on statement of expenditures

Price Waterhouse

USAID/Niger
Project No. 683-0234
Page 10

REPORT ON STATEMENT OF EXPENDITURES

2.1 AUDITORS' OPINION

We have audited the statement of expenditures of the Agricultural Production Support Project No.683-0234 (the Project) for the period from August 31, 1982 to April 30, 1989 presented on Schedule A on page 45. This schedule is based on information compiled by USAID/Niger.

We conducted our audit in accordance with generally accepted US auditing standards and *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the report is free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the report. In this specific case, it included testing costs claimed against the grant agreement terms. We believe that our audit provides a reasonable basis for our opinion.

Schedule A is not intended to present either the financial statement and results of operations of the project or its financial position in conformity with generally accepted accounting principles.

Total costs claimed, costs questioned and costs disallowed are summarized on Schedule A on page 45 of this report.

In our opinion, subject to the resolution of the questioned costs and except for the disallowed costs, Schedule A presents fairly the expenditures incurred in connection with the Project for the period from August 31, 1982 to April 31, 1989 in accordance with information compiled by USAID/Niger.

Price Waterhouse

October 18, 1989.



REPORT ON STATEMENT OF EXPENDITURES

2.2 REPORTABLE CONDITIONS

Finding 1

Missing supporting documents

Certain expenditures were reimbursed by USAID even though they were not supported by required documents. There were instances of missing purchase orders or goods received notes or, in the case of expenditures where the unit price exceeded CFA F 200 000, missing receiving documents, as required by USAID regulations. Below is a listing of our findings:

<u>Voucher</u>	<u>Period</u>	<u>Description</u>	<u>No. of OP/OD</u>	<u>Amount</u> CFA F
Missing purchase orders and goods received notes				
251/525	07/83 to 09/89	Subscriptions	2714	55 970
"	"	Vehicle repairs	2267	65 250
"	"	Carpentry work in Dosso	2194	160 500
"	"	Supply of equipment to Dosso	2051	11 100
"	"	Newspaper subscription, Guéchémé	2060	45 970
991/2092	05/86	Carpentry work in Guechemé	1992	30 000
391 795	11/83	Advertisements	6765	35 000
Missing receiving documents				
DH 1137	02/88 to 05/88	Air conditioning	2386	510 000

				913 790
				=====

Recommendation

These costs should be disallowed.

Management comment

USAID/Niger officials agree. A letter will be sent to GON disallowing costs unless valid supporting documentation can be produced.



Finding 2

Missing signature on payrolls

A review of payroll records indicated that there were a number of signatures and fingerprints missing on the following payrolls :

<u>Project</u>	<u>Component Voucher</u>	<u>Month</u>	<u>Description</u>	<u>No of</u> <u>OP/OV</u> ⁽¹⁾	<u>Amount</u> CFA F
Seed					
Multiplication					
(SM)	252/580	Jun 86	Payroll Magaria (2)	3200	629 801
SM	252/580	May 86	Payroll Doukou	2167	625 481
SM	252/580	Jun 86	Payroll Doukou	2168	625 481
Int'l Fertilizer					
Development					
costs	734020/ 608	Nov 87	Cooperative assistant 2nd promotion	6209	865 032
Input			Cooperative assistant		
supply	831/1859	Mar 87	2nd promotion	3415	865 032

					3 610 827
					=====

The total amount without a signature or a fingerprint was CFA F 398 271. Moreover, most of the signatures and the fingerprints were such that it was difficult to identify the persons in a conclusive manner but all payrolls were signed by the persons in charge of each project component in addition to a GON official approving all payments.

Recommendation

At this stage, these costs would have to be accepted as most of the persons in charge of a project component are no longer contactable.

Management comment

USAID/Niger agrees.

(1) OP/OV = Ordre de Paiement/Ordre de Virement
 (Payment Order/Bank Transfer Order)

(2) The total of the payroll sheets amounts to CFA F 629 402 while the reimbursement is CFA F 629 801, i.e. an unexplained overpayment of CFA F 399.



Finding 3

Missing payroll sheets for temporary employees

No payroll sheets were prepared for temporary employees for the month of May 1986 in respect of the Seed Multiplication component at Guéchémé :

<u>Voucher Number</u>	<u>No of</u> <u>OP/OV</u>	<u>Amount</u> CFA F
85391/2092	1990	97 200
85391/2092	1993	162 900

		260 100
		=====

On extending our samples, no other exception of this type was identified.

Recommendation

The total amount of CFA F 260 100 should be disallowed.

Management comment

USAID/Niger agrees. A letter will be sent to GON disallowing costs unless valid supporting documentation can be produced.



Finding 4

Unapproved payment by USAID/Niger

Voucher No. BS 533/215 of April 1987 for technical assistance provided by Labat Andersen Inc. has been settled despite the GON project coordinator's memorandum to USAID/Niger refusing the payment of US\$ 483.08. This amount represented four days' work during the period from January 25 to February 21, 1987 which was billed but, according to the GON project coordinator, the work was not performed by the contractor.

Recommendation

The amount of US\$ 483.08 should be recovered from Labat Anderson Inc.

Management comment

USAID Niger stated that they will investigate this matter by inquiring with GON and Labat-Anderson before making a claim for refund.



Finding 5

Missing payment voucher and supporting documents

Voucher No. BS 1248/2048 of June 1983 for US\$ 131 667 relating to local costs could not be traced at USAID/Niger. The normal procedure is to have a voucher together with its supporting documents for each payment. In addition, no supporting documents were made available to us at USAID/Niger for voucher No. 9070-30(a) BS867-1951 of August 1987 for US\$ 248 799.46 relating to Labat Andersen technical services.

Our extended samples for tests did not reveal any other missing payment vouchers or payment vouchers without all supporting documents.

Recommendation

USAID/Niger archives should be improved to prevent the loss of important documents.

Management comment

USAID/Niger current officials explained that, following an office move, all files were not properly archived and as a consequence, the voucher and supporting documents may have been lost.



Finding 6

Missing reconciling information on payment voucher

Supporting documents of voucher No. BS 814/1711 of July 1987 for US\$ 21 503 relating to local costs exceed the amount actually paid.

Normally, payment vouchers indicate the costs claimed a portion of which may have been rejected, thus enabling someone at a later date to identify the initial amount claimed less disbursements rejected, resulting in the net amount paid. In this case, there was no indication of rejected claims, thus resulting in supporting documents with an amount in excess of the reimbursed cost.

Recommendation

USAID/Niger should retain a reconciling schedule which clearly explains how the amount disbursed has been arrived at.

Management comment

As pointed out in the finding, a sheet explaining disallowances is normally prepared. This practice will be enforced by the Mission.



III - Report on internal control structure

- 18 -

Price Waterhouse

USAID/Niger
Project No. 683-0234
Page 18

REPORT ON INTERNAL CONTROL STRUCTURE

3.1 AUDITORS' OPINION

We have audited the statement of expenditures of the Agricultural Production Support Project No. 683.0234 (The Project) for the period from August 31, 1982 to April 30, 1989 and have issued our report thereon on October 18, 1989.

We conducted our audit in accordance with generally accepted US auditing standards and *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the accounting for these expenditures is free of material misstatement.

In planning and performing our audit of the statement of expenditure compiled by USAID/Niger for the period from August 31, 1982 to April 30, 1989, we considered the internal control structure of PCMU in order to determine our auditing procedures for the purpose of expressing our opinion on the statement of expenditure and not to provide assurance on the internal control structure.

The management of the GON Project, and specifically PCMU, is responsible for establishing and maintaining an internal control structure. In fulfilling this responsibility, estimates and judgments by management are required to assess the expected benefits and related costs of internal control structure policies and procedures. The objectives of an internal control structure are to provide the Project management with reasonable, but not absolute, assurance that assets are safeguarded against loss from unauthorized use or disposition, and that transactions are executed in accordance with management's authorization and recorded properly to permit the preparation of reports in accordance with generally accepted accounting principles. Because of inherent limitations in any internal control structure, errors or irregularities may nevertheless occur and not be detected.

Also, projection of any evaluation of the structure ~~of~~ future periods is subject to the risk that procedures may become inadequate because of changes in conditions or that the effectiveness of the design and operation of policies and procedures may deteriorate.

For the purpose of this report, the significant areas of internal control structure are the following:

- a) Cash receipts and payments,
- b) Purchases,
- c) Payroll/personnel, and
- d) Custody over assets/inventories.

For the internal control structure categories listed above, we obtained an understanding of the design of relevant policies and procedures and whether they have been placed in operation, and we assessed control risk.

We noted certain matters involving the internal control structure and its operation that we consider to be reportable conditions under standards established by the American Institute of Certified Public Accountants. Reportable conditions involve matters coming to our attention relating to significant deficiencies in the design or operation of the internal control structure that, in our judgment, could adversely affect the entity's ability to record, process, summarize, and report financial data consistent with the assertions of management in the statement of expenditures.

The reportable conditions are described in the accompanying findings 1 to 12 presented on pages 21 to 38.

A material weakness is a reportable condition in which the design or operation of the specific internal control structure elements does not reduce to a relatively low level the risk that errors or irregularities in amounts that would be material in relation to the financial statements being audited may occur and not be detected within a timely period by employees in the normal course of performing their assigned functions.

Our consideration of the internal control structure would not necessarily disclose all matters in the internal control structure that might be reportable conditions and, accordingly, would not necessarily disclose all reportable conditions that are also considered to be material weaknesses as defined above. We believe that the reportable conditions described constitute a material weakness in the PCMU's internal control structure which we consider inadequate for recording, processing, summarizing and reporting financial data.

Price Waterhouse

October 18, 1989



REPORT ON INTERNAL CONTROL STRUCTURE

3.2 REPORTABLE CONDITIONS

Finding 1

The Project accounting system

The accounting system used by the Project is not adequate to supply reliable accounting information on a timely basis.

Several journals and accounting records are kept by PCMU, such as :

- donator's account,
- encumbrances journal,
- encumbrances journal by Project component,
- bank journal and bank reconciliation,
- subsidiary ledgers for advances to and expenditure by implementing agencies,
- petty cash journals.

However, the following weaknesses were found in the record-keeping:

- The encumbrances journal and those by Project component do not always identify orders that are cancelled or expenditures that are rejected by USAID ;
- There is no reconciliation of the encumbrances journal with those by Project component ;
- The bank journal is not reconciled with the subsidiary ledger for advances to and expenditures by implementing agencies ;
- Expenses directly paid by USAID are not systematically entered into the encumbrances journal ;
- In case of differences between purchase orders and amounts actually paid, the encumbrances journal is not adjusted.



The most serious weakness is that, after recording the above information, nothing is done to analyze and summarize the financial information by GON as is required by the Project agreement. In fact, the statement of expenditure is prepared by USAID/Niger.

In our opinion this situation is attributable to the following reasons :

- USAID has never established detailed accounting procedures and requirements since the inception of the Project ;
- USAID has at no point in time requested the submission of any financial reports on the Project since its inception ;
- While the Financial Analyst of USAID made periodic visits to the Project, his reviews of the financial information were not sufficiently extensive to highlight the deficiencies noted above.
- The Financial Analyst of USAID never reconciled information supplied by the GON project coordinator, at the time of each request for reimbursement, with information available with USAID. Thus, encumbrances, disbursements and undisbursed amounts were never agreed or reconciled.

Recommendation :

We recommend that :

- guidance on detailed accounting procedures and reports should be made available immediately by USAID to PCMU ;
- the guidance material should provide for the recording, analysis and summarization of relevant information with the need to make periodic reports e.g. on a monthly or quarterly basis as a minimum ;
- the periodic reports submitted by the GON project coordinator should be agreed or reconciled with information that is processed by USAID ;
- guidance should be provided in order to ensure that the Financial Analyst may be able to carry out his function similar to that of an internal auditor.

Management comment

Personnel and staff of the USAID Controller's office are currently working with grantees to review records and provide required additional guidance/training to grantees..



Finding 2

Banks reconciliations

Reconciling items on bank statements were not properly reviewed and followed-up either by the GON project coordinator or by USAID. If such a procedure had been followed, the misappropriation of funds perpetrated by the GON project assistant accountant in collusion with a bank employee during the period from September 1983 to March 1985, totalling CFA F 5 136 553, could have been identified at a date earlier than June 1985.

The GON project assistant accountant photocopied bank transfer documents and changed on them the beneficiaries and the bank account numbers. Banks do not accept photocopies for transfers but, as there was a collusion between the GON project assistant accountant and a bank clerk, the bank transfer documents were processed.

These misappropriations came to light during a USAID audit and the GON project coordinator was informed in June 1985.

Enquiries by the GON project coordinator have revealed that CFA F 2 393 569 has been credited to a driver employed by the Ministry of Finance. We have not had any explanation as to the payees for the rest of the bank transfers or the ultimate beneficiaries of these unauthorised transfers.

The GON project assistant accountant was detained pending an investigation and a court process, however, he was subsequently released.

We were unable to obtain any information at the time of our visit whether the embezzled amount was recovered by the GON project.

Recommendation

We recommend that :

- Bank reconciliation statements should be regularly reviewed by the GON person in charge of the administrative and financial department and that all suspense items should be cleared as soon as possible ;
- The USAID Financial Analyst should not only check the mathematical accuracy of bank reconciliations but he should also review in detail all reconciling items on the reconciliation statement, especially when they have remained unchanged for a few months.

Since USAID/Niger did not reimburse the embezzled amount, no recommendation is made for its recovery.



Management comment

The importance of review of bank reconciliations has been re-emphasized to USAID and GON personnel involved in project financial management. USAID has started withholding releases under projects until all outstanding bank reconciliations have been received.

Auditors' comments and conclusions

As has been demonstrated by the considerable lapse in time before the misappropriations were identified, sound internal control checks were not being applied. The proposed actions by USAID are satisfactory.



Finding 3

Cash book

The GON project coordinator's cash book is not kept in chronological order for recording transactions. The cash book also has instances of overwriting and entries being crossed out.

Recommendation

The entries in the cash book should be kept in chronological order without any overwriting and erasures.

Management comment

This requirement will be communicated to all USAID projects.



Finding 4

Follow-up of advances for financing seminars

No financial reports are prepared by persons responsible for seminars on advances granted by the Project for financing seminars, on amounts disbursed and any outstanding amounts. Also the accounting for advances is incomplete and not properly followed up.

There are many instances where the unused portion of advances has never been returned to the Project bank account. Some examples are given below :

<u>Subject of the seminar</u>	<u>Month</u>	<u>Amount of advance</u>		<u>Amount disbursed</u>		<u>Unused balance</u>
		CFA F		CFA F		CFA F
Meeting of officials from the Ministry of Agriculture at Agadez	March 1987	18 000 000		17 612 740		387 260
Education for cooperatives	Aug. 1987	10 750 800		10 727 006		23 794
Evaluation of extension program activities	Feb. 1988	12 222 100		11 819 055		403 045
Extension program	April 1988	8 106 550		7 621 582		484 968

The records for "advances for seminars" are neither properly kept, nor complete, nor appropriately followed up.

At April 30, 1989, the accounting records kept by the GON project coordinator show advances for seminars of CFA F 29 006 771. However, expense reports of disbursements against these advances had still not been entered in their records.



It must be pointed out that USAID does not provide for funds for these advances and that such costs are reimbursed by USAID when the supporting documents are submitted by GON.

Furthermore, the GON project coordinator had not followed up the collection of unused balances.

Recommendation

Even though the follow up and proper accounting of advances is the responsibility of the GON project coordinator, better results would be obtained if USAID were to systematically require from the GON project coordinator the following information :

- a detailed budget for each seminar,
- a list of possible participants in order to evaluate the extent of the main item of expenditure i.e. per diems,
- the subject of the seminar and its date,

A complete accounting should be made of each advance within two months of a seminar, with a reimbursement of unexpensed balances. There should be a rule that expenditure of seminars held more than three months earlier would not be reimbursed by USAID.

USAID should, depending on the level of expenses for specific seminars, designate its Project officer or his assistant to attend certain of these seminars as part of the internal control process and especially to limit the number of participants to reduce unnecessary costs.

Management comment

USAID has requested that justification for expenditures on all outstanding advances made by USAID be provided. We do not see the need to insert ourselves further into the process than that, since the project has ended and reimbursement will be requested for funds not accounted for.



Finding 5

Follow up of advances to the seed centers

Advances granted by the Project to various centers are not followed up on a timely basis. We list below some unaccounted for balances on advances granted in 1987 and 1988 at the date of our visit:

<u>Center</u>	Outstanding balance on advances of		Total outstanding balance to be accounted for
	<u>July 15, 1987</u>	<u>June 3, 1988</u>	
Doukou Doukou	246 805	721 140	967 945
Kouroungousaou	24 240	299 240	323 480
Hamdalaye	476 410	371 664	848 074
Lossa	1 625	153 950	155 575
Magaria	581	7 110	7 691
Guéchémé	2 631	660	3 191
	-----	-----	-----
	752 192	1 553 764	2 305 956
	=====	=====	=====

As with advances for seminars, USAID disburses only amounts actually claimed as expenditures.

Recommendation

USAID should follow up on a regular basis, the records of advances kept for each center by PCMU.

Management comment

USAID has requested that justification for expenditures on all outstanding advances made by USAID be provided. We do not see the need to insert ourselves further into the process than that, since the project has ended and reimbursement will be requested for funds not accounted for.



Finding 6

Archives

The Project archives of GON are not properly organized.

There is no system of cross-referencing that would enable vouchers at GON to be traced at USAID and vice-versa. It is possible to trace these but it is a very time-consuming process that involves a long and extensive search for the missing items.

Recommendation

A system of cross-referencing between GON and USAID documents would greatly facilitate the checking of transactions.

Management comment

A system for better cross-reference of USAID and GON project documents is being investigated by the Project staff.



Finding 7

Personnel

Detailed findings with respect to personnel and salaries are summarized below :

- (a) The administrative staff files of PCMU contain a work contract only. According to the personnel manager, the other documents (such as marital status, certificate of good conduct, letters regarding changes in salary levels) were taken by the employees when their employment with the Project was terminated.
- (b) Administrative files for the employees of the seed centers and the cooperative assistants were not kept by the personnel department of the PCMU.

Each of the administrative files of the employees of the seed centers has a card which has basic information about the employee together with a photograph. No other documents about the employee are available at PCMU. The personnel manager did not have any document at all concerning the cooperative assistants and, according to him, CLUSA (Cooperative League of the USA) is responsible for personnel management, record-keeping and the files.

- (c) The personnel department does not keep a payroll book ("livre de paie") and no salary slips ("bulletin de paie") are given to employees as are required by GON law. The payroll is recorded on loose sheets ("Etat nominatif") which are kept in the accounts department.
- (d) The payroll sheets "état nominatif" supplied by the centers and the cooperative extensions are not systematically checked by the PCMU.

On certain payroll sheets, the number of signatures or fingerprints is less than the number of employees. For example :

- the March 1987 payroll for cooperative assistants includes only 12 signatures for 14 employees ;



- the April and May 1986 payrolls for the Doukou Doukou center show 7 fingerprints for 9 employees on each payroll.

- (e) In certain centers, no payroll sheets are prepared for salaries paid to temporary employees.
- (f) On checking payrolls with declarations made to the social security administration, we noted discrepancies between the payroll and declaration of the 4th quarters of 1987 and 1988. The overdeclaration of salaries and the resulting overpayment are detailed below:

<u>Period</u>	<u>Project Component</u>	<u>Gross salaries Social Sec Declarations</u>		<u>Over-declaration of salaries</u>		<u>Overpayment of soc. sec.</u>	
		<u>CFA</u>	<u>F</u>	<u>CFA</u>	<u>F</u>	<u>CFA</u>	<u>F</u>
4th qtr 1988	PCMU	4 727 460	5 088 209	360 749		61 327	
4TH qtr 1987	Centers	10 622 701	11 442 344	819 649		139 340	
				-----		-----	
				1 180 398		200 667	
				=====		=====	

Recommendation

USAID should require that the GON project coordinator should institute the following procedures in order to strengthen the internal control over personnel and payroll :

- each permanent employee's file should contain comprehensive information about the employee, level of his salary and his signature,
- each payroll sheet must have as many signatures and fingerprints as there are employees,
- payment of salaries should be witnessed by independent observers - this is especially helpful as a signature in many instances is nothing more than an "o" or an "x".

Management comment

This recommendation does not go far enough. Not only should observers be present, but employees should be made to present their identity cards, since many of the employees are illiterate and there are no fingerprint experts in the controller's office. The controller will direct that spot-checks be made by USAID financial analyst on each project on a surprise basis at least once every quarter.

Price Waterhouse comment

Agree with USAID/Niger recommendation about identity card and surprise spot-checks at least once a quarter.



Finding 8

Control over tools, equipment and inventories

Control over tools and equipment and inventories by PCMU have on the whole been inadequate. We have noted the following weakness :

- (a) There has never been a physical stock-taking of equipment and inventories.
- (b) For the purposes of our audit, a listing of equipment ("situation du matériel") was prepared as of August 25, 1989. However this statement is incomplete because :
 - it was prepared on the basis of inventory cards which are incomplete (see below);
 - no attempts were made to agree this information with a physical count;
 - all audio visual equipment have been excluded;
 - a limited physical test carried out by us indicated that no unexplained differences (48 items) existed on the equipment listing but there were unexplained differences on inventory (11 out of 31) - See Appendix 1 for differences noted.
- (c) Inventory items do not have a code number. Stock cards are kept by category and each category is numbered starting with number one.
- (d) All the booklets for goods delivered ("bons de sortie") are pre-numbered from 1 to 50 and at times any ordinary piece of paper is used as a goods delivery note. A follow up of these is virtually impossible.



- (e) Inventory cards are not properly kept :
- chronological order is not followed to record incoming and outgoing inventories;
 - stock cards were not found for certain items such as
 - all the inventory cards of the seed laboratory
 - set of front break lining (Land Rover)
 - set of rear break lining (Land Rover)
 - Battery 70P (Nissan);
 - stock cards were not up to date for cement bags.
- (f) No records are kept for tools and equipment.
- (g) Original purchase value of tools and equipment and inventories are expensed and no subsequent accounting entry is passed.

Recommendation

We recommend :

- that a system to control movements of tools and equipment and inventories should be set up;
- that an annual physical inventory should be carried out with the assistance and attendance of a USAID representative;
- that a regular control of the inventory cards should be carried out by the USAID Financial Analyst and that comparisons should be made between balance per the cards and actual physical counts.

Management comment

Written instruction will be provided to Financial analysts and GON grantees to perform the functions recommended.



Finding 9

Consumption of spare parts

PCMU's equipment department keeps detailed records on vehicles including the utilization of spare parts. An analysis of these records shows a very high usage of spare parts, especially tires. The cases we noted during our audit are summarized in Appendix 2.

Recommendation

We recommend that these records should be reviewed regularly in order to obtain relevant information so that, where necessary, corrective action may be taken.

Management comment

Spare parts records will be regularly reviewed on all active USAID projects.



Finding 10

Control over gas coupons

The GON project coordinator's administrative and financial manager (Chef du Service Administratif et Financier - SAF) is responsible for the supply of gas coupons to the various Project components on the basis of pre-established budgets rather than on the basis of consumption.

The purchase and distribution of gas coupons is kept on a micro-computer, however, at the time of our visit, in October 1989, the consumption of gas for the months of August, September and October 1989 had not yet been recorded. These amount to CFA F 2 721 600 and are substantiated by various pieces of paper indicating neither the name of the beneficiary, nor the car plate number, nor the reason for the supply of gas. (See Appendix 3 for an example of such a document.)

As far as PCMU's procedures are concerned, SAF issues the gas coupons to the person in charge of the equipment department who is responsible for their distribution. No record of any distribution is available except for a gas coupon book commenced in April 1989. Information about the odometer was often missing because it was alleged to be "out of order". (A vehicle made available to our personnel indicated that the odometer was out of order when in fact it functioned properly.)

Recommendations

Gas coupons should be issued to the various users on the basis of their actual consumption rather than on budgets. Fuel consumption by each vehicle should be recorded and analyzed periodically by the GON project coordinator. This information should be forwarded to the USAID Financial Analyst.

Management comment

USAID is in the process of establishing a system for administrative control of gas coupons on all USAID projects. Several restrictions have been placed on gas usage for those projects where controls were found to be weak.



Finding 11

Visit of the centers

We visited the seed farm of Lossa and the seed center of Hamdallaye. We selected these two centers as they had never been visited by the USAID Financial Analyst. Our conclusions may be summarized as follows :

At the Lossa seed farm

- the local cash book was not kept up to date ; the operations from October 1 till October 9, 1989 had not been recorded ;
- items in suspense, for a total amount of CFA F 64 650, consisted of advances to temporary employees and were all on nondescript pieces of paper without any signature or date ;
- the cash count revealed a shortage of CFA F 1 189 ;
- cards for tools and equipment were not kept up to date - the last movement recorded dates back to January 1986 ;
- consumable items were not controlled at all and no inventory cards were maintained.

At the Hamdallaye seed center

- Lack of control over a great part of the tools and equipment ;
- Lack of control over consumables.

Recommendations

We recommend that USAID institute comprehensive procedures for management of equipment and personnel. Regular visits to the centers should be made at least twice a year.

Management comment

The two seed centers will be placed on the list of site visits to be made by controller's office staff at least semi-annually.



Finding 12
Checking of vouchers by USAID

- (a) Vouchers are required to be approved by the USAID Project officer whose intimate knowledge enables him to determine whether an expense is directly related to the Project or not. The Project officer's control is evidenced by a checklist for administrative approval of vouchers which he is required to complete and sign.

We noted that this checklist was in several cases just signed without indicating the reference to the checked vouchers.

The following is a list of exceptions :

<u>Reference</u>	<u>Period</u>	<u>Amount in US\$</u>	<u>Project Component</u>
BS 029/039	Oct. 1983	19 719.96	Technical assistance
BS 371/792	Feb. 1984	10 308.71	" "
BS 513/1104	Mar. 1984	20 643.30	" "
DN 376	Dec. 1988	8 416.28	" "
BS 785/1224	Mar. 1983	60 568.78	Construction
BS 1152/1779	May 1983	29 656.31	"
BS 360/820	Feb. 1987	12 219.36	"
BS 971/2030	Jun. 1986	10 497.00	Commodities
BS 757/1666	July 1987	16 542.00	Local costs - extension support center
BS 848/1905	Aug. 1987	13 338.00	" "
BS 264/311	Feb. 1984	26 525.00	Local costs - cooperative training center
DN 619	Mar. 1984	34 185.00	Local costs - input supply

		262 619.70	
		=====	



(b) We noted certain cases where the checklist was not attached to the vouchers. For example :

<u>Reference</u>	<u>Period</u>	<u>Amount in US\$</u>	<u>Project Component</u>
BS 1419/2322	July 1983	31 932.50	Technical assistance
BS 1855/2968	Sept 1983	23 616.70	" "
BS 630/1354	May 1984	11 058.66	" "
BS 912/1875	July 1984	12 065.98	" "
BS 1642/1900	Sept 1985	39 607.74	" "
BS 466/894	Jan. 1986	31 707.32	" "
DN 829/235	Apr. 1988	34 168.04	" "
DN 008	Oct. 1988	29 189.42	" "
BS 1484/1614	Aug. 1985	39 510.34	Construction
BS 1697/1997	Sept 1985	50 597.68	"
BS 589/1128	Feb. 1986	26 612.75	Commodities
BS 677/1386	Apr. 1986	10 840.87	"
BS 839/1773	May 1986	7 002.65	"
BS683 04-1565	Mar. 1984	* 3 856.00	Coordination unit
BS683 04-1646	Mar. 1984	* 3 597.00	"
BS683 04-1886	Jun. 1984	* 2 158.00	"
BS683 04-1581	May 1984	* 11 290.00	"
		<u>368 811.65</u>	
		=====	

(*) Amount of the expense reimbursement and not total amount of the voucher.

(c) At the bottom of the blank checklist of the Project officer is included the following paragraph :

"5. None of the above. My administrative approval is based on the following : (Please be concise, i.e. two or three sentences).

This project has a Project Assistant who has made 6 field visits in the last three months and personally observed Project implementation. The Project Assistant visits the main office on a daily basis to meet with counterparts on project implementation."

The fact that the pre-printed checklist included the above wording casts some doubt about the extent of work being carried out by the USAID Project Officer.



- (d) The GON project coordinator's signature is missing on certain vouchers whereas, on others, it is the USAID Controller's signature which is missing.

According to the USAID/Niger, this is due to the fact that the original vouchers, on which signatures were placed, were at one point in time sent to Washington.

Recommendation

The approval by the Project Officer is an important control in the system of accepting or rejecting an expenditure. For this reason, the Project Officer's checklist should be carefully completed and reference made to the checked voucher numbers.

Management comment

Written instructions concerning project officers' responsibility for administrative approval of vouchers will be provided to all USAID project officers.



IV - Report on compliance with agreement terms and applicable
laws and regulations

Price Waterhouse

USAID/Niger
Project No. 683-0234
Page 41

**REPORT ON COMPLIANCE WITH AGREEMENT TERMS AND
APPLICABLE LAWS AND REGULATIONS**

4.1 AUDITORS' OPINION

We have audited the statement of expenditure of the **Agricultural Production Support Project No.683-0234** for the period from August 31, 1982 to April 30, 1989 compiled by USAID/Niger and presented on Schedule A and have issued our report thereon dated October 18, 1989.

We conducted our audit in accordance with generally accepted US auditing standards and *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit in order to obtain reasonable assurance about whether the statement of expenditure is free from material misstatement.

Compliance with laws, regulations, contracts and grants is the responsibility of the management of GON project coordinator. As part of obtaining reasonable assurance about whether the statement of expenditure is free of material misstatement, we performed tests of the GON project coordinator's compliance with certain provisions of laws, regulations, contracts, and grants. However, our objective was not to provide an opinion on overall compliance with such provisions.

Instances of non-compliance with laws, regulations, contracts and grants are described in the accompanying findings 1 to 4 presented on pages 42 to 45.

The results of our tests indicate that, with respect to the items tested, the GON project coordinator complied, in all material respects, with the provisions referred to above except for matters mentioned in the preceding paragraph. With respect to items not tested, nothing came to our attention that caused us to believe that GON project coordinator had not complied, in all material respects, with those provisions.

Price Waterhouse

October 18, 1989



**REPORT ON COMPLIANCE WITH AGREEMENT TERMS
AND APPLICABLE LAWS AND REGULATIONS**

4.2 REPORTABLE CONDITIONS

Finding 1

Non-compliance with GON tender rules

GON laws require that when the same or similar items are purchased over a short period of time and these exceed CFA F 1 000 000 (CFA F 5 000 000 effective from July 23, 1987), a tender should be invited. This procedure was not followed by the Project.

In Appendix 4, we have listed our findings of non-compliance with this regulation.

Recommendation

GON regulations regarding purchases should be observed.

Management comment

USAID will bring the non-compliance of GON to the attention of appropriate GON officials. In addition, disallowances are being made by USAID where such practices are found in other projects.



Finding 2

Withholding of salary taxes and social security

No withholdings were made for salary taxes and social security from salaries paid to temporary employees of the seed centers. The same comment applies to bonuses ("prime de gestion") paid to accounting assistants .

GON regulations require that employers withhold relevant salary taxes and social security contributions and that the withheld amounts should then be paid over to the tax authorities within 30 days of a month end and to the social security administration within a month at the end of each quarter.

Recommendation

GON regulations regarding withholding of salary taxes and social security must be observed.

Management comment

Spot-checks for this problem will be made by USAID during the scheduled site visits, and appropriate corrective action will be taken.



Finding 3

Indemnity payment

Supplementary indemnities for staff were computed on the basic salary plus a seniority premium ("prime d'ancienneté") although GON regulations require that they should be calculated only on the basic salary.

Computation of the exact amount of excess costs requires a review of the entire period of the Project from August 31, 1982 to April 30, 1989.

Recommendation

GON regulations, requiring that only the basic salary should be used for calculating supplementary indemnities, should be observed.

Management comment

This subject will also be addressed by USAID during site visits.



Finding 4

Grant agreement

USAID is not in a position to establish whether GON has met its contractual commitment to contribute to the Project a total of CFA F 1 177 000 000, i.e. some US\$ 3 362 857 (using an average rate of US\$ 1 = CFA F 350).

Recommendation

Project management should in future establish the value of contractual contributions at appropriate short intervals, depending on the nature and timing of project expenditures and contributions.

Management comment

As called for in the project grant agreement, the Government of Niger provided commodities, buildings, land and staff. To determine this value now by letter would be pro forma and since this amount was an estimated total, it would be almost impossible to effectively evaluate its actual amount.



SCHEDULE A

AGRICULTURAL PRODUCTION SUPPORT PROJECT NO. 683-0234
 RELATING TO THE GRANT AGREEMENT BETWEEN THE GOVERNMENT OF NIGER
 AND THE UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT

Statement of Expenditure
 For the period from August 31, 1982 to April 30, 1989

	Total costs <u>claimed</u> US\$	Questioned & Disallowed <u>costs</u> US\$	Audited <u>costs</u> US\$
A. Technical assistance	7 869 042	483	6 051 789
B. Construction	472 322		398 160
C. Commodities	529 543		382 471
D. Training	2 001 221		565 631
E. Other costs			
Seed multiplication	2 057 895	1 897	770 163
Import supply	471 374		50 256
Cooperative training center	383 725	1 457	83 030
Extension support center	1 376 791		388 427
International fertilizer	112 116		37 775
Program Coordination and Management Unit (PCMU)	1 131 594		169 328
	-----	-----	-----
	6 433 495	3 837	1 499 029
F. Contingencies	2 140		-
G. Evaluation	123 113		112 113
H. Audit	-		-
	-----	-----	-----
Total	17 430 876	3 837	9 020 193
	=====	=====	=====

USAID/Niger
Project No. 683-0234



APPENDIX 1

Category	Reference	Card No.	Description	Theoretical	Physical	Difference	Value CFA F	Quantity at Aug. 25, 1989		
				quantity at Oct. 12, 1989				count	Actual quantity	Stock card
Honda Cross 125	LD 057	10	Spark plug head	6	6	-	-	8	6	-2
Honda Cross 125	44 KC1 010	23	Meter cable	6	4	-2	15 750	6	6	-
Peugeot 504	Dusellise 71133	07	Screw	15	15	-	-	28	19	-9
Tires	S/R	09	Tires 1100 x 20	0	0	-	-	3	-	-3
Tires	400 X 18	29	Inner tube	4	0	-4	8 000	4	4	-
Susiki 125 MS	11111-48003	12	Cylinder head	1	2	+1	-	1	1	-
Toyota F 545	S/R	23	Gas filter	2	0	+2	3 000	27	26	-1

1/17

USAID/Niger
Project No. 683-0234



APPENDIX 2

SPARE PARTS CONSUMPTION

Type of vehicle	Plate No.	Period	Consumption	Approximate value CFA F
Toyota FJ 62	3064 NY 1A	Oct. 9 to Nov. 20, 1987	18 bougies et 3 vis platinés	15,300
		May 6 to May 16, 1988	18 bougies et 3 vis platinés	15,300
Mercedes lorry	1886 NY 1A	Nov., 1986 to Aug., 1987	12 tires and 12 inner tubes	1,860,000
Land Rover	2599 NY 1A	Oct., 1986 to Sept., 1987	15 tires and 15 inner tubes	1,350,000
Mercedes lorry	2970 NY 1A	Nov., 1986 to Sept., 1987	11 tires and 11 inner tubes	1,705,000
Nissan Patrol	2359 NY 1A	June 15 to June 22, 1987	12 Spark plugs	6,000
		June 22 to July 1, 1987	3 screws	6,300
Mercedes lorry	2912 NY 1A	Nov., 1986 to Sept., 1987	19 tires and 19 inner tubes	3,610,000
		Sept., 1988 to June 1989	17 tires and 17 inner tubes	2,635,000
IR lorry	2341 NY 1A	Sept., 1988 to June 1989	22 tires and 22 inner tubes	3,410,000
Mercedes lorry	2970 NY 1A	Sept., 1988 to June 1989	20 tires and 22 inner tubes	3,420,000
Peugeot 504	1870 NY 1A	Aug. 16, 1988	8 Spark plugs and 4 screws	12,400
				18,045,300

8/18/80

USAID/Niger
Project No. 683-0234

Sup
10,500

ENDIX 3

→



PURCHASES THAT SHOULD HAVE BEEN MADE
AFTER OBTAINING TENDERS

Order No.	Date	Description	Supplier	Amount CFA F
!142	!Apr. 14, 1985	!Tires and inner tubes	!Hamani Tahirou	! 900,000
!143	!Apr. 14, 1985	!Tires and inner tubes	!Hamani Tahirou	! 804,000
!144	!Apr. 14, 1985	!Tires and inner tubes	!Hamani Tahirou	! 980,000
!145	!Apr. 14, 1985	!Tires and inner tubes	!Hamani Tahirou	! 980,000
!146	!Apr. 14, 1985	!Tires and inner tubes	!Hamani Tahirou	! 975,000
!147	!Apr. 14, 1985	!Tires and inner tubes	!Hamani Tahirou	! 975,000
!148	!Apr. 14, 1985	!Tires and inner tubes	!Hamani Tahirou	! 980,000
!149	!Apr. 14, 1985	!Tires and inner tubes	!Hamani Tahirou	! 780,000
				7,454,000
!156	! Jun. 14, 1985	! Yamaha Moto	! Hamani Tahirou	! 600,000
!157	! Jun. 14, 1985	! Yamaha Moto	! Hamani Tahirou	! 600,000
!158	! Jun. 14, 1985	! Yamaha Moto	! Hamani Tahirou	! 600,000
!159	! Jun. 14, 1985	! Yamaha Moto	! Hamani Tahirou	! 600,000
!160	! Jun. 14, 1985	! Yamaha Moto	! Hamani Tahirou	! 600,000
!161	! Jun. 14, 1985	! Yamaha Moto	! Hamani Tahirou	! 600,000
				3,600,000
!798	!Sept. 9, 1986	! Plastic pots	! Hamani Tahirou	! 972,000
!802	!Sept. 9, 1986	! Plastic pots	! Hamani Tahirou	! 972,000
!804	!Sept. 9, 1986	! Plastic pots	! Hamani Tahirou	! 960,000
!173	!Sept. 9, 1986	! Plastic pots	! Hamani Tahirou	! 960,000
!175	!Sept. 9, 1986	! Plastic pots	! Hamani Tahirou	! 972,000
!139	!Sept. 9, 1986	! Plastic pots	! Hamani Tahirou	! 972,000
				5,808,000



Order No.	Date	Description	Supplier	Amount CFA F
71	Oct. 10, 1986	Spare parts	Hamani Tahiron	993,100
72	Oct. 10, 1986	Spare parts	Hamani Tahiron	993,100
73	Oct. 10, 1986	Spare parts	Hamani Tahiron	989,800
74	Oct. 10, 1986	Spare parts	Hamani Tahiron	989,800
78	Oct. 10, 1986	Spare parts	Hamani Tahiron	983,100
80	Oct. 10, 1986	Spare parts	Hamani Tahiron	982,000
				5,930,900
322	Feb. 2, 1987	Tires and inner tubes	Hamidou Adanou	678,000
323	Feb. 2, 1987	Tires and inner tubes	Hamidou Adanou	508,500
323	Feb. 2, 1987	Tires and inner tubes	Hamidou Adanou	995,000
329	Feb. 2, 1987	Tires and inner tubes	Hamani Tahiron	996,000
329	Feb. 2, 1987	Tires and inner tubes	Hamani Tahiron	996,000
330	Feb. 2, 1987	Tires and inner tubes	Hamani Tahiron	332,000
				4,505,500
185	Apr. 23, 1985	Generators for the different centers		774,000
186	Apr. 23, 1985	Generators for the different centers		774,000
187	Apr. 23, 1985	Generators for the different centers		774,000
188	Apr. 23, 1985	Generators for the different centers		774,000
189	Apr. 23, 1985	Generators for the different centers		774,000
				3,870,000
252	May 22, 1985	Transport of fertilizer	Different suppliers	616,500
253	May 22, 1985	Transport of fertilizer		616,500
254	May 22, 1985	Transport of fertilizer		616,500
255	May 22, 1985	Transport of fertilizer		716,400
256	May 22, 1985	Transport of fertilizer		716,400
257	May 22, 1985	Transport of fertilizer		716,400
258	May 22, 1985	Transport of fertilizer		871,500
262	May 25, 1985	Transport of fertilizer		422,280
263	May 25, 1985	Transport of fertilizer		720,000
264	May 25, 1985	Transport of fertilizer		720,000
269	May 25, 1985	Transport of fertilizer		422,250
271	May 25, 1985	Transport of fertilizer		844,500
274	May 25, 1985	Transport of fertilizer		675,000
?	May 25, 1985	Transport of fertilizer		2,543,594
				11,217,824



Voucher	Date	Description	N° OP	Amount of invoice CFA F	Total amount for same item CFA F
BS 991/292	May 1986	Tires for tractor	2285	740,000	1,480,000
			2298	740,000	
BS 991/292	May 1986	Spare parts for tractor	1832	986,930	3,727,455
			1850	822,205	
			1858	939,720	
			1859	978,600	
			2121	600,000	
BS 991/292	May 1986	Jute bags	2124	600,000	1,200,000
			2162	839,000	2,517,000
BS 991/292	May 1986	Tires and inner tubes	2164	839,000	
			2166	839,000	
			6774	845,000	
BS 991/292	Nov 1985	Supply of vouchers	6773	845,000	1,690,000
			6755	986,002	2,934,568
BS 991/292	Nov 1985	Spare parts	6756	962,812	
			6757	985,754	
			6827	796,350	
BS 991/292	Nov 1985	Canvas covers	6828	796,350	1,592,700
			6677	577,425	1,385,820
BS849/1906	June 1987	Tires and inner tubes	3684	966,000	
			3688	966,000	
			3692	322,000	2,254,000
					18,781,543

Report Distribution

	<u>No. of Copies</u>
Director, USAID/Niger	5
Ambassador, U.S. Embassy/Niger	1
AA/AFR	1
AFR/CONT	5
AFR/PD	1
AFR/SWA	1
AA/XA	2
XA/PR	1
LEG	1
GC	1
AA/PFM	2
PFM/FM	1
PFM/FM/FP	2
PPC/CDIE	3
SAA/S&T	1
IG	1
AIG/A	1
IG/A/PPO	2
D/AIG/A	1
IG/A/RM	5
IG/A/LC	1
IG/A/PSA	1
AIG/I	1
REDSO/WCA	1
REDSO/WCA/WAAC	1
USAID/Burkina Faso	1
USAID/Cameroon	1
USAID/Cape Verde	1
USAID/Chad	1
USAID/Congo	1
USAID/The Gambia	1
USAID/Ghana	1
USAID/Guinea	1
USAID/Guinea-Bissau	1
USAID/Mali	1
USAID/Mauritania	1
USAID/Morocco	1
USAID/Nigeria	1
USAID/Senegal	1
USAID/Togo	1
USAID/Tunisia	1
USAID/Zaire	1
RIG/I/Dakar	1
RIG/A/Cairo	1
RIG/A/Manila	1
RIG/A/Nairobi	1
RIG/A/Singapore	1
RIG/A/Tegucigalpa	1
RIG/A/Washington	1