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## **Assistance to Fier Nitrogen Fertilizer Factory With Truck and Warehouse Operations**

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## Acronyms and Abbreviations

DAP	Diammonium phosphate
FNFF	Fier Nitrogen Fertilizer Factory
ha	hectare
IFDC	International Fertilizer Development Center
km	kilometers
L	liter
lek	Albanian currency with an exchange rate variation of about 100 to 115 lek/US \$1.00
mt	metric tons
U.S.A.	United States of America
USAID	United States Agency for International Development
US \$	United States dollars

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## **Assistance to Fier Nitrogen Fertilizer Factory With Truck and Warehouse Operations**

### **Background**

A major objective of the USAID/IFDC program in Albania is to restructure the entire fertilizer supply sector (production, importation, marketing, and distribution) in a manner which is environmentally sound and integrated with the world market. The Fier Nitrogen Fertilizer Factory (FNFF) faces major production and marketing constraints but has the capacity to supply Albania's total nitrogen fertilizer needs. Assistance is being provided to FNFF to overcome these problems in order that the firm can successfully compete in the world market.

A meeting was held on November 10, 1992, between IFDC, USAID, and FNFF to consider a FNFF request for assistance in marketing and logistics pertaining to 15,000-20,000 mt of bagged urea being held in open storage areas at the FNFF. There was concern that wet weather would result in losses if this material was not relocated to more suitable, covered warehouses. At the November 10 meeting, it was proposed that IFDC assist FNFF by providing 28 trucks operated by IFDC for transport of the urea to rental warehouses. The IFDC trucks were available since truck operations had just been completed at the Port of Durres where 10,000 metric tons of diammonium phosphate (DAP) had been discharged. As a result of this meeting, an agreement (Annex A) between IFDC and FNFF was signed and preparations were made to commence operations.

On November 16, the IFDC truck manager and his staff visited FNFF to determine truck parking sites and office space requirements. The Director of FNFF gave assurance that all would be ready for arrival of the trucks. Drivers were hired (or rehired), driver training was initiated, and maintenance and repairs to the trucks were accelerated.

On November 19, 1992, a convoy of 20 IFDC trucks departed Durres and arrived at the Fier factory the same day to begin the trucking and warehouse operations.

## Operations

### General Comments

On Friday, November 20, although the trucks were on site, the warehouse negotiations had not been completed. They were, however, concluded successfully later that same day.

Actual distribution operations commenced the morning of November 21, 1992 with the loading of the 20 trucks (total of 4,000 bags) destined for the government warehouses at Labinot near the city of Elbasan.

On November 30, three more trucks arrived from Durres. On December 1, the last five trucks arrived in Fier having completed commitments to dealers who had paid for delivery of DAP. Thus, all twenty-eight (28) IFDC trucks were available for operation; twenty-seven (27) plus one (1) fuel truck with a tank.

Initially, all of the long-bed (16 ft) trucks transported only 200 bags per truck per trip and plans were to load 180 bags per short-bed (14 ft) truck as was the customary bag loading count during the previous USAID urea operations in Durres. The standard USAID urea bag weighed 50 kg, while the FNFF urea bags weighed only 38 kg each. Thus, rather than loading the customary 10 mt, the operation was started by carrying only 7.6 mt on the long-bed trucks. These loading plans were revised after November 26 to add 40 more (total of 240) bags to each long-bed truck and 20 (total of 200) more bags to each short-bed truck. This resulted in increasing the respective loads to 9.12 mt/truck for the trucks with long beds and 7.6 mt/truck for those with short beds.

Operations were sustained on a continuous six (6) day workweek basis until January 16 at which time a five (5) day workweek was implemented by IFDC. Operations were continuous, except for the weekends, Christmas day, and two other occasions. On these two occasions it was necessary to effect a reduction in force which required the taking of inventories and shifting of the truck assignments among the remaining drivers. There were three occasions (Figure 1), days 28, 38, and 40 when operations were slowed due to lack of fuel. On day 49, operations were suspended except for those few dealer deliveries that had not been completed.

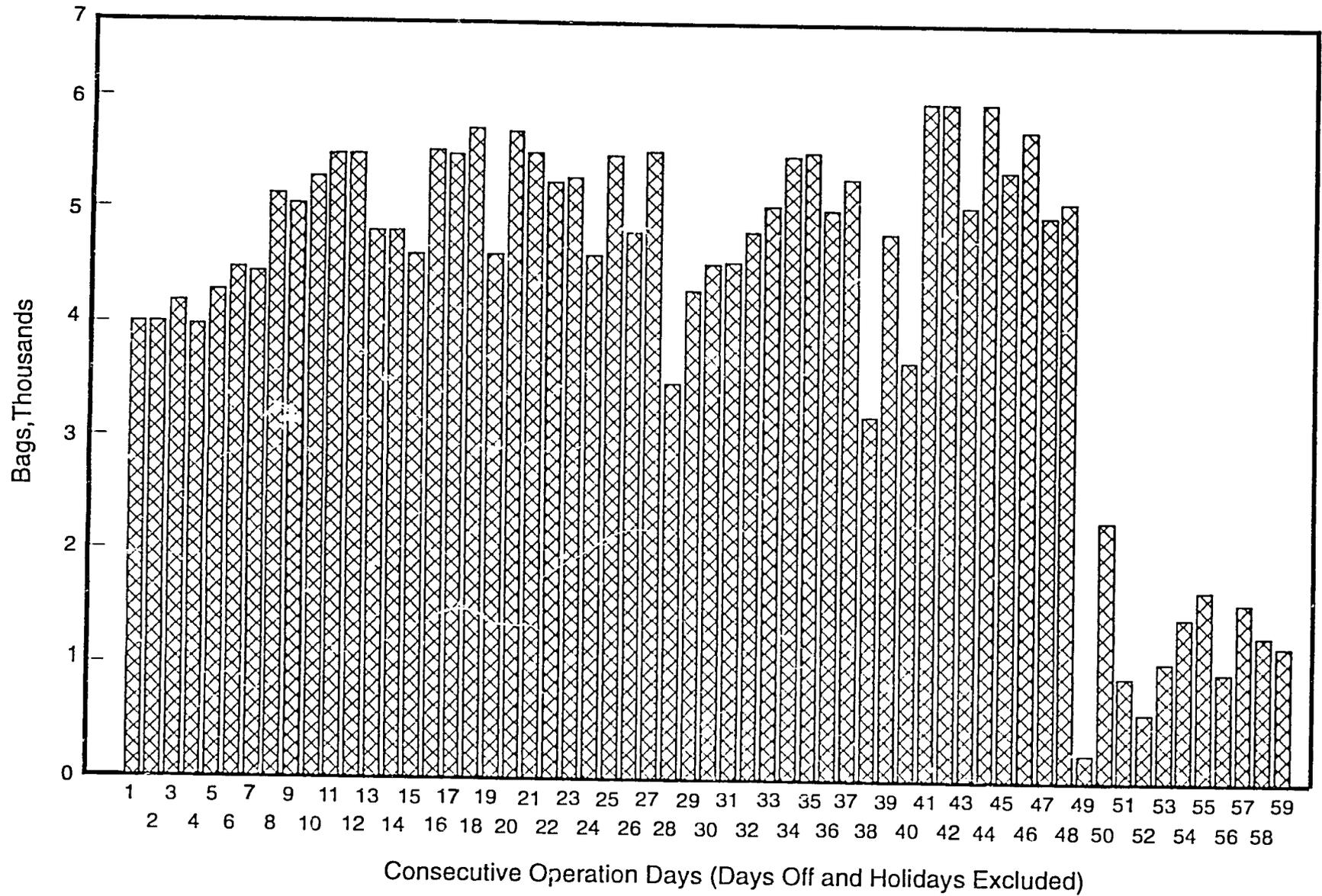


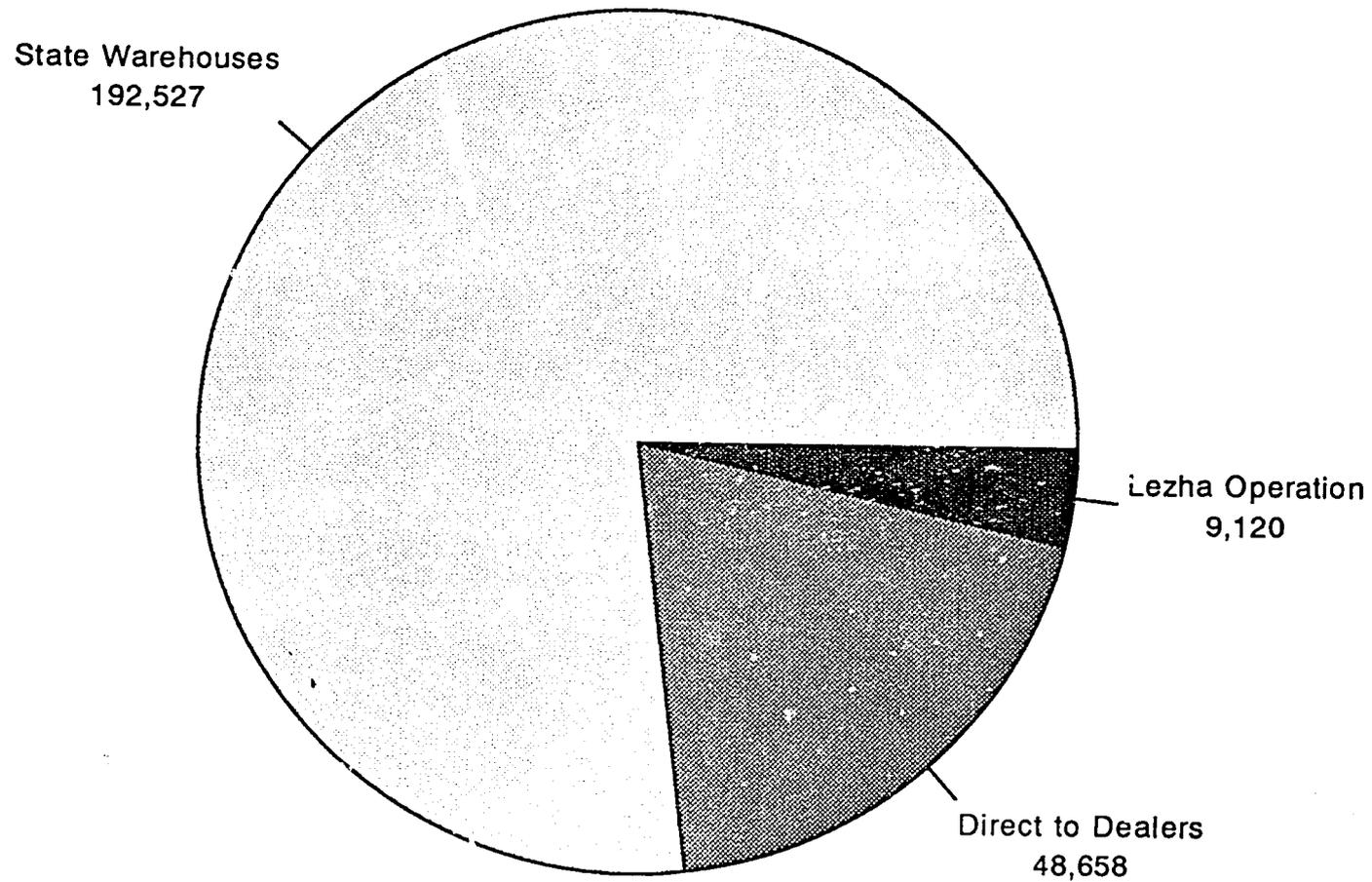
Figure 1. Fier Daily Loadings.

The operation could have been concluded at least ten (10) days earlier had FNFF implemented IFDC's suggestion to load trucks during a second shift. Had this been done, several roundtrips could have been made each day to the warehouses at Balsh, Rrgozhina, and Berat. This suggestion was not met with any enthusiasm, and single-shift operations continued.

IFDC provided the transportation but never actually accepted custodial responsibility for the fertilizer. FNFF provided escorts with each shipment to the warehouses while the individual dealers provided an escort for their shipments. These escorts were completely responsible for seeing that the number and quality of bags loaded was correct, and that the documentation was in order. Thus, the physical custody of the cargo remained FNFF's or, as the case may be, the dealer's responsibility. The driver was charged with the operation of his truck and the expeditious and safe delivery of the cargo. On at least three separate occasions there were situations where attempts were made to sell fertilizer enroute to the assigned destination. In all three of these cases IFDC fired the involved drivers and concurrently FNFF also fired the assigned escort. It is believed that this concerted action by both IFDC and FNFF was responsible for a very low rate of enroute losses.

Although the above general comments apply, the coordination of the Fier truck operation took on three major aspects: that of direct transportation to state warehouses, distribution direct to dealers, and finally a special operation for the Lezha district. The pie chart shown as Figure 2 indicates that while the major effort was placed on the movement of urea to the warehouses, the other two operations were also significant and therefore, each will be treated separately in the ensuing sections. A breakdown of the more than 9,511 mt of total fertilizer transported during this operation is provided in Annex B.

FNFF asked if it would be possible to use the IFDC trucks to move ammonium nitrate to north Albania near the city of Shkodra. It was pointed out to the Director that if IFDC trucks were used at the normal rate, the cost would be 2,000 lek/mt (15 lek x 148 km) from the Kavaja warehouse to Shkodra. At the same time preliminary negotiations with the Railway Enterprise Ministry of Transport, offered a much more favorable rate of only 660 lek/mt (3.17 lek/mt x 210 km [Fier to Shkodra]). After pointing out the large cost differences, the marketing manager of FNFF and the IFDC Logistics Specialist returned to Durres to further investigate the possibility of moving ammonium nitrate and urea to



Total Number of 38-kg Bags Delivered

Figure 2. Total Fertilizer Distribution During the Fier Operation.

Miloti (a town south of Shkodra). This location was said to have good warehouse facilities and it would therefore serve as an excellent distribution point for the northern part of Albania. The Railway Director was enthusiastic and agreed to lowering warehouse storage charges to 4.16 lek/m<sup>2</sup>/day and the in/out warehouse labor charges to \$0.40/mt. The train could be in position within 10 days after the contract was signed, and it appeared the rail shipment would be made. The next day, the Director of FNFF indicated that FNFF did not have as much fertilizer as originally thought, and the remaining inventory was only 400 mt of ammonium nitrate. Also, there were no bags. As a result, the project was abandoned. Although no fertilizer was transported as a result of these activities, the above discussion has been included to point-out the possibility of future movements via rail.

### Storage of Urea in Rented Warehouses

Eleven (11) warehouse sites were initially examined jointly by IFDC and FNFF representatives. Six (6) of these sites were finally selected for urea storage based on their location relative to the factory, the projected urea market volume in the adjacent areas, and physical characteristics of the warehouses. FNFF concluded contracts for each of the selected warehouses based on the IFDC/FNFF contract (Annex A). Close coordination was required between the factory, IFDC, and the respective warehouses to ensure an even flow of trucks which did not exceed the unloading capability at the warehouse site. Therefore, as noted in the table below, dates for opening each warehouse were staggered. The total number of square meters utilized at each location is also indicated.

Warehouse	Square Meters	
	Rented	Date Opened
Labinot	2,240	November 29, 1992
Kavaja	900	November 21, 1992
Rrgozhina (state)	440	November 21, 1992
Berat	960	December 2, 1992
Balsh	1,320	December 12, 1992
Rrgozhina (cotton)	586	January 11, 1993
Total leased	6,446	

A total of 192,527 bags or 7,316 mt was placed into these warehouses. See Figure 3 for information on the distribution and the amount of fertilizer delivered.

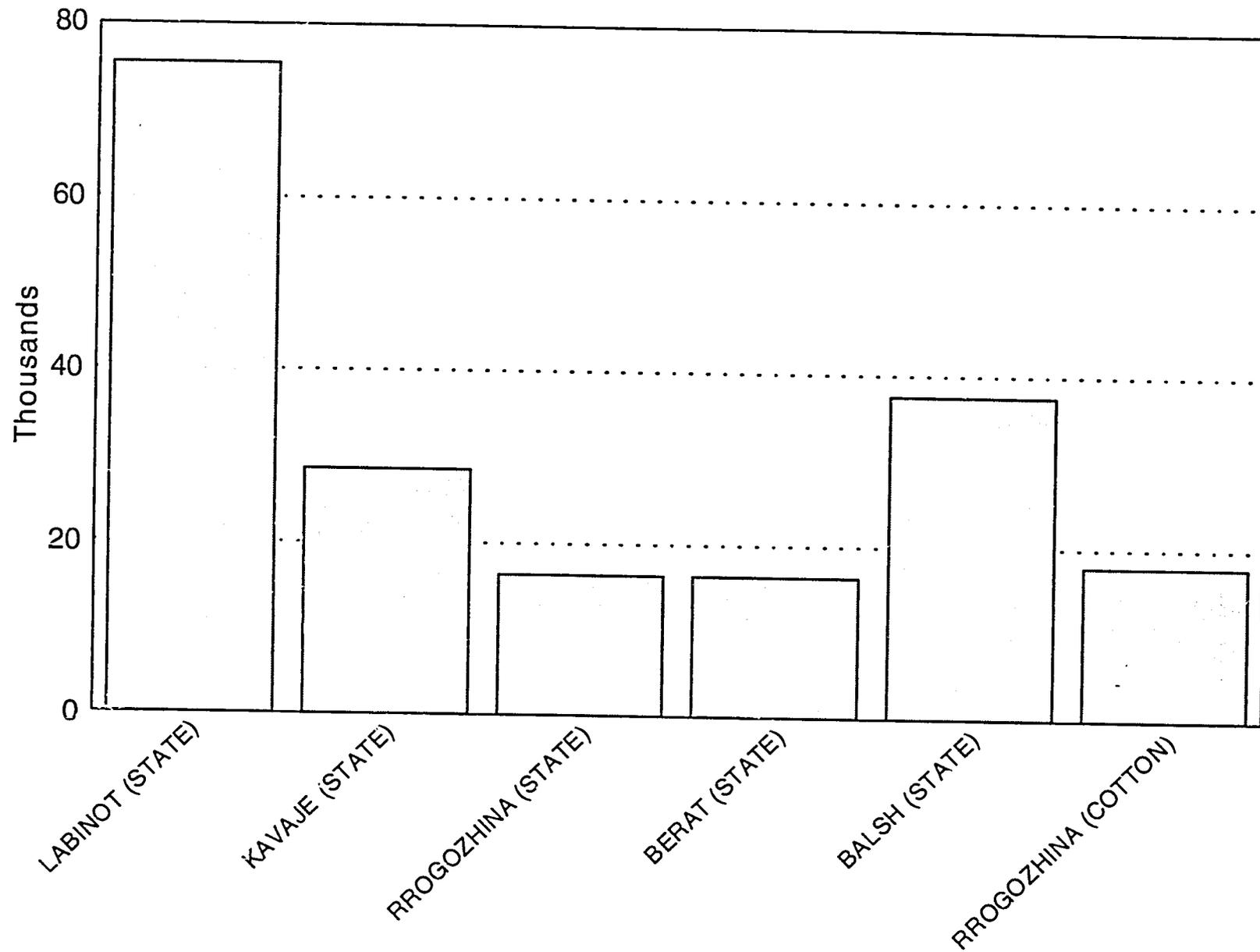


Figure 3. Warehouse Locations and the Total Number of 38-kg Bags Delivered.

Monthly billing to IFDC for the warehouse rents was made by FNFF at the agreed rate of 60 lek/m<sup>2</sup> in accordance with Amendment 1 of the basic IFDC/FNFF contract. A copy is included in Annex A. A copy of the billing invoice (Fature) is a part of Annex C which contains samples of the forms used for the various transactions.

### **Transportation of Urea and Ammonium Nitrate Directly to Dealers**

The key to this operation was the development of a marketing strategy which encouraged dealers to store fertilizer in their own warehouses and thus save IFDC the cost of warehouse rental and labor charges. This strategy included the following three elements.

First, a schedule of price increases was implemented which offered dealers a price incentive to purchase and store fertilizer in their own warehouses.

Second, IFDC provided, without charge, transportation of the fertilizer to dealer warehouses if they were equidistant or closer than one of the designated rented warehouse locations.

Third, if a dealer had a delivery site which was located beyond the nearest rented warehouse, he could still receive delivery by paying IFDC a shipping rate of 15 lek/mt/km for the distance between the rented warehouse nearest to him and his requested point of delivery. A total revenue of 320,865 lek was generated by these dealer shipping charges.

A total of 48,658 bags (1,849 mt) were delivered directly to twenty-four (24) individual dealers. Figure 4 provides information as to the distribution of fertilizer to each dealer.

### **Lezha Special Relief Operation**

In November 1992, a flood in the Lezha district affected about 6,000 ha of land and about 3,000 families in 26 villages. The wheat crop was completely destroyed on about 500 ha of private and 100 ha of state farm land. IFDC agreed to provide 20 mt (400 bags) or two truckloads of DAP for a wheat demonstration program for farmers who wanted to reseed in the last half of December. The trucks were dispatched on December 22 as requested.

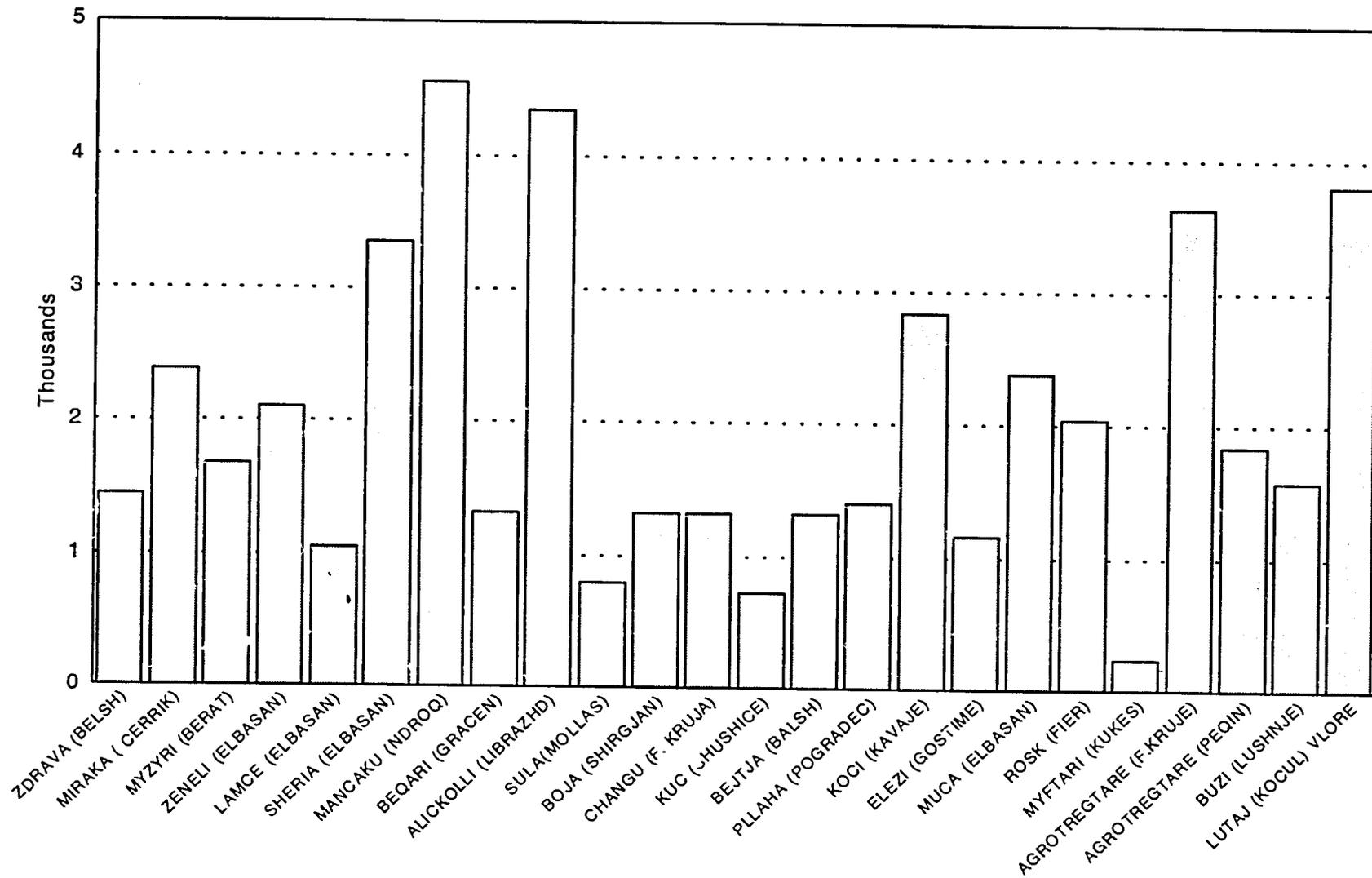


Figure 4. Dealer Distribution, Dealer's Name, Location and Number of 38-kg Bags Delivered.

Additionally, IFDC agreed to provide free transportation in IFDC truck from Fier to the affected area. On December 21, twenty-one (21) truckloads of urea and one (1) truck load of ammonium nitrate for a total of 5,000 bags was dispatched to the Lezha area. On December 23, thirteen (13) more trucks carrying an additional 2,960 bags were sent. The operation was concluded on December 24 when the last five (5) trucks carried 1,160 bags into the area. Thus, a total of 9,120 bags (346 mt) were delivered in support of this relief operation.

### Cost Information

The following cost information for the Fier truck operation is for the period of November 19, 1992, through May 1993.

	<u>US \$</u>
<b>Personnel Expenses (Excluding Consultants)</b>	
Local hire staff	7,508
Per diem (local hire)	<u>6,772</u>
Total personnel costs	14,280
<b>Operating Expenses</b>	
Truck maintenance	2,957
Fuel, oil, lubricants	32,815
Truck insurance (liability, 3 months)	2,478
Rental, fuel truck	<u>28</u>
Total costs of operating trucks	52,558
Urea storage	12,201
	<u>          </u>
Total cost	64,759

Annex C contains a summary of the total fertilizer transported by destination.

**Spare Parts Cost/ Value**

The stated inventory value of the spare parts at the end of the previous operation (DAP) was US \$85,952.05. After reconciling the inventory, the value of the spare parts on hand at the beginning of the Fier operation was determined to be US \$86,202.91. At the end of the Fier operation, the inventory value was US \$83,439.63 indicating a spare parts usage of US \$2,763.28. The complete spare parts inventory is given in Annex D.

**Administration****Offices**

FNFF initially provided two offices for the purpose of truck administration; one for the IFDC truck dispatcher and one for the truck manager. Both of these offices were equipped with steam heat (a great advantage) and a telephone for internal calls. On November 23, a third office directly across the hall from the FNFF Director's office was provided for the Logistics Coordinator and his immediate staff. It should be noted that these offices were among the best accommodations available at the plant.

Telephones interconnected the IFDC offices. However, outside communications were difficult as they had to be manually processed through the plant switchboard rather than through the Fier city post office. Faxes could only be sent through the post office.

Mail delivery to Fier from Tirana required about 1 week while the few letters that were received from the United States required more than 3 weeks for delivery. The best method of communicating to the Fier plant was through the IFDC office in Tirana.

Three computers (two lap top and one old IBM 8088 PC) were used to provide word processing and data management support for the office. Two locally hired office personnel were trained onsite in the use of this equipment and were able to use Word Star 2000+ and Lotus 123 programs well enough to control and document the operation.

**Personnel**

A detailed description of the personnel organization is given in Annex E.

The IFDC expatriate staff totaled two (2) persons; a logistics coordinator and a truck manager. After December 19, only a logistics coordinator was present.

The IFDC locally hired staff was basically made up of experienced personnel from the previous operations. However, one secretary, one interpreter, and eight drivers were hired locally in Fier.

The locally hired personnel, who did not reside in Fier, were accorded advances for hotel and per diem. The local management staff received US \$5.00 for hotel and \$3.00 for food and other expenses per day. Drivers received 200 lek/day for their hotels and 250 lek for food and other expenses. Transportation was also provided to these personnel for a round trip to their home in Durres or Tirana each weekend.

### **Documentation**

IFDC elected to set up the documentation for this operation based on the use of modified bills of lading (B/L) since equivalent documents are not used in Albania. These improved forms were designed and translated into the Albania language and faxed to IFDC Headquarters in Muscle Shoals, Alabama, U.S.A., for printing on carbonless forms.

The first day of operation, due to the confusion and late loadings, no B/Ls were used, and the documents used by FNFF were the sole source of loading information.

On the second day of operation an **Alternate Straight Bill of Lading–Short Form** which had previously been intended for possible use for the first urea shipments was temporarily placed into use. These forms, although in English, were modified to include odometer readings, time out and time in, and driver identification numbers. A copy of this form is provided within Annex F, Examples of Forms Used.

These temporary forms were used until December 8 when the new modified and translated B/Ls were received and placed into use. A copy of this form is also provided in Annex F.

All B/Ls were summarized on a daily basis by computer.

## Logistics

Fuel was originally purchased independently by IFDC. Albania uses a system of coupons which can be purchased on a cash basis for \$0.70/L and then redeemed as required at various state fuel depots. IFDC entered into an agreement to have the coupons purchased through FNFF on a reimbursable basis. On January 6, the coupons were acquired at the very favorable government rate of 12 lek/L. On January 19 there was a nationwide price increase and the IFDC cost rose to 25 lek/L. This arrangement solved several problems: (1) a more favorable fuel rate was obtained because FNFF was a state organization; (2) the coupons were redeemable at a fuel depot adjacent to the fertilizer plant which was very accessible; and (3) internal transfer of large sums of cash money within IFDC was avoided.

A strike at the Albanian refinery started about January 11 and fuel became increasingly difficult to obtain. Working through FNFF, it was learned that a small Liberian tanker had arrived in Vlora Port, about 37 km to the south of Fier. On January 12, operations were becoming difficult because there was only enough fuel to deploy 14 trucks. That afternoon, a small tank truck was rented through FNFF and enough fuel was received from this shipment to resume normal operations by metering fuel by hand into the trucks. On January 22, the strike was lifted and normal pump fueling at the petroleum depot was resumed. As seen on Figure 1, day numbers 28, 38, and 40 depict the impact of the fuel shortages on the operations.

Inspection of fuel records indicated that, in spite of locks placed on all of the fuel tanks, it was likely that drivers were selling fuel. In order that this be verified, orders were issued that each truck would be topped off each night in order that the following day fuel consumption versus trip odometer readings could be verified. These instructions were not carried out during the night because the drivers were not cooperating and the fuel manager had not done his job with any great enthusiasm. The following morning, there were only eleven (11) trucks which had refueled in compliance with these orders and these were the only ones allowed to load and deploy. The rest of the drivers were held for "instruction" and therefore lost their overtime pay for that day. The following day everyone was in a cooperative frame of mind and daily fueling was accepted.

Transportation for personnel was at first supplied by two rental cars with chauffeurs provided by IFDC-Tirana at a rate of US \$30/day. Later, use of one of these cars was

discontinued and cars with local chauffeurs were rented in Fier on an "as-required" basis for US \$20/day.

### **Maintenance, Repairs and Spare Parts**

A total of 177,095 km was driven by the IFDC trucks in this operation with the greatest distance logged by an individual truck being 10,544 km. Detailed truck-by-truck data along with odometer readings are provided within Annex G.

After the operation, the trucks were considered basically in good running condition. However, the cabs have sustained considerable cosmetic body damage and many accessories such as nine radios, a number of the backup, signal, and side lights as well as spare tires, jacks, and lug wrenches have been stolen. See the inventory of trucks provided in Annex G.

There were no major mechanical problems that developed during the Fier operation. The truck engineer's problems were limited to routine maintenance and occasional changes of fuel filters due to the low quality of diesel fuel available.

Spare parts consumption based on beginning and ending inventories was US \$2,763.28 and consisted mostly of oils, lubricants and filters.

### **Conclusions/Recommendations**

#### **Conclusion**

This stop-gap operation was considered successful in that all the fertilizer which was in open storage was either sold or transported to state warehouses before any significant weather damage was incurred. The use of IFDC trucks in this situation contributed greatly to preventing further deterioration of the fertilizer. However, it would be expensive and inefficient to continue to rely on such an effort in the future.

**Recommendation**

FNFF should not plan on future use of a similar scheme; they should operate their own trucking fleet or rely on state warehouses to store temporary surpluses.

**Conclusion**

Similar future situations can be avoided by FNFF's developing a strategy and a system for routine storage, transport, distribution and marketing of the plant's products.

**Recommendation**

That IFDC continue to assist FNFF in the development of a marketing/production strategy that would prevent the development of a similar situation in the future.

**Conclusion**

Bag storage facilities and materials handling equipment at FNFF is not sufficient to accommodate temporary production/market imbalances.

**Recommendation**

That future plans incorporate a study to determine the feasibility of construction of additional warehouse space for bagged fertilizer and to investigate and make recommendations as to utilization of adequate materials handling equipment. A study was initiated in February 1993 as part of an overall technical-economic evaluation of the complex.

**Conclusion**

During this operation, IFDC on two occasions discussed utilization of rail transportation as an alternative to trucks with FNFF and the National Railroad Enterprise. Although the railroad indicated an interest, further action was not taken by FNFF.

**Recommendation**

Continue to work towards encouraging the use of rail transportation as an alternative means of transporting fertilizer especially to the northern agricultural areas.

**Annex A**

**Agreement Between Fier Nitrogen Fertilizer Factory and IFDC  
(With Amendment Number One)**

## AGREEMENT

Between

**FIER NITROGEN FERTILIZER FACTORY**

And

**INTERNATIONAL FERTILIZER DEVELOPMENT CENTER**

The Fier Nitrogen Fertilizer Factory has 15,000 to 20,000 tons of urea stacked in open air conditions. The rate of sales is extremely low and there is danger of losses of urea during the wet winter before demand increases.

IFDC has 28 trucks funded by USAID for supplementing the transport of donor provided fertilizer but the trucks are underutilized currently. Mr. John Becker USAID Project Officer, agreed for IFDC to provide transport to warehouses and warehouse rent from USAID funds during a meeting at Fier on 10 November 1992 with Mr. Andon Dema, Factory Director; Dr. Amit Roy, President and Chief Executive Officer of IFDC; Dr. Ray Diamond, Chief of Party, IFDC/Albania and others. IFDC would also assist the Factory in marketing of urea and perform a technical/economic study of the facilities at Fier.

Subsequently the following specific terms and conditions were developed for the transport operations.

### *IFDC agrees to:*

1. Provide in disposition IFDC trucks for the period and purpose of this project.
2. Assume, at no time, ownership nor responsibility for the urea.
3. Make payment of 30 Lek per ton to the Fier Factory for labor and its management for the loading of urea onto IFDC trucks.
4. Make payment of 20 Lek per ton to warehouse owners on behalf of the Factory for labor and its management for off-loading IFDC trucks and stacking urea in warehouses.
5. Make payment of up-to U.S. 0.60 dollar per square meter per month to warehouse owners on behalf of the Factory for storing the urea for the time utilized up-to 15 March 1993. IFDC will not pay for storage after 15 March 1993.

### *The Factory agrees to:*

1. Maintain complete ownership and responsibility of the urea during transport.
2. Provide a Factory representative to accompany the truck from factory to warehouse and return.
3. Provide all tallying and accountability for the urea.
4. Provide adequate number of workers to prevent slow dispatching of trucks.

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5. Provide fuel needs of IFDC's trucks for the Urea transport operations.
6. Distribute the provided funds to loading work crews on the basis of work performed (Lek/ton) to give an incentive for rapid loading.
7. Provide secure parking for trucks.
8. Provide adequate office space for IFDC employees.

Concerning Fertilizer Marketing:

IFDC agrees to:

1. Assist the Factory in developing a unit and personnel for marketing of fertilizers.
2. Assist the Factory in developing and implementing a marketing plan.
3. Assist in developing and implementing sales and delivery procedures oriented toward good customer relations.
4. Assist in organizing seminars and advertisement and in contacting potential dealers.
5. Work with the Factory, Bank of Agriculture and Development and Savings Bank in providing funds for credit to dealers and developing practical procedures for credit sales.

*The Factory agrees to:*

1. Be receptive to IFDC's ideas for developing a marketing capability for fertilizers produced at the Factory.
2. Provide personnel in adequate number and suitable qualification to develop viable marketing functions.
3. Provide management support for the development and implementation of a marketing capability.

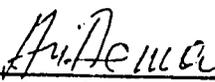
Concerning Potential Future Cooperation

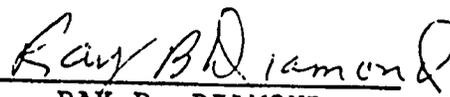
*IFDC agrees to:*

1. Provide personnel to assist in conducting a technical/economic study of the Factory operations.
2. Work with the Factory in obtaining funds for needed equipment and spare parts.
3. Provide training opportunities for appropriate personnel from the Factory.

Director  
Fier Nitrogen Fertilizer Factory

Chief of Party  
IFDC/Albania

  
\_\_\_\_\_  
ANDON DEMA

  
\_\_\_\_\_  
RAY B. DIAMOND

AMENDMENT ONE TO AGREEMENT

BETWEEN

FIER NITROGEN FERTILIZER FACTORY

AND

INTERNATIONAL FERTILIZER DEVELOPMENT

BACKGROUND

The original agreement between IFDC and the Fier fertilizer Factory under the part "IFDC agrees to:" paragraph 5 indicates that IFDC will "make payment of up to U. S. 0.60 dollar per square meter per month to warehouse owners". The Fier Nitrogen Fertilizer Factory subsequently executed with each warehouse owner indicated that rate of payment would be in LEKS rather than in U. S. dollars.

AMENDMENT

Paragraph 5 under IFDC will be changed to read "up to 60 Leke per square meter" vice "up to U.S. 0.60 dollar per square meter"

This amendment will be effective retroactive to the effective date of the basic.

Director  
Fier Nitrogen Fertilizer  
Fertilizer Factory

Chief of Party  
IFDC / Albania

\_\_\_\_\_  
ANDON DEMA

*Ray B. Diamond*  
RAY B. DIAMOND

*Andon Dema*

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**Annex B**

**Daily Summary of Delivery Operations**

**Annex B**  
**Daily Summaries of Truck Delivery Operations From November 21, 1993 Through February 11, 1993**

Date	Report Number	State Lab	State Kav	State Rro	State Ber	State Balsh	Cotton Rro	S.R.O. <sup>a</sup> Lezh	Belsh Zdrava	Cerrik Miraka	Berat Myzyri	Elbasan Zeneli	Elbasan Lamce	Elbasan Sheria	Ndroq Mancaku	Gracen Beqari	Liberazhd Alikolli	Mollas Sula	Shirgjan Beja
(number of bags)																			
11/21/92	1	1,820	1,200	980															
11/23/92	2	2,000	1,200	800															
11/24/92	3	2,000	1,000	1,180															
11/25/92	4	2,000	1,200	780															
11/26/92	5	2,160	1,040	1,080															
11/27/92	6	2,360	1,640	480															
11/30/92	7	2,360	1,200	880															
12/01/92	8	3,080	960	1,080															
12/02/92	9	2,040	1,440	1,120	440														
12/03/92	10	1,600	1,160	880	1,640														
12/04/92	11	1,360	1,360	1,120	1,640														
12/05/92	12	920	1,880	640	2,040														
12/07/92	13	1,440	1,400	1,040	920														
12/08/92	14	1,160	1,360	1,080	1,200														
12/09/92	15	1,640	1,400	1,080	240														
12/10/92	16	1,400	1,400	1,320	920				240										
12/11/92	17	1,360	1,600	680	1,160				240		240								
12/12/92	18	1,880	1,760	240	1,155				240		240	200							
12/14/92	19	1,120	1,600		957				240	200	240	200							
12/15/92	20	2,040	1,600		1,371				240	240	240	200							
12/16/92	21	1,320	1,160		1,160	720			240		240	200							
12/17/92	22	2,040			880	1,600				240	240	190	230	240					
12/18/92	23	1,840			680	2,040				240			240	240					
12/19/92	24	1,840				1,800				240			240	240					
12/21/92	25									240	240		240	240					
12/22/92	26	2,857						5,000		240			240	240					
12/23/92	27					1,360				240			103	240					
12/24/92	28							2,960		240									
12/26/92	29	170						1,160		240		440			480	440	720	240	
12/28/92	30					480				32		440			480	440		480	240
12/29/92	31	200				1,280						432			480	436	596	70	240
12/30/92	32					2,080									480				428
01/06/93	33	1,840				2,120									240				200
01/07/93	34	2,080				2,320													208
01/08/93	35	2,560				1,400													
01/09/93	36	3,000				1,880													
01/11/93	37	2,320				2,000													
01/12/93	38	1,160				1,160	1,800												
01/13/93	39	2,320				1,360	680												
01/14/93	40	720				2,000	480												
01/15/93	41	1,840				1,560	1,400												
						2,040	2,080												

(Continued)

**Annex B**  
**Daily Summaries of Truck Delivery Operations From November 21, 1993 Through February 11, 1993**

Date	Report Number	State Lab	State Kav	State Rro	State Ber	State Balsh	Cotton Rro	S.R.O. <sup>a</sup> Lezh	Belsh Zdrava	Cerrik Miraka	Berat Myzyri	Elbasan Zeneli	Elbasan Lamce	Elbasan Sheria	Ndroq Mancaku	Gracen Beqari	Liberazhd Alikolli	Mollas Sula	Shirgjan Beja
(number of bags)																			
01/18/93	42	2,000				2,120	1,840												
01/19/93	43	1,840				1,600	1,600												
01/20/93	44	2,440				1,640	1,280												
01/21/93	45	1,920				1,120	1,600												
01/22/93	46	1,120				1,840	1,600							720					
01/25/93	47	1,840					1,800							720					
01/26/93	48	480					1,160												
01/27/93	49																		
01/28/93	50																		
02/01/93	51														480				
02/02/93	52														240				
02/03/93	53					177									240				
02/04/93	54														480				
02/05/93	55														240				
02/08/93	56														480				
02/09/93	57														240				
02/10/93	58														232				
02/11/93	59																		
<b>Grand Total (bags)</b>		75,487	28,560	16,460	16,403	37,697	17,920	9,120	1,440	2,392	1,680	2,102	1,053	3,360	4,552	1,316	1,316		1,316
<b>Grand Total (tons)</b>		2,868.51	1,085.28	625.48	623.31	1,432.49	680.96	346.56	54.72	90.90	63.84	79.88	40.01	127.68	172.98	50.01	50.01	30.02	50.01

(Continued)

Annex B  
Daily Summaries of Truck Delivery Operations From November 21, 1993 Through February 11, 1993

Date	Report Number	Lapardha Bilcari	Kruja Changu	Shushice Kuc	Balsh Bejtja	Pogradec G. Pillaha	Kavaja Koci	Gostime F. Elezi	Elbasan Muca	Librazhd Agrotreg	Fier Nb. Rosk	Kukes Myftari	F. Kruje Agrot.	Peqin Agrot.	Lushnje Buzi	Kavaja Caca	Vlora Lutaj	Total Bags	
		(number of bags)																	
11/21/92	1																		
11/23/92	2																		4,000
11/24/92	3																		4,000
11/25/92	4																		4,180
11/26/92	5																		3,980
11/27/92	6																		4,280
11/30/92	7																		4,480
12/01/92	8																		4,440
12/02/92	9																		5,120
12/03/92	10																		5,040
12/04/92	11																		5,280
12/05/92	12																		5,480
12/07/92	13																		5,480
12/08/92	14																		4,800
12/09/92	15																		4,800
12/10/92	16																		4,600
12/11/92	17																		5,520
12/12/92	18																		5,480
12/14/92	19																		5,715
12/15/92	20																		4,597
12/16/92	21																		5,691
12/17/92	22																		5,500
12/18/92	23																		5,240
12/19/92	24																		5,280
12/21/92	25																		4,600
12/22/92	26																		5,480
12/23/92	27																		4,800
12/24/92	28																		5,520
12/26/92	29	720	640																3,480
12/28/92	30	710	676		480														4,296
12/29/92	31	470		720	400														4,534
12/30/92	32				436	1,160	642												4,550
01/06/93	33						400	478											4,806
01/07/93	34							680	1,320										5,038
01/08/93	35								1,072										5,480
01/09/93	36																		5,512
01/11/93	37																		5,000
01/12/93	38																		5,280
01/13/93	39																		3,200
01/14/93	40																		4,800
01/15/93	41																		3,680
																			5,960

(Continued)

**Annex B**  
**Daily Summaries of Truck Delivery Operations From November 21, 1993 Through February 11, 1993**

Date	Report Number	Lapardha Bilcari	Kruja Changu	Shushice Kuc	Balsh Bejtja	Pogradec G. Pillaha	Kavaja Koci	Gostime F. Elezi	Elbasan Muca	Librazhd Agrotreg	Fier Nb. Rosk	Kukes Myftari	F. Kruje Agrot.	Peqin Agrot.	Lushnje Buzi	Kavaja Caca	Vlora Lutaj	Total Bags	
(number of bags)																			
01/18/93	42																		
01/19/93	43																		5,960
01/20/93	44																		5,040
01/21/93	45																		5,960
01/22/93	46																		5,360
01/25/93	47									440									5,720
01/26/93	48								440	440	880								4,960
01/27/93	49						1,360		440	440	720	240							5,080
01/28/93	50					240							680						240
							200			440			480	680					2,280
02/01/93	51									240	198		240						918
02/02/93	52									405			200						605
02/03/93	53									392	240								1,049
02/04/93	54									240									1,440
02/05/93	55												480	480	480	240			1,680
02/08/93	56												720	480	480				960
02/09/93	57												240	480	139				1,571
02/10/93	58												960				240		1,283
02/11/93	59												803				480		1,200
<b>Grand Total (bags)</b>		1,900	1,316	720	1,316	1,400	2,602	1,158	2,392	3,037	2,938	240	3,643	1,840	1,579	240	1,920		250,305
<b>Grand Total (tons)</b>		72.20	50.01	27.36	50.01	53.20	98.88	44.00	90.90	115.41	77.44	9.12	138.43	69.92	60.00	9.12	72.96		9,511.59

a. S.R.O. = Special Relief Operation.

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**Annex C**

**Distribution of the Total Fertilizer Transported by Destination**

**Annex C**  
**Distribution of the Total Fertilizer Transported by Destination**

Destination	Distance (km)	Bags Transported
<b>Rented Warehouses</b>		
Labinot (State)	90	75,487
Kavaja (State)	78	28,560
Rrogozhina (State)	56	16,460
Berat (State)	47	16,403
Balsh (State)	27	37,697
Rrogozhina (Cotton)	55	<u>17,920</u>
Warehouse Total		192,527
<b>Dealers</b>		
Xhemil Zdrava (Belsh)	133	1,440
Xhevdet Miraka (Cerrik)	100	2,392
Nuredin Myzyri (Berat)	47	1,680
Gezim Zeneli (Elbasan)	90	2,102
Faik Lamce (Elbasan)	97	1,053
Qanil Sheria (Elbasan)	96	3,360
Shpetim Mancaku (Ndëroq)	93	4,552
Qerim Beqari (Gracen) Elbasan	107	1,316
Edi Alickolli (Librazhd)	114	1,316
Refie Boja (Shirgjan)	95	1,316
Luan Bilcari (Lapardha) Berat	40	1,900
Ibrahim Changu (F.Kruja)	100	1,316
Kuc (Shushice)	95	720
Shahin Bejtja (Balsh)	32	1,316
Gezim Pllaha (Pogradec)	176	1,400
Hysen Koci (Kavaja)	72	2,602
Agim Elezi (Gostime) Elbasan	107	1,158
Adem Muca (Elbasan)	90	2,392
Agrotregtare (Librazhd)	114	3,037
N.B.Roskovec (Fier)	24	2,038
Xhemal Myftari (Kukes)	300	240
Agrotregtare (F.Kruja)	120	3,643
Agrotregtare (Peqin)	47	1,840
Luftar Buzi (Lushnje)	29	1,579
Burhan Caca (Kavaja)	72	240
Selaudin Lutaj (Kocul) Vlora	34	<u>1,920</u>
Dealers Transported Total		48,658
Lezha Operation	157	<u>9,120</u>
Grand Total		250,305
Total Tons		<u>9,511.59</u>

**Annex D**  
**Truck Parts Inventory**

Annex D—Truck Parts Inventory

Code	Assembly	Part A	Part B	Description	Delivered Quantity	Invoice Cost	Invoice Extension	Initial Inventory	Urea Inventory Value	Inventory December 1992	DAP Inventory Value	Inventory April 1993	Ending Inventory Value Fier Operation
E	CONSUMABLES			CTN CHASSIS GREASE									
B301	CONSUMABLE SPARES	L655827C1	L655827C1	HOSE	1	16.20	16.20	1	16.20		0.00	0.00	0.00
D304	CONSUMABLES	991055C1	991055C1	OIL 10W40	15	NC	NC	4	0.00		0.00	0.00	0.00
D306	CONSUMABLES	ZJJ996900C	ZJJ996900C	ANTIFREEZE	4	266.54	1,066.16	4	1,066.16	4	1,066.16	2.00	533.08
E	TOOLS			OXYACETYLENE SET	4	228.15	912.60	4	912.60	4	912.60	2.00	456.30
A303	CONSUMABLE SPARES	L17741C1	L17741C1	BELT	1	323.15	323.15	1	323.15	1	323.15	1.00	323.15
A303	CONSUMABLE SPARES	625627C1	625627C1	FILTER (FUEL)	40	NC	NC	no charge	0.00		0.00	40.00	0.00
E	TOOLS			OXYGEN BOTTLES	40	NC	NC	48	0.00		0.00	40.00	0.00
E	TOOLS			HELMET WELDING	2	208.38	416.76	2	416.76	2	416.76	2.00	416.76
E	CONSUMABLES			1100X20 14PR TIRES CXG	1	24.75	24.75	1	24.75	1	24.75	1.00	24.75
D303	CONSUMABLES	991055C1	991055C1	OIL 10W40	56	0.00		76	0.00	76	0.00	70.00	0.00
A303	CONSUMABLE SPARES	1664886C1	1664886C1	HOSE (RADTOR)	4	266.54	1,066.16	4	1,066.16	4	1,066.16	2.00	533.08
D307	CONSUMABLES	ZJJ996900C	ZJJ996900C	ANTIFREEZE	20	NC	NC	20	0.00		7.00	NF	0.00
D308	CONSUMABLES	9960625C2	9960625C2	PWR STEER FLUID	1	228.15	228.15	1	228.15	1	228.15	1.00	228.15
E	TOOLS	AW 1010-1		ADJ. WRENCH	108	3.19	344.52	108	344.52	108	344.52	48.00	153.12
C301	ANGLE BRACKETS	414087C1	414087C1	NUT	2	12.01	24.02	2	24.02	2	24.02	1.00	12.01
D302	CONSUMABLES	991055C1	991055C1	OIL 10W40	100	NC	NC	100	0.00		0.00	NF	0.00
D307	CONSUMABLES	990160C1	990160C1	80W90 GEAR OIL	4	266.54	1,066.16	4	1,066.16	4	1,066.16	2.00	533.08
A303	CONSUMABLE SPARES	476741C1	476741C1	ELEMENT (AIR CLEANER)	1	243.35	243.35	1	243.35	1	243.35	1.00	243.35
E	TOOLS	ZT 1622		FILTER WRENCH	10	NC	NC	10	0.00	32	0.00	32.00	0.00
A301	CONSUMABLE SPARES	1655827C1	1655827C1	ELEMENT (HOSES)	2	4.95	9.90	1	4.95		0.00	1.00	4.95
A303	CONSUMABLE SPARES	1811953C1	1811953C1	FILTER (OIL)	15	NC	NC	15	0.00	29	0.00	29.00	0.00
A303	CONSUMABLE SPARES	165582761	165582761	HOSE	12	NC	NC	12	0.00	276	0.00	144.00	0.00
A303	CONSUMABLE SPARES	1665189L91	1665189L91	WIPER	4	NC	NC	4	0.00		0.00	4.00	0.00
E	CONSUMABLES			1100X20 TUBES	40	NC	NC		0.00		0.00	NF	0.00
A301	CONSUMABLE SPARES	1809789C1	1809789C1	FILTER	48	NC	NC	48	0.00	60	0.00	60.00	0.00
E	TOOLS			TAP AND DIE SET	1	180.68	180.68		0.00	1	180.68	1.00	180.68
E	TOOLS			BENCH VICE	1	220.50	220.50	1	220.50	1	220.50	1.00	220.50
E	TOOLS	4239B		TIRE GAUGE	24	14.75	354.00		0.00	23	339.25	21.00	309.75
B301	CONSUMABLE SPARES	1811953C1	1811953C1	PULLER SET	1	450.28	450.28		0.00	1	450.28	1.00	450.28
E	TOOLS			FILTER	84	NC	NC	84	0.00		0.00	84.00	0.00
E	TOOLS			PR. WELDING GLOVES	1	5.16	5.16		0.00		0.00	NF	0.00
E	TOOLS			GREASE GUN	1	18.55	18.55		0.00	1	18.55	1.00	18.55
E	TOOLS	49860		TORQUE WRENCH	1	84.59	84.59		0.00		0.00	NF	0.00
C301	ANGLE BRACKETS	9413979	9413979	NUT	100	NC	NC		0.00		0.00	NF	0.00
C301	ANGLE BRACKETS	74841R1	74841R1	BOLT	100	NC	NC		0.00		0.00	NF	0.00
D305	CONSUMABLES	990160C1	990160C1	80W90 GEAR OIL	4	243.35	973.40	4	973.40	4	973.40	2.00	486.70
A302	CONSUMABLE SPARES	AFR0987	AFR0987	PACKAGE	20	NC	NC		0.00		0.00	NF	0.00
E	TOOLS			ACETYLENE BOTTLES	2	181.50	363.00	2	363.00	2	363.00	2.00	363.00
A301	CONSUMABLE SPARES		476741C1	ELEMENT	10	NC	NC		0.00	10	0.00	10.00	0.00
E	TOOLS	605B		TOOL KIT	2	844.49	1,688.98	2	1,688.98	2	1,688.98	2.00	1,688.98
C301	ANGLE BRACKETS	1675874C1	1675874C1	ANGLE	20	NC	NC	20	0.00		0.00	NF	0.00
C301	ANGLE BRACKETS	1675873C1	1675873C1	ANGLE	20	NC	NC	20	0.00		0.00	NF	0.00
C301	ANGLE BRACKETS	414052C1	414052C1	BOLT	20	NC	NC	20	0.00		0.00	NF	0.00
E	TOOLS			BARREL PUNPS	100	NC	NC	100	0.00		0.00	NF	0.00
X330 01	FRONT AXELS	1686568C1	1686568C1	BEAM	3	31.70	95.10	3	95.10	3	95.10	0.00	0.00
X307 01	FRONT AXEL	1688411C91	FAK5455	KIT (KING PIN ASSBLY)	1	480.27	480.27	4	1,921.08	1	480.27	1.00	480.27
X302 02	FRONT SUSPENSION	465916C1	465916C1	BOLT	4	135.95	543.80	4	543.80	4	543.80	4.00	543.80
X302 02	FRONT SUSPENSION	144425H	144425H	NUT	4	5.68	22.72	4	22.72	4	22.72	4.00	22.72
X328 02	FRONT SUSPENSION	1664223C1	1664223C1	SHACKLE	10	3.19	31.90	10	31.90	10	31.90	10.00	31.90
X320 02	FRONT SUSPENSION	1661976C3	1661976C3	PIN (REAR SPRING)	5	10.95	54.75	5	54.75	5	54.75	5.00	54.75
X303 02	FRONT SUSPENSION	1668402C91	1668402C91	ROD (STEERING)	20	11.54	230.80	20	230.80	20	230.80	2.00	230.80
X302 02	FRONT SUSPENSION	465921C1	465921C1	BOLT U	4	63.43	253.72	4	253.72	4	253.72	4.00	253.72
X327 02	FRONT SUSPENSION	144426H	144426H	NUT	4	11.00	44.00	4	44.00	4	44.00	4.00	44.00
X302 02	FRONT SUSPENSION	465922C1	465922C1	BOLT (U)	5	4.82	24.10	5	24.10	5	24.10	5.00	24.10
X334 02	FRONT SUSPENSION	472412C91	472412C91	ABSORBER	4	17.57	70.28	4	70.28	4	70.28	4.00	70.28
X335 02	FRONT SUSPENSION	1661469C91	1661469C91	SPRING	18	32.87	525.92	18	525.92	18	525.92	18.00	525.92
X301 02	FRONT SUSPENSION	144424H	144424H	NUT	8	137.41	1,099.28	8	1,099.28	8	1,099.28	8.00	1,099.28
X311 03	REAR SUSPENSION	215977R1	215977R1	BUSHING	10	2.30	23.00		0.00		0.00	NF	0.00
X302 03	REAR SUSPENSION	206258R1	206258R1	PIN	8	2.83	22.64	8	22.64	8	22.64	8.00	22.64
X325 03	REAR SUSPENSION	47276C91	4732274C91	SPRING	8	7.20	57.60	8	57.60	8	57.60	8.00	57.60
					10	280.18	2,901.60	10	2,901.60	10	2,901.60	10.00	2,901.60

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Annex D—Truck Parts Inventory

Code	Assembly	Part A	Part B	Description	Delivered Quantity	Invoice Cost	Invoice Extension	Initial Inventory	Urea Inventory Value	Inventory December 1992	DAP Inventory Value	Inventory April 1993	Ending Inventory Value Fier Operation
X334 03	REAR SUSPENSION	501906C91	501906C91	ABSORBER	10	32.16	321.60	10	321.60	10	321.60	10.00	321.60
X302 03	REAR SUSPENSION	144425H	144425H	NUT	10	3.19	31.90	10	31.90		0.00	NF	0.00
X302 03	REAR SUSPENSION	465914C1	465914C1	BOLT	8	7.57	60.56	8	60.56	8	60.56	8.00	60.56
X302 03	REAR SUSPENSION	190267R1	190267R1	SEAT (SPRING SEAT)	4	12.22	48.88	4	48.88	4	48.88	4.00	48.88
X302 03	REAR SUSPENSION	465911C1	465911C1	BOLT (U)	4	15.09	60.36	4	60.36	4	60.36	4.00	60.36
X311 03	REAR SUSPENSION	465915C1	465915C1	BOLT	8	11.31	90.48	8	90.48	8	90.48	8.00	90.48
X302 03	REAR SUSPENSION	416743C1	1675448C1	NUT	50	1.27	63.50	50	63.50		0.00	ND	0.00
X302 03	REAR SUSPENSION	481223C1	481223C1	BRACKET	2	92.22	184.44	2	184.44	2	184.44	2.00	184.44
X320 03	REAR SUSPENSION	1671766C1	1671766C1	PIN (REAR SPRING)	8	8.43	67.44	8	67.44	8	67.44	8.00	67.44
X302 03	REAR SUSPENSION	1654325C1	1654325C1	BRACKET (REAR)	2	99.53	199.06	2	199.06	2	199.06	2.00	199.06
X321 04	FRONT AIR BREAKS	594348C91	594348C91	SHOE	10	83.20	832.00	10	832.00	10	832.00	10.00	832.00
X321 04	FRONT AIR BREAKS	871931R1	871931R1	DIAPHRAM (FRONT)	20	4.98	99.60	20	99.60	20	99.60	20.00	99.60
X327 04	FRONT AIR BREAKS	487473C1	487473C1	SPRINGS	24	2.10	50.40	24	50.40	20	42.00	20.00	42.00
X328 04	FRONT AIR BREAKS	580556C1	580556C1	ROLLER	16	2.87	45.92	16	45.92	16	45.92	16.00	45.92
X311 05	AIR COMPRESSOR	83817HB	83817HB	GASKET	5	3.05	15.25	5	15.25	5	15.25	5.00	15.25
X327 05	AIR COMPRESSOR	166562R1	166562R1	GASKET	10	0.62	6.20	10	6.20	10	6.20	10.00	6.20
X328 05	AIR COMPRESSOR	166684R91	166684R91	KIT	1	12.28	12.28	1	12.28	1	12.28	1.00	12.28
X327 05	AIR COMPRESSOR	L2643505	L2643505	HOSE	100	1.18	118.00	300	354.00	300	354.00	300.00	354.00
X304 05	AIR COMPRESSOR	570287C94	570287C94	COMPR (OIL)	1	760.38	760.38	1	760.38	1	760.38	1.00	760.38
X304 06	AIR BREAK HOSE	574897C91	574897C91	FITTING	10	7.43	74.30	10	74.30	10	74.30	10.00	74.30
X327 06	AIR BREAK HOSE	590660C91	590660C91	CONNECTOR	10	4.96	49.60	10	49.60	10	49.60	10.00	49.60
X311 06	AIR BREAK HOSE	990701C1	990701C1	HOSE	50	0.99	49.50	50	49.50	50	49.50	50.00	49.50
X303 06	AIR BREAK HOSE	574896C1	574896C1	HOSE (POWER STEERING)	50	1.27	63.50	50	63.50	3	3.81	NF	0.00
X307 07	AIR BRAKE VALVE	473794C91	473794C91	VALVE (OVERFLOW AIR)	3	19.45	58.35	3	58.35	3	58.35	3.00	58.35
X327 07	AIR BRAKE VALVES	416646C93	416646C93	VALVE	3	48.58	145.74	3	145.74	3	145.74	3.00	145.74
X327 07	AIR BRAKE VALVES	400723C91	400723C91	SWITCH	3	17.43	52.29	3	52.29	3	52.29	3.00	52.29
X301 07	AIR BRAKE VALVES	764368C92	764368C92	VALVE	3	15.90	47.70	3	47.70	3	47.70	3.00	47.70
X301 07	AIR BRAKE VALVES	464903C92	464903C92	KIT	3	52.88	158.64	2	105.76	2	105.76	2.00	105.76
X302 07	AIR BRAKE VALVES	777915C92	777915C92	VALVE (AIR TANK)	3	57.16	171.48	3	171.48		0.00	NF	0.00
X301 07	AIR BRAKE VALVES	592699C1	592699C1	VALVE	3	21.24	63.72	3	63.72	3	63.72	3.00	63.72
X306 07	AIR BRAKE VALVES	459271C92	459271C92	VALVE (BRAKE)	3	116.00	348.00	3	348.00	3	348.00	3.00	348.00
X328 07	AIR BRAKE VALVES	579510C91	579510C91	VALVE	3	286.19	858.57	3	858.57	3	858.57	3.00	858.57
X329 08	POWER STEERING GEAR	1659881C91	1659881C91	GEAR	1	1,360.86	1,360.86	1	1,360.86	1	1,360.86	1.00	1,360.86
X328 08	POWERSTEERING GEAR	1685198C91	1685198C91	KIT	2	77.21	154.42	2	154.42	2	154.42	2.00	154.42
X302 09	POWER STEERING HOSES	384139C1	384139C1	HOSE	2	21.08	42.16	2	42.16	2	42.16	2.00	42.16
X327 09	POWER STEERING HOSES	424411C1	424411C1	HOSE (AIR LINE)	2	27.02	54.04	2	54.04	2	54.04	2.00	54.04
X302 09	POWER STEERING HOSES	437774C1	437774C1	HOSE	2	24.15	48.30	2	48.30	2	48.30	2.00	48.30
X302 09	POWER STEERING HOSES	532389C2	532389C2	HOSE 1 FT.	50	1.90	95.00	50	95.00	50	95.00	50.00	95.00
X327 09	POWER STEERING HOSES	L2643655	L2643655	HOSE	49	1.86	91.14	49	91.14	49	91.14	49.00	91.14
X301 09	POWER STEERING HOSES	484627C1	484627C1	HOSE	3	29.81	89.43	1	29.81	1	29.81	1.00	29.81
X301 10	POWER STEERING PUMP	1665551C91	1665551C91	PUMP	3	207.84	623.52	3	623.52	3	623.52	3.00	623.52
X327 10	POWER STEERING PUMP	596241C91	596241C91	KIT	2	8.64	17.28	2	17.28	2	17.28	2.00	17.28
X311 11	DRIVELINE PARTS	121684R92	121684R92	KIT	30	37.88	1,136.40	30	1,136.40	30	1,136.40	30.00	1,136.40
X328 11	DRIVE LINE PARTS	484966C1	484966C1	BRACKET	5	60.13	300.65	5	300.65	5	300.65	5.00	300.65
X328 11	DRIVE LINE PARTS	485157C1	485157C1	BRACKET	5	40.63	203.15	5	203.15	5	203.15	5.00	203.15
X301 12	EXHAUST	554318C1	554318C1	CLP	24	4.68	112.32	24	112.32	24	112.32	24.00	112.32
X327 12	EXHAUST	506875C2	506875C2	INSULATOR	10	0.56	5.60	10	5.60	10	5.60	10.00	5.60
X320 12	EXHAUST	497989C2	497989C2	BRACKET	5	7.25	36.25	5	36.25	5	36.25	5.00	36.25
X303 12	EXHAUST	587521C2	587521C2	PIPE (STACK)	5	27.31	136.55	5	136.55	5	136.55	5.00	136.55
X302 12	EXHAUST	471412C3	471412C3	BRACE	2	26.31	52.62	2	52.62	2	52.62	2.00	52.62
X301 12	EXHAUST	466934C1	466934C1	INSULATOR	24	3.44	82.56	24	82.56	24	82.56	24.00	82.56
X301 12	EXHAUST	338614C1	338614C1	CLAMP	5	27.52	137.60	5	137.60	4	110.08	4.00	110.08
X319 12	EXHAUST	1669751C1	1669751C1	MUFFLER	5	58.38	291.90	5	291.90	5	291.90	5.00	291.90
X302 12	EXHAUST	575248C1	575248C1	BRACKET	5	3.09	15.45	9	27.81	9	27.81	5.00	15.45
X303 12	EXHAUST	575323C1	575323C1	TUBE	5	64.23	321.15	5	321.15	4	256.92	4.00	256.92
X329 12	EXHAUST	1672579C2	1672579C2	PIPE (MUFFLER)	5	55.03	275.15	5	275.15	5	275.15	5.00	275.15
X329 12	EXHAUST	1669223C2	1669223C2	BRACKET	1	32.75	32.75	4	131.00	4	131.00	1.00	32.75
X328 12	EXHAUST	466758C1	466758C1	BUSHING	1	253.28	253.28	1	253.28	1	253.28	1.00	253.28
X302 12	EXHAUST	471411C2	471411C2	BRACKET (RADIATOR)	12	2.87	34.44	12	34.44	12	34.44	12.00	34.44
X320 12	EXHAUST	471408C1	471408C1	RETAINER	2	26.84	53.68	2	53.68	2	53.68	2.00	53.68
					5	2.52	12.00	5	12.00	8	20.18	8.00	20.18

## Annex D—Truck Parts Inventory

Code	Assembly	Part A	Part B	Description	Delivered Quantity	Invoice Cost	Invoice Extension	Initial Inventory	Urea Inventory Value	Inventory December 1992	DAP Inventory Value	Inventory April 1993	Ending Inventory Value Flier Operation
X306 12	EXHAUST	583977C1	EC35PLA	CLAMP (EXHAUST)	15	6.47	97.05	15	97.05		0.00	NF	0.00
X302 12	EXHAUST	575248C1	575248C1	BRACKET	4	3.09	12.36	9	27.81	9	27.81	4.00	12.36
X302 12	EXHAUST	583978C91	EC40PLA	CLAMP	24	6.57	157.68	24	157.68	20	131.40	20.00	131.40
X306 12	EXHAUST	471475C1	471475C1	RETAINER	24	0.83	19.92	24	19.92	24	19.92	24.00	19.92
X303 12	EXHAUST	1672579C2	1672579C2	PIPE	4	32.75	131.00	1	32.75		0.00	NF	0.00
X328 12	EXHAUST	1684403C1	1684403C1	PIPE (MUFFLER STK)	2	29.57	59.14	2	53.14	2	59.14	2.00	59.14
X301 12	EXHAUST	471473C2	471473C2	SUPPORT	2	23.72	47.44	2	47.44	2	47.44	2.00	47.44
X320 12	EXHAUST	320233C1	320233C1	TUBE	3	23.04	69.12	5	115.20	5	115.20	5.00	115.20
X320 12	EXHAUST	471409C2	471409C2	BRACKET	2	21.74	43.48	2	43.48	2	43.48	2.00	43.48
X311 12	EXHAUST	320230-C1	320230-C1	TUBE (FLEX)	5	32.87	164.35	5	164.35	5	164.35	5.00	164.35
X306 13	ELECTRICAL PARTS	587519C2	587519C2	PIPE	5	30.58	152.90	5	152.90	5	152.90	5.00	152.90
X321 13	ELECTRICAL PARTS	358560C1	358560C1	STOP LIGHT SWITCH	5	5.70	28.50	5	28.50	4	22.80	4.00	22.80
X321 13	ELECTRICAL PARTS	1661236C2	1661236C2	SWITCH (WASHER SHIELD)	5	8.18	40.90	5	40.90	5	40.90	5.00	40.90
X321 13	ELECTRICAL PARTS	1667302C2	1667302C2	GAGE	5	18.24	91.20	5	91.20	5	91.20	5.00	91.20
X301 13	ELECTRICAL PARTS	471302C94	471302C94	SWITCH	5	25.48	127.40	5	127.40	5	127.40	5.00	127.40
X301 13	ELECTRICAL PARTS	461778C1	461778C1	SWITCH	5	5.53	27.65	5	27.65	5	27.65	5.00	27.65
X306 13	ELECTRICAL PARTS	571712C91	571712C91	AMMETER	5	26.26	131.30	5	131.30	5	131.30	5.00	131.30
X327 13	ELECTRICAL PARTS	471416C1	471416C1	LIGHT	5	2.90	14.50	5	14.50	5	14.50	5.00	14.50
X321 13	ELECTRICAL PARTS	1671682C1	1671682C1	SPEEDO	5	22.61	113.05	5	113.05	5	113.05	5.00	113.05
X306 13	ELECTRICAL PARTS	429047C1	429047C1	SWITCH (IGNITION)	5	10.57	52.85	5	52.85	5	52.85	5.00	52.85
X301 13	ELECTRICAL PARTS	1672537C1	1672537C1	RELAY	10	3.74	37.40	5	18.70	5	18.70	5.00	18.70
X311 13	ELECTRICAL PARTS	1671685C1	1671685C1	GAUGE	5	25.56	127.80	5	127.80	5	127.80	5.00	127.80
X328 13	ELECTRICAL PARTS	1115609	1115609	SWITCH	5	94.43	472.15	5	472.15	5	472.15	5.00	472.15
X301 13	ELECTRICAL PARTS	1618940C1	1618940C1	SWITCH	5	11.83	59.15	5	59.15	5	59.15	5.00	59.15
X320 13	ELECTRICAL PARTS	1671689C1	1671689C1	TACHOMTR	5	22.61	113.05	5	113.05	5	113.05	5.00	113.05
X327 13	ELECTRICAL PARTS	411948C91	165519R91	HDRVE (HORN)	10	9.98	99.80	10	99.80	10	99.80	10.00	99.80
X304 13	ELECTRICAL PARTS	1953774	1993874	MOTOR (STARTER)	1	414.04	414.04	1	414.04	1	414.04	1.00	414.04
X302 13	ELECTRICAL PARTS	452187C1	452187C1	SWITCH	5	10.22	51.10	5	51.10	3	30.66	3.00	30.66
X328 13	ELECTRICAL PARTS	1661234C1	1661234C3	SWITCH	5	10.25	51.25	5	51.25	5	51.25	5.00	51.25
X311 13	ELECTRICAL PARTS	1117894	1117950	GENERATOR	3	306.24	918.72	3	918.72	3	918.72	3.00	918.72
X328 14	ENGINE PARTS	327185R91	327185R91	BEARING	2	21.67	43.34	2	43.34	2	43.34	2.00	43.34
X301 14	ENGINE PARTS	1662641C91	1662641C91	KIT	15	20.58	308.70	15	308.70	15	308.70	15.00	308.70
X301 14	ENGINE PARTS	122316R91	995218R1	CLAMP	10	0.66	6.60	10	6.60	10	6.60	10.00	6.60
X301 14	ENGINE PARTS	299566C1	299566C1	CLAMP	10	0.46	4.60	10	4.60	10	4.60	10.00	4.60
X327 14	ENGINE PARTS	685158C1	685158C1	SLEEVE	10	1.43	14.30	10	14.30	10	14.30	10.00	14.30
X327 14	ENGINE PARTS	676144C1	676144C1	PLATE	2	2.28	4.56	2	4.56	2	4.56	2.00	4.56
X307 14	ENGINE PARTS	675764C1	675764C1	GEAR (CAM SHAFT)	2	114.02	228.04	1	114.02	1	114.02	1.00	114.02
X327 14	ENGINE PARTS	691072C91	691072C91	TUBE (FUEL PUMP)	2	7.50	15.00	2	15.00	2	15.00	2.00	15.00
X305 14	ENGINE PARTS	685155C95	685155C95	PUMP (WATER)	5	232.04	1,160.20	5	1,160.20	5	1,160.20	5.00	1,160.20
X327 14	ENGINE PARTS	1802773C91	1802773C91	TUBE (INJEC.)	2	8.76	17.52	2	17.52	2	17.52	2.00	17.52
X328 14	ENGINE PARTS	1817530C91	1817530C91	SURCHGR (TURBO)	2	568.62	1,137.24	2	1,137.24	2	1,137.24	2.00	1,137.24
X328 14	ENGINE PARTS	606889C1	606889C1	ELBOW	2	2.63	5.26	2	5.26	2	5.26	2.00	5.26
X327 14	ENGINE PARTS	1817235C1	1817235C1	PIPE (INJEC. TUBE)	2	18.84	37.68	2	37.68	2	37.68	2.00	37.68
X328 14	ENGINE PARTS	673196C1	673196C1	TEE	2	6.73	13.46	2	13.46	2	13.46	2.00	13.46
X327 14	ENGINE PARTS	606845C1	606845C1	ELBOW	10	1.23	12.30	10	12.30	10	12.30	10.00	12.30
X327 14	ENGINE PARTS	1817234C1	1817234C1	PIPE (INJEC. TUBE)	2	18.84	37.68	2	37.68	2	37.68	2.00	37.68
X305 14	ENGINE PARTS	475174C5	475174C5	CABLE (CHOKES)	10	38.44	384.40	6	230.64	6	230.64	6.00	230.64
X327 14	ENGINE PARTS	688188C1	688188C1	HOSE (AIR LINE)	2	10.77	21.54	2	21.54	2	21.54	2.00	21.54
X301 14	ENGINE PARTS	1808773C92	1808973C92	PKG GASKET	1	81.97	81.97	1	81.97	1	81.97	1.00	81.97
X328 14	ENGINE PARTS	675764	675765C1	SHAFT	2	10.84	21.68	2	21.68	2	21.68	2.00	21.68
X327 14	ENGINE PARTS	1809570L	1809570C1	TAPPET	16	10.63	170.08	16	170.08	16	170.08	16.00	170.08
X321 14	ENGINE PARTS	265204R1	265204R1	SLEEVE	10	0.43	4.30	20	8.60	20	8.60	20.00	8.60
X302 14	ENGINE PARTS	1810171C2	1810171C2	COOLER	5	181.50	907.50	5	907.50	5	907.50	5.00	907.50
X320 14	ENGINE PARTS	1802756C1	1802756C1	CLAMP (HOSE)	10	1.78	17.60	10	17.60	10	17.60	10.00	17.60
X327 14	ENGINE PARTS	1810838C1	1810838C1	TUBE	1	15.22	15.22	1	15.22	1	15.22	1.00	15.22
X302 14	ENGINE PARTS	675808C2	675808C2	GASKET	10	3.15	31.50	10	31.50	2	6.30	2.00	6.30
X307 14	ENGINE PARTS	1802452C1	1802452C1	CAPS	40	0.53	21.20	60	31.60		0.00	NF	0.00
X327 14	ENGINE PARTS	1813958C91	1813958C91	TUBE (FUEL PUMP)	2	2.68	5.32	2	5.32	2	5.32	2.00	5.32
X328 14	ENGINE PARTS	319815R1	319815R1	ELBOW	5	3.11	15.55	5	15.55	5	15.55	5.00	15.55
X327 14	ENGINE PARTS	675477C1	675477C1	GASKET	60	0.46	27.60	60	27.60	60	27.60	60.00	27.60
X327 14	ENGINE PARTS	1817238C1	1817238C1	PIPE (INJEC. TUBE)	2	18.84	37.68	2	37.68	2	37.68	2.00	37.68

## Annex D—Truck Parts Inventory

Code	Assembly	Part A	Part B	Description	Delivered Quantity	Invoice Cost	Invoice Extension	Initial Inventory	Urea Inventory Value	Inventory December 1992	DAP Inventory Value	Inventory April 1993	Ending Inventory Value Fier Operation
X305 14	ENGINE PARTS	1817254C93	1817254C93	GSKT SET	4	70.70	282.80	4	282.80	4	282.80	4.00	282.80
X301 14	ENGINE PARTS	675109C3	675109C3	GASKET	10	4.86	48.60	10	48.60	10	48.60	10.00	48.60
X301 14	ENGINE PARTS	1809964C92	1809964C92	PACKAGE	2	34.87	69.74	2	69.74	2	69.74	2.00	69.74
X328 14	ENGINE PARTS	1817394C91	1817394C91	NOZZEL	6	55.15	330.90	6	330.90	6	330.90	6.00	330.90
X301 14	ENGINE PARTS	690437C93	690437C93	PACKAGE	2	14.14	28.28	2	28.28	2	28.28	2.00	28.28
X308 14	ENGINE PARTS	1815398C94	1815398C94	PACKAGE (REBUILD KIT)	2	914.20	1,828.40	2	1,828.40	2	1,828.40	2.00	1,828.40
X307 14	ENGINE PARTS	1802452C1	1802452C1	CAP	20	0.53	10.60	40	21.20	40	21.20	40.00	21.20
X302 14	ENGINE PARTS	1815668C92	1815668C92	PACKAGE	2	87.88	175.76	2	175.76	2	175.76	2.00	175.76
X321 14	ENGINE PARTS	265204R1	265204R1	SLEEVE	10	0.43	4.30		0.00		0.00	NF	0.00
X303 14	ENGINE PARTS	1811649C91	1811649C91	CAM SHAFT	2	437.65	875.30	2	875.30	2	875.30	2.00	875.30
X327 14	ENGINE PARTS	265205R1	265205R1	NUTS	20	0.59	11.80	20	11.80	20	11.80	20.00	11.80
X301 14	ENGINE PARTS	915499R1	915499R1	NUT	10	0.21	2.10	10	2.10	10	2.10	10.00	2.10
X327 14	ENGINE PARTS	265205R1	265205R1	NUT	20	0.59	11.80	20	11.80	20	11.80	20.00	11.80
X320 14	ENGINE PARTS	1809832C91	1809832C91	PKG PUMP	2	148.96	297.92	2	297.92	2	297.92	2.00	297.92
X320 14	ENGINE PARTS	686839C1	686839C1	ELBOW	2	12.52	25.04	2	25.04	2	25.04	2.00	25.04
X321 14	ENGINE PARTS	1809589C1	1809589C1	ROD (ENGINE)	36	4.76	171.36	36	171.36	36	171.36	36.00	171.36
X327 14	ENGINE PARTS	687456C1	687456C1	CLAMPS	10	1.19	11.90	10	11.90	10	11.90	10.00	11.90
X327 14	ENGINE PARTS	1816724C91	1816724C91	TUBE	2	2.41	4.82	2	4.82	2	4.82	2.00	4.82
X321 14	ENGINE PARTS	675859C2	675859C2	HOSE (WATER OIL COOLER)	4	2.00	8.00	4	8.00	4	8.00	4.00	8.00
X320 14	ENGINE PARTS	1802737C1	1802737C1	GEAR (INJECTION PUMP)	1	69.96	69.96	1	69.96	1	69.96	1.00	69.96
X301 14	ENGINE PARTS	606296C1	606296C1	ELBOW	5	1.53	7.65	2	3.06		0.00	NF	0.00
X320 14	ENGINE PARTS	1817231C1	1817231C1	PIPE (OIL TURBO)	2	18.84	37.68	2	37.68	2	37.68	2.00	37.68
X306 14	ENGINE PARTS	675384C2	675384C2	GASKET (THERMOSTAT)	20	1.02	20.40	20	20.40	20	20.40	20.00	20.40
X321 14	ENGINE PARTS	1817232C1	1817232C1	PIPE (INJECTION)	2	18.84	37.68	2	37.68	2	37.68	2.00	37.68
X321 14	ENGINE PARTS	675609C2	675609C2	GASKET (INJECTION PUMP)	5	1.69	8.45	5	8.45	5	8.45	5.00	8.45
X327 14	ENGINE PARTS	1817233C1	1817233C1	PIPE (INJEC. TUBE)	2	18.84	37.68	2	37.68	2	37.68	2.00	37.68
X321 14	ENGINE PARTS	690174C92	690174C92	TUBE	2	7.69	15.38		0.00		0.00	NF	0.00
X318 14	ENGINE PARTS	1615395C91	1615395C91	HEAD	1	1,522.25	1,522.25	1	1,522.25	1	1,522.25	1.00	1,522.25
X308 14	ENGINE PARTS	1815515C91	1815515C91	PUMP	1	1,523.20	1,523.20	1	1,523.20	1	1,523.20	1.00	1,523.20
X301 14	ENGINE PARTS	675600C1	675600C1	GEAR	1	119.32	119.32	1	119.32	1	119.32	1.00	119.32
X320 14	ENGINE PARTS	1811580C1	1811580C1	GUIDE (LOCK)	18	3.77	67.86	18	67.86	18	67.86	18.00	67.86
X308 14	ENGINE PARTS	1817253C93	1817253C93	PACKAGE (REBUILD KIT)	2	985.60	1,971.20	2	1,971.20	2	1,971.20	2.00	1,971.20
X301 14	ENGINE PARTS	1817249C91	1817249C91	PACKAGE (REBUILD KIT)	1	914.20	914.20	1	914.20	1	914.20	1.00	914.20
X301 14	ENGINE PARTS	606885C1	606885C1	CONN	2	1.43	2.86	2	2.86	2	2.86	2.00	2.86
X311 15	CLUTCH PART	FP62052RS	FP62052RS2	BEARING	10	12.19	121.90	10	121.90	10	121.90	10.00	121.90
X304 15	CLUTCH PARTS	C1072135	C1072135	CLUTCH	4	261.24	1,044.96	4	1,044.96	4	1,044.96	4.00	1,044.96
X310 15	CLUTCH PARTS	C1071378	C1072378	CLUTCH	8	439.00	3,512.00	8	3,512.00	8	3,512.00	8.00	3,512.00
X327 16	TRANSMISSION PARTS	1681402C91	1681402C91	KIT	1	22.47	22.47	1	22.47	1	22.47	1.00	22.47
X327 16	TRANSMISSION PARTS	1681403C91	1681403C91	KIT	4	0.67	2.68	4	2.68	4	2.68	4.00	2.68
X321 16	TRANSMISSION PARTS	973497R1	973497R1	BOOT (TRANS.)	1	2.20	2.20	1	2.20	1	2.20	1.00	2.20
X307 16	TRANSMISSION PARTS	496111C92	496111C92	KIT (TRANSMISSION REPAIR)	2	146.76	293.52	2	293.52	2	293.52	2.00	293.52
X328 16	TRANSMISSION PARTS	1681404C91	1681404C91	KIT	2	6.41	12.82	2	12.82	2	12.82	2.00	12.82
X327 16	TRANSMISSION PARTS	1660544C1	1660544C1	LEVER (GEAR)	2	46.77	93.54	2	93.54	2	93.54	2.00	93.54
X327 16	TRANSMISSION PARTS	70343R1	70343R1	RETAINER	8	0.36	2.88	8	2.88	8	2.88	8.00	2.88
X327 16	TRANSMISSION PARTS	1665698C91	1665698C91	KIT	2	31.14	62.28	2	62.28	2	62.28	2.00	62.28
X302 16	TRANSMISSION PARTS	286655C4	286655C4	SEAL (TRANSMISSION)	2	18.76	37.52	2	37.52	2	37.52	2.00	37.52
X328 16	TRANSMISSION PARTS	1681752C91	1681752C91	KIT	1	90.80	90.80	1	90.80	1	90.80	1.00	90.80
X322 16	TRANSMISSION PARTS	1665711C91	1665711C91	TRANS	1	3,617.42	3,617.42	1	3,617.42	1	3,617.42	1.00	3,617.42
X316 16	TRANSMISSION PARTS	1665723C91	1665723C91	TRANS	1	3,567.16	3,567.16	1	3,567.16	1	3,567.16	1.00	3,567.16
X307 16	TRANSMISSION PARTS	1877700C91	1677700C91	KIT (TRANS RPR FULLER)	1	595.00	595.00	1	595.00	1	595.00	1.00	595.00
X327 18	TRANSMISSION PARTS	1685431C91	1685431C91	KIT	2	11.83	23.66	2	23.66	2	23.66	2.00	23.66
X328 16	TRANSMISSION PARTS	593913C91	593913C91	KIT (BAFFEL SHIM)	4	6.03	24.12	4	24.12	4	24.12	4.00	24.12
X311 16	TRANSMISSION PARTS	496113C93	496113C93	KIT	2	12.50	25.00	2	25.00	2	25.00	2.00	25.00
X308 16	TRANSMISSION PARTS	496112C91	496112C91	GASK SET (TRANSMISSION)	4	27.10	108.40	4	108.40	4	108.40	4.00	108.40
X327 18	TRANSMISSION PARTS	542021C1	542021C1	LEVER (GEAR)	1	51.80	51.80	1	51.80	1	51.80	1.00	51.80
X320 18	TRANSMISSION PARTS	483054C1	483054C1	HOUSING	1	28.35	28.35	1	28.35	1	28.35	1.00	28.35
X327 16	TRANSMISSION PARTS	1677701C91	1677701C91	KIT (GASKET)	2	10.72	21.44	2	21.44	2	21.44	2.00	21.44
X328 17	REAR AXEL PARTS	1651520C91	1651520C91	KIT	2	283.84	567.68	2	567.68	1	283.84	1.00	283.84
X328 17	REAR AXEL PARTS	597105C91	567105C91	GEAR SET	1	200.20	200.20	1	200.20	1	200.20	1.00	200.20
X328 17	REAR AXEL PARTS	597108C1	597108C1	WASHER	2	2.23	4.46	2	4.46	2	4.46	2.00	4.46
X315 17	REAR AXEL PARTS	567090C91	597090C91	DIFFEREN	1	2,808.50	2,808.50	1	2,808.50	1	2,808.50	1.00	2,808.50

Annex D—Truck Parts Inventory

Code	Assembly	Part A	Part B	Description	Delivered Quantity	Invoice Cost	Invoice Extension	Initial Inventory	Urea Inventory Value	Inventory December 1992	DAP Inventory Value	Inventory April 1993	Ending Inventory Value Fier Operation
X303 17	REAR AXEL PARTS	597180C91	597180C91	CASE	1	222.60	222.60	1	222.60	1	222.60	1.00	222.60
X329 17	REAR AXEL PARTS	597253C91	597253C91	GEAR (SET)	1	572.60	572.60	1	572.60	1	572.60	1.00	572.60
X303 17	REAR AXEL PARTS	597163C1	597163C1	CASE (GEAR & PINION)	1	142.80	142.80	1	142.80	1	142.80	1.00	142.80
X311 17	REAR AXEL PARTS	1651278C91	1651278C91	GEAR SET	2	306.59	613.18	2	613.18	2	613.18	2.00	613.18
X305 17	REAR AXEL PARTS	571351C2	571351C2	SHAFT (AXLE)	4	226.49	905.96	4	905.96	4	905.96	4.00	905.96
X305 17	REAR AXEL PARTS	577506C1	577506C1	SHAFT (AXLE)	4	216.72	866.88	4	866.88	4	866.88	4.00	866.88
X329 17	REAR AXEL PARTS	597138C91	597138C91	GEAR SET (PINION)	1	754.60	754.60	1	754.60	1	754.60	1.00	754.60
X301 17	REAR AXEL PARTS	1651281C91	1651281C91	SEAL	10	10.00	100.00	10	100.00	10	100.00	10.00	100.00
X327 18	FUEL TANKS	1677005C91	1677005C91	BOWL (FUEL)	2	33.59	67.18	2	67.18	2	67.18	2.00	67.18
X328 18	FUEL TANKS	1811495C91	1811495C91	HEATER	1	40.61	40.61	1	40.61	1	40.61	1.00	40.61
X327 18	FUEL TANKS	1618618C91	1618618C91	HARNNESS	2	7.27	14.54	2	14.54	2	14.54	2.00	14.54
X320 18	FUEL TANKS	1649608C93	1649608C93	BREATHER	5	13.09	65.45	5	65.45	5	65.45	5.00	65.45
X305 18	FUEL TANKS	1677004C91	1677004C91	ELEMENT (FUEL FILTER)	12	24.68	296.16	12	296.16	12	296.16	12.00	296.16
X307 18	FUEL TANKS	596589C1	596589C1	LINING (FUEL TANK RETNR)	50	0.85	42.50	50	42.50	50	42.50	50.00	42.50
X302 18	FUEL TANKS	576746C91	576746C91	CAP	10	10.32	103.20	10	103.20	10	103.20	10.00	103.20
X328 18	FUEL TANKS	1618939C2	1618939C2	BRACKET	2	16.30	33.60	2	33.60	2	33.60	2.00	33.60
X307 18	FUEL TANKS	1677003C1	1677003C1	HEAD (FUEL FILTER)	2	28.70	57.40	2	57.40	2	57.40	2.00	57.40
X306 18	FUEL TANKS	476846C1	476846C1	GAGE (FUEL GAGE FLOATER)	5	17.12	85.60	5	85.60	5	85.60	5.00	85.60
X311 18	FUEL TANKS	475255C1	475255C1	OUTLET	4	16.11	64.44	4	64.44	4	64.44	4.00	64.44
X326 18	FUEL TANKS	1811052C1	1811052C1	RING O	2	2.44	4.88	2	4.88	2	4.88	2.00	4.88
X317 18	FUEL TANKS	1661790C92	1661790C92	TANK	1	263.47	263.47	1	263.47	1	263.47	1.00	263.47
X328 18	FUEL TANKS	336024C1	336024C1	COVER	5	3.19	15.95	5	15.95	5	15.95	5.00	15.95
X328 18	FUEL TANKS	1618504C2	1618504C2	BRACKET	2	14.17	28.34	2	28.34	2	28.34	2.00	28.34
X320 18	FUEL TANKS	612277C2	612277C2	HEADER (FUEL)	1	34.10	34.10	1	34.10	1	34.10	1.00	34.10
X303 18	FUEL TANKS	471453C2	471453C2	STRAP	4	27.96	111.84	4	111.84	4	111.84	4.00	111.84
X328 18	FUEL TANKS	345253C1	345253C1	GASKET	5	2.27	11.35	5	11.35	5	11.35	5.00	11.35
X306 18	FUEL TANKS	1811053C1	1811053C1	RNG O	3	0.99	2.97	3	2.97	3	2.97	3.00	2.97
X333 18	FUEL TANKS	1664707C1	1664707C1	SUPPORT	4	37.32	149.28	4	149.28	4	149.28	4.00	149.28
X327 18	FUEL TANKS	1677008C91	1677008C91	KIT	2	6.40	12.80	2	12.80	2	12.80	2.00	12.80
X303 19	CAB RELATED PARTS	1666051C1	1666051C1	C MEMBER	2	51.97	103.94	2	103.94	2	103.94	2.00	103.94
X327 19	CAB RELATED PARTS	1664472C1	1664472C1	CABLE	4	3.60	14.40	4	14.40	4	14.40	4.00	14.40
X329 19	CAB RELATED PARTS	1664608C2	1664608C2	C MEMBER	2	92.22	184.44	2	184.44	2	184.44	2.00	184.44
X302 19	CAB RELATED PARTS	1669514C1	1669514C1	BLADE	40	5.94	237.60	20	118.80	19	112.85	19.00	112.85
X302 19	CAB RELATED PARTS	1665147C91	1665147C91	WASHER(WIND SHIELD FLUID HLDR)	2	21.25	42.50	2	42.50	2	42.50	2.00	42.50
X301 19	CAB RELATED PARTS	473935C1	473935C1	INSULATR	10	4.21	42.10	10	42.10	10	42.10	10.00	42.10
X327 19	CAB RELATED PARTS	1664767C92	1664767C92	KNOB	5	2.72	13.60	5	13.60	5	13.60	5.00	13.60
X320 19	CAB RELATED PARTS	1810061C2	1810061C2	PULLEY (STEERING PUMP)	4	25.10	100.40	4	100.40	4	100.40	4.00	100.40
X302 19	CAB RELATED PARTS	1677457C1	1677457C1	CABLE	5	10.39	51.95	5	51.95	5	51.95	5.00	51.95
X321 19	CAB RELATED PARTS	465502C1	465502C1	BLOWER (HEATER)	5	13.89	69.45	5	69.45	5	69.45	5.00	69.45
X327 19	CAB RELATED PARTS	1667752C1	1667752C1	SEAL	5	3.70	18.50	5	18.50	5	18.50	5.00	18.50
X328 19	CAB RELATED PARTS	27883R1	27883R1	PIN	5	1.60	8.00	5	8.00	5	8.00	5.00	8.00
X302 19	CAB RELATED PARTS	590981C1	590981C1	INSULATR	10	8.13	81.30	10	81.30	10	81.30	10.00	81.30
X302 19	CAB RELATED PARTS	477257C94	477257C94	LOCK (DOOR)	5	20.30	101.50	5	101.50	5	101.50	5.00	101.50
X320 19	CAB RELATED PARTS	1667169C1	1667169C1	RETAINER (SEAL & GASKET)	1	48.78	48.78	1	48.78	1	48.78	1.00	48.78
X306 19	CAB RELATED PARTS	581702C1	581702C1	CORE (-RADIATOR)	3	75.39	226.17	3	226.17	3	226.17	3.00	226.17
X327 19	CAB RELATED PARTS	480796C2	480796C2	SEAL	3	1.60	4.80	3	4.80	3	4.80	3.00	4.80
X320 19	CAB RELATED PARTS	1657772C2	1657772C2	PLATE	5	4.89	24.45	5	24.45	5	24.45	5.00	24.45
X321 19	CAB RELATED PARTS	1661420C1	1661420C1	SWITCH (HEATER)	10	9.16	91.60	10	91.60	10	91.60	10.00	91.60
X301 19	CAB RELATED PARTS	477258C94	477258C94	LOCK	5	20.80	104.00	5	104.00	5	104.00	5.00	104.00
X328 19	CAB RELATED PARTS	1661508C92	1661508C92	HEATER	1	140.29	140.29	1	140.29	1	140.29	1.00	140.29
X327 19	CAB RELATED PARTS	1665129C1	1665129C1	HANDLE (DOOR)	10	9.53	95.30	10	95.30	10	95.30	10.00	95.30
X327 19	CAB RELATED PARTS	1664474C1	1664474C1	CABLE (CUT OFF)	4	7.11	28.44	4	28.44	4	28.44	4.00	28.44
X321 19	CAB RELATED PARTS	491668C92	491668C92	KIT (HOOD TIE DOWN)	4	17.63	70.52	4	70.52	4	70.52	4.00	70.52
X328 19	CAB RELATED PARTS	1669284C1	1669284C1	SPRING	5	3.68	18.40	5	18.40	5	18.40	5.00	18.40
X327 19	CAB RELATED PARTS	491179C2	491179C2	SEAL	5	1.79	8.95	5	8.95	5	8.95	5.00	8.95
X302 19	CAB RELATED PARTS	1665109C91	1665109C91	WIPER (BLADES)	40	7.32	292.80	40	292.80	42	307.44	42.00	307.44
X312 19	CAB RELATED PARTS	449767C93	449767C93	REGULATR	5	23.88	119.30	5	119.30	5	119.30	5.00	119.30
X327 19	CAB RELATED PARTS	1669518C91	1669518C91	HEAD (MIRROR)	5	57.64	288.20	5	288.20	5	0.00	NF	0.00
X327 19	CAB RELATED PARTS	490692C1	408852C1	RETAINER	5	1.55	7.75	5	0.00	5	0.00	NF	0.00
X328 19	CAB RELATED PARTS	489453C1	489453C1	SPACER	10	0.58	5.80	10	5.80	10	5.80	10.00	5.80
X301 19	CAB RELATED PARTS	472697C1	472697C1	BUMPER	16	4.73	75.68	16	75.68	16	75.68	16.00	75.68

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Annex D—Truck Parts Inventory

Code	Assembly	Part A	Part B	Description	Delivered Quantity	Invoice Cost	Invoice Extension	Initial Inventory	Urea Inventory Value	Inventory December 1992	DAP Inventory Value	Inventory April 1993	Ending Inventory Value Fier Operation
X321 19	CAB RELATED PARTS	1657020C1	1657020C1	BRACKET (MIRROR BRACKET)	2	13.85	27.70	2	27.70	2	27.70	2.00	27.70
X312 19	CAB RELATED PARTS	1669788C1	1669788C1	MOTOR	5	36.65	183.25	5	183.25	5	183.25	5.00	183.25
X320 19	CAB RELATED PARTS	1664769C91	1664769C91	CONTROL (HEATER)	10	5.85	58.50	10	58.50	10	58.50	10.00	58.50
X328 19	CAB RELATED PARTS	1812736C1	1812736C1	BRACE	2	7.10	14.20	2	14.20	2	14.20	2.00	14.20
X327 19	CAB RELATED PARTS	1669515C91	1669515C91	HEAD (MIRROR)	5	57.64	288.20	5	288.20	5	0.00	NF	0.00
X306 19	CAB RELATED PARTS	475941C1	475941C1	INSULATOR	10	5.95	59.50	10	59.50	10	59.50	10.00	59.50
X331 19	CAB RELATED PARTS	1667820C2	1667820C2	BUMPER (FRONT)	1	224.50	224.50	1	224.50	1	224.50	1.00	224.50
X327 19	CAB RELATED PARTS	1664473C1	1664473C1	CABLE (GAS)	4	3.79	15.16	4	15.16	4	15.16	4.00	15.16
X302 19	CAB RELATED PARTS	1657016C1	1657016C1	BRACKET	2	13.99	27.98	2	27.98	2	27.98	2.00	27.98
X327 19	CAB RELATED PARTS	1667752C1	490892C1	SEAL (RETAINER)	5	3.70	18.50	5	18.50	5	18.50	5.00	18.50
X328 19	CAB RELATED PARTS	1667750C1	1667750C1	RETAINER	5	3.01	15.05	5	15.05	5	15.05	5.00	15.05
X328 19	CAB RELATED PARTS	1649776C1	1649776C1	HANDLE (WINDOW)	10	7.62	76.20	10	76.20	10	76.20	10.00	76.20
X321 19	CAB RELATED PARTS	1664766C92	1664766C92	KNOB	5	2.80	14.00	5	0.00	5	0.00	NF	0.00
X301 19	CAB RELATED PARTS	1669810C1	1669810C1	SEAL	5	6.57	32.85	5	32.85	5	32.85	5.00	32.85
X336 19	CAB RELATED PARTS	ZBDMF31E	ZBDMF31E	BATTERY	10	80.75	807.50	10	0.00	10	0.00	NF	0.00
X301 19	CAB RELATED PARTS	1657017C1	1657017C1	BRACE	2	11.81	23.62	2	23.62	2	23.62	2.00	23.62
X303 19	CAB RELATED PARTS	1660092C2	1660092C2	CHASSIE MEMBER	2	95.14	190.28	2	190.28	2	190.28	2.00	190.28
X327 19	CAB RELATED PARTS	590983C1	590983C1	SPACER	10	3.60	36.00	10	36.00	10	36.00	10.00	36.00
X321 19	CAB RELATED PARTS	1667760C1	1667760C1	BUSHING	5	2.32	11.60	5	11.60	5	11.60	5.00	11.60
X327 19	CAB RELATED PARTS	25519R1	25519R1	NUT	100	0.14	14.00	100	14.00	100	0.00	NF	0.00
X301 19	CAB RELATED PARTS	473987C3	473987C3	INSULATOR	10	3.46	34.60	10	34.60	10	34.60	10.00	34.60
X306 19	CAB RELATED PARTS	1661843C91	1661843C91	MOTOR	5	80.18	400.90	5	400.90	5	400.90	5.00	400.90
X301 19	CAB RELATED PARTS	16570161C1	16570161C1	ARM	2	16.91	33.82	2	33.82	2	33.82	2.00	33.82
X301 19	CAB RELATED PARTS	449766C93	449766C93	REG ASSY	5	25.03	125.15	5	125.15	5	125.15	5.00	125.15
X301 20	WHEELS	581694C1	581694C1	LOCK	10	3.37	33.70	10	33.70	10	33.70	10.00	33.70
X328 20	WHEELS	FP3720	FP3720	BEARING	25	4.84	121.00	25	121.00	25	121.00	25.00	121.00
X321 20	WHEELS	FPS72	FPS72	BEARING	25	10.39	259.75	24	249.36	25	259.75	25.00	259.75
X323 20	WHEELS	504115C1	504115C1	DRUM	8	100.67	805.36	8	805.36	8	805.36	8.00	805.36
X328 20	WHEELS	504150C1	504150C1	WASHER	20	1.34	26.80	20	26.80	20	26.80	20.00	26.80
X312 20	WHEELS	FP5924	FP5924	BEARING	25	12.89	322.25	25	322.25	25	322.25	25.00	322.25
X328 20	WHEELS	472274C1	472274C1	STUD	20	1.20	24.00	20	24.00	20	24.00	20.00	24.00
X306 20	WHEELS	FP580	FP580	BEARING	25	16.74	418.50	25	418.50	24	401.76	24.00	401.76
X302 20	WHEELS	FP594A	FP594A	BEARING	25	19.45	486.25	25	486.25	25	486.25	25.00	486.25
X328 20	WHEELS	1663196C1	1663196C1	WASHER	10	1.26	12.60	10	12.60	10	12.60	10.00	12.60
X311 20	WHEELS	FPHH212011	FPHH212011	BEARING	25	7.92	198.00	20	158.40	21	166.32	21.00	166.32
X321 20	WHEELS	1654331C1	1654331C1	SEAL (FRONT WHEEL)	25	18.61	465.25	25	465.25	25	465.25	25.00	465.25
X311 20	WHEELS	472277C1	472277C1	CLAMP	2	2.59	5.18	2	5.18	2	5.18	2.00	5.18
X302 20	WHEELS	54495R2	54495R2	NUT	25	0.53	13.21	25	13.21	25	0.00	NF	0.00
X328 20	WHEELS	1663195C1	1663195C1	NUT	10	3.65	36.50	10	36.50	10	36.50	10.00	36.50
X324 20	WHEELS	457550C1	457550C1	DRUM	8	80.50	644.00	16	1,288.00	8	644.00	8.00	644.00
X301 20	WHEELS	FPHM212049	FPHM212049	BEARING	3	14.15	42.45	3	42.45	3	42.45	3.00	42.45
X328 20	WHEELS	24889R1	24889R1	BOLT	20	1.09	21.71	20	21.71	20	0.00	NF	0.00
X328 20	WHEELS	157501R1	157501R1	NUT	10	3.29	32.90	10	32.90	10	32.90	10.00	32.90
X320 20	WHEELS	1663197C1	1663197C1	LOCK (AXLE BEARING)	10	1.27	12.70	10	12.70	10	12.70	10.00	12.70
X309 21	DT-466 ENGINE PARTS	AFR8987	AFR8987	PACKAGE	50	18.31	915.50	72	1,318.32	72	1,318.32	72.00	1,318.32
X320 21	DT-466 ENGINE PARTS	1664888C1	1664888C1	HOSE	20	6.44	128.80	50	322.00	50	322.00	50.00	322.00
X328 21	DT-466 ENGINE PARTS	279029R91	279029R91	CLAMP	50	1.36	68.00	50	0.00	50	0.00	NF	0.00
X328 21	DT-466 ENGINE PARTS	WFR82073	WFR82073	ELEMENT	60	11.61	696.60	60	696.60	60	696.60	60.00	696.60
X301 21	DT-466 ENGINE PARTS	1660345C91	1660345C91	ELEMENT	10	17.44	174.40	10	0.00	10	0.00	NF	0.00
X301 21	DT-466 ENGINE PARTS	122322R91	122322R91	CLAMP	50	0.83	41.50	50	41.50	50	41.50	50.00	41.50
X332 21	DT-468 ENGINE PARTS	FFR85020	FFR85020	FILTER	120	5.36	643.20	120	643.20	98	514.58	98.00	514.58
X307 21	DT-468 ENGINE PARTS	L22770	L22770	BELTS	15	12.39	185.85	15	185.85	15	185.85	15.00	185.85
X304 21	DT-466 ENGINE PARTS	1811953C1	1811953C1	FILTER	144	9.28	1,336.32	144	1,336.32	144	1,336.32	144.00	1,336.32
X314 21	DT-466 ENGINE PARTS	AFR979R	AFR979M	PACKAGE	24	39.13	939.12	24	939.12	24	939.12	24.00	939.12
X311 21	DT-466 ENGINE PARTS	L17690	L17690	BELT	15	9.31	139.65	15	139.65	15	139.65	15.00	139.65
X321 21	DT-468 ENGINE PARTS	122323R91	122323R91	CLAMP (HOSE)	50	0.55	27.50	50	27.50	50	27.50	50.00	27.50
X313 21	DT-466 ENGINE PARTS	AFR979R	AFR979M	PACKAGE	24	39.13	939.12	24	939.12	28	1,017.38	28.00	1,017.38
X327 21	DT-466 ENGINE PARTS	L2643505	L2643505	HOSE	200	1.18	236.00	200	236.00	200	236.00	200.00	236.00
X333 21	DT-468 ENGINE PARTS	FFR85020	FFR85020	FILTER	24	5.38	128.64	24	128.64	24	0.00	24.00	128.64
X320 21	DT-466 ENGINE PARTS	L17701	L17701	BELT	14	9.32	130.48	14	130.48	68	633.76	68.00	633.76
X332 21	DT-468 ENGINE PARTS	FFR85019	FFR85019	FILTER	144	6.78	976.32	144	976.32	108	732.24	108.00	732.24

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Annex D—Truck Parts Inventory

Code	Assembly	Part A	Part B	Description	Delivered Quantity	Invoice Cost	Invoice Extension	Initial Inventory	Urea Inventory Value	Inventory December 1992	DAP Inventory Value	Inventory April 1993	Ending Inventory Value Fier Operation
X309 21	DT-466 ENGINE PARTS	AFR8979N	AFR8979N	PACKAGE	2	39.13	78.26	2	78.26				
X311 21	DT-466 ENGINE PARTS	L17521	L17521	BELT	15	7.34	110.10	15	110.10	11	80.74	11.00	0.00
X321 22	ELECTRICAL PARTS	1661762C1	1661762C1	LIGHT	5	13.93	69.65		0.00		0.00	NF	80.74
X320 22	ELECTRICAL PARTS	1661282C91	1661282C91	LIGHT (STOP)	20	15.26	305.20	20	305.20	20	305.20	20.00	0.00
X328 22	ELECTRICAL PARTS	27584R1	ZJS561	LAMP MIN	20	0.73	14.60	20	14.60		0.00	NF	395.20
X312 22	ELECTRICAL PARTS	50F471C92	1686721C91	LIGHT	8	25.21	201.68	8	201.68	6	151.26	6.00	0.00
X301 22	ELECTRICAL PARTS	476245C1	476245C1	FLASHER	15	11.52	172.80	7	80.64	7	80.64	7.00	151.26
X306 22	ELECTRICAL PARTS	30687R1	GE6052	LAMP (HEADLIGHT)	30	9.49	284.70	30	284.70	30	284.70	30.00	80.64
X328 22	ELECTRICAL PARTS	26617R1	ZJS168	LAMP	50	0.25	12.50	50	12.50	50	12.50	50.00	284.70
X311 22	ELECTRICAL PARTS	131224C1	131224C1	FUSE	100	0.43	43.00	100	43.00		0.00	NF	12.50
X327 22	ELECTRICAL PARTS	131282	2JS53	LAMP	50	0.29	14.50		0.00		0.00	NF	0.00
X321 22	ELECTRICAL PARTS	1261437C1	2JS37	LAMP	50	0.34	17.00	50	17.00	50	17.00	50.00	0.00
X321 22	ELECTRICAL PARTS	142452	2JSB9	LAMP	50	0.34	17.00		0.00		0.00	NF	17.00
X327 22	ELECTRICAL PARTS	131222C1	131222C1	FUSE	100	0.49	49.00	100	49.00		0.00	NF	0.00
X307 22	ELECTRICAL PARTS	1661261C91	1661261C91	LIGHT	20	16.77	335.40	18	301.86	18	301.86	18.00	49.00
X301 22	ELECTRICAL PARTS	1669581C1	1669581C1	LENS	5	6.15	30.75	5	30.75		0.00	NF	301.86
X301 22	ELECTRICAL PARTS	ZJS3157	ZJS3157	LAMP	50	0.85	42.50		0.00		0.00	NF	0.00
X301 22	ELECTRICAL PARTS	451677C92	451677C92	LIGHT	5	2.03	10.15	3	6.09	3	6.09	3.00	0.00
X311 22	ELECTRICAL PARTS	9147866	ZJS1156	LIGHT	50	0.57	28.50	50	28.50		0.00	NF	6.09
X312 22	ELECTRICAL PARTS	1661761C92	1661761C92	LIGHT	5	13.93	69.65	5	69.65	3	41.79	3.00	0.00
X301 22	ELECTRICAL PARTS	9417867	CJ51157	LIGHT	50	0.28	14.00		0.00		0.00	NF	41.79
X328 23	REAR BRAKES	586797C1	586797C1	RING	15	0.25	3.75	15	3.75	15	3.75	15.00	0.00
X328 23	REAR BRAKES	574889C1	574889C1	SPRING	14	5.15	72.10	14	72.10	14	72.10	14.00	3.75
X301 23	REAR BREAKS	594891C1	594891C1	ADJUSTER	4	20.10	80.40	4	80.40	4	80.40	4.00	72.10
X304 23	REAR BREAKS	991071C91	1691135C91	CHAMBER (BRAKE)	5	70.69	353.45	5	353.45	5	353.45	5.00	80.40
X321 23	REAR BREAKS	56121P3	56121P3	SEAL	16	0.71	11.36	16	11.36	16	11.36	16.00	353.45
X328 23	REAR BRAKES	983622R1	983622R1	PIN	20	0.27	5.40	20	5.40	20	5.40	20.00	11.36
X320 23	REAR BRAKES	126404R1	126404R1	ROLLER	20	1.57	31.40	20	31.40	20	31.40	20.00	5.40
X328 23	REAR BRAKES	586796C1	586796C1	WASHER	15	0.27	4.05	15	4.05	15	4.05	15.00	31.40
X328 23	REAR BRAKES	574062C1	574062C1	WASHER	15	0.45	6.75	15	6.75	15	6.75	15.00	4.05
X321 23	REAR BREAKS	1685491C1	1685491C1	SPRING (BRAKE)	20	0.88	17.60	20	17.60	20	17.60	20.00	6.75
X301 23	REAR BREAKS	871934R1	871934R1	DIAPHRAM	5	3.61	18.05	5	18.05	5	18.05	5.00	17.60
TOTAL						89,428.60			89,364.68		86,202.91		83,439.63

Handwritten initials or mark.

**Annex E**

**Fier Operation:  
IFDC Personnel Organization**

### **Fier Operation: IFDC Personnel Organization**

The temporary organization of the IFDC personnel employed to transport FNFF urea from their plant to various warehouse and dealer distribution points is given in the table below. The organizational structure was based on the following assumptions:

1. That the operation would have to be activated swiftly in order to prevent further damage to fertilizer stored outside.
2. That all 28 available trucks would be utilized on at least a single shift or an extended shift basis.
3. That as far as possible, previously trained management/administrative personnel and drivers would be sent to Fier and the hotel and per diem expenses would be paid.
4. That IFDC would act independently without personnel support from FNFF.
5. That in addition to the nucleus staff and driver personnel all others would be locally hired in Fier.
6. That initially a 6-day workweek would be established.
7. That at the end of operations, only key personnel would be retained and relocated into other IFDC positions.
8. That the terms of hiring would be on a temporary basis with no benefits or future follow-on employment with IFDC offered.

### Table of Organization

#### Administrative Office

Quantity	Job Title	General Duties	Remarks
1 <sup>a,c</sup>	Logistics Coordinator	Overall responsibility	Temporarily assigned from other IFDC duties.
1 <sup>b,c</sup>	Plant Liaison/ Admin. Officer	Assistant to the Logistics Coordinator	Coordinate loading and documentation requirements with FNFF.
1 <sup>b</sup>	Interpreter/Secretary	Assistant to the Logistics Coordinator	Acts as Office Manager and interpreter.
1	Data Clerk Trainee	Data entry	Enter bill of lading information into the computer.

#### Truck Operations

1 <sup>a</sup>	Truck Manager	Truck operations	Consultant.
1	Dispatcher	In charge of drivers	Assign trucks to each loading requirement.
1 <sup>b,c</sup>	Interpreter/Admin. Assistant	Assistant truck manager	Interpreter, handle driver pay and allowances.
1 <sup>b,c</sup>	Truck Engineer	Maintenance/repair	Handle spare parts and supervise truck maintenance.
1 <sup>b,c</sup>	Fuel Boss	Fuel trucks	Maintain fuel and odometer records. Coordinates procurement with FNFF and the Fuel Depot Director.
1 <sup>c</sup>	Mechanic	Reports to the truck engineer	Perform maintenance of trucks.
27	Drivers		18 from Durres, 4 from Tirana, 5 from Fier
4	Relief Drivers		1 from Tirana, 3 from Fier

a. IFDC expatriate positions; all others are local hire.

b. English-speaking ability required.

c. Position was filled by temporarily assigning personnel from other IFDC duties.

## **Annex F**

### **Examples of Forms Used**

Alternate Straight Bill of Lading (U.S. Printed)  
IFDC Albania (IFDC Shqiperi) Modified Bill of Lading  
Future (Invoice) for Warehouse Storage

ALTERNATE STRAIGHT BILL OF LADING—SHORT FORM

Original—Not Negotiable

Shipper No \_\_\_\_\_

Carrier No \_\_\_\_\_

IFDC Nr-9  
(Name of Carrier)

Date 4-12-1982

TO: Consignee		FROM: Shipper	
Street		Street <i>Uzinas e pakejave tunkas</i>	
Destination <i>Destinacijas</i>		Origin <i>FIEV</i>	
Zip Code		Zip Code	
Route: <i>Labinot</i>		Vehicle No.	

No. Shipping Units	Kind of Packaging, Description of Articles Special Marks and Exceptions	Weight (Subject to Correction)	RATE	CHARGES
	<i># kuseve 240</i>	<i>kunisje</i>	<i>8753</i>	
	<i>Firms e pastays te uzines 200</i>	<i>kuniskum</i>	<i>8961</i>	
	<i>Firms e studentu 1/2</i>	<i>oro put ngerb</i>		<i>7.00</i>
	<i># pasaport studentu NF121482</i>	<i>oro nisje</i>	<i>700</i>	<i>815</i>
	<i>Firms murgorinien 1/2</i>	<i>oro kthum</i>	<i>18.00</i>	

REMIT C.O.D. TO: ADDRESS	COD Amt: \$	C.O.D. FEE: PREPAID <input type="checkbox"/> COLLECT <input type="checkbox"/> \$	TOTAL CHARGES: \$
<p>Note: Where the rate is dependent on value, shippers are required to state specifically in writing the agreed or declared value of the property.</p> <p>The agreed or declared value of the property is hereby specifically stated by the shipper to be not exceeding \$ _____ per _____</p>		<p>Subject to Section 7 of the conditions, if this shipment is to be delivered to the consignee without recourse on the consignor, the consignor shall sign the following statement:</p> <p>The carrier shall not make delivery of this shipment without payment of freight and all other charges.</p> <p>(Signature of Consignor)</p>	
		<p>FREIGHT CHARGES</p> <p>Check Appropriate Box</p> <p><input type="checkbox"/> Freight prepaid <input type="checkbox"/> Collect</p>	

RECEIVED by the consignee and duly filed for the carrier on the date of the receipt of the property described above in apparent good order except as noted in contents and conditions of the bills of lading, marked consigned and destined as indicated above with said carrier's receipt and being understood throughout the contract as the carriage, packing, transportation, responsibility of the property and the carrier's liability to the shipper and consignee and to the consignee and to the consignee's interest in the property, that every consignor to be performed terms and conditions of the terms and conditions in the governing class of bills of lading from the date of shipment.

Shipper hereby certifies that he is familiar with the bill of lading terms and conditions in the governing class of bills of lading and the said terms and conditions are hereby agreed to by the shipper and accepted for fulfillment by the assignee.

SHIPPER	CARRIER
PER	PER
	DATE

Bill of Lading

N° 0756

IFDC Albania  
(IFDC SHQIPERI)

Serial No. \_\_\_\_\_  
(Seria No.)

Truck No. 29  
(Numri targes kamionit)

To: \_\_\_\_\_  
(Per) Bolta

From: \_\_\_\_\_  
(Nga) Uzina plekur  
firmite  
Fier

Number of Bags 200 (dyqint)  
(Numri i thaseve) Figures and letters  
(Me numer dhe fjale)

Product Ura  
(Malli)

<p>disputuar nga 8700</p> <p>LOADED: <u>kur nisje</u> (Ngarkuar) <u>8472</u></p>	<p>RECEIVED: <u>kur merrje</u> (Marre nga) <u>84510</u></p>
<p><u>Vangjel Begu</u></p> <p>Signature &amp; Name of Driver IFDC (Firma dhe emri shoferit IFDC)</p>	<p><u>Rrapo Corryll</u></p> <p>Company Representative (Perfaqesuesi Kompanise)</p>
<p>Driver Passport No. _____ (Numri pashaportes shoterit)</p> <p><u>Asim Xhupa</u></p> <p>Company Escort (Kompania shoqeruese)</p>	<p><u>21-1-93</u> Date (Data)</p> <p><u>12<sup>00</sup></u> Time (Ora)</p>
<p>Escort's Passport No. _____ (Numri pashaportes shoqeruesit)</p> <p>Date <u>21.1.93</u> Time <u>9.50<sup>00</sup></u> (Data) (Ora)</p>	<p>Remarks (Verejtje)</p> <p><u>Km Futurizim: 8472</u> <u>sasia: 96</u> <u>olt 21 ora: 13<sup>30</sup></u></p> <p><u>kur tshin 8472</u> <u>ora tshin 13.30<sup>00</sup></u></p>

FATURE

DATA: \_\_\_\_\_

NGA: UZINA E PLEHRAVE AZOTIKE FIER  
PER: INTERNATIONAL FERTILIZER DEVELOPMENT CENTER (IFDC) ALBANIA

NE PERPUTHJE ME KONTRATEN ME UZINEN E FIERIT TE DATES 10 NENTOR  
1992 PAGESA I KERKOHET I.F.D.C. PER SHUMEN

KJO FATURE PERFSHIN TE GJITHA PAGESAT PER PERIUDHEN NGA DATA  
\_\_\_\_\_ DERI \_\_\_\_\_.

PAGESA DO TE BEHET SI VIJON:

NUMRI I MAGAZINES	NGA	DATA DERI	METER KATROR	PAGESA MUJORE	KOSTO TOTALE
				3 60 LEK	
				3 60 LEK	
				3 60 LEK	
				3 60 LEK	
				3 60 LEK	
				3 60 LEK	
				3 60 LEK	
				3 60 LEK	
				3 60 LEK	

SHUMA E PERGJITHSHME \_\_\_\_\_

SHUMA E MESIPERME DO TE PAGUHET SIPAS NUMRIT TE LLOGARISE QE  
VIJON : \_\_\_\_\_

FIRMA : \_\_\_\_\_

**Annex G**

**Truck Odometer Readings: Kilometers or Miles  
(Distance Run)  
Inventory of Trucks**

**Truck Odometer Readings: Kilometers or Miles  
(Distance Run) – Fier Operation**

Truck Number	Beginning Reading (km)	Ending Reading (km)	Distance Run (miles)	Total (km)
1	7,564	14,091		6,527
2	10,783	21,132		10,349
3	11,370	17,142		5,772
4	6,707	12,060		5,353
5	8,269	15,841		7,572
6	7,751	13,917		6,166
7	7,646	12,126		4,480
8	a	a		a
9	7,512	14,038		6,526
10	9,579	16,836		7,257
	(miles)	(miles)	(miles)	(km)
11	3,913	7,145	3,232	5,200
12	4,565	8,394	3,829	6,161
13	5,755	8,650	2,895	4,658
14	4,146	8,022	3,876	6,236
15	5,151	8,024	2,873	4,623
16	a	a		a
17	4,493	8,715	4,222	6,793
18	5,184	10,276	5,092	8,193
19	6,050	12,603	6,553	10,544
20	5,162	6,455	1,293	2,080
21	6,807	8,890	2,083	3,352
22	6,452	11,315	4,863	7,825
23	5,546	9,087	3,541	5,697
24	5,436	11,112	5,676	9,133
25	4,473	9,072	4,599	7,400
26	5,108	10,473	5,365	8,632
27	3,830	8,488	4,658	7,495
28	3,817	7,987	4,170	6,710
29	4,857	8,623	3,766	6,059
30 (Fuel Truck)	3,362	3,550	188	302
<b>Total</b>				<b>177,095</b>

Note: All odometer readings for truck No. 11-30 are in miles. Total km were computed using a conversion factor of 1.609 km per mile.

a. Truck Nos. 8 and 16 have been wrecked and are inoperable. Thus, these trucks were not use during the Fier Operation.

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**Annex G  
Inventory of Trucks**

Truck Number	Fuel Tank	Radio Y-N	Spare Tire Y-N	Tire Jack Y-N	Lug Wrench Y-N	General Conditions	Key	Plastic Sheet	Notes for Missing/Inoperative Parts or Damage
1	1/2	N	Y	Y	Y	Good	2	Y	Signal of safety belt, backup signal light.
2	1/4	N	Y	Y	Y	Good	1	N	Backup signal light, lock of spare tire.
3	1/4	N	Y	Y	Y	Good	2	N	Backup signal light, horn does not work, paint scratch on the left hood, rear turn signal does not work.
4	1/4	N	Y	Y	Y	Good	1	N	Backup signal light.
5	<1/4	N	Y	Y	Y	Good	2	N	Backup signal light.
6	3/4	N	Y	Y	Y	Good	2	N	Backup signal light, lock of spare tire.
7	1/2	N	Y	Y	Y	Good	2	N	Backup signal light, one mirror missing, one mirror broken, back left tire scratched.
8		N	N	N	N			Y	Damaged from wreck
9	1/4	N	Y	Y	Y	Good	2	N	Backup signal light, half loaded with dunnage.
10	1/8	N	Y	Y	Y	Good	1	N	Backup signal light, plastic sheet missing
11	1/4	Y	Y	Y	Y	Good	2	N	Backup signal light, lock of spare tire, fully loaded with dunnage.
12	1/4	Y	Y	Y	Y	Good	1	N	Fully loaded with dunnage.
13	<1/4	N	Y	Y	Y	Good	2	N	Lock of spare tire, fully loaded dunnage.
14	-	Y	Y	Y	Y	Good	2	N	Backup signal light, lock of spare tire.
15	-	N	Y	Y	Y	Good	2	N	Radio, two speakers and antenna missing.

(Continued)

11/2

**Annex G**  
**Inventory of Trucks**  
(Continued)

Truck Number	Fuel Tank	Radio Y-N	Spare Tire Y-N	Tire Jack Y-N	Lug Wrench Y-N	General Conditions	Key	Plastic Sheet	Notes for Missing/Inoperative Parts or Damage
16		N	N	N	N	Broken	1	N	
17	1/4	N	Y	Y	Y	Good	2	N	Changed the lock of spare tire.
18	-	Y	Y	Y	N	Good	2	N	Lock of spare tire, handle for tire jack, antenna and two speakers, damaged at the right side of hood.
19	1/2	Y	Y	Y	Y	Good	2	N	Damaged at both sides of hood.
20	1/8	Y	Y	Y	Y	Good	2	N	Lock of spare tire, three rear tail lights, half loaded with dunnage.
21	1/4	Y	Y	N	Y	Good	1	N	
22	-	N	Y	Y	Y	Good	2	N	Handle of lug wrench, backup signal light, rear turn signal not working, has a third seat from truck No. 8, which was wrecked.
23	1/4	N	Y	Y	Y	Good	2	N	Radio speakers and antenna missing, backup signal light, changed the spare tire lock.
24	3/4	N	N	Y	N	Good	2	N	Lock of spare tire, radio, one speaker, and antenna missing. Small damage on the right side of bumper.
25	-	N	Y	Y	Y	Good	2	N	Spare tire, chain, lock, and two speakers missing.
26	1/4	Y	Y	Y	Y	Good	2	N	Changed the lock, a small damage on the hood.
27	4/4	Y	Y	Y	N	Good	1	N	Lock of spare tire, antenna, fully loaded with dunnage.
28	1/4	N	Y	Y	Y	Good	2	N	Lock of spare tire and chain, half loaded with dunnage.
29	<1/4	Y	Y	Y	Y	Good	2	N	Radio, speakers, and antenna.
30	1/4	N	Y	Y	Y	Good	2	N	Changed the lock.

Note: Odometer readings for truck numbers 11-30 are in miles.