

**MICRO ASSESSMENT
NIGER STATE PLANNING COMMISSION**

By

Obasi, Nnam & Co (Chartered Accountants)



Obasi, Nnam & Co.

The Representative,
United Nations Development Programme,
Anambra House,
19, T.Y Danjuma Street,
Asokoro,

Enugu - Nigeria
28th, September 2014

Abuja, Nigeria

Dear Sir,

We have successfully completed the Micro Assessment of Financial Management Capacity of Niger State Planning Commission in line with your terms of reference.

Attached herewith is the report of the micro assessment which was carried out on the 24th day of September 2014.

Background of the assessment

Pursuant to the United Nations General Assembly resolution, the United Nations Agencies adopted a common framework for transferring cash to their Implementing Partners (IPs) who are governmental and non- governmental organizations. This common framework is termed Harmonized Approach to Cash Transfer (HACT).

As part of the requirements for collaboration with the Implementing Partners in the implementation of HACT, a micro assessment of such implementing partners is a pre-requisite for determining the appropriate modality for such cash transfers. The United Nations EXcom Agencies therefore contracted Obasi, Nnam & Co (Chartered Accountants), to conduct a Micro Assessment of Financial Management Capacity of Niger State Planning Commission.

Scope of the assessment


The micro assessment provides an overall review of the financial management capacity in the following key subject areas:

- funds flow
- staffing
- accounting policies and procedures
- internal audit
- external audit
- reporting and monitoring
- information systems and
- procurement, of Implementing Partners receiving United Nations' fund.

Thanking you for considering our firm for this professional assignment.

We remain,

Yours Sincerely,


Dr. Obasi Frederick.

Principal Partner



Executive Summary

1.1 Background

Niger state planning commission is one of the arms of the state covered by the edict establishing the state. The commission oversees the economic activities of the state, functions of the state planning commission includes

- ❖ To advise Government on financial and economic policies designed to facilitate effective management of resources of the State;
- ❖ To institute measures that will boost the internally generated revenue of the State as well as ensure timely collection of all revenue accruing to the State;
- ❖ To conduct research into financial and general economic issues;
- ❖ To prepare and examine financial reports, memoranda, position, papers etc;
- ❖ To advise Government on Socio-economic issues;
- ❖ To control the expenditure of all Ministries and Departments and ensure prudence in all public expenditure;
- ❖ To prepare annual Estimates of Government which will embody projects and programmes and the broad objectives of the Government during the Year;
- ❖ To prepare Development Plans designed to accelerate the development of the economy and guarantee a higher standard of living and happiness for the people;
- ❖ To carry out periodic reviews of the projects and programmes in the Plan in order to ensure conformity with laid down objectives;
- ❖ To carry out inspection visits of on-going projects in the Development Plan with a view to identify bottlenecks, plan implementation and advising Government on how the bottlenecks could be minimised;
- ❖ To prepare pre-feasibility reports on projects and also analyse and appraise projects (on which there are reports) for the purpose of determining their social and economic viability;
- ❖ To co-ordinate all technical assistance programmes and liaise with the appropriate Federal Government and donor Agencies.

1.2 Our work Approach

In line with the objectives of this assignment, our overall approach in conducting the micro assessment is structured as follows:

- Visits to implementing partner's office.
- Structured interview of the officers of the IP:
 - Mr. Saduaki Mohammed Deputy Director of Accounts
 - Mr. Hassan Nakaka Assistant Chief Accountant
 - Mr. Yusuf Mohammed Chief Accountant
- Review of accounting and internal control management systems of the IP
- Review and examinations of selected transactions for correctness and compliance.
- We conducted the assessment of the implementing partner in line with the terms of reference issued by the UN EXcom Agencies using the financial instrument (Simplified Financial Management Assessment Checklist). The

criteria for rating each of the assessment area is "H"- High risk for area where compliance is totally lacking, "M"- Moderate risk for where there is a moderate degree of compliance, and "L" – Low risk where compliance is high.

Responsibility of the IPs

The implementing partner is solely responsible for the provision of accurate and adequate information concerning their transactions.

Responsibility of the Consultants

It is our duty as the consultants to carry out the micro assessment based on international standards of assurance and engagement and make inference and draw conclusion in line with the findings compared to the normal and or expected standards.

1.3 The Major Weaknesses

The major weaknesses identified with the IP – Niger State Planning Commission are:

- For many years now they have not received UN Funds
- The IP has no capacity to manage foreign exchange.
- The IP does not perform background verification/checks on all new accounting/finance and management positions
- The internal control system in the IP is functional, but the internal audit unit is not strong enough.
- The IP has no bank account for United Nations funds as it does not implement any programme but only passes funds to the implementers
- The IP's fixed assets and inventory are not adequately insured.
- The internal audit unit is not sufficiently independent to make critical assessments. This is because they see themselves as members of the finance/accounts department.
- The activities financed by agency funds will be not be included in the internal audit department's work programme since the IP is only a channel through which the Agencies send funds to users
- The internal auditors have policies and procedures to take action on findings identified, if any. They have the right backed up by law to stop suspected transactions. However the internal audit of the IP appears to be a puppet
- The staff of the audit department will still need more training as the qualification and the experience of the staffers are not adequate.
- When the IP was receiving United Nations funds the external audit activities did not cover the funds.
- Financial reports are not prepared directly by the automated accounting system
- The financial management system is not computerized.

1.4 Conclusion:

The Implementing Partner (IP) is of Low Risk factor.

1.5 Our Recommendations

- The IP should perform background verification/checks on all new accounting/finance and management positions before employing them

- The internal control system of the IP should be strengthened
- The IP's fixed assets and inventory should be adequately covered by insurance policies
- The internal audit units should be sufficiently independent of the finance/accounts department to be able to make critical assessments.
- The activities financed by agency funds should be included in the internal audit department's work programme
- United Nations fund should be covered by the external audit activities
- The financial management systems should be fully computerized so that the automated accounting system can directly prepare financial reports.

Appendix IV. Micro Assessment Questionnaire

Micro Assessment Questionnaire

Implementing Partner: NIGER STATE PLANNING COMMISSION Date: 24/09/2014

Instructions: This questionnaire contains various questions related to nine subject areas, summarized further below. Please answer each question by indicating your response as 'Yes', 'No' or 'N/A' (for 'not applicable'). Also, use the 'Comments' section next to each question to provide details of your assessment or to highlight any important matters. This document will be referenced subsequently by the agency when performing additional assurance activities related to the IP. Sufficient details should be provided in this document for the agency to understand the details of each response.

Assign a risk rating (high, significant, moderate or low) for each question based on the response obtained. (For example, if the question addresses an item that should ideally be marked 'Yes' but was marked 'No', it should be assessed for the level of risk it presents to the IP's financial management system). Assigning risk ratings to each question requires judgment by the assessor as to how the response will affect the IP's financial management system. The risk ratings to be used are:

- **High** – Response to question/subject matter provides a risk to the overall financial management system that has both a high likelihood of occurring and a potentially negative impact on the IP's ability to execute the programme in accordance with the work plan and stated objectives. Additionally, this risk has not been mitigated by any other controls/process that have been implemented by the IP;
- **Significant** – Response to question/subject matter provides a risk to the overall financial management system that has either a significant likelihood of occurring or a potentially negative impact on the IP's ability to execute the programme in accordance with the work plan and stated objectives;
- **Medium** – Response to question/subject matter provides a risk to the overall financial management system that has a moderate likelihood of occurring and a potentially negative impact on the IP's ability to execute the programme in accordance with the work plan and stated objectives; or
- **Low** – Response to question/subject matter provides a risk to the overall financial management system that has a low likelihood of occurring and a potentially negative impact on the IP's ability to execute the programme in accordance with the work plan and stated objectives.

⁷ Agency work plans can be annual, multi-year, rolling or joint.

To determine the overall risk assessment for a subject matter section (e.g., Section 1, Implementing Partner), points are assigned that correlate with the level of risk. The points assigned to each question should be totaled and averaged based on the number of questions in the subject matter section. Questions that are not applicable to the IP (marked as 'N/A') should not be assigned a risk rating and should be removed from the total number of questions for the calculation. Points should be assigned as follows:

- H – High risk: 4 points
- S – Significant risk: 3 points
- M – Moderate risk: 2 points
- L – Low risk: 1 point

The average number of points calculated should then be compared to the points rating above and assigned a corresponding risk (i.e., an average of 2.0 would indicate a moderate risk rating for the subject matter section). Numbers should be rounded as follows:

- 0.1 to 0.49: Round down to the closest whole number (i.e., an average of 3.3 would be rounded down to 3.0, indicating a 'significant' risk rating);
- 0.5 to 0.99: Round up to the closest whole number (i.e., an average of 1.99 would be rounded up to a 2.0, indicating a 'moderate' risk rating).

The same process should be followed for determining the overall risk assessment for the IP once the checklist has been completed

Summary of Risks Related to the Financial Management Capacity of the Implementing Partner

Tested subject area (see subsequent pages for details of each subject area summarized below)

Total number of risk points	Total number of applicable questions	Overall risk	Comments
5	5	1 (Low Risk)	<p>Strengths: Niger state planning commission is one of the arms of the state covered by the edict establishing the state. The commission oversees the economic activities of the state, functions of the state planning commission includes</p> <ol style="list-style-type: none"> 1. To advise Government on financial and economic policies designed to facilitate effective management of resources of the State; 2. To institute measures that will boost the internally generated revenue of the State as well as ensure timely collection of all revenue accruing to the State; 3. To conduct research into financial and general economic issues; 4. To prepare and examine financial reports, memoranda, position, papers etc; 5. To advise Government on Socio-economic issues; 6. To control the expenditure of all Ministries and Departments and ensure prudence in all public expenditure; 7. To prepare annual Estimates of Government which will embody projects and programmes and the broad objectives of the Government during the Year; 8. To prepare Development Plans designed to accelerate the development of the economy and guarantee a higher standard of living and happiness for the people; 9. To carry out periodic reviews of the projects and programmes in the Plan in order to ensure conformity with laid down objectives;

<p>10. To carry out inspection visits of on-going projects in the Development Plan with a view to identify bottlenecks, plan implementation and advising Government on how the bottlenecks could be minimised;</p> <p>11. To prepare pre-feasibility reports on projects and also analyse and appraise projects (on which there are reports) for the purpose of determining their social and economic viability;</p> <p>12. To co-ordinate all technical assistance programmes and liaise with the appropriate Federal Government and donor Agencies.</p> <p>13. They have no pending legal action</p> <p>14. They statutory reporting requirement is strictly followed</p> <p>Weaknesses NIL</p>				<p>2. Funds flow: 10</p>
<p>Strengths:</p> <ol style="list-style-type: none"> 1. The IP has bank accounts in UBA through which they can receive or transfer funds. 2. The signatories to this account are top civil servants. The signatories are the Permanent Secretary and two Directors in the commission. 3. The process of accessing counterpart fund is quite appropriate 4. The IP has never had a problem in accessing or disbursing Donor fund. <p>Weaknesses</p> <ol style="list-style-type: none"> 1. The IP has no capacity to manage foreign exchange. 	1 (Low Risk)	7	10	

Organizational structure and staffing:

10

10

I (Low Risk)

Strengths:

1. The organizational structure of the IP's accounting/finance department is appropriate for the level of financial volume (including funding from the agency)
2. The accounting/finance staff are familiar with HACT and undergo other professional trainings.
3. IP staff are not frequently transferred. They stay a minimum of three years before going to any other MDAs if need be.
4. There has not been frequent staff turnover over the past five years.

Weakness:

1. The IP does not perform background verification/checks on all new accounting/finance and management positions

4. Accounting policies and procedures:

41

38

1 (Low Risk)

Strengths

1. Niger State Government has a general accounting manual that specifies the guideline for policies and procedures to be followed in accounting for all the Ministries, Departments and Agencies in the state for uniformity in reporting.
2. Accounting functions are properly segregated
3. Due process is adequately complied with in the disbursement of funds.
4. The agreement with the donor Agencies are strictly adhered to. *(by the time funds were coming to them)*
5. All the transaction documents are retained in the accounts and finance department of the commission.
6. Chart of accounts are properly maintained
7. Vote book and cash book are properly managed.
8. Subsidiary fixed assets register is kept, so periodic inventory are taken.

Weaknesses

1. The internal control system in the IP is functional, but the internal audit unit is not too strong.
2. The IP has no bank account for United Nations fund as it does not implement any programme but only pass funds to the implementers
3. The IP's fixed assets and inventory are not adequately covered by insurance policies

<p>5. Internal audit:</p>	<p>16</p>	<p>5</p>	<p>3 (Significant Risk)</p> <p>Strength Nil Weaknesses</p> <ol style="list-style-type: none"> 1. The internal auditor is not sufficiently independent to make critical assessments. 2. The activities financed by agency funds will not be included in the internal audit department's work programme. 3. the internal audit of the IP appears to be very weak 4. The audit department staff are not well trained and experienced.
<p>6. Financial audit:</p>	<p>7</p>	<p>7</p>	<p>1 (Low Risk)</p> <p>Strengths</p> <ol style="list-style-type: none"> 1. The IP's specific financial statements are audited bi-monthly by the ministry of finance and quarterly by state Auditors from the auditor general's office. 2. The audit is conducting in line with the public sector financial reporting standard 3. No major accountability issues were brought out in audit reports of the IP over the past three years. <p>Weaknesses</p> <ol style="list-style-type: none"> 1. An external audit activity does not cover the fund.

7. Reporting and monitoring:

7. Reporting and monitoring: Micro assessment questionnaire

2 (Moderate Risk)

6

Strengths

1. Monthly and quarterly statements are prepared for the IP's management meetings and for the quarterly audit
2. Financial statements of the IP are prepared on a frequent basis so they are useful to management for decision-making
3. The IP follows the donor Agencies instruction in her reporting, and it also produces the required financial reports.
4. Also the report to be submitted to ministry of finance must contain monthly financial detail to help in management decision making

Weaknesses

Financial reports are not prepared directly by the automated accounting system.

8. Information systems:

4

1

4 (High Risk)

Strengths

Nil

9. Procurement:

11

2

4 (High Risk)

Strengths

Procurement is done centrally by the Niger state bureau for public procurement

Weaknesses

The IP has undertaken a procurement exercise with UNDP but it has been long before the introduction of Niger state BPP

The IP has never heard or know anything about ECHO

Total:

116

81

1 (Low Risk)

Divide the total number of risk points by the total number of applicable questions in the subject matter section.

This amount should be rounded as detailed on page 1 of this checklist and assigned an overall risk rating.

Subject area	Low risk consideration			Risk points	Remarks/comments
	Yes	No	N/A		
1. Implementing partner					
1.1 Is the IP legally registered? If so, is it in compliance with registration requirements? Please note the legal status/registration of the entity. <i>Retain copies of registration documents if available.</i>	Yes			1	Niger state planning commission is one of the arms of the state covered by the edict establishing the state.
1.2 Has the IP received United Nations resources in the past? If so, provide details of amounts, from which agency and for what purpose.	Yes			1	The commission serves as channel through which United Nations and other donor and other donor agencies transfer fund to the state. It has received numerous funds in the past.
1.3 Does the IP have statutory reporting requirements? If so, are they in compliance with such requirements? Please describe.	Yes			1	The Commissioner of Finance is the Political Head of the Commission while the Chief Accounting officer is the Permanent secretary. There is also Director of Finance, Deputy Director, Assistant Directors and Programs Officers.
1.4 Is the governing body for the IP independent from management? If so, please describe.	Yes			1	The governing body of the IP is independent from management. The State Executive Council is the governing body.
1.5 Does the IP have any pending legal actions against it? <i>Confirm this with the IP, and possibly through assessment of the general ledger and confirmation with external legal counsel provided by the IP. Provide details and actions taken by the IP to resolve the legal action.</i>	No			1	The IP does not have any pending legal actions against it.
Total number of questions in subject area:	5				
Number of questions marked 'N/A' in subject area:	0				

Implementing partner overall risk assessment:		1 (Low Risk)	5
Total number of risk points:		1	5

Divide total number of risk points by total number of applicable questions in subject matter section.
This amount should be rounded as detailed on page 1 of this checklist and assigned an overall risk rating.

2. Funds Flow

2.1 Can the IP easily receive and transfer funds? If so, please describe the process.	Yes			1	The IP has bank accounts in United Bank for Africa PLC, with the Permanent Secretary and two Directors in the commission as the signatories.
2.2 Are the proposed arrangements to transfer the funds to the IP satisfactory to the funding agency?	Yes			1	The proposed arrangements are satisfactory to the funding agency, since the signatories are permanent civil servants.
2.3 Have there been major problems in the past in receipt of funds by the IP, particularly where the funds flow from government ministries (if applicable)? If so, please describe.	No			1	The IP has not had problems in the past regarding receipt of agency funding.
2.4 In the past, has the IP had any problems in the management of funds received? If so, please describe.	No			1	The IP has not had problems in the management of funds received from the funding agency.
2.5 Does the IP have capacity to manage foreign exchange risks? (If it is expected to be using funds outside the country.) If so, does the IP have experience managing foreign exchange risk?	No			4	The IP does not have capacity and experience in managing foreign exchange risk.

<p>Does the IP have a process in place to access counterpart funds? Please describe.</p>	<p>Yes</p>	<p>The IP has capacity and experience in assessing counterpart funds.</p>	<p>1</p>	<p>The process is: The originator of the request makes an application for fund to HOD of his or her department. The HOD in turn writes cover note to send the request to the Permanent Secretary (PS), the PS will Pass the application through the audit to ensure that there is proper documentation before forwarding it to the Hon. Commissioner of finance to crosscheck the request with the heads and sub heads of the votes This is because the requested fund must be within the budgetary allocation of the ministry. When this condition is met, the memo will be forwarded for executive approval. The executive conveys the approval in writing to Accountant General of the state and the requesting Commissioner through the sub-treasury's office. Payment vouchers are raised, approved and then payment is made accordingly.</p> <p>They are required to submit progress reports, which will be verified, before other funds will be released.</p>
<p>2.7 If some activities will be implemented by others, such as civil society groups or non-governmental organizations, does the IP have the necessary reporting and monitoring mechanisms to track the use of funds? Does the IP have experience with implementation of activities by external civil society or non-governmental organizations? If so, please describe.</p>	<p>Yes</p>	<p>The IP has the necessary reporting and monitoring mechanisms in place to track the use of funds by external organizations. The IP also has experience with this process.</p>	<p>1</p>	

Subject area	Yes		No		N/A	Low risk consideration	Risk points	Remarks/comments
Total number of questions in subject area:	7							
Number of questions marked 'N/A' in subject area:	0							
Total number of applicable questions in subject area:	7							
Total number of risk points:							10	
Funds flow overall risk assessment:						1 (Low Risk)	1	Divide total number of risk points by total number of applicable questions in subject matter section. This amount should be rounded as detailed on page 1 of this checklist and assigned an overall risk rating.
3. Organizational Structure and Staffing								
3.1 Is the organizational structure of the IP's accounting/finance department appropriate for the level of financial volume? Does the organizational structure provide clear lines of reporting and accountability? If so, please describe. <i>Attach an organization chart if available.</i>	Yes					The organizational structure of the IP's accounting/finance department is appropriate for the level of financial volume (including funding from the agency).	1	The organizational structure of the IP's accounting/finance department is appropriate for the level of financial volume (including funding from the agency). (See attached chart). The Head of the department is the Director of Finance, followed by the Deputy Director, the Assistant Directors, Unit heads and others

appropriate for the level of financial volume in the accounting/finance department? Identify the staff, including job titles, responsibilities, educational backgrounds and professional experience.

Attach job descriptions and CVs of key accounting/finance staff.

The level of posts and competency of staff are appropriate for the level of financial volume in the accounting/finance department. The head of the Department is Mr. Saduaki Mohammed. A Certified National Accountant (C.N.A), he has an MBA in finance and a member of Chartered Institute Taxation of Nigeria (CITN). Next is Mr. Yusuf Mohammed. Also a Certified National Accountant (CNA), he holds a B.Sc. in Accounting with many years of experience.

There are other numerous accountants that we were no able to see their CV due to the ongoing renovation. The IP has over fifteen accountants.

With a total number of 15 accountants in the accounts department, the IP's accounting/finance function is staffed adequately to ensure sufficient controls are in place to manage agency funds.

The accounting/finance staff are familiar with United Nations procedures related to cash transfers (specifically the HACT framework) because they have undergone the trainings.

The IP does not have any vacancies in positions considered key. But I presume that more qualified/competent accountants should be added.

IP staff are not frequently transferred to other departments, offices, countries. IP staff stay on for a minimum of three years.

The level of posts and competency of staff are appropriate for the level of financial volume in the accounting/finance department

The IP's accounting/finance function is staffed adequately to ensure sufficient controls are in place to manage agency funds.

The accounting/finance staff are familiar with United Nations procedures related to cash transfers (specifically the HACT framework).

The IP does not have any vacancies in positions considered key.

IP staff are not frequently transferred to other departments, offices, countries, etc.

Yes

3.3 Is the IP's accounting/finance function staffed adequately to ensure sufficient controls are in place to manage agency funds? If so, please describe.

Yes

3.4 Are accounting/finance staff familiar with United Nations procedures related to cash transfers (specifically the HACT framework)? If so, please provide details.

No

3.5 Are there vacancies in positions considered key? If so, provide the estimated date of appointment.

No

3.6 Are staff frequently transferred to other departments, offices, countries, etc.? If so, what is the estimated frequency?

<p>3.7 Does the IP have training policies for accounting/finance staff? Are necessary trainings undertaken? If so, please describe.</p>	<p>The IP has training policies for accounting/finance staff, which are undertaken as planned. NG/DFID trained the staff on IPSAS (And it's now compulsory for every Accountant).</p>	<p>1</p>	<p>The IP has training policies for accounting/finance staff, which are undertaken as planned.</p>	<p>1</p>	<p>The IP has training policies for accounting/finance staff, which are undertaken as planned.</p>	<p>1</p>
<p>3.8 Has there been significant turnover in the past five years? If so, has the rate improved or worsened? Does it appear to be a problem? If so, what is the IP doing to address this issue??</p>	<p>No</p>	<p>1</p>	<p>The IP has not had significant turnover in the past five years.</p>	<p>1</p>	<p>The IP has not had significant turnover in the past five years. Some of the accountants have been in the department for many years now.</p>	<p>1</p>
<p>3.9 Does the IP perform background verification/checks on all new accounting/finance and management positions? If alternative practices for processing new hires are in place, please provide a brief description.</p>	<p>No</p>	<p>4</p>	<p>The IP performs background verification/checks on all new accounting/finance and management positions.</p>	<p>4</p>	<p>The IP does not perform background verification/checks on all new accounting/finance and management positions.</p>	<p>4</p>
<p>3.10 Does the IP have a defined and documented internal control framework? Is this framework consistent with international standards? If so, please describe.</p>	<p>Yes</p>	<p>1</p>	<p>IP have a defined and documented internal control framework</p>	<p>1</p>	<p>IP has a defined and documented internal control framework</p>	<p>1</p>
<p>Total number of questions in subject area:</p>		<p>10</p>		<p>10</p>		
<p>Number of questions marked 'N/A' in subject area:</p>		<p>0</p>		<p>0</p>		
<p>Total number of applicable questions in subject area:</p>		<p>10</p>		<p>10</p>		
<p>Total number of risk points:</p>		<p>13</p>		<p>13</p>		
<p>Organizational structure and staffing overall risk assessment:</p>		<p>1 (Low Risk)</p>		<p>1</p>		<p>Divide total number of risk points by total number of applicable questions in subject matter section. This amount should be rounded as detailed on page 1 of this checklist and assigned an overall risk rating.</p>

4. General

<p>4.1 Does the IP have an accounting system that allows for proper recording of financial transactions from United Nations agencies, including allocation of expenditures in accordance with the respective components, disbursement categories and sources of funds?</p>	<p>Yes</p>	<p>The IP has an accounting system that allows for proper recording of financial transactions from United Nations agencies, including allocation of expenditures in accordance with the respective components, disbursement categories and sources of funds.</p>	<p>1</p> <p>The IP's accounting system is in line with the Niger state government's chart of accounts and financial regulation. The recording is divided into heads and subheads (<i>Chart of Accounts sighted</i>)</p> <p>The chart also has room for proper recording of UN agency funds. All allocation of expenditures in accordance with the respective components, disbursement categories and sources of funds are clearly spelt out.</p>
<p>4.2 Are controls in place concerning preparation and approval of transactions, ensuring that all transactions are correctly made and adequately explained?</p>	<p>Yes</p>	<p>Controls are in place concerning preparation and approval of transactions, ensuring that all transactions are correctly made and adequately explained.</p>	<p>1</p> <p>Controls are in place concerning preparation and approval of transactions. The Permanent Secretary who is the chief accounting officer approves all transactions while the Director of accounts makes sure that all transactions are correctly made and adequately explained</p>
<p>4.3 Is the chart of accounts adequate to properly account for and report on activities and disbursement categories?</p>	<p>Yes</p>	<p>The chart of accounts is adequate to properly account for and report on activities and disbursement categories in accordance with the established agreements.</p>	<p>1</p> <p>The chart of accounts is adequate to properly account for and report on activities and disbursement categories in line with the state government laid down accounting policies and procedures. The agreements with donor agencies are strictly adhered with.</p>
<p>4.4 Are controls in place for accurate cost allocations to the various funding sources in accordance with established agreements?</p>	<p>Yes</p>	<p>Controls are in place for accurate cost allocations to the various funding sources in accordance with established agreements.</p>	<p>1</p> <p>Controls are in place for accurate cost allocations to the various funding sources in accordance with established agreements.</p>

Yes			The general ledger and subsidiary ledgers are reconciled at least monthly, and explanations are provided for significant reconciling items.	1	There is no general ledger but the vote book and subsidiary cash books are reconciled monthly, and explanations are provided for significant reconciling items
Yes	4.6 Are all accounting and supporting documents retained permanently in a defined system that allows authorized users easy access? If so, please describe.		Accounting and supporting documents are retained permanently in a defined system that allows authorized users easy access.	1	All accounting and supporting document are retained in a safe filing system and kept in the Director of accounts office. The system only allows access to authorized users.
Yes	4.7 Does the IP have policies and procedures for tracking and reporting United Nations resources as required in the HACT framework? If so, please describe.		The IP has policies and procedures for tracking and reporting United Nations resources as required in the HACT framework.	1	The IP has policies and procedures for tracking and reporting United Nations resources as required in the HACT framework.

4b. Segregation of duties

Yes	4.8 Are the following functional responsibilities performed by different units or individuals: (a) authorization to execute a transaction; (b) recording of the transaction; and (c) custody of assets involved in the transaction?		The following functional responsibilities are performed by different units/individuals: (a) authorization to execute a transaction; (b) recording of the transaction; and (c) custody of assets involved in the transaction.	1	The Commissioner approves, Permanent Secretary or Director of Account authorizes and Recording is done by accounts department while the stores keep custody of assets involved.
Yes	4.9 Are the functions of ordering, receiving, accounting for and paying for goods and services appropriately segregated?		The functions of ordering, receiving, accounting for and paying for goods and services are appropriately segregated.	1	The functions of ordering, receiving, accounting for and paying for goods and services are appropriately segregated
Yes	4.10 Are bank reconciliations prepared by individuals other than those who make or approve payments?		Bank reconciliations are prepared by individuals other than those who make or approve payments.	1	There are other schedule officers that are responsible for the monthly reconciliation in both the government and donor accounts

4c. Budgeting system

Yes	4.11 Do the IP's budgets lay down physical and financial targets?		The IP's budgets lay down physical and financial targets.	1	The IP's budgets lay down physical and financial targets for it to get approval from the State House of
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Subject area	Yes	No	N/A	Low risk consideration	Risk points	Remarks/comments
4.12 Are IP budgets prepared for all significant activities in sufficient detail to provide a meaningful tool for monitoring subsequent performance?	Yes			IP budgets are prepared for all significant activities in sufficient detail to provide a meaningful tool for monitoring subsequent performance	1	Budgets are prepared for significant activities in detail to provide a meaningful tool for monitoring subsequent performance. All units make input in the budget process.
4.13 Are actual expenditures compared to the budget with reasonable frequency? Are explanations required for significant variations from the budget?	Yes			Actual expenditures are compared to the budget with reasonable frequency, and explanations are required for significant variations from the budget because	1	Actual expenditures are compared to the budget with reasonable frequency, and explanations are required for significant variations from the budget. This is because procurement planning is done before the budget will be carried out.
4.14 Are approvals required prior to significant variations from the budget?	Yes			Approvals are required prior to significant variations from the budget.	1	Approvals are required prior to significant variations from the budget. And this can be obtained only through the supplementary budget.
4.15 Does the IP have a designated individual(s) responsible for preparation and approval of budgets related to agency funding?	Yes			The IP has a designated individual(s) responsible for preparation and approval of budgets related to agency funding.	1	Each unit of the IP has a budget personnel as the IP is the centre of budget and planning in the state.
4.16 Are procedures in place to plan activities, collect information from the units in charge of the different components and prepare the budgets? If so, please describe.	Yes			Procedures are in place to plan activities, collect information from the units in charge of the different components and prepare the budgets.	1	Procedures are in place to plan activities, collect information from the units in charge of the different components and prepare the budgets because all the units in the IP make input in the budget
4.17 Are the plans and budgets of activities realistic, based on valid assumptions and developed by knowledgeable individuals?	Yes			The plans and budgets of activities appear to be realistic, based on valid assumptions, and developed by knowledgeable individuals.	1	The plans and budgets of activities appear to be realistic, based on valid assumptions, and developed by knowledgeable individuals.

Subject area	Yes	No	N/A	Low risk consideration	Risk points	Remarks/comments
<p>4d. Payments</p> <p>4.18 Do invoice processing procedures provide for:</p> <ul style="list-style-type: none"> Copies of purchase orders and receiving reports to be obtained directly from issuing departments? Comparison of invoice quantities, prices and terms with those indicated on the purchase order and with records of goods actually received? Checking the accuracy of calculations, if any? 	Yes		N/A	Invoice processing procedures are sufficient, including: receiving copies of purchase orders and receiving reports directly from issuing departments; comparing invoice quantities, prices and terms with those indicated on the purchase order and with records of goods actually received; and checking the accuracy of calculations (if any).	1	Invoice processing procedures are sufficient, including: receiving copies of purchase orders and receiving reports directly from issuing departments; comparing invoice quantities, prices and terms with those indicated on the purchase order and with records of goods actually received; and checking the accuracy of calculations (if any). In addition, the Niger State Due process are strictly followed. Niger state guideline for economic due process can be downloaded via http://www.nigerstate.gov.ng
4.19 Can the IP identify tax-exempt activities to ensure tax is not paid?	Yes			The IP has the ability and experience to identify tax-exempt activities and ensure tax is not paid.	1	The IP has the ability and experience to identify tax-exempt activities and ensure tax is not paid.
4.20 Are all invoices stamped 'PAID', dated, reviewed and approved, and clearly marked for account code assignment?	Yes			Invoices are stamped 'PAID', dated, reviewed and approved, and clearly marked for account code assignment.	1	Processed and PAID invoices are crossed to avoid being recycled.
4.21 Do controls exist for preparation and approval of payroll expenditures? Are changes properly authorized? If so, please describe.	Yes			Controls exist for the preparation and approval of payroll expenditures and changes are properly authorized.	1	Controls exist for the preparation and approval of payroll expenditures and changes are properly authorized. The internal auditor verifies it
4.22 Do controls exist for expense categories that do not originate from invoice payments, such as DSA, travel, consultancies?	Yes			Controls exist for expense categories that do not originate from invoice payments, such as DSA, travel, consultancies.	1	Controls exist for expense categories that do not originate from invoice payments, such as DSA, travel, consultancies. They are all spelt out in the state's financial regulation.

Low risk consideration

Yes No N/A

Subject area

Risk points

Remarks/comments

4e. Policies and procedures

<p>4.23 Does the IP have a single stated basis of accounting (e.g., cash or accrual)? If so, please describe.</p>	<p>Yes</p>		<p>The IP has a single basis of accounting.</p>	<p>1</p>	<p>The IP has a single basis of accounting, which is Cash basis</p>
<p>4.24 Does the IP have an established accounting manual sufficient to ensure control of assets and proper use of agency funds? Are internationally accepted accounting standards followed? If so, which standard?</p>	<p>Yes</p>		<p>The IP has an established accounting manual sufficient to ensure control of assets and proper use of agency funds. This manual follows an internationally accepted accounting standard.</p>	<p>1</p>	<p>The IP has an established accounting manual sufficient to ensure control of assets and proper use of agency funds. This manual follows an internationally accepted accounting standard. This manual approved by the State Government is called Niger State Financial Regulation manual (the bible of accounts).</p>
<p>4.25 Does the IP have an adequate policies and procedures manual to guide activities and ensure staff accountability? If so, please describe.</p>	<p>Yes</p>		<p>The IP has an adequate policies and procedures manual to guide activities and ensure staff accountability.</p>	<p>1</p>	<p>All are well laid out in the civil service code and financial regulation manual.</p>
<p>4.26 Do procedures exist to ensure that only authorized persons can alter or establish a new accounting principle, policy or procedure to be used by the IP?</p>	<p>Yes</p>		<p>The IP has procedures in place to ensure that only authorized persons can alter or establish a new accounting principle, policy or procedure.</p>	<p>1</p>	<p>It is a government law and can only be changed by the State House of Assembly.</p>
<p>4.27 Are there written policies and procedures covering all routine financial management and related administrative activities? Are these accessible? Please describe.</p>	<p>Yes</p>		<p>There are accessible written policies and procedures covering all routine financial management and related administrative activities.</p>	<p>1</p>	<p>There are accessible written policies and procedures covering all routine financial management and related administrative activities, this written document is called the Niger state financial regulatory manual</p>

<p>4.28 Do policies and procedures clearly define 'conflict of interest' and 'related party transactions' (real and apparent) and provide safeguards to protect the organization from them? If so, please describe.</p>	<p>Yes</p>	<p>The IP has well-defined policies and procedures for 'conflict of interest' and 'related party transactions' (real and apparent) that provide adequate safeguards to protect the organization from them.</p>	<p>1</p>	<p>The IP has well-defined policies and procedures for 'conflict of interest' and 'related party transactions' (real and apparent) that provide adequate safeguards to protect the organization from them. The Niger State financial regulation clearly explains all these. Manuals are distributed to appropriate personnel.</p>
<p>4.29 Are manuals distributed to appropriate personnel? If so, please describe the manuals and the personnel who receive them.</p>	<p>Yes</p>	<p>Manuals are distributed to appropriate personnel.</p>	<p>1</p>	<p>Manuals are distributed to appropriate personnel.</p>
<p>4f. Cash and banks</p>				
<p>4.30 Are there authorized signatories on the bank accounts that will be used for United Nations resources? How many signatories are on the bank account and how many are required to execute transactions? If so, provide names.</p>	<p>N/A</p>	<p>The IP has signatories on the bank accounts that will be used for United Nations resources and more than one signatory is required for each transaction.</p>	<p>1</p>	<p>The IP maintains an adequate, up-to-date cashbook, recording receipts and payments.</p>
<p>4.31 Does the IP maintain an adequate, up-to-date cashbook, recording receipts and payments?</p>	<p>Yes</p>	<p>The IP maintains an adequate, up-to-date cashbook, recording receipts and payments.</p>	<p>1</p>	<p>The IP is not a revenue centre.</p>
<p>4.32 Do controls exist for the collection, timely deposit and recording of receipts at each collection location? If so, please describe.</p>	<p>N/A</p>	<p>Controls exist for the collection, timely deposit and recording of receipts at each collection location.</p>	<p>1</p>	<p>Bank balances and cash ledgers are reconciled monthly and properly approved. Significant and unusual reconciling items are explained, as a matter of fact they are constant</p>
<p>4.33 Are bank balances and cash ledger reconciled monthly and properly approved? Are explanations provided for significant and unusual reconciling items?</p>	<p>Yes</p>	<p>Bank balances and cash ledgers are reconciled monthly and properly approved. Significant and unusual reconciling items are explained.</p>	<p>1</p>	<p>Bank balances and cash ledgers are reconciled monthly and properly approved. Significant and unusual reconciling items are explained, as a matter of fact they are constant</p>

Subject area	Yes	No	N/A	Low risk consideration	Risk points	Remarks/comments
4.34 Are agency resources been placed in a separate bank account?			N/A	Agency resources are placed in a separate bank account.		Agency resources are not placed in a separate bank account because the UN Agencies now pay directly to the vendors.
4.35 Are cash and checks maintained in a secure location? Has access been properly designated and maintained?	Yes			Cash and checks are maintained in a secure location and access has been properly designated and maintained.	1	Cash and checks are maintained in a secure location and access has been properly designated and maintained.
4g. Safeguards for assets						
4.36 Is there a system of adequate safeguards to protect assets from fraud, waste and abuse? If so, tour the facility to ensure the system has been implemented and followed.	Yes			The IP has a system of adequate safeguards to protect assets from fraud, waste and abuse.	1	The IP has a system of adequate safeguards to protect assets from fraud, waste and abuse.
4.37 Are subsidiary records of fixed assets and inventory kept up to date and reconciled with control accounts? If so, please describe.	Yes			Subsidiary records of fixed assets and inventory are kept up to date and reconciled with control accounts.	1	Subsidiary records of fixed assets and inventory are kept up to date and reconciled with control accounts.
4.38 Are there periodic physical inventories of fixed assets and stocks? If so, please describe.	Yes			The IP performs periodic physical inventories of fixed assets and inventory.	1	Inventories are taken periodically
4.39 Are fixed assets and inventory adequately covered by insurance policies?	No			The IP's fixed assets and inventory are adequately covered by insurance policies.	4	The IP's fixed assets and inventory are not adequately covered by insurance policies.
4h. Other offices or entities?						
4.40 Do any other offices/entities participate in implementation? If so, does the IP have policies and process to ensure appropriate oversight and monitoring of implementation?			N/A	If the IP has other offices/entities participating in implementation, there are adequate policies and procedures to ensure appropriate oversight and monitoring of implementation. The IP also has experience with this process.		For now there has been none

Subject area	Yes	No	N/A	Low risk consideration	Risk points	Remarks/comments
4.41 Does information flow among the different offices/entities in an accurate and timely fashion? If so, please describe.			N/A	Information flows among the different offices/entities in an accurate and timely fashion.		
4.42 Does the IP have a process in place to evaluate the impact of any deficiencies or negative reporting or discussions with the other offices/entities? If so, describe the process.			N/A	The IP has a process in place to evaluate the impact of any deficiencies or negative findings identified through reporting or discussions with the other offices/entities. The IP also has experience with this process.		
4.43 Does the IP maintain contractual agreements with other offices/entities?			N/A	The IP maintains current contractual agreements with other offices/entities.		
4.44 Does the IP have a process to ensure expenditures of other offices/entities are in compliance with the work plan and/or contractual agreement noted in item 4.43?			N/A	The IP has a process to ensure expenditures of other offices/entities are in compliance with the work plan and/or agreements.		
<i>4i. Other</i>						
4.45 Has the IP advised employees, beneficiaries and other recipients to whom they should report if they suspect fraud, waste or misuse of agency resources or property?	Yes			The IP has advised employees, beneficiaries and other recipients to whom they should report if they suspect fraud, waste or misuse of agency resources or property.	1	The IP has advised employees, beneficiaries and other recipients to whom they should report if they suspect fraud, waste or misuse of agency resources or property. The work focal person monitors that.
4.46 If yes to item 4.45, does the IP have a policy against retaliation for those who report fraud, waste or misuse of agency resources or property?	Yes			The IP has a policy against retaliation for those who report fraud, waste, or misuse of agency resources or property.	1	But there has never been any case of such for now.

<i>Total number of questions in subject area:</i>	46				
<i>Number of questions marked 'N/A' in subject area:</i>	8				
<i>Total number of applicable questions in subject area:</i>	38				
<i>Total number of risk points:</i>			41		
<i>Accounting policies and procedures overall risk assessment:</i>			Low Risk	1	Divide total number of risk points by total number of applicable questions in subject matter section. This amount should be rounded as detailed on page 1 of this checklist and assigned an overall risk rating.

5. Internal Audit

5.1 Is the internal auditor sufficiently independent to make critical assessments? To whom does the internal auditor report to	No		The internal auditor is sufficiently independent to make critical assessments.	2	The internal auditors are not sufficiently independent to make critical assessments. This is because they see themselves as members of the accounts unit.
5.2 Does the IP have stated qualifications and experience requirements for internal audit department staff? If so, please describe.	No		The IP has stated qualifications and experience requirements for internal audit department staff.	3	The internal audit department staff need to be trained. Their present qualifications and the experience are below acceptable standard given the nature of their job.
5.3 Will the activities financed by the agencies be included in the internal audit department's work programme?	No		The activities financed by agency funds will be included in the internal audit department's work programme.	3	The activities financed by agency funds is not included in the internal audit department's work programme since the IP is only a channel through which the Agencies use to send fund to users
5.4 Does the internal auditor have policies and procedures to take action on findings identified?	Yes		The internal auditor has policies and procedures to take action on findings identified, if any.	3	The internal auditor has policies and procedures to take action on findings identified, if any. They have the right backed up by law to stop suspected transactions. However the internal audit of the IP appears to be a puppet in the hands of the accounts.

Subject area	Yes	No	N/A	Low risk consideration	Risk points	Remarks/comments
5.5 Does the IP appear to have strong internal controls to ensure funds are expended for their intended purpose, to discourage and prevent improper use of funds, and to safeguard assets? If so, please describe.	No			The IP appears to have strong internal controls to ensure funds are expended for the intended purpose, discourage and prevent improper use of funds, and safeguard assets.	3	The IP's accountants appear to have intimidating influence over the IP's internal auditor.
Total number of questions in subject area:	5					
Number of questions marked 'N/A' in subject area:	0					
Total number of applicable questions in subject area:	5					
Total number of risk points:					15	
Internal audit overall risk assessment:				3 (Significant Risk)	3	Divide total number of risk points by total number of applicable questions in subject matter section. This amount should be rounded as detailed on page 1 of this checklist and assigned an overall
6. Financial Audit						
6.1 Are the IP's specific financial statements audited regularly by an independent auditor? If so, please describe the auditor.	Yes			The IP's specific financial internal auditor has policies and procedures to take action on findings identified, if any. statements are audited regularly by an independent auditor.	1	The IP's specific financial statements are audited bi-monthly by the ministry of finance and quarterly by state Auditors from the auditor general's office.
6.2 Are there any delays in audit of the IP? When are the audit reports issued?	No			There are no delays in audits of the IP's financial statements, and the financial statements are issued within a reasonable amount of time.	1	There are no delays in audits of the IP's financial statements. The IP's specific financial statements are audited quarterly by state Auditors from the auditor general's office

Appendix IV - Micro assessment questionnaire

The audit is conducting in line with the public sector financial reporting standard.

	Yes	No	The audit of the IP's financial statements are conducted according to the International Standards on Auditing.	1	The audit is conducting in line with the public sector financial reporting standard.
6.3 Is the audit of the IP's financial statements conducted according to the International Standards on Auditing?					
6.4 Were there any major accountability issues brought out in audit reports of the IP over the past three years?	Yes	No	No major accountability issues were brought out in audit reports of the IP over the past three years.	1	No major accountability issues were brought out in audit reports of the IP over the past three years.
6.5 Will the auditor audit the accounts related to the work plan or other contractual agreements with the agency? If not, will a separate auditor be appointed to audit the work plan financial statements?	Yes		The auditor will audit the accounts related to the work plan or other contractual agreements with the agency. No major accountability issues were brought out in audit reports of the IP over the past three years.	1	The auditor will audit the accounts related to the work plan or other contractual agreements with the agency. No major accountability issues were brought out in audit reports of the IP over the past three years. All are audited by the office of the Auditor General of the state.
6.6 Have any recommendations made by auditors in the prior three audit reports and/or management letters not yet been implemented?	Yes	No	All recommendations made by the auditor in the prior three audit reports and/or management letters have been implemented.	1	All recommendations made by the auditor in the prior three audit reports and/or management letters have been implemented.
6.7 Historically, has the IP prepared audit plans?	Yes		The IP has historically prepared audit plans.	1	The ministry of finance and auditor general's office have their plan. They like to take MDAs by
<i>Total number of questions in subject area:</i>	7				
<i>Number of questions marked 'N/A' in subject area:</i>	0				
<i>Total number of applicable questions in subject area:</i>	7			7	
<i>Total number of risk points:</i>				1	Divide total number of risk points by total number of applicable questions in subject matter section. This amount should be rounded as detailed on page 1 of this checklist and assigned an overall risk rating.
<i>Financial audit overall risk assessment:</i>			1 (Low Risk)		

7.1 Are financial statements prepared specifically for the IP?	Yes		Financial statements are prepared specifically for the IP.	1	Monthly and quarterly statements are prepared for the IP's management meetings and for the quarterly audit.
7.2 What is the frequency of preparation of the financial statements mentioned in 7.1? Are the reports prepared in a timely fashion so they are useful to management for decision-making?	Yes		Financial statements of the IP are prepared on a frequent basis so they are useful to management for decision-making.	1	Financial statements of the IP are prepared on a frequent basis so they are useful to management for decision-making. (see 7.1 above)
7.3 Does the reporting system have the capacity to link the financial information with the work plan's physical progress? If separate systems are used to gather and compile physical data, what controls are in place to reduce the risk that the physical data may not synchronize with the financial data?	Yes		The reporting system has the capacity to link the financial information with the work plan's physical progress.	1	The reporting system has the capacity to link the financial information with the work plan's physical progress. This is because statement and reporting are also a form of monitoring the implementation of the budget.
7.4 Does the IP have established financial management reporting responsibilities that specify what reports are to be prepared, what they are to contain and how they are to be used? If so, please describe.	Yes		The IP has established financial management reporting responsibilities that specify what reports are to be prepared, what they are to contain and how they are to be used.	1	The IP follows the donor Agencies instruction in her reporting, and it also produces the required financial reports. Also the report to be submitted to ministry of finance must contain monthly financial detail to help in management decision making
7.5 Does the IP have financial reports that compare actual expenditures with budgeted and programmed allocations?	Yes		The IP has financial reports that compare actual expenditures with budgeted and programmed allocations.	1	The IP has financial reports that compare actual expenditures with budgeted and programmed allocations
7.6 Are financial reports prepared directly by the automated accounting system or are they prepared using spreadsheets or some other means?	No		Financial reports are prepared directly by the automated accounting system or using spreadsheets (or some other means) that are properly reviewed and approved.	4	The financial reports are prepared using spreadsheets, as there is no automated accounting system.

<p>7.7 Does the IP appear to have been solvent (i.e. total assets greater than total liabilities) for the past three fiscal years? Are there any unexplained or ongoing inconsistencies? Provide the amount of total assets and total liabilities for the current and prior fiscal year.</p>	<p>N/A</p>	<p>The IP appears to have been solvent (i.e. total assets greater than total liabilities) for the past three fiscal years.</p>	
<p>7.8 Do the IP's total revenues/contributions exceed its total expenditures over the past three fiscal years? Have the IP's contributions been contracting (i.e. dwindling) over the past three years? If so, why and how will the organization address this issue? Provide the amount of total revenues/contributions and total expenditures for the current and prior fiscal year.</p>	<p>N/A</p>	<p>The IP's total revenues/contributions exceed its total expenditures in the past three fiscal years, and its contributions have not been contracting in the past three fiscal years.</p>	
<p>Total number of questions in subject area:</p>	<p>8</p>		
<p>Number of questions marked 'N/A' in subject area:</p>	<p>2</p>		
<p>Total number of applicable questions in subject area:</p>	<p>6</p>		
<p>Total number of risk points:</p>			<p>9</p>
<p>Reporting and monitoring overall risk assessment:</p>		<p>2 (Moderate Risk)</p>	<p>2</p>
			<p>Divide total number of risk points by total number of applicable questions in subject matter section. This amount should be rounded as detailed on page 1 of this checklist and assigned an overall risk rating.</p>

Subject area	Yes	No	N/A	Low risk consideration	Risk points	Remarks/comments
8. Information Systems						
8.1 Is the financial management system computerized? If so, does the IP have policies and procedures to maintain this system?	No			The financial management system is computerized and properly maintained.	4	The financial management system is not computerized.
8.2 Does the IP have policies and procedures to restrict access to the computerized financial management system to appropriate personnel? If so, please describe them.		NA		The IP has policies and procedures to restrict access to the computerized financial management system to the appropriate personnel.		The financial management system is not computerized
8.3 Can the computerized financial management system produce the necessary financial reports?		N/A		The computerized financial management system can produce the necessary financial reports.		The financial management system is not computerized
8.4 Are IP staff adequately trained to maintain the computerized financial management system?		N/A		IP staff are adequately trained to maintain the computerized financial management system.		The financial management system is not computerized
8.5 Does the IP have appropriate safeguards to ensure the confidentiality, integrity and availability of the data? If so, please describe them.		N/A		The IP has appropriate safeguards to ensure the confidentiality, integrity and availability of the data.		The financial management system is not computerized
Total number of questions in subject area:	5					
Number of questions marked 'N/A' in subject area:	4					
Total number of applicable questions in subject area:	1					
Total number of risk points:					4	
Information systems overall risk assessment:				High Risk	4	Divide total number of risk points by total number of applicable questions in subject matter section. This amount should be rounded as detailed on page 1 of this checklist and assigned an overall risk rating.

Subject area	Risk points			Remarks/comments
	Yes	No	N/A	
9. Procurement	Low risk consideration			
9a. General				
9.1 Has the IP undertaken a procurement exercise with United Nations / World Bank / European Union resources in the past? If so, please describe it.	Yes			3 The IP has undertaken a procurement exercise with UNDP but it has been very long.
9.2 Has the IP been audited by ECHO and selected as a Framework Partnership Agreement partner as per: http://ec.europa.eu/echo/files/partners/humanitarian_aid/ip_a_partners.pdf	No			4 ECHO audit not done for the IP
9.3 Has the IP been audited by ECHO and selected as a Humanitarian Procurement Centre partner as per: http://ec.europa.eu/echo/files/partners/humanitarian_aid/H_PC-register_en.pdf	No			4 The IP has not been audited by ECHO and selected as a Humanitarian Procurement Centre partner.
9b. Procurement principles, policies and procedures				
9.4 Does the IP follow acceptable United Nations procurement principles? Do these principles promote broad participation from potential bidders? If so, please describe them.			N/A	The IP follows acceptable United Nations procurement principles.
9.5 Does the IP have written procurement policies and procedures? <i>If yes, please provide a copy. If no, please attach an outline of the tender procedures specifying the different procurement procedures, related thresholds and methodology for the assessment of tenders.</i>			N/A	The IP has written procurement policies and procedures.
9.6 Does the IP have a specific code of procurement ethics? <i>Please attach copy of the code.</i>			N/A	The IP has a specific code of procurement ethics.
				Niger state has an economic due process unit directly under the governor that handles all the procurement in all the MDAs
				Niger state has an economic due process unit directly under the governor that handles all the procurement in all the MDAs
				Niger state has an economic due process unit directly under the governor that handles all the procurement in all the MDAs

<p>Does the IP have a specific anti-fraud and corruption policy? If so, please describe it.</p>	<p>N/A</p>	<p>The IP has a specific anti-fraud and corruption policy.</p>	<p>Niger state has an economic due process unit directly under the governor that handles all the procurement</p>
<p>9.8 Do the IP's procurement rules and regulations contemplate a fair and impartial mechanism for revision of procurement protests?</p>	<p>N/A</p>	<p>The IP's procurement rules and regulations contemplate a fair and impartial mechanism for revision of procurement protests.</p>	<p>Niger state has an economic due process unit directly under the governor that handles all the procurement in all the MDAs</p>
<p>9.9 Does the IP frequently override purchasing procedures without proper authorization?</p>	<p>N/A</p>	<p>The IP does not frequently override the purchasing procedures without proper authorization.</p>	<p>Niger state has an economic due process unit directly under the governor that handles all the procurement in all the MDAs</p>

Subject area	Yes		No		Low risk consideration	Risk points	Remarks/comments
9.10 Are exceptions to procedures documented and sent to management for approval? Are the exceptions periodically analysed and corrective actions taken?			N/A	N/A	Exceptions to procedures are documented and sent to management for approval. Exceptions are periodically analysed and corrective actions are taken.		Niger state has an economic due process unit directly under the governor that handles all the procurement in all the MDAs
<i>9c. Internal control system</i>							
9.11 Does the IP have a procurement committee for review and approval of contracts? If so, please specify composition of committee.			N/A		The IP has a procurement committee that reviews and approves contracts.		Niger state has an economic due process unit directly under the governor that handles all the procurement in all the MDAs
9.12 Does the IP identify the requested authorizations for each value level of purchases? At what value does the IP require written authorization of senior management for a purchase (value in US dollars)?			N/A		The IP has defined authorization guidance and policies and procedures to ensure they are properly applied.		Niger state has an economic due process unit directly under the governor that handles all the procurement in all the MDAs
9.13 Does the IP use standard bidding documents and contracts?			N/A		The IP utilizes standard bidding documents and contracts.		Niger state has an economic due process unit directly under the governor that handles all the procurement in all the MDAs
9.14 Do the procurement procedures and templates of contracts integrate references to ethical procurement principles and exclusion and ineligibility criteria?			N/A		The procurement procedures and templates of contracts integrate references to ethical procurement principles and exclusion and ineligibility criteria.		Niger state has an economic due process unit directly under the governor that handles all the procurement in all the MDAs
9.15 Does the IP obtain sufficient approvals before signing a contract, executing a purchase, or a payment? How many people give their approval before signing a contract or executing a purchase or a payment?			N/A		The IP obtains sufficient approvals before signing a contract executing a purchase or a payment.		Niger state has an economic due process unit directly under the governor that handles all the procurement in all the MDAs

Subject area	Yes		No		Low risk consideration	Risk points	Remarks/comments
9.16 Does the IP rotate staff positions for internal control purposes? If yes, how often?			N/A	N/A	The IP has procedures to rotate staff positions for internal control purposes.		Niger state has an economic due process unit directly under the governor that handles all the procurement in all the MDAs
9.17 Does the IP have formal guidelines and procedures in place to assist in identifying, monitoring and dealing with potential conflicts of interest with potential suppliers/procurement agents? If so, how does the IP proceed in cases of conflict of interest?			N/A	N/A	The IP has formal guidelines and procedures in place to assist in identifying, monitoring and dealing with potential conflict of interests with potential suppliers/procurement agents.		Niger state has an economic due process unit directly under the governor that handles all the procurement in all the MDAs
<i>9e. Procurement process</i>							
9.18 Does the IP have a well-defined process for sourcing/pre-qualification of suppliers? Do formal procurement methods include broadly broadcasting procurement opportunities? <i>Please attach methodology for the assessment of suppliers.</i>			N/A	N/A	The IP has a well-defined process for sourcing/pre-qualifying suppliers.		Niger state has an economic due process unit directly under the governor that handles all the procurement in all the MDAs
9.19 Does the IP undertake regular market surveys? If so, describe the process.			N/A	N/A	The IP undertakes regular market surveys.		Niger state has an economic due process unit directly under the governor that handles all the procurement in all the MDAs
9.20 Does the IP have a database of active suppliers? If so, please describe the process for maintaining this database.			N/A	N/A	The IP has a database of active suppliers.		Niger state has an economic due process unit directly under the governor that handles all the procurement in all the MDAs
9.21 Does the IP keep track of past performance of suppliers? If so, describe the process.			N/A	N/A	The IP keeps track of past performance of suppliers.		Niger state has an economic due process unit directly under the governor that handles all the procurement in all the MDAs
9.22 Does the IP regularly check 'market' prices for goods and services purchased? If so, describe the frequency and process.			N/A	N/A	The IP regularly checks 'market' prices of goods and services purchased.		Niger state has an economic due process unit directly under the governor that handles all the procurement in all the MDAs

<p>9.23 Does the IP conduct public bid opening for formal procurement methods (invitation to bid and request for proposal)? What is the composition of public bid opening committees?</p>	<p>N/A</p>	<p>The IP conducts public bid opening for formal procurement methods.</p>	<p>Niger state has an economic due process unit directly under the governor that handles all the procurements in all the MDAs</p>
<p>9.24 Does the IP have a well-defined process in place to ensure a secure and transparent bid and evaluation process? If so, describe the process.</p>	<p>N/A</p>	<p>The IP has a well-defined process in place to ensure a secure and transparent bid and evaluation process.</p>	<p>Niger state has an economic due process unit directly under the governor that handles all the procurements in all the MDAs</p>
<p>9.25 Does the IP establish long-term agreements with suppliers based on a tender process?</p>	<p>N/A</p>	<p>The IP establishes long-term agreements with suppliers based on a tender process.</p>	<p>Niger state has an economic due process unit directly under the governor that handles all the procurements in all the MDAs</p>
<p>9.26 Are long-term agreements reviewed/retendered? If so, how frequently? Please describe.</p>	<p>N/A</p>	<p>Long-term agreements are reviewed and retendered.</p>	<p>Niger state has an economic due process unit directly under the governor that handles all the procurements in all the MDAs</p>
<p>9f. Awarding of contracts</p>			
<p>9.27 When a formal invitation to bid has been issued, does the IP award the procurement contract to the qualified bidder whose bid substantially conforms to requirements set forth in the solicitation documentation and offers the lowest cost?</p>	<p>N/A</p>	<p>The IP awards procurement contracts to qualified bidders whose bids substantially conform to requirements set forth in the solicitation documentation and offer the lowest cost.</p>	<p>Niger state has an economic due process unit directly under the governor that handles all the procurements in all the MDAs</p>
<p>9.28 When a formal request for proposal has been issued, does the IP award the procurement contract to the qualified proposer whose proposal, all factors considered, is the most responsive to the requirements set forth in the solicitation documentation?</p>	<p>N/A</p>	<p>The IP awards procurement contracts to qualified proposers whose proposals, all factors considered, are the most responsive to the requirements set forth in the solicitation process.</p>	<p>Niger state has an economic due process unit directly under the governor that handles all the procurements in all the MDAs</p>
<p>9g. Reporting and monitoring</p>			

Subject area	Yes	No	N/A	Low risk consideration	Risk points	Remarks/comments
9.29 Are procurement reports prepared for the IP? If so, describe the preparation and frequency of these reports.			N/A	Procurement reports are prepared frequently for the IP.		Niger state has an economic due process unit directly under the governor that handles all the procurement in all the MDAs
9h. Information system						
9.30 Is the procurement system computerized? If so, is the system adequately maintained?			N/A	The procurement system is computerized and adequately maintained.		Niger state has an economic due process unit directly under the governor that handles all the procurement in all the MDAs
9.31 Can the procurement system produce the necessary reports?			N/A	The procurement system is capable of preparing the necessary reports.		Niger state has an economic due process unit directly under the governor that handles all the procurement in all the MDAs
9i. Verification of procurement capacity						
9.32 Is the IP's procurement unit properly resourced in terms of number of staff and their qualifications?			N/A	The IP's procurement unit is properly resourced in terms of number of staff and their qualifications.		Niger state has an economic due process unit directly under the governor that handles all the procurement in all the MDAs
9.33 Is the structure of the IP's procurement unit clear, with defined reporting lines that foster efficiency and accountability?			N/A	The structure of the IP's procurement unit is clear, with defined reporting lines that foster efficiency and accountability.		Niger state has an economic due process unit directly under the governor that handles all the procurement in all the MDAs
9.34 Does the IP have a procurement strategy and appropriate tools and mechanisms to conduct procurement activities? If so, please describe.			N/A	The IP has a procurement strategy and appropriate tools and mechanisms to conduct procurement activities.		Niger state has an economic due process unit directly under the governor that handles all the procurement in all the MDAs
9.35 Does the IP verify that established procedures for handling complaints are implemented? If so, please describe.			N/A	The IP verifies that established procedures for handling complaints are implemented.		Niger state has an economic due process unit directly under the governor that handles all the procurement in all the MDAs

Subject area	Yes	No	N/A	Low risk consideration	Risk points	Remarks/comments
9.36 Does the IP manage the procurement cycle following the established policies and procedures? If so, how do they verify this?			N/A	The IP manages the procurement cycle per established policies and procedures.		
9.37 Does the IP consistently apply transparency and integrity in the procurement process?			N/A	The IP consistently applies transparency and integrity in the procurement process.		
<i>Total number of questions in subject area:</i>	37					
<i>Number of questions marked 'N/A' in subject area:</i>	34					
<i>Total number of applicable questions in subject area:</i>	3					
<i>Total number of risk points:</i>					11	
<i>Procurement overall risk assessment:</i>				4 (High Risk)		Divide total number of risk points by total number of applicable questions in subject matter section. This amount should be rounded as detailed on page 1 of this checklist and assigned an overall risk rating.