United Nations Children's Fund (UNICEF)

Transcultural Psychosocial Organization

Micro Assessment Report

December 2022

28 December 2022

United Nations Children's Fund (UNICEF)
UN House, Plot 617/618 Diplomatic Drive
Central Business District,
Abuja, Nigeria.

Dear Sir/Ma

We have performed the procedures agreed with you and enumerated below with respect to the micro assessment of Transcultural Psychosocial Organization (TPO) Nigeria as set forth in the accompanying report.

The procedure was performed solely to assist you in arriving at the overall risk rating used by the UN agencies, along with other available information (e.g. history of engagement with the Agency and previous assurance results), to determine the type and frequency of assurance activities as per each Agency's guidelines. This can be taken into consideration when selecting the appropriate cash transfer modality for an IP, based on each Agency's business model. The procedure followed as recommended by you are summarized as follows:

- We received general information regarding Transcultural Psychosocial Organization (TPO) Nigeria. We reviewed this documentation in advance of performing a site visit to TPO Nigeria. We also provided TPO Nigeria with an advance request of the documents and interviews we would like to have during the assessment, to ensure efficient use of time while on-site.
- We also completed the micro assessment questionnaire (Appendix 2) based on the procedures performed during the assessment period. We discussed the results of the questionnaire with the Programme Manager before finalizing it.

We conducted the micro assessment on TPO Nigeria on 24-25 November 2022. The assessment primarily consisted of interviews with TPO Nigeria personnel and a review of relevant documentation enough to complete the micro assessment questionnaire (Appendix 4). The questionnaire administered provided an overall risk rating based on responses provided in the specified categories.

This report contains an executive summary, detailing the overall risk rating and specific identified risks, and the completed questionnaire. A detailed list of the main sections of this report is set out on the table of contents attached to this presentation letter.

We appreciate the level of cooperation received from the UNICEF Team TPO Nigeria team throughout the period of the micro assessment and look forward to further collaboration in future assessments.

Yours faithfully,
For: PricewaterhouseCoopers Limited

Mary Iwelumo
Partner/Director
E: mary.iwelumo@pwc.com

Caveat

PricewaterhouseCoopers Limited ("PwC") has performed certain services to assist United Nations Children's Fund (UNICEF) in the micro assessment on Transcultural Psychosocial Organization Nigeria in line with our Long-Term Arrangement for Services LTAS – 42106795. The procedures we performed did not constitute an examination or a review in accordance with generally accepted auditing standards or attestation standards. Accordingly, we provide no opinion, attestation or other form of assurance with respect to our work or the information upon which our work was based. We did not audit or otherwise verify the information supplied to us in connection with this engagement, from whatever source, except as may be specified in this final report.

Our report is solely for the purpose set forth in the first paragraph of this report and for your information. It is not to be used for any other purpose. This report relates only to the items specified in the management letter above and does not extend to any financial statement of the implementing partner, taken as a whole.

This report and all PwC deliverables are intended solely for UNICEF for their internal use and benefit and are not intended to nor may they be relied upon by any other party ("Third Party"). Neither this report nor its contents may be distributed to, discussed with, or otherwise disclosed to any Third Party without the prior written consent of PwC. PwC accepts no liability or responsibility to any Third Party who gains access to this report.

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Executive Summary

1. Overall risk assessment

The overall risk rate arrived at after assessment of TPO Nigeria governance structure, financial and operations management is "**Low**". This assessment rating was derived from the result of the micro assessment questionnaire (Appendix 4) administered to TPO Nigeria and with consideration of the aggregated risk rating results for the seven subject areas tested.

The key internal control weaknesses observed that resulted in the above-mentioned risk rating were around Policies and Procedures, Financial Reporting and Procedures, Fixed Assets and Inventory management, Internal Audit, Documentation and Procurement system.

2. Key Recommendations

Our key recommendations to address these areas of internal control weakness are summarized below:

- **Policies and Procedures**: TPO should obtain policy that protects personnel who speak up against retaliation. This policy will encourage employees to raise serious concerns within the IP without fear of retaliation. As this will promote the culture of honesty and prevent incidence of fraud and corruption.

- **Financial reporting and procedures**: The IP should ensure that all the recommendations in the 2021 management report on the audited financial statement are implemented within the time frame.

- **Fixed Assets and Inventory Management:** TPO should ensure that inventories (laptops etc) are covered by insurance policy. This insurance will cover TPO in the event of fire, water damage, vandalism or theft.

  TPO should ensure that items in the warehouse and neatly arranged on pallet and shelf as this will protect it from damages.

- **Internal Audit: Documentation**: The Internal Auditor should ensure that TPO internal audit report is prepared monthly and shared with the Country Director.
  Issues flagged by the Internal Auditor and actions taken by the department/unit concerned should be documented for subsequent follow up.

- **Procurement System**: The IP should ensure that the past performance status of all vendors is documented, as this will promote provider efficiency.

- **Documentation:** The IP should make the store ledger, Store receipt voucher, store issue voucher and inventory/store register available for subsequent assessment.

1. Introduction

1.1. Assignment Background

The micro assessment is part of the requirements under the Harmonized Approach to Cash Transfers (HACT) Framework. The HACT framework represents a common operational framework for UN agencies' transfer of cash to government and non-governmental implementing partners.

The micro-assessment assesses the IP's control framework. It results in a risk rating (low, moderate, significant or high). The overall risk rating is used by the UN agencies, along with other available information (e.g. history of engagement with the Commission and previous assurance results), to determine the type and frequency of assurance activities as per each Commission's guideline and can be taken into consideration when selecting the appropriate cash transfer modality for an IP.

The assessment focused on the financial and operational management policies, procedures, systems and the internal control mechanisms currently in place in TPO Nigeria.

1.2. Objective and Scope

The micro-assessment provides an overall assessment on TPO Nigeria programme, financial and operations management policies, procedures, systems and internal controls. It includes:

- A review of the TPO Nigeria legal status, governance structures and financial viability; programme management, organizational structure and staffing, accounting policies and procedures, fixed assets and inventory, financial reporting and monitoring, and procurement;
- A focus on compliance with policies, procedures, regulations and institutional arrangements that were issued by the Government and TPO Nigeria.

1.3. Methodology

We performed the micro-assessment on 24-25 November 2022 at TPO Nigeria. Through discussion with management, observations and walk-through tests of transactions, we assessed TPO Nigeria and the related internal control system with emphasis on:

- The effectiveness of the systems in providing TPO Nigeria management with accurate and timely information for management of funds and assets in accordance with work plans and agreements with the United Nations agencies;
- The general effectiveness of the internal control system in protecting the assets and resources of TPO Nigeria. We adopted the following three-stage approach in executing the project:
- **Stage 1 – Mobilization.** This stage involves planning activities for the visits to the IP such as obtaining and reviewing previous reports (micro-assessment, audit, spot check and/or programme monitoring visit) from the UN Agency, where relevant.
- **Stage 2 – Execution.** In this stage, we carried out the assessment activities on field at TPO Nigeria. We held a kick-off meeting with the Programme Manager, Team Leader, Finance Officer, Internal Auditor, M&E Officer, Warehouse and Store Officer, Admin Officer, Child Protection Officer, Logistic and Procurement Officer. The list of the personnel present at the kick-off meeting and their designations are listed in appendix 3.

  We also administered the micro-assessment questionnaire, recording our key findings and observations. We requested for necessary documentations and reviewed those provided by the IP. However, not all requested documents were available. Appendix 5 contains the list and collection status of all requested documents.

- **Stage 3 – Reporting.** Our findings on the effectiveness of TPO Nigeria internal control system presented in this report were from analysis of information provided by the IP, as well as observations made during the field visit. We have also recommended necessary actions to address any gaps found.

2. Summary of Risk Assessment Results

The table below summarizes the results and main internal control gaps found during application of the micro-assessment questionnaire (in Annex IV). Detailed findings and recommendations are set out in section 3 below.

Tested subject area	Risk assessment*	Brief justification for rating (main internal control gaps)
1. Implementing partner	Low	• TPO receives UN CERF funding from UNICEF through Street Child Consortium in 2021 on Education and currently implementing a project with funds from UNICEF. We could not ascertain if significant issues were reported in managing the resources as the IP is yet to be spot checked by UNICEF. However, there were no significant issues reported in the 2019 and 2021 management report on the audited financial statement provided for review. • All suspected case of fraud is reported to the supervisor so that the person suspected is closely monitored. When fraud has been detected, a report shall be made to the country director. Action shall be taken depending on the gravity of the fraud and/or degree of loss incurred or likely to have been incurred if it has not been detected. Disciplinary measures shall be taken immediately to minimize damage or loss. However, there is no policy against retaliation relating to such reporting in the fraud and conflict of interest policy.
2. Programme Management	Low	• TPO has a program management manual which guides the design of templates used for the implementation of programs. The plan is prepared by the programme units based on donor agencies requirements. • TPO conduct risk assessment as well as feasibility studies (General needs Assessment (GNA) and Participatory Needs Assessment (PNA) before implementation in any location. The risk assessment includes identifying potential organization and program risks and come up with mitigation measures to address them. • Based on 2021 management report on the audited financial statement provided for review it was observed that TPO has implemented some of the recommendations in the prior year.
3. Organizational structure and staffing	Low	• All Staff have specific job descriptions which are stated clearly in their respective contracts and on whose basis, they are appraised. • The qualifications and job roles of these staff could not be ascertained during this assessment. • TPO training policy is embedded in the project management manual and human resources code of conduct manual. The certificate of last training attended by the finance staff "Financial Management for development professionals'" 13 July 2022 and programme staff were sighted.
4. Accounting policies and procedures		• TPO uses QuickBooks, a computerized accounting software for recording its accounting transactions. This accounting software is set up in a way that it allows for record of financial transactions according to expense heads for its various programs, purposes and sources of funds.

Tested subject area	Risk assessment*	Brief justification for rating (main internal control gaps)
	Low	• TPO has an internal Audit workplan designed every year and includes all donor activities under the reporting period. • Internal Audits reports are prepared annually, recommendations in the Auditors report are absorbed into the following year's programme. However, the Internal Auditor does not have follow up tracker to document the compliance status. The Internal Audit Report was not sighted.
5. Fixed Assets and Inventory	Moderate	• TPO offices are secured by Security Personnel during and after working hours to avoid unauthorized entry into the office premise. TPO maintains a fixed asset register and assets are marked with a unique identification code which was sighted during the assessment. • According to the Project Manager the office space and vehicles are rented. However, inventories are not covered by insurance policy. • Items in TPO warehouses are neatly stacked and some are neatly bagged and arranged on the floor in a way that is countable. The items the warehouse is neither arrange on pallet nor shelf.
6. Financial Reporting and Monitoring	Low	• TPO has a statutory reporting requirement to prepare annual financial statements which is audited annually. The Finance Manager is responsible for preparing the financial statements for TPO. Also, annual financial statement is submitted to the ministry of budget and the donor as well. • TPO uses a computerized financial management system - QuickBooks for recording its accounting transactions.
7. Procurement	Low	• A list of suitable vendors for each type of goods and services is maintained. This makes the process of vendor identification much faster. The vendor list is reviewed and updated annually. However, the vendors past performance status were not documented in the supplier's data base that was sighted.
Overall Risk Assessment	*Low*	

**High, Significant, Moderate, Low*

3. Detailed Internal Control Findings and Recommendations

	Subject Area	Key Findings	Recommendations	Priority	Timeline
1.	Policies and procedure	TPO does not have policy that protect employees who report suspected case of fraud against retaliation.	TPO should obtain policy that protects personnel who speak up against retaliation. This policy will encourage employees to raise serious concerns within the IP without fear of retaliation. As this will promote the culture of honesty and prevent incidence of fraud and corruption.	Medium	Short term
2.	Financial reporting and Procedures	Based on 2021 management report on the audited financial statement provided for review it was observed that TPO has implemented some of the recommendations in the prior year.	TPO should ensure that all the recommendations in the 2021 management report on the audited financial statement are implemented within the time frame.	Medium	Medium term
3.	Fixed Assets and Inventory management	According to the Project Manager the office space and vehicles are rented. However, inventories are not covered by insurance policy. The items the warehouse is neither arrange on pallet nor shelf.	TPO should ensure that inventories (laptops etc) are covered by insurance policy. This insurance will cover TPO in the event of fire, water damage, vandalism or theft. TPO should ensure that items in the warehouse and neatly arranged on pallet and shelf as this will protect it from damages.	High	Medium term
4.	Internal Audit	The Internal Audit unit report was not sighted. The Internal Auditor does not have follow up tracker to document the compliance status.	The Internal Auditor should ensure that TPO internal audit report is prepared monthly and shared with the Country Director. Issues flagged by the Internal Auditor and actions taken by the department/unit concerned should be documented for subsequent follow up.	High	Short term
5.	Procurement system	The vendors past performance status were not documented in the supplier's data base that was sighted.	The IP should ensure that the past performance status of all vendors is documented, as this will promote service provider efficiency.	Medium	Short term

6.	Documentation	The store ledger was not sighted. Store receipt voucher, store issue voucher and inventory/store register were not sighted.	The IP should make the store ledger, Store receipt voucher, store issue voucher and inventory/store register available for subsequent assessment.	Medium	Medium term

4. Appendices

A.1. IP and Programme Information

Implementing partner name:	Transcultural Psychosocial Organization Nigeria
Implementing partner code or ID in UNICEF, UNICEF, UNAIDS records (as applicable)	UNICEF
Implementing partner contact details (contact name, email address and telephone number):	Abu Bakar Conteh/acoteh@tpordc.org/09015901592
Main programmes implemented with the applicable UN Agency/ies:	
Key Official in charge of the UN Agency/ies' programme(s):	Abu Bakar Conteh/acoteh@tpordc.org
Programme location(s):	
Location of records related to the UN Agency/ies' programme(s):	Maiduguri
Currency of records maintained:	Nigerian Naira (NGN)
Expenditures incurred/reported to UNICEF, UNICEF and UNAIDS (as applicable) during the most recent financial reporting period (in US$);	
Cash transfer modality/ies used by the UN Agency/ies to the IP	
Intended start date of micro assessment:	24-25 November 2022
Number of days to be spent for visit to IP:	2 days
Any special requests to be considered during the micro assessment:	Nil

A.2. List of Persons Met

Below is the list of all the personnel met and interviewed TPO Nigeria with their positions:

Name	Unit/organization	Position
Abu Bakar Conteh	TPO Nigeria	Program Manager
Abdullahi Adulkadir	TPO Nigeria	M&E Officer
John Odido	TPO Nigeria	Warehouse and Store Officer
Joy Stephen Pudza	TPO Nigeria	Child Protection Officer
Kaltum Ali Kadaji	TPO Nigeria	Admin Officer
Haris Abubakar Danladi	TPO Nigeria	Logistic and Procurement Officer
Desire Babuya Nyayinso	TPO Nigeria	Finance Officer
Balyenangabo Mwindja Vincent	TPO Nigeria	Team Leader
Usman Saad Likkah	TPO Nigeria	Internal Auditor

Below is the list of all the people present at the inception meeting with their positions:

Name	Unit/organization	Position
Abu Bakar Conteh	TPO Nigeria	Program Manager
Abdullahi Adulkadir	TPO Nigeria	M&E Officer
John Odido	TPO Nigeria	Warehouse and Store Officer
Joy Stephen Pudza	TPO Nigeria	Child Protection Officer
Kaltum Ali Kadaji	TPO Nigeria	Admin Officer
Haris Abubakar Danladi	TPO Nigeria	Logistic and Procurement Officer
Desire Babuya Nyayinso	TPO Nigeria	Finance Officer
Balyenangabo Mwindja Vincent	TPO Nigeria	Team Leader
Usman Saad Likkah	TPO Nigeria	Internal Auditor
Opeyemi Ende	PwC	PwC Consultant
Opeyemi Jemirin	PwC	PwC Associate

Below is the list of the people present at the close-out meeting with their positions:

Name	Unit/organization	Position
Abu Bakar Conteh	TPO Nigeria	Program Manager
Abdullahi Adulkadir	TPO Nigeria	M&E Officer
John Odido	TPO Nigeria	Warehouse and Store Officer
Joy Stephen Pudza	TPO Nigeria	Child Protection Officer
Kaltum Ali Kadaji	TPO Nigeria	Admin Officer
Haris Abubakar Danladi	TPO Nigeria	Logistic and Procurement Officer
Desire Babuya Nyayinso	TPO Nigeria	Finance Officer
Balyenangabo Mwindja Vincent	TPO Nigeria	Team Leader
Usman Saad Likkah	TPO Nigeria	Internal Auditor
Opeyemi Ende	PwC	PwC Consultant
Opeyemi Jemirin	PwC	PwC Associate

A.3. Micro Assessment Questionnaire

Micro-assessment workbook						
Subject area *(key questions in **bold**)*	**Yes**	**No**	**N/A**	**Risk Assessment**	**Risk points**	**Remarks/comments**
1. Implementing Partner						
1.1 Is the IP legally registered? If so, is it in compliance with registration requirements? Please note the legal status and date of registration of the entity.	Yes			Low	1	TPO is a non-governmental organization existing under the laws of the Federal Republic of Nigeria, legally registered and incorporated on 15 January 2019. Also signed an MoU with the Federal Ministry of Finance Budget and National Planning to operate in Nigeria. The CAC certificate of incorporation and extension of operation permit were sighted.
1.2 If the IP received United Nations resources in the past, were significant issues reported in managing the resources, including from previous assurance activities.	Yes			Moderate	4	TPO receives UN CERF funding from UNICEF through Street Child Consortium in 2021 on Education and currently implementing a project with funds from UNICEF. We could not ascertain if significant issues were reported in managing the resources as the IP is yet to be spot checked by UNICEF. However, there were no significant issues reported in the 2019 and 2021 management report on the audited financial statement that was provided for review.
1.3 Does the IP have statutory reporting requirements? If so, are they in compliance with such requirements in the prior three fiscal years?	Yes			Low	1	TPO has a statutory reporting requirement to prepare annual financial statements which is audited annually. The Finance Manager is responsible for preparing the financial statements for TPO. Also, annual financial statement is submitted to the ministry of budget and the donor as well. The audited financial statement and management report for the year 2019 to 2021 were sighted.
1.4 Does the governing body meet on a regular basis and perform oversight functions?	Yes			Low	1	TPO has a structured governance framework divided into three layers of Trustees, country management team, program team and general staff (see organogram). TPO Board consists of five members, representative of gender, specialty, national and regional balance. The board meets every year while the country /senior management team meet bi-monthly and general management staff meets weekly and monthly. The board of trustees monitors and guides the administration on procedures, policies and sensitive decisions to be implemented by the organization from time to time. Spearhead all monetary policies and administration of funds, approves motions of recruit and appraisal recommendations. The minute of TPO Board meeting for 2019 to 2021 were sighted.
1.5 If any other offices/ external entities participate in implementation, does the IP have policies and process to ensure appropriate oversight and monitoring of implementation?			N/A	N/A	-	According to the Project Manager TPO does not partner with subsidiary offices.

1.6 Does the IP show basic financial stability in-country (core resources; funding trend) ***Provide the amount of total assets, total liabilities, income and expenditure for the current and prior three fiscal years.***	Yes			Low	1	TPO shows basic financial stability. TPO receives cash transfers directly from donors to undertake project activities. TPO has received funds from UNICEF in the past TWO (2) years CERF/UNICEF- Street Child Consortium 2021: N 110,488,890.72 UNICEF/NIR/PCA2022294/HPD2022297/2022: N 69,915,876. Total income, expenditure and current asset for the past three years are as analyzed below in Nigerian Naira. However, the total asset and total liabilities are not captured in the audited financial statement sighted. — 2019 NGN / 2020 NGN / 2021 NGN Total Assets Total Liabilities Total Income 35,700,000 / 15,831,000 / 113,903,740 Total Expenditure 35,628,600 / 15,831,000 / 113,825,477 Current Assets 71,400 / — / 78,263
1.7 Can the IP easily receive funds? Have there been any major problems in the past in the receipt of funds, particularly where the funds flow from government ministries?		No		Low	1	There has not been any problem in the receipt of funds. The IP does not receive funds from the government currently.
1.8 Does the IP have any pending legal actions against it or outstanding material/significant disputes with vendors/contractors? *If so, provide details and actions taken by the IP to resolve the legal action.*		No		Low	1	The Programme Manager stated that TPO neither has any pending legal issue against it nor unresolved disputes between them and contractors/vendors. Also, there is no litigation fee recorded in the 2021 audited financial statement that was provided for review.
1.9 Does the IP have an anti-fraud and corruption policy?	Yes			Low	1	TPO has fraud control and conflict of interest policy and is made available to all staff of the IP. The fraud control and conflict of interest policy was sighted.
1.10 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? If so, does the IP have a policy against retaliation relating to such reporting?	Yes			Significant	3	All suspected case of fraud is reported to the supervisor so that the person suspected is closely monitored. When fraud has been detected, a report shall be made to the country director. Action shall be taken depending on the gravity of the fraud and/or degree of loss incurred or likely to have been incurred if it has not been detected. Disciplinary measures shall be taken immediately to minimize damage or loss. However, there is no policy against retaliation relating to such reporting in the fraud and conflict of interest policy.
1.11 Does the IP have any key financial or operational risks that are not covered by this questionnaire? If so, please describe. *Examples: foreign exchange risk; cash receipts.*		No		Low	1	All key financial or operational risks as it relates to TPO has been covered in this questionnaire.
Total number of questions in subject area:	**11**					
Total number of applicable questions in subject area:	**10**					
Total number of applicable key questions in subject area:	**4**					
Total number of risk points:	**15**					
Risk score	**1.5**					

Area risk rating	**Low**					
Subject area *(key questions in **bold**)*	**Yes**	**No**	**N/A**	**Risk Assessment**	**Risk points**	**Remarks/comments**
				2. Programme Management		
2.1. Does the IP have and use sufficiently detailed written policies, procedures and other tools (e.g., project development checklist, work planning templates, work planning schedule) to develop programmes and plans?	Yes			Low	1	TPO has a program management manual which guides the design of templates used for the implementation of programs. The plan is prepared by the programme units based on donor agencies requirements. The programme management manual and monitoring and evaluation policy was sighted, work plan template was sighted.
2.2. Do work plans specify expected results and the activities to be carried out to achieve results, with a time frame and budget for the activities?	Yes			Low	1	The workplan template designed and used by TPO is based on the donor's requirements. TPO activity work plan that clearly indicates output, result/activity, work plan time frame, total CSO + UNICEF contribution, total contribution, UNICEF contribution, check. UNICEF Programme Workplan and Budget was sighted.
2.3 Does the IP identify the potential risks for programme delivery and mechanisms to mitigate them?	Yes			Low	1	TPO conduct risk assessment as well as feasibility studies (General needs Assessment (GNA) and Participatory Needs Assessment (PNA) before implementation in any location. The risk assessment includes identifying potential organization and program risks and come up with mitigation measures to address them. The risk management plan was sighted.
2.4 Does the IP have and use sufficiently detailed policies, procedures, guidelines and other tools (checklists, templates) for monitoring and evaluation?	Yes			Low	1	TPO has M&E policy that spells out the monitoring and evaluation strategies. The M&E unit uses M&E tools such (ODK/Kobo collect kits), Checklists, Questionnaires, weekly data tracker, health screaming template etc. for determining the impact level of implemented programmes. The programme management manual and monitoring and evaluation policy, weekly data tracker, health screaming template were sighted.
2.5 Does the IP have M&E frameworks for its programmes, with indicators, baselines, and targets to monitor achievement of programme results?	Yes			Low	1	TPO has M&E framework which provides guidelines for monitoring of programme implementation. The M&E framework sighted shows Result, Result statement, Performance, Indicators, Location, Baseline, Target, Means of Verification and Disaggregation.
2.6 Does the IP carry out and document regular monitoring activities such as review meetings, on-site project visits, etc.	Yes			Low	1	TPO M&E unit carry out monthly monitoring exercise and on the sport visits which are documented. The M&E develop monitoring checklist to monitor Child friendly space activity on field weekly, monthly and quarterly depending on the life span of the project. To ensure the activities are carried out in line with the project expected outcome and output. Programme monitoring reports were sighted.

2.7 Does the IP systematically collect, monitor and evaluate data on the achievement of project results?	Yes			Low	1	M&E officers develop tools in line with each project deliverables/outcomes and employ various methods to grade project outcomes. Focus Group Discussions (FGDs), Questionnaires, Key Informant Interviews (KII) ODK/Kobo collect tools etc. TPO M&E officer collect data weekly both quantitative and qualitative data and compare it with desk review data in other to make empirical generalizations. Samples of data tracker template were sighted.
2.8 Is it evident that the IP followed up on independent evaluation recommendations?	Yes			Moderate	2	Based on 2021 management report on the audited financial statement provided for review it was observed that TPO has implemented some of the recommendations in the prior year.
Total number of questions in subject area:	**8**					
Total number of applicable questions in subject area:	**8**					
Total number of applicable key questions in subject area:	**2**					
Total number of risk points:	**9**					
Risk score	**1.13**					
Area risk rating	**Low**					
Subject area *(key questions in **bold**)*	**Yes**	**No**	**N/A**	**Risk Assessment**	**Risk points**	**Remarks/comments**
3. Organizational Structure and Staffing						
3.1 Are the IP's recruitment, employment and personnel practices clearly defined and followed, and do they embrace transparency and competition?	Yes			Low	1	TPO follows recruitment procedures prescribed in the human resource policy. - The recruitment process starts by identifying the vacant position. - Advertise the vacancy both internally and externally through various job vacancy sites - Once applications are received and the deadline reached, the IP proceeds with shouting of candidates that met the criteria. - Test/Interview dates is communicated to the shortlisted candidates. - Final selection is made by picking the successful candidate. - Reference check from former employer These procedures are followed the human resource policy and recruitment report were sighted.
3.2 Does the IP have clearly defined job descriptions?	Yes			Low	1	All Staff have specific job descriptions which are stated clearly in their respective contracts and on whose basis, they are appraised. The job description was sighted.

3.3 Is the organizational structure of the finance and programme management departments, and competency of staff, appropriate for the complexity of the IP and the scale of activities? Identify the key staff, including job titles, responsibilities, educational backgrounds and professional experience.	Yes			Low	1	TPO has Three (3) finance staff, Finance Manager and 2 Finance Officer who are responsible for handling activities of the finance unit. Considering the size of the office and financial volume of activities, the structure of the finance unit of TPO is adequate to handle the scale of activities it currently carries out. TPO has a Program Manager and other program officers who are responsible for implementation of programs in the field. The Program Manager is responsible for managing all program team and projects. **Key Finance staff -** Simone Mundele/Finance Manager/Bachelor of Science in Economics and Management/over 10 Years' experience. **Key Project management staff -** Abu Bakarr Conteh/ Programme Manager/Bachelor of Arts in Development Studies/ Higher National Diploma, Project Management and Design/ Mandela Washington Fellows for Young African Leaders/17 years' experience.
3.4 Is the IP's accounting/finance function staffed adequately to ensure sufficient controls are in place to manage agency funds?	Yes			Low	1	The finance unit is made up of Three (3) finance staff responsible for handling activities of the finance unit. This seems adequate as segregation of duties exist within the organization. The finance department is headed by the Finance Manager who report to the Country Director and finance officers are recruited based on project requirements.
3.5 Does the IP have training policies for accounting/finance/ programme management staff? Are necessary training activities undertaken?	Yes			Low	1	TPO training policy is embedded in the project management manual and human resources code of conduct manual. The certificate of last training attended by the finance staff "Financial Management for development professionals"' 13 July 2022 and programme staff were sighted.
3.6 Does the IP perform background verification/checks on all new accounting/finance and management positions?	Yes			Low	1	TPO conduct Background/reference checks for all staff and for finance staff, criminal background check is also done. Samples of reference check response sent to previous employee were sighted.
3.7 Has there been significant turnover in key finance positions the past five years? If so, has the rate improved or worsened and appears to be a problem?		No		Low	1	TPO has maintained a fixed Finance Manager since operations in Nigeria 2019 and finance officers are recruited based on project requirements.
3.8 Does the IP have a documented internal control framework? Is this framework distributed and made available to staff and updated periodically? If so, please describe.	Yes			Low	1	TPO has internal control measures among which as TPo's Financial Management Regulations, Procurement Manual, project management manual and human resources code of conduct manual. This manual is made available to all staff and is reviewed once in 2 years. These manuals were sighted.
Total number of questions in subject area:	**8**					
Total number of applicable questions in subject area:	**8**					
Total number of applicable key questions in subject area:	**3**					
Total number of risk points:	**8**					
Risk score	**1**					
Area risk rating	**Low**					

Subject area *(key questions in **bold**)*	Yes	No	N/A	Risk Assessment	Risk points	Remarks/comments
				4. Accounting Policies and Procedures		
4a. General						
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?	Yes			Low	1	TPO uses QuickBooks, a computerized accounting software for recording its accounting transactions. This accounting software is set up in a way that it allows for record of financial transactions according to expense heads for its various programs, purposes and sources of funds.
4.2 Does the IP have an appropriate cost allocation methodology that ensures accurate cost allocations to the various funding sources in accordance with established agreements?		No		Low	1	TPO currently have one donor (UNICEF) in the Nigeria Program. Unlike Democratic Republic of Congo where many Donors are involved, cost allocation tables are drawn to show how much each donor is contributing. However, in all projects, shared operation costs is applicable and TPO usually fulfil this through it operations Account. Humanitarian Project Document was sighted.
4.3 Are all accounting and supporting documents retained in an organized system that allows authorized users easy access?	Yes			Low	1	All Payment vouchers issued by TPO finance unit are duly signed with supporting documents filed in arc lever files and clearly labelled and arranged on shelf.
4.4 Are the general ledger and subsidiary ledgers reconciled at least monthly? Are explanations provided for significant reconciling items?	Yes			Low	1	TPO does not maintain subsidiary ledgers. They maintain general ledger on QuickBooks where income and expenses are entered by the Finance Officer to produce statement of activities which reports IP's total expenditure for the period.
4b. Segregation of duties						
4.5 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?	Yes			Low	1	Authorization to execute a transaction is done by the team Leader/ country Director and in his Absence is the Program Manager or any senior management staff; recording of the transaction is done by the Finance Officer and partly by the Logistics and Procurement Officer who prepares the documentation, the Logistics and Procurement Officer, Stores and Warehouse Officer respectively are the custodian of custody of assets involved in the transaction.
4.6 Are the functions of ordering, receiving, accounting for and paying for goods and services appropriately segregated?	Yes			Low	1	The Logistics and Procurement Officer, Programme Officer, Store and Warehouse Officer order for goods and receive them. The Finance Officer is responsible for accounting for payments made and makes payment directly through online payments system (I-Corporate Banking).
4.7 Are bank reconciliations prepared by individuals other than those who make or approve payments?		No		Low	1	Bank reconciliation is prepared by the Finance Office on a monthly basis. The payment vouchers are prepared base on the nature of the items procured, the Admin Officer/Logistic Officer prepares the payment voucher, reviewed by a Senior Programme staff, checked by the Finance Manager and approved by the Country Director or Programme Manager.
4c. Budgeting system						
4.8 Are budgets prepared for all activities in sufficient detail to provide a meaningful tool for monitoring subsequent performance?	Yes			Low	1	All budgets are prepared for each activity, duly approved. Budget are detailed per unit, quantity, frequency, unit cost and amount. Such details are used to track beneficiary coverage through individual attendance lists. The budget was sighted.

4.9 Are actual expenditures compared to the budget with reasonable frequency? Are explanations required for significant variations from the budget?	Yes			Low	1	Actual expenditures are compared with budget on a monthly basis. Variance analyses are done at the end of each activity. The monthly budget vasus actual (BVA) was sighted.
4.10 Is prior approval sought for budget amendments in a timely way?	Yes			Low	1	Amendments to budget usually approved by the donor after written explanation and justification for such amendments which sometimes could be induced by internal or external forces. Amended budget approval mail trail was sighted.
4.11 Are IP budgets approved formally at an appropriate level?	Yes			Low	1	Budgets are approved at an appropriate level as the budgets are prepared by the Programme Team in collaboration with the Finance Team while approval is done by the Donor and the Country Director. Approved budget was sighted.
4d. Payments						
4.12 Do invoice processing procedures provide for: · **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/services actually received?** · **Checking the accuracy of calculations?**	Yes			Low	1	The orders for goods and services are initiated by the Programme Officer/Unit in need. The purchase order is prepared by the Procurement Logistic Officer, The Logistics Officer and Programme Officer confirms the quantities and description of items. The Finance Officer confirm the arithmetic accuracy of amounts stated on invoices. Processed payment voucher with supporting documents were sighted.
4.13 Are payments authorized at an appropriate level? Does the IP have a table of payment approval thresholds?	Yes			Low	1	TPO financial management regulations and procurement manual page 23 stipulates a table of the approval threshold. All commitments and disbursements are authorized as follows: **Category A** (Country director, Finance Manager, Program Coordinator) **Category B** (Programme Manager, Senior Programme Manager, Finance and Administrative Officer) **Designation** — **Approval Limits in USD** Coordinator — No limit within approved budget Technical support officer — 10000 Finance officer — 4000 Senior programme officer — 2000 The financial management regulations and procurement manual was sighted.

4.14 Are all invoices stamped '*PAID*', approved, and marked with the project code and account code?	Yes			Moderate	4	Invoices are stamped 'PAID', the project codes to which the incurred expense relates to are indicated on the payment vouchers and are approved.
4.15 Do controls exist for preparation and approval of payroll expenditures? Are payroll changes properly authorized?	Yes			Low	1	Factors that could warrant changes in payroll include employment of new staff, promotion which is determined by quarterly performance appraisal. All payroll changes are authorized by the Country Director upon recommendation by the supervisor.
4.16 Do controls exist to ensure that direct staff salary costs reflect the actual amount of staff time spent on a project?	Yes			Low	1	TPO has controls in place using time sheets to ensure that staff salary cost is charged to each project based on time spent. Sample of time sheet were sighted.
4.17 Do controls exist for expense categories that do not originate from invoice payments, such as DSAs, travel, and internal cost allocations?	Yes			Low	1	Expenses such as staff DSA, Travel and others are usually claimed using designed forms with supporting documents including prior approval of such trip/function by the staff's supervisor. DSA, internal travel costs are also provided prior to the activity, in such case the Staff raise a request and approved by the departmental Manager before such advance is provided and the staff liquidates upon return with supporting documents. Payment request per diem and accommodation for supervisory monitoring and advance liquidation form with supporting documents were sighted.
4e. Policies and procedures						
4.18 Does the IP have a stated basis of accounting (i.e. cash or accrual) and does it allow for compliance with the agency's requirement?	Yes			Low	1	TPO uses accrual mostly and seldom with cash. TPO Uses accrual for all donor projects.
4.19 Does the IP have an adequate policies and procedures manual and is it distributed to relevant staff?	Yes			Low	1	TPO has internal control measures among which as TPo's financial management regulations and procurement manual, project management manual and human resources code of conduct manual. These manual is made available to all staff and is reviewed once in 2 years. These manuals were sighted.
4f. Cash and bank						
4.20 Does the IP require dual signatories / authorization for bank transactions? Are new signatories approved at an appropriate level and timely updates made when signatories depart?	Yes			Moderate	4	TPO requires at least two signatories for each transaction including the principal signatory (A) and one signatory (B). The details are provided below: **Signatory A** Country Director / Team Leader **Signatory B** Finance Manager Programs Manager MHPSS Program Specialist Four (4) Board Members including the Board Chairman can approve replacement /appointment of account signatories. This is usually communicated within two (2) weeks in a letter signed by all the respective board members. The bank mandate was not sighted, Letter of introduction of additional signatory into TPO Nigeria dollar and naira account sent to the bank sighted was approved by the Country Director, the Chairman Board of Trustee and two (2) Board members. The risk rating is moderate because the bank mandate was not sighted.

4.21 Does the IP maintain an adequate, up-to-date cashbook, recording receipts and payments?	Yes			Low	1	TPO uses QuickBooks accounting software to record its accounting transactions on the General Ledger where details of receipts and expenses are posted by the Finance Officer as the transaction occurs. All transactions posted to the General Ledger were up to date.
4.22 If the partner is participating in micro-finance advances, do controls exist for the collection, timely deposit and recording of receipts at each collection location?			N/A	N/A	-	TPO does not participate in Micro-Financing.
4.23 Are bank balances and cash ledger reconciled monthly and properly approved? Are explanations provided for significant, unusual and aged reconciling items?	Yes			Low	1	Monthly bank reconciliations prepared by the Finance Officer, reviewed by the Finance Manager and approved by the Country Director. The bank reconciliation is dated, and no aged reconciling items were sighted.
4.24 Is substantial expenditure paid in cash? If so, does the IP have adequate controls over cash payments?	Yes			Low	1	According to the Programme Manager TPO carries out all transactions via bank transfer from TPO account to vendor/beneficiary's account.
4.25 Does the IP carry out a regular petty cash reconciliation?			N/A	N/A	-	According to the Programme Manager TPO does not maintain petty cash.
4.26 Are cash and cheques maintained in a secure location with restricted access? Are bank accounts protected with appropriate remote access controls?	Yes			Low	1	TPO finance unit has a bullet proof metal safe where cheques are kept only the Finance Officer and the Team Leader has access to the safe. The Internet banking platform is pass worded, protected using tokens and linked to texts and email alerts only the various levels of authorizers have access to it.
4.27 Are there adequate controls over submission of electronic payment files that ensure no unauthorized amendments once payments are approved and files are transmitted over secure/encrypted networks?	Yes			Low	1	TPO uses I-Corporate Banking platform which provides a secure network through which approved payment files are transmitted. Each user can assess the platform with his unique password. No one person can start and complete a transaction. The Finance Officer inputs the transaction, checked by one of the signatories/budget holder (Signatory) and Approved by the Team Leader (Principal Signatory).
4g. Other offices or entities						
4.28 Does the IP have a process to ensure expenditures of subsidiary offices/ external entities are in compliance with the work plan and/or contractual agreement?			N/A	N/A	-	According to the Project Manager TPO does not partner with subsidiary offices.
4h. Internal audit						
4.29 Is the internal auditor sufficiently independent to make critical assessments? To whom does the internal auditor report?	Yes			Low	1	The Internal Auditor is independent from the Finance and Accounts unit. The Internal Auditor reports to the Team Leader/Country Director.
4.30 Does the IP have stated qualifications and experience requirements for internal audit department staff?	Yes			Low	1	TPO has stated qualification for Internal Audit staff. The Internal Auditor must have accounting experience. Below is the qualification of the Internal Auditor Usman Saad Likah/BSc. in Accountancy/HND in Accountancy/PGD in Finance/14 years' experience.
4.31 Are the activities financed by the agencies included in the internal audit department's work programme?	Yes			Low	1	TPO has an internal Audit workplan designed every year and includes all donor activities under the reporting period. Finance and Audit Committee Annual Work Plan 2021/2022 was sighted.

Subject area (key questions in **bold**)	Yes	No	N/A	Risk Assessment	Risk points	Remarks/comments
4.32 Does the IP act on the internal auditor's recommendations?	Yes			High	4	Internal Audits reports are prepared monthly, recommendations in the Auditors report are absorbed into the following year's Programme. However, the Internal Auditor does not have follow up tracker to document the compliance status. The Internal Audit report was not sighted.
Total number of questions in subject area:	**32**					
Total number of applicable questions in subject area:	**29**					
Total number of applicable key questions in subject area:	**18**					
Total number of risk points:	**38**					
Risk score	**1.31**					
Area risk rating	**Low**					
Subject area *(key questions in **bold**)*	**Yes**	**No**	**N/A**	**Risk Assessment**	**Risk points**	**Remarks/comments**
5. Fixed Assets and Inventory						
5a. Safeguards over assets						
5.1 Is there a system of adequate safeguards to protect assets from fraud, waste and abuse?	Yes			Low	1	TPO offices are secured by Security Personnel during and after working hours to avoid unauthorized entry into the office premise. TPO maintains a fixed asset register and assets are marked with a unique identification code which was sighted during the assessment. The fixed asset register was sighted.
5.2 Are subsidiary records of fixed assets and inventory kept up to date and reconciled with control accounts?	Yes			Low	1	TPO maintains a Fixed Assets Register that lists all assets, asset ID, date of purchase, description of asset, brand/model class of assets, items source etc., suppliers, invoice number, asset value, value of accum dep and net book value. item number, the manufacturer, description of assets, details of assets, tag not etc. The fixed asset records are up to date. The Logistic and Procurement Officer updates the fixed assets register while the Internal Auditor ensures that the assets are physically checked against entries in the fixed assets register and verified by the Administrative and Finance Manager. The fixed Asset register was sighted
5.3 Are there periodic physical verification and/or count of fixed assets and inventory? If so, please describe?	Yes			Low	1	Physical Verification of Asset count is done on a monthly basis. Stock Count of all assets is taken by the Admin/Logistics and procurement unit and a report is generated monthly. The physical count report for the month of July to September 2022 were sighted.
5.4 Are fixed assets and inventory adequately covered by insurance policies?		No		High	4	According to the Project Manager the office space and vehicles are rented. However, inventories are not covered by insurance policy.
5b. Warehousing and inventory management						
5.5 Do warehouse facilities have adequate physical security?	Yes			Low	1	TPO has a warehouse at Hajj Camp. The warehouse is adequately secured with locks and has four security guards hired from a private firm (SEPTAGON Security agency).

5.6 Is inventory stored so that it is identifiable, protected from damage, and countable?	Yes			Significant	3	Items in TPO warehouses are neatly stacked and some are neatly bagged and arranged on the floor in a way that is countable. The items the warehouse is neither arrange on pallet nor shelf.
5.7 Does the IP have an inventory management system that enables monitoring of supply distribution?	Yes			High	8	All Supplies are distributed from the stores by the Stores and Warehouse Officer. All items are documented in a ledger as well as soft copies. The Stores Office track items every month. TPO uses ledger to monitor items received and distributed from the from the warehouse. The store ledger was not sighted.
5.8 Is responsibility for receiving and issuing inventory segregated from that for updating the inventory records?	Yes			High	4	The Inventory records are updated by the Logistics and Procurement Officer and works closely with the 2 Stores and Warehouse Officers. Statement of need is reviewed by the project focal person and approved by the Project Manager. Store receipt voucher, store issue voucher and inventory/store register were not sighted.
5.9 Are regular physical counts of inventory carried out?	Yes			Low	1	Stock checks are carried out monthly, August to October 2022 stock reports were sighted.
Total number of questions in subject area:	**9**					
Total number of applicable questions in subject area:	**9**					
Total number of applicable key questions in subject area:	**2**					
Total number of risk points:	**24**					
Risk score	**2.67**					
Area risk rating	**Moderate**					
Subject area *(key questions in **bold**)*	**Yes**	**No**	**N/A**	**Risk Assessment**	**Risk points**	**Remarks/comments**
6. Financial Reporting and Monitoring						
6.1 Does the IP have established financial reporting procedures that specify what reports are to be prepared, the source system for key reports, the frequency of preparation, what they are to contain and how they are to be used?	Yes			Significant	3	The financial management regulation specifies the following reports required, monthly bank reconciliation, petty cash counts, trial balance, budget monitoring reports and Internal Auditor's report and annual financial management report. The Internal Auditor's report not sighted.
6.2 Does the IP prepare overall financial statements?	Yes			Low	1	TPO has a statutory reporting requirement to prepare annual financial statements which is audited annually. The Finance Manager is responsible for preparing the financial statements for TPO. Also, annual financial statement is submitted to the ministry of budget and the donor as well. The audited financial statement for the year 2019 to 2021 were sighted.
6.3 Are the IP's overall financial statements audited regularly by an independent auditor in accordance with appropriate national or international auditing standards? If so, please describe the auditor.	Yes			Low	1	TPO is audited by James Duru & Co. (Chartered Accountants) B85, Moh'd Goni Shopping Complex, Maiduguri, Borno State.

6.4 Were there any major issues related to ineligible expenditure involving donor funds reported in the audit reports of the IP over the past three years?		No		Low	1	There was no issue of ineligible expenditure noted in the audit reports of TPO reported in 2019, 2020 and 2021 respectively.
6.5 Have any significant recommendations made by auditors in the prior five audit reports and/or management letters over the past five years and have not yet been implemented?		No		Low	1	There are no significant recommendations by auditors which have not been implemented
6.6 Is the financial management system computerized?	Yes			Low	1	TPO uses a computerized financial management system - QuickBooks for recording its accounting transactions.
6.7 Can the computerized financial management system produce the necessary financial reports?	Yes			Low	1	The system produces a series of reports like the general ledger, trial balance, statement of financial position, statement of income and expenditure, notes to the account, etc.
6.8 Does the IP have appropriate safeguards to ensure the confidentiality, integrity and availability of the financial data? *E.g. password access controls; regular data back-up.*	Yes			Low	1	The software is pass worded and different users have different levels of authority. The software is cloud base and information are backed up on cloud.
Total number of questions in subject area:	**8**					
Total number of applicable questions in subject area:	**8**					
Total number of applicable key questions in subject area:	**3**					
Total number of risk points:	**10**					
Risk score	**1.25**					
Area risk rating	**Low**					
Subject area *(key questions in **bold**)*	**Yes**	**No**	**N/A**	**Risk Assessment**	**Risk points**	**Remarks/comments**
7. Procurement and Contract Administration						
7a. Procurement						
7.1 Does the IP have written procurement policies and procedures?	Yes			Low	1	TPO has procurement procedure that guides procurement their procurement activities. TPO Nigeria - procurement procedures public procurement process thresholds were sighted.
7.2 Are exceptions to procurement procedures approved by management and documented?			N/A	N/A	-	According to the Procurement Officer TPO has never had a case where procurement procedures where not followed.

7.3 Does the IP have a computerized procurement system with adequate access controls and segration of duties between entering purchase orders, approval and receipting of goods? Provide a description of the procurement system.	Yes			Low	1	The procurement process to be followed depends on the value of the goods / services / works. Goods / services with an expected value of less than 500 USD. This is the lowest purchase level and is implemented through direct purchase; The only ones required documents are: The state of need, Goods receipt voucher (only for the asset), Receipt Goods / Services Expected Value Between $ 5001 - $ 100,000 An open national tendering process is used for all purchases in this price range. This requires a public announcement of the tender in the national media, a call offers with a deadline of 14 calendar days for submission, with a clear timetable for the whole process. The documents required for a purchase at this level are State of need, copy of the public announcement, all invitations to tender signed by committee members during the opening, offer analysis form, Minutes analysis committee, Contract or framework agreement, Receipt of goods, Purchase invoice (To pay). Unsuccessful bidders must be informed with clear feedback allowing them to improve their quotes in the future. Goods / Services of An Expected Value Greater Than $ 100,001 An international open tendering process is used for all purchases in this price range. This requires public advertising of the tender in the media international. A call for tenders with a deadline of 21 days for submission, with a clear timeline for the whole process. The documents required for a purchase at this level are Requisition, copy of the public announcement, all invitations to tender signed by committee members during the opening, offer analysis form, Minutes analysis committee, Contract, Goods receipt note, Invoice. Unsuccessful bidders will be informed with feedback clear allowing them to improve their quotes in the future.
7.4 Are procurement reports generated and reviewed regularly? Describe reports generated, frequency and review & approvers.	Yes			Low	1	The procurement reports are generated monthly by the Logistic and Procurement Officer, reviewed and Finance and Administrative Manager Procurement report for the month of August 2022 was sighted.
7.5 Does the IP have a structured procurement unit with defined reporting lines that foster efficiency and accountability?		No		Moderate	2	TPO has a Logistics and Procurement Officer and two (2) Store and warehouse officers who report to the Finance and Administrative Manager. Also has procurement committee headed by the Finance and Administrative Manager, Program Technical Lead, Procurement officer, Team Leader and internal Auditor.
7.6 Is the IP's procurement unit resourced with qualified staff who are trained and certified and considered experts in procurement and conversant with UN / World Bank / European Union procurement requirements in addition to the a IP's procurement rules and regulations?		No		Moderate	2	There is no structured procurement unit in TPO. However, Procurement Committee are trained on procurement standard that TPO should follow in relation to their programmes
7.7 Have any significant recommendations related to procurement made by auditors in the prior five audit reports and/or management letters over the past five years and have not yet been implemented?		No		Low	1	No recommendations on procurement were sighted in the audit reports.

7.8 Does the IP require written or system authorizations for purchases? If so, evaluate if the authorization thresholds are appropriate?	Yes			Low	1	TPO financial management regulations and procurement manual page 23 stipulates a table of the approval threshold. All commitments and disbursements are authorized as follows: **Category A** (Country director, Finance Manager, Program Coordinator) **Category B** (Programme Manager, Senior Programme Manager, Finance and Administrative Officer) **Designation** **Approval Limits in USD** Coordinator No limit within approved budget Technical support officer 10000 Finance officer 4000 Senior programme officer 2000 The financial management regulations and procurement manual was sighted.
7.9 Do the procurement procedures and templates of contracts integrate references to ethical procurement principles and exclusion and ineligibility criteria?	Yes			Low	1	Selection criteria are adopted for all potential suppliers from whom tender/quotation are received. Some of these criteria are stated below: - Unit and total price of each item described - Completion time and date - Validity of quotation - The name and address of the contractor - Reference number - Contact person and phone if any Late quotation are often not be accepted Each page of the offer must be dated, signed and stamped with a company stamp. Request for Tender/Quotes for the renovation of 52 temporary learning space with WASH facilities fitted with rams and rails in Gwoza (Pulka) and Monguno LGA, Borno State published on Daily Trust Monday, August 9, 2021, was sighted.
7.10 Does the IP obtain sufficient approvals before signing a contract?	Yes			Low	1	The Country Director signs the contract based on recommendations from the bid evaluation. Works between Transcultural Psychosocial Organization and Mukaibuger Engineering Nigeria LTD signed by the Country Director, witness by the Programme Manager and signed by the vendor was sighted.
7.11 Does the IP have and apply formal guidelines and procedures 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?	Yes			Low	1	TPO have a conflict-of-interest disclosure form that is required to be signed by all Procurement Committee for any disclosure purposes. In the event whereby a staff confirmed to have positive conflict of interest during procurement process such staff will be excluded from the process till finalization. Conflict of interest disclosure form was sighted.

7.12 Does the IP follow a well-defined process for sourcing suppliers? Do formal procurement methods include wide broadcasting of procurement opportunities?	Yes			Low	1	Careful selection of vendors is done to ensure that the best possible price, quality and delivery time available within the market is obtained.The procurement procedure is determined by the different thresholds.Goods / Services Expected Value Between $ 5001 - $ 100,000 An open national tendering process is used for all purchases in this price range. This requires a public announcement of the tender in the national media, a call offers with a deadline of 14 calendar days for submission, with a clear timetable for the whole process. Goods / Services of An Expected Value Greater Than $ 100,001 An international open tendering process is used for all purchases in this price range. This requires public advertising of the tender in the media international.A call for tenders with a deadline of 21 days for submission, with a clear timeline for the whole process. Request for Tender/Quotes for the renovation of 52 temporary learning space with WASH facilities fitted with rams and rails in Gwoza (Pulka) and Monguno LGA, Borno State published on Daily Trust Monday, August 9, 2021, was sighted.
7.13 Does the IP keep track of past performance of suppliers? E.g. database of trusted suppliers.	Yes			Significant	3	A list of suitable vendors for each type of goods and services is maintained. This makes the process of vendor identification much faster. The vendor list is reviewed and updated annually. However, the vendors past performance status were not documented in the supplier's data base that was sighted.
7.14 Does the IP follow a well-defined process to ensure a secure and transparent bid and evaluation process? If so, describe the process.	Yes			Low	1	Tender committee open all tenders at same time, each document is signed by all members of the committee, all members fill a declaration form and a data clerk do the data entry on an excel spreadsheet which automatically score each tenderer verified by the members. A supplier visit is carried out as part of the evaluation. For Assessment of negotiation procedure, the procurement committee analyse a minimum of 3 quotes at the same time and award to the winner taking note of value for money, quotation validity, previous experience and delivery time.
7.15 When a formal invitation to bid has been issued, does the IP award the contract on a pre-defined basis set out in the solicitation documentation taking into account technical responsiveness and price?	Yes			Low	1	TPO follows the selection criteria set in the solicitation documentation for evaluation purpose when awarding contract to suppliers/vendors. Commonly used criteria is the lowest price with technical capability. TPO defines the factors to be consider in each quotation such as; Unit and total price of the each item described Completion time and date Validity of quotation The name and address of the contractor Reference number Contact person and phone if any Late quotation are often not be accepted Each page of the offer must be dated, signed and stamped with a company stamp. All these re clearly stated in the Tender sighted.
7.16 If the IP is managing major contracts, does the IP have a policy on contracts management / administration?	Yes			Moderate	2	The Contract Agreement issued by the TPO states in detail how contracts are managed and the actions to be taken in cases of default. Works contract entered into as of 23rd/08/2021 by and between Transcultural Psychosocial Organization, no:33 Babamusami Street, Old GRA, Maiduguri Borno State, Nigeria ("Transcultural Psychosocial Organization" or "TPO Nigeria"), and A.Y. Shettima

						investment limited ("Contractor"), Opposite NNPC Depot Damboa Road, Maiduguri, Borno State.
7b. Contract Management -** To be completed only for the IPs managing contracts as part of programme implementation. **Otherwise select N/A for risk assessment						
7.17 Are there personnel specifically designated to manage contracts or monitor contract expirations?		No		Low	1	TPO projects are managed by the program manager and are monitored by the quality assurance team lead by the M&E officer and internal Auditor.
7.18 Are there staff designated to monitor expiration of performance securities, warranties, liquidated damages and other risk management instruments?	Yes			Low	1	The Admin Officer is assigned to monitor deadlines of contracts including securities, tax, contracts, subscriptions, etc.
7.19 Does the IP have a policy on post-facto actions on contracts?	Yes			Low	1	TPO has a clause on post-facto actions on the contract. As stated in the contract sighted "Transcultural Psychosocial Organization will hold back 10% of the total fee as retention to ensure full and final completion of the Work ("Retention"). Transcultural Psychosocial Organization will withhold this final payment for 2-month after final acceptance and receipt of the final invoice. If during this period Transcultural Psychosocial Organization becomes aware of a breach of this Contract by Contractor, Transcultural Psychosocial Organization will not be obligated to pay the Retention amount until such breach is corrected and after deducting any damages, including, if applicable, liquidated damages from the Retention amount".
7.20 How frequent do post-facto contract actions occur?			N/A	N/A	-	According to the Project Manager post-facto action has never occurred as the contractors always comply with the repair before the expiration date.
Total number of questions in subject area:	**20**					
Total number of applicable questions in subject area:	**19**					
Total number of applicable key questions in subject area:	**5**					
Total number of risk points:	**23**					
Risk score	**1.21**					
Area risk rating	**Low**					
Totals						
Total number of questions:	**96**					
Total number of applicable questions:	**90**					
Total number of applicable key questions:	**37**					
Total number of risk points:	**127**					
Total risk score	**1.41**					
Overall risk rating	**Low**					

A.4. Documents provided and reviewed

The documents requested for are listed below with their provision status:

SN	Requested Document	Status
1	Copy of certificate of incorporation/ MoU	Provided
2	Articles/ Memorandum of Association/ Constitution	Provided
3	List of receipts for UNAIDS and other UN agencies in the past 2 years	Provided
4	Copies of statutory returns/Financial reports for the past 2 years	Provided
5	Names and positions of principal officers	Provided
6	List of bank accounts: Local	Provided
7	List of bank signatories and mandate	Partially provided
8	List of Account staff with qualifications and job functions	Provided
9	CV's of key accounting staff	Provided
10	Copy of accounting policy and other procedural manuals	Provided
11	Chart of account-List of accounts detailing all general ledger accounts	Provided
12	Copy of trial Balance	Provided
13	Bank reconciliation statements for the past 6 months	Provided
14	Cashbook	Provided
15	payment vouchers for the past 2 years	Provided
16	Receipt vouchers/ receipt books/ cheque registers	Not Provided
17	Purchase order/ receiving report file	Not Provided
18	Stock count report	Provided
19	List of cases of reported fraud/losses in the last 3 years	Not Provide
20	Description of invoice processing procedure	Provided
21	Fixed asset register	Provided
22	List of internal audit staff with qualifications, job functions, training received	Provided
23	Internal audit work plan and report for the last 2 years	Provided
24	Internal audit queries and management responses	Not Provided
25	List of donors funded projects for the last 2 years, stating the name, the donor, project name, purpose and amount	Provided
26	Audited financial statement for the last 2 years	Provided
27	Audited management letter for the last 2 years	Provided
28	Response to auditor's management letter including action taken for the last 2 years	Provided