



Republic of Ghana

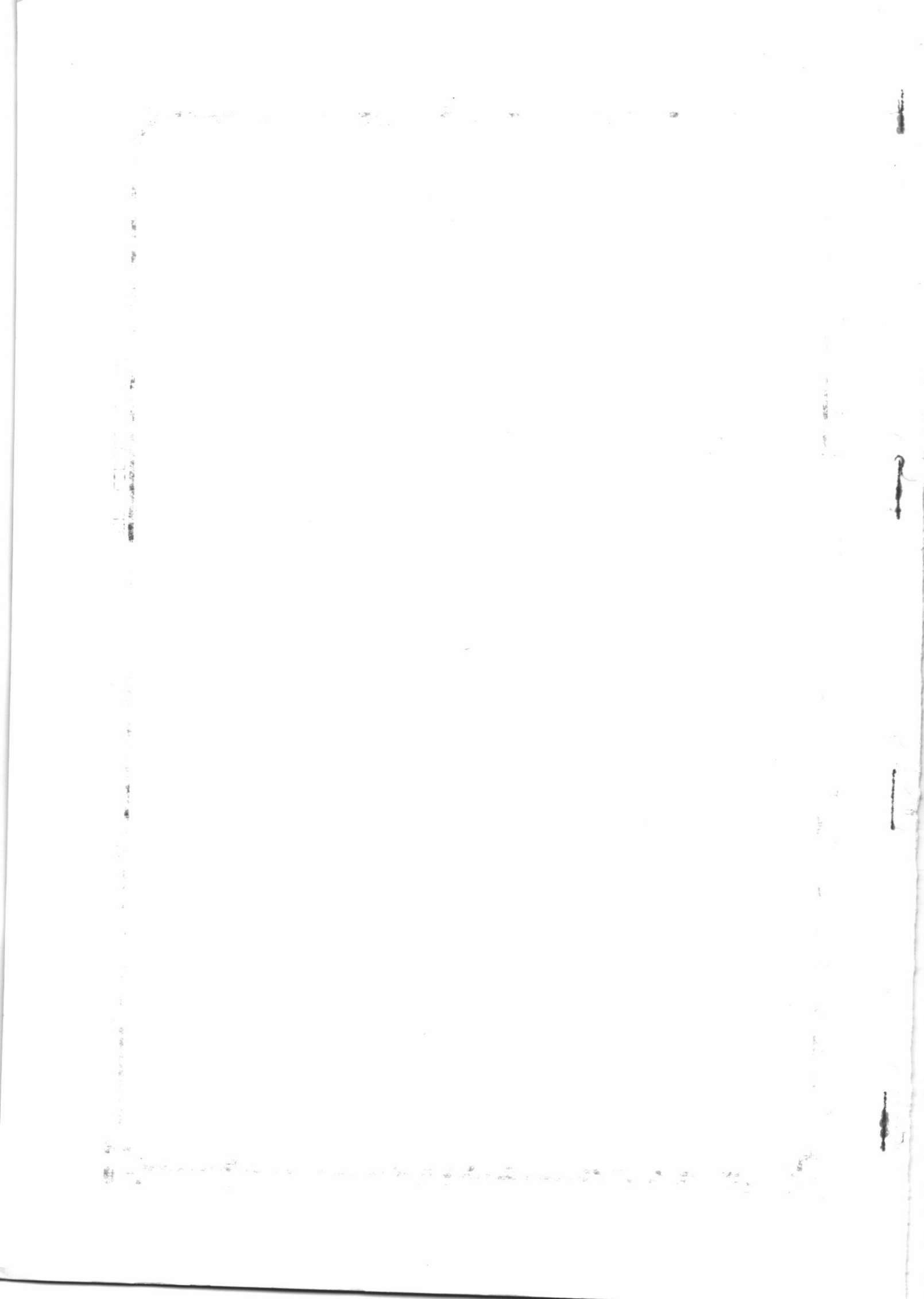
PERFORMANCE AUDIT REPORT

of the

AUDITOR-GENERAL

on

**CONSTRUCTION AND REHABILITATION OF
SCHOOL BUILDINGS IN SECOND CYCLE
EDUCATIONAL INSTITUTIONS**



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To be one of the leading
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services by the year 2010

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CONSTRUCTION AND REHABILITATION OF SCHOOL BUILDINGS
IN SECOND CYCLE EDUCATIONAL INSTITUTIONS**

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TRANSMITTAL LETTER

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**Office of the Auditor-General
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6 August 2004

Dear Sir,

**PERFORMANCE AUDIT REPORT OF THE AUDITOR-GENERAL ON
CONSTRUCTION AND REHABILITATION OF SCHOOL BUILDINGS IN
SECOND CYCLE EDUCATIONAL INSTITUTIONS**

I have the honour to submit to you for presentation to Parliament my sixth performance audit report pursuant to Article 187(5) of the 1992 Constitution and Section 13(e) of the Audit Service Act (Act 584). The Audit Service Act, which came into force in November 2000, gives me the authority to audit programmes and activities of Public Offices to ensure economy, efficiency and effectiveness in the use of resources.

2. The Audit Service traditionally audits the financial statements prepared by public organisations. Performance auditing is currently being introduced at Ghana Audit Service as part of a capacity building project funded by the European Union as part of Public Financial Management Reform Programme managed by the National Audit Office (U.K.) in partnership with the Swedish National Audit Office. The audit was started with a two man team comprising Messrs F. Oppong Yeboah (leader) and Bashiru Ayarna. Mr. Ayarna however left the service before the final draft was produced leaving Mr. F. Oppong Yeboah to complete the rest of the audit. The team worked under the supervision of Mr. R.K. Anaglate, Chairman, Performance Audit Management Committee and Mrs. Z. Martey, Director Performance Audit Department.

3. Performance audits are carried out by teams of professional staff, which, if required, may include specialists such as architects, legal experts and engineers. Depending on the extent of the coverage and complexity, it normally takes between six months and one year to complete a performance audit, thus, making it more expensive than the traditional financial audit. Effective performance audits can lead to better use of resources by public bodies and provide support to democratic governments by bringing about accountability and transparency, improved operations and better decision-making.
4. This report to Parliament is the sixth report prepared by 22 staff who have been professionally trained in conducting performance audits to internationally recognised standards to supplement the traditional financial audits.
5. This sixth report is on construction and rehabilitation of school buildings in Second Cycle Educational Institutions. Since 1960 when free education was introduced in Ghana, investment in school buildings has formed a substantial part of government budget. There is however, a growing concern from the public about the time it takes to complete school projects and the quality of work done.
6. The purpose of the audit is to ascertain whether due regard has been given to economy, efficiency and effectiveness in the construction and rehabilitation of school buildings. The audit is therefore focused on selection of projects, budgeting, tendering and evaluation of bids, awarding of contracts, execution and supervision of contracts, and payment of contractors.
7. Before the submission of this report to Parliament the draft report was discussed with all stakeholders. Copies of the draft report were made available to them for their written responses. On receipt of their responses the draft report was reviewed to capture responses of the auditee where necessary. Most of the issues raised have therefore taken into consideration important reaction of all stakeholders and have ensured that the report is fair, balanced, complete and accurate.
8. The report makes necessary recommendations to address problems mitigating against the achievement of economy, efficiency and effectiveness in the construction