

INTERNATIONAL LEGISLATIVE OVERSIGHT PROGRAM

PROGRAMME INTERNATIONAL D'AIDE À LA SURVEILLANCE LÉGISLATIVE



FELLOWSHIPS / BOURSES D'ÉTUDES 2014-2015



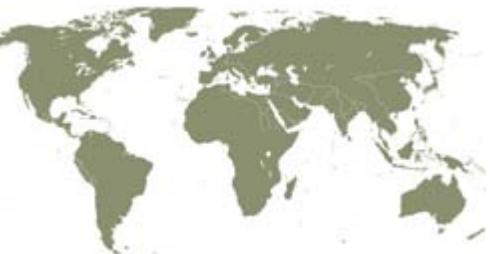
CCAF-FCVI

International Programs Programmes internationaux



Foreign Affairs, Trade and
Development Canada

Affaires étrangères, Commerce
et Développement Canada



EVRAD LELE TIAM

CAMEROON



were Martin Dompierre, Principal, and Marcel Lacasse, Director. He also benefited from the help of team members Joanna Murphy, Jan Alexander Denis and William Xu.

Professional Goals

Evrad's professional goal is to be an active player in the emergence of the *Contrôle supérieur de l'État* as a modern and well-regarded SAI, in Cameroon and beyond its borders. He counts on values such as professionalism, innovation, leadership, confidence and integrity to fully participate in the following activities:

- Improving CONSUPE audit practices, namely by using the experience gained during his fellowship to help COVEC harmonize CONSUPE performance audit practices with international audit standards;
- The SAI's future strategic projects, where the SAI's role is likely to increase as it promotes a true accountability and good governance culture in Cameroon;
- Capacity development, both within his SAI and beyond, thanks to his knowledge and professional experience.

Furthermore, the professional relationships he formed at the OAG of Canada will help him to maintain constructive exchanges and stay up to date on the evolution of audit practices.

Personal Interests

Evrad loves music, architecture, board games and team sports. He also enjoys travelling, meeting interesting people, discovering new places and culinary experiences. During his free time, he takes on do-it-yourself projects, reads, writes and draws.

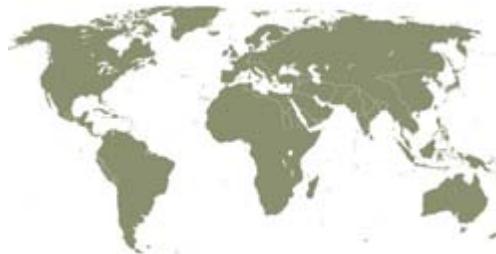
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OAG of Canada Assignment and Special Project

Assigned to Group 8 (Performance Audit) and to Team 26 (Information Systems Audit), Evrad participated in the preliminary study and in the examination phase of the audit of Shared Services Canada, under the supervision of Wendy Loschiuk and Nancy Cheng, and the direction of Martin Dompierre.

Evrad developed an audit plan for a performance audit of the National Food Security Program. His mentors for this project



EVRAD LELE TIAM

CAMEROUN

Études

Evrard Lele Tiam est titulaire d'une maîtrise en droit public obtenue à l'Université de Yaoundé II. Il est également diplômé de l'École nationale d'administration et de magistrature de Yaoundé (section Trésor Public), et de l'Institut des relations internationales du Cameroun.

Au plan professionnel, il a participé à des formations en méthodologie d'audit, en audit de performance, ainsi qu'en suivi et évaluation de projets et programmes.

Titre et responsabilités

Titulaire du grade d'inspecteur des régies financières au sein de la fonction publique du Cameroun, M. Lele Tiam exerce comme vérificateur assistant au sein des Services du Contrôle supérieur de l'État (CONSUPE), où il participe à diverses activités aux plans technique et administratif.

- Au plan technique, il participe aux activités d'audit, dans le cadre des mandats de son ISC, et il siège à divers comités de travail. À cet effet, il a fait partie du Comité de synthèse des rapports nationaux sur l'exécution du budget d'investissement public. Il participe au Comité d'élaboration des outils de vérification (COVEC), chargé de doter son institution de mécanismes modernes et adaptés pour assurer des travaux d'audit de haute qualité.

- Au plan administratif, il relève de la division des inspections et de contrôle des administrations publiques, où il participe à la planification stratégique des missions d'audit, à l'examen des lettres de dénonciation reçues du public, à la constitution et à la mise à jour des dossiers permanents relatifs aux entités auditées.

Affectation au BVG du Canada et Projet spécial

Affecté au Groupe 8 (Audit de performance) et à l'équipe 26 (Audit des systèmes d'information), M. Lele Tiam a participé à la réalisation de l'étude préliminaire et à la phase examen de l'audit portant sur les Services Partagés du Canada, sous la supervision de Wendy Loschiuk et de Nancy Cheng, et sous la direction de Martin Dompierre.



PERFORMANCE AUDIT OF THE NATIONAL PROGRAMME FOR FOOD SECURITY

EVRAD LELE TIAM

Executive Summary

Il a par ailleurs élaboré un projet spécial sur l'audit de performance du Programme national de sécurité alimentaire. À ce titre, il a bénéficié de l'encadrement de Martin Dompierre (directeur principal), Marcel Lacasse (directeur), ainsi que du concours de Joanna Murphy, Jan Alexander Denis et William Xu (coéquipiers).

Objectifs professionnels

Par son expertise, M. Lele Tiam entend être un acteur de l'émergence du Contrôle supérieur de l'État comme ISC moderne et réputée au Cameroun, et au-delà. Il compte sur les valeurs que sont le professionnalisme, l'innovation, le leadership, la confiance et l'intégrité, afin de participer pleinement :

- à l'amélioration des pratiques d'audit au CONSUPE, notamment en mettant l'expérience acquise durant son stage au service du COVEC afin de concourir à l'arrimage des pratiques d'audit de performance du CONSUPE avec les normes internationales d'audit;
- aux futurs projets stratégiques de son ISC, dont le rôle est appelé à s'accroître dans la promotion d'une véritable culture de reddition de comptes et de bonne gouvernance au Cameroun;
- au développement des capacités au sein de son ISC et en dehors, grâce à ses connaissances et à son expérience professionnelle.

Par ailleurs, les relations professionnelles qu'il a nouées au BVG lui permettront de maintenir des échanges constructifs et de se tenir à jour sur l'évolution des pratiques d'audit.

Intérêts personnels

Passionné de musique, d'architecture, de jeux de société et de sports collectifs, M. Lele Tiam aime aussi les voyages, les rencontres humaines enrichissantes, les découvertes touristiques et culinaires. À ses heures perdues, il s'adonne au bricolage, à lecture, à l'écriture et au dessin.

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Since the 1990s, Cameroon has been facing food security problems. In rural areas, 9.6% of households are considered food insecure. A further 10% of rural households are in a state of 'relative' food insecurity, meaning their food consumption is unsatisfactory. Furthermore, it is considered that 2 million Cameroonians are undernourished, that is 10% of the population.

The Government of Cameroon, concerned with this situation, created the **National Programme for Food Security (NPFS)** in 2009. This program's mandate is to combat hunger and malnutrition with an immediate view to reducing the number of vulnerable groups of people to half their present level no later than 2015, as stated by the Millennium Development Goal N° 1.

NPFS has two sets of actions to provide a comprehensive response to the food crisis. The first set focuses on meeting the immediate needs of vulnerable populations. The second set builds resilience and contributes to sustainable food and nutrition security. In support to these two sets of actions, NPFS is mandated to strengthen coordination, monitoring, and surveillance systems regarding food security, and ensure the participation of key stakeholders in the design and implementation of its initiatives.

Currently, NPFS's strategies and initiatives seem not to have a significant impact on the achievement of its mandate. Indeed, 2 million Cameroonians are still undernourished. More than 30,000 refugee children are suffering from malnutrition, there are still recurrent shortages of basic food, and the available produce is expensive (UN-OCHA, January 31, 2015).

In order to assess the performance of the NPFS, my Audit Logic Matrix has three (3) lines of enquiry:

- **Governance framework and participation of key stakeholders.** The first line of enquiry is to determine whether NPFS has a governing framework that can enable it to fulfill its responsibilities in a participatory and accountable manner.

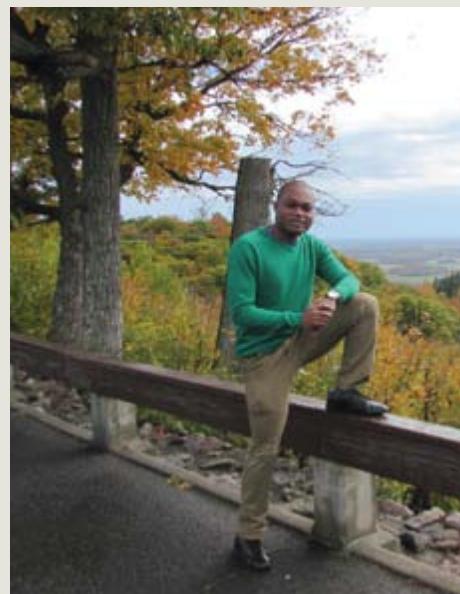
- **Availability and stability of food.** The second line of enquiry focuses on whether NPFS has provided assistance to farmers' projects using an appropriate selection process, and made progress on the implementation of its key initiatives related to the enhancement of availability and stability of food.

- **Access and utilization of food.** The third line of enquiry is to determine whether NPFS has provided timely and effective food and nutrition assistance to the most vulnerable populations.

The findings and recommendations of this audit will inform Government of opportunities to improve its response to the food and nutrition needs of the populations.

We also hope that this audit will help build the experience of the Supreme Audit Office of Cameroon, as it conducts performance audits in the future.

The audit is scheduled to begin in September 2015 and be completed by April 2016. The audit period will include the planning phase, the examination phase, and the reporting phase.



MINATA DIABOR GHANA



Education

Minata holds a bachelor's degree in social science (accounting option) from the University of Cape Coast Ghana and a Master's of Business Administration (Finance) from Methodist University College, Ghana.

Title and Responsibilities

Minata joined the Ghana Audit Service as a value-for-money auditor in February 2008. She is currently a senior auditor in the Performance and Special Audit Department. She has undertaken basic and advanced training courses in performance auditing in Ghana and participated in the 105th International Training Programme on Environmental Audit in India. She also participated in a workshop on Governance of Oil, Gas and Mining Revenue in Ghana.

Minata is a member of the Environment Audit Team at her office, focusing and advising on audits with environmental perspectives. She is responsible for planning and carrying out pre-studies and audit assignments on specific areas of the economy, writing reports and reporting back to management.

She has undertaken performance audits on the following topics: Management of Prison Accommodations in Ghana, Management of Anti-Retroviral Drugs in Ghana, Waiting Time at District Hospitals in Ghana, and Management of the National Forest Plantation Development Programme.

OAG of Canada Assignment and Special Project

During the Fellowship programme at OAG Canada, Minata was placed with the Commissioner of the Environment and Sustainable Development, assigned to a team conducting an audit on pesticide safety in Canada. The overall objective of the audit is to determine whether the Pest Management Regulatory Agency (PMRA) is managing selected aspects of its mandate to prevent unacceptable risks to the health of Canadians and the environment from the use of pesticides. She participated in the planning and examination

phases of this audit. The team Principal is Andrew Ferguson and Doreen Deveen is the Director for the audit.

Minata developed a special project audit plan titled Management of Healthcare Waste in Ghana, under the mentorship of Andrew Ferguson and Doreen Deveen, with additional advice from John Reed and Michael McLaughlin. The audit is planned to determine whether the Ghana Health Service established and implemented a regime that ensures safe handling and disposal of hazardous healthcare waste in Ghana.

Professional Goals

Minata's professional goal is to become an expert in team building and to impart the knowledge through training at her SAI and other SAIs within the AFROSAI-E region. She hopes to acquire a certification in Myers-Briggs Type Indicator (MBTI), which is a tool that helps individuals to recognise the strengths and challenges they bring to a team. Upon her return to Ghana she expects to share with her colleagues the knowledge gained in team building using the MBTI tool.

Personal Interests

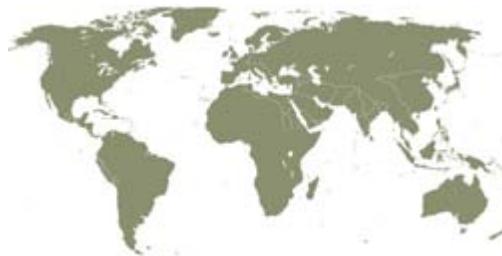
Minata loves to spend time with her family. She enjoys cooking and reading about creation and the creator.

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MINATA DIABOR GHANA



Études

Minata Diabor possède un bacc. en sciences sociales (option comptabilité) de l'Université de Cape Coast (Ghana) et une maîtrise en administration des affaires (Finances) du Methodist University College (Ghana).

Titre et responsabilités

En février 2008, M^{me} Diabor est entrée au Bureau d'audit du Ghana (AS-G) en tant qu'auditrice de l'optimisation des ressources. Elle est actuellement auditrice principale à la division de l'audit de performance et de l'audit spécial. Elle a suivi des cours d'initiation et de perfectionnement en audit de performance au Ghana, et a participé au 105^e programme international de formation dispensé en Inde sur l'audit environnemental. Elle a aussi pris part à un atelier sur la gouvernance des revenus du pétrole, du gaz et de l'exploitation minière au Ghana.

Au AS-G, M^{me} Diabor fait partie de l'équipe d'audit environnemental, se concentrant sur les audits relatifs à l'environnement et donnant des conseils à cet égard. Elle est responsable de la planification et de l'exécution des études préliminaires et de tâches d'audit dans des domaines économiques précis, de la rédaction de rapports et de la présentation des conclusions à la direction.

Elle a mené des audits de performance sur les thèmes suivants : gestion de l'hébergement en prison au Ghana; gestion des médicaments antirétroviraux au Ghana; temps d'attente dans les hôpitaux régionaux du Ghana; et gestion du programme national de développement des plantations forestières.

Affectation au BVG du Canada et Projet spécial

Durant son stage au Canada, M^{me} Diabor a travaillé au sein d'une équipe du commissaire à l'environnement et au développement durable chargée d'auditer la sécurité des pesticides au Canada. L'objectif général de cet audit consistait à établir si l'Agence de réglementation de la lutte antiparasitaire gérait les aspects sélectionnés de son mandat afin de prévenir les risques inacceptables que l'usage des pesticides fait peser sur la santé de la population canadienne et l'environnement. M^{me} Diabor a

participé aux phases de planification et d'examen de cet audit, dont Andrew Ferguson était le directeur principal et Doreen Deveen, la directrice.

M^{me} Diabor a préparé un projet spécial portant sur la gestion des déchets médicaux au Ghana, sous le mentorat d'Andrew Ferguson et de Doreen Deveen, et avec les conseils de John Reed et de Michael McLaughlin. L'audit vise à établir si l'organisme public de santé du Ghana a instauré et met en œuvre un système permettant de gérer et d'éliminer en toute sécurité ces déchets médicaux dangereux.

Objectifs professionnels

M^{me} Diabor vise à devenir une spécialiste de la constitution d'équipe et à transmettre son savoir dans ce domaine en dispensant des formations au sein de son institution supérieure de contrôle (ISC) et des autres ISC de l'AFROSAI-A. Elle espère obtenir la certification MBTI (indicateur de types psychologiques Myers-Briggs), outil destiné à aider les personnes à découvrir les qualités et les défauts qu'elles apportent à une équipe. De retour au Ghana, elle compte transmettre à ses collègues les connaissances qu'elle a acquises sur la constitution des équipes à l'aide de l'outil MBTI.

Intérêts personnels

M^{me} Diabor aime passer du temps en famille, cuisiner et lire sur la création et le créateur.

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MANAGEMENT OF HEALTH CARE WASTE IN GHANA

MINATA DIABOR

Executive Summary

This special project was developed as a requirement of the International Fellowship Program of the Canadian Comprehensive Auditing Foundation (CCAF-FCVI). Its main focus is the presentation of a performance audit plan. When I return to my home office, I will lead an audit team in implementing this plan, putting into practice the methodology I have learned in Canada.

The topic I have selected, with the consent of my Auditor-General, is the management of health care waste in Ghana. This topic is of particular interest to Ghana's legislature and supreme audit institution; health care waste management has become a growing area of concern in Ghana because of the potential risks associated with it.

Ghana has a Policy and Guideline for the management of health care waste but does not have any specific legislation that addresses health care waste issues. Legislation is needed to enforce the Policy and Guideline and also identify the needs and problems in the country, as well as taking into account the relevant international agreements and conventions that govern public health, sustainable development, the environment and safe management of hazardous waste. The audit will facilitate the establishment of legislation that will enforce the Ministry of Health Policy and Guideline for Health Care Waste Management (HCWM).

Overview of the Special Project

In pursuing their aims to treat or reduce health problems and eliminate or minimize potential risks to people's health, health care facilities (HCFs) inevitably create waste that may itself be hazardous to health. The waste produced in the course of health care activities carries a higher potential for infection and injury than any other type of waste. Wherever waste is generated, safe and reliable methods for its handling are therefore essential.

Health care waste (HCW) includes all untreated solid and liquid waste (both hazardous and non-hazardous) generated during the administration of medical care or the performance of medical research involving human beings. It is generated during the

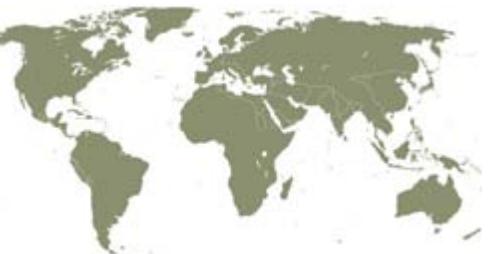
diagnosis, treatment, or immunization of human beings in HCFs. HCW comes in various forms, such as pathological waste (body tissues, body fluids), pharmaceutical waste (expired drugs, unused drugs), sharps (syringes, blades), non-sharps (bandages, swabs, and so on), chemicals (solvents, disinfectants and the like), and radioactive substances (such as radium needles or technetium generators).

Inappropriate handling of hazardous HCW may have serious public health consequences as well as a significant impact on the environment. Individuals coming into close contact with hazardous HCW, including medical doctors, nurses, patients, visitors to HCFs, workers transporting waste to treatment or disposal sites, and workers in waste management facilities (such as landfills or treatment plants), as well as informal recyclers (scavengers), are all potentially at risk.

A research study conducted by the Ministry of Health (MOH) in March 2006 showed that between 75 and 90 percent of the waste produced by health care facilities is non-hazardous, and can be managed like other household waste. However, the remaining 10 to 25 percent is hazardous. Therefore, special waste management practices must be put in place to enhance safe handling and disposal to minimize the impact on public health and the environment.

The audit seeks to determine whether Ghana Health Service (GHS) which is the Health Care Agency responsible for implementing health sector policies established and implemented a regime that ensures the safe handling and disposal of hazardous health care waste (HCW).

The findings and recommendations of the audit will give the Public Accounts Committee (PAC) the information it needs to drive decision making at a political level and also to mobilize government effort and resources to create the conditions to make changes in the management of health care waste at health care facilities across the country.



NDYANAO GERSHOM MGWENO TANZANIA



Education

Ndyanao has a bachelor's degree in building economics from University College of Lands and Architectural Studies, and a master's degree in finance from Strathclyde University. She also holds a diploma in performance audit from AFROSAI-E, having completed the three-module course in 2012.

Title and Responsibilities

Ndyanao joined the National Audit Office of Tanzania in 2010, and works as a Performance Auditor in the Performance and Specialised Audit Division. Her main duties include planning for the audits, preparing activity plans for the audits, collecting and analyzing data, documenting collected data, writing audit reports, and leading the audit teams.

She has been involved in the following audits: Management of Outsourced Revenue Collection in Local Government Authorities; Management of Procurement of ICT Equipment in the Public Sector; and Management of Inspection of Imported Goods in Tanzania.

OAG of Canada Assignment and Special Project

Ndyanao worked with the Commissioner of the Environment and Sustainable Development – Group 4, on an audit on pipeline oversight in Canada. She was involved in acquiring knowledge of business on the subject matter and responsible entities, meeting with subject matter experts, preparing lines of enquiry and audit programs for specific lines of enquiry, and reporting on "What is in the news" together with her team members. The audit team was led by Kim Leach (Principal) and Francine Richards (Director). The team members were Dave Wright, Kate Kooka, Jean-Pascal Faubert, and Alexandre Tremblay.

Ndyanao's special project is on Management of Electronic Waste in Tanzania. The objective of this environmental audit is to determine whether the responsible authorities have put in place a functional regime to manage electronic waste in Tanzania. The audit will examine whether: standards and guidelines have been developed;

inventories of electronic waste are conducted and databases developed; disposal methods are in place and maintained for managing electronic waste; and inspections and monitoring of quality standards are on-going. The audit will involve three entities: the Ministry of State for Environment – Division for Environment; National Environmental Management Council; and Local Government Authorities. Ndyanao's mentors were Kim Leach (Principal) and Francine Richards (Director).

Professional Goals One of Ndyanao's goals is to become an expert in team building skills, which are essential to the performance audit profession. During her time in the Commissioner's group, she developed a keen interest in the environment and sustainable development and wants to be knowledgeable about such audits, particularly regarding conservation, climate change, safety and socio-economic impacts. As well, she hopes to introduce a value added section to audit reports, to show how much value the audit can bring to the public. Upon her return to her SAI, Ndyanao will transfer the best knowledge she has obtained from the OAG on various good practices.

Personal Interests

Ndyanao enjoys taking pictures, cooking, keeping pets and poultry, gardening, interior designing, and making African fabrics. In Canada she developed an interest in watching live hockey games, playing curling, and some outdoor winter activities.

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NDYANAO GERSHOM MGWENO TANZANIE

Études

Ndyanao Gershom Mgweno est titulaire d'un bacc. en économie de la construction du University College of Lands and Architectural Studies et d'une maîtrise en finances de l'Université de Strathclyde. Elle a aussi obtenu un diplôme en audit de performance de l'AFROSAIA, après avoir suivi la formation en trois modules en 2012.

Titre et responsabilités

Entrée au BVG de Tanzanie en 2010, elle occupe actuellement le poste d'auditrice de performance à la division de l'audit de performance et de l'audit spécial. Ses principales responsabilités sont la planification des audits, la préparation des plans d'activité pour les audits, la collecte et l'analyse des données, la documentation des données collectées, la rédaction de rapports d'audit et la direction d'équipes d'audit.

Elle a participé aux audits suivants : gestion de la perception externalisée des recettes dans les administrations locales; gestion de l'achat du matériel de TI et des communications dans le secteur public; et gestion de l'inspection des biens importés en Tanzanie.

Affectation au BVG du Canada et Projet spécial

M^{me} Mgweno a travaillé au sein du groupe 4 du commissaire à l'environnement et au développement durable sur l'audit de la surveillance des pipelines au Canada. Avec les autres membres de l'équipe, elle a contribué à développer la connaissance des activités sur ce sujet et sur les entités visées par l'audit, rencontré des spécialistes du sujet, établi les secteurs d'intérêt et les programmes d'audit pour ces secteurs et rapporté ce qui se disait dans les médias. L'équipe d'audit, constituée de Dave Wright, Kate Kooka, Jean-Pascal Faubert et Alexandre Tremblay, était dirigée par Kim Leach (directrice principale) et Francine Richards (directrice).

Le projet spécial de M^{me} Mgweno a pour thème la gestion des déchets électroniques en Tanzanie. L'objectif de cet audit environnemental est d'établir si les autorités responsables ont mis en place un système fonctionnel pour gérer les déchets électroniques en Tanzanie. Les auditeurs examineront si des normes et des lignes directrices ont été élaborées; si les déchets électroniques sont inventoriés et si des bases de données sont constituées; si des moyens d'élimination



PERFORMANCE AUDIT PLAN ON MANAGEMENT ELECTRONIC WASTE IN TANZANIA

NDYANAO MGWENO

Executive Summary

sont instaurés et utilisés pour gérer les déchets électroniques; et si les inspections et la surveillance des normes de qualité sont menées de manière continue. L'audit concerne trois entités : la division de l'environnement du ministère de l'Environnement; le National Environmental Management Council (Conseil national de la gestion environnementale); et les autorités des administrations locales. M^{me} Mgweno a eu pour mentors Kim Leach (directrice principale) et Francine Richards (directrice).

Objectifs professionnels

L'un des objectifs de M^{me} Mgweno est de devenir une spécialiste de la constitution des équipes, compétence essentielle dans la profession d'auditeur de performance. Au sein du groupe du commissaire à l'environnement, elle s'est découvert un intérêt certain pour l'environnement et le développement durable, et elle souhaite développer ses connaissances en la matière, en particulier sur la conservation, le changement climatique, la sécurité et les incidences socio-économiques. En outre, elle souhaite inclure une section sur la valeur ajoutée des audits dans les rapports d'audit, afin de montrer au public toute l'utilité de ce type de missions. De retour dans son institution supérieure de contrôle, elle compte diffuser les connaissances qu'elle a acquises au sein du Bureau du vérificateur général du Canada à propos de diverses bonnes pratiques.

Intérêts personnels

M^{me} Mgweno aime faire de la photographie, cuisiner, s'occuper d'animaux de compagnie et de poules, jardiner, faire de la décoration d'intérieur et fabriquer des tissus africains. Au Canada, elle s'est découvert un intérêt pour le hockey, le curling et des activités hivernales de plein air.

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This special project has been developed as a requirement of the International Fellowship Program of the Canadian Comprehensive Auditing Foundation (CCAF-FCVI). The main focus of this paper is the presentation of a performance audit plan, which will be implemented when I return to my office, National Audit Office of Tanzania.

The topic I have selected falls within the three DFATD priorities that aid in increasing environmental sustainability. The topic is of particular interest to my Supreme Audit Institution and to our Legislatures. Its importance lies in the environmental and human health and socio-economic value in the country since proper handling of electronic waste can contribute to income generation through recycling of some components and job creation.

Electronic waste (e-waste), which is hazardous in nature, poses substantial threats to public health and the environment. On the other hand, it can create opportunities for recycling and extracting precious metals, which can boost the economy. Environmentally sound management is a key tool for safeguarding health and the environment and also for complying with multiple domestic laws and international agreements in Tanzania.

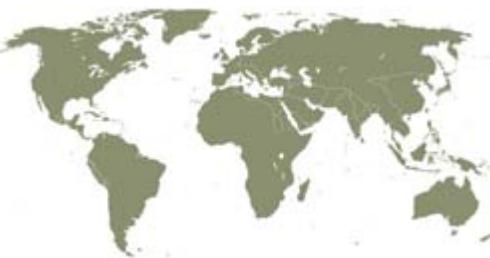
Using the Audit Logic Matrix (ALM) planning tool, this paper has set out, in a logical manner, the audit strategy for this performance audit. A well-designed ALM helps planning performance audits that will provide clear messages to the user of the report.

- The ALM describes the:
- overall audit objective(s);
- audit topic and context;
- importance of the audit;
- entities' roles and responsibilities;
- legislations and policies;
- scope of the audit and audit approach; and
- key messages and reporting strategies.

The overall audit objective is to determine whether the responsible authorities; The Vice President's Office, Division of Environment, National Environmental Management Council (NEMC), and Local Government Authorities, have put in place an appropriate and functional system to manage electronic waste (e-waste) in Tanzania.

- The audit will examine whether;
- procedures (standards and guidelines) have been developed,
- inventories of e-waste are conducted and databases developed,
- disposal methods are in place and maintained for managing e-waste, and
- inspections and monitoring of quality standards are ongoing.

This audit will add value because it will inform the public on the importance of proper means of handling e-waste to minimize the threat of human and the environmental risk to the community. Where a gap still exists, this audit will have an impact through our legislature to bring improvements to the responsible Offices through the recommendations.



ANDREW ELIGI KELLEI

TANZANIA



Vocational Training in Tanzania has adequate systems for quality control of education programs that ensure that:

- Teachers are qualified;
- Textbooks are appropriate; and
- Examination results and other information are used to monitor and improve performance of the institutions involved in the delivery of education.

He was awarded a Diploma in Performance Auditing after participating in a three-module AFROSAI-E course in Pretoria, South Africa.

Title and Responsibilities

Andrew joined the National Audit Office of the United Republic of Tanzania (NAOT) in March 2013 under the Performance and Specialized Audit division, where he works as a Performance Auditor.

He participated in the preparation of two performance audit reports, namely Management of Inspection of Imported Goods in Tanzania (team member) and Management of Government Buildings Maintenance (team leader).

OAG of Canada Assignment and Special Project

At the Office of Auditor General of Canada (OAG Canada), Andrew was assigned to two teams. The first team, which he joined from October to December 2014, was responsible for auditing Correctional Services Canada (Preparing Offenders for Release). This audit was at the final examination phase under Principal Frank Barrett and Director Carol McCalla. The second team, which he joined from January to May 2015, was an Emergency Management team dealing with adverse weather. This project was at in planning stage, under Principal Frank Barrett, Director Sami Hannoush and product leaders Catherine Martin and Steven Mariani.

While in Canada, Andrew developed an audit plan titled "System for Quality Control of Education Programs in Tanzania." The main objective is to determine whether the Ministry of Education and

Andrew's mentor for the project was Frank Barrett, who supervised and guided him with constructive comments, advice, and suggestions. Andrew also benefited from valuable input from George Haule, John Reed, Michael McLaughlin, Yves Gauthier and Pierre Fréchette during advisory meetings and consultations.

Professional Goals

Andrew's professional goal is to comprehensively understand performance audit methodology and approaches, and to use such knowledge and experience to improve the overall conduct of performance audit at the NAOT. He expects these goals will result in high quality performance audit reports that enhance accountability, transparency and value-for-money in the collection and use of public resources.

Personal Interests

Andrew enjoys watching football and movies, and going to gym and jogging. He also likes listening to music and reading investigative stories.

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ANDREW ELIGI KELLEI TANZANIE

Études

Andrew Eligi Kellei possède une maîtrise en gestion et économie de la construction de l'Université Ardhi (Tanzanie), un bacc. en génie industriel et civil de l'Université de génie civil de Rostov (Fédération de Russie) et un brevet complet de technicien en génie mécanique du Collège technique d'Arusha (Tanzanie).

Il a aussi un diplôme en audit de performance de l'AFROSAI-A, ayant réussi le cours en trois modules dispensé à Pretoria, en Afrique du Sud.

Titre et responsabilités

M. Kellei est entré au Bureau national d'audit de Tanzanie (NAOT) en mars 2013, à la division de l'audit de performance et de l'audit spécial, où il occupe le poste d'auditeur de performance.

Il a participé à la préparation de deux rapports d'audit de performance, l'un sur la gestion de l'inspection des biens importés en Tanzanie (membre de l'équipe) et l'autre sur la gestion de l'entretien des bâtiments publics (chef d'équipe).

Affectation au BVG du Canada et Projet spécial

Pendant son stage, il a fait partie de deux équipes. D'octobre à décembre 2014, il a travaillé au sein de l'équipe chargée d'auditer Service correctionnel Canada (préparation des détenus à la mise en liberté), qui en était à la phase de l'examen final. Frank Barrett était le directeur principal de l'audit, et Carol McCalla, la directrice. Et de janvier à mai 2015, il a été affecté à une équipe de gestion des urgences spécialisée dans les intempéries. Cet audit en était à l'étape de la planification, sous la houlette de Frank Barrett, directeur principal, de Sami Hannoush, directeur, ainsi que de Catherine Martin et Steven Marianide, responsables de produit.

Durant son stage, il a élaboré un plan d'audit sur les systèmes assurant le contrôle de la qualité à l'égard des programmes éducatifs en Tanzanie. Le principal objectif de cet audit consiste à établir si le ministère tanzanien de l'Éducation et de la Formation professionnelle dispose de systèmes adéquats de contrôle de la qualité des programmes éducatifs afin de veiller à ce que :



- les enseignants soient qualifiés;
- les manuels scolaires soient appropriés;
- les résultats des examens et d'autres renseignements soient utilisés pour surveiller et améliorer la performance des établissements ayant une mission d'éducation.

Son mentor pour ce projet a été Frank Barrett, qui l'a supervisé et aidé en prodiguant commentaires, suggestions et conseils. Il a aussi reçu l'aide précieuse de George Haule, John Reed, Michael McLaughlin, Yves Gauthier et Pierre Fréchette au cours de réunions consultatives.

Objectifs professionnels

M. Kellei vise à approfondir sa compréhension des stratégies et des méthodes d'audit de performance et à utiliser ses connaissances et son expérience afin d'améliorer les audits de performance menés au NAOT. Il s'attend à ce que la réalisation de ces objectifs donne lieu à des rapports d'audit de haute qualité qui renforceront la responsabilisation, la transparence et l'optimisation des ressources en ce qui concerne la collecte et l'utilisation des ressources publiques.

Intérêts personnels

M. Kellei aime le football américain, aller au cinéma, faire du gym et le jogging. Il aime aussi écouter de la musique et lire des romans d'investigation.

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SYSTEM FOR QUALITY CONTROL OF EDUCATION PROGRAMS IN TANZANIA

ANDREW ELIGI KELLEI

Executive Summary

This special project was developed as a requirement of the International Fellowship Program of the Canadian Comprehensive Auditing Foundation (CCAF). The project's main focus is to present a performance audit plan.

The topic selected, with the consent of the Controller and Auditor General, is an audit of the system for quality control of education programs in Tanzania. This topic is of particular interest to the Supreme Audit Institution and to Parliament. The Government of the United Republic of Tanzania attaches a high priority to providing quality basic education to everyone, and sees education as a strategic tool for transforming the mindset of the people of Tanzania.

The Tanzania Development Vision 2025 visualizes education as a strategic requisite for economic growth and poverty reduction, and states Tanzania's education vision as follows:

Be a nation with high level of education at all levels; a nation which produces the quantity and quality of educated people sufficiently equipped with the requisite knowledge to solve the society's problems, meet the challenges of development and attain competitiveness at regional and global levels.¹

To achieve this vision, the Tanzanian education system must be effective on both a quantitative and qualitative level.

In 2000, *The Dakar Framework for Action* (DFA) declared that access to quality education is the right of every child.

It affirmed that quality is "*at the heart of education*"—a fundamental determinant of enrolment, retention and achievement. Its expanded definition of quality set out the desirable characteristics of learners (healthy, motivated students), processes (competent teachers using active pedagogies), content (relevant curricula) and systems (good

governance and equitable resource allocation).²

The Government of the United Republic of Tanzania is a signatory of the United Nations Millennium Development Goals and the World Declaration on Education for All (EFA), as reaffirmed in the DFA.

The mandate of the Ministry of Education and Vocational Training (MoEVT) in Tanzania includes formulating education policy, monitoring and evaluating policy implementation, providing regulations and guidelines, setting standards, providing quality control and assurance, performing assessments, developing curricula, training teachers, and inspecting education services. The MoEVT is responsible for putting in place "mechanisms for strengthening the quality assurance and regulatory organs so as to ensure that education is provided in accordance with the set standards."³

A quality education system involves having teachers who are well equipped with the necessary skills to teach in schools—teachers who can provide a safe learning environment and promote achievement in all Tanzanian students. Teacher quality is the most important in-school factor influencing student achievement and is having a major influence on the performance of the education system. Due to the lack of teaching and learning materials in Tanzania, a teacher's quality assumes a far greater importance in improving the quality of education.

Textbooks are important for enhancing the quality of education. Appropriate textbooks are a crucial factor in successful learning and improving education quality. Skills, concepts, and content required by the curriculum can be obtained from textbooks, as book contents are validated by experts. Without other widely available sources of information, textbooks also become the most important and often the only source of content and pedagogic information for

¹ United Republic of Tanzania, President's Office Planning Commission, *The Tanzania Development Vision 2025*, section 1.2.4.

² UNESCO, *EFA Global Monitoring Report 2005: Education for All—The Quality Imperative*, p. 29.

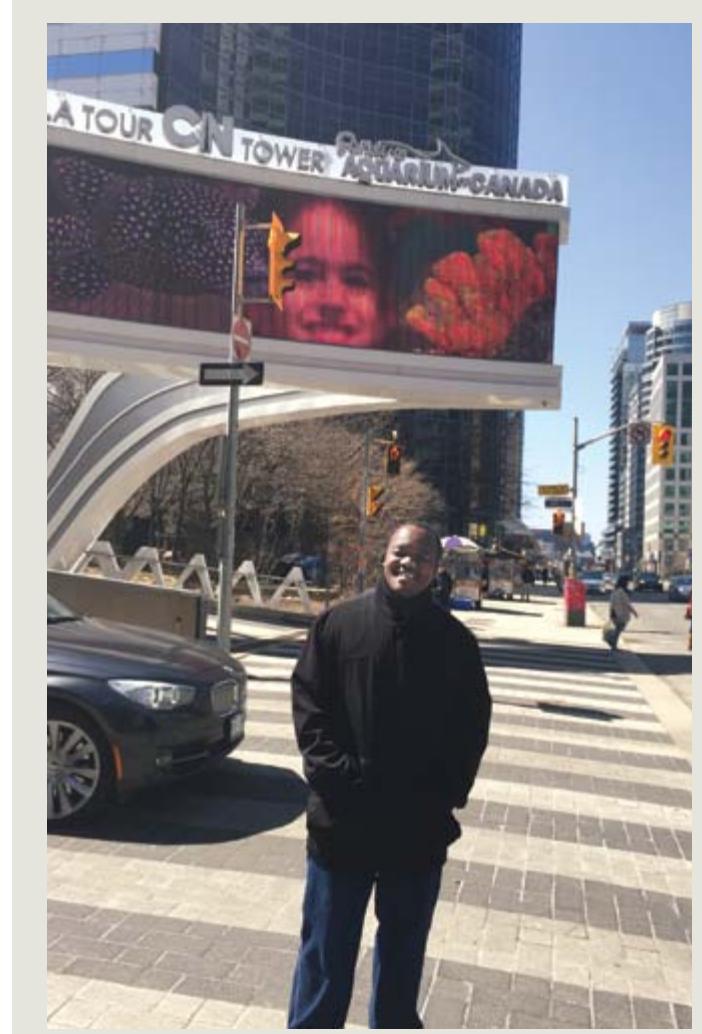
³ United Republic of Tanzania, Ministry of Education and Vocational Training website, "Introduction to MoEVT," http://moe.go.tz/index.php?option=com_content&view=article&id=1577&Itemid=629.

teachers. Furthermore, since pupils and teachers often do not have access to alternative materials such as computers and the Internet, textbooks are often the sole basis for content and for preparing for examinations and assessing student performance.

In Tanzania, education success in primary and secondary school is measured in terms of examination results. Public examinations "provide a framework for setting and evaluating education objectives" and are "also useful in assessing the progress of learners in an education system in addition to serving as a benchmark in planning for the next educational steps." They are "a powerful indicator of education standards," which are used to judge individuals, institutions, teachers, and teaching and learning materials, "as well as the extent to which children have learned." They therefore are "essential instruments in assessing the quality of education and knowledge productivity at various levels."⁴

The quality of education is related and linked to the teacher's qualifications, the appropriate textbooks, and how the examination

⁴ HakiElimu, *School Children and National Examinations: Who Fails Who?*, p. 1.



results are used to monitor and improve performance. These determine whether there is a conducive environment for stakeholders willing to participate in delivering education, and whether there are conducive learning and teaching environments for students and teachers at all levels. The system for quality control of education programs must thus assess the progress of these interrelated aspects to provide a clear picture of successes and opportunities for improvement.

Therefore, the audit will determine whether the Ministry of Education and Vocational Training in Tanzania has an adequate system for quality control of education programs that ensure

- teachers are qualified,
- textbooks are appropriate, and
- examination results and other information are used to monitor and improve the performance of the institutions involved in the delivery of education.

Programme international : Faits saillants de 2014-2015



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