



# **Sharing of Audit Experience (DSS Schools)**

**School Audit Section  
Education Bureau  
October 2020**



# Common Audit Findings



# Common Audit Findings



Common Audit Findings by functional areas:

- A. Procurement
- B. Trading Operations
- C. Payments and Collections
- D. Operation of Bank Accounts
- E. Safe Keeping of Assets
- F. Use of Subsidiaries

# Common Audit Findings

## A. Procurement – main points

- ◆ Procurement – a risk area.
- ◆ Formulate policy - Public accountability, value for money, transparency, open and fair competition.
- ◆ To follow as far as possible EDB's guidelines on procurement procedures for aided schools (EDBC No. 4/2013). Variations from EDB's guidelines should be approved by the SMC/IMC and documented for information of stakeholders. (EDBC No. 17/2012)
- ◆ Quotation/tender exercises should be conducted in accordance with the schools' policies and procedures.



# Common Audit Findings

## A. Procurement

- ◆ No quotation/tender exercises were conducted for procurement of goods and services e.g. security guard services, broadband internet services, coaching services for school's extra-curricular activities.
- ◆ No quotation/tender exercises were conducted for renewal of contracts.



# Common Audit Findings

## A. Procurement

- ◆ No prevention of bribery clause was included in the terms of quotations/tenders and in the contract.
- ◆ Staff were not required to declare any conflict of interest.
- ◆ Requirements for security of information were not set.



# Common Audit Findings



## A. Procurement

- ◆ Splitting orders to evade financial limits.
- ◆ Specifying brand/model in quotations/tenders.
- ◆ Insufficient number of quotations/tenders were invited.
- ◆ No explanation recorded/prior approval were provided for not inviting the minimum number of suppliers.
- ◆ Contract renewal term.



# Common Audit Findings

## A. Procurement

- ◆ Reasons were not provided for not accepting the lowest/lower offers.
- ◆ Quotation/Tender documents were not properly prepared and kept, and/or not available for inspection e.g. original tenders, Tender Summary and Approval Record, Price Comparison Table, Purchase-by-Quotation Form and written quotations.





# Common Audit Findings



## A. Procurement

- ◆ Tenders were not opened on the closing day of the tender.
- ◆ No segregation of duties, e.g. the Tender Opening & Vetting Committee (TOVC) and the Tender Approving Committee (TAC) were not made up of different staff members.

# Common Audit Findings

## A. Procurement: Case Study (1)

### Background information

Name of school: Happy School

Item purchased: coaching services for extra-curricular activities in 2020/21

Estimated cost: \$200,000 ~ \$250,000

### Procurement policy of the school

For estimated purchase of \$200,000 and above, school should invite tenders from at least 5 suppliers.

**Tender Summary and Approval Record of Tender No. HS001  
for coaching services for 2020/21 s.y.**

Name of School : Happy School

School Tender Reference : HS001

Date of Issue : 4 May 2020      Date of Closing : 15 May 2020

Date of Approval : ?

Validity of Tender up to : 4 August 2020

Supplier's Name	Offer	No Offer	Late Reply	No Reply	Total cost for 2020/21	Recommendation	Reasons for not accepting lower offers
Red Company	✓				\$230,000		
Orange Ltd	✓				\$220,000	✓	
Yellow Limited				✓	--		
Green Ltd	✓				\$210,000		?
Cyan Ltd	✓				\$250,000		

*Any problems?*



# Common Audit Findings



## A. Procurement: Case Study (1) (cont'd)

- ◆ **Problem (1):** The period between tender issue and closing date was too short.
- ◆ **Proper Practice:** At least three weeks should be set between the issue and closing of a tender.



# Common Audit Findings



## A. Procurement: Case Study (1) (cont'd)

- ◆ **Problem (2):** The information on the Tender Summary and Approval Record was incomplete.
- ◆ **Proper Practice:** Relevant tender information should be recorded in the Tender Summary and Approval Record .



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# Common Audit Findings

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## A. Procurement: Case Study (1) (cont'd)

- ◆ **Problem (3):** Reasons were not provided for not accepting the lowest/lower offers.
- ◆ **Proper Practice:** Reasons for rejecting the lower offers should be provided if the lowest offer to specification is not selected.

# Common Audit Findings

## A. Procurement: Case Study (2)

Name of school:	Lucky College
Item purchased:	Lift maintenance service
Contract period:	1 September 2020 – 31 August 2022
Contract term (extracted):	Contract will continue thereafter unless terminated
Contract sign date:	5 October 2020

*Any problem?*

# Common Audit Findings

## A. Procurement: Case Study (2) (cont'd)

- ◆ **Problem (1):** Service contract was signed after the contract start date.
- ◆ **Proper Practice:** Service contract should be signed on or before the contract start date.



# Common Audit Findings

## A. Procurement: Case Study (2) (cont'd)

- ◆ **Problem (2):** Service contract contained a contract renewal term.
- ◆ **Proper Practice:** School should specify the service period clearly in the agreement. Moreover, tender / quotation exercises should be conducted before the renewal of service contract.

# Common Audit Findings

## A. Procurement: Case Study (3)

Name of school:	Excellent Secondary School
Service description in: tender specification	Cleaning service from September 2020 to <b>August 2021</b>
Estimated amount:	\$90,000
TOVC :	Mr David Kwok, Ms Sally Chan
Tender recommendation:	Ms Sally Chan
TAC :	Principal (Chairperson), Mr David Kwok & other members
Contract period signed:	September 2020 to <b>August 2022</b>

*Any problem?*

# Common Audit Findings

## A. Procurement: Case Study (3) (cont'd)

- ◆ **Problem (1):** No segregation of duties –

Ms Sally Chan opened the tender and recommended the tender.

Mr David Kwok was a member of both the Tender Opening and Vetting Committee (TOVC) and the Tender Approving Committee (TAC).

- ◆ **Proper Practice:** The staff who opened, recommended and approved the tender should be different persons.

# Common Audit Findings

## A. Procurement: Case Study (3) (cont'd)

- ◆ **Problem (2):** Contract period stated in tender specification was different from that stated in the contract signed with the supplier. Acceptance of longer contract period might affect fairness.
- ◆ **Proper Practice:** Contract period stated in tender specification and contract signed with supplier should be consistent.

# Common Audit Findings

## B. Trading Operations

- ◆ Prior approval for trading operations was not sought from REO (for schools without IMC) or IMC.
- ◆ Prior approval for subsequent changes to the approved trading operations (e.g. change of supplier/contractor, changes to the terms of the agreement) was not sought from REO (for schools without IMC) or IMC.

# Common Audit Findings

## B. Trading Operations

- ◆ The profit from sale of exercise books, school uniforms, stationery, equipment and other items (other than textbooks) exceeded the profit limit of 15% of the cost price. No profit should be generated from sale of textbooks.
- ◆ Rates, government rent and other relevant expenses in respect of the tuckshop area were not borne by the tuckshop operator.

# Common Audit Findings

## B. Trading Operations

- ◆ No quotation/tender exercises were conducted. *(Conduct quotation/tender exercises at regular intervals, say at least once every three years, or before renewal of a contract as appropriate.)*
- ◆ No prevention of bribery clause in the terms of quotations and tenders and in the contract with supplier/contractor.

# Common Audit Findings

## C. Payments and Collections

### Payments

- ◆ Payments were not supported by payment vouchers and original invoices.
- ◆ Paid vouchers and invoices were not stamped with the word “PAID” and dated by the paying staff to avoid duplicate payment.



# Common Audit Findings

## C. Payments and Collections

### Payments

- ◆ No segregation of duties e.g. the preparation and authorisation of payment vouchers were conducted by the same person.

# Common Audit Findings

## C. Payments and Collections

### Collections

- ◆ Incomes from school activities were credited to non-government funds but the relevant expenses were charged to government funds.
- ◆ Official receipts were pre-signed and were not issued in sequence.
- ◆ Spoiled/obsolete official receipts were not marked “Cancelled”.

# Common Audit Findings

## C. Payments and Collections

### Collections

- ◆ Daily Collection Summary (DCS) was not prepared.
- ◆ DCS was prepared without essential information such as the date of receipt, serial numbers of official receipts issued, the nature of the income, the amount collected and the date of banking.

# Common Audit Findings

## C. Payments and Collections

### Collections

- ◆ The school incomes (e.g. income from trading operations, donation income, library book fine) were not credited into the bank accounts maintained in the name of the school and / or not included in school audited accounts.

# Common Audit Findings

## C. Payments and Collections

### Collections

- ◆ Policy on acceptance of donation was not formulated.
- ◆ SMC/IMC's prior approval were not obtained for accepting donations.
- ◆ Register of Donations Received by Schools was not prepared.

# Common Audit Findings

## C. Payment and collections : Case Study

Name of school: Smart College

Case: Income from sales of school badges was credited to non-government funds, while the relevant expenditure was charged to government funds.

*Any problem?*



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## Common Audit Findings

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### C. Payment and collections: Case Study (cont'd)

- ◆ **Problem:** Expenditure should not be charged to government funds.
- ◆ **Proper Practice:** The expenditure should be charged to non- government funds.

# Common Audit Findings

## D. Operation of Bank Accounts

- ◆ Bank accounts were not maintained in the name of school.
- ◆ No separate bank accounts were opened for government and non-government funds.
- ◆ Bank authorised signatories included persons other than registered manager.
- ◆ Private bank accounts were used to keep the money received from students for school activities.



# Common Audit Findings

## D. Operation of Bank Accounts

- ◆ Payments processed through internet banking were approved by a registered manager / school staff alone.
- ◆ Users' access control / transaction limits in internet banking could be modified in the system by a registered manager / school staff alone.

# Common Audit Findings

## D. Operation of Bank Accounts

- ◆ Spoiled cheques were not marked off as “Cancelled” and attached to the cheque stub to prevent from re-use.
- ◆ Cash books and bank reconciliation statements prepared monthly by school clerk were not reviewed/initialled by the school head.

# Common Audit Findings

## D. Operation of Bank Accounts: Case Study (1)

Name of school: Perfect School

Case: Mr Jimmy Au was a registered manager and was included as an authorised signatory for school's bank accounts. Mr Jimmy Au resigned from the position of registered manager with effective from 1 September 2020. However, he remained as a bank account authorised signer after his resignation.

*Any problem?*

# Common Audit Findings

## D. Operation of Bank Accounts: Case Study (1) (cont'd)

- ◆ **Problem:** Bank authorised signatories included persons other than registered manager.
- ◆ **Proper Practice:** Bank mandate should be reviewed and updated if necessary when there is change of registered manager.

# Common Audit Findings

## D. Operation of Bank Accounts: Case Study (2)

Name of school: Super School

Case: A teacher received entrance fees from students totalling \$800 for a museum visit, deposited the sum into her bank account and then paid it to the museum.

*Any problem?*



# Common Audit Findings

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## D. Operation of Bank Accounts: Case Study (2) (cont'd)

- ◆ **Problem:** Income should not be deposited into personal bank account.
- ◆ **Proper Practice:** Income should be promptly deposited into school's bank account.

# Common Audit Findings

## D. Operation of Bank Accounts: Case Study (3)

Name of school: Bright School

Case: The school used internet banking for processing salary payments. The monthly salary payments were approved in the system by Ms Sandy Poon (a registered manager) alone. The access control and transaction limits of the users could also be modified directly in the system by Ms Sandy Poon alone.

*Any problem?*



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## Common Audit Findings

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### **D. Operation of Bank Accounts: Case Study (3) (cont'd)**

◆ **Problem:** Bank account was not operated by jointly authorised signatories.



# Common Audit Findings

## D. Operation of Bank Accounts: Case Study (3) (cont'd)

◆ **Proper Practice:** The procedures for approving payments through internet banking as well as personnel authorising modification of access control and transaction limits should remain the same as the arrangements for cheque payments, i.e. should be jointly approved by any two of the registered managers.



# Common Audit Findings

## **E. Safe Keeping of Assets**

- ◆ Fixed Assets Register was not prepared/kept properly and up-to-date.
- ◆ Physical checking of assets was not conducted.
- ◆ Surprise cash count was not conducted.
- ◆ Record of surprise cash count was not kept.

# Common Audit Findings

## E. Safe Keeping of Assets

- ◆ Write-off of assets was done without the approval of the school head.
- ◆ The report on the write-off was not passed to the SMC/IMC for information.

# Common Audit Findings

## F. Use of Subsidies

- ◆ Expenditure items not included in the List of Approved Items of Expenditure for the Direct Subsidy Scheme Government Subsidy were charged to the government funds account. (*Annex 2 of EDBC No. 17/2012*)



# Other Audit Findings

## Other Audit Findings

- 1) Surplus funds were invested in speculative securities instead of HK\$ bonds or certificate of deposits #.  
*# (rating not lower than Moody's A3 or S&P A-)*
- 2) Policies on hire of school accommodation and fund-raising activities were not formulated.



**THANK YOU**

**End**