

INTERNAL AUDIT MANUAL

A Guide for Planning, Performing and Reporting in Internal Audit



Indian Institute of Management Jammu
Old University Campus, Canal Road
Jammu 180016

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1. Introduction

The Institute of Chartered Accountants of India (ICAI) defined, Internal Audit as “an independent management function, which involves a continuous and critical appraisal of the functioning of an entity with a view to suggest improvements thereto and add value to and strengthen the overall governance mechanism of the entity, including the entity’s strategic risk management and internal control system.”

1.1 Overview

Indian Institute of Management Jammu (IIM Jammu) was established by the Government of India in 2016 under the ‘THE INDIAN INSTITUTE OF MANAGEMENT ACT, 2017’ as an Institute of national importance. IIM governed as per IIM Act, 2017 and rules ‘The Indian Institute of Management Rules, 2018. This Institute inter-alia aims to strengthen the financial management systems of various wings operating under it. An effective Internal Audit mechanism is intended to assist in effective functioning of the Institute and in achievement of its vision and mission in an efficient manner. This manual prescribes internal audit procedures with a set of guidelines for directing, regulating and conducting internal audit in this IIM to enhance the effectiveness of internal audit.


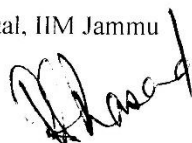
1.2 Background

The Comptroller & Auditor General of India (CAG) is the statutory auditor of this IIM under Section 23 (3) of the IIM Act 2017, for conducting statutory audit. It conducts Financial Audit (audit of the annual accounts) and Compliance Audit (audit of transactions) of the Institute every year. Report on the financial audit termed as ‘Separate Audit Report’ is laid before both the houses of the Parliament, where as the result of compliance audit termed as ‘Inspection Reports’ are pursued till final settlement.

In addition, pre-audit of the major transactions of the Institute including prior vetting of purchase proposals etc. are also conducted by the Internal Audit wing of this Institute on a regular basis. Pay fixation, arrear claims etc. are also pre-audited. An annual account is also checked by the Internal Audit before submission to Finance & Audit Committee, Board of Governors and CAG. In this Institute, internal audit was / is conducted in pre-audit system by professional and experienced auditors engaged as Consultants.

As per Section 25 (2) ‘The Board of every Institute shall constitute an Audit Committee to provide an expert advice on effectiveness of internal control system, risk management system and audit report to the Board’.

Besides, in the Separate Audit Report on the accounts of this IIM for the year 2016-17, 2017-18 & 2018-19 CAG has commented on non-availability of in-house internal audit wing, annual Internal Audit Plan, Internal Audit Manual. The Institute, thus, considered the need for introducing a system of pre-audit in-addition to the existing post audit system by a professional Independent audit firm, developing Annual Audit plan for pre-& post-audit, preparation of Internal Audit Manual. As a compliance measure and to further strengthen the existing internal audit system, this Internal Audit Manual has been prescribed introducing pre-audit in addition to existing post audit, preparation of annual Internal Audit Plan and annual Internal Audit Report.



1.3 Need for Internal Audit

The General Financial Rules 2017 at Rule 70 prescribes the duties and responsibilities of the Head of the Institute. It states that the Head of the Institute shall: -

Stay responsible and accountable for financial management of the Institute;

- Ensure that the public funds released to the Institute are used for the purpose for which they were meant;
- Be responsible for the effective, efficient, economic and transparent use of resources of the Institute in achieving the stated objectives of the Institute, while complying with the performance standards;
- Be responsible for preparation of expenditure and other statements relating to the Institute as required by Regulations, guidelines or directives issued by the Administrative Ministry, Government of India;
- Shall ensure that the Institute maintains full and proper records of financial transactions and adopts systems and procedures that will at times afford internal controls;
- Shall ensure that the Institute follows the Government approved procedure for execution of works, as well as for procurement of services and suppliers and implements it in a fair, equitable, transparent and cost-effective manner;
- Shall take effective and appropriate steps to ensure: -
 - (a) collect all money due to the Institute/ Government and
 - (b) avoid un-authorized, irregular and wasteful expenditure.

An independent internal audit would, therefore, help the Head of the Institute in effective discharge of all these functions. Internal audit should, therefore, aim at looking both at the financial and non-financial aspects of the Institute operations and providing an assurance on achievement of the vision and mission of the Institute as well as short/long term targets.

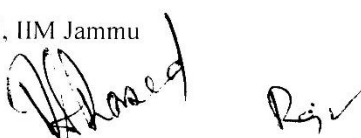
Internal Audit would help the Institute in improving economy, efficiency, effectiveness and transparency in Institute's administration in general and financial administration in particular. It will also help in maintaining a sound record keeping system with adequate checks and balances to ensure a sound information system for decision making by the Executives.

1.4 Purpose of this Manual

This Internal Audit Manual is developed to guide/assist the internal audit wing of the Institute to provide independent, objective, value-added and advisory services to the executive authority in various wings/ sections of the Institute in order to improve the achievement level. More specifically this manual is intended to provide internal audit wing with tools and information for assessing risk in processes and activities, developing an appropriate internal auditing work programme and planning, performing and reporting on internal audit engagements.

This Manual is intended to:

- Act as a handbook for internal auditors,
- Identify roles & responsibilities of members of the internal audit team,
- Shift the focus of internal audit from detection to solution,
- Introduce the annual plan and programme for post-audit through risk-based assessment,
- Develop the concept of systematic sampling,
- Standardize conduct of audit and reporting mechanism to improve audit effectiveness



1.5 Applicability

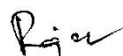
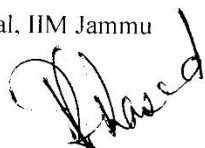
This manual is designed for the Internal Audit staff /Consultant (Internal Auditor) who is primarily responsible for carrying out the internal audit function across different wings/ sections of the Institute.

Each of the wing/ section is involved in different functions assigned to them and hence the scope of operation of these wing/ section differs from one to another on various aspects. This manual contains guidance of a generic nature and outlines common procedures for conduct of internal audit in these wings/ sections.

1.6 Amendments

The provisions of this Manual will be subject to amendment with the approval of BoG as per changing environment and future challenges.

The manual is intended for internal use in the Institute.



2. Internal Audit Approach

2.1 Internal Audit Mechanism

Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve the operation of an organization. It helps an organization to accomplish its objectives by bringing a systematic and disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes. Thus, Internal Audit and Internal Controls are integral part of a sound financial management system worldwide.

Independence of Internal Audit is established by the organizational and reporting structure. Objectivity is achieved by an appropriate mind set. The internal audit activity evaluates risk exposures relating to the organization's governance, operations and information systems, in relation to:

- Efficiency and effectiveness of operations
- Reliability and integrity of financial and operational information
- Safeguarding of assets
- Compliance with laws, regulations and contracts

Based on the result of the risk assessment, the internal auditors evaluate the adequacy and effectiveness of how risks are identified and managed / mitigated in the above areas; The Internal Auditors are expected to provide recommendations for improvement in those areas where opportunities or deficiencies are identified. While management is responsible for internal controls, the internal audit activity provides assurance to the management that internal controls are effective and working as intended.

2.2 Position & Mission of Internal Audit

Internal Audit Team has to work as 'PARTNERS' with the wings/ sections to strengthen financial management systems, build capacities of the audit/accounts personnel of the Institute and to guide them in achieving their objectives /targets in a more efficient manner.

The services of internal auditor should be utilized by all levels of management in the investigation of any special problem/function. In addition to normal audit function; the Internal Auditor should be constantly alert to changing situation.

2.3 Duties and responsibilities of Internal Audit

The duties and responsibilities of an internal auditor are wide. It is difficult for an internal auditor to ascertain the extent to which his appraisal should go and where his responsibility ceases while appraising a particular operation. A conscientious internal auditor with good imagination and practical experience can render valuable service to the management.

The objectivity, skills and knowledge of competent and experienced internal auditors can significantly add value to an organisation's internal controls, risk management and governance processes. Similarly, an effective internal control activity can provide assurance to other stakeholders such as regulators, employees, financing institutions and grantee institution on proper utilization of grants and other resources of the Institute. The Internal Auditor is appointed by the management.

With commitment to integrity and accountability, internal auditing provides value to governing bodies and senior management as an objective source of independent advice. The Internal Audit serves as a “THIRD EYE” for the management to control and watch the efficiency and working of various units under them.

The internal auditor should function independently. Independence denote freedom from conditions that threaten objectivity or the appearance of objectivity. Objectivity is an unbiased mental attitude that allows internal auditors to perform engagements in such a manner that they have an honest belief in their work product and that no significant quality compromises are made. Objectivity requires internal auditors not to subordinate their judgments on audit matters to that of others. Threats to objectivity should be managed at the levels of the individual auditors, audit assignment, functional and organizational level. He should not get himself involved in line function. He should act independently without fear and favor or prejudice.

Major duties and responsibilities of internal audit functionaries are summarized as below:

- Study of accounting procedures, including maintenance of records in the institute with a view to ensuring that they are correct, adequate and free from any defects or lacunae;
- Reports risk management issues and internal controls deficiencies identified directly to the Finance Committee through the Director and provides recommendations for improving the organization's operations, in terms of both efficient and effective performance;
- Provides support to the institute's anti-fraud programs;
- Watch over the implementation of the prescribed procedures and the instructions/ orders issued from time to time;
- Scrutiny and check of payments and accounting work of the accounting units;
- Investigation of important arrears in accounting and other connected records;
- Periodical review of all accounts including cash book, bank reconciliation statement
- Store records as well as physical verification of stores;
- Pursuance/settlement of objections taken in test audit notes issued by statutory audit offices and other matters relating to statutory audit;
- To examine and report on points or irregularities brought to its notice by the statutory audit;
- To examine the contracts and agreements executed by the institute.


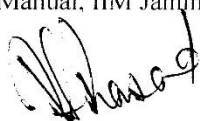
Internal audit assignments should be performed with proficiency and the professional skill and care.

2.4 Role of Internal Audit Wing

The envisaged role of Internal Audit wing of the Institution is broadly divided into four areas as discussed below:

2.4.1 System Strengthening

Internal audit should aim at strengthening of systems in the auditee. System strengthening shall include review of established systems like accounting procedures, procurement procedures/methods, internal control mechanisms and any other system operating in the auditee. Suitable recommendations shall be given for strengthening of the existing system for better management of the office and achievement of the set goals.



2.4.2 Financial Compliance

They should also focus on financial compliance while conducting different types of audits as mentioned below:

- Transaction audit includes examination of all relevant vouchers of receipts and expenditure as per the cashbook /Bank statement to establish the expenditure with reference to the activities.
- Compliance audit means examination of documents as to whether applicable Rules/ Regulations/ Instructions issued by the competent authority/ administrative Ministry/ Government of India have been duly complied with.
- Pre-audit: means conducting audit prior to release of payment. This includes examining the process of tendering and evaluation before issue of Purchase Order/ Work Order.
- Financial review: includes examination of Income & Expenditure account, Balance Sheet etc. of the Institute as per applicable Accounting Standards/ Guidelines before submission to the Director for approval.

2.4.3 Performance Review

Performance review is an assessment of efficiency and effectiveness of the programmes, with due regard to economy and addresses the issues of inputs, processes, outputs (Products) and outcomes (impact). Internal Audit functions on the principle of 3Es:

- Economy – means acquiring resources at the lowest cost by observing financial proprieties keeping in view the objectives of the Auditee.
- Efficiency – refers to the relationship of inputs and outputs in terms of goods, services or other results and the resources used to produce them.
- Effectiveness –means the extent to which an auditee has achieved the objectives and the relationship between intended impact and actual impact of any activity.

2.4.4 Capacity Building

Internal Audit shall also support in building capacities of the accounts staff and strengthen financial management within the auditee. They should facilitate skill transfer by sharing of knowledge on better accounting practices.



3. Audit objectives, scope and methodology

3.1 Objectives of Internal Audit

The internal audit would be conducted with the objectives to assess whether:

- Planning and budgetary mechanism is in place, adequate and effective;
- Funds were utilized in an economic, efficient and effective manner for the intended purpose;
- Procurement was made in a transparent and fair manner and were effectively utilized;
- Assets were created in economic, efficient and effective manner;
- Statutory provisions of law and administrative instructions issued by the Institute have been duly complied with;
- The system of internal control exists and is working effectively;
- Annual accounts have been properly drawn up, considered all known liabilities and depict a true and correct picture on the finances of the Institute.

The constructive appraisal of activities of internal audit moves beyond the financial accounting aspects into operational auditing. Appraisal of management methods and performances, whether established policies and procedures are adequate for the attainment of objectives, critical analysis and review of the soundness and adequacy of operating controls are included in the constructive appraisal activities. They also include the review of discharging of responsibilities and suggesting measures for streamlining the organizational working of the Institute.

3.2 Criteria for Internal Audit

Audit criteria for conduct of internal audit will be the extent of compliance with the following codal provisions/documents:

- The Institute of Management Act, 2017 as amended from time to time;
- First Statute of IIM, Jammu as per Gazette Notification dated _____
- Regulations prescribed by the Institute and approved by the Board of Governors (BoG);
- Decisions of the BOG and guidelines/ office orders issued by the Institute;
- Rules framed and Instructions / Guidelines / Office Memorandum issued by the Government of India and Union Ministry of Human Resources Development (MHRD) as are applicable to the Institute;
- General Financial Rules 2017, Manual for Procurement of Goods 2017, Manual for Procurement of Consultancy and Other Services 2017, Guidelines and formats prescribed by MHRD or Government of India;
- Conditions mentioned in the Grants-in-Aid sanction order and financing agreements;
- Memorandum of Understandings /Agreements, contracts executed by the Institute with MHRD, Project Management Consultants, agencies and contractors,
- Income Tax Act, Goods and Services Tax Rules/ orders and other statutory Acts and Rules.

3.3 Scope of Internal Audit

The scope of internal auditing within an organization is broad and may involve topics such as the efficiency of operations, the reliability of financial reporting, deterring and investigating fraud, safeguarding assets, and compliance with laws and regulations.



Internal auditing frequently involves measuring compliance with the entity's policies and procedures. However, internal auditors are not responsible for the execution of institutes' activities; they advise management and the Internal Audit enjoys reasonable freedom in the discharge of its functions.

The appraisal of past transactions and happening probing into deviation from established policies and procedures, detection and prevention of errors and frauds, proper utilization of assets or safeguarding them and assessing the effective control in operations, to preserve the entire organization against wasteful operations are included in the protective functions of the internal audit.

The broad scope of internal audit activity would be:

- Planning and execution of Annual Audit Programme
- Assessment of Internal Controls within the Institute
- Risk Assessment and Sampling to narrow down areas of focus
- Tracking audit objections and monitoring compliance
- Pre-auditing procurement activities with special reference to economy, efficiency and effectiveness
- Ensure/Suggest adequate Capacity Building measures to the Accounts and other staff
- Strengthening of Financial Management System

3.4 Audit Methodology

Audit methodology would include

- Pre-audit of purchase proposals,
- Payment proposals exceeding ₹1 lakh,
- Arrear payments, pay fixation and any other cases referred by the FA-CAO/CAO/Director through examination of concerned files/documents;
- Any audit advice sought by the any of section/wing on examination of concerned Act/ Rule/ instructions /guidelines issued by the Government of India and the Institute;
- Post audit of sampled cases as prescribed at Paragraph 3.6 through visit to the wing/section concerned with prior intimation and examination of accounts and other all records maintained therein including log books of equipment/ vehicles/ telephone, budget control register, stock registers, annual physical inspection reports, bio-metric attendance, student attendance sheets, adjunct faculty attendance sheets, leave records, etc.
- Joint physical inspection of any equipment/ asset along with concerned Lab-in- charge / representatives of Heads concerned and document the same as a part of audit evidence.
- Collection and analysis of information / data (including electronic data) at Internal Audit Cell centrally,
- All records requisitioned by the Internal audit team must be produced as quickly as possible and should not be denied without explicit permission of the Director.
- Any other cases of non-production of records would also be brought to the notice of the Director by the Internal Auditor on quarterly basis and would be mentioned in the Annual Internal Audit Report as a separate paragraph.
- Internal Auditor would follow all ethical standards and confidentially, as prescribed in this Manual.



3.5 Goal of Internal Audit

Goal of Internal audit is to facilitate reduction of statutory audit observations by;

- Identifying system weakness and bottlenecks in implementation of the plans / programmes;
- recommending suggestions to improve the system;
- Monitoring the compliance on recommendations.
- Facilitate settlement of statutory audit observations / paras raised by the C&AG and others.

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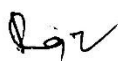
Norm/ quantum of Internal Audit

The norms for checking the record by the internal audit wing will be as under:

Sl. No.	Function	System of Pre-audit	Post-Audit (Random)
1.	Retirement/ Superannuation Benefits Checking of a) New Pension Scheme (NPS) b) Leave Encashment c) Group Insurance Scheme (GIS) d) Death-cum-Retirement Gratuity (DCRG) (if applicable) e) Family Pension (if applicable) f) No Dues Certificate	 100% 100% 100% 100% 100% 100%	
2.	Establishment Section a) Pay fixation of all employees b) Checking of Personal Files c) Checking of Service Books including leave accounts d) Monthly Salary e) Increments f) Leave Travel Allowance g) Expenditure Related to Faculty Development h) To attend International Conferences i) Checking of Appointment Letters before issuance j) Checking of appointment of Outsourcing Staff.	 100% Half Yearly Half Yearly 100% 100% 100% 100% 100% 100% 100% 100%	
3.	Log Book a) All vehicles - b) D.G. Sets - c) Machineries -	 Monthly Monthly Monthly	
4.	Work & Estates a) Award/work orders of all works b) Supply orders c) Running Bills of minor/major works d) Maintenance Register e) Preventive Maintenance Schedule Register f) Final Bills of supplier/contractor g) Govt. agencies bills incl. Electricity, Water & Property Tax h) Cash Advances/Permanent Imprest i) Outsourced Staff Salary j) Records required to be maintained	 100% 100% 100% Monthly Quarterly 100% 100% 100% 100% 100% Monthly	

Sl. No.	Function	System of Pre-audit	Post-Audit (Random)
5.	Stores & Purchase Checking of a) All purchase proposals b) Annual Rate Contract (ARC) cases c) All Repeat Orders d) Scrutiny of Tenders/Request for Quotation e) GeM purchase f) Checking of Purchase Orders (before issuance) g) Checking of proposals of Annual Maintenance Contracts / hiring of services h) Checking of Records required to be maintained such as stock registers -consumables/ non-consumables	100 % 100 % 100 % 100 % Above Rs.10K 100 % 100 % Monthly	
6.	Guest House a) Receipts b) Review of Guest House monthly expenditure c) Review of Guest House monthly maintenance d) Checking of Guest House related records such as costing, occupancy register, inward/outward register etc.	Monthly Monthly Quarterly Quarterly	
7.	Institute Accounts & Finance a) Advance, Imprest & Adjustment b) Payments to vendors /staff/ faculties /students c) Library Bills in Indian /Foreign Currency d) Invoices issued on consultancy/MDPs/FDPs etc. e) Liaison with CAG / Statutory Auditors and dealing with Audit/Inspection Report. f) Certification of Cash / Book Balances as on 31st March g) Certification of Investment/ encashment made h) Verification of Investment i) Receipt/ Cash Balance j) Bank Reconciliation Statement k) Certification of Quarterly/Annual Accounts l) Receipt & Payment Account m) Income & Expenditure Account n) Schedules of Annual Accounts o) Notes to Accounts p) Review Report on Annual Accounts to Director	Monthly Monthly Monthly 100% During Audit As on 31 st March Monthly Surprise Monthly Monthly Surprise Monthly Quarterly/Annually Quarterly/Annually Quarterly/Annually Quarterly/Annually Annually Annually	
8.	Project Accounts a) Reconciliation with Project Management Agency b) Timely monitoring of Project c) Withdrawal from HEFA d) Checking of Financial of Project e) Reporting of Monthly progress	Monthly Monthly Monthly Monthly Monthly	

9.	Hostel / Gymkhana/Student Affairs a) Cash Book, Trial Balance etc. b) Bank Reconciliation Statement c) Payment Vouchers d) Refund of Caution money- Institute/Hostel e) Accounts of Student Affairs/ Student Council	Monthly Monthly Monthly Monthly Monthly	
10.	Examination of cases marked by a) Director b) Chief Administrator Officer c) FA-CAO		
11.	Audit of any other unit/ work with the approval of the Director		
12.	Off-Campus of IIM Jammu at Srinagar		

3.6 Sampling

Audit sampling means the application of audit procedures to less than 100% of the items to enable the auditor to obtain audit evidence and evaluate some characteristic of the items selected, in order to form a conclusion concerning the population / total items. Selection of a sample is influenced by the size of the population, objectives, complexity, type of activity, transaction frequency and level of comfort expected from the test.

Since verifying each and every transaction is quite time-taking, the Internal Auditor may use sampling techniques to verify events, records, controls etc. so that the audit conclusions would apply to the entire population.

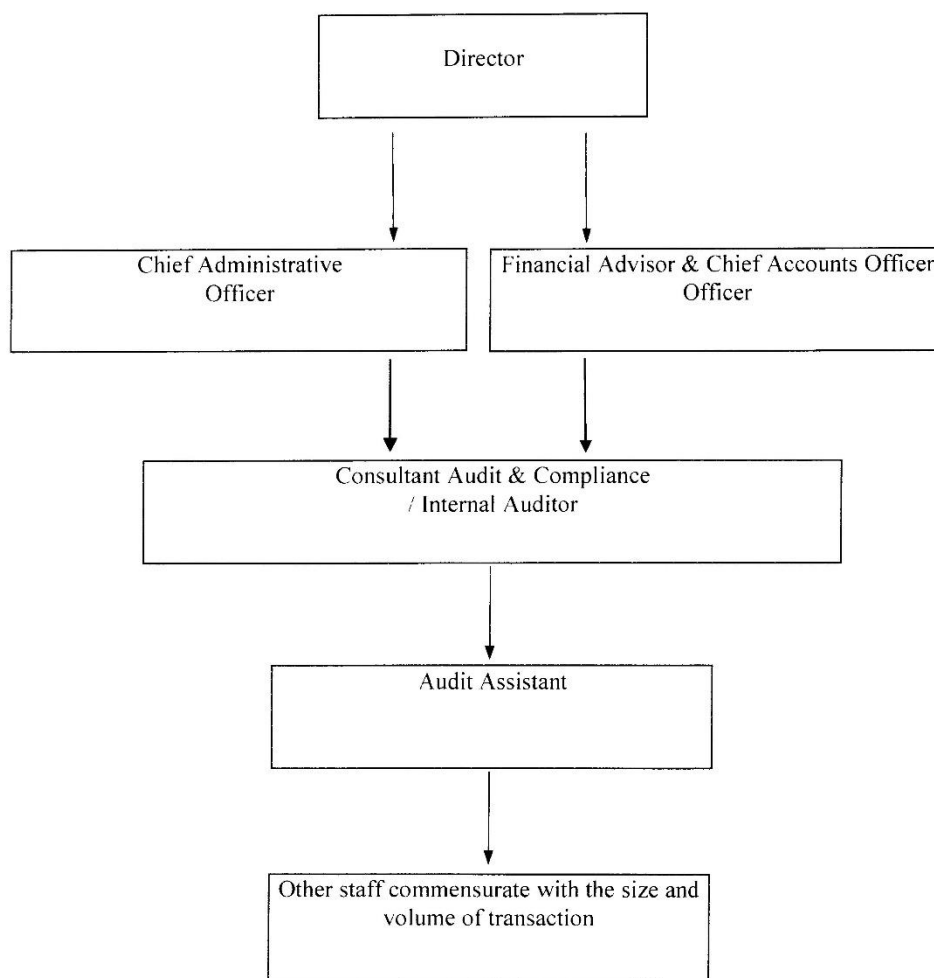
Sampling methods shall be applied in the cases where the controls are found existent and operating effectively and books of accounts / records are maintained properly.



4. Internal Audit Structure

4.1 Organisational Set Up

The organizational set up of internal audit wing in the Institute is to be asunder:



Internal Audit / Internal Auditor would report to the Director through the Chief Administration Officer & FA-CAO.

5. Professional Standards

Professional Standards prescribe the norms, principles and practices, which the Internal Auditors shall adhere to during the course of audit. These standards shall act as a guide to internal auditors and overall audit function, thereby ensuring efficiency in operations and professional conduct.

5.1 Professional Standards of Auditors

The Auditors are expected to maintain the following professional standards:

- a) **Objectivity:** Auditors should acknowledge and incorporate all information received from the Auditee without withholding any information which may distort the reporting of activities under review. Auditors shall be fair in reporting and any improper activities and transactions noticed should be reported without fear or favor.
- b) **Competency:** They should possess thorough knowledge of the audit process, applicable rules and orders and objectives of the audit. They should continually engage in improving their proficiency in audit procedures and techniques by attending training sessions, reading rules, manuals and instructions issued by the Institute/ Government of India from time to time.
- c) **Confidentiality:** Auditors should not disclose the information acquired during audit to any person unless there is a legal or professional obligation to do so. They should not use the information for any personal gain or in any other manner, which is detrimental to the Institute.
- d) **Integrity:** Auditors should comply with ethical principles and code of conduct governing the auditor's professional behavior and responsibilities, which include; Integrity, Objectivity and fairness, Confidentiality and Technical Standards.

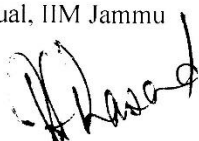
5.2 Audit Quality

The services rendered by the Auditors is expected to be of high quality and the quality can be maintained by following:

- Understanding the plan and programme of the Auditee going to be audited;
- Understanding the subject of audit
- Frequent discussions with the Auditee
- Use of standard sampling methods
- Use of Computer Assisted Audit Techniques (CAAT)/ Information Technology Audit tests

5.2.1. Computer Assisted Audit Techniques (CAATs)

- Computer Assisted Audit Techniques (CAATs) is the practice of using computers to facilitate and speed up the audit process by using spread sheets, word processors, advance software packages involving use of statistical analysis etc.
- Usage of CAAT increases economy and efficiency in audit covering huge volume of transactions, saves times and focuses on areas of risk.



- While planning an audit, the internal auditor may use both combinations of manual as well as computer assisted audit techniques and to consider its applicability to the situation and context.
- While deciding use of CAATs, the Auditors may consider the following factors:

Availability of CAATS with the Auditee;

- ✓ IT infrastructure;
- ✓ Availability data and data sources;
- ✓ Economy and time constraints.

5.3 Audit Quality Evaluation

CAG of India reviews the quality, adequacy and effectiveness of the Internal Audit available in the Institute and comment on the same in its Separate Audit Report each year. Such evaluation is to be considered by the Institute and effective step may be taken on its recommendations.

5.3.1 Use of Experts

While conducting audit, auditors might come across certain specialised areas which require help of an expert, hence the Institute may empanel experts of specialised domains who can provide expert advice to the audit party.

5.3.2 Recognition

To encourage and motivate Internal Audit personnel, due recognition shall be given to outstanding audit personnel for its effort. The Institute may select best Internal Audit observation and present some awards or incentives to audit personnel each year.

While selecting the best report, authority shall consider systems and procedures employed by the team/audit personnel, any innovative solution provided by the team to handle any problem, quality of reporting or any other criteria which the Institute think fit to consider.



6. Audit Planning

This section deals with steps involved in selection of auditee units annually for the purpose of audit and planning the annual audit programme (other than those covered under pre-audit). The Institute may not have resources to audit all the transactions of all units/ wings/ sections during the course of one year; hence, Head of the Internal Audit shall select audit units for audit in each year on the basis of a systematic framework of risk assessment.

6.1 Annual Audit Planning through Risk Assessment

The record of all the Wings/ Units/Sections is required to be checked by the internal audit wing every year. Since it is not possible to audit all transactions / records of units/ wings/ sections every year hence a scientific method should be in place to select units/ wings/ sections and specific areas within those, cautiously for the purpose of audit. Since the objective of conducting internal audit is to ensure effective conduct of activities and achievement of desired goal by the Institute, hence offices (units/ wings/ sections) shall be selected on the basis of degree of risk parameters.

The Head of the Internal Audit is responsible for selection of offices for audit and to prepare an Annual Internal Audit Plan for the Institute for each financial year considering the norm and frequency prescribed at Paragraph 3.6 and 3.7. While effort will be made to cover all units, emphasis will be given on high risk activities / programmes.

6.2 Annual Internal Audit plan

Annual Internal Audit Plan would be prepared indicating the units selected for audit during the year and duration of audit. Same will be put up to the Director, well before the end of the preceding financial year.

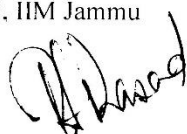
In-addition, existing system of pre-audit would continue to be conducted on concurrent basis preferably by the Head of Internal Audit cell.

6.3. Preparing Quarterly Audit programme

As the Annual Audit Plan provides only the number of working days allotted for each unit for carrying out audits, so after approval of the Annual Audit Plan by the Director, detailed quarterly audit programme (for post-audit) indicating duration of audit shall be prepared by Internal audit.

6.4 Communication of Audit Programme

The Head of the Internal Audit will communicate the programme of audit to the concerned Unit head well in advance preferably before 15 days indicating name of the Internal Auditor, period of accounts to be audited, date of commencement of audit and number of working days allotted for completion of audit. This can be sent by e-mail. A copy of this communication will be marked to the Auditor to take up and complete the audit within the stipulated time. In view of time limit fixed, the Unit head will be requested to extend their cooperation for completion of audit in due time. Before commencing audit, the internal auditors need to list the activities to be taken up during the course of audit.



6.5 Coordination with the Head of Auditee

Audit Team Head /In-Charge shall seek cooperation of the Activity Heads, Department Heads, Professor-in-Charge, Warden, President, Gymkhana and other office personnel responsible for maintaining accounts / records for smooth conduct of audit. For that purpose, an Open-meeting / Introductory meeting may be conducted with Head of Office and other staff, on the date of commencement of audit.

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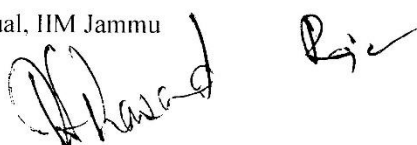
7. Initiating an Audit

It is the responsibility of Internal auditor to take necessary steps to initiate the audit as planned in annual audit plan/ Quarterly programme. Before proceeding to conduct the audit, they shall ensure that below mentioned steps are taken.

7.1 Planning Individual Audits

While planning individual audits, due considerations should be given to the information available in previous audit files of the auditee. In case of first audit, sufficient time should be given to the audit team to gain knowledge on the working of the Wing/ unit/school. Preliminary planning involves:

- a) Gaining an understanding of the Auditee functions: Auditor should have fairly good knowledge of the organization and its operations. This includes understanding the rationale behind establishing the school/unit, structure of the school/unit and functions of the said school, wing, unit. Primary source of information about the unit can be obtained through the following documents:
 - Annual Report
 - Previous internal audit plans
 - Previous audit reports
 - CAG inspection reports
 - Budget estimates, revised estimates and actual expenditure
 - Auditee's policy and procedures manuals, if any.
 - Rules and regulations framed by the Institute that significantly governs the Auditee,
 - Important circulars issued by Central Government and institute from time to time
 - Organization charts and flow charts of processes
 - List of accounting registers and other records maintained in the unit
 - Management Information System (MIS) reports.
 - Any other document relevant to audit.
- b) Understanding Controls: The Auditor, in determining the extent and scope of the audit, should study and evaluate the reliability of internal controls in place in the unit. After gaining understanding of the organization/wing, auditor should identify key control areas in the wing/ school/section. He/She may examine and evaluate the existence and operation of control systems specified in the various codes, manuals and government orders relating to the accounting and other procedures.
- c) Analysing the earlier audit reports: Analysis of the earlier audit reports are needed to verify the wing/schools' compliance on the recommendations of the internal audit. Following issues needs to be verified to understand the environment:
 - Errors corrected at the instance of the audit.
 - Remedial recourse or penal actions taken on the recommendation of the audit.
 - Improvements in internal control systems in response to auditor's recommendations,
- d) Identifying legal compliances to be made: Auditor should acquaint himself with the applicable legal provisions like adherence to Acts, Rules, Codes and various government orders.



- e) Sharing and finalizing the areas of the audit in discussion with the Auditee: Based on the understanding of Auditee functions and environment, detailed scope of audit will be finalized.
- f) Providing an overview of the audit process to the Auditee: Once the areas of Audit are finalized, the Auditor shall provide an overview of the audit process to be carried out. Requirements, support or any other information or disclosures required from the auditee may be obtained.

7.2 Risk Based Assessment

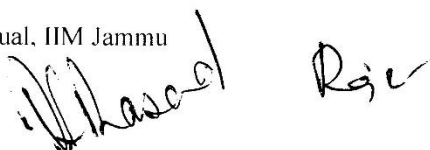
Risk assessment is the process of:

- a) Identifying and analysing potential risks posing threat to the Wing/school/unit's financial aspects as well as achievement of its objectives, and
- b) Developing response to address the identified risks and prioritizing audit focus in the risk potential areas.

For illustration, in Government Institutions one of the potential risk area is tendering and award of contracts for procurement of goods or services, where high level of risk is involved. The activities like award of contract to the right person whether followed or not, keeping in view technical and financial aspects provided in the tender document, guidelines of the Chief Vigilance Commission need examination. The auditor may identify those areas which pose risk and evaluate the effectiveness of the operations in those areas.

Following may also be followed for risk-based assessment:

- a) Financial: Auditors shall select those areas, accounts, schemes or programmes where maximum financial amount is involved and those areas shall be selected for detailed testing.
- b) Non-Financial: Auditors shall give high priority to the areas having high significance due to its nature of operations irrespective of the financial amounts involved. For example, i.e. areas where several and persistent irregularities are reported through previous audits (CAG / Internal), several grievances or complaints are registered, assembly questions raised etc.
- c) Analytical findings: Audit areas can also be identified by doing analytical studies between certain facts to locate any discrepancies. Unusual or abnormal observations noticed while comparing data can be a risk parameter for detail audit.
 - Budgeted provisions vs. Actual expenditure
 - Fund received vs. Fund utilised
 - Percentage of targets achieved (Target fixed if any)
 - Achievement on Work Development/completion Schedule
- d) Random review / Selection: Auditors shall select certain areas randomly based on their professional judgment or experience within the Wing, school, unit. In random selection, priority shall be given to the areas which are not covered in previous year audits or not yet audited. For example, different months may be selected from one to another year. Internal



Auditor shall not set a uniform pattern of selection every year but shall introduce an element of surprise.

After identification of risk areas, Auditors shall finalize the individual audit plan and more attention is to be given to potential risk areas where deployment of internal controls systems are weak or not existing at all. In-depth checking shall be undertaken in those focus areas.

7.3 Assessment of Internal Controls

Internal control mechanism is an integral process operated by an organization, designed to address risks and to provide a reasonable assurance in pursuit of organization's mission. Following general objectives are achieved by the process of Internal Control:

- Execution of orderly, ethical, economical, efficient and effective operations;
- Fulfilling of accountability obligations;
- Compliance with applicable laws and regulations;
- Safeguarding resources against loss, misuse and damage.

Auditors shall do an assessment of Internal Controls to ensure that an adequate internal control framework is in existence and operating as designed by the Institute and errors, if any, to be located with the operation of established internal controls. Internal Control Assessment will help Auditors to know the following:

- Reliability of records and registers maintained by the auditee unit;
- The extent and the depth of the examination that needs to be carried out in the different areas of accounting;
- What are the areas where controls are weak and where it is unnecessarily excessive;
- Whether suggestions can be given to improve the control systems.
- Whether the internal controls are sufficient
- Whether the internal controls are followed

7.3.1 Types of controls

Generally, there are two types of internal controls such as:

- a) Preventive Control: This type of internal control would prevent a risk from occurring. For example:
 - All transactions and events are initiated on proper authorizations and approvals.
 - Segregation of functions/ duties among the official as far as practicable to prevent risk.
 - Control over access to resources and records to prevent unauthorized or improper use of resources
- b) Detective Control: Detective controls are measures that would point to any loss/ misdeeds/ misappropriation that is taking place in the organisation. Any kind of reconciliation (bank reconciliation), analytical reviews, post audit, etc. would fall under this category as they help to detect if something had gone wrong. Some examples of such control activities are:



- c) Verifications: Transactions or events are verified to ensure correctness and validity. Personal records / service books etc. are periodically verified to ensure their correctness.
- d) Reconciliations: This is one of the most commonly used and effective control measures. Reconciliation of one set of records with another are made to ascertain correctness of the transactions or facts.

7.3.2 Tests of Internal Controls

Through audit procedures the effectiveness of the Auditee's internal control systems is assessed. The Auditors should make a list of internal controls which are in operation in the Auditee. Then Auditors shall perform tests of controls to assess the existence and adequacy of internal controls. However, the Auditor may not be required to test all the internal controls, he may select some sample controls based on the results of the risk assessment and professional judgment.

The Auditors may initially check the controls by conducting a compliance testing that is, testing to assess compliance with the internal control. Substantive testing is required to obtain evidence to ensure the completeness, accuracy and validity of the data produced by the accounting system.

To illustrate,

- a) Whether the bank reconciliations are made with the cash/bank book or not?
- b) Whether Rule 226 of GFR 2017 regarding safe custody and monitoring of bank guarantee and other instruments is followed or not?
- c) Whether the stock and store registers are maintained or not? If maintained annual physical verification of stock/fixed assets is done or not under Rule 213(1) and (2) of GFR 2017 and library books under Rule 215? etc.
- d) Whether procedures prescribed in Rule 144, 154 to 164 of GFR 2017 on procurement of goods are complied with before issue of Purchase Orders?

The Auditor will first check whether there is compliance with the control measure. If it is noticed that the control measure is not operating properly, then the auditor would have to go for a substantive testing of the transactions to examine whether non-compliance with the control has resulted in any untoward incident.

The Internal Auditor after assessing controls shall give his recommendation (in Internal audit Inspection Report and Internal Audit Report) on the operation of the internal controls, whether operation of internal controls is satisfactory or needs improvement or is not in existence.



8. Audit execution/ Conduct of Audit

While conducting audit (other than pre-audit), Internal Auditors are required to visit various units, schools, wings and sections. Further, field audit involves verification of accounts, relevant records and compliance to rules, codes and various orders; however, the responsibility of the Auditor is not limited to verification of accounts and procedures but also to give recommendations to improve the financial management system of the auditee.

Any discrepancies noticed while conducting audit or non-production of any record or non-cooperation by any Head of Unit/ Officer-In Charge shall be brought to the notice of the Unit Head by way of issue of Internal Audit Observation Memos. In case there is non-compliance even after intervention of the Unit Head, the matter may be reported to the office of the Director and then included in the Internal Audit Report.

Whenever any loss of money or stores is detected by means of any mis-appropriation or fraud, the fact shall be reported promptly through an Interim Report to the Registrar/ Director who shall consider the gravity of the case and take appropriate actions.

Auditors are expected to continually update themselves with the various instructions and other guidelines issued by the Institute/ Central Government from time to time concerning audit.

8.1 Audit of Receipts

The receipts of the Institute mainly consist of government grant as well as revenue derived from fees, fines, penalties, rents of institute's buildings and lands, receipts of loans, advances and deposits, interest or any other receipts.

In conducting the audit of receipts, the principal aim is to ascertain that adequate regulations and procedures have been framed to secure an effective check on the assessment, and collection and to see that such regulations and procedure are being followed. The Auditor shall also ascertain the adequacy of compliance with regulations and procedures for effective receipt, remittance, reconciliation and accounting of receipts.

Audit shall also be diligent in detection of irregularities, leakage or loss, fraudulent and forged receipts, other types of omissions or commissions in the process of levy and collection of taxes, fees, fines etc.

Auditor shall carefully verify any dues of the Institute left outstanding and suggest to the Appropriate authorities for effecting the recovery.

8.2 Audit of Payments

Payments made by the Institute are normally classified as revenue and capital expenditure, payment of loans and advances etc.

As major sources of finance of the Institute is Government grants, it is necessary to comply with the provisions of GFR and other instructions issued by the Government of India in Ministry of Finance and the administrative ministry (MHRD). The procedure for incurring expenditure from the Govt grant required:

- a) Provision - Competent authority should make provision of funds and fix limits for incurring expenditure;
- b) Sanction – There should exist appropriate administrative and expenditure sanction accorded by a competent authority, authorizing the expenditure;
- c) Propriety – Expenditure should be incurred with due regard to canons of financial propriety

Auditors should verify the above-mentioned procedures apart from verifying accounting aspect of expenditure while auditing. Audit of expenditure should not merely be confined to see that the expenditure is covered by a sanction; but should also verify that the authority according the financial sanction is empowered to do so by virtue of powers vested in it by the constitution, laws and rules governing the Institute (in Act and Statutes) or by delegation.

Auditors shall verify the payments made by the Auditee with reference to the following documents:

- a) The office copies of the paid vouchers / journal vouchers
- b) Counter foils of cheque
- c) Copies of bank scrolls/statements
- d) Supporting bills, receipts and Approvals
- e) Stock entries in respect of procurement of goods
- f) Performance reports in respect of procurement of services.

While checking each payment, Internal Auditors shall also check the procedures of the payments. Whether cash transaction has been stopped and digital payments are ensured in all cases is also to be examined and deviation, if any is to be reported.

8.3 Audit of Grants-in-Aid

The main aim of audit of grants-in-aid is to ensure that

- a) the amounts sanctioned as grants by GoI/ MHRD has been utilized for the purposes for which those are sanctioned,
- b) they are not mis-utilized and
- c) standards of financial propriety are maintained in expending of those resources.

Audit can be applied to the original grant itself or to the expenditure which is subsequently incurred out of the grant. Audit of the grant shall be conducted according to the general principles/rules laid down for the expenditure as indicated in preceding paragraph.

Following documents and registers are to be verified during the audit of grants-in-aid:

- a) Order sanctioning the grants,
- b) Register of grants,
- c) Bank statement and receipt entry in electronic cash book/bankbook,
- d) Ledger indicating utilization of grants (budget head wise-separate for revenue and capital)
- e) Utilization certificates (UCs).

In respect of R&D projects, the Auditor should verify the following matters while auditing grants-in-aid released by different departments of Government of India (GoI):



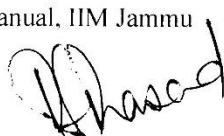
- a) The nature of grant should be verified from Grants-in-aid sanction orders specifying normal grants or special purpose grants. If it is of special in nature then auditor must see that the circumstance under which grant was sanctioned continues to exist and the expenditure was made for the said purpose only.
- b) Whether proposals for grants-in-aid are prepared with proper estimations?
- c) Whether grant has been utilised for the intended purpose (separately for equipment and recurring expenses)?
- d) Ascertain the achievement of overall objectives of the project for which grants-in-aid are sanctioned and there is no wasteful expenditure.
- e) Utilization certificates (UCs) whether furnished for all the sanctioned grants.
- f) Ascertain whether any unused portion of grants were refunded after completion of the project or not.
- g) Ascertain whether grant-in-aid is transferred and utilised for any other purposes, without prior sanction of the competent authority.
- h) Ascertain whether institute overhead in R&D, consultancy projects were duly deposited in Institute Corpus Fund and all statutory dues have been duly deposited with appropriate authorities in time.

8.4 Audit of Public Works

The Public Works includes buildings, roads, structures, their construction, maintenance and repairs, etc. In audit of Works expenditure, Auditor shall examine whether the expenditure has been incurred as per the procedure prescribed under the Central Public Works Accounts Code, MOU/ Contract agreement. As in this Institution, execution of major capital works has been entrusted to Central Public Works Department (CPWD) and National Building Construction Corporation Limited (NBCC), the UCs and statement of accounts furnished by these agencies and certified by the Engineering Section of the Institute is to be examined.

In respect of repair or maintenance work, construction of temporary structure for convocation/ meetings etc., following routine audit checks would be applied by the internal auditor depending on the nature and volume of such transaction.

- a) Whether administrative approvals and technical sanctions have been accorded by the competent authority and provision of funds have been made?
- b) The procedures of calling for tenders and allotment of the work is to be examined to verify transparency in the system.
- c) Whether the rate paid for the work done are as per the rates allowed in the contract agreement?
- d) Scrutiny of Measurement books in respect of work done with value as per contract.



- e) Recoveries like Security deposit, liquidated damage etc. from the contractors are made at the correct rates.
- f) Advances given to Project Management Consultants are as per proper sanctions and are adjusted timely.
- g) Whether final payment is made on obtaining completion report of work or not?
- h) Fixation and timely collection of rent on buildings to be reviewed and any undue delays should be reported.
- i) In the absence of contract agreements, the manner of release of payments and rates thereon needs to be examined with reference to the schedule of rates prevalent.
- j) Whether payments in excess or in contravention of the terms of the contract causing undue financial aid to the contractor have been made.
- k) Cases involving financial losses to the Institute and undue financial aid to the contractors are to be specially examined.
- l) Payments for deviations in the work made with due approval and rate of payment whether correct or not.
- m) Quality control tests of materials, plain/ reinforced cement concrete etc whether conducted conforming to relevant Indian Standards.
- n) Penalty levied if any for non-completion of work in time as per agreement.
- o) Extension of time and extra payments for that if any whether, as per rules.

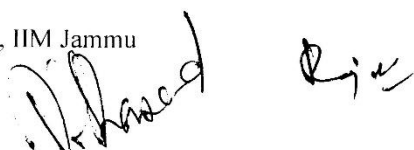
8.5 Audit of Procurements (Goods and Services)

Procurement Audit sometimes also termed as pre-audit and conducted for purchase of both goods and services.

8.5.1 Scope of Procurement Review (Pre-audit of purchases)

In Procurement review, Internal Auditors shall assess whether:

- a) The contract terms and conditions for procurement of goods and services were comprehensively drawn up, and was unambiguous, free from uncertainties, indefinite liability, misinterpretation and serve to protect interest of the Institute;
- b) The tender documents are comprehensively prepared, adequately addressed the interest of the Institute and ensured evaluation of bids on equitable and fair basis in a transparent manner;
- c) Equal opportunity has been given to all bidders;
- d) The system is tampered proof while receiving tenders;
- e) The system ensures complete transparency in Opening of Tenders;



- f) The procurements are of specified quality and are made at competitive rates;
- g) Rates finalised are reasonable and were arrived after due justification based on earlier Purchase Orders or Manufacturers pricelist;
- h) Quantities purchased are not in excess of requirement (more than indented quantity) so as to avoid wasteful expenditure;
- i) Advance payments made if any, were un-avoidable and was done with suitable safeguards to fully protect interest of the Institute;
- j) Adequate measures were taken to avoid loss to Institute in the event of non-performance by the supplier (performance guarantee whether provided or not in the contract);
- k) Priority was accorded to post contract follow up so as to avoid time and cost over runs, loss to Govt. and/ or undue benefit to suppliers
- l) Provisions of GFR 2017, Manual of procurement of Goods 2017 and Purchase Manual of IIM, Jammu were duly complied with.

8.5.2 Verification of Stores and stock, library books


The Auditee is required to carry out annual physical verification of stores and stock as well as library books as per Rule 213 and 215 of GFR 2017 and record certificate of such verifications in the stock register. If no physical verification of stock is done at all, the Auditor shall undertake random verification of stock to ascertain the actual position of stock in few cases.

The Auditor is to ascertain that the regulations / guidelines prescribed by the Institute, provisions of GFR 2017 governing purchase, receipt and issue, custody, condemnation, sale and stock-taking of stores are properly carried out. He/she should bring to the notice of Institute any important deficiencies noticed during verification of stores or any grave defects in the system of control.

During physical verification undertaken, if any, Auditors shall compare the physical stock position with reference to stock balance of the stock register.

8.6 Audit of draft annual accounts

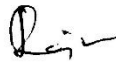
Internal audit will examine the draft annual accounts prepared by Finance & Accounts Section before its submission to the Independent Auditor and the Director. Compliance with the applicable Accounting Standards and guidelines (format of accounts) issued by MHRD would also be examined. Deficiencies / omissions noticed would be rectified with proper documentation before submission to Independent Auditor.



8.7 Audit Working papers

Working Papers shall be kept in audit file for future reference and verification. Working papers shall not be attached to the report, but shall stand as proof that required due diligence was exercised before reporting any Audit observation. The Audit file may however, contain a list of Working papers referred / prepared to during the course of Audit. Generally working papers consists of;

- a) Audit plan
- b) Audit Schedule
- c) Previous Internal audit reports
- d) Outstanding CAG audit paragraphs
- e) The financial statements of the Auditee
- f) Physical verification reports of cash/stock and store etc.
- g) Bank reconciliation statements
- h) Data relating to budget provision and actual expenditure for the period of audit
- i) Analysis of performance of specific projects both physical and financial
- j) Audit evidences relating to key audit findings
- k) Internal Audit observation Memos and compliance received from the Auditee and
- l) Draft Internal Inspection Reports / Annual Internal Audit Report



9. Reporting of Audit findings

The audit is treated as concluded once all the audit procedures and checks are completed. The Auditor shall finally review the working papers to see that the audit has been conducted according to plan and it has achieved its objectives. He should make note of any audit procedures that could not be completed due to non-production of records by the auditee unit or due to lack of time.

9.1 Internal Audit Observation Memo

After audit of each unit, Internal Audit Observation Memo (IAOM) showing the observations of audit along with action taken on previous year's observations, if any, is to be issued to the unit head for compliance. No objection shall be booked or reflected in draft internal audit inspection report without issue of an Internal Audit Observation Memo.

9.2 Compliance to IAOMs

The IAOMs issued by auditors shall be complied by the Unit heads promptly. Compliance/ Replies to the IAOMs should be furnished by the unit heads within 15 days of the date of receipt and IAOMs in original returned to the Internal Auditor under the signature of the head of the school/ unit. Wherever satisfactory compliances would be received, same would not be included in the final Internal Audit Report.

In case the reply of the officer is found to be satisfactory, the objection need not be incorporated in the Internal Audit Inspection Report (IAIR). The original audit memos with reply thereon shall be appended with the Audit Inspection Report for reference. The Auditor shall mark dropped with red ink on the memo with date and signature. IAIR would be issued, whenever considered necessary, considering the nature and gravity of audit finding.

If IAO memo is not returned within stipulated time or returned with unsatisfactory replies, the Auditor shall incorporate the objection in the Internal Audit report without waiting for an indefinite period for the reply. The duplicate copy of the memo shall be attached with the Report / documented in the file to substantiate the Audit views.

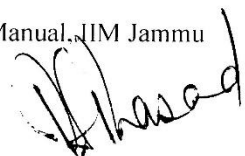
9.3 Annual Internal Audit Report

At the end of the financial year, considering the compliances furnished and action taken on audit observations raised, Internal audit would prepare an INTERNAL AUDIT REPORT, which it would place before the Director, with recommendations for improvement, if any. Paragraphs of IAIR and Annual IAR would be pursued with the auditee, till final settlement.

9.4 Qualities of a good report

The Auditors should exercise due professional care to ensure that the internal audit report, inter alia, is:

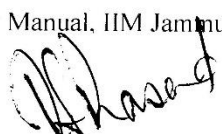
- a) Clear and not ambiguous
- b) Factual – presents all significant matters with disclosure of material facts
- c) Specific
- d) Concise
- e) Timely and
- f) Complies with generally accepted audit procedures



9.5 Content of the Internal Audit Report (IAR)

The content of the IAR would be as under:

- 9.5.1 Introduction: Period covered under Audit, units covered, duration of audit, name of the Registrar, DDO, HOS, Unit heads (with period), scope and objective are to be mentioned.
- 9.5.2 Audit Observations and Recommendations: Audit criteria (what should be done), fact (what has been done), deviation, impact and recommendation Auditors on each audit observation shall be detailed out. This Section shall further be divided into three parts viz internal control review, major irregularities and minor irregularities.
- a) Internal Controls Review: Internal Controls assessment results i.e. adequacy and effectiveness of the existing internal controls shall be mentioned in this section, with recommendations for improvement, wherever found necessary.
- b) Major Irregularities: All major irregularities noticed during the course of audit shall be mentioned separately in this section. The Auditors shall also report consequences for non-compliance of the same. Reference evidence and memos shall be attached as annexure. Some examples of major irregularities are mentioned below:
- Fraudulent withdrawal from bank accounts / double payments
 - Bogus payment and non-payment to beneficiaries
 - Misappropriation of cash and stocks
 - Any excess payments /excess or extra liability
 - Irregularities in procurement involving excess or irregular payments or extra liability
 - Loss in revenue and fee realization
 - Irregularities in revenue and fee collections and utilizations
 - Any un-authorized expenditure
 - Statutory violations involving Income tax/ GST (non/short collection, non/short remittances, delayed remittances including penalties etc.
- c) Other Irregularities: Here Auditor shall report the observations on irregularities noticed while conducting audit. On each item of verification as mentioned below, separate observations will be given on irregularities.
- Physical Verification of assets, Stock and other items
 - Receipts
 - Payments
 - Contingencies
 - Grants-in-Aid
 - Execution of works Contracts
 - Stores
 - Procurements
 - Reconciliations
 - Utilization Certificate Review
 - Budget and Actual Review



- d) Recommendations: In this section, Auditor shall provide the necessary recommendations to compile the lapses noticed during the audit. The Auditor shall provide the list of the areas needing improvement and recommendations for compliance along with a proposed timeline.

9.6 Monitoring the quality of Internal Audit Reports

The management of the Institute shall check the adequacy and efficiency of the Internal audit on review of following documents:

- a) Internal Audit Plan
- b) Basic Principles Governing Internal Audit.
- c) Internal Audit Documentation
- d) Internal Audit Evidence.
- e) Consideration of Fraud in an Internal Audit.
- f) Internal Control Evaluation.
- g) Communication with audited units
- h) Reporting Standard



10 Follow up in Internal Audit

10.1 Follow up to Internal Audit Observation Memos

The internal audit wing will regularly pursue the Internal Audit Observation Memos issued to each unit/ wing/ school/section till the necessary action is taken there against and the observation of internal audit is settled with the approval of the competent authority.

10.2 Follow up to paragraphs of Internal Audit Reports

Internal Audit will regularly pursue the paragraphs included in both the Internal Audit Inspection Report and Annual Internal Audit Report till final settlement.

10.3 Coordination with External Audit /Statutory Audit

The Internal audit wing will also coordinate with the CAG Audit and would monitor production of records and information requisitioned by CAG auditors and in examining and finalizing compliances furnished by different wings/ sections/ schools to the observations issued by CAG Auditors. These compliances will be submitted to Internal Audit with the approval of the Competent Authority. The Internal Auditor would act as the nodal officer of the Institute to coordinate with the CAG Audit.

10.4 Follow up action on CAG Audit observations

Internal audit will regularly pursue the paragraphs /observations contained in inspection reports of CAG with concerned unit/ wing/ department till necessary action is taken there against and necessary compliance report is submitted to CAG Audit with the approval of the competent authority. These matters would be pursued with concerned sections/ departments, till the observation of CAG audit paragraphs are finally settled.

The status of unsettled paragraphs of CAG Audit as well as internal Audit will be placed before the Finance Committee (FC) / BoG every year.

