

Chapter-V

INTERNAL CONTROL SYSTEM IN GOVERNMENT DEPARTMENTS

HOME DEPARTMENT

5.1 INTERNAL CONTROL SYSTEM IN THE POLICE DEPARTMENT

Highlights

Internal controls are laid down in the rules, regulations, codes. Adherence to built-in Internal Control system minimizes the risk of errors and irregularities in operational and financial matters and provides assurance in achieving reliability in accounting, financial reporting and efficiency in Department's operation. Review of Internal Controls System in the Department revealed that the budgetary and cash controls were deficient. Receipt books were not numbered and there were deficiencies in their accounting. Action for disposal of obsolete arms had not been initiated and no Internal Audit Wing was in existence. Some of the important deficiencies in financial and operational controls are highlighted below:-

- There were savings under capital heads in the Department's budget ranging from 19 to 82 per cent during the period 2000-05, due to weak budgetary controls.

(Paragraph 5.1.5)

- The system of levy, collection, accounting and remittance of fines/fee, was inadequate and ineffective in their implementation.

(Paragraph 5.1.6.1)

- There was delay of 13 to 16 months in submission of DC bills for settlement valued at Rs.6.09 crore.

(Paragraph 5.1.7.1)

- No action was taken to dispose of obsolescent/ unserviceable arms some of which pertained to the Portuguese regime. Confiscated explosives were not destroyed for over three years despite court orders.

(Paragraph 5.1.8.1)

- Exercising internal control suffered as the Department does not have an Administrative Manual, which is stated to be under preparation for the last five years.

(Paragraph 5.1.9.1)

- **One hundred and forty five officials who retired between 1967 to 2004 were occupying (March 2005) police quarters without payment of rent, indicating weak operational controls.**

(Paragraph 5.1.9.2)

- **No Internal Audit Wing existed. Further, units had not been audited since inception even by the Accounts Officer of the Department as required.**

(Paragraph 5.1.10.1)

5.1.1 Introduction

The role and functions of the Goa Police are mainly prevention and detection of crimes, maintenance of law and order and emerging internal security scenario, collection of intelligence, prevention of harassment of tourists and to control the activities of touts. The Goa Police is also responsible for the enforcement of statutes such as Smoking and Spitting Act 1997, Garbage Control Act 1996, Motor Vehicle Act, Tourist Trade Act, Narcotics Drugs and Psychotropic Substances Act. While the Foreigner's branch is responsible for the registration of foreigners and extension of visas, the Marine Police patrols the inland waters. The Police Headquarters is located in the capital city of Panaji. The State's jurisdiction is divided into two districts. The North district with headquarters at Porvorim has five¹ sub-divisions and the South district with headquarters at Margao has three² sub-divisions. There are 26 Police Stations (13 in each district) and 43³ outposts.

5.1.2 Organisational set up

The Police Department functions under the administrative control of the Home Department, which is headed by the Chief Secretary. The Director General of Police (DGP) is the Head of the Police Department. He is assisted by Deputy Inspector General (DIG), seven Superintendents of Police, 23 Deputy Superintendents, 49 Inspectors, 105 Police Sub-Inspectors, 211 Assistant Sub-Inspectors, 2758 Police Constables and 97⁴ administrative staff. There are 46 units under the Department which includes Goa Reserve Police with five companies, the Police Training School at Valpoi, Wireless Branch connecting headquarters with Police Stations/Outposts, Police Motor Transport, Traffic Cells in major cities and towns, Tourist Police, Marine Police, Anti Narcotics Cell, Fingerprint Bureau and the Criminal Investigations Department (CID) which controls 11⁵ units. The total strength of the Department is 4,666

¹ Panaji, Mapusa I & II, Bicholim and Ponda

² Margao, Vasco, Quepem

³ Twenty seven in North and 16 in South

⁴ Office Superintendent-1, Head Clerks-8, Accountant-3, UDCs-30, LDCs-47 and Stenos-8

⁵ CID units : (i) Special Branch (ii) Crime Branch (iii) Foreigners Branch (iv) Research unit (v) Anti Corruption Branch (vi) Security (vii) Readers Branch (viii) Immigration (ix) CID centers in Panjim, Margao, Vasco, Mapusa, Ponda, Curcholem, Bicholim, Dona Paula (x) Women Cell/Police Station (xi) Economic Offences Cell.

including an Accounts Officer and a Police Medical Officer. There are in all four⁶ Drawing and Disbursing Officers (March 2005).

5.1.3 Audit objectives

The objectives of the review of Internal Control System were to assess adequacy and effectiveness of

- Budgetary controls
- Cash controls
- Expenditure controls
- Stores and inventory controls
- Operational controls
- System of internal audit arrangements.

5.1.4 Scope of audit

A review of the adequacy and effectiveness of internal control mechanism including internal audit arrangements was conducted by test check of records for the period 2000-2005 at the Secretariat, Police Headquarters and its 28 units out of 46 and 23 Police Stations out of 26 in both districts during the period June to August 2005.

Audit findings

5.1.5 Budgetary controls

The budget provision and the capital and revenue expenditure of Goa Police during 2000-2005 is given below:-

Year	Capital				Revenue			
	Total provision	Expenditure	Saving	Percentage of saving	Total provision	Expenditure	Saving	Percentage of saving
	(Rupees in crore)				(Rupees in crore)			
2000-01	0.58	0.45	0.13	22	41.26	40.19	1.07	3
2001-02	2.54	0.46	2.08	82	45.06	42.77	2.29	5
2002-03	2.75	1.54	1.21	44	49.33	46.05	3.28	7
2003-04	2.89	2.87	0.02	1	53.84	50.57	3.27	6
2004-05	1.25	1.01	0.24	19	61.16	53.90	7.26	12
TOTAL	10.01	6.33	3.68		250.65	233.48	17.17	

Non-monitoring of budget allocations resulted in huge savings under capital head

It can be seen from the table above that the savings under capital head ranged from 19 to 44 *per cent* and was as high as 82 *per cent* in 2001-02. The reasons for savings under capital head were delays in, commencement of works by PWD, completion of purchase procedure for equipment. Savings under

⁶ AO/DGP, AAO/SP (N), Dy.SP(KR)/SP (S) and Principal PTS Valpoi.

revenue head were attributed to non-finalisation of tenders for machinery, non filling up of vacant posts. Thus the Department/Government had not monitored its budget allocations adequately resulting in huge savings under both capital and revenue heads.

5.1.6 Cash controls

Deficiencies in system of levy, accounting, collection and remittance of fines imposed under Smoking/Spitting, Garbage Control and Temporary Landing Permits (TLPs)

5.1.6.1 The Police Department has been entrusted with the responsibility for implementation of statutes such as Smoking/Spitting, Garbage Control Act and Registration of Foreigners' Rules 1992/extension of visas. For implementation of the above statutes, in cases of detection of violation w.e.f 29 September 2000 compounding through collection of fine of Rs.100 per violation has been prescribed while for extension of visas/Registration of Foreigners Rules 1992, the Police Department has been entrusted with the responsibility for issue of TLPs at the airport/seaport to the foreigners who had arrived without visa under certain emergent circumstances. The TLPs were to be issued after charging a prescribed fee of USD30 (USD 40 w.e.f 8 November 2000).

It was observed that the system of levy, collection, accounting and remittance of fines/fee was inadequate and ineffective as discussed below:-

5.1.6.2 Entries of collection in the cash book

Receipt and Payment Rules require that all monetary transactions should be entered in the cash book and is required to be attested by the head of office as a token of the check exercised by him. Audit scrutiny revealed that the fines collected were not being entered in the main cash book maintained by the DDOs and also these were not found to be recorded in the day book⁷, which were maintained at the unit level. Further while depositing these collections through challans in the treasury, summary or abstract of the receipt was also not found enclosed alongwith the challan. In absence of this, the correctness of the amount that had been deposited and its reconciliation was not verifiable in audit.

Fines collected under Smoking/Spitting and Garbage Control Act were not entered in the main cash book and their remittances was not verifiable in audit

5.1.6.3 Accounting of Smoking/Spitting and Garbage challans

The Crime Investigation Department (CID) had ordered and received (February 2001) from the Government Printing Press (GPP), 180 challan books of 50 folios each towards implementation of the Goa Prohibition Smoking/Spitting Act 1997. The challans had the heading of Goa Police (GP). These books were not numbered either booklet wise or folio wise and a stock account was also not maintained by any DDO/Unit.

⁷ Cash book at the Police Stations

It was observed during verification that 30 booklets containing 1500 folios remained unaccountable by the CID as neither the receipt of these by the store section was available (28 booklets) nor acknowledgement of its receipts (two booklets) to the units to which these had been stated to have been issued by CID was available. Further it was also observed that four⁸ Police Stations were unable to account for six smoking/spitting booklets as also four⁹ other Police Stations were unable to account for 51 folios in the challan book which had been issued under smoking/spitting Act. In this connection it was further observed that an inquiry had been initiated on suspected misappropriation of Rs.9,100 by a Police Constable who was incharge of maintenance of the day book at Police Station Calangute.

Further, the CID printed (2000) through the GPP, 50 booklets of 50 challans each, for implementation of Garbage Control Act. Neither CID nor Stores could produce any stock account of these challans. It was seen that 16 booklets only had been issued by the Stores/DGP, resulting in a shortfall of 34 booklets, the accounting of which was not made available to audit.

5.1.6.4 Accounting of Temporary Landing Permits (TLPs)

Audit scrutiny revealed that the blank TLPs were kept in loose form/unbound and unnumbered. A stock account of the blank TLPs had not also been maintained during 2000-2005 either at seaport (Mormugao Harbour) or at Dabolim Airport. Further the TLP register that were maintained by the Airport Immigration Officer (AIO) did not contain abstract of details of serial number of TLPs duly linked with challan under which the collection were remitted to the Treasury. Similarly the cash book maintained by the seaport officer did not contain serial numbers of the TLPs. In the absence of this, the extent to which amounts collected under individual TLPs issued has been properly accounted and remitted was not verifiable in audit.

5.1.6.5 Maintenance of stock account of receipt books

All receipt forms should be serially numbered, bound in booklets which should bear a certificate of count of folios by the Drawing and Disbursing Officer (DDO) before they are put to use and their issue should be controlled through a stock account register wherein the source of receipt of the serial numberwise booklet should be recorded alongwith acknowledgement of its receipt by the unit to which the booklet has been issued. To ensure proper control over usage of these receipt booklets, unused stock should be regularly checked by the DDOs and a certificate of these facts should be recorded at the prescribed intervals. During test check it was noticed that the TR 5 receipt books got printed from Government Printing Press were received/distributed by the Stores section of the Director General of Police without a number been given by GPP/Stores. The DDOs issued them to the units under their jurisdiction after numbering. The receipt book in use at Sanguem Police Station since July 1991, did not have a book number, nor were the pages numbered and certificate of count of pages recorded.

⁸ Panaji-1, Agassaim-1, Verna-2, Calangute-2 (4 PS and 6 booklets)

⁹ Canacona-27, Railways-4, Cuncolim-3 (S/S) and Colva -17 (Garbage)

5.1.6.6 Remittance of Government dues into Treasury

As per Receipt and Payments Rules, the revenue realized is to be credited to Government Treasury at the earliest. Audit scrutiny revealed that there was delays upto 240 days in remitting receipts towards police protection charges, smoking/spitting fines, garbage control fines into Government Treasury by the Police Stations(PS)/Traffic cells(TC)¹⁰.

In respect of MV challans, SP (Traffic), Altinho instructed (March 2002) the TC to deposit on weekly basis the collections of MV challans at the TC, Altinho, while the PSs were directed to send the cash on any working day before 11.00 a.m. The SP (Traffic) Altinho was by and large depositing the dues to Treasury the same day, however the Department had not prescribed any periodicity to PSs for sending the MV receipts to Government/TC, Altinho. While the TC, Curchorem sent amounts of Rs.11000 to Rs.41000 once a month, PS Sanguem remitted amounts of Rs.4500 to Rs.36,000 within three months..

In respect of TLPs, audit scrutiny revealed that 1478 passengers of a ship that arrived at Mormugao Harbour on 21 November 1999 were issued TLPs @ USD 30 per head, but the total receipts of Rs.19.17 lakh (44340 USD) remained with the Shipping agent for over four months as the Department/DFP, State Bank of India, Reserve Bank of India and the Sub-Treasury, Vasco were not willing to accept the amount, awaiting GOI's clarifications as to its remittance. Thus the delay by the Home Department in directing the Police Department to receive and keep the amount in safe custody, until GOI's clarifications were received by the banks, resulted in Government dues remaining outside the Government account.

In respect of Smoking/Spitting fines whereas the South District remitted (2002-2003) the fines to the general head of account "other receipts" under 0055- Police, it was seen that in the North District, there was a delay of two years (2001-03) in crediting Rs.57,000 to Government treasury, as the appropriate unit of appropriation to which the receipts were to be credited was not communicated by the Finance Department to the DDO (N) / PS/units.

5.1.6.7 Reconciliation of receipts with Treasury

The Departmental officers are required to reconcile periodically and before the close of the accounts of a year, the Departmental figures of receipts with those recorded in the books of the Director of Accounts.

The Traffic Cell, Panaji is the nodal cell for the collection and remittance to Government Treasury in respect of fine imposed under Motor vehicles (MV) Act for the six traffic cells as well as the Police Stations/units. The remittances are accounted under "0041-Taxes On Vehicles" by the Superintendent of Police, Traffic. The SP Traffic sends to the Director of Transport a monthly list of the Treasury challans showing the receipts remitted. However the details of the MV challans under which the amounts

Temporary landing permit receipts of Rs.19.17 lakh remained with the shipping agent for over four months due to delay by Home Department in clarifying the remittance head

¹⁰ Sanguem-upto 240 days, Curchorem-upto 60 days, Quepem-upto 120 days, Margao Town-upto 110 days and Pernem-upto 50 days.

were realized were not sent to the Transport Department for reconciliation purposes.

The system of reconciliation of collections deposited through Treasury challans was not functioning as the respective DDOs instead of reconciling the amounts that have been deposited into the Treasury with the copies of the challans received by them were sending these challans to Department of Science, Technology and Environment, who had initially indented for these challan books. In view of the above no system of reconciliation was in existence.

5.1.6.8 Uncompounded MV challans with court

It was seen that 1339 number of MV challans in respect of 11 PS/1 TC were referred to Courts during 2000-2005 as these challans were not compounded. The outstanding balances were not being carried forward from year to year and the outstandings prior to 2000 were not available. The Traffic Cell at Altinho could not clarify whether these challans were compounded or decided by the Courts, indicating lack of control mechanism in pursuing the traffic offences referred to the Courts.

5.1.7 Expenditure controls

5.1.7.1 Pending AC bills and Delay in submission of DC bills

According to the General Financial Rules followed by the Government of Goa, money should not be drawn from treasury in advance and/or in excess of requirement. As per Rules, the Detailed Contingent (DC) bills are to be submitted against the Abstract Contingent (AC) bills within one month from the date of drawal.

Twelve AC bills amounting Rs.39.98 lakh drawn during the period April 2004 to January 2005 were pending settlement as on 31 March 2005 for want of submission of DC bills though the time limit for submission of these bills was 30 days. These DC bills pertained mostly to duty allowances/hiring of vehicles for Parliamentary/State Legislature election expenditure for which the expenditure statements were pending with the Election cell at the DGP's office. Thirty one DC bills pertaining to the AC bills drawn during the period 2000-2005 with monetary value of Rs.6.09 crore were submitted to the Accounts Department for settlement after a delay of three to 16 months, though the time limit for the submission of these bills was one month. The reasons for delay in submission of the bills was not furnished (August 2005). Thus the Accounts officer at the DGP's office, who is the DDO for the Department, had not monitored the timely submission of DC bills.

5.1.7.2 Pay bill /Bill register

As per the General Financial Rules, a pay bill register is to be maintained to record details of salaries, advances disbursed and recoveries effected. Audit scrutiny revealed that the neither columns of the register for advances

taken/repayments made filled up, nor were the registers initialed by any officer as proof of having checked the correctness of entries recorded therein. This resulted in missing instalments towards GPF advances (Rs.7,294), Motor conveyance advances (Rs.942) and House building advance (Rs.25,931). The bill register in form TR 28-A maintained at the DGP's office also did not record the summary of outstanding bills at the end of every month.

5.1.7.3 Undisbursed salaries and allowances

At the DGP's office the entries in the Undisbursed Pay and Allowances Register (UPAR) were not attested by the DDO after February 2004 and the register was incomplete after 18 November 2004 as entries were not recorded despite the fact that the salary for the month was around Rs.1.00 crore.

The Police Stations/units collect the cash in respect of salaries, petty cash from the respective DDOs and record the disbursement in their Day book. However in two Police stations[^] it was seen that the receipts of cash were not recorded and consequently the undisbursed salaries account also was not maintained. It was stated that undisbursed cash was returned to the DDO within a fortnight.

The entire amount received in Headquarter's office towards pay and allowances are entered in the UPAR on the date of receipt of cheque/encashment of the cheque and the full amount disbursed is then shown by recording the date in the disbursement column of UPAR. As the acquittances were not dated, the amount lying undisbursed on any particular date could not be ascertained in audit.

5.1.8 Stores and Inventory control

5.1.8.1 Disposal of old arms/confiscated explosives

The disposal of obsolete/obsolescent, confiscated, seized/recovered firearms and ammunition in non prohibited bore categories is regulated by the Government of India, Ministry of Home Affairs guidelines of October 2001. After following the procedure towards condemnation/declaring unserviceability of firearms, all obsolete/obsolescent and condemned/unserviceable firearms/their components are to be destroyed centrally.

It was seen from Armoury records of Goa Police that 859 firearms (604 rifles of the Portuguese regime, prior to 1961) partly serviceable/ unserviceable /obsolescent were lying undisposed (July 2005) since 1976. Audit scrutiny revealed that the Department took up the matter for the first time only in November 2000 with the Ordnance factory at Jabalpur for the condemnation/disposal. The factory instructed (December 2004) the Police Department to get the serviceability of firearms determined by an Army unit in Goa.

Due to the undue delay in disposal of the arms, the Department is unable to trace the history sheets of the weapons. Thus the unserviceable firearms

[^] Colva and Harbour

remained piled up resulting in avoidable expenditure on its storage/safety and blocking up of armoury space.

5.1.8.2 *Disposal of confiscated explosives*

A huge quantity[♦] of explosives were seized during a raid on 13 April 1995 at Quepem. The case was registered in court in 1996. In November 2000, the Joint Chief Controller of Explosives (JCCE), Mumbai, in reply to SP (CID)'s reference of September 2000, advised to obtain permission letter from Court for destruction of the explosives. The accused was acquitted (June 2002) and the court granted permission to the Investigating officer to dispose of the explosives lying in the PS as per the provisions of the Explosives Act. After a year in September 2003, the matter was referred to the JCCE, Mumbai. There was no pursuance in the matter until March 2005. Thus non-pursuance of the disposal at H.Qrs/unit level for three years after the court's order resulted in the explosive lying undestroyed.

5.1.8.3 *Hydraulic cranes lying idle*

The Ministry of Road Transport and Highways (MORTH), Government of India had allotted two Hydraulic Cranes costing Rs.36.68 lakh (March 2002 and February 2004) to the State Police Department (Traffic), Government of Goa. The Hydraulic cranes were to be utilized for removing the vehicles involved in accidents on the Highways.

Audit scrutiny (February 2005) revealed that the crane received in March 2002, covered only four kilometers and was lying idle since then in the campus of Director General of Police, Panaji. The DGP had proposed (October 2004) for the repairs of the crane for making it road worthy, at an estimated cost of Rs.0.52 lakh for which the Government had delayed approval for almost one year.

The crane received in February 2004 was transferred to the Traffic Cell at Ponda in August 2004 and was stationed at Police Outpost at Farmagudi, for want of lifting accessories. It was also seen that the Police Department had deployed two drivers and one home guard for each of the cranes. Services of the employees however were not being utilized since 2003.

Thus inaction on the part of the Police Department had resulted in idling of one crane for three years and the other for one year. This resulted in idling of cranes and nugatory expenditure of Rs.9.61 lakh on pay and allowances of staff.

5.1.8.4 *Deliveries of petrol and diesel*

The Department has two petrol pumps, one at H.Qrs at Panaji and another at Verna Police Station (from March 2005) for supplying petrol and diesel to their fleet of vehicles at North and South Districts respectively. Each pump has two tanks of 15,000 litres capacity each for petrol/diesel. Audit scrutiny

[♦] 881 sticks of gelatine, 3582 number of ordinary detonators, 2165 numbers of electric detonators and 91 nos of safety fuse coils.

revealed that the minimum monthly supply was of 12,000 litres each of petrol and diesel by the Indian Oil Corporation (IOC).

A test check of five deliveries (2 diesel and 3 petrol) made between May 2002 and February 2004 indicated a shortfall in supply ranging from 40 to 119 litres valuing at Rs.11,000. Department had not recorded the actual quantities as per the gauge chart at the time of delivery by IOC, and failed to get the stock supplies certified by a responsible officer as required under the General Financial Rules. Also, the Department opened at Verna PS a separate petrol/diesel pump which was commissioned in March 2005, but for want of the dip gauge chart, the PS had no records of the actual quantity delivered. Thus the Department did not exercise control on the deliveries of petrol/diesel.

5.1.9 Operational controls

5.1.9.1 Administrative Manual not framed

The Department did not have any Administrative Manual setting out guidelines and procedures so as to exercise necessary checks and controls for effective functioning and reliable financial reporting of all the units. It was seen in audit that though the Department engaged the services of retired police officers since 2001 for drafting their own manual, the manual is yet (July 2005) to be framed.

5.1.9.2 Immovable assets/building register

The Department had not maintained an assets/building register showing the details of buildings (residential/non-residential) under its control, their date of construction/creation, value and location. Further 1279 quarters were under the Department's administrative control as on 31 March 2005. The allotment registers maintained at Police Headquarters, Panaji and S.P. (South) did not record dates such as allotment of quarters, vacating of quarters, eviction notices filed, period when the quarters were under repairs etc. Audit could not ascertain how the Department exercised administrative control over its residential estate matters. S.P. (S) replied (August 2005) that entries in the registers were in progress. Reply from Police Headquarters was awaited (November 2005).

As per Government of India, Ministry of Home Affairs letter (October 1982), rent free accommodation is to be provided to non-gazetted police personnel. As per Government General Pool Residential Accommodation Allotment Rules, 1995 (amended in March 2000), a retired Government official can retain quarter for a period of upto four months on payment of stipulated licence fee¹¹. Audit scrutiny revealed that 145 officials who retired between 1967 to December 2004 have not vacated the quarters (August 2005) and were not paying any rent though they were entitled to rent free accommodation only during the service. The Department filed eviction notices between 1992 to 2004, but failed to evict the occupants.

¹¹ For the first two month-Double the licence fee; for the next two months-market rate

Forty two vacant quarters (30 'A' type and 12 'B' type) at Bogda in control of Superintendent of Police, Margao were placed at the disposal of Collector, South Goa, Margao in September 2000 for temporary re-habilitation of land slide affected persons till alternate arrangements were done. Despite a lapse of five years since allotment, the quarters are yet to be handed over back to SP(S), Margao. The Department had not taken any action to ensure early transfer of these quarters despite passage of more than three years.

5.1.9.3 Safeguarding of confiscated/unclaimed property

The Police Stations maintain a *muddemal* register wherein the properties attached on registration of a crime, are to be recorded in detail (for easy identification) on the day the properties are attached. A charge sheet is then prepared, the time for which varies according to the severity of the crime and the chargesheet alongwith the attached material is sent to the Court through a road certificate (RC), wherein the property sent is to be acknowledged by the Court's official as per Department's standing order of September 2002. Audit scrutiny revealed that the system of Road Certificates was not followed by the Panaji Police Station (PPS) and thus the acknowledgements of the *muddemal* deposited in Court were not obtained. The reasons for the Panaji Police Station being unable to obtain acknowledgements from the courts, when other Police Stations were doing so, remain to be clarified by them.

5.1.10 Internal audit arrangements

5.1.10.1 The Finance Department specified (August 1996) that in Departments where the post of Accounts officer/Senior Accounts Officer exists, the duty of carrying out the internal inspection of the establishment/Drawing and Disbursing Officers would devolve on the Accounts officer. It was however observed that neither was the internal audit of any unit conducted (2000-2005) nor was a separate internal audit wing within the Department set up.

5.1.11 Conclusion

The budgetary and cash controls were weak as huge savings were noticed under capital head. The cash books were not maintained properly. Unnumbered receipt books were issued and stock account was not maintained which resulted in there being no control mechanism for certifying receipts until their credits to Treasury. There was no proper monitoring of GOI funds as well as State Budget funds at Government level. The Department did not have adequate internal control tools in the form of Police Administration Manual prescribing guidelines for effective functioning. Unserviceable/obsolescent arms were allowed to pile up as no disposal was done for nearly 30 years resulting in avoidable carrying cost and manpower to guard the arms. No Internal audit mechanism to enforce internal control had been set up in the Department.

5.1.12 Recommendations

- Budget estimates especially of lower formations should be scrutinised carefully to ensure estimates are realistic and savings are minimised.
- Maintenance of cash book, undisbursed pay register and house allotment registers should be streamlined.
- Internal controls should be strengthened by maintaining proper records of receipts, issuance, accounting of receipt books relating to fines collected through implementation of Garbage Control/Smoking/Spitting Acts and remittances of collection to Treasury.
- A watch over the settlement of Abstract Contingent bills should be kept to ensure timely submission of Detailed Contingent Bills.
- An internal audit system should be put in place to assess regularly the functioning and the efficacy of the Department.
- Administration Manuals should be introduced immediately to ensure proper Inventory Controls especially of arms and ammunition.