TTDC

TAMILNADU TOURISM DEVELOPMENT CORPORATION LIMITED
CHENNAI – 600 002

E-TENDER NOTICE NO: 1206A/IA/2026 **Dt:14.08.2026**

CORRIGENDUM – GENERAL TERMS & CONDITIONS

In continuation of the E-Tender document referred above, it is hereby notified that the following conditions are incorporated. This Corrigendum shall form an integral part of the tender document and shall be binding on all bidders.

Class (II) About this Request for Quotation

Wherever the word "Chartered Accountant Firms" shall be read as "Chartered Accountant Firms / Cost Accountant Firms."

Class (IV) General Terms & Conditions – (Included)

(xix) Tenderers having their office within the State of Tamil Nadu only shall be eligible to participate in the Tender.

(xx) The Internal Auditors appointed for three consecutive financial years at TTDC are not eligible to participate in this Tender.

-Sd/-
MANAGING DIRECTOR

//TRUE COPY//

CHIEF FINANCIAL OFFICER

TAMILNADU TOURISM DEVELOPMENT CORPORATION LIMITED
CHENNAI – 600 002

E-TENDER NOTICE NO: 1206A/IA/2026 **Dt:14.08.2026**

CORRIGENDUM – II

In continuation of the Pre-bid Meeting conducted on 24.08.2026, it is Internal Auditors for the year 2026-2027 it is proposed to the following incorporations in tender documents. This Corrigendum shall form an integral part of the tender document and shall be binding on all bidders.

FINAL EVALUATION (Pg.No.8)

Sl.No.3 Overall Score

The Technical Bid Score and Financial Bid Score will be combined to arrive at the overall score as follows, formula shall read as

"BN = 0.6 × TN + 0.4 × FN"

REJECTION OF BID (Pg.No.9)

Sl.No.5. Shall read as "the bidder does not upload the tender in the format as prescribed".

Sl.No.6. Shall read as "the bidder does not upload the Scanned **Tender Form,** duly signed and stamped".

Annexure-1

PART G - GOVERNANCE, FOLLOW-UP & REPORTING

Section G2 - Key Performance Indicators for Internal Audit Function

Surprise cash count visits per unit – In Target column shall read as "Minimum 1 per quarter".

Annexure-3

Profile of the applicant

Sl.No.8. Shall read as "Annual Income of the Firms for last 4 Assessment Years i.e. from 2022-23, 2023-24, 2024-25 and 2025-26".

Annexure-5

Evaluation Criteria (indicative)

Sl.No.5. Shall read as "Average Annual Income of the Audit Firm for last Four Assessment Years i.e. from 2022-23, 2023-24, 2024-25 and 2025-26".

-Sd/-
MANAGING DIRECTOR

TAMILNADU TOURISM DEVELOPMENT CORPORATION LIMITED
No.2, Wallajah Road, Chennai -2

<u>Tender Notice No.1206A/IA/2026, Dated:13.8.2026</u>

TENDER DOCUMENTNO:1206A/IA/2026

E– TENDER DOCUMENT - Engagement of Internal Auditors for TTDC for the Year 2026-2027

<u>QCBS</u>
<u>Quality and Cost Based Selection</u>

Address of the Tender Inviting Authority
The Managing Director
Tamilnadu Tourism Development Corporation Limited
No.2, Wallajah Road, Chennai-600 002
(THIS TENDER DOCUMENT IS NOT TRANSFERABLE)
Email:ttdcaudit@gmail.com– Web: www.tamilnadutourism.tn.gov.in
http://www.tntenders.gov.in

SECTION - I

TAMILNADUTOURISMDEVELOPMENTCORPORATIONLIMITED
NO.2 WALLAJAH ROAD, TRIPLICANE, CHENNAI -2

INVITATION FOR BID (IFB)

E - TENDER NOTICE NO:1206A/IA/2026 Dt:13.08.2026

On behalf of Tamilnadu Tourism Development Corporation Limited, we invite E-Tender (Techno Commercial & Price bids) for ENGAGEMENT OF INTERNAL AUDITORS FOR TTDC for the year 2026-2027 .The contract will be awarded initially for one year, which may be extended for subsequent two years based on satisfactory performance.

e-Tender Notice Reference No	:	1206A/IA/2026 Dated : 13.08.2026
Bid Submission Starting Date	:	From 14.08.2026 – 11.00 A.M
EMD	:	Rs.10,000/- to be remitted through (https://tntenders.gov.in/)
Pre-Bid meeting	:	On 24.08.2026 @ 11.00 A.M @ @ Head Office, TTDC, Wallajah Road, Triplicane, Chennai -2
Last Date and Time for submission of e-Tender Document	:	On 31.08.2026 Up to 11.00 A.M Only through (https://tntenders.gov.in/)
Date and time of opening of Technica Bid	:	On 31.08.2026 @ 03.00 P.M
Date and Time of Opening of Financia Bid	:	will be intimated through Official e-mail to the Technically Qualified bidders
Submission of e-Tender & Opening of Technical & Financial Bid	:	Through e-Tender website only (https://tntenders.gov.in/)
Address for Communication	:	The Managing Director, Tamil Nadu Tourism Development Corporation Limited, No.2, Wallajah Road, Triplicane, Chennai – 600 002. (E-mail: ttdcaudit@gmail.com)

1. Those who are willing to participate in the e-Tender shall remit an Earnest Money Deposit of **Rs.10,000/- (Rupees Ten Thousand Only) through the website www.tntenders.gov.in by way of online payment in favour of 'Tamilnadu Tourism Development Corporation Limited and they should be enclosed along with the Technical Bid.**

2. The Earnest Money Deposit will be refunded to the unsuccessful bidder on application after intimation is sent for the rejection of his/her Tender or at the expiration of bid validity period. The EMD amount of the successful Tenderer will be adjusted against a Security Deposit.

3. The e-Tender Technical Bid will be opened through e-tender online portal at TTDC. The **Price bids of the technically qualified Tenderers alone will be opened after scrutinization.** Technically qualified Tenderers will be intimated through official mail mentioned in the e-Tender.
4. The Managing Director, Tamilnadu Tourism Development Corporation Limited has got the right to accept or reject the Tender partially or fully without assigning any reason there for.
5. In case of any dispute Chennai shall be jurisdiction.

6. All further communication / Amendment / Addendum will be posted in the official website only.

MANAGING DIRECTOR
TTDC LTD.,

I. About TTDC

The **Tamil Nadu Tourism Development Corporation (TTDC)** is a Government of Tamil Nadu undertaking established in 1971 to promote tourism and build hospitality infrastructure across the state. It operates a vast network of budget-friendly accommodations, transport services, and guided tour packages.

II. About this Request for Quotation

Proposals are invited from eligible Chartered Accountant Firms for engagement as Internal Auditors of Tamil Nadu Tourism Development Corporation Limited (TTDC) vide a service contract with specific terms and conditions. The total contract will be for a period of **three years** beginning from F.Y. 2026-27 which may be renewed on year-on-year basis subject to satisfactory performance of the Firm, the mutual consent of both the parties and with the approval of the Board of Directors of TTDC Corporation.

Interested Chartered Accountant Firms can download the tender document containing detailed terms and conditions, scope and eligibility criteria from the official website.

The proposals (both technical and financial) by eligible Chartered Accountant Firms shall reach the Office of the undersigned within due date and time (i.e. 31.08.2026 upto 11.00 A.M) in the prescribed format and manner. Proposals received after due date and time shall be rejected.

One Firm can submit only one bid. If a Firm submits more than one bid, all the bids submitted by that Firm will be summarily rejected.

III. <u>Scope of Internal Audit</u>

a) The Scope of Internal Audit enclosed separately (Annexure 1)

b) List of TTDC Units to conduct Internal Audit (Annexure 2)

IV. General Terms & Conditions

i. The engagement shall be for a period of three years beginning from F.Y. 2026-27.

ii. The contract may be renewed on year-on-year basis in the same terms and conditions, subject to satisfactory performance of the firm, the mutual consent of both the parties, and with the approval of the Board of Directors.

iii. The successful firm shall start providing services within 10 days of issue of Award of Contract/Work Order.

iv. Applicants must ensure that the proposal is submitted in the relevant format along with the requisite supporting documents. Special comments, if any, on the scope of services to be provided may also be submitted along with the application.

v. The decision of acceptance of the quotation will lie with the competent authority of TTDC, who does not bind them self to accept the lowest quotation and further reserves the right to reject or partially accept any or all quotations received, without assigning any reason.

vi. Applicants are advised to satisfy themselves about the quantum of work before submitting their Bids; no extra charges consequent on any misunderstanding or otherwise shall be allowed.

vii. At any stage during finalization of process for request for quotation, the competent authority of TTDC is free to use any evaluation metrics/ weightage or take help of any consultant, as required in selecting the successful firm and the applicants shall agree to abide by it.

viii. Canvassing directly or indirectly in connection with the Bid is strictly prohibited and Bids submitted by the Applicants who resort to canvassing will be summarily rejected.

ix. The successful bidder shall not sublet the work or part of the work without the written consent of TTDC.

x. Payment for the services will be made only after successful completion of audit as per the scope charted and the submission of related reports etc. as per the agreed terms and conditions. GST TDS will be deducted as per the applicable rules.

xi. The contract can be terminated at any point of time if the services of the Firm are not found satisfactory, by giving seven days' notice. In such an event, the contract shall be awarded to any other successful bidder at the risk cost of the defaulting Firm.

xii. The Bidder must quote the rates in figures as well as in words correctly in the Financial Bid.

xiii. On completion of Audit, the consolidated Internal Audit Report is to be submitted to the Managing Director, TTDC Corporation, Chennai.

xiv. The Competent Authority reserves the right for any modification/cancellation of the advertisement, if required, without assigning any reason thereof.

xv. Any legal dispute arising out of this is subject to Chennai jurisdiction only.

xvi. The successful Tenderer shall pay all stamp charges on the contract.

xvii. In case of additional work forces are required at any time, it shall be intimated to the tenderer by the concern officials of TTDC.

xviii. Travelling Allowance (TA) shall not be admissible to the Tenderer for attending or conducting the Audit at any Unit of TTDC.

V. Earnest Money Deposit

1. **The EMD shall be remitted through Online payment in favour of TTDC Ltd., Ch-2 through https://tntenders.gov.in website only**
2. The Earnest Money will be refunded to the unsuccessful bidder on application after intimation is sent or at the expiration of Bid validity period. Bids not accompanied by the Bid Security will be rejected. The EMD amount of the successful Tenderer will be adjusted against a security Deposit.
3. **The EMD will be forfeited:**

a) If a bidder withdraws his Bid during the period of Bid validity.

b) If a successful Bidder fails to:

i) Execute the agreement or

ii) Furnish the necessary performance security within the specified time limit of 15 days from the date of receipt of work order from TTDC.

c) If the Bidder does not accept the correction of the Bid price.

4. The Bid shall contain no alterations or additions, except those to comply with instructions Issued by the Employer, or as necessary to correct errors made by the Bidder, in which case such corrections shall be attested by the person or persons signing the Bid.

VI. Instructions to Bidders

A. Submission of Tenders

(i) The Proposal shall be in **two parts -** Technical Proposal & Financial Proposal.

(ii) Any material omission in the proposal shall make the proposal unacceptable at the discretion of the management and the bid, incomplete in any aspect, shall be liable to be rejected.

(iii) The Proposal shall remain valid till 90 days of the date of submission of the proposal or award of the assignment whichever is earlier.

(iv) The technical proposal in addition to proof of eligibility shall contain all the information, documents and clarifications as required under **Annexure-3 & 5.**

(v) The Financial Proposal shall be submitted in the format given in **Annexure- 4.**

(vi) The proposal must be submitted to the following address:

The Managing Director
Tamil Nadu Tourism Development Corporation Limited,
Tourism Complex,
No:2, Wallajah Salai, Chennai – 600002.

B. Evaluation, Selection, Criteria's Method of Evaluation

i. The proposals shall be evaluated in two stages i.e. technical evaluation and financial evaluation.

ii. Financial Proposals shall be opened in the presence of the technically qualified firms' representatives, who choose to attend in person at the address given below:

Tamil Nadu Tourism Development Corporation Limited,
Tourism Complex,
No:2, Wallajah Salai, Chennai – 600002.

iii. Date of Opening of Financial Proposals shall be communicated to the technically qualified firms.

iv. For financial evaluation, Price excluding GST shall be taken into consideration.

v. The application which are complete with all necessary supporting documents will only be evaluated.

vi. Marks will be awarded by the following the criteria charted in **Annexure – 5** while evaluating the application submitted. Only those firm that secures 60 out of 100 marks would be declared as Technically Qualified.

vii. The financial bids of those firms that secure 60 or more than 60 would only be considered for evaluation. Bids conforming to the qualifying criteria shall be considered for further evaluation i.e. opening of the Financial bids.

viii. For selection of firms on the basis of above evaluation criteria, the Management's discretion shall be final and conclusive. The Management reserves the right to reject any prospective applicant without assigning any reason thereof.

FINAL EVALUATION

The Final Evaluation will be conducted based on the **Quality-Cum-Cost-Based Selection (QCBS) System**, with a weightage of 6**0:40** for the Technical Bid and Financial Bid (Price Bid), respectively. The final evaluation shall be carried out as described below:

1. Technical Bid Score

The marks scored in the Technical Bid will be normalized as follows:

TN = (TB / TMax) × 100

Where:

- **TN** = Normalized Technical Score of the bidder under consideration.
- **TB** = Evaluated Technical Score of the bidder under consideration.
- **TMax** = Maximum Technical Score obtained by any bidder.

2. Financial Bid Score

For technically qualified bidders, the Financial Score will be calculated as follows:

FN = (FM / FB) × 100

Where:

- **FN** = Normalized Financial Score of the bidder under consideration.
- **FB** = Evaluated Cost of the bidder under consideration.
- **FM** = Minimum Evaluated Cost quoted by any technically qualified bidder.

3. Overall Score

The Technical Bid Score and Financial Bid Score will be combined to arrive at the overall score as follows:

BN = 0.7 × TN + 0.3 × FN

Where:

- **BN** = Overall Score of the bidder under consideration.
- **TN** = Normalized Technical Score of the bidder under consideration.
- **FN** = Normalized Financial Score of the bidder under consideration.

The overall scores of all technically qualified bidders will be arranged in **descending order**. The bidder securing the **highest overall score (H1)** will be declared the successful bidder.

In the event that the final scores are **tied**, the bidder securing the **higher Technical Score** shall be adjudicated as the **Best Value Bidder** for award of the Project.

REJECTION OF BID

The tender shall be rejected outright in the following cases. Legible and clearly visible copies of all required documents, duly attested wherever applicable, shall be submitted. Documents that are illegible, unclear or improperly attested shall not be considered for evaluation.

1. The bidder does not attach the **EMD payment receipt** generated through the online portal.
2. The bidder stipulates a **validity period shorter** than that specified in the Tender Form.
3. The bidder does not disclose the **full names and addresses of all partners**, in the case of a partnership firm.
4. The bidder does not completely fill in and sign the **Tender Form/Specification** for the various categories of manpower and the rates quoted therefor.
5. The bidder does not submit the tender in the **sealed envelope** as prescribed.
6. The bidder does not submit the **Original Tender Form**, duly signed and stamped.
7. The bidder submits the tender without quoting the rates **both in figures and in words**.
8. The bidder does not submit **all the Annexures**, duly signed and stamped.
9. The tender shall also be rejected if:

a) The bidder has not acquired the minimum experience of 8 **years** as Chartered Accountant at any firm, as specified in **Annexure-5**.
b) The bidder does not have experience in conducting Internal Audit of Public Sector Enterprises (Union or State Government) having an annual turnover exceeding **Rs.50 Crores**, as required under the tender conditions.
c) The bidder has not furnish the **Income Tax Returns along with acknowledgements** for the last four Assessment Years, i.e., **2022-23, 2023-24, 2024-25 and 2025-26**.
d) The bidder does not submit attested copies of the following certificates/documents along with the Technical Bid:
e) Registration Certificate / Partnership Deed of the Company/Firm.
f) Complete references of the employers, including their **name, designation, address and contact telephone number**, shall be furnished. Such employers should have utilized the services of the bidder as specified above.
g) The bidder has not **signed and affixed its seal on each page** of the tender document and the undertaking prescribed in the relevant Annexure.

C. Award of Contract

i. Contract shall be awarded to the firm with the Highest Evaluated Bid Score.
ii. In the event of two or more bids having the same highest Evaluated Bid Score, the bid scoring the highest marks against 'Quality' criteria will be recommended for Award of Contract.

VII. Termination of Contract

i. if the Contractor fails to deliver any or all of the services within the time period specified in the Contract or within any extension thereof granted by TTDC; or
ii. If the Contractor fails to perform any of the obligation under the Contract; or

iii. If the Contractor, in the judgement of TTDC, has engaged in fraudulent and corrupt practices in competing for or in executing the Contract or
iv. Not supplied the services as per any of the RFT conditions.
v. TTDC may by written notice, with a period of seven days sent to the Contractor, terminate the Contract, in whole or in part, at any time for its convenience.
vi. On termination, the Contractor is not entitled to any compensation whatsoever.
vii. TTDC reserves the right to cancel the order(s) and to terminate the Contract in the event of short performance or non-performance of the Contractor.

VIII. Payment Terms and Price Validity

i. No advance payment will be made. Payment will be released based on the quarterly audit reports delivered and accepted by TTDC.

ii. The taxes as applicable during the contract period as specified in this request for quotation will be paid by TTDC to the successful bidder on the rates prevailing on the date of submission of bills together with relevant documents.

iii. The price as quoted by the Firm (as per **Annexure -4**) shall remain unchanged during the contract period for the agreed Units.

iv. The audit firm shall raise proportionate invoice after successful completion of quarterly audit and reporting.

v. Payment will be made through NEFT/RTGS, the Tenderer should have Bank Account in the name of his / her Firm.

vi. The tenderer shall submit bills at Head Office for the executed work complete in all respects. The Bills will be submitted in Duplicate and in the manner and the form that may be prescribed by TTDC.

vii. TDS shall be deducted at applicable rate from the monthly bill of the contractor.

viii. If the Tenderer fails to adhere to the terms and conditions of the Tender, the Tenderer shall compensate TTDC for any additional expenditure or loss incurred by TTDC due to such breach of the terms and conditions by the Tenderer.

TAMIL NADU TOURISM DEVELOPMENT CORPORATION LIMITED

COMPREHENSIVE INTERNAL AUDIT SCOPE MANUAL

All Revenue Verticals | Asset Locations | Head Office Governance | Cash & Banking Controls

Document Type	Comprehensive Internal Audit Scope Manual
Applicable To	TTDC — All Units, Asset Locations & Head Office
Audit Frequency	Quarterly (Annual for Capex / Asset Verification Sections)
Standards	CAG Guidelines | ICAI Standards | GoTN GOs | MV Act | Excise Rules
Consolidates	V1 Scope + Draft for Approval (Original) + V2 with HK & Maintenance
Version	Financial Year 2026-27 Ver.1

TABLE OF CONTENTS

PREAMBLE, OBJECTIVES & SCOPE

This Comprehensive Internal Audit Scope Manual is the governing document for the conduct of internal audit across Tamil Nadu Tourism Development Corporation Limited (TTDC) — covering all revenue-generating verticals, asset locations, the Head Office, and all support functions. It consolidates and supersedes all prior audit scope documents, incorporating the most complete controls, vertical-specific procedures, governance frameworks, and reporting standards.

The audit shall be conducted quarterly in accordance with standards prescribed by the Comptroller & Auditor General (CAG) of India and the Institute of Chartered Accountants of India (ICAI), adopting a risk-based, sample-based approach with a disciplined focus on systems, controls, governance, and financial propriety.

Primary Objectives

1. Assess adequacy and efficiency of governance, financial controls, and operational controls at each vertical and at Head Office.
2. Provide management with timely, quantified intelligence on control weaknesses, revenue leakage, and compliance gaps — enabling prompt corrective action.
3. Ensure proper utilisation of public funds in accordance with GoTN GOs, financing agreements, and applicable statutory obligations.
4. Support prevention, detection, and investigation of fraud, misappropriation, and financial irregularities.
5. Evaluate the viability, ROI, and financial propriety of capital investments and new projects proposed to the Board.
6. Ensure full transparency, accountability, and financial propriety in all procurement and tendering activities — pre-tender to post-award.
7. Monitor and report on cash flows, investments, and banking controls to protect TTDC's financial assets.
8. Track and ensure statutory compliance across all applicable laws: GST, TDS, Excise, Motor Vehicles Act, FSSAI, PF, ESI, and GoTN cyber security mandates.

Audit Approach

• Risk-based and sample-based audit with minimum 25% of transactions by value and 10% by number tested each quarter.

• Focus on systems, controls, and governance — not merely transaction-checking.

• Surprise elements (cash counts, physical stock counts, CCTV checks) are mandatory in every quarterly visit.

• All P1-Critical observations are escalated immediately to the Managing Director — not held for the quarterly report.

• The Internal Auditor adopts an advisory role alongside an assurance role — actionable recommendations are mandatory for every observation.

PART A — UNIT-LEVEL REVENUE & ASSET VERTICAL AUDIT SCOPE

Section A1 — Hotels (TTDC-Managed Properties)

Applies to all TTDC-owned and managed hotel properties across Tamil Nadu including beach resorts, hill stations, heritage properties, and Yatri Nivas properties.

A1.1 Revenue & Billing Controls

1. Verify all reservations (online, offline, OTA, walk-in) are entered in the Property Management System (PMS) on the day of booking with booking ID, guest details, tariff applied, and source.

2. Reconcile OTA receipts (MakeMyTrip, Goibibo, Cleartrip, IRCTC Tourism, TTDC website) with approved TTDC tariff rates, net of agreed commissions, to detect under-billing, tariff leakage, or excess commission deduction.

3. Verify that tariff revisions approved by TTDC Board are updated in PMS and OTA portals simultaneously; check for any period with old tariff applied post-revision.

4. Confirm that seasonal tariff, weekend surcharge, government/corporate rate, and group rates are applied correctly and only with documented authorisation from competent authority.

5. Examine daily Room Occupancy Reports — compute Average Room Rate (ARR) and RevPAR (Revenue Per Available Room); compare against budget and prior period; flag consistent under-performance.

6. Verify OTA commission deductions are at contracted rates only; reconcile net remittances from OTA platforms against contracted settlement reports.

7. Test-check complimentary rooms: verify competent authority approvals exist for each complimentary accommodation; maintain separate complimentary log.

8. Verify advance deposits collected for confirmed bookings are entered in the Advance Register, reconciled with guest ledger and bank receipts, and adjusted on check-in or refunded on cancellation within policy timelines.

9. Verify refund/cancellation charges applied as per approved policy; check for unauthorised waivers. Reconcile No-Show charges levied and ensure proper documentation.

10. Verify GST on accommodation is correctly computed: 18% on tariff above ₹7,500; 12% below; and reconcile collected GST with GSTR-3B filing.

A1.2 Food & Beverage Controls

1. Verify KOTs are pre-numbered, sequentially used, and every KOT links to a final invoice; cancelled KOTs require dual-sign authorisation by duty manager.

2. Reconcile daily restaurant/room service sales with POS totals; verify no KOT voided without management approval.

3. Match F&B revenue against food cost; verify food cost percentage is within approved portion control norms (typically 28–35%); report adverse variance.

4. Review monthly inventory consumption reports and compare with actual sales to detect pilferage or wastage.

5. Confirm room service charges are posted to guest folios and settled at check-out; check for unposted F&B charges.

A1.3 Expenditure Controls

1. Verify all vendor payments are supported by valid Purchase Orders, GRN, and approved invoices before payment processing.

2. Confirm housekeeping consumables, linen, and amenities procurement follows Rate Contract or GeM portal norms.

3. Audit staff overtime and extra-duty payments against duty rosters, approvals, and biometric attendance records.

4. Verify utility bills (electricity, water, LPG) — compare unit consumption vs occupancy levels; flag disproportionate variance exceeding 15%.

5. Check all petty cash expenses are within approved limits, authorised by competent authority, and liquidated within prescribed timelines.

A1.4 Operational Controls

1. Verify arrival/departure register is maintained sequentially with correct serial numbers; no gaps or overwriting without explanation.
2. Verify Room Status Report (housekeeping vs front office register) is reconciled twice daily; check for rooms let out without recording.
3. Confirm CCTV cameras are operational at: Entrance, Reception, Corridors, Parking, Storerooms, Bar, and Cash Counters; verify minimum 15-day footage retention.
4. Verify room inventory reconciliation: rooms available vs rooms occupied vs rooms under maintenance (OOO).
5. Confirm room key issuance register is maintained and keys/key cards are accounted for at all times.
6. Verify fire safety, health & safety records, and statutory certificates (lift inspection, fire NOC, pool licence) are current.
7. Audit laundry records — separate guest laundry billing vs in-house staff linen cost; verify laundry charges if external agency.

A1.5 Asset & Property Controls

1. Verify Fixed Asset Register for each hotel — cost, date of acquisition, location, condition, and accumulated depreciation; reconcile with financial books.
2. Confirm Physical Asset Verification is conducted at least once in two years; report assets found in excess, shortage, or poor condition.
3. Review lease agreement for land/building if property is on lease; verify timely payment of lease rent and agreement renewals.
4. Review capital expenditure proposals vs actuals; verify CapEx is not mislabelled as revenue expense and proper asset codes are assigned.

A1.6 HR & Manpower Controls

1. Verify headcount of permanent staff and contract manpower vs sanctioned strength; check for ghost employees.
2. Confirm PF, ESI, and professional tax statutory deductions are made from contract staff wages and remitted timely; verify contractor compliance certificates.
3. Review attendance register/biometric records against payroll; verify overtime claims are authorised.

A1.7 Cash & Bank — Hotels

1. Conduct surprise cash counts at Front Office cash counter; reconcile with cash collection register and daily collection reports.
2. Verify daily cash deposits to bank — no cash held overnight beyond approved imprest limit.
3. Reconcile credit card/UPI/digital payment terminal receipts with bank credit and hotel billing records; flag settlement delays beyond T+2.
4. Verify POS terminal end-of-day reports are reconciled with the hotel ledger daily.

A1.8 Report Structure — Hotels

Report Section	Contents	Responsibility	Submission
Executive Summary	Critical observations, risk flags, revenue impact, KPI dashboard	Internal Auditor	Within 10 days of quarter end
Audit Scope & Methodology	Areas covered, sample sizes, standards, limitations	Internal Auditor	Each Report
Previous Audit Compliance	Prior observation → Action agreed → Open/Closed/Partial → Outstanding risk	Auditor + Unit Head	Each Report
Revenue Audit Report	Billing reconciliation, collection gaps, OTA variance, tariff compliance	Internal Auditor	Quarterly

Operational Controls Report	Operational checklists, CCTV, FIFO, KOT/BIN cards, safety	Internal Auditor	Quarterly
Cash & Bank Report	Cash count, bank reco, advances status, pending clearances	Internal Auditor	Quarterly
Budget vs Actual Variance	Revenue & expenditure variance with adverse variance reasons	Internal Auditor	Quarterly
Statutory Compliance Report	GST, TDS, PF/ESI, excise, professional tax — status & penalties	Internal Auditor	Quarterly
HR & Manpower Review	Headcount, contractor compliance, PF/ESI, attendance	Internal Auditor	Quarterly
Asset & Capex Report	Asset register, additions, disposals, depreciation, impairment	Internal Auditor	Annual
Observation Register	Finding → Risk Level → Implication → Recommendation → Mgmt Response → Agreed Date	Auditor + Unit Head	Each Report
Pending Compliance Tracker	Status of all previous observations — Open/Partial/Closed	Internal Auditor	Each Report

Section A2 — Restaurants (Standalone & Hotel-Attached)

Covers all TTDC standalone restaurants and dining outlets — directly operated by TTDC or managed by contractors — at tourist destinations, highways, and hill stations.

A2.1 Revenue & Billing Controls

1. Verify all bills are generated through POS/computerized billing; no manual bills without documented system failure justification and counter-approval.

2. Confirm KOTs are pre-numbered and every KOT has a corresponding bill; cancelled KOTs require dual-sign authorisation by two authorised staff.

3. Reconcile daily POS sales with collection register and bank remittance; check for end-of-day shortfalls — any shortfall is a P1 observation.

4. Verify takeaway, delivery, and dine-in revenue streams are recorded separately and reconciled individually.

5. Check that GST is correctly applied: 5% for non-AC restaurants; 18% for AC restaurants with liquor service; verify classification for each outlet.

6. Verify daily sales register: covers (number of guests), average spend per cover, revenue by meal period (breakfast, lunch, dinner, banquet).

7. Check that banquet/event billing includes all chargeable items (setup, décor, service charge, GST) as per approved packages.

8. Audit Complimentary Meals: verify Competent person approvals for all complimentary meals provided to guests or officials; maintain separate complimentary log.

A2.2 Food Cost & Portion Control

1. Verify Standard Recipe Cards (SRCs) are defined for every menu item and portioning is done as per SRC; conduct random kitchen check against recipe cards.

2. Verify food cost ratio against approved norms (typically 28–35% for à la carte; higher for buffet); investigate and report adverse variance exceeding 5%.

3. Conduct surprise stock counts; reconcile: Opening Stock + Purchases – Closing Stock = Consumption; compare against sales to detect pilferage.

4. Verify that daily food wastage is recorded in the Wastage Register with reasons; check for abnormal wastage patterns and investigate if wastage exceeds 2% of raw material value.

5. Confirm FIFO method is used in the storeroom; verify BIN cards are updated with every issue and receipt.

6. Review market purchase bills for perishables; confirm purchase is through approved vendors at approved rate contract rates.

A2.3 Inventory & Stores Controls

1. Verify storeroom is under lock and key with access limited to authorised personnel; verify visitor log.

2. Confirm all goods received are entered in the Goods Received Register (GRR) on the day of receipt with supplier invoice cross-reference.

3. Verify periodic physical stock counts (minimum monthly for perishables; quarterly for dry goods); compare with book stock; report variances with root cause.

4. Check damaged/expired stock is separately tagged, recorded in the Damaged Goods Register, and written off with competent authority approval.

A2.4 Contractor-Run Restaurants

1. Verify the contract/concession agreement is valid, signed by competent authority, and registered where applicable.

2. Reconcile revenue share receipts with contractor's monthly sales statements; conduct periodic joint audits where revenue share exceeds ₹1L per month.

3. Confirm contractor submits GST and PF/ESI compliance certificates quarterly; flag non-compliance and withhold payment until rectified.

4. Verify that contractor uses TTDC-approved tariff; check for unauthorised price deviations or undercharging.

A2.5 Cash & Bank — Restaurants

1. Conduct surprise cash counts at restaurant cash counter; reconcile with POS end-of-day report.
2. Verify daily collection summary submitted to Unit Accounts and cross-matched with bank deposit slip.
3. Verify digital payment reconciliation (UPI/Card/Wallet); check for settlement delays beyond T+2 days.

A2.6 Report Structure — Restaurants

Report Section	Contents	Responsibility	Submission
Executive Summary	Critical observations, risk flags, revenue impact, KPI dashboard	Internal Auditor	Within 10 days of quarter end
Audit Scope & Methodology	Areas covered, sample sizes, standards, limitations	Internal Auditor	Each Report
Previous Audit Compliance	Prior observation → Action agreed → Open/Closed/Partial → Outstanding risk	Auditor + Unit Head	Each Report
Revenue Audit Report	Billing reconciliation, collection gaps, OTA variance, tariff compliance	Internal Auditor	Quarterly
Operational Controls Report	Operational checklists, CCTV, FIFO, KOT/BIN cards, safety	Internal Auditor	Quarterly
Cash & Bank Report	Cash count, bank reco, advances status, pending clearances	Internal Auditor	Quarterly
Budget vs Actual Variance	Revenue & expenditure variance with adverse variance reasons	Internal Auditor	Quarterly
Statutory Compliance Report	GST, TDS, PF/ESI, excise, professional tax — status & penalties	Internal Auditor	Quarterly
HR & Manpower Review	Headcount, contractor compliance, PF/ESI, attendance	Internal Auditor	Quarterly
Asset & Capex Report	Asset register, additions, disposals, depreciation, impairment	Internal Auditor	Annual
Observation Register	Finding → Risk Level → Implication → Recommendation → Mgmt Response → Agreed Date	Auditor + Unit Head	Each Report
Pending Compliance Tracker	Status of all previous observations — Open/Partial/Closed	Internal Auditor	Each Report

Section A3 — Bar Operations

Applicable to all TTDC properties holding valid TASMAC/Excise licenses (FL-3, CL-2, or applicable category) for sale of liquor. This is a HIGH-RISK area requiring enhanced controls due to excise compliance requirements and significant pilferage risk.

A3.1 Licensing & Statutory Compliance

1. Verify that a valid Excise License (FL-3 / CL-2 or applicable category) is in force; check renewal dates and ensure no lapse in licence validity.

2. Confirm the license is displayed prominently at the bar; verify licence conditions (operating hours, permitted liquor categories, permitted quantity) are strictly adhered to.

3. Verify that the annual excise duty/licence fee is paid on time; retain proof of payment; check for any show-cause notices from excise department.

4. Confirm all liquor purchases are from TASMAC depots or authorised distributors only; no private sourcing.

5. Verify excise inspection visit register; confirm all excise officer observations are addressed and compliance is documented.

A3.2 Liquor Procurement & Stock Controls

1. Verify all liquor procurement is from TASMAC depots only with original TASMAC invoices retained at the unit; no grey-market purchases under any circumstances.

2. Confirm every batch receipt is entered in the Bar Stock Register (BSR) on the day of receipt: brand name, quantity (cases/bottles), batch number, MRP, and cost.

3. Cross-check TASMAC invoices with BSR entries and Goods Received Register; flag any discrepancies immediately.

4. Verify the Bar Storeroom is under double-lock; key custody is recorded; storeroom access log is maintained with entry/exit times.

5. Conduct surprise physical count of stock; compare with BSR balance; report shortages or excesses — any shortage is a P1 observation requiring immediate escalation.

6. Audit purchase invoices — check for correct levy of excise duty, GST, and that ITC is claimed only on eligible items.

A3.3 Sales & Peg Count Controls

1. Verify all liquor served is through pre-printed/POS-generated Bar Bills; no unrecorded sales under any circumstances.

2. Reconcile daily bar bills with Bar Sales Register, cashier collection, and BSR consumption; any mismatch is a red flag requiring immediate investigation.

3. Confirm that the approved peg size (30 ml, 60 ml, 90 ml) is used with standard certified measures; verify no under-pouring or over-pouring.

4. Conduct Peg Count Verification: Opening Stock + Purchases – Closing Stock = Issues to Bar; Issues ÷ peg size = number of pegs sold; reconcile with actual bills raised; report variance.

5. Verify that no liquor is served beyond permitted operating hours; confirm the log of daily opening and closing time is maintained.

6. Ensure GST at 18% is applied on liquor sales; verify correct billing and reconciliation with GSTR-3B.

7. Confirm that empty bottle count matches sales records (bottle-to-bill reconciliation); check for proper disposal or return of empty bottles to TASMAC as applicable.

A3.4 Breakage & Wastage Controls

1. All bottle breakages must be recorded in the Breakage Register with witness signatures; breakage should not exceed 0.5% of receipts per quarter.

2. Conduct periodic reconciliation of breakage register with physical evidence (broken pieces record); abnormal breakage above 0.5% is a P1 observation.

3. Verify tasting/sample bottles provided to officials are approved by competent authority and fully accounted for in BSR.

A3.5 Complimentary Liquor Controls

1. Audit complimentary liquor — verify Competent person approval exists for each instance; maintain a separate Complimentary Log distinct from BSR.
2. Confirm complimentary liquor quantity is reasonable and within any TTDC policy approved limits; excess complimentary is a P2 observation.

A3.6 Cash & Bank — Bar

1. Conduct surprise cash counts at bar cash counter; reconcile with bar bills and cashier end-of-day report.
2. Verify daily bar collection is submitted to Unit Accounts and cross-matched with bank deposit slip.
3. Verify CCTV coverage: Bar counter, Bar storeroom entrance, Cash counter; minimum 15-day footage retention.

A3.7 Report Structure — Bar

Report Section	Contents	Responsibility	Submission
Executive Summary	Critical observations, risk flags, revenue impact, KPI dashboard	Internal Auditor	Within 10 days of quarter end
Audit Scope & Methodology	Areas covered, sample sizes, standards, limitations	Internal Auditor	Each Report
Previous Audit Compliance	Prior observation → Action agreed → Open/Closed/Partial → Outstanding risk	Auditor + Unit Head	Each Report
Revenue Audit Report	Billing reconciliation, collection gaps, OTA variance, tariff compliance	Internal Auditor	Quarterly
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Cash & Bank Report	Cash count, bank reco, advances status, pending clearances	Internal Auditor	Quarterly
Budget vs Actual Variance	Revenue & expenditure variance with adverse variance reasons	Internal Auditor	Quarterly
Statutory Compliance Report	GST, TDS, PF/ESI, excise, professional tax — status & penalties	Internal Auditor	Quarterly
HR & Manpower Review	Headcount, contractor compliance, PF/ESI, attendance	Internal Auditor	Quarterly
Asset & Capex Report	Asset register, additions, disposals, depreciation, impairment	Internal Auditor	Annual
Observation Register	Finding → Risk Level → Implication → Recommendation → Mgmt Response → Agreed Date	Auditor + Unit Head	Each Report
Pending Compliance Tracker	Status of all previous observations — Open/Partial/Closed	Internal Auditor	Each Report

Section A4 — Boat Houses & Water Sports

Applicable to TTDC boat houses, boating facilities, and water sports centres at lakes, rivers, and coastal locations across Tamil Nadu.

A4.1 Ticketing & Revenue Controls

1. Verify all boating/water sports tickets are pre-numbered; reconcile tickets issued vs sold vs cash collected vs digital collected daily.
2. Reconcile ticket sales count × tariff with actual cash/digital collections; any shortfall is a P1 observation.
3. Confirm ticketing is done through POS or official counter only; no manual tickets without sequencing and dual authorisation.
4. Verify pricing matches board-approved tariff; check for seasonal/peak period revisions and ensure timely system updates.
5. Reconcile online bookings with physical muster; confirm advance booking refunds are processed within policy timelines.
6. Verify concessional/group/free tickets (children, senior citizens, press) are separately authorised and logged; verify approval authority.
7. Cross-check number of boat trips operated per day (trips log) vs tickets sold vs revenue collected; any variance between trips run and tickets sold is investigated.
8. Verify life-jacket rental income and equipment hire charges are recorded and collected for every trip.

A4.2 Fleet & Equipment Maintenance

1. Verify Fleet Register (boat-wise): name, type, capacity, registration number, insurance, last inspection date, next scheduled service.
2. Confirm all boats have valid inland vessel registration/fitness certificates from Port/Water Transport Authority; no boat is operated without current certificates.
3. Verify insurance is current for each vessel; life jackets are maintained at one per passenger; check life jacket register and serviceable condition.
4. Review maintenance and fuel consumption log for each boat; verify fuel consumption per trip is within manufacturer norms; flag excess.
5. Confirm boats are inspected before each operational day and sign-off is recorded in the daily inspection register.
6. Audit dry-dock maintenance schedule and expenditure for each vessel; confirm boat-wise asset register with registration number, make, year, seating capacity, and book value.

A4.3 Safety & Statutory Compliance

1. Verify all boat operators hold valid boatman licences from the concerned authority; no unlicensed operator.
2. Confirm mandatory safety drills are conducted; records maintained with dates and attendees.
3. Check that maximum passenger capacity per boat is never exceeded; verify trip-wise headcount records.
4. Verify CCTV coverage at jetty, boarding area, and ticket counter; minimum 15-day footage retention.

A4.4 Report Structure — Boat Houses

Report Section	Contents	Responsibility	Submission
Executive Summary	Critical observations, risk flags, revenue impact, KPI dashboard	Internal Auditor	Within 10 days of quarter end
Audit Scope & Methodology	Areas covered, sample sizes, standards, limitations	Internal Auditor	Each Report
Previous Audit Compliance	Prior observation → Action agreed → Open/Closed/Partial → Outstanding risk	Auditor + Unit Head	Each Report
Revenue Audit Report	Billing reconciliation, collection gaps, OTA variance, tariff compliance	Internal Auditor	Quarterly
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Cash & Bank Report	Cash count, bank reco, advances status, pending clearances	Internal Auditor	Quarterly
Budget vs Actual Variance	Revenue & expenditure variance with adverse variance reasons	Internal Auditor	Quarterly
Statutory Compliance Report	GST, TDS, PF/ESI, excise, professional tax — status & penalties	Internal Auditor	Quarterly
HR & Manpower Review	Headcount, contractor compliance, PF/ESI, attendance	Internal Auditor	Quarterly
Asset & Capex Report	Asset register, additions, disposals, depreciation, impairment	Internal Auditor	Annual
Observation Register	Finding → Risk Level → Implication → Recommendation → Mgmt Response → Agreed Date	Auditor + Unit Head	Each Report
Pending Compliance Tracker	Status of all previous observations — Open/Partial/Closed	Internal Auditor	Each Report

Section A5 — Fairs, Exhibitions & Events

Covers TTDC-organized and co-organized tourism fairs, trade exhibitions, cultural festivals, and public events at various locations.

A5.1 Pre-Event Planning & Budget Controls

1. Verify that a detailed Event Budget with line-item cost estimates is prepared and approved by competent authority before the event; no expenditure without prior sanction.

2. Confirm tender/quotation process is followed for all service contracts (tent, lighting, catering, security, décor, media) above threshold limits.

3. Confirm sponsorship agreements are signed with advance collection before incurring expenditure; verify sponsor logo display compliance.

4. Verify that event proposal with estimated revenue and expenditure was placed before competent authority prior to commencement.

A5.2 Revenue Controls — Tickets, Stalls & Sponsorships

1. Verify gate entry ticket reconciliation: pre-numbered tickets issued vs sold vs unsold (returned to store) vs complementary; every ticket must be accounted for.

2. Reconcile online ticket sales with payment gateway settlement reports and bank credits.

3. Verify stall allotment register: applicant name, category, stall number, size, fee charged vs approved rate, amount received; reconcile demand vs collection.

4. Verify sponsorship income: confirm MOU/agreement in place, receipt of sponsor funds, and brand obligation compliance; reconcile received vs agreed.

5. Audit food court and entertainment concession revenue share — reconcile actual collections against revenue share agreement; conduct daily remittance verification.

6. Verify parking revenue: ticket count × rate = collection; confirm reconciliation with cash deposits.

A5.3 Expenditure Controls — Events

1. Verify that event expenditure estimates were pre-approved by competent authority; no spending without approved budget line.

2. Audit vendor payments: stage payments vs work completion milestones; no advance beyond contractually permitted percentage.

3. Verify TDS deductions on contractor payments at applicable rates under Section 194C.

4. Audit publicity and media expenditure — confirm release orders issued before publication; no retrospective approvals.

5. Confirm post-event reconciliation of budgeted vs actual expenditure is prepared and approved within 30 days of event; any surplus/deficit is reported to Board.

6. Verify asset creation during events (stage, pandal, infrastructure) is capitalised if above threshold or expensed with proper head of account.

A5.4 Operational Controls — Fairs

1. Verify stall allotment is done through a transparent process (lottery/tender) with documented records; no allotment without formal allotment letter.

2. Confirm daily sales reports are submitted by each stall holder where revenue share applies; joint verification is conducted.

3. Verify CCTV coverage at all entry/exit gates, main arena, and cash counters; minimum 15-day retention.

4. Confirm TTDC-owned assets (tents, stage, furniture, AV equipment) deployed at events are accounted for and returned in good condition post-event; damage recovery documented.

A5.5 Report Structure — Fairs & Events

Report Section	Contents	Responsibility	Submission
Executive Summary	Critical observations, risk flags, revenue impact, KPI dashboard	Internal Auditor	Within 10 days of quarter end
Audit Scope & Methodology	Areas covered, sample sizes, standards, limitations	Internal Auditor	Each Report
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Statutory Compliance Report	GST, TDS, PF/ESI, excise, professional tax — status & penalties	Internal Auditor	Quarterly
HR & Manpower Review	Headcount, contractor compliance, PF/ESI, attendance	Internal Auditor	Quarterly
Asset & Capex Report	Asset register, additions, disposals, depreciation, impairment	Internal Auditor	Annual
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Pending Compliance Tracker	Status of all previous observations — Open/Partial/Closed	Internal Auditor	Each Report

Section A6 — Petrol Bunk / Fuel Station Operations

Applicable to TTDC-operated fuel outlets attached to transport depots, tourist complexes, and maintenance facilities.

A6.1 Revenue & Dispensing Controls

1. Verify Fuel Dispensing Register: nozzle-wise opening meter reading, closing meter reading, units dispensed, and revenue collected for each shift.
2. Reconcile meter readings with fuel dispensed and revenue collected; verify against daily sales summary; any unexplained variance is a P1 observation.
3. Confirm all customers receive printed receipts; verify electronic payment settlements match POS records.
4. Verify that selling price per litre matches the prevailing price fixed by the Oil Marketing Company (OMC) on each date.
5. Reconcile daily collections (cash + card + UPI) with bank deposits; check for end-of-day shortfalls.

A6.2 Inventory & Supply Controls

1. Verify Fuel Stock Register (product-wise): opening balance, receipts from OMC, issues/sales, closing balance.
2. Cross-check OMC delivery challans with Fuel Stock Register receipts; confirm tanker meter readings match delivery documents.
3. Conduct dip-measurement reconciliation (tank dip-stick reading vs book balance); permissible variance per IS norms; excess loss is a P1 observation.
4. Verify insurance on fuel tanks and fuel handling equipment is current.
5. Confirm calibration certificates for dispensing units are valid — mandatory periodic calibration by Weights & Measures Department.

A6.3 Statutory Compliance — Petrol Bunk

1. Verify Petroleum Storage Licence is valid and renewed annually before expiry.
2. Confirm fire safety equipment (extinguishers, sand buckets, fire blankets) are maintained and serviceable; fire NOC is current.
3. Verify that pump operator/attendant holds valid certifications as required under Petroleum Act.

A6.4 TTDC Fleet Internal Fuelling Controls

1. Verify fuel issued to TTDC transport fleet is recorded vehicle-wise in the Vehicle Fuel Issue Register with vehicle number, driver name, KMs at fuelling, and quantity issued.
2. Cross-check vehicle-wise fuel issue with transport logbooks; compute km/litre and compare against vehicle-wise approved norm.
3. Flag vehicles consistently showing poor fuel efficiency (>10% below norm for the quarter); initiate mechanical inspection and report to Unit Head.

A6.5 Report Structure — Petrol Bunk

Section	Key Contents	KPIs / Evidence Required
Dispensing Audit	Meter readings vs sales vs collections reconciliation	Unexplained variance (₹); dispensing log
Stock Reconciliation	FSR vs dip measurement vs OMC challans	Stock loss/gain (litres); dip measurement records
Fleet Fuel Audit	Vehicle-wise km/litre vs norms; total fuel cost	Vehicles below norm (no.); vehicle log books
Licence Compliance	Petroleum licence; fire NOC; calibration certificate status	Expired licences; outstanding renewals
Collections Audit	Cash/card settlement; bank deposit match	Shortfall amount (₹); deposit slips
Observation Register	All findings with root cause, implication, recommendation, management response	Priority ratings

Section A7 — Transport & Tour Operations

Covers TTDC-owned and contracted fleet used for tour packages, pilgrim specials, city tours, airport transfers, and intercity travel.

A7.1 Revenue Controls — Tour Packages & Ticketing

1. Verify all tour package bookings (online, counter, travel agents) are recorded in the Tour Booking Register with booking ID, route, date, passenger count, tariff, and source.

2. Reconcile bookings vs seats operated vs revenue collected; verify no unrecorded walk-in passengers or cash fare passengers.

3. Confirm approved tour tariff/package pricing is applied; check for unauthorised discounts or complimentary seats.

4. Verify travel agent commissions are at contracted rates only; reconcile commission payments with booking volumes.

5. Confirm online ticket revenue is reconciled with payment gateway settlements; check for pending settlements beyond 7 days.

6. Verify revenue from special pilgrim trains/buses is reconciled with booking records and deposited promptly.

A7.2 Fleet Management Controls

1. Verify Fleet Register: vehicle number, type (coach, minibus, SUV), make, year, seating capacity, fitness certificate, insurance, permit validity.

2. Confirm all vehicles have valid: Motor Vehicle Registration, Fitness Certificate, Contract Carriage Permit (CCP), and Pollution Under Control (PUC) certificate.

3. Verify third-party insurance and comprehensive insurance are current for all vehicles; no vehicle operated without valid insurance.

4. Confirm CCTV cameras are installed on all buses and footage is backed up for minimum 15 days; verify GPS tracking is installed and functional.

5. Check maintenance schedule adherence: scheduled service intervals vs actual service dates per Transport Log Book; flag overdue services.

A7.3 Driver & Crew Controls

1. Verify all drivers hold valid Commercial Driving Licence (CDL) with appropriate category endorsement; check for expiry.

2. Confirm driver duty roster; verify no driver exceeds permitted driving hours under Motor Vehicles Act.

3. Check conductor's ticket register/electronic ticketing machine reconciliation with revenue; any variance is investigated.

4. Verify driver allowances (daily allowance, night halt, toll reimbursements) are as per approved scale and supported by documents.

A7.4 Fuel Controls

1. Verify vehicle-wise fuel consumption: km operated ÷ litres consumed = km/litre; compare against approved norm for each vehicle type.

2. Flag vehicles with fuel efficiency 10% or more below norm for the quarter; initiate mechanical inspection and report.

3. Confirm all toll receipts, parking fees, and state permit fees are supported by original receipts and properly accounted for.

4. Audit trip-wise fuel consumption from log books — compare actuals with ARAI norms for each vehicle model.

A7.5 Contracted Transport Controls

1. Verify contracts for hired vehicles are in force; rates match contract terms.

2. Confirm usage records (trip sheets) are maintained for hired vehicles; payments are per actual usage only.

3. Verify TDS is deducted on transport contractor payments under Section 194C at applicable rates.

A7.6 Report Structure — Transport

Report Section	Contents	Responsibility	Submission
Executive Summary	Critical observations, risk flags, revenue impact, KPI dashboard	Internal Auditor	Within 10 days of quarter end
Audit Scope & Methodology	Areas covered, sample sizes, standards, limitations	Internal Auditor	Each Report
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HR & Manpower Review	Headcount, contractor compliance, PF/ESI, attendance	Internal Auditor	Quarterly
Asset & Capex Report	Asset register, additions, disposals, depreciation, impairment	Internal Auditor	Annual
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Pending Compliance Tracker	Status of all previous observations — Open/Partial/Closed	Internal Auditor	Each Report

Section A8 — Aalayam & Pilgrimage Properties

Covers TTDC-managed dharamsalas, pilgrim rest houses, Aalayam properties near religious sites, and associated facilities across Tamil Nadu.

A8.1 Revenue Controls — Aalayam

1. Verify room bookings for pilgrims are recorded in the Pilgrim Registration Register; confirm tariff applied per approved rate card.
2. Reconcile online bookings (TTDC website/OTA if applicable) with physical register; no double allotment of rooms/dormitory beds.
3. Verify donation/offering counters (if managed by TTDC) have daily counting sheets signed by two officers; reconcile with remittances to ensure no leakage.
4. Confirm locker/cloak room charges are collected sequentially and recorded; reconcile with collection register.
5. Verify rental income from Aalayam properties — reconcile with lease agreements and collection registers; one-to-one reconciliation monthly.
6. Verify revenue share from footwear stall, prasad stall, and allied facilities is collected at agreed terms; verify agreement validity.

A8.2 Facility & Maintenance Controls — Aalayam

1. Verify drinking water availability, sanitation upkeep, and electrical safety inspections are conducted periodically and documented.
2. Confirm major maintenance works go through proper procurement process; works above unit financial power have HO approval.
3. Verify property tax, electricity, and water charges are paid timely and classified under correct ledger heads.
4. Confirm all Aalayam allotments are through a transparent booking system; verify waiting-list protocol is documented and followed.

A8.3 Report Structure — Aalayam

Report Section	Contents	Responsibility	Submission
Executive Summary	Critical observations, risk flags, revenue impact, KPI dashboard	Internal Auditor	Within 10 days of quarter end
Audit Scope & Methodology	Areas covered, sample sizes, standards, limitations	Internal Auditor	Each Report
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Section A9 — Retail & Souvenir Shops

Covers TTDC retail outlets selling handicrafts, souvenirs, books, and branded merchandise at tourist complexes and hotel lobbies.

A9.1 Revenue & Inventory Controls

1. Verify all sales are through computerized billing or pre-numbered receipts; reconcile with daily collection register.
2. Conduct product-wise inventory reconciliation: Opening Stock + Purchases – Sales – Damages = Closing Stock; reconcile with physical count.
3. Verify pricing on products matches approved price list; check for unauthorised mark-ups or mark-downs.
4. Confirm GST on handicrafts/goods is correctly applied per applicable HSN code (NIL/5%/12%/18%).
5. Verify damaged/slow-moving goods are identified, reported, and written off with management approval.
6. Audit cash and digital payment collections reconciliation daily with sales register.
7. Confirm FIFO compliance for handicraft and perishable items; verify stock rotation records.

A9.2 Contractor-Operated Shops

1. Verify licence fee/revenue share is collected at agreed terms; check for shortfalls and outstanding dues.
2. Confirm TTDC-branded merchandise is not sold by contractor at unapproved prices; conduct periodic price verification.
3. Verify contractor submits monthly sales statements where revenue share applies; joint verification conducted quarterly.

A9.3 Report Structure — Retail

Report Section	Contents	Responsibility	Submission
Executive Summary	Critical observations, risk flags, revenue impact, KPI dashboard	Internal Auditor	Within 10 days of quarter end
Audit Scope & Methodology	Areas covered, sample sizes, standards, limitations	Internal Auditor	Each Report
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Cash & Bank Report	Cash count, bank reco, advances status, pending clearances	Internal Auditor	Quarterly
Budget vs Actual Variance	Revenue & expenditure variance with adverse variance reasons	Internal Auditor	Quarterly
Statutory Compliance Report	GST, TDS, PF/ESI, excise, professional tax — status & penalties	Internal Auditor	Quarterly
HR & Manpower Review	Headcount, contractor compliance, PF/ESI, attendance	Internal Auditor	Quarterly
Asset & Capex Report	Asset register, additions, disposals, depreciation, impairment	Internal Auditor	Annual
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Section A10 — Outsourced & Leased Operations

Covers TTDC properties and facilities given on lease, licence, or management contracts to third parties — including outsourced hotels, restaurants, cafeterias, and recreational facilities.

A10.1 Agreement & Revenue Controls

1. Maintain a Master Register of all outsourced properties: property name, location, lessee/licensee, agreement period, licence fee/rent amount, revision clauses, and renewal date.

2. Verify all agreements are valid, signed by competent authority, and registered where applicable; no expired agreements operative without formal renewal.

3. Reconcile demand vs collection for each property on a one-to-one basis monthly; highlight arrears and document follow-up actions.

4. Verify revenue share agreements: obtain operator's monthly sales statements and verify revenue share at contracted percentages; conduct joint audit where revenue exceeds ₹5L per month.

5. Confirm periodic rent revisions as per agreement terms (CPI indexation, fixed escalation, etc.) are applied on due dates.

6. Verify GST on licence fees and revenue share is charged and collected at the correct rate; confirm TTDC raises a valid tax invoice.

A10.2 Property Condition & Compliance

1. Verify that lessees are not sub-letting or altering the property without TTDC's written approval; flag violations as P1 observations.

2. Conduct periodic physical inspection of leased properties (minimum once in 6 months); document condition; compare with handing-over condition report.

3. Confirm Security Deposit is held by TTDC for all leases; verify it is sufficient (typically 3–6 months' rent) and kept in a separate identifiable account.

4. Verify that TTDC's brand, signage, and quality standards are maintained by lessees; conduct surprise inspections.

A10.3 Report Structure — Outsourced Operations

Section	Key Contents	KPIs / Evidence Required
Lease/Licence Register	All agreements: validity, rent due vs collected, revision status	Arrears (₹); agreements expired (no.)
Revenue Share Audit	Operator sales vs revenue share collected; joint audit findings	Shortfall (₹); unverified sales statements
Property Inspection	Physical condition vs handover report; brand standard compliance	Violations found (no.); pending restorations
Security Deposit Register	Deposit held vs required; expiry tracking; renewal status	Non-compliant agreements (no.)
GST Compliance	Tax invoice raised, GST collected and remitted on licence fee	Pending GST (₹)
Observation Register	All findings with root cause, implication, recommendation, management response	Priority ratings

Section A11 — Housekeeping Department

Housekeeping is a primary cost centre and a direct determinant of guest satisfaction scores and property reputation. The following controls shall be audited quarterly at every TTDC unit where housekeeping operations exist.

A11.1 Financial Controls — Housekeeping

A11.1.1 Consumables & Guest Supplies Procurement

1. Verify all housekeeping consumables (toiletries, linen, cleaning chemicals, tissue, amenities) are procured against a pre-approved annual Rate Contract or through the GeM portal; no ad-hoc purchases bypass Rate Contract without GM-level approval.

2. Confirm a Material Requirement Plan (MRP) or indent schedule is prepared at the beginning of each quarter, approved by Housekeeping Manager, and used as the basis for purchase indents.

3. Verify three-quotation process for all purchases above ₹10,000 not covered by Rate Contract; Comparative Statement signed by Housekeeping Manager and Unit Head.

4. Verify GRNs are raised on physical receipt, signed by receiving officer, and match invoice quantity and specification; no payment shall precede a signed GRN.

A11.1.2 Linen & Uniform Management

1. Verify a Linen Register is maintained recording: category, quantity issued, quantity returned to laundry, quantity condemned, and closing balance.

2. Audit the linen procurement cycle: confirm new linen purchase is triggered only when net usable stock falls below approved minimum par level (typically 3× room count).

3. Verify condemnation of linen and uniforms: confirm written-off items are certified as unserviceable, physically defaced, and removed from register before disposal; disposal proceeds credited to TTDC accounts.

4. Verify laundry charges if external agency: reconcile bills with laundry register (weight/piece count); confirm rate is per contract.

A11.1.3 Chemical & Cleaning Material Controls

1. Verify Chemical Consumption Register is maintained room-wise/area-wise with daily issue entries signed by Floor Supervisor.

2. Confirm consumption per room-night or per area sq. ft. is benchmarked against approved norms; investigate variances exceeding 15%.

3. Verify chemical storage: proper labelling, segregation of hazardous chemicals, MSDS sheets displayed, and storage per supplier recommendations.

A11.1.4 Contract Housekeeping Services

1. Where housekeeping is contracted out, verify: valid contract/work order exists, scope of work is clearly defined, and penalty clauses for non-performance are included.

2. Audit attendance records of contract housekeeping staff — compare with agency invoice claim; flag any overbilling of manpower.

3. Verify PF, ESI, and Minimum Wages compliance by housekeeping contractor before payment release — compliance certificate must accompany each invoice.

A11.2 Operational Controls — Housekeeping

1. Verify Room Inspection Checklist is completed for every room after servicing — signed by Floor Housekeeping Attendant and counter-inspected by Floor Supervisor.

2. Confirm Room Status Reports (Vacant-Clean, Vacant-Dirty, Occupied-Clean, OOO, OOS) are updated in real time in PMS and match physical room condition.

3. Verify Deep Cleaning Schedule (mattress rotation, curtain washing, carpet shampooing) is documented, approved, and executed; confirm physical evidence (dated photographs or supervisor sign-off).

4. Verify Minibar Stock Register: items placed per room, consumed per guest bill, replenished; reconcile minibar billing with F&B revenue.

5. Verify room inventory items (hangers, remote controls, hair dryers, crockery) are recorded per room and physically verified at quarter-end; missing items are billed or reported as sundry losses.

6. Confirm Lost & Found Register is maintained: items found, date, room number, finder name, deposit with Front Office, disposal after statutory holding period.

7. Verify CCTV coverage in housekeeping storeroom entrance, linen room, chemical store, floor pantries, and service lifts; minimum 15-day retention.

8. Verify master keys/key cards for housekeeping access are under Housekeeping Manager's custody; issue-and-return register maintained daily.

9. Verify pest control: valid contract, treatment frequency as per contract, treatment register, and post-treatment sign-off by Housekeeping Manager.

A11.3 Report Structure — Housekeeping

Report Section	Contents	Responsibility	Submission
Executive Summary	Critical observations, risk flags, revenue impact, KPI dashboard	Internal Auditor	Within 10 days of quarter end
Audit Scope & Methodology	Areas covered, sample sizes, standards, limitations	Internal Auditor	Each Report
Previous Audit Compliance	Prior observation → Action agreed → Open/Closed/Partial → Outstanding risk	Auditor + Unit Head	Each Report
Revenue Audit Report	Billing reconciliation, collection gaps, OTA variance, tariff compliance	Internal Auditor	Quarterly
Operational Controls Report	Operational checklists, CCTV, FIFO, KOT/BIN cards, safety	Internal Auditor	Quarterly
Cash & Bank Report	Cash count, bank reco, advances status, pending clearances	Internal Auditor	Quarterly
Budget vs Actual Variance	Revenue & expenditure variance with adverse variance reasons	Internal Auditor	Quarterly
Statutory Compliance Report	GST, TDS, PF/ESI, excise, professional tax — status & penalties	Internal Auditor	Quarterly
HR & Manpower Review	Headcount, contractor compliance, PF/ESI, attendance	Internal Auditor	Quarterly
Asset & Capex Report	Asset register, additions, disposals, depreciation, impairment	Internal Auditor	Annual
Observation Register	Finding → Risk Level → Implication → Recommendation → Mgmt Response → Agreed Date	Auditor + Unit Head	Each Report
Pending Compliance Tracker	Status of all previous observations — Open/Partial/Closed	Internal Auditor	Each Report

Section A12 — Engineering & Maintenance Department

The Maintenance (Engineering) Department is responsible for preserving physical infrastructure and operational readiness of all TTDC properties. Poor maintenance control leads directly to asset deterioration, safety risk, revenue loss from OOO rooms, and unjustified capital expenditure.

A12.1 Financial Controls — Engineering & Maintenance

A12.1.1 Preventive Maintenance Budget Controls

1. Verify an Annual Preventive Maintenance Plan is prepared at the start of each financial year, approved by the Unit Head, and forms the basis for the maintenance budget allocation.

2. Audit PM budget vs actual expenditure quarterly: flag deviations above 10% for each maintenance head (civil, electrical, plumbing, HVAC, lifts, swimming pool, generators).

3. Confirm maintenance expenditure is correctly classified: Revenue Expenditure (repairs, upkeep) vs Capital Expenditure (improvements, additions, replacements).

4. Verify all maintenance works above ₹50,000 are supported by formal Work Order, approved cost estimate, and technical sanction.

A12.1.2 Spare Parts & Materials Inventory

1. Verify Spare Parts Store Register covers: electrical fittings, plumbing materials, civil consumables, HVAC spares, generator parts, tools and equipment.

2. Audit Minimum Stock Level (MSL) and Reorder Level (ROL) for critical spare parts: confirm MSLs are set, approved, and stock never falls below critical minimum without procurement action.

3. Verify spare parts are issued against signed Material Issue Slip referencing specific work order or complaint number.

4. Confirm physical stock count of spare parts store is conducted at quarter-end; compare with register; investigate and quantify variances.

A12.1.3 Annual Maintenance Contracts (AMC)

1. Verify AMC Register listing all AMCs in force: equipment name, vendor, AMC period, scope, annual value, and renewal date.

2. Confirm all AMCs are renewed before expiry; no equipment operated without valid AMC where mandatory (lifts, generators, fire suppression systems, HVAC).

3. Audit AMC service visit records: confirm scheduled visits are completed as per contract frequency; incomplete visits must trigger credit note or deduction.

4. Verify AMC payments: released only after service completion certificate from Maintenance Engineer and FM/Unit Head approval.

5. The Internal Auditor shall test at least two AMC contracts per quarter by cross-checking visit logs against vendor invoices.

A12.1.4 Energy & Utility Cost Management

1. Verify meter-wise electricity consumption data is recorded monthly for all areas: rooms, restaurant, kitchen, bar, pool, common areas, back-of-house.

2. Audit electricity cost per occupied room-night; compare against approved budget norms; flag adverse variance exceeding 10%.

3. Verify fuel consumption for DG Sets: log-book entries of hours run, fuel consumed per hour vs manufacturer norm, fuel purchases; reconcile with physical tank dip readings.

4. Audit LPG/PNG consumption in kitchens: verify consumption per cover served is within approved norms; reconcile cylinder deliveries with kitchen consumption log.

A12.2 Operational Controls — Engineering & Maintenance

1. Verify Maintenance Complaint Register (or digital helpdesk) is in place: every complaint receives a unique number, and status is updated in real time.

2. Confirm response time standards are defined (electrical failure: 30 min; plumbing leak: 1 hour; AC fault: 2 hours) and response time is recorded and reported.

3. Obtain PM Schedule for the quarter and verify completion rate: each scheduled PM task must have a completion date, technician name, and sign-off.

4. Verify critical equipment PM logs: AC units, chillers, generators, lifts, fire pumps, pool equipment; minimum quarterly inspection with documented findings.

5. Confirm generator load-bank testing is conducted at least quarterly; results recorded; generator must carry full load for minimum 8 hours.

6. Audit lift maintenance records: verify licensed lift inspector's certificate is current; Factories Department annual inspection is on record; daily operational log maintained.

7. Verify Fire NOC certificates are current; renewal applications filed at least 60 days before expiry.

8. Confirm fire extinguisher inspection register is maintained: each extinguisher labelled with last service date and next due date.

9. Verify CCTV maintenance log: each camera's operational status, last maintenance date, next scheduled check; non-functional camera repaired within 72 hours.

A12.3 Asset Management

1. Participate in or verify physical asset verification conducted at least once in two years: all assets sighted, tagged, and condition-rated (Good/Fair/Poor/Condemnable).

2. Verify assets rated 'Condemnable' or 'Poor' are escalated to HO for disposal/write-off decision within 30 days.

3. Confirm asset impairment assessment is conducted at each financial year-end; assets where recoverable value is below book value are flagged for impairment provision.

4. Verify that asset disposals (sale, scrapping) are supported by Board/MD approval and sale proceeds are credited to TTDC accounts with proper documentation.

A12.4 Maintenance Expenditure Control Matrix

Control Area	Control Description	Authority Level	Document Required	Frequency	Risk
Emergency Repairs (up to ₹5K)	Immediate safety/operational repair	Maintenance In-charge + Unit Accountant	Job card, material issue slip, completion cert	Per incident	Medium
Routine Maintenance ₹5K–₹25K	Spare parts, consumables for repairs	Maintenance Manager + Unit Accountant	3 quotations / Rate Contract, PO, GRN, invoice	Per purchase	Low
Planned Repair Works ₹25K–₹1L	Plumbing, electrical, civil repairs	Unit Head approval	Estimate, comparative statement, Work Order, completion cert	Per work order	Medium
Major Repair ₹1L–₹5L	Significant repairs, partial refurbishment	GM/Regional Manager + Finance concurrence	Detailed estimate, 3 bids, technical sanction, stage certs	Per project	High
Capital Works ₹5L–₹25L	Asset replacement, extensions	MD approval + HO Finance concurrence	BOQ, tender/3 bids, TEC report, stage-wise completion certs	Per project	High
Capital Works above ₹25L	Major infrastructure, new construction	Board approval	DPR, Board resolution, tender as per procurement policy	Per project	High
AMC Renewals	All equipment AMC renewals	Unit Head up to ₹2L; GM above ₹2L; Board above ₹10L	Competitive tender, SLA agreement	Annual	Medium
Condemnation & Disposal	Write-off and sale of unserviceable assets	MD (up to ₹5L); Board above ₹5L	Physical verification report, valuation cert, MD/Board approval	Per case	High

A12.5 Report Structure — Engineering & Maintenance

Report Section	Contents	Responsibility	Submission
Executive Summary	Critical observations, risk flags, revenue impact, KPI dashboard	Internal Auditor	Within 10 days of quarter end
Audit Scope & Methodology	Areas covered, sample sizes, standards, limitations	Internal Auditor	Each Report
Previous Audit Compliance	Prior observation → Action agreed → Open/Closed/Partial → Outstanding risk	Auditor + Unit Head	Each Report
Revenue Audit Report	Billing reconciliation, collection gaps, OTA variance, tariff compliance	Internal Auditor	Quarterly
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Cash & Bank Report	Cash count, bank reco, advances status, pending clearances	Internal Auditor	Quarterly
Budget vs Actual Variance	Revenue & expenditure variance with adverse variance reasons	Internal Auditor	Quarterly
Statutory Compliance Report	GST, TDS, PF/ESI, excise, professional tax — status & penalties	Internal Auditor	Quarterly
HR & Manpower Review	Headcount, contractor compliance, PF/ESI, attendance	Internal Auditor	Quarterly
Asset & Capex Report	Asset register, additions, disposals, depreciation, impairment	Internal Auditor	Annual
Observation Register	Finding → Risk Level → Implication → Recommendation → Mgmt Response → Agreed Date	Auditor + Unit Head	Each Report
Pending Compliance Tracker	Status of all previous observations — Open/Partial/Closed	Internal Auditor	Each Report

PART B — STANDARD INTERNAL AUDIT REPORT STRUCTURE (ALL UNITS)

Every quarterly audit report submitted for any TTDC Unit or Vertical must strictly follow this structure. Deviation from structure must be explained in the cover note.

B1 Standard Report Format — All Units

Part	Section Title	Contents	Timing
1	**Cover Sheet & Executive Summary**	Unit, period, audit scope, overall compliance rating (Red/Amber/Green), top 5 critical issues, MD's attention items	First page
2	**Audit Objectives & Methodology**	Scope applied, sampling method, standards followed, limitations noted	Standard
3	**Previous Audit Compliance**	Prior observation → Action agreed → Status (Open/Closed/Partial) → Outstanding risk	Each quarter
4	**Financial Controls Review**	Vertical-specific financial controls as applicable; all quantified findings	Core section
5	**Operational Controls Review**	Process controls, people controls, CCTV/IT, safety compliance	Core section
6	**Tax & Statutory Compliance**	GST, TDS, EPF/ESI, Excise, permits — status, dues, penalties	Mandatory
7	**Asset & Inventory Review**	FAR status, physical verification, stock reconciliation	Quarterly
8	**HR & Manpower Review**	Headcount, contractor compliance, PF/ESI, overtime	Quarterly
9	**Cash & Bank Review**	Surprise cash count results, BRS status, reconciling items, digital settlement status	Quarterly
10	**Budget vs Actual**	Revenue & expenditure variance with reasons; fixed vs variable cost analysis	Quarterly
11	**Observation Register**	Finding → Risk Level (H/M/L) → Implication → Recommendation → Mgmt Response → Agreed Action Date	Core
12	**Annexures**	Reconciliation sheets, exception lists, photographs, supporting schedules	As needed

B2 Observation Classification Framework

All audit observations must be classified per the following framework. The classification determines escalation timelines and reporting destination.

Priority	Risk Level	Description	Action Timeline
P1 — Critical	HIGH	Financial loss, fraud risk, statutory violation, safety hazard	Immediate — within 7 days
P2 — Major	MEDIUM	Control weakness, significant compliance gap, process failure	Within 30 days
P3 — Moderate	LOW	Process improvement, documentation gap, efficiency issue	Within 60–90 days
P4 — Advisory	**OBSERVATION**	Best practice recommendation, process enhancement	Next planning cycle

NOTE: All P1-Critical observations must be reported immediately to HO (Managing Director / Director of Finance) even before the quarterly report is submitted. A flash report / e-mail alert to MD within 24 hours of identification is mandatory.

PART C — HEAD OFFICE AUDIT SCOPE

Section C1 — Tendering & Procurement Governance

This section governs all tender processes initiated by TTDC HO including works contracts, services contracts, goods procurement, and long-term operational concession agreements. Full visibility and transparency at every stage is non-negotiable.

C1.1 Pre-Tender Stage Controls

C1.1.1 Need Identification & Justification

1. Verify every procurement starts with an approved Indented/Requirement Note from the user department stating: nature of requirement, estimated quantity/scope, business justification, urgency, and alternatives considered.
2. Confirm technical specifications are framed by qualified technical personnel (not drafted to favour a specific vendor); check if specifications are overly restrictive or proprietary without 'or equivalent' clause.
3. Verify cost estimate is prepared independently by a qualified engineer/committee before inviting tenders; estimate must be based on prevailing market rates, CPWD/SSR schedules, or independent quotations.
4. Verify items procurable through GeM portal are first explored on GeM before resorting to open tender; document the outcome.
5. Confirm approvals at each stage are obtained from the appropriate competent authority as per Delegation of Financial Powers.

C1.1.2 Tender Document Preparation

1. Verify that the Tender Document (NIT, General Conditions, Special Conditions, BOQ/SOR, Drawings) is complete before publication; no material changes after publication without formal addendum.
2. Confirm eligibility criteria (turnover, experience, net worth) are reasonable and not structured to eliminate genuine bidders.
3. Check bid security/EMD amounts are proportionate to contract value (typically 2–5%); exemptions for MSME/SSI are documented.
4. Verify adequate time is given for bid submission: minimum 7 days for small value, 15–21 days for normal, 30+ days for large/complex contracts.
5. Confirm tender documents are available on TTDC website and Tamil Nadu Government procurement portal; verify publication in at least two newspapers (one in Tamil language).

C1.1.3 Pre-Bid Meeting & Addenda

1. Confirm pre-bid meeting is conducted where required; minutes are documented and shared with all potential bidders.
2. Verify all clarifications and modifications are issued as formal addenda and communicated equally to all registered bidders.
3. Confirm bid submission deadline is extended wherever addenda materially change scope or specifications.

C1.2 Bid Receipt & Opening Controls

1. Verify bids are received in sealed/two-cover/three-cover system and recorded in the Tender Receipt Register with timestamping; no late bids accepted.
2. Confirm bid opening is conducted at the stipulated date and time; opening is witnessed by at least two officers and all present bidders.
3. Verify a Bid Opening Statement is prepared listing all bidders, EMD details, and preliminary observations; signed by all witnesses.

C1.3 Technical & Commercial Evaluation

1. Confirm a Technical Evaluation Committee (TEC) of minimum 3 members with appropriate domain expertise is constituted; no TEC member should be from the indenting department.
2. Verify TEC evaluates technical bids against pre-defined criteria only; no new criteria introduced post-opening.

3. Confirm technical evaluation report is documented with score/qualification status for each bidder; rejected bids have specific written reasons.
4. Confirm price bids are opened only for technically qualified bidders; date and time of price bid opening is announced in advance.
5. Verify comparative statement (L1/L2/L3) is prepared correctly; cross-verify arithmetic; confirm L1 bid price is within ±15% of estimated cost.
6. If a single bid is received, verify justification for proceeding and risk assessment of re-tendering.
7. Confirm negotiation (if any) is held only with L1 bidder; negotiation minutes are on record.

C1.4 Post-Tender Award & Contract Management

1. Verify Tender Acceptance Note is prepared with summary of evaluation, recommendation with rationale, and approved by competent authority.
2. Confirm Letter of Acceptance (LOA) is issued in writing within validity period of bids; no verbal awards.
3. Verify Performance Security (typically 5–10% of contract value) is received before work commencement.
4. Confirm contract agreement is executed (stamped and registered where required) before work starts.
5. Verify all scope changes are through formal written change orders approved by appropriate authority; track cumulative variation value (usually capped at 25% of original contract value).
6. Confirm payments are made against valid invoices, supported by work completion certificates, quality test reports, and measurement books.
7. Verify stage payments are released only on physical milestone completion certified by site engineer; no payment advances beyond contractual provision.
8. Verify Final Measurement Book/Completion Certificate is prepared and signed off; Defect Liability Period (DLP) is tracked; Security Deposit is not released prematurely.
9. Confirm tenders are not split to avoid higher-level approval thresholds; audit for sequential tenders to same vendor in short time periods.

C1.5 Special Procurement Scenarios

C1.5.1 Emergency/Single-Source Procurement

1. Verify genuineness of emergency; confirm approval from MD/Chairman in writing before procuring.
2. Even in emergency, minimum 3 competitive quotations must be obtained and documented unless technically impossible.
3. Post-procurement review by Audit Committee is mandatory for all single-source purchases above ₹5 lakhs.

C1.5.2 Empanelment of Agencies

1. Verify empanelment is done through an open, advertised process; empanelment criteria are objective and published.
2. Confirm empanelment lists are reviewed annually; inactive empanelled agencies are removed after due notice.
3. Verify work allocations within empanelment are rotated fairly; no single agency gets disproportionate work.

C1.6 Tender Audit Report Structure

Stage	Audit Checks	Red Flags to Report
Pre-Tender	Requirement note, cost estimate basis, specification review, publication records	Restrictive specs; underestimated cost; limited publication; no GeM check
Tender Document	Completeness, eligibility criteria proportionality, EMD quantum, timeline adequacy	Narrow eligibility; short timeline; unclear scope; no Tamil language paper
Bid Receipt	Sealed receipt, register entries, timestamp, opening witness count	Late bid acceptance; missing register entries; single-officer opening
Technical Evaluation	TEC constitution, criteria adherence, documentation quality, site inspection records	Post-opening criteria change; unexplained disqualifications; missing documentation
Price Evaluation	Comparative statement accuracy, L1 verification, arithmetic check, L1 vs estimate	Arithmetic errors; L1 below 85% of estimate without vetting; single bid

Award	Competent authority approval, LOA within validity, contract execution, performance security	Verbal awards; delayed contracts; missing performance security; no contract
Execution	Milestone compliance, LD application, variation orders, payment documentation	Excess variations; LD waived without approval; advance not adjusted
Closure	Completion certificate, DLP tracking, security release timing, final bill settlement	Premature security release; unsettled final bills; pending DLP actions

Section C2 — New Project Appraisal & Board Proposals

Every new project, property development, new tourism product, or major capital expenditure proposed to the TTDC Board must pass through a rigorous appraisal process. The Internal Auditor must review and provide a formal opinion on these proposals before Board presentation.

C2.1 Pre-Proposal Due Diligence

C2.1.1 Site / Location Justification

1. Confirm a formal Site Selection Report covering: geographical location, accessibility by road/rail/air, distance from nearest tourist attraction, proximity to target tourist catchment, competitive landscape, and GoTN tourism policy alignment.

2. Verify demand assessment: visitor footfall data for the region (from Tourism Department statistics), average nights stayed, seasonal pattern, and projected growth rate.

3. Confirm the site is free from encumbrances: clear title (ownership/lease), no litigation, no forest/CRZ/eco-sensitive zone violations; legal opinion must be on file.

4. Verify environmental clearances and NOC requirements are identified and feasibility confirmed before any capital commitment.

5. Check for government directive/policy basis where applicable; confirm the project does not duplicate an existing facility within the catchment area.

C2.1.2 Purpose & Revenue/Brand Classification

1. Verify the proposed project is explicitly classified as: (a) Revenue-Generating Project, (b) Brand-Imaging/Promotional Project, (c) Social Obligation/GoTN Directive, or (d) Hybrid.

2. For Revenue-Generating Projects: full financial viability analysis with all metrics in C2.2 is mandatory.

3. For Brand-Imaging Projects: a Brand Value Justification Note is mandatory stating expected tourism footfall increase, media value, and duration of brand benefit; Board must explicitly approve with awareness that financial ROI is secondary.

4. Internal Auditor must flag if a project is labelled 'Brand Imaging' to circumvent ROI scrutiny when it has clear revenue potential.

C2.2 Financial Feasibility — Mandatory ROI Analysis

For any capital project, the projected post-tax return on capital deployed must, at a minimum, equal or exceed the prevailing bank Fixed Deposit rate. Projects failing this test must have documented strategic/social justification approved by the Board.

Financial Metric	Definition / Calculation	Minimum Threshold
Simple Payback Period	Total CAPEX ÷ Annual Net Cash Flow	≤ 12–15 years (hotel/resort); ≤ 7 years (F&B/retail)
Return on Investment (ROI)	(Net Annual Profit ÷ Total CAPEX) × 100	≥ Prevailing SBI MCLR + 1% (floor); minimum bank FD rate
Internal Rate of Return (IRR)	Discount rate at which NPV = 0 over project life	≥ 12% (commercial); ≥ 8% (social tourism)
Net Present Value (NPV)	PV of all cash inflows – CAPEX at WACC/discount rate	Must be Positive; negative NPV requires Board strategic override
Debt Service Coverage (DSCR)	EBITDA ÷ Annual Debt Service (P + I)	≥ 1.25× if project is debt-financed
Break-Even Occupancy	Fixed Cost ÷ (Revenue per unit – Variable Cost per unit)	≤ 50% for hotels/resorts; lower is better
Revenue per sq. ft.	Annual Revenue ÷ Operational Area	Compare to comparable TTDC properties; flag if below median

C2.3 Board Proposal — 20-Point Mandatory Checklist

The Internal Audit must verify that every proposal placed before the TTDC Board contains ALL of the following items. Incomplete proposals must be returned to the originating department for completion.

#	Mandatory Checklist Item	Status	IA Comment
1	Executive Summary — Project Name, Location, Purpose, Total Cost, Sponsor Department	☐ Present ☐ Absent	
2	Site Selection Report with competing site alternatives considered and rejected with reasons	☐ Present ☐ Absent	
3	Legal status of property (ownership/lease); legal opinion enclosed; no encumbrances	☐ Present ☐ Absent	
4	Environmental / CRZ / Forest / Heritage clearance status; timeline for approvals	☐ Present ☐ Absent	
5	Demand & Market Study — existing competitors, visitor data, projected demand, seasonality	☐ Present ☐ Absent	
6	Project purpose explicitly stated: Revenue-Generating / Brand-Imaging / Social Obligation / Hybrid	☐ Present ☐ Absent	
7	Detailed CAPEX estimate with line-item breakup: civil, MEP, FF&E, IT, pre-operative, contingency (min 10%)	☐ Present ☐ Absent	
8	Year-wise OPEX projection (minimum 10 years): staffing, utilities, maintenance, insurance, marketing	☐ Present ☐ Absent	
9	Revenue Projection with stated assumptions, benchmark source, and occupancy/utilisation basis	☐ Present ☐ Absent	
10	Financial Model: Payback Period, ROI, IRR, NPV — all four metrics are mandatory	☐ Present ☐ Absent	
11	Sensitivity Analysis — pessimistic (60% of base occupancy), base, and optimistic scenarios	☐ Present ☐ Absent	
12	DSCR Calculation if debt financing is proposed	☐ Present ☐ Absent	
13	Comparison with Bank Interest Earning on equivalent capital — explicit ROI gap statement vs SBI MCLR	☐ Present ☐ Absent	
14	Brand Imaging Value Note (if applicable) — footfall impact, media value, duration of brand benefit	☐ Present ☐ Absent	
15	Implementation Timeline with Gantt chart / milestone schedule	☐ Present ☐ Absent	
16	Risk Register — key project risks (demand, regulatory, cost overrun, competition) and mitigation plan	☐ Present ☐ Absent	
17	Procurement Strategy — tendering approach and estimated timelines	☐ Present ☐ Absent	
18	Post-completion monitoring KPIs: occupancy, ARR, revenue vs projection, ROI tracking (annual for 5 years)	☐ Present ☐ Absent	
19	Alternative of NOT proceeding — what TTDC loses or gains by not investing	☐ Present ☐ Absent	
20	Recommendation of proposing department and Finance Department sign-off	☐ Present ☐ Absent	

C2.4 IA Project Viability Opinion Note

For every new project placed before the Board, the Internal Auditor must attach a structured IA Opinion Note in the following standardised format:

IA Project Viability Opinion Note	
Project Name	[To be filled by proposing department]
Location & Purpose	[To be filled]
Total CAPEX Proposed (₹)	[To be filled]
Capital Equivalent Bank Interest @ SBI MCLR (%)	[Prevailing rate — to be inserted at time of review]
Annual Interest Benchmark (₹)	[CAPEX × Rate / 100]
Projected Year-3 Revenue (₹)	[From project DPR]
Projected Year-3 Net Profit (₹)	[From project DPR]
Projected ROI (%)	[Net Profit ÷ CAPEX × 100]
ROI vs Bank Interest Benchmark	[Above / Below / Equal — state gap in percentage points]
Payback Period	[As per DPR]
IRR	[As per DPR financial model]
NPV (at 10% discount rate)	[As per DPR — Positive / Negative]
Site Justification: Is this the best available option?	[IA independent comment]
Purpose Alignment: Revenue / Brand / Social?	[IA classification and comment]
Board Proposal Checklist Completeness	[Score: ___ / 20 points]
IA Overall Opinion	☐ FINANCIALLY VIABLE ☐ STRATEGICALLY VIABLE WITH JUSTIFICATION ☐ NOT RECOMMENDED
Key Risks Flagged by IA	[Bullet list of 3–5 key risks]
IA Sign-off	Internal Auditor — Signature, Name, Designation & Date

C2.5 Post-Approval Monitoring of New Projects

1. Verify that an Implementation Monitoring Committee is constituted for each project above ₹1 crore.
2. Confirm quarterly project progress reports are placed before MD — cost vs budget, time vs schedule, risks identified.
3. At project commissioning, prepare a Project Completion Report comparing actual cost with sanctioned cost and actual date with planned date.
4. For operational projects, prepare annual ROI Tracking Report — actual revenue vs projected, actual ROI vs promised ROI; report to Board every year for minimum 5 years post-commissioning.
5. Flag projects where actual ROI falls below the FD benchmark for two consecutive years — recommend Board review on continuance, restructuring, or disposal.

Section C3 — Head Office Policy & Statutory Compliance

C3.1 Financial Management Controls at HO

1. Verify the Annual Budget is prepared, approved by the Board, and communicated to all Units before April 1 each year.

2. Monitor HO-level expenditures against budget quarterly; prepare variance analysis distinguishing fixed vs variable cost behaviour.

3. Confirm all HO payments above prescribed financial powers are approved by MD/Board; verify delegation of financial powers is documented and current.

4. Verify inter-unit fund transfers are recorded accurately and reconciled on a one-to-one basis each quarter.

5. Confirm all bank accounts are reconciled monthly; no dormant accounts; all accounts are known to the Board.

C3.2 HR & Payroll Controls

1. Verify sanctioned vs actual headcount at HO; recruitment procedures followed for all new appointments.

2. Confirm monthly payroll is processed against attendance; verify no ghost employees.

3. Verify TDS on salaries (Form 24Q) is deducted correctly and deposited by the 7th of following month.

4. Confirm PF, ESI, Gratuity, and Leave Encashment provisions are made as per applicable laws.

5. Verify contract manpower compliance: PF, ESI, Minimum Wages; compliance certificates before each payment.

C3.3 Taxation Compliance at HO

1. Verify GST returns (GSTR-1, GSTR-3B) are filed on time for all GSTINs; reconcile GSTR-2A with purchase register; claim eligible ITC; reverse ineligible ITC within 180 days.

2. Confirm TDS deduction and deposit compliance for all categories: 194C (contractors), 194I (rent), 194J (professional fees), 192 (salary), 194H (commission), 194Q (purchase of goods).

3. Verify quarterly TDS returns (Form 26Q, 24Q) are filed on TRACES; check for outstanding defaults, interest, and penalties; confirm all TRACES-identified penalties are paid from FY 2021-22 onwards.

4. Confirm advance tax is paid in four instalments by due dates; avoid interest under Sections 234B and 234C.

C3.4 IT & Cyber Security Controls

1. Verify that a Board-approved IT/Cyber Security Policy exists and is reviewed annually as per GoTN cyber security mandate.

2. Confirm user access rights in accounting software, ERP, and PMS systems are reviewed semi-annually; no former employees retain active access.

3. Verify all critical data is backed up daily (on-site) and weekly (off-site or cloud); test restoration quarterly.

4. Confirm software licences are valid for all software in use at HO; maintain a Software Licence Register.

C3.5 Governance & Board Compliance

1. Verify Board meetings are held as per Articles of Association; minutes are finalised within 30 days.

2. Confirm Audit Committee meets at least quarterly; internal audit reports are presented to the Audit Committee.

3. Verify Annual Report/Annual Accounts are prepared and submitted to GoTN within prescribed timelines.

4. Confirm all CAG/Statutory Audit queries are responded to promptly; pending queries are tracked and escalated.

5. Verify RTI compliance: designated PIO and APIO in place; replies within 30 days.

Section C4 — Head Office Internal Audit Report Structure & Reporting Calendar

The HO quarterly audit report has a broader scope and additional components beyond unit-level reports. It consolidates cross-unit risk themes and governs tender and project oversight.

C4.1 HO Audit Report Components

#	Section	Contents	Audience
1	**Executive Summary**	Overall TTDC risk rating; top 10 priority issues across all units; MD attention items; positive highlights	MD & Board
2	**Consolidated Unit Summary**	One-page per unit: compliance score, key findings, critical open items	MD, CFO
3	**Cross-Unit Themes**	Common control weaknesses across multiple units; systemic issues requiring policy-level correction	MD, Board
4	**Tender Audit Summary**	Status of all active tenders; pre/post audit observations; irregularities; pending closures	MD, Audit Committee
5	**New Project Appraisals**	Projects proposed this quarter: IA review status, checklist completeness, ROI opinion, flagged concerns	Board, Audit Committee
6	**Financial Overview**	HO revenue vs budget; expenditure control; tax compliance; inter-unit transfers	CFO, MD
7	**Cash & Investment Review**	Fund utilisation, investment portfolio, FD maturity tracking, ROI vs benchmark	CFO, MD
8	**Tax Compliance Register**	Quarter-wise GST/TDS compliance status; defaults, penalties, resolution actions	CFO
9	**IT & Governance Review**	Cyber security status; software licences; board/audit committee compliance	MD, IT Head
10	**HR Compliance**	Headcount vs sanction; PF/ESI status; contractor compliance certification	HR Head, MD
11	**Observation Register**	All HO observations: Issue → Priority → Implication → Recommendation → Owner → Date	All stakeholders
12	**Previous Audit Status**	Tracker: all prior HO recommendations — Open/Closed/Partial; escalated items	MD, Audit Committee

C4.2 Audit Reporting Calendar

Quarter	Audit Period	Report Due Date	Presented To
Q1	April – June	By 15th August	Audit Committee & Managing Director
Q2	July – September	By 15th November	Audit Committee & Managing Director
Q3	October – December	By 15th February	Audit Committee & Managing Director
Q4	January – March	By 15th May	Audit Committee, Managing Director & Board
Annual Summary	Full Financial Year	By 30th June	Board of Directors & GoTN

PART D — CASH & BANK MANAGEMENT AUDIT

Section D1 — Cash Management at Units

D1.1 Daily Cash Controls

1. Surprise cash counts shall be conducted at each unit's cash counter at least once per audit visit — unannounced; results recorded and signed by unit cashier.

2. Reconcile physical cash with: (a) daily collection register, (b) POS end-of-day report, (c) cash book balance; any difference is a P1 observation.

3. Verify cash is deposited into the designated bank account by the next working day; no holding of cash beyond approved imprest limit.

4. Audit imprest/petty cash fund: verify authorised imprest limit, completeness of supporting vouchers, and timely replenishment.

5. Confirm cash collections are never used for direct expenditure ('cash-and-carry' of income is not permitted).

6. Verify dual-control for cash counting: two authorised staff must count and certify daily cash balance.

D1.2 Bank Reconciliation — Units

1. Verify monthly Bank Reconciliation Statement (BRS) is prepared within 7 days of month-end for each bank account.

2. Identify and report long-outstanding reconciling items (>30 days): uncleared cheques, unpresented instruments, unmatched credits.

3. Verify all bank accounts at units are disclosed to HO and approved by competent authority; no undisclosed accounts.

4. Confirm no personal transactions or unauthorised credits are routed through TTDC unit bank accounts.

5. Audit inter-unit fund transfers — confirm prior HO approval and one-to-one reconciliation at both ends.

D1.3 Digital & Online Payments — Units

1. Reconcile UPI/card terminal (POS) settlement credits with bank statements and collection registers — T+2 settlement timeline.

2. Verify OTA collections: MakeMyTrip, Goibibo, Cleartrip — reconcile with booking records and bank credits.

3. Confirm payment gateway credentials are restricted to authorised staff and access logs are maintained.

4. Audit for failed transaction refunds — verify chargebacks and refunds are genuine and approved.

Section D2 — Cash & Bank Management at Head Office

D2.1 HO Bank Account Controls

1. Verify all HO bank accounts (current, savings, FD, collections) are listed and approved by the Board.

2. Confirm bank signatories are current employees holding designated positions; verify authorisation matrix; maker-checker control is mandatory for all digital transactions above ₹50,000.

3. Verify that dormant accounts are identified, reviewed, and closed with Board approval.

4. Confirm monthly consolidated bank reconciliation is prepared for all HO accounts and placed before the Finance Controller/MD.

D2.2 Cash Flow Management — Head Office

1. Verify that a monthly cash flow statement is prepared comparing projected vs actual cash inflows from all units and outflows.

2. Audit fund release mechanism to units: confirm releases are based on verified unit expenditure requirements and not ad hoc.

3. Verify surplus funds are identified and invested as per GoTN GOs — no idle cash beyond 30 days in current account.

4. Confirm inter-bank fund movements are authorised and documented.

5. Audit loan repayments/EMI schedules — confirm timely payment to avoid penal interest.

D2.3 Investments & Revenue-Generating Portfolios — per Go TN GOs

1. Verify an Investment Policy exists, is approved by the Board, and is complied with — no investment outside permitted instruments.

2. Confirm all Fixed Deposits are with Government-owned/Schedule-A banks only; FD receipts are in TTDC's custody.

3. Audit maturity tracking: verify FDs are renewed or liquidated on due date — no missed renewals causing loss of interest.

4. Reconcile interest accrued (per accounting books) vs interest received (per bank); report any shortfall.

5. Verify that the rate of return on all investments is at least equal to the bank FD rate prevailing at the time of investment; any investment yielding below FD rate is flagged and reported.

6. Audit investment in revenue-generating portfolios — confirm Board approval, feasibility report on record, and ROI tracking against projections.

7. Verify annual ROI review is presented to the Board with variance analysis against projected returns.

PART E — BUDGET vs. ACTUAL & FUND UTILISATION

Section E1 — Budget vs. Actual Comparison (Revenue & Expenditure)

E1.1 Revenue Budget vs. Actual — Units

1. Obtain approved Annual Action Plan and Budget for each unit at the commencement of the audit year.
2. Prepare quarter-wise Revenue Variance Report for each unit covering: Room Revenue, F&B Revenue, Bar Revenue, Boat/Ticket Revenue, Rental Income, Sponsorship Income, Sundry Income.
3. Compute revenue achievement percentage; flag units with achievement below 80% of quarterly budget.
4. Obtain unit-level explanation for adverse variances; verify reasonableness; report unsubstantiated variances.
5. Compare occupancy rate and ARR against budget for hotel properties; compute RevPAR trend.

E1.2 Expenditure Budget vs. Actual — Units

1. Prepare quarter-wise Expenditure Variance Report for each head: Salary & Wages, Power & Fuel, Food Cost, Repairs & Maintenance, Housekeeping, Marketing, Admin Overheads.
2. Classify expenditure into Fixed Costs vs Variable Costs; report variance separately for each category.
3. Flag any head exceeding budget by more than 10%; obtain documented explanation.
4. Identify expenditures booked under wrong head of account; recommend reclassification.
5. Verify expenditure incurred beyond budget has received supplementary budget approval from competent authority.

E1.3 Consolidated Budget vs. Actual — Head Office

1. Prepare consolidated Revenue and Expenditure comparison for TTDC as a whole, aggregating all units.
2. Provide variance analysis at organisational level: total revenue vs budget, total expenditure vs budget, operating surplus/deficit vs budget.
3. Identify units consistently underperforming and recommend management review of viability.

Section E2 — Fund Utilisation Report

1. Verify funds received from Government of Tamil Nadu, GoI, or other agencies for specific projects are utilised only for approved purposes.
2. Prepare fund-wise utilisation certificate: funds received – funds utilised = unspent balance; confirm unspent funds are kept in a separate bank account.
3. Audit that interest earned on project funds in transit is accounted for and applied as per grant/funding agreement.
4. Identify instances of diversion of project funds to general operations; report as P1 observation.
5. Verify submission of utilisation certificates to GoTN/funding agencies within prescribed timelines.
6. Confirm capital expenditure funds are released only against approved project milestones; verify actual expenditure per project against sanctioned cost; flag cost overruns above 10%.

PART F — CONTROL MATRIX: EXPENDITURE APPROVAL & BANKING

Section F1 — Expenditure Approval Control Matrix

The following matrix defines the authority levels, documentation requirements, and risk ratings for all expenditure categories. The Internal Auditor shall test minimum 25% of transactions by value against this matrix each quarter.

Control Area	Control Description	Authority Level	Document Required	Frequency	Risk
Petty Cash (up to ₹5,000)	Imprest fund transactions	Unit Cashier + Unit Manager	Petty cash voucher, bill, receipt	Per transaction	Low
Routine Purchases ₹5K–₹50K	Stationery, housekeeping, consumables	Unit Manager	Purchase request, 3 quotations, PO	Per transaction	Low
Departmental Purchases ₹50K–₹2L	F&B raw materials, repair materials	Unit Head / Regional Manager	Comparative statement, PO, GRN	Per transaction	Medium
Works & Services ₹2L–₹10L	Minor civil works, maintenance contracts	GM Finance + Technical HOD	Estimate, comparative statement, Work Order	Per project	Medium
CapEx ₹10L–₹50L	Furniture, equipment, vehicles	MD approval	BOQ, 3 bids, TEC report, MD approval note	Per project	High
CapEx above ₹50L	Civil works, major infrastructure	Board of Directors	Feasibility report, DPR, Board resolution	Per project	High
Salary & Wages — Regular	Monthly payroll	GM Finance + HR Head	Payroll register, biometric attendance, bank advice	Monthly	Medium
Contract Labour Payments	Manpower service agency bills	Unit Head + Finance	Invoice, attendance register, PF/ESI compliance cert	Monthly	Medium
Utility Payments	TNEB, TWAD, municipal bills	Unit Manager + Accountant	Original bill, meter reading record	Monthly	Low
Tax Remittances	GST/TDS/PF statutory remittances	GM Finance	Challan, liability computation, GSTR/TRACES reconciliation	Per due date	High
Legal & Professional Fees	Lawyers, auditors, consultants	MD (up to ₹5L); Board above	Engagement letter, invoice, deliverable proof	Per invoice	Medium
Insurance Premiums	All asset and liability insurance	GM Finance + MD	Policy document, renewal advice, Board note	Annual	Medium
Vendor Advance Payments	Supplier advances against PO	MD approval + Finance concurrence	Purchase Order, board approval for >10% advance	Per PO	High
Refunds & Write-offs	Revenue refunds, bad debt write-offs	Board approval	Customer request, GM Finance recommendation, Board resolution	Per case	High

Section F2 — Banking Control Matrix

The following matrix covers all key banking operations, applicable controls, and Internal Audit verification procedures:

Control Area	Control Description	Authority Level	Document Required	Frequency	Risk
Bank Account Opening	New current/savings/FD account	Board resolution + MD signing authority	Board resolution, account opening form, KYC	Per account	High
Bank Signatory Change	Addition/change of authorised signatories	Board resolution	Board resolution, bank mandate form, specimen signatures	Per change	High

RTGS/NEFT below ₹10L	Digital fund transfer	Maker: Accounts Officer; Checker: GM Finance	Payment advice, beneficiary verification, dual OTP	Per transaction	Medium
RTGS/NEFT above ₹10L	High-value digital transfer	Maker: GM Finance; Checker: MD	MD approval note, payment advice, beneficiary verification	Per transaction	High
Cheque below ₹2L	Supplier/utility payments	Two authorised signatories	Signed cheque, payment voucher, supporting invoice	Per cheque	Low
Cheque above ₹2L	High-value cheque payments	MD + GM Finance as joint signatories	Board-approved payment, MD approval note, voucher	Per cheque	High
Fixed Deposit Placement	Investment of surplus funds	MD approval + Board ratification (above ₹25L)	Investment approval note, FD receipt in TTDC custody	Per FD	High
FD Premature Encashment	Early encashment	Board approval	Board resolution, banker's confirmation	Per case	High
Cash Deposit at Bank	Unit daily cash deposit	Unit Cashier + Accountant	Deposit slip, collection register reconciliation	Daily	Medium
Bank Reconciliation	Monthly BRS approval	GM Finance review and sign-off	BRS statement, bank statement, reconciling items	Monthly	Medium
Dormant Account	Accounts with no transactions >6 months	GM Finance identifies; MD approves closure	Account statement, MD approval for closure	Quarterly	Medium
Net Banking Access	User creation/deletion/password reset	IT Admin + GM Finance authorization	Access request form, IT log, separation confirmation	Per change	High
Inter-Unit Transfers	HO releases funds to units	MD approval + Finance verification	Unit fund request, HO approval, advice letter	Per transfer	Medium
Bank Guarantee Mgmt	BGs received from vendors/contractors	Finance keeps BG register	BG document, expiry tracking register, bank confirmation	Per BG	High

Section F3 — Control Matrix Verification Procedures

1. During each quarterly audit, obtain the complete payment register for the quarter and test-check a minimum of 25% of transactions by value and 10% by number.

2. Verify every sampled payment against the control matrix — confirm correct authority level, documentation completeness, and timing.

3. Flag all instances where transactions are split into smaller amounts to individually fall below an approval threshold (split transactions are a P1 observation).

4. For banking controls, obtain net banking access logs and verify no single-person transaction has been processed above ₹50,000 without maker-checker compliance.

5. Confirm no separated or retired employee retains bank access or signing authority.

PART G — GOVERNANCE, FOLLOW-UP & REPORTING

Section G1 — Audit Process & Follow-Up

1. The Internal Auditor shall present findings to the Unit Head within 10 working days of completing field audit — an Exit Meeting shall be conducted and minutes recorded with Unit Head signature.
2. Management responses must be obtained within 15 working days of the Exit Meeting; auditor shall incorporate responses in the draft report.
3. The final report shall be submitted to the Unit, HO Finance, and Audit Committee within 45 days of the end of each quarter (per the Reporting Calendar in Section C4.2).
4. The Audit Committee shall meet quarterly to review consolidated audit findings from all units and HO.
5. All P1-Critical/High-risk observations shall be placed before the MD within 5 working days of identification — no waiting for the quarterly report.
6. The Internal Auditor shall maintain a perpetual Observation Register with status tracking: Open, Partially Resolved, Closed.
7. Any observation involving suspected fraud or financial irregularity shall be reported to the MD and Audit Committee immediately, regardless of quantum.
8. For closing any observation as 'Resolved', the Internal Auditor must independently verify the corrective action — management's statement of action alone is not sufficient.

Section G2 — Key Performance Indicators for Internal Audit Function

KPI	Target	Frequency	Reported To
Report submission within 45 days of quarter end	100% on time	Quarterly	MD & Audit Committee
Audit coverage — all units audited per year	100% units	Annual	Audit Committee
Prior observation closure rate	≥ 70% closed per quarter	Quarterly	MD
High-risk observations escalated within 5 days	100%	Per incident	MD
Revenue leakage identified and quantified	Report all instances	Quarterly	MD & Finance
Surprise cash count visits per unit	Minimum 2 per quarter	Quarterly	Audit Committee
Control matrix compliance rate	≥ 90% of sampled transactions	Quarterly	GM Finance
Budget vs Actual report submitted	Within 20 days of quarter end	Quarterly	MD & Finance
New project IA opinion notes submitted	100% before Board meeting	Per proposal	Board & Audit Committee
Tender audit observations reported	All tenders above ₹5L covered	Quarterly	MD, Audit Committee

Annexure -2

TTDC - LIST OF UNITS

Sl.No.	UNITS
I.	**TRICHY REGION** 1. HTN, Yercaud 2. Boat House Yercaud 3. HTN, Hogenakkal - I 4. HTN, Hogenakkal -II 5. HTN, Hosur 6. HTN, Krishnagiri 7. HTN, Trichy-I 8. HTN, Trichy-II 9. HTN, Thanjavur 10. HTN, Chitambaram 11. Boat House Pitchavaram 12. HTN, Thiruvannamalai 13. HTN, Thirukadayiur 14. Aalayam, Thiruvannamalai 15. Boat House Haridranadhi
II	**CHENNAI - I REGION** 1. Boat House, Muttukadu 2. BRC, Mamallapuram 3. TSC, Mamallapuram 4. HTN, Kancheepuram 5. Boat House Mudaliarkuppam 6. HTN, Thiruthani 7. HTN, Ranipet 8. Aalayam, Kancheepuram 9. Blue Flag Beach 10.Boat House, Manali 11 Boat House, Madhavaram Lake 12. Boat House, Thiruvattiyur 13.HTN, Drive-In-Restaurant – Including Quick bites in Chennai 14. DMS Canteen 15. HTN, Vandalur
III	**CHENNAI - II REGION** 1. Head Office 2. Transport Accounts & All Sales Counters 3. Fair Wing 4. Franchise & Inoperative units 5. Garage

Sl.No.	UNITS
IV	**MADURAI REGION** 1. HTN, Madurai -I 2. HTN, Madurai-II 3. HTN, Madurai-III 4. HTN, Kodaikanal 5. Boat House Kodaikanal 6. HTN, Courtallam 7. HTN, Kanniyakumari 8. HTN, Rameswaram 9. Aalayam, Rameswaram 10.HTN, Tiruchendur 11.Aalayam, Tiruchendur 12.HTN, Tirunelveli
V	**OOTY REGION** 1. HTN, Ooty 2.Youth Hostel Ooty 3. Boat House Ooty 4. Boat House Pykara 5. HTN, Coonoor 6. HTN, Coimbatore 7. TH, Dodabettah 8. Boat House Andipalayam

Annexure-3

Profile of the applicant

(To be furnished along with the Technical Proposal in Cover "A")
(on the Letter Head of the Firm)

S.No	Particulars	Details
1	Name & Address of the firm of Chartered Accountants	
2	Date of Registration with Institute of Chartered___________________________ (Self-Attested copy of Registration Certificate issued by Institute of Chartered/Cost Accountants of India to be furnished)	
3	No. of FCA/FCMA/ACA/ACMA Partners as on 1st April, 2026 (Self-Attested copy of Partnership Deed/LLP Agreement to be furnished)	
4	Name, Designation, Contact No. and Address of the Contact Person/Audit Head assigned	
5	Experience in conducting Internal Audit of Public Sector Enterprise (Union/State, including Banking Companies) during the last 3 financial years i.e. from 2023-24 to 2025-26. (Self-Attested copies of Appointment Letters/ Agreements/ Work Orders issued by such Public Sector Enterprise along with proof of claim to be furnished)	
6	No. of Staff/ Audit clerks/ Articles/ Trainees of the Firm (Self-Attested copy of documentary evidence in this respect to be furnished)	
7	Details of PAN & GST (Self-Attested PAN/ GST Registration Certificate to be attached)	
8	Annual Income of the Firm for last 3 Financial Years i.e. from 2023-24 to 2025-26.	

S.No	Particulars	Details
	(Self- Attested copies of Audited Profit & Loss Accounts and Balance Sheets to be attached. Provisional Profit & Loss Accounts and Balance Sheets will not be considered)	
9	Any other details the Firm would like to furnish (Example: Awards & Accreditations)	

Note:

i. Information may be furnished in separate sheet(s) wherever necessary.

ii. In case of documents, the same should be self-attested photocopies.

Undertaking

I / We do hereby declare that the above-mentioned information are true and correct and that I/ We hereby agree to abide by all the terms and conditions of the NIT.

Date:

Authorized Signatory

Place: (Signature and seal of the authorized signatory)

Annexure-4

BOQ

Financial Proposal (To be furnished in Cover "B" on the Letter Head of the Firm) Name and Address of the Bidder:

For Financial Proposal separate Excel sheet has been enclosed along with tender document. Bidders are requested to quote the price details in the Excel sheet.

Evaluation Criteria *(indicative)* **Annexure-5**

S.No	Criteria	Documentary Require	Maximum Marks
1	Experience: Registration with the Institute of Chartered/Cost Accountants of India: a. Between 8 to 10 years: 5 marks b. Above 10 years, up to 15 years: 10 marks c. Above 15 years: 15 marks	Registration Certificate	15
2	No. of FCA/FCMA/ACA/ACMA Partners: a. Between 2 to 5 nos.: 5 marks b. Between 6 to 8 nos.: 10 marks Above 8 nos.: 15 marks	List to be furnished along with Registration No.	15
3	No. of semi-qualified audit assistants (CA Inter/CMA Inter): a. Between 4 to 6 nos.: 10 marks b. Between 7 to 9 nos.: 15 marks Above 9 nos.: 25 marks	No. of Persons list to be furnished	25
4	No. of Firms conducting Internal Audit of Public Sector Enterprises (Union or State) with annual Turnover exceeding Rs.50 Crores: a. Between 3 Firms to 5 Firms: 15 marks b. Above 5 Firms to 10 Firms: 20 marks c. Above 10 Firms : 30 marks	list to be furnished	30
5	Average Annual Income of the Audit Firm (last three Financial Years i.e. 2023-24, 2024-25 and 2025-26: a. Between Rs. 50.00 Lakh to Rs. 75.00 Lakh : 10 marks b. Above Rs. 75.00 Lakh, up to Rs. 1 crore : 12 marks c. Above Rs. 1 crore: 15 marks	I.T filing statement to be furnished	15
	Total marks		**100**

Annexure-6

Self-Declaration – No Black Listing

(On the Letter Head of the bidder)

To
The Managing Director,
Tamil Nadu Tourism Development Corporation Limited,
Tourism Complex,
No:2, Wallajah Salai, Chennai – 600002

Sir/Madam,

In response to the selection of Internal Auditors for TTDC for the financial year 2026-27, I/We hereby declare that presently our firm of Chartered Accountant(s) is having unblemished record and is not declared ineligible for corrupt & fraudulent practices either indefinitely or for a particular period of time by any Public Sector Enterprise (Union/State, including Banking Companies).

We further declare that presently our firm ____ is not black listed and not declared ineligible for reasons other than corrupt & fraudulent practices by any Public Sector Enterprise (Union/State, including Banking Companies) on the date of Bid Submission.

If this declaration is found to be incorrect at any time during the bid evaluation, then, without prejudice to any other action that may be taken, we agree and abide that our bid would be summarily rejected without assigning any reason thereof and that the security deposit may be forfeited in full.

Thanking you,

Yours faithfully,

Date:

Place: (Signature and seal of the authorized signatory)

ANNEXURE - 7

DECLARATION BY THE BIDDER / TENDERER

I/We, ________________________________, hereby declare that I/We am/are not in any way related to any officer who is in charge of TTDC Units or who has control over this work, as referred to in the **Instructions to Bidders (ITB)**. I/We agree that if, at any stage, it is found that this declaration is untrue, the **Bid Security / Performance Security** paid by me/us shall be forfeited and the contract entered into shall stand cancelled at the **risk and cost of the Tenderer**. It is understood that the relationship with the officer referred to herein shall be restricted to those specified in the **ITB**.

Place: ____________________

Date: _____________________

Signature of the Bidder / Tenderer: __________________________

Name of the Bidder / Tenderer: _