

# The Role of Internal Audit in Enhancing Accountability in Tertiary Institutions in Kogi State, Nigeria

Gehya .E. Filli Ibitomi Opeyemi

Department of Accountancy, School of Business and Management Technology, Federal Polytechnic PMB 35, Mubi, Adamawa state Nigeria

## Abstract

The focus of this paper is to critically examine the role of internal audit in enhancing accountability in tertiary institutions in Kogi-State Nigeria with a view to finding out the extent to which effective internal audit role is of significant benefit to public sector management or could be used as an instrument to improve public sector management. The survey method of generating data were employed and data were collected via a well-structured and tested questionnaires administered on the staff of internal audit department of some selected tertiary institutions in Kogi State as well as the review of available documents and records. The data collected were analyzed using the descriptive statistics and ANOVA through the use of SPSS 20.0 version. The analysis of the responses gathered revealed that internal auditors are not independent from management in the course of performing their duties. The study therefore recommends that internal auditors should be independent from management through promulgation of the law that would guarantee internal auditor's independence via recognition of the ethics guiding the accounting profession in order to promote accountability.

**Keywords:** Auditing, Internal Auditing, Internal Auditor, Accountability, Internal Control System, Public Sector.

## 1. Introduction.

Tertiary education is the Post-Secondary Section of National Education system, which is given of Universities, Polytechnics, and Colleges of Technology including courses as are given by the Colleges of Education, Advance Teacher Training Colleges, Correspondence Colleges and such Institutions as may be allied to them (FGN 2004). Thus, tertiary institutions are meant to contribute to national development through acquiring both physical and intellectual skills which will enable individuals to be self-reliant and useful members of the society. In order to achieve this, adequate financial reporting and accountability is paramount to the growth and development of any institution. The main objective of financial reporting is to provide adequate and useful information for proper planning, control and decision making that will aid in achieving organizational short term and long term goals. This can be achieved where the information received is understandable, timely, accurate, complete and comparable (Muhammad, 2006). For these qualities to be achieved, some kinds of professional work known as auditing need to be carried out by an auditor. This auditor may serve as an internal or external auditor.

Auditing is an independent examination and expression of opinion on the financial statement of an enterprise by an independent person called auditor in pursuance of that appointment and in compliance with any relevant statutory obligation (Adeniji, 2004). From this definition, it could mean that an auditor must be an expert who serves as an examiner to the preparers of financial statements and also examines the internal control system. Auditing standard of England and Wales sees internal control system as the whole system of control, financial or otherwise, established by management in order to carry on the business of an enterprise in an orderly and efficient manner, safeguarding its assets and secure them as safely as possible and also ensuring completeness and accuracy of records. It comprises of both internal checks and internal auditing. Internal audit is an independent appraisal function within an organization for the review of the system of control and the quality of performance as a service to the organization (Millichamp, 1996). From this definition it could be seen that the internal auditor is an employee of an organization whose work is to ensure that the internal control system is working effectively and report back to the management as a means of ensuring accountability.

Accountability refers to the demonstration to someone else of success or achievement. It involves revealing, explaining and justifying what one does, or how one discharges his responsibility (Watoseniyi, 1996). Similarly, Adesola as cited in Rafiu and Oyedokun (2007) opined that accountability is the obligation to demonstrate that work has been conducted in accordance with agreed rules and standards and that officer reports fairly and accurately on performance results vis-à-vis mandated roles and or plan. It means doing things transparently in line with due process and the provision of feedback. Boven (2005) view accountability as hallmark of modern democratic government where those in power must be held accountable for their decisions, polices and their expenditure, it is a compliment of public management. Tertiary institution has become a true profession as to be able to influence the management of public finance. In view of this, it is appropriate for any organization to have an effective control system of accounting by having internal audit for good monitoring and check against the financial statements, ensures compliance with statutory requirements and safeguards the asset of the company. Presently, due to the increasing demand for change, good governance, transparency and accountability in public sector, it is important to revise auditing practice to assess adequacy, reliability,

efficiency and effectiveness of other controls which entails procedures, standard and budgeting system

Thus, the under-development of public tertiary institutions in Nigeria as compared to other tertiary institutions around the world and the frequent conflicts between the government and the managements of institutions could be due to inadequate accountability which could be as a result of poor internal control system and internal audit. In our public tertiary institutions today, there are lots of abandoned projects, poor facilities coupled with white elephant projects which are of no benefits and diversion of funds from one sub-heads to another. It is upon this ground that the study intends to showcase the importance of internal auditing in enhancing accountability.

The main objective of the study is to examine the role of internal audit in enhancing accountability in tertiary institutions in Kogi State. The study focused on internal audit, internal control and accountability in tertiary institution. The study would be of significance by emphasizing the need for the independence of internal auditors as a means of enhancing accountability in tertiary institutions in Kogi State.

## **2. Development of Tertiary Education in Nigeria.**

In Nigeria, tertiary education started with the abolition of slave trade, Samuel Ajayi Crowther was the first Nigerian to receive some form of tertiary education from the Anglican Church Missionaries after being freed as a slave. Samuel was one of the last slaves sold in West Africa and was repatriated to Freetown, Sierra Leone in 1922 (Fafunwa, 1974). Consequently, the history of education in Nigeria is tied up to the early missionaries who came to west Africa to train people for the ecclesiastical order which subsequently led to innovations and economic development. Subsequently as the awareness and quest for higher education increases in Nigeria, Yaba higher college was first established in 1932 as the first institution of higher learning in Nigeria as the Northern and Southern Protectorate were amalgamated under Lord Lugard in 1914 (Kola, 2002). Prior to Nigeria's independence, Nigeria had only two established institutions, Yaba higher college and university college Ibadan which was established on 2<sup>nd</sup> February, 1948. From 1960 at independence till date, a good number of higher institutions were established which includes: Universities, Polytechnics and Colleges of Education.

Higher education also known as tertiary education plays numerous roles in economic development through innovations and training by pursuing specific goals. The Goals of tertiary Education shall be to: -

Contribute to national development through higher level relevant manpower training, develop and inculcate proper value for the survival of individual and society, develop the intellectual capability of individuals to understand and appreciate their local and external environments, acquire both physical and intellectual skills which will enable individuals to be self-reliant and useful members of the society, promote and encourage scholarship and community services, forge and cement national unity and promote national and international understanding and interaction (NPE, 2004).

Tertiary Institutions shall pursue these goals through:

Teaching, Research and development, Staff development programs, generation and dissemination of knowledge, a variety of modes of programmes including full-time, part-time, block-release, day-release, sandwich, etc. Access to training funds such as those provided by the Industrial Training Fund (ITF), Tertiary Education Trust Fund (TETFUND), Students Industrial Work Experience Scheme (SIWES), Maintenance of minimum educational standards through appropriate agencies, Inter - institutional co-operation and dedicated services to the community through extramural and extension services (NPE, 2004) should be properly accounted for in order to ensure adequate accountability of public funds.

### **2.1 The internal Audit Unit.**

Internal audit is an appraisal activity established within an organization as a service to it. It is a control which functions by examining and evaluating the adequacy and effectiveness of other controls, originally concerned with the financial records. The investigating techniques developed are now applied to the analysis of the effectiveness of all parts of an entity's operation and management (Adeniyi, 2004). The function of internal audit is an important unit in an organization as it provides support information which aid in management decision making.

The scope and objective of the work of an internal auditor varies widely depending on the size and structure of management of the organization. According to Adeniyi (2004) management is responsible for the establishment of accounting and internal control systems. Often, internal audit is assigned specific responsibility for reviewing the design of the systems, monitoring their operations and recommending improvement. Similarly, Millichamp (1996) identifies the responsibilities of the internal auditor as: review of accounting system and internal control, examination of financial operation information for management, reviewing the implementation of corporate policies, plans and procedures as the broad areas of internal audit. Owler and Brown (1999) are of the view that the objective of internal auditor is to protect management against errors of principles and neglect of duty. This is why Virginia, Eleni, Dimitrios and Chrysoula (2009) opined that internal auditor has the role to prevent corruption and support the good governance practices that enhance accountability. It is evident that the

role of the internal auditor is paramount to the success of every organization as the internal auditor gives assurance and control measures in order to correct abnormalities in the financial system of the organization thereby enhancing accountability of owner's fund through the internal auditor reports.

The components of internal audit according to Millichamp (1996) are independence, staffing and training, relationship, due care, planning, system control, evidence and reporting, planning.

- Independence – internal auditor are employees of the organization and thus independence is not always easy to achieve. However it can be assisted by having an unrestricted access to records, asset and personnel and an objective frame of mind (Millichamp 2002). Internal auditor in institutions should have the independence which permits the performance of duties objectively
- Staffing and training – internal auditor should be appropriately staffed in terms of numbers, experience and grade, having regards to responsibilities and objectives (Kola 2007). Training is paramount to the efficiency and effectiveness of the internal auditor and audit unit staff in order to enhance professionalism in discharging their duties and responsibilities. Sparberg (2002) as cited in Lateef (2013) is of the view that the major ways of avoiding circumvention of control is by ensuring that internal audit department is effectively and adequately staffed
- Relationship – there should be a control relationship between the internal auditor, audit unit staff, audit committee, external auditors and management consultant in order to enhance free flow of communication. According to Millichamp (2002), the internal auditor should foster constructive working relationship and mutual understanding where appropriate, and this should be seen as a goal.
- Due care – the internal auditor should exercise due care in fulfilling his responsibilities. An internal auditor should behave much as an external auditor in terms of skill, care and judgment (Millichamp 2002). He further stated that the internal auditor should have standard of technique, knowledge, honesty, probity and integrity as much as that of external auditor, he should maintain ethical and technical standard as specified by the auditing professional body.
- System control – the internal auditor who is accountable to the management must ensure adequate verification of the operations of the systems and adequate control which serves as a basis for evaluating and reporting (Kola 2002). These controls will aid the auditor in his investigation, recording and identification of weaknesses which must be reported to the management.
- Planning – the internal auditor who is directly responsible to the management must adequately plan, record and control his work by identifying the objectives of the organization, internal auditor's objective, risk involved, major systems in the organization, staff strength and the strength and weakness in the internal control system of the organization. According to Isidore (2006), the internal audit plan may include: financial auditing, compliance audit such as compliances to laws, regulatory requirement and the internal policies and procedures of the management and operational auditing which focuses on the organizational mission, vision and objectives
- Evidence and Reporting – the internal auditor should carefully obtain sufficient, reliable and relevant evidence in order to produces a timely, accurate and comprehensive reports so as to arrive at reasonable conclusions and recommendations where necessary to the management

## 2.2 Organization of the internal audit department

Internal auditors are employees of the firm and thus the organization of the internal audit department is of paramount importance to the management. Isidore (2006) asserts that the following issues must be considered in organizing the internal audit unit.

- Personal Qualification and Training – An internal auditor who is expected to be an accountant must be a qualified accountant with professional and thorough training.
- Size of the department – The structure of every organization will determine the size of the internal audit department.
- Relationship with other functions – the internal auditor needs to have a good and cordial relationship with other department in the organization in order to gain adequate control of the internal control system.

## 2.3 Concepts of Internal Control System

The Internal Control System can be referred to as the necessary and adequate procedures that can be put in place through which the assets of an organization can be safeguarded. The America Institute of Certified Public Accountants (AICPA) defined Internal Control as “The Policies and Procedures established to provide reasonable assurance that an entity's established objectives will be met”. The Institute of Chartered Accountants of England and Wales (ICAEW) publication statement gave the definition which is similar to that of Auditing Guideline as not only internal check and internal audit, but the whole system of controls, financial or otherwise established by management in order to carry on the business of the company in an orderly manner, safeguard its

assets and secure as far as possible the accuracy and reliability of its record.

The financial statements of Government Institutions like Tertiary Institutions are required to provide information useful for making resource allocation or funding decisions. This information is useful for assessing services provided and the ability to provide such services, for assessing management stewardship, performance and economic resources, obligations, net resources and change thereto.

#### **2.4 Components of a Sound Internal Control System in Tertiary Institutions**

In the evaluation of the system of internal control as is applicable to Tertiary institutions, the Auditor should consider the following factors. (ICAN 2009)

- Method of keeping records
- Organization structure
- Segregation of Duties and
- Custodian control.

**Method of keeping records.** Books and record which are kept for Institutions are the record of fixed asset, the cash and bank statements, student enrollment, academic records, payroll records and other expenditures. Proper internal control requires that these records are kept in a permanent file. This means that all records that are of continuing importance should be typed and documented and should also be stored electronically, duplicated for safety and prevented from unauthorized persons. Financial control in an organization focuses on the key transaction areas, with emphasis on safeguarding of assets and maintenance of proper accounting records and reliable financial information (Subomi 2010). It is also important that these records are updated regularly and proper reconciliation should be carried out between these records and any other relevant independent reports

**Organization Structure.** In order to eliminate frictions and promote efficiency, there should be a well-defined organizational structure. Competent staff should be assigned specific positions of responsibility of which they have the relevant skills and competence that is, an accountant to the bursary and audit department. A well-defined organization structure helps management to run business in an orderly manner, thus enhancing operational efficiency which is an important feature of internal control

**Segregation of Duties.** The segregation of duties as it relates to tertiary institution requires that no one person shall be responsible for the whole three aspect of procedure in the institution. These aspects are Authorisation, Custodian and Recording. The simple objective of segregation of duties is that no one person is in a position to both perpetrate a malpractice and at the same time conceal his action by manipulating his records.

**Custodian.** Institutions should establish additional rules (discipline over basic controls), to ensure that the general rules it had established are indeed being complied with. These custodian controls are designed to physically prevent the loss of assets, cash and stocks by ensuring that the general rules of internal control are indeed operating.

#### **2.5 Internal Check.**

Internal check is a part of internal control. It is the use of checks on the transactions which operates continuously as part of the routine, whereby the work of one person is proved independently or is complementary to the work of another. The objective being the prevention or early detection of error or fraud (Dupe, 2001). Thus each person's work should as far as possible be participated in by another or others by means of division of responsibilities and subject to prompt and independence verification by direct examination or by reconciliation with pre-ascertained totals.

#### **2.6 Accountability**

In the view of Orjioke, (2002) and Muhammad, (2004) accountability is the compulsion to react to a responsibility that has been conferred on someone. It is an obligation to answer for the execution of one's assigned responsibilities. It involves a demonstration that work has been conducted in accordance with agreed rules and standards and the officer reports fairly and accurately on performance results vis-à-vis mandated roles and/or plans (Adegite, 2010). According to Coker, (2010) as cited in Gehya (2014) the various approaches to accountability based on the language of account can be grouped into Process based accountability which measures compliance with preset standard and formally defined outcomes and performance based accountability which measures accountability against broad objectives. He also noted that there are three pillars of accountability, which the UNDP (United Nations Development Programme) Tagged ATI (Accountability, Transparency and Integrity). Accountability which is segmented into:

- a) Financial accountability - the obligation of anyone handling resources, public office or any other position of trust, to report on the intended and actual use of the designated office.
- b) Administrative accountability - this type of accountability involves a sound system of internal control, which complements and ensures proper checks and balances supplied constitutional government and an engaged citizenry. These include ethical code, criminal penalties and administrative reviews.

- c) Political accountability – this type of accountability fundamentally begins with free, fair and transparent elections. Through periodic elections and control structure, elected and appointed officials are held accountable for their actions while holding public office

The internal auditor who is the head of internal audit unit is expected to possess the qualities of financial accountability and administrative accountability in discharging his responsibilities. The auditor ensures that work has been conducted in accordance with agreed rules and standards and report back to management accurately on financial performance vis a- vis mandated roles and /or plans.

### 3. Methodology

The study uses secondary and primary sources of data. The primary source includes the administration of a well-structured questionnaire to three selected institutions from Kogi state to source for first-hand information from respondents. The Questionnaire was developed based on the objective of the study. A 4-point Likert summated rating scale was used in line with the type of information being sought. Thus, it is categorized as Strongly Agreed (SA) 4 points, Agreed (A) 3 points, Disagreed (D) 2 points and Strongly Disagreed (SD) 1 point. The mean value of the descriptive table is compared with the cut-off mean score computed as total scale measure (10) divided by the 4-point scale which forms the basis for decision. The population of this study is restricted to only staff of internal audit department from Tertiary institution in Kogi state. Thirty Questionnaires were distributed to audit staff of three institutions in Kogi State namely: Federal University Lokoja, Kogi State Polytechnic Lokoja and Federal College of Education Okene. Twenty Questionnaires were returned representing 66.7%, while 34.3% represents unreturned questionnaires. The Questionnaires collected were analyzed using the descriptive statistic to determine the level of agreement or disagreement while analysis of variance (ANOVA) was used to test the hypothesis at 0.05 level of significance.

Table 1a: Summary of the Responses on Internal Audit and Accountability in Tertiary institutions in Kogi State

Item	N	Range	Minimum	Maximum	Mean	Std. Deviation	Variance
Availability of internal audit department in institutions	20	1.00	3.00	4.00	3.55	.51042	.261
Tertiary institutions in Kogi state are sufficiently staffed	20	3.00	1.00	4.00	3.00	.72548	.526
Internal Auditors in Kogi state lack basic skills	20	3.00	1.00	4.00	2.30	.80131	.642
Independent of internal audit department from management	20	3.00	1.00	4.00	2.10	.85224	.726
Effective internal audit enhances accountability	20	3.00	1.00	4.00	3.45	.75915	.576
Regular internal audit activities by audit staff in the institution	20	1.00	3.00	4.00	3.35	.48936	.239
Effective internal control system enhance good and efficient internal audit	20	1.00	3.00	4.00	3.70	.47016	.221
Internal audit department ensures reporting after work	20	2.00	2.00	4.00	3.25	.55012	.303
Proper supervision of internal audit work improve financial performance	20	2.00	2.00	4.00	3.45	.60481	.366
Effectiveness and accountability enhances good governance in the institution.	20	2.00	2.00	4.00	3.15	.58714	.345

Source: Researchers' computation from field survey 2016 –using SPSS 20.0

### 4. Analysis of Data

Table 1 presents the computation of descriptive statistic of mean, standard deviations and variance of the respective respondents' view as regard the statements made in the questionnaires administered. Analysis was given based on the calculated mean to see how internal audit work enhance accountability in tertiary institutions in Kogi State

On confirming whether or not internal audit unit exist in the respective sampled tertiary institutions in the state, it can be seen from the descriptive mean of (3.55 and a standard deviation 0.501) which is more than the cut-off mean of 2.50 indicating that internal audit unit existed in Tertiary institutions in Kogi state. This implies that Tertiary institutions in Kogi complied with requirement of civil service reform that mandated the



public institution to have internal audit department headed by an Internal Auditor.

The table also indicated adequate audit staff in tertiary institutions in Kogi state with a mean of 3.0. Hence, in regards to the question that said internal auditors in Kogi state tertiary institutions lack basic skill required in the performance of duties, it can be seen from the table which has a mean of 2.30 less than the cut-off mean of 2.50 indicating that the responses is in disagreement with the statement, which mean that audit staff of tertiary institutions in Kogi state have basic skills and knowledge required to carry out audit activities.

For an effective audit work, the independency /autonomy factor must be in existence as the auditing standard stressed on the independency of opinions, judgment and reports of an auditor. It is unfortunate that the internal audit staff of these institutions does not enjoy such autonomy from the management, this can be seen in the descriptive table with a mean of 2.10 which falls below the cut-off mean. This implies that auditors are being influenced by management. This is contrary to the view of Mautz and Saharar, (1961) as cited in Obaretin, and Iyamu (2013) that auditors' independence is a key prerequisite for adding value to audited financial statement.

More so, survey reveals that respondents were of the opinion that effective internal audit work enhances proper accountability as evidenced from the descriptive mean of 3.45 which is on the high side. Similarly, the mean of 3.35 on regular internal audit activities indicated that internal audit departments of Tertiary institutions in Kogi state carry out regular audit activities. This is in line with Iwebueke (1999) that internal audit is all about carrying out a continuous examination of all Accounting books and records in any ministry, departments, parastatal and institution of government.

Furthermore, the mean of 3.70 corresponding to the issue of effective internal control system enhances good internal audit, respondents were of the view that internal audit work is carried out effectively which is line with CIPFA (2010) that system of internal control is all about test and modifies control in specific system to provide assurance to management that the organization is operating efficiently and effectively.

The mean of 3.25 indicated that the internal audit report addresses any weakness in the system to management for corrective action to be taken where necessary.

Finally the mean of 3.45 and 3.15 clearly indicated that proper supervision of internal audit improve financial performance of the internal auditor's work which will enhance performance as this will help to discourage a situation where an internal auditor connive with other staff to defraud the institution, that all actions by all level of staff should be supervised and that responsibility for supervision should be clearly laid down and communicated to the person being supervised. Analysis also reveals that effectiveness and accountability on the part of internal auditors and management will enhance good governance in the institutions, that if everyone is held accountable for whatsoever is entrusted to him, there would be transparency in the financial system of Tertiary institutions in the country.

### Testing of Hypothesis

**HO:** There is no significant relationship between internal audit and accountability in Tertiary institution

Table 1b ANOVA Responses on the hypothesis above.

Respondents	Strongly Agree	Agree	Strongly Disagree	Disagree	Total
FCE Okene	2	2	1	1	6
Kogi State Polytechnic	2	3	1	0	6
Federal University Lokoja	5	6	5	2	8
TOTAL	9	6	5	2	20

Applying the Anova

$$SS_T = X_1^2 + X_2^2 + X_3^2 \dots \dots \dots X_{12}^2 - Q^2/N$$

$$SS_B = XX^2/n + YY^2/n + ZZ^2/N - Q^2/N$$

$$SS_T - SS_B$$

$$DF = N - t$$

$$SS_T = 2^2 + 2^2 + 1^2 + 1^2 + 22 + 3^2 + 1^2 + 0^2 + 5^2 + 1^2 + 3^2 + 1^2 - 20^2/12$$

$$SS_T = 60 - 33.33$$

$$SS_T = 26.67$$

$$SS_B = 6^2/4 + 6^2/4 + 8^2/4 - 20^2/12$$

$$SS_B = 34 - 26.67 = 7.33$$

$$SS_W = SS_T - SS_B$$

$$SS_W = 26.67 - 7.33 = 19.34$$

Table 1c. Summary ANOVA Table for Hypothesis.

Sources	Sum of Squares	Df	Mean Square	F	Decision
Between Groups	7.33	2	3.67		
				1.71	Reject
Within Groups	19.34	9	2.15		
Total	26.67	11			

Source: Researchers' Computation 2016

### Decision

From the result presented in Table 1c, it indicates that, the calculated value of the test is less than the table value. Calculated (1.71) < tab (4.26)  $F_{2,9}$  at 0.05 level of significance as such the hypothesis ( $H_0$ ) which stated that there is no significant relationship between internal audit and accountability is accepted, that is to say there is no relationship between internal audit and accountability in Tertiary Institution.

### 5. Conclusion

The paper concludes that independence of the internal audit unit is an issue that needs quick attention in order to enhance accountability in tertiary institutions. Internal auditors must be seen as an independent personnel. The assurance of complete independence in the work of internal auditors is essential for an excellent audit work to be performed as well as effective accountability. Therefore the paper recommends that;

Independence of the internal audit unit can be achieved through promulgation of the law that is, a law should be promulgated to make internal auditors independent. The "Audit Act" laid emphasis on independence of external auditors without much consideration to the internal auditors which has created gap between the internal auditor and achievement of independence.

Recognition of professional ethics by internal auditor which should be backed up by the law is of great importance. These professional ethics among other includes independence, integrity and objectivity should be strictly adhered to. Lastly, internal auditors should be given the power to quantify reports like the external auditors which will enable internal auditors not to comply with directives of their boss if it is not in compliance with auditing standards and procedures. Moreover, there is need for government to carry out regular check on institutions to ensure proper accountability.

### References

- Adeniyi A.A (2004): Auditing & Investigations Lpagos Nigeria Wyse Associates Limited,  
 Bovens M.A.P (2005). The Hand Book of public management. Oxford university press  
 Dupe A. (2001). *Advance Auditing and Assurance*. Kaduna Nigeria. Ahmadu Bello University Printing press  
 Gehya .E. F. (2014). Role of Performance audit on expenditure control in Tertiary Institutions in Mubi, Adamawa State. An unpublished master's Thesis.  
 G. Iwebuke Daniel (1999) Public Sector Accounting Kaduna Nigeria. Ahmadu Bello University Printing Press  
 Fafunwa, A.B. (1974). History of Education in Nigeria. London: Macmillan Publishers  
 FGN, (2004). National policy on Education retrieved from www.iiste.org  
 ICAN, (2009). Principles of Auditing. Lagos Nigeria. ABWA Publishers  
 ICAN, (2009). Advance Auditing and Assurance. Professional Examination 1. Lagos Nigeria. VI Publishers  
 Isidore, O. N. (2006) Auditing: Concepts, issues and principles. Lagos Nigeria IONAGEm Investment Company limited  
 Kola Babarinde. (2012) Evolution, Development, Challenges and Prospect of Nigeriam Higher Education System  
 Kola Olowokere. (2007). Fundamental of Auditing. Ibadan Nigeria. Silicon publishing  
 Lateef Olumide., .M. (2013). Roles of Internal Audit in the Enhancing of Accountability in Local Government Councils of Kaduna State. ADSU Journal of Accounting Research AJAR. Vol1.No.2 pages 72-81  
 Millichamp, A. H. (1996). Auditing; An Instructional Manual for Accounting Students, DP Publications London.  
 Millichamp A. H. (2002) Auditing: An instructional Manual for Accounting Students. Ashor Colour press 7<sup>th</sup> edition  
 Muhammed Akram Kham (2006). Role of Audit in fighting Corruption. St. Petersburg Russia. United Nation Manual on Anti-Corruption Policy (draft). Retrieved www.ODCCP.org/corruption.Ltml  
 Obaretin O., Famous I., & Iyamu B.E (2013). Empirical review of audit tenure and Auditor's Independence in Nigerian Banks. Mubi, Nigeria. Haske Clear Image Production Kano. ADSU Journal of Accounting Research (AJAR) Vol.1 No 2 Pg 82-88  
 Orjioko, B.A.M (2002). Corporate Governance in Nigeria, a paper presented at Mandatory continuing Professional Development (MCPD) of the Association of the National Accountants of Nigeria (ANAN)

- Oshisami K. (2004). Government Accounting and Financial Control: Principles and Practice. 6<sup>th</sup> edition Ibadan Nigeria. Spectrum Book Limited.
- Owler L. and Brown J.L. (1999). Cost and Management Accounting Methods. London: Macdonald and Evans Press.
- Rafiu Oyesola S., & Oyedokun Agbeja (2007). Auditing and Accountability Mechanism in the Public Sector. The International Journal of Applied Economic and Finance 1: 45- 54
- Subomi (2010). Principles of Auditing and other Assurance Services. Lagos Nigeria. Nature Printers
- The Chartered Institute of Public Finance and Accountancy (2010). The role of head of Internal audit in Public organization ([www.cipfa.org.uk](http://www.cipfa.org.uk))
- Virginia, A., K., Dimitrios, P., and Chroysoula, X. (2009). The Role of Financial Accounting Information in Strengthening Corporate Control Mechanism to alleviate Corporate Corruption. Greece: University of Macedonia Working Paper
- Watoseniya, A.B.D. (1996). Financial Control in the Nigerian Public Sector. National Account. Vol. 6 No 1. Retrieved from [www.kubanni.abu.ng](http://www.kubanni.abu.ng)