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**AUDIT  
OF  
THE CANADIAN EMBASSY**

**ADDIS ABABA**

**July 2001**

**Audit Division ( SIV )**

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## **EXECUTIVE SUMMARY**

An audit of the Political, Economic and Public Affairs Program, the International Business Development Program (IBD), Consular and Administration Programs was conducted in Addis Ababa during the period of February 12 to February 16, 2001. The previous audit of the Consular and Administration Programs was conducted in June 1995.

### **MISSION MANAGEMENT**

Under the leadership of an experienced Head of Mission (HOM), this is a well-managed Mission with a highly motivated and competent staff. The Mission is accredited to four countries, Ethiopia, Eritrea, Djibouti and Sudan. There is excellent communication and synergy between all programs at the Mission. The Committee structure works well and accountability agreements are in place for all programs except Consular and Administration. With the Office of the Canadian Embassy now open in Khartoum as a Spoke Mission, there is a need to have the roles and responsibilities of each mission formalized in a Hub and Spoke Agreement.

### **POLITICAL, ECONOMIC AND PUBLIC AFFAIRS PROGRAM**

The Program is well organized and there is an effective work plan in place. The Program works closely with the Development Section of the Mission. The Third Secretary and Vice-Consul, \*\*\* who is the Program Manager, has shown considerable energy and enthusiasm in her initial six months in Addis Ababa. She is working closely with the HOM and together they produce political reports that are considered to be of high quality and very analytical.

### **INTERNATIONAL BUSINESS DEVELOPMENT**

Despite a very difficult economic environment, the LES Commercial Officer (CO), under the supervision of the Third Secretary and Vice-Consul, displays enthusiasm and initiative in undertaking his responsibilities. The CO is well connected and has a good knowledge of the market. While Ethiopia and the region are not a priority for many Canadian companies, the CO has managed to attract their interest in participating in a large cataloguing show. Some Canadian companies have also had success in this region in securing contracts, some of which is related to the assistance he provided. There is a need for this CO to be trained on the Trade Commissioner's New Approach.

### **CONSULAR PROGRAM**

The Consular Program is well managed. The two Honorary Consuls, one in Eritrea and one in Djibouti are functioning well. The Audit Team is of the opinion that

neither the workload nor the duties carried out by the Consular Assistant warrant the retaining of this position.

## **ADMINISTRATION PROGRAM**

The Administration Program is functioning satisfactorily. The MCO arrived at the Mission in the summer of 2000 but because of training and holidays has effectively been on the job for only two months. Her limited time in the position makes it difficult to gauge her performance. Morale at the Mission is very high. The MCO has fostered a good working relationship with the CBS and the LES alike. The development of objectives and formal planning would benefit the management of the Program.

The Program is adequately resourced with the exception of a need for a full-time Systems Administrator (SA). Job descriptions and the organizational chart need adjusting to reflect the actual duties and correct reporting relationships at the Mission. The Mission also needs to reassign the personnel function to a position other than the Accountant's. While the property portfolio is well managed, the Mission will need to develop a good understanding of the local market to enable long term planning. The reporting relationship with Nairobi on financial matters will terminate when the Accountant receives IMS certification, expected in May of 2001.

## MISSION MANAGEMENT

### 1.1 Overview

1.1.1 Addis Ababa is a well managed Mission with a HOM who is highly regarded. Morale at this Mission, despite the difficult environment, is high. The accreditation to four countries - Ethiopia, Eritrea, Djibouti and Sudan - and the continual pre-occupation with the food crisis in the region presents a formidable challenge for the Mission. Cooperation and communication among DFAIT Programs and between DFAIT and the CIDA Development Section is excellent.

1.1.2 There is a Committee on Mission Management (CMM) which meets weekly and includes Canada-based representatives from all Programs. Other committees at the Mission include Housing, Occupational Safety and Health, and a Contract Review Board. Formerly a Classification Committee existed but with the new MCO not having classification certification, all position descriptions must now be routed through the Locally-Engaged Staff Division (HRL) for classification.

1.1.3 The HOM is taking an active interest in the Administration of the Mission. He confers daily with the MCO and participates in the month-end review of the Mission accounts. The Administration Program has recently proposed a set of administrative service standards for the CMM to review.

### 1.2 Hub and Spoke Relationship

1.2.1 The Mission is a financial spoke of Nairobi. As such Nairobi is called upon to enter financial data into IMS and undertake the monthly financial reconciliations for the Mission. This relationship will end once the Mission Accountant receives the training for IMS certification in May.

1.2.2 The Office of the Canadian Embassy was opened in Khartoum, Sudan in August 2000. This Office has one CBS officer and one LES who report to the HOM. Administrative and other responsibilities have been discussed with Khartoum. To minimize any potential misunderstandings, the roles and responsibilities need to be formalized between the two Missions and accountabilities determined. In that vein, a template of a Hub and Spoke Agreement was provided to the Mission to facilitate the development of such a working document.

### Recommendation for the Mission

**1.2.3 Develop a formalized agreement between Khartoum and the Mission setting out the respective responsibilities for Program and Administrative support functions.**

## **Mission Response**

- 1.2.3 A draft accountability agreement has now been agreed to between the HOM and MCO, and is being circulated within the various sections implicated within Addis Ababa, Khartoum and Ottawa.**

### **1.3 Accountability Agreement**

1.3.1 The Performance Management Agreement between the African Bureau (GGD) and the HOM sets out the strategic, operational and management priorities for the Mission. This document is used as the basis for deriving the related goals, objectives and work plan for the PERPA and IBD Programs which are managed by the Third Secretary and Consul. No such accountability agreement, however, exists for the Consular and Administration Programs and the MCO. The MCO, in turn, has not established goals and objectives for her staff and a work plan for the Section. The performance of the Consular and Administration staff should be monitored in relation to established objectives which are used ultimately as the basis for the annual appraisal of staff.

### **Recommendations for the Mission**

- 1.3.2 Develop an accountability agreement between the HOM and MCO.**
- 1.3.3 Develop objectives and work plans for the Consular and Administration Programs which tie into the annual performance appraisal exercise.**

### **Mission Responses**

- 1.3.2 The accountability agreement has now been agreed to between the HOM and the MCO.**
- 1.3.3 Input from Consular and Administration Sections (Property/Materiel, Accounting) has been requested. Work plans will be completed in time to form the basis for annual appraisals.**

### **1.4 Training**

1.4.1 There is no training plan for the Mission. The MCO is the Mission Training Coordinator. The MCO knows the training requirements of her own staff but not that of the Mission. A training plan will identify the training that has been provided to date and training that is still required by staff. A budget can be planned, more efficient group classes can be organized, and requests can be made to HQ for assistance or even funding for some courses. Training can also form an important part

of the annual appraisal process. Employees receiving training in any one appraisal period can be expected to apply the acquired knowledge or skills, and appraisal objectives can be adjusted accordingly.

### **Recommendation for the Mission**

**1.4.2            Develop an annual Mission training plan for all LES.**

### **Mission Response**

**1.4.2            A program has been developed for the year 2001/2002. However, as we are experiencing difficulties receiving favourable replies from the Institute, this plan will have to be reviewed in about six months in order to start establishing the new plan for next year.**



## **POLITICAL, ECONOMIC AND PUBLIC AFFAIRS PROGRAM (PERPA)**

2.1.1 The PERPA Program in Addis Ababa is headed by a Third Secretary and Vice-Consul, \*\*\*. She is serving in an FS-02 position reporting to the Head of Mission (HOM) and arrived in August 2000. She is also responsible for the IBD Program. There is also a Media Consultant on contract to the CIDA Post Support Unit (PSU) who does Public Affairs work reporting directly to the HOM. The Mission reimburses the PSU for the time this Consultant is employed by the Mission. Good media coverage of Canada's involvement is in large measure due to this Consultant and his wide network of contacts. The HOM believes the addition of a full-time Public Affairs Officer could be justified. The HOM, who also actively participates in the political reporting, particularly in areas requiring an in-depth knowledge of local society, works very closely with the Program Manager in providing supervision and support. The Program Manager brings considerable energy and enthusiasm to the job, has a good grasp of the issues and has adapted well to the Mission.

### **Recommendation for the Mission**

**2.1.2 Prepare a business case supporting the need for a full-time Public Affairs Officer and submit it to GGD and GAA for approval.**

### **Mission Response**

**2.1.2 Administration has prepared a job description, organization chart and costing. This has been sent to PAM for consideration.**

2.1.3 The Program faces formidable challenges in dealing in an environment which is heavily bureaucratic \*\*\*. The Program has multiple accreditation to four countries: Ethiopia, Eritrea, Djibouti and Sudan. Future accreditation to Eritrea is in doubt and will need to be addressed in the upcoming year. The recent addition of a Canada-based Officer in Khartoum has eased some pressure off the Mission. Khartoum is now considered a spoke of Addis Ababa and the HOM considers reporting from this Office to be very good.

2.1.4 The Political Program in Addis Ababa has been largely preoccupied with peacekeeping initiatives in the region necessitating a need to provide timely, accurate reporting and advice on the Ethiopia/Eritrea conflict and the peace process. Considerable time and effort has also been spent in providing support to DND relating to the deployment of Canadian Military Observers and peacekeepers to the region as part of the United Nations Mission to Ethiopia and Eritrea (UNMEE). This deployment, involving 520 personnel, was completed in December, 2000. Two DND reconnaissance missions were organized requiring close liaison on the part of the Program Manager with Ethiopian authorities and the United Nations to ensure adequate support was provided. A good deal of communication with Ottawa was also involved during this period. The lack of direct phone link between Addis and Eritrea, where the

peacekeepers were assigned, added to the difficulties and called for considerable logistical planning. A DND Military Liaison Officer has only now arrived and will be with the Mission for six months to the end of June 2001. This should take considerable pressure off the Mission and particularly the workload of the Program Manager.

2.1.5 The African Bureau (GGD) considers the political reporting from this Mission to be of high standard, very informative and well done. GGD has indicated that as Canada becomes more engaged with the Organization of African Unity (OAU), which is based in Addis Ababa, additional reporting on this organization would be welcomed. Political files that have also occupied the Program Manager include the International Land Mine Conference in Bamako, human rights (including contact with the International Committee of the Red Cross-ICRC) and governance, and policy development and internal trends of interest to Canada in Ethiopia, Eritrea, Djibouti and Sudan. In addition, the Program Manager, as well as the whole Mission, have been actively involved in managing a heavy stream of visits, particularly since the beginning of September. There have been no less than 35 visits in the four month period between September 2000 and January 2001, including a four day visit from the Minister of National Defence. The Minister for International Trade is expected in the next few weeks.

2.1.6 The Program is well organized and there is an effective work plan in place. There is also good cooperation and coordination with the Development Section of the Mission. A directory of hard copy files is maintained; in addition background information on political files can be found in electronic form in various folders. The Contacts data base in Outlook is not used by the Program Manager to manage her list of contacts because of a previous bad experience in which all stored information was lost. Instead, she retains a card listing of contacts in manual form.

## **INTERNATIONAL BUSINESS DEVELOPMENT (IBD) PROGRAM**

3.1.1 The Program is managed by the Third Secretary and Vice-Consul who is also responsible for the PERPA Program. As the Program Manager, the Third Secretary's involvement is minimal with the day-to-day responsibility carried out by the LE-09 Commercial Officer (CO). The CO confers regularly with the Third Secretary who offers advice on an on-going basis. The focus of the Program is primarily Ethiopia. Eritrea was last visited by this Program in 1997 prior to the war. Trading in Ethiopia is difficult as the region is recovering from the two and one-half year war and is also experiencing another drought. Canadian companies are well aware of the difficulties of doing business here. Notwithstanding these difficulties, the CO, who has been with the Mission for four years and is very experienced and well connected to business and government, remains energetic and optimistic that things will improve. He demonstrates a good deal of initiative and creativity in attracting Canadian companies to the region.

3.1.2 A detailed work plan has been developed which identifies specific sectors and companies to be targeted. This plan has been developed taking into account what the CO perceives as current opportunities in the market place. Sectors, considered as priority, are mining, informatics, telecommunications, and machinery and equipment. Canadian companies pursuing an interest in this region require patience and a close working relationship with local consultants.

3.1.3 A recent, cost-effective initiative on the part of the CO is a Cataloguing Show planned for March 2001 in which several multi-sector Canadian companies have been asked to participate by displaying hard copy and electronic material about their company. It is hoped that some of these companies will be in attendance as well. Most of these companies, at one time or another, have made earlier enquiries about doing business in this region. It is anticipated that 100 Canadian companies will participate in this endeavour. It will be a three day Show with the targeted audience being government, Chambers of Commerce (Ethiopian and Addis Ababa), individual businessmen and the public. Follow-up with these Canadian companies will be made based on the leads identified during the Show.

3.1.4 There have been some recent success stories of note. A systems solution company out of Ontario was successful in securing a contract worth \$1 million to install a computer system for the Ethiopian media. This company is currently working with the University of Addis Ababa and is working towards establishing a training centre for Microsoft certification. Another company out of Winnipeg won a \$400,000 contract to supply lottery tickets to the National Lottery Administration. And a Canadian company has won a contract to print the country's 1 Birr notes. In the aviation sector, two Dash-8's were sold to business interests.

## **Best Practice**

3.1.5 To ensure these success stories are widely known, the Mission would benefit by using a report showing a “snapshot” of where the Trade Section is at a given point in time. This type of report, promoted as a “best practice”, is contained on Horizons, the Trade Commissioner Service’s (TCS) web site. This report is strongly advocated by the Post Support Unit and is used by several missions to publicize successes stories. It also serves to keep the HOM and HQ apprised of what is happening in the field. The TCS suggests this report be located on the Mission’s “I” drive. The report could show where the Program is targeting its efforts and resources, upcoming tender bids that may be of interest to Canadian firms, relevant policy or market access issues, the calendar of events within the Trade Section and, of course, any recent success stories.

## **Recommendation for the Mission**

**3.1.6 The Trade Section should adopt the use of a “snapshot” report to keep HQ and Mission management abreast of commercial activities and achievements to date.**

## **Mission Response**

**3.1.6 So far, we have been keeping Mission and HQ management informed of commercial activities through correspondence and short reports. A 'snapshot' report would help in giving an overall picture of all commercial activities undertaken, including those which normally are not reported through the normal channel of correspondence. Such reports have been initiated starting from May 2001.**

## **Training**

3.1.7 The CO has yet to receive any formal commercial officer training although he has recently returned from Canada where he attended a meeting of all geographic COs. Since he joined the Mission, significant changes have taken place in the manner in which commercial officers conduct their business, particularly with the introduction of the Trade Commissioner Service’s “New Approach”. This change focusses on client and service delivery. It is important that this training be provided to ensure consistent delivery of services across all missions. His training has been limited to a two day course in Nairobi on the use of WIN Export and SIGNET upgrade training with the roll-out of SIGNET 2000+. Good use is made of WIN Export to post trade leads and to track client activities. IBOC is also being used by this Officer and is found to be very helpful and responsive. The recent addition of a Regional Trade Officer in Nairobi, who has already visited the Mission once, should assist in looking at things from a wider perspective and ensuring a more regional approach to carrying out activities.

3.1.8 There is little evidence of TCS promotional material, e.g. business and partner-client brochures and posters, in the Trade Section or in the lobby of the Mission. Given the active number of visitors, opportunities to promote and educate TCS clients may be lost. The CO is planning to set up a Trade Library in the Canada Club adjacent to the main Chancery where a stand-alone computer will be available to allow viewing of the Canada Trade Index.

### **Recommendations for the Mission**

**3.1.9 The Mission should contact the Post Support Unit as soon as possible to ensure the Commercial Officer is registered for the next two week training session offered to commercial officers.**

**3.1.10 TCS's promotional material should be in evidence in the Trade Section and public areas of the Mission.**

### **Mission Responses**

**3.1.9 This training appears on our training program for LES. It has been requested and we are awaiting the answer. GAA is working with CFSI to include our CO in the next appropriate scheduled training.**

**3.1.10 We have been considering various options on how to display trade promotional materials and have decided on the following:**

**- "The Canadian Trade Commissioner Service" sign board will be on permanent display at the Embassy's reception area. There will also be another notice board at the reception area for posting promotional materials.**

**- With the establishment of the commercial library at the Embassy's club, there will be a notice board in the library for posting trade promotional materials.**

**- We will also use the notice boards of both the Ethiopian and Addis Ababa Chambers of Commerce for displaying trade promotional materials.**

## **CONSULAR PROGRAM**

### **4.1 Management of the Program**

4.1.1 The Mission provides timely and effective Consular services. The Consular Program is under the management of the MCO with daily operations the responsibility of the Consular Officer (LE-07) and an Assistant (LE-05). Objectives and workplans have not been formally established for the Consular Program.

4.1.2 The Consular Officer has been at the Mission for 13 years and the Consular Assistant was hired over a year ago to fill a newly created position. The rationale for the creation of the position was the arrival of Canadian Peacekeepers on the Eritrean border and the related possible increase in workload. This increase has not materialized and the Peacekeepers are scheduled to leave the area in June 2001. The job description states that only 20 percent of this position is dedicated to Consular matters, while 80 percent is related to various administrative functions such as finance, personnel and informatics. The Consular Assistant is not performing these administrative duties. The Consular Assistant is primarily responsible for the issuance of passports (approximately 12 per month) and the collection of revenues. The duties can be rolled into the Consular Officer position. The Audit Team is of the opinion that the position should not be maintained.

4.1.3 COMIP reports have been late and there is a slight-back log dating back to December 2000. All entries into COMIP are made by the MCO. The Consular Officer and Assistant track COMIP data from the Honorary Consuls in Asmara and Djibouti and from the Office in Khartoum but do not have the capability at their workstations to input the data. This data is transcribed and provided to the MCO for input. The MCO is attempting to bring the COMIP reports up-to-date, however, the added requirement of entering the Honorary Consul data slows down the process.

### **Recommendations for the Mission**

**4.1.4 Develop objectives and workplans for the Consular Program**

**4.1.5 Review the requirement for a Consular Assistant and delete the position from the Program if a sustained need cannot be demonstrated.**

### **Mission Responses**

**4.1.4 These were being developed and were to be submitted to the HOM before June 15, 2001.**

**4.1.5** The total Administration/Consular workload is being looked at very carefully. Better distribution of work and new job descriptions are being written. The Consular Assistant's job description is being rewritten showing that she also assists the Immigration Section (20%) and the Receptionist.

#### **Recommendation for JPD**

**4.1.6** Ensure that the Asmara, Djibouti and Khartoum COMIP computer programs are made available to the Consular Officer.

#### **JPD Response**

**4.1.6** JPD concurs and will take steps to permit the Consular Officer enter COMIP data for Asmara, Djibouti and Khartoum.

#### **4.2 Service to Canadians**

**4.2.1** The Consular Program is responsible for the provision of services to Canadian and Australian citizens living in Ethiopia, Eritrea, Djibouti and Sudan. There are 600 Canadians registered in Ethiopia, 80 in Djibouti, 100 in Eritrea and 154 in Sudan. The actual number of Canadians in Djibouti and Eritrea is estimated at 300 and 500 respectively. There is only one prisoner and he is located in Djibouti. The Consular Contingency plan was updated in November 2000. The Mission has a emergency cash parcel which was counted during the audit.

**4.2.2** The Mission currently uses a Duty Officer system instead of the Watch Office in Ottawa. The Duty Officer system is used because technical issues needed to be addressed before the Watch Office system could be instituted. Upon return to Headquarters, the auditors were informed by SXD that the technical impediments which precluded the use of the Watch Office system had been addressed. As the technical constraints are no longer present, the Duty Officer system is no longer required.

#### **Recommendation for the Mission**

**4.2.3** Replace the Duty Officer system at the Mission with the Watch Office at Headquarters.

#### **Mission Response**

**4.2.3** As we have mentioned several times, there is difficulty here in using the Watch Office for after hours. The telephone system in Ethiopia is very poor and in many rural areas, it is almost inexistent. There are no touch-tone phones. In many areas of the country, people must

still rely upon the Operator to get their call through (if the system works). The telephone system in many areas of Addis Ababa is sporadic, and requires many tries before a call successfully connects. Furthermore, it should also be understood that in many instances, the level of English/French comprehension or spoken is very low. Although we can certainly have the message translated into Amharic, the Ethiopian/Canadian caller would not understand that their call being forwarded to Canada would not cost them anything and they will hang up. Recent experience continues to prove that we need hands-on contact with emergency cases. We therefore continue to urge that our OCTEL and other arrangements reflect the presence of a duty officer in Addis, who can be contacted directly in case of emergencies.

### **4.3 Passports**

4.3.1 The Mission issues approximately 15 passports each month. Passports are properly secured and only a working supply is provided to the Consular Assistant. Revenues are collected and deposited weekly. A reconciliation of the passports on hand was conducted. All assets were accounted for.

### **4.4 Honorary Consuls**

4.4.1 The Mission has two Honorary Consuls, one in Asmara, Eritrea and the other in Djibouti, Djibouti. The Mission has expressed a high level of satisfaction with both Honorary Consuls. The Mission is in regular communication with the Honorary Consuls. Both offices have answering machines with messages that provide 24 hour assistance and the Mission can contact either Honorary Consul after hours. Financial arrangements with the Honorary Consuls are in order.

### **4.5 Admission to Canada**

4.5.1 The Third Secretary and Vice-Consul is responsible for overseeing the visa processing activities which are carried out the Visa Assistant (LE-05). The workload is cyclical. In calendar year 2000, 770 visa applications were forwarded to Nairobi for approval of which 487 were processed between April and September. Clients are advised that it takes between 15 to 20 days for a visitor visa and two months for student and employment visas and clients are not happy with this turnaround time. Diplomatic applications are faxed to Nairobi and approved the same or next day. In this case, the Diplomatic visa is issued by the Mission. Visas and labels were counted and found to be properly accounted for and secured.



## **ADMINISTRATION PROGRAM**

### **5.1 Management of the Program**

5.1.1 The MCO, an AS-03 acting in an AS-04 position, arrived at the Mission in July 2000. Coincident with her arrival at the Mission, she managed the move of four CBS which included two cross-postings. She has effectively only been working at the Mission for a few months because of prolonged absence due to IMS training, the annual PAM conference in Ottawa and annual leave. Her limited time in the position makes it difficult to gauge her performance. Notwithstanding, the MCO is dedicated and has a clear understanding of the issues which need to be addressed. Service to CBS is very good. Morale at the Mission is very high and the MCO, along with the HOM, have played a major role in this. The MCO has fostered a very good working relationship with the CBS and the LES. The Audit Team noted that there is a need for the MCO to formally plan and to develop objectives for her staff.

5.1.2 The MCO arrived without training on COSMOS, Security or Classification, all of which were offered at HQ. As a result, a period of almost two months was devoted to training the MCO in these disciplines. During this period, only the most urgent MCO duties were carried out. The lack of classification training has also resulted in the Mission not having delegated classification authority. The Mission is, therefore, unable to undertake a planned reclassification exercise on its own and must instead rely on HRL. Lack of training prior to posting is detrimental to Mission operations, and it is incumbent of the individual to avail him/herself of the courses offered.

### **Organization of the Program**

5.1.3 A review of the job descriptions and the organizational chart do not accurately reflect existing duties and responsibilities. Furthermore, the duties and responsibilities are not efficiently aligned or properly segregated for control purposes. The staff is qualified but reporting relationships are not what they should be. The audit revealed the following anomalies:

- The Accountant is also the Human Resources (HR) Manager for the Mission though LES leave is controlled by the HOM LES SCY. The Mission's monthly volume of transactions is approximately 130. Coupled with the anticipated increase in workload resulting from the severing of the financial Hub and Spoke relationship with Nairobi, there is a need to redistribute the HR function. HR duties such as pay lists and advances can logically be provided by the Accountant, but other HR duties should not be the responsibility of the Accountant. The HR responsibilities need to be included as part of the duties of a new SA position as discussed in sections 5.5.6 and 5.5.7 of this report.

- The Receptionist reports directly to the Accountant in his capacity as HR Manager. The Receptionist collects Immigration revenues. Good internal control requires revenue collection positions to be segregated from the position to which they remit the funds collected. The Receptionist could report to whomever takes over the HR function or to the MCO.
- The Consular Assistant is shown as the Accounts Assistant. The reality is that the Purchasing/Distribution Account Clerk and not the Consular Assistant is the Accounts back-up as he has had the IMS training.
- 80 percent of the Consular Assistant job description relates to administrative functions such as finance, human resources and informatics. These administrative duties are not being carried out by the present Consular Assistant but are distributed through various positions in the Administration section.

5.1.4 With the exception of the need for an SA position, the Mission's human resources are sufficient to meet the operational needs of the Mission.

#### **Recommendations for the Mission**

- 5.1.5 Remove the HR Manager duties from the Accountant's position and include them in the new SA position.**
- 5.1.6 Move the Receptionist's reporting relationship from the Accountant to another position.**
- 5.1.7 Update the current organization chart and the job descriptions to accurately reflect the current status at the Mission.**

#### **Mission Responses**

- 5.1.5 The MCO is responsible for Human Resources while the Accountant is now performing only pay calculations. For the more routine tasks, like filling out EXT208s, etc., the Head Guard's position is being reviewed and we are thinking that he could assist with these tasks.**
- 5.1.6 The Receptionist will report to the MCO, when the other position approvals received.**
- 5.1.7 The Administration/Consular organization chart is being revised as well as the job descriptions which will be updated.**

## **5.2 Human Resources**

5.2.1 The Human Resources function is managed by the MCO with the assistance of the Accountant/Personnel Assistant, LE-06, who has been with the Mission for 25 years. The HOM Secretary, an LE-05, keeps LES leave data on an electronic spreadsheet and maintains leave records files. Overall, the function is well managed and, in general, roles and responsibilities are well understood by Mission staff.

### **Job Descriptions and Classification**

5.2.2 A number of job descriptions have not been updated for five years and there is no longer coincidence between the statement of duties and the actual duties carried out by the employee. Some job descriptions, such as the Accountant's, will change significantly. Consequently, there may be a need to reclassify certain positions. The MCO does not currently have the classification certification required to reclassify a position. Without this certification, the reclassification exercise has to take place at HRL. This will result in longer delays in the process.

### **Recommendation for the Mission**

**5.2.3 Ensure that the MCO receives classification certification.**

### **Mission Response**

**5.2.3 A video training course is to be made available in the coming months by CFSI.**

### **Security Guards Conversion**

5.2.4 The Mission employs 23 guards, supplemented by another nine on contract. According to the Mission and HQ, all permanent guard positions are to be eliminated April 1, 2001, and the guards will be laid off. The group of guards has formed an association with which the Mission will contract for protection services. The underlying intent of this is to rationalize the LES establishment but also to permit flexibility for Mission management in terms of readily adjusting security guard coverage for all properties should the need arise. One position will remain, that of Head Guard, who will directly supervise the contract for protection services. It will be important for the MCO to carefully ensure accurate "taken on strength" dates based on a review of EXT208's to ensure layoff benefits are properly calculated.

### **Contractors**

5.2.5 Two contract Gardeners at the OR and one contract Janitor at the Chancery have been on continuous personal services contracts for two years. Another

gardener at the OR has been on contract for one year. Employer-employee relationships exist in each case, and it will be important for the Mission to consider funding for eventual benefits payments by regularising any that are needed continuously. Another option is to have a contract with a local firm for the provision of the gardening and/or janitorial services. As with the guard contract, it would provide some flexibility for Mission management, and eliminate any employer-employee relationship liability.

### **Recommendation for the Mission**

**5.2.6 Review need for long-term contractors and, if warranted, seek HQ approval for regularisation.**

### **Mission Response**

**5.2.6 Mission has submitted requests to regularize contractors who have been under contract for two or more years, which include the OR Gardeners, Janitor and the Public Affairs Assistant.**

### **LES Salary and Benefits Survey**

5.2.7 The salary review for LES is being done using local marker information gathered, processed and submitted to HQ by the Mission. Whereas UNDP or Hay data is usually used, in Ethiopia this information is not available. The time and resources required to do the survey is a strain on Mission resources, and takes a great deal of the MCO's time. The UNDP does not collect data for salary comparisons in this country, as they do not require it given their large presence and heavy involvement in numerous projects and offices that employ a large number of staff.

5.2.8 The LES benefits need to be reviewed and a survey submitted to HQ. Many LES staff commented the Handbook is in need of updating to bring it in line with current conditions. Benefits issues of concern to the LES Committee are salary bonuses, annual leave after 15 and 30 years of service, and housing and transportation allowances.

### **Recommendations for the Mission**

**5.2.9 Complete a benefits survey and submit to HRL for approval.**

**5.2.10 When the benefits review is complete and changes known, update LES Handbook.**

## **Mission Responses**

- 5.2.9**            **We have submitted a salary survey, including some information on benefits to Ottawa. They have asked us to complete a more comprehensive benefit survey which is presently being conducted.**
- 5.2.10**          **We will update the LES Handbook as soon as we have received all the information from Headquarters.**

## **Appraisals**

5.2.11            Appraisals for most LES are up-to-date. Five employees, however, have not received an appraisal since 1998. While some of these employees have surpassed their tenth year at the Mission, and thus have no more annual increments due to reaching the maximum step, the MCO recognizes the necessity and importance for all staff to be evaluated annually. The appraisal system is one that is important for objectives setting, which assists both staff and managers to realize targets and goals, and also allows for tracking of employee performance.

## **Recommendation for the Mission**

- 5.2.12**          **Complete annual appraisals for all staff.**

## **Mission Response**

- 5.2.12**          **A complete review of all files is being carried out and a schedule for all annual appraisal reports will be posted on the “I” drive to ensure that they are completed in a timely fashion.**

## **SIV Comment**

**While “I” drive posting is effective, It is advisable as well to actually have a message sent alerting managers to the dates appraisals are due.**

## **5.3 Physical Resources**

5.3.1            The management of the Physical Resources function is directly overseen by the MCO, assisted by an Administrative Assistant (LE-07). The Administrative Assistant is supported by one Maintenance Assistant, who executes work orders, performs minor repairs and supervises contractors. The Mission drivers also report to the Administrative Assistant.

5.3.2 The Program is very well managed. The Mission Property Management Plan is up-to-date. Files are well organized and a good work order system is in place. A daily meeting of the Property Section takes place to ensure work orders are prioritized and actioned expeditiously, and to ensure that staff are kept apprised of longer term goals. The Mission operational and capital budget is sufficient to meet the needs of the Program.

5.3.3 Official vehicles are also managed by the Administrative Assistant, assisted by the Head Driver/Customs Clerk. She receives requests for usage, and forwards these to the Head Driver for action. Well organized vehicle logs are maintained for all six vehicles, and a locally developed Fleet Management System software is employed for detailed tracking of various data such as mileage, fuel usage and repair costs.

### **Chancery**

5.3.4 The Chancery is the former Cuban Embassy which was acquired as a leased property in 1995. According to the draft MPMP, this moderately sized building is on an 8000 square metre site. This offers ample space and good security. The Chancery has two levels, is well laid out, and offers a functional office environment suitable for the current number of staff of the Mission. Purchasing this building is a consideration the Mission has highlighted within the MPMP.

5.3.5 A portion of the grounds has been utilised for installation of three forty-foot sea containers that are used as secure storage. The previous storage building was converted to a Canadian Club with a gym facility. As well, a tennis court was built last year and both these facilities are appreciated by all staff and have boosted morale.

5.3.6 The Mission is considering constructing three additional offices onto the rear of the building. These offices could accommodate the full-time SA, if approved, as well as the Head Guard. There is space for another office in which the CBS Immigration Officer from Nairobi could conduct interviews, or in which other official visitors can work. At the time of the audit, the Mission had not costed out this project.

### **Recommendation for the Mission**

**5.3.7 Prepare preliminary costings for the additional office project.**

### **Mission Response**

**5.3.7 We have received estimates for the plans. These will be discussed with the Headquarters authorities before proceeding to ensure the best and most cost effective solution is chosen.**

## Official Residence

5.3.8 The Official Residence is a large, functional house with reception and service areas of appropriate size. The current lease was renewed with SRD approval for a one year term only, to permit the Mission to review options due to the construction of a four lane ring-road very close to the property.

5.3.9 The annual rental cost for this property is \$192,000, and maintenance and renovations projects are estimated at approximately \$25,000 for the upcoming year. Renovations are carried out with the landlord's approval but at Mission expense in spite of the lease clauses stipulating major maintenance is to be at landlord's expense. The typical response from the landlord is that the work requested by the Mission is not essential.

5.3.10 If this lease is to be extended, the Mission plans to upgrade parts of the house. This includes renovations to the kitchen and to two of the bathrooms, plus some plumbing and electrical work. SRSF has programmed this into the Five Year Plan in the event the property is retained.

5.3.11 The purchase of this property could be considered once the ring-road is complete and the traffic and access impacts are known. The landlord is willing to sell but has quoted a very high price (US \$4 million), which the Mission finds to be unrepresentative of the market. The trends and real estate values require surveying and monitoring by the Mission with respect to properties of this type. A proposal, if viable, could be made to SRD at a later date.

## Recommendation for the Mission

**5.3.12 Continue to attempt to have necessary renovations done at landlord expense.**

## Mission Response

**5.3.12 If we are to carry on with the renovations mentioned above at our expense, we will attempt to either lower the rent or maintain the present level but obtain a longer term lease that would justify any publicly funded expenditures. However, the effects of the ring-road will affect our decision to retain the property.**

## Staff Quarters (SQs)

5.3.13 The Mission housing inventory contains five Crown-leased SQs, and demonstrates an appropriate mix in terms of size and style given the local market conditions. In the MPMP, the "Proposed Inventory" shows plans to dispose of one 2+1 and replace it with a 4+1 to accommodate families who may be posted to the Mission in

the future. The current SQ portfolio is more in line with the Mission theoretical profile, and should be maintained.

5.3.14 Some SQs have received renovations funded by SRSF as per the Five Year Workplan. In one case, funds were diverted to a newer SQ instead of the one originally scheduled to be upgraded. The MCO sought and received SRSF approval for this. The SQ originally targeted for upgrading, PR3010033, will most likely not be retained once the current occupant departs due to its general condition and distance from the Chancery. Another SQ in the same area, PR301008, is in a deteriorating condition from a structural point of view. There is serious and progressing cracking due to the building settling. This SQ is also slated for disposal on departure of the current occupant.

5.3.15 One SQ, PR301047, needs to be re-measured as the measurement contained in the MPMP, 196 square metres, does not appear to be accurate.

### **Recommendations for the Mission**

**5.3.16 Review the planned disposal of the 2+1 in light of the Mission's theoretical profile.**

**5.3.17 Dispose of PR301008 and PR301033 at the end of the current occupants' assignments.**

**5.3.18 Re-measure SQ PR301047.**

### **Mission Responses**

**5.3.16 We do not believe that we should dispose of the 2+1 (SQ 301048) presently occupied by the MCO. This house is very well situated – 5-minute walk from the Chancery and within walking distance of one new SQ as well as the PSU Director's house. Furthermore, although the owner has just regained possession of his house from the government, he has been willing to pay for some renovations carried out when we re-occupied this staff quarter.**

**5.3.17 Because of very serious structural deterioration, we proceeded with the disposal of PR301008. The occupant of PR3010033 \*\*\* which is close by and therefore has asked us to wait until her departure (2003/2004). We have agreed for now, but if this house is returned to its original owner, they may increase the rent substantially, and this will impact our decision.**

**5.3.18 This will be carried out in September when the occupant is on leave.**



## **Privatization of Housing**

5.3.19 A major element of the Property function concerns the trend towards re-privatization of housing in the country. The government nationalized all properties a number of years earlier and rents remained stable during that period. The government is now returning properties to the original owners, with the effect that these landlords are becoming more responsive to improvement requests. However, rents are increasing dramatically because of the added effect of taxes, which the landlords must pay. Taxes due on rental income are near 45 percent. The rental increases are captured in the PRIME update, which is vital for the Mission to receive the necessary incremental operational funding. The purchasing of one or more properties could be considered in light of this escalating rental cost situation.

## **Recommendation for the Mission**

**5.3.20 Evaluate the present housing market and prepare a business case for submission to SRD regarding the purchase of appropriate SQs, if viable.**

## **Mission Response**

**5.3.20 A complete market study will be carried out for the OR and SQs to ensure that the rents are in line with the market, and also to look at possibility of purchasing. We will inform SRD of our findings, ask their advice and prepare a business plan for submission to them.**

## **Property Maintenance**

5.3.21 The Administrative Assistant does annual inspections of each SQ and develops a detailed work plan which is tied into the annual budgeting exercise. Major projects are identified early on and included in the SRSF Five Year Work plan. Minor works that are Mission funded are also identified in this way.

5.3.22 The Maintenance Assistant position is effective because it limits the number of local contracts for minor repairs. While contractors are still used for larger or more complicated works, this position represents good value-for-money. It is filled by an employee capable of repairing small appliances, doing basic carpentry and performing other related duties. A standard work week of 48 hours, as per local norms, means that there is little overtime. This employee is assisted by two trades persons engaged under short term services contracts as part of an on-the-job training program sponsored by a local technical school. The addition of these two contractors has been highly valuable to the property and materiel function. This school is also providing extra training to the Maintenance Assistant.

## **Electrical Problems**

5.3.23 The Mission experiences power cuts frequently due to an uncertain local supply. Power outages occurred at least five times per day during the audit. The main Chancery generator automatic cut over is not functioning due to a broken part, thus the genset must be manually switched on. In spite of the manual intervention, some UPS's, which provide back-up battery power for a maximum of 15 minutes, have run down on some machines and equipment. This has affected both C4 and MITNET on occasion, causing serious lapses for Mission communications. The night guards have been instructed to switch on the genset when the city power fails.

5.3.24 The Mission has communicated with the Regional Technician, based in London, and SRSF to seek advice on the Chancery generator set. The unit is only a 60KVA unit, and is operating five to six hours per day. The Mission has concerns as to the ability of the genset to continue functioning as frequently as is currently demanded. Good local servicing is difficult to find, and a replacement unit is not scheduled until 2004.

## **Recommendation for SRD**

**5.3.25 Determine if an upgrade to the Chancery genset is needed.**

## **SRD Response**

**5.3.25 The replacement of the genset for the Chancery has been scheduled and budgeted for this fiscal year ( 2001/2002 ) in the SRSF Maintenance Workplan.**

## **Work Orders**

5.3.26 The current work order system is paper-based and works quite well. Forms are filled out by CBS, signed and submitted to a mailbox accessed by the Administrative Assistant. The form has an area for comments or feedback from the client. This is considered a good practice, as it permits Administration to adjust their approach, based on client comment. In the view of the Audit Team, an electronic work order system is a better format because a good trail is established, avoiding potential disputes regarding dates of submission, whether the Administrative Assistant received the work order or not, etc. An electronic register can be established for tracking purposes, and electronic files could be set up using folders by type of work or by property.

## **Recommendation for the Mission**

**5.3.27 Institute an electronic work order system.**

## **Mission Response**

**5.3.27 As soon as we have the SSA in place, we will ask him/her to prepare electronic work orders.**

## **Surplus Assets**

5.3.28 Surplus assets as well as spares are stored in three well organized, secured storage areas on the Chancery compound. An inspection of these areas revealed they are neat and clean, and that all items are labeled for easy identification. There is a recent and well laid out inventory of items in storage.

5.3.29 Surplus assets are disposed of twice per year. In recent years items have been offered primarily to the LES at the Mission. In all cases, sealed bids are received, but no minimum prices are set. The MCO agreed that while there are difficulties attracting a wider audience, without having overwhelming numbers of the general public, efforts must be made to offer items for sale outside the Mission. There are a number of items awaiting disposal, but the sale is planned for early in the new fiscal year to make full use of the disposal credit. Items not sold are donated to local charities, and documentation is maintained on file.

## **Recommendation for the Mission**

**5.3.30 Ensure that the disposal of Crown assets is done according to the regulations.**

## **Mission Response**

**5.3.30 We have noted your comments and amended our disposal of Crown assets procedures to meet all regulations.**

## **Recreational Facilities**

5.3.31 The Mission maintains a recreational property, a cottage, located approximately a three hour drive from the city on Lake Langano. An annual lease is renewed each July. The facility is used regularly by the CBS and their families, and a transparent system of allocation was agreed to at a past CMM and is adhered to by the Mission.

5.3.32 Annual rental cost is equivalent to \$5,000, maintenance is forecast at \$3,500 per year, and the cost of the guard service, considered mandatory for all properties in Ethiopia, is \$1,200 per year. The guard also provides maintenance services when necessary. Operating budget money is used to pay the rent, the guard and maintenance.

5.3.33 Mission funds were used to purchase a small Zodiac boat with a 15hp motor in 2000 for use at the recreational cottage. The Mission sought approval from

SERV, hoping to access Recreational Hardship funding for the equipment. There were no funds available for the purchase, and in fact SERV commented that the idea of acquiring a boat was unusual. PAM was consulted and a oral approval was provided, and eventually the Mission made the purchase. The authority allowing for such an acquisition is not clear. Questions of liability in case of injury while using the boat exist as well.

5.3.34 A 4X4 vehicle is necessary to gain access to the cottage because of the poor condition of the roads. This is the primary reason that justifies the renting of one of the official vehicles to CBS for personal use on weekends. However, the HOM is not authorizing the personal use of official vehicles, as is required by the regulations. Authority was granted solely by the Administrative Assistant. Additionally, the form for requesting an official vehicle for personal use includes conditions of use and damage liability but none on legal liability in case of injury. Further, the rental rate of \$24 per day being charged to the CBS is not consistent with the Departmental rate of \$29 per day.

### **Recommendations for the Mission**

- 5.3.35 Add a “Waiver of Liability” portion to the Vehicle Rental Form after consultation with SRMW.**
- 5.3.36 Justify the purchase of the boat and motor, seeking guidance from SRMW.**
- 5.3.37 Ensure that the HOM authorizes personal use of official vehicles.**
- 5.3.38 Ensure that the appropriate rental rate for the use of official vehicles is charged to the CBS.**

### **Mission Responses**

- 5.3.35 We have included a “Waiver of Liability” in the rental agreement both for official vehicles and for the use of the cottage. The forms will be available electronically.**
- 5.3.36 The previous MCO contacted SERV who suggested that, since this was an unusual request, PAM be contacted for approval/funding. PAM agreed to this purchase, if the Mission had the funds. CMM agreed with the proposal to purchase boat and motor for \$2,230, and the Mission proceeded.**
- 5.3.37 The HOM now signs all rental agreements for use of cottage and official vehicles for personal use.**
- 5.3.38 Implemented.**

## 5.4 Finance

5.4.1 The MCO has a clear understanding of her role as the Financial Officer for the Mission. She reviews all transactions and supporting documentation. The HOM also closely reviews the Mission accounts. She is assisted by a very organized and competent Accountant (LE-06). The MCO has received IMS training and the Accountant received the "IMS for Accountants" training in July 2000 and has since that time been awaiting the IMS certification course.

5.4.2 SIXP of the Office of the Inspector General (SIX) is currently carrying out a detailed review of the Mission accounts covering June, July and August 2000. SIXP will be preparing a report commenting on the status of these accounts. The report will be forwarded to the Mission for review and comment.

5.4.3 The Mission has a US cash account, a local currency cash account, a US bank account and a local currency bank account. Both cash accounts were counted while on site and everything was found to be in order. The MCO also regularly counts the cash accounts. In December 2000, SMF visited the Mission to resolve a problem surrounding outstanding reconciliations for the cash accounts. The original documentation is now with SMF and under review. During that same visit, SMF and the Mission agreed that the local currency cash account should be closed and that an official bank account in non-convertible currency be opened. The Mission has proceeded with this and the documentation with the bank is in place. The Mission is awaiting authorization from PWGSC to open a new account. Until this approval is received, the Mission will continue to operate a local currency cash account.

5.4.4 The Accountant has streamlined processes by consolidating bills and paying them only at the end of each month. Transactions for the local cash account and the local bank account are approximately 50 per month respectively, for the US Cash account between 10 and 15 per month and for the US bank account approximately 20 per month.

### Recommendation for the Mission

**5.4.5 Close the local currency cash account as soon as the non-convertible bank account is opened.**

### Mission Response

**5.4.5 We are wrapping up the complicated procedure of opening a non-convertible bank account. This should be completed within two weeks.**

### Bank Reconciliations

5.4.6 The Mission has been consistently late with its bank reconciliations and adjustments have been consistently carried over from month to month. This is due to

the fact that the Mission is a financial Spoke of Nairobi and must send all data to Nairobi for input into IMS. The financial data is not always entered in a timely fashion by Nairobi which is also the Hub for Kigali and Dar Es Salaam. As a result, several adjustments are required each month and the Spoke Mission provides the rationale for the adjustments in the hope that the Hub Mission clears them the following month. This is not always the case. An adjustment of \$41,427.30 has been carried over from month to month since October 1999, while having been satisfactorily explained by the Mission. The bank reconciliations for both official bank accounts were reviewed and all adjustments appropriately and satisfactorily accounted for.

5.4.7 The Mission has the required bandwidth to input IMS directly. In order for the Mission to sever the financial tie with Nairobi, the Mission Accountant must obtain the required IMS certification. Training was scheduled for the early winter but now has been postponed to the new fiscal year. In order for the Mission to provide effective control over its financial assets and those of the OGDs, full IMS capability needs to be established at this Mission.

#### **Recommendation to SMF**

**5.4.8 Determine whether additional action is required concerning the \$41,427.30 adjustment to the Mission accounts.**

#### **SMF Response**

**5.4.8 SMF made the correcting entry in June 2001. No further action is required by the Mission and the adjustment will no longer be carried forward starting with June bank reconciliation.**

#### **Recommendation for CFSI**

**5.4.9 Provide the Mission Accountant with the IMS certification course so that the financial relationship with the Hub Mission can be severed.**

#### **CFSI Response**

**5.4.9 The Mission Accountant attended IMS training in Ottawa from April 17, 2001 to May 18, 2001 and received full certification.**

#### **Bank Charges**

5.4.9 The Mission paid over \$6,600 last year in bank charges. While the MCO has already had discussions with the bank with respect to the opening of a new non-convertible bank account, the MCO has not discussed the charges being levied against the two existing bank accounts. As the third bank account has not yet been opened, the time might well be favourable to negotiate better terms with this bank or to investigate the possibility of using another banking institution.

## **Recommendation for the Mission**

### **5.4.10 Review local banks for the best value services available.**

#### **Mission Response**

**5.4.10 We will discuss the local bank charges with the Mission bank. Due to recent government de-regulating of banks, we will also look at other banks to compare. We will also conduct a survey with other international organizations before making any recommendation for change.**

#### **IMS Issues**

5.4.11 The Mission processes approximately \$2.7 million annually through the Mission accounts as a results of the Development Program and the PSU. Reporting to the Development Program on the status of their expenditures is problematic in two areas: first, reports are not timely because of the delay incurred with the input of the IMS data in Nairobi nor are they accurate due to subsequent currency fluctuations and secondly, expenditure tracking and the subsequent reconciliations between the Development Program and DFAIT are not efficient. Both situations have resulted in duplicate spreadsheets being created in order to accurately and rapidly record and track expenditures. Once the Mission has full IMS capability and can input its own financial data, the timeliness of data entry will in essence address the fluctuating currency rates resulting from the difference between the date of the transaction and the date of data entry.

5.4.12 The manner in which funds from CIDA are transferred to DFAIT and subsequently treated through IMS creates needless duplication, and required reconciliations become time consuming. CIDA Financial Encumbrances (FEs) are transferred to DFAIT and become Internal Orders (IOs) in the IMS system. Missions are provided with the total IOs for CIDA, but cannot provide an individual tracking per IO, nor can they provide tracking of individual projects within each IO. Further, IMS will allow expenditures to be entered against IOs that will exceed the amount of the IO. Consequently, the Development Program maintains a manual system to ensure appropriate control over its IOs. The MCO has developed a separate spreadsheet to ensure that each IO is not exceeded. This is required because of the time lag in entering data and the subsequent currency fluctuations. Reconciliations must be made from the Development Program manual system to the DFAIT system and then back to respective Departments. There is a need for a cohesive system whereby OGD expenditures can be better tracked. The solution may well lie in a better understanding and utilization of the IMS as well as a possible change to existing business processes.

#### **Recommendation for SMF**

**5.4.13 Review the OGD management requirements for expenditure tracking and provide options for addressing their concerns.**

## **SMF Response**

- 5.4.13 CIDA enters the IO's in IMS. SMFF is currently carrying out discussions with CIDA in an effort to resolve this issue.**

## **Mission Revenues**

- 5.4.14 \*\*\***

## **Recommendation for the Mission**

- 5.4.15 Deposit the Mission revenues in accordance with the Receipt and Deposit of Money Regulations.**

## **Mission Response**

- 5.4.15 Implemented.**

## **Official Receipts**

5.4.16 A review of the official receipts revealed that there had been a significant lack of control over the booklets. Receipt books did not indicate the receipt numbers, there was no register and, since April 2000 and the arrival of the new Receptionist who receives the Immigration revenues, no copies of the official receipts issued were retained in the receipt book. Distribution of receipts sees one copy going to the client, two copies to the Accountant and the last copy, which should be retained in the booklet, attached to documentation for Immigration in Nairobi. However, the receipts were on file with the Mission accounts. The MCO has instituted new controls to ensure that each official receipt book is signed out to a particular individual one book at a time and the number of the official receipts are registered. To ensure that revenues for all visas issued are collected and accounted for, the Mission needs to reconcile the number of visa applications over the last year with the revenues received.

## **Recommendations for the Mission**

- 5.4.17 Provide the Mission Receptionist with the appropriate instruction on the use of official receipts.**
- 5.4.18 Reconcile the number of visa applications over the last year to the visa revenues received.**

## **Mission Responses**

- 5.4.17 Implemented.**
- 5.4.18 A complete reconciliation of visas and revenues will be carried out.**



## **Advances**

5.4.19 The Mission had a number of outstanding advances which have recently been cleared. The MCO had been establishing advances for the CBS in Sudan in her name. She has been advised to stop this practice and instead have the appropriate advances issues in the name of the recipients. The Mission also has a \$3,900 outstanding travel advance which has been carried over from the last fiscal year. This advance was issued to an LES who never returned to the Mission from his trip to the USA. He abandoned his position and is no longer an employee. The Mission knows how to contact the individual in the USA but has been unable to recover the amount in question. The Mission needs to approach ISR to determine if any additional steps can be taken to recover the funds. If not, SMF should have this particular advance written off.

## **Recommendation for the Mission**

**5.4.20 Contact SMF and ISR to determine if further action is possible and, if not, have the LES travel advance written-off.**

## **Mission Response**

**5.4.20 We have contacted SMF and ISR and requested this particular advance be written-off.**

## **Hospitality**

5.4.21 The hospitality diary of the HOM was examined. Little hospitality is extended by the other DFAIT officers at the Mission. The HOM is actively engaged in representational activity and good use is made of the OR. The Mission has developed a set of hospitality guidelines which show per capita costs for lunch, dinner and receptions. The guidelines call for the MCO to review all diaries and sign the claims which she is currently doing.

## **5.5 Information Management**

5.5.1 The MCO oversees the information technology and information management functions at the Mission, assisted by one part-time LES SIGNET Support Assistant (SSA). The CBS Regional Systems Analyst (RSA) is located in Nairobi and is responsible for first-level systems support. The Mission is coping well in spite of limited resources and the difficulties presented by the local environment in terms of electrical and related systems problems as mentioned elsewhere in this report. The complicated solutions required are beyond the capability of an SSA.

5.5.2 A review of the TechServe inventory was done, and was found to be up-to-date and in order. Back-ups are performed according to the regulations, and data are stored separately as required. Cyclical replacement of personal computers is on the normal five year cycle, which the Mission finds to be too long. Some purchases of

newer units, using the Mission budget, have been made, with SXCA consultation to ensure SIGNET compatibility. Surplus equipment is disposed according to Departmental policy, and an active home-loan plan is in place to make use of serviceable surplus units with detailed inventories kept on file.

5.5.3 During the Audit Team visit, the RSA was visiting from Nairobi to trouble-shoot and remedy some problems plaguing a number of the Mission's personal computers. This was the first visit in over a year by this regional resource. More frequent visits by the RSA from Nairobi would appear to be in order given the problems the Mission is experiencing on an on-going basis.

5.5.4 SxD needs to provide both preventative and contingency options for the Mission to resolve system problems resulting from the on-going power outages and surges, including available resource and technical support from HQ, the RSA at the Mission.

### **Recommendation for SxD**

5.5.5 **Given the continuous systems problems at the Mission, consideration should be given to authorising more frequent visits by the RSA.**

### **SxD Response**

5.5.5 **The situation in Addis was evaluated last year during our "Small Mission Support Model Study", and the recommendation (which has been acted upon) was to "Assign Nairobi responsibility for support of Kigali Micro Mission and second level support of Addis Ababa". The distinction between Small Mission with an SSA is between 10 and 25 knowledge workers, versus a Classic Mission with a full time SA with over 25 knowledge workers. Second level support allows for 2 trips per year, with a possibility of more in cases of emergency. The RSA visited Addis in February and is planning another trip mid summer. According to the RSM and RSA in Nairobi, the current SSA's skill level is well below what they are used to working with. They also identified a problem with Addis in not communicating with Nairobi often enough, or following through with recommendations (such as the purchase of more uninterrupted power supply (UPS) units for all their workstations. This is true for both EL and CS concerns. Apparently, they have been known to sit for weeks before a problem is brought to their attention. This would indicate that the problem is local, and perhaps the SSA duties should be assigned to another, more diligent and interested employee.**

## **Signet Support Assistant (SSA)/CIDA Assistant**

5.5.6 A review of the SSA's job description shows 60 percent of the time is spent on support to the Development Program and 40 percent on SSA duties. This particular position was selected for the SSA duties because the job package previously allowed time for it. The demands of both the SSA work and the Development support together are now excessive. The demands of the Development Program are such that a contractor has been engaged to assist with filing and other support functions.

5.5.7 Due to complicated computer and systems problems, the demands on the SIGNET support side are high and the level of technical expertise required to address the issues is increasing. The Mission requires a greater level of support and knowledge of information technology than can be provided by an SSA. As well, Mission staff are not well served by the SSA due to the minimal training in systems support and the lack of a general technical inclination on the part of this employee. The Mission would be better served by an SA position. While the Mission workload has increased, it does not warrant a full time SA. The SA job package could, therefore, also contain responsibility for the personnel function as discussed in section 5.1.4 of this report.

### **Recommendation for the Mission**

**5.5.8 Prepare a business case proposing the creation of an SA position, and a full-time Program Assistant position for the Development Program.**

### **Mission Response**

**5.5.8 We have sent our request for the LES SA position to HQ, which included a job description and organisation chart reviewed by the RSM.**

## MISSION RESOURCES FACT SHEET

**Human Resources (FTEs)**

<b>PROGRAM</b>	<b>CBS</b>	<b>LES</b>	<b>TOTAL</b>
HOM	1	5	6
IBD and General Relations	0.9	1	1.9
Development	3	0.6	3.6
Immigration	0.1	2	2.1
Administration and Consular	1	36.4*	37.4
<b>Total</b>	<b>6</b>	<b>45</b>	<b>51</b>

\* includes 23 guard positions

There are 2 Honorary Consuls: 1 in Eritrea and 1 in Djibouti

**Physical Resources**

<b>ASSETS</b>	<b>OWNED</b>	<b>LEASED</b>
Chancery	0	1
OR	0	1
SQs	0	5
Vehicles	5	0

**Financial Information (2000/2001)**

Operating Budget (N001)	\$844,400
LES Salaries (N012)	206,000
CBS Overtime (N011)	20,000
Capital (N005)	125,000
<b>Total</b>	<b>\$1,195,400</b>