



AUDIT OF THE CANADIAN HIGH COMMISSION

DHAKA

November 2005

**Foreign Affairs Canada and International Trade Canada
Office of the Inspector General
Audit Division (ZIV)**

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EXECUTIVE SUMMARY

An audit of the General Relations (GR), the International Business Development (IBD), the Consular and the Administration Programs was conducted in Dhaka, from February 22 to February 28, 2005. An audit of the Consular and Administration Programs was last conducted in Dhaka in February 1994.

Dhaka is a medium-sized mission of almost 50 staff that will increase in size with the completion of the new Chancery in 2006 when the Immigration Program expands its services. Dhaka is a hardship five posting more than justified by difficult living conditions and increasing political instability ***.

The Mission is well managed under the leadership of the HOM who is supported by a capable team of Program Managers. Communications within the mission among Programs and between management and staff are effective. Morale is good and is reflective of management practices and the quality and attitude of both CBS and LES.

The Chancery is inadequate in terms of space, layout and its appointment. A new Chancery is under construction on an island site along with a new Official Residence. A recreation facility had been completed earlier on the same site. Lessons learned from construction of the recreation facility have been transferred to the current project which has been subjected to more rigorous oversight and is therefore on schedule.

The HOM is responsible for the GR and IBD Programs, in addition to his responsibilities as HOM. The HOM works long hours and relies on his Program Managers, particularly the Head of Development, for assistance and back-up. There are only three Canada Based FAC positions at the Mission, the HOM, the MCO and the HOM Assistant. There is a pressing need for a Deputy MCO at the Mission. The Chancery and OR construction projects, the upcoming move and planned staffing increases will add pressure to responsibilities which are already overtaxed. The size of mission, the hardship level and the lack of FAC personnel further support the need for a DMCO.

The Consular and Administration Programs are well managed by the MCO who has focussed on motivating, training and empowering staff. This has resulted in good service being provided to clients and adherence to appropriate procedures and controls.

A total of 25 audit recommendations are raised in the report; 22 are addressed to the Mission and 3 are addressed to Headquarters (HQ). Management has responded to each recommendation indicating action already taken or decisions made, as well as future action. Of the 25 recommendations, management has stated that 19 recommendations have been implemented. For each of the remaining 6

recommendations, management has indicated the initiatives in progress or the intended future action.

SCOPE, OBJECTIVES AND MISSION RESOURCES

Audit Scope and Objectives

The scope of the audit included a review of Mission management and the General Relations, International Business Development, Consular and Administration Programs, with the exception of Information Technology. An Appendix to the Report lists, by Program, the specific areas that were examined during the audit.

The audit objectives were to:

- assess management controls and systems, procedures and activities that make up the programs;
- determine the extent of compliance with legislation, regulations and operating policies;
- assess the reliability and adequacy of information available for decision-making and accountability purposes;
- ensure resources are judiciously used and that the Departments are receiving value-for-money; and,
- make recommendations, where warranted, to improve the economy, efficiency and effectiveness of programs.

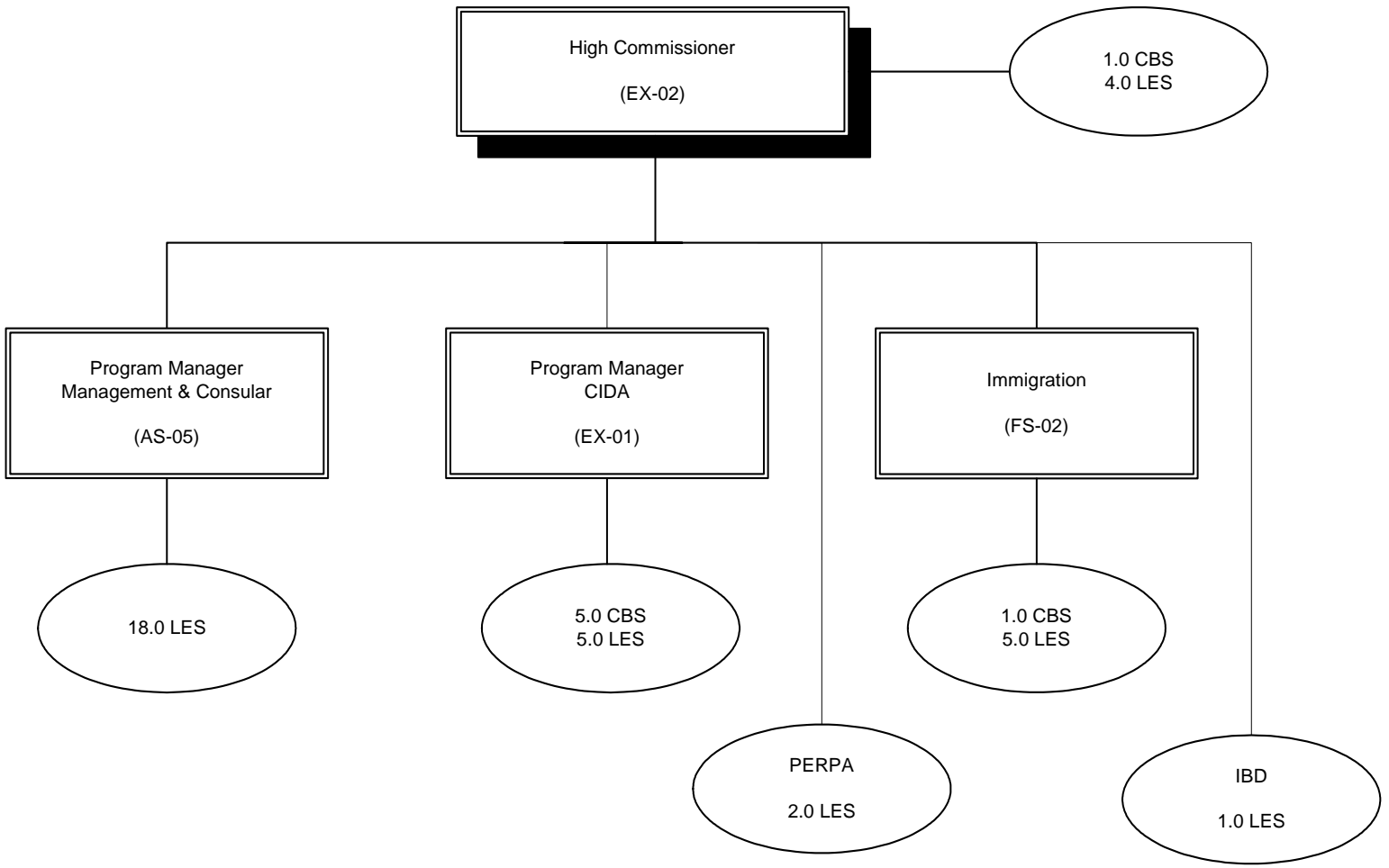
Physical Resources

Assets	Crown Owned	Crown Leased
Chancery	0	1
Official Residence	0	1
Staff Quarters	0	12
Vehicles	5	0

Financial Information 2004/05

Operating Budget (N001)	\$1,088,652
Capital Budget (N005)	119,900
CBS Overtime Budget (N011)	13,600
LES Salaries Budget (N012)	337,558
Total	\$1,559,710

Organization Chart



MISSION MANAGEMENT

1.1.1 The Mission in Dhaka is well managed, as demonstrated by effective program delivery and good team work, communications and high staff morale. The Mission has an impressive cadre of Program Managers and highly qualified, dedicated and enthusiastic local staff. Dhaka is not an easy environment in which to live or operate. It is a level five hardship posting which challenges Mission operations in terms of dealing with a bureaucratic *** society, and staff personally with environmental, safety, and health risks.

1.1.2 In addition to the HOM, there are Program Managers for the Immigration Program, the Development Program and the Consular and Administration Programs. There is no Program Manager for the General Relations Program or the International Business Development Program. Performance Measurement Agreements (PMAs) are in place for all managers including the MCO. A Mission Plan covering all programs was being prepared at the time of the audit. Performance is assessed against the Mission Plan, PMAs and Statement of Objectives for non Program Managers. The HOM meets regularly with Program Managers and staff reporting directly to him to discuss their operations, monitor progress and provide direction and support. The HOM is accessible to both his management team and staff and interacts regularly with staff in every program.

1.1.3 There is a sound committee structure in place. A Committee on Mission Management meets every two weeks to discuss and share information and to table issues for decision purposes. Other committees in place include a Housing Committee, Health and Safety Committee, LES Committee and a Contract Review Board. The LES Committee requires more structure to ensure that it is representative and that it meets more regularly with the MCO and the HOM. (See recommendation 5.2.17)

1.1.4 Regular staff meetings are held by each Program Manager. Mission-wide meetings occur only in the context of social gatherings as there is no suitable meeting space in the Chancery. The new Chancery will facilitate large gatherings. Regular meetings with all staff should be held to facilitate sharing of information between programs, to provide a forum for management to make announcements or reinforce previous messages and to allow for staff comments and questions.

Recommendation or the Mission

1.1.5 Regular Mission-wide staff meetings should be held.

Mission Action and Time Frame

1.1.5 There have already been two mission-wide staff meetings held at the Official Residence since the Audit Team's visit. Again, at the

Chancery, the lack of space makes it impossible to hold such meetings. As soon as we move into the new premises (scheduled for March 2006) we will hold quarterly meetings.

GENERAL RELATIONS PROGRAM

2.1.1 The HOM is the Program Manager for the General Relations Program supervising a Public Affairs Officer (LE-09) and a Social Secretary Assistant (LE-05). Out of necessity, the HOM takes the lead on most files with back-up provided by the Development Program Manager and some assistance provided by the MCO on security related issues. The HOM is stretched due to increased tasking and reporting requirements as the political and security situations in Bangladesh and the region become more pronounced. Representation and troubleshooting on trade issues are also increasing. Two measures that can be taken by the Mission to mitigate the present situation is to rebalance the Public Affairs Officer's workload putting less emphasis on educational activities and increasing support of public diplomacy initiatives. The Mission also has a Political/Economic Advisor position (LE-08) which is vacant. Another officer level resource would provide support to the HOM's activities and allow for new initiatives. One of the reasons this position is vacant is lack of office space. Once the new Chancery is finished this position should be staffed.

Recommendations for the Mission

2.1.2 **The Mission should rebalance the workload of the Public Affairs Officer.**

2.1.3 **The Mission should staff the vacant Political/Economic Advisor position.**

Mission Actions and Time Frames

2.1.2 **This has already started with the development of a more active public diplomacy program including media liaison, public speaking engagements by the HOM and High Commission staff, Canada showcases and fairs, and additional publicity for CIDA and Canada Fund projects. This has meant a commensurate reduction in our educational marketing and outreach.**

2.1.3 **The Mission cannot comply with this recommendation at the moment because there isn't sufficient space in the chancery to accommodate an additional LES. The Mission will staff this position after the move into new premises scheduled for March 2006. However, we see this as an interim measure until a CBS political officer can be assigned to Dhaka.**

INTERNATIONAL BUSINESS DEVELOPMENT PROGRAM

3.1.1 The HOM is also the Program Manager for the Trade Program supervising a Commercial Officer (LE-09). The Commercial Officer joined the Mission in 2004 and has had training in HQ and attended a regional meeting in New Delhi. Large companies rely heavily on the Mission to intercede on their behalf with local government officials. Rules are not followed in tendering processes ***, putting Canadian companies at a disadvantage. A more proactive approach is intended through preparing a more precise plan for the Trade Program for 2005/06. This will include revolving priority sectors to provide broader coverage, attendance at Delhi trade meetings and retreats, leveraging off visitors to India and establishing an outreach strategy to influence mostly government contacts. A Canada/Bangladesh Chamber of Commerce is being established pending legal authority.

3.1.2 Given the aforementioned pressures on the HOM, and a lack of depth in the section, the Trade Program would benefit from a Commercial Assistant position. This would be a low cost investment and would relieve both the Commercial Officer and the HOM by assisting with logistical and low level administrative duties as well as providing back-up during absences.

CONSULAR PROGRAM

4.1.1 The Consular Section is staffed with an experienced LE-07 Consular Officer reporting to the MCO. There is good communication in the Section, with the Consular Officer and MCO meeting daily to discuss issues and priorities as outlined in a rolling work plan. The Section, with a low workload in terms of case management, passports and notarial services, correctly focusses its efforts on contingency planning given the risk of natural disasters, civil unrest, *** in Bangladesh. The caseload is very low but can be complex, involving sensitive matters such as child custody and forced marriage. Most cases involving Canadians tend to occur in the Dhaka area.

4.1.2 The Contingency Plan was up to date at the time of the audit with much focus placed on strengthening the warden system in the past year. The Registration of Canadians Abroad (ROCA) has 14 wardens assigned to 350 registrants, an acceptable ratio. The Consular Officer reviews the registrations on a monthly basis. Other activities undertaken during the past year to train and strengthen ties with wardens included holding a Warden Conference and opening membership in the Canadian Club to wardens.

4.1.3 During absences of the MCO, the replacement for consular duties is the HOM Administrative Assistant, who has been at the Mission for four years. As her successor will be on her first posting, it is imperative that this employee receive consular and passport training prior to her arrival at the Mission. The Mission has taken the initiative to enroll both the Consular Officer (last comprehensive training in 1999) and LES Administrative Assistant (a new employee who serves as back-up to the Consular Officer) in consular specialist training.

4.1.4 The ongoing capacity of the Mission to serve clients in French is a concern. The Consular Officer, the LES Administrative Assistant (back-up to the Consular Officer), and the Receptionist do not speak French. The Mission currently relies on the MCO and HOM Administrative Assistant to deal with any French language inquiries. Although such requests are irregular, it is imperative that the Mission develop its LES French language capacity. Both the Consular Officer and Receptionist positions, as a minimum, should have bilingualism (French and English) as a condition of employment, with the incumbents offered appropriate training during office hours if necessary.

4.1.5 The new Chancery will be welcomed by consular Section staff as the current reception area and waiting room does not have a Consular booth. As a result, the Consular Officer occasionally needs to bring clients into the operational zone to allow for private discussion. The new Chancery will address this deficiency so no action is warranted at this time.

4.1.6 The Consular Officer collects all fees for consular services. Fees received are reconciled against a worksheet and delivered to accounting on a weekly basis or

when \$500 is received. An official receipt is issued in the name of the Consular Officer upon turnover of funds to the Accountant.

4.1.7 Passport volume is low with approximately 200 passports issued per year. A review of a sample of passport applications revealed the proper checks and verifications. Recent Passport Office directives have been implemented by the Mission in a timely fashion. Final inspection of all passport applications is performed by the MCO with original supporting documentation attached. Working stocks are closely controlled by the MCO and are not released to the Consular Officer until passports are ready to be printed.

4.1.8 The Consular Officer received signing authority in January 2005 for notarial related duties. This signing authority does not extend to passport issuance which should continue to be approved by a CBS Officer as is Mission practice.

Recommendations for the Mission

4.1.9 Consular training should be arranged for the incoming HOM Administrative Assistant.

4.1.10 Bilingualism should be a condition of employment for the Consular Officer and Receptionist positions when staffing these positions in the future. Appropriate training should be offered to the present incumbents.

Mission Actions and Time Frames

4.1.9 The incoming HOM assistant has included consular training in her pre-posting training.

The LES Management Assistant was trained in Ottawa in September 2005. CNPT has also recommended sending our Consular Officer to a refresher course after the September session.

4.1.10 The Consular Officer started French lessons in May 2005 with the Alliance française. The Receptionist will be starting French lessons in the fall of 2005.

ADMINISTRATION PROGRAM

5.1 Management of the Program

5.1.1 The Administration Program is delivered by a conscientious and capable LES complement under the leadership of an energetic and talented MCO. The MCO should be commended for the approach she has taken during a particularly busy period, which includes an ongoing project to construct a new Chancery, Official Residence (OR), and recreational facility. Her approach stresses client service through the development and implementation of plans and policies. The MCO promotes accountability through a Policy Manual, Manual of Protocol and Administrative Procedures, and a document entitled Organization and Responsibilities. Duties are assigned and deadlines are set in a rolling work plan, from which the MCO measures progress and workload.

5.1.2 The high quality of support provided by the Administration Section is a testament to the commitment of the MCO who works a considerable amount of overtime to meet the current demands placed upon her position. With the ongoing construction project and CIC planning to increase in strength by six FTEs following the relocation to the new site, the burden on the MCO will increase. The Mission at this point will have in excess of 50 staff. A lack of CBS depth is also a concern with the HOM Administrative Assistant the only available CBS to back up the MCO during absences. The workload of the MCO needs to be examined and strong consideration should be given to the creation of a DMCO position.

Recommendation for RAD

5.1.3 RAD should consider creating a DMCO position in Dhaka.

RAD Action and Time Frame

5.1.3 RAD concurs with the audit's assessment that a DMCO position in Dhaka is necessary. Discussions are underway with Branch management to determine the financial feasibility of and priority to be accorded to implementation of this recommendation, particularly in light of recommendations for the establishment of DMCO positions elsewhere in the Branch. A decision is expected before the end of FY 05/06.

5.2 Human Resources (HR)

5.2.1 The Human Resources function is managed by the MCO. One ASST-05 Administrative Assistant is partially dedicated to assisting the MCO with duties such as leave tracking but, for the most part, the MCO is responsible to deliver this function and

respond to HR inquiries. A review of HR indicated key aspects of the program are effectively delivered, with some areas requiring further attention due to high workload and recent turnover in the Administrative Assistant position.

Benefits

5.2.2 The benefits review, originally scheduled for 2004, has been delayed and the Mission had yet to receive the request from HLD to formally begin doing the benefits survey. Concern was raised by both Management and LES regarding medical coverage, which may need to be reviewed independently should the benefits review be delayed indefinitely.

Recommendation for HLD

5.2.3 Direct the Mission to undertake a benefits review.

HLD Action and Time Frame

5.2.3 HLD is in the process of reviewing the schedule of review of LES benefits based on existing and new pressures. The Mission will be directed to undertake a benefits review in accordance with that new schedule.

5.2.4 The LES Handbook on file at the Mission is dated February 2003, however during pre-audit briefings HLD informed ZIV that the last approved handbook was in 1998. Employee 3-9 files were reviewed and found to be in good order, with necessary documentation maintained. When a new handbook is approved and distributed to employees, the Mission should attach a record of the employee receipt of the new handbook.

Recommendation for HLD

5.2.5 Contact the Mission to ensure they are using the last approved version of the LES Handbook.

HLD Action and Time Frame

5.2.5 Draft version of the LES Handbook for Dhaka sent by the Mission in April 2001 was never revised nor approved by HLD. Advice to the Mission from HLD continues to be based on the April 1998 Handbook. HLD will send a reminder to the Mission that the April 1998 Handbook is the last approved version.

Performance Review and Development

5.2.6 Examination of position descriptions revealed many which have not been reviewed in a long period, or haven't been signed by the employee. Supervisors should regularly review position descriptions as duties change, and should ensure that all employees have an up-to-date and signed position description.

5.2.7 The Mission has a good history of completing performance reviews with only three outstanding, all in the CIDA Section. The Mission has a training plan in place which indicates not only planned training but all past training received by the employee. However, the Mission is not drawing on performance reviews when developing their Mission Training Plan. Training needs identified in the performance review process should be integrated into the training plan and a training budget should be identified.

Recommendations for the Mission

5.2.8 The Mission should update position descriptions for all staff.

5.2.9 Training needs identified in the performance review process should be integrated into the Mission Training Plan and a training budget identified.

Mission Actions and Time Frames

5.2.8 Given unpredictable property workload, the Mission had to postpone the update of position descriptions for all staff. Some position descriptions have been updated and the others will be completed following arrival of new HOM in December 2005.

5.2.9 A training plan is put in place by the management assistant and is updated regularly by this individual.

Classification and Staffing

5.2.10 A Classification Committee is in place and has reviewed two classification actions in the past two years. There is proper documentation on file supporting justification for decisions. One other classification action was withdrawn by the manager prior to review by the Committee. As noted in Section 5.2.6 of this report, a number of position descriptions need to be reviewed or created to ensure that employees are being properly classified and remunerated for their level of responsibility.

5.2.11 A review of staffing actions indicated these to have been well organized, transparent and properly documented.

5.2.12 There is currently one emergency employee whose employment has exceeded the thresholds for emergency employment detailed in Section 8.2 of the Locally-Engaged Staff Employment Regulations. The Mission has a plan to address this situation in the near term.

5.2.13 Reliability Checks (RCs) need to be completed for some recent hires. All persons requiring access to the Chancery and OR for work purposes should undergo an RC prior to commencing employment.

Recommendation for the Mission

5.2.14 RCs should be completed for all non-CBS working at the Chancery and OR.

Mission Action and Time Frame

5.2.14 All RCs completed.

Committees

5.2.15 While there is an LES Committee at the Mission, there is a need for the Committee to be better representative of all programs and levels of employees. Formalized meetings with pre-determined agendas should be established on a monthly basis with the MCO, and quarterly with the HOM. Minutes should be taken and distributed to all LES.

5.2.16 An Occupational Health and Safety Committee (OHSC) is in place and taken seriously at the Mission. A recent activity involved the training of numerous staff in first aid.

Recommendation for the Mission

5.2.17 The LES Committee should meet monthly with the MCO and quarterly with the HOM. Agendas should be set for both meetings and minutes taken and distributed.

Mission Action and Time Frame

5.2.17 Mission management acknowledges the importance of an LES Committee and has always promoted its presence. The MCO applies an open door policy and the Committee can always meet her. Concerning the representation of LES on the Committee, it is worth highlighting that the MCO organized the elections of the LES Committee for the past two years. At the last elections, there were

not enough volunteers among the 32 LES to make a full Committee of three members. We will continue to actively encourage LES participation to make the Committee more effective with a view to holding monthly formal meetings with the MCO. The HOM will meet with the LES Committee before the quarterly meetings with all staff. It should be mentioned that the HOM has reiterated to staff that Mission Management wishes to see a more structured and a better representation of the LES through the LES Committee. Notwithstanding, no request for meeting or launching new elections has been addressed to the Mission Management.

5.3 Physical Resources

5.3.1 The Physical Resources Section is well managed by the MCO, assisted by a Property and Material Manager (LE-07), a Materiel Management Assistant (LE-05) and a Maintenance Assistant (GS-03). Much of the MCO's time in this Section has been spent coordinating the construction of the new compound and improving the housing stock. This is especially challenging in a difficult environment such as Dhaka, where quality of work is not up to Canadian standards. In general, staff at the Mission are happy with the support received from the Section.

5.3.2 A compound is currently under construction that will house the Recreational Facility (Phase one), and the OR and Chancery (Phase two). Phase one suffered a number of delays and quality control issues. The Recreation Facility is now finished, but still requires some work to correct quality problems and design flaws. The second phase is on schedule, in spite of a number of hartals (city-wide strike days), and both the OR and Chancery are expected to be completed by early 2006. A local expatriate site manager was hired for phase two to ensure quality and workmanship are at required levels. Under his leadership locally, and SRD's in Ottawa, it is expected the second phase will avoid the mistakes and problems encountered in phase one. Given the many delays and problems associated with the new compound, staff at the Mission feel they are somewhat uninformed on the status of the project.

Recommendation for the Mission

5.3.3 The Mission should communicate to staff on a regular basis the status of the construction project.

Mission Action and Time Frame

5.3.3 In March 2005, staff were informed by e-mail of the update on the construction site. Pictures were attached. The staff will continue to get regular updates.

5.3.4 The OR, a Crown lease, is located a short distance from the Chancery. It is well used by the HOM, who hosts many hospitality events with outside contacts, as well as functions for staff. Since the new OR will be completed next year, no major renovations or projects have been planned.

5.3.5 All Staff Quarters (SQs) in Dhaka are Crown leased. The Mission has had some difficulty in finding suitable housing due to a lack of availability in the local market, but has managed to obtain an acceptable housing stock. SQs are inspected upon changeover of occupants, or when there is a problem. A yearly formal inspection process of SQs should be instituted (or more often if deemed necessary), using the checklist in the property manual as a guide. This can then feed into the maintenance plan developed in the section.

5.3.6 A sample of Property files revealed proper documentation to be in place. Leases contained all required clauses and were signed, as were distribution accounts. There is currently no inventory of assets at the Mission. A bar code system was recently purchased and will be used to take and track inventory shortly.

5.3.7 The MCO has developed an effective work order system for the Mission based in Outlook mail. Requests for work are sent via email to the Property section, where they are tracked and actioned. Work orders, as well as some routine maintenance, are scheduled using the Outlook Calendar, to which all Property staff have access. At the beginning of each day, a Section meeting is held to determine priorities and resources necessary to complete the various projects. It is a well functioning system that the Mission plans to expand to include more preventive and routine type maintenance in the future.

5.3.8 The Mission has a fleet of five official vehicles. All are well maintained. Log books and monthly vehicle reports are up to date and provide the necessary controls for monitoring usage, gasoline consumption and maintenance. The MCO reviews these reports on a regular basis. Official vehicles are used as recreational vehicles using an incorrect daily rate of \$18 per day, plus operating expenses.

Recommendation for the Mission

5.3.9 The Mission should consult the SRD Property Manual for policies regarding the use of the official vehicles as recreational vehicles.

Mission Action and Time Frame

5.3.9 Since February, the Mission stopped using the FSD 30 rate and is applying the SRD rate as per article 9.12.2 of the Material Management Manual.

5.3.10 The Canada Club operates from the Mission's Recreational Facility. The MCO has acted as an advisor to the operations, in consultation with the club's Advisory Committee. This has taken a significant amount of the MCO's time, especially given the financial difficulties the Club has faced. During the past several years an operating deficit has occurred, though very recently the Club has eliminated it and is now profitable. Mission staff appreciate the Club and use it extensively.

5.4 Finance

5.4.1 The section is managed by the MCO, who is assisted by two accountants (LE-05 and LE-07). The MCO is very involved in the major functions of the Finance section and has a good relationship with the accountants. The Junior Accountant spends much of his time dealing with CIDA transactions, given the large CIDA program at the Mission. Staff at the Mission are very satisfied with service received from the Section.

5.4.2 The payment process was documented and has good controls in place. Proper signing authorities and approvals are obtained and only original documentation is accepted. Bank reconciliations are up to date and are thoroughly reviewed by the MCO. The majority of payments, including salary payments, are still made by cheque, though the MCO and Accountants are working to increase the number of electronic transfers each month. Crossed bearer cheques are used on an exception basis, one to two per month, as it is still common for vendors not to have a bank account. Proper justification and approval from the MCO is obtained before bearer cheques are printed.

Recommendation for the Mission

5.4.3 The Mission should endeavour to reduce payments made by cheque, including salary payments, in favour of bank transfers.

Mission Action and Time Frame

5.4.3 As highlighted in paragraph 5.4.2, the accountants and MCO are working actively to increase the number of electronic transfer each month. All new landlords are invited to provide their bank account details for bank transfers. We are also encouraging our current vendors to switch from cheque payments to bank transfers.

5.4.4 The Mission has been receiving good service from its bank. Bank statements and most banking correspondence are sent directly to the MCO. However, generally it is the Accountant that deals with the bank on day-to-day issues and questions. The MCO should maintain regular contact with the bank and take a more active role in bank communications. Additionally, since the banking situation in

Bangladesh does not permit the return of cashed cheques from the bank, the Mission should ensure it has a copy of all cheques produced.

Recommendations for the Mission

- 5.4.5 The MCO should become more involved in communication with the bank, and ensure she is the first point of contact at the Mission by banking officials.**
- 5.4.6 The Mission should make a photocopy of all cheques before delivery to vendors.**

Mission Actions and Time Frames

- 5.4.5 Noted. The MCO will be the primary contact in communication with the bank.**
- 5.4.6 As of June 2005, the Accountants keep a copy of all cheques.**

5.4.7 Revenues from both the Consular and Immigration Programs are deposited twice a week through the mobile banking service provided by the bank. The amount of cash collected is very low, with the majority of revenue in the form of bank drafts. The Immigration Program delivers revenue to the accounts section daily, but an official receipt is not issued until the following day when the Accountant has entered the transactions in IMS. This places both the Accountant and the Cost Recovery Clerk at risk should a bank draft or cash go missing.

Recommendation for the Mission

- 5.4.8 An official receipt should be issued immediately when funds change hands.**

Mission Action and Time Frame

- 5.4.8 Since March 2005, the Mission issues an official receipt immediately when funds change hands.**

5.4.9 Assets are generally well secured in the Finance section. All revenues are secured in a safe between bank pick-ups. Access to the safe is limited to the Accountant. The petty cash is well controlled and secured. Nevertheless, blank cheques are kept in boxes under the printer in the Accounts section. These should be secured in a locked cabinet or safe in the Section until needed for a payment run.

Recommendations for the Mission

- 5.4.10** **Blank cheques should be secured until needed for a payment run.**
- 5.4.11** **The Cost Recovery Clerk should keep the key to the cash register during the work day until the reconciliation and handover of revenues to the Accountants.**

Mission Actions and Time Frames

- 5.4.10** **A lock has been installed on the cheque cabinet. Since February 2005, the Accountants' office is locked in their absence.**

- 5.4.11** **In practice since February 2005.**

5.4.12 The Mission has a functioning Contract Review Board (CRB) that meets as needed. The Mission's policy is that all projects over \$5000 CAD are sent to the board for review, with a minimum of three bids, and that Contracting Services Division (SPPG) contracting regulations be followed. There are generally a low number of projects that exceed the CRB minimum amount, so projects of lower value are also reviewed and approved by the board.

The following recommendations should be implemented to improve operations:

- 5.4.13** **Client service hours for the Section should be communicated to staff at the Mission.**
- 5.4.14** **The Mission should review the Asset and Liability report on a monthly basis and clear these accounts as required.**

Mission Actions and Time Frames

- 5.4.13** **In March 2005, all staff were informed of the new client service hours of the financial section. A sign has been posted on the wall.**

- 5.4.14** **Commenced as of June 2005.**

5.5 Information Technology (IT)

5.5.1 The Locally Engaged Information Technology Professional (LEITP) was hired in August 2004, and trained shortly thereafter. While technically adept, the LEITP has had a difficult transition due to a lack of technical visits and on-site technical guidance and orientation. While the LEITP receives considerable support from the MCO and Regional Manager (RM), further guidance is needed from the Foreign Service

Information Technology Professional (FSITP) responsible for the Mission and resident in Kuala Lumpur. ***

5.5.2 The MCO should request a technical visit (upon consultation with the LEITP) which would also include a work plan focussed on training the LEITP on specific areas of concern (e.g. MITNET). This visit should form the basis for an ongoing mentoring relationship until the LEITP is more comfortable in his role. *** In 2006, the Mission will receive support from an RM in Delhi and an FSITP in Bangkok, which may facilitate more technical visits as both cities have direct flights to Dhaka.

5.5.3 The MCO serves as back-up during absences of the LEITP. Given the heavy workload and multiple roles of the MCO, the Mission should identify an LES alternative to serve as back-up to the LEITP. The MCO may still need to be involved in certain maintenance issues, but an LES should serve as the primary contact for client service support.

5.5.4 There is currently a lack of appropriate training facilities at the Chancery, although the new Chancery layout will facilitate group training. As such, the LEITP and MCO have not developed an IT training plan, although much coaching is offered to users as they encounter problems. The absence of in-house training facilities does not preclude the Mission from considering outside training courses when necessary. When the Mission moves to the new Chancery, a comprehensive IT training plan should be developed and integrated into the Mission Training Plan.

Recommendations for the Mission

5.5.5 The MCO should request a technical visit from the FSITP to provide advice and assistance and establish a training program for the LEITP.

5.5.6 An LES back-up to the LEITP should be identified and trained.

5.5.7 Following relocation to the new Chancery, a comprehensive IT Training Plan should be developed and integrated into the Mission Training Plan.

Mission Actions and Time Frames

5.5.5 An FSITP was directed by the RM in London to visit the Mission to provide training to our LEITP. We still require an in-depth “on-the-job-learning” session with an FSITP. The RM in London will send someone from the region during the fall of 2005.

- 5.5.6** **Our Consular Officer has been identified as back-up to the LEITP and will be trained in the fall of 2005.**

- 5.5.7** **Agreed. An IT Training Plan will be developed and integrated into the Mission Training Plan.**

APPENDIX

The following tables indicate the areas of each Program that were reviewed to determine compliance to policies and procedures and to assess efficiency and effectiveness. For each Program listed, reference can be made to the specific audit guides on the Office of the Inspector General (ZID) Intranet site containing the detailed audit criteria and audit procedures applied during the audit.

The focus and extent of on-site work is based on an assessment of materiality and related risk. This is done through communication with HQ bureaux, including briefings by line management and the functional bureaux responsible for each of the areas listed below, review of relevant HQ and mission documentation and past audit findings and an analysis of recurring trends and systemic issues.

During the audit, audit issues and lines of enquiry are further refined from information gathered through interviews with the HOM and Program Managers, a meeting with the LES Committee, individual interviews with staff, and results of other documentation reviewed.

The level of audit work for a given area is therefore based on issues and information identified and gathered at all levels, HQ, mission management, and mission operations. Accordingly, not all areas receive equal attention. More work and time are devoted to material and high risk issues, particularly those of interest to management. Occasionally, due to time limitations or other factors, it is not possible to provide audit coverage for all areas. Areas not covered are noted in the Scope and Objectives Section of the report.

Mission Management

Accountability Agreements	Communications
Strategic and Operational Plans	Hub and Spoke Relations
Program Integration and Coordination	Other Government Departments
Committee Structure	Performance Measurement

General Relations Program (Political/Public and Cultural)

Management of the Program	Media Relations
Program Planning	Cultural Affairs
Political Reporting	Performance Measurement
Economic Reporting	

International Business Development Program

Management of the Program	Investment
Program Planning	Science and Technology
New Approach Framework	Trade Policy and Market Access
Trade Development	Performance Measurement

Consular Program

Management of the Program	Citizenship Services
Service to Canadian Citizens	Honorary Consuls
Passport Processing	Admission to Canada

Administration Program Management

Management of the Program	Services Standards
Program Planning	Communications
Policies, Systems and Procedures	Performance Measurement

Human Resources

Management of the HR Function	Classification
Staffing	Pay and Benefits
Staff Relations	Training and Development
Official Languages	Health and Safety
Community Program Activities	Import of Goods

Physical Resources

Mission Property Management Plan	Official Vehicles
Chancery	Inventories
Official Residence	Materiel Management
Staff Quarters	Recreational Property
Maintenance	Disposals

Finance

Budget Process	Reconciliations
Control Framework	Banking
Expenditure Authority and Payment	Cash Accounts
Receipt and Deposit of Money	Advances
Transfers (COs, IOs and SOs)	Petty Cash
Cost Recovery	Currency Conversion
Contracting	Hospitality

Information Technology

Training	Capacity
Equipment Configuration	Contingency and Back-up
Systems	Web Sites
Service	PSAT