

May 31, 1968

Mr. Marcel Cadieux  
Under-Secretary of State for External Affairs  
Department of External Affairs  
Ottawa, Canada.

Dear Mr. Cadieux:

As requested by you, we have undertaken a survey of certain aspects of the Department of External Affairs' system of financial administration. In the report that follows, we set out our findings in this connection, along with our recommendations for the establishment of an effective system of responsibility accounting for the Department.

The survey was carried out by a team consisting of two members of our firm and four government employees, two from your Department and two from other departments. The government staff engaged in the survey were as follows:

Mr. G. F. Farrow	Senior Administrative Officer Trade Commissioner Service Department of Trade and Commerce
Mr. R. Gregson	Senior Auditor Inspection Service Department of External Affairs
Mr. D. G. MacDonald	Accounting Advisory Officer Accounting Advisory Services Comptroller of the Treasury Department of Finance
Mr. B. R. Warren	Deputy Head (Planning) Finance Division Department of External Affairs

We would like to acknowledge the very valuable contribution made by these individuals to the study. Many of the proposals set out in this report originated with them. We would also like to express our