

FunctionsConsultants Observations7. **ADVICE, COUNSEL:**

- provision of financial advice or assistance when program managers request it, for example with respect to FSD's, FMM and FML's.

All financial administrators reported frequently providing assistance to program managers, especially with respect to F.S.D.'s. This is said to be time-consuming due to the frequent need to interpret "grey areas".

8. **BANKING RELATIONS:**

- maintenance of rapport with bank to ensure smooth functioning of banking arrangements.

Acceptable relations are maintained with all banks. There was little evidence of a regular practice of reviewing banking services or of intentions to negotiate better terms with the banks.

9. **CASH MANAGEMENT:**

- encompasses several activities, including cashflow forecasting, letter of credit drawings, telegraphic transfer requests, and management of cash balances.

Cashflow projections were used to varying degrees at all posts, as the basis for periodic letter of credit draws. Most projections are prepared by the Post Accountant with minimal discussion with Program Managers. The bulk of post disbursements are recurring payroll, rent and utilities. Accordingly, the task should not be particularly difficult. Nevertheless, significant amounts of idle cash are on hand at most posts. As an example, daily balances at some posts for several weeks in late 1984, were ten times the average daily disbursements level. Telegraphic transfers are used primarily for capital projects, and are relatively infrequent.

10. **REVENUES:**

- accounting and control over all forms of revenue received at the Post.

Passport and consular revenues are generally minor and easily controlled. Rent shares for canadian based staff are deposited in Canadian dollar accounts where they exist, or converted and deposited to the local currency accounts.

11. **PAYROLL:**

- maintenance of payroll data, (regular pay, benefits, etc.) for all locally-engaged staff (LES), and the regular disbursement of pay to them.

Locally-engaged accountants or a local service bureau are used to ensure familiarity with local legislation. There is some use of direct deposit service. Posts have complicated procedures for paying their employees, evidently due to the banking system. The calculation and remittance of deductions for LES who are canadian residents is handled manually, and only applies to a few employees.