

POST FINANCIAL ADMINISTRATION ACTIVITIES

<u>Functions</u>	<u>Consultants Observations</u>
<p>1. BUDGETING:</p> <ul style="list-style-type: none"> - annual preparation and submission of the post budget. 	<p>Financial Administration staff generally stated that their role is primarily the co-ordination of the budget projections made by individual program managers based on their operational plans.</p>
<p>2. MONITORING:</p> <ul style="list-style-type: none"> - periodic production of reports showing budgeted and actual expenditures to date, and balance remaining to year-end. 	<p>Program managers receive reports indicating variances between budget and actual, and it is their responsibility to adjust activities accordingly.</p>
<p>3. COMMITMENTS:</p> <ul style="list-style-type: none"> - maintenance of records of financial commitments to ensure that budgets are not exceeded. 	<p>A variety of approaches toward commitment control was noted, which differed primarily by considering either funds that had only been "earmarked", or those that were truly committed. All require the participation of program managers, e.g. to set up amounts, refer to them on subsequent invoices, and indicate when a final payment is made.</p>
<p>4. ACCOUNTING:</p> <ul style="list-style-type: none"> - maintenance of appropriate accounting records and ledgers at the post. 	<p>Different local accounting systems were encountered due to the varying size and complexity of activities at individual posts.</p>
<p>5. MONTHLY RETURNS:</p> <ul style="list-style-type: none"> - reporting of the Post's monthly financial results to Ottawa (either by computer or the use of the "Monthly Post Financial Return" document 412-1), and subsequent reconciliation of post records to Ottawa reports. 	<p>The more automated procedures at FMO Posts generally posed no problems, while the telexing procedure at other posts was time consuming and prone to errors. In both cases, subsequent reconciliation to Ottawa reports was complicated by miscellaneous Ottawa payments.</p>
<p>6. MANAGEMENT REPORTS:</p> <ul style="list-style-type: none"> - production of supplementary financial reports to assist program managers. 	<p>The financial administration activity at posts was confined to the essential processing and reporting functions, and did not encompass additional management reports, e.g. analysing expenses, explaining the effect of changed exchange rates.</p>