

Their expenditure decisions have Department-wide implications and, in consequence, they will have proportionately less room to manoeuvre without approval by senior management.

Some divisions will budget for projects which have been specifically approved at a higher level. (e.g. Grants approved individually by Parliament, cultural exchange projects approved individually by the Senior Committee). It will not be possible to delegate authority to a division to substantially alter project plans of this kind without approval at a higher level.

2. The Shakedown Period

The limitations necessary in the early stages of implementation apply principally to the spending authority of posts. There are two facets of delegation involved here.

The post budget, as illustrated earlier, will consist of 16 sub-divisions called reporting objects. It is one thing to give a post the authority to spend the amount budgeted for each separate item (e.g. to undertake furniture and equipment repairs with the funds earmarked for this purpose). It is a significant second step to allow the post to transfer funds from one reporting object to another within its budget. (e.g. to forego certain furniture repairs, and spend the money on travel or local staff salaries). Nevertheless, the plan is to reach this stage in phases over the next few years with the post eventually having full discretion within the total amount of its budget.

The first phase is the granting of