

## INTRODUCTION

Policy formulation, co-ordination and administrative support for the post activities are provided by headquarters in Canada, but program delivery occurs primarily at the posts. Therefore, in order to provide high levels of service to the program managers, many financial responsibilities have been delegated to the posts. Accordingly, the majority of posts maintain their own accounting services and local bank accounts. In all but relatively large posts, however, the scale of financial activities does not usually justify having full-time dedicated financial managers. Instead, the financial management tasks are generally performed by a mix of Canadian and locally-engaged staff, with varying degrees of financial training.

In recent years, management and auditors have noted that accounting services, and indeed the overall financial management function, at posts has not been well delivered generally. Specifically, some financial controls have been weak; cash management has been costly; and, there has not been a uniform degree of service provided by different posts.