

AUDIT
OF
THE CANADIAN EMBASSY
BUCHAREST

July 2003

Audit Division (SIV)

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EXECUTIVE SUMMARY

The Canadian Embassy in Bucharest, Romania was audited from October 4 to 15, 2002, covering the General Relations, International Business Development (IBD), Consular and Administration Programs. A previous audit was conducted in 1998. The Consulate in Sofia, Bulgaria, which reports to Bucharest, was also visited, and observations pertaining to that office are included in this report. Also visited during this period was the office in Skopje, Macedonia, and a separate report will be issued for this spoke of Bucharest. This Mission is also responsible for relations with Moldova.

MANAGEMENT OF THE MISSION

This Mission is headed by an experienced Head of Mission (HOM) who is familiar with the region, having previously served in Belgrade, and who is thus sensitive to the relations between the relevant countries. He leads a dedicated and team-oriented group of Program Managers, most of whom have had previous and extensive experience in managing Programs. Current resources in each Program are sufficient to deliver all aspects of operational requirements. Mission planning and objective setting are underway in all Programs as a result of a recent Mission planning retreat. Efforts to improve communications are required to enhance information sharing among Programs and between management and staff.

GENERAL RELATIONS PROGRAM

This is an active Program providing valuable support to the HOM and appropriate reporting to Headquarters (HQ). The many demands on its resources have necessitated more structured planning efforts to help define and prioritize objectives and specifically to strengthen the Public Affairs Program.

INTERNATIONAL BUSINESS DEVELOPMENT (IBD) PROGRAM

New leadership has brought better cohesion to the IBD Program with greater emphasis on the New Approach and a more proactive agenda that includes broader coverage throughout the area of accreditation. A solid planning process has been initiated and efforts are being made to keep staff up to date and informed of the latest developments, tools and HQ requirements.

CONSULAR PROGRAM

The Consular Program is well managed, with effective services being provided to Canadians. The Program has a work plan in place to guide its operations. There is a need to update the ROCA system, and a full count of the passport blanks on hand is required to ensure the numbers entered into the PMP are accurate.

ADMINISTRATION PROGRAM

The Administration Program is well managed by a very experienced MCO. A detailed work plan exists that has been shared with all staff and approved by the CMM. The Program has successfully upgraded some Staff Quarters and will continue this initiative. More communication is required to keep staff informed regarding progress of the new Chancery project and decisions are required concerning required Official Residence maintenance. Other minor issues are raised relating to finance, human resources and informatics.

RECOMMENDATIONS AND MANAGEMENT RESPONSES

A total of 26 audit recommendations are raised in the report, all addressed to the Mission. Management has responded to each recommendation indicating action already taken or decisions made, as well as future action. Of the 26 recommendations, management has stated that 19 recommendations have been implemented. For each of the remaining seven recommendations, management has indicated the initiatives in progress or the intended future action.

MANAGEMENT OF THE MISSION

1.1 Overview

1.1.1 The Bucharest Mission is headed by an experienced HOM who is supported by capable managers in all Programs. Appropriate management structures, systems and controls are in place and operating as intended. There is good morale among staff.

1.1.2 The Bucharest Mission is accredited to Romania, Bulgaria and Moldova. Service to Bulgaria is provided through an Honorary Consul located in Sofia. There are three full-time staff, employees of the Consulate, one of each of whom is dedicated to the Immigration Program, the Consular Program and the IBD Program. The three staff occupy a separate office leased by the Bucharest Mission. Tasking and Program coordination are being performed primarily by the relevant Program Manager in Bucharest. The total cost of the services being provided in Sofia is \$80,000, funded by Bucharest. There is no significant bilateral programming for Moldova nor a Consulate situated there; however, Moldova is visited by Mission personnel at least quarterly.

1.2 Direction and Planning

1.2.1 In conjunction with his considerable managerial experience and extensive service in the region, the HOM provides appropriate involvement and support to Programs through the Committees in place, on-going participation as required and regular oversight.

1.2.2 Each Program has developed objectives and priorities based on the HOM's Accountability Agreement which in turn flows down from the Geographic Business Plan. These objectives were developed through a Mission-wide facilitation session, at the officer level, held in September 2002. From these objectives Programs are developing work plans, individual goals and objectives for employees. It would be useful for the Mission to continue this initiative by following up periodically to review progress, evaluate Program results and adjust plans as necessary.

1.3 Communications

1.3.1 Communications consist of a weekly Committee on Mission Management (CMM) meeting which is used to discuss issues, share information, coordinate activities and anticipate upcoming events. Meetings that incorporate results of the CMMs and discuss more specifically operational issues are held at the Program level. Mission staff meetings are held periodically when management needs to communicate important information.

1.3.2 It was noted by staff that present communications are primarily downward with little participation by staff to express concerns, ask questions or be informed about other Programs. Staff expressed a desire to be consulted more so that their experience and expertise could be better used. There is a greater need for openness, transparency, and dialogue with management. This, in particular, applies to the Locally Engaged Staff (LES) Committee which meets infrequently, only when management considers it necessary. Overtime, salary increases, introduction of a medical plan are examples of issues that need to be discussed with local staff. As well, there is no Health and Safety Committee in the Mission. These two Committees are useful forums for staff to bring to management's attention issues they consider important and for management to keep staff informed and up to date on relevant issues. Distributing CMM minutes and instituting regular staff meetings where information can be shared across Programs and where staff can ask questions and make suggestions will also enhance the knowledge of staff and management and foster trust.

Recommendations for the Mission

- 1.3.3 Hold regular meetings between management and the LES Committee.**
- 1.3.4 Establish a Health and Safety Committee.**
- 1.3.5 Distribute the CMM minutes to all staff and hold regular Mission-wide staff meetings.**

Mission Responses

- 1.3.3 Agree. This has started in November and the Mission will ensure that other meetings at regular intervals take place.**
- 1.3.4 A Health and Safety Committee is being formed and regular meetings will start taking place in May.**
- 1.3.5 CMM minutes will be distributed to all staff. Mission-wide staff meetings have been organized and will continue to take place.**

1.4 Appraisals and Training Plan

1.4.1 Other important administrative requirements that are not receiving the attention necessary are appraisal reporting and training identification. These requirements are linked in that individual training needs are derived in large part from the appraisal process. Both processes also serve as communication vehicles in which management and staff link performance and development with operational requirements.

Recommendation for the Mission

- 1.4.2 Ensure that appraisals and a Mission training plan are completed yearly.**

Mission Response

- 1.4.2 Work has been done on the completion of annual appraisals. A Mission training plan was prepared and implemented this past year.**

1.5 Hardship Level

1.5.1 With the many economic and political reforms in Romania over the past ten years, living conditions in Bucharest have undergone considerable change. The Mission has a current hardship level IV based on an assessment in 1994. It would be timely to seek another assessment in order to identify any significant changes to local living conditions and update the hardship rating if warranted.

Recommendation for the Mission

- 1.5.2 The Mission should apply to HQ for a review of the hardship rating in Bucharest.**

Mission Response

- 1.5.2 The Mission will ask HQ to be put on the regular cycle for the review of the hardship rating.**

GENERAL RELATIONS PROGRAM

2.1 Management of the Program

2.1.1 The General Relations (GR) Program is headed by an FS-02 who is supported by a LES Public Affairs Officer and a LES part-time Information Centre Attendant (eight hours per week). In addition to Romania, the Program covers Bulgaria and Moldova.

2.1.2 The HOM is actively involved in providing direction to the Program and in participating in events. The Program manages a PIF budget of \$10,000 for Romania and \$3,000 for Bulgaria. Due to a stable political environment most reporting is economic or on regional issues, including European Union and NATO accession progress, both of which are important to Romania and Bulgaria. Program tasking is 50 percent locally generated with the other 50 percent directed from HQ, OGDs and other Missions. There are seven Canadian Study Centres with local educational institutions providing information to students interested in studying in Canada. An Information Centre was recently opened with reference material available to the public. The Program also provides support to the Canadian Forces Attache (CFA) in Kiev, as defence relations are expanding.

2.1.3 An annual planning document for the Program has been developed as part of the Mission's objective setting retreat in September 2002. Five general themes or objectives are the basis for the GR plan and include: regular reporting of political and economic events and issues in Romania and Bulgaria; developing contacts in undeveloped areas for purposes of increasing visits of Canadian cultural figures; increasing awareness of Canada through expanded use of the Information Centre and Web site; ensuring continuity of relations with Bulgaria by making new contacts and establishing a regular presence; and participating in Mission-wide initiatives outside Bucharest.

2.1.4 In order for the Program to meet these objectives, it would be useful to build on the plan in place by identifying the specific strategies and activities to accomplish them, including time frames and required resources. This would allow the Program, the HOM and HQ to assess progress and evaluate results.

Recommendation for the Mission

2.1.5 It is recommended that the GR Program develop specific work plans in support of developed objectives.

Mission Response

2.1.5 It can be difficult to establish work plans as a great deal of the GR Program's work is directly related to external factors. The developed objectives are designed to take advantage of opportunities as they arise. Nevertheless more detailed work plans in support of program objectives have been put in place where this is appropriate.

2.1.6 The Public Affairs Officer is a long serving LES who handles day-to-day matters in the Public Affairs Program, provides support to the Program Manager and is involved in maintaining the Information Centre. There is a need recognized by the Mission to refocus this Officer's activities to better support Program objectives. The Public Affairs Officer does not have a signed job description. A number of job descriptions have been produced over the last decade but the Officer has not been willing to sign them. The Mission needs to develop a job description that reflects the direction required by the Mission's objectives. To the extent possible this should be an exclusive exercise that would gain the buy-in of the Officer.

Recommendation for the Mission

2.1.7 The job description for the Public Affairs Officer should be reviewed and updated.

Mission Response

2.1.7 The job description has been reviewed and updated in line with Mission requirements and in consultation with the Public Affairs Officer. It will be signed before April 15, 2003.

INTERNATIONAL BUSINESS DEVELOPMENT PROGRAM

3.1 Overview

3.1.1 The International Business Development (IBD) Program is responsible for trade promotion and investment activities in Romania, Moldova and Bulgaria. The Senior Trade Commissioner (STC), recently arrived at the Mission, is supported by two Business Development Officers (BDO), and a Commercial Assistant (CA) in Romania and a BDO in Bulgaria who is employed through the Honorary Consul's office. The Mission considers the emerging economies of both Romania and Bulgaria to offer increasing opportunities for trade development and cooperation with Canadian interests.

3.2 Management of the Program

3.2.1 The STC is implementing initiatives to revitalize the IBD Program through developing a formal strategy and planning process with the intention of emphasizing proactive value-added activities, New Approach best practices and the use of technology to leverage efficiency. Staff are very experienced, knowledgeable and enthusiastic. Communications and team work within the Program are good.

3.2.2 Program strategy and priority setting were initiated in September 2002, with the participation of all Program staff, under four categories: networking, communication, training skills and regional cooperation. Within each of these categories specific activities and initiatives were identified including, where appropriate, targets for each Officer.

3.3 New Approach

3.3.1 The New Approach is well entrenched and consistently being applied by the Program. All staff have had training in the New Approach except for the BDO in Bulgaria who has only recently been hired. The Program is responding to clients based on the six core services, identifying and managing client/non-client distinction and adhering to the five-day turnaround standard. Alternate service providers have been identified and the Business Mission Agreement is starting to be used. Staff have a good understanding of Horizons and related tools including the PSU and IBOC. Enquiries are being tracked in WIN and the enquiries process has been documented in a flowchart format to ensure that the process is understood and consistently applied. A modified Information Centre is in place, managed by the CA, for handling enquiries and organizing information.

3.3.2 The Program has instituted targets for proactive activities such as increasing networking with local contacts, planning local outreach events in the major

regions of Romania, improving communication with local media and cooperating with other Missions on a regional basis.

3.3.3 In order for the Program to maintain and build on its planned initiatives, it would benefit by holding periodic sessions – i.e. quarterly, for a half-day – to discuss progress against plans, to identify required improvements, to review and enhance knowledge of available tools, concepts and the latest developments and to promote teamwork and morale.

Recommendation for the Mission

3.3.4 **It is recommended that the IBD Program organize periodic sessions collectively to review priorities, results and new developments.**

Mission Response

3.3.4 **As suggested, the IBD program will organize one session per quarter to review priorities, results and new developments and will consult the HOM bi-annually.**

CONSULAR PROGRAM

4.1 Management of the Program

4.1.1 The Consular Program is managed by the MCO, who has the responsibility of the Consular Officer (LE-07). The Mission is also responsible for Consular services in Moldova and provides support and direction to the Honorary Consul and his staff in Sofia.

4.1.2 The Consular Officer is very experienced and provides high quality services. A review of selected files indicated that the MCO and HOM are appropriately involved, keeping apprised of high profile cases. In the past, an extensive network of contacts with Government officials, key local authorities and other like-minded Missions had been established. Recently, these contacts were not being maintained. The Program needs to be more actively involved in communicating with these officials at all levels to ensure continued support and cooperation in the resolution of Consular cases.

4.1.3 The Consular Officer is fully trained in the delivery of all Consular services and has taken the initiative of training the Consular Assistant in Sofia. Last year, HQ introduced a number of revisions in the processing of passports and in the review of client information. The introduction of the new policies and procedures was not supported by formal training and the Consular Officer has expressed some difficulty with the interpretations, especially in cases of exceptions or anomalies. This issue should be discussed with JPP.

Recommendation for the Mission

4.1.4 Actively participate in and promote networking opportunities with other Embassies, the Romanian Government and local officials.

Mission Response

4.1.4 The Mission has explored networking opportunities and will continue to do so.

4.2 Services to Canadians

4.2.1 Service standards in compliance with Departmental guidelines have been established and these are being consistently met or exceeded. The Consular Officer provides effective services in both official languages, as well as in Romanian.

4.2.2 There are a total of five detainees in the Mission's areas of accreditation. One person, who has been in prison for the last six years, has required extensive

involvement by the Mission. However, during the last year the number of interventions has significantly decreased. The Consular Officer visits the detainees as required and maintains detailed records of her activities on the CAMANT system.

4.3 Passports

4.3.1 The Mission issues approximately 200 passports a year. Blank passports are well controlled and kept in a secure area, with a working supply held by the Consular Officer. Cash on hand was reconciled, procedures for controlling passports were reviewed and the inventory reconciled on a sample basis.

4.3.2 The Mission processes revenues in accordance with instructions in the Passport Manual which stipulates that official receipts are not required for passport revenues. Official receipts are issued for other Consular services. All revenues are accounted for manually without the use of a cash register. SMD is aware of the need to improve internal controls and will be issuing a policy on the requirement to issue official receipts for all fees paid, including passports.

4.3.3 As the boxes of passports are received from HQ, they are verified to ensure the series received agrees with the shipping control log. The boxes, however, are not opened for verification of content until such time as a new box is needed for issue. This could result in anomalies going undetected for some time.

Recommendations for the Mission

4.3.4 It is recommended that the Mission issue official receipts for passports issued.

4.3.5 Open all boxes of passports received to confirm the contents.

Mission Responses

4.3.4 Agree. Will be implemented immediately.

4.3.5 Agree. The existing boxes have been opened and verified. The boxes will again be opened and counted this summer on the arrival of the new HOM.

4.4 Honorary Consul

4.4.1 An Honorary Consul located in Sofia represents Canadian interests in Bulgaria. There are three staff working for the Honorary Consul who provide services under the Consular, IBD and Immigration Programs. These staff are housed in separate premises and receive direction, training and support from their respective

Programs in Bucharest. The Honorary Consul oversees the administration and required financial arrangements and is involved, as appropriate, in higher level issues requiring access to Government and business officials or specific information needs. This operation is a valuable asset to the Mission in carrying out its responsibilities in Bulgaria, at the relatively low annual cost of \$80,000.

ADMINISTRATION PROGRAM

5.1 Management of the Program

5.1.1 The MCO manages the Administration Program, assisted by a D/MCO. The Program is very well managed, with a detailed document containing “Key Commitments” that is the core of a Program work plan. Objectives that have been shared with all staff and approved by the CMM are set out. Improving communication and a streamlining of services and systems are key goals of the Program.

5.2 Human Resources

5.2.1 The Human Resources (HR) Program is managed by the MCO with administrative duties carried out by a part-time (half days) employee. The HR Assistant position was previously staffed on an ‘emergency’ basis and after exceeding the allowable time frame for emergency employment, the position was regularized in August 2002. The HR Assistant position has been formally classified at the ASST-06 level and an appointment made for a period of one year. This is a positive step in bringing stability to this function. However, there are some issues which will require direct and immediate involvement by the MCO.

5.2.2 The Mission’s review and updating of Part II of the LES Handbook, a joint effort with HRL, needs to be finalized. The Handbook has not been updated since 1996. Several outstanding issues regarding staffing practices and the interpretation of the Romanian Labour Law need to be addressed. HRL and the Mission recognize the need for legal advice in this matter and have initiated consultations with Justice Legal Services. However, a legal review of the Romanian Labour Law and its implications (if any) on the LES Handbook has yet to be finalized.

5.2.3 On review of the HR files, the pay actions were found to be accurate and properly supported by an EXT 208. The performance appraisals for approximately one-half of the staff need to be completed. The MCO has now prepared a control log for continued monitoring of the due dates for LES performance appraisal. In 2001, the Mission updated all of the security clearances (ERCs) for the LES. However, the details of this update were not submitted to HQ. As a result, the records for the Mission and HQ do not correspond.

Recommendations for the Mission

5.2.4 Consult with like-minded Missions regarding their staffing practices and interpretation of the Romanian Labour Law and update the LES handbook accordingly.

5.2.5 Refer all ERCs to HQ to maintain the integrity of the reliability clearance process.

Mission Responses

5.2.4 Agree. A new Labor Code has recently been enacted and the Mission has set a target date of the end of June to settle the many outstanding LES Human Resources issues and completion of the LES handbook.

5.2.5 Agree. It is not clear on review of the files if the update done in 2001 was properly carried out. A complete review of this file will be carried out in the summer after completion of recommendation 5.2.4.

5.3 Physical Resources

5.3.1 This function is capably managed by the D/MCO with the assistance of two LES. The Mission has a Chancery and a new Immigration Annex that are full to capacity. However, a new Chancery project has been launched. The Government of Canada will lease a four-storey building to be constructed by a local developer on an island site. The building should be ready for occupancy in 2004. The site is on a main boulevard in a prestigious residential area that contains a few ORs, chanceries and corporate offices. At the time of our visit the Mission raised concerns with the new site, specifically regarding the lack of parking spaces and the limited room to expand (Immigration may grow). LES in particular were unhappy with the lack of parking on or near the site; public transportation that was less convenient than at the current site; and the lack of lunch restaurants nearby. HQ and the Mission will need to work together to mitigate any shortcomings with the site and ensure that Mission staff are fully apprised of developments as they occur.

5.3.2 The Mission has had great success with a Staff Quarter replacement project that has newer, more cost-effective units being brought into the inventory. Local law prohibits foreign ownership of land in Romania, but in the near future laws are expected to change. Given the expanding local market of suitable buildings, prices are decreasing and the payback period is estimated to be approximately seven years. The Mission intends to propose to HQ the purchase options for Staff Quarters when feasible.

Recommendation for the Mission

5.3.3 The Mission, with SRD, will need to develop a communication strategy to keep staff briefed on developments with the chancery.

Mission Response

5.3.3 As soon as the contract was signed with AVRIG we took advantage of the next staff meeting to brief all employees about the new site and to show them the model of the new structure. Immigration and one or two other sections enlisted the aid of local staff to help with theoretical layouts to ensure user input at as early a stage as possible. Once the detailed design is agreed between the developer and HQ we will invite local staff to take a critical look once again to ensure there are no major defects.

5.3.4 The Official Residence (OR) is a large, State-owned house that is very suitable for representational functions. The general condition of this building was evaluated in a 2001 report indicating that there is some major, essential work to be done. The Mission has attempted on numerous occasions to have the Romanian Ministry commit to significant works, with no response to date. Since we cannot purchase the property, the Mission and SRD will need to evaluate the option of repairing, at our cost, against acquiring an alternative OR that is more modern and that is in better repair.

Recommendation for the Mission

5.3.5 Attempt to have the landlord pay for necessary repairs on the OR and explore possible acquisition alternatives.

Mission Response

5.3.5 Agree. We have made known to HQ the various options for the present O.R. and are awaiting their response.

5.3.6 The Mission has a work order system for maintenance and other requests that is managed by the Property Manager (LE-07). He receives requests by e-mail or hard-copy, reviews them and assigns priority. Work is assigned at a daily meeting of the maintenance staff. The Property Section receives some work orders by telephone or in person, which are not always documented. This makes the tracking of work in progress more difficult. Pending items are stacked on the Property Manager's desk. A better system would be to have all requests in either a database or a binder with tabs for easier reference and monitoring.

Recommendation for the Mission

5.3.7 Clients should submit written work order requests and a pending work order request file, arranged by order of priority, should be created.

Mission Response

5.3.7 Agree. This will be done before the summer 2003.

5.3.8 A very successful surplus asset sale was held earlier in the year but the Mission still has a large number of items in storage, mostly office and SQ furniture, and older computer supplies. These items fill several different basement and loft rooms, as well as the garage, and they should be disposed of as they are deteriorating in storage. There are two surplus vehicles on hand as well. All items are listed in an up-to-date inventory.

Recommendation for the Mission

5.3.9 Hold an auction to dispose of surplus assets.

Mission Response

5.3.9 This was done after the Audit visit. Very little remains in storage.

5.4 Finance

5.4.1 The MCO oversees this function, assisted by two Accountants both of whom have received the required training. Access is controlled via a Dutch door and public hours are posted. The MCO is planning to streamline financial processes as much as possible by reducing some of the services that are not required. In the area of banking services, for example, the Mission does the personal banking for the Canada-Based Staff, when access to banking is readily available on the local market.

5.4.2 A Value Added Tax (VAT) of 19 percent is paid on all official and personal purchases. Quarterly, the Mission gathers all original receipts and vouchers, usually a large number of documents, and a refund application is made. At present, a contractor performs this task. Resource savings may be achieved by absorbing this work within the Accounting Section. A workload analysis needs to be conducted to determine the feasibility of such a change.

Recommendations for the Mission

5.4.3 Review services currently offered with a view to reducing or eliminating those that are deemed unnecessary.

5.4.4 Review the workload of the Accounting Section and consider adding the duties related to VAT refunds.

Mission Responses

- 5.4.3** **Agree. Banking and other such services have greatly improved in the past few years and the Mission need not be involved in the personal transactions of the CBS.**
- 5.4.4** **The completion of this task is time sensitive. If we do not meet the very short deadline on the submission of the application for VAT refund then the Mission and the CBS risk not getting any refund. The cost of the contract help hired for this task is not very expensive and is well worth the cost to the Mission. It would not be possible for the Accounting Section to meet the tight deadline without working overtime. The Mission will therefore continue using the contractor for this task.**

Hospitality

5.4.5 **A review of Mission hospitality files was undertaken and revealed that the files are generally complete and in good order. Hospitality reports are generally well done. Some files do not have completed EXT52 diary sheets. These are important as they document the event and provide an evaluation and a list of guests. In some instances, original documents were found to be on the hospitality files of Program Managers as well. These should be forwarded to Accounting Section for verification, with Program Managers keeping a copy for reference purposes. It was noted that the per capita amounts for in-home hospitality had not been reviewed since January 2001, and that a separate costing had not been developed for the HOM.**

Recommendations for the Mission

- 5.4.6** **Ensure all Program Managers complete their hospitality diaries and submit originals to the Accounting Section.**
- 5.4.7** **Review the per capita rates using actual costings and establish a separate rate for the HOM.**

Mission Responses

- 5.4.6** **Agree. Officers will be advised accordingly.**
- 5.4.7** **Restaurant rates have been reviewed. The review of other rates will be carried out in August and September 2003.**

5.5 Information Management and Technology

5.5.1 The Mission has one CS-01 position staffed by an employee on his first posting. His work plan focuses on regular systems maintenance duties, as well as organizing his section. There is a need to create an inventory of tools and equipment and to dispose of surplus assets, such as older computers.

5.5.2 The backlog of paper filing that exists in the Registry area requires attention, and there is a need to review the contents of the Mission's electronic filing system to ensure what is filed there is needed and appropriately organized.

Recommendations for the Mission

5.5.3 Create an inventory of tools and equipment.

5.5.4 Dispose of surplus computer units.

5.5.5 Clear the backlog of filing that exists in the registry and review the contents of the electronic files to ensure the information is relevant.

Mission Responses

5.5.3 An inventory will be done. Completion date of July 2003.

5.5.4 This has been completed.

5.5.5 Work has begun on both the paper and electronic files. We hope to have this project completed by the end of the summer 2003.

5.5.6 The Mission has one portable satellite telephone, but the unit has not been tested for some time. There is a need to train a number of staff in the use of the unit.

Recommendation for the Mission

5.5.7 Test the PSAT and train key staff in its use.

Mission Response

5.5.7 The system has been tested and key staff will be trained.

5.5.8 The Mission has the SOFTEL software for tracking of telephone calls. However, it has been off-line for a number of weeks. The Technician, based in Athens, will visit Bucharest in the fall to re-install the system.

Recommendation for the Mission

- 5.5.9** **The regional Technician should visit the Mission as soon as possible to re-install the SOFTEL system.**

Mission Response

- 5.5.9** **The Mission CS, with the help of the regional Technician, has nearly completed the re-installation of the SOFTEL system. The system will be operational by the end of May 2003.**

MISSION RESOURCES FACT SHEET

Human Resources (FTEs)

PROGRAM	CBS	LES	TOTAL
HOM	2	4	6
General Relations	1	2	3
IBD	1	3	4
Development	1	2	3
Immigration	4	16	20
Administration and Consular	3	18.5	21.5
Total	12	45.5	57.5

There are 2 Honorary Consuls: one in Sofia, Bulgaria and one in Skopje, Macedonia

Physical Resources

ASSETS	OWNED	LEASED
Chancery	0	1
Annex (on leased land)	1	0
OR	0	1
SQs	0	10*
Vehicles	5	0

*There is one employee-couple at the Mission.

Financial Information (2002-2003)

Operating Budget (N001)	\$1,736,280
LES Salaries (N012)	932091
CBS Overtime (N011)	5000
Capital (N005)	127400
Total	\$2,800,771