

The functional (direction) is the managerial aspect of the Consular Program and is based at Headquarters. This would include the policy formulation and consular agreement negotiations, as well as training.

The second key activity or element is the program delivery, handled primarily though not exclusively through the missions abroad, including program operations and staffing.

The third key activity could be defined as the services/assistance themselves, such as protection, advice, passport services, and information to Canadians abroad or going abroad.

The fourth key element within the Consular Services Program would be the program's impacts or results. The results or impacts include:

- . The improved protection of rights, property and persons of Canadians abroad
- . The increased security of Canadians abroad, and
- . The provision of emergency services to Canadians abroad.

Several factors complicate the evaluation of consular services, in particular the environment in which it operates and the nature of the service provided. The provision of consular services operates in a variety of environments differing from one country to the next, and within various regions of a country as well. The evaluation of the level of quality and timeliness of consular services is complicated by the nature of the service itself, being subjective in nature in many respects. For example, the question of client satisfaction, as noted in the 1981 Consular Evaluation, is inherently difficult to measure. What may be considered by one client as a suitable response to an enquiry/problem may be considered totally inadequate by another client. While the first may be satisfied simply to have a consular official listen to a complaint, the second may expect full and total rectification of the problem at hand.

This Evaluation was limited to survey analysis and observations and concerns expressed by both the Working Group and Consular staff.