

The program delivery environment issue is concerned with the personal aspect of how services are provided, and whether this can have any impact on future demand. It will be addressed by a review of the comprehensiveness and clarity of the Manual of Consular Instructions, interviews with Bureau staff and consular officers and process observations at a small sample of posts. The clarity and comprehensiveness of the manual will be partly determined by scanning consular messages during some fixed period for requests for direction. Persons interviewed will be asked about their attitudes to serving people, and the effect of the training program on their attitudes. Persons interviewed will also be asked if there are common characteristics of Canadians who avail themselves of consular services. This study may result in suggestions for changes to the manual and training methods, and will provide a behavioural framework for studying various delivery options.

The last task within the program design issue is to investigate alternative methods for the delivery of services. This will be done by studying such questions as are asked in section 4.3 (b) (iv) pertaining to alternatives for cost recovery, use of honorary consuls, etc.

Various options proposed at interviews or developed by the evaluators, incorporating appropriate constraints as to objectives, legislation, resources, etc., will be developed and comparatively assessed. Those which appear desirable and feasible will be discussed with representative consular staff from all levels. Senior management will then be provided with an assessment of the most likely effects and effectiveness of selected options versus current consular services, as a possible basis for program redesign.

In all of this work, the evaluators will attempt to identify significant issues which could be partially or completely resolved by more detailed evaluation, and methods by which they could be addressed. At the end of this stage, a specific recommendation for the second stage will be made to the Evaluation and Audit Committee. The intent is to carry out more detailed study only where the potential payoff to management is greatest.