

effects of various alternatives to the existing range of services, and methods of providing them. As part of this stage, similar services would be grouped in categories, and it is expected that sub-issues would emerge related to each category for which more detailed study might be appropriate.

The second evaluation stage would address process and effectiveness questions arising from the first stage or as discussed above. Because the method will depend on the set of issues addressed, it cannot be fully specified at present. Possible approaches for the identified effectiveness issues, however, are presented in the section on alternatives considered.

In discussing the proposed evaluation, an attempt is made to link the issues described previously with specific methods. Since there is some overlap among the issues, there are cross-influences among the methods and they cannot be viewed in isolation. Savings can be incurred by attacking all the issues as part of one exercise rather than as distinct studies. None the less, for the sake of presentation, the methods are discussed in sequence.

The clarification of mandate and objectives issue is concerned with the legislative foundation and governmental desire for providing consular services. Within this legislative framework, it will attempt to identify what services must be provided (i.e., mandatory) and what services actually are provided (i.e., mandatory plus discretionary). The issue is to be addressed partly by review of existing legislation and relevant government documents, and by structured interviews with senior departmental management, present Bureau staff, and recently returned consular officers. Interviews with staff at other departments will also be carried out, where the activities of that department abroad are linked with the consular functions. Two particularly important examples are Industry, Trade and Commerce and the Canada Employment and Immigration Commission.

In order to obtain a broader understanding of possible options, and of the practices of other countries in the area, interviews will also be conducted with consular officials of selected foreign embassies.