

IV - CONCLUSION

The inventory of consular services in Part II has not revealed any aspect of consular activity abroad which could be dropped or sharply enough cut back to offset the continuing and increasing demand for routine consular services. This means that only a variety of measures applied together can deal with a continuing growth in demand for services without actually increasing the services. Policies C(1) to C(5) are intended to achieve this end. (See Section I E 3 above, page 15.)

The Department will not be able to improve the efficiency of the consular program without reasonably accurate and organized information about the nature of the workload. The Consular Bureau's bi-monthly consular Report was started to provide this, but it has not provided a sufficiently full range of useful information because 85% of the activity has been reported under one heading. The Internal Evaluation and Audit study has broken promising ground in its 12-week survey of sixteen posts. The Department should press on with its plans to revise the Consular Bureau's reporting system, taking full account of the experience of the Internal Evaluation and Audit survey. On the basis of better information, the Department will be able to identify areas where closer study may suggest ways of improving procedures. In this connection, the Department may wish to consider asking posts for information on time spent on each activity, not just the number of services rendered.

On the basis of the Internal Evaluation and Audit study alone, the Department might consider proceeding without further delay on a closer examination of the passport, information and citizenship functions, which together accounted for over 50% of the time spent on consular affairs at the sixteen representative posts studied.

The consular program is bound to be more efficient if more of the decision making can be decentralized to posts abroad. The reasons for the present measure of centralization are complex. In some cases, such as the financial assistance and repatriation activity, headquarters has an important operational input: efforts of departmental officers to find relatives or friends to help the traveller without funds