

1. THE EVALUATION

1.1 The Initial Concerns

Based on the initial investigations three issues were identified:

- . What has been the impact of resource constraints on the effective delivery of consular services?
- . Does the current level of expertise and skill development of consular officers facilitate the efficient delivery of services?
- . Are there areas where less costly arrangements could be used to facilitate savings in resources?

The focus of the Evaluation was to be on the impact of resource constraints in providing the consular services particularly in respect to the timeliness and the quality of the services provided.

Since consular is a service program, the expertise and skills of the consular officers are critical in the delivery of the program. This factor received major attention during the review, particularly in respect to training programs introduced as a result of the 1981 Program Evaluation. Also, the potential for the development of more cost effective arrangements was examined.

1.2 The 1981 Program Evaluation

The last formal evaluation of the Consular Program was carried out by the then Office of Internal Evaluation and Audit, in 1981. It had three goals:

- . To clarify the mandate and objectives of the program;
- . To consider certain broad aspects of program design; and,
- . To identify specific goals and thrusts for the subsequent more detailed evaluations.

The majority of the eight major recommendations (Appendix A) emanating from that review have been implemented. In summary they included: establishing a basic policy for the Consular Program; implementing a reporting system on the services provided; and taking steps to increase the public awareness