

volunteering services beyond those envisaged by the government. Does the method of delivery make it impossible to control the range of services provided? What are the attitudes, in general, of the consular officers abroad and the post managers? Do the attitudes encourage or discourage frequent visits? How much discretionary authority is granted to consular officers? Do consular officers always adhere to the Manual of Consular Instructions? Is the manual adequate? Is the training given before being sent abroad appropriate and adequate? What kinds of advice or information should consular officers offer to Canadians abroad? How can the Bureau control or even monitor the kinds of advice or services that are in fact provided?

(iv) Options for Delivery of Services

It may be possible to alter the delivery of consular services so as to reduce the burden on Canadian taxpayers, either by shifting a large portion of the actual cost to the users, or by reducing the range of services provided or eliminating certain services at certain posts. What would be the effect of charging for certain services now provided at no cost to the user, or of increasing existing fees? Are there obstacles to charging a premium for passports issued abroad? What might be the effect of eliminating consular services at certain smaller posts? What criteria are now used to establish (and maintain) consular services in a given city? What kinds of services are provided to Canadian citizens by honorary consuls and by United Kingdom posts on behalf of Canada? Should and can honorary consuls be used to a greater extent to provide consular services? Are there any problems arising from shared jurisdiction for certain services (e.g., visas issued on behalf of CEIC), and how might these be minimized?

Program Effectiveness Issues

In addition to the general issues outlined above, there are likely to be a number of particular aspects of the program that would benefit from more detailed, objective evaluation directed at questions of effectiveness. Two such additional issues are discussed below; others are almost certainly to arise during the conceptual evaluation.