

With regard to passport issuance, consideration should be given to centralizing routine passport issuance in Canada or at a Hub mission. Small missions would retain the capacity to issue a passport in cases of real emergency, for example when a passport is lost or stolen.

More responsibilities should be given to locally-engaged staff by delegating signing authority for consular documents. An amendment to the Canada Evidence Act would be required to provide signing authority to a non-Canadian and this could take some time to take effect.

COSMOS will undoubtedly contribute to lessening the workload of small missions in that all consular and passport reports will be generated automatically and most of the consular telegram traffic will be eliminated. However small missions with less than 10 users will not benefit from this application as data transmission would be extremely expensive if they are not equipped with standard SIGNET/MITNET. A study of the consular workload of these small missions should be conducted in order to ensure that priority is given to those with a heavy consular workload.

RECOMMENDATIONS:

It is recommended that the following measures be taken:

REPORTING REQUIREMENTS

1) THAT DIVISIONS CONCERNED PROCEED WITH THE ELIMINATION OR THE SIMPLIFICATION OF REPORTS AS PER ANNEX B AND THAT SOME OF THE REPORTS BE TRANSFERRED TO A HUB MISSION SUBJECT TO A DECISION BY GEOGRAPHIC AMAS (SEE ANNEX B)

HUB AND SPOKE CONCEPT

1) THAT AN ASSESSMENT BE MADE BY GEOGRAPHIC BRANCHES OF THE MANDATE AND WORKLOAD OF EACH SMALL MISSION AND THAT A DETERMINATION BE MADE TO APPLY PARTIALLY OR ENTIRELY THE HUB AND SPOKE CONCEPT TO FACILITATE THE ADMINISTRATIVE WORK OF SMALL MISSIONS.

2) THAT ONCE THIS IS COMPLETED, ROLES AND RESPONSIBILITIES (FUNCTIONAL OR ADVISORY) OF THE HUB AND SPOKE BE CLEARLY COMMUNICATED TO THE MISSIONS CONCERNED AS WELL AS FUNCTIONAL DIVISIONS AT HQ'S.

3) THAT A REVIEW BE MADE BY GEOGRAPHIC BRANCHES OF MICRO MISSIONS WHICH CURRENTLY OPERATE AS A SEPARATE RESPONSIBILITY CENTRE (EX. LA PAZ, SANTO DOMINGO) WITH A VIEW TO TYING THEM TO A HUB MISSION'S REFERENCE LEVEL IN ORDER TO ELIMINATE THE NEED FOR SEPARATE BUDGETING AND FORECASTING.

4) THAT SPOKE MISSIONS OPERATING OUT OF A SEPARATE RESPONSIBILITY CENTRE RETAIN RESPONSIBILITY FOR PLANNING ISSUES SUCH AS FORMULATION OF EXPENDITURE PLANS, MISSION MANAGEMENT PLAN AND FINANCIAL FORECASTING.