

The method of constructing the plan can be briefly described as follows. First of all, the components were screened to reject any which appear to be unsuitable due to constraints or other considerations. The remainder were sorted in order of desirability, using the criteria of management priority and technical difficulty. The resource requirements to evaluate each component were estimated. Finally, an evaluation schedule was prepared taking into account resource availability and other constraints. The recommended schedule is presented in Table 4.

Resources

Chapter 5 considers the overall resource requirements to conduct evaluation. The type of skills and background desirable for evaluators are outlined, with some thoughts on how they might be acquired for EAP. Quantitative estimates are made of the productive effort of an evaluation unit composed of a working manager and two officers. These estimates are used to project dollar requirements for the first cycle of the plan. Finally, the implications of using more officers (a shorter evaluation cycle) and rotational as opposed to non-rotational officers (mainly reduced productivity) are presented.

Recommendations

Chapter 6 gives a list of recommendations grouped in four families. The first family deals with the plan itself. General approval for the plan is sought as well as specific approval for some of the assumptions used in its construction.

The second family deals with resources, suggesting a unit of at least three persons (manager plus two officers) with at least two of the three being non-rotational. The principle of decreasing use of outside resources needs confirmation. Staffing should be expedited to take maximum advantage of the outside resources engaged.

The third family deals with implementation. Evaluation should proceed in the coming fiscal year for the Consular, Foreign Policy Formulation and Coordination: UN Affairs, and Public Affairs: Abroad components. General design parameters should be specified by the Audit and Evaluation Committee based on the detailed evaluability assessments and the necessary resources committed.