

Unfortunately, the nature of the United Nations Affairs program and its evaluability profile virtually preclude any attempt to derive quantitative measures of effectiveness. Similarly, the opportunities for increased efficiency, although they should not be ignored, do not appear to warrant an evaluation directed primarily at questions of process.

Consequently, the recommended evaluation approach is to integrate an overall conceptual evaluation with a more in-depth but still largely subjective assessment of certain aspects of efficiency and effectiveness. The latter will be addressed in terms of specific issues requiring more detailed study.

Every effort will be made to ensure effective use is made of all available information and related previous studies or reports (e.g., ICERIS inspection reports on the Permanent Missions).

In the following sections, the proposed evaluation design will be discussed with respect to each of the following parameters:

- (a) scope;
- (b) issues;
- (c) methodology;
- (d) resource requirements;
- (e) alternatives.

#### 4.2 Scope

The evaluation study will focus on the Bureau of United Nations Affairs, and the two U.N. Permanent Missions. Organizationally, these will define the limits of the program component. Everything else, including the United Nations itself, will be considered part of its environment. For instance, other Bureaus within External Affairs are responsible for policy development and coordination and subject matter expertise in such U.N. related areas as disarmament, trade, economic issues and science and technology, but they will not be evaluated as part of the study. Nevertheless, personnel from these organizations are likely to be interviewed.

Insofar as the United Nations Affairs Bureau coordinates policy input on U.N. matters on behalf of External Affairs, as many groups as possible who provide or want to provide input to the policy development process will be canvassed. These groups would include other government departments, such as Finance and Industry,