

## Issues

Various general issues have emerged in this study and these are documented in Chapter 2. The first of these is a jurisdictional question related to the unique role of the department vis-à-vis ICER. The viewpoint adopted is that ICERIS is responsible for a horizontal look across the programs of all departments at posts, whereas EAP is responsible for a vertical look at EA programs (which in many cases are delivered through posts).

The second issue is connected with breaking down the departmental activities into evaluable units, called program components. Because of the nature of EA, the most practical way to obtain suitable components was to work upward from the organizational structure. There were 28 components identified and carried forward to the planning stage (listed in Appendix 2).

The remaining issues are regarded as important determinants of success or failure of evaluation. They are discussed in section 2.3 and comprise the evaluation philosophy, scope, priorities, methodology, involvement of program managers, organization, follow-up, and coordination with audit, ICERIS and central agencies. Several recommendations flow from this section.

## Assessments

One of the important steps prior to evaluation is conducting an evaluability assessment. The assessments serve to decide the extent to which components are evaluable and, if performed in sufficient depth, as a guide to designing an eventual evaluation. Two levels of assessment were carried out in developing the evaluation plan. One was an overview assessment of each component to determine the appropriate type of evaluation and gain a rough idea of the resources necessary to carry it out. Three components were selected for more detailed assessment as a prelude to possible evaluation in the first year of the plan. Details of the procedure used are given in Chapter 3. Reports on the three detailed assessments are presented in Appendices E, F and G.

## Long-term Plan

The draft evaluation plan is presented in Chapter 4. The chapter commences with an explanation of why a plan is necessary and how it is likely to evolve over time. It presents the important factors which must be balanced against each other in drawing up the plan. In practice, the balancing is complicated by the interaction and overlap among the factors.