

The proposed approach to each of the issues identified in the previous section is discussed in general terms below. A small number of alternatives is then considered in section 4.6.

(a) Classification of Objectives and Review of Program Design

The clarification of program-level objectives and an assessment of the adequacy and appropriateness of the program design intended to further their objectives will be two of the main concerns of the conceptual overview of the program.

This step will require significant interaction between the evaluation team, senior managements and U.N. Affairs staff, both in headquarters and the Permanent Missions. Other Bureaux involved with U.N. matters, representatives of other government departments, and perhaps a small sample of interested academics will be interviewed.

Significant activities and outputs of the program will be identified and classified, and related to their perceived effects and objectives. Conceptual models of the processes or procedures involved may be developed as appropriate, and both procedural and organizational alternatives will be comparatively assessed. The allocation of responsibilities and resources among the two headquarters Divisions and two Missions will also be reviewed.

Much of this conceptual assessment, both by definition and by necessity, will be subjective. It will, however, be independent and every effort will be made to introduce as much objectivity as is practicable. Estimation of the proportions of total available time spent on various activities are likely to be necessary, for instance, but staff will not likely be requested to maintain detailed time recording logs.

(b) Changing Priorities

The issue of coping with changing priorities deals with the necessity and ability of the U.N. Affairs program to react quickly to external events, and with the potential conflict of having to react to sudden emergencies by suspending work on its own initiatives of perhaps higher longer-term priority. The issue will be addressed through interviews with officers in both headquarters and in the Missions, in an attempt to