

interest in their outcome. For example, a foreign service officer is not to inspect a mission with which he/she had recently been associated as a member of the mission itself or as a desk officer, director etc. at headquarters and is not to have such an association shortly after an inspection.

5. PROCEDURES/FUNCTIONS

In the light of the above-mentioned objectives, the Head of ICERIS should have freedom to develop new inspection systems and procedures in consultation with ICER. Nevertheless, it would be desirable that the following form part of these systems and procedures.

- (a) each inspection team is to be headed by a senior officer;
- (b) evaluations and audits are to be made of all recognized programs at a post at least once every three years;
- (c) prior to an evaluation or audit, inspection teams should discuss with appropriate units in departments and agencies concerned, the posts that they plan to inspect. Post-inspection discussions with departments and agencies would be undertaken in accordance with such general policies as ICER might establish;
- (d) evaluations should take place in the light of prescribed objectives;