

provide the Under Secretary on a continuing basis with systematic, independent appraisals of the appropriateness of departmental programs and activities, and of the economy, efficiency and effectiveness with which they meet objectives and goals". The complete Terms of Reference are attached as Appendix A.

1.3 DEVELOPMENT OF THE EVALUATION FUNCTION

Many problems confronted the new Office of Evaluation and Audit. The most immediate need on the evaluation side was to develop a comprehensive evaluation plan.* Necessary precursors to developing such a plan were at least some understanding of the magnitude and complexity of the task that would apply program evaluation concepts to the Department of External Affairs, and the identification of appropriate evaluation components.

A small study team was therefore established to assist in developing and installing a program evaluation capability within the Department. Responsible to the Head, Evaluation and Audit, the team was led by consultants from the Bureau of Management Consulting, retained to provide the requisite evaluation expertise.

An operational plan for the development of the evaluation function was developed by the study team, and approved by the Evaluation and Audit Committee in September, 1979. This plan is shown diagrammatically in Figure 1, and major elements of it are summarized below:

- a) the conduct of a department-wide evaluability assessment overview to assess subjectively and relatively quickly the extent to which all departmental programs are evaluable;
- b) the undertaking of two or three more detailed evaluability assessments of particular components, in order to determine the appropriate nature, scope and resource requirements of a subsequent evaluation, and to involve the line managers;

* Notwithstanding the desire to "get on with" conducting actual evaluations, some investment in developing a sound foundation of planning and methodological approach was not only desirable but essential at this stage.