will assess whether the objectives are justified in the
light of the departmental mandate and question the
validity of the assumptions. These objectives and
assumptions are the basis of program design, so a need
for significant redesign may be indicated as a possible
outcome. A prime concern of the conceptual overview,
the study of this issue will be based partly on inter-
views with officers responsible for the program at home
and abroad, interviews with program "customers" (e.g.,
artists, entrepreneurs, festival organizers) and a
review of previous studies of relevance and appropriate
cabinet submissions. It will also be an analytical
study directed towards obtaining a comprehensive set of
objectives logically linked with the underlying assump-
tions. Links to priority setting will be deduced to
examine the impact of putting different weights
(relative importance) on the objectives, or replacing
the assumptions by plausible alternatives.

Expressed slightly differently, the aim of this task
will be to create a conceptual framework to assess the
impact of assigning different priorties to different
assumptions on program design.

b. The issue of overlap/duplication with outside organiza-
tions will be addressed through a set of structural
interviews with the principal agencies and representa-
tives of customer groups involved. Persons interviewed
will be asked how they view the respective responsibi-
lities of their organization and External Affairs in
the international field, and what similar activities
are carried out in both organizations. They will also
be asked to give their views as to how the responsibi-
lities might change if there were a central arts
funding agency like the British Council created.
External Affairs officers at headquarters and major
posts abroad would be asked similar questions. This
should enable the evaluation team to identify areas of
overlap.

Internal overlap will be addressed as well. This is of
concern in large posts such as Paris where the public
affairs program is carried out from different loca-
tions. The procedures to be followed are similar to
those outlined in the previous paragraph, except the
focus will be internal and apply only to a few specific
locations.

The evaluators will then generate alternative adminis-
trative designs which could reduce any identified