a reflection of a broader government policy which may involve several departments (e.g. environmental policy). It would be desirable to coordinate their evaluation, rather than launching several independent ones. Similarly, government-wide policies are best evaluated on a coordinated, government-wide basis.

The **third strategy** advocates the use of review as a vehicle for encouraging the use of innovation, fostering continuous improvement and transfer of good practices. This becomes increasingly important as departments strive to meet heightened public expectations (e.g. published service standards, promise of greater client orientation, devolution of decision making -"empowerment") with dwindling resources.

The **fourth strategy** involves the enhancement of the quality, reliability and professionalism of review, with the objective of ensuring the development and delivery of more credible and useful information for decision-making in the future. There are three aspects to this strategy. One is the enhancement of the skills of all reviewers, including managers, the second is the development and regular use of better methods, tools and techniques, (e.g. benchmarking) and the third is better utilization (leveraging) of review skills by ensuring that reviews being undertaken by non-professional reviewers get the benefit of appropriate advice and support from professional reviewers.

The Auditor General has been a persistent advocate of a stronger review function in DFAIT. His recommendations include a call for an active Audit and Evaluation Committee, more headquarters coverage and more comprehensive coverage of mission activities, particularly program activities. All of these recommendations have been implemented. (see Circular Admin. No 18/94 (SIX) and the Departmental Audit and Evaluation Committee (DAEC) minutes, SIX-265). These recent initiatives reflect the extensive evolution of the Office of the Inspector General's environment and the corresponding adjustment in its strategy. Both are reflected in the new Review policy.

The Public Accounts Committee (PAC) has recently been very critical of the lack of adequate coverage of federal government programs (approx. 20% in the last seven years) and the quality of performance information being provided to parliament. Both Treasury Board and Departments were targeted by PAC's recommendations. This has implications for the Evaluation Function, The Business Planning Process and the main Estimates Process (particularly the Part III's) which are dealt with in the Review Policy.

The issuance of federal government service standards and the inclusion of requirements for performance measures and assertions in the Business Plan and outlook document will have a direct impact on the nature and scope of the Inspector General's review activities. These are reflected in the new Review Policy as well.