

EXTERNAL AFFAIRS



AFFAIRES EXTÉRIEURES

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SECURITY
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SujetFPFC Evaluation Assessment: Preliminary Findings

FILE	DOSSIER
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MISSION	

ENCLOSURES
Annexes

2

DISTRIBUTION

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(MacLellan)
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(Buckley)
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Attached for your information is the UAP Program Evaluation Team's report on their investigatory efforts concerning the foreign policy formulation and co-ordination aspects of the Department (old mode). The report is labelled 'preliminary' because of the fact that the assessment had to be brought to a halt by the Reorganization announcement of January 12, 1982, i.e. at the very moment when our recommendations concerning possible courses of action were about to have been put forward. The report is accordingly distributed for information purposes and the record only, since no decisions are required of anyone as to the document itself at this particular point in time. It will, however, remain a key background document for future consideration and discussion of evaluation plans for the new Department.

2. Also attached is a summary table of evaluation issue and option questions (drawn from Chapter Four of the report), which were to have formed the basis of the "recommendations-that-never-were", referred to above. The first two columns of this table are paraphrased straight from the report, the second two were added recently as an aid in placing the questions in a better context for the new Department.

3. Some specific and, we think, useful conclusions can be drawn from the table (as seen from our vantage point some three months after the start of the reorganization), and these are presented below under Specific Conclusions. But as a lead-in to the specifics of what the Team came up with after eight months of work, we feel some more general observations and conclusions may prove of interest:

A. Program evaluations, strictly speaking, seek to analyse the end result and final consequences of an organization's activities on society in general (or parts thereof, towards which the activities were directed). For External Affairs (old and new mode), "society" translates into a domestic scene, i.e. the Canadian public at large, and private industry, and an international scene; (bilateral, multilateral). All other "target