

scope of these review processes vary dramatically. Specific examples might be the annual review of the long range capital program by the Bureau of Physical Resources, the annual review of the U.N. General Assembly by the Bureau of U.N. Affairs, and reviews of the success of particular state visits by the Bureau of Protocol.

The development of a comprehensive, formally structured program evaluation framework for the Department began with two complementary initiatives in the spring and summer of 1979.

The first step was the establishment of an Evaluation and Audit Committee to advise the Under Secretary of State on all matters related to evaluation (and audit). The committee is chaired by the Under Secretary, and the Deputy Under Secretary, Management and Planning, is his alternate. Permanent members consist of two Assistant Under Secretaries, the Director General of Finance and Management Services, and Personnel, and the Chairman of the Policy Planning Secretariat. Other members may be added at the discretion of the Chairman.* Responsibilities of this committee, as per its Terms of Reference, include:

- reviewing long term plans and approving annual work schedules of the evaluation (and audit) offices;
- ensuring appropriate coverage of departmental programs and activities;
- reviewing all internal and external evaluation (and audit) reports referred to it by the Under-Secretary and ensuring appropriate follow-up action is taken;
- assessing the adequacy of resources for the evaluation (and audit) activity;
- reviewing the appropriateness and performance of departmental evaluation (and audit) processes.

The second "watershed" decision taken was the creation of an Office of Evaluation and Audit (EAP) in July 1979. The Head of this Office reports directly to the Under Secretary; reporting to him in turn are a Director of Evaluation and a Director of Audit. The primary purpose of the Evaluation Branch, to quote from its Terms of Reference, "is to

* The Head of the Office of Evaluation and Audit is an ex-officio member.