

- years, and that evaluative functions in the department are suitably coordinated;
- (2) that the terms of reference for evaluation studies are broadly cast and that no area or issue is excluded without due care;
 - (3) that evaluators are qualified and objective; and
 - (4) that appropriate action is taken based on the findings of program evaluations."

Like the Treasury Board directive, these draft guidelines reflect the clear intent that program evaluations should address questions of both efficiency and effectiveness, and that the evaluation plan should encompass the entire department, covering both operational and support or administrative programs. In actual practice, however, the program evaluation function has evolved quite differently (and to different degrees) in various departments. There is also some indication that the expectation of the Office of the Comptroller General may be changing, particularly with respect to the inclusion of efficiency questions in the evaluation design, and the appropriateness of a three to five year cycle for the evaluation plan.

Although there thus exists considerable flexibility with respect to the organization and emphasis of the program evaluation function in various departments, there is no doubt as to the continuing commitment of the Comptroller General to the basic principles. Two examples of recent initiatives have been the much publicized IMPAC (Improvement in Management Practices and Controls) survey, wherein program evaluation was one of 14 management functions specifically studied in a large number of departments, and the Program Evaluability Review. The purpose of the latter study, not yet completed, is to review basic program evaluation information in certain large departments, to assess progress made in developing an evaluation function, and to assist as necessary in developing evaluation plans for these departments.

1.2.2 Evaluation in External Affairs

Historically, many individual Bureaux of the Department of External Affairs have undertaken reviews of selected programs and activities according to their perception of needs. Most have been performed internally by program managers, as part of the management process. The nature and