

established programs and activities. The evaluator typically challenges the means chosen by managers to achieve prescribed objectives, identifying and examining both intended and unintended effects of the chosen means, and assessing their contribution to achieving the objectives. Either at the request of his principals or on his/her initiative, an evaluator may question the validity of prescribed objectives in specific circumstances. Program evaluation should recommend or propose alternative actions for the consideration of managers and should, if possible, involve the direct participation of those responsible for the area being evaluated to facilitate securing commitment to the findings.

ADVISORY SERVICES TO MANAGEMENT

While the skills and knowledge of the auditor or program evaluator may be highly relevant to solving a particular problem, consultant or operational advice on ways of solving problems is not provided as an output of auditing or program evaluation. Auditing or program evaluation are concerned with "problem identification" only. Work on "problem solving" is independent of audit and program evaluation and must be planned and perceived separately. In practice, particularly in the ICERIS context, the provision of such on-site management advisory services could well be valuable from an