

In any program evaluation, program design and allocation of resources are of fundamental concern. There are two main questions to be addressed:

(i) What activities/processes/outputs etc., properly follow from agreed objectives and who should carry them out organizationally (i.e., External Affairs or some other agency on one level, and who within External Affairs at another)?

(ii) What existing problems are there with respect to allocation of responsibilities, allocation of resources, communication, etc., between headquarters bureaux and posts? Are there steps which can be taken to improve the existing split?

To answer these questions properly, there must be agreement on the objectives. The evaluation thrusts in (a) and (b) below should provide clarification and assist in answering these basic questions. In fact, the evaluation will be generally geared to trying to answer these questions. It is important to ensure that the major program thrusts are appropriate before fine-tuning the program design.

a. Objectives and Assumptions

In moving from the general objective to operationally useful objectives, certain assumptions are made which largely shape the nature of the activities. Some objectives are generated which appear to have only a peripheral link to the departmental mandate, for example related to improving markets for cultural products. Different individuals give different weights to the various objectives and have different opinions on the validity of the assumptions. Which objectives are primarily foreign policy related and which have some other focus? What are the assumptions made, implicitly or explicitly, in formulating objectives and setting priorities? What objective evidence is there to support the assumptions? Are there other plausible assumptions which would generate different priorities?

b. Overlap/Duplication

In the field of cultural and academic relations many different agencies are involved. This gives rise to confusion and jealousies. It is asserted that formal agreements facilitate cultural exchanges and External Affairs must negotiate such agreements. However, other aspects of this program could be given to other