

appropriate consideration of both ends of the stick: headquarters bureaux and posts abroad.

In our opinion, the Deputy Minister of every foreign service department is responsible for the evaluation of all of his programs, including those with elements abroad. This applies equally to the Department of External Affairs. It is not likely to become an immediate issue with other departments, however, because relatively much smaller proportions of total programs and resources are involved.

In the case of External Affairs, the evaluation framework being developed is intended to ensure the Under Secretary that value for money is being achieved for all expenditures under his direct control, by periodic evaluation of all aspects of all departmental programs. This need in no way conflicts with the ICERIS mandate, for the two roles are essentially complementary. The EAP focus is an individual program, administered through all or a number of parts; the ICERIS focus is the post and all programs which it supports. Also at least in the short term, for reasons of both resources and methodology, the main ICERIS thrust is likely to continue to be more of an operational audit nature than actual program evaluation. Many opportunities are likely to write for the two functions to assist each other, and every effort should be made to develop close working relationships.

The complementary nature of this perception of the two quite different roles is illustrated in Figure 2.

In the longer term, it is recognized that yet a third form of evaluation is desirable. This would be an attempt to assess the extent to which Canadian foreign policy objectives associated with certain countries or geographic areas are being achieved by the resultant of all programs of all departments. Such comprehensive evaluations along geographic lines would be quite complex and methodologically challenging. They would also clearly require interdepartmental coordination of evaluation plans. In our opinion, this evolutionary form of evaluation transcends the mandate of EAP, and leadership in this direction should come from ICERIS.