

many respects a process evaluation may be similar to a broad operational audit, but the emphasis is placed on alternative ways and resource levels for carrying out the process with greater efficiency or economy, rather than on the adequacy of the particular existing systems, procedures and controls.*

Effectiveness evaluation is principally concerned with program effects or impacts and the extent to which they achieve program objectives. In order to perform such a study, both objectives and effects must be clear and a causal link between activities (or outputs) and effects must be discernible. One may be interested in finding improvements leading to greater future effectiveness, or in reassessing the resources devoted to the program (i.e., changing its priority) in the light of its current effectiveness. This type of evaluation is founded on methodological rigour and large amounts of empirical data, often collected and analysed at significant cost.

Often a preliminary evaluability assessment will point out changes or clarifications that must be made in order to carry out effectiveness evaluation (which may delay the conduct of the evaluation itself).

Although effectiveness evaluations are normally associated with programs where products or services are directed outside the department (e.g. to the public), there are occasions where an "internal" effectiveness evaluation may be appropriate also for an essentially internal support program. As but one simple example, a process evaluation might result in significant improvement to the efficiency and economy of the library services program. Only an "internal" effectiveness evaluation, however, with a scope and methodology that included the clientele of this program, would address the questions of the basic need for the program and the impact of alternative service levels.

1.2 BACKGROUND

1.2.1 Evaluation in the Public Service

The issuance of Treasury Board policy circular 1977-47, in late 1977 has generally been regarded as an important

* Either a conceptual or process evaluation may lead to the development of some form of operational performance measurement system.