Chapter Four

Evaluation Issues and Options

Program Rationale

A - General Issues

Question	Suggested Approach	Usefulness	Affected by Reorganization
1. Should the existing mandate be formalized and strengthened.	- Detailed analysis of Deptl. functions - research review - catalogue of functions	- limited - previous attempts unsuccessful	- profoundly (New Legislation)
	- consensus of high-level discussion group (Delphi group)	- very limited - too large group needed	- profoundly (New Legislation)
2. Do activities and outputs match: - objectives? - national foreign policy? - foreign ministry concept?	- too vague; no approach suggested	.....	.....
3. Do objectives match mandate?	- ditto	.....	.....
4. Do activities:			
(a) match govt. priorities?	- ditto	.....	.....
(b) result in informed decision-makers?	- case studies - peer review - "what if" scenarios	- very limited - reduces to second guessing	- no
(c) help strengthen structures in the international arena?	- case studies of ongoing multilateral issues - historical review of Canadian contribution to a selected innatl organization - interview heads of selected innatl. orgs. - interview special interest groups	- limited, generalization difficult - interviewee biaises introduced	- no
5. Is a long-term, or a short term view the best for judging effectiveness?	- academic, philosophical questions, contract-out to academic community - minister has commented (long term view - recent address)	- limited (managerially) - high (theoretically)	- no

B - Specific Issues

6. Is the mandate clear in the light of summit meetings?	- case studies and interviews	- high - should result in guidelines re. roles and responsibilities	- significantly (New Legislation)
7. Is it possible, and desirable for EA to articulate objectives and assign them priorities?	- Direct management issue - not an evaluation issue <u>per se</u>	- high (theoretically), and practically to the extent an answer is found	- no