

group III. Rough outlines for other possible effectiveness or efficiency evaluations are discussed as alternatives for subprograms in groups II and III. Given existing resource constraints, these latter more narrowly focussed evaluations are better set aside until more fundamental issues have been resolved.

Many facets of the Public Affairs: Abroad program are carried out by the posts and headquarters Bureaux working hand-in-hand (setting up tours, scholarships, exchanges, visits by foreign journalists, responding to enquiries, etc.) To evaluate the program properly it is therefore essential to include the posts as part of the evaluation design. Similarly some targets of the program are ultimately influential members of foreign societies and they must also be included within the scope of some aspects of the evaluation.

The World Exhibitions subprogram is included in this component, since it has the same general aim and is administered within the same organizational units. However, it has a skeleton staff which is expanded only when agreement is reached to participate in an exhibition. Because each exhibition is handled as a unique separately funded project, it is not intended to consider this subprogram explicitly in the evaluation.

Since other federal agencies, provincial ministries and national organizations are deeply involved in at least the academic and cultural aspects of this component, they will have to be involved in some aspects of the evaluation process as well. Representatives of the particular groups will be interviewed to assess their perceptions of the External Affairs programs, and possible links with their own programs.

In carrying out the evaluation, an attempt will be made to coordinate efforts with any parallel studies, particularly those in the cultural area, to avoid wasteful duplication of effort and excessive diversion of persons interviewed from their normal tasks.

4.3 Issues to be Addressed

The principal thrusts of the proposed evaluation are presented in the following paragraphs as issues under several theme headings. Significant factors bearing on each issue are mentioned as well.