

## Evaluation of CANADEM

### CONCLUSIONS

The rationale for CANADEM continues to be widely supported and verbally valued by clients and partners. Specific demand forecasts could not be made by the international clients. However, they did speculate that the service would be both needed and accessed.

CANADEM experienced a number of growing pains in first year which constrained the speed with which they became operational and commenced service delivery. There is a gap between the expectations of the sponsor and CANADEM's perception of its scope and focus. These can be bridged through clear articulation of a strategic vision for the organization, accompanied by a process of an annual business planning and activity based financial proposals.

### RECOMMENDATIONS

It is recommended that:

1. CANADEM prepare an strategic vision of how it sees the program evolving over the next three to five years, with specific reference to how it will contribute to the Canadian Peacebuilding Program.
2. The sponsor and CANADEM address the issue of organizational form, prior to concluding the incorporation process.
3. CANADEM rework its budget request for 1998/99, linking expenditures to the objectives/activities outlined in their recent strategic planning document.
4. CANADEM propose a format for quarterly operational reporting to the sponsor, to include demand / supply analysis (volumes, skills, etc) and highlights of marketing activities.

On a more operational level, it is recommended that CANADEM:

5. Create a map (with names, organizations, last contact date etc) of its international network and domestic partnerships, to institutionalize and measure the marketing process.
6. Institute follow up mechanisms to determine placement rates and reasons for nominees not being deployed.
7. Create automated mechanisms to allow for analysis of the demand for their services
8. Review and revise the application and search processes to more fully capture the elements of peacebuilding within the resource bank.
9. Prioritize its efforts to focus on the creation of the roster of experts and stand by force
10. Explore, with its peer network, ways in which information may be shared to better assess the impact of its operations
11. Link expenditures on training to gaps in Canadian capacity. Collaborative work with the CPCC could focus this effort and be a source of information on training and conferences for CANADEM's membership.
12. Review its newsletter in light of suggestions/information needs identified in the member survey.