

## Evaluation of CANADEM

### *Are there alternative methods of delivering the services provided by CANADEM?*

In view of the limitations on funding sources, the alternative delivery models would appear to include:

- ▶ delivery from within government
- ▶ delivery as a special operating agency (SOA)
- ▶ delivery from within an existing NGO
- ▶ delivery as an NGO
- ▶ delivery from within an international organization

Two of the alternatives were discounted during the course of the evaluation. Consultations with the Alternative Service Delivery Branch of Treasury Board revealed that conditions for establishing a SOA do not apply well to CANADEM. There is significant effort expended in the establishment of an SOA, which is not really conducive to small operations. SOAs are designed for larger operational programs. The smallest SOA at present has a staff of 40.

Delivery of this service from an international source was considered as international agencies are the primary beneficiary of the services. Serious concerns were raised about the viability of maintaining a roster, on an international level, which is current and useful. Distance from the actual environment, the magnitude of the effort on an international scale and the organizational problems in international agencies were cited as prohibitive factors.

CANADEM has undergone variations of the three remaining organizational forms since its inception. It was originally housed within DFAIT (from the fall of 1996 to February, 1997). A decision was taken (by DFAIT/AGH) to situate the roster outside of the department. The rationale for this decision was the political sensitivities, previously mentioned, and that DFAIT is a policy department. The roster, considered a program designed to deliver one aspect of foreign policy, was believed to be more appropriately located outside the Department.

The next organizational form was to situate the function within an existing organization, first an NGI and then an NGO. CANADEM was located at Carleton University for a brief period, February and March of 1997. They co-located within the Social Sciences Department, but left when negotiations over financing failed.

A more economical arrangement was found within the Canadian Council for International Cooperation (CCIC). This is an umbrella organization for NGOs which are active in international development. It provides networking, information, leadership, training, coordination and represents its members' interests with Government. CANADEM functioned as a wing or branch of this NGO (while maintaining its name and distinct role) for seven