

Evaluation of CANADEM

NGI/NGOs, to current pursuit of incorporation as an independent NGO.

CANADEM provides a *service* to Canadians by promoting individuals for international assignments and to international organizations, notably the United Nations, by serving as a central point of contact for peacebuilding and human rights expertise. The demand for services has been constrained by CANADEM's desire to actively pursue opportunities only after the resource bank reached a threshold of 200. This was achieved in March of 1998.

However, initial marketing activities have been undertaken and the evaluation found that the international community places a high value on these potential services. Precise demand forecasts could not be made. Similarly, domestic clients were very supportive of the existence of this mechanism to access international field opportunities.

CANADEM's *costs* to date total \$302,615, solely funded by DFAIT. Alternative sources of funding, with the possible exception of CIDA, do not appear viable. Measures of effectiveness are premature as the organization has been dedicated to constructing itself, as oppose to full service delivery. It has built a resource bank of 201 and responded to 17 requests for personnel. A total of 77 Canadians have been nominated for assignments, but actual placement data is not available.

CANADEM's financial and organizational instability has been a time consuming source of concern. Optional service delivery models include variations on being contained within or at arms length from government. If political sensitivities are not deemed to be an overriding consideration, there are four potential departmental homes - DFAIT, CIDA, RCMP or the PSC. Without conducting a cost analysis, DFAIT would appear to be the most suitable.

If CANADEM is to retain an arms length status, it could be contained within an existing NGO or be established independently. The former would appear to be the most efficient model. However, there are unresolved questions on the rationale for pursuing incorporation which need to be discussed by the sponsor and CANADEM.

Outcomes are also constrained by the relative infancy of this operation. The existence of CANADEM was seen, by domestic and international clients, to be a positive demonstration of Canada's commitment to human rights and peacebuilding, as well as to UN reform.

Other intended impacts include improving field operations, facilitating rapid reaction of civilian expertise, increasing the presence of Canadians in field missions and building Canadian peacebuilding and human rights capacity. The measurement of success in effecting these changes will prove challenging and CANADEM needs to address how it will define success.