

Conclusions

The case study was meant to stimulate discussion on the questions identified at the outset of the report. A draft report was reviewed by DFAIT officers, who then met in a focus group to discuss the human rights policy framework, performance, and the issues and value-added in managing events in the case. The following conclusions emerged from the case and the focus group discussion.

DFAIT Human Rights Policy Framework

- Canada's human rights policy lacked consistency across bilateral contexts and over time in the context of the case, which made it more difficult for DFAIT officers to manage human rights issues in Parador.
- Canada used bilateral and multilateral instruments in implementing its human rights policy in the case, which suggests that the policy is adequate.

DFAIT Performance

- Canadian efforts to encourage Parador to adopt policies that respect human rights in South Solo had very little impact on the overall human rights situation in the province during the period under review.
- DFAIT did not collect information on the extent to which its clients were satisfied with its services in managing human rights events. However, anecdotal evidence suggested that clients were generally satisfied with the quality of the information-related services that DFAIT officers provided.
- DFAIT successfully achieved its objectives when they were clearly articulated by senior personnel, and accepted and viewed as attainable by stakeholders.

DFAIT Issues Management and Value-added

- DFAIT officers tended to add more value to managing human rights issues when they worked together in teams in a planned and coordinated fashion.
- The value the political and economic officers added in managing these human rights issues extended beyond providing expertise and information services to include managing relationships, exerting influence, and building consensus among stakeholders around common positions. During the crises, the demand for officers' information services increased dramatically, limiting their ability to add value in other ways.
- DFAIT officers added more value in issues management when they successfully managed their relations with foreign governments, Canadian OGDs, and members of the Canadian public.