

EXECUTIVE SUMMARY

INTRODUCTION

This report provides the results of an evaluation of the Canadian Resource Bank for Democracy and Human Rights (CANADEM). The evaluation was requested by the financial sponsor, the Peacebuilding and Human Development Division (AGP) of the Department of Foreign Affairs and International Trade (DFAIT) and facilitated through the Office of the Inspector General, Evaluation Division (SIXE).

CANADEM PROFILE

CANADEM is an organization funded by DFAIT and designed to support international field missions through the provision of Canadians skilled in peacebuilding, human rights and democratic development. It pursues this goal by creating and maintaining a resource bank, a roster of experts and a stand by force of Canadians with these skills. Names are submitted to international organizations who mount field operations. There is also an outreach component to CANADEM's program, building networks with its international client base and forging partnerships with Canadian NGOs, NGIs and government.

CANADEM seeks to influence the quality and capacity of the United Nations and other international organizations to mount rapid reaction and multi-dimensional field operations. CANADEM provides a window into the civilian Canadian peacebuilding/human rights network, striving to increase Canadian representation in international operations and Canadian capacity in these fields.

The organization was created in February of 1997 and operated with 1.66 person years at a cost of \$256,615 in its first fiscal year. Prior to its official opening, \$45,740 was spent on preliminary investigations and scope definition, for a total DFAIT investment of \$302,615 to date.

KEY FINDINGS

CANADEM's *objectives* in this, its first year of operation, have been geared towards an incremental building process. The level of achievement is below that which was expected in the planning process. Foundational issues of staffing, physical location, work processes and operating procedures, which were planned by mid 1997, are now in place.

The delay in achieving objectives is explained by:

- ▶ uncertain financing, resulting in three budget exercises in fiscal year 1997/98 and delayed recruitment. Full time staff were not hired until September, 1997 and February of 1998, respectively.
- ▶ physical relocation from DFAIT to Carleton University in March 1997, and then to its current location in April, 1997.
- ▶ changes in organizational form, from within government, to negotiations with two