

## Evaluation of CANADEM

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analysis of demand and supply in a manner most relevant to the sponsor.

Specific reporting requirements were implemented in conjunction with the most recent contribution agreement. A performance indicator agreement was reached between the sponsor and CANADEM, calling for frequent and specific management reports. This micro management process is time consuming to both parties and evidence of a gap between the expectations of the sponsor and the service delivered by CANADEM.

In response, CANADEM has prepared a plan with 12 "strategic objectives." These are really operational in nature, outlining activities and setting some targets for the upcoming year. Included in these objectives are activities which are of concern to the sponsor - supplementary training for members and encouraging other national civilian standby mechanisms. The concern is a matter of focus and emphasis. The sponsor would prefer to see a concentration on building the foundations of the organization, towards achieving more immediate results.

The objective relating to assisting with the creation of rosters in other nations raises an additional issue. The inclusion of developing country expertise in UN missions was an important theme in the study which gave rise to CANADEM. It also congruent with directions promoted in the Canadian Peacebuilding Program. However to envelop this activity within CANADEM's role, robs the sponsor of the ability to decide whether or not to actively pursue this action and at what cost.

The funding request for the upcoming fiscal year also demonstrates a gap between expectations and services. Here it very much an issue of perception, where CANADEM, modeled on the NORDEM organization, is moving its operations in a similar direction. The screening process to create a roster of experts is one example. An extensive process of résumé confirmation, reference checks, interviews and screening workshops is planned. This is a costly process, similar to the Norwegian model.

CANADEM views the financial request for future funding as well within expected parameters. The sponsor is faced with finite resources, \$1 million, within the Canadian Peacebuilding Program which is designed for all peacebuilding initiatives - globally. AGP must weigh the expected benefits of this program/organization against many competing alternatives. The magnitude of the \$400,000 budget request is seen very differently by the two.

This gap between the sponsor's expectation and CANADEM's delivery needs to be proactively managed. A good starting point is the common ground which both share - the organization's mandate and goals. Building on this base, CANADEM needs to clearly articulate its long term (3 - 5 year) vision and gain the sponsors acceptance. This would bridge the gap in perceptions of magnitude, focus and scope.