

## Evaluation of CANADEM

- ▶ 1. to support UN and other such international initiatives which otherwise would be delayed, compromised or even abandoned due to the UN's ability to rapidly identify qualified personnel, and
- ▶ 2. to help place skilled Canadians, and ensure that Canada is better represented on those UN field activities which have a priority for Canada.

In addition, CANADEM's internal operations manual lists two further goals:

- ▶ 3. to provide a cost effective foreign policy tool, based on active partnership with Canadian human rights experts, including non-governmental organizations, academic institutions, and individual Canadians drawn from the public and private sectors, and
- ▶ 4. to influence the evolution of human rights and other such field operations within the UN and other international organizations.

The third goal relates to the arms length relationship of the roster from government (funded by, but located outside of government). This is purportedly designed to achieve cost effectiveness, by being "unencumbered by inevitable constraints on civil servants." CANADEM's independence from DFAIT was also explained by "the many political sensibilities when working in areas such as human rights and democracy. It is strategically valuable that CANADEM is not, nor is it seen to be, a direct arm of the Canadian government."

This goal is critical to the organizational structure of CANADEM and to the options for organizational design from which one can choose. This is explored more fully under evaluation issue #3 - finances - in section 3.2.3.

The fourth goal speaks to the rationale for establishing a bank of available Canadian expertise for field missions and one of the organization's intended impacts.

These organizational goals have been pursued through specific operational objectives. The objectives have been articulated in the form of deliverables within statements of work in personal services contracts with the current Executive Director and in contribution agreements between DFAIT / CCIC and between DFAIT / CANADEM as an independent organization.

Chronologically, the objectives trail can be traced as:

Oct. 1996 to Jan. 1997 (personal services contract)

- ▶ prepare definition for scope and content of roster, draft public relations