

Evaluation of CANADEM

nature of international missions, described by one interviewee as the "last piece of the puzzle," was the promotion of civilian human rights expertise in international operations. CANADEM is one of the tools or mechanisms to accomplish this.

CANADEM has its roots in Canadian human rights policy. A broad study, authored by the current Executive Director of CANADEM in May 1996 entitled *UN Human Rights Operations: Principles and Practice in United Nations Field Operations*, contained 75 recommendations aimed at improving field operations. The report was prepared for the, then Human Rights and Justice Division (now the Human Rights Division/AGH) at DFAIT. Several of the recommendations spoke to the need for national preparedness in providing civilian human rights personnel for these operations.

Specifically, recommendation # 42 - "it is recommended that Canada and other governments consider funding the creation and maintenance of national human rights standby mechanisms as a resource for the UN and other regional bodies, and that they model them upon the Norwegian Resource Bank for Democracy and Human Rights (NORDEM) so as to facilitate inter-agency coordination and cooperation" - gave birth to CANADEM.

In October of 1996 the Minister of Foreign Affairs announced at the United Nations General Assembly that Canada would create a mechanism to provide access to domestic human rights expertise. Following initial start up work, CANADEM was officially launched, and announced at the annual NGO consultations, in February of 1997.

During its first year of operation, in addition to normal start up activities, the organization has faced a number of challenges, which are particularly relevant to this evaluation. They include:

- ▶ three physical locations/moves - originally located in DFAIT, then at Carleton University and finally its current location on Nicholas Street.
- ▶ four budget exercises - three contribution agreements were negotiated for fiscal year 1997/98 and a fourth is under review for fiscal year 1998/98
- ▶ four 'institutional' homes / organizational structures - the program was originally within DFAIT, then attempted negotiations to co-locate at Carleton University failed. An agreement was in effect for seven months for CANADEM to function under the Canadian Council for International Cooperation (CCIC, an umbrella NGO) and currently work is underway to have CANADEM incorporated as an independent NGO
- ▶ a change in funding sponsorship - funding was moved in November, 1997 from AGH to AGP.

The response to and impacts of each of these challenges are addressed in the following profile and evaluation issues.