

City University's Campo Verde Regional Development Project

Synopsis of the Event	
<p>In 1984, the City University began a \$25.5 million rural development project in Campo Verde. In 1989, a university committee was formed to review the implications of running aid projects in countries where human rights were violated. Following the 1991 Delgado massacre, the University Senate recruited three Canadian consultants to review the project from this perspective. When the controversial draft report was tabled, the University formally distanced itself from the authors' conclusions. Various Paradorian ministers reacted swiftly and strongly to the criticism, implicating the Canadian government in the views expressed in the report. In May 1994, the Paradorian government decided to remove the university and terminate the Campo Verde project just over a year away from its completion.</p>	
Management of the Event	DFAIT Divisions' Value-Added
<p>Policy-makers — The event took place in the human rights policy context that first emerged in the PM's Harare speech, which was tested in Parador following the Delgado massacre in November 1991. Some Paradorian ministers may have taken action here in response to Canada's decision to suspend planned aid projects in December 1991.</p>	<p>DFAIT may have missed an opportunity to influence thinking on the value of such projects in promoting human rights, as well as to advocate on behalf of project stakeholders who were trying to put their human rights concerns into practice.</p>
<p>PSE — PSE officers were not directly involved in the management of the event until just weeks before the decision to terminate the project was made.</p>	<p>As the PSE was not involved from the start, it could not add significant value to the process.</p>
<p>CIDA — CIDA more than DFAIT was involved in the management of the event. When the Paradorians responded unfavourably to the report, CIDA attempted to ensure that damage was not done to other aid projects.</p>	
<p>Mission — The Ambassador was involved in the situation before it became an 'issue.' Development officers at the embassy communicated more directly with City University personnel and were more directly involved than officers at DFAIT headquarters.</p>	<p>The mission provided value in their support of the project personnel during the termination period. Although the mission read the local environment well, the PSE officers were not informed of the situation early enough to manage the event proactively.</p>
Performance	
<p>Impact — The aid project was closed down, and the issue remains sensitive in our bilateral relations with Parador.</p>	
<p>Client satisfaction — Some stakeholders felt that DFAIT, CIDA and the embassy could not reach agreement on what was within their realm of influence and control, and what was effectively beyond them.</p>	
<p>Success in achieving objectives — The event threatened to revive the range of bad feelings among some Paradorian ministers toward Canada following the suspension of planned aid projects in December 1991. Canada's objective of maximizing project benefits and minimizing negative effects during the disengagement of the project was mostly achieved.</p>	