

The Suspension of Planned Aid Projects to Parador

Synopsis of the Event	
In October 1991, the Prime Minister delivered a speech in Harare, Zimbabwe, linking Canadian aid to the recipient's human rights record. A month later, a group of Paradorian soldiers opened fire on a crowd of 1,500 Soloese in a Delgado cemetery, killing upwards of 100 people. Parador emerged as a 'test case' for the new policy as the Secretary of State for External Affairs announced the suspension of three planned bilateral aid projects on December 9, 1991.	
Management of the Event	DFAIT Divisions' Value-Added
Policy-makers — The Minister reacted quickly to the killings by meeting with the Paradorian foreign minister, calling for an aid review, and announcing the suspension of projects as per the PM's policy. The policy evolved in this case, and there was great activity among DFAIT, the PCO and OGDs in Ottawa, as policy-makers and stakeholders held differing views on the most effective course to follow.	The lack of consistency in the human rights policy for the Paradorian case limited the value that DFAIT divisions could add in managing the event.
PSE — The PSE managed Canada's relationship with Parador, oversaw the mission, and attempted to coordinate the efforts of the OGDs in containing the crisis. The PSE provided information services (e.g. studies, briefings, communications packages) tailored to the situation. It reported on the economic and political dimensions in our bilateral relations with Parador.	Without a focused agenda among OGDs, the PSE was hampered in managing the relationship during the crisis. Their information services provided a basis for a constructive departmental dialogue and for communicating with Paradorian officials.
Mission — The Ambassador worked with Canadian and locally-engaged staff at the post to ensure coherency in the message delivered by mission personnel. Ambassador and senior officers intervened with appropriate ministers in host government and with local business contacts to explain thrust and scope of Canadian policy.	The post had previously laid the groundwork for effective management of the event by building a team among mission personnel, and by establishing good relations with local stakeholders. The post ensured effective crisis management by building consensus around the Canadian position, and coordinating the efforts of mission personnel in nurturing relations with Paradorian. They also added value by communicating effectively among themselves about headquarter's orders and what their contacts were saying.
Performance	
Impact — The decision to suspend planned aid projects was meant to encourage Parador to adopt policies that respect human rights. However, it proved an obstacle to the Canadian aim of influencing the situation through advocacy and diplomacy in bilateral relations. Paradorian policy on South Solo did not change as a result of the Canadian action.	
Client satisfaction — The full range of Canadian stakeholders tended to see the policy decision in an unfavourable light. The strong reaction of the Canadian public to events in Parador made DFAIT's work with policy-makers more difficult. Most clients appeared satisfied with the work of DFAIT officers at the mission and headquarters in managing the event. DFAIT's internal clients spoke highly of the effectiveness of the embassy team in preserving some of the credibility of Canada's voice in the human rights discussion in Parador, and in preventing the entire aid program from being shut down.	
Success in achieving objectives — The Paradorians did not close down the Canadian aid program.	