

appropriate administrative vehicles required for the deployment of a MNF

Finally, a measure of success involves to the department's ability to "maintain the continuity and integrity of Canadian foreign policy on this region of Africa specifically and on humanitarian aid and peacekeeping more generally". It is clear, in retrospect, that the Canadian-led MNF was short term and that it sought to relieve human suffering in the refugee camps and steer refugees back to Rwanda without involving itself in the AGL geopolitics.

A number of interviewees held that Canada had become involved, as well, to uphold its foreign policy for this region - to actively promote peace and security. It is therefore argued that, as the crisis is on-going and that more could have been done with the extent of multinational concern and commitment raised. In this regard, the department is currently drafting a long term action plan with respect to this region, taking recent and ongoing events into account.

4.2 *Structure of the Crisis Management Effort*

How management arranges resources is critical to the success of an operation. Organizational designs, depicted in organizational charts, serve a number of purposes, including articulating the functional elements or roles in a project, assigning personnel to these roles, establishing reporting lines and demonstrating accountability.

The creation of organizational charts for DFAIT's management of this crisis was designed to serve these purposes. It provided a mental map of what needed to get done and who would do it. The organizational chart in Appendix B went through a number of iterations, and many respondents indicated that the reality looked quite different.

The lead

The composition of DFAIT's task force reflected an awareness of the need for region- and issue-specific knowledge and expertise. Recourse to the latter during the crisis was demand driven and at times prospective. While the department rose to the challenge in securing the right resources, this did not occur without friction. There were tensions over the lead, versus supportive or consultative roles, which appear to stem from organizational dynamics