

found themselves without readily available meeting space, and convened in the cafeteria.

Financial

A message was forwarded to all areas in the Department on November 15, 1996 asking that expenditures related to the AGL Crisis be given a special priority code (44) . A corporate run of monies spent under this code reveals **expenditures of \$190,893.63** were incurred as operating expenses, account code 014. This represents expenses for travel, accommodation, meals etc. No salary or overtime money is included here.

3.4 Activities

Activities-related questions throughout the interview process were designed to identify the *range* of activities performed during the crisis rather than their specific detail. Activities performed during the Zaire-Rwanda crisis can be roughly grouped into **management and coordination, communication** and **analytic** categories.

From the interview data, we were able to observe that none of the activities performed during the crisis were significantly foreign to DFAIT. Though the activities' intensity, pace and visibility were all significantly greater during the crisis, they were all closely tied to existing functions and tasks. This study recognizes, however that some task force members performed activities far beyond the scope of their usual duties, primarily related to the unique leadership role which Canada assumed in this situation.

Of the first type, **management and coordination**, we identified:

- Leadership activities included DFAIT representation on the International Steering Group, to the international community, on the Interdepartmental Task Force, and to the media.
- The above linked into high-level coordination activities with USS, as well as DFAIT Task Force co-management activities, including task coordination, current and prospective, decisions on the nature and allocation of work, and situation and options assessment.
- Follow-up in-house coordination activities were managed by GGD. They included allocation of work, follow up on activities, advice and direction. Interviewees note that this appointment came as a result of