

demonstrate this bifurcated focus, evidenced between the Geographic and 'Functional'<sup>3</sup> streams in the organization. The issue is also relevant to how the department structured itself, as will be discussed in the next section (4.2).

The various DFAIT objectives were consistent with the overarching national goal and primarily reflect a different level of specificity, as well as the focus or bias of the interviewees' expertise and role. Importantly, these objectives also speak to, and link, DFAIT's value added to the interdepartmental, national initiative. For example, various objectives involved the continuity, integrity and promotion of Canadian foreign policy, specifically on this **region** of the world (and, more generally, on humanitarian aid and peacekeeping). Other DFAIT objectives involved the organization, corralling and coordination of the **international community** - a "political management issue".

Ironically, while bringing the various contributions of this department to bear on the national objective, this 'duality' of focus - African and International Community - did serve to blur the department's objectives, resulting in intra departmental tensions and making the measurement of success less clear cut.

### ***Were we successful and how do we know?***

Interviewees widely believed the overall effort to have been successful, but freely admit to a great deal of "luck" (in terms of the events which transpired) in the process. Interestingly, while some objectives were phrased in an administrative or technocratic fashion, there was uniform attention given to the humanitarian results in pointing to proof of success. "The safe return of the refugees" was routinely cited.

Objectives need to be not only clearly articulated, and understood by all, but also measurable in terms of results. Results in this situation can be roughly divided into two categories.

The first category includes "the avoidance of a massacre, avoidance of a humanitarian crisis (such as disease or starvation), and the return of the refugees to Rwanda". In these cases there are mixed reviews on the

---

<sup>3</sup>Functional as used here, is intended to include areas such as IDC, CPP, AGM, AGP, ISO and JLOB. In other words, non-Geographic divisions.