

the DFAIT Steering Group and ADMs formed the DFAIT Task Force. Ad hoc groups (or nodes) assembled to address specific issues and tasks. Notably a core policy and operations group operated consistently throughout the crisis.

DFAIT's organizational structure did not operate in a vacuum. It was critically connected to the Interdepartmental Task Force and to an International Steering Group, as well as to DFAIT Senior Executive (MINA).

An **Interdepartmental** Task Force was formed out of PCO, consisting of ADMs from impacted Departments (DFAIT, DND and CIDA) and the commander of the military force. This decision making group was created to manage interdepartmental coordination issues and was supported by the full time assignment of individuals, seconded from DND, DFAIT and CIDA for the period of the crisis. DFAIT's Task force both received direction from this entity and supported its decision making role by providing information and advice.

An **International** Steering Group was created to manage the creation of a multinational force, as approved in United Nations Security Council Resolution 1080 (1996). Resolution 1080 (1996) received unanimous support by the United Nations Security Council, establishing, under Chapter VII, a temporary multi national force "to facilitate the effective delivery by civilian relief organizations of humanitarian aid and ... to facilitate the voluntary, orderly repatriation of refugees ... as well as the voluntary return of displaced persons."

The International Steering Group, created and led by DFAIT, consisted of representatives of major troop contributing countries, major donors, the force commander and key Humanitarian Organization representatives and was struck (November 29, 1997) in the absence of entrenched Chapter VII systems and structures. DFAIT provided essential logistical support to this structure, as well as information and advice. The International Steering Group both drove some of DFAIT's activities and was supported by the DFAIT Task Force efforts.