

This goal, at a high level, is well within stated Canadian foreign and defence policy² and tradition. One of the three key objectives of Canadian (DFAIT) foreign policy is the "*promotion of global peace*", which is complemented by a defence (DND) commitment to contribute to international security by "*participating in multilateral operations*".

Canada's unique membership in the anglophone and francophone worlds, its history as a non-colonizing power and status in key international groupings provides the platform for the pursuit of these foreign policy objectives, and, more specifically, for this initiative.

Canada had previously participated in the 1994 UNAMIR peacekeeping effort, supported the subsequent International Tribunal, and provided two UN Special Envoys (including the Chrétien mission at this time). A stated lack of strategic interest and minimal economic links with the AGL region ideally situated Canada as a neutral leader.

Clarity of purpose / Interpretation

Statements of objectives are importantly characterized by their clarity, measurability, and attainability. It is not sufficient that the objective be well known. It also needs to be understood in the same way by all involved parties. This speaks to the issue of clarity. It is here that issues of interpretation impacted DFAIT's efforts internationally, interdepartmentally and internally, within the department.

Even as Resolution 1080 (1996) was being approved by the UN Security Council, events were transpiring very quickly on the ground, leading to the return of massive numbers of refugees. This called into question the creation of a MNF and, specifically its ongoing role. As noted in the interdepartmental lessons learned, some nations queried the continued need for a MNF, while others defined the goal of the military mission as humanitarian, leading to questions of when it should come to an end.

These questions were played out in the International Steering Group, which was created and chaired by Canada to provide political management for the operation. This group was intended to fill an international systemic gap -

² Canada in the World, 1995 and DND 1994 Defence White Paper