

Department devised during the first week of the crisis, as management decided what had to be done and who were the most appropriate people to be involved.

An e-mail message from USS, dated November 20, 1996, formally announced the creation of DFAIT's special Task Force and vested USS with a strategic leadership role. MPH and MMB were appointed as co-heads of the Task Force and co-ordination responsibilities went to GGD.

Other, earlier iterations of the organization chart were reported deficient for reasons of incompleteness, with regards to both the nature of responsibilities identified and the reporting relationships. The functional elements (or roles) required in this crisis evolved during the first week to include the Africa Bureau, Intelligence, Communications/Media, Political Military, Legal, Peacemaking, Humanitarian Assistance, Peace building, Civil Affairs and Reconstruction.

As these elements were drawn together, concerns were expressed regarding the prominence of the role of the Geographics, Africa Bureau (GG). These were addressed, to some extent, through the creation of a coordinator role, held by GGD. In spite of the various documented versions of the structure, many interviewees reported "it never really happened or materialized". The situation was managed, in reality, in a much more fluid and less hierarchical fashion than the organization chart in Appendix B would lead one to believe. The dynamics of the actual structure are addressed more fully in the section 4.2 of this report.

While operational **leadership** was clearly given to MPH and MMB, there were also two other ADMs brought in to assist. MCL provided back up coverage for MMB, who was committed to accompanying the Prime Minister on a trip to Asia from November 20 to December 3, 1996. MME also assisted in providing corporate services support to the Task Force and offering the benefit of her expertise in this region and experience from the last AGL crisis. This led to what many described as "tag team leadership".

A core group of key players from each of the functional components and the Geographics, formed a DFAIT Steering Group, meeting several times each day, and then collectively with the ADMs in morning briefing sessions. This was a collaborative, as opposed to hierarchical, relationship between DFAIT's Steering Group and the strategic and operational crisis leadership. Together,