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Analysis

The delivery of regular business or a program requires attention to purpose (objectives), organization (structure), and delivery through activities or substantive actions. These same elements are relevant to project management, where the defining feature is the existence of a beginning and an end. Managing a crisis is, of course, intensified project management and therefore requires attention to these elements in such a way as to allow for prompt and accurate handling of the situation.

As such, the efficiency and effectiveness with which a crisis is addressed is very much dependant upon the organization's ability to articulate its purpose and organize itself to draw on the expertise required to deliver the product. This section assesses DFAIT's performance in these key areas of objectives, structure, and delivery.

4.1 Objectives

What did we want to achieve?

This question can be explored from a number of perspectives and, in this study, is both relevant and revealing from the point of view of; Canada to the international community, DFAIT within the Canadian bureaucracy or interdepartmentally and finally, in-house or within DFAIT itself.

As previously indicated, at a national level, Canada wanted to avert a potential disaster in the AGL region, through the mobilization of a multinational force which was authorized under a United Nations mandate. This goal was uniformly repeated during the course of the evaluation, and clearly remained the foundation for, and focus of, the work which followed.