



planning as the decision-making process takes place. At the operational and tactical levels, this means that the official responsible for the conduct of a mission must have adequate financial authority to meet his objectives, including the disbursement of funds on the ground. Adequate finances depend upon full funding of a rapid-reaction capability and the existence of rules and regulations which allow the timely disbursement of funds within well-understood principles of accountability.

Sixth, a rapid-reaction capability must have **well-trained personnel**. In addition to basic military training, which is a prerequisite for any military unit in high-risk situations, personnel must also have training in skills appropriate to a variety of missions, based upon contingency plans or likely scenarios. Personnel, particularly civilian staff, must also have more specific training, or "mission-specific training", in order to work within common frameworks towards the agreed objectives of a particular operation. In multinational forces, there must also be training for work where there are cultural and organizational differences. In multidimensional operations, training can help set the right course towards the "unity of effort" which is fundamental to success. In order to function cohesively, most organizations, whether national or multinational, need to train and exercise together in advance of crisis. This implies a foundation of similar policy, common doctrine or standard operating procedures among all participating Member States.

The Elements of Rapid Reaction Considered

Ensuring that these six elements function adequately becomes substantially more complicated when a rapid-reaction capability is multinational. Through all levels, from political decision-making level to tactical command and control, the need for coordination becomes critical. Of special importance is coordination between national authorities and officials responsible for multinational operations. Supra-national levels of command, for example, recommend training standards, but national authorities are responsible for the capabilities of their personnel. Strategic lift may be coordinated through a multinational command mechanism, but it is essentially a national responsibility, as are a number of logistic support functions. Financing and logistical support in an operation normally only shift from a national to a multinational responsibility once units arrive in a theatre of operations. In a multidimensional operation involving both military and civilian units, the problems are accentuated, due to differences of procedures and, very often, lack of familiarity with partner organizations.

The issue of standardization of equipment is important in multinational organizations in which disparate units must work together. The spectrum of standardization ranges from low-level compatibility (to ensure that equipment or procedures do not clash) to inter-operability (where some degree of workable harmony can be effected) to inter-changeability (where substitution is feasible) to commonality (where the same equipment is used or the same procedures are adopted).

A rapid-reaction capability may not be a new idea and there are many complexities involved in making rapid reaction work effectively. Within the UN context, with many more member states than NATO, vast differences in capabilities, policies, languages and cultures, these complexities are accentuated. In the short to

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