

Observation 14: **The speed with which the military can deploy was poorly understood by some.**

Some Government leaders, Humanitarian Agencies and reporters demonstrated a fundamental misunderstanding of the speed with which the military can deploy. There was a clear expectation that armies would be fully deployed in theatre almost instantly after a political decision was taken. It was not well understood that this operation involved the movement of tons of machinery and hundreds of people to Africa, and their establishment on the ground, all of which takes time. In fact, the Canadian Forces deployed extremely quickly upon receiving direction; this was a good example of rapid reaction. It should be noted, therefore, that the time it takes to deploy even the swiftest military force may make it an inappropriate tool for some emergencies.

Recommendation 14: More information must be provided to Governments, media and Humanitarian Agencies on the capabilities and limitations of armed forces.

Mechanisms

Observation 15: **No mechanism exists for the effective formation and management of Chapter VII operations. Operating outside existing structures complicated the formation and management of the MNF.**

International systems and structures already exist for collective self-defence (e.g. NATO). Where relatively safe multinational operations are required, the UN can effectively mandate and execute Chapter VI operations, and steps have been taken to improve this capability. However, at present, no mechanisms exist that effectively facilitate operations under Chapter VII. Canada had, therefore, to lead the creation of an ad-hoc coalition, a process which began with the Prime Minister's calls to his counterparts in other countries to solicit contributions.

In mechanisms such as the UN Security Council and the NATO North Atlantic Council, the decision-making process is well-established, and the relative weight and capabilities of the members understood. In the Steering Group formed to manage this crisis, however, Canada attempted to forge consensus with an unfamiliar coalition of partners, operating in a fluid