

supporting framework, so that Canadians at work overseas feel that their contribution fits into a coherent and inspiring common task.

A “peace, order and good government” program for Canada entails first of all making better use of our governance capacity, currently dispersed right across the government. Instead of tinkering with institutions here or there and adding an increment to each, we should be thinking of developing a national civilian capacity to promote peace order and good government that would rival and complement the capacities of Canadian forces. Different government departments, from Elections Canada to the RCMP, receive requests to second personnel to assist other governments. It would expand their capacities if there were an agency that:

- ◆ brokered requests for assistance from governments and organizations around the world;
- ◆ funded deployments;
- ◆ maintained a government-wide roster of our “peace, order and good government” experts, both in government and out;
- ◆ had a budget to support innovative programs, research into best practice from other government departments and agencies as well as the NGO sector; and,
- ◆ through debriefing, training exercises, and after action review, developed and conserved institutional memory and best practice in the good government field.

The agency could also serve as a coordinating forum for the most difficult task of all: to respond to emerging crises, like Haiti, Afghanistan and Iraq, all cases of acute institutional failure accompanied by violence. Canada improvises magnificently but it may be time to stop improvising. If my analysis is right, these crises—which combine state crisis or collapse with violence—are going to recur. Canada needs to develop:

- ◆ a prevention capability: to strengthen rule of law, improve police, conciliate ethno-religious conflict, create political dialogue;
- ◆ an intervention capability, not just peace-keepers, but civilian police, administrators, water sanitation and humanitarian experts; and,