

DFAIT's value added - DFAIT's substantive contributions reinforce the importance of this Department's knowledge, expertise and international networks. The availability and extent of knowledge on foreign political and economic environments, regional security, humanitarian assistance, and multilateral fora was complemented by a well established and respected network of diplomatic relations. These were fully tapped, and taxed, in the management of this high profile and unique situation.

Information and Intelligence - Canada lacks an information and intelligence production (international data) capability and had minimal presence in the field (AGL region). These gaps were particularly noticeable in this situation, where Canada, as the MNF lead country, required base line data, upon which the intervention would unfold. This created a reliance on 'external' information and intelligence, and reinforced the need for analytic capabilities, to sift through, and consolidate, data coloured by vested interests. The lack of a common foreign intelligence reading was problematic in DFAIT (and Canada's) crisis decision making and management processes.

Communications - Recourse to verbal communication within DFAIT's Task Force proved to be fast, flexible and effective. While leaving little written record of the decision/management process, the group dynamics were reportedly invigorating and challenging. Added support for record keeping was required, and could have kept the crisis management effort more in touch with the rest of the Department, including Posts, as well as ease the burden of distribution and document flow.

Lessons Learned

A summary of lessons to be drawn from this experience follows:

- * a flat, participative organizational design served the department well in managing the fast paced, unique events and in maximizing the talents of personnel in making and enacting decisions.
- * single leadership would be more efficient and provide more consistent management.
- * department-specific objectives should be articulated to designate clearly DFAIT's focus, and thus its internal lead and intended results.
- * resources selected on the basis of current roles and proven knowledge and expertise enrich the department's efforts.
- * the level of resourcing should be routinely reviewed during the crisis and augmented