

"we were organized for a sprint, not a long distance run" and "it was not sustainable".

While the department was quick to corral those who had experience with the region and with the nature of the work to be done, the depth of personnel assigned to the Great Lakes Crisis was underestimated and severely taxed during the operation.

DFAIT's organizational structure was part of a larger picture in the management of this crisis, specifically including the Interdepartmental Task Force and the International Steering Group. It is not within the scope of this study to evaluate these other organizational structures, except with respect to how they influenced DFAIT's Task Force.

In this regard, the structures were closely linked, with common membership at the level of ADM. This provided for close communications and reciprocating support and direction. Once again the flat structure of DFAIT's Task Force meant that information and decisions from these other bodies were quickly and clearly transferred to staff.

4.3 *Delivery of the Crisis Management Effort*

While an organization's management structure enables it to mobilize and respond to a crisis, its substantive capabilities provide crisis-specific expert advice and product delivery. The extent to which an organization seeks out such expertise during a crisis response effort is as critical to success as are the means by which it leads and tasks an ad hoc response team.

The following section focuses on the principal substantive capability issues with which DFAIT dealt during the course of the African Great Lakes crisis. They include issues pertaining to DFAIT's added value, intelligence and information, and communication.

4.3.1 *DFAIT's Added Value*

DFAIT's substantive contribution to the AGL crisis effort was not only significant, it was instrumental to Canada's ability and success to meet its objective. The department's substantive strength - in two areas in particular - warrants due recognition and applause. Its strong suits lay in its **knowledge**