

Coordination takes effort which otherwise could be directed at the problems at hand. Coordination hampers rapid action. And coordination centralises some functions that are best delegated and decentralised.

A large stumbling block is in deciding who takes the lead. Who decides who can best do the job, or direct or coordinate the actions of others? At times comparative advantage is evident, and leads to voluntary delegation and coordination. For example, the increasing need for security for humanitarian organizations has weakened reservations about working with peacekeepers.

Equally difficult is the division of resources. In particular, how do the financial implications of increased peacemaking impinge on relations with the humanitarian and developmental sectors? Certainly within the UN system, there appears to be a redirection of development funds to peacekeeping, and it would be surprising if this did not antagonize the developmental and humanitarian sectors.

Sometimes coordination fails for no other reason than perceived differences between cultures; military, NGO, humanitarian assistance, development, police, human rights, and so on. It is promising that many individuals are actively working at lowering those often subtle but none the less critical perception barriers. Certainly rubbing shoulders while on concurrent missions had led to an upwards spiral of informal contacts leading to informal cooperation leading to more contact.

In conclusion and for many of reasons above, overarching coordination in Rwanda did not occur. This is not to deny a leap forward in coordination within the humanitarian community (Ch. 4) and to a lesser degree within the UN's peacekeeping and conflict resolution apparatus where DPKO, DHA, and DPA increased and are busy enhancing their consultative mechanisms (Ch. 3). Within other sectors such as human rights, there was little or no coordination either within the UN or with NGOs . With such uneven sectoral development, this time one could not reasonably anticipate any overarching coordination. Hopefully next time we can.