

## **6 COORDINATION AND HANDING OVER**

At the outset of this study, it was envisaged that there would be much to review in the area of coordination between international actors, and the handing over of responsibilities as the crisis entered different phases.

At the sectoral level, eg. peacekeeping or humanitarian or human rights, there was indeed much to observe. Chapters 3,4, and 5, each cover that sector's coordination, or its lack of, in quite some detail. In those chapters we reviewed the success of UNREO and others on the humanitarian assistance side. We also covered the tentative, but quickly evolving, coordination in New York between DPKO, DHA, and DPA. The latter contains some real potential for overarching coordination especially if it expands to include other parts of the UN.

However, actual overarching coordination in Rwanda was less in evidence. In many ways this should not be surprising. First, the period reviewed was so short as to preclude handovers caused by the crisis moving into a different phase. For example, the peacekeepers have not been able to leave and hand over some of their tasks to others.

Second, various components of the international community, both governmental and non-governmental, have traditionally dealt with distinct sectors or aspects of the developmental, humanitarian, peacekeeping, peacemaking, and peacebuilding continuum<sup>23</sup>. It has only been in recent years that many have started to understand and address their linkages to the other international sectors in the continuum. Many have consciously been enlarging their mandates in the recognition of the linkages, which of course increases sectoral overlap and the need for coordination.

Within particular sectors such as humanitarian assistance, attempts to avoid duplication, cut down costs, and more efficiently reach those in most need of international intervention, are becoming more automatic. But there has been hesitation in this evolution, particularly between sectors. And, there are some valid reasons why many attempt to give coordination the slip. Quite apart from a natural tendency to want to run one's own show, coordination has some tangible costs.

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<sup>23</sup> A continuum that expands ever outwards and upwards so as to include human rights, democracy, trade, etc.