

the International Financial Institutions, the UN Departments of Political Affairs, Peacekeeping and Humanitarian Affairs, the High Commissioner for Human Rights, the specialized agencies and other funds and programs operating in the field, as well as the governments of major aid donor countries. Adequate mechanisms for coordination are important, and while the UN has put in place coordinating mechanisms such as the Inter-Agency Standing Committee to address this the technical dimensions of this need, more work needs to be done on the political aspect.

Recommendation 16: Mechanisms used to facilitate the coordination between the MNF and the Agencies, such as the DHA, should be supported, and the ad-hoc mechanisms used on the ground should serve as a precedent for future operations. A particular focus should be placed on improving consultation at the policy level, with emphasis on information-sharing and analysis. However, no new *permanent* mechanisms appear to be required to improve coordination between Humanitarian Agencies and militaries.

Recommendation 16a: International mechanisms for the coordination during the "peacebuilding" phases of crisis management need to be identified and implemented on all levels.

**Observation 17:** The "Steering Group", while potentially an effective mechanism for the political management of a mission, can also very easily become a liability.

Several of Canada's partners insisted on the formation of the "Steering Group" to provide political management to the operation. It comprised all the potential troop-contributing nations, the principal Humanitarian Agencies, and major financial donors. The Steering Group operated by consensus, and convened as necessary, on an ad-hoc basis. The Group was chaired by Canada.

It should be noted that this kind of mechanism will likely be a part of any similar missions in the future. Its purpose is to give those with a stake in the use of forces a formal input into the decision-making process, and Canada has traditionally considered such input essential.