

use of resources and processes just because the specific conditions for which they were developed were not met.

**Observation 16:**           **The MNF and the Humanitarian Agencies cooperated well throughout the operation.**

Various mechanisms were used or put in place to facilitate the coordination between the MNF and the Humanitarian Agencies. The UN Department of Humanitarian Affairs (DHA) drew on the Military-Civil Defence Units project to coordinate the assets of various nations. As originally conceived, the Steering Group had a mandate not only to provide political direction to the military component of the operation, but also to assist in the coordination of humanitarian, peacebuilding, reconstruction and political activities of the international community in the Great Lakes Region. Canada, under the leadership of Minister Boudria and CIDA, hosted conferences of aid donors to ensure the necessary flow of assistance.

At the same time, the Force Commander put in place a small liaison team to advise him on the "civilian" side of the operation, a team which comprised a political advisor, a humanitarian advisor, and a legal and human rights advisor. The Humanitarian Agencies believe that these mechanisms worked well. Similarly an important liaison operation was launched in Canada, involving NGOs, CIDA, DND and DFAIT, that served as an effective mechanism for ensuring close coordination. Canada also supplied effective and much appreciated support to the UN in Geneva, including the loan of a military officer to the MCDU.

This close cooperation during the actual operation limited but, of course, did not eliminate differences between and among the NGOs, Humanitarian Agencies and governments. For example, consultation on the policy level could have been improved. The differences which figured so prominently in media coverage, however, owed far more to political differences (particularly regarding the appropriate use of military force) than to coordination problems.

It is also true that an effective international response during the "peacebuilding" phases of crisis management requires coordination among political, humanitarian, development, economic and military activities, as necessary. The actors could, at various times, include bilateral aid agencies,