

Table 1: Different Perspectives on Complex Humanitarian Emergencies

<i>Situation stabilizing is the common goal, but for different reasons</i>		
	THROUGH THE EYES OF THE MILITARY	THROUGH THE EYES OF THE NGOs
A		-NGOs conduct field operations in accordance with organizational objectives
B	-A deteriorating situation warrants monitoring -Situation deteriorates further. Public pressure for international response. Political authority determines to commit forces	-A deteriorating situation prevents normal field operations, but work continues within the unstable environment -The situation deteriorates to point that conditions prevent operations- international assistance desired
C	-Military deploys in force to "create a secure environment" -Military priority: security/force protection -Military seeks to co-ordinate NGOs to more effectively carry out missions	-NGO priority: continue operations, maintain independence -NGO concerned that military wants to "take charge" and control NGOs: perception that military footprint too large
D	-Military assists in reconstruction- conscious that it must prevent civil sector from becoming dependent on the military -Relative stability achieved, military withdraws	-NGOs resume operations under more secure conditions created by the military. Take advantage of unique military assets
E		-The NGO mission continues

Source: Command and Control Research Program (CCRP), US DOD. Witzig-Davidson, Lisa et al, Humanitarian and Peace Operations: NGOs and the Military in the Interagency process, NDU Press, 1996, Chap 4, p. 7.

The above scenario and the inherently different nature of NGO and military culture has led to confusion, suspicion and sometimes conflict over their respective roles and purposes during peace support operations. This in turn has led to an ongoing tension between the military and civilian entities involved in related activities. Part of this tension arises from the fact that the NGO community has generally been involved in relief and development activities long before the military showed up for support, but with military involvement, the latter is seen as taking over the mission. As noted during the Kosovo operations in 1999, "the view of many aid agencies [was] that the 'seepage' of NATO military forces into the humanitarian sphere represented a major problem."⁵