Inter- and intra-departmentally there needs to be more frequent and regular sharing of information, views and problems. While most of the people interviewed in Ottawa are singing from the same songbook they tend to be carrying different tunes. In complex peace operations it is important to make sure that input from the different departments, divisions, and agencies is shared. Each is responsible for different aspects of the operation so their views will be critical to the success of the operation and long-term peacebuilding. It would also be worthwhile whenever possible to set up an interdepartmental task force or liaison teams whenever Canada is participating in a PSO. This should include the usual government suspects (DFAIT, DND, CIDA) and NGOs. This would begin to improve coordination in Canada.

The government should also consider establishing a small dedicated think tank to focus on the development security nexus, particularly peacebuilding during PSOs. This organization could include, perhaps on a rotating basis, academics, experts, specialists, and practitioners with recent experience in the field, in government departments, in NGOS, and at the United Nations. While independent of government, it might develop a practical research program in consultation with the government. It could also provide issue specific policy analysis as required by the government. Canada would then have ready at hand a specific group of experts knowledgable and current on relevant on issues, themes, and regions relating to its peace and security responsibilities.

There are no quick fixes to coordination problems at the UN or in the field. But regular sharing of perspectives and information, along with considered study of the issues, can go along way towards building a shared understanding of issues and mutual cooperation to reach common goals. At the very least the government should sponsor more detailed and in depth studies of UN PSOs and all there support.

CONCLUSION

Clearly, this paper scrutinizes only the surface of very complex issues. In peacebuilding terms we are confronting a good news bad news scenario. While in many respects we have