MINUSTAH struggled over the course of the year to coordinate its activities. An integrated approach is especially important in a place like Haiti, where security, politics, justice, and development are so closely intertwined. Relatively new peacekeeping countries like Brazil and China are participating in the mission, and unprecedented relationships between the various components are being tested. Mission integration improved toward the end of 2005 as MINUSTAH established a joint operations center and a multidisciplinary joint mission analysis cell to enhance the analytical basis on which policy decisions are made. A mandate implementation plan was produced with the active participation of all units in the mission, setting out strategic objectives, time-bound programs, and benchmarks on how to achieve those objectives. If MINUSTAH were to take a more proactive, hands-on posture—in the security, electoral, and justice areas—a tightly coordinated approach would be essential.

In addition to its presence in Haiti, the Organization of American States (OAS) has maintained a Mission to Support the Peace Process in Colombia (known by its Spanish acronym, MAPP) since February 2004. The MAPP was mandated by the OAS Permanent Council to assist the Colombian government’s efforts to demobilize and disarm the country’s main right-wing paramilitary force, the United Self-Defense Forces of Colombia (AUC). MAPP has been subjected to frequent criticism by local and international NGOs, and the OAS Secretary-General admitted in October 2005 that “essentially because of scarce resources, the Organization is not fulfilling all the commitments it accepted.” Nonetheless, the mission has verified the disarmament of over 8,000 paramilitaries, more than half its preliminary target.

MAPP was set up after the AUC declared a cease-fire in December 2003. Although it reportedly breached this almost immediately, the government agreed that the AUC leadership should maintain a force of 400 men in a zone of location in southwest Colombia. The MAPP has offices in the zone and four other regional centers in addition to its Bogotá headquarters. But with an overall complement of 44 civilian personnel, most of its offices are typically staffed by only two to four personnel. Although their mandate includes not only verifying disarmament but working with ex-paramilitaries and affected communities, they have focused almost entirely on the former.