

The above strategy will help the Centre to have demonstrable successes which is critical in changing the present perception of the Centre, a perception that unfortunately will not be changed and in fact may be reinforced by the present mission being mounted.

#### **RECOMMENDATION**

*Canada should encourage the UN Centre to scale back its human rights monitoring mission to Rwanda to a manageable level so that they can carry out a limited but credible task. Subsequently the Centre should have a clearly stated policy of fielding only small missions until it has built up its conceptual and operational capacity.*

The High Commissioner for Human Rights and the Centre must learn to say no even to governments if asked to take on tasks that are beyond their capacity and which if undertaken and not done properly are at best a waste of resources and at worst may aggravate the situation. Saying no is anathema to those who value appearance over substance, and who concentrate on their department or unit being perceived as a player in order to get resources and acclaim. Unfortunately such attitudes are often rewarded within the UN, and it has been suggested that it is expecting too much of UN civil servants to operate otherwise. Fortunately there are increasing numbers of UN staff, particularly at the junior-middle management level who prize substance over travelling road shows.

The HCHR and the Centre must prioritize their goals with an eye to their resources and capacity, and say no when they are asked to do the impossible or the wasteful. Agreeing to do what they patently cannot undertake successfully and which will truly advance human rights will only contribute to cynicism about what they do, and in the medium and long term delay any increase in resources from donor nations who rightly fear what they see as another UN black hole.