

### **5.3 Human Rights Policy Advice, Coordination, and Program Delivery**

The roles of policy advice, coordination, and program delivery are critical to the task of the High Commissioner for Human Rights and the Centre for Human Rights. In the Rwandan context, all of these roles appear to have been missed. It waits to be seen if, in the Rwandan context, they start to undertake their duties in these areas. So while there is no Rwandan 'record' in this regard to comment on, it is worthwhile just to quickly review the three concepts.

#### **Policy Advice**

The HCHR and the Centre should play an active role in anticipating and/or responding to the needs of other parts of the UN for recommendations on action to be taken vis-à-vis human rights. Those decision makers will then have to weigh off human rights against other factors such as resources and politics. Nevertheless, they will at least have been provided with the human rights options.

This policy and operational role can be very time and energy consuming, but will act to inject the advocacy/intelligence role of the UN human rights community into other UN sectors in a very substantive way.

#### **Coordination**

The HCHR should play a role in coordinating the activities of the human rights communities. The HCHR's primary coordinating role should occur within the UN and its agencies. The Commissioner's secondary coordinating role would involve liaising with regional bodies such as the OAU and the OAS. Tertiary coordination or involvement would be within the context of broad based human rights activity that includes NGOs and others, both at the regional and global level.

#### **Program Delivery**

Human rights promotion and protection can be furthered by a number of specific programs as opposed to being components of programs delivered by other parts of the UN. While the Centre should endeavour to encourage other parts of the UN in the latter, there are many instances when its' particular expertise and position makes it best suited to run a particular programs. This can be part of Advisory Services, or be undertaken by other parts of the Centre. In light of the almost total breakdown of Rwandan human rights, there is substantial scope for this type of activity within Rwanda although the collapse of most of society will dramatically complicate the design and delivery of those programs.