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## Back-Up for UN Senior Officials meeting on Rwanda November 8, 1994

Arthur Dewey

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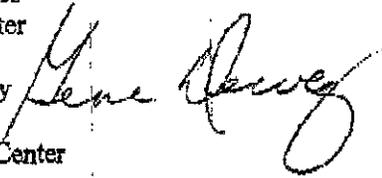
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**For:** Ambassador Ayala Lasso  
UN High Commissioner for Human Rights

**Information:** Mr. Mautner-Markhof  
Chief, Special Procedures  
UN Human Rights Center

**From:** Arthur E. (Gene) Dewey   
Executive Director  
Congressional Hunger Center

**Subject:** Back-up for UN Senior Officials meeting on Rwanda - Nov. 8, 1994

**Date:** November 7, 1994

1. First, my respect and appreciation for the rapid dispatch of documentation relating to the pressing needs noted in my 4 November fax. This means we should be able to exploit rapidly the progress made by Georg Mautner-Markhof in Geneva. We can also build on the solid human and material resource foundation laid by Bill Clarence's leadership in the field.

2. Summary

The following observations are forwarded as background support for the talking points Bill Clarence is submitting:

a. The human rights operational mandate of your office fills a major gap in the international humanitarian community.

b. A successful Human Rights field operation in Rwanda under this mandate is absolutely essential, both for the sake of Rwanda and for the future viability of your office.

c. You have been given an historic opportunity to complement and add value to your UN operational partner agencies in the field -- through asserting, and without compromising, the mandate distinctive of your office.

d. Priority emphasis must now be placed on strengthening the operational support slucws in Geneva and Kigali, essential to accomplishing your vital mission in Rwanda.

3. Filling the Gap

Your mandate pertains to the root causes of complex humanitarian emergencies. No other part of the UN, neither UNHCR nor the Political Department, can address root causes in the operational way with which you are mandated. While the world community is very late in establishing your office to help fill this gap, it is fortunately, but sadly, not too late. There are 21 other complex humanitarian emergencies besides Rwanda; there are also,

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tragically, more to come.

4. The Imperative of Success in Rwanda.

Human Rights success in Rwanda does not mean that your office succeeds in the major task of putting the country back together. Success for your office in Rwanda entails proper selection, preparedness, training, and equipping of human rights teams which discharge maturely and professionally your three Rwanda-specific mandated duties:

- a. Investigation/documentation of acts of genocide.
- b. Human rights monitoring to promote a climate of confidence for return of refugees and internally displaced persons.
- c. Capacity-building assistance for the administration of justice.

Given this definition of success, there is a strong chance your mission in Rwanda will succeed. To the extent you succeed in Rwanda, international respect and support for your office in the future will be proportionately affected.

5. Role on the Team of UN Operational Agencies

The role of your office is both distinctive and complementary. Distinctive in that your task is unique, not duplicating or competing with other UN mandates. Complementary, in that other UN agencies need effective performance from your office. For example, the Refugee High Commissioner needs you to deal with root causes so as to prevent or stop refugee flows, help create an environment for repatriation, and to assist in confidence-building which repatriation needs to endure. Your full participation on the Interagency Standing Committee team is also important - not least to insure that DHA accords highest priority to funding your activities through UN consolidated appeals.

6. Strengthening the Operational Support System

You took commendable personal leadership in responding to intense pressure to deploy rapidly a human rights presence in the field. You placed an experienced, professional leader in the field, Bill Clarence, who has made extraordinary progress despite great obstacles. Now it is time to build on this progress by insisting on:

- a. Recruiting only experienced staff which are already manured through extensive field background and possessing good judgement with respect to human justice.
- b. Preparing these recruits through a professionally directed preparedness program in Geneva, followed by a further orientation program in Kigali drawing on contemporaneous cases in the field.
- c. A highly responsive administrative capability in Geneva which draws on the procurement competence of experienced agencies such as UNHCR.
- d. A highly professional administrative capacity in Kigali in the areas of personnel,

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finance, and logistics to permit optimal performance from staff performing the three operational functions in Rwanda. A good start has been made in the field. Geneva headquarters needs to listen and respond adequately to field suggestions regarding requirements.

7. Conclusion

It is gratifying to realize that your office enjoys both political support, and so far, financial support needed for the task in Rwanda. The additional help in administration and logistics know-how is beginning to materialize. It is now a matter of continuing to give your personal, high level support to strengthening the vital sinews of professional human resources, preparedness, and logistic/administrative back-up.

There must also be enormous personal satisfaction for you. You are advocating a modest investment which can bring extraordinary returns in reducing human misery and cost to the international community for Rwanda today, and Rwanda-like situations tomorrow.

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