

smaller, more mobile staff with the right qualifications. 'It would be better,' he said, 'to have 50 active investigators than 250 people who only observe.'<sup>98</sup>

Any division between core human rights specialists, supplementary specialists in related fields, and ancillary support specialists, is not a hard and fast one. It is useful however to quickly list some of the skills or tasks that could fall under the latter two categories. This will help to quantify the underlying premise of this section; that one does not need an especially large core group of traditional human rights specialists. An HRO can be composed of a number of professions with related and operationally important skills, but without human rights expertise per se.

*Recommendation #18*

**It is recommended that HROs have a small core of experienced human rights field experts who are able to manage the larger HRO staff of supplementary specialists and ancillary support staff.**

#### **4.5.2 Supplementary specialists in related fields**

There are innumerable professionals or specialists who have skills that are of immediate usefulness in achieving the goals and objectives of an HRO. Often they can and should be attached to the central core of human rights specialists that provide the central guidance and leadership for the HRO. At other times, they can be on loan from other UN agencies or partners such as CIVPOL. These related specialities include:

- ☐ fact finding, information corroboration, analysis (statistical reporting)
- ☐ criminal investigation, forensic, and prosecution
- ☐ treatment/counselling of victims, eg. torture, rape, children
- ☐ specialists on local political and legal system
- ☐ mediation, negotiation, conflict resolution
- ☐ media, public relations, public education
- ☐ trainers: - training/building local capacity, eg. judiciary, police, military, NGOs.  
- training UN personnel

The content of these related specialities is relatively self evident, but the training speciality or role perhaps is not. The largest component of HRO training should be focussed on preparing the local population to take over human rights promotion and protection. The partial list above of those to be trained, ie. judiciary, police, military, NGOs, are just some of the target sectors. However, there is also an important role for the HRO to ensure the training of UN personnel and other international players in the operation area. This would include peace-keepers, CIVPOL, and UN civilian staff where appropriate.

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<sup>98</sup> p. 44, *Haiti: Learning the Hard Way*, Lawyers Committee 1995 op cit.