

However, there are general UN administrative tasks that often are best 'contracted' out to centralized UN specialists. For example, PMSS could handle the technical side of personnel administration. However, beyond some narrow or technical administrative functions, the very sensitivity and operational complexity of HROs militates against a greater delegation of staffing functions. PMSS has sometimes undertaken greater roles vis-à-vis other civilians in UN field operations, but this is not as appropriate reference human rights specialist. The control of DPA or any other UN primary office of responsibility for HROs, must extend much further along the staffing and management process.

*Recommendation #17*

**It is recommended that in light of the political sensitivity and complexity of HROs, that DPA or other UN office of primary responsibility for HROs, retain greater control of the functions of staffing, training, and field administration, than is normally the case for civilians in other UN field operations.**

#### **4.5.1 Central core of human rights specialists**

It is essential that the head of an HRO and core HRO human rights specialists are well versed in international human rights protection and promotion. They must understand the multitude of political, cultural, and operational hurdles both in the target country and within the larger UN operation. They must have the vision and the viable strategies to overcome them. They have a huge job, but there are three reasons why most HROs must and can operate with a small core of well trained human rights field specialists

First, and as the next chapter will show, there are a large number of potential human rights field partners such as UN military or CIVPOL, who with proper preparation and coordination, can play a major role in the promotion and protection of human rights in field operations. UN resources will often just not allow for massive HROs, especially when other UN staff are present in the field and perfectly capable of undertaking a multiplicity of human rights tasks.

Secondly, there are a number of specialists in related fields who do not need to be human rights experts per se, but are important supplementary specialists (eg. CIVPOL, prosecutors, victim therapists) to the human rights core staff. Similarly, there is a need for skills such as administration, logistics, and security, which can be provided by ancillaries to the core and supplementary specialists.

Thirdly, it is difficult to find the right human rights people on short notice. It makes much more sense to have a small core of talented and knowledgeable human rights staff who can effectively draw together and direct the full HRO as well as play a coordinating role within the even larger group of human rights field partners that make up most UN field operations. As noted by a senior MICIVIH official, even core activities of the HRO are best done by "a