

3.17 Limits on Capacity or Influence

Operational limits faced by various operation partners and individuals, and how to deal with such limits:

- hand over to others in the UN operation or other international actors eg. HRO for investigations, ICRC for prisoners, UNHCR for refugees, etc.
- hand over to locals (both governmental and non-governments). They are often the best placed to take action, and delegation to them serves to increase local capacity and their confidence in finding their own solutions.
- the dilemma of the impossible, ie. sometimes there is nothing that you can do and you must move beyond the dilemma and sense of hopelessness, and achieve the possible.
- how to avoid raising unrealistic expectations amongst victims and those at risk, amongst others in the operation area, and broadly in the international community.

3.18 Language training

- languages
- interpreter: identification, selection, protecting, and working through interpreters

PART 4 FOLLOW UP AND CONCLUSION

4 Training

Most courses will be training only a very small percentage of those that will deploy to UN field operations, and as such the participants often will end up leading teams or units. They need to understand the need for, and how to train or arrange training for those deploying with them. Teach them the who, what, by whom, and how to get help to carrying out training in:

- general advance training
- operation specific or pre-operation training
- in-operation training

Equally, field training is difficult, so coaching skills are just as important if not more so, and will be touched upon here and in the section on the management of personnel.

5 CONCLUSION

The course should close on the note that everyone in a UN field operation has some degree of responsibility for and benefit in dealing with serious violations of international human rights norms. This should be coupled with the message that common sense and a sense of justice is sufficient to initiate steps to implement one's obligation to act. Finally, they should be encouraged to undergo further training or approach human rights experts for those additional skills that will enable them to promote and protect human rights more effectively.

ANNEX 1 - CODE OF CONDUCT

ANNEX 2 - AIDE MEMOIRE for Human Rights in UN Field Operations. An approximately 4 page pamphlet in durable form (eg. plasticized paper) with some key components of the course to act as a reminder and guide for those in a field operation as to their roles and how to carry them out.