

It goes without saying that HRO staff themselves would benefit internally from clear SOPs on how to conduct and report the results of monitoring. However, SOPs are particularly important in enabling other UN human rights field partners such as the military or CIVPOL to effectively feed into and assist HRO monitoring functions. For example, because of both numbers and dispersement, it is far more likely that military peace-keepers and CIVPOL will witness violations. It is important to encourage them in reporting those violations by ensuring that they know what an HRO or other human rights bodies need to be informed about, and in what format, so that information can be easily processed.

There are a number of ways of streamlining monitoring procedures, and several HROs have evolved ad hoc mechanisms in specific aspects of monitoring. In addition, it is important to provide training on what to look for and how to respond. Various HROs have developed ad hoc training and checklists on what to look for in particular situations. For example, MICIVIH developed 'guidelines/suggested methodology for evaluating the judicial system'. MICIVIH also developed uniform methodological guidelines for investigators, refining procedures already identified and designated by ONUSAL as 'active verification'. This active verification involved four stages: one the receipt of complaints; two the investigation or inquiry proper; three corroboration of facts and recommendations; and four the use of HRO good offices.¹⁷⁷

It is important that such ad hoc procedures¹⁷⁸ and training become standard for all HROs, with the UN office of primary responsibility for HROs constantly refining and improving model SOPs in light of lessons learned from each operation. Such operational guidelines or SOPs are needed for all aspects of monitoring, including witnessing, investigating, recording, and reporting. They would enhance both functional effectiveness and the important perception of justice being done.

Local and international perception requires "reasoned and transparent procedures for the gathering, assessment and presentation of information. Operational procedures respecting international standards of due process and standard rules of evidence are necessary, perhaps culled from the general principles referred to in Article 38 of the Statute of the International Court of Justice. In fact, access to the target territory may well be more likely to be granted where such procedures are demonstrably part of the field operation on offer. States charged with human rights violations will not be anxious to accommodate an enterprise which does not have such procedures..."¹⁷⁹

In developing UN principles and procedures for monitoring, it would be useful to look to expertise that exists in related jurisdictions such as national policing or national human rights

¹⁷⁷ See p. 48, *Haiti: Learning the Hard Way*, Lawyers Committee 1995 op cit.

¹⁷⁸ For a useful basic guide for aspects of monitoring see pp.113-143, English and Stapleton, *The Human Rights Handbook: a practical guide to monitoring human rights*, Human Rights Centre, University of Essex, October 1995.

¹⁷⁹ See Karen E. Kenny, *Formal and informal Innovations in the United Nations Protection of Human Rights: The Special Rapporteur on the Former Yugoslavia*, *Austrian Journal of Public and International Law* 48, 19-77 (1995) p.61