

It thus makes much more sense that the Secretary-General set out UN doctrine on human rights in field operations. There is no contradiction in this as the Secretary-General fills that political grey area between member states as political masters, and UN staff as civil servants. As with the Agenda for Peace, the SG as the senior UN 'politician' has set out doctrine in the past, and will be expected to do so again in the future. The SG is the logical centre of responsibility to set out doctrine that will serve to reassure those UN staff looking for guidance and legitimization for human rights in UN field operations.

Recommendation #63

It is recommended that the Secretary-General set out UN doctrine on human rights in UN field operations.

10.2 Operational Procedures

Operational guidelines and standing operating procedures (SOPs) for recurring operational activities are necessary for any complex operation. Elaborating policy, they serve to put order and coherency into related operational activities being carried out by individuals who left to their own designs would devise quite diverse ways of operating. While many of those diverse options might be effective in their own right, they could well contradict each other as well as working at cross purposes with larger operational goals.

A lack of written standing operational procedures complicates the interchange of staff from within the operation, from other operations, or that are newly hired. Such individuals would be continually learning new ways of operating. In the same vein, a lack of SOPs hampers interoperability with outside organizations, eg. between an HRO and CIVPOL, or between a UN operation and NGOs.

These truisms are particularly applicable to HROs which draw together personnel from a wide variety of backgrounds, often complicated by a relatively rapid turnover of those personnel. HRO personnel are expected to deal with complex human rights issues, in complex emergency situations, on behalf of an equally complex and at times Byzantine organization, the UN.

Standing operating procedures (SOPs) tend to refer to a broad range of pre-designed written models of operational guidelines or procedures. It is important to remember that model SOPs must be customized as necessary to fit the demands of each operation. SOPs are not meant to control operations but are merely a tool for operational effectiveness, so HROs must have the ability to change SOPs to fit their operational dynamics.

The biggest benefit of developing model HRO SOPs is that even where an operation decides to customize various SOPs, they will be saved from re-inventing the basic wheel. In most cases they will adopt model SOPs without any change. Apart from saving time, model SOPs will save HROs from repeating some of the mistakes of previous HROs, assuming of course that model SOPs have been refined in light of successes and failures. A further rationale for model