

obvious changes. A similar evolution of UNHQ attitude towards HROs has barely started, and needs to be accelerated and set out in logistics/admin standing operating procedures (SOPs).

Recommendation #66

It is recommended that logistics and administration procedures for HROs be developed that meet field requirements and constraints, similar to procedures devised or being devised by other parts of the UN such as DPKO or UNHCR.

Such logistics and administrative procedures need to cover a broad range of possible stages and types HROs. For example DPA, or whichever part of the UN becomes the primary responsibility centre for HROs, needs to develop a survey mission handbook which will provide a comprehensive guide to designing the start-up stage of an HRO. This will allow the HRO head and several senior staff, who hopefully are identified early on and are part of the survey mission team, to have a check list for what they need to determine in their survey mission. The survey mission handbook should address the financial aspects of mounting an HRO, and should include a standardized framework for projected costs reflecting past HRO costs.

Recommendation #67

It is recommended that the UN develop an HRO survey mission handbook.

Very early on in the planning and deployment of an HRO, there is invariably a need to: book aircraft; procure and transport equipment and supplies; enter into contracts for services; recruit personnel; construct or rent accommodation; and so on. Quite apart from the survey mission handbook, there should be fixed SOPs and checklists for likely tasks in deploying an HRO. The invariably need for rapid reaction in the fielding of HROs makes it imperative that these logistics and administration tools be ready in advance.

Recommendation #68

It is recommended that to enhance HRO rapid reaction, that the UN develop HRO deployment checklists and SOPs for standard field operation start-up tasks.

In the field there will always be a tension between the needs of field staff, and the financial accountability needs of the UN. In the field the Chief Administrative Officer (CAO) is often the most senior 'permanent' UN staffer, ie. is a long term UN civil servant and owes both career and primary loyalty to the UN system. It is normal and logical that the CAO has the primary fiduciary role in field operations. Under the CAO, the Chief Procurement Officer (CPO), the Chief Finance Officer (CFO), and the Civilian Personnel Officer (CivPersOff) are delegated financial/administrative authority that is crucial to the functioning of the operation.

There are examples where the financial and administrative "tail" has been wagging the operational human rights "dog". Some of the problems have stemmed from incompetency on