

operational links between the HCHR and a New York based office of primary responsibility. This is compounded by the fact that the Commission for Human Rights and its special procedures including various rapporteurs, and human rights treaty bodies, are located in Geneva. This is only partly mitigated by the fact that they often are only present in Geneva for limited periods during the year. The staff of the Centre service those bodies and have been tasked with the function of advocating and liaising for them with the UNNY Secretariat and others in New York through the Centre's UNNY office. In the past this office has been small and under-resourced. If as recommended UNNY become the focal point for creating and managing all future HROs, eg. by DPA, the Centre's UNNY unit will need to play a major role as headquarters liaison for the HCHR and other part of the UN's Geneva base human rights community. The recent strengthening of the unit<sup>86</sup>, will not be sufficient and it will require further staff and resources.

#### **4.4 UN HQ Office of Primary Responsibility for HROs**

Any human rights operation will involve a multitude of UN agencies and numerous parts of the of UN secretariat. However, for UN coherence and optimum operations effectiveness, there must be a single headquarters office of primary responsibility for fielding HROs. It would either carry out, or directly delegate and oversee, activities such as planning, budgeting, staffing, administration, logistics, financial oversight, and lessons learned. UN military peace-keeping has long struggled with this issue, and in recent years DPKO has taken dramatic steps forward in its ability to mount military peace-keeping operations<sup>87</sup> by creating DPKO capacity or ensuring that it had control or oversight over all of these areas of operations support responsibility. UN agencies such as UNHCR have also learned the same lesson and within UNHCR have centralized field operational support and emergency administration support functions.

##### *Recommendation #15*

**It is recommended that there be a single UN HQ office of primary responsibility for human rights operations, that would either carry out, or directly delegate and oversee, such activities as planning, budgeting, staffing, administration, logistics, financial oversight, and lessons learned.**

In deciding where such a UN HQ office of primary responsibility should be located, it is instructive to look at which parts of the UN have been an office of responsibility for HROs in the past, and examine how well they have carried out that function.

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<sup>86</sup> Including making the post of head of the unit a D2 level position.

<sup>87</sup> See LaRose-Edwards, *United Nations Internal Impediments to Peace-keeping Rapid Reaction*, study for the Peacekeeping Division, Department of Foreign Affairs, Ottawa, Canada, April 1995.