

*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.

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*Recommendation #16*

It is recommended that the Department of Political Affairs be tasked as the UN Headquarters office of primary responsibility for mounting and administering human rights operations (HROs).

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*Recommendation #17*

It is recommended that in light of the political sensitivity and complexity of HROs, that DPA or other UN office of primary responsibility for HROs, retain greater control of the functions of staffing, training, and field administration, than is normally the case for civilians in other UN field operations.

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*Recommendation #18*

It is recommended that HROs have a small core of experienced human rights field experts who are able to manage the larger HRO staff of supplementary specialists and ancillary support staff.

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*Recommendation #19*

It is recommended that HROs develop clear operational and management techniques to reflect the varied nature of HRO staff and the 'management' requirements of dealing with, and working through, other UN field partners.

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*Recommendation #20*

It is recommended that HROs select sufficient senior staff with the management capacity to handle the unique organizational demands of a UN HRO.

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*Recommendation #21*

It is recommended that all components of UN field operations be mandated and trained to play appropriate roles in human rights promotion and protection.

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*Recommendation #22*

It is recommended that an SRSG and their political staff be fully briefed on their human rights obligations and role, as well as on the options available to them in carrying out their human rights role.

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