

Recommendation #62

It is recommended that an HRO facilitate the building of civil society's human rights capacity, this being the most effective strategy for long term human rights protection.
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Recommendation #63

It is recommended that the Secretary-General set out UN doctrine on human rights in UN field operations.
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Recommendation #64

It is recommended that Department of Political Affairs or the Centre for Human Rights take the responsibility, in collaboration with the other, for the compilation of past HROs standing operating procedures (SOPs), and the creation of model SOPs for all stages of an HRO including advance missions, deployment, and field operations.
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Recommendation #65

It is recommended that the UN create a human rights field operations lessons learned unit and mechanism, which would collect operational data, conduct analysis of that data, and recommend ways to improve doctrine, training, organization, and procedures for HROs.
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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.
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Recommendation #67

It is recommended that the UN develop an HRO survey mission handbook.
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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.
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Recommendation #69

It is recommended that financial and administration officers for HROs be trained to meet the operational demands of the HRO while at the same time meeting essential UN accountability procedures. UN HQs must delegate them sufficient financial authority and procedural flexibility, including the authority to further sub-delegate to operations staff.
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