both during and at the end of operations. These report forms must be user friendly since invariably many individuals will have to fill out such a report in isolation, ie. without an attendant interviewer. An aspect to be considered is pre-formatted computer report forms for rapid completion, transferral, and incorporation into a data bank.

Another key to effective lessons learned reports is a pre-deployment briefing for those individuals expected to provide post mission reports. They need to know what information will be requested at the end of their deployment, and in what format they will need to provide it. This will allow them to collect thoughts, relevant material, and even start to formulate recommendations as the operation progresses.

There should also be an independent reporting system available to any individual (in the field or post operation) who wishes to pass along an idea for study and consideration. Senior and other key staff should be actively and intensively debriefed at the end of their field contract so as to elicit candid comments on lessons learned

It should be emphasised that any UN unit or centre of responsibility for lessons learned will not have the resources to conduct all the necessary analysis, but will rather take the first step in identifying the key issues and coming up with some initial recommendations. Their next task will be to widely disseminate both the data and those initial recommendation, so as to facilitate public discussion and more refined recommendations. A lessons leaned unit would also have the task of tracking recurring issues that infer that those issues are not only common to various human rights operations, but are symptomatic of inherent flaws so as to merit more in-depth analysis.

Finally, the lessons learned unit will be tasked with bringing together key recommendations that have arisen in public debate, and ensuring that they are presented to key UN decision makers for the improvement of existing or future human rights operations.

> *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.**