

*Recommendation #39*

It is recommended that HROs understand fully their potential human rights coordinating roles, and that appropriate staff be trained on how to achieve this role requiring diplomacy, persuasion, and effective coordination.

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*Recommendation #40*

It is recommended that DPA or other UN office of primary responsibility for mounting an HRO, create clear and in-depth guidelines for staffing HROs including procedures, and data bases. These should address issues such as recruitment criteria, rosters, interviewing, selection, terms of engagement, grounds for dismissal, salaries, personnel equipment supplied, deployment, field redeployment, promotions, evaluation of individuals, etc.

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*Recommendation #41*

It is recommended that DPA or other UN office of primary responsibility for mounting an HRO, retain control of all substantive aspects of staffing including in particular the selection, training, and substantive management of HRO staff.

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*Recommendation #42*

It is recommended that Canada and other governments consider funding the creation and maintenance of national human rights standby mechanisms as a resource for the UN and other regional bodies, and that they model them upon the Norwegian Resource Bank for Democracy and Human Rights (NORDEM) so as to facilitate inter-agency coordination and cooperation.

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*Recommendation #43*

It is recommended that Canada join with Norway to work with other evolving national and regional human rights and democracy standby mechanisms, to create procedures to inform and coordinate, and avoid unnecessary competition and duplication.

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*Recommendation #44*

It is recommended that 20% of 'national' human rights standby rosters created by developed countries be composed of experts from economically developing countries.

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*Recommendation #45*

It is recommended that where developed country deploys a 'national' team of human rights experts, that 10% to 40% consist of experts from economically developing countries.

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