

□ Chapter 7 - Early Warning and Protection

More thought must be put into what is actually done with human rights early warning both in the traditional sense of protecting human rights, and as a tactical tool for other UN field operation components such as military peace-keepers. Therefore, it is recommended that all UN operation components be more aware of how to use human rights intelligence and early warning to inform tactical decisions and actions (*Recommendation #48*). To enhance human rights protection, those UN operation components need to be aware of the spectrum of options available to them in responding to human rights violations or the threat of violations (*Recommendation #49*).

□ Chapter 8 - Monitoring: Witnessing, Recording, Reporting, Investigating

The UN should develop standing operating procedures for UN field operations in all aspects of human rights monitoring including witnessing, investigating, recording, and reporting (*Recommendation #53*). To operationalize these procedures, it is recommended that appropriate staff of all UN field operation components be trained on what violations to look for, and how to report them (*Recommendation #54*).

□ Chapter 9 - Human Rights Reconstruction

Reconstruction must be comprehensive and strategically designed to build sustainable local capacity to protect human rights. It is recommended that HROs have a human rights institution and capacity building program premised upon local input and planned handover to local control of relevant HRO functions. As a corollary, HROs should encourage and facilitate human rights programming by other UN agencies that will remain in country long term (*Recommendation #57*). In keeping with ultimate local control, it is recommended that the UN not take a position on amnesties for human rights violations, and that such decisions be left solely up to the societies attempting to reconcile and rehabilitate themselves (*Recommendation #56*).

□ Chapter 10 - Operational Guidelines and Procedures

It is recommended that the Secretary-General set out UN doctrine on human rights in UN field operations (*Recommendation #63*). The Department of Political Affairs or the Centre for Human Rights should have 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 (*Recommendation #64*). Similarly, the UN needs an HRO lessons learned mechanism to collect operational data, analyse that data, and recommends ways to improve doctrine, training, organization, and procedures (*Recommendation #65*).

□ Chapter 11 - Logistics and Training

It is recommended that logistics and administration procedures for HROs be developed that meet field requirements and constraints, similar to those devised or being devised by other parts of the UN such as DPKO or UNHCR, (*Recommendation #66*).

Training is critical, and it is recommended that like military peace-keepers, that extensive generic training on human rights field skills be provided to potential HRO personnel, and that operation specific training be provided both immediately prior to deployment, and in the field (*Recommendations #71,72*). For other UN staff, it is recommended that all UN field operation personnel receive a minimum of one day training on the human rights facets of UN field operations. Operation components and individuals such as military, CIVPOL, or political affairs officers, with the potential to be more directly involved in UN human rights field activity, will need substantially more training (*Recommendation #74*).