

UN member states should provide HROs with detailed mandates so as to provide full legitimacy and authorization for the various activities of the HRO, and signal clearly the political will of member states to support substantive human rights promotion and protection by all components of the larger UN field operation (*Recommendation #11*).

As senior UN human rights 'defender', the High Commissioner for Human Rights should actively advocate for the inclusion of human rights into the mandate and structure of all UN field operations, e.g. peacekeeping operations. In particular the HCHR should press for the creation of HROs with comprehensive mandates, and then subsequently monitor HROs and other UN field operations and advocate for re-focused or increased human rights activity where necessary (*Recommendation #13*).

There needs to 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 (*Recommendation #15*). In the field, HROs need 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 (*Recommendation #18*).

□ Chapter 5 - UN Human Rights Partners

It is recommended that all components of UN field operations be mandated and trained to play appropriate roles in human rights promotion and protection (*Recommendations #21,22-24,27*). An HRO should take advantage of the capacities and skills of other UN operation components such as CIVPOL or military peace-keepers (*Recommendations #25,28*). Similar to the HCHR, UN human rights entities such as treaty bodies, special rapporteurs, independent experts, working groups, or other ad hoc UN human rights bodies, can play a role in advising an HRO, and in monitoring that HROs' actions (*Recommendation #30*).

As well, HROs should be aware of the operation area activities of relevant human rights NGOs, the ICRC, and humanitarian agencies, so as to better coordinate HRO activities with those potential field partners (*Recommendations #29,31*). In addition, HROs need to be aware of media potential to help or hinder, and formulate a media policy (*Recommendation #34*). Optimally, HROs will use local partners, both government and civil society, to inform HRO activities, and where possible use local partners as implementing agents (*Recommendation #36*). In a larger sense, the UN should look to regional organizations to play a field role through both their own independent field operations and in conjunction with the UN (*Recommendation #32*).

□ Chapter 6 - Staffing and Standby Arrangements

The UN office of primary responsibility for mounting HROs must create clear in-depth staffing guidelines addressing issues such as recruitment criteria, rosters, selection, terms of engagement, field deployment, evaluations, etc (*Recommendation #40*). It should retain control of all substantive aspects of staffing particularly the selection, training, and management of HRO staff (*Recommendation #41*).

Similar to military peace-keeping standby arrangements 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) (*Recommendation #42*). Canada should join with Norway to work with other evolving national and regional human rights standby mechanisms, to create procedures to inform and coordinate, and avoid unnecessary competition and duplication (*Recommendation #43*). To avoid national imbalances, 20% of 'national' human rights standby rosters created by developed countries should be composed of experts from economically developing countries, and when deploying a 'national' team, 10% to 40% should be experts from economically developing countries (*Recommendations #44, 45*).