

4.5.3 Ancillary support specialists

More peripheral, are those specialists who are important to the day-to-day 'non-human rights' operational functions of an HRO. This includes such skills or specialities as:

- ☐ logistics and administration (finances, offices, accommodation, transportation)
- ☐ communications (radios, computers, communications links)
- ☐ specialists on identifying, recruiting, training, and assessing local interpreters
- ☐ local interpreters
- ☐ security: security for operation team (international staff, locally hired staff, office premises, documents both written and computer); evacuation plans, long term security for locally hired staff
- ☐ liaison with other UN operation components, and very importantly, with the local government and community.

4.5.4 Leadership and management

Management skills are often forgotten in the rush to find strong human rights specialists, and it is both understandable and obvious that human rights experts are not necessarily competent managers. However, senior HRO staff will face the normal demands of running any large group of individuals, compounded by the ever complex UN bureaucratic environment. Not only must senior HRO staff be selected with this in mind, but HRO management techniques must reflect the varied use of many of the above mention supplementary and ancillary support specialists

One of the EU human rights observes in Rwanda attached to HRFOR commented that "Any operation of this kind needs from the beginning to establish strong management structures, clear guidelines of communication and information flow, clearly defined roles and responsibilities, a well defined chain of command and thoroughly developed methodologies of work. Most problems of [HRFOR] stem from deficient systems and structures."⁹⁹

Perhaps more important but much harder to define is the need for leadership. This is particularly so for the head of an HRO who must demonstrate inordinate leadership skills. Such intangibles as motivation and morale are critical if he or she hopes to maximize the output of a disparate group of strong minded specialists, to address a complex and dynamic human rights situation, while operating within UN bureaucratic confines.

Equally, as will be seen in the next chapter on UN and non-UN field partners, central management of that broader collection of 'resources' or players is at times an even larger

⁹⁹ see p. 23 Annex H in Roel von Meijenfeldt, *At the Frontlines for Human Rights*, Evaluation of the European Union participation in the Human Rights Field Operation in Rwanda of the UN High Commissioner for Human Rights, Oct. 1995.