

multidimensional RDMHQ of both civilian and military personnel. This is to be encouraged, as it has grown out of the requirement to address the diverse needs of people in desperate circumstances.

Owing to budgetary constraints, the RDMHQ is officially described as the 'skeleton' of a mission headquarters. Once financing and staffing are approved, eight individuals are to be assigned to the RDMHQ on a full-time basis including a Chief of Staff and specialists in fields such as operations, logistics, engineering and civilian police. They are to be based in New York. The UN has received approval for their deployment into a mission area without further authorisation at the national level.

Aside from 8 full-time staff, an additional 24 personnel are to remain earmarked in their home countries until required for training or deployment. Twenty-nine personnel in the Secretariat are also to be double-tasked and assigned to the RDMHQ, but will continue with their regular assignments until needed.⁸⁰ This initial team of 61 personnel is to co-ordinate rapid deployment and manage an operational-level headquarters, even in missions with the broadest, multidisciplinary mandates. Once deployed, this headquarters is to be in a mission area for three to six months pending the arrival of and transition to a normal headquarters. Major-General Frank Van Kappen, has detailed the five primary tasks of the RDMHQ:

- translating the concept of operations prepared by the mission planning service into tactical sub-plans;
- developing and implementing RDMHQ preparedness and training activities; providing advice to the Head of Mission for decision-making and co-ordination purposes;
- establishing an administrative infrastructure for the mission;
- providing, during the early stages of the operation, essential liaison with the parties;
- working with incoming mission headquarters personnel to ensure that, as the operation grows to its full size and complexity, unity of effort to implement the Security Council mandate is maintained.⁸¹

The Friends Group has stipulated that the RDMHQ will require the following capabilities:

- a. It must be deployable at very short notice.
- b. It should be able to deploy for up to six months.
- c. It should provide initially the nucleus of a headquarters for a new PKO.
- d. It must be integrated into DPKO as a core function in order to retain its interoperability with the UN headquarters in New York.
- e. It must be capable of undertaking technical reconnaissance missions prior to deployment.
- f. It must have undertaken operational deployment preparations prior to its commitment. This must include such things as the production of Standard Operating Procedures and the completion of pre-deployment training.⁸²