

DELEGATES FROM NON-TRADITIONAL SOURCES

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In 1997 20 National Societies provided 89% of Federation delegates, while all the other National Societies contributed the remaining 11% of delegates. A study to remedy this situation was undertaken during the first half of 1997. Its aim was to propose a system to widen the pool of talented potential delegates, leading to more skilled delegates and more effective programmes; to have a broader distribution of nationalities among delegates, to reflect the international nature of the Federation; and to strengthen the capacity of ONSs by giving their staff and volunteers the opportunity to develop their skills in new areas of work and training.

The study recommended that Regional Delegations should act as the focal point for recruiting and training non-traditional source (NTS) delegates, and that they and the Country Delegations should proactively seek candidates from their region. National Society staff and volunteers and local staff should be the main target groups, but the open market should be targeted if suitable applicants are not available from these sources.

The Secretariat must ensure that quality is maintained while some decentralisation of recruitment and training to Regional Delegations takes place. Attention will focus on selection, registers, training, de/briefing and issues of psychological support and welfare, as well as on the identification and training of staff to take the programme forward in the regions. Recommendations were made on the pay and contracting of NTS delegates, as well as on establishing an agreement between the sending National Society and the Federation to encourage the delegate's reintegration with his or her National Society after the mission.

The report recommended a target of 25% of NTS delegates within four years. A Fund should be set up, administered by the Secretariat, to pay for the missions of NTS delegates who cannot be funded from elsewhere, linked to the 25% target. The funding will need to be flexible, in order not to overwhelm the Secretariat's limited capacity to broker individual sponsorship arrangements. The balance between the Secretariat's need for flexible funding and donors' need for information and programme partnership will be crucial to the system. Recruitment and Training Delegates will be needed for two years to assist in implementation. The Federation should also assist those National Societies which have not traditionally recruited delegates to develop financial and human resource systems to do so in the future.