

DISASTER RESPONSE

5 January, 2001

Focus on the Regional Delegate Recruitment and Training Programme

appeal no. 01.71/2000

situation report no. 3

period covered: July - December 2000

As a result of recruitment and training efforts, 85 nationalities are now represented among Federation delegates and some 70 National Societies are supporting the Federation's international work. Four regional basic training courses have successfully been conducted during 2000, notably to increase the pool of French, Spanish and Arabic speaking delegates. An International Recruitment Handbook has been produced in four languages and has been distributed to all National Societies. From January 2001 the Regional Delegate Recruitment Programme is integrated into the standard Federation programme activities under each regional appeal (under Regional Cooperation as well as in the global Human Resources and Organizational Development programme).

The context

This has been the third and final year of the Regional Delegate Recruitment and Training Programme as a separate Federation initiative. The result has been encouraging with an increased involvement in the exchange of human resources by all National Societies globally, including an emerging interest from the Red Crescent Societies in the Middle East and North Africa and from the Pacific region. The process has reached a level of sustainability which will be monitored carefully during the next year by all partners involved.

Since the start of this initiative in 1998, the aim has been to consistently and actively encourage and train more National Societies to share their skilled human resources on a regional and international level. All National Societies and Federation Delegations have been invited to be trained in the selection

and assessment of potential candidates as well in processing Basic Training Course (BTC) applications and proposing candidates for international missions through the Regional Delegations. Numerous experienced Human Resources Officers from National Societies and the Federation Secretariat have been involved in these training activities. Representatives of the ICRC also attended many of these training sessions.

Many donor National Societies fund missions for regionally recruited candidates for positions advertised in the List of Open Positions. The level of these sponsorship in 2000 are equivalent to those of 1999, approximately CHF 2,000,000.

During 2000, four regional BTC's for the ICRC and Federation international staff were conducted in Abidjan, Nairobi, Mexico (Americas) and Syria (MENA). This process will continue according to the Regional Delegation plan over the coming years. The percentage of National Society and Delegation BTC candidates recommended for international missions remain on an average of over 80%, a significant improvement compared to the past where the recommended level varied between 15-40%. The approval rates from the various BTCs is one indicator that the Regional Delegate Recruitment and Training Programme has had a positive impact on the pre-selection of the candidates. Another positive indicator is the delegates' performance evaluations and requests for extensions.

Seventy National Societies now provide the Federation with human resources for international missions and the number is rising. Some 85 different nationalities are represented among delegates. New donor National Societies contribute 24% of all international staff - the original objective of the Regional Recruitment programme was to reach 25% in 2001. This improved situation reflects the international nature of the Federation. The Federation is committed to continuing this trend.

Latest events

During the latter part of 2000 the production of a Federation International Recruitment Handbook in four languages was completed and the English version was distributed to all National Societies in December 2000. Distribution of the handbook in the other three languages including a CD-Rom with all four languages will follow in January 2001. The 131 page handbook provides minimum federation standards related to the selection of international staff focusing on professional and personal competencies, including their intercultural effectiveness. The handbook consists of the following three interconnected sections for easy reference:

Section One - outlines the purpose and role of Federation international personnel and the rationale behind a comprehensive screening process prior to the basic training course (BTC).

Section Two - focuses in detail on the interview and assessment tools and process.

Section Three - focuses on mission administration, how to propose candidates for Federation missions and mission preparations including contractual and financial responsibilities, induction and briefing as well as support during and after mission.

The handbook also includes 21 appendices ranging from a sample national society human resources policy and standard interview and assessment tools, to standard procedures in the case of medical evacuation or death of a Federation delegate.

The final regional international interview and assessment "information day" was conducted in Suva, Fiji in early December 2000 as part of the regional relief workshop conducted by the Federation Pacific Regional Delegation in Suva. The ICRC and the Australian Red Cross bilateral ID-delegate in the Solomon Islands also attended. The programme was warmly welcomed by the Pacific national society representatives. As in all previous regional workshops the relationships between Federation international staff and the national society management and governance were discussed and there was lively and constructive participation during the selection and interview sessions.

Red Cross/Red Crescent action

- Throughout 2000, the Programme Coordinator has supported and reinforced the network of regional recruitment coordinators and Federation delegates in the Federation's Regional Delegations in Abidjan, Almaty, Amman, Bangkok (KL), Budapest, Buenos Aires, Fiji, Guatemala, Harare, Nairobi, New Delhi, Santo Domingo, Yaounde and Georgia (representing the Caucasus and Turkey). The support focuses on regional recruitment and human resource capacity building, in particular regarding National Societies and Federation Delegations' capacity to identify, select and train delegates and staff. It also reinforces the need for a transparent and equitable selection criteria and process for BTCs and international missions. Employment Relation staff and the Programme Coordinator monitor and measure progress impact and take corrective action as needed. This support has now been taken over by the Head of Employment Relations (global issues) and respective recruitment officers in employment relations
- The Federation will continue to promote links (capacity building and financial support) between National Societies and partnership in the area of human resources development and organization of BTCs.
- The Secretariat will continue to assist with fundraising for candidates identified through the regional recruitment programme and select as the most suitable candidate for advertised positions.
- Most National Societies organizing annual BTCs continue to extend invitations via the Federation Secretariat to participants identified by sister National Societies and Delegations globally. The selection of the participants are made according to the procedure developed within the regional delegate recruitment programme and the placement is coordinated by the Federation Secretariat, Training and Development. Financial support to cover the travel costs may be provided by the National Society organizing the BTC, the Regional Delegation, or exceptionally provided upon request from the Secretariat.
- 2000 was another very positive year regarding Red Cross and Red Crescent collaboration in the area of BTC training and international personnel. Donor National Societies and the ICRC (for Mexico) linked up with Regional Delegations to finance and help implement the four following regional BTCs which proved excellent opportunities for learning and sharing experience for all partners: **Abidjan/Yaounde** (French), June 2000 (funding available from previous year); **Mexico** (Spanish), September 2000 (funding provided by the American, Canadian, German, and Japanese Red Cross, and the ICRC); **Nairobi/Harare** (English), November 2000 (funding provided by the Netherlands Red Cross); **Amman** (English/Arabic), November 2000 (funding provided by the Netherlands and Japanese Red Cross and the balance from the RDRPT).

The financial contributions to the BTCs are recorded under each Regional Delegation appeal.

Sustainability

The main threat to maintaining the sustainability of the programme is the present high staff turn-over in National Societies, at the Secretariat and in the field. Time and effort have to be invested in briefing new staff about the programme, procedures, and opportunities to use the tools. The handbook will serve as a valuable reference for such briefing and training and a continued priority to give assistance to National Societies and Federation delegations/offices by the Secretariat, Employment Relations and Training and Development will be very important. Mentor relations between HR officers in regional delegations and experienced national societies will also be encouraged.

Outstanding needs

There are no outstanding funding needs. In 2001 the Regional Recruitment programme will be supported through each Regional Delegation appeal (under Regional Cooperation) or the Human Resources and Organizational Development global programme (objective 2 - BTC Coordination, and objective 6 - un earmarked fund for mission costs for regionally recruited candidates).

Contributions

See Annex 1 for details.

Conclusion

The Red Cross and Red Crescent Movement is now accessing and utilizing its pool of human resources in a broader and more efficient manner. We would like to thank all National Societies and Delegations who propose qualified personnel for BTC training and make them available for international missions, as well as all sponsoring National Societies for their continued support. The Federation still has a shortage of experienced personnel with the right professional background and language skills. The impact of the last two years training activities and sustainability of the programme will depend on proper briefing of future Federation heads of delegations and Secretariat staff, National society monitoring of procedures and quality as well as continued financial support from donors.

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REGIONAL DELEGATE RECRUITMENT AND TRAINING PROGRAMME G31211						ANNEX 1
Support to Delegate missions unearmarked						
APPEAL No. 01.71.2000	PLEDGES RECEIVED				01/05/01	
DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
CASH						
REQUESTED IN APPEAL----->				600,000	01/01/00	38.45%
JAPAN - RC		15,000,000	JPY	230,698	04/14/00	
In addition to this contribution, 1,800,000 CHF earmarked funding has been provided by various donors to mission costs for regionally recruited delegates during 2000						
these contributions are officially recorded under the respective programme appeal						
SUB/TOTAL RECEIVED IN CASH				230,698 CHF		38.45%
KIND AND SERVICES (INCL. PERSONNEL)						
DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
SUB/TOTAL RECEIVED IN KIND/SERVICES				0 CHF		0.00%
NOT REQUESTED IN APPEAL						
DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
SUB/TOTAL RECEIVED				0 CHF		

REGIONAL DELEGATE RECRUITMENT AND TRAINING PROGRAMME G31210						ANNEX 1
General programme costs						
APPEAL No. 01.71.2000		PLEDGES RECEIVED			01/05/01	
DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
CASH						
REQUESTED IN APPEAL----->				292,668	01/01/00	106.99%
AUSTRALIAN RC				6,781	04/11/00	
BRITISH - RC				35,000	04/13/00	transfer in progress
JAPAN - RC		20,000,000	JPY	77,000	04/14/00	transfer in progress
KOREA - RC				10,000		
SWEDISH - RC		810,000	SEK	150,579	01/19/00	
DANISH - RC				5,254		Travel cost BTC Denmark
SPANISH - RC				7,200		Translation cost Recruitment Handbook
SUB/TOTAL RECEIVED IN CASH				291,814	CHF	99.71%
KIND AND SERVICES (INCL. PERSONNEL)						
DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
Korea, Republic RC				15,000		Staff on loan - Recruitment Handbook
RC of the United Arab Emirates				2,500		RDRTTP workshop Jeddah
Saudi Arabia RC				2,000		RDRTTP workshop Jeddah
Secretariat of the Arab RC/RC Societies				800		RDRTTP workshop Jeddah
Libyan RC Society				1,000		RDRTTP workshop Jeddah
SUB/TOTAL RECEIVED IN KIND/SERVICES				21,300	CHF	7.28%
NOT REQUESTED IN APPEAL						
DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
SUB/TOTAL RECEIVED				0	CHF	