

# *6 Human Resource Capacity and Training*

All aspects of humanitarian assistance rely on the skills, knowledge and commitment of staff and volunteers working in difficult and often insecure conditions. The demands placed on them can be considerable, and if they are to conduct their work to a level where minimum standards are assured, it is essential that they are suitably experienced and trained and that they are adequately managed and supported by their agency.

## **Capacity standard 1: competence**

Shelter and site interventions are implemented by staff who have appropriate qualifications and experience for the duties involved, and who are adequately managed and supported.

### **Key indicators**

- All staff working on a shelter and site programme are informed of the purpose and method of the activities they are asked to carry out.
- Assessments, programme design and key technical decision making are carried out by staff with relevant technical qualifications and previous emergency experience.
- Staff with technical and management responsibilities have access to support for informing and verifying key decisions.
- Staff responsible for site planning are trained and regularly supervised in the necessary techniques.
- Staff and volunteers involved in information gathering are

thoroughly briefed and quickly checked by an experienced person before starting work.

- Staff and volunteers involved in construction and other manual activities are trained, supervised and equipped adequately to ensure their work is carried out efficiently and safely.

## **Capacity standard 2: local capacity**

Local skills and capacity are used and enhanced by shelter and site programmes.

### **Key indicators**

- Members of the disaster affected population are included in the implementation of shelter programmes.
- Selection criteria for international staff recruitment include a commitment to building local capacities for long term benefit.
- The skills base within existing local partners and institutions is tapped and strengthened during the course of the humanitarian assistance programme.

### **Guidance notes**

1. See the *People in Aid Code of Best Practice in the Management and Support of Aid Personnel* which is appended in this binder.
2. When programmes are designed, human resource capacity issues must be addressed. Staff and volunteers should demonstrate capabilities equal to their respective assignments; specific training in the relevant areas of expertise must be a prerequisite for engagement of staff. The provision of training and support as a part of emergency preparedness is important to ensure that skilled personnel are available to deliver quality services. Given that emergency preparedness cannot be assured in many countries, humanitarian agencies should ensure that qualified and competent staff are identified and properly prepared before eventual assignment to an emergency situation.