



Australian Government

Department of Education, Employment and Workplace Relations

CHCDHA404A Develop and maintain positive relationships with key stakeholders

Release: 1

CHCDHA404A Develop and maintain positive relationships with key stakeholders

Modification History

Not Applicable

Unit Descriptor

Descriptor

This unit of competency describes the skills and knowledge required to maintain positive relationships with key stakeholders including host governments, donors, local stakeholders and government and non-government organisations

Application of the Unit

Application

This unit may be applied in relation to key stakeholders or partners in relief or development work field environments
It may apply in a range of development and/or humanitarian assistance contexts and should reflect the concepts and principles of aid effectiveness and community development (i.e. ownership, alignment, harmonisation, managing for results and mutual accountability) as embodied in the Paris Declaration and Accra Agenda for Action (AAA)
These skills and knowledge are to be used within the scope of the person's role and authority

Licensing/Regulatory Information

Not Applicable

Pre-Requisites

Not Applicable

Employability Skills Information

Employability skills

This unit contains employability skills

Elements and Performance Criteria Pre-Content

Elements define the essential outcomes of a unit of competency.

The Performance Criteria specify the level of performance required to demonstrate achievement of the Element. Terms in italics are elaborated in the Range Statement.

Elements and Performance Criteria

ELEMENT

PERFORMANCE CRITERIA

1. Establish partnership with the community and key stakeholders

- 1.1 Respond quickly to requests for ***information*** or participation by ***key stakeholders*** and the ***community***
- 1.2 Develop understanding of partner country's national development strategies, institutions and procedures
- 1.3 Take ***opportunities*** to explain or promote the activities, policies and values of the organisation and/or program as appropriate and in line with ***concepts and principles of aid effectiveness and community development***
- 1.4 Effectively promote activities, policies and values of the organisation and/or program to a range of audiences, within relevant guidelines and in culturally sensitive and appropriate ways
- 1.5 Refer non-routine requests for information to an appropriate person within the organisation or involved in the program at the local, national or international level

ELEMENT**2. Develop networks and working relationships****PERFORMANCE CRITERIA**

- 2.1 Recognise and take account of the roles and responsibilities of key stakeholders in interactions
- 2.2 Develop positive working relationships with key stakeholders, and maintain them over time to encourage positive outcomes and stakeholder support
- 2.3 Conduct dealings with key stakeholders to develop a relationship of trust and mutual understanding
- 2.4 Actively seek to collaborate with other organisations involved in development and humanitarian assistance work to create added value and greater development effectiveness
- 2.5 Establish formal and informal networks at the local, regional and national levels to support ongoing and future liaison and collaboration
- 2.6 Obtain feedback from other organisations and governments to inform and improve service delivery, and to ensure that service integrates with activities of other agencies and organisations

ELEMENT**PERFORMANCE CRITERIA****3. Build and maintain relationships within changing teams**

- 3.1 Initiate contact and build relationships with new people, including those who have different experiences, perceptions and values to own
- 3.2 Maintain openness to change and differences between people, accepting and valuing diversity
- 3.3 Take responsibility for own work and where appropriate facilitate others working in the area to undertake their roles and responsibilities
- 3.4 Actively listen and work to understand the different perspectives of all personnel specifically to build shared understanding
- 3.5 Demonstrate an appropriate level of confidence in own judgment and abilities
- 3.6 Actively listen to ideas and opinions of others and process them objectively as a basis for expanding own ideas, approach and judgment
- 3.7 Take appropriate actions to provide key practical inputs to influence people over whom you may have no direct authority
- 3.8 Constructively challenge inappropriate behaviours by focusing on specific actions or attitudes behind the problem, not personalising them
- 3.9 Behave appropriately to local context and reduce vulnerability by acting in accordance with security guidelines

4. Represent the organisation and/or program in the community

- 4.1 Represent to the community the activities, policies and values of the organisation and/or program through both formal communication and general conduct to gain key stakeholders' understanding and commitment, within relevant guidelines and in culturally sensitive and appropriate ways
- 4.2 Represent the organisation and/or program to external bodies and agencies, where deemed strategically advantageous, and subject to relevant policies and procedures and operational availability of staff
- 4.3 Represent the position of the organisation and/or program on development and relief issues in ***appropriate forums***, subject to relevant policies and procedures and operational availability of staff
- 4.4 Promote and apply concepts and principles of aid effectiveness and community development

Required Skills and Knowledge

REQUIRED SKILLS AND KNOWLEDGE

This describes the essential skills and knowledge and their level required for this unit.

Essential knowledge:

The candidate must be able to demonstrate essential knowledge required to effectively do the task outlined in elements and performance criteria of this unit, manage the task and manage contingencies in the context of the identified work role

This includes:

- Analytical tools and techniques appropriate to local context and data being analysed
- Basic logical framework
- Broad knowledge of relief and development theoretical thinking and topical issues
- Capacity and Vulnerability framework (i.e. People Oriented Planning)
- Common field living conditions
- Common field operational practices
- Data collection techniques
- Development Cooperation Treaty (if working on a bilaterally funded program), and/or the country program strategy (for bilateral and multilateral donor funded activities)
- Donor funding guidelines and reporting requirements
- Donor organisation structures and key staff
- Donor priorities and donor relations
- General principles of capacity development
- General project cycle
- Local Capacities for Peace (LCP) and Do No Harm framework
- Organisation and/or program structure, including formal lines of reporting and responsibility
- Organisation and/or program support systems and personnel
- Paris Declaration and Accra principles
- Partner country's national development strategies, institutions and procedures
- Relevant internal politics and informal influence or power relationships
- Relevant policies and procedures relating to issues such as relief to development transition issues
- Social, cultural and political context of the specific field environment
- Software relevant to sector
- Australian Agency for International Aid (AusAID) guidelines, including Development for All (Disability) Strategy and Child Protection Policy
- The Humanitarian Charter and Minimum Standards in Relief (the Sphere standards)
- U.S. Agency for International Development Field Operational Guide (USAID FOG)
- United Nations High Commissioner for Refugees (UNHCR) guidelines

REQUIRED SKILLS AND KNOWLEDGE

Essential skills:

It is critical that the candidate demonstrate the ability to:

- Demonstrate strong rapport building skills and clear understanding of the importance of positive relationships with a wide range of stakeholders
- Effectively promote and represent the activities, policies, position and values of the organisation and/or program to key stakeholders, both formally and informally, and in culturally sensitive and appropriate ways
- Effectively communicate with, work safely and develop relationships and networks with key stakeholders
- Comply with relevant policies, procedures and requirements

In addition, the candidate must be able to effectively do the task outlined in elements and performance criteria of this unit, manage the task and manage contingencies in the context of the identified work role

These include the ability to:

- Use appropriate communication and interpersonal techniques with colleagues and others
- Network and build rapport with others, including donors, local officials and community members
- Identify and communicate effectively with stakeholders
- Language, literacy and numeracy skills such as those required to:
 - collect, analyse and organise data
 - communicate in spoken and written form with a range of audiences
 - adjust spoken and written language to suit audience
 - prepare or customise materials
- Participate in a team environment to complete tasks
- Identify and clearly define problems and demonstrate appropriate response procedures
- Apply thinking, problem solving and conceptual techniques
- Demonstrate personal management, including initiative, self motivation and direction
- Use emotional and psychological state control
- Undertake self observation and reflection
- Demonstrate awareness of team members' physical, emotional and psychological state
- Work with people from culturally and linguistically diverse backgrounds
- Use communications equipment, including telephone, radio, satellite phone, fax and email
- Adapt to different environments and to respond effectively to challenges
- Analyse, evaluate and prioritise risks
- Demonstrate adaptability and the ability to deal with ambiguous situations
- Select and use appropriate technology

REQUIRED SKILLS AND KNOWLEDGE

Evidence Guide

EVIDENCE GUIDE

The evidence guide provides advice on assessment and must be read in conjunction with the Performance Criteria, Required Skills and Knowledge, the Range Statement and the Assessment Guidelines for this Training Package.

Critical aspects for assessment and evidence required to demonstrate this unit of competency:

- The individual being assessed must provide evidence of specified essential knowledge as well as skills
- The application of competency is to be assessed in the workplace or realistically simulated workplace
- Assessment is to occur under standard and authorised work practices, safety requirements and environmental constraints
- Consistency of performance should be demonstrated over the required range of situations relevant to the workplace
- Assessment must confirm a reasonable inference that competency is able not only to be satisfied under the particular circumstance, but is able to be transferred to other circumstances

Access and equity considerations:

- All workers in development and humanitarian assistance should be aware of access, equity and human rights issues in their own area of work
- All workers should develop their ability to work in a culturally diverse environment
- In particular workers should be aware of cultural, historical and current issues facing the people and culture in which they are working
- Assessors and trainers must take into account relevant access and equity issues relating to the culture in which they are working

EVIDENCE GUIDE

Context of and specific resources for assessment:

- This unit may be assessed independently, however holistic assessment practice with other related units of competency is encouraged
- Assessment of essential underpinning knowledge, other than confirmatory questions, will usually be conducted in an off-site context
- Resources required for assessment include access to:
 - workplace location or simulated workplace
 - specifications and work instructions
 - policy manuals and procedure manuals (international and local, including donor manuals)
 - relevant documents, such as interview and meeting notes, stakeholder feedback and standards documents (e.g. USAID FOG and the Sphere standards)
 - relevant equipment (such as office equipment and communications equipment)
 - managers, co-workers and other staff and other key stakeholders if available

Method of assessment:

- Assessment needs to take into consideration the practical difficulties associated with attempting on-job assessment in the field
- Given the nature of this unit, assessment should be supported by supplementary evidence from a wide range of sources, preferably including evidence from one or more field situations
- Assessment methods must be by direct observation of tasks and include questioning on underpinning knowledge

Range Statement

RANGE STATEMENT

The Range Statement relates to the unit of competency as a whole. It allows for different work environments and situations that may affect performance. Add any essential operating conditions that may be present with training and assessment depending on the work situation, needs of the candidate, accessibility of the item, and local industry and regional contexts.

Information may include:

- Publicity material
- Contact information
- Prevention and mitigation strategies

Key stakeholders may include:

- Target community
- Government representatives - national, provincial, district and local
- Private sector organisations - local and international
- Donors
- Other government and/or non-government organisations
- Voluntary civic and social organisations

Community may involve people of a range of ages, cultural and ethnic diversity and people with disabilities and may refer to:

- Local community
- Business community
- Refugee community
- International community
- Organisation community

RANGE STATEMENT

Opportunities may include:

- Answering general inquiries
- Presentations at community group gatherings
- Special interest forums
- Community events and festivals
- Speaking at seminars
- Participating in conferences
- Representing organisation on associations and committees

Concepts and principles of aid effectiveness and community development include:

- Ownership, including:
 - using delivery processes that support partner countries to exercise effective leadership over their development policies and strategies
 - coordinating development actions
 - involving communities and local government in decision making, implementation, monitoring and evaluation
 - encouraging community's and local government's contribution to problem solving
- Alignment, involving maintaining a comprehensive understanding of partner countries' national development strategies, institutions and procedures to guide program delivery
- Harmonisation:
 - actively seeking to collaborate with other Official Development Assistance (ODA) partners to create added value and greater development effectiveness
- Managing for results, including continuous improvement of systems to:
 - manage for development results
 - support evidence-based decision making
- Mutual accountability, involving demonstration of:
 - full transparency and accountability for the use of development resources in program delivery

RANGE STATEMENT

- Appropriate forums may include:*
- Inter-agency discussions
 - Conferences
 - Media debates
 - Government hearings
 - Community meetings
 - Key stakeholder meetings
 - Training courses

Unit Sector(s)

Not Applicable