



Australian Government

Department of Education, Employment and Workplace Relations

CHCDHA502A Manage humanitarian assistance operations

Release: 1

CHCDHA502A Manage humanitarian assistance operations

Modification History

Not Applicable

Unit Descriptor

Descriptor

This unit of competency describes the skills and knowledge required to effectively manage local relief operations while supporting the strategic objectives of the organisation and adhering to organisation and international policy and practice requirements

Application of the Unit

Application

This unit may be applied in a range of humanitarian assistance work 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)

The application context is very demanding, with very low levels of support and infrastructure present and work must be undertaken at a rapid rate and simultaneously with multiple other tasks

These skills and knowledge are to be applied 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

1. Organise and lead a *humanitarian assistance team*

PERFORMANCE CRITERIA

- 1.1 Prepare preliminary estimates of human, financial and other resource needs based on the scope of likely humanitarian response
- 1.2 Coordinate with key organisation support units, including human resources, information technology and logistics for support and advice, and establish close working relationship with these units
- 1.3 Implement *management information systems* according to organisation guidelines
- 1.4 Provide orientation and briefing to the team in line with the *concepts and principles of aid effectiveness and community development*

ELEMENT**2. Plan the operation****PERFORMANCE CRITERIA**

- 2.1 Develop operational plan and business plan that is aligned with program strategy, using ***appropriate tools***
- 2.2 Determine key activities appropriate to the ***response level*** and according to organisational guidelines, program design, donor and grant requirements
- 2.3 Formulate immediate action steps to involve stakeholders
- 2.4 Gather data to determine program design and response, geographic targets, population targets and the range of other essential critical decisions required for program effectiveness
- 2.5 Ensure planning includes issues of ***stakeholders with special needs and disadvantages***
- 2.6 Prepare schedules to ensure that ***resources*** are brought in at the right times

ELEMENT**PERFORMANCE CRITERIA****3. Implement and manage the humanitarian assistance project cycle**

- 3.1 Conduct and lead team **assessments** in a timely manner
- 3.2 Implement planning and design **processes** according to organisation guidelines
- 3.3 Ensure that funding is available
- 3.4 Define roles and responsibilities of key **external stakeholders**
- 3.5 Delegate tasks to appropriate personnel
- 3.6 Ensure that design and management of relief response complies with organisational policies and other international humanitarian standards
- 3.7 Manage **project cycle** to maximise program effectiveness and to ensure processes are being followed
- 3.8 Monitor and assess changing and evolving needs as the situation develops
- 3.9 Monitor and assess initial response and its long term implications, and make decisions according to assessment
- 3.10 Monitor and assess expenditures according to organisation guidelines
- 3.11 Document project activities and progress and ensure documentation of best practice and innovation into project plans and budgets
- 3.12 Prepare update and situation reports

4. Maintain local security strategy

- 4.1 Conduct security assessments in coordination with security officer and other relevant key officers
- 4.2 Determine ways to protect and secure organisation and project **assets** and resources
- 4.3 Coordinate with security officer to ensure that critical documents such as evacuation and field security policy, operation and contingency plans are developed and updated
- 4.4 Ensure staff safety according to organisation standards and procedures

ELEMENT**PERFORMANCE CRITERIA****5. Build strategic alliances with
key stakeholders**

- 5.1 Build positive relationships with key stakeholders during the initial months of the response
- 5.2 Conduct regular consultations with key stakeholders and provide relevant updates
- 5.3 Advocate as required to ensure inclusion and engagement of stakeholders with special needs and disadvantages

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:

- Organisation goals, structures, policies and procedures, support systems and personnel
- Humanitarian assistance operations
- Program and project management
- Project cycle and field operations
- Human resource management principles
- Financial procedures
- Management information systems
- Donor priorities and structures
- Planning tools and assessment tools
- Strategic planning
- All legislation relevant to the organisation's operation
- Critical path/program evaluation and review technique (PERT) methodology
- Consultative methods and processes
- Performance management
- Relevant organisation software
- Local and international occupational health and safety (OHS) requirements
- Emergency and development programming
- High level of understanding of emergency relief administration, program response, program design and project writing
- Strong knowledge of computer applications including word processing and spreadsheets
- Early warning analysis and emergency program
- Implementation of emergency relief and disaster mitigation (ERDM) strategies as defined by documents, meetings and other gatherings
- Food aid programming or logistics
- International humanitarianism, sphere standards and international codes of conduct
- Transition management
- Security assessments

- Relevant organisation code(s) of conduct
- Agency guidelines, such as:
 - Australian Agency for International Aid (AusAID) guidelines, including Development for All (Disability) Strategy and Child Protection Policy
 - U.S. Agency for International Development Field Operational Guide (USAID FOG)
 - United Nations High Commissioner for Refugees (UNHCR) guidelines, especially on specific projects for vulnerable groups
 - other relevant agency guidelines

Essential skills:

It is critical that the candidate demonstrate the ability to:

- Effectively plan, organise and manage international humanitarian assistance operations, develop and prepare operational and business plans, and security and contingency plans
- Effectively ensure staff safety, security arrangements and available funding
- Effectively use culturally appropriate and sensitive assessment and monitoring methods, prepare and produce assessment, monitoring and situation reports including findings and recommendations
- Effectively communicate with, work safely, coordinate and build positive relationships with affected communities, relief team, key support units and other relevant key stakeholders and agencies
- Comply with relevant organisation, international and donor policies, procedures and requirements
- Use high level diplomacy skills for relationship building with local government, multilateral organisations, donors and other non-government organisations
- Work with a reasonable level of comfort in high tension and high security risk situations
- Maintain performance expectations in diverse cultural contexts, psychologically stressful environments and physical hardship conditions with limited resources
- Demonstrate a high degree of negotiation and persuasion skills to seek funding commitments from donors, special arrangements and concessions from local governments
- Promote team building environment and transfer skills and knowledge to team
- Adjust to harsh living conditions and demonstrate emotional maturity

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:

- Apply skills in:
 - people capacity building
 - mentoring, coaching and training
 - using appropriate communication and interpersonal techniques with colleagues and

others and participating in a team environment to complete tasks

- identifying problems and appropriate response procedures and initiating new ideas or work methodologies
- accurately planning and organising work activities
- efficiently managing self responsibilities and timelines for completion of work
- thinking, problem solving and conceptual techniques
- analysis and evaluation
- performance management, planning and coordination
- project management and report writing
- working safely and encouraging a safe workplace
- networking

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
- The circumstantial or unsolicited testimony of project participants, governments or other non-government organisations regarding ethical behaviour should be considered as significant evidence in relation to this unit
- 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

EVIDENCE GUIDE

- 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

- 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 humanitarian assistance operations and security manuals)
 - relevant documents (such as assessment notes response plans and reports) and standards documents
 - relevant equipment (such as office equipment and communications equipment)
 - managers, co-workers and local staff

EVIDENCE GUIDE

Method of assessment:

- Assessment needs to take into consideration the practical difficulties associated with attempting on-job assessment in the humanitarian assistance environment
- Assessment methods must be by direct observation of tasks and include questioning on underpinning knowledge
- Assessment may be applied under project related conditions (real or simulated) and require evidence of process
- Assessment should be supported by supplementary evidence from a wide range of sources, preferably including evidence from one or more field situations

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.

RANGE STATEMENT

Humanitarian assistance team may include:

- Highly experienced professionals in:
 - needs assessment
 - programming
 - project management
 - health
 - nutrition
 - food distribution
 - logistics
 - water and sanitation
 - finance
 - disaster mitigation
 - agriculture
 - human resource

Management information systems may include:

- Schedules of meetings with sector managers and other key staff
- Internal tracking and evaluation systems
- Prescribed organisation software systems
- Hard copy or electronic reporting systems
- External reporting systems, including schedule of reports to organisation and donor

RANGE STATEMENT

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

Appropriate tools may include:

- Critical path method
- Mapping needs
- Resources
- Competitors
- Competencies and using intersections as the basis for planning
- Complementarity to regional strategies and plans
- Complementarity to national strategy and plan

RANGE STATEMENT

Response level may include:

- The first 24 to 72 hours, first 7 days, first 30 days, next 90 days, following one year
- Response level according to critical criteria such as:
 - national office capacity
 - donor funding potential
 - staff required
 - capacity to support
- Terms such as low level, medium level, maximum level

Stakeholders with special needs and disadvantages may include:

- Refugees
- Children
- The elderly
- Widowed
- People with disabilities

Resources may include:

- Project supplies and equipment such as:
 - blankets, water, water container, food, cooking kits, clothes and plastic sheeting
 - communications equipment including:
 - satellite phones, cellular phones, fax machines, hand held radios and high frequency radios
 - laptop computers with all necessary software
 - information, manuals, policies and forms needed for administration and operations

Assessments may include:

- Early warning indicators for communities
- Assessment surveys
- Area Development Program (ADP) or Village Damage and Needs assessment forms
- Checklist on external stakeholders

RANGE STATEMENT

Processes may include:

- Concept phase
- Seed phase
- Design
- Implementation phase
- Exit strategy

External stakeholders may include:

- International organisations such as:
 - World Health Organisation (WHO)
 - World Food Program (WFP)
 - United Nations Children's Fund (UNICEF)
 - United Nations Development Program (UNDP)
 - United Nations High Commissioner for Refugees (UNHCR)
 - World Bank
 - U.S. Agency for International Development (USAID)
 - Australian Agency for International Development (AusAID)
 - Canadian International Development Agency (CIDA)
- International non-government organisations
- National Council of Churches
- Government donors
- Government ministries (e.g. in health, agriculture and labour)

Project cycle may include:

- Assessment
- Analysis
- Design
- Marketing
- Monitoring
- Reporting
- Evaluation

RANGE STATEMENT

Assets may include:

- Vehicles
- Office equipment
- Office machinery
- Office furniture
- Communication devices

Key stakeholders may include:

- Local government
- Other government agencies
- Local partners
- Donors
- International non-government organisations
- United Nations agencies

Unit Sector(s)

Not Applicable