



Australian Government

Department of Education, Employment and Workplace Relations

CHCDHA505A Develop and manage implementation plans

Release: 1

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Modification History

Not Applicable

Unit Descriptor

Descriptor

This unit of competency describes the skills and knowledge required to prepare implementation plans and manage the execution of the proposed activities in the plan

Application of the Unit

Application

This unit may be applied in a range of development field environments 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 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

PERFORMANCE CRITERIA

1. Develop implementation plans

- 1.1 Formulate **implementation plan** for a specific project in consultation with **key stakeholders** and according to relevant formats and checklists
- 1.2 Ensure plan addresses all stages of the **general project cycle** for a development and/or humanitarian assistance project and reflects the **concepts and principles of aid effectiveness and community development**
- 1.3 Ensure implementation plan conforms to strategy, policies, standards and decisions agreed during community action planning processes
- 1.4 Ensure implementation plan clearly shows the roles and responsibilities of different stakeholders and human resources needs
- 1.5 Ensure implementation plan clearly articulates the detailed work-schedule and **major milestones**
- 1.6 Develop clear monitoring mechanisms or plans to support the implementation plan
- 1.7 Determine the **field constraints** and prepare contingency plans to manage the risks and assumptions
- 1.8 Submit draft implementation plan for review to relevant personnel involved in consultation processes
- 1.9 Collect feedback from reviewers and incorporate relevant information in the final plan

ELEMENT**PERFORMANCE CRITERIA****2. Coordinate preparations for execution of the plan**

- 2.1 Determine personnel needs, and recruit and train the required number of personnel
- 2.2 Inform and consult senior management about the plan and other relevant information
- 2.3 Develop terms of reference for process and performance monitoring requirements, in consultation with relevant field personnel and other stakeholders
- 2.4 Determine relevant and appropriate monitoring checklists, formats and **methodology**
- 2.5 Ensure availability of required tools and equipment
- 2.6 Formulate **contractual provisions** according to prevailing norms, standards and program and/or organisation requirements
- 2.7 Mobilise key stakeholders, including external or local contractors for effective implementation

ELEMENT**3. Monitor execution of the implementation plan****PERFORMANCE CRITERIA**

- 3.1 Determine ***data collection tools and techniques*** for monitoring which are appropriate to the local context, and use them in a culturally sensitive manner
- 3.2 ***Involve*** all relevant stakeholders in the monitoring process
- 3.3 Ensure any construction work adheres to standards, and all built structures are according to the design
- 3.4 Alter designs only when the site condition requires a different approach
- 3.5 Monitor quality of workmanship to meet the design requirements
- 3.6 Employ qualified persons to carry out the construction work
- 3.7 Ensure construction work complies with relevant ***precautionary or occupational health and safety (OHS) measures***
- 3.8 Obtain feedback from stakeholders regarding the applicability of the process, suitability of the intervention, staff performance and recommendation for future interventions
- 3.9 Adhere to the monitoring plan strictly and inform key stakeholders of any deviations in the plan
- 3.10 Make on-site decisions according to the needs and urgency, and if major and necessary deviations result from the implementation plan

ELEMENT**4. Prepare and submit monitoring reports****PERFORMANCE CRITERIA**

- 4.1 Collect and validate comparative data using appropriate methods
- 4.2 Analyse data and feedback, and use them as basis for response to performance
- 4.3 Determine relevant and applicable information from the monitoring conducted and make adjustments to the plan when necessary
- 4.4 Determine ***performance variations*** according to program and/or organisation guidelines
- 4.5 Prepare monitoring reports according to program and/or organisation and donor requirements and circulate to relevant stakeholders for feedback and action

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:

- General context of development and humanitarian assistance environment and key components of the relief and development project cycle
- In-depth understanding of technical, design and legislative aspects of specific programs and project activities
- Project management, monitoring mechanisms, evaluation and performance management
- Program and/or organisation structure, including formal lines of reporting and responsibility
- Emergency management concepts, principles and guidelines
- Problem solving and decision making techniques
- Donor priorities and requirements
- Contract provisions and management
- OHS measures
- Basic research, demographic and economic analysis techniques
- Data collection and techniques
- Sectoral requirements
- Relevant policies, procedures and guidelines relating to issues such as:
 - data collection and analysis
 - risk management
 - evaluation
 - security of personnel and assets
 - currency transactions and security
 - document storage and security
 - data gathering, reporting and recording
 - evaluation methodologies
 - industry standard risk evaluation practices

REQUIRED SKILLS AND KNOWLEDGE

- relevant benchmarks in related areas
- cross cultural awareness and sensitivity
- relevant manuals and standards

Essential skills:

It is critical that the candidate demonstrate the ability to:

- Effectively develop and produce implementation plan for specific projects or interventions
- Effectively monitor implementation of activities and make necessary adjustments to the plan
- Effectively identify personnel requirements, develop terms of reference, employ qualified persons, monitor performance and make recommendations
- Effectively ensure availability of tools and equipment, develop and monitor appropriate mechanisms (such as monitoring and contingency), and prepare relevant plans and reports
- Effectively communicate with, work safely, involve and mobilise key stakeholders including target communities, key staff and others
- Comply with relevant organisation, international and donor standards, 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:

- Develop planning processes
- Conduct site investigation and/or inspections
- Monitor procedures and work progress
- Make adjustments or changes to the design or plans
- Interpret and apply relevant plans, procedures and policies
- Coordinate activities
- Respond to identified problems and concerns in the field
- Use safety equipment and personal protective equipment
- Select and use appropriate technology
- Work with people from culturally and linguistically diverse backgrounds, communicate effectively with a range of different audiences using appropriate communication and interpersonal techniques
- Interpret and explain complex formal documents and systems and assist others to apply them in the workplace and prepare written advice and reports requiring reasoning and precision of expression

REQUIRED SKILLS AND KNOWLEDGE

- Evaluate and prioritise risks and use emergency risk modelling processes to estimate risk
- Deal with ambiguous situations
- Participate in a team environment to complete tasks
- Identify problems and demonstrate appropriate response procedures
- Initiate new ideas or work methodologies
- Accurately plan and organise work activities
- Assess tools, machinery and equipment techniques

continued ...

Essential skills (contd):

- Apply skills in:
 - project management and evaluation
 - use of communications equipment, including telephone, radio, satellite phone, fax and email
 - identification of stakeholders
 - consultation and negotiation with stakeholders
 - risk analysis
 - problem definition
 - adaptability
 - presentation
 - efficient management of self, responsibilities and timelines for completion of work
 - use of effective thinking, problem solving and conceptual techniques

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

- The individual being assessed must provide evidence of specified essential knowledge as well as skills

EVIDENCE GUIDE

and evidence required to demonstrate this unit of competency:

- 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

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 actual community development context or a realistic simulation

EVIDENCE GUIDE

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, candidates should be expected to present evidence from within a real field environment
- If this is not possible, demonstration of some performance criteria in this unit may be achieved through observing the behaviour and responses of the candidate under a stressful situation similar to those likely to be encountered in the field
- Underpinning knowledge may be assessed through:
 - written assignments
 - project reports
 - debriefings
 - action learning projects
- 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

Implementation plan refers to:

- Detailed framework prepared in consultation with the target communities and generally includes:
 - key strategies
 - sequence of activities
 - relevant processes and procedures
 - human resources needs
 - capacity building initiatives
 - work schedules
 - monitoring mechanisms
 - resource allocation and utilisation plans
 - resource requirements and budget

Key stakeholders may include:

- Field staff
- Community based organisations
- Community leaders or representatives
- Organisation/program personnel and managers
- Local government representatives and line-agency offices
- Non-government organisation representatives
- International non-government organisation representatives (e.g. Oxfam, Care International, Red Cross, Water Aid)
- Civil society groups
- Bi-lateral and multilateral agencies (e.g. United Nations and World Bank)

General project cycle may consist of:

- Assessment
- Analysis
- Planning
- Designing
- Marketing
- Implementing
- Monitoring
- Reporting
- Evaluation
- Transition

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

Major milestones may refer to:

- Indicators in work schedule and may include:
 - commencement of work
 - completion of work
 - reporting dates
 - monitoring visits
 - mid and project end evaluations

RANGE STATEMENT

Field constraints may include:

- Non-availability of skilled labour
- Non-availability of resources
- Road blockade due to landslide or other disasters
- Non-availability of volunteer labour due to peak season of cultivation, festival time and other related activities
- Potential conflicts, riots and violence
- Cultural and social taboos and beliefs

Methodology refers to:

- Methodology used in monitoring
- This may vary depending on the type of monitoring to be conducted and may involve:
 - participatory monitoring
 - monitoring by external experts
 - process monitoring
 - performance monitoring
 - impact monitoring
 - compliance monitoring
 - baseline monitoring

Contractual provisions may include:

- Lump-sum contract
- Labour contract
- Build-operate and transfer contract
- Item-wise contract
- Material contract
- Fixed-term contract

RANGE STATEMENT

Data collection tools and techniques may include:

- Interviewing
- Brainstorming
- Direct observation
- Participatory mapping
- Ranking
- Focus group discussions
- Venn diagram
- Community meetings
- Transect walk
- Time-use analysis
- Trend analysis
- Household surveys using structured and semi-structured questionnaires
- Wealth ranking
- Pair-wise ranking
- Matrices

Involve refers to:

- How relevant stakeholders may be involved in monitoring and may include activities such as:
 - planning
 - review of project outputs
 - data gathering
 - field visits and interviews
 - monitoring impact
 - report writing

RANGE STATEMENT

Precautionary or occupational health and safety (OHS) measures refer to:

- Measures that need to be considered during construction work and may include:
 - effective supervision
 - carefully designed work methods and well trained workers
 - regular changeover of workers
 - safety equipment and first aid kit on site
 - fencing around the site
 - provision of a guard or watch man
- Precautionary or OHS concerns may include:
 - lack of expert supervision
 - careless worker and work methods
 - tiredness and lack of concentration
 - faulty equipment
 - interference by casual onlookers and animals
 - children playing on unattended sites

Performance variations may include:

- Project activities that have not been planned but could occur or are occurring, and are not reported by local staff

Unit Sector(s)

Not Applicable