

**REPUBLIC OF KENYA**

**NATIONAL OCCUPATIONAL STANDARD**

**FOR**

**ASSISTANT PROJECT MANAGER**

**LEVEL 5**

**ISCED PROGRAMME CODE:** 0413 554A

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# **FOREWORD**

Technical and Vocational Education and Training (TVET) is a priority sector in Kenya supporting the achievement of an educated, competent and competitive nation not only on a regional scale, but globally. Quality TVET, which is relevant, accessible and labour market oriented, creates welfare, employment opportunities, enhances labour productivity and improves the daily lives of all Kenyans. Quality education and training will contribute to achievement of Kenya’s development blueprint, Vision 2030 and sustainable development goals.

The Government of Kenya, in its commitment to transforming education, training and research, has instituted a number of measures based on findings of various commissions and task forces. One of the measures was the formulation of the Policy Reforming Education and Training for Sustainable Development in Kenya (Sessional Paper No. 1 of 2019). A key feature of this policy is the radical change in the design and delivery of the TVET training. This policy document requires that training in TVET be competency based, curriculum development be industry led, certification be based on demonstration of competence and mode of delivery allows for multiple entry and exit in TVET Programmes.

TVET-industry linkages required to support the CBET Programmes were found to be weak in a study conducted on the status of implementation of Competency Based Education and Training (TVETA, 2021). The Kenya Youth Development Policy (2019) notes that the weak linkage between education and training, and the labour market makes it difficult for the youth to transition into the labour market.

This requires that that Industry takes a leading role in curriculum development to ensure the curriculum addresses its competence needs. It is against this background that National Polytechnics developed these Occupational Standards with the involvement of the industry for the purpose of developing a competency-based curriculum for procurement management**.** These Occupational Standards will also be the basis for assessment of an individual for competence certification.

These Occupational Standards will play a great role towards development of competent human resource for the Procurement sector’s growth and development.

**PREFACE**

Kenya Vision 2030 aims to transform the country into a newly industrializing, middle-income country providing high quality life to all its citizens by the year 2030. Kenya intends to create a globally competitive and adaptive human resource base to meet requirements of a rapidly industrializing economy through life-long education and training. TVET has a responsibility of facilitating the process of inculcating knowledge, skills and worker behavior necessary for catapulting the nation to a globally competitive country, hence the paradigm shift to embrace Competency Based Education and Training (CBET).

The Technical and Vocational Education and Training Act No. 29 of 2013 and the Sessional Paper No. 1 of 2019 on Reforming Education and Training in Kenya, emphasized the need toreform curriculum development, assessment and certification. This called for a shift to CBET to address the mismatch between skills acquired through training and skills needed by industry as well as increase the global competitiveness of Kenyan labour force.

This Occupational Standard has been developed in adherence to the Kenya National Qualification Framework and CBETA standards and guidelines. The Occupational Standard is designed and organized into Units of competencies with performance criteria; suggested delivery methods, training/learning resources and methods of assessing the trainee’s achievement. The Occupational Standards is competency-based and allows multiple entry and exit to the course.

I am grateful to the Council Members, Council Secretariat, TVET trainers, NSSC, expert workers and all those who participated in the development of this Occupational Standards.

# **ACKNOWLEDGEMENT**

In developing this occupational standard, significant involvement and support was received from various organizations. We would like to thank the representatives from the human resource trades who provided technical assistance in the identification of the duties and tasks for the human resource officer and to thank the individual committee members who translated this information into a working document.

This occupational standard contains the occupational profile, list of duties, and the knowledge, skills and behaviors needed for someone to be competent in the occupation’s duties.

Special thanks to the Board of Directors and management of TVETA, KNQA, and CDACC for supporting the process of developing this occupational standard.

The National Polytechnics recognize with appreciation the role of industry experts in ensuring that competencies required by the industry are part of this occupational standard.

We also acknowledge any other institution or persons who in one way or another contributed to the success of development of this standard.

**ACRONYMS**

**SSAC** Sector Skills Advisory Committee

**NSSC** National Sector Skills Committee

**CBET** Competency Based Education and Training

**CD** Compact Disc

**CPU** Central Processing Unit

**CV** Curriculum Vitae

**DVD** Digital Video Disc

**DVI** Digital Visual Interface

**HDMI** High-Definition Multimedia Interface

**IAS**  International Accounting Standards

**ICT** Information Communication Technology

**ISCED** International Standards Classification of Education

**MS** Microsoft

**RAM** Random Access Memory

**TVET** Technical and Vocational Education and Training

**USB** Universal Serial Bus

**VGA** Video Graphics Array

**IAS** International Accounting Standards

**CCTV** Closed-circuit Television

**KEY TO UNIT CODE**

**Sector / Industry**

**Sub Sector**

**Occupational Area**

**Version Control**

**Unit of Competence Number**

**ISCED level, Programme Orientation and Level of Completion**

xx

x

xxx

x

xx

x

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**OCCUPATIONAL STANDARD OVERVIEW**

Project Manager Level 5 occupational standard consists of competencies that an individual must achieve to manage projects. It entails managing project inception phase, managing [project planning and design, managing](#_bookmark12) [project implementation, managing](#_bookmark13) [project monitoring and evaluation,](#_bookmark15) and managing project closure.

|  |  |
| --- | --- |
| **BASIC UNITS** | |
| **UNIT CODE** | **UNIT TITLE** |
| 0611 451 01A | Apply digital literacy skills |
| 0417 451 02A | Work ethics and practices |
| 0413 451 03A | Apply entrepreneurial skills |
| **COMMON UNITS** | |
| 0031 451 04A | Apply business communication skills |
| 0411 451 05A | Financial Accounting |
| 0413 451 06A | Apply management Skills |
| 0421 451 07A | Apply principles of Commercial Law |
| 0413 454 08A | Apply business mathematics and statistics |
| **CORE UNITS** | |
| 0413 451 09A | Manage project inception phase |
| 0413 451 10A | Manage project stakeholders |
| 0416 451 11A | Procure goods, works and services |
| 0522 451 12A | Manage project environment |

**BASIC UNITS OF COMPETENCY**

**APPLY DIGITAL LITERACY**

**UNIT CODE:** 0611 451 01A

**UNIT DESCRIPTION:**

This unit covers the competencies required to demonstrate digital literacy. It involves operating computer devices, solving tasks using the Office suite, accessing online/offline data and information, performing online communication and collaboration, applying cybersecurity skills, performing jobs online and applying job entry techniques.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **Elements**  These describe the key outcomes which make up workplace function | **PERFORMANCE CRITERIA**  These are assessable statements that specify the required level of performance for each of the elements. ***(Bold and italicized terms are elaborated in the Range.)*** |
|
| 1. Operate computer devices | * 1. C***omputer device*** usage is determined as per workplace requirements.   2. ***Computer hardware*** is identified according to job requirements.   3. ***Computer software*** is identified according to workplace requirements.   4. Computer devices are turned on or off as per the correct workplace procedure.   5. ***Mouse techniques*** are applied in solving tasks as per workplace requirements.   6. Keyboard techniques are applied in solving tasks as per workplace requirements.   7. Computer files and folders are created and managed as per workplace requirements.   8. ***Internet connection option***s are identified and applied in connecting computer devices to the Internet. |
| * 1. ***External devices*** are identified and connected to the computer devices as per the job requirement. |
| 1. Solve tasks using Office suite | * 1. ***Word processing concepts*** are applied in solving workplace tasks as per job requirements.   2. Worksheet data is entered and prepared in accordance with work procedures.   3. Worksheet data is built and edited in accordance with workplace procedures.   4. ***Data manipulation*** on a worksheet is undertaken in accordance with work requirements.   5. Worksheets are saved and printed in accordance with job requirements.   6. ***Electronic presentation concepts*** are applied in solving workplace tasks as per job requirements. |
| 1. Manage data and information | * 1. Office ***internet services*** are identified and applied in accordance with office procedures.   2. ***Internet access applications*** are determined in accordance with office operation procedures.   3. Internet search is performed as per job requirements.   4. Online digital content is downloaded in accordance with workplace requirements.   5. Digital content is identified and backed up in accordance with workplace procedures. |
| 1. Perform online communication and collaborations | * 1. Netiquette principles are observed as per work requirements.   2. Electronic mail communication is executed in accordance with workplace policy.   3. Digital content copyright and licenses are identified and applied according to workplace policies and regulatory requirements. |
| * 1. ***Online collaboration tools*** are applied in accordance with workplace policies and regulatory requirements. |
| 1. Apply cybersecurity skills | * 1. ***Data protection*** and ***privacy*** is classified in accordance with workplace policies and regulatory requirements.   2. ***Internet security threats*** are identified as per workplace policies and regulatory requirements.   3. Computer threats and crimes are detected in accordance to Information Management security guidelines   4. ***Cybersecurity control measures*** are applied in accordance with workplace policies and regulatory requirements. |
| 1. Perform online jobs | * 1. Online job platforms are identified as per the job requirements.   2. Online accounts and profiles are created in accordance with the work requirements.   3. Online jobs are identified according to the bidder’s skillset.   4. Online digital identity is managed according to industry best practices.   5. Online job bidding is done as per the specific job requirements.   6. Online tasks are executed according to the job requirements.   7. Personal online payment account is managed in accordance with financial regulations. |
| 1. Apply job entry techniques | * 1. Job opportunities are sought based on competencies.   2. A winning resume/CV is developed as per job advertisement.   3. An application/cover letter is developed based on the job advertisement.   4. Certificates and testimonials are organized as per resume.   5. Interview skills are demonstrated as per job advertisement. |

**RANGE**

This section provides a work environment and conditions to which the performance criteria apply. It allows for a different work environment and situations that will affect performance.

| **Variable** | **Range** |
| --- | --- |
| 1. Computer devices may include but are not limited to: | * Desktops * Laptops * Smartphones * Tablets * Smartwatches |
| 1. Computer hardware may include but are not limited to: | * The System Unit E.g. Motherboard, CPU, casing, * Input Devices e.g. pointing, keying, scanning, voice/speech recognition, direct data capture devices. * Output Devices e.g. hardcopy output and softcopy output * Storage Devices e.g. main memory e.g. RAM, secondary storage (Solid state devices, Hard Drives, CDs & DVDs, Memory cards, Flash drives * Computer Ports e.g. HDMI, DVI, VGA, USB type C etc. |
| 1. Computer software may include but are not limited to: | * System software e.g. Operating System (Windows, Macintosh, Linux, Android, iOS) * Application Software e.g. Word Processors, Spreadsheets, Presentations etc. * Utility Software e.g. Antivirus programs |
| 1. External devices may include but are not limited to: | * Printers * Projectors * Smart Boards * Speakers * External storage drives * Digital/Smart TVs |
| 1. Word processing concepts may include but are not limited to: | * Creating word documents * Editing word documents * Formatting word documents * Saving word documents * Printing word documents |
| 1. Mouse techniques may include but are not limited to: | * Clicking * Double-clicking * Right-clicking * Drag and drop |
| 1. Internet connection options may include but are not limited to: | * Mobile Networks/Data Plans * Wireless Hotspots * Cabled (Ethernet/Fiber) * Dial-Up * Satellite * ISDN (Integrated Services Digital Network) |
| 1. Data manipulation may include but are not limited to: | * Use of formulae * Use of functions * Sorting * Filtering * Visual representation using charts |
| 1. Electronic presentation concepts may include but are not limited to: | * Creating slides * Editing slides * Formatting slides * Applying slide effects and transitions * Creating and playing slideshows * Saving presentations * Printing slides and handouts |
| 1. Internet services may include but are not limited to: | * Communication Services * Information Retrieval Services * File Transfer * World Wide Web Services * Web Services * Directory Services * Automatic Network Address Configuration * News Group * Ecommerce |
| 1. Internet access applications/software may include but are not limited to: | * Browsers * Email Apps * ECommerce Apps |
| 1. Online collaboration tools may include but are not limited to: | * Online Storage * Online productivity applications * Online meetings, * Online learning environments, * Online calendars * Social networks |
| 1. Data protection and privacy may include but not limited to: | * Confidentiality of data/information * Integrity of data/information * Availability of data/information |
| 1. Internet security threats may include but not limited to: | * Malware attacks * Social engineering attacks * Software supply chain attacks * Advanced persistent threats (APT) * Distributed denial of service (DDoS) * Man-in-the-middle attack (MitM) * Password attacks * IoT Attacks * [Phishing Attacks](https://onlinedegrees.sandiego.edu/top-cyber-security-threats/#phishing-attacks) * [Ransomware](https://onlinedegrees.sandiego.edu/top-cyber-security-threats/#ransomware) |
| 1. Security threats control measures may include but not limited to: | * Counter measures against cyber terrorism * Physical Controls * Technical/Logical Controls * Operational Controls |
| 1. Online job platforms may include but are not limited to: | * Remotask * Data annotation.tech * Cloudworker * Upwork * Oneforma * Appen |
| 1. Job opportunities may include but not limited to: | * Self-employment * Service provision * product development * Salaried employment |
| 1. Certificates and testimonialsmay include but not limited to: | * Academic credentials * Letters of previous employments/ services rendered * Letters of commendation * Certifications of participation * Awards |
| 1. Interview skills may include but not limited to: | * Listening skills * Grooming * Language command * Articulation of issues * Body language * Time management * Honesty * Generally knowledgeable in current affairs and technical area |

**REQUIRED KNOWLEDGE AND SKILLS**

This section describes the knowledge and skills required for this unit of competency.

**Required knowledge**

The individual needs to demonstrate knowledge of:

* Computer Hardware and Software Concepts
* Computer Security Concepts (Data security and privacy)
* Cyber security threats and control measures
* Understanding Computer Crimes
* Detection and protection against computer crimes
* Laws governing protection of ICT in Kenya
* Digital Identity Management
* Netiquette Principles
* Fundamentals of Copyright and Licenses
* Word processing;
* Functions and concepts of word processing;
* Documents and tables creation and manipulations;
* Document editing;
* Document formatting;
* Word processing utilities
* Spreadsheets;
* Meaning, types and importance of spreadsheets;
* Components of spreadsheets;
* Functions, formulae, and charts, uses and layout;
* Data formulation, manipulation and application to cells;
* Editing & formatting spreadsheets;
* Presentation Packages;
* Types of presentation Packages.
* Creating, formulating, running, editing, printing and presenting slides and handouts
* Networking and Internet;
* Internet connectivity.
* Browser and digital content management;
* Managing data, information, and digital content
* Electronic mail and World Wide Web
* Fundamentals of Online Working;
* Online Profile Management;
* e-Portfolio Management;
* Online Jobs Bidding;
* Online Payment Systems;
* Job entry techniques
* Job searching sites
* Interview preparation skills
* Interview handling

**Required skills**

The individual needs to demonstrate the following skills:

* Active listening
* Keyboard
* Mouse
* Analytical
* Creativity
* Interpretation
* Communication
* Spreadsheet operations (applying fundamental operations such as addition, subtraction, division and multiplication)
* Computer Use Safety
* Document Editing
* Document Formatting
* Document Printing
* Netiquette
* Internet Browsing
* Problem Solving
* Online Collaboration
* Cybersecurity
* CV writing
* Grooming

**EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required knowledge, and skills range.

|  |  |
| --- | --- |
| 1. Critical aspects of competency | ***Assessment requires evidence that the candidate:***   * 1. Operated computer devices as per workplace policies and regulations.   2. Solved tasks using the office suite as per workplace policies and regulations.   3. Managed data and information as per workplace policies and regulations.   4. Performed online communication and collaboration as per workplace policies and regulations.   5. Executed online tasks according to the job requirements.   6. Prepared job requirement documentations based on job opportunity.   7. Demonstrated interview skills based on the job opportunity. |
| 1. Resource implications | The following resources should be provided:   * 1. Appropriately simulated environment where assessment can take place.   2. Access to relevant work environments where assessment can take place.   3. Resources relevant to the proposed activities or task. |
| 1. Methods of assessment | Competency in this unit may be assessed through:   * 1. Observation   2. Oral assessment   3. Portfolio of evidence   4. Interviews   5. Third party report   6. Written assessment   7. Practical assessment   8. Projects |
| 1. Context of assessment | The competency may be assessed in a workplace or a simulated environment. |
| 1. Guidance information for assessment | Holistic assessment with other units relevant to the industry sector and workplace job role is recommended. |

**APPLY WORK ETHICS AND PRACTICES**

**UNIT CODE:** 0417 451 02A

**UNIT DESCRIPTION**

This unit covers competencies required to effectively apply work ethics and practices. It involves the ability to: conduct self-management, promote ethical work practices and values, promote teamwork, manage workplace conflicts, maintain professional and personal development, apply problem-solving and promote customer care.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**  These describe the key outcomes which make up workplace function. | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements.  ***Bold and italicized terms are elaborated in the Range*** |
|
| 1. Apply self-management skills | * 1. Personal vision, mission and goals are formulated based on potential and concerning organization objectives and strategic plan   2. Self-esteem and a positive self-image are developed and maintained based on value   3. Emotional intelligence and stress management are demonstrated as per workplace requirements.   4. Assertiveness is developed and maintained based on the requirements of the job.   5. Accountability and responsibility for one's actions are demonstrated based on workplace instructions.   6. Time management, attendance and punctuality are observed as per the organization’s policy.   7. Personal goals are managed as per the organization’s objective |
| * 1. Self-strengths and weaknesses are identified based on personal objectives   2. Motivation, initiative and proactivity are utilized as per the organization policy   3. Individual performance is evaluated and monitored according to the agreed targets. |
| 1. Promote ethical work practices and values | * 1. Integrity is demonstrated as per acceptable norms   2. Codes of conduct is applied as per the workplace requirements   3. Policies and guidelines are observed as per the workplace requirements   4. Professionalism is exercised in line with organizational policies |
| 1. Promote Team work | * 1. ***Teams*** are formed to enhance productivity based on organization’s objectives   2. Duties are assigned to teams under the organization policy.   3. Team activities are managed and coordinated as per set objectives.   4. Team performance is evaluated based on set targets as per workplace policy.   5. ***Conflicts*** are resolved between team members in line with organization policy.   6. Gender and diversity-related issues are identified and mainstreamed in accordance with workplace policy.   7. Healthy ***relationships*** are developed and maintained in line with the workplace.   8. Adaptability and flexibility are applied in dealing with team members as per workplace policies |
| 1. Maintain professional and personal development | * 1. ***Personal growth and development*** needs are identified and assessed in line with the requirements of the job.   2. ***Training and career opportunities*** are identified and utilized based on job requirements.   3. ***Resources*** for training are mobilized and allocated based on organizations and individual skills needs.   4. Licenses and certifications relevant to the job and career are obtained and renewed as per policy.   5. Recognitions are sought as proof of career advancement in line with professional requirements.   6. Work priorities and personal commitments are balanced and managed based on the requirements of the job and personal objectives.   7. Dynamism and on-the-job learning are embraced in line with the organization’s goals and objectives. |
| 1. Apply Problem solving skills | * 1. ***Creative, innovative*** and practical solutions are developed based on the problem   2. Independence and initiative in identifying and solving problems are demonstrated based on the requirements of the job.   3. Team problems are solved as per the workplace guidelines   4. Problem-solving strategies are applied as per the workplace guidelines   5. Problems are analyzed and assumptions tested as per the context of data and circumstances |
| 1. Promote Customer Care | * 1. Customers' needs are identified based on their characteristics   2. Customer ***feedback*** is allowed and facilitated in line with organization policies.   3. Customer concerns and complaints are analyzed and resolved in line with the set organizational culture.   4. Proactive customer outreach programs are implemented as per organizational policies   5. Customer retention strategies are developed and implemented in line with the organizational policy |

**RANGE**

This section provides work environment and conditions to which the performance criteria apply. It allows for different work environment and situations that will affect performance.

| **Variable** | **Range** |
| --- | --- |
| 1. Feedback may include but not limited to: | * Verbal * Written * Informal * Formal |
| 1. Conflicts include but are not limited to: | * Interpersonal Conflict. * Intrapersonal Conflict. * Intergroup Conflict. * Intragroup Conflict. |
| 1. Relationships may include but not limited to: | * Man/Woman * Trainer/trainee * Employee/employer * Client/service provider * Husband/wife * Boy/girl * Parent/child * Sibling relationships |
| 1. Team may include but not limited to: | * Small work group * Staff in a section/department * Inter-agency group * Virtual teams |
| 1. Personal growth may include but not limited to: | * Growth in the job * Career mobility * Gains and exposure the job gives * Net workings * Benefits that accrue to the individual as a result of noteworthy performance |
| 1. Trainings and career opportunities may include but not limited to | * Participation in training programs * Serving as Resource Persons in conferences and workshops * Capacity building |
| 1. Resource may include may but not limited to: | * Human * Financial * Technology |
| 1. Creative and innovative may include but not limited to: | * New ideas * Original ideas * Different ideas * Methods/procedures * Processes * New tools |

**REQUIRED SKILLS AND KNOWLEDGE**

This section describes the skills and knowledge required for this unit of competency.

**Required Skills**

The individual needs to demonstrate the following skills:

* Active listening
* Critical thinking
* Organizational
* Negotiation
* Monitoring
* Evaluation
* Problem solving
* Decision Making
* Leadership
* Creative/innovative thinking
* Adaptability
* Conflict management
* Emotional intelligence
* Teamwork

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Work values and ethics
* Company policies and procedures
* Company operations, procedures and standards
* Flexibility and adaptability
* Concept of time and leisure time
* Decision making
* Work planning
* Organizing work
* Monitoring and evaluation
* Record keeping
* Gender and diversity mainstreaming
* Drug and substance abuse
* Professional growth and development
* creativity
* Innovation
* problem solving
* customer care
* mentoring and coaching.
* Emerging issues

**EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

|  |  |
| --- | --- |
| 1. Critical aspects of Competency | Assessment require evidence that the candidate:   * 1. Promoted ethical practices and values as per organizational procedures.   2. Promoted Teamwork as per workplace assignments.   3. Maintained professional and personal development as per organizational procedures.   4. Applied Problem-solving skills based on work requirements.   5. Identified customer needs based on their characteristics.   6. Gave back Customer feedback in line with organization policies. |
| 1. Resource Implications | The following resources should be provided:   1. Access to relevant workplace where assessment can take place 2. Appropriately simulated environment where assessment can take place. 3. Resources relevant to the proposed activity or tasks. |
| 1. Methods of Assessment | Competency in this unit may be assessed through:   1. Practical assessment 2. Written tests 3. Third party reports 4. Oral questioning 5. Portfolio of evidence 6. Interview 7. Observation |
| 1. Context of Assessment | The competency may be assessed in a workplace or a simulated workplace |

**APPLY ENTREPRENEURIAL SKILLS**

**UNIT CODE :** 0413 451 03A

**UNIT DESCRIPTION**

This unit covers the competencies required to demonstrate an understanding of entrepreneurship. It involves demonstrating an understanding of financial literacy, applying entrepreneurial concepts identifying entrepreneurship opportunities, applying business legal aspects, developing business innovative strategies, and developing business plans.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **Elements**  These describe the key outcomes which make up workplace function | **PERFORMANCE CRITERIA**  These are assessable statements that specify the required level of performance for each of the elements.  ***(Bold and italicized terms are elaborated in the Range.)*** |
|
| 1. Apply Financial Literacy | 1. **Sources of personal and business** ***funds*** are identified as per financial procedures and standards 2. Personal finances are managed as per financial procedures and standards 3. Savings are managed as per financial procedures and standards 4. Debts are managed as per financial procedures and standards 5. Investments are undertaken as per financial procedures and standards 6. Insurance services are procured as per financial procedures and standards |
| 2. Apply entrepreneurial concept | 1. Entrepreneurs and Business persons are distinguished as per principles of entrepreneurship 2. Types of entrepreneurs are identified as per principles of entrepreneurship 3. Ways of becoming an entrepreneur are identified as per principles of Entrepreneurship 4. Characteristics of Entrepreneurs are identified as per principles of Entrepreneurship 5. Salaried employment and self-employment are distinguished as per principles of entrepreneurship 6. Requirements for entry into self-employment are identified according to business procedures and standards 7. Roles of an Entrepreneur in an enterprise are determined according to business procedures and standards 8. Contributions of entrepreneurship to National development are identified as per business procedures and standards |
| 3. Identify entrepreneurial opportunities | 1. Business ideas are identified as per business procedures and standards 2. Factors to consider when evaluating business opportunity viability are explored based on business procedure and standards 3. Entrepreneurial opportunities are evaluated as per business procedures and standards 4. Business ideas and opportunities are generated as per business procedures and standards 5. Business life cycle is analysed as per business procedures and standards |
| 4. Apply business legal aspects | * 1. ***Forms of business ownership*** are identified as per legal procedures and practices   2. Business Registration and Licensing processes are identified as per legal procedures and practices   3. Types of Contracts and Agreements are analysed as per legal procedures and practices   4. Employment Laws are identified as per legal procedures and practices   5. Taxation laws are identified as per legal procedures and practices |
| 5. Innovate Business strategies | * 1. Business innovation strategies are determined by the organization standards   2. Creativity in business development is demonstrated in accordance with business standards   3. Innovative business standards are developed as per business principles   4. Linkages with other entrepreneurs are created as per best practice   5. ICT is incorporated in business growth and development as per best practice |
| 6. Develop Business Plan | 1. Business idea is described as per business procedures and standards 2. Business description is developed as per business plan format 3. Marketing plan is developed as per business plan format 4. Organizational/Management plan is prepared in accordance with business plan format 5. Production/operation plan is prepared in accordance with business plan format |
| 1. Financial plan is prepared in accordance with the business plan format 2. Executive summary is prepared in accordance with business plan format 3. Business plan is presented as per best practice 4. Business ideas are incubated as per institutional policy. |

**RANGE**

This section provides work environment and conditions to which the performance criteria apply. It allows for different work environment and situations that will affect performance.

| **Variable** | **Range** |
| --- | --- |
| 1. Sources of personal funds mayinclude but not limited to: | * Salary/Wages * Investments * Savings * Inheritance * Government Benefits |
| 1. Sources of business finance mayinclude but not limited to: | * Equity Financing * Debt Financing, * Personal Savings/Investment * Retained Earnings * Grants and Subsidies * Crowdfunding * supplier Credit: * Leasing and Asset Financing: |
| 1. Types of entrepreneurs may include but not limited to: | * Innovators * Imitators * Craft * Opportunistic * Speculators |
| 1. Characteristics of Entrepreneurs may include but not limited to: | * Creative * Innovative * Planner * Risk taker * Networker * Confident * Flexible * Persistent * Patient * Independent * Future oriented * Goal oriented |
| 1. Requirements for entry into self-employment may include but not limited to | * Technical skills * Management skills * Entrepreneurial skills * Resources * Infrastructure |
| 1. Forms of businesses ownership may include but not limited to: | * Sole proprietorship * Partnership * Limited companies * Cooperatives |
| 1. Innovative business standards may include but not limited to: | * New products * New methods of production * New markets * New sources of supplies * Change in industrialization |

**REQUIRED SKILLS AND KNOWLEDGE**

This section describes the skills and knowledge required for this unit of competency.

**Required Skills**

The individual needs to demonstrate the following skills:

* Analytical
* Management
* Problem-solving
* Root-cause analysis
* Communication

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Decision making
* Business communication
* Change management
* Competition
* Risk
* Net working
* Time management
* Leadership
* Factors affecting entrepreneurship development
* Principles of Entrepreneurship
* Features and benefits of common operational practices, e. g., continuous improvement (kaizen), waste elimination,
* Conflict resolution
* Health, safety and environment (HSE) principles and requirements
* Customer care standards
* Basic financial management
* Government Business strategic planning
* Impact of change on individuals, groups and industries
* and regulatory processes
* Local and international market trends
* Product promotion standards
* Market and feasibility studies
* Government and regulatory processes
* Local and international business environment
* Relevant developments in other industries
* Regional/ County business expansion standards

**EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

|  |  |
| --- | --- |
| 1. Critical Aspects of Competency | Assessment requires evidence that the candidate:   1. Identified Sources of personal and business finance as per financial procedures and standards 2. Managed Personal finances as per financial procedures and standards 3. GeneratedBusiness ideas and opportunities based on business procedure and standards 4. Analyzed business life cycle based on business procedure and standards 5. Determined business innovative standards as per business principles 6. Developed and presented a business plan as per regulatory framework. |
| 1. Resource Implications | The following resources should be provided:   1. Appropriately simulated environment where assessment can take place 2. Access to relevant work environment 3. Resources relevant to the proposed activities or tasks |
| 1. Methods of Assessment | Competency may be assessed through:   1. Written tests 2. Oral questions 3. Third party report 4. Interviews 5. Portfolio |
| 1. Context of Assessment | Competency may be assessed individually in the actual workplace or simulated workplace environment |
| 1. Guidance information for assessment | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

# **COMMON UNITS OF COMPETENCY**

**APPLY BUSINESS COMMUNICATION SKILLS**

**UNIT CODE:** 0031 451 04A

**UNIT DESCRIPTION**

This unit specifies the competencies required to undertake business communication. It involves administering communication channels, implementing types of communication, implementing service charter, safeguarding confidentiality of information, coordinating communication on social media platforms, preparing workplace meeting and reports.

**ELEMENTS AND PERFORMANCE CRITERIA**

| **ELEMENT**  These describe the key outcomes which make up workplace function. | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements.  ***Bold and italicized terms are elaborated in the Range*** |
| --- | --- |
| 1. Administer Communication channels | * 1. Communication processes are handled in line with the human resource manual on correspondence.   2. Principles of effective communication are applied as per the organizations’ SOPs   3. Channels of communication are administered as per the organizations’ SOPs   4. Factors to effective communication are selected in line with the organizations’ SOPs   5. Barriers to effective communication are identified in line with the organizations’ SOPs   6. Patterns of communication are identified in line with the organizations’ SOPs   7. Sources of Information are identified as per the organizations’ SOPs   8. Organization Policies are identified and applied in line with the organizations’ SOPs   9. Records are kept in line with the organizations’ SOPs |
| 1. Implement types of communication | * 1. Types of written communication are identified and applied according to workplace requirements.   2. Existing non-verbal communication techniques are identified and applied based on organization policy.   3. Types of oral communication are identified and established as per organization policy. |
| 1. Implement service charter | * 1. Familiarize with the organizational service charter as per the organizations’ SOPs.   2. Emphases the Importance of service charter as per the organizations’ SOPs   3. Response to correspondences is done in line with the service charter.   4. Record retrieval is carried out in line with service charter. |
| 1. Safeguard confidentiality of information | * 1. Familiarize with the organization policy on confidentiality of information as per SOPs of the organization.   2. ***Physical securing*** of records and correspondences is done as per SOPs of the organization.   3. Monitor how records and correspondences in circulation are handled within the organization as per SOPs of the organization.   4. Information issecured as per SOPs of the Organization as per SOPs of the organization.   5. Sensitize employees onsafeguarding confidentialityof information and records as per SOPs of the organization.   6. Regular tracing of records and correspondences is done in line with the SOPs of the organization. |
| 1. Coordinate communication on social media platforms | * 1. Organization social media requirements are identified in line with the organizations’ SOPs   2. Initiate development and review of social media policies and procedures in line with organization objectives.   3. Select the social media platforms that meet the needs of the organization as per organizations’ SOPs.   4. Source for content, both internal and external, for use on social media platforms are handled as per organizations’ SOPs.   5. Respond to customers in timely manner directing them to relevant information as required according to social media policies and procedures.   6. Update of the social media account to maximize effectiveness as per organization SOPs   7. Enforce adherence to legal and ethical practices as per organizations’ SOPs.   8. Track social media activities using ***social media monitoring tools*** in line with the organizations’ SOPs   9. Report the social media engagements to management for implementation in line with the organizations’ SOPs. |
| 1. Prepare work place meetings | * 1. Minute taking is defined as per the organizations’ SOPs   2. Types of meetings are highlighted as per the organizations’ SOPs   3. ***Structure of meetings*** are identified as per the organizations’ SOPs |
| 1. Prepare workplace report | * 1. Report writing is defined as per the organizations’ SOPs.   2. Importance of reports in human resource function is emphasized as per the organizations’ SOPs.   3. Forms and types of reports are described as per the organizations’ SOPs   4. Reports formats are identified as per the organizations’ SOPs   5. Reports preparation is done as per the organizations’ SOPs. |

**RANGE**

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

|  |  |
| --- | --- |
| **Variable** | **Range** |
| 1. Physical securing may include but not limited to: | * + Lock and key   + Reinforced storage   + Fireproofing   + Lockable cabinets   + Restricted access |
| 1. Social media monitoring tools may include but not limited to: | * + Twitter counter   + Hootsuite   + Klout   + Buzzlogix   + Digimind |
| 1. Structure of meetings may include but not limited to: | * + Notice   + Agenda   + Preparation of other relevant documents   + Minute formats |

**REQUIRED SKILLS AND KNOWLEDGE**

This section describes the skills and knowledge required for this unit of competency.

**Required Skills**

The individual needs to demonstrate the following skills:

* Communication
* Data analysis and presentation
* Listening
* Organizational
* Leadership
* Time management
* Conflict management and resolutions
* Budgeting
* Decision making
* Emotional intelligence
* Interpersonal Relations
* Crisis management
* Analytical skills
* Data analysis and presentation
* Public relations
* Negotiation
* Computer
* SOP
* Operations of the organization
* Emerging issues.
* Record management
* Reading

**Required Knowledge**

The individual needs to demonstrate knowledge and understanding of:

* Work place procedures
* Human resource procedures and manuals
* Record Management function
* Work Planning and documentation
* Dispute resolution process
* Legislations, policies and regulations
* Communication processes
* Negotiations
* Interpersonal relations
* ICT
* Emotional intelligence
* Social media use

**EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

|  |  |
| --- | --- |
| 1. Critical aspects of  Competency | Assessment requires evidences that the candidate:   * 1. Handled organizational policies as per SOPs   2. Sorted correspondence and took necessary action as per SOPS   3. Maintain human resource records as per Human Resource manual   4. Align response time to service charter as per SOPS   5. Safeguarded confidentiality of information as per SOPS   6. Legal and Ethical Issues in social media platforms as per SOPS   7. Managed communication on social media platforms as per SOPS   8. Prepared work place meetings as per SOPS   9. Prepared work place reports as per SOPS |
| 1. Resource Implications for competence certification | The following resources should be provided:   1. Access to relevant workplace where assessment can take place 2. Appropriately simulated environment where assessment can take place 3. Materials relevant to the proposed activity or tasks |
| 3. Method of assessment | Competency may be assessed through:   * 1. Written tests   2. Practical   3. Projects   4. Review of portfolios of evidence   5. Review of third party workplace reports |
| 4. Context for assessment | Assessment may be done in the workplace or in a simulated workplace setting (assessment centers). |
| 5. Guidance information for assessment | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

**APPLY FINANCIAL ACCOUNTING SKILLS**

**UNIT CODE:** 0411 451 05A

**UNIT DESCRIPTION**

This unit specifies the competencies required to apply financial accounting skills. It involves applying accounting concepts, conventions and policies, preparing books of original entries, posting transactions to the ledger, preparing cash books, correcting accounting errors, preparing bank reconciliation statements, maintaining non-current assets register, maintaining receivables and payables ledgers and preparing sole trader statements.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**  These describe the **key outcomes** which make up **workplace function**. | **PERFORMANCE CRITERIA**  These are **assessable** statements which specify the required level of performance for each of the elements.  ***Bold and italicized terms are elaborated in the range.*** |
|
| 1. Apply accounting concepts, conventions and policies | * 1. ***Accounting concepts, conventions and policies*** are applied as per accounting standards.   2. Accounting equation is drawn as per the double entry concept and accounting principles   3. ***Users of accounting information*** are identified according to the business entity |
| 1. Prepare books of original entries | * 1. Transactions are classified based on type of transaction   2. Source documents are identified in line with transactions   3. Books of original entries are identified based on purpose   4. Source documents are recorded in the books of original entry based on transaction type |
| 1. Post transaction to the ledger | * 1. Ledgers are classified based on transaction types   2. Ledger accounts are identified as per types of ledgers |
| * 1. Transactions are posted to ledger accounts as per accounting guidelines   2. Ledger accounts are balanced as per accounting guidelines   3. Trial balance is extracted from ledger accounts as per accounting guidelines |
| 1. Prepare cash books | * 1. ***Cash books*** are identified according to their columns   2. Cash receipts are classified as either incoming or outgoing as per accounting principles   3. Cash receipts are recorded in line with their classification.   4. Cash discounts are recorded as per accounting guidelines |
| 1. Correct accounting errors | * 1. Errors that affect the agreement of the trial balance are identified as per GAAPs   2. Errors that do not affect the agreement of trial balance are identified following GAAPs   3. Errors are corrected on the basis of double entry rules   4. Suspense balance is eliminated based on errors corrected.   5. Reported gross/net profit is corrected on the basis of corrected errors.   6. Statement of financial position is corrected on basis of corrected errors. |
| 1. Prepare bank reconciliation statements | * 1. Cash book and bank statement balance discrepancies are identified as per the accounting principles   2. Cash book (bank column) balance is updated as per accounting guidelines   3. Bank Reconciliation statement is prepared as per accounting guidelines |
| 1. Maintain non-current assets’ register | * 1. Costs of assets are determined as per ***accounting standards***   2. Depreciation is computed as per organization procedures on valuation of non-current assets   3. Depreciation is recorded as per ***accounting guidelines***   4. Purchase of non-current assets are recorded in line with accounting guidelines   5. Disposals are recorded as per accounting guideline   6. Asset balances are determined as per accounting guidelines |
| 1. Maintain receivables and payables ledgers | * 1. Bad debts are identified and written off as per organization policies   2. Allowances (provisions) are created in line with the prudence concept   3. Receivables balance is adjusted as per written off debts and the allowances (provisions) created   4. Payables balance is adjusted as per GAAPs   5. Control accounts are prepared as per GAAPs |
| 1. Prepare sole trader statements | * 1. Income and expense balances are identified as per entity’s trial balance   2. Year- end adjustments are made on the balances as per accounting guidelines   3. Statement of profit or loss is prepared based on adjusted balances.   9.4 Asset, liability and capital balances are identified as per the entity’s trial balance   * 1. Year-end adjustments are made in the balances as per accounting guidelines.   2. Statement of financial position is prepared based on adjusted balances |

**RANGE**

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environment and situations that will affect performance.

|  |  |
| --- | --- |
| **Variables** | **Range** |
| 1. Accounting concepts, conventions and policies may include but not limited to: | * Going concern * Accrual * Prudence * Matching |
| 1. Cashbooks include but not limited to: | * Two column cashbook * Three column cashbook * Petty cashbook |
| 1. Accounting guidelines: | * Accounting standards * Accounting concepts/conventions/bases |
| 1. Accounting Standards include but not limited to: | * Kenya Accounting Standards (KAS) * International Accounting Standards (IAS) * International Financial Reporting Standards (IFRS) |

**REQUIRED SKILLS AND KNOWLEDGE**

This section describes the skills and knowledge required for this unit of competency.

**Required skills**

The individual needs the following skills:

* Numeracy
* Analytical
* Computational
* Recording with accuracy and precision

**Required knowledge**

The individual needs knowledge of:

* Principles of book-keeping
* Basic accounting principles/concepts

**EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

|  |  |
| --- | --- |
| * + - 1. Critical Aspects of Competency | ***Assessment requires evidence that the candidate:***   1. Recorded source documents in the books of original entry as per accounting standards 2. Posted transaction to ledger accounts as per accounting standards 3. Recorded cash receipts in the cash book as per accounting standards 4. Corrected accounting errors as per accounting standards 5. Prepared Bank Reconciliation statement as per accounting standards 6. Recorded depreciation as per accounting standards 7. recorded purchase of non-current assets as per accounting standards 8. Prepared control accounts as per accounting standards |
| * + - 1. Resource implications | The following resources should be provided:   1. Access to relevant workplace 2. Appropriately simulated environment where assessment can take place 3. Materials relevant to the proposed activity or tasks |
| * + - 1. Methods of Assessment | Competency in this unit may be assessed through:   1. Practical 2. Projects 3. POE evaluation 4. Third party reports 5. Written tests |
| * + - 1. Context of Assessment | Competency may be assessed individually in the actual workplace or simulated workplace environment |
| * + - 1. Guidance information for assessment | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

**APPLY MANAGEMENT SKILLS**

**UNIT CODE:** **0413 451 06A**

**UNIT DESCRIPTION**

This unit describes competencies required to effectively apply management principles in the workplace. It covers applying planning principles, organizing principles, directing principles and coordinating principles.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**  These describe the key outcomes which make up workplace function | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements.  ***Bold and italicized terms are elaborated in the range.*** |
|
| Apply planning principle | * 1. Organizational ***goals and objectives*** are identified as per work procedure   2. ***Work plans*** are laid down based on work requirements   3. Monitoring of work progress is carried out based on planning factors   4. ***Planning principles*** are implemented based on work requirements |
| 1. Apply Organizing principle | * 1. Office goals and objectives are defined as per organizational procedure   2. Office tasks and responsibilities are assigned based on work requirements   3. Monitoring of progress is carried out as per organizational procedure |
| 1. Apply directing   principle | * 1. Orders and instructions are laid out to subordinates as per organizational procedure   2. Supervision of office staff is   carried out as per work requirement   * 1. Exchange of opinions and   ideas is carried out as per organization needs |
| 1. Apply coordinating principle | 1. Work schedules are created as per organizational procedure 2. Individual roles are defined as per work requirements 3. Teams are rewarded as per organizational procedure |

**RANGE**

This section provides work environment and conditions to which the performance criteria apply. It allows for different work environment and situations that will affect performance.

|  |  |
| --- | --- |
| **Variables** | **Range** |
| Goals and objectives may include but not limited to: | May include but not limited to:   * Innovation and adaptability * Customer satisfaction * Employee engagement and development * Achieve sustainable growth * Ensure financial growth and profitability * Identify opportunities for growth and diversification |
| 1. Work plans may include but are not limited to: | * Creating timelines * Break down the project into specific tasks * Identifying resources required * Identifying potential risks and challenges * Process for seeking approvals |
| 1. Planning principles may include but are not limited to: | * Vision and mission * Data-driven decision making * Flexible plans * Transparency in decision making * Fair and equitable decision making |

**REQUIRED SKILLS AND KNOWLEDGE**

This section describes the skills and knowledge required for this unit of competency.

**Required Knowledge**

The individual needs to demonstrate the following knowledge of:

* Principles of management
* Research
* Financial Accounting
* Commercial Law

**Required Skills**

The individual needs to demonstrate skills of:

* Communication
* Analytical
* Evaluation
* Management
* Problem solving
* Time management
* Data collection
* Numeracy
* ICT
* Entrepreneurship
* Occupational health and safety
* Environmental literacy

**EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

|  |  |
| --- | --- |
| * + - 1. Critical Aspects of Competency | Assessment requires evidence that the candidate:   * 1. Laid down work plans based on the requirements   2. Carried out monitoring of progress as per organizational   procedure   * 1. Carried out supervision of office staff as per work requirement   2. Created work schedules as per organizational procedure |
| * + - 1. Resource Implications | * 1. Appropriately simulated environment where assessment can take place.   2. Access to relevant assessment environment.   3. Resources relevant to the proposed assessment activity or tasks. |
| * + - 1. Methods of Assessment | Competency in this unit may be assessed through:   1. Practical 2. Portfolio of evidence 3. Third party reports 4. Projects 5. Written assessment 6. Oral assessment |
| * + - 1. Context of Assessment | Competency may be assessed individually in the actual workplace or simulated workplace environment. |
| * + - 1. Guidance Information for Assessment | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

**APPLY PRINCIPLES OF COMMERCIAL LAW**

**UNIT CODE:** **0421 451 07A**

**UNIT DESCRIPTION**

This unit specifies the competencies required to apply principles of commercial law; It involves demonstrating an understanding of nature of law, illustrating the structure of court system in Kenya, applying law of tort, law of contract, law of sale of goods, hire purchase contracts, law of agency, law of negotiable instruments, the law of insurance and the law of property.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**  These describe the key outcomes which make up workplace function | **Performance Criteria**  These are assessable statements which specify the required level of performance for each of the elements.  ***Bold and italicized terms are elaborated in the range.*** |
|
| 1.  Demonstrate understanding of nature of law | 1.1 Nature of law is determined as per common law.  1.2 The purpose of law is identified as per common law  1.3 ***Sources of law in Kenya*** are identified as per Judicature Act  1.4 Law is classified as per Kenyan law. |
| 2.  Illustrate the structure of court system in Kenya | 2.1 Court structure is determined as per the constitution of Kenya, 2010  2.2 Composition of ***Kenyan courts*** is determined as per the constitution of Kenya, 2010  2.3 Jurisdiction of courts is determined as per the constitution of Kenya, 2010 |
| 3.  Apply law of Tort | 3.1 Nature of tortuous liability is explained as per the law of tort  3.2 Tort, crime and breach of contract are differentiated as per the law of tort  3.3 Capacity to sue/sued is determined as per the law of tort  3.4 Types ***of torts*** are identified as per law of torts  3.5 General defenses in tort are identified as per the law of tort |
| 4.  Apply law of Contract | 4.1 Essentials of a valid contract are identified as per law of contract  4.2 Types of contracts are determined as per law of contract  4.3 Methods of discharging contract are identified as per law of contract  4.4 Remedies of breach of contract are determined as per law of contract |
| 5.  Apply law of Agency | 5.1 Agents are classified as per law of agency  5.2 Agents’ authority is established as per law of agency  5.3 Duties of agents are identified as per law of agency  5.4 Rights of agents are identified as per law of agency  5.5 Methods of terminating agency are determined as per law of agency |
| 6.  Apply law of sale of goods | 6.1 Sale and agreement to sell are differentiated as per sale of goods Act 2015  6.2 Capacity to buy and sell is determined as per sale of goods Act 2015  6.3 ***Terms of sale of goods*** are determined as per sale of goods Act 2015  6.4 Doctrine of caveat emptor is determined as per sale of goods Act 2015  6.5 Factors affecting transfer of title are determined as per sale of goods Act 2015  6.6 Rights of parties are identified as per sale of goods Act 2015  6.7 Auction process is determined as per sale of goods Act 2015 |
| 7.  Apply hire purchase contracts | 7.1 Nature of hire purchase agreement is determined as per hire purchase Act 2017  7.2 Hire purchase agreement is registered as per hire purchase Act 2017  7.3 Conditions of terminating hire purchase agreement are determined as per hire purchase Act 2017  7.4 Completion of hire purchase agreement is determined as per hire purchase Act 2017 |
| 8.  Apply law of negotiable instruments | 8.1 ***Negotiable instruments*** are identified as per negotiable instrument Act 2018  8.2 Characteristics of negotiable instrument are identified as per negotiable instrument Act 2018  8.3 Negotiable instruments are distinguished as per negotiable instrument Act 2018 |
|  |
| 9.  Apply law of insurance | 9.1 Insurance contracts are identified as per insurance Act 2020 laws of Kenya  9.2 ***Insurance principles*** are analyzed based on insurance Act 2020 laws of Kenya  9.3 Insurance contracts are formed as per organizational requirements  9.4 Insurance contracts are discharged as per contracts terms |
| 10.  Apply law of property | 10.1 ***Property*** is classified based on property Act 2020  10.2 Land interests are determined as per organizational requirements  10.3 ***Intellectual property*** is determined as per Constitution of Kenya 2010 |

**RANGE**

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environment and situations that will affect performance.

|  |  |
| --- | --- |
| **Variables** | **Range** |
| 1. Kenyan courts include but not limited to: | * + Supreme Court   + Court of Appeal   + High Court   + Employment and Labour Relations Court   + Environment and Land Court   + Magistrates Court   + Court Martial   + Kadhis’ Court |
| 1. Sources of law in Kenya include but not limited to: | * + Constitution   + Legislation (Acts of parliament)   + Judicial precedent   + County assembly legislations   + Statutes of general application   + Common law   + Equity   + Islamic law |
| 1. Types of torts include but not limited to: | * + Negligence   + Defamation   + Nuisance   + Trespass |
| 1. Terms of sale of goods may include but not limited to: | * + Conditions   + Warranties |
| 1. Negotiable instrument may include but not limited to: | * + Cheques   + Bill of exchange   + Promissory note |
| 1. Insurance principles may include but not limited to: | * + Subrogation   + Indemnity   + Insurable interest   + Utmost good faith etc. |
| 1. Property may include but not limited to: | * + Real and personal   + Movable   + immovable   + tangible   + And intangible |
| 1. Intellectual property may include but not limited to: | * + Patents   + trademarks,   + Copyrights   + Industrial designs |

**REQUIRED KNOWLEDGE AND UNDERSTANDING**

The individual needs knowledge of:

* Business & Economic cycles in a diverse range of sectors.
* Financial transactions
* Risk management.
* Contract management
* Civil wrongs

**SKILLS**

The individual needs the following skills:

* Evaluation
* Communication
* Analysis
* Numeracy
* Report writing
* Negotiation
* Inter-personal

**EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

|  |  |
| --- | --- |
| 1. Critical Aspects of Competency | Assessment requires evidence that the candidate:   * 1. Identified sources of law in Kenya as per Judicature Act   2. Classified law as per Kenyan law.   3. Determined court structure as per the Constitution of Kenya, 2010   4. Determined jurisdiction of courts as per the Constitution of Kenya, 2010   5. Identified types of torts as per Law of Torts   6. Identified general defenses in tort as per the Law of Tort   7. Identified essentials of a valid contract as per the Law of Contract   8. Identified methods of discharging contract are identified as per the Law of Contract   9. Determined remedies of breach of contract as per the Law of Contract   10. Established agents’ authority as per the Law of Agency   11. Identified duties of agents as per Law of Agency   12. Identified rights of agents as per law of Agency   13. Determined methods of terminating agency as per Law of Agency   14. Determined terms of sale of goods as per Sale of Goods Act, 2015   15. Determined doctrine of caveat emptor as per Sale of Goods Act, 2015   16. Identified rights of parties as per Sale of Goods Act, 2015   17. Determined nature of hire purchase agreement as per Hire Purchase Act, 2017   18. Determined conditions of terminating hire purchase agreement as per Hire Purchase Act, 2017   19. Identified insurance contracts as per Insurance Act 2020, Laws of Kenya   20. Analyzed insurance principles based on Insurance Act 2020, Laws of Kenya   21. Determined intellectual property as per the Constitution of Kenya, 2010 |
| 1. Resource implications | The following resources should be provided:   1. Access to relevant workplace or appropriately simulated 2. Environment where assessment can take place 3. Materials relevant to the proposed activity or tasks |
| 1. Methods of Assessment | Competency in this unit may be assessed through:   1. Practical 2. Projects 3. POE evaluation 4. Third party reports 5. Written tests |
| 1. Context of Assessment | Competency may be assessed individually in the actual workplace or simulated workplace environment |
| 1. Guidance information for assessment | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

**APPLY BUSINESS MATHEMATICS AND STATISTICS**

**UNIT CODE**: 0413 451 08A

**UNIT DESCRIPTION**

This unit specifies the competencies required to apply business mathematics and statistics to solve business problems. It involves working out commercial mathematics, applying statistical equations, applying statistical matrices, carrying out elementary statistics, carrying out descriptive statistics, applying set theory, applying basic probability theory and using index numbers.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| ELEMENT  These describe the key outcomes which make up workplace function. | PERFORMANCE CRITERIA  These are assessable statements which specify the required level of performance for each of the elements.  ***Bold and italicized terms are elaborated in the range.*** |
| 1. Work-out commercial mathematics | * 1. ***Discounts*** are computed as per organization’s policy   2. Commissionsare determined based on the company policies and procedures.   3. ***Methods of calculating wages*** are determined   4. Wages and salaries are computed as per organization policies.   5. Simple and compound interests are calculated as per the organization’s policy   6. Profit margin and mark-up are computed based on organization’s policy   7. Gross pay and net pay are calculated as per organization’s policy   8. Depreciation and appreciation of assets are worked-out as per the accounting guidelines.   9. Hire purchase price is determined as per the hire purchase agreement   10. Foreign exchange transactions are computed as per trade agreements. |
| 1. Apply statistical equations | * 1. Linear equations are determined as per the objective functions   2. Quadratic equations are determined as per the objective functions   3. Simultaneous equations are formulated as per the objective functions   4. Break-even analysis is computed as per the organization objective.   5. Differentiation and integration is carried out as per the objective functions   6. Total revenue, total cost and profit equations are formulated as per the organizational objectives. |
| 1. Apply statistical matrices | * 1. Addition, subtraction, division and multiplication formulae are performed as per the order of operations.   2. Determinants of 2x2 matrices are calculated as per the order of operations.   3. Inverses of 2x2 matrices are calculated as per the order of operations   4. Matrices are applied to business operations as per the organizational objectives. |
| 1. Carry out elementary statistics | 1. ***Methods of data collection*** are identified as per the organization’s objectives 2. Sampling techniques and presentation of data is carried out as per the organization’s objectives. 3. Data is presented using ***Tables and diagrams*** as per the functions Data is presented using ***Graphs*** as per the function 4. Cumulative frequency curves (OGIVE) are drawn and applied. |
| 1. Carry out descriptive statistics | 1. ***Measures of central tendency*** are determined according to Work procedures. 2. ***Measures of dispersion*** are determined on the basis of Work procedures 3. Measures of skewness and kurtosis are analyzed as per the Work procedures. |
| 1. Apply set theory | 1. Sets types are identified following the set theory. 2. Sets operations are performed as per the set theory. 3. Venn diagrams are drawn according to the set theory. 4. Business problems are solved using set theory. |
| 1. Apply basic probability theory | 1. Probability events are identified as per the work place requirements. 2. Types of events are determined as per the work place requirements. 3. Rules of probability are applied based on additive and multiplicative rules. 4. Bayes’ Theorem is applied as per the theorem rules 5. Probability trees are drawn according to events. 6. Solve business problems using probability |
| 1. Use index numbers | * 1. Formulae for computing index numbers are identified as per the organization objective.   2. ***Index numbers*** are computed as per the formula   3. Index numbers are applied in decision making as per the organization objective |

**RANGE**

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environment and situations that will affect performance.

|  |  |
| --- | --- |
| Variable | Range |
| 1. Discounts may include but not limited to: | * Cash discount * Trade discount * Quantity discount |
| 1. Methods of calculating wages may include but not limited to: | * Piece rate * Hourly rate |
| 1. Methods of data collection may include but not limited to: | * Primary * Secondary Data |
| 1. Tables and diagrams may include but not limited to: | * Frequency distribution table * Bar charts * Pie charts * Histogram * frequency polygons |
| 1. Graphs may include but not limited to: | * Basic time series graphs * Z-charts * Lorenz curves and * Semi-log graphs |
| 1. Index numbers may include but not limited to: | * Laspeyre’s * Paasche’s * Fisher’s ideal * Marshal |

**REQUIRED SKILLS AND KNOWLEDGE**

This section describes the skills and knowledge required for this unit of competency.

**Required skills**

The individual needs the following skills:

* Numeracy
* Analytical
* Decision making
* Problem solving
* Critical thinking

**Required knowledge**

The individual needs the knowledge of:

* Data collection, presentation and analysis
* Business calculations

**EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

|  |  |
| --- | --- |
| Critical Aspects of Competency | Assessment requires evidence that the candidate:   1. Formulated Simultaneous equations as per objective functions 2. Computed break-even analysis as per the organization objective 3. Formulated total revenue, total cost and profit equations as per organization objectives 4. Applied statistical matrices as per organization objectives 5. Computed profit margin and mark-up as per organization functions 6. Computed simple and compound interests as per organization objectives 7. Presented data using tables and diagrams as per organization objective 8. Presented data using graphs as per organization function 9. Determined measures of dispersion as per organization objective 10. Determined measures of central tendency as per organization objective 11. Solved business problems using Set theory as per objective function 12. Solved business problems using probability as per organization function |
| Resource Implications | The following resources should be provided:   1. Appropriately simulated environment where assessment can take place 2. Access to relevant work environment 3. Resources relevant to the proposed activities or tasks |
| Methods of Assessment | Competency in this unit may be assessed through:  3.1 Practical  3.2 Projects  3.3 Poe evaluation  3.4 Third party reports  3.5 Written tests |
| Context of Assessment | The competency may be assessed in a workplace or a simulated workplace. |
| Guidance information for assessment | 5.1 Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

# **CORE UNITS OF COMPETENCY**

**MANAGE PROJECT INCEPTION PHASE**

**UNIT CODE:** 0413 451 09A

**UNIT DESCRIPTION**

This unit covers the competencies required to manage project inception phase. It involves performing situation analysis, developing concept note, developing business case, carrying out feasibility study, developing benefits management plan, preparing project proposal, seeking project approval and disseminate project approval report to relevant stakeholders, documenting source selection criteria and preparing project acceptance and closure criteria.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**  These describe the key outcomes which make up workplace function | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements.  ***Bold and italicized terms*** ***are elaborated in the Range*** |
| 1.Perform situation analysis | * 1. Information related to the problem statement is gathered as per customer/client requirements   2. Stakeholders relevant to the problem statement identified and target group is selected as per information needs   3. Problem analysis is done as per gathered information   4. Perform objectives analysis as per organisational strategic plan   5. Alternatives analysis is done as per organisations standard operating procedures   6. Stakeholders (target group) feedback is analysed and recommendations made on the project idea as per organisations standard operating procedures |
| 1. Develop concept note | * 1. Project context and rationale are stated as per the organisation’s strategic objectives   2. Project goals and objectives are enlisted as per organisational strategic objectives   3. High level project cost is estimated as per gathered information   4. project benefits are listed as per objectives analysis performed |
| 1. Develop business case | * 1. Business problem is identified as per the problem analysis   2. Identify alternative solutions are identified as per Alternative analysis   3. Cost benefit analysis is carried out as per the project objectives   4. Preferred solution is recommended as per alternatives analysis   5. Implementation approach is described as per the gathered information |
| 1. Carry out feasibility study | * 1. Various types of ***feasibility study*** are identified as per gathered information   2. ***Tools*** and participants for the feasibility study are selected as per gathered information   3. Data is collected, analysed and documented as per customer/client requirement   4. Make a no/no go decision based on the analysed data |
| 1. Develop Benefits Management plan | * 1. Benefits analysis and planning is performed as per business case   2. Meaningful metrics and KPIS are developed to measure actual delivery of benefits as per business case   3. Roles and responsibilities are defined as per organisation operating procedures   4. Benefits sustainment plan is developed as per organisational strategic objectives |
| 1. Prepare project proposal | * 1. ***Financing needs*** are determined based on the project plan   2. Itemized budget is prepared based on the financing needs   3. Possible donors are identified based on their funding priorities and requirements   4. Project proposal is prepared as per the donor requirements |
| 1. Seek project approval and disseminate project approval report to relevant stakeholders | * 1. Project is approved by Sponsor as per organisational operating procedures   2. Key stakeholders are notified of the approved project as per organisational operating procedures   3. Project charter is developed as per organisational policies and procedures   4. Project manager is appointed to lead the project to successful delivery as per project objectives   5. Determine project phases and development approach as per project objectives |
| 1. Prepare supplier selection criteria | * 1. Project needs are documented as per project requirements   2. supplier prequalification is done as per project requirements and organisation operating procedures   3. Potential supplier database is listed as per supplier prequalification |
| 1. Prepare Project Acceptance and Closure criteria | * 1. Test parameters and acceptance criteria is developed as per Project objectives and stakeholder requirements   2. Project/Phase Closure guidelines is developed as per project objectives   3. Premature project closure guidelines are developed as per project objectives and existing contractual obligations   4. Dispute resolution guidelines are developed as per existing dispute resolution mechanisms (law of the land)   5. Checklist for project closure is developed as per stakeholder requirement |

**RANGE**

This section provides work environment and conditions to which the performance criteria apply. It allows for different work environment and situations that will affect performance.

|  |  |
| --- | --- |
| **Variable** | **Range** |
| 1. Feasibility study may include but not limited to: | * Economical * Financial * Technical * Social * Ecological * Political |
| 1. Tools may include but not limited to: | * Interviews * Questionnaires * Observations * Focus group discussions * Project selection and appraisal techniques |

**REQUIRED SKILLS AND KNOWLEDGE**

This section describes the skills and knowledge required for this unit of competency.

**Required Skills**

The individual needs to demonstrate the following skills:

* Communication
* Networking
* Interpersonal
* Managerial
* Reporting
* Presentation
* Analytical
* Time management
* Data computation
* Leadership

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Basic ICT
* Concept notes
* Types of feasibility study
* Development and application of tools
* Data collection and analysis
* Report writing and presentation
* Planning and organising meetings with stakeholders
* Social diversity and Team work

**EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

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| --- | --- |
| 1. Critical aspects of Competency | Assessment requires evidence that the candidate:   * 1. Identified project idea as per Project objectives and stakeholder requirements   2. Developed a concept note as per Project objectives and stakeholder requirements   3. Developed and applied feasibility study tools as per Project objectives and stakeholder requirements   4. Carried out feasibility study as per Project objectives and stakeholder requirements   5. Analysed and reported on feasibility study findings as per Project objectives and stakeholder requirements |
| 1. Resource Implications | The following resources should be provided:   * 1. Appropriately simulated environment where assessment can take place   2. Access to relevant work environment   3. Resources relevant to the proposed activities or tasks |
| 1. Methods of Assessment | Competency in this unit may be assessed through:   * 1. Interview   2. Written tests   3. Third party report |
| 1. Context of Assessment | Competency may be assessed in a workplace or simulated work environment |
| 1. Guidance information for assessment | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

**MANAGE PROJECT STAKEHOLDERS**

**UNIT CODE:** 0413 451 10A

**UNIT DESCRIPTION**

This unit describes competencies required to manage project stakeholders. It involves performing stakeholder analysis, managing stakeholder communication, undertaking stakeholder engagement.

**ELEMENTS AND PERFORMANCE CRITERIA**

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| --- | --- |
| **ELEMENT**  These describe the key outcomes which make up workplace functions | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements  ***(Bold and italicized terms are elaborated in the range)*** |
| 1. Perform stakeholders’ analysis | 1. Project ***stakeholder matrix*** is prepared as per work requirement 2. Project stakeholder duties and responsibilities are established as per workplace procedure 3. Project stakeholder interests are established as per project work requirement 4. Project stakeholder relationships are established as per organization policy |
| 1. Manage project stakeholder communication | * 1. Project stakeholder communication needs are established as per project work requirement   2. Project stakeholder communication is planned as per organization communication policy and procedure   3. ***Communication methods***are used as per organization communication policy and procedure   4. ***Communication channels***are used as per organization communication policy and procedure   5. Feedback is received as per organization communication policy and procedure   6. Project stakeholder communication is documented as per organization communication policy   7. Project stakeholder feedback is disseminated as per organization communication policy |
| 1. Undertake project stakeholders’ engagement | * 1. Project stakeholder relationships are established as per organization policy   2. Project stakeholder engagement strategy is developed as per organization policy and procedure   3. Project stakeholder engagement is monitored as per work requirement   4. Project stakeholder engagement report is prepared as per organization communication policy |

**RANGE**

This section provides work environment and conditions to which the performance criteria apply. It allows for different work environment and situations that will affect performance.

|  |  |
| --- | --- |
| **Variable** | **Range** |
| ***Stakeholder matrix*** may include but not limited to: | * Power-interest matrix * Support and importance stakeholder matrix * Stakeholder analysis matrix * Stakeholder engagement assessment matrix |
| ***Communication methods*** may include but not limited to: | * Written * Audio-visual * Verbal versus non-verbal |
| ***Communication channels*** may include but not limited to: | * Electronic * Print * Digital |

**REQUIRED KNOWLEDGE AND SKILLS**

This section describes the knowledge and skills required for this unit of competency.

**Required knowledge**

The individual needs to demonstrate knowledge of:

* Research methods
* Principles of management
* Financial management
* Procurement

**Required skills**

The individual needs to demonstrate the following skills:

* Communication
* Active listening
* Probing
* Basic ICT
* Critical thinking
* Report Writing
* Problem solving
* Analytical
* Interpersonal
* Organizational
* Time management
* Decision making

**EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required knowledge and skills range.

|  |  |
| --- | --- |
| 1. Critical aspects of competency | Assessment requires evidence that the candidate:   * 1. Established project stakeholder relationships as per organization policy   2. Planned project stakeholder communication as per organization communication policy and procedure   3. Documented project stakeholder communication as per organization communication policy   4. Developed project stakeholder engagement strategy as per organization communication policy   5. Prepared project stakeholder engagement report as per organization policy |
| 1. Resource implications | The following resources should be provided:   * 1. Appropriately simulated environment where assessment can take place   2. Access to relevant work environment   3. Resources relevant to the proposed activities or tasks |
| 1. Methods of assessment | Competency in this unit may be assessed through:   * 1. Project   2. Portfolio of evidence   3. Case study   4. Third party report   5. Written tests   6. Oral assessment |
| 1. Context of assessment | Competency may be assessed in a workplace or simulated work environment |
| 1. Guidance information for assessment | Holistic assessment with other units relevant to the industry sector and workplace job role is recommended. |

**PROCURE GOODS, WORKS AND SERVICES**

**UNIT CODE:** 0416 451 11A

**UNIT DESCRIPTION**

This unit covers the competencies that an individual must possess to offer project management services. It involves managing development and preparation of procurement plan, specifications of goods, work and services to be procured. In addition, the project manager will be exposed in procurement budget and report preparation.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**  These describe the key outcomes which make up workplace function | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements.  ***Bold and italicized terms*** ***are elaborated in the Range*** |
| 1. Develop and prepare procurement plan and budget | 1. Organizational procedures and ***relevant legislations*** are adhered to as per organizational policy 2. Goods works and services to be procured are identified as per the specifications 3. Market survey and analysis is performed as per organizational policy 4. Prices of goods, works and services are estimated and reported as per work place procedures 5. A budget is prepared as per the pricing report 6. ***Sourcing strategy*** is identified as per procurement plan 7. Budget and sourcing strategies are presented for approval as per work place procedures |
| 2. Participate in procurement procedures, contract negotiations and allocation of goods, works and services | 1. Expression of interest documents are prepared as per work place procedures 2. Request for qualification is issued as per expression of interest documents 3. Request for proposals is issued as per expression of interest documents or terms of reference 4. Bids are evaluated as per pre-set criteria 5. Winning bidders are selected, and final contract negotiations are performed, and contracts are awarded as per work procedures 6. Goods, works and services are delivered, inspected and approved as per work place procedures 7. Inventory is updated as per work place policy |
| 3. Participate in preparation of procurement report | 1. ***Procurement information*** is gathered and organized as per organizational procedures and relevant legislations 2. Procurement report is prepared and shared to the relevant parties as per organizational procedures |

**RANGE**

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

|  |  |
| --- | --- |
| **Variable** | **Range** |
| 1. Relevant Legislations may include but not limited to: | * public procurement oversight authority guidelines * Public financial management act, * Public audit act * Public Procurement and asset Disposal Act |
| 1. Sourcing strategy may include but not limited to: | * Outsourcing * Cost * Quality * Location * Availability * Market demand and supply |
| 1. Procurement information may include but not limited to: | * tenders awarded and rejected * duration of tendering * names of directors and shareholders * criteria of awarding tender * ranking of evaluated bids |

**REQUIRED SKILLS AND KNOWLEDGE**

This section describes the skills and knowledge required for this unit of competency.

**Required Skills**

The individual needs to demonstrate the following skills:

* Problem solving skills
* Interpersonal skills
* Decision making skills
* Report writing
* Time management skills
* Communication
* Analytical skills
* Basic ICT
* E-procurement platforms
* Business planning

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Procurement procedures
* Preparation of tender documents
* Market analysis
* Relevant legislations and guidelines e.g. public procurement oversight authority guidelines, Public financial management act, Public audit act, Public Procurement and asset Disposal Act
* Procurement reporting

**EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

|  |  |
| --- | --- |
| 1. Critical aspects of competency | Assessment requires evidence that the candidate:   1. Prepared procurement budget as per pricing report 2. Participated in tender document preparation as per set criteria 3. Updated inventory as per work place policy as per work place policy 4. Prepared procurement report as per organizational procedures |
| 2. Resource implications | The following resources should be provided:   1. Appropriately simulated environment where assessment can take place 2. Access to relevant work environment 3. Resources relevant to the proposed activities or tasks |
| 3. Methods of assessment | Competency in this unit may be assessed through:  3.1 Practical  3.2 Projects  3.3 Poe evaluation  3.4 Third party reports  3.5 Written test |
| 4. Context of Assessment | Competency may be assessed:  The competency may be assessed in a workplace or a simulated workplace. |
| 5. Guidance information for assessment | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

**MANAGE PROJECT ENVIRONMENT**

**UNIT CODE:** 0522 451 12A

**UNIT DESCRIPTION**

This unit covers the competencies required to manage project environment. It involves identifying project environment, performing project environment analysis, developing project environment monitoring plan and monitoring project environment.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**  These describe the key outcomes which make up workplace function | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements.  ***Bold and italicized terms*** ***are elaborated in the Range*** |
| * + 1. Identify project environment | * 1. Project’s cultural environment is identified based on stakeholders’ customs, religious believes, ethnicity, and ethical behaviors.   2. Project’s social environment is identified based on stakeholders’ demographics, educational, and economic status   3. Project’s physical environment is identified based on geographical location, climate, and working conditions   4. Project’s organizational environment is identified based on organizational process assets and enterprise environmental factors   5. Project’s political environment is identified based on the political systems, logistics, import/export issues, travel restrictions obtaining in the country the project is located   6. Project’s legal environment is identified based on international, national, regional, and local laws and customs   7. Stakeholders are involved in identifying project environment based on international, national, regional, and local laws and customs |
| * + 1. Perform project environment analysis | * 1. ***Project environment analysis*** is performed based on project needs   2. Stakeholders are involved in performing project environment analysis based on project needs   3. Project environment analysis is documented based on the organizational standard procedures |
| * + 1. Develop project environment monitoring plan. | 1. Project environment monitoring plan is developed based on the project environment analysis 2. Stakeholders are involved in the development of the project environment monitoring plan based on the project environment analysis |
| * + 1. Monitor project environment. | * 1. Project environment is monitored based on the project environment monitoring plan   2. Stakeholders are in involved in monitoring of the project environment based on the project environment analysis   3. Challenges to the project emanating from the project environment are addressed based on project objectives |

**RANGE**

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

|  |  |
| --- | --- |
| **Variable** | **Range** |
| 1. Project environment may include but not limited to: | * organizational cultural norms and behaviours * social context * political climate * physical environment * economic environment * government or industry standards * organizational standard processes * organizational policies * organizational knowledge bases * organizational templates * internal databases * organizational structure * infrastructure * stakeholder risk tolerance * organizational politics and power |

**REQUIRED SKILLS AND KNOWLEDGE**

This section describes the skills and knowledge required for this unit of competency.

**Required Skills**

The individual needs to demonstrate the following skills:

* Problem solving skills
* Interpersonal skills
* Decision making skills
* Report writing
* Time management skills
* Communication
* Analytical skills
* Basic ICT
* Data collection
* Budgeting
* Planning and organizing

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Social environment
* Cultural environment
* Economic environment
* International and political environment
* Organizational process assets
* Enterprise environmental assets
* Legal environment
* Physical environment

**EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

|  |  |
| --- | --- |
| 1. Critical aspects of competency | Assessment requires evidence that the candidate:   * 1. Identified project environment based on the project environment analysis   2. Performed project environment analysis based on the project environment analysis   3. Developed project environment monitoring plan based on the project environment analysis   4. Monitored project environment based on the project environment analysis |
| 1. Resource implications | The following resources should be provided:   * 1. Appropriately simulated environment where assessment can take place   2. Access to relevant work environment   3. Resources relevant to the proposed activities or tasks |
| 1. Methods of assessment | Competency in this unit may be assessed through:  3.1 Practical  3.2 Projects  3.3 Poe evaluation  3.4 Third party reports  3.5 Written tests |
| 1. Context of Assessment | The competency may be assessed in a workplace or a simulated workplace. |
| 1. Guidance information for assessment | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |