

**REPUBLIC OF KENYA**

**NATIONAL OCCUPATIONAL STANDARD**

**FOR**

**PROJECT MANAGER**

**LEVEL 6**

**ISCED OS 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 Procument 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 curriculum is competency-based and allows multiple entry and exit to the course.

I am grateful to the Council Members, Council Secretariat, National Sub-Sector Council, expert workers and all those who participated in the development of this curriculum.

**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.

We 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.

**ABBREVIATIONS AND 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 6 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 | Apply work ethics and practices |
| 0413 451 03A | Apply entrepreneurial skills |
| **COMMON UNITS** | |
| 0031 451 04A | Apply business communication skills |
| 0411 451 05A | Apply financial accounting skills |
| 0413 451 06A | Apply management Skills |
| 0421 451 07A | Apply principles of Commercial Law |
| 0413 454 08A | Apply business mathematics and statistics |
| 0416 551 09A | Carry out research study |
| 0311 551 10A | Apply economic principles |
| **CORE UNITS** | |
| 0413 451 11A | Manage project inception phase |
| 0413 451 12A | Manage project stakeholders |
| 0416 451 13A | Procure goods, works and services |
| 0522 451 14A | Manage project environment |
| 0413 551 15A | Manage project planning and design |
| 0413 551 16A | Manage project implementation |
| 0413 551 17A | Manage monitoring and Evaluation |
| 0413 551 18A | Conduct project audit and review |
| 0413 551 19A | Manage project closure |

**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 541 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 441 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 441 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 441 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 441 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 441 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 454 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. |

**CARRY OUT RESEARCH STUDY**

**UNIT CODE: 0416 551 09**A

**UNIT DESCRIPTION**

This unit covers the competencies required to carry out research study. It includes: writing research study introduction, reviewing research literature, designing research study methodology, analyzing research study findings, summarizing research study findings and compiling research report.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**  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. Write research study introduction | * 1. Appropriate research title is established as per area of specialization   2. ***Research variables*** are identified in line with research title   3. Research objectives are formulated in line with research variables   4. Research questions are formulated as per research objectives   5. ***Background to the study*** is developed as per research title   6. Statement of the problem is formulated as per background of the study   7. Significance of the study is established as per stakeholder needs   8. ***Scope of the study*** is specified as per research title   1.9 Limitations of the study are identified as per scope of study |
| 2. Review research literature | 2.1Relevant theories of the study are described as per research objectives  2.2 Empirical literature is reviewed as per research objectives  2.3 Conceptual framework is formulated as per research variables  2.4 Research gaps are identified as per empirical literature review |
| 3.Design research study methodology | 3.1 Relevant ***research designs*** are identified as per type of research study  3.2 Target ***population*** is established as per scope of study  3.3 Sample and ***sampling techniques*** are identified as per target population  ***3.4 Data collection tools*** are formulated as per research objectives  3.5 Data is appropriately collected as per research objectives |
| 4. Analyze study findings | 4.1 Response rate is generated as per research instrument  4.2 Data analysis is carried out as per response rate  4.3 Data analysis results are presented as per presentation methods |
| Summarize research study findings | 5.1 Findings of study are concluded as per data analysis results  5.2 Recommendations are generated in line with research findings  5.3 Room for further studies is suggested as per research study findings |
| 6. Compile research report | ***6.1 Preliminary pages*** are prepared as per institutional requirements   * 1. Research report is organized as per institutional requirements   2. List of references are compiled as per institutional requirement |
| * 1. ***Appendices*** are attached as per institutional requirements   2. Research report is ***proofread*** as per institutional requirements   6.6 Research report is ***bound*** as per institutional requirements |

**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. Research variables may include but not limited to: | 1. Independent variables 2. Dependent variables 3. Moderating variables, etc. |
| * 1. Background to the study may include but not limited to: | * 1. Global   2. Regional   3. Local |
| * 1. Scope of the study may include but not limited to: | 1. Study focus 2. Study population 3. Study variables, etc. |
| * 1. Research designs may include but not limited to: | 1. Descriptive survey 2. Correlations 3. Experimental, etc. |
| * 1. Population may include but not limited to: | 1. Finite 2. Infinite |
| * 1. Sampling techniques may include but not limited to: | 1. Probability 2. Non-probability |
| * 1. Data collection tools may include but not limited to: | 1. Questionnaires 2. Interview schedules 3. Observations, etc. |
| * 1. Data analysis techniques may include but not limited to: | * 1. Quantitative   2. Qualitative |
| * 1. Data presentation methods may include but not limited to: | 1. Tables 2. Charts |
| * 1. Preliminary pages may include but not limited to: | 10.1 Cover page  10.2 Declaration  10.3 Dedication, etc. |
| * 1. Appendices may include but not limited to: | 11.1 Letter of introduction  11.2 Data collection tools  11.3 Work plan, etc. |
| * 1. Proofread may include but not limited to: | 1. Change of tenses from future tense to past tense 2. Appropriate line spacing 3. Appropriate font style and font size, etc. |
| * 1. Bound may include but not limited to: | 13.1 Spiral  13.2 Case/hard cover, etc. |

**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:

* Analytical
* Time management
* Critical thinking
* Academic writing
* Attention to detail
* Problem-solving
* Language
* Formatting
* Organizational
* Summarizing
* Originality

**Required Knowledge**

The individual needs knowledge of:

* Communication
* Basic statistics
* Research engines
* Digital literacy
* Research engines
* Time management

**EVIDENCE GUIDE**

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

|  |  |
| --- | --- |
| 1. Critical Aspects of Competency | Assessment requires that the individual:   1. Established appropriate research title as per area of specialization 2. Identified research variables in line with research title 3. Formulated research objectives in line with research variables 4. Developed background to study as per research title 5. Formulated statement of problem as per institutional requirements 6. Specified scope of study as per research title 7. Described relevant theories of study as per research objectives 8. Reviewed empirical literature as per research objectives 9. Formulated conceptual framework as per research variables 10. Identified relevant research designs as per type of research study 11. Established target population of study as per the scope of study 12. Identified sample and sampling techniques as per target population 13. Formulated data collection tools as per research objectives 14. Identified data analysis techniques as per type of study 15. Identified data presentation methods as per type of study 16. Generated response rate as per research instrument 17. Carried out data analysis as per response rat 18. Presented data analysis results as per presentation method 19. Carried out qualitative analysis as per institutional requirements 20. Concluded findings of the study as per data analysis results 21. Generated response rate as per research instrument 22. Prepared preliminary pages as per the institutional requirements 23. Organized research report as per the institutional requirements 24. Compiled list of references as per the institutional requirements 25. Attached appendices as per the institutional requirements 26. Proofreading research report as per the institutional requirements 27. Spiral bound research report as per the institutional 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. 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 ECONOMIC PRINCIPLES**

**UNIT CODE: 0311 551 10A**

**UNIT DESCRIPTION**

This unit specifies the competencies required to apply economic skills. It involves; demonstrating understanding of economic concepts, applying demand concept in market analysis, applying supply concept in market analysis, setting prices of the products, applying theory of consumer behavior, applying production theory, applying theory of costs, differentiating market structures, determining national income, apply understanding of money and banking, apply understanding of inflation and unemployment and apply understanding of international trade.

**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 fundamental economic concepts | 1. ***Economic concepts*** are identified as per the organizational requirements. 2. Economic methodology is selected as per organizational requirements. 3. Scope of economic resources are determined as per organizational requirements 4. Economic systems are developed as per the organizational requirements 5. Resources are utilized effectively as per the economic objectives. |
| 1. Apply demand and Supply in market analysis | 1. Market demand and Supply dynamics are determined in line with business objectives. 2. Factors affecting demand and supply are outlined as per the market trends. 3. Demand and Supply curves are derived as per market trends. 4. Decisions are made in line with elasticity of demand and Supply. |
| 1. Apply consumer behavior theory | 1. Consumer behavior approaches are identified as per the market trends. 2. Consumer utility is analyzed as per the consumer feedback. 3. Consumer equilibrium is analyzed based on consumer income and product prices 4. Indifference curves are applied as per organizational objectives |
| 1. Apply production theory | 1. Mobility of factors of production is determined as per organizational requirements. 2. Output units are determined as per organizational resources. 3. Stages of production are identified as per organizational products. 4. Long run production period is analyzed as per the organizational objectives |
| 1. Apply costs theory | 1. Production costs are classified as per organizational production policy. 2. Short run costs are analyzed as per Work procedures 3. Long run costs are analyzed as per Work procedures 4. Cost curves are analyzed as per organizational production policy. 5. Optimal size of the firm is determined based on economies of scale. |
| 1. Differentiate market structures. | 1. Market structures are determined as per economic system 2. Market output are determined as per economic system 3. Market prices are determined as per economic system 4. ***Market structures*** are selected as per organizational requirement |
| 7. Determine national income | 1. ***Concepts of national*** income are identified as per the economic policies 2. Methods of measuring national income are identified as per regulatory policies 3. National income problems are identified as per economic conditions. 4. Importance of national income statistics are applied as per the national economic policy. 5. Determine national income equilibrium as per national economic policy. |
| 8. Understand Money and Banking | 1. Functions of money are determined as per the economic requirements. 2. Characteristics of money are identified as per financial regulations. 3. Financial institutions are identified as per financial market regulatory. 4. ***Functions of central and commercial*** banks are determined as per financial regulations. 5. Functions of non- banking financial institutions are identified as per financial institutions. |
| 9. Determine Inflation and unemployment | * 1. Types of inflation are identified as per the economic conditions   2. Inflation causes are classified as per the economic conditions   3. Inflation effects are identified as per the economic conditions   4. Measures of inflation control are determined as per the regulatory policies   5. Unemployment causes are identified as per the economic conditions   6. Unemployment control measures are determined as per the regulatory policies |
| 10. Understand International trade | *10.1* ***Concept of international trade*** is determined as per the economic conditions. |
| 10.2 International balance of payment is determined as per international trade.   * 1. International Balance of trade analyzed as per economic trends   2. International Terms of trade are identified as per global needs |

**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. Economic concepts may include but not limited to: | * + Economic resources   + human wants   + scarcity and choice   + opportunity cost   + production possibility curves/frontiers   + wealth   + welfare |
| 1. National income concepts include but not limited to: | * + gross domestic product (GDP   + Gross national product (GNP) and net national product (NNP)   + Net national income (NNI) at market price and factor cost   + Disposable income |
| 1. Market structures may include but not limited to: | * + Monopoly   + Perfect competition   + Monopolistic competition   + Oligopoly   + Duopoly |
| 1. Financial institutions may include but not limited to: | * + Banking institutions   + Non-banking financial institutions |
| 1. Costs may include but not limited to: | * + Fixed costs   + Variable costs   + Total cost   + Opportunity costs   + Marginal cost |

**REQUIRED KNOWLEDGE AND UNDERSTANDING**

The individual needs knowledge of:

* Price theory
* Structure of markets and equilibrium
* Banking policies and procedures
* Market trends
* Financial markets

**SKILLS**

The individual needs the following skills:

* Interpersonal
* Critical thinking
* Communication
* Evaluation.
* Analytical

**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. Developed economic systems as per the organization requirement 2. Derived demand curve as per the market trends 3. Made decisions in line with elasticity of demand 4. Derived supply curve as per the market trends 5. Made decisions in line with elasticity of supply 6. Established Equilibrium price as per the market trends 7. Analyzed consumer equilibrium based on consumer income and product price 8. Applied indifference curves as per organizational objectives 9. Analyzed long run production period as per organizational objectives 10. Analyzed cost curves as per organizational production policy 11. Determined optimal size of the firm based on economies of scale 12. Selected market structures as per organizational requirement 13. Determined National income equilibrium as per national economic policy 14. Identified National income measurement methods based on fiscal policies 15. Applied national income statistics as per national economic policy 16. Identified financial institutions as per financial market regulatory authority 17. Determined functions of money as per economic requirement 18. Determined measures of inflation control as per the regulatory polices 19. Determined International balance of payment as per international trade |
| 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 test |
| 1. Context of Assessment | 4.1The competency may be assessed in a workplace or a simulated workplace |
| 1. 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.

|  |  |
| --- | --- |
| 1. Critical aspects of Competency | Assessment requires evidence that the candidate:   * 1. Identified project idea as per organisational operating procedures   2. Developed a concept note as per organisational operating procedures   3. Developed and applied feasibility study tools as per organisational operating procedures   4. Carried out feasibility study as per organisational operating procedures   5. Analysed and reported on feasibility study findings as per organisational operating procedures |
| 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**

|  |  |
| --- | --- |
| **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. |

## **MANAGE PROJECT PLANNING AND DESIGN**

**UNIT CODE:** 0413 551 15A

**UNIT DESCRIPTION**

This unit describes competencies required to managing project planning and design. It involves formulating project planning and design, constituting project planning and design team, developing project plans, developing project activity schedules and developing project budget estimates

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **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. Formulate project planning and design tools | * 1. ***Project planning and design tools*** are developed as per workplace procedure   2. Project plan and design is developed as per project work requirement   3. Project plan and design approval is carried out as per organisation policy and procedure |
| 2.Constitute project planning and design team | * 1. Project planning and design team Terms of Reference are developed as per project work environment   2. Project planning and design team is constituted as per organisation policy and procedure   3. Tasks are allocated as per project work requirement |
| 3.Develop project plans | * 1. Project implementation plan is prepared as per project work requirement   2. Project resource plan is developed as per project work environment   3. Project timeline plan is prepared as per project work requirement   4. Project communication plan is prepared as per organization communication guidelines   5. M&E plan is prepared as per project work requirement   6. Project risk management plan is prepared as per project work requirement   7. Project stakeholder management plan is prepared as per project work environment |
| 4.Develop project activity schedule | * 1. Project activities are documented as per project work environment   2. Project activities are sequenced as per project work requirement   3. Project activity schedules are developed as per project work requirement |
| 1. Procure project finances | * 1. Finance mobilization plan is developed as per financing options   2. ***Financing options*** are identified as per project plan   3. Approval for the financing method is sought as per standard operating procedures   4. Financing method is selected as per the organization policy |
| 6.Develop project budget estimates | * 1. Project activity cost estimates are documented as per project work environment   2. ***Project implementation budget*** is developed as per project work environment   3. Project implementation cost is controlled as per organisation financial management policy and procedures |

**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. Project planning and design tools may include but are not limited to: | * Network diagrams * Gantt charts * Responsibility matrix * Activity schedules * Work breakdown structure |
| 1. Project implementation budget may include but are not limited to: | * Balanced budgets * Capital budgets * Operating budgets * Cash budget * Zero Budgeting * Activity Based Budgeting |

**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. Developed project planning and design tools as per workplace procedure   2. Developed project plan and design as per work requirement   3. Developed project planning and design team Terms of Reference as per project work environment   4. Allocated tasks as per work requirement   5. Prepared project implementation plan as per work requirement   6. Developed project activity schedule as per work requirement   7. Developed project implementation budget as per project work environment   8. Controlled project implementation cost as per organisation financial management policy and procedures |
| 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:   * Project * Portfolio of evidence evaluation * Case study * Third party report * Written tests * 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. |

## **MANAGE PROJECT IMPLEMENTATION**

**UNIT CODE:** 0413 551 16A

**UNIT DESCRIPTION**

This unit covers the competencies required manage project implementation .It involves identifying and managing project implementation team, acquiring and managing project resources, managing project stakeholders, project take off and commissioning, monitoring and controlling the project activities.

**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 and manage project implementation team | * 1. Job descriptions and specification of project implementation teams are developed as per project plan   2. Project implementation team is acquired as per project plan   3. Project implementation team is trained and developed as per the project requirement   4. Tasks are allocated as per the project objectives   5. Team member performance is assessed as per the project objectives   6. Employee release procedures are developed as per human resource policy and project schedule |
| * 1. Acquire and manage project resources | * 1. ***Infrastructure*** is set up as per the implementation plan   2. Project resources are allocated as per project requirements   3. Asset register is developed and updated as per the allocation schedule   4. Project resource are maintained as per resource calendar   5. Resources are monitored for under/over utilization as per allocation schedule and resource calendar |
| * 1. Project take off and Commissioning | * 1. Procedures for take-off and commissioning are implemented as per project plan   2. Take off and commissioning duties are performed as per organizational policy and procedures |
| * 1. Monitor and control the project activities | * 1. Guidelines for monitoring and control are undertaken as per the M&E plan   2. ***Project parameters*** are monitored and correction/corrective/preventive measures are applied as per M&E plan   3. Monitoring and control report is prepared and approved as per the project schedule   4. Implementation progress reports are prepared and shared as per project schedules   5. Lessons learnt are documented as per standard operating 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. Project parameters may include but not limited to: | * Cost * Budget * Quality and Standards * Time * Scope * Risks * social change * environment and political issues |

**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
* Proposal writing
* Research skills
* Time management skills
* Communication
* Analytical skills
* Basic ICT
* safety
* risk analysis skills
* Business planning

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Proposal writing
* Relevant legislations
* Occupational safety and health
* Project design
* Multi-cultural diversity
* Preparation of reports
* Resource management
* Budgeting
* conflicts resolution
* contract negotiations
* Environment and conservation

**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. assembled project implementation team 2. participated in quality assessment and standardization of the works 3. monitored and mitigated risks 4. monitored budget and costs 5. compiled implementation report 6. monitored and reported the project progress |
| * + 1. Resource implications | Computers and telecommunication equipment   1. Stationery 2. Relevant legislations 3. PPE |
| * + 1. Methods of assessment | Competency may be assessed through:   1. Written tests 2. Interviews 3. Third party reports |
| * + 1. Context of Assessment | Competency in this unit may be assessed through:   1. On-the-job 2. Off-the –job 3. During Industrial attachment |
| * + 1. Guidance information for assessment | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

## **MONITOR AND EVALUATE PROJECTS**

**UNIT CODE:** 0413 551 17A

**UNIT DESCRIPTION**

This unit describes competencies required to monitor and evaluate projects. It involves constituting M&E team, reviewing project performance indicators, developing project monitoring and evaluation tools, tracking project progress and assessing project results.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **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. Constitute M&E team | * 1. Project Monitoring & Evaluation team is selected as per work place procedure   2. Duties and responsibilities are allocated as per project work requirement   3. ***Project M&E team is trained*** as per organization policy and procedures |
| 1. Review project performance indicators | * 1. M&E plan is reviewed as per project work requirement   2. ***Performance indicators*** are reviewed as per project work requirement   3. Reviewed M&E plan is implemented as per organisation guidelines and procedure |
| 1. Develop project monitoring and evaluation tools | * 1. Project monitoring and evaluation Terms of Reference are developed as per project work environment   2. ***Monitoring & Evaluation data collection tools*** are developed as per project work requirement   3. Data collection tools are approved as per organisation policy and procedure |
| 1. Track project progress | * 1. Project monitoring data collected is as per organisation research guidelines and procedure   2. Project monitoring data is analysed as per organisation research guidelines and procedure   3. Project monitoring report is prepared as per project work requirement   4. Project monitoring report is disseminated as per organization communication policy and procedure |
| 1. Assess project results | * 1. Project evaluation data is collected as per organisation research guidelines and procedure   2. Project evaluation data is analysed as per organisation research guidelines and procedure   3. Project evaluation report is prepared as per project work requirement   4. Project evaluation report is disseminated as per organization communication policy and 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.

|  |  |
| --- | --- |
| **Variable** | **Range** |
| 1. Project M&E team is trained may include but are not limited to: | * Types of Monitoring * Types of evaluation * Importance of M&E * M&E tools |
| 1. Performance indicators may include but are not limited to: | * Types of indicators * Qualities of good indicators * Process of developing indicators * Methods of measuring performance indicators |
| 1. Monitoring & Evaluation data collection tools may include but are not limited to: | * Types of M&E tools – questionnaires, interview guides, observation guides * Development of M&E tools * Application of M&E tools |

**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. Selected project Monitoring & Evaluation team as per work place procedure   2. Trained M&E team as per organization policy and procedures   3. Implemented reviewed M&E plan as per organisation guidelines and procedure   4. Developed project monitoring and evaluation Terms of Reference as per work environment   5. Developed Monitoring & Evaluation data collection tools as per work requirement   6. Collected project monitoring data as per organization research guidelines and procedure   7. Prepared project monitoring report as per project work requirement   8. Collected project evaluation data as per organization research guidelines and procedure   9. Prepared project evaluation report as per project work requirement |
| 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 evaluation   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. |

## **AUDIT AND REVIEW PROJECTS**

**UNIT CODE:** 0413 551 18A

**UNIT DESCRIPTION**

This unit covers the competencies required to audit and review projects. It involves developing audit plan, developing audit tools, developing audit budget, conducting audit, following up on audit recommendations and conducting project review.

**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*** |
| Develop audit plan | * 1. Audit objective is defined as per the project scope.   2. Audit scope is defined as per the audit objective.   3. ***Audit Criteria*** is determined as per the audit objective.   4. Audit team composition is determined as per the ***audit scope***.   5. Audit team is appointed as per the audit scope.   6. Roles and responsibilities of the audit team are defined and assigned as per the audit objective and audit scope. |
| Develop audit tools | * 1. ***Audit tools*** are identified as per the audit objective and audit scope.   2. Audit team is trained on audit tools development and application as per the audit objective.   3. Audit tools are developed/acquired as per the audit scope and objective. |
| Develop audit budget | 1. ***Budget requirements*** are defined and computed as per the audit scope. 2. Control procedures are put in place for budget tracking and monitoring as per the audit budget. 3. Corrective action is implemented as per the standard operating procedures. |
| Conduct audit | * 1. ***Audit procedures*** are conducted as per the audit plan.   2. Audit report is prepared and presented to project management and other stakeholders as per the organization’s standard operating procedures.   3. Comments from project management and stakeholders are incorporated in the audit report as per the standard operating procedures.   4. Final project audit report is shared as per the standard operating procedures. |
| Follow-up on audit recommendations | * 1. Follow-up action is agreed upon.   2. Status of implementation of audit recommendations is assessed as per the audit plan. |
| Conduct project review | * 1. ***Type of review*** to be conducted is determined as per the project plan.   2. Project review objective is determined as per the project plan   3. Review ***parameters*** are determined as per the project objective.   4. Project ***review team*** is identified as per the scope under review.   5. Project review participants/stakeholders are identified as per the review parameters.   6. Project review plan is developed as per the project review parameters.   7. Project review tools and methodology is determined as per the review parameters.   8. Review is conducted as per the review plan.   9. The results of the review are documented and disseminated as per the standard operating procedures.   10. Lessons learnt are documented as per the standard operating 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. Audit scope may include but not limited to: | * Boundaries/limitations within which a project audit is conducted: such as the functions to be audited, * Geographical location of the audit * Functional boundaries/sections to be audited |
| 1. Audit objective may include but not limited to: | * The purpose for which the audit is conducted such as to check the level of compliance to given standards and requirements. |
| 1. Audit procedures may include but not limited to: | * Audit meetings * Document review * Interviews * Observations |
| 1. Audit Criteria may include but not limited to: | * Project plan * Project deliverables * Organisation’s standard operating procedures and guidelines * Legal and regulatory requirements * International standards IFRS (International Financial Reporting Standards) * Specific donor or financier standards or requirements |
| 1. Audit tools may include but not limited to: | * Software * Questionnaires * Audit checklists |
| 1. Budget requirements may include but not limited to: | * Finances, * Human resources/personnel, * Hardware * Software * Time |
| 1. Type of review may include but not limited to: | * Project phase review * End of project review |
| 1. Parameters may include but not limited to: | * Project schedule/timelines * Scope * Budget * Deliverables * Risk control and mitigation |
| 1. Review team may include but not limited to: | * 3rd party * Project team * Peer review team |

**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:

* Guidelines and standards in audits and reviews (International Standards on Auditing (ISAs), Kenya’s Generally Accepted Auditing Standards (GAAP), Auditing guidelines as issued by the Institute of Certified Public Accountants of Kenya (ICPAK) and the Kenya Companies Act)
* Auditing methodologies
* Auditing software and other tools
* Preparing and monitoring audit budgets
* Legal and statutory guidelines on audit requirements (thresholds, frequency, filing, approved/ licensed service providers, rotation, professional bodies)
* Responsibility of shareholders, management, auditor and other stakeholders in the audit cycle
* Responding to and action on audit reports and recommendations arising out of audit
* Conflict resolution and handling material disagreements during the audit cycle
* Management responsibility in relation to prevention, detection and reporting of fraud
* Data collection methods and tools
* Data analysis
* Data cleaning
* Report writing
* Report dissemination
* Conducting meetings

Team management

Change management

**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. Developed audit plan and budget as per the audit objective and audit scope.   2. Utilized audit tools as per the audit objective and audit scope.   3. Conducted audit as per the audit objective and audit scope.   4. Prepared audit report as per the audit objective and audit scope. |
| 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. Written tests   2. Interviews   3. Third party reports |
| 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 CLOSURE**

**UNIT CODE:** 0413 551 19A

**UNIT DESCRIPTION**

This unit covers the competencies required to manage project closure. It involves, planning for project closure review meeting, completing documentation and signing off, reviewing project sustainability ,releasing resources, archiving project documents, preparing project closure reports, preparing project transition and celebrating success.

**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. Plan for Project Closure Review Meeting | * 1. Develop checklist for review as per Project requirements   2. Invite key stakeholders for review process as per stakeholder register   3. Conduct meeting as per organizational operating procedures   4. Document lessons learned as per project implementation |
| * + - 1. Complete documentation and Signoff | * 1. Review completion of requirements as per requirements traceability matrix   2. Ensure all invoices have been paid up as per contractual obligations   3. Document discrepancies to be addressed in the next phase or in claims administration as per organization operating procedures and contractual obligations   4. Capture the value for project management as per organization operating procedures |
| * + - 1. Review project sustainability | * 1. Project ***Sustainability measures*** are reviewed as per benefits realization plan   2. Perform benefits assessment as per project business case   3. Develop business cases and potential initiation of new projects to respond to operational issues as per organization strategy   4. Perform value analysis and document value for money as per business case |
| * + - 1. Release Resources | 1. Develop checklist for releasing resources as per project schedule and contractual obligations 2. Project team is disengaged according to labour laws 3. project assets are disposed as per procurement and disposal procedures 4. Ensure signoff for resources release and file evidence as per organization procedure |
| * + - 1. Archive Project Documents | 1. Define the documents to be archived as per project requirements and Organization standard procedures 2. Establish archive location and format as per document requirements 3. Catalog information to be archived as per organization standard procedures 4. Share link to document archival to relevant stakeholders as per operating procedures |
| * + - 1. Prepare project closure reports | * 1. Project financial reports are prepared (budget close-out)   2. Project narrative reports are prepared   3. Project closure reports is submitted to management and stakeholders |
| * + - 1. Prepare project transition | * 1. Define how changes to the business units and new environment will be implemented as per project requirements and organization operating procedures   2. Define maintenance and support requirements and how they will be achieved as per operational requirements   3. Document intellectual property and copyrights as organization procedures   4. Develop SLAs as per KPIs and Underpinning contracts   5. Handover project as per set organization operating procedures |
| * + - 1. Celebrate Success | * 1. Prepare a bash for the project team members as per organization operating procedures   2. Communicate value of project management to key stakeholders as per organization operating procedures   3. Reward project team as per organization operating 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. Sustainability Measures may include but not limited to: | * Community engagement/ participation * Community associations * Member contributions * Charging of levies/ fees * Fundraising |
| 1. Procurement and disposal procedures may include but not limited to: | * Public procurement and regulations authority (PPRA) * Public procurement and disposal act * Organizational policies on procurement and disposal |

**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
* Planning and organizing

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Environmental conservation
* Conflict resolution
* Community mobilization and engagement
* Identifying and documenting lessons learnt
* Report writing

**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. Paid up invoices as per project requirements and organization operating procedures   2. Prepared project closure report as per project requirements and organization operating procedures   3. Achieved catalog information as per organization standard procedures   4. Rewarded project teams as per organization standard procedures |
| 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. Written tests 2. Interviews 3. Third party reports |
| 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. |