



REPUBLIC OF KENYA

NATIONAL OCCUPATIONAL STANDARDS

FOR

PROJECT MANAGER

LEVEL 6



TVET CDACC
P.O. BOX 15745-00100
NAIROBI

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Council Secretary/CEO
TVET Curriculum Development, Assessment and Certification Council
P.O. Box 15745–00100
Nairobi, Kenya
Email: info@tvetcdacc.go.ke / cdacc.tvet@gmail.com

TABLE OF CONTENTS

FOREWORD	3
PREFACE	4
ACKNOWLEDGMENT.....	5
ACRONYMS.....	6
KEY TO UNIT CODE.....	7
OVERVIEW	8
BASIC UNITS OF COMPETENCY	9
DEMONSTRATE COMMUNICATION SKILLS	10
DEMONSTRATE NUMERACY SKILLS	14
DEMONSTRATE DIGITAL LITERACY	19
DEMONSTRATE ENTREPRENEURIAL SKILLS	24
DEMONSTRATE EMPLOYABILITY SKILLS	29
DEMONSTRATE ENVIRONMENTAL LITERACY	37
DEMONSTRATE OCCUPATIONAL SAFETY AND HEALTH PRACTICES	44
COMMON UNIT OF COMPETENCY	50
MANAGE PROCUREMENT FOR GOODS, WORKS AND SERVICES.....	51
CORE UNITS OF COMPETENCY	55
MANAGE PROJECT INCEPTION PHASE	56
MANAGE PROJECT FINANCING	60
MANAGE PROJECT DESIGN	63
MANAGE PROJECT IMPLEMENTATION	66
MANAGE PROJECT RISKS.....	70
MONITOR AND EVALUATE PROJECTS.....	73
AUDIT AND REVIEW PROJECTS.....	77
MANAGE PROJECT ENVIRONMENT	81
MANAGE PROJECT CLOSURE	85

FOREWORD

The provision of quality education and training is fundamental to the Government's overall strategy for social economic development. Quality education and training will contribute to achievement of Kenya's development blueprint, Vision 2030 and sustainable development goals.

Reforms in the education sector are necessary for the achievement of Kenya Vision 2030 and meeting the provisions of the Constitution of Kenya 2010. The education sector had to be aligned to the Constitution of Kenya 2010 and this resulted to the formulation of the Policy Framework for Reforming Education and Training (Sessional Paper No. 4 of 2016). 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.

These reforms demand that Industry takes a leading role in curriculum development to ensure the curriculum addresses its competence needs. It is against this background that these Occupational Standards were developed for the purpose of developing a competency-based curriculum for Project Management. These Occupational Standards will also be the bases for assessment of an individual for competence certification.

It is my conviction that these Occupational Standards will play a great role towards development of competent human resource for the Project Management sector's growth and sustainable development.

**PRINCIPAL SECRETARY, VOCATIONAL AND TECHNICAL TRAINING
MINISTRY OF EDUCATION**

PREFACE

Kenya Vision 2030 aims to transform the country into a newly industrializing, “middle-income country providing a 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 the 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 attitudes 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 Sessional Paper No. 4 of 2016 on Reforming Education and Training in Kenya, emphasized the need to reform curriculum development, assessment and certification. This called for a shift to CBET in order 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.

The TVET Curriculum Development, Assessment and Certification Council (TVET CDACC), in conjunction with Project Management Sector Skills Advisory Committee (SSAC) have developed these Occupational Standards for Project Manager. These standards will be the bases for development of competency-based curriculum for Project Management Level 6.

The occupational standards are designed and organized with clear performance criteria for each element of a unit of competency. These standards also outline the required knowledge and skills as well as evidence guide.

I am grateful to the Council Members, Council Secretariat, Project Management SSAC, expert workers and all those who participated in the development of these Occupational Standards.

**Prof. CHARLES M. M. ONDIEKI, PhD, FIET (K), Con. EngTech.
CHAIRMAN, TVET CDACC**

ACKNOWLEDGMENT

These Occupational Standards were developed through combined efforts of various stakeholders from private and public organizations. I am thankful to the management of these organizations for allowing their staff to participate in this course. I wish to acknowledge the invaluable contribution of industry players who provided inputs towards the development of these Standards.

I thank TVET Curriculum Development, Assessment and Certification Council (TVET CDACC) for providing guidance on the development of these Standards. My gratitude goes to Project Management Sector Skills Advisory Committee (SSAC) members for their contribution to the development of these Standards. I thank all the individuals and organizations who participated in the validation of these Standards.

I acknowledge all other institutions which in one way or another contributed to the development of these Standards.

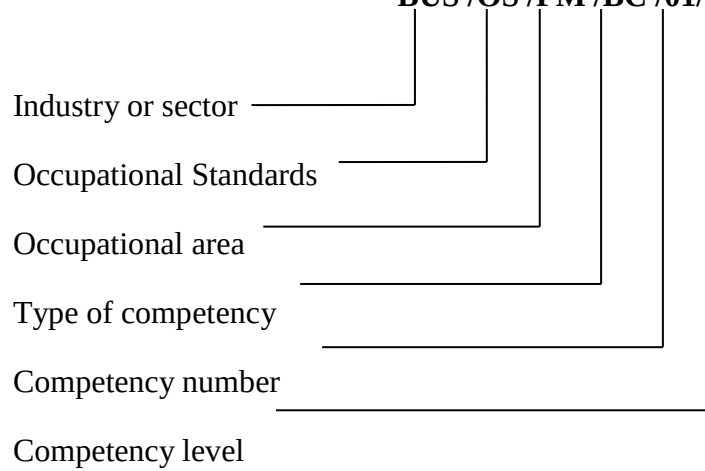
CHAIRMAN

BUSINESS SECTOR SKILLS ADVISORY COMMITTEE

ACRONYMS

ICT	: Information Communication Technology
MoE	: Ministry of Education
OS	: Occupational Standards
OSH	: Occupation Safety and Health
OSHA	: Occupation Safety and Health Act
OSHS	: Occupational Safety and Health Standards
PPE	: Personal Protective Equipment
SSAC	: Sector Skills Advisory Committee
TVET	: Technical and Vocational Education and Training
TVET CDACC:	TVET Curriculum Development Assessment and Certification Council

KEY TO UNIT CODE
BUS /OS /PM /BC /01/ 6



OVERVIEW

Project Management Level 6 requirements consists of competencies that an individual must achieve to manage projects. It entails managing project inception phase, developing project design implementation, managing project risks, project financing and procurement of goods, works and services.

This qualification consists of the following basic and core competencies:

BASIC COMPETENCIES

1. Demonstrate communication skills
2. Demonstrate numeracy skills
3. Demonstrate digital literacy
4. Demonstrate entrepreneurial skills
5. Demonstrate employability skills
6. Demonstrate environmental literacy
7. Demonstrate occupational safety and health practices

COMMON COMPETENCY

1. Manage procurement of goods, works and services

CORE COMPETENCIES

1. Manage project inception phase
2. Manage project design
3. Manage project implementation
4. Manage project risks
5. Manage project financing
6. Monitor and evaluate projects
7. Audit and review projects
8. Manage project environment
9. Manage project closure

BASIC UNITS OF COMPETENCY

DEMONSTRATE COMMUNICATION SKILLS

UNIT CODE: BUS/OS/PM/BC/01/6

UNIT DESCRIPTION

This unit covers the competencies required in meeting communication needs of clients and colleagues; developing, establishing, maintaining communication pathways and strategies. It also covers competencies for conducting interview, facilitating group discussion and representing an organization in various forums.

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT	PERFORMANCE CRITERIA
These describe the key outcomes which make up workplace function	These are assessable statements which specify the required level of performance for each of the elements. <i>Bold and italicized terms are elaborated in the Range</i>
1. Meet communication needs of clients and colleagues	1.1 Specific communication needs of clients and colleagues are identified and met 1.2 Different approaches are used to meet communication needs of clients and colleagues 1.3 Conflict is addressed promptly and in a timely way and in a manner which does not compromise the standing of the organization
2. Develop communication strategies	2.1 Strategies for effective internal and external dissemination of information are developed to meet the organization's requirements 2.2 Special communication needs are considered in developing strategies to avoid discrimination in the workplace 2.3 Communication strategies are analyzed, evaluated and revised where necessary to make sure they are effective
3. Establish and maintain communication pathways	3.1 Pathways of communication are established to meet requirements of organization and workforce 3.2 Pathways are maintained and reviewed to ensure personnel are informed of relevant information
4. Promote use of communication strategies	4.1 Information is provided to all areas of the organization to facilitate implementation of the strategy 4.2 Effective communication techniques are articulated and modelled to the workforce 4.3 Personnel are given guidance about adapting communication strategies to suit a range of contexts
5. Conduct interview	5.1 A range of appropriate communication strategies are employed in <i>interview situations</i> 5.2 Records of interviews are made and maintained in accordance with organizational procedures 5.3 Effective questioning, listening and nonverbal communication

	techniques are used to ensure that required message is communicated
6. Facilitate group discussion	6.1 Mechanisms which enhance effective group interaction is defined and implemented 6.2 Strategies which encourage all group members to participate are used routinely 6.3 Objectives and agenda for meetings and discussions are routinely set and followed 6.4 Relevant information is provided to group to facilitate outcomes 6.5 Evaluation of group communication strategies is undertaken to promote participation of all parties 6.6 Specific communication needs of individuals are identified and addressed
7. Represent the organization	7.1 When participating in internal or external forums, presentation is relevant, appropriately researched and presented in a manner to promote the organization 7.2 Presentation is clear and sequential and delivered within a predetermined time 7.3 Appropriate media is utilized to enhance presentation 7.4 Differences in views are respected 7.5 Written communication is consistent with organizational standards 7.6 Inquiries are responded in a manner consistent with organizational standard

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
Communication strategies include but not limited to:	• Language switch • Comprehension check • Repetition • Asking confirmation • Paraphrase • Clarification request • Translation • Restructuring • Approximation • Generalization
Effective group interaction include but not limited to:	• Identifying and evaluating what is occurring within an interaction in a non-judgmental way • Using active listening

	• Making decision about appropriate words, behavior • Putting together response which is culturally appropriate • Expressing an individual perspective • Expressing own philosophy, ideology and background and exploring impact with relevance to communication
Situations include but not limited to:	• Establishing rapport • Eliciting facts and information • Facilitating resolution of issues • Developing action plans • Diffusing potentially difficult situations

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:

- Effective communication
- Active listening
- Giving/receiving feedback
- Interpretation of information
- Role boundaries setting
- Negotiation
- Establishing empathy
- Openness and flexibility in communication
- Communication skills required to fulfill job roles as specified by the organization
- Writing communications strategy
- Applying key elements of communications strategy

Required Knowledge

The individual needs to demonstrate knowledge of:

- Communication process
- Dynamics of groups and different styles of group leadership
- Communication skills relevant to client groups
- Flexibility in communication
- Communication skills relevant to client groups
- Key elements of communications strategy

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	Assessment requires evidence that the candidate:
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of Competency	1.1 Developed communication strategies to meet the organization requirements and applied in the workplace 1.2 Established and maintained communication pathways for effective communication in the workplace 1.3 Used communication strategies involving exchanges of complex oral information
2. Resource Implications	The following resources should be provided: 2.1 Access to relevant workplace or appropriately simulated environment where assessment can take place 2.2 Materials relevant to the proposed activity or tasks
3. Methods of Assessment	Competency in this unit may be assessed through: 3.1 Direct Observation/Demonstration with Oral Questioning 3.2 Written Examination
4. Context of Assessment	Competency may be assessed individually in the actual workplace or through accredited institution
5. Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

DEMONSTRATE NUMERACY SKILLS

UNIT CODE: BUS/OS/PM/BC/02/6

UNIT DESCRIPTION

This unit describes the competencies required by a worker in order to apply a wide range of mathematical calculations for work; apply ratios, rates and proportions to solve problems; estimate, measure and calculate measurement for work; Use detailed maps to plan travel routes for work; Use geometry to draw and construct 2D and 3D shapes for work; Collect, organize and interpret statistical data; Use routine formula and algebraic expressions for work and use common functions of a scientific calculator

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. <i>Bold and italicized terms are elaborated in the Range.</i>
1. Apply a wide range of mathematical calculations for work	1.1 Mathematical information embedded in a range of workplace tasks and texts is extracted 1.2 Mathematical information is interpreted and comprehended 1.3 A range of mathematical and problem solving processes are select and used 1.4 Different forms of fractions, decimals and percentages are flexibly used 1.5 Calculation performed with positive and negative numbers 1.6 Numbers are expressed as powers and roots and are used in calculations 1.7 Calculations are done using routine formulas 1.8 Estimation and assessment processes are used to check outcome 1.9 Mathematical language is used to discuss and explain the processes, results and implications of the task
2. Use and apply ratios, rates and proportions for work	2.1 Information regarding ratios, rates and proportions extracted from a range of workplace tasks and texts 2.2 Mathematical information related to ratios, rate and proportions is analyzed 2.3 Problem solving processes are used to undertake the task 2.4 Equivalent ratios and rates are simplified 2.5 Quantities are calculated using ratios, rates and proportions 2.6 Graphs, charts or tables are constructed to represent ratios, rates and proportions 2.6 The outcomes reviewed and checked

	2.7 Information is record using mathematical language and symbols
3. Estimate, measure and calculate measurement for work	3.1 Measurement information embedded in workplace texts and tasks are extracted and interpreted 3.2 Appropriate workplace measuring equipment are identified and selected 3.3 Accurate measurements are estimate and made 3.4 The area of 2D shapes including compound shapes are calculated 3.5 The volume of 3D shapes is calculated using relevant formulas 3.6 Sides of right angled triangles are calculated using Pythagoras' theorem 3.7 conversions are perform between units of measurement 3.8 Problem solving processes are used to undertake the task 3.9 The measurement outcomes are reviewed and checked 3.10 Information is recorded using mathematical language and symbols appropriate for the task
4. Use detailed maps to plan travel routes for work	4.1 Different types of maps are identified and interpreted 4.2 Key features of maps are identified 4.3 Scales are identified and interpreted 4.4 Scales are applied to calculate actual distances 4.5 Positions or locations are determined using directional information 4.6 Routes are planned by determining directions and calculating distances, speeds and times 4.7 Information is gathered and identified and relevant factors related to planning a route checked 4.8 Relevant equipment is select and checked for accuracy and operational effectiveness 4.9 Task is planned and recorded using specialized mathematical language and symbols appropriate for the task
5. Use geometry to draw 2D shapes and construct 3D shapes for work	5.1 A range of 2D shapes and 3D shapes and their uses in work contexts is identified 5.2 Features of 2D and 3D shapes are named and described 5.3 Types of angles in 2D and 3D shapes are identified 5.4 Angles are drawn, estimated and measured using geometric instruments 5.5 Angle properties of 2D shapes are named and identified 5.6 Angle properties are used to evaluate unknown angles in shapes 5.7 Properties of perpendicular and parallel lines are applied to shapes 5.8 Understanding and use of symmetry is demonstrated 5.9 Understanding and use of similarity is demonstrated 5.10 The workplace tasks and mathematical processes required are

	identified 5.11 2D shapes is drawn for work 5.12 3D shapes is constructed for work 5.13 The outcomes are reviewed and checked 5.14 Specialized mathematical language and symbols appropriate for the task are used
6. Collect, organize, and interpret statistical data for work	6.1 Workplace issue requiring investigation are identified 6.2 Audience / population / sample unit is determined 6.3 Data to be collected is identified 6.4 Data collection method is selected 6.5 Appropriate statistical data is collected and organized 6.6 Data is illustrated in appropriate formats 6.7 The effectiveness of different types of graphs are compared 6.8 The summary statistics for collected data is calculated 6.9 The results / findings are interpreted 6.10 Data is checked to ensure that it meets the expected results and content 6.11 Information from the results including tables, graphs and summary statistics is extracted and interpreted 6.12 Mathematical language and symbols are used to report results of investigation
7. Use routine formula and algebraic expressions for work	7.1 Understanding of informal and symbolic notation, representation and conventions of algebraic expressions is demonstrated 7.2 Simple algebraic expressions and equations are developed 7.3 Operate on algebraic expressions 7.4 Algebraic expressions are simplified 7.5 Substitution into simple routine equations is done 7.6 Routine formulas used for work tasks are identified and comprehended 7.7 Routine formulas are evaluate by substitution 7.8 Routine formulas transposed 7.9 Appropriate formulas are identified and used for work related tasks 7.10 Outcomes are checked and result of calculation used
8. Use common functions of a scientific calculator for work	8.1 Required numerical information to perform tasks is located 8.2 The order of operations and function keys necessary to solve mathematical calculation are determined 8.3 Function keys on a scientific calculator are identified and used 8.4 Estimations are referred to check reasonableness of problem solving process 8.5 Appropriate mathematical language, symbols and conventions are used to report results

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. Geometry	May include but not limited to: 1.1 Scale drawing 1.2 Triangles 1.3 Simple solid 1.4 Round 1.5 Square 1.6 Rectangular 1.7 Triangle 1.8 Sphere 1.9 Cylinder 1.10 Cube 1.11 Polygons 1.12 Cuboids

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:

- Applying Fundamental operations (addition, subtraction, division, multiplication)
- Using calculator
- Using different measuring tools

Required knowledge

The individual needs to demonstrate knowledge of:

- Types of common shapes
- Differentiation between two dimensional shapes / objects
- Formulae for calculating area and volume
- Types and purpose of measuring instruments
- Units of measurement and abbreviations
- Fundamental operations (addition, subtraction, division, multiplication)
- Rounding techniques
- Types of fractions
- Different types of tables and graphs

- Meaning of graphs, such as increasing, decreasing, and constant value
- Preparation of basic data, tables & graphs

DEMONSTRATE DIGITAL LITERACY

UNIT CODE: BUS/OS/PM/BC/03/6

UNIT DESCRIPTION

This unit covers the competencies required to effectively use digital devices such as smartphones, tablets, laptops and desktop PCs. It entails identifying and using digital devices such as smartphones, tablets, laptops and desktop computers for purposes of communication, work performance and management at the work place.

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. <i>Bold and italicized terms are elaborated in the Range</i>
1. Identify appropriate computer software and hardware	1.1 Concepts of ICT are determined in accordance with computer equipment 1.2 Classifications of computers are determined in accordance with manufacturers specification 1.3 <i>Appropriate computer software</i> are identified according to manufacturer's specification 1.4 <i>Appropriate computer hardware</i> are identified according to manufacturer's specification 1.5 Functions and commands of operating system are determined in accordance with manufacturer's specification
2. Apply security measures to data, hardware, software in automated environment	2.1 <i>Data security and privacy are classified</i> in accordance with the prevailing technology 2.2 <i>Security threats</i> are identified <i>and control measures</i> are applied in accordance with laws governing protection of ICT 2.3 Computer threats and crimes are detected. 2.4 Protection against computer crimes is undertaken in accordance with laws governing protection of ICT
3. Apply computer software in solving tasks	3.1 <i>Word processing concepts</i> are applied in resolving workplace tasks, report writing and documentation 3.2 <i>Word processing utilities</i> are applied in accordance with workplace procedures 3.3 Worksheet layout is prepared in accordance with work procedures 3.4 Worksheet is build and data manipulated in the worksheet in accordance with workplace procedures 3.5 Continuous data manipulated on worksheet is undertaken in accordance with work requirements 3.6 Database design and manipulation is undertaken in accordance with office procedures

	3.7 Data sorting, indexing, storage, retrieval and security is provided in accordance with workplace procedures
4. Apply internet and email in communication at workplace	4.1 Electronic mail addresses are opened and applied in workplace communication in accordance with office policy 4.2 Office internet functions are defined and executed in accordance with office procedures 4.3 Network configuration is determined in accordance with office operations procedures 4.4 Official World Wide Web is installed and managed according to workplace procedures
5. Apply Desktop publishing in official assignments	5.1 Desktop publishing functions and tools are identified in accordance with manufactures specifications 5.2 Desktop publishing tools are developed in accordance with work requirements 5.3 Desktop publishing tools are applied in accordance with workplace requirements 5.4 Typeset work is enhanced in accordance with workplace standards
6. Prepare presentation packages	6.1 Types of presentation packages are identified in accordance with office requirements 6.2 Slides are created and formulated in accordance with workplace procedures 6.3 Slides are edited and run in accordance with work procedures 6.4 Slides and handouts are printed according to work 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
Appropriate computer software may include but not limited to:	A collection of instructions or computer tools that enable the user to interact with a <i>computer</i> , its hardware, or perform tasks.
Appropriate computer hardware may include but not limited to:	Collection of physical parts of a computer system such as; • Computer case, monitor, keyboard, and mouse • All the parts inside the computer case, such as the hard disk drive, motherboard and video card
Data security and privacy may include but not limited to:	• • •

Security and control

• measures may include but not

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of data Cloud
computing
Integrity -but-curious data surfing
Counter measures against cyber terrorism
Risk reduction

limited to:	• Cyber threat issues • Risk management • Pass-wording
Security threats may include but not limited to:	• Cyber terrorism • Hacking
Word processing concepts may include but not limited to:	Using a special program to create, edit and print documents
Network configuration may include but not limited to:	Organizing and maintaining information on the components of a computer network

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 skills
- Interpretation
- Typing
- Communication
- Computing (applying fundamental operations such as addition, subtraction, division and multiplication)
- Using calculator
- Basic ICT skills

Required Knowledge

The individual needs to demonstrate knowledge of:

- Software concept
- Functions of computer software and hardware
- Data security and privacy
- Computer security threats and control measures
- Technology underlying cyber attacks and networks
- Cyber terrorism
- Computer crimes
- Detection and protection of computer crimes
- Laws governing protection of ICT
- Word processing;
 - ✓ Functions and concepts of word processing.
 - ✓ Documents and tables creation and manipulations
 - ✓ Mail merging
 - ✓ Word processing utilities

- Spread sheets;
 - ✓ Meaning, formulae, function and charts, uses and layout
 - ✓ Data formulation, manipulation and application to cells
 - ✓
- Database;
 - ✓ Database design, data manipulation, sorting, indexing, storage retrieval and security
- Desktop publishing;
 - ✓ Designing and developing desktop publishing tools
 - ✓ Manipulation of desktop publishing tools
 - ✓ Enhancement of typeset work and printing documents
- Presentation Packages;
 - ✓ Types of presentation packages
 - ✓ Creating, formulating, running, editing, printing and presenting slides and handouts
- Networking and Internet;
 - ✓ Computer networking and internet.
 - ✓ Electronic mail and world wide web
- Emerging trends and issues in ICT;
 - ✓ Identify and integrate emerging trends and issues in ICT
 - ✓ Challenges posed by emerging trends and 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 requires evidence that the candidate: 1.1 Identified and controlled security threats 1.2 Detected and protected computer crimes 1.3 Applied word processing in office tasks 1.4 Designed, prepared work sheet and applied data to the cells in accordance to workplace procedures 1.5 Opened electronic mail for office communication as per workplace procedures 1.6 Installed internet and World Wide Web for office tasks in accordance with office procedures 1.7 Integrated emerging issues in computer ICT applications 1.8 Applied laws governing protection of ICT
2. Resource Implications	2.1 Tablets 2.2 Laptops 2.3 Desktop computers 2.4 Calculators 2.5 Internet

	2.6 Smart phones 2.7 Operation Manuals
3. Methods of Assessment	Competency may be assessed through: 3.1 Written Tests 3.2 Demonstration 3.3 Practical assignment 3.4 Interview/Oral Questioning 3.5 Demonstration
4. Context of Assessment	Competency may be assessed in an off and on the job setting
5. Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

DEMONSTRATE ENTREPRENEURIAL SKILLS

UNIT CODE : BUS/OS/PM/BC/04/6

UNIT DESCRIPTION

This unit covers the outcomes required to build and develop the enterprise to be more competitive within a changing business environment, specifically responding to consumer demands while maintaining product quality and accessibility, building a customer base and employee motivation.

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT	PERFORMANCE CRITERIA
1. Develop business Innovative strategies	1.1 Business innovation strategies are determined in accordance with the organization strategies 1.2 Business innovative strategies are implemented for the purpose of business growth 1.3 Track record and normative capability profile of enterprise and similar businesses are reviewed and considered in setting strategic directions. 1.4 Strengths, weaknesses, opportunities and threats are considered when developing new ideas, approaches, goals and directions 1.5 Decisions about enterprise strategies/directions are made after careful consideration of all relevant information 1.6 Business/corporate plan is developed that sets out tactics, resource implications, timeframes, production and sales target
2. Develop new products/markets	2.1 Alternative product/service offerings are canvassed and studied for feasibility 2.2 Potential and new sources/sellers of supplies and raw materials are identified and canvassed. 2.3 Target markets and buyers are identified and surveyed as to their preferences and brand loyalties.
3. Expand customers and product lines	3.1 Enterprise is built up and sustained through responsiveness to market demands and the regulatory environment. 3.2 Competitive advantage of existing products and

	services is maintained/enhanced through responsive advocacies and strategies. 3.3 Constant listening to stakeholder/client feedback is ensured to maintain loyal client base.
4. Motivate staff/workers	4.1 Regular dialogue is established and maintained in all levels and relevant sections of the enterprise 4.2 Flow of communications in both directions is encouraged 4.3 Helpful mechanisms and benefits are implemented 4.4 Issues/problems are proactively resolved through win-win solutions wherever practicable
5. Expand employed capital base	5.1 Capital employed in business is continuously reviewed as per the strategic plan 5.2 Business share holdings are reviewed in accordance with the type of business 5.3 Capital employed is expanded according to organization procedures 5.3 Types of shares are determined according to strategic plan 5.4 Shares diversification process is undertaken as per office procedures 5.5 Role of shareholders is determined and implemented in accordance organization procedures
6. Undertake county/regional business expansion	6.1 Regions for expansion are continuously reviewed in accordance with strategic plan and company's expansion plan 6.2 County business regulations are reviewed and adhered to in accordance with set procedures 6.3 Regional laws and regulations are adhered to in accordance with set procedures 6.4 County/regional business expansion is undertaken in accordance with organization's growth/ expansion plan

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. Strategic directions include but not limited to:	1.1 Business continuity and succession 1.2 Resource access security 1.3 Core competencies development 1.4 New developments e.g. technological change, new

	products
2. Business/Corporate plan include but not limited to:	2.1 Action steps and responsibilities of departments and individual workers 2.2 Resource requirements and budget 2.3 Tactics and strategies to achieve objectives
3. Helpful mechanisms include but not limited to:	3.1 Wage and non-wage benefits 3.2 Employee awards and recognition systems 3.3 Employee rights and welfare policies 3.4 Full-disclosure/transparency policies

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:

- Assessing a range of alternative products and strategies
- Critically analyzing information, summarizing and making sense of previous and current market trends
- Identifying changing consumer preferences and demographics
- Thinking “outside the box”
- Ensuring quality consistency
- Reducing lead time to product/service delivery
- Managing operations/ production
- Using formal problem-solving procedures, e. g., root-cause analysis, six sigma
- Communication skills
- Applying motivational principles, e. g., positive stroking, behavior modification
- Assessing range of alternatives rather than choosing the easiest option
- Achieving ownership and credibility for the enterprise vision
- Critically analyzing information, summarizing and making sense of previous and current market trends
- Developing solutions and practical strategies which are “outside the box”

Required Knowledge

The individual needs to demonstrate knowledge of:

- Features and benefits of common operational practices, e. g., continuous improvement (kaizen), waste elimination,
- Conflict resolution
- Health, safety and environment (HSE) principles and requirements
- Public-relations strategies

- Basic cost-benefit analysis
- Basic financial management
- Business strategic planning
- Impact of change on individuals, groups and industries
- Employee assistance
- Government and regulatory processes
- Local and international market trends
- Product promotion strategies
- Mechanisms in the enterprise
- Market and feasibility studies
- Local and global supply chains Business models and strategies
- Government and regulatory processes
- Local and international business environment
- Concepts of change management
- Relevant developments in other industries
- Capital employed
- Regional/ County business expansion
- Innovation in business

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: 1.1 Demonstrated ability to maintain a profitable and stable enterprise as shown by stakeholder feedback, employee testimonies and company financial statements 1.2 Demonstrated ability to conceptualize and plan a micro/small enterprise 1.3 Demonstrated ability to manage/operate a micro/small-scale business 1.4 Demonstrated basic marketing skills
2. Resource Implications	The following resources should be provided: 2.1 Interview guide for entrepreneurs 2.2 Enterprise workers and third parties 2.3 Materials and location relevant to the proposed activity and tasks
3. Methods of Assessment	3.1 Case problems 3.2 Interview 3.3 Portfolio 3.4 Third part reports

4. Context of Assessment	4.1 Competency may be assessed in workplace or in a simulated workplace setting 4.2 Assessment shall be observed while tasks are being undertaken whether individually or in-group
5. Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

DEMONSTRATE EMPLOYABILITY SKILLS

UNIT CODE: BUS/OS/PM/BC/05/6

UNIT DESCRIPTION

This unit covers competencies required to demonstrate employability skills. It involves competencies for exuding self-awareness and dealing with everyday life challenges; demonstrating critical safe work habits and leading a workplace team; planning and organizing work activities; applying learning, creativity and innovativeness in workplace functions; pursuing professional growth and managing time effectively in the workplace.

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT	PERFORMANCE CRITERIA
These describe the key outcomes which make up workplace function.	These are assessable statements which specify the required level of performance for each of the elements. <i>Bold and italicized terms are elaborated in the Range</i>
1. Develop self-awareness and understanding of every day demands and challenges in the workplace	1.1 Personal vision, mission and goals are formulated based on potential and in relation to organization objectives 1.2 Emotions are managed as per workplace requirements 1.3 Thoughts, feelings and beliefs are expressed in direct, honest and appropriate ways. 1.4 Feelings are shared with others according to personal issues for healthy relations. 1.5 Individual performance is evaluated and monitored according to the agreed targets. 1.6 Assertiveness is developed and maintained based on the requirements of the job. 1.7 Own ideas and visions that generates excitement, enthusiasm and commitment are articulated. 1.8 Accountability and responsibility for own actions are demonstrated. 1.9 Self-esteem and a positive self-image are developed and maintained.

2. Demonstrate critical safe work habits for employees in the workplace	2.1 Stress is managed at the workplace in accordance with workplace procedures. 2.2 Punctuality and time consciousness is demonstrated in line workplace policy. 2.3 Personal objectives are integrated with organization goals in accordance with organization's strategic plan. 2.4 Resources are effectively utilized in accordance with workplace policy. 2.5 Work priorities are set and met in according to workplace procedures. 2.6 Leisure time is recognized and used productively in line with organization policy. 2.7 Abstinence from drug and substance abuse is demonstrated as per workplace policy. 2.8 Awareness of HIV and AIDS is demonstrated in line with workplace requirements. 2.9 Safety consciousness is demonstrated in the workplace based on organization safety policy. 2.10 Emerging issues are dealt with in accordance with organization policy.
3. Lead a workplace team	3.1 Role and objectives of the team are determined in accordance workplace policy. 3.2 Team parameters and relationships are identified according to set rules and regulations. 3.3 Individual responsibilities are identified in accordance with work procedures. 3.4 Effective and appropriate forms of communication in a team are established according to office policy. 3.5 Business communication is carried out as per workplace place policy and requirements of the job. 3.6 Team activities are complemented in accordance with office procedures. 3.7 Team building activities are planned for in line with organization policy. 3.8 Conflicts are resolved between team members in line with organization rules and regulations. 3.9 Gender mainstreaming is undertaken in accordance with set regulations. 3.10 Human rights are adhered to in accordance with existing protocol. 3.11 Healthy relationships are developed and maintained for harmonious co-existence in line with workplace.
4. Plan and organize	4.1 Work schedules are developed for accomplishing given tasks

work	within the set time lines and based on workplace policy. 4.2 Time is managed achieve workplace set goals and objectives. 4.3 Clear project goals and deliverables are established according to company set policies and regulations. 4.4 Resources are mobilized, allocated and utilized to meet project goals and deliverables. 4.5 Work activities are monitored and evaluated in line with organization procedures. 4.6 Situations that require decision making are identified within the work place and decision made in accordance with workplace policy. 4.7 Steps required in making effective decisions are applied within the workplace. 4.8 Problems arising in the course of working are identified and solved or reported according the workplace policies and procedures. 4.9 Values required in problem solving process are demonstrated at the work place. 4.10 Situations within the workplace that require negotiation identified and negotiations done to create win-win situations. 4.11 Negotiation techniques are developed and applied at workplace to meet clientele's satisfaction and organizations' objectives.
5. Maintain professional growth and development in the workplace	5.1 Personal training needs are assessed and identified in line with the requirements of the job. 5.2 Training and career opportunities are identified and availed based on job requirements. 5.3 Resources for training are mobilized and allocated based organizations skills needs. 5.4 Licensees and certifications relevant to job and career are obtained and renewed. 5.5 Personal growth is pursued towards improving the qualifications set for the profession. 5.6 Work priorities and commitments are managed based on requirement of the job and workplace policy. 5.7 Recognitions are sought as proof of career advancement in line with professional requirements.
6. Demonstrate learning, creativity and innovativeness in the workplace	6.1 Time and effort is invested in learning new skills based job requirements. 6.2 Willingness to learn in different context is demonstrated based on available learning opportunities arising in the

	workplace. 6.3 Learning opportunities are sought and allocated based on job requirement and in line with organization policy. 6.4 Application of learning is demonstrated in both technical and non-technical aspects based on requirements of the job. 6.5 Application of a range of basic IT skills is demonstrated based on requirements of the job. 6.6 Awareness of Occupational Health and Safety procedures are demonstrated in use of technology in the workplace. 6.7 Initiative is taken to create more effective and efficient processes and procedures in line with workplace policy. 6.8 New systems are developed and maintained in accordance with the requirements of the job. 6.9 Opportunities that are not obvious are identified and exploited in line with organization objectives. 6.10 Opportunities for performance improvement are identified proactively in area of work. 6.11 Awareness of personal role in workplace innovation is demonstrated.
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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
<i>Drug and substance abuse</i> includes but not limited to:	Commonly abused • Alcohol • Tobacco • Miraa • Over-the-counter drugs • Cocaine • Bhang • Glue
<i>Feedback</i> includes but not limited to:	• Verbal • Written • Informal • Formal
<i>Clients</i> includes but not limited to:	• New clients • Existing clients • Internal clients • External clients

Relationships includes but not limited to:	• Man/Woman • Trainer/trainee • Employee/employer • Client/service provider • Husband/wife • Boy/girl • Parent/child • Sibling relationships
Communication methods include but not limited to:	• Written • Talk/presentation • Video • Audio • Graphical • Modeling
Team includes but not limited to:	• Small work group • Staff in a section/department • Inter-agency group
Personal growth includes 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
Personal objectives includes but not limited to:	• Long term • Short term • Broad • Specific
Trainings and career opportunities includes but not limited to	• Participation in training programs ○ Technical ○ Supervisory ○ Managerial ○ Continuing Education • Serving as Resource Persons in conferences and workshops
Resource include but not limited to:	• Human • Financial • Technology ○ Hardware ○ Software
Innovation include but not limited to:	• New ideas • Original ideas • Different ideas

	• Methods/procedures • Processes • New tools
Emerging issues include but not limited to:	• Terrorism • Social media • National cohesion • Open offices

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:

- Personal hygiene practices
- Intra and Interpersonal skills
- Communication skills
- Knowledge management
- Interpersonal skills
- Critical thinking skills
- Observation skills
- Organizing skills
- Negotiation skills
- Monitoring skills
- Evaluation skills
- Record keeping skills
- Problem solving skills
- Decision Making skills
- Resource utilization skills
- Resource mobilization skills

Required Knowledge

The individual needs to demonstrate knowledge of:

- Work values and ethics
- Company policies
- Company operations, procedures and standards
- Occupational Health and safety procedures
- Fundamental rights at work
- Personal hygiene practices
- Workplace communication
- Concept of time
- Time management

- Decision making
- Types of resources
- Work planning
- Resources and allocating resources
- Organizing work
- Monitoring and evaluation
- Record keeping
- Workplace problems and how to deal with them
- Negotiation
- Assertiveness
- Team work
- Gender mainstreaming
- HIV and AIDS
- Drug and substance abuse
- Leadership
- Safe work habits
- Professional growth and development
- Technology in the workplace
- Learning
- Creativity
- Innovation
- Emerging issues
 - Social media
 - Terrorism
 - National cohesion

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: 1.1 Attained job targets within key result areas. 1.2 Maintained intra- and inter-personal relationship in the course of managing oneself. 1.3 Completed trainings and career progression opportunities in time. 1.4 Was punctual and time conscious. 1.5 Acquired and maintained licenses and/or certifications required for the job. 1.6 Planned and organized resources to achieve organization goals and objectives. 1.7 Monitored and evaluated work activities. 1.8 Identified, analyzed and solved problem arising in the course of
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	working. 1.9 Was conscious of health and safety while carrying out work functions. 1.10 Maintained a mentorship and coaching program for employees. 1.11 Innovatively made work processes and procedures more efficient. 1.12 Mainstreamed gender issues in the workplace. 1.13 Build a strong team of workers in the workplace. 1.14 Sought and allocated learning opportunities and resources in the workplace. 1.15 Demonstrated awareness of HIV and AIDS. 1.16 Abstained from drug and substance abuse. 1.17 Demonstrated ability to cope with emerging issues.
2. Resource Implications	The following resources should be provided: 2.1 Workplace or assessment location 2.2 Case studies/scenarios
3. Methods of Assessment	Competency in this unit may be assessed through: Oral Interview Observation • Third Party Reports Written
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4. Context of Assessment	• 4.1 Competency may be assessed in workplace or in a simulated workplace setting 4.2 Assessment shall be observed while tasks are being undertaken whether individually or in-group
5. Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

DEMONSTRATE ENVIRONMENTAL LITERACY

UNIT CODE : BUS/OS/PM/BC/06/6

UNIT DESCRIPTION

This unit specifies the competencies required to follow procedures for environmental hazard control, follow procedures for environmental pollution control, comply with workplace sustainable resource use, evaluate current practices in relation to resource usage, develop and adhere to environmental protection principles/strategies/guidelines, analyze resource use, develop resource conservation plans and implement selected plans.

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT	PERFORMANCE CRITERIA
These describe the key outcomes which make up workplace function.	These are assessable statements which specify the required level of performance for each of the elements. <i>Bold and italicized terms are elaborated in the Range</i>
1. Control environmental hazard	1.1 <i>Storage methods</i> for environmentally hazardous materials are strictly followed according to environmental regulations and OSHS. 1.2 <i>Disposal methods</i> of hazardous wastes are followed at all times according to environmental regulations and OSHS. 1.3 <i>PPE</i> is used according to OSHS.
2. Control environmental Pollution control	2.1 Environmental pollution <i>control measures</i> are compiled following standard protocol. 2.2 Procedures for solid waste management are observed according Environmental Management and Coordination Act 1999 2.3 Methods for minimizing <i>noise pollution</i> complied following environmental regulations.
3. Demonstrate sustainable resource use	3.1 Methods for minimizing wastage are complied with. 3.2 Waste management procedures are employed following principles of 3Rs (Reduce, Reuse, Recycle) 3.3 Methods for economizing or reducing resource consumption are practiced.
4. Evaluate current practices in relation to resource usage	4.1 Information on resource efficiency systems and procedures are collected and provided to the work group where appropriate. 4.2 Current resource usage is measured and recorded by members of the work group. 4.3 Current purchasing strategies are analyzed and recorded according to industry procedures. 4.4 Current work processes to access information and data is

	analyzed following enterprise protocol.
5. Identify Environmental legislations/conventions for environmental concerns	5.1 Environmental legislations/conventions and local ordinances are identified according to the different environmental aspects/impact 5.2 Industrial standard/environmental practices are described according to the different environmental concerns
6. Implement specific environmental programs	6.1 Programs/Activities are identified according to organizations policies and guidelines. 6.2 Individual roles/responsibilities are determined and performed based on the activities identified. 6.3 Problems/constraints encountered are resolved in accordance with organizations' policies and guidelines 6.4 Stakeholders are consulted based on company guidelines
7. Monitor activities on Environmental protection/Programs	7.1 Activities are periodically monitored and Evaluated according to the objectives of the environmental program 7.2 Feedback from stakeholders are gathered and considered in Proposing enhancements to the program based on consultations 7.3 Data gathered are analyzed based on Evaluation requirements 7.4 Recommendations are submitted based on the findings 7.5 Management support systems are set/established to sustain and enhance the program 7.6 Environmental incidents are monitored and reported to concerned/proper authorities
8. Analyze resource use	8.1. All resource consuming processes are Identified 8.2. Quantity and nature of Resource consumed is determined 8.3. Resource flow is analyzed through different parts of the process. 8.4. Wastes are classified for possible source of resources.
9. Develop resource Conservation plans	9.1. Efficiency of use/conversion of resources is determined following industry protocol. 9.2. Causes of low efficiency of use of resources are Determined based on industry protocol. 9.3. Plans for increasing the efficiency of resource use are developed based on findings.

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
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1. 1. PPE May include but are not limited to	1.1 Mask 1.2 Gloves 1.3 Goggles 1.4 Safety hat 1.5 Overall 1.6 Hearing protector
2. Environmental pollution control measures may include but are not limited to:	2.1 Methods for minimizing or stopping spread and ingestion of airborne particles 2.2 Methods for minimizing or stopping spread and ingestion of gases and fumes 2.4 Methods for minimizing or stopping spread and ingestion of liquid wastes
3. Wastes may include but are not limited to:	3.1 Unnecessary waste 3.2 Necessary waste
4. Waste management Procedures may include but are not limited to:	4.1 Sorting 4.2 Storing of items 4.2 Recycling of items 4.3 Disposal of items
5. Resources may include but are not limited to:	5.1 Electric 5.2 Water 5.3 Fuel 5.4 Telecommunications 5.5 Supplies 5.6 Materials
6. Workplace environmental hazards may include but are not limited to:	6.1 Biological hazards 6.2 Chemical and dust hazards 6.3 Physical hazards
7. Organizational systems and procedures may include but are not limited to:	7.1 Supply chain, procurement and purchasing 7.2 Quality assurance 7.3 Making recommendations and seeking approvals
8. Legislations/Conventions may include but are not limited to:	8.1 EMCA 1999 8.2 Montreal Protocol 8.3 Kyoto Protocol

9. Environmental aspects/impacts may include but are not limited to:	9.1 Air pollution 9.2 Water pollution 9.3 Noise pollution 9.4 Solid waste 9.5 Flood control 9.6 Deforestation/Denudation 9.7 Radiation/Nuclear /Radio Frequency/ Microwaves 9.8 Situation 9.9 Soil erosion (e.g. Quarrying, Mining, etc.) 9.10 Coral reef/marine life protection
10. Industrial standards / Environmental practices may include but are not limited to:	10.1 ISO standards 10.2 Company environmental management systems (EMS)
11. Periodic may include but are not limited to:	11.1 hourly 11.2 daily 11.3 weekly 11.4 monthly 11.5 quarterly 11.6 yearly
12. Programs/Activities may include but are not limited to:	12.1 Waste disposal (on-site and off-site) 12.2 Repair and maintenance of equipment 12.3 Treatment and disposal operations 12.4 Clean-up activities 12.5 Laboratory and analytical test 12.6 Monitoring and evaluation 12.7 Environmental advocacy programs

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: 1.1 Controlled environmental hazard 1.2 Controlled environmental pollution 1.3 Demonstrated sustainable resource use 1.4 Evaluated current practices in relation to resource usage 1.5 Demonstrated knowledge of environmental legislations and local ordinances according to the different environmental issues /concerns. 1.6 Described industrial standard environmental practices
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	according to the different environmental issues/concerns. 1.7 Resolved problems/ constraints encountered based on management standard procedures 1.8 Implemented and monitored environmental practices on a periodic basis as per company guidelines 1.9 Recommended solutions for the improvement of the program 1.10 Monitored and reported to proper authorities any environmental incidents
2. Resource Implications	The following resources should be provided: 2.1 Workplace with storage facilities 2.2 Tools, materials and equipment relevant to the tasks (e.g. Cleaning tools, cleaning materials, trash bags) 2.3 PPE, manuals and references 2.4 Legislation, policies, procedures, protocols and local ordinances relating to environmental protection 2.5 Case studies/scenarios relating to environmental Protection
3 Methods of Assessment	Competency in this unit may be assessed through: 3.1 Demonstration 3.2 Oral questioning 3.3 Written examination 3.4 Interview/Third Party Reports 3.5 Portfolio (citations/awards from GOs and NGOs, certificate of training – local and abroad) 3.6 Simulations and role-play
4 Context of Assessment	Competency may be assessed on the job, off the job or a combination of these. Off the job assessment must be undertaken in a closely simulated workplace environment.
5 Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

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:

- Following storage methods of environmentally hazardous materials
- Following disposal methods of hazardous wastes
- Using PPE
- Practicing OSHS
- Complying environmental pollution control

- Observing solid waste management
- Complying methods of minimizing noise Pollution
- Complying methods of minimizing wastage
- Employing waste management procedures
- Economizing resource consumption
- Listing of resources used
- Measuring current usage of resources
- Identifying and reporting workplace environmental hazards
- Conveying all environmental issues
- Following environmental regulations
- Identifying environmental regulations
- Assessing procedures for assessing compliance
- Collecting information on environmental and resource efficiency systems and procedures, and Providing information to the work group
- Measuring and recording current resource usage
- Analysing and recording current purchasing strategies.
- Analysing current work processes to access information and data and Assisting identifying areas for improvement
- Analysing resource flow
- Determining efficiency of use/conversion of resources
- Determining causes of low efficiency of use
- Developing plans for increasing the efficiency of resource use
- Checking resource use plans
- Complying to regulations/licensing requirements
- Determining benefit/cost of plans
- Ranking proposals based on benefit/cost compared to limited resources
- Checking proposals meet regulatory requirements
- Monitoring implementation
- Making adjustments to plan and implementation
- checking new resource usage

Required Knowledge

The individual needs to demonstrate knowledge of:

- Storage methods of environmentally hazardous materials
- Disposal methods of hazardous wastes
- Usage of PPE Environmental regulations
- OSHS
- Types of pollution
- Environmental pollution control measures
- Different solid wastes
- Solid waste management
- Different noise pollution

- Methods of minimizing noise pollution
- Methods of minimizing wastage
- Waste management procedures
- Economizing of resource consumption
- Principle of 3Rs
- Types of resources
- Techniques in measuring current usage of resources
- Calculating current usage of resources
- Types of workplace environmental hazards
- Environmental regulations
- Environmental regulations applying to the enterprise.
- Procedures for assessing compliance with environmental regulations.
- Collection of information on environmental and resource efficiency systems and procedures,
- Measurement and recording of current resource usage
- Analysis and recording of current purchasing strategies.
- Analysis current work processes to access information and data Analysis of data and information
- Identification of areas for improvement
- Resource consuming processes
- Determination of quantity and nature of resource consumed
- Analysis of resource flow of different parts of the resource flow process
- Use/conversion of resources
- Causes of low efficiency of use
- Increasing the efficiency of resource use
- Inspection of resource use plans
- Regulations/licensing requirements
- Determine benefit/cost for alternative resource sources
- Benefit/costs for different alternatives
- Components of proposals
- Criteria on ranking proposals
- Regulatory requirements
- Proposals for improving resource efficiency
- Implementation of resource efficiency plans
- Procedures in monitor implementation
- Adjustments of implementation plan
- Inspection of new resource usage

DEMONSTRATE OCCUPATIONAL SAFETY AND HEALTH PRACTICES

UNIT CODE: BUS/OS/PM/BC/07/6

UNIT DESCRIPTION

This unit specifies the competencies required to lead the implementation of workplace's safety and health program, procedures and policies/guidelines.

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT	PERFORMANCE CRITERIA
These describe the key outcomes which make up workplace function.	These are assessable statements which specify the required level of performance for each of the elements. <i>Bold and italicized terms are elaborated in the Range</i>
1. Identify workplace hazards and risk	1.1 <i>Hazards</i> in the workplace and/or its <i>indicators</i> of its presence, are identified 1.2 <i>Evaluation and/or work environment</i> measurements of OSH hazards/risk existing in the workplace is conducted by Authorized personnel or agency 1.3 <i>OSH issues and/or concerns</i> raised by workers are Gathered
2. Identify and implement appropriate control measures	2.1 <i>Prevention and control measures</i> , including use of <i>safety gears / PPE (personal protective equipment)</i> for specific hazards identified and implemented 2.2 <i>Appropriate risk controls</i> based on result of OSH hazard evaluation is recommended. 2.3 <i>Contingency measures</i> , including <i>emergency procedures</i> during workplace <i>incidents and emergencies</i> are recognized and established in accordance with organization procedures.
3. Implement OSH programs, procedures and policies/guidelines	3.1 Information to work team about company OSH program, procedures and policies/guidelines are provided 3.2 Implementation of OSH procedures and policies/guidelines are participated 3.3 Team members are trained and advised on OSH standards and procedures 3.4 Procedures for maintaining <i>OSH-related records</i> are implemented

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. Hazards may include but are not limited to:	1.1. Physical hazards – impact, illumination, pressure, noise, vibration, extreme temperature, radiation 1.2 Biological hazards- bacteria, viruses, plants, parasites, mites, molds, fungi, insects 1.3 Chemical hazards – dusts, fibers, mists, fumes, smoke, gasses, vapors 1.4 Ergonomics Psychological factors – over exertion/ excessive force, awkward/static positions, fatigue, direct pressure, varying metabolic cycles Physiological factors – monotony, personal relationship, work out cycle 1.6 Safety hazards (unsafe workplace condition) – confined space, excavations, falling objects, gas leaks, electrical, poor storage of materials and waste, spillage, waste and debris 1.7 Unsafe workers’ act (Smoking in off-limited areas, Substance and alcohol abuse at work)
2. Indicators may include but are not limited to:	2.1 Increased incidents of accidents, injuries 2.2 Increased occurrence of sickness or health complaints/ symptoms 2.3 Common complaints of workers’ related to OSH 2.4 High absenteeism for work-related reasons
3. Evaluation and/or work environment measurements may include but are not limited to:	3.1 Health Audit 3.2 Safety Audit 3.3 Work Safety and Health Evaluation 3.4 Work Environment Measurements of Physical and Chemical Hazards
4. OSH issues and/or concerns may include but are not limited to:	4.1 Workers’ experience/observance on presence of work hazards 4.2 Unsafe/unhealthy administrative arrangements (prolonged work hours, no break time, constant overtime, scheduling of tasks) 4.3 Reasons for compliance/non-compliance to use of PPEs or other OSH procedures/policies/guidelines

5. Prevention and control measures may include but are not limited to:	5.1 Eliminate the hazard (i.e., get rid of the dangerous machine) 5.2 Isolate the hazard (i.e. keep the machine in a closed room and operate it remotely; barricade an unsafe area off) 5.3 Substitute the hazard with a safer alternative (i.e., replace the machine with a safer one) 5.4 Use administrative controls to reduce the risk (i.e. give trainings on how to use equipment safely; OSH-related topics, issue warning signages, rotation/shifting work schedule) 5.5 Use engineering controls to reduce the risk (i.e. use safety guards to machine) 5.6 Use personal protective equipment 5.7 Safety, Health and Work Environment Evaluation 5.8 Periodic and/or special medical examinations of workers
6. Safety gears /PPE (Personal Protective Equipments) may include but are not limited to:	6.1 Arm/Hand guard, gloves 6.2 Eye protection (goggles, shield) 6.3 Hearing protection (ear muffs, ear plugs) 6.4 Hair Net/cap/bonnet 6.5 Hard hat 6.6 Face protection (mask, shield) 6.7 Apron/Gown/coverall/jump suit 6.8 Anti-static suits 6.9 High-visibility reflective vest
7. Appropriate risk controls	Appropriate risk controls in order of impact are as follows: 7.1 Eliminate the hazard altogether (i.e., get rid of the dangerous machine) 7.2 Isolate the hazard from anyone who could be harmed (i.e., keep the machine in a closed room and operate it remotely; barricade an unsafe area off) 7.3 Substitute the hazard with a safer alternative (i.e., replace the machine with a safer one) 7.4 Use administrative controls to reduce the risk (i.e., train workers how to use equipment safely; train workers about the risks of harassment; issue signage) 7.5 Use engineering controls to reduce the risk (i.e., attach guards to the machine to protect users) 7.6 Use personal protective equipment (i.e., wear gloves and goggles when using the machine)
8. Contingency measures may include but are not limited to:	8.1 Evacuation 8.2 Isolation 8.3 Decontamination 8.4 (Calling designed) emergency personnel

9. Emergency procedures may include but are not limited to:	9.1 Fire drill 9.2 Earthquake drill 9.3 Basic life support/CPR 9.4 First aid 9.5 Spillage control 9.6 Decontamination of chemical and toxic 9.7 Disaster preparedness/management 9.8 use of fire-extinguisher
10. Incidents and emergencies may include but are not limited to:	10.1 Chemical spills 10.2 Equipment/vehicle accidents 10.3 Explosion 10.4 Fire 10.5 Gas leak 10.6 Injury to personnel 10.7 Structural collapse 10.8 Toxic and/or flammable vapours emission.
11. OSH-related Records may include but are not limited to:	11.1 Medical/Health records 11.2 Incident/accident reports 11.3 Sickness notifications/sick leave application 11.4 OSH-related trainings obtained

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:

- Skills on preliminary identification of workplace hazards/risks
- Knowledge management
- Critical thinking skills
- Observation skills
- Coordinating skills
- Communication skills
- Interpersonal skills
- Troubleshooting skills
- Presentation skills
- Training skills

Required Knowledge

The individual needs to demonstrate knowledge of:

- General OSH Principles
- Occupational hazards/risks recognition
- OSH organizations providing services on OSH evaluation and/or work environment measurements (WEM)

- National OSH regulations; company OSH policies and protocols
- Systematic gathering of OSH issues and concerns
- General OSH principles
- National OSH regulations
- Company OSH and recording protocols , procedures and policies/guidelines
- Training and/or counseling methodologies and strategies

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 hazards/risks in the workplace and/or its indicators 2. Requested for evaluation and/or work environment measurements of OSH hazards/risk in the workplace 3. Gathered OSH issues and/or concerns raised by workers 4. Identified and implemented prevention and control measures, including use of PPE (personal protective equipment) for specific hazards 5. Recommended appropriate risk controls based on result of OSH hazard evaluation and OSH issues gathered 6. Established contingency measures, including emergency procedures in accordance with organization procedures 7. Provided information to work team about company OSH program, procedures and policies/guidelines 8. Participated in the implementation of OSH procedures and policies/guidelines 9. Trained and advised team members on OSH standards and procedures 10. Implemented procedures for maintaining OSH-related records
2. Resource Implications	The following resources should be provided: 2.1 Workplace or assessment location 2.2 OSH personal records 2.3 PPE 2.4 Health records
3. Methods of Assessment	Competency may be assessed through: 3.1 Portfolio Assessment 3.2 Interview 3.3 Case Study/Situation 3.4 Observation/Demonstration and oral questioning
4. Context of Assessment	Competency may be assessed on the job, off the job or a combination of these. Off the job assessment must be

	undertaken in a closely simulated workplace environment.
5. Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

COMMON UNIT OF COMPETENCY

MANAGE PROCUREMENT FOR GOODS, WORKS AND SERVICES

UNIT CODE: BUS/OS/PM/CC/01/6

UNIT DESCRIPTION

This unit covers the competencies required for a project manager to manage 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	PERFORMANCE CRITERIA
These describe the key outcomes which make up workplace function	These are assessable statements which specify the required level of performance for each of the elements. <i>Bold and italicized terms are elaborated in the Range</i>
1. Develop and prepare procurement plan and budget	1.1 Organizational procedures and <i>relevant legislations</i> are adhered to 1.2 Goods, works and services to be procured are identified according to the specifications 1.3 Market survey and analysis is performed 1.4 Prices of goods, works and services are estimated and reported 1.5 A budget is prepared according to the pricing report 1.6 <i>Sourcing strategy</i> is identified 1.7 Budget and sourcing strategies are presented for approval
2. Participate in procurement procedures, contract negotiations and allocation of goods, works and services	2.1 Expression of interest documents are prepared 2.2 Request for qualification is issued as per expression of interest documents 2.3 Request for proposals is issued as per expression of interest documents or terms of reference 2.4 Bids are evaluated as per pre-set criteria 2.5 Winning bidders are selected and final contract negotiations are performed and contracts are awarded 2.6 Goods, works and services are delivered, inspected and approved. 2.7 Inventory is updated
3. Participate in preparation of procurement report	3.1 <i>Procurement information</i> is gathered and organized as per organizational procedures and relevant legislations 3.2 Procurement report is prepared and shared to the relevant parties

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. Sourcing strategy	May include but not limited to: 1.1 Outsourcing Cost 1.2 Quality 1.3 Location 1.4 Availability 1.5 Market demand and supply
2. Procurement information	May include but not limited to: 2.1 tenders awarded and rejected 2.2 duration of tendering 2.3 names of directors and shareholders 2.4 criteria of awarding tender 2.5 ranking of evaluated bids
1. Relevant Legislations	public procurement oversight authority guidelines, Public financial management act, Public audit act, Public Procurement and asset Disposal Act

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: 1.1 Prepared procurement plan 1.2 Prepared specifications for goods to be procured 1.3 Prepared procurement budget 1.4 Participated in tender document preparation 1.5 Received and updated inventory 1.6 contacted suppliers and reviewed licenses 1.7 selected the best cost-effective supplier 1.8 Participated in negotiation of contracts 1.9 Participated in preparation of procurement report 1.10 Procured goods, works and services using e-procurement platforms
2. Resource implications	2.1 Computers and telecommunication equipment 2.2 Stationery 2.3 Relevant legislations

3. Methods of assessment	Competency may be assessed through: 3.1 Written tests 3.2 Interviews 3.3 Third party reports
4. Context of Assessment	Competency may be assessed in an off and on the job setting
5. Guidance information for assessment	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: BUS/OS/PM/CR/01/6

UNIT DESCRIPTION

This unit covers the competencies required to define objectives, scope, purposes and deliverables of the project

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT	PERFORMANCE CRITERIA
These describe the key outcomes which make up workplace function	These are assessable statements which specify the required level of performance for each of the elements. <i>Bold and italicized terms are elaborated in the Range</i>
1. Identify project idea	1.1 Information related to the problem statement is gathered 1.2 Stakeholders relevant to the problem statement identified 1.3 Problem statement information is communicated to relevant stakeholders 1.4 Stakeholders feedback is analyzed and recommendations made on the project idea
2. Develop concept note	2.1 Scope of project is identified 2.2 Time, cost and risk are estimated 2.3 Concept note is developed
3. Carry out feasibility study	3.1 Various types of <i>feasibility study</i> are identified 3.2 <i>Tools</i> and participants for the feasibility study are selected 3.3 Data is collected, analyzed and documented 3.4 Feasibility report is prepared
4. Prepare project proposal	4.1 <i>Financing needs</i> are determined based on the project plan 4.2 Itemized budget is prepared based on the financing needs 4.3 Possible donors are identified based on their funding priorities and requirements 4.4 Project proposal is prepared as per the donor requirements
5. Seek project approval and disseminate project approval report to relevant stakeholders	5.1 Meetings with relevant stakeholders are coordinated and approval for the project sought 5.2 Approval report is prepared and disseminated to the relevant stakeholders

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 include but not limited to:	1.1 Economical 1.2 Financial 1.3 Technical 1.4 Social 1.5 Ecological 1.6 Political
2. Tools include but not limited to:	2.1 Interviews 2.2 Questionnaires 2.3 Observations 2.4 Focus group discussions

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 note
- 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: 1.1 Identified project idea 1.2 Developed a concept note 1.3 Developed and applied feasibility study tools 1.4 Carried out feasibility study 1.5 Analyzed and reported on feasibility study findings
2. Resource Implications	2.1 Assessment Venue 2.2 Computers 2.3 Stationery 2.4 Means of transport 2.5 Telecommunication equipment 2.6 Personal protective equipment 2.7 Relevant authorizations
3. Methods of Assessment	3.1 Direct Observation 3.2 Interview 3.3 Written tests 3.4 Third party report
4. Context of Assessment	Competency may be assessed individually in the actual workplace or simulated workplace environment
5. Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

MANAGE PROJECT FINANCING

UNIT CODE: BUS/OS/PM/CR/02/6

UNIT DESCRIPTION

This unit covers the competencies required to plan, source finances for projects, monitor utilization of funds, mitigate finance risks and financial reporting.

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT	PERFORMANCE CRITERIA
These describe the key outcomes which make up workplace function	These are assessable statements which specify the required level of performance for each of the elements. <i>Bold and italicized terms are elaborated in the Range</i>
1. Develop financing structures and options	1.1 Finance mobilization plan is developed 1.2 <i>Financing options</i> are identified 1.3 Approval for the financing method is sought 1.4 The most appropriate financing method is selected
2. Identify project financing risks	2.1 <i>Stakeholders</i> are identified 2.2 Risks are evaluated 2.3 Risk and mitigation report is prepared
3. Supervise and monitor the utilization of funds	3.1 Procurement documentation is tracked and following 3.2 Funds utilization is oversaw 3.3 Financial report is prepared according to government and industry guidelines and regulations

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
<i>Financing options</i> may include but not limited to:	• Grants • development aid • fundraising • PPP • venture capitals
<i>Stakeholders</i> may include	• Lenders and loaners

but not limited to:	Customers Government • professional bodies contractors • suppliers trade unions • capital markets employees • multilateral agencies direct equity investment funds •
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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
- Analytical
- Basic ICT
- Business planning

Required Knowledge

The individual needs to demonstrate knowledge of:

- Debt and equity financing options
- Evaluation of financial reports
- Relevant regulations and guidelines

- Funds mobilization
- Funds utilization
- Controlling cash flows and expenditures
- Financial statements preparation
- Project proposals for funding

EVIDENCE GUIDE

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61

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: 1.1 identified financing options 1.2 prepared financial reports 1.3 identified project financing risks 1.4 prepared funding proposals
2. Resource implications	Computers Stationery Relevant legislations
3. Methods of assessment	Competency may be assessed through: Written tests Interviews
4. Context of Assessment	Competency may be assessed in an off and on the job setting
5. Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

MANAGE PROJECT DESIGN

UNIT CODE: BUS/OS/PM/CR/03/6

UNIT DESCRIPTION

This unit covers the competencies required for a project manager to develop and execute design and implementation plans, manage project team, monitor and control project activities and commission the project.

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT	PERFORMANCE CRITERIA
These describe the key outcomes which make up workplace function	These are assessable statements which specify the required level of performance for each of the elements. <i>Bold and italicized terms are elaborated in the Range</i>
1. Identify and manage project design team	1.1 Job descriptions of project team members are developed 1.2 Tasks are allocated as per the expertise
2. Develop project design plan	2.1 <i>Relevant information</i> is acquired and organized 2.2 Project design is developed by the design team 2.3 Project design is submitted to relevant stakeholders and approval sought 2.4 Budget is prepared and approved
3. Develop project implementation plan	3.1 Work plans are prepared based on project plan 3.2 Procedure for resource management is outlined 3.3 Project timeline is prepared 3.4 A communication plan for stakeholders is prepared 3.5 M&E schedule is prepared 3.6 Procedures for stakeholder involvement are outlined
4. Identify project materials, tools and equipment	4.1 a schedule for materials, tools and equipment is prepared 4.2 the schedule is shared with <i>relevant stakeholders</i>

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 May include but not limited to:
1. Relevant information	1.1 what the project entails 1.2 where it will be done 1.3 when it will be done 1.4 who will be doing it 1.5 why it will be done 1.6 how it will be done
2.Relevant stakeholders	2.1 Financiers 2.2 Approvers

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
- Research skills
- Proposal writing
- Decision making skills
- Report writing
- Time management skills
- Communication
- Analytical skills
- Basic ICT
- Safety
- Risk analysis skills
- Business planning

Required Knowledge

The individual needs to demonstrate knowledge of:

- Relevant legislations
- Occupational safety and health

- Project design
- Multi-cultural diversity
- Preparation of reports
- Budgeting
- conflict resolutions
- 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: 1.1 Assembled project design team 1.2 Developed project design plan 1.3 Developed project implementation plan 1.4 Prepared a project design report
2. Resource implications	Computers and telecommunication equipment 2.1 Stationery 2.2 Relevant legislations 2.3 PPE
3. Methods of assessment	Competency may be assessed through: 3.1 Written tests 3.2 Interviews 3.3 Third party reports
4. Context of Assessment	Competency may be assessed in an off and on the job setting
5. Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

MANAGE PROJECT IMPLEMENTATION

UNIT CODE: BUS/OS/PM/CR/04/6

UNIT DESCRIPTION

This unit covers the competencies required for a project manager to develop and execute design and implementation plans, manage project team, monitor and control project activities and commission the project.

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT	PERFORMANCE CRITERIA
These describe the key outcomes which make up workplace function	These are assessable statements which specify the required level of performance for each of the elements. <i>Bold and italicized terms are elaborated in the Range</i>
1. Identify and manage project implementation team	1.1 Job descriptions of project implementation team members are developed 1.2 Tasks are allocated as per the expertise
2. Set project materials, tools and equipment	2.1 Appropriate site is identified and prepared 2.2 Materials are mobilized to the site 2.3 Offices and facilities are established based on the project plan
3. Manage project resources	3.1 the resource management schedule is implemented 3.2 Resources are monitored for under/over utilization with reference to the project budget.
4. Manage project stakeholders	4.1 the communication plan is implemented 4.2 Stakeholder involvement is effected based on the communication plan 4.3 stakeholder concerns are addressed
5. Project take off and Commissioning	5.1 Procedures for takeoff and commissioning are identified 5.2 Take off and commissioning duties are assigned to the project team
6. Monitor and control the project activities	6.1 Guidelines for monitoring and control are identified 6.2 <i>Project parameters</i> are monitored and corrective measures are applied

	6.3 Monitoring and control report is prepared and approved
	6.4 Implementation progress reports are prepared and shared to relevant stakeholders

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
	May include but not limited to:
1. Project parameters	1.1 Cost 1.2 Budget 1.3 Quality and Standards 1.4 Time 1.5 Scope 1.6 Risks 1.7 social change 1.8 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: 1.1 assembled project implementation team 1.2 participated in quality assessment and standardization of the works 1.3 monitored and mitigated risks 1.4 monitored budget and costs 1.5 compiled implementation report 1.6 monitored and reported the project progress
2. Resource implications	- Computers and telecommunication equipment 2.4 Stationery 2.5 Relevant legislations 2.6 PPE
3. Methods of assessment	Competency may be assessed through: 3.4 Written tests 3.5 Interviews

	3.6 Third party reports
4. Context of Assessment	Competency may be assessed in an off and on the job setting
5. Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

MANAGE PROJECT RISKS

UNIT CODE: BUS/OS/PM/CR/05/6

UNIT DESCRIPTION

This unit covers the competencies required to manage risks that may affect achievement of project objectives. It involves identifying, analyzing, monitoring project risks and assessing risk management outcomes.

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT	PERFORMANCE CRITERIA
These describe the key outcomes which make up workplace function	These are assessable statements which specify the required level of performance for each of the elements. <i>Bold and italicized terms are elaborated in the Range</i>
1. Identify project risks	1.1 Risk objectives and standards are determined based on input from stakeholders 1.2 Project risk context is established to inform risk management processes 1.3 Project risks are identified using valid and reliable risk identification methods 1.4. Project risks are classified within agreed risk categories
2. Analyze project risks	2.1 Risk analysis classification criteria is determined and applied to agreed risk ranking system 2.2 Risks, threats and opportunities are analyzed and 2.3 Risk priorities are determine in accordance with project client and other stakeholders 2.4 Risk analysis outcomes are documented
3. Establish risk treatment and controls	3.1 Existing risk controls are identified and documented 3.2 Risk treatment options are determined using agreed consultative methods 3.3 Risk treatment are recorded and implemented as agreed with stakeholders 3.4 Risk plans are updated and risk responsibilities allocated to

ELEMENT	PERFORMANCE CRITERIA
These describe the key outcomes which make up workplace function	These are assessable statements which specify the required level of performance for each of the elements. <i>Bold and italicized terms are elaborated in the Range</i>
	project team members
4. Monitor and control project risks	4.1 Regular risk review processes are established to maintain currency of risk plans 4.2 Risk environment is regularly monitored to identify changed circumstances impacting project risks 4.3 Risk responses to changed environment are determined 4.4 Implement agreed risk responses and modify plans to maintain currency of risk treatments and controls
5. Assess risk management outcomes	5.1 Project outcomes are reviewed to determine effectiveness of risk-management processes and procedures 5.2 Risk management issues are identified and documented and improvements recommended for application to future projects

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
- Interpersonal
- Managerial
- Analytical
- Report writing

Required Knowledge

The individual needs to demonstrate knowledge of:

- Risks categories
- Components of a risk management plan
- Risks management techniques and approaches

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: 1.1 identified project risks in a range of risk categories 1.2 explained key components of a risk management plan 1.3 outlined industry sector risk classifications and related these to different risk contexts 1.4 Identified and described characteristics, techniques and appropriate applications of risk management techniques and approaches
2. Resource Implications	2.1 Assessment Venue 2.2 Computers 2.3 Stationery 2.4 Workplace risk management documentation
3. Methods of Assessment	3.5 Interviews 3.6 Written tests 3.7 Third party reports
4. Context of Assessment	Competency may be assessed individually in the actual workplace or simulated workplace environment
5. 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: BUS/OS/PM/CR/06/6

UNIT DESCRIPTION

This unit covers the competencies to monitor and evaluate projects. It entails developing M&E plan, identifying performance indicators, developing M&E tools, collecting and analyzing M&E data, budgeting for M&E, identifying M&E project team and preparing M&E report

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT	PERFORMANCE CRITERIA
These describe the key outcomes which make up workplace function	These are assessable statements which specify the required level of performance for each of the elements. <i>Bold and italicized terms are elaborated in the Range</i>
1. Develop Monitoring & Evaluation plan	1.1.Project goal is determined based on the project plan 1.2.Project objectives are determined based on the project plan 1.3.Project outcomes/output is identified 1.4.Project activities are determined based on project objectives 1.5.Project inputs are determined based on project activities 1.6. <i>Project logical framework</i> is developed
2. Identify performance indicators	2.1.Project plan is reviewed 2.2.Work plans are reviewed 2.3.Deliverables are identified for each phase 2.4. <i>Performance indicators</i> are identified
3. Develop M&E tools	3.1.Indicators are determined based on the project plan 3.2. <i>M&E data collection method</i> is determined based on the nature of the project 3.3.Monitoring & Evaluation tools are developed based on the indicators to be monitored 3.4.M&E tools approval is sought based on workplace procedures 3.5.M&E tools are piloted
4. Budget for M&E	4.1.Expenditure items are determined based on project activities

	4.2.Budget is prepared based on expenditure items 4.3.M&E expenditure report is prepared
5. Identify M&E project team	5.1.Roles and responsibilities are determined based on project needs 5.2.Duties and responsibilities are allocated
6. Collect and analyze M&E data	6.1.Data is collected based on project scope 6.2.Data is cleaned and collated 6.3. Data is analyzed based on the indicators being monitored 6.4.Data is presented and interpreted 6.5.M&E report is prepared

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 May include but not limited to:
Project logical framework	1.1 Indicators 1.2 Verifiable evidence 1.3 Timelines 1.4 Responsibility 1.5 Assumptions
Performance indicators	2.1 Quality 2.2 timelines 2.3 Cost 2.4 Quantity 2.5 Results 2.6 Activities
M&E data collection method	3.1 Questionnaires 3.2 Interviews 3.3 Observation 3.4 Desk review 3.5 Household surveys
Data is analyzed	3.6 Statistical packages 3.7 Spreadsheets 3.8 Frequency tables

	3.9 Graphs 3.10 Charts
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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:

- International guidelines in M&E (UNDP, OECD guidelines for M&E (Organization for Economic Co-operation and Development, World Bank Results Framework and M&E Guidance Note, Government: County integrated M&E system and National Integrated M&E system)
- Data collection methods
- Data analysis
- Data cleaning
- Monitoring and evaluation tools
- Report writing
- Budgeting

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: 1.1 Developed M&E plan 1.2 Identified performance indicators 1.3 Developed M&E tools 1.4 Collected and analyzed M&E data 1.5 Prepared M&E report
2. Resource implications	2.1 Computers 2.2 Telecommunication equipment 2.3 Stationery
3. Methods of assessment	Competency may be assessed through: 3.1 Written tests 3.2 Interviews 3.3 Third party reports
4. Context of Assessment	Competency may be assessed in an off and on the job setting
5. Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

AUDIT AND REVIEW PROJECTS

UNIT CODE: BUS/OS/PM/CR/07/6

UNIT DESCRIPTION

This unit covers the competencies to audit and review projects. It entails developing audit plan, identifying subject and criteria, developing audit tools, developing audit budget, identifying external auditor, conducting audit, reporting and implementing audit recommendation

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT	PERFORMANCE CRITERIA
These describe the key outcomes which make up workplace function	These are assessable statements which specify the required level of performance for each of the elements. <i>Bold and italicized terms are elaborated in the Range</i>
1. Develop audit plan	1.1 Audit objective is defined 1.2 Audit team composition is determined and defined
2. Identify subject and criteria	2.1 audit subject matter, scope, timing is outlined 2.2 <i>Criteria</i> is detailed
3. Develop audit tools	3.1 <i>Audit tools</i> are identified and acquired/ developed 3.2 Audit tools are tailored fit-for-purpose 3.3 Audit team is trained on use of tailored audit tools
4. Develop audit budget	4.1 <i>Budget requirements</i> are defined, detailed and computed. 4.2 Control procedures are put in place for budget tracking, monitoring and corrective action
5. Conduct audit	5. 1 Substantive audit procedures are conducted 5.2 Audit report is prepared and presented to project management and other stakeholders 5.3 Comments from project management and stakeholders are incorporated in the audit report 5.4 Final report is shared
6. Implement audit	6.1 Follow-up of status of implementation of audit recommendations is done by the auditor

recommendation and follow-up	6.2 Support is provided to project team to implement audit recommendations
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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 May include but not limited to:
Criteria	• IFRS (international financial reporting standards) • Specific donor or financier standards or requirements
Audit tools	• Software • Hardware • Questionnaires
Budget requirements	• finances, • human resources/personnel, • hardware • Software • time

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 other 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

EVIDENCE GUIDE

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

6. Critical aspects of competency	Assessment requires evidence that the candidate: a.Developed audit plan and budget
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	b. Utilized audit tools c. Conducted audit d. Prepared audit report
7. Resource implications	a. Computers b. Telecommunication equipment c. Stationery
3. Methods of assessment	Competency may be assessed through: a) Written tests b) Interviews c) Third party reports
4. Context of Assessment	Competency may be assessed in an off and on the job setting
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: BUS/OS/PM/CR/08/6

UNIT DESCRIPTION

This unit covers the competencies to manage project environment. It describes the competencies required by a project manager to participate in development of environmental strategies and plans, Control environmental pollution, participate in development of environmental policies, conduct environmental audits, and participate in development of environmental training plans, comply with environmental legislations and budget for environmental issues.

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT	PERFORMANCE CRITERIA
These describe the key outcomes which make up workplace function	These are assessable statements which specify the required level of performance for each of the elements. <i>Bold and italicized terms are elaborated in the Range</i>
1.Develop environmental strategies and plans.	1.1 <i>Environmental strategies</i> are developed based on EMCA, 2015, national laws, by-laws and regulations 1.2 Environmental management plans are developed as per EMCA, 2015, national laws, by-laws and regulations 1.3 Stakeholders are involved in the implementation of the environmental strategies and plan
2.Control environmental pollution	1.1 pollution areas are identified 1.2 <i>pollution control measures</i> are identified 1.3 stakeholders are involved in pollution control
3.Develop environmental policies.	3.1 environmental policies are developed 3.2 environmental policies are implemented 3.3 stakeholders are involved in the development and implementation of environmental policies
4.Conduct an environmental audit	4.1. an environmental audit is conducted 4.2 an environmental audit report is prepared
5.Develop an environmental management training plan.	5.1 an environmental management training plan is developed 5.2 An environmental management training plan is implemented

6. Comply with the environmental legislation	6.1 Environmental legislations are identified 6.2 Environmental legislations awareness is created 6.3 Environmental legislations compliance is observed 6.4 Environmental legislations compliance is enforced
7. Budget for environmental issues	7.1 Environmental management budget is developed 7.2 Environmental budget and funds are managed 7.3 Budget report is prepared

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 May include but not limited to:
Environmental strategies	- Action plans to deal with: a) Energy b) Water c) Waste d) Air pollution e) Biodiversity f) sustainability
Pollution control measures	- recycling - reuse - landfilling - incineration - air filters
Environmental legislations	- EMCA, 1999. - The Constitution of Kenya, 2010 - NEMA guidelines - Wetland regulations - WARMA

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:

- Environmental legislations
- Water management
- Functions of NEMA
- Waste management
- Wetlands conservation
- Environmental pollution control
- Environmental pollutants
- Environmental Impact Assessment
- Environmental Audit
- Climate change

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: 1.1 Developed environmental strategies and plan
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	1.2 Identified pollution control measures 1.3 Developed environmental policies 1.4 Conducted environmental audit 1.5 Developed environmental training plan 1.6 Complied with environmental legislations 1.7 Developed environmental management budget
2) Resource implications	2.1 Computers 2.2 Telecommunication equipment 2.3 Stationery
3) Methods of assessment	Competency may be assessed through: a) Written tests b) Interviews c) Third party reports
4) Context of Assessment	Competency may be assessed in an off and on the job setting
5) 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: BUS/OS/PM/CR/09/6

UNIT DESCRIPTION

This unit covers the competencies to manage project closure. It describes the competencies required by a project manager to review project sustainability plan, handover project, decommission project site and prepare project closure reports

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT	PERFORMANCE CRITERIA
These describe the key outcomes which make up workplace function	These are assessable statements which specify the required level of performance for each of the elements. <i>Bold and italicized terms are elaborated in the Range</i>
1. Review project sustainability plan	1.1 Project <i>Sustainability measures</i> are reviewed 1.2 Stakeholders are involved in the review process 1.3 Project Sustainability plan is updated 1.4 Project Sustainability Plan is implemented
2. Handover project	2.1 Handing over program is prepared 2.2 <i>Lessons learnt</i> are collected and documented 2.3 <i>Handing over procedures</i> are implemented 2.4 Project is handed over to the users
3. Decommission project site	3.1 All assignments of the project resources are closed 3.2 Project team is debriefed 3.3 Project team is disengaged according to labour laws 3.4 project assets are disposed as per <i>procurement and disposal procedures</i> 3.5 Project site is restored
4. Prepare project closure reports	1.1 Project financial reports are prepared (budget close-out) 1.2 Project narrative reports are prepared 1.3 Project closure reports is submitted to management and stakeholders

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
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	May include but not limited to:
Sustainability Measures	• Community engagement/ participation • Community associations • Member contributions • Charging of levies/ fees • Fundraising
Lessons learnt	• Positive experiences • Negative experiences • Project successes • Project failures • Opportunities presented by project
Handing over procedures	• Signing necessary agreements • Reviewing contract terms and conditions • Compliance with grant agreement
Procurement and disposal procedures	• 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: 1.1 Reviewed project sustainability plan 1.2 Handed over the project to users 1.3 Collected lessons learnt 1.4 Decommissioned project site 1.5 Prepared project closure report
2. Resource implications	a) Computers b) Telecommunication equipment c) Stationery
3. Methods of assessment	Competency may be assessed through: a) Written tests b) Interviews c) Third party reports
4. Context of Assessment	Competency may be assessed in an off and on the job setting
5. Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

