



**REPUBLIC OF KENYA**

**NATIONAL OCCUPATIONAL STANDARDS**

**FOR**

**PROJECT MANAGER**

**LEVEL 6**



**TVET CDACC**  
**P.O. BOX 15745-00100**  
**NAIROBI**

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## **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 in the formulation of the Policy Framework for Reforming Education and Training. 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 basis 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 Business 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 basis 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.

**CHAIRPERSON**  
**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 the 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.

## **CHAIRPERSON**

## **PROJECT MANAGEMENT SECTOR SKILLS ADVISORY COMMITTEE**

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## TABLE OF CONTENTS

FOREWORD .....	ii
PREFACE.....	iii
ACKNOWLEDGMENT.....	iv
TABLE OF CONTENTS.....	v
ACRONYMS.....	vi
KEY TO UNIT CODE.....	vii
OVERVIEW .....	viii
BASIC UNITS OF COMPETENCY.....	2
DEMONSTRATE COMMUNICATION SKILLS .....	3
DEMONSTRATE NUMERACY SKILLS .....	7
DEMONSTRATE DIGITAL LITERACY.....	13
DEMONSTRATE ENTREPRENEURIAL SKILLS .....	18
DEMONSTRATE EMPLOYABILITY SKILLS.....	25
DEMONSTRATE ENVIRONMENTAL LITERACY .....	32
DEMONSTRATE OCCUPATIONAL SAFETY AND HEALTH PRACTICES .....	37
COMMON UNIT OF COMPETENCY .....	42
MANAGE PROCUREMENT FOR GOODS, WORKS AND SERVICES.....	43
CORE UNITS OF COMPETENCY .....	47
MANAGE PROJECT INCEPTION PHASE .....	48
MANAGE PROJECT FINANCING .....	53
MANAGE PROJECT DESIGN AND PLANNING .....	56
MANAGE PROJECT IMPLEMENTATION .....	60
MANAGE PROJECT RISKS.....	64
MONITOR AND EVALUATE PROJECTS.....	68
AUDIT AND REVIEW PROJECTS.....	72
MANAGE PROJECT ENVIRONMENT.....	77
MANAGE PROJECT CLOSURE.....	81
MANAGE PROJECT STAKEHOLDERS.....	85
MANAGE PROJECT SCOPE.....	89

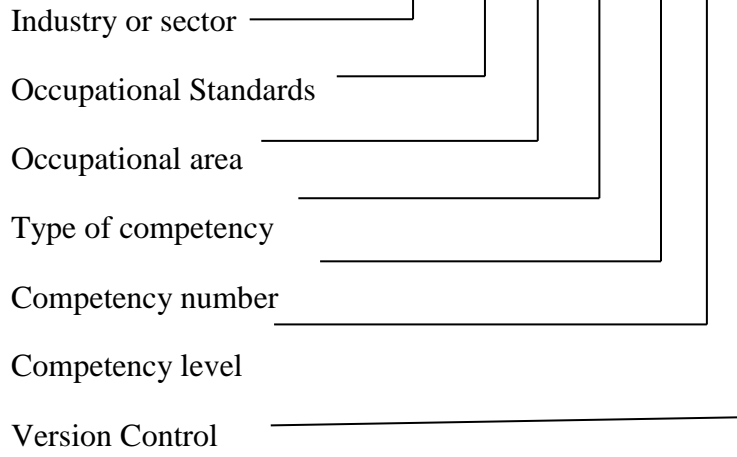
## ABBREVIATIONS AND ACRONYMS

A	Version Control
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 CDACCTVET Council	Curriculum Development Assessment and Certification Council
TVET	Technical and Vocational Education and Training

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### KEY TO UNIT CODE

**BUS /OS /PM /BC /01/ 6/A**



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## OVERVIEW

Project Management Level 6 qualification consists of competencies that an individual must achieve to manage projects. It entails managing project inception phase, project design, project implementation, project risks, project financing, monitoring and evaluating projects, auditing and reviewing projects, managing project environment, project closure, project stakeholders and project scope.

This qualification consists of the following basic, common and core units of competency:

### BASIC UNITS OF COMPETENCY

UNIT CODE	UNIT TITLE
BUS/OS/PM/BC/01/6/A	Demonstrate Communication Skills
BUS/OS/PM/BC/02/6/A	Demonstrate Numeracy Skills
BUS/OS/PM/BC/03/6/A	Demonstrate Digital Literacy
BUS/OS/PM/BC/04/6/A	Demonstrate Entrepreneurial Skills
BUS/OS/PM/BC/05/6/A	Demonstrate Employability Skills
BUS/OS/PM/BC/06/6/A	Demonstrate Environmental Literacy
BUS/OS/PM/BC/07/6/A	Demonstrate Occupational Safety And Health Practices

### COMMON UNITS OF COMPETENCY

UNIT CODE	UNIT OF TITLE
BUS/OS/PM/CC/01/6/A	Manage Procurement Of Goods, Works And Services

### CORE UNITS OF COMPETENCY

UNIT OF COMPETENCY CODE	UNIT OF COMPETENCY TITLE
BUS/OS/PM/CR/01/6/A	Manage Project Inception Phase
BUS/OS/PM/CR/02/6/A	Manage Project Design
BUS/OS/PM/CR/03/6/A	Manage Project Implementation
BUS/OS/PM/CR/04/6/A	Manage Project Risks
BUS/OS/PM/CR/05/6/A	Manage Project Financing
BUS/OS/PM/CR/06/6/A	Monitor And Evaluate Projects

BUS/OS/PM/CR/07/6/A	Audit And Review Projects
BUS/OS/PM/CR/08/6/A	Manage Project Environment
BUS/OS/PM/CR/09/6/A	Manage Project Closure
BUS/OS/PM/CR/10/6/A	Manage Project Stakeholders
BUS/OS/PM/CR/11/6/A	Manage Project Scope

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## BASIC UNITS OF COMPETENCY

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## DEMONSTRATE COMMUNICATION SKILLS

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

### UNIT DESCRIPTION

This unit covers the competencies required to demonstrate communication skills. It involves meeting communication needs of clients and colleagues, developing communication strategies, establishing and maintaining communication pathways, conducting interviews, facilitating group discussion and representing the organization.

### 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><b>Bold and italicized terms are elaborated in the Range</b></i>
1. Meet communication needs of clients and colleagues	1.1 Specific communication needs of clients and colleagues are identified and met based on workplace requirements 1.2 Different communication approaches are identified and applied according to clients' needs 1.3 Conflict is identified and addressed as per the standards of the organization
2. Develop communication strategies	2.1 Strategies for effective internal and external dissemination of information are developed as per organization's requirements 2.2 Special communication needs are considered in developing strategies according workplace procedures 2.3 <i><b>Communication strategies</b></i> are analyzed, evaluated and revised based the workplace needs
3. Establish and maintain communication pathways	3.1 Pathways of communication are established as per organization policy 3.2 Pathways are maintained and reviewed according to organization procedures
4. Promote use of communication strategies	4.1 Information is provided to all areas of the organization as per strategy requirements 4.2 Effective communication techniques are articulated and modeled according work requirements 4.3 Personnel are given guidance about adapting communication strategies as per organization procedures
5. Conduct interview	5.1 A range of appropriate communication strategies are employed in <i><b>interview situations</b></i> based on the workplace requirements 5.2 Records of interviews are made and maintained in

	<p>accordance with organizational procedures</p> <p>5.3 Effective questioning, listening and nonverbal communication techniques are used as per needs</p>
6. Facilitate group discussion	<p>6.1 Mechanisms to enhance <i>effective group interaction</i> are identified and implemented according to workplace requirements</p> <p>6.2 Strategies to encourage group participation are identified and used as per organizations' procedures</p> <p>6.3 Meetings objectives and agenda are set and followed based on workplace requirements</p> <p>6.4 Relevant information is provided and feedback obtained according to set protocols</p> <p>6.5 Evaluation of group communication strategies is undertaken in accordance with workplace guidelines</p> <p>6.6 Specific communication needs of individuals are identified and addressed as per individual needs</p>
7. Represent the organization	<p>5.1 Relevant presentation are researched and presented based on internal or external communication forums requirements</p> <p>5.2 Presentation is delivered in a clear and sequential manner as per the predetermined time</p> <p>5.3 Presentation is made as per appropriate media</p> <p>5.4 Difference views are respected based on workplace procedures</p> <p>5.5 Written communication is done as per organizational standards</p> <p>5.6 Inquiries are responded according to organizational standard</p>

## 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. Communication strategies may include but not limited to:	<ul style="list-style-type: none"> <li>• Language switch</li> <li>• Comprehension check</li> <li>• Repetition</li> <li>• Asking confirmation</li> <li>• Paraphrase</li> <li>• Clarification request</li> <li>• Translation</li> <li>• Restructuring</li> </ul>

	<ul style="list-style-type: none"> <li>• Approximation</li> <li>• Generalization</li> </ul>
2. Effective group interaction may include but not limited to:	<ul style="list-style-type: none"> <li>• Identifying and evaluating what is occurring within an interaction in a nonjudgmental way</li> <li>• Using active listening</li> <li>• Making decision about appropriate words, behavior</li> <li>• Putting together response which is culturally appropriate</li> <li>• Expressing an individual perspective</li> <li>• Expressing own philosophy, ideology and background and exploring impact with relevance to communication</li> </ul>
3. Situations may include but not limited to:	<ul style="list-style-type: none"> <li>• Establishing rapport</li> <li>• Eliciting facts and information</li> <li>• Facilitating resolution of issues</li> <li>• Developing action plans</li> <li>• Diffusing potentially difficult situations</li> </ul>

## 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
- Active listening
- Interpretation
- Negotiation
- Writing

### Required Knowledge

The individual needs to demonstrate knowledge of:

- Communication process
- Dynamics of groups
- Styles of group leadership
- 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 of Competency	Assessment requires evidence that the candidate: 1.1 Developed communication strategies to meet the
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	<p>organization requirements and applied in the workplace</p> <p>1.2 Established and maintained communication pathways for effective communication in the workplace</p> <p>1.3 Used communication strategies involving exchanges of complex oral information</p>
2. Resource Implications	<p>The following resources should be provided:</p> <p>2.1 Access to relevant workplace or appropriately simulated environment where assessment can take place</p> <p>2.2 Materials relevant to the proposed activity or tasks</p>
3. Methods of Assessment	<p>Competency in this unit may be assessed through:</p> <p>3.1 Direct observation</p> <p>3.2 Oral questioning</p> <p>3.3 Written texts</p>
4. Context of Assessment	<p>Competency may be assessed:</p> <p>4.1 On-the-job</p> <p>4.2 Off-the –job</p> <p>4.3 During Industrial attachment</p>
5. Guidance information for assessment	<p>Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.</p>

## DEMONSTRATE NUMERACY SKILLS

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

### UNIT DESCRIPTION

This unit describes the competencies required to demonstrate numeracy skills. It involves; applying a wide range of mathematical calculations for work; applying ratios, rates and proportions to solve problems; estimating, measuring and calculating measurement for work; using detailed maps to plan travel routes for work; using geometry to draw and construct 2D and 3D shapes for work; collecting, organizing and interpreting statistical data; using routine formula and algebraic expressions for work and using common functions of a scientific calculator.

### ELEMENTS AND PERFORMANCE CRITERIA

<b>ELEMENT</b>	<b>PERFORMANCE CRITERIA</b>
<p>These describe the key outcomes, which make up workplace function.</p>	<p>These are assessable statements, which specify the required level of performance for each of the elements. <i><b>Bold and italicized terms are elaborated in the Range.</b></i></p>
<p>1. Apply a wide range of mathematical calculations for work</p>	<p>1.1 Mathematical information embedded in a range of workplace tasks and texts is extracted as per workplace procedures.</p> <p>1.2 Mathematical information is interpreted and comprehended as per job specifications</p> <p>1.3 A range of mathematical and problem solving processes are selected and used as per job specification</p> <p>1.4 Different forms of fractions, decimals and percentages are flexibly used as per SOPs</p> <p>1.5 Calculation performed with positive and negative numbers as per SOPs</p> <p>1.6 Numbers are expressed as powers and roots and are used in calculations as per SOPs</p> <p>1.7 Calculations done using routine formulas as per SOPs</p> <p>1.8 Estimation and assessment processes are used to check outcome as per workplace procedures</p> <p>1.9 Mathematical language is used to discuss and explain the processes, results and implications of the task as per workplace procedures</p>
<p>2. Use and apply ratios, rates and proportions for work</p>	<p>2.1 Information regarding ratios, rates and proportions extracted from a range of workplace tasks and texts as per SOPs</p> <p>2.2 Mathematical information related to ratios, rate and proportions is analysed as per SOPs</p>



	<p>2.3 Problem solving processes are used to undertake the task as per workplace procedures</p> <p>2.4 Equivalent ratios and rates are simplified as per SOPs</p> <p>2.5 Quantities are calculated using ratios, rates and proportions as per SOPs</p> <p>2.6 Graphs, charts or tables are constructed to represent ratios, rates and proportions as per SOPs</p> <p>2.7 The outcomes reviewed and checked as per job specifications</p> <p>2.8 Information is recorded using mathematical language and symbols as per workplace procedures</p>
<p>3. Estimate, measure and calculate measurement for work</p>	<p>3.1 Measurement information embedded in workplace texts and tasks are extracted and interpreted as per job specifications</p> <p>3.2 Appropriate workplace measuring equipment are identified and selected as per job specifications</p> <p>3.3 Accurate measurements are estimated and made as per SOPs</p> <p>3.4 The area of <b>2D shapes</b> including compound shapes are calculated as per SOPs</p> <p>3.5 The volume of 3D shapes is calculated using relevant formulas as per SOPs</p> <p>3.6 Sides of right angled triangles are calculated using Pythagoras' theorem as per SOPs</p> <p>3.7 conversions are performed between units of measurement as per job specification</p> <p>3.8 Problem solving processes are used to undertake the task as per workplace Procedures</p> <p>3.9 The measurement outcomes are reviewed and checked as per workplace procedures</p> <p>3.10 Information is recorded using mathematical language and symbols appropriate for the task as per workplace procedures</p>
<p>4. Use detailed maps to plan travel routes for work</p>	<p>4.1 Different types of maps are identified and interpreted as per job requirements</p> <p>4.2 Key features of maps are identified as per job requirements</p> <p>4.3 Scales are identified and interpreted as per job requirements</p> <p>4.4 Scales are applied to calculate actual distances</p> <p>4.5 Positions or locations are determined using directional information as per job requirements</p> <p>4.6 Routes are planned by determining directions and</p>

	<p>calculating distances, speeds and times as per job requirements</p> <p>4.7 Information is gathered and identified and relevant factors related to planning a route checked as per job requirements</p> <p>4.8 Relevant equipment is select and checked for accuracy and operational effectiveness as per job requirements</p> <p>4.9 Task is planned and recorded using specialized mathematical language and symbols appropriate for the task as per job requirements</p>
<p>5. Use geometry to draw 2D shapes and construct 3D shapes for work</p>	<p>5.1 A range of 2D shapes and 3D shapes and their uses in work contexts is identified as per job specifications</p> <p>5.2 Features of 2D and 3D shapes are named and described as per job specifications</p> <p>5.3 Types of angles in 2D and 3D shapes are identified as per job specifications</p> <p>5.4 Angles are drawn, estimated and measured using geometric instruments as per job requirements</p> <p>5.5 Angle properties of 2D shapes are named and identified as per SOPs</p> <p>5.6 Angle properties are used to evaluate unknown angles in shapes as per SOPs</p> <p>5.7 Properties of perpendicular and parallel lines are applied to shapes as per SOPs</p> <p>5.8 Understanding and use of symmetry is demonstrated as per SOPs</p> <p>5.9 Understanding and use of similarity is demonstrated as per SOPs</p> <p>5.10 The workplace tasks and mathematical processes required are identified as per workplace procedures</p> <p>5.11 2D shapes is drawn for work as per job specification</p> <p>5.12 3D shapes is constructed for work as per job specification</p> <p>5.13 The outcomes are reviewed and checked as per workplace procedures</p> <p>5.14 Specialized mathematical language and symbols appropriate for the task are used as per SOPs</p>
<p>6. Collect, organize, and interpret statistical data</p>	<p>6.1 Workplace issue requiring investigation are identified as per workplace procedures</p> <p>6.2 Audience / population / sample unit is determined as per workplace procedures as per workplace</p>

<p>for work</p>	<p>procedures</p> <p>6.3 Data to be collected is identified as per workplace procedures</p> <p>6.4 Data collection method is selected as per workplace procedures</p> <p>6.5 Appropriate statistical data is collected and organized as per SOPs</p> <p>6.6 Data is illustrated in appropriate formats as per SOPs</p> <p>6.7 The effectiveness of different types of graphs are compared as per SOPs</p> <p>6.8 The summary statistics for collected data is calculated as per SOPs</p> <p>6.9 The results / findings are interpreted as per SOPs</p> <p>6.10 Data is checked to ensure that it meets the expected results and content as per workplace procedures</p> <p>6.11 Information from the results including tables, graphs and summary statistics is extracted and interpreted as per workplace procedure</p> <p>6.12 Mathematical language and symbols are used to report results of investigation as per workplace procedure</p>
<p>7. Use routine formula and algebraic expressions for work</p>	<p>7.1 Understanding of informal and symbolic notation, representation and conventions of algebraic expressions is demonstrated as per SOPs</p> <p>7.2 Simple algebraic expressions and equations are developed as per job specification</p> <p>7.3 Operate on algebraic expressions as per job requirement</p> <p>7.4 Algebraic expressions are simplified as per job requirement</p> <p>7.5 Substitution into simple routine equations is done as per SOPs</p> <p>7.6 Routine formulas used for work tasks are identified and comprehended as per SOPs</p> <p>7.7 Routine formulas are evaluate by substitution as per SOPs</p> <p>7.8 Routine formulas transposed as per SOPs</p> <p>7.9 Appropriate formulas are identified and used for work related tasks as per workplace procedures</p> <p>7.10 Outcomes are checked and result of calculation used as per workplace procedures</p>
<p>8. Use common functions of a</p>	<p>8.1 Required numerical information to perform tasks is located as per job specification</p>

scientific calculator for work	<p>8.2 The order of operations and function keys necessary to solve mathematical calculation are determined as per job specification</p> <p>8.3 Function keys on a scientific calculator are identified and used as per SOPs</p> <p>8.4 Estimations are referred to check reasonableness of problem solving process as per workplace procedures</p> <p>8.5 Appropriate mathematical language, symbols and conventions are used to report results as per workplace procedures</p>
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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
1. 2D shapes may include but not limited may include but not limited to:	<ul style="list-style-type: none"> <li>• Triangles</li> <li>• Square</li> <li>• Rectangle</li> <li>• Triangle</li> </ul>

## 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:

- Measuring
- Logical thinking
- Computing
- Drawing of graphs
- Applying mathematical formulas
- Analytical

### 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

## 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: <ol style="list-style-type: none"> <li>1. 1 Developed communication strategies to meet the organization requirements and applied in the workplace</li> <li>1. 2 Established and maintained communication pathways for effective communication in the workplace</li> <li>1. 3 Used communication strategies involving exchanges of complex oral information</li> </ol>
2. Resource Implications	The following resources should be provided: <ol style="list-style-type: none"> <li>2.1 Access to relevant workplace or appropriately simulated environment where assessment can take place</li> <li>2.2 Materials relevant to the proposed activity or tasks</li> </ol>
3. Methods of Assessment	Competency in this unit may be assessed through: <ol style="list-style-type: none"> <li>3.1 Observation</li> <li>3.2 Oral questioning</li> <li>3.3 Written test</li> <li>3.4 Portfolio of Evidence</li> <li>3.5 Interview</li> <li>3.6 Third party report</li> </ol>
4. Context of Assessment	Competency may be assessed: <ol style="list-style-type: none"> <li>4.1 On-the-job</li> <li>4.2 Off-the -job</li> <li>4.3 During Industrial attachment</li> </ol>
5. Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

## DEMONSTRATE DIGITAL LITERACY

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

### UNIT DESCRIPTION

This unit describes competencies required to demonstrate digital literacy. It involves, identifying computer software and hardware, applying security measures to data, hardware, and software in automated environment, applying computer software in solving task, applying internet and email in communication at workplace, applying desktop publishing in official assignments and preparing presentation packages.

### 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><b>Bold and italicized terms are elaborated in the Range</b></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 Appropriate computer software is identified according to manufacturer's specification 1.4 Appropriate computer hardware is 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><b>Data security and privacy are classified</b></i> in accordance with the prevailing technology 2.2 <i><b>Security threats</b></i> reidentified <i><b>and control measures</b></i> are applied in accordance with laws governing protection of ICT 2.3 Computer threats and crimes are detected in accordance to Information Management security guidelines 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><b>Word processing concepts</b></i> are applied in resolving workplace tasks, report writing and documentation as per the job requirements 3.2 <i><b>Word processing utilities</b></i> are applied in accordance with

	<p>workplace procedures</p> <p>3.3 Worksheet layout is prepared in accordance with work procedures</p> <p>3.4 Worksheet is built and data manipulated in the worksheet in accordance with workplace procedures</p> <p>3.5 Continuous data manipulated on worksheet is undertaken in accordance with work requirements</p> <p>3.6 Database design and manipulation is undertaken in accordance with office procedures</p> <p>3.7 Data sorting, indexing, storage, retrieval and security is provided in accordance with workplace procedures</p>
4. Apply internet and email in communication at workplace	<p>4.1 Electronic mail addresses are opened and applied in workplace communication in accordance with office policy</p> <p>4.2 Office internet functions are defined and executed in accordance with office procedures</p> <p>4.3 <b>Network configuration</b> is determined in accordance with office operations procedures</p> <p>4.4 Official World Wide Web is installed and managed according to workplace procedures</p>
5. Apply Desktop publishing in official assignments	<p>5.1 Desktop publishing functions and tools are identified in accordance with manufactures specifications</p> <p>5.2 Desktop publishing tools are developed in accordance with work requirements</p> <p>5.3 Desktop publishing tools are applied in accordance with workplace requirements</p> <p>5.4 Typeset work is enhanced in accordance with workplace standards</p>
6. Prepare presentation packages	<p>6.1 Types of presentation packages are identified in accordance with office requirements</p> <p>6.2 Slides are created and formulated in accordance with workplace procedures</p> <p>6.3 Slides are edited and run-in accordance with work procedures</p> <p>6.4 Slides and handouts are printed according to work requirements</p>

### **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.

<b>Variable</b>	<b>Range</b>
1. Appropriate computer hardware may include but not limited to:	Collection of physical parts of a computer system such as: <ul style="list-style-type: none"> <li>• Computer case, monitor, keyboard, and mouse</li> <li>• All the parts inside the computer case, such as the hard disk drive, motherboard and video card</li> </ul>
2. Data security and privacy may include but not limited to:	<ul style="list-style-type: none"> <li>• Confidentiality of data</li> <li>• Cloud computing</li> <li>• Integrity -but-curious data surfing</li> </ul>
3. Security and control measures may include but not limited to:	<ul style="list-style-type: none"> <li>• Counter measures against cyber terrorism</li> <li>• Risk reduction</li> <li>• Cyber threat issues</li> <li>• Risk management</li> <li>• Pass-wording</li> </ul>
4. Security threats may include but not limited to:	<ul style="list-style-type: none"> <li>• Cyber terrorism</li> <li>• Hacking</li> </ul>

## **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: <ul style="list-style-type: none"> <li>1.1 Identified and controlled security threats</li> <li>1.2 Detected and protected computer crimes</li> <li>1.3 Applied word processing in office tasks</li> <li>1.4 Designed, prepared work sheet and applied data to the cells in accordance to workplace procedures</li> </ul>
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	<p>1.5 Opened electronic mail for office communication as per workplace procedure</p> <p>1.6 Installed internet and World Wide Web for office tasks in accordance with office procedures</p> <p>1.7 Integrated emerging issues in computer ICT applications</p> <p>1.8 Applied laws governing protection of ICT</p>
2. Resource Implications	<p>The following resources should be provided:</p> <p>2.1 Access to relevant workplace where assessment can take place</p> <p>2.2 Appropriately simulated environment where assessment can take place</p>
3. Methods of Assessment	<p>Competency may be assessed through:</p> <p>3.1 Observation</p> <p>3.2 Oral questioning</p> <p>3.3 Written test</p> <p>3.4 Portfolio of Evidence</p> <p>3.5 Interview</p> <p>3.6 Third party report</p>
4. Context of Assessment	<p>Competency may be assessed:</p> <p>4.1 On-the-job</p> <p>4.2 Off-the –job</p> <p>4.3 During Industrial attachment</p>
5. Guidance information for assessment	<p>Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.</p>

## DEMONSTRATE ENTREPRENEURIAL SKILLS

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

### UNIT DESCRIPTION

This unit covers the competencies required to demonstrate understanding of entrepreneurship. It involves demonstrating understanding of an entrepreneur, entrepreneurship, and self-employment, identifying entrepreneurship opportunities, creating entrepreneurial awareness, applying entrepreneurial motivation, developing business innovative strategies and developing business plan.

### ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT	PERFORMANCE CRITERIA
<p>1. Demonstrate understanding of an Entrepreneur</p>	<p>1. 1 Entrepreneurs and Business persons are distinguished as per principles of entrepreneurship</p> <p>1. 2 <i>Types of entrepreneurs</i> are identified as per principles of entrepreneurship</p> <p>1. 3 Ways of becoming an Entrepreneur are identified as per principles of Entrepreneurship</p> <p>1. 4 <i>Characteristics of Entrepreneurs</i> are identified as per principles of Entrepreneurship</p> <p>1. 5 Factors affecting Entrepreneurship development are explored as per principles of Entrepreneurship</p>
<p>2. Demonstrate understanding of Entrepreneurship and self-employment</p>	<p>2. 1 Entrepreneurship and self-employment are distinguished as per principles of entrepreneurship</p> <p>2. 2 Importance of self-employment is analysed based on business procedures and strategies</p> <p>2. 3 <i>Requirements for entry into self-employment</i> are identified according to business procedures and strategies</p> <p>2. 4 Role of an Entrepreneur in business is determined according to business procedures and strategies</p> <p>2. 5 Contributions of Entrepreneurs to National development are identified as per business procedures and strategies</p> <p>2. 6 Entrepreneurship culture in Kenya is explored as per business procedures and</p>

	<p>strategies</p> <p>2.7 Born or made Entrepreneurs are distinguished as per entrepreneurial traits</p>
3. Identify Entrepreneurship opportunities	<p>3.1 Sources of business ideas are identified as per business procedures and strategies</p> <p>3.2 Business ideas and opportunities are generated as per business procedures and strategies</p> <p>3.3 Business life cycle is analysed as per business procedures and strategies</p> <p>3.4 Legal aspects of business are identified as per procedures and strategies</p> <p>3.5 Product demand is assessed as per market strategies</p> <p>3.6 Types of <b>business environment</b> are identified and evaluated as per business procedures</p> <p>3.7 Factors to consider when evaluating business environment are explored based on business procedure and strategies</p> <p>3.8 Technology in business is incorporated as per best practice</p>
4. Create entrepreneurial awareness	<p>4.1 <b>Forms of businesses</b> are explored as per business procedures and strategies</p> <p>4.2 Sources of business finance are identified as per business procedures and strategies</p> <p>4.3 Factors in selecting source of business finance are identified as per business procedures and strategies</p> <p>4.4 <b>Governing policies</b> on Small Scale Enterprises (SSEs) are determined as per business procedures and strategies</p> <p>4.5 Problems of starting and operating SSEs are explored as per business procedures and strategies</p>
5. Apply entrepreneurial motivation	<p>5.1 <b>Internal and external motivation</b> factors are determined in accordance with motivational theories</p> <p>5.2 Self-assessment is carried out as per entrepreneurial orientation</p> <p>5.3 Effective communications are carried out in accordance with communication principles</p> <p>5.4 Entrepreneurial motivation is applied as per</p>

	motivational theories
6. Develop innovative business strategies	<p>6.1 Business innovation strategies are determined in accordance with the organization strategies</p> <p>6.2 Creativity in business development is demonstrated in accordance with business strategies</p> <p>6.3 <b><i>Innovative business strategies</i></b> are developed as per business principles</p> <p>6.4 Linkages with other entrepreneurs are created as per best practice</p> <p>6.5 ICT is incorporated in business growth and development as per best practice</p>
7. Develop Business Plan	<p>7.1 Identified Business is described as per business procedures and strategies</p> <p>7.2 Marketing plan is developed as per business plan format</p> <p>7.3 Organizational/Management plan is prepared in accordance with business plan format</p> <p>7.4 Production/operation plan in accordance with business plan format</p> <p>7.5 Financial plan is prepared in accordance with the business plan format</p> <p>7.6 Executive summary is prepared in accordance with business plan format</p> <p>7.7 Business plan is presented as per best practice</p>

### **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.

<b>Variable</b>	<b>Range</b>
1. Types of entrepreneurs may include but not limited to:	<ul style="list-style-type: none"> <li>• Innovators</li> <li>• Imitators</li> <li>• Craft</li> <li>• Opportunistic</li> <li>• Speculators</li> </ul>
2. Characteristics of Entrepreneurs may include but not limited to:	<ul style="list-style-type: none"> <li>• Creative</li> <li>• Innovative</li> </ul>

	<ul style="list-style-type: none"> <li>• Planner</li> <li>• Risk taker</li> <li>• Networker</li> <li>• Confident</li> <li>• Flexible</li> <li>• Persistent</li> <li>• Patient</li> <li>• Independent</li> <li>• Future oriented</li> <li>• Goal oriented</li> </ul>
3. Requirements for entry into self-employment may include but not limited to	<ul style="list-style-type: none"> <li>• Technical skills</li> <li>• Management skills</li> <li>• Entrepreneurial skills</li> <li>• Resources</li> <li>• Infrastructure</li> </ul>
4. Internal and external motivation may include but not limited to:	<ul style="list-style-type: none"> <li>• Interest</li> <li>• Passion</li> <li>• Freedom</li> <li>• Prestige</li> <li>• Rewards</li> <li>• Punishment</li> <li>• Enabling environment</li> <li>• Government policies</li> </ul>
5. Business environment may include but not limited to:	<ul style="list-style-type: none"> <li>• External</li> <li>• Internal</li> <li>• Intermediate</li> </ul>
6. Forms of businesses may include but not limited to:	<ul style="list-style-type: none"> <li>• Sole proprietorship</li> <li>• Partnership</li> <li>• Limited companies</li> <li>• Cooperatives</li> </ul>
7. Governing policies may include but not limited to:	<ul style="list-style-type: none"> <li>• Increasing scope for finance</li> <li>• Promoting cooperation between entrepreneurs and private sector</li> <li>• Reducing regulatory burden on entrepreneurs</li> <li>• Developing IT tools for entrepreneurs</li> </ul>
8. Innovative business strategies may include but not limited to:	<ul style="list-style-type: none"> <li>• New products</li> <li>• New methods of production</li> <li>• New markets</li> </ul>

	<ul style="list-style-type: none"> <li>• New sources of supplies</li> <li>• Change in industrialization</li> </ul>
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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:

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

### **Required Knowledge**

The individual needs to demonstrate knowledge of:

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

- Relevant developments in other industries
- Regional/ County business expansion strategies

### EVIDENCE GUIDE

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

<p>1. Critical Aspects of Competency</p>	<p>1.1 Assessment requires evidence that the candidate:</p> <p>1.2 Distinguished entrepreneurs and businesspersons correctly</p> <p>1.3 Identified ways of becoming an entrepreneur appropriately</p> <p>1.4 Explored factors affecting entrepreneurship development appropriately</p> <p>1.5 Analysed importance of self-employment accurately</p> <p>1.6 Identified requirements for entry into self-employment correctly</p> <p>1.7 Identified sources of business ideas correctly</p> <p>1.8 Generated Business ideas and opportunities correctly</p> <p>1.9 Analysed business life cycle accurately</p> <p>1.10 Identified legal aspects of business correctly</p> <p>1.11 Assessed product demand accurately</p> <p>1.12 Determined Internal and external motivation factors appropriately</p> <p>1.13 Carried out communications effectively</p> <p>1.14 Identified sources of business finance correctly</p> <p>1.15 Determined Governing policy on small scale enterprise appropriately</p> <p>1.16 Explored problems of starting and operating SSEs effectively</p> <p>1.17 Developed Marketing, Organizational/Management, Production/Operation and Financial plans correctly</p> <p>1.18 Prepared executive summary correctly</p> <p>1.19 Determined business innovative strategies appropriately</p> <p>1.20 Presented business plan effectively</p>
<p>2. Resource Implications</p>	<p>The following resources should be provided:</p> <p>2.1 Access to relevant workplace where assessment</p>



	<p>can take place</p> <p>2.2 Appropriately simulated environment where assessment can take place</p>
3. Methods of Assessment	<p>3.1 Written tests</p> <p>3.2 Oral questions</p> <p>3.3 Third party report</p> <p>3.4 Interviews</p> <p>3.5 Portfolio of Evidence</p>
4. Context of Assessment	<p>Competency may be assessed</p> <p>4.1 On-the-job</p> <p>4.2 Off-the-job</p> <p>4.3 During Industrial attachment</p>
5. Guidance information for assessment	<p>Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.</p>

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## DEMONSTRATE EMPLOYABILITY SKILLS

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

### UNIT DESCRIPTION

This unit covers competencies required to demonstrate employability skills. It involves conducting self-management, demonstrating interpersonal communication, critical safe work habits, leading a workplace team, planning and organizing work, maintaining professional growth and development, demonstrating workplace learning, problem solving skills and managing ethical performance.

### ELEMENTS AND PERFORMANCE CRITERIA

<b>ELEMENT</b>	<b>PERFORMANCE CRITERIA</b>
<p>These describe the key outcomes, which make up workplace function.</p>	<p>These are assessable statements, which specify the required level of performance for each of the elements.</p> <p><i><b>Bold and italicized terms are elaborated in the Range</b></i></p>
<p>1. Conduct self-management</p>	<p>1.1 Personal vision, mission and goals are formulated based on potential and in relation to organization objectives</p> <p>1.2 Emotional intelligence is demonstrated as per workplace requirements.</p> <p>1.3 Individual performance is evaluated and monitored according to the agreed targets.</p> <p>1.4 Assertiveness is developed and maintained based on the requirements of the job.</p> <p>1.5 Accountability and responsibility for own actions are demonstrated based on workplace instructions.</p> <p>1.6 Self-esteem and a positive self-image are developed and maintained based on values.</p> <p>1.7 Time management, attendance and punctuality are observed as per the organization policy.</p> <p>1.8 Goals are managed as per the organization's objective</p> <p>1.9 Self-strengths and weaknesses are identified based on personal objectives</p>
<p>2. Demonstrate interpersonal communication</p>	<p>2.1 Writing skills are demonstrated as per communication policy</p> <p>2.2 Negotiation and persuasion skills are demonstrated as per communication policy</p> <p>2.3 Internal and external stakeholders' needs are identified and interpreted as per the communication policy</p> <p>2.4 Communication networks are established based on</p>

	<p>workplace policy</p> <p>2.5 Information is shared as per communication policy</p>
<p>3. Demonstrate critical safe work habits</p>	<p>3.1 Stress is managed in accordance with workplace policy.</p> <p>3.2 Punctuality and time consciousness is demonstrated in line with workplace policy.</p> <p>3.3 Personal objectives are integrated with organization goals based on organization's strategic plan.</p> <p>3.4 <b>Resources</b> are utilized in accordance with workplace policy.</p> <p>3.5 Work priorities are set in accordance to workplace goals and objectives.</p> <p>3.6 Leisure time is recognized and utilized in line with personal objectives.</p> <p>3.7 <b>Drugs and substances of abuse</b> are identified and avoided based on workplace policy.</p> <p>3.8 HIV and AIDS prevention awareness is demonstrated in line with workplace policy.</p> <p>3.9 Safety consciousness is demonstrated in the workplace based on organization safety policy.</p> <p>3.10 <b>Emerging issues</b> are identified and dealt with in accordance with organization policy.</p>
<p>4. Lead a workplace team</p>	<p>4.1 Performance targets for the <b>team</b> are set based on organization's objectives</p> <p>4.2 Duties are assigned in accordance with the organization policy.</p> <p>4.3 <b>Forms of communication</b> in a team are established according to organization's policy.</p> <p>4.4 Team performance is evaluated based on set targets as per workplace policy.</p> <p>4.5 Conflicts are resolved between team members in line with organization policy.</p> <p>4.6 Gender related issues are identified and mainstreamed in accordance workplace policy.</p> <p>4.7 Human rights and fundamental freedoms are identified and respected as Constitution of Kenya 2010.</p> <p>4.8 Healthy relationships are developed and maintained in line with workplace.</p>
<p>5. Plan and organize work</p>	<p>5.1 Work plans are prepared based on activities and budget.</p> <p>5.2 Assigned tasks are interpreted and expectations identified as per the workplace instructions.</p> <p>5.3 Task occupational safety and health requirements are</p>

	<p>identified and observed regulations.</p> <p>5.4 Work resources are identified, mobilized, allocated and utilized based on organization work plans.</p> <p>5.5 Work activities are monitored and evaluated in line with work plans and workplace policy.</p> <p>5.6 Work plans are reviewed based on target and available resources.</p>
6. Maintain professional growth and development	<p>6.1 Personal training needs are identified and assessed in line with the requirements of the job.</p> <p>6.2 <b>Training and career opportunities</b> are identified and utilized based on job requirements.</p> <p>6.3 Resources for training are mobilized and allocated based organizations and individual skills needs.</p> <p>6.4 Licenses and certifications relevant to job and career are obtained and renewed as per policy.</p> <p>6.5 Work priorities and personal commitments are balanced and managed based on requirements of the job and personal objectives.</p> <p>6.6 Recognitions are sought as proof of career advancement in line with professional requirements.</p>
7. Demonstrate workplace learning	<p>7.1 Learning opportunities are sought and managed based on job requirement and organization policy.</p> <p>7.2 Improvement in performance is demonstrated based on courses attended.</p> <p>7.3 Application of learning is demonstrated in both technical and non-technical aspects based on requirements of the job</p> <p>7.4 Time and effort is invested in learning new skills based on job requirements</p> <p>7.5 Initiative is taken to create more effective and efficient processes and procedures in line with workplace policy.</p> <p>7.6 New systems are developed and maintained in accordance with the requirements of the job.</p> <p>7.7 Awareness of personal role in workplace <b>innovation</b> is demonstrated based on requirements of the job.</p>
8. Demonstrate problem solving skills	<p>8.1 Creative, innovative and practical solutions are developed based on the problem</p> <p>8.2 Independence and initiative in identifying and solving problems is demonstrated based on requirements of the job.</p> <p>8.3 Team problems are solved as per the workplace guidelines</p>

	8.4 Problem solving strategies are applied as per the workplace guidelines 8.5 Problems are analyzed and assumptions tested as per the context of data and circumstances
9. Manage ethical performance	9.1 Policies and guidelines are observed as per the workplace requirements 9.2 Self-worth and professionalism is exercised in line with personal goals and organizational policies 9.3 Code of conduct is observed as per the workplace requirements 9.4 Integrity is demonstrated as per legal requirement

### RANGE

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

Variable	Range
1. Drug and substance abuse may include but not limited to:	Commonly abused <ul style="list-style-type: none"> <li>• Alcohol</li> <li>• Tobacco</li> <li>• Miraa</li> <li>• Over-the-counter drugs</li> <li>• Cocaine</li> <li>• Bhang</li> <li>• Glue</li> </ul>
2. Feedback may include but not limited to:	<ul style="list-style-type: none"> <li>• Verbal</li> <li>• Written</li> <li>• Informal</li> <li>• Formal</li> </ul>
3. Relationships may include but not limited to:	<ul style="list-style-type: none"> <li>• Man/Woman</li> <li>• Trainer/trainee</li> <li>• Employee/employer</li> <li>• Client/service provider</li> <li>• Husband/wife</li> <li>• Boy/girl</li> <li>• Parent/child</li> <li>• Sibling relationships</li> </ul>
4. Forms of communication may include but not limited to:	<ul style="list-style-type: none"> <li>• Written</li> <li>• Visual</li> <li>• Verbal</li> </ul>

	<ul style="list-style-type: none"> <li>• Non verbal</li> <li>• Formal and informal</li> </ul>
5. Team may include but not limited to:	<ul style="list-style-type: none"> <li>• Small work group</li> <li>• Staff in a section/department</li> <li>• Inter-agency group</li> </ul>
6. Personal growth may include but not limited to:	<ul style="list-style-type: none"> <li>• Growth in the job</li> <li>• Career mobility</li> <li>• Gains and exposure the job gives</li> <li>• Net workings</li> <li>• Benefits that accrue to the individual as a result of noteworthy performance</li> </ul>
7. Personal objectives may include but not limited to:	<ul style="list-style-type: none"> <li>• Long term</li> <li>• Short term</li> <li>• Broad</li> <li>• Specific</li> </ul>
8. Trainings and career opportunities may includes but not limited to	<ul style="list-style-type: none"> <li>• Participation in training programs</li> <li>• Serving as Resource Persons in conferences and workshops</li> </ul>
9. Resource may include may but not limited to:	<ul style="list-style-type: none"> <li>• Human</li> <li>• Financial</li> <li>• Technology</li> </ul>
10. Innovation may include but not limited to:	<ul style="list-style-type: none"> <li>• New ideas</li> <li>• Original ideas</li> <li>• Different ideas</li> <li>• Methods/procedures</li> <li>• Processes</li> <li>• New tools</li> </ul>
11. Emerging issues may include but not limited to:	<ul style="list-style-type: none"> <li>• Terrorism</li> <li>• Social media</li> <li>• National cohesion</li> <li>• Open offices</li> </ul>
12. Range of media for learning may include but not limited to:	<ul style="list-style-type: none"> <li>• Mentoring</li> <li>• peer support and networking</li> <li>• IT and courses</li> </ul>

## 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:

- Interpersonal

- Communication
- Critical thinking
- Organizational
- Negotiation
- Monitoring
- Evaluation
- Record keeping
- Problem solving
- Decision Making
- Resource utilization
- Resource mobilization

### 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
- Workplace communication
- Concept of time
- Time management
- Decision making
- Types of resources
- Work planning
- Organizing work
- Monitoring and evaluation
- Record keeping
- Gender mainstreaming
- HIV and AIDS
- Drug and substance abuse
- Professional growth and development
- Technology in the workplace
- Innovation
- Emerging issues

### EVIDENCE GUIDE

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

1. Critical	Assessment requires evidence that the candidate:
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aspects of Competency	<ul style="list-style-type: none"> <li>1.1 Conducted self-management</li> <li>1.2 Demonstrated interpersonal communication</li> <li>1.3 Demonstrated critical safe work habits</li> <li>1.4 Demonstrated the ability to lead a workplace team</li> <li>1.5 Planned and organized work</li> <li>1.6 Maintained professional growth and development</li> <li>1.7 Demonstrated workplace learning</li> <li>1.8 Demonstrated problem solving skills</li> <li>1.9 Demonstrated the ability to manage performance ethically</li> </ul>
2. Resource Implications	<p>The following resources should be provided:</p> <ul style="list-style-type: none"> <li>2.1 Access to relevant workplace where assessment can take place</li> <li>2.2 Appropriately simulated environment where assessment can take place</li> </ul>
3. Methods of Assessment	<p>Competency in this unit may be assessed through:</p> <ul style="list-style-type: none"> <li>3.1 Observation</li> <li>3.2 Oral questioning</li> <li>3.3 Written test</li> <li>3.4 Portfolio of Evidence</li> <li>3.5 Interview</li> <li>3.6 Third party report</li> </ul>
4. Context of Assessment	<p>Competency may be assessed:</p> <ul style="list-style-type: none"> <li>4.1 On-the-job</li> <li>4.2 Off-the-job</li> <li>4.3 During Industrial attachment</li> </ul>
5. Guidance information for assessment	<p>Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.</p>



## DEMONSTRATE ENVIRONMENTAL LITERACY

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

### UNIT DESCRIPTION

This unit specifies the competencies required to demonstrate environmental literacy. It involves, controlling environmental hazard and environmental pollution, demonstrating sustainable resource use, evaluating current practices in relation to resource usage, identifying environmental legislations/conventions for environmental concerns, implementing specific environmental programs, monitoring activities on environmental protection/Programs, analyzing resource use and developing resource conservation 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><b>Bold and italicized terms are elaborated in the Range</b></i>
1. Control environmental hazard	1. 1 Storage methods for environmentally hazardous materials are strictly followed according to environmental regulations and OSHS. 1. 2 Disposal methods of hazardous wastes are followed according to environmental regulations and OSHS. 1. 3 <i><b>PPE</b></i> is used according to OSHS.
2. Control environmental Pollution	2.1 Environmental pollution <i><b>control measures</b></i> are implemented in accordance with international protocols. 2.2 Procedures for solid waste management are observed according Environmental Management and Coordination Act 1999 2.3 Methods for minimizing noise pollution is complied with based on Noise and Excessive Vibration <i><b>Pollution and Control Regulations, 2009</b></i>
3. Demonstrate sustainable resource use	3.1 Methods for minimizing wastage are complied with based on organizational waste management guide 3.2 Waste management procedures are employed following principles of 3Rs (Reduce, Reuse, Recycle)

	<p>3.3 Methods for economizing and reducing resource consumption are practiced as per the Constitution of Kenya 2010 Article 69 .</p>
<p>4. Evaluate current practices in relation to resource usage</p>	<p>4.1 Information on resource efficiency systems and procedures are collected and provided as per work groups/sector</p> <p>4.2 Current resource usage is measured and recorded as per work group</p> <p>4.3 Current purchasing strategies are analyzed and recorded according to industry procedures.</p> <p>4.4 Current work processes to access information and data is analyzed following enterprise protocol.</p>
<p>5. Identify environmental legislations/conventions for environmental concerns</p>	<p>5.1 Environmental legislations/conventions and local ordinances are identified according to the different environmental aspects/impact</p> <p>5.2 Industrial standard/environmental practices are described according to the different environmental concerns</p>
<p>6. Implement specific environmental programs</p>	<p>6.1 Programs/Activities are identified according to organizations policies and guidelines.</p> <p>6.2 Individual roles/responsibilities are determined and performed based on the activities identified.</p> <p>6.3 Problems/constraints encountered are resolved in accordance with organizations' policies and guidelines</p> <p>6.4 Stakeholders are consulted based on company guidelines</p>
<p>7. Monitor activities on Environmental protection/Programs</p>	<p>7.1 Activities are periodically monitored and Evaluated according to the objectives of the environmental program</p> <p>7.2 Feedback from stakeholders are gathered and considered in Proposing enhancements to the program based on consultations</p> <p>7.3 Data gathered are analyzed based on Evaluation requirements</p> <p>7.4 Recommendations are submitted based on the findings</p> <p>7.5 Management support systems are set/established to sustain and enhance the program</p> <p>7.6 Environmental incidents are monitored and reported to</p> <p>7.7 concerned/proper authorities</p>

8. Analyze resource use	8.1 All resource consuming processes are Identified as per the organizational work plan 8.2 Quantity and nature of resource consumed is determined based on processes 8.3 Resource flow is analyzed as per different parts of the process. 8.4 Wastes are classified according to NEMA regulations on waste management.
9. Develop resource Conservation plans	9.1. Efficiency of use/conversion of resources is determined according to 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
1. PPE may include but not limited to	<ul style="list-style-type: none"> <li>• Mask</li> <li>• Gloves</li> <li>• Goggles</li> <li>• Safety hat</li> <li>• Overall</li> <li>• Hearing protector</li> </ul>
2. Control measures may include but not limited to	<ul style="list-style-type: none"> <li>• Methods for minimizing or stopping spread and ingestion of airborne particles</li> <li>• Methods for minimizing or stopping spread and ingestion of gases and fumes</li> <li>• Methods for minimizing or stopping spread and ingestion of liquid wastes</li> </ul>

## 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:

- Measuring
- Recording
- Analytical
- Monitoring
- Communication
- Writing

### Required Knowledge

The individual needs to demonstrate knowledge of:

- PPEs
- Environmental regulations
- OSHS
- Pollution
- Waste management
- Principle of 3Rs
- Types of resources
- Techniques in measuring current usage of resources
- Environmental hazards
- Regulatory requirements

### EVIDENCE GUIDE

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

<p>1. Critical Aspects of Competency</p>	<p>Assessment requires evidence that the candidate:</p> <ul style="list-style-type: none"> <li>1.1 Controlled environmental hazard</li> <li>1.2 Controlled environmental pollution</li> <li>1.3 Demonstrated sustainable resource use</li> <li>1.4 Evaluated current practices in relation to resource usage</li> <li>1.5 Demonstrated knowledge of environmental legislations and local ordinances according to the different environmental issues /concerns.</li> <li>1.6 Described industrial standard environmental practices according to the different environmental issues/concerns.</li> <li>1.7 Resolved problems/ constraints encountered based on management standard procedures</li> <li>1.8 Implemented and monitored environmental practices on a periodic basis as per company guidelines</li> <li>1.9 Recommended solutions for the improvement of the program</li> </ul>
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	1.10 Monitored and reported to proper authorities any environmental incidents
2. Resource Implications	<p>The following resources should be provided:</p> <p>2.1 Workplace with storage facilities</p> <p>2.2 Tools, materials and equipment relevant to the tasks (e.g. Cleaning tools, cleaning materials, trash bags)</p> <p>2.3 PPE, manuals and references</p> <p>2.4 Legislation, policies, procedures, protocols and local ordinances relating to environmental protection</p> <p>2.5 Case studies/scenarios relating to environmental Protection</p>
3 Methods of Assessment	<p>Competency in this unit may be assessed through:</p> <p>3.1 Observation</p> <p>3.2 Oral questioning</p> <p>3.3 Written test</p> <p>3.4 Portfolio of Evidence</p> <p>3.5 Interview</p> <p>3.6 Third party report</p>
4 Context of Assessment	<p>Competency may be assessed</p> <p>4.1 On-the-job</p> <p>4.2 Off-the –job</p> <p>4.3 During Industrial attachment</p>
5 Guidance information for assessment	<p>Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.</p>

## DEMONSTRATE OCCUPATIONAL SAFETY AND HEALTH PRACTICES

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

### UNIT DESCRIPTION

This unit specifies the competencies required to demonstrate occupational health and safety practices. It involves identifying workplace hazards and risks, identifying and implementing appropriate control measures to hazards and risks and implementing OSH programs, procedures and policies/guidelines.

### ELEMENTS AND PERFORMANCE CRITERIA

<b>ELEMENT</b>	<b>PERFORMANCE CRITERIA</b>
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. <b><i>Bold and italicized terms are elaborated in the Range</i></b>
1. Identify workplace hazards and risk	1.1 <b><i>Hazards</i></b> in the workplace are identified <b><i>based their indicators</i></b> 1.2 Risks and hazards are evaluated based on legal requirements. 1.3 <b><i>OSH concerns</i></b> raised by workers are addressed as per legal requirements.
2. Control OSH hazards	2.1 Hazard prevention <b><i>and control measures</i></b> are implemented as per legal requirement. 2.2 Risk assessment is conducted and a risk matrix developed based on likely impact. 2.3 <b><i>Contingency measures</i></b> , including <b><i>emergency procedures</i></b> during workplace <b><i>incidents and emergencies</i></b> are recognized and established in accordance with organization procedures.
3. Implement OSH programs	3.1 Company OSH program are identified, evaluated and reviewed based on legal requirements. 3.2 Company OSH programs are implemented as per legal requirements. 3.3 Workers are capacity built on OSH standards and procedures as per legal requirements 3.4 <b><i>OSH-related records</i></b> are maintained as per legal requirements.

### RANGE

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

Variable	Range
1. Hazards may include but not limited to:	<ul style="list-style-type: none"> <li>• Physical hazards – impact, illumination, pressure, noise,</li> <li>• vibration, extreme temperature, radiation</li> <li>• Biological hazards- bacteria, viruses, plants, parasites, mites, molds, fungi, insects</li> <li>• Chemical hazards – dusts, fibers, mists, fumes, smoke, gasses, vapors</li> <li>• Ergonomics</li> <li>• Psychological factors – over exertion/ excessive force, awkward/static positions, fatigue, direct pressure,</li> <li>• varying metabolic cycles</li> <li>• Physiological factors – monotony, personal relationship, work out cycle</li> <li>• Safety hazards (unsafe workplace condition) – confined space, excavations, falling objects, gas leaks, electrical, poor storage of materials and waste, spillage, waste and debris</li> <li>• Unsafe workers’ act (Smoking in off-limited areas, Substance and alcohol abuse at work)</li> </ul>
2. Indicators may include but not limited to:	<ul style="list-style-type: none"> <li>• Increased of incidents of accidents, injuries</li> <li>• Increased occurrence of sickness or health complaints/ symptoms</li> <li>• Common complaints of workers related to OSH</li> <li>• High absenteeism for work-related reasons</li> </ul>
3. OSH concerns may include but not limited to:	<ul style="list-style-type: none"> <li>• Workers’ experience/observance on presence of work hazards</li> <li>• Unsafe/unhealthy administrative arrangements (prolonged work hours, no break time, constant overtime, scheduling of tasks)</li> <li>• Reasons for compliance/non-compliance to use of PPEs or other OSH procedures/policies/guidelines</li> </ul>

<p>4. Safety gears /PPE (Personal Protective Equipment) may include but not limited to:</p>	<ul style="list-style-type: none"> <li>• Arm/Hand guard, gloves</li> <li>• Eye protection (goggles, shield)</li> <li>• Hearing protection (ear muffs, ear plugs)</li> <li>• Hair Net/cap/bonnet</li> <li>• Hard hat</li> <li>• Face protection (mask, shield)</li> <li>• Apron/Gown/coverall/jump suit</li> <li>• Anti-static suits</li> <li>• High-visibility reflective vest</li> </ul>
<p>5. Appropriate risk controls may include but not limited to:</p>	<ul style="list-style-type: none"> <li>• Appropriate risk controls in order of impact are as follows:</li> <li>• Eliminate the hazard altogether (i.e., get rid of the dangerous machine)</li> <li>• 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)</li> <li>• Substitute the hazard with a safer alternative (i.e., replace the machine with a safer one)</li> <li>• 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)</li> <li>• Use engineering controls to reduce the risk (i.e., attach guards to the machine to protect users)</li> <li>• Use personal protective equipment (i.e., wear gloves and goggles when using the machine)</li> </ul>
<p>6. Contingency measures may include but not limited to:</p>	<ul style="list-style-type: none"> <li>• Evacuation</li> <li>• Isolation</li> <li>• Decontamination</li> <li>• (Calling designed) emergency personnel</li> </ul>
<p>7. Incidents and emergencies may include but not limited to:</p>	<ul style="list-style-type: none"> <li>• Chemical spills</li> <li>• Equipment/vehicle accidents</li> <li>• Explosion</li> <li>• Fire</li> <li>• Gas leak</li> <li>• Injury to personnel</li> <li>• Structural collapse</li> <li>• Toxic and/or flammable vapors emission.</li> </ul>



8. OSH-related Records may include but not limited to:	<ul style="list-style-type: none"> <li>• Medical/Health records</li> <li>• Incident/accident reports</li> <li>• Sickness notifications/sick leave application</li> <li>• OSH-related trainings obtained</li> </ul>
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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
- Interpersonal
- Presentation
- Risk assessment
- Evaluation
- Critical thinking
- Problem solving
- Negotiation

### 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	<p>Assessment requires evidence that the candidate:</p> <ol style="list-style-type: none"> <li>1. Identified hazards in the workplace based their indicators</li> <li>2. Evaluated workplace hazards based on legal requirements.</li> <li>3. Addressed OSH concerns raised by workers as per legal requirements.</li> <li>4. Implemented hazard prevention and control measures as per</li> </ol>
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	<p>legal requirement.</p> <ol style="list-style-type: none"> <li>5. Conducted risk assessment as per legal requirement.</li> <li>6. Developed risk matrix based on likely impact.</li> <li>7. Recognized and established contingency measures in accordance with organization procedures.</li> <li>8. Identified, evaluated and reviewed company OSH program based on legal requirements.</li> <li>9. Implemented company OSH programs as per legal requirements.</li> <li>10. Capacity built workers on OSH standards and procedures as per legal requirements</li> <li>11. Maintained OSH-related records as per legal requirements.</li> </ol>
2. Resource Implications	<p>The following resources should be provided:</p> <ol style="list-style-type: none"> <li>2.3 Access to relevant workplace where assessment can take place</li> <li>2.4 Appropriately simulated environment where assessment can take place</li> </ol>
3. Methods of Assessment	<p>Competency in this unit may be assessed through:</p> <ol style="list-style-type: none"> <li>3.1 Observation</li> <li>3.2 Oral questioning</li> <li>3.3 Written test</li> <li>3.4 Portfolio of Evidence</li> <li>3.5 Interview</li> <li>3.6 Third party report</li> </ol>
4. Context of Assessment	<p>Competency may be assessed:</p> <ol style="list-style-type: none"> <li>4.1 On-the-job</li> <li>4.2 Off-the –job</li> <li>4.3 During Industrial attachment</li> </ol>
5. Guidance information for assessment	<p>Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.</p>

## COMMON UNIT OF COMPETENCY

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## MANAGE PROCUREMENT FOR GOODS, WORKS AND SERVICES

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

### 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><b>Bold and italicized terms are elaborated in the Range</b></i>
1. Develop and prepare procurement plan and budget	1.1 Organizational procedures and <i><b>relevant legislations</b></i> are adhered to as per organizational policy 1.2 Goods works and services to be procured are identified as per the specifications 1.3 Market survey and analysis is performed as per organizational policy 1.4 Prices of goods, works and services are estimated and reported as per work place procedures 1.5 A budget is prepared as per the pricing report 1.6 <i><b>Sourcing strategy</b></i> is identified as per procurement plan 1.7 Budget and sourcing strategies are presented for approval as per work place procedures
2. Participate in procurement procedures, contract negotiations and allocation of goods, works and services	2.1 Expression of interest documents are prepared as per work place procedures 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 as per work procedures 2.6 Goods, works and services are delivered, inspected and approved as per work place procedures

	2.7 Inventory is updated as per work place policy
3. Participate in preparation of procurement report	3.1 <b>Procurement information</b> 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. Relevant Legislations may include but not limited to:	<ul style="list-style-type: none"> <li>• public procurement oversight authority guidelines</li> <li>• Public financial management act,</li> <li>• Public audit act</li> <li>• Public Procurement and asset Disposal Act</li> </ul>
2. Sourcing strategy may include but not limited to:	<ul style="list-style-type: none"> <li>• Outsourcing</li> <li>• Cost</li> <li>• Quality</li> <li>• Location</li> <li>• Availability</li> <li>• Market demand and supply</li> </ul>
3. Procurement information may include but not limited to:	<ul style="list-style-type: none"> <li>• tenders awarded and rejected</li> <li>• duration of tendering</li> <li>• names of directors and shareholders</li> <li>• criteria of awarding tender</li> <li>• ranking of evaluated bids</li> </ul>

## 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: <ul style="list-style-type: none"> <li>1.1 Prepared procurement plan</li> <li>1.2 Prepared specifications for goods to be procured</li> <li>1.3 Prepared procurement budget</li> <li>1.4 Participated in tender document preparation</li> <li>1.5 Received and updated inventory</li> <li>1.6 contacted suppliers and reviewed licenses</li> <li>1.7 selected the best cost-effective supplier</li> <li>1.8 Participated in negotiation of contracts</li> <li>1.9 Participated in preparation of procurement report</li> <li>1.10 Procured goods, works and services using e-procurement platforms</li> </ul>
2. Resource implications	<ul style="list-style-type: none"> <li>2.1 Computers and telecommunication equipment</li> <li>2.2 Stationery</li> <li>2.3 Relevant legislations</li> </ul>
3. Methods of assessment	Competency in this unit may be assessed through: <ul style="list-style-type: none"> <li>3.1 Written tests</li> <li>3.2 Interviews</li> </ul>

	3.3 Third party reports
4. Context of Assessment	Competency may be assessed: 4.1 On-the-job 4.2 Off-the –job 4.3 During Industrial attachment
5. Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

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## **CORE UNITS OF COMPETENCY**

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## MANAGE PROJECT INCEPTION PHASE

**UNIT CODE:** BUS/OS/PM/CR/01/6/A

### UNIT DESCRIPTION

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

### ELEMENTS AND PERFORMANCE CRITERIA

<b>ELEMENT</b>	<b>PERFORMANCE CRITERIA</b>
<p>These describe the key outcomes which make up workplace function</p>	<p>These are assessable statements which specify the required level of performance for each of the elements.</p> <p><i><b>Bold and italicized terms are elaborated in the Range</b></i></p>
<p>1. Perform situation analysis</p>	<p>1.1 Information related to the problem statement is gathered as per customer/client requirements</p> <p>1.2 Stakeholders relevant to the problem statement identified and target group is selected as per information needs</p> <p>1.3 Problem analysis is done as per gathered information</p> <p>1.4 Perform objectives analysis as per organisational strategic plan</p> <p>1.5 Alternatives analysis is done as per organisations standard operating procedures</p> <p>1.6 Stakeholders (target group) feedback is analysed and recommendations made on the project idea</p>
<p>2. Develop concept note</p>	<p>2.1 Project context and rationale are stated as per the organisation's strategic objectives</p> <p>2.2 Project goals and objectives are enlisted as per organisational strategic objectives</p> <p>2.3 High level project cost is estimated as per gathered information</p> <p>2.4 project benefits are listed as per objectives analysis performed</p>
<p>3. Develop business case</p>	<p>3.1 Identify the business problem is identified as per the problem analysis</p> <p>3.2 Identify alternative solutions are identified as per</p>

	<p>Alternative analysis</p> <p>3.3 Cost benefit analysis is carried out as per the project objectives</p> <p>3.4 Preferred solution is recommended as per alternatives analysis</p> <p>3.5 Implementation approach is described as per the gathered information</p>
4. Carry out feasibility study	<p>4.1 Various types of <b>feasibility study</b> are identified as per gathered information</p> <p>4.2 <b>Tools</b> and participants for the feasibility study are selected as per gathered information</p> <p>4.3 Data is collected, analysed and documented as per customer/client requirement</p> <p>4.4 Make a no/no go decision based on the analysed data</p>
5. Develop Benefits Management plan	<p>5.1 Benefits analysis and planning is performed as per business case</p> <p>5.2 Meaningful metrics and KPIS are developed to measure actual delivery of benefits as per business case</p> <p>5.3 Roles and responsibilities are defined as per organisation operating procedures</p> <p>5.4 Benefits sustainment plan is developed as per organisational strategic objectives</p>
6. Prepare project proposal	<p>6.1 <b>Financing needs</b> are determined based on the project plan</p> <p>6.2 Itemized budget is prepared based on the financing needs</p> <p>6.3 Possible donors are identified based on their funding priorities and requirements</p> <p>6.4 Project proposal is prepared as per the donor requirements</p>
7. Seek project approval and disseminate project approval report to relevant stakeholders	<p>7.1 Project is approved by Sponsor as per organisational operating procedures</p> <p>7.2 Key stakeholders are notified of the approved project as per organisational operating procedures</p> <p>7.3 Project charter is developed as per organisational policies and procedures</p> <p>7.4 Project manager is appointed to lead the project to successful delivery as per project objectives</p> <p>7.5 Determine project phases and development approach as per project objectives</p>
8. Prepare supplier	<p>8.1 Project needs are documented as per project</p>

selection criteria	<p>requirements</p> <p>8.2 supplier prequalification is done as per project requirements and organisation operating procedures</p> <p>8.3 Potential supplier database is listed as per supplier prequalification</p>
9. Prepare Project Acceptance and Closure criteria	<p>9.1 Test parameters and acceptance criteria is developed as per Project objectives and stakeholder requirements</p> <p>9.2 Project/Phase Closure guidelines is developed as per project objectives</p> <p>9.3 Premature project closure guidelines are developed as per project objectives and existing contractual obligations</p> <p>9.4 Dispute resolution guidelines are developed as per existing dispute resolution mechanisms (law of the land)</p> <p>9.5 Checklist for project closure is developed as per stakeholder requirement</p>

## RANGE

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

Variable	Range
1. Feasibility study may include but not limited to:	<ul style="list-style-type: none"> <li>• Economical</li> <li>• Financial</li> <li>• Technical</li> <li>• Social</li> <li>• Ecological</li> <li>• Political</li> </ul>
2. Tools may include but not limited to:	<ul style="list-style-type: none"> <li>• Interviews</li> <li>• Questionnaires</li> <li>• Observations</li> <li>• Focus group discussions</li> <li>• Project selection and appraisal techniques</li> </ul>

## REQUIRED SKILLS AND KNOWLEDGE

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

## Required Skills

The individual needs to demonstrate the following skills:

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

## Required Knowledge

The individual needs to demonstrate knowledge of:

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

## EVIDENCE GUIDE

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

1. Critical aspects of Competency	Assessment requires evidence that the candidate: 1.1 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 Analysed and reported on feasibility study findings
2. Resource Implications	2.1 Assessment Venue 2.2 Computers 2.3 Stationery

	<p>2.4 Means of transport</p> <p>2.5 Telecommunication equipment</p> <p>2.6 Personal protective equipment</p> <p>2.7 Relevant authorizations</p>
3. Methods of Assessment	<p>Competency in this unit may be assessed through:</p> <p>3.1 Interview</p> <p>3.2 Written tests</p> <p>3.3 Third party report</p>
4. Context of Assessment	<p>Competency may be assessed:</p> <p>4.1 On-the-job</p> <p>4.2 Off-the –job</p> <p>4.3 During Industrial attachment</p>
5. Guidance information for assessment	<p>Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.</p>

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## MANAGE PROJECT FINANCING

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

### UNIT DESCRIPTION

This unit covers the competencies required to manage project financing. It involves developing financing structures and options, managing project financing risks, supervising and monitoring the utilization of funds

### 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><b>Bold and italicized terms are elaborated in the Range</b></i>
1. Develop financing structures and options	1.1 Finance mobilization plan is developed as per financing options 1.2 <i><b>Financing options</b></i> are identified as per project plan 1.3 Approval for the financing method is sought as per standard operating procedures 1.4 Financing method is selected as per the organization policy
2. Manage project financing risks	2.1 Financing <i><b>Stakeholders</b></i> are identified as per the financing option 2.2 Financing risks are evaluated as per the financing option 2.3 Risk management plan is prepared as per the risk evaluation report 2.4 Risk and mitigation report is prepared as per standard operating procedures
3. Supervise and monitor the utilization of funds	3.1 Procurement plan is prepared as per the project plan 3.2 Procurement budget is prepared as per the project plan 3.3 Goods, works and services are procured as per the Procurement plan 3.4 Funds utilisation is tracked as per the procurement plan 3.5 Funds utilization control are identified as per the standard operating procedures 3.6 Project progress report is prepared as per the 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
1. Financing options may include but not limited to:	<ul style="list-style-type: none"> <li>• Grants</li> <li>• development aid</li> <li>• fundraising</li> <li>• PPP</li> <li>• venture capitals</li> </ul>
2. Stakeholders may include but not limited to:	<ul style="list-style-type: none"> <li>• Lenders and loaners</li> <li>• Customers</li> <li>• Government</li> <li>• professional bodies</li> <li>• contractors</li> <li>• suppliers</li> <li>• trade unions</li> <li>• capital markets</li> <li>• employees</li> <li>• multilateral agencies</li> <li>• direct equity investment funds</li> </ul>

## 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
- Grant management

## EVIDENCE GUIDE

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

1. Critical aspects of competency	Assessment requires evidence that the candidate: 1.1 identified financing options 1.2 prepared financial reports 1.3 identified project financing risks 1.4 prepared funding proposals
2. Resource implications	Stationery 2.1 Relevant legislations 2.2 Computers
3. Methods of assessment	Competency in this unit may be assessed through: 3.1 Written tests 3.2 Interviews
4. Context of Assessment	Competency may be assessed: 4.1 On-the-job 4.2 Off-the –job 4.3 During Industrial attachment
5. Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.



## MANAGE PROJECT DESIGN AND PLANNING

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

### UNIT DESCRIPTION

This unit covers the competencies required to manage project design and planning. It involves identifying and managing project design team, developing project design plan, developing project implementation plan and identifying project resources.

### ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT	PERFORMANCE CRITERIA
<p>These describe the key outcomes which make up workplace function</p>	<p>These are assessable statements which specify the required level of performance for each of the elements.</p> <p><i><b>Bold and italicized terms are elaborated in the Range</b></i></p>
<p>1. Identify and manage project design team</p>	<p>1.1 Job descriptions and specifications of project team members are developed as per project design requirement</p> <p>1.2 Project team is procured as per as the job description and specifications</p> <p>1.3 Tasks are allocated as per the job description and specifications</p>
<p>2. Develop project design plan</p>	<p>2.1 <i><b>Relevant information</b></i> is acquired and organized as per the project needs</p> <p>2.2 Project design is developed as per the project needs</p> <p>2.3 Project design is submitted for approval as per the standard operating procedures and regulatory requirements</p> <p>2.4 Budget design plan is prepared and approved as the standard operating procedures</p>
<p>3. Develop project implementation plan</p>	<p>3.1 Work plans are prepared as per project outcomes</p> <p>3.2 Procedure for resource management is outlined as per the project milestone</p> <p>3.3 Project timeline is prepared as per the project outcome</p> <p>3.4 A communication plan for stakeholders is prepared as per standard operating procedures</p> <p>3.5 M&amp;E schedule is prepared as per the project outcomes and objectives</p> <p>3.6 Procedures for stakeholder involvement are outlined as per the project objectives</p>
<p>4. Develop</p>	<p>4.1 Project activities are defined as per project</p>

project schedule	<p>implementation plan</p> <p>4.2 Project activities are sequenced as per project implementation plan</p> <p>4.3 Activity schedules are developed as per project implementation plan</p>
5. Identify project resources	<p>5.1 <i>Resources breakdown structures</i> is prepared as per the project objectives</p> <p>5.2 <i>Resource calendar</i> is prepared as per project objectives</p>
6. determine project implementation budget	<p>1.1 Activity cost is estimated as per project schedule</p> <p>1.2 project implementation budget is developed as per the project schedule</p> <p>1.3 project implementation cost is controlled as per project scope</p>

## RANGE

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

Variable	Range
1. Relevant information may include but not limited to:	<ul style="list-style-type: none"> <li>• what the project entails</li> <li>• where it will be done</li> <li>• when it will be done</li> <li>• who will be doing it</li> <li>• how it will be done</li> <li>• why it will be done</li> </ul>
2. Relevant stakeholders may include but not limited to:	<ul style="list-style-type: none"> <li>• Financiers</li> <li>• Approvers</li> </ul>
3. Resource breakdown structure may include but not limited to:	<ul style="list-style-type: none"> <li>• people</li> <li>• machinery</li> <li>• equipment</li> <li>• supplies</li> <li>• facilities</li> </ul>
4. resource calendar may include but not limited to:	<ul style="list-style-type: none"> <li>• quantity of resource</li> <li>• resource type</li> <li>• requirement date</li> <li>• resource quality</li> <li>• performance</li> </ul>

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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
- 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 in this unit may be assessed through: 3.1 Written tests 3.2 Interviews 3.3 Third party reports
4. Context of Assessment	Competency may be assessed: 4.1 On-the-job 4.2 Off-the –job 4.3 During Industrial attachment
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/A

### UNIT DESCRIPTION

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

### ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT	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><b>Bold and italicized terms are elaborated in the Range</b></i>
1. Identify and manage project implementation team	1.1 Job descriptions and specification of project implementation teams are developed as per project plan 1.2 Project implementation team is acquired as per project plan 1.3 Project implementation team is trained and developed as per the project requirement 1.4 Tasks are allocated as per the project objectives 1.5 Team member performance is assessed as per the project objectives 1.6 Employee release procedures are developed as per human resource policy and project schedule
2. Acquire and manage project resources	2.1 <i><b>Infrastructure</b></i> is set up as per the implementation plan 2.2 Project resources are allocated as per project requirements 2.3 Asset register is developed and updated as per the allocation schedule 2.4 Project resource are maintained as per resource calendar 2.5 Resources are monitored for under/over utilization as per allocation schedule and resource calendar
3. Manage project stakeholders	3.1 Stakeholder engagement plan is developed as per scheduled milestone 3.2 stakeholder engagement strategy is developed as per stakeholder's relationship 3.3 Stakeholder communication plan is developed as per stakeholder needs

	<p>3.4 Stakeholder engagement is monitored as per the stakeholder engagement plan</p> <p>3.5 Stakeholder involvement is effected based on the engagement plan</p> <p>3.6 Stakeholder concerns and issues are addressed as per the standard operation procedures</p>
4. Project take off and Commissioning	<p>4.1 Procedures for take-off and commissioning are implemented as per project plan</p> <p>4.2 Take off and commissioning duties are performed as per organizational policy and procedures</p>
5. Monitor and control the project activities	<p>5.1 Guidelines for monitoring and control are undertaken as per the M&amp;E plan</p> <p>5.2 <b>Project parameters</b> are monitored and correction/corrective/preventive measures are applied as per M&amp;E plan</p> <p>5.3 Monitoring and control report is prepared and approved as per the project schedule</p> <p>5.4 Implementation progress reports are prepared and shared as per project schedules</p> <p>5.5 Lessons learnt are documented as per standard operating procedures</p>

## RANGE

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

Variable	Range
1. Project parameters may include but not limited to:	<ul style="list-style-type: none"> <li>• Cost</li> <li>• Budget</li> <li>• Quality and Standards</li> <li>• Time</li> <li>• Scope</li> <li>• Risks</li> <li>• social change</li> <li>• environment and political issues</li> </ul>

## 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
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	<ul style="list-style-type: none"> <li>1.2 participated in quality assessment and standardization of the works</li> <li>1.3 monitored and mitigated risks</li> <li>1.4 monitored budget and costs</li> <li>1.5 compiled implementation report</li> <li>1.6 monitored and reported the project progress</li> </ul>
2. Resource implications	<p>Computers and telecommunication equipment</p> <ul style="list-style-type: none"> <li>2.1 Stationery</li> <li>2.2 Relevant legislations</li> <li>2.3 PPE</li> </ul>
3. Methods of assessment	<p>Competency may be assessed through:</p> <ul style="list-style-type: none"> <li>3.1 Written tests</li> <li>3.2 Interviews</li> <li>3.3 Third party reports</li> </ul>
4. Context of Assessment	<p>Competency in this unit may be assessed through:</p> <ul style="list-style-type: none"> <li>4.1 On-the-job</li> <li>4.2 Off-the –job</li> <li>4.3 During Industrial attachment</li> </ul>
5. Guidance information for assessment	<p>Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.</p>



## MANAGE PROJECT RISKS

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

### UNIT DESCRIPTION

This unit covers the competencies required to manage project risks. It involves identifying and analysing project risks, establishing risk treatment controls, monitoring project risks and assessing risk management outcomes.

### ELEMENTS AND PERFORMANCE CRITERIA

<b>ELEMENT</b>	<b>PERFORMANCE CRITERIA</b>
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><b>Bold and italicized terms are elaborated in the Range</b></i>
1. Identify project risks	1.1 Risk objectives and standards are determined as per input from stakeholders 1.2 <i><b>Project risk</b></i> context is established to inform risk management processes as per project objectives 1.3 Project risks are identified as per risk identification methods 1.4 Project risks are classified as per risk categories
2. Analyse project risks	2.1 Risk analysis classification criteria is determined as per risk category 2.2 Risks, threats and opportunities are analysed as per project objectives 2.3 Risk priorities are determine as per organization policies and procedures 2.4 Risk analysis outcomes are documented as per the standard operating procedures
3. Establish risk treatment and controls	3.1 Existing risk controls are identified as per the project plan 3.2 Existing risk controls are documented as per the work place procedures 3.3 Risk treatment options are determined as per risk category and severity

<b>ELEMENT</b>	<b>PERFORMANCE CRITERIA</b>
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><b>Bold and italicized terms are elaborated in the Range</b></i>
	3.4 Risk treatment are recorded and implemented as per standard operating procedures 3.5 Risk plans are updated, and risk responsibilities allocated to project team members as per project plan
4. Monitor and control project risks	4.1 Regular risk review processes are established as per the risk monitoring plan 4.2 Risk environment is regularly monitored as per project plan 4.3 Risk responses to changed environment are determined as per the project plan 4.4 Agreed risk responses are implemented as per risk treatment and control plans.
5. Assess risk management outcomes	5.3 Project outcomes are reviewed as per project deliverables 5.4 Risk management issues are documented as per standard operating procedures

## **RANGE**

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

<b>Variable</b>	<b>Range</b>
1. Project risks may include but not limited to:	<ul style="list-style-type: none"> <li>• project level risks</li> <li>• project task level risks</li> </ul>

## **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	Competency in this unit may be assessed through: 3.1 Interviews 3.2 Written tests 3.3 Third party reports
4. Context of Assessment	Competency may be assessed: 4.1 On-the-job 4.2 Off-the –job 4.3 During Industrial attachment
5. Guidance	Holistic assessment with other units relevant to the

information for assessment	industry sector, workplace and job role is recommended.
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## MONITOR AND EVALUATE PROJECTS

**UNIT CODE:** BUS/OS/PM/CR/06/6/A

### UNIT DESCRIPTION

This unit covers the competencies to monitor and evaluate projects. It involves reviewing project design, identifying performance indicators, developing M & E System, developing M&E methods and tools, budgeting for M&E, identifying M&E project team and conducting monitoring & Evaluation.

### 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><b>Bold and italicized terms are elaborated in the Range</b></i>
1. Review project design	1.1.Project goal is identified as per the project plan 1.2.Project objectives are identified as per the project scope 1.3.Project outcomes/output is identified as per project plan 1.4.Project activities are identified as per the project objectives 1.5.Project inputs are determined based on project activities 1.6. <i><b>Project logical framework</b></i> is developed per project result levels 1.7.Objectively verifiable indicators are identified as the link as per the project logical framework
2. Identify performance indicators	2.1.Project plan is reviewed as per project objectives 2.2.Work plans are reviewed as per project scope 2.3. <i><b>Performance indicators</b></i> are identified as per the project log frame
3. Develop M & E System	3.1 Monitoring plan is developed as per project objectives 3.2 Monitoring & Evaluation framework/system developed as per the performance indicators 3.3 Project evaluation schedules are determined as per the project plan
4. Develop M&E methods and tools	4.1 Monitoring & Evaluation data collection methods determined as per the objectives of the project 4.2 Monitoring & Evaluation tools are developed as per the performance indicators 4.3 M&E tools approval is sought based on workplace procedures

	4.4 M&E tools are piloted/tested as per the standard operating procedures.
5. Budget for M&E	5.1 Expenditure items are determined based on project m & e activities 5.2 Budget is prepared and determined based on m & e expenditure items as per the organization policy 5.3 M&E expenditure report is prepared as per standard operating procedures.
6. Identify M&E project team	1.4 Roles and responsibilities are determined based on project needs 1.5 Duties and responsibilities are allocated as per project needs 1.6 M & E team equipped with necessary skills and competences as project needs
7. Conduct monitoring & Evaluation	7.1 Monitoring data is collected as per the project performance indicators. 7.2 Terms of reference for project evaluation are developed as per the project needs 7.3 Project Evaluation is designed, and data collected as the project performance indicators 7.4 <i>M &amp; E data</i> is cleaned and collated as standard operating procedures 7.5 M & E <i>data</i> is analysed as per tools of analysis 7.6 Data is interpreted and presented for decision making as the organization procedures 7.7 M&E report is prepared as per organization procedures and requirements 7.8 M & E reports disseminated as per the organization policies

## RANGE

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

Variable	Range
1. Project logical framework may include but not limited to:	<ul style="list-style-type: none"> <li>• Indicators</li> <li>• Verifiable evidence</li> <li>• Timelines</li> <li>• Responsibility</li> </ul>

	<ul style="list-style-type: none"> <li>• Assumptions</li> </ul>
2. Performance indicators may include but not limited to:	<ul style="list-style-type: none"> <li>• Quality</li> <li>• timelines</li> <li>• Cost</li> <li>• Quantity</li> <li>• Results</li> <li>• Activities</li> </ul>
3. M&E data collection method may include but not limited to:	<ul style="list-style-type: none"> <li>• Questionnaires</li> <li>• Interviews</li> <li>• Observation</li> <li>• Desk review</li> <li>• Household surveys</li> </ul>
4. Data is analysed may include but not limited to:	<ul style="list-style-type: none"> <li>• Statistical packages</li> <li>• Spreadsheets</li> <li>• Frequency tables</li> <li>• Graphs</li> <li>• Charts</li> </ul>

## 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: <ul style="list-style-type: none"> <li>1.1 Developed M&amp;E plan</li> <li>1.2 Identified performance indicators</li> <li>1.3 Developed M&amp;E tools</li> <li>1.4 Collected and analyzed M&amp;E data</li> <li>1.5 Prepared M&amp;E report</li> </ul>
2. Resource implications	<ul style="list-style-type: none"> <li>2.1 Computers</li> <li>2.2 Telecommunication equipment</li> <li>2.3 Stationery</li> </ul>
3. Methods of assessment	Competency in this unit may be assessed through: <ul style="list-style-type: none"> <li>3.1 Written tests</li> <li>3.2 Interviews</li> <li>3.3 Third party reports</li> </ul>
4. Context of Assessment	Competency may be assessed: <ul style="list-style-type: none"> <li>4.1 On-the-job</li> <li>4.2 Off-the-job</li> <li>4.3 During Industrial attachment</li> </ul>
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/A

### UNIT DESCRIPTION

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

### ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT	PERFORMANCE CRITERIA
<p>These describe the key outcomes which make up workplace function</p>	<p>These are assessable statements which specify the required level of performance for each of the elements.</p> <p><i><b>Bold and italicized terms are elaborated in the Range</b></i></p>
<p>1. Develop audit plan</p>	<p>1.1 Audit objective is defined as per the project scope.                      1.2 Audit scope is defined as per the audit objective.                      1.3 <i><b>Audit Criteria</b></i> is determined as per the audit objective.                      1.4 Audit team composition is determined as per the <i><b>audit scope</b></i>.                      1.5 Audit team is appointed as per the audit scope.                      1.6 Roles and responsibilities of the audit team are defined and assigned as per the audit objective and audit scope.</p>
<p>2. Develop audit tools</p>	<p>2.1 <i><b>Audit tools</b></i> are identified as per the audit objective and audit scope.                      2.2 Audit team is trained on audit tools development and application as per the audit objective.                      2.3 Audit tools are developed/acquired as per the audit scope and objective.</p>
<p>3. Develop audit budget</p>	<p>3.1 <i><b>Budget requirements</b></i> are defined and computed as per the audit scope.                      3.2 Control procedures are put in place for budget tracking and monitoring as per the audit budget.                      3.3 Corrective action is implemented as per the standard operating procedures.</p>
<p>4. Conduct audit</p>	<p>4.1 <i><b>Audit procedures</b></i> are conducted as per the audit plan.                      4.2 Audit report is prepared and presented to project management and other stakeholders as per the organization's standard operating procedures.                      4.3 Comments from project management and stakeholders are incorporated in the audit report as per the standard</p>

	operating procedures. 4.4 Final project audit report is shared as per the standard operating procedures.
5. Follow-up on audit recommendations	5.1 Follow-up action is agreed upon. 5.2 Status of implementation of audit recommendations is assessed as per the audit plan.
6. Conduct project review	6.1 <b>Type of review</b> to be conducted is determined as per the project plan. 6.2 Project review objective is determined as per the project plan 6.3 Review <b>parameters</b> are determined as per the project objective. 6.4 Project <b>review team</b> is identified as per the scope under review. 6.5 Project review participants/stakeholders are identified as per the review parameters. 6.6 Project review plan is developed as per the project review parameters. 6.7 Project review tools and methodology is determined as per the review parameters. 6.8 Review is conducted as per the review plan. 6.9 The results of the review are documented and disseminated as per the standard operating procedures. 6.10 Lessons learnt are documented as per the standard operating procedures.

## RANGE

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

Variable	Range
1. Audit scope may include but not limited to:	<ul style="list-style-type: none"> <li>• Boundaries/limitations within which a project audit is conducted: such as the functions to be audited,</li> <li>• Geographical location of the audit</li> <li>• Functional boundaries/sections to be audited</li> </ul>
2. Audit objective may include but not limited to:	<ul style="list-style-type: none"> <li>• The purpose for which the audit is conducted such as to check the level of compliance to given standards and requirements.</li> </ul>

3. Audit procedures may include but not limited to:	<ul style="list-style-type: none"> <li>• Audit meetings</li> <li>• Document review</li> <li>• Interviews</li> <li>• Observations</li> </ul>
4. Audit Criteria may include but not limited to:	<ul style="list-style-type: none"> <li>• Project plan</li> <li>• Project deliverables</li> <li>• Organisation's standard operating procedures and guidelines</li> <li>• Legal and regulatory requirements</li> <li>• International standards IFRS (International Financial Reporting Standards)</li> <li>• Specific donor or financier standards or requirements</li> </ul>
5. Audit tools may include but not limited to:	<ul style="list-style-type: none"> <li>• Software</li> <li>• Questionnaires</li> <li>• Audit checklists</li> </ul>
6. Budget requirements may include but not limited to:	<ul style="list-style-type: none"> <li>• Finances,</li> <li>• Human resources/personnel,</li> <li>• Hardware</li> <li>• Software</li> <li>• Time</li> </ul>
7. Type of review may include but not limited to:	<ul style="list-style-type: none"> <li>• Project phase review</li> <li>• End of project review</li> </ul>
8. Parameters may include but not limited to:	<ul style="list-style-type: none"> <li>• Project schedule/timelines</li> <li>• Scope</li> <li>• Budget</li> <li>• Deliverables</li> <li>• Risk control and mitigation</li> </ul>
9. Review team may include but not limited to:	<ul style="list-style-type: none"> <li>• 3<sup>rd</sup> party</li> <li>• Project team</li> <li>• <u>Peer review team</u></li> </ul>

## REQUIRED SKILLS AND KNOWLEDGE

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

### Required Skills

The individual needs to demonstrate the following skills:

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

### **Required Knowledge**

The individual needs to demonstrate knowledge of:

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

### **EVIDENCE GUIDE**

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

1. Critical aspects of competency	Assessment requires evidence that the candidate: 1.1 Developed audit plan and budget 1.2 Utilized audit tools 1.3 Conducted audit 1.4 Prepared audit report
2. Resource implications	2.1 Reprography facilities Telecommunication equipment Stationery
3. Methods of assessment	Competency in this unit may be assessed through: 3.1 Written tests 3.2 Interviews 3.3 Third party reports
4. Context of Assessment	Competency may be assessed: 4.1 On-the-job 4.2 Off-the –job 4.3 During Industrial attachment
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/A

### UNIT DESCRIPTION

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

### ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT	PERFORMANCE CRITERIA
<p>These describe the key outcomes which make up workplace function</p>	<p>These are assessable statements which specify the required level of performance for each of the elements.</p> <p><i><b>Bold and italicized terms are elaborated in the Range</b></i></p>
<p>1. Identify project environment</p>	<p>1.1 Project’s cultural environment is identified based on stakeholders’ customs, religious believes, ethnicity, and ethical behaviors.</p> <p>1.2 Project’s social environment is identified based on stakeholders’ demographics, educational, and economic status</p> <p>1.3 Project’s physical environment is identified based on geographical location, climate, and working conditions</p> <p>1.4 Project’s organizational environment is identified based on <i><b>organizational process assets</b></i> and <i><b>enterprise environmental factors</b></i></p> <p>1.5 Project’s political environment is identified based on the political systems, logistics, import/export issues, travel restrictions obtaining in the country the project is located</p> <p>1.6 Project’s legal environment is identified based on international, national, regional, and local laws and customs</p> <p>1.7 Stakeholders are involved in identifying project environment</p>
<p>2. Perform project environment analysis</p>	<p>2.1 <i><b>Project environment analysis</b></i> is performed based on project needs</p> <p>2.2 Stakeholders are involved in performing project environment analysis</p> <p>2.3 Project environment analysis is documented based on the organizational standard procedures</p>

3. Develop project environment monitoring plan.	3.1 Project environment monitoring plan is developed based on the project environment analysis 3.2 Stakeholders are involved in the development of the project environment monitoring plan
4. Monitor project environment.	4.1 Project environment is monitored based on the project environment monitoring plan 4.2 Stakeholders are in involved in monitoring of the project environment 4.3 Challenges to the project emanating from the project environment are addressed based on project objectives

## RANGE

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

Variable	Range
1. Project environment may include but not limited to:	<ul style="list-style-type: none"> <li>• organizational cultural norms and behaviours</li> <li>• social context</li> <li>• political climate</li> <li>• physical environment</li> <li>• economic environment</li> <li>• government or industry standards</li> <li>• organizational standard processes</li> <li>• organizational policies</li> <li>• organizational knowledge bases</li> <li>• organizational templates</li> <li>• internal databases</li> <li>• organizational structure</li> <li>• infrastructure</li> <li>• stakeholder risk tolerance</li> <li>• organizational politics and power</li> </ul>
2. Organizational process assets may include but not limited to:	<ul style="list-style-type: none"> <li>• processes</li> <li>• procedures</li> <li>• methodologies</li> <li>• policies</li> <li>• organizational politics</li> </ul>
3. Enterprise environmental	<ul style="list-style-type: none"> <li>• organizational culture, structure, and governance</li> <li>• geographic distribution of facilities and resources</li> </ul>

<p>factors may include but not limited to:</p>	<ul style="list-style-type: none"> <li>• infrastructure</li> <li>• information technologies</li> <li>• resource availability</li> <li>• employee capability</li> <li>• market place conditions</li> <li>• social and cultural influences and issues</li> <li>• government or industry standards</li> <li>• legal restrictions</li> <li>• physical environment conditions e.g. climate, working conditions and constraints</li> <li>• financial considerations e.g. interest rates, tariffs, geographical location, and inflation rates</li> <li>• Activists or pressure groups</li> </ul>
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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:

- Social environment
- Cultural environment
- Economic environment
- International and political environment
- Organizational process assets
- Enterprise environmental assets



- Legal environment
- Physical environment

## EVIDENCE GUIDE

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

1. Critical aspects of competency	Assessment requires evidence that the candidate: 1.1 Identified project environment 1.2 Performed project environment analysis 1.3 Developed project environment monitoring plan 1.4 Monitored project environment
2. Resource implications	2.1 Computers 2.2 Telecommunication equipment 2.3 Stationery 2.4 Travel 2.5 Internet 2.6 Print and electronic media
3. Methods of assessment	Competency in this unit may be assessed through: 3.1 Written tests 3.2 Interviews 3.3 Third party reports
4. Context of Assessment	Competency may be assessed: 4.1 On-the-job 4.2 Off-the –job 4.3 During Industrial attachment
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/A

### UNIT DESCRIPTION

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

### ELEMENTS AND PERFORMANCE CRITERIA

<b>ELEMENT</b>	<b>PERFORMANCE CRITERIA</b>
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><b>Bold and italicized terms are elaborated in the Range</b></i>
1. Plan for Project Closure Review Meeting	1.1 Develop checklist for review as per Project requirements 1.2 Invite key stakeholders for review process as per stakeholder register 1.3 Conduct meeting as per organizational operating procedures 1.4 Document lessons learned as per project implementation
2. Complete documentation and Signoff	1.5 Review completion of requirements as per requirements traceability matrix 1.6 Ensure all invoices have been paid up as per contractual obligations 1.7 Document discrepancies to be addressed in the next phase or in claims administration as per organization operating procedures and contractual obligations 1.8 Capture the value for project management as per organization operating procedures
3. Review project sustainability	1.9 Project <i><b>Sustainability measures</b></i> are reviewed as per benefits realization plan 1.10 Perform benefits assessment as per project business case 1.11 Develop business cases and potential initiation of new projects to respond to operational issues as per organization strategy 1.12 Perform value analysis and document value for money as per business case
4. Release Resources	2.1 Develop checklist for releasing resources as per project schedule and contractual obligations 2. 3.3 Project team is disengaged according to labour laws 3.4 project assets are disposed as per <i><b>procurement and disposal procedures</b></i> 2.4 Ensure signoff for resources release and file evidence as per organization procedure

5. Archive Project Documents	3.1 Define the documents to be archived as per project requirements and Organization standard procedures 3.2 Establish archive location and format as per document requirements Catalog information to be archived as per organization standard procedures Share link to document archival to relevant stakeholders as per operating procedures
6. 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
7. Prepare project transition	1.4 Define how changes to the business units and new environment will be implemented as per project requirements and organization operating procedures 1.5 Define maintenance and support requirements and how they will be achieved as per operational requirements 1.6 Document intellectual property and copyrights as organization procedures 1.7 Develop SLAs as per KPIs and Underpinning contracts 1.8 Handover project as per set organization operating procedures
8. Celebrate Success	1.9 Prepare a bash for the project team members as per organization operating procedures 1.10 Communicate value of project management to key stakeholders as per organization operating procedures 1.11 Reward project team as per organization operating procedures

## RANGE

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

Variable	Range
1. Sustainability Measures may include but not limited to:	<ul style="list-style-type: none"> <li>• Community engagement/ participation</li> <li>• Community associations</li> <li>• Member contributions</li> <li>• Charging of levies/ fees</li> <li>• Fundraising</li> </ul>
2. Procurement and disposal procedures may include but not limited to:	<ul style="list-style-type: none"> <li>• Public procurement and regulations authority (PPRA)</li> <li>• Public procurement and disposal act</li> <li>• Organizational policies on procurement and disposal</li> </ul>

## 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	2.1 Computers 2.2 Telecommunication equipment 2.3 Stationery

3. Methods of assessment	Competency in this unit may be assessed through: 3.1 Written tests 3.2 Interviews 3.3 Third party reports
4. Context of Assessment	Competency may be assessed: 4.1 On-the-job 4.2 Off-the –job 4.3 During Industrial attachment
5. Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

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## MANAGE PROJECT STAKEHOLDERS

**UNIT CODE:** BUS/OS/PM/CR/10/6/A

### UNIT DESCRIPTION

This unit covers the competencies required to manage project stakeholders. It involves identifying stakeholders, undertaking stakeholder analysis, managing stakeholder communication and undertaking stakeholder's engagement

### ELEMENTS AND PERFORMANCE CRITERIA

<b>ELEMENT</b>	<b>PERFORMANCE CRITERIA</b>
<p>These describe the key outcomes which make up workplace function</p>	<p>These are assessable statements which specify the required level of performance for each of the elements.</p> <p><i><b>Bold and italicized terms are elaborated in the Range</b></i></p>
1. Identify stakeholders	<p>1.1 Project boundaries are identified as per the project scope</p> <p>1.2 Key project objectives are identified as per the business case</p> <p>1.3 Stakeholders are determined as per the impact of project outcome</p> <p>1.4 Stakeholders impact on project outcome is determined as per the project requirements</p>
2. Undertake stakeholder analysis	<p>2.1 Stakeholder Influence is determined as per their impact on project outcome</p> <p>2.2 Stakeholder roles and responsibilities are determined as per project schedule</p> <p>2.3 Stakeholder interest are determined as per project outcome</p> <p>2.4 Stakeholder relationships are determined as per project requirements</p>
3. Manage stakeholder communication	<p>3.1 Communication needs are identified as per stakeholders' category</p> <p>3.2 Communication is planned as per project schedule</p> <p>3.3 Methods of communication are determined as</p>

	<p>per the communication needs</p> <p>3.4 Channels of communication are determined as per stakeholder’s category</p> <p>3.5 Feedback is received as per the standard operating procedures</p> <p>3.6 Stakeholders communication is documented as per the standard operating procedures</p> <p>3.7 Stakeholder feedback is disseminated as per the stakeholder needs</p>
4. Undertake stakeholders engagement	<p>4.1 Stakeholder relationships are determined as per stakeholder register</p> <p>4.2 Stakeholder engagement strategy is developed as per stakeholder assessment</p> <p>4.3 Stakeholder engagement is monitored as per their impact on project outcome</p> <p>4.4 Stakeholder engagement report is prepared as per stakeholder engagement strategy</p>

## 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:

## 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
- Risk analysis skills
- Negotiation
- Networking
- Meeting management
- Administrative

### Required Knowledge

The individual needs to demonstrate knowledge of:

- Relevant legislations and policies
- Project design
- Preparation of reports
- Budgeting
- conflict resolutions
- contract negotiations
- stakeholder mapping
- project environment management
- organization structure, culture and agility
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### 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 stakeholders 1.2 Undertook stakeholder analysis 1.3 Managed stakeholder communication 1.4 Undertook stakeholder's engagement
2. Resource implications	2.1 Computers and telecommunication equipment 2.2 Stationery 2.3 Relevant legislations 2.4 PPE
3. Methods of	Competency in this unit may be assessed through:



assessment	3.1 Written tests 3.2 Interviews 3.3 Third party reports
4. Context of Assessment	Competency may be assessed: 4.1 On-the-job 4.2 Off-the –job 4.3 During Industrial attachment
5. Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

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## MANAGE PROJECT SCOPE

**UNIT CODE:** BUS/OS/PM/CR/11/6/A

### UNIT DESCRIPTION

This unit covers the competencies required to manage project scope. It involves collecting project requirements, defining project scope, creating work break down structure and validating project scope.

### 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><b>Bold and italicized terms are elaborated in the Range</b></i>
1. Collect project requirements	1.1 Legal requirements are identified as per the nature of the project 1.2 Stakeholders expectations are obtained as per data collection methods 1.3 Features and functions of the product are defined as per the project objectives 1.4 Project requirements are documented as per standard operating procedures 1.5 Project requirements traceability matrix is prepared as per stakeholder requirements
2. Define project scope	2.1 Project requirements collected are analysed as per the project objectives 2.2 Projects inclusion and exclusion are determined as per the project objective 2.3 Project requirements are prioritised and categorised as per the stakeholders needs and expectations 2.4 Project description is developed as per the project requirements
3. create work break down structure	3.1 Project components are defined as per the project goals 3.2 Deliverables are defined as per project objectives 3.3 Activities are defined as per project deliverables 3.4 Activity cost is estimated as per project requirements 3.5 Activity duration is estimated as per project requirements 3.6 Value for money is determined as per the business case 3.7 Activity is sequenced as per activity dependencies and relationship 3.8 Activity resources are estimated as per work breakdown

	<p>structure</p> <p>3.9 Project schedules are developed as per the sequenced activity</p> <p>3.10 Budget is determined as per the estimated activity cost</p>
4. Validate project scope	<p>4.1 Deliverable acceptance criteria are defined as per stakeholders' requirements</p> <p>4.2 Test cases and scenarios are developed as per the product features and functions</p> <p>4.3 Validation methods are determined as per the project requirements</p> <p>4.4 Tools and techniques are developed as per the project requirements</p> <p>4.5 Progress is reviewed as per the project schedule</p> <p>4.6 Variances are identified as per the test results</p> <p>4.7 Corrective action is undertaken as per the identified variances</p> <p>4.8 Test results are documented as per the standard operating procedures</p> <p>4.9 Approval of change request is obtained as per the user requirements</p> <p>4.10 Customer sign off is obtained as per customer requirement</p>

## 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:

## 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
- Risk analysis skills
- Negotiation
- Networking
- Meeting management
- Administrative

### **Required Knowledge**

The individual needs to demonstrate knowledge of:

- Relevant legislations and policies
- Project design
- Preparation of reports
- Budgeting
- conflict resolutions
- contract negotiations
- stakeholder mapping
- project environment management
- organization structure, culture and agility
- 

### **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 Collected project requirements 1.2 Defined project scope 1.3 created work break down structure 1.4 Validated project scope
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2. Resource implications	<ul style="list-style-type: none"> <li>2.1 Computers and telecommunication equipment</li> <li>2.2 Stationery</li> <li>2.3 Relevant legislations</li> <li>2.4 PPE</li> </ul>
3. Methods of assessment	<p>Competency in this unit may be assessed through:</p> <ul style="list-style-type: none"> <li>3.1 Written tests</li> <li>3.2 Interviews</li> <li>3.3 Third party reports</li> </ul>
4. Context of Assessment	<p>Competency may be assessed:</p> <ul style="list-style-type: none"> <li>4.1 On-the-job</li> <li>4.2 Off-the –job</li> <li>4.3 During Industrial attachment</li> </ul>
5. Guidance information for assessment	<p>Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.</p>

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