****

**REPUBLIC OF KENYA**

**COMPETENCY BASED CURRICULUM**

**FOR**

**COOPERATIVE MANAGEMENT**

**LEVEL 6**



TVET CDACC

P.O. BOX 15745-00100

NAIROBI

First published 2018

©2018, TVET CDACC

All rights reserved. No part of this curriculum may be reproduced, distributed, or transmitted in any form or by any means, including photocopying, recording, or other electronic or mechanical methods without the prior written permission of the TVET CDACC, except in the case of brief quotations embodied in critical reviews and certain other non-commercial uses permitted by copyright law. For permission requests, write to the Council Secretary/CEO, at the address below:

**Council Secretary/CEO**

**TVET Curriculum Development, Assessment and Certification Council**

**P.O. Box 15745–00100**

**Nairobi, Kenya**

**Email:** [**info@tvetcdacc.go.ke**](mailto:info@tvetcdacc.go.ke)

**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 Kenya’s development blue print 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 and this resulted in the formulation of the Policy Framework for Reforming Education and Training (Sessional Paper No. 14 of 2012).

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 this Curriculum has been developed.

It is my conviction that this curriculum will play a great role towards development of competent human resource for the Cooperative 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 the Sessional Paper No. 14 of 2012 on Reforming Education and Training in Kenya, emphasized the need toreform curriculum development, assessment and certification. This called for a shift to CBET to address the mismatch between skills acquired through training and skills needed by industry as well as increase the global competitiveness of Kenyan labour force.

TVET Curriculum Development, Assessment and Certification Council (TVET CDACC) in conjunction with Business sector Skills Advisory Committee (SSAC), have developed this curriculum.

This curriculum has been developed following the CBET framework policy; the CBETA Standards and guidelines provided by the TVET Authority and the Kenya National Qualification framework designed by the Kenya National Qualification Authority.

This curriculum is designed and organized with an outline of learning outcomes; suggested delivery methods, training/learning resources and methods of assessing the trainee’s achievement. The curriculum is competency-based and allows multiple entry and exit to the course.

I am grateful to the Council Members, Council Secretariat, Business SSAC, expert workers and all those who participated in the development of this curriculum.

**CHAIRPERSON**

**TVET CDACC**

**ACKNOWLEDGEMENT**

This curriculum has been designed for competency-based training and has independent units of learning that allow the trainee flexibility in entry and exit. In developing the curriculum, significant involvement and support was received from various organizations.

I recognize with appreciation the role of the Business sector Skills Advisory Committee (SSAC) in ensuring that competencies required by the industry are addressed in the curriculum. I also thank all stakeholders in the Sports sector for their valuable input and all those who participated in the process of developing this curriculum.

I am convinced that this curriculum will go a long way in ensuring that trainees will acquire competencies that will enable them to perform their work more efficiently.

**COUNCIL SECRETARY/CEO**

**TVET CDACC**

TABLE OF CONTENTS

[FOREWORD iii](#_Toc68089274)

[PREFACE iv](#_Toc68089275)

[ACKNOWLEDGEMENT v](#_Toc68089276)

[ABBREVIATIONS AND ACRONYMS vii](#_Toc68089277)

[KEY TO UNIT CODE ix](#_Toc68089278)

[COURSE OVERVIEW i](#_Toc68089279)

[BASIC UNITS OF LEARNING v](#_Toc68089280)

[COMMUNICATION SKILLS 6](#_Toc68089281)

[NUMERACY SKILLS 9](#_Toc68089282)

[DIGITAL LITERACY 13](#_Toc68089283)

[ENTREPRENEURIAL SKILLS 16](#_Toc68089284)

[EMPLOYABILITY SKILLS 19](#_Toc68089285)

[ENVIRONMENTAL LITERACY 25](#_Toc68089286)

[OCCUPATIONAL SAFETY AND HEALTH PRACTICES 29](#_Toc68089287)

[CORE UNITS OF LEARNING 31](#_Toc68089288)

[HUMAN RESOURCE OPERATIONS 32](#_Toc68089289)

[FINANCIAL OPERATIONS 36](#_Toc68089290)

[MARKETING OF COOPERATIVE SOCIETY PRODUCTS AND SERVICES 40](#_Toc68089291)

[OPERATION SYSTEMS MANAGEMENT 43](#_Toc68089292)

[COOPERATIVE SOCIETY PERFORMANCE MANAGEMENT 46](#_Toc68089293)

[COOPERATIVE SOCIETY PUBLIC RELATIONS 48](#_Toc68089294)

[COOPERATIVE SOCIETY’S STRATEGIC PLANNING 51](#_Toc68089295)

[SECRETARIAL SERVICES 53](#_Toc68089296)

[COOPERATIVE SOCIETY POLICIES MANAGEMENT 56](#_Toc68089297)

[COMPLIANCE WITH ACTS AND REGULATIONS 58](#_Toc68089298)

[CORPORATE SOCIAL RESPONSIBILITY 60](#_Toc68089299)

# ABBREVIATIONS AND ACRONYMS

A Control Version

BC Basic Competency

BUS Business

CC Common Units

CDACC Curriculum Development Assessment and Certification Council

COP Cooperative

CR Core Competency

CU Curriculum

KCSE Kenya Certificate of Secondary Education

OS Occupational Standards

OSHA Occupation Safety and Health Act

PPE Personal Protective Equipment

SSAC Sector Skills Advisory Committee

TVET Technical and Vocational Education and Training

KNQA Kenya National Qualification Authority

# KEY TO UNIT CODE

**BUS / CU /COP/BC/01/6/A**

Industry or sector

Occupational Standards

Occupational area

Type of competency

Competency number

Competency level

Version control

# COURSE OVERVIEW

Cooperative Management Level 6 qualification consists of competencies that an individual must achieve to enable him/her apply Cooperative Management skills in a work place. It involves overseeing human resource operations, overseeing financial operations, overseeing marketing of cooperative society products and services, managing operation systems, managing cooperative society performance, overseeing cooperative society public relations, performing cooperative society’s strategic planning, providing secretarial services, managing cooperative society policies, compliance with acts and regulations and managing corporate social responsibility.

The units of learning comprising Cooperative Management level 6 qualification include the following:

**BASIC UNITS OF LEARNING**

|  |  |  |  |
| --- | --- | --- | --- |
| **Unit of Learning Code** | **Unit of Learning Title** | **Duration in Hours** | **Credit Factor** |
| BUS/CU/COP/BC/01/6/A | Communication Skills | 40 | 4 |
| BUS/CU/COP/BC/02/6/A | Numeracy Skills | 60 | 6 |
| BUS/CU/COP/BC/03/6/A | Digital Literacy | 60 | 6 |
| BUS/CU/COP/BC/04/6/A | Entrepreneurial Skills | 100 | 10 |
| BUS/CU/COP/BC/05/6/A | Employability Skills | 80 | 8 |
| BUS/CU/COP/BC/06/6/A | Environmental Literacy | 40 | 4 |
| BUS/CU/COP/BC/07/6/A | Occupational Safety and Health Practices | 40 | 4 |
| **Total** |  | **420** | **42** |

**CORE UNITS OF LEARNING**

|  |  |  |  |
| --- | --- | --- | --- |
| **Unit of Learning Code** | **Unit of Learning Title** | **Duration in Hours** | **Credit Factor** |
| BUS/CU/COP/CR/01/6/A | Human Resource Operations | 130 | 13 |
| BUS/CU/COP/CR/02/6/A | Financial Operations | 150 | 15 |
| BUS/CU/COP/CR/03/6/A | Marketing Of Cooperative Society Products And Services | 120 | 12 |
| BUS/CU/COP/CR/04/6/A | Operation Systems Management | 160 | 11 |
| BUS/CU/COP/CR/05/6/A | Cooperative Society Performance Management | 140 | 13 |
| BUS/CU/COP/CR/06/6/A | Cooperative Society Public Relations | 110 | 10 |
| BUS/CU/COP/CR/07/6/A | Cooperative Society’s Strategic Planning | 150 | 15 |
| BUS/CU/COP/CR/08/6/A | Secretarial Services | 160 | 16 |
| BUS/CU/COP/CR/09/6/A | Cooperative Society Policies Management | 120 | 12 |
| BUS/CU/COP/CR/10/6/A | Compliance With Acts and Regulations | 140 | 14 |
| BUS/CU/COP/CR/11/6/A | Corporate Social Responsibility | 120 | 12 |
| BUS/CU/COP/CR/12/6/A | Industrial attachment | 480 | 48 |
| **Total** |  | **1980** | **198** |

The core units of learning are independent of each other and may be taken independently.

The total duration of the course is 2400 hours, including 480 hours of field attachment.

**Industrial Attachment**

It is envisaged that the trainee will have undergone a field training and assessment with a recognized Business Industry. At least 480 hours will be spent on a supervised and assessed field attachment.

**Entry Requirements**

An individual entering this course should have any of the following minimum requirements:

1. Cooperative management master craft certificate Level 5

**Or**

1. Kenya Certificate of Secondary Education (KCSE) C- (C Minus)

**Or**

1. Equivalent qualifications as determined by Kenya National Qualifications Authority (KNQA)

**Assessment**

The course will be assessed at two levels: internally and externally. Internal assessment is continuous and is conducted by the trainer who is monitored by an accredited internal verifier while external assessment is the responsibility of TVET CDACC.

**Trainer qualification**

A trainer for this course should have a higher qualification than the level of this course.

**Certification**

A candidate will be issued with a certificate of Competency on demonstration of competence in a unit of competency. To attain the qualification National Diploma Level 6 cooperative management, the candidate must demonstrate competence in all the units of competency as given in qualification pack. These certificates will be issued by TVET CDACC in conjunction with training provider.

# BASIC UNITS OF LEARNING

**COMMUNICATION SKILLS**

**UNIT CODE:** BUS/CU/COP/BC/01/6/A

**Relationship to Occupational Standards**

This unit addresses the Unit of Competency: Demonstrate Communication Skills

**Duration of Unit:** 40 hours

**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.

**Summary of Learning Outcomes**

1. Meet communication needs of clients and colleagues
2. Develop communication strategies
3. Establish and maintain communication pathways
4. Promote use of communication strategies
5. Conduct interview
6. Facilitate group discussion
7. Represent the organization

**Learning Outcomes, Content and Methods of Assessment**

|  |  |  |
| --- | --- | --- |
| **Learning Outcome** | **Content** | **Methods of Assessment** |
| 1. Meet communication needs of clients and colleagues | * Communication process * Modes of communication * Medium of communication * Effective communication * Barriers to communication * Flow of communication * Sources of information * Organizational policies * Organization requirements for written and electronic communication methods * Report writing * Effective questioning techniques (clarifying and probing) * Workplace etiquette * Ethical work practices in handling communication * Active listening * Feedback * Interpretation * Flexibility in communication * Types of communication strategies * Elements of communication strategy | * Interview * Written texts |
| 1. Develop communication strategies | * Dynamics of groups * Styles of group leadership * Openness and flexibility in communication * Communication skills relevant to client groups | * Interview * Written texts |
| 1. Establish and maintain communication pathways | * Types of communication pathways | * Interview * Written texts |
| 1. Promote use of communication strategies | * Application of elements of communication strategies * Effective communication techniques | * Interview * Written texts |
| 1. Conduct interview | * Types of interview * Establishing rapport * Facilitating resolution of issues * Developing action plans | * Interview * Written texts |
| 1. Facilitate group discussion | * Identification of communication needs * Dynamics of groups * Styles of group leadership * Presentation of information * Encouraging group members participation * Evaluating group communication strategies | * Interview * Written texts |
| 1. Represent the organization | * Presentation techniques * Development of a presentation * Multi-media utilization in presentation * Communication skills relevant to client groups | * Interview * Written texts |

**Suggested Methods of Instruction**

* Discussion
* Role playing
* Simulation
* Direct instruction

**Recommended Resources**

* Desktop computers/laptops
* Internet connection
* Projectors
* Telephone

**NUMERACY SKILLS**

**UNIT CODE:** BUS/CU/COP/BC/02/6/A

**Relationship to Occupational Standards**

This unit addresses the Unit of Competency: Demonstrate Numeracy Skills.

**Duration of Unit:** 60 hours

**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.

**Summary of Learning Outcomes**

1. Apply a wide range of mathematical calculations for work
2. Apply ratios, rates and proportions to solve problems
3. Estimate, measure and calculate measurement for work
4. Use detailed maps to plan travel routes for work
5. Use geometry to draw and construct 2D and 3D shapes for work
6. Collect, organize and interpret statistical data
7. Use routine formula and algebraic expressions for work
8. Use common functions of a scientific calculator

**Learning Outcomes, Content and Methods of Assessment**

|  |  |  |
| --- | --- | --- |
| **Learning Outcome** | **Content** | **Methods of Assessment** |
| 1. Apply a wide range of mathematical calculations for work | * Fundamentals of mathematics * Addition, subtraction, multiplication and division of positive and negative numbers * Algebraic expressions manipulation * Forms of fractions, decimals and percentages * Expression of numbers as powers and roots | * Written tests * Assignments * Supervised exercises |
| 1. Apply ratios, rates and proportions to solve problems | * Rates, ratios and proportions * Meaning * Conversions into percentages * Direct and inverse proportions determination * Performing calculations * Construction of graphs, charts and tables * Recording of information | * Written tests * Assignments * Supervised exercises |
| 1. Estimate, measure and calculate measurement for work | * Units of measurements and their symbols * Identification and selection of measuring equipment * Conversion of units of measurement * Perimeters of regular figures * Areas of regular figures * Volumes of regular figures * Carrying out measurements * Recording of information | * Assignments * Supervised exercises * Written tests |
| 1. Use detailed maps to plan travel routes for work | * Identification of features in routine maps and plans * Symbols and keys used in routine maps and plans * Identification and interpretation of orientation of map to North * Demonstrate understanding of direction and location * Apply simple scale to estimate length of objects, or distance to location or object * Give and receive directions using both formal and informal language * Planning of routes * Calculation of distance, speed and time | * Written * Practical test |
| 1. Use geometry to draw and construct 2D and 3D shapes for work | * Identify two dimensional shapes and routine three dimensional shapes in everyday objects and in different orientations * Explain the use and application of shapes * Use formal and informal mathematical language and symbols to describe and compare the features of two dimensional shapes and routine three dimensional shapes * Identify common angles * Estimate common angles in everyday objects * Evaluation of unknown angles * Use formal and informal mathematical language to describe and compare common angles * Symmetry and similarity * Use common geometric instruments to draw two dimensional shapes * Construct routine three dimensional objects from given nets |  |
| 1. Collect, organize and interpret statistical data | * + Classification of data * Grouped data * Ungrouped data   + Data collection * Observation * Recording   + Distinguishing between sampling and census   + Importance of sampling   + Errors in sampling   + Types of sampling and their limitations e.g. * Stratified random * Cluster * Judgmental   + Tabulation of data * Class intervals * Class boundaries * Frequency tables * Cumulative frequency   + Diagrammatic and graphical presentation of data e.g. * Histograms * Frequency polygons * Bar charts * Pie charts * Cumulative frequency curves * Interpretation of data | * Assignments * Supervised exercises * Written tests |
| 1. Use routine formula and algebraic expressions for work | * + Solving linear equations   + Linear graphs * Plotting * Interpretation * Applications of linear graphs * Curves of first and second degree * Plotting * Interpretation | * Assignments * Supervised exercises * Written tests |
| 8. Use common functions of a scientific calculator | * Identify and use keys for common functions on a calculator * Calculate using whole numbers, money and routine decimals and percentages * Calculate with routine fractions and percentages * Apply order of operations to solve multi-step calculations * Interpret display and record result | * Written * Practical test |

**Suggested Methods of Instruction**

* Group discussions
* Demonstration by trainer
* Practical work by trainee
* Exercises

**Recommended Resources**

* Calculators
* Rulers, pencils, erasers
* Charts with presentations of data
* Graph books
* Dice

**DIGITAL LITERACY**

**UNIT CODE:** BUS/CU/COP/BC/03/6/A

**Relationship to Occupational Standards**

This unit addresses the Unit of Competency: Demonstrate Digital Literacy

**Duration of Unit:** 60 hours

**Unit Description**

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

**Summary of Learning Outcomes**

1. Identify computer software and hardware
2. Apply security measures to data, hardware, software in automated environment
3. Apply computer software in solving tasks
4. Apply internet and email in communication at workplace
5. Apply desktop publishing in official assignments
6. Prepare presentation packages

**Learning Outcomes, Content and Methods of Assessment**

|  |  |  |
| --- | --- | --- |
| **Learning Outcome** | **Content** | **Methods of Assessment** |
| 1. Identify computer hardware and software | * Concepts of ICT * Functions of ICT * History of computers * Components of a computer * Classification of computers | * Written tests * Oral presentation |
| 1. Apply security measures to data, hardware, software in automated environment | * Data security and control * Security threats and control measures * Types of computer crimes * Detection and protection against computer crimes * Laws governing protection of ICT | * Written tests * Oral presentation * Project |
| 1. Apply computer software in solving tasks | * Operating system * Word processing * Spread sheets * Data base design and manipulation * Data manipulation, storage and retrieval | * Oral questioning * Project |
| 1. Apply internet and email in communication at workplace | * Computer networks * Network configurations * Uses of internet * Electronic mail (e-mail) concept | * Oral questioning * Written report |
| 1. Apply desktop publishing in official assignments | * Concept of desktop publishing * Opening publication window * Identifying different tools and tool bars * Determining page layout * Opening, saving and closing files * Drawing various shapes using DTP * Using colour pellets to enhance a document * Inserting text frames * Importing and exporting text * Object linking and embedding * Designing of various publications * Printing of various publications | * Oral questioning * Written report * Project |
| 1. Prepare presentation packages | * Types of presentation packages * Procedure of creating slides * Formatting slides * Presentation of slides * Procedure for editing objects | * Oral questioning * Written report * Project |

**Suggested Methods of Instruction**

* Instructor led facilitation of theory
* Demonstration by trainer
* Practical work by trainee
* Viewing of related videos
* Project
* Group discussions

**Recommended Resources**

* Computers
* Printers
* Storage devices
* Internet access

**ENTREPRENEURIAL SKILLS**

**UNIT CODE:** BUS/CU/COP/BC/04/6/A

**Relationship to Occupational Standards**

This unit addresses the Unit of Competency: Demonstrate Entrepreneurial Skills

**Duration of unit:** 100 hours

**Unit Description**

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

**Summary of Learning Outcomes**

* 1. Demonstrate understanding of who an entrepreneur
  2. Demonstrate knowledge of entrepreneurship and self-employment
  3. Identify entrepreneurship opportunities
  4. Create entrepreneurial awareness
  5. Apply entrepreneurial motivation
  6. Develop business innovative strategies
  7. Develop Business plan

**Learning Outcomes, Content and Methods of Assessment**

|  |  |  |
| --- | --- | --- |
| **Learning Outcome** | **Content** | **Methods of Assessment** |
| 1. Demonstrate knowledge of entrepreneurship and self-employment | * Importance of self-employment * Requirements for entry into self-employment * Role of an Entrepreneur in business * Contributions of Entrepreneurs to National development * Entrepreneurship culture in Kenya * Born or made entrepreneurs | * Individual/group assignments * Projects * Written tests * Oral questions * Third party report |
| 1. Identify entrepreneurship opportunities | * Business ideas and opportunities * Sources of business ideas * Business life cycle * Legal aspects of business * Assessment of product demand * Business environment * Factors to consider when evaluating business environment * Technology in business | * Individual/group assignments * Projects * Written tests * Oral questions * Third party report * Interviews |
| 1. Create entrepreneurial awareness | * Forms of businesses * Sources of business finance * Factors in selecting source of business finance * Governing policies on Small Scale Enterprises (SSEs) * Problems of starting and operating SSEs | * Individual/group assignments * Projects * Written tests * Oral questions * Third party report * Interviews |
| 1. Apply entrepreneurial motivation | * Internal and external motivation * Motivational theories * Self-assessment * Entrepreneurial orientation * Effective communications in entrepreneurship * Principles of communication * Entrepreneurial motivation | * Case studies * Individual/group assignments * Projects * Written tests * Oral questions * Third party report * Interviews |
| 1. Develop business innovative strategies | * Innovation in business * Small business Strategic Plan * Creativity in business development * Linkages with other entrepreneurs * ICT in business growth and development | * Case studies * Individual/group assignments * Projects * Written tests * Oral questions * Third party report * Interviews |
| 6. Develop Business Plan | * Business description * Marketing plan * Organizational/Management * plan * Production/operation plan * Financial plan * Executive summary * Presentation of Business Plan | * Case studies * Individual/group assignments * Projects * Written tests * Oral questions * Third party report * Interviews |

**Suggested Methods of Instruction**

* Direct instruction
* Project
* Case studies
* Field trips
* Discussions
* Demonstration
* Question and answer
* Problem solving
* Experiential
* Team training

**Recommended Resources**

* Case studies
* Business plan templates
* Computers
* Overhead projectors
* Internet
* Mobile phone
* Video clips
* Films
* Newspapers and Handouts
* Business Journals
* Writing materials

**EMPLOYABILITY SKILLS**

**UNIT CODE:** BUS/CU/COP/BC/05/6/A

**Relationship to Occupational Standards**

This unit addresses the Unit of Competency: Demonstrate Employability Skills

**Duration of Unit:** 80 hours

**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.

**Summary of Learning Outcomes**

1. Conduct self-management
2. Demonstrate interpersonal communication
3. Demonstrate critical safe work habits
4. Lead a workplace team
5. Plan and organize work
6. Maintain professional growth and development
7. Demonstrate workplace learning
8. Demonstrate problem solving skills
9. Manage ethical performance

**Learning Outcomes, Content and Methods of Assessment**

|  |  |  |
| --- | --- | --- |
| **Learning Outcome** | **Content** | **Methods of Assessment** |
| 1. Conduct self-management | * Self-awareness * Formulating personal vision, mission and goals * Strategies for overcoming life challenges * Managing emotions * Emotional intelligence * Assertiveness versus aggressiveness * Expressing personal thoughts, feelings and beliefs * Developing and maintaining high self-esteem * Developing and maintaining positive self-image * Setting performance targets * Monitoring and evaluating performance * Articulating ideas and aspirations * Accountability and responsibility * Good work habits * Self-awareness * Values and beliefs * Self-development * Financial literacy * Healthy lifestyle practices * Adopting safety practices | * Written tests * Oral questioning * Interviewing * Portfolio of evidence * Third party report |
| 1. Demonstrate interpersonal communication | * Meaning of interpersonal communication * Listening skills * Types of audience * Public speaking * Writing skills * Negotiation skills * Reading skills * Meaning of empathy * Understanding customers’ needs * Establishing communication networks * Assertiveness * Sharing information | * Written tests * Oral questioning * Interviewing * Portfolio of evidence * Third party report |
| 1. Demonstrate critical safe work habits | * Stress and stress management * Time concept * Punctuality and time consciousness * Leisure * Integratingpersonal objectives into organizational objectives * Resources mobilization * Resources utilization * Setting work priorities * Developing healthy relationships * HIV and AIDS * Drug and substance abuse * Managing emerging issues | * Written tests * Oral questioning * Interviewing * Portfolio of evidence * Third party report |
| 1. Lead a workplace team | * Leadership qualities * Power and authority * Team building * Determination of team roles and objectives * Team parameters and relationships * Individual responsibilities in a team * Forms of communication * Complementing team activities * Gender and gender mainstreaming * Human rights * Developing healthy relationships * Maintaining relationships * Conflicts and conflict resolution * Coaching and mentoring skills | * Written tests * Oral questioning * Interviewing * Portfolio of evidence * Third party report |
| 1. Plan and organize work | * Functions of management * Planning * Organizing * Time management * Decision making concept * Task allocation * Developing work plans * Developing work goals/objectives and deliverables * Monitoring work activities * Evaluating work activities * Resource mobilization * Resource allocation * Resource utilization * Proactive planning * Risk evaluation * Problem solving * Collecting, analysing and organising information * Negotiation | * Written tests * Oral questioning * Interviewing * Portfolio of evidence * Third party report |
| 1. Maintain professional growth and development | * Avenues for professional growth * Training and career opportunities * Assessing training needs * Mobilizing training resources * Licenses and certifications for professional growth and development * Pursuing personal and organizational goals * Managing work priorities and commitments * Recognizing career advancement | * Written tests * Oral questioning * Interviewing * Portfolio of evidence * Third party report |
| 1. Demonstrate workplace learning | * Managing own learning * Mentoring * Coaching * Contributing to the learning community at the workplace * Cultural aspects of work * Networking * Variety of learning context * Application of learning * Safe use of technology * Taking initiative/proactivity * Flexibility * Identifying opportunities * Generating new ideas * Workplace innovation * Performance improvement * Managing emerging issues * Future trends and concerns in learning | * Written tests * Oral questioning * Interviewing * Portfolio of evidence * Third party report |
| 1. Demonstrate problem solving skills | * Critical thinking process * Data analysis tools * Decision making * Creative thinking * Development of creative, innovative and practical solutions * Independence in identifying and solving problems * Solving problems in teams * Application of problem-solving strategies * Testing assumptions * Resolving customer concerns | * Written tests * Oral questioning * Interviewing * Portfolio of evidence * Third party report |
| 1. Manage ethical performance | * Meaning of ethics * Ethical perspectives * Principles of ethics * Ethical standards * Organization code of ethics * Common ethical dilemmas * Organization culture * Corruption, bribery and conflict of interest * Privacy and data protection * Diversity, harassment and mutual respect * Financial responsibility/accountability * Etiquette * Personal and professional integrity * Commitment to jurisdictional laws * Emerging issues in ethics | * Written tests * Oral questioning * Interviewing * Portfolio of evidence * Third party report |

**Suggested Methods of Instruction**

* Demonstrations
* Simulation/Role play
* Group Discussion
* Presentations
* Assignments
* Q&A

**Recommended Resources**

* Computers
* Stationery
* Charts
* Video clips
* Audio tapes
* Radio sets
* TV sets
* LCD projectors

**ENVIRONMENTAL LITERACY**

**UNIT CODE**:BUS/CU/COP/BC/06/6/A

**Relationship to Occupational Standards**:

This unit addresses the Unit of Competency: Demonstrate Environmental Literacy

**Duration of Unit:** 40 hours

**Unit Description**

This unit describes the competencies required demonstrate environmental literacy.it involves controlling environmental hazard, controlling environmental pollution, complying with workplace 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, analysing resource use and developing resource conservation plans.

**Summary of Learning Outcomes**

1. Control environmental hazard
2. Control environmental Pollution
3. Demonstrate sustainable resource use
4. Evaluate current practices in relation to resource usage
5. Identify Environmental legislations/conventions for environmental concerns
6. Implement specific environmental programs
7. Monitor activities on Environmental protection/Programs
8. Analyze resource use
9. Develop resource conservation plans

**Learning Outcomes, Content and Methods of Assessment**

|  |  |  |
| --- | --- | --- |
| **Learning Outcome** | **Content** | **Methods of Assessment** |
| 1. Control environmental hazard | * Purposes and content of Environmental Management and Coordination Act 1999 * Storage methods for environmentally hazardous materials * Disposal methods of hazardous wastes * Types and uses of PPE in line with environmental regulations * Occupational Safety and Health Standards (OSHS) | * Written questions * Oral questions |
| 1. Control environmental Pollution control | * Types of pollution * Environmental pollution control measures * Types of solid wastes * Procedures for solid waste management * Different types of noise pollution * Methods for minimizing noise pollution | * Written questions * Oral questions * Role play |
| 1. Demonstrate sustainable resource use | * Types of resources * Techniques in measuring current usage of resources * Calculating current usage of resources * Methods for minimizing wastage * Waste management procedures * Principles of 3Rs (Reduce, Reuse, Recycle) * Methods for economizing or reducing resource consumption | * Written questions * Oral questions * Role play |
| 1. Evaluate current practices in relation to resource usage | * Collection of information on environmental and resource efficiency systems and procedures, * Measurement and recording of current resource usage * Analysis and recording of current purchasing strategies. * Analysis of current work processes to access information and data * Identification of areas for improvement | * Written questions * Oral questions * Role play |
| 1. Identify Environmental legislations/conventions for environmental concerns | * Environmental issues/concerns * Environmental legislations /conventions and local ordinances * Industrial standard /environmental practices * International Environmental Protocols (Montreal, Kyoto) * Features of an environmental strategy | * Written questions * Oral questions |
| 1. Implement specific environmental programs | * Community needs and expectations * Resource availability * 5s of good housekeeping * Identification of programs/Activities * Setting of individual roles /responsibilities * Resolving problems /constraints encountered * Consultation with stakeholders | * Written questions * Oral questions * Role play |
| 1. Monitor activities on Environmental protection/Programs | * Periodic monitoring and Evaluation of activities * Gathering feedback from stakeholders * Analyzing data gathered * Documentation of recommendations and submission * Setting of management support systems to sustain and enhance the program * Monitoring and reporting of environmental incidents to concerned /proper authorities | * Oral questions * Written tests * Practical test |
| 1. Analyze resource use | * Identification of resource consuming processes * Determination of quantity and nature of resource consumed * Analysis of resource flow through different parts of the process. * Classification of wastes for possible source of resources. | * Written tests * Oral questions * Practical test |
| 1. Develop resource Conservation plans | * Determination of efficiency of use/conversion of resources * Causes of low efficiency of use of resources * Plans for increasing the efficiency of resource use | * Written tests * Oral questions * Practical test |

**Suggested Methods of Instruction**

* Instructor led facilitation of theory
* Practical demonstration of tasks by trainer
* Practice by trainees
* Observations and comments and corrections by trainers

**Recommended Resources**

* Standard operating and/or other workplace procedures manuals
* Specific job procedures manuals
* Environmental Management and Coordination Act 1999
* Machine/equipment manufacturer’s specifications and instructions
* Personal Protective Equipment (PPE)
* ISO standards
* Company environmental management systems (EMS)
* Montreal Protocol
* Kyoto Protocol

**OCCUPATIONAL SAFETY AND HEALTH PRACTICES**

**UNIT CODE:** BUS/CU/COP/BC/07/6/A

**Relationship to Occupational Standards**

This unit addresses the Unit of Competency: Demonstrate Occupational Safety and Health Practices

**Duration of Unit:** 40 hours

**Unit Description**

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

**Summary of Learning Outcomes**

1. Identify workplace hazards and risk
2. Control OSH hazards
3. Implement OSH programs

**Learning Outcomes, Content and Methods of Assessment**

|  |  |  |
| --- | --- | --- |
| **Learning Outcome** | **Content** | **Methods of Assessment** |
| 1. Identify workplace hazards and risks | * Identification of hazards in the workplace and/or the indicators of their presence * Evaluation and/or work environment measurements of OSH hazards/risk existing in the workplace * Gathering of OSH issues and/or concerns | * Oral questions * Written tests * Portfolio of evidence * Third party report |
| 1. Control OSH hazards | * Prevention and control measures e.g. use of PPE * Risk assessment * Contingency measures | * Oral questions * Written tests * Portfolio of evidence * Third party report |
| 1. Implement OSH   programs | * Company OSH program, evaluation and review * Implementation of OSH programs * Training of team members and advice on OSH standards and procedures * Implementation of procedures for maintaining OSH-related records | * Oral questions * Written tests * Portfolio of evidence * Third party report |

**Suggested Methods of Instruction**

* Assigments
* Discussion
* Q&A
* Role play
* Viewing of related videos

**Recommended Resources**

* Standard operating and/or other workplace procedures manuals
* Specific job procedures manuals
* Machine/equipment manufacturer’s specifications and instructions
* Personal Protective Equipment (PPE) e.g.
* Mask
* Face mask/shield
* Safety boots
* Safety harness
* Arm/Hand guard, gloves
* Eye protection (goggles, shield)
* Hearing protection (ear muffs, ear plugs)
* Hair Net/cap/bonnet
* Hard hat
* Face protection (mask, shield)
* Apron/Gown/coverall/jump suit
* Anti-static suits
* High-visibility reflective vest

# CORE UNITS OF LEARNING

# HUMAN RESOURCE OPERATIONS

**UNIT CODE:** BUS/CU/COP/CR/01/6/A

**Relationship to Occupational Standards**

This unit addresses the unit of competency: oversee human resource operations

**Duration of Unit:** 130 hours

**Unit Description**

This unit specifies the competencies required to oversee human resource operations. It involves analyzing the human resource policy, developing operational plans, identifying staffing needs, supervising recruitment process, overseeing hiring process, managing staff appraisal, setting performance targets, managing staff capacity building, overseeing the implementation of staff reward system, mentoring cooperative organization staff, managing human resources safety and security and developing management succession plans.

**Summary of Learning Outcomes**

1. Analyze the human resource policy
2. Develop operational plans
3. Identify staffing needs
4. Supervise recruitment process
5. Oversee hiring process
6. Manage staff appraisal
7. Set performance targets
8. Manage staff capacity building
9. Oversee the implementation of staff reward system
10. Mentor cooperative organization staff
11. Manage human resources safety and security
12. Develop management succession plans

**Learning Outcomes, Content and Methods of Assessment**

| **Learning Outcome** | **Content** | **Methods of assessment** |
| --- | --- | --- |
| 1. Analyze the human resource policy | * Components of the human resource policy * Legal requirements in Human resource operations | * Written. * Observation * Third party report * Oral questioning * Interviews |
| 1. Develop operational plans | * + Meaning of operational plans   + Key performance indicators in development of operational plans   + Meaning of SMART objectives   + Formulation of operational plans | * Written. * Observation * Third party report * Oral questioning * Interviews |
| 1. Identify staffing needs | * + Meaning of staff establishment   + Meaning of organogram   + Procedure for identifying staffing needs   + Components of staffing needs report   + Preparation of staffing needs report | * + Written.   + Observation   + Third party report   + Oral questioning   + Interviews |
| 1. Supervise recruitment process | * Procedure for identifying vacant positions * Methods of filling a vacant position * Meaning of job description * Formulating job description for a vacant position * Meaning of recruitment * Recruitment process * Components of a recruitment plan * Procedure for implementation of recruitment plan | * Written. * Observation * Third party report * Oral questioning * Interviews |
| 1. Oversee hiring process | * Meaning of hiring * Preparing job adverts * Methods of filling a job vacancy * Methods of job advertisement * Procedure for shortlisting * Preparing interview guides * Methods of conducting an interview * Selection process * Methods of communicating interview feedback/ results * Components of an appointment letter/contract * Preparing an appointment letter/contract | * Written. * Observation * Third party report * Oral questioning * Interviews |
| 1. Set performance targets | * Meaning of organisation vision and mission * Meaning of organisation objectives * Identifying organisation performance targets | * Written. * Observation * Third party report * Oral questioning * Interviews |
| 1. Manage staff capacity building | * Meaning of building capacity * Process of carrying out staff needs assessment * Identifying staff capacity gaps * Components of staff capacity needs report * Preparing staff capacity needs report | * Written. * Observation * Third party report * Oral questioning * Interviews |
| 1. Oversee the implementation of staff reward system | * Meaning of reward * Meaning of reward system * Importance of reward system * Criteria’s for reward | * Written. * Observation * Third party report * Oral questioning * Interviews |
| 1. Mentor cooperative organization staff | * Meaning of mentorship, mentor and mentee * Importance of mentorship * Identification of mentor and mentee * Components of mentorship programme * Preparation of mentorship programme * Monitoring feedback of a mentorship programme * Communicating of feedback of a mentorship programme | * Written. * Observation * Third party report * Oral questioning * Interviews |
| 1. Manage human resources safety and security | * Meaning of risk and safety and security * Types of risks in a working environment * Identification of risks in a working environment * Methods of minimising risks in a working environment * Legal provisions in relation to safety and security in a working environment * Methods of recording incidents of safety and security in a working environment * Components of safety and security policy * Preparation of safety and security policy * Employee wellness, HIV at the workplace * Breastfeeding at the workplace | * Written. * Observation * Third party report * Oral questioning * Interviews |
| 1. Develop management succession plans | * Meaning of succession and succession plan * Identifying potential areas for succession planning * Preparation of succession plan | * Written. * Observation * Third party report * Oral questioning * Interviews |

**Suggested Methods of Instruction**

* Projects
* Demonstration by trainer
* Practice by the trainee
* Discussions
* Direct instruction

**Recommended Resources**

* Sample of HR policy
* Employment Act
* Labor laws
* Sample of organogram
* Sample of job description
* Sample of job advert
* Sample of interview guide
* Sample of performance contract
* Sample of staff appraisal report
* Sample of succession plan
* Sample of safety and security policy

# FINANCIAL OPERATIONS

**UNIT CODE:** BUS/CU/COP/CR/02/6/A

**Relationship to Occupational Standards**

This unit addresses the unit of competency: oversee financial operations

**Duration of Unit:** 150 hours

**Unit Description**

This unit specifies the competencies required to oversee financial operations. It involves directing proper maintenance of financial records, overseeing financial reconciliations, controlling cooperative society’s’ expenditure, managing organization liquidity, supervising the preparation and submission of financial statements, supervising the preparation and submission of regulatory reports, managing loan delinquency, overseeing cooperative society auditing operations, supervising preparation of annual budgets and managing safety and security of financial resources.

**Summary of Learning Outcomes**

1. Direct proper maintenance of financial records
2. Oversee financial reconciliations
3. Control cooperative society’s’ expenditure
4. Manage organization liquidity
5. Supervise the preparation and submission of financial statements
6. Supervise the preparation and submission of regulatory reports
7. Manage loan delinquency
8. Oversee cooperative society auditing operations
9. Supervise preparation of annual budgets
10. Manage safety and security of financial resources

**Learning Outcomes, Content and Methods of Assessment**

| **Learning Outcome** | **Content** | **Methods of assessment** |
| --- | --- | --- |
| 1. Direct proper maintenance of financial records | * + Meaning of accounting standards, concepts, principles and policies   + Accounting cycle   + Meaning of source documents   + Types of source documents   + Recording of source documents   + Storage/filling of source documents   + Meaning of journal   + Recording of journals   + Meaning of ledgers   + Classification of ledgers   + Posting of ledgers   + Meaning of cash book   + Types of cash book   + Preparation of cash book | * Written. * Observation * Third party report * Oral questioning * Interviews |
| 1. Oversee financial reconciliations | * + Meaning of financial reconciliation   + Types financial reconciliation   + Preparing a financial reconciliation plan   + Preparing financial reconciliation statements   + Preparing financial reconciliation report | * + Written.   + Observation   + Third party report   + Oral questioning   + Interviews |
| 1. Control cooperative society’s’ expenditure | * Meaning of a trial balance * Components of a trial balance * Preparing a trial balance * Comparing trial balance with budget * Meaning of economic report * Components of an economic report * Preparation of economic report | * Written. * Observation * Third party report * Oral questioning * Interviews |
| 1. Manage organization liquidity | * Meaning of liquidity * Meaning of cash inflows and cash outflows * Identify cash inflows and cash outflows * Determining optimal levels of cash inflows and cash outflows * Preparing a cash flow statement * Interpreting cash flow statement | * Written. * Observation * Third party report * Oral questioning * Interviews |
| 1. Supervise the preparation and submission of financial statements | * Meaning of financial statements * Types of financial statements * Provisions of Co-operative Society Act and other laws in relation to financial statements * Preparation of financial statements * Methods of submitting financial statements * Presenting financial statements in AGM | * Written. * Observation * Third party report * Oral questioning * Interviews |
| 1. Supervise the preparation and submission of regulatory reports | * Meaning of regulatory reports * Types of regulatory reports * Importance of regulatory reports * Preparation of regulatory reports * Procedure for presentation of regulatory reports * Procedure for submitting regulatory reports | * Written. * Observation * Third party report * Oral questioning * Interviews |
| 1. Manage loan delinquency | * Meaning of loan delinquency * Importance of managing loan delinquency * Components of credit policy * Preparation of credit policy * Meaning of loan ageing * Components of a loan ageing schedule * Calculation of loan ageing * Analysing loan ageing results * Components of a loan ageing report * Preparing a loan ageing report | * Written. * Observation * Third party report * Oral questioning * Interviews |
| 1. Oversee cooperative society auditing operations | * Meaning of audit and auditing * Importance of auditing * Provisions of cooperative society Act and other laws in relation to cooperative auditing * Components of audit policy * Preparation of audit policy * Composition of audit committee * Duties of audit committee * Importance of audit committee * Appointment of external auditor * Duties of an external auditor * Meaning of audit plan * Components of an audit plan * Components of an audit report * Preparation of audit report | * Written. * Observation * Third party report * Oral questioning * Interviews |
| 1. Supervise preparation of annual budgets | * Meaning of a budget * Types of budget * Importance of budget and budgetary control * Stages of budgeting * Components of a budget * Preparation of a budget * Procedure for approval of budgets * Comparing budgets with actual performance * Determining variance * Preparing corrective measures | * Written. * Observation * Third party report * Oral questioning * Interviews |
| 1. Manage safety and security of financial resources | * Meaning of safety and security of financial resources * Types of financial resources * Types of risks * Components of safety and security of financial resources policy * Types of control measures * Importance of control measures * Management of investment funds | * Written. * Observation * Third party report * Oral questioning * Interviews |

**Suggested Methods of instruction**

* Projects
* Demonstration by trainer
* Practice by the trainee
* Discussions
* Direct instruction

**Recommended Resources**

* Accounting standards
* Cooperative society Act 2004
* SASRA Act 2010
* Sample of a bank statement
* Sample of financial statements
* Sample of regulatory reports
* Sample of budget
* Credit policy
* Sample of reconciliation report

# MARKETING OF COOPERATIVE SOCIETY PRODUCTS AND SERVICES

**UNIT CODE:** BUS/CU/COP/CR/03/6/A

**Relationship to Occupational Standards**

This unit addresses the unit of competency: oversee marketing of cooperative society products and services

**Duration of Unit:** 120 hours

**Unit Description**

This unit specifies the competencies required to oversee marketing of cooperative society products and services. It involves conducting cooperative products and services feasibility study, overseeing the development of new cooperative products and services, developing cooperative society marketing plans, overseeing promotion of cooperative products and services, performing cooperative post marketing activities, creating and maintaining corporate image and managing customer care services.

**Summary of Learning Outcomes**

1. Conduct cooperative products and services feasibility study
2. Oversee the development of new cooperative products and services
3. Develop cooperative society marketing plans
4. Oversee promotion of cooperative products and services
5. Perform cooperative post marketing activities
6. Create and maintain corporate image
7. Manage customer care services

**Learning Outcomes, Content and Methods of Assessment**

| **Learning Outcome** | **Content** | **Methods of Assessment** |
| --- | --- | --- |
| 1. Conduct cooperative products and services feasibility study | * + Meaning of a market and marketing   + Meaning of Cooperative products and services   + Types of Cooperative products and services   + Cooperative products and services life cycle   + Meaning of feasibility study   + Importance of feasibility study   + Components of a feasibility study plan   + Preparation of a feasibility study plan   + Meaning of market survey   + Importance of market survey   + Methods of conducting market survey   + Procedure for analysing market survey data   + Components of a feasibility study report   + Preparation of a feasibility study report | * Written. * Observation * Third party report * Oral questioning * Interviews |
| 1. Oversee the development of new cooperative products and services | * + Identifying market opportunities   + Components of a product and services development plan   + Preparation of a product and services development plan   + Procedure for development of new products and services   + Meaning of product mix | * + Written.   + Observation   + Third party report   + Oral questioning   + Interviews |
| 1. Develop cooperative society marketing plans | * Meaning of marketing plans * Components of a marketing policy * Preparation of a marketing policy * Components of a marketing plan * Preparation of a marketing plan | * Written. * Observation * Third party report * Oral questioning * Interviews |
| 1. Oversee promotion of cooperative products and services | * Meaning of promotion strategies * Importance of promotion of products and services * Methods/strategies of promotion of products and services * Costing of promotion strategies * Components of a cost report * Preparation of cost report * Selecting best promotion strategies | * Written. * Observation * Third party report * Oral questioning * Interviews |
| 1. Perform cooperative post marketing activities | * Meaning of post marketing * Methods of data collection new products and services * Importance of post marketing * Components of post marketing report * Preparation of post marketing report | * Written. * Observation * Third party report * Oral questioning * Interviews |
| 1. Create and maintain corporate image | * Meaning of corporate image * Determining corporate image status * Components of corporate image report * Preparing corporate image report * Brand audit | * Written. * Observation * Third party report * Oral questioning * Interviews |
| 1. Manage customer care services | * Meaning of customer and customer care * Importance of customer care * Strategies of customer retention * Components of a customer care policy * Preparation of customer care policy * Methods of collecting customer feedback * Analysing customer feedback * Components of a customer care feedback report * Preparation of a customer care feedback report * Customer satisfaction surveys | * Written. * Observation * Third party report * Oral questioning * Interviews |

**Suggested Methods of Instruction**

* Projects
* Demonstration by trainer
* Practice by the trainee
* Discussions
* Direct instruction

**Recommended Resources**

* Marketing policy
* Sample of feasibility study report
* Promotional materials
* Sample of customer care feedback report
* List of Cooperative Society products and services
* Sample of market survey report
* List of promotional strategies

# OPERATION SYSTEMS MANAGEMENT

**UNIT CODE:** BUS/CU/COP/CR/04/6/A

**Relationship to Occupational Standards**

This unit addresses the unit of competency: manage operation systems

**Duration of Unit:** 160 hours

**Unit Description**

This unit specifies the competencies required to manage operation systems. It involves conducting a system needs assessment, supervising system acquisition and installation, monitoring the systems’ performance, managing the system safety and security and overseeing maintenance of the system.

**Summary of Learning Outcomes**

1. Conduct a systems needs assessment
2. Supervise system acquisition and installation
3. Monitor the systems’ performance
4. Manage the system safety and security
5. Oversee maintenance of the system

**Learning Outcomes, Content and Methods of Assessment**

| **Learning Outcome** | **Content** | **Methods of Assessment** |
| --- | --- | --- |
| 1. Conduct a systems needs assessment | * + Meaning of operation system   + Types of operation systems   + Importance of an operation system   + Components of operation system policy   + Preparing operation system policy   + Identifying gaps in current operation system in relation to current trends   + Components of operation system report   + Preparing operation system report | * Written. * Observation * Third party report * Oral questioning * Interviews |
| 1. Supervise system acquisition and installation | * + Meaning of system acquisition   + Procedure of system acquisition   + Factors to consider when acquiring an operation system   + Procedure for operation system selection   + Testing of operation system before acquisition   + Procedure for operation system installation | * + Written.   + Observation   + Third party report   + Oral questioning   + Interviews |
| 1. Monitor the systems’ performance | * Meaning of system performance * Identifying non-performance areas of an operation system * Importance of monitoring system performance * Meaning of operation system maintenance * Importance/reasons of maintaining an operation system * Methods of operation system maintenance * Methods of updating operation system | * Written. * Observation * Third party report * Oral questioning * Interviews |
| 1. Manage the system safety and security | * Meaning of system safety and security * Importance of system safety and security * Meaning of operation system inspection * Components of operation system safety and security policy * Preparing an operation system safety and security policy * Security threats associated with operation system * Methods of minimising security threats in an operation system * Components of operation system safety and security policy * Preparing an operation system safety and security policy | * Written. * Observation * Third party report * Oral questioning * Interviews |
| 1. Oversee maintenance of the system | * Meaning of system maintenance * Procedure for system maintenance * Importance of system maintenance * Preventive system maintenance * Documentation of routine system maintenance * Components of system maintenance policy * Preparing a system maintenance policy * Components of system maintenance report * Preparing a system maintenance report | * Written. * Observation * Third party report * Oral questioning * Interviews |

**Suggested Methods of Instruction**

* Projects
* Demonstration by trainer
* Practice by the trainee
* Discussions
* Direct instruction

**Recommended Resources**

* Sample of operation system management policy
* Computer connected to internet
* Sample of operation system report

# COOPERATIVE SOCIETY PERFORMANCE MANAGEMENT

**UNIT CODE:** BUS/CU/COP/CR/05/6/A

**Relationship to Occupational Standards**

This unit addresses the unit of competency: manage cooperative society performance

**Duration of Unit:** 140 hours

**Unit Description**

This unit specifies the competencies required to manage Cooperative Society performance. It involves managing cooperative society performance indicators, setting cooperative society performance targets, conducting departmental performance appraisal and reviewing the cooperative society performance.

**Summary of Learning Outcomes**

1. Manage cooperative society performance indicators
2. Set cooperative society performance targets
3. Conduct departmental performance appraisal
4. Review the cooperative society performance

**Learning Outcomes, Content and Methods of Assessment**

| **Learning Outcome** | **Content** | **Methods of Assessment** |
| --- | --- | --- |
| 1. Manage cooperative society performance indicators | * + Meaning of Cooperative Society   + Procedure for forming of a Cooperative Society   + Types of Cooperative Society   + Governance structure of a Cooperative Society   + Cooperative society organogram   + Principles of co-operatives   + Functions of a Cooperative Society   + Meaning of Cooperative Society performance   + Cooperative Society performance indicators   + Formulating a Cooperative Society objectives   + Formulating KPIs | * Written. * Observation * Third party report * Oral questioning * Interviews |
| 1. Set cooperative society performance targets | * + Meaning of Mission, Vision and Strategic plan   + Meaning of performance targets   + Factors to consider when formulating performance targets   + Procedure for formulating performance target   + Formulating Cooperative Society departmental targets | * + Written.   + Observation   + Third party report   + Oral questioning   + Interviews |
| 1. Conduct departmental performance appraisal | * Meaning of appraisal * Importance of performance appraisal * Criteria for performance appraisal * Causes of under-performance * Remedies for under-performance * Components of department performance appraisal report * Preparing of department performance appraisal report | * Written. * Observation * Third party report * Oral questioning * Interviews |
| 1. Review the cooperative society performance | * Criteria for determining high and low performance * Developing action plan * Procedure for approving action plan | * Written. * Observation * Third party report * Oral questioning * Interviews |

**Suggested Methods of Instruction**

* Projects
* Demonstration by trainer
* Practice by the trainee
* Discussions
* Direct instruction

**Recommended Resources**

* Sample of organogram
* Sample of a objectives, vision and mission
* Sample of governance structure
* Sample of performance contract

# COOPERATIVE SOCIETY PUBLIC RELATIONS

**UNIT CODE:** BUS/CU/COP/CR/06/6/A

**Relationship to Occupational Standards**

This unit addresses the unit of competency: oversee cooperative society public relations

**Duration of Unit:** 110 hours

**Unit Description**

This unit specifies the competencies required to oversee Cooperative Society Public Relations. It involves overseeing the development of PR strategies and campaigns, creating stakeholder linkages and partnerships, disseminating Cooperative Society information, overseeing cooperative society communications and review cooperative societies PR strategies and campaigns.

**Summary of Learning Outcomes**

1. Oversee the development of PR strategies and campaigns
2. Create stakeholder linkages and partnerships
3. Disseminate cooperative society information
4. Oversee cooperative society communications
5. Review cooperative societies PR strategies and campaigns

**Learning Outcomes, Content and Methods of Assessment**

| **Learning Outcome** | **Content** | **Methods of Assessment** |
| --- | --- | --- |
| 1. Oversee the development of PR strategies and campaigns | * + Meaning of public relations   + Importance of public relations   + Meaning of public relations strategies and campaigns   + Types of public relations strategies and campaigns   + Factors to consider when choosing public relations strategies and campaigns | * Written. * Observation * Third party report * Oral questioning * Interviews |
| 1. Create stakeholder linkages and partnerships | * + Meaning of stakeholder/partner/partnership   + Importance of linkages   + Types of linkages   + Factors to consider when identifying stakeholders/partners   + Factors to consider when selecting stakeholders/partners   + Meaning of Memorandum of understanding (MOU)   + Components of a MOU   + Preparing a MOU | * + Written.   + Observation   + Third party report   + Oral questioning   + Interviews |
| 1. Disseminate cooperative society information | * Meaning of information dissemination * Channels for disseminating information * Factors to consider when choosing channels for disseminating information * Components of public relations policy * Preparing public relations policy | * Written. * Observation * Third party report * Oral questioning * Interviews |
| 1. Oversee cooperative society communications | * Meaning of communication channels * Types of communication channels * Determining communication authorisation levels * Communication process * Barriers to effective communication | * Written. * Observation * Third party report * Oral questioning * Interviews |
| 1. Review cooperative societies PR strategies and campaigns | * Methods of collecting feedback * Determining effective and non-effective strategies and campaigns * Components of public relations strategies and campaigns report * Preparing public relations strategies and campaigns report | * Written. * Observation * Third party report * Oral questioning * Interviews |

**Suggested Methods of Instruction**

* Projects
* Demonstration by trainer
* Practice by the trainee
* Discussions
* Direct instruction

**Recommended Resources**

* Public relations policy
* Sample MOU
* List of stakeholders and partners

# COOPERATIVE SOCIETY’S STRATEGIC PLANNING

**UNIT CODE:** BUS/CU/COP/CR/07/6/A

**Relationship to Occupational Standards**

This unit addresses the unit of competency: perform cooperative society’s strategic planning

**Duration of Unit:** 150 hours

**Unit Description**

This unit specifies the competencies required to perform cooperative society’s strategic planning. It involves developing cooperative society’s strategic plan, implementing cooperative society’s strategic plan, monitoring the progress of cooperative society’s strategic plan, monitoring and evaluating the progress of cooperative society’s strategic plan and reviewing the cooperative society’s strategic plan.

**Summary of Learning Outcomes**

1. Develop cooperative society’s Strategic plan
2. Implement cooperative society’s Strategic plan
3. Monitor the progress of cooperative society’s strategic plan
4. Monitor and Evaluate the progress of cooperative society’s strategic plan
5. Review the cooperative society’s strategic plan

**Learning Outcomes, Content and Methods of Assessment**

| **Learning Outcome** | **Content** | **Methods of Assessment** |
| --- | --- | --- |
| 1. Develop cooperative society’s Strategic plan | * + Meaning of strategic plan   + Meaning of Vision and Mission   + SWOT analysis and PESTEL   + Importance of performance analysis   + Importance of strategic plan   + Procedure for developing strategic plan   + Components of a strategic plan   + Preparing a strategic plan | * Written * Observation * Third party report * Oral questioning * Interviews |
| 1. Implement cooperative society’s Strategic plan | * + Meaning of task   + Identifying tasks in relation to strategic plan | * + Written.   + Observation   + Third party report   + Oral questioning   + Interviews |
| 1. Monitor the progress of cooperative society’s strategic plan | * Meaning of monitoring tool * Components of monitoring tool * Preparing monitoring tool | * Written. * Observation * Third party report * Oral questioning * Interviews |
| 1. Monitor and Evaluate the progress of cooperative society’s strategic plan | * Meaning of monitoring & evaluation * Importance of monitoring & evaluation * Procedure for monitoring & evaluation * Component of monitoring & evaluation plan * Preparing monitoring & evaluation plan | * Written. * Observation * Third party report * Oral questioning * Interviews |
| 1. Review the cooperative society’s strategic plan | * Meaning of assessment * Computing variance * Interpretation of variances * Components of strategic plan reports * Preparing strategic plan report | * Written. * Observation * Third party report * Oral questioning * Interviews |

**Suggested Methods of Instruction**

* Projects
* Demonstration by trainer
* Practice by the trainee
* Discussions
* Direct instruction

**Recommended Resources**

* Sample strategic plan
* Sample M&E tool

# SECRETARIAL SERVICES

**UNIT CODE:** BUS/CU/COP/CR/08/6/A

**Relationship to Occupational Standards**

This unit addresses the unit of competency: provide secretarial services

**Duration of Unit:** 160 hours

**Unit Description**

This unit specifies the competencies required to provide secretarial services. It involves updating board members on Cooperative Society operations, updating staff on Cooperative Society operations, advising the Cooperative Society Board of management, providing signatory services, maintaining board records and managing board members capacity building.

**Summary of Learning Outcomes**

1. Update board members on cooperative society operations
2. Update staff on cooperative society operations
3. Advise the cooperative society Board of management
4. Provide signatory services
5. Maintain board records
6. Manage board members capacity building

**Learning Outcomes, Content and Methods of Assessment**

| **Learning Outcome** | **Content** | **Methods of Assessment** |
| --- | --- | --- |
| 1. Update board members on cooperative society operations | * + Composition of Co-operative Society board member   + Board committees   + Functions of the board   + Functions of board committee   + Provisions of co-operative society Acts & other laws in relation to co-operative society board   + Board meeting schedule   + Key areas reported to the co-operative society board of directors   + Components of board meeting report   + Preparing board meeting report   + Board governance tool kit | * Written. * Observation * Third party report * Oral questioning * Interviews |
| 1. Update staff on cooperative society operations | * + Keys areas to be reported to staff /managers   + Organizing meetings   + Recording meeting proceeding /minutes recording   + Maintaining meeting records/minutes   + Conducting a meeting | * + Written.   + Observation   + Third party report   + Oral questioning   + Interviews |
| 1. Advise the cooperative society Board of management | * Identify existing laws & regulation * Key areas affecting board operations * Identify investment opportunity * Importance of advising co-operative Society board of management | * Written. * Observation * Third party report * Oral questioning * Interviews |
| 1. Provide signatory services | * Procedure for approval of payment/cheques * Procedure of approval of contracts * Contents of a contract * Procedure for electronic funds transfer * Importance of electronic fund transfer * Risk associated with electronic fund transfer * Control measures for risk associated with electronic fund transfer | * Written. * Observation * Third party report * Oral questioning * Interviews |
| 1. Maintain board records | * Meaning of record management * Components of risk management policy * Preparing risk management policy * Purpose of records maintenance * Importance of records maintenance * Methods of records maintenance * Private Act | * Written. * Observation * Third party report * Oral questioning * Interviews |
| 1. Manage board members capacity building | * Meaning of capacity building * Identify management board training needs * Components of training schedule * Preparing a training schedule | * Written. * Observation * Third party report * Oral questioning * Interviews |

**Suggested Methods of Instruction**

* Projects
* Demonstration by trainer
* Practice by the trainee
* Discussions
* Direct instruction

**Recommended Resources**

* Sample minutes
* Sample board records
* Box files
* Cabinets
* Writing materials
* Cooperative society Act 2004
* SASRA Act 2010
* By-laws
* Employment Act
* Labour Laws

# COOPERATIVE SOCIETY POLICIES MANAGEMENT

**UNIT CODE:** BUS/CU/COP/CR/09/6/A

**Relationship to Occupational Standards**

This unit addresses the unit of competency: manage cooperative society policies

**Duration of Unit:** 120 hours

**Unit Description**

This unit specifies the competencies required to manage cooperative society policies. it involves formulating cooperative society policies, implementing cooperative society policies, monitoring and evaluating cooperative society policies and reviewing cooperative society policies.

**Summary of Learning Outcomes**

1. Formulate cooperative society policies
2. Implement cooperative society policies
3. Monitor and Evaluate cooperative society policies
4. Review cooperative society policies

**Learning Outcomes, Content and Methods of Assessment**

| **Learning Outcome** | **Content** | **Methods of Assessment** |
| --- | --- | --- |
| 1. Formulate cooperative society policies | * + Meaning of policy   + Purpose of policies   + Importance of policies   + Areas for policy development   + Types of policies   + Laws and regulations governing policy formulation   + Procedure for policy development   + Components of policy formulation plan   + Preparing policy formulation plan   + Factors to consider when developing policies | * Written. * Observation * Third party report * Oral questioning * Interviews |
| 1. Implement cooperative society policies | * + Procedure for policy implementation   + Meaning of implementation schedule   + Components of policy implementation schedule   + Preparing policy implementation schedule | * + Written.   + Observation   + Third party report   + Oral questioning   + Interviews |
| 1. Monitor and Evaluate cooperative society policies | * Meaning of M&E tool * Components of M&E tool * Preparing M&E tool * Meaning of M&E plan * Components of M&E plan * Preparing M&E plan * Importance of M&E of policies * Procedure for M&E policies | * Written. * Observation * Third party report * Oral questioning * Interviews |
| 1. Review cooperative society policies | * Purpose of reviewing policies * Procedure for reviewing policies * Identifying policies variances * Variance analysis * Corrective action plans * Governance tool kit | * Written. * Observation * Third party report * Oral questioning * Interviews |

**Suggested Methods of Instruction**

* Projects
* Demonstration by trainer
* Practice by the trainee
* Discussions
* Direct instruction

**Recommended Resources**

* Sample of Human resource policy
* Sample of Records management policy
* Sample of Procurement policy
* Sample of Credit policy
* Sample of Safety and security policy
* Sample of Risk management policy
* Sample of Operations system policy
* Sample of Public relations policy
* Sample of CSR policy
* Sample of M&E tool

# COMPLIANCE WITH ACTS AND REGULATIONS

**UNIT CODE:** BUS/CU/COP/CR/10/6/A

**Relationship to Occupational Standards**

This unit addresses the unit of competency: oversee compliance with acts and regulations

**Duration of Unit:** 140 hours

**Unit Description**

This unit specifies the competencies required to oversee compliance with Acts and regulations. It involves analyzing Acts and regulations, implementing provisions of Acts and regulations, monitoring and evaluating the compliance with Acts and regulations and implementing corrective measures.

**Summary of Learning Outcomes**

1. Analyse Acts and regulations
2. Implement provisions of Acts and regulations
3. Monitor and Evaluate the compliance with Acts and regulations
4. Implement corrective measures

**Learning Outcomes, Content and Methods of Assessment**

| **Learning Outcome** | **Content** | **Methods of Assessment** |
| --- | --- | --- |
| 1. Analyse Acts and regulations | * + Meaning of Acts and regulations   + Types of Acts   + Importance’s of Acts and regulations   + New regulations | * Written. * Observation * Third party report * Oral questioning * Interviews |
| 1. Implement provisions of Acts and regulations | * + Procedure for policy implementation   + Components of implementation schedule   + Preparing implementation schedule | * + Written.   + Observation   + Third party report   + Oral questioning   + Interviews |
| 1. Monitor and Evaluate the compliance with Acts and regulations | * Meaning of compliance * Identifying areas of non-compliance * Consequences of non-compliance * Purpose of M&E of compliance | * Written. * Observation * Third party report * Oral questioning * Interviews |
| 1. Implement corrective measures | * Remedies for non-compliance * Procedure for compliance * Components of compliance plan * Preparing a compliance plan | * Written. * Observation * Third party report * Oral questioning * Interviews |

**Suggested Methods of Instruction**

* Projects
* Demonstration by trainer
* Practice by the trainee
* Discussions
* Direct instruction

**Recommended Resources**

* Cooperative Society Act 2004
* SASRA Act 2010
* By-laws
* Employment Act
* Labour Laws
* Monitoring and Evaluation Act
* Tax regulations
* Banking law
* Auctioneer Act
* AML
* Kenya constitution

# CORPORATE SOCIAL RESPONSIBILITY

**UNIT CODE:** BUS/CU/COP/CR/11/6/A

**Relationship to Occupational Standards**

This unit addresses the unit of competency: manage corporate social responsibility

**Duration of Unit: 1**20 hours

**Unit Description**

This unit specifies the competencies required to manage corporate social responsibility. It involves analyzing CSR policy, developing a CSR budget, overseeing the implementation of the CSR plan, monitoring and evaluating implementation of the CSR plan and reviewing implementation of the CSR plan.

**Summary of Learning Outcomes**

1. Develop CSR policy
2. Develop a CSR budget
3. Oversee the implementation of the CSR plan
4. Monitor and Evaluate implementation of the CSR plan
5. Review implementation of the CSR plan

**Learning Outcomes, Content and Methods of Assessment**

| **Learning Outcome** | **Content** | **Methods of Assessment** |
| --- | --- | --- |
| 1. Develop CSR policy | * Meaning of CSR * CSR activities * CSR stakeholders * Stakeholders engagement * Reasons for CSR * Importance of CSR * Components of CSR policy * Preparing CSR policy * Importance of CSR policy | * Written. * Observation * Third party report * Oral questioning * Interviews |
| 1. Develop a CSR budget | * Sources of funding CSR activities * Components of CSR budget * Preparing a CSR budget * Importance of CSR budget * Factors to consider when preparing CSR budget | * + Written.   + Observation   + Third party report   + Oral questioning   + Interviews |
| 1. Oversee the implementation of the CSR plan | * Preparing CSR schedule * Preparing CSR plan * Procedure for implementing CSR activities * Challenges of CSR implementation | * Written. * Observation * Third party report * Oral questioning * Interviews |
| 1. Monitor and Evaluate implementation of the CSR plan | * Preparing M&E tool * Analysing effectiveness of CSR activities * Purpose of M&E | * Written. * Observation * Third party report * Oral questioning * Interviews |
| 1. Review implementation of the CSR plan | * Criteria for reviewing CSR activities * Performance measurements * Determining CSR activities variances * Corrective measures | * Written. * Observation * Third party report * Oral questioning * Interviews |

**Suggested Methods of Instruction**

* Projects
* Demonstration by trainer
* Practice by the trainee
* Discussions
* Direct instruction

**Recommended Resources**

* Sample CSR policy