

**REPUBLIC OF KENYA**

**NATIONAL OCCUPATIONAL STANDARDS**

**FOR**

**COOPERATIVE 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 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 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 have been developed for the purpose of developing a competency based curriculum for Cooperative Management level 6. 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 Cooperative Sector’s growth and 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. 14 of 2012 on Reforming Education and Training in Kenya, emphasized the need to reform 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 labor force.

TVET Curriculum Development, Assessment and Certification Council (TVET CDACC) in conjunction with Business Sector Skills Advisory Committee (SSAC) have developed these occupational standards for a Cooperative Manager Level 6. These occupational standards will be the basis for development of competency based curriculum for Cooperative Management Level 6. These Standards will also be the basis for assessment of an individual for competence certification.

 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, Business SSAC, expert workers and all those who participated in the development of this occupational standards.

**CHAIRPERSON**

 **TVET CDACC**

# ACKNOWLEDGMENT

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

I thank TVET Curriculum Development, Assessment and Certification Council (TVET CDACC) for providing guidance on the development of these Standards. My gratitude goes to the Business 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 institutions which in one way or another contributed to the success of development of these Standards.

CHAIRPERSON

BUSINESS SECTOR SKILLS ADVISORY COMMITTEE

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# **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

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

# KEY TO UNIT CODE

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

Industry or sector

Occupational Standards

Occupational area

Type of competency

Competency number

Competency level

Version control

# 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 competency comprising Cooperative Management level 6 qualification include the following:

**BASIC UNITS OF COMPETENCY**

|  |  |
| --- | --- |
| **Unit Code** | **Unit Title** |
| BUS / OS /COP/BC/01/6/A  | Demonstrate Communication Skills |
| BUS / OS /COP/BC/02/6/A  | Demonstrate Numeracy Skills |
| BUS / OS /COP/BC/03/6/A  | Demonstrate Digital Literacy  |
| BUS / OS /COP/BC/04/6/A  | Demonstrate Entrepreneurial Skills |
| BUS / OS /COP/BC/05/6/A  | Demonstrate Employability Skills |
| BUS / OS /COP/BC/06/6/A  | Demonstrate Environmental Literacy |
| BUS / OS /COP/BC/07/6/A  | Demonstrate Occupational Safety and Health Practices |

**CORE UNITS OF COMPETENCY**

|  |  |
| --- | --- |
| **Unit Code** | **Unit Title** |
| BUS / OS /COP/CR/01/6/A  | Oversee Human Resource Operations |
| BUS / OS /COP/CR/02/6/A  | Oversee Financial Operations |
| BUS / OS /COP/CR/03/6/A  | Oversee Marketing Of Cooperative Society Products And Services |
| BUS / OS /COP/CR/04/6/A  | Manage Operation Systems |
| BUS / OS /COP/CR/05/6/A  | Manage Cooperative Society Performance |
| BUS / OS /COP/CR/06/6/A  | Oversee Cooperative Society Public Relations |
| BUS / OS /COP/CR/07/6/A  | Perform Cooperative Society’s Strategic Planning |
| BUS / OS /COP/CR/08/6/A  | Provide Secretarial Services |
| BUS / OS /COP/CR/09/6/A  | Manage Cooperative Society Policies |
| BUS / OS /COP/CR/10/6/A  | Compliance With Acts And Regulations |
| BUS / OS /COP/CR/11/6/A  | Manage Corporate Social Responsibility |

# BASIC UNITS OF COMPETENCY

**DEMONSTRATE COMMUNICATION SKILLS**

**UNIT CODE:** BUS / OS /COP/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** These describe the key outcomes which make up workplace function | **PERFORMANCE CRITERIA**These are assessable statements which specify the required level of performance for each of the elements.***Bold and italicized terms are elaborated in the Range*** |
| 1. Meet communication needs of clients and colleagues
 | 1. Specific communication needs of clients and colleagues are identified and met based on workplace requirements
2. Different communication approaches are identified and applied according to clients’ needs
3. Conflict is identified and addressed as per the standards of the organization
 |
| 1. Develop communication strategies
 | * 1. Strategies for effective internal and external dissemination of information are developed as per organization’s requirements
	2. Special communication needs are considered in developing strategies according workplace procedures
	3. ***Communication strategies*** are analyzed, evaluated and revised based the workplace needs
 |
| 1. Establish and maintain communication pathways
 | * 1. Pathways of communication are established as per organization policy
	2. Pathways are maintained and reviewed according to organization procedures
 |
| 1. Promote use of communication strategies
 | * 1. Information is provided to all areas of the organization as per strategy requirements
	2. Effective communication techniques are articulated and modeled according work requirements
	3. Personnel are given guidance about adapting communication strategies as per organization procedures
 |
| 1. Conduct interview
 | 1. A range of appropriate communication strategies are employed in ***interview situations*** based on the workplace requirements
2. Records of interviews are made and maintained in accordance with organizational procedures
3. Effective questioning, listening and nonverbal communication techniques are used as per needs
 |
| 1. Facilitate group discussion
 | 1. Mechanisms to enhance ***effective group interaction*** are identified and implemented according to workplace requirements
2. Strategies to encourage group participation are identified and used as per organizations’ procedures
3. Meetings objectives and agenda are set and followed based on workplace requirements
4. Relevant information is provided and feedback obtained according to set protocols
5. Evaluation of group communication strategies is undertaken in accordance with workplace guidelines
6. Specific communication needs of individuals are identified and addressed as per individual needs
 |
| 1. Represent the organization
 | 1. 7Relevant presentation are researched and presented based on internal or external communication forums requirements
2. Presentation is delivered in a clear and sequential manner as per the predetermined time
3. Presentation is made as per appropriate media
4. Difference views are respected based on workplace procedures
5. Written communication is done as per organizational standards
6. Inquiries are responded according to organizational standard
 |

**RANGE**

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

|  |  |
| --- | --- |
| **Variable** | **Range** |
| 1. Communication strategies may include but not limited to:
 | * Language switch
* Comprehension check
* Repetition
* Asking confirmation
* Paraphrase
* Clarification request
* Translation
* Restructuring
* Approximation
* Generalization
 |
| 1. Effective group interaction may include but not limited to:
 | * Identifying and evaluating what is occurring within an interaction in a nonjudgmental way
* Using active listening
* Making decision about appropriate words, behavior
* Putting together response which is culturally appropriate
* Expressing an individual perspective
* Expressing own philosophy, ideology and background and exploring impact with relevance to communication
 |
| 1. Situations may include but not limited to:
 | * Establishing rapport
* Eliciting facts and information
* Facilitating resolution of issues
* Developing action plans
* Diffusing potentially difficult situations
 |

**REQUIRED SKILLS AND KNOWLEDGE**

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

**Required Skills**

The individual needs to demonstrate the following skills:

* 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. Developed communication strategies to meet the organization requirements and applied in the workplace
2. Established and maintained communication pathways for effective communication in the workplace
3. Used communication strategies involving exchanges of complex oral information
 |
| 1. Resource Implications
 | The following resources should be provided: 1. Access to relevant workplace or appropriately simulated environment where assessment can take place
2. Materials relevant to the proposed activity or tasks
 |
| 1. Methods of Assessment
 | Competency in this unit may be assessed through: 1. Direct observation
2. Oral questioning
3. Written texts
 |
| 1. Context of Assessment
 | Competency may be assessed:1. On-the-job
2. Off-the –job
3. During Industrial attachment
 |
| 1. Guidance information for assessment
 | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

**DEMONSTRATE NUMERACY SKILLS**

**UNIT CODE:** BUS / OS /COP/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**

|  |  |
| --- | --- |
| **ELEMENT** These describe the key outcomes which make up workplace function. | **PERFORMANCE CRITERIA**These are assessable statements which specify the required level of performance for each of the elements.***Bold and italicized terms*** ***are elaborated in the Range.*** |
| 1. Apply a wide range of mathematical calculations for work
 | * 1. Mathematical information embedded in a range of workplace tasks and texts is extracted as per workplace procedures.
	2. Mathematical information is interpreted and comprehended as per job specifications
	3. A range of mathematical and problem solving processes are selected and used as per job specification
	4. Different forms of fractions, decimals and percentages are flexibly used as per SOPs
	5. Calculation performed with positive and negative numbers as per SOPs
	6. Numbers are expressed as powers and roots and are used in calculations as per SOPs
	7. Calculations done using routine formulas as per SOPs
	8. Estimation and assessment processes are used to check outcome as per workplace procedures
	9. Mathematical language is used to discuss and explain the processes, results and implications of the task as per workplace procedures
 |
| 1. Use and apply ratios, rates and proportions for work
 | * 1. Information regarding ratios, rates and proportions extracted from a range of workplace tasks and texts as per SOPs
	2. Mathematical information related to ratios, rate and proportions is analysed as per SOPs
	3. Problem solving processes are used to undertake the task as per workplace procedures
	4. Equivalent ratios and rates are simplified as per SOPs
	5. Quantities are calculated using ratios, rates and proportions as per SOPS
	6. Graphs, charts or tables are constructed to represent ratios, rates and proportions as per SOPs
	7. The outcomes reviewed and checked as per job specifications
	8. Information is record using mathematical language and symbols as per workplace procedures
 |
| 1. Estimate, measure and calculate measurement for work
 | * 1. Measurement information embedded in workplace texts and tasks are extracted and interpreted as per job specifications
	2. Appropriate workplace measuring equipment are identified and selected as per job specifications
	3. Accurate measurements are estimated and made as per SOPs
	4. The area of ***2D shapes*** including compound shapes are calculated as per SOPs
	5. The volume of 3D shapes is calculated using relevant formulas as per SOPs
	6. Sides of right angled triangles are calculated using Pythagoras’ theorem as per SOPs
	7. conversions are perform between units of measurement as per job specification
	8. Problem solving processes are used to undertake the task as per workplace Procedures
	9. The measurement outcomes are reviewed and checked as per workplace procedures
	10. Information is recorded using mathematical language and symbols appropriate for the task as per workplace procedures
 |
| 1. Use detailed maps to plan travel routes for work
 | * 1. Different types of maps are identified and interpreted as per job requirements
	2. Key features of maps are identified as per job requirements
	3. Scales are identified and interpreted as per job requirements
	4. Scales are applied to calculate actual distances
	5. Positions or locations are determined using directional information as per job requirements
	6. Routes are planned by determining directions and calculating distances, speeds and times as per job requirements
	7. Information is gathered and identified and relevant factors related to planning a route checked as per job requirements
	8. Relevant equipment is select and checked for accuracy and operational effectiveness as per job requirements
	9. Task is planned and recorded using specialized mathematical language and symbols appropriate for the task as per job requirements
 |
| 1. Use geometry to draw 2D shapes and construct 3D shapes for work
 | * 1. A range of 2D shapes and 3D shapes and their uses in work contexts is identified as per job specifications
	2. Features of 2D and 3D shapes are named and described as per job specifications
	3. Types of angles in 2D and 3D shapes are identified as per job specifications
	4. Angles are drawn, estimated and measured using geometric instruments as per job requirements
	5. Angle properties of 2D shapes are named and identified as per SOPs
	6. Angle properties are used to evaluate unknown angles in shapes as per SOPs
	7. Properties of perpendicular and parallel lines are applied to shapes as per SOPs
	8. Understanding and use of symmetry is demonstrated as per SOPs
	9. Understanding and use of similarity is demonstrated as per SOPs
	10. The workplace tasks and mathematical processes required are identified as per workplace procedures
	11. 2D shapes is drawn for work as per job specification
	12. 3D shapes is constructed for work as per job specification
	13. The outcomes are reviewed and checked as per workplace procedures
	14. Specialized mathematical language and symbols appropriate for the task are used as per SOPs
 |
| 1. Collect, organize, and interpret statistical data for work
 | * 1. Workplace issue requiring investigation are identified as per workplace procedures
	2. Audience / population / sample unit is determined as per workplace procedures as per workplace procedures
	3. Data to be collected is identified as per workplace procedures
	4. Data collection method is selected as per workplace procedures
	5. Appropriate statistical data is collected and organized as per SOPs
	6. Data is illustrated in appropriate formats as per SOPs
	7. The effectiveness of different types of graphs are compared as per SOPs
	8. The summary statistics for collected data is calculated as per SOPs
	9. The results / findings are interpreted as per SOPs
	10. Data is checked to ensure that it meets the expected results and content as per workplace procedures
	11. Information from the results including tables, graphs and summary statistics is extracted and interpreted as per workplace procedure
	12. Mathematical language and symbols are used to report results of investigation as per workplace procedure
 |
| 1. Use routine formula and algebraic expressions for work
 | * 1. Understanding of informal and symbolic notation, representation and conventions of algebraic expressions is demonstrated as per SOPs
	2. Simple algebraic expressions and equations are developed as per job specification
	3. Operate on algebraic expressions as per job requirement
	4. Algebraic expressions are simplified as per job requirement
	5. Substitution into simple routine equations is done as per SOPs
	6. Routine formulas used for work tasks are identified and comprehended as per SOPs
	7. Routine formulas are evaluate by substitution as per SOPs
	8. Routine formulas transposed as per SOPs
	9. Appropriate formulas are identified and used for work related tasks as per workplace procedures
	10. Outcomes are checked and result of calculation used as per workplace procedures
 |
| 1. Use common functions of a scientific calculator for work
 | * 1. Required numerical information to perform tasks is located as per job specification
	2. The order of operations and function keys necessary to solve mathematical calculation are determined as per job specification
	3. Function keys on a scientific calculator are identified and used as per SOPs
	4. Estimations are referred to check reasonableness of problem solving process as per workplace procedures
	5. Appropriate mathematical language, symbols and conventions are used to report results as per workplace 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. 2D shapes may include but not limited may include but not limited to:
 | * Triangles
* Square
* Rectangle
* Triangle
 |

**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:1. Developed communication strategies to meet the organization requirements and applied in the workplace
2. Established and maintained communication pathways for effective communication in the workplace
3. Used communication strategies involving exchanges of complex oral information
 |
| 1. Resource Implications
 | The following resources should be provided:1. Access to relevant workplace or appropriately simulated environment where assessment can take place
2. Materials relevant to the proposed activity or tasks
 |
| 1. Methods of Assessment
 | Competency in this unit may be assessed through:1. Observation
2. Oral questioning
3. Written test
4. Portfolio of Evidence
5. Interview
6. Third party report
 |
| 1. Context of Assessment
 | Competency may be assessed:1. On-the-job
2. Off-the –job
3. During Industrial attachment
 |
| 1. Guidance information for assessment
 | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

# DEMONSTRATE DIGITAL LITERACY

**UNIT CODE:** BUS / OS /COP/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** These describe the key outcomes which make up workplace function | **PERFORMANCE CRITERIA**These are assessable statements which specify the required level of performance for each of the elements.***Bold and italicized terms are elaborated in the Range*** |
| 1. Identify appropriate computer software and hardware
 | * 1. Concepts of ICT are determined in accordance with computer equipment
	2. Classifications of computers are determined in accordance with manufacturers specification
	3. Appropriate computer software is identified according to manufacturer’s specification
	4. Appropriate computer hardware is identified according to manufacturer’s specification
	5. Functions and commands of operating system are determined in accordance with manufacturer’s specification
 |
| 1. Apply security measures to data, hardware, software in automated environment
 | * 1. ***Data security and privacy are classified*** in accordance with the prevailing technology
	2. ***Security threats*** reidentified ***and control measures*** are applied in accordance with laws governing protection of ICT
	3. Computer threats and crimes are detected in accordance to Information Management security guidelines
	4. Protection against computer crimes is undertaken in accordance with laws governing protection of ICT
 |
| 1. Apply computer software in solving tasks
 | * 1. ***Word processing concepts*** are applied in resolving workplace tasks, report writing and documentation as per the job requirements
	2. ***Word processing utilities*** are applied in accordance with workplace procedures
	3. Worksheet layout is prepared in accordance with work procedures
	4. Worksheet is built and data manipulated in the worksheet in accordance with workplace procedures
	5. Continuous data manipulated on worksheet is undertaken in accordance with work requirements
	6. Database design and manipulation is undertaken in accordance with office procedures
	7. Data sorting, indexing, storage, retrieval and security is provided in accordance with workplace procedures
 |
| 1. Apply internet and email in communication at workplace
 | * 1. Electronic mail addresses are opened and applied in workplace communication in accordance with office policy
	2. Office internet functions are defined and executed in accordance with office procedures
	3. ***Network configuration*** is determined in accordance with office operations procedures
	4. Official World Wide Web is installed and managed according to workplace procedures
 |
| 1. Apply Desktop publishing in official assignments
 | * 1. Desktop publishing functions and tools are identified in accordance with manufactures specifications
	2. Desktop publishing tools are developed in accordance with work requirements
	3. Desktop publishing tools are applied in accordance with workplace requirements
	4. Typeset work is enhanced in accordance with workplace standards
 |
| 1. Prepare presentation packages
 | * 1. Types of presentation packages are identified in accordance with office requirements
	2. Slides are created and formulated in accordance with workplace procedures
	3. Slides are edited and run-in accordance with work procedures
	4. Slides and handouts are printed according to work requirements
 |

**RANGE**

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

|  |  |
| --- | --- |
| **Variable** | **Range** |
| 1. Appropriate computer hardware may include but not limited to:
 | Collection of physical parts of a computer system such as:* Computer case, monitor, keyboard, and mouse
* All the parts inside the computer case, such as the hard disk drive, motherboard and video card
 |
| 1. Data security and privacy may include but not limited to:
 | * Confidentiality of data
* Cloud computing
* Integrity -but-curious data surfing
 |
| 1. Security and control measures may include but not limited to:
 | * Counter measures against cyber terrorism
* Risk reduction
* Cyber threat issues
* Risk management
* Pass-wording
 |
| 1. Security threats may include but not limited to:
 | * Cyber terrorism
* Hacking
 |

**REQUIRED SKILLS AND KNOWLEDGE**

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

**Required Skills**

The individual needs to demonstrate the following skills:

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

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Software concept
* Functions of computer software and hardware
* Data security and privacy
* Computer security threats and control measures
* Technology underlying cyber-attacks and networks
* Cyber terrorism
* Computer crimes
* Detection and protection of computer crimes
* Laws governing protection of ICT
* Word processing;
* Functions and concepts of word processing.
* Documents and tables creation and manipulations
* Mail merging
* Word processing utilities
* Spread sheets;
* Meaning, formulae, function and charts, uses and layout
* Data formulation, manipulation and application to cells
* Database;
* Database design, data manipulation, sorting, indexing, storage retrieval and security
* Desktop publishing;
* Designing and developing desktop publishing tools
* Manipulation of desktop publishing tools
* Enhancement of typeset work and printing documents
* Presentation Packages;
* Types of presentation Packages
* Creating, formulating, running, editing, printing and presenting slides and handouts
* Networking and Internet;
* Computer networking and internet.
* Electronic mail and world wide web
* Emerging trends and issues in ICT;
* Identify and integrate emerging trends and issues in ICT
* Challenges posed by emerging trends and issues

**EVIDENCE** **GUIDE**

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

|  |  |
| --- | --- |
| 1. Critical Aspects of Competency
 | Assessment requires evidence that the candidate:* 1. Identified and controlled security threats
	2. Detected and protected computer crimes
	3. Applied word processing in office tasks
	4. Designed, prepared work sheet and applied data to the cells in accordance to workplace procedures
	5. Opened electronic mail for office communication as per workplace procedure
	6. Installed internet and World Wide Web for office tasks in accordance with office procedures
	7. Integrated emerging issues in computer ICT applications
	8. Applied laws governing protection of ICT
 |
| 1. Resource Implications
 |  The following resources should be provided:* 1. Access to relevant workplace where assessment can take place
	2. Appropriately simulated environment where assessment can take place
 |
| 1. Methods of Assessment
 | Competency may be assessed through:* 1. Observation
	2. Oral questioning
	3. Written test
	4. Portfolio of Evidence
	5. Interview
	6. Third party report
 |
| 1. Context of Assessment
 | Competency may be assessed:1. On-the-job
2. Off-the –job
3. During Industrial attachment
 |
| 1. Guidance information for assessment
 | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

**DEMONSTRATE ENTREPRENEURIAL SKILLS**

**UNIT CODE :** BUS / OS /COP/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**  |
| 1. Demonstrate understanding of an Entrepreneur
 | 1. Entrepreneurs and Business persons are distinguished as per principles of entrepreneurship
2. ***Types of entrepreneurs*** are identified as per principles of entrepreneurship
3. Ways of becoming an Entrepreneur are identified as per principles of Entrepreneurship
4. ***Characteristics of Entrepreneurs*** are identified as per principles of Entrepreneurship
5. Factors affecting Entrepreneurship development are explored as per principles of Entrepreneurship
 |
| 1. Demonstrate understanding of Entrepreneurship and self-employment
 | 1. Entrepreneurship and self-employment are distinguished as per principles of entrepreneurship
2. Importance of self-employment is analysed based on business procedures and strategies
3. ***Requirements for entry into self-employment*** are identified according to business procedures and strategies
4. Role of an Entrepreneur in business is determined according to business procedures and strategies
5. Contributions of Entrepreneurs to National development are identified as per business procedures and strategies
6. Entrepreneurship culture in Kenya is explored as per business procedures and strategies
7. Born or made Entrepreneurs are distinguished as per entrepreneurial traits
 |
| 1. Identify Entrepreneurship opportunities
 | 1. Sources of business ideas are identified as per business procedures and strategies
2. Business ideas and opportunities are generated as per business procedures and strategies
3. Business life cycle is analysed as per business procedures and strategies
4. Legal aspects of business are identified as per procedures and strategies
5. Product demand is assessed as per market strategies
6. Types of ***business environment*** are identified and evaluated as per business procedures
7. Factors to consider when evaluating business environment are explored based on business procedure and strategies
8. Technology in business is incorporated as per best practice
 |
| 1. Create entrepreneurial awareness
 | 1. ***Forms of businesses*** are explored as per business procedures and strategies
2. Sources of business finance are identified as per business procedures and strategies
3. Factors in selecting source of business finance are identified as per business procedures and strategies
4. ***Governing policies*** on Small Scale Enterprises (SSEs) are determined as per business procedures and strategies
5. Problems of starting and operating SSEs are explored as per business procedures and strategies
 |
| 1. Apply entrepreneurial motivation
 | 1. ***Internal and external motivation*** factors are determined in accordance with motivational theories
2. Self-assessment is carried out as per entrepreneurial orientation
3. Effective communications are carried out in accordance with communication principles
4. Entrepreneurial motivation is applied as per motivational theories
 |
| 1. Develop innovative business strategies
 | 1. Business innovation strategies are determined in accordance with the organization strategies
2. Creativity in business development is demonstrated in accordance with business strategies
3. ***Innovative business strategies*** are developed as per business principles
4. Linkages with other entrepreneurs are created as per best practice
5. ICT is incorporated in business growth and development as per best practice
 |
| 1. Develop Business Plan
 | 1. Identified Business is described as per business procedures and strategies
2. Marketing plan is developed as per business plan format
3. Organizational/Management plan is prepared in accordance with business plan format
4. Production/operation plan in accordance with business plan format
5. Financial plan is prepared in accordance with the business plan format
6. Executive summary is prepared in accordance with business plan format
7. Business plan is presented as per best practice
 |

**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. Types of entrepreneurs may include but not limited to:
 | * Innovators
* Imitators
* Craft
* Opportunistic
* Speculators
 |
| 1. Characteristics of Entrepreneurs may include but not limited to:
 | * Creative
* Innovative
* Planner
* Risk taker
* Networker
* Confident
* Flexible
* Persistent
* Patient
* Independent
* Future oriented
* Goal oriented
 |
| 1. Requirements for entry into self-employment may include but not limited to
 | * Technical skills
* Management skills
* Entrepreneurial skills
* Resources
* Infrastructure
 |
| 1. Internal and external motivation may include but not limited to:
 | * Interest
* Passion
* Freedom
* Prestige
* Rewards
* Punishment
* Enabling environment
* Government policies
 |
| 1. Business environment may include but not limited to:
 | * External
* Internal
* Intermediate
 |
| 1. Forms of businesses may include but not limited to:
 | * Sole proprietorship
* Partnership
* Limited companies
* Cooperatives
 |
| 1. Governing policies may include but not limited to:
 | * Increasing scope for finance
* Promoting cooperation between entrepreneurs and private sector
* Reducing regulatory burden on entrepreneurs
* Developing IT tools for entrepreneurs
 |
| 1. Innovative business strategies may include but not limited to:
 | * New products
* New methods of production
* New markets
* New sources of supplies
* Change in industrialization
 |

**REQUIRED SKILLS AND KNOWLEDGE**

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

**Required Skills**

The individual needs to demonstrate the following skills:

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

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Decision making
* Business communication
* Change management
* Competition
* Risk
* Net working
* Time management
* Leadership
* Factors affecting entrepreneurship development
* Principles of Entrepreneurship
* Features and benefits of common operational practices, e. g., continuous improvement (kaizen), waste elimination,
* Conflict resolution
* Health, safety and environment (HSE) principles and requirements
* Customer care 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.

|  |  |
| --- | --- |
| 1. Critical Aspects of Competency
 | 1. Assessment requires evidence that the candidate:
2. Distinguished entrepreneurs and businesspersons correctly
3. Identified ways of becoming an entrepreneur appropriately
4. Explored factors affecting entrepreneurship development appropriately
5. Analysed importance of self-employment accurately
6. Identified requirements for entry into self-employment correctly
7. Identified sources of business ideas correctly
8. GeneratedBusiness ideas and opportunities correctly
9. Analysed business life cycle accurately
10. Identified legal aspects of business correctly
11. Assessed product demand accurately
12. Determined Internal and external motivation factors appropriately
13. Carried out communications effectively
14. Identified sources of business finance correctly
15. Determined Governing policy on small scale enterprise appropriately
16. Explored problems of starting and operating SSEs effectively
17. Developed Marketing, Organizational/Management, Production/Operation and Financial plans correctly
18. Prepared executive summary correctly
19. Determined business innovative strategies appropriately
20. Presented business plan effectively
 |
| 1. Resource Implications
 | The following resources should be provided:1. Access to relevant workplace where assessment can take place
2. Appropriately simulated environment where assessment can take place
 |
| 1. Methods of Assessment
 | 1. Written tests
2. Oral questions
3. Third party report
4. Interviews
5. Portfolio of Evidence
 |
| 1. Context of Assessment
 | Competency may be assessed 1. On-the-job
2. Off-the –job
3. During Industrial attachment
 |
| 1. Guidance information for assessment
 | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

**DEMONSTRATE EMPLOYABILITY SKILLS**

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

**UNIT DESCRIPTON**

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**

|  |  |
| --- | --- |
| **ELEMENT**These describe the key outcomes which make up workplace function. | **PERFORMANCE CRITERIA**These are assessable statements which specify the required level of performance for each of the elements.***Bold and italicized terms are elaborated in the Range*** |
| 1. Conduct self-management
 | 1. Personal vision, mission and goals are formulated based on potential and in relation to organization objectives
2. Emotional intelligence is demonstrated as per workplace requirements.
3. Individual performance is evaluated and monitored according to the agreed targets.
4. Assertiveness is developed and maintained based on the requirements of the job.
5. Accountability and responsibility for own actions are demonstrated based on workplace instructions.
6. Self-esteem and a positive self-image are developed and maintained based on values.
7. Time management, attendance and punctuality are observed as per the organization policy.
8. Goals are managed as per the organization’s objective
9. Self-strengths and weaknesses are identified based on personal objectives
 |
| 1. Demonstrate interpersonal communication
 | 1. Writing skills are demonstrated as per communication policy
2. Negotiation and persuasion skills are demonstrated as per communication policy
3. Internal and external stakeholders’ needs are identified and interpreted as per the communication policy
4. Communication networks are established based on workplace policy
5. Information is shared as per communication policy
 |
| 1. Demonstrate critical safe work habits
 | * 1. Stress is managed in accordance with workplace policy.
	2. Punctuality and time consciousness is demonstrated in line with workplace policy.
	3. Personal objectives are integrated with organization goals based on organization’s strategic plan.
	4. ***Resources*** are utilized in accordance with workplace policy.
	5. Work priorities are set in accordance to workplace goals and objectives.
	6. Leisure time is recognized and utilized in line with personal objectives.
	7. ***Drugs and substances of abuse*** are identified and avoided based on workplace policy.
	8. HIV and AIDS prevention awareness is demonstrated in line with workplace policy.
	9. Safety consciousness is demonstrated in the workplace based on organization safety policy.
	10. ***Emerging issues*** are identified and dealt with in accordance with organization policy.
 |
| 1. Lead a workplace team
 | 1. Performance targets for the ***team*** are set based on organization’s objectives
2. Duties are assigned in accordance with the organization policy.
3. ***Forms of communication*** in a team are established according to organization’s policy.
4. Team performance is evaluated based on set targets as per workplace policy.
5. Conflicts are resolved between team members in line with organization policy.
6. Gender related issues are identified and mainstreamed in accordance workplace policy.
7. Human rights and fundamental freedoms are identified and respected as Constitution of Kenya 2010.
8. Healthy relationships are developed and maintained in line with workplace.
 |
| 1. Plan and organize work
 | 1. Work plans are prepared based on activities and budget.
2. Assigned tasks are interpreted and expectations identified as per the workplace instructions.
3. Task occupational safety and health requirements are identified and observed regulations.
4. Work resources are identified, mobilized, allocated and utilized based on organization work plans.
5. Work activities are monitored and evaluated in line with work plans and workplace policy.
6. Work plans are reviewed based on target and available resources.
 |
| 1. Maintain professional growth and development
 | * 1. Personal training needs are identified and assessed in line with the requirements of the job.
	2. ***Training and career opportunities*** are identified and utilized based on job requirements.
	3. Resources for training are mobilized and allocated based organizations and individual skills needs.
	4. Licensees and certifications relevant to job and career are obtained and renewed as per policy.
	5. Work priorities and personal commitments are balanced and managed based on requirements of the job and personal objectives.
	6. Recognitions are sought as proof of career advancement in line with professional requirements.
 |
| 1. Demonstrate workplace learning
 | * 1. Learning opportunities are sought and managed based on job requirement and organization policy.
	2. Improvement in performance is demonstrated based on courses attended.
	3. Application of learning is demonstrated in both technical and non-technical aspects based on requirements of the job
	4. Time and effort is invested in learning new skills based on job requirements
	5. Initiative is taken to create more effective and efficient processes and procedures in line with workplace policy.
	6. New systems are developed and maintained in accordance with the requirements of the job.
	7. Awareness of personal role in workplace ***innovation*** is demonstrated based on requirements of the job.
 |
| 1. Demonstrate problem solving skills
 | * 1. Creative, innovative and practical solutions are developed based on the problem
	2. Independence and initiative in identifying and solving problems is demonstrated based on requirements of the job.
	3. Team problems are solved as per the workplace guidelines
	4. Problem solving strategies are applied as per the workplace guidelines
	5. Problems are analyzed and assumptions tested as per the context of data and circumstances
 |
| 1. Manage ethical performance
 | * 1. Policies and guidelines are observed as per the workplace requirements
	2. Self-worth and professionalism is exercised in line with personal goals and organizational policies
	3. Code of conduct is observed as per the workplace requirements
	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* Alcohol
* Tobacco
* Miraa
* Over-the-counter drugs
* Cocaine
* Bhang
* Glue
 |
| 1. Feedback may include but not limited to:
 | * Verbal
* Written
* Informal
* Formal
 |
| 1. Relationships may include but not limited to:
 | * Man/Woman
* Trainer/trainee
* Employee/employer
* Client/service provider
* Husband/wife
* Boy/girl
* Parent/child
* Sibling relationships
 |
| 1. Forms of communication may include but not limited to:
 | * Written
* Visual
* Verbal
* Non verbal
* Formal and informal
 |
| 1. Team may include but not limited to:
 | * Small work group
* Staff in a section/department
* Inter-agency group
 |
| 1. Personal growth may include but not limited to:
 | * Growth in the job
* Career mobility
* Gains and exposure the job gives
* Net workings
* Benefits that accrue to the individual as a result of noteworthy performance
 |
| 1. Personal objectives may include but not limited to:
 | * Long term
* Short term
* Broad
* Specific
 |
| 1. Trainings and career opportunities may include but not limited to
 | * Participation in training programs
* Serving as Resource Persons in conferences and workshops
 |
| 1. Resource may include may but not limited to:
 | * Human
* Financial
* Technology
 |
| 1. Innovation may include but not limited to:
 | * New ideas
* Original ideas
* Different ideas
* Methods/procedures
* Processes
* New tools
 |
| 1. Emerging issues may include but not limited to:
 | * Terrorism
* Social media
* National cohesion
* Open offices
 |
| 1. Range of media for learning may include but not limited to:
 | * Mentoring
* peer support and networking
* IT and courses
 |

**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 aspects of Competency
 | Assessment requires evidence that the candidate:* 1. Conducted self-management
	2. Demonstrated interpersonal communication
	3. Demonstrated critical safe work habits
	4. Demonstrated the ability to lead a workplace team
	5. Planned and organized work
	6. Maintained professional growth and development
	7. Demonstrated workplace learning
	8. Demonstrated problem solving skills
	9. Demonstrated the ability to manage performance ethically
 |
| 1. Resource Implications
 | The following resources should be provided:1. Access to relevant workplace where assessment can take place
2. Appropriately simulated environment where assessment can take place
 |
| 1. Methods of Assessment
 | Competency in this unit may be assessed through: 1. Observation
2. Oral questioning
3. Written test
4. Portfolio of Evidence
5. Interview
6. Third party report
 |
| 1. Context of Assessment
 | Competency may be assessed:1. On-the-job
2. Off-the –job
3. During Industrial attachment
 |
| 1. Guidance information for assessment
 | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

**DEMONSTRATE ENVIRONMENTAL LITERACY**

**UNIT CODE:** BUS / OS /COP/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**These describe the key outcomes which make up workplace function. | **PERFORMANCE CRITERIA**These are assessable statements which specify the required level of performance for each of the elements.***Bold and italicized terms are elaborated in the Range*** |
| 1. Control environmental hazard
 | 1. Storage methods for environmentally hazardous materials are strictly followed according to environmental regulations and OSHS.
2. Disposal methods of hazardous wastes are followed according to environmental regulations and OSHS.
3. ***PPE*** is used according to OSHS.
 |
| 1. Control environmental Pollution
 | * 1. Environmental pollution ***control measures*** are implemented in accordance with international protocols.
	2. Procedures for solid waste management are observed according Environmental Management and Coordination Act 1999
	3. Methods for minimizing noise pollution is complied with based on Noise and Excessive Vibration *Pollution and* Control *Regulations*, 2009
 |
| 1. Demonstrate sustainable resource use
 | * 1. Methods for minimizing wastage are complied with based on organizational waste management guide
	2. Waste management procedures are employed following principles of 3Rs (Reduce, Reuse, Recycle)
	3. Methods for economizing and reducing resource consumption are practiced as per the Constitution of Kenya 2010 Article 69 .
 |
| 1. Evaluate current practices in relation to resource usage
 | * 1. Information on resource efficiency systems and procedures are collected and provided as per work groups/sector
	2. Current resource usage is measured and recorded as per work group
	3. Current purchasing strategies are analyzed and recorded according to industry procedures.
	4. Current work processes to access information and data is analyzed following enterprise protocol.
 |
| 1. Identify environmental legislations/conventions for environmental concerns
 | 1. Environmental legislations/conventions and local ordinances are identified according to the different environmental aspects/impact
2. Industrial standard/environmental practices are described according to the different environmental concerns
 |
| 1. Implement specific environmental programs
 | 1. Programs/Activities are identified according to organizations policies and guidelines.
2. Individual roles/responsibilities are determined and performed based on the activities identified.
3. Problems/constraints encountered are resolved in accordance with organizations’ policies and guidelines
4. Stakeholders are consulted based on company guidelines
 |
| 1. Monitor activities on Environmental protection/Programs
 | 1. Activities are periodically monitored and Evaluated according to the objectives of the environmental program
2. Feedback from stakeholders are gathered and considered in Proposing enhancements to the program based on consultations
3. Data gathered are analyzed based on Evaluation requirements
4. Recommendations are submitted based on the findings
5. Management support systems are set/established to sustain and enhance the program
6. Environmental incidents are monitored and reported to
7. concerned/proper authorities
 |
| 1. Analyze resource use
 | 1. All resource consuming processes are Identified as per the organizational work plan
2. Quantity and nature of resource consumed is determined based on processes
3. Resource flow is analyzed as per different parts of the process.
4. Wastes are classified according to NEMA regulations on waste management.
 |
| 1. 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
 | * + Mask
	+ Gloves
	+ Goggles
	+ Safety hat
	+ Overall
* Hearing protector
 |
| 1. Control measures may include but not limited to
 | * Methods for minimizing or stopping spread and ingestion of airborne particles
* Methods for minimizing or stopping spread and ingestion of gases and fumes
* Methods for minimizing or stopping spread and ingestion of liquid wastes
 |

**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.

|  |  |
| --- | --- |
| 1. Critical Aspects of Competency
 | Assessment requires evidence that the candidate:* 1. Controlled environmental hazard
	2. Controlled environmental pollution
	3. Demonstrated sustainable resource use
	4. Evaluated current practices in relation to resource usage
	5. Demonstrated knowledge of environmental legislations and local ordinances according to the different environmental issues /concerns.
	6. Described industrial standard environmental practices according to the different environmental issues/concerns.
	7. Resolved problems/ constraints encountered based on management standard procedures
	8. Implemented and monitored environmental practices on a periodic basis as per company guidelines
	9. Recommended solutions for the improvement of the program
	10. Monitored and reported to proper authorities any environmental incidents
 |
| 1. Resource Implications
 | The following resources should be provided:* 1. Workplace with storage facilities
	2. Tools, materials and equipment relevant to the tasks (e.g. Cleaning tools, cleaning materials, trash bags)
	3. PPE, manuals and references
	4. Legislation, policies, procedures, protocols and local ordinances relating to environmental protection
	5. Case studies/scenarios relating to environmental Protection
 |
| 1. Methods of Assessment
 | Competency in this unit may be assessed through:* 1. Observation
	2. Oral questioning
	3. Written test
	4. Portfolio of Evidence
	5. Interview
	6. Third party report
 |
| 1. Context of Assessment
 | Competency may be assessed 1. On-the-job
2. Off-the –job
3. During Industrial attachment
 |
| 1. Guidance information for assessment
 | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

**DEMONSTRATE OCCUPATIONAL SAFETY AND HEALTH PRACTICES**

**UNIT CODE:** BUS / OS /COP/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**

|  |  |
| --- | --- |
| **ELEMENT**These describe the key outcomes which make up workplace function. | **PERFORMANCE CRITERIA**These are assessable statements which specify the required level of performance for each of the elements.***Bold and italicized terms are elaborated in the Range*** |
| 1. Identify workplace hazards and risk
 | 1.1 ***Hazards*** in the workplace are identified ***based their indicators*** 1.2 Risks and hazards are evaluated based on legal requirements.1.3 ***OSH concerns*** raised by workers are addressed as per legal requirements.  |
| 1. Control OSH hazards
 | 2.1 Hazard prevention ***and control measures*** are implemented as per legal requirement.2.2 Risk assessment is conductedand a risk matrix developed based on likely impact.2.3 ***Contingency measures***, including ***emergency procedures*** during workplace ***incidents and emergencies*** are recognized and established in accordance with organization procedures. |
| 1. 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 requirements3.4 ***OSH-related records*** 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:
 | * Physical hazards – impact, illumination, pressure, noise,
* vibration, extreme temperature, radiation
* Biological hazards- bacteria, viruses, plants, parasites, mites, molds, fungi, insects
* Chemical hazards – dusts, fibers, mists, fumes, smoke, gasses, vapors
* Ergonomics
* Psychological factors – over exertion/ excessive force,

awkward/static positions, fatigue, direct pressure,* varying metabolic cycles
* Physiological factors – monotony, personal relationship, work out cycle
* Safety hazards (unsafe workplace condition) –confined space, excavations, falling objects, gas leaks, electrical, poor storage of materials and waste, spillage, waste and debris
* Unsafe workers’ act (Smoking in off-limited areas, Substance and alcohol abuse at work)
 |
| 1. Indicators may include but not limited to:
 | * Increased of incidents of accidents, injuries
* Increased occurrence of sickness or health complaints/ symptoms
* Common complaints of workers related to OSH
* High absenteeism for work-related reasons
 |
| 1. OSH concerns may include but not limited to:
 | * Workers’ experience/observance on presence of work hazards
* Unsafe/unhealthy administrative arrangements (prolonged work hours, no break time, constant overtime, scheduling of tasks)
* Reasons for compliance/non-compliance to use of PPEs or other OSH procedures/policies/guidelines
 |
| 1. Safety gears /PPE (Personal Protective Equipment) may include but not limited to:
 | * 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
 |
| 1. Appropriate risk controls may include but not limited to:
 | * Appropriate risk controls in order of impact are as follows:
* Eliminate the hazard altogether (i.e., get rid of the dangerous machine)
* 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)
* Substitute the hazard with a safer alternative (i.e., replace the machine with a safer one)
* 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)
* Use engineering controls to reduce the risk (i.e., attach guards to the machine to protect users)
* Use personal protective equipment (i.e., wear
* gloves and goggles when using the machine)
 |
| 1. Contingency measures may include but not limited to:
 | * Evacuation
* Isolation
* Decontamination
* (Calling designed) emergency personnel
 |
| 1. Incidents and emergencies may include but not limited to:
 | * Chemical spills
* Equipment/vehicle accidents
* Explosion
* Fire
* Gas leak
* Injury to personnel
* Structural collapse
* Toxic and/or flammable vapors emission.
 |
| 1. OSH-related Records may include but not limited to:
 | * Medical/Health records
* Incident/accident reports
* Sickness notifications/sick leave application
* OSH-related trainings obtained
 |

**REQUIRED SKILLS AND KNOWLEDGE**

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

**Required Skills**

The individual needs to demonstrate the following skills:

* 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
 | Assessment requires evidence that the candidate:1. Identified hazards in the workplace based their indicators
2. Evaluated workplace hazards based on legal requirements.
3. Addressed OSH concerns raised by workers as per legal requirements.
4. Implemented hazard prevention and control measures as per legal requirement.
5. Conducted risk assessment as per legal requirement.
6. Developed risk matrix based on likely impact.
7. Recognized and established contingency measures in accordance with organization procedures.
8. Identified, evaluated and reviewed company OSH program based on legal requirements.
9. Implemented company OSH programs as per legal requirements.
10. Capacity built workers on OSH standards and procedures as per legal requirements
11. Maintained OSH-related records as per legal requirements.
 |
| 1. Resource Implications
 | The following resources should be provided:1. Access to relevant workplace where assessment can take place
2. Appropriately simulated environment where assessment can take place
 |
| 1. Methods of Assessment
 | Competency in this unit may be assessed through: 1. Observation
2. Oral questioning
3. Written test
4. Portfolio of Evidence
5. Interview
6. Third party report
 |
| 1. Context of Assessment
 | Competency may be assessed:1. On-the-job
2. Off-the –job
3. During Industrial attachment
 |
| 1. Guidance information for assessment
 | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

# CORE UNITS OF COMPETENCY

# OVERSEE HUMAN RESOURCE OPERATIONS

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

**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

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**These describe the **key outcomes** which make up **workplace function**. | **PERFORMANCE CRITERIA**These are **assessable** statements which specify the required level of performance for each of the elements.***Bold and italicized terms*** ***are elaborated in the Range*** |
| 1. Analyze the human resource policy
 | 1. ***Components of the human resource policy*** are identified as per the organization needs
2. Components of human resource policy are interpreted as per organization policy
3. Human resource policy analysis report is prepared as per the ***legal requirements***
 |
| 1. Develop operational plans
 | 1. SMART objectives and ***key performance indicators*** are identified as per organization vision and mission
2. Operational plans are identified as per the organization procedures
3. Operational plans are formulated in line with the SMART objectives and key performance indicators
4. Operational plans are developed as per organization budget
5. Operational plans are anchored on the strategic plan
 |
| 1. Identify staffing needs
 | 1. Assessment of ***staff establishment*** is performed in line with organization organogram
2. Staff establishment is analyzed as per organization organogram
3. Gaps in staffing are identified as per organization organogram
4. A report on staffing needs is prepared in line with organization projected growth
 |
| 1. Supervise recruitment process
 | 1. Vacant positions are identified as per organization organogram
2. Job description for vacant positions is developed as per organization objectives
3. A recruitment plan is developed as per organization policy
4. Recruitment plan is implemented as per organization policy
 |
| 1. Oversee hiring process
 | 1. Shortlisting of the applicants is carried out as per organization policy
2. Interviews are conducted as per organization policy
3. Interview results are analyzed for selection as per organization policy
4. Appointments are done as per organization policy
 |
| 1. Manage staff appraisal
 | * 1. Agreed targets are reviewed as per the performance contract
	2. Achievements and underachievement’s are identified as per the performance contract
	3. Corrective actions are agreed upon as per organization policy
	4. A report on staff appraisal is prepared as per organization policy
 |
| 1. Set performance targets
 | * 1. Organization objectives are identified as per organization mission and vision and strategic plan
	2. Targets are negotiated as per organization objectives
	3. Agreed performance targets are set as per organization objectives
 |
| 1. Manage staff capacity building
 | * 1. Staff needs assessment is carried out as per organization human resource policy
	2. Gaps in staff capacity are identified as per organization human resource policy
	3. A report is prepared as per identified staff capacity needs
	4. Report recommendations are implemented as per the human resource policy
 |
| 1. Oversee the implementation of staff reward system
 | * 1. Areas of staff reward are identified as per staff performance
	2. Criteria for reward of staff is established as per organization policy
	3. ***Staff reward system*** is implemented as per the criteria
 |
| 1. Mentor cooperative organization staff
 | * 1. Mentorship programme is established as per organization human resource policy
	2. Mentors and mentees are identified as per mentorship programme
	3. Mentor and mentee are empowered through training as per mentorship programme
	4. Mentorship is conducted as per the mentorship programme
	5. Feedback system is developed as per mentorship programme
 |
| 1. Manage human resources safety and security
 | * 1. Workplace is inspected to identify areas that pose risk to staff as per working environment
	2. Human resource Safety and security policy is developed as per labor laws and working environment
	3. Staff are trained on safety and security policy as per organization objectives
	4. Records of incidents are maintained as per safety and security policy
	5. A report is prepared as per safety and security policy
	6. Report recommendations are implemented in line with OSH
 |
| 1. Develop management succession plans
 | * 1. Key areas and position are identified as per human resource policy
	2. Capabilities for key areas and positions are identified as per human resource policy
	3. Interested employees are identified and assessed against their capabilities as per the key areas and positions
	4. Succession and knowledge transfer plans are developed as per key areas and positions
	5. Succession and knowledge transfer plans are implemented as per human resource policy
 |

**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.

|  |  |
| --- | --- |
| Variables | RangeIt includes but not limited to: |
| 1. Components of the human resource policy
 | * Salaries and allowances
* Job groups
* Promotions, rewards and disciplinary action
* Leave and leave allowances
* Staff training and bonding
* Hiring and recruitment process
* Retirement and termination of contract
 |
| 1. Legal requirements
 | * Labor laws
* Employment Act 2007
* Marriage Act Bill of 2014
* Collective Bargaining Agreement(CBA)
* Retirement Benefits Act (RBA)
* International Labor Laws
* International Labor Organization
 |
| 1. Key performance indicators
 | * Financial metrics e.g. profit
* Customer metrics e.g. customer satisfaction and retention
* Process metrics e.g. efficiency measures
* People metrics e.g. employee turnover rate
 |
| 1. Staff establishment
 | * Staff optimal levels
 |
| 1. Reward system
 | * Promotion
* Demotion
* Transfers
* Monetary and non-monetary incentives
 |

**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:

* Organizing skills
* Analytical skills
* Negotiation skills
* Interpersonal skills
* Communication skills
* Evaluation skills
* Problem solving
* Critical thinking
* Planning
* Mentoring
* Conflict management

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Principles and practices of human resource management
* Employment Act and related human resource laws
* Components of the human resource policy
* Key performance indicators
* Staffing
* Reward systems
* Staff appraisal
* Staff capacity building
* Succession plans
* Operational plans

**EVIDENCE GUIDE**

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

|  |  |
| --- | --- |
| 1. Critical Aspects of Competency
 | Assessment requires evidence that the candidate:* 1. Identified and interpreted components of the human resource policy as per the organization needs
	2. Prepared human resource policy analysis report as per the legal requirements
	3. Identified SMART objectives and key performance indicators as per organization vision and mission
	4. Identified and formulated operational plans as per the organization procedures
	5. developed operational plans as per organization budget
	6. Assessed and analyzed staff establishment in line with organization organogram
	7. Identified gaps in staffing as per organization organogram
	8. prepared a report on staffing needs in line with organization projected growth
	9. Identified vacant positions as per organization organogram
	10. Developed job description for vacant positions as per organization objectives
	11. Developed and implemented a recruitment plan as per organization policy
	12. Carried out shortlisting of the applicants as per organization policy
	13. Conducted interviews as per organization policy
	14. Analyzed interview results for selection as per organization policy
	15. Appointed candidates as per organization policy
	16. Reviewed agreed targets as per the performance contract
	17. Identified achievements and underachievement’s as per the performance contract
	18. Agreed upon corrective actions as per organization policy
	19. Prepared a report on staff appraisal as per organization policy
	20. Identified organization objectives as per organization mission and vision and strategic plan
	21. Negotiated and set targets as per organization objectives
	22. Carried out staff needs assessment as per organization human resource policy
	23. Identified gaps in staff capacity as per organization human resource policy
	24. prepared a report as per identified staff capacity needs
	25. Implemented report recommendations as per the human resource policy
	26. Identified areas of staff reward as per staff performance
	27. Established criteria for reward of staff as per organization policy
	28. Implemented staff reward system as per the criteria
	29. Established mentorship programme as per organization human resource policy
	30. Identified and empowered mentors and mentees as per mentorship programme
	31. Developed feedback system as per mentorship programme
	32. Inspected workplace to identify areas that pose risk to staff as per working environment
	33. Developed human resource Safety and security policy as per labor laws and working environment
	34. Trained staff on safety and security policy as per organization objectives
	35. Maintained records of incidents as per safety and security policy
	36. Prepared a report as per safety and security policy
	37. Implemented report recommendations in line with OSH
	38. Identified key areas, position and their capabilities as per human resource policy
	39. Identified and assessed interested employees against their capabilities as per the key areas and positions
	40. Developed and implemented succession and knowledge transfer plans as per key areas and positions
 |
| 1. Resource Implications
 | The following resources must be provided:* 1. Functional cooperative society
 |
| 1. Methods of Assessment
 | Competency may be assessed through:* 1. Written tests
	2. Third party reports
	3. Oral questioning
	4. Interview
	5. Observation
 |
| 1. Context of Assessment
 | Assessment could be conducted:1. On-the-job
2. Off-the–job
3. During industrial attachment
 |
| 1. Guidance information for assessment
 | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended |

# OVERSEE FINANCIAL OPERATIONS

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

**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.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**These describe the **key outcomes** which make up **workplace function**. | **PERFORMANCE CRITERIA**These are **assessable** statements which specify the required level of performance for each of the elements.***Bold and italicized terms*** ***are elaborated in the Range*** |
| 1. Direct proper maintenance of financial records
 | 1. A procedure for recording transactions is developed as per accounting standards
2. Incoming and outgoing records (Source documents) are properly recorded as per accounting policy
3. ***Source documents*** are properly filed as per organization filing system
4. Source documents are recorded in journals as per accounting standards
5. Accounting records are posted to the ledgers as per accounting standards
 |
| 1. Oversee financial reconciliations
 | 1. Financial reconciliation plan is developed as per accounting policy
2. Financial reconciliation statements are prepared as per organization plan e.g. Bank reconciliation, debtors and creditors reconciliations etc.
3. Financial reconciliation reports are prepared as per organization policy
4. Action plans schedule is prepared as per organization policy
5. Action plans schedule is implemented as per organization policy
 |
| 1. Control cooperative society’s’ expenditure
 | 1. Budgets are compared with actual expenditures i.e. Trial balance as per organization policy
2. Variances are identified as per approved budgets
3. An economic report is prepared as per organization policy
4. Action plans are taken in line with the economic report
 |
| 1. Manage organization liquidity
 | 1. Cash inflows and outflows are identified in line with liquidity policy
2. Cash inflows and outflows optimal levels are set in line with liquidity policy
3. Variances are identified as per cash inflows and outflows optimal levels
4. Report is prepared in line with liquidity policy
5. Corrective action is taken as per findings of the report
 |
| 1. Supervise the preparation and submission of financial statements
 | 1. ***Financial statements*** are prepared as per GAAPS and IAS/IFRS
2. Financial statements are presented to the board for adoption and approval as per Cooperative Society Act
3. Financial statements are submitted to the regulatory authority and/or Cooperative Commissioner as per the Sacco Society Act and Cooperative Society Act
4. Financial statements are presented to the AGM for adoption and approval as per Cooperative Society Act
 |
| 1. Supervise the preparation and submission of regulatory reports
 | * 1. ***Regulatory reports*** are prepared in line with Cooperative Society Act and/or Sacco Society Act
	2. Regulatory reports are presented to the board for adoption and approval as per Cooperative Society Act and/or Sacco Society Act
	3. Regulatory reports are submitted to the relevant authorities as per the Cooperative Society Act and/or Sacco Society Act
 |
| 1. Manage loan delinquency
 | * 1. Credit policy is developed in line with the organization By-laws, Sacco Society Act, SASRA Act, Cooperative Society Act
	2. Loan ageing schedule is prepared as per credit policy
	3. Loan ageing analysis is carried out as per credit policy
	4. Report is prepared in line with credit policy
	5. Appropriate action is taken to recover delinquency loans in line with credit policy
 |
| 1. Oversee cooperative society auditing operations
 | * 1. Audit policy is developed in line with the organization By-laws, Sacco Society Act, SASRA Act, Cooperative Society Act and GAAS
	2. Audit committee is established as per audit policy
	3. Audit plans are developed as per audit policy
	4. Audit reports are prepared as per audit policy
	5. Audit report recommendations implemented as per audit policy
 |
| 1. Supervise preparation of annual budgets
 | * 1. Previous year budget data is reviewed in line with actual performance
	2. Budget projections are prepared in line with organization strategic plan
	3. Projected budgets are presented to the board for adoption and approval as per Cooperative Society Act
	4. Projected budgets are presented to the AGM for adoption and approval as per Cooperative Society Act
	5. Approved budgets are implemented as per work place policy
 |
| 1. Manage safety and security of financial resources
 | * 1. Financial resource safety and ***security risks*** are identified as per organization previous experience
	2. A financial resource safety and security policy is developed as per audit policy
	3. ***Control measures*** (both physical and system controls) are put in place as per the financial resource safety and security policy
	4. Control measures are reviewed to assess their effectiveness in line with the financial resource safety and security policy
	5. A report is prepared as per financial resource safety and security policy
	6. Report recommendations implemented as per work place policy
 |

**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.

|  |  |
| --- | --- |
| Variables | Range |
| 1. Source documents may include but not limited to:
 | * Incoming and outgoing receipts
* Incoming and outgoing invoices
* Bank vouchers/deposit/withdrawal slips
* Cash book
* Bank statements
* Petty cash vouchers
* Payment vouchers
* Cheques book counter folio
* Requisition forms
 |
| 1. Financial statements may include but not limited to:
 | * Comprehensive income statement
* Statement of financial position
* Cash flow statement
 |
| 1. Regulatory reports may include but not limited to:
 | * Financial statements
* Capital adequacy
* Investment return
* Risk classification of assets and provisioning
* Statement of deposit return
* Liquidity statement
* Management letter
* Other disclosures e.g. insider lending
 |
| 1. Security risks may include but not limited to:
 | * Fraud
* Theft and burglary
* Cyber crime
* Fire
* Natural calamities
 |
| 1. Control measures may include but not limited to:
 | * Internal control measures e.g. passwords, auditing ,
* CCTV cameras
* Security guards
* Alarm and panic buttons
* Visitors book/register
* Security checks
* Guarantors and loan security
* Insurance covers
 |

**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:

* Organizing skills
* Analytical skills
* Interpersonal skills
* Communication skills
* Evaluation skills
* Problem solving
* Critical thinking
* Numeracy
* Digital literacy

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Financial accounting
* Liquidity management
* Loan delinquency management
* Cooperative regulations and Acts
* Auditing
* Budgeting and control measures
* Risk management
* Credit management

**EVIDENCE GUIDE**

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

|  |  |
| --- | --- |
| 1. Critical Aspects of Competency
 | Assessment requires evidence that the candidate:* 1. Developed a procedure for recording transactions as per accounting standards
	2. Properly recorded incoming and outgoing records as per accounting policy
	3. Properly filed source documents as per organization filing system
	4. Recorded source documents in journals as per accounting standards
	5. Posted accounting records to the ledgers as per accounting standards
	6. Developed financial reconciliation plan as per accounting policy
	7. Prepared financial reconciliation statements and reports as per organization plan e.g. Bank reconciliation, debtors and creditors reconciliations etc.
	8. Prepared and implemented action plans schedule as per organization policy
	9. Compared budgets with actual expenditures ie trial balance as per organization policy
	10. Identified variances as per approved budgets
	11. Prepared an economic report as per organization policy
	12. Implemented action plans in line with the economic report
	13. Identified cash inflows and outflows in line with liquidity policy
	14. Set cash inflows and outflows optimal levels in line with liquidity policy
	15. Identified variances as per cash inflows and outflows optimal levels
	16. Prepared report in line with liquidity policy
	17. Prepared financial statements as per GAAPS and IAS/IFRS
	18. Presented financial statements to the board for adoption and approval as per Cooperative Society Act
	19. Submitted financial statements to the regulatory authority and/or Cooperative Commissioner as per the Sacco Society Act and Cooperative Society Act
	20. Presented financial statements to the AGM for adoption and approval as per Cooperative Society Act
	21. Prepared regulatory reports in line with Cooperative Society Act and/or Sacco Society Act
	22. Presented regulatory reports to the board for adoption and approval as per Cooperative Society Act and/or Sacco Society Act
	23. Submitted regulatory reports to the relevant authorities as per the Cooperative Society Act and/or Sacco Society Act
	24. Developed credit policy in line with the organization By-laws, Sacco Society Act, SASRA Act, Cooperative Society Act
	25. Prepared loan ageing schedule as per credit policy
	26. Carried out loan ageing analysis as per credit policy
	27. Prepared report in line with credit policy
	28. Took appropriate action to recover delinquency loans in line with credit policy
	29. Developed audit policy in line with the organization By-laws, Sacco Society Act, SASRA Act, Cooperative Society Act and GAAS
	30. Established audit committee as per audit policy
	31. Developed audit plans as per audit policy
	32. Prepared audit reports and implemented Audit report recommendations as per audit policy
	33. Reviewed previous year budget data in line with actual performance
	34. Prepared budget projections in line with organization strategic plan
	35. Presented projected budgets to the board for adoption and approval as per Cooperative Society Act
	36. Presented projected budgets to the AGM for adoption and approval as per Cooperative Society Act
	37. Implemented approved budgets as per work place policy
	38. Identified financial resource safety and security risks as per organization previous experience
	39. Developed a financial resource safety and security policy as per audit policy
	40. Put in place Control measures as per the financial resource safety and security policy
	41. Reviewed control measures to assess their effectiveness in line with the financial resource safety and security policy
	42. Prepared a report as per financial resource safety and security policy
	43. Implemented report recommendations as per work place policy
 |
| 1. Resource Implications
 | The following resources must be provided:* 1. Functional Cooperative Society
 |
| 1. Methods of Assessment
 | Competency may be assessed through:* 1. Written tests
	2. Third party reports
	3. Oral questioning
	4. Interview
	5. Observation
 |
| 1. Context of Assessment
 | Assessment could be conducted:1. On-the-job
2. Off-the–job
3. During industrial attachment
 |
| 1. Guidance information for assessment
 | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended |

# OVERSEE MARKETING OF COOPERATIVE SOCIETY PRODUCTS AND SERVICES

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

**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.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**These describe the **key outcomes** which make up **workplace function**. | **PERFORMANCE CRITERIA**These are **assessable** statements which specify the required level of performance for each of the elements.***Bold and italicized terms*** ***are elaborated in the Range*** |
| 1. Conduct cooperative products and services feasibility study
 | 1. Current products and services are identified in line with the organization policy/By-laws
2. A preliminary analysis of current products and services is conducted in line with organization strategic plan
3. A feasibility study plan is developed in line with the strategic plan
4. A market survey is conducted to identify existing gaps as per the feasibility plan
5. Data from the market survey is analyzed as per the workplace procedures
6. A products and services feasibility study report are prepared in line with the organization policy and SASRA guidelines
 |
| 1. Oversee the development of new cooperative products and services
 | 1. New products and services are identified as per the feasibility study report
2. A product and services development plan are developed as per organization policy
3. The product and services development plan are implemented to meet the needs/gaps identified in the market survey
4. New product and services are developed as per organization policy/market survey and feasibility study report
 |
| 1. Develop cooperative society marketing plans
 | 1. A marketing policy is developed in line with the strategic plan
2. The activities to be covered by the marketing plan are identified as per marketing policy
3. Marketing plan is developed as per organization strategic plan and marketing policy
 |
| 1. Oversee promotion of cooperative products and services
 | 1. Strategies for promotion of products and services are identified as per the strategic plan
2. Cost structures for the various promotion strategies are identified as per prevailing market rates
3. A cost report is prepared in line with the strategic plan
4. Best promotion strategies are selected for implementation in line with strategic plan and marketing plan/policy
5. Promotion of cooperative products and services is conducted
 |
| 1. Perform cooperative post marketing activities
 | 1. Data on performance of new products and services is collected for analysis as per the marketing policy and strategic plan
2. Data is analyzed to determine actual performance of new products and services as per marketing policy
3. A report is prepared in line with marketing policy
4. Recommendations of the report are implemented in line with strategic plan and marketing policy
 |
| 1. Create and maintain corporate image
 | * 1. Current corporate image status is reviewed in line with strategic plan, Mission and Vision
	2. Bench marking is carried out to establish status of competitors in line with best industry practices
	3. A report is prepared in line with reviewed corporate image and benchmarking results
	4. Recommendations of the report are implemented as per organization strategic plan
 |
| 1. Manage customer care services
 | * 1. A customer care policy is developed in line with organization objectives
	2. Current customer care services are reviewed in line with marketing policy/organization goals/ strategic plan
	3. A report on current customer care services is prepared in line with marketing policy
	4. Recommendations of the report are implemented as per organization strategic plan/ marketing policy
 |

**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.

|  |  |
| --- | --- |
| Variables | Range |
| None  | *
 |

**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:

* Organizing skills
* Analytical skills
* Negotiation skills
* Interpersonal skills
* Communication skills
* Evaluation skills
* Problem solving
* Critical thinking
* Planning

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Principles of marketing
* Advertising and promotion strategies
* Customer care
* Public relations
* Product development

**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. Conducted a preliminary analysis of current products and services in line with organization strategic plan
	2. Developed a feasibility study plan in line with the strategic plan
	3. Conducted and analyzed market survey to identify existing gaps as per the feasibility plan
	4. Prepared a products and services feasibility study report in line with the organization policy
	5. Identified new products and services as per the feasibility study report
	6. Developed and implemented a product and services development plan as per organization policy
	7. Developed new product and services as per organization policy/market survey and feasibility study report
	8. Developed a marketing policy in line with the strategic plan
	9. Identified the activities to be covered by the marketing plan as per marketing policy
	10. Developed marketing plan as per organization strategic plan and marketing policy
	11. Identified strategies for promotion of products and services as per the strategic plan
	12. Identified cost structures for the various promotion strategies as per prevailing market rates
	13. Prepared a cost report in line with the strategic plan
	14. Selected best promotion strategies for implementation in line with strategic plan and marketing plan/policy
	15. Conducted promotion of cooperative products and services is
	16. Collected and analyzed data on performance of new products and services for analysis as per the marketing policy and strategic plan
	17. Prepared and implemented report recommendations in line with marketing policy
	18. Reviewed current corporate image status in line with strategic plan, Mission and Vision
	19. Carried out bench marking to establish status of competitors in line with best industry practices
	20. Prepared a report and implemented its recommendations in line with reviewed corporate image and benchmarking results
	21. Developed a customer care policy in line with organization objectives
	22. Reviewed current customer care services in line with marketing policy/organization goals/ strategic plan
	23. Prepared a report and implemented its recommendations on current customer care services in line with marketing policy
 |
| 1. Resource Implications
 | The following resources must be provided:* 1. Functional Cooperative Society
 |
| 1. Methods of Assessment
 | Competency may be assessed through:* 1. Written tests
	2. Third party reports
	3. Oral questioning
	4. Interview
	5. Observation
 |
| 1. Context of Assessment
 | Assessment could be conducted:1. On-the-job
2. Off-the–job
3. During industrial attachment
 |
| 1. Guidance information for assessment
 | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended |

# MANAGE OPERATION SYSTEMS

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

**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.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**These describe the **key outcomes** which make up **workplace function**. | **PERFORMANCE CRITERIA**These are **assessable** statements which specify the required level of performance for each of the elements.***Bold and italicized terms*** ***are elaborated in the Range*** |
| 1. Conduct a system needs assessment
 | 1. Operations system policy is developed in line with organization objectives/ strategic plan
2. Current operations system is reviewed in line with operation system policy
3. Gaps in the current operations system are identified in line with the operations system policy
4. Market survey on current operations systems is carried out with view of establishing new trends in line with identified gaps
5. A report is prepared in line with operations system policy
 |
| 1. Supervise system acquisition and installation
 | 1. Recommendations of the operation system report are reviewed for implementation in line with the operation system policy/ strategic plan
2. Tenders are invited in line with procurement policy/ budget
3. Tenders are reviewed in line with the organization budget
4. Qualified tenders are contacted for supply of the operations system in line with identified gaps/ organization policy/
5. Operations system are installed as per tender documents specifications/ organization policy
 |
| 1. Monitor the systems’ performance
 | 1. Operations system performance is analyzed in line with organization policy
2. Non-performance areas of the operations system are identified in line with organization policy
3. Corrective action is taken to improve performance of the operation system in line with organization policy
4. Regular system performance maintenance is carried out to address new developments/ updates/ upgrades in the installed system in line with organization policy
 |
| 1. Manage the system safety and security
 | 1. An operation system inspection is carried out to identify areas of weakness in line with organization policy
2. An operations system safety and security policy is developed in line with organization policy
3. Staff are trained on system safety and security in line with operations system safety and security policy/ Human Resource Policy
4. Records of ***incidents*** are maintained as per operations system safety and security policy
5. A report is prepared as per operations system safety and security policy
6. Report recommendations are implemented in line with operations system safety and security policy
 |
| 1. Oversee maintenance of the system
 | * 1. Operations System maintenance policy is developed in line with operations system safety and security policy
	2. Regular operations system maintenance monitoring is carried out in line with Operations System maintenance policy
	3. An operation system maintenance report is prepared in line with Operations System maintenance policy
	4. Report recommendations are implemented in line Operations System maintenance policy
 |

**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.

|  |  |
| --- | --- |
| Variables | Range |
| 1. Incidents may include but not limited to:
 | * Fire
* Theft and burglary
* Fraud
* Cyber crime
 |

**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:

* Organizing skills
* Analytical skills
* Negotiation skills
* Interpersonal skills
* Communication skills
* Evaluation skills
* Problem solving
* Critical thinking

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Management Information System (MIS)
* Computer literacy
* Software knowledge

**EVIDENCE GUIDE**

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

|  |  |
| --- | --- |
| 1. Critical Aspects of Competency
 | Assessment requires evidence that the candidate:* 1. Developed operations system policy in line with organization objectives/ strategic plan
	2. Reviewed current operations system in line with operation system policy
	3. Identified gaps in the current operations system in line with the operations system policy
	4. Carried out market survey on current operations systems with view of establishing new trends in line with identified gaps
	5. Prepared a report and reviewed its recommendations in line with operations system policy/strategic plan
	6. Invited tenders in line with procurement policy/ budget
	7. Reviewed tenders in line with the organization budget
	8. Contacted qualified tenders for supply of the operations system in line with identified gaps/ organization policy/
	9. Installed operations system as per tender documents specifications/ organization policy
	10. Analyzed operations system performance in line with organization policy
	11. Identified non-performance areas of the operations system in line with organization policy
	12. Took corrective action to improve performance of the operation system in line with organization policy
	13. Carried out regular system performance maintenance to address new developments/ updates/ upgrades in the installed system in line with organization policy
	14. Carried out an operation system inspection to identify areas of weakness in line with organization policy
	15. Developed an operations system safety and security policy in line with organization policy
	16. Trained staff on system safety and security in line with operations system safety and security policy/ Human Resource Policy
	17. Maintained Records of incidents as per operations system safety and security policy
	18. Prepared a report and implemented its recommendations as per operations system safety and security policy
	19. Developed operations System maintenance policy in line with operations system safety and security policy
	20. Carried out regular operations system maintenance monitoring in line with Operations System maintenance policy
	21. Prepared an operation system maintenance report and implemented its recommendations in line with Operations System maintenance policy
 |
| 1. Resource Implications
 | The following resources must be provided:* 1. Functional Cooperative Society
 |
| 1. Methods of Assessment
 | Competency may be assessed through:* 1. Written tests
	2. Third party reports
	3. Oral questioning
	4. Interview
	5. Observation
 |
| 1. Context of Assessment
 | Assessment could be conducted:1. On-the-job
2. Off-the–job
3. During industrial attachment
 |
| 1. Guidance information for assessment
 | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended |

# MANAGE COOPERATIVE SOCIETY PERFORMANCE

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

**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.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**These describe the **key outcomes** which make up **workplace function**. | **PERFORMANCE CRITERIA**These are **assessable** statements which specify the required level of performance for each of the elements.***Bold and italicized terms*** ***are elaborated in the Range*** |
| 1. Manage cooperative society performance indicators
 | 1. Cooperative society objectives are formulated/ identified in line with the strategic plan
2. Cooperative society performance indicators are formulated in line with organization objectives/ strategic plan
3. Measurable performance indicators are identified in line with organization objectives/ strategic plan
 |
| 1. Set cooperative society performance targets
 | 1. Organization objectives are identified as per organization mission and vision and strategic plan
2. Departmental targets are negotiated as per organization objectives
3. Agreed performance targets are set as per organization objectives
 |
| 1. Conduct departmental performance appraisal
 | 1. Departmental performance is analyzed in line with organization objectives
2. Actual departmental performance is compared with the set performance targets in line with performance contract/ Human resource policy
3. Variances are identified in line with organization objectives/ set performance targets/ performance contracts
4. A report is prepared in line with organization policy
 |
| 1. Review the cooperative society performance
 | 1. Departments/ areas with very high/low performance are identified as per the performance report/ organization objectives
2. Action plan is prepared in line with the organization objectives/ strategic plan
3. Approval for action plans is obtained from the cooperative society management board in line with Cooperative Society Act/ Strategic plan
4. Action plans are implemented as approved by Management board
 |

**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.

|  |  |
| --- | --- |
| Variables | Range |
| 1. None
 | *
 |

**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:

* Organizing skills
* Analytical skills
* Negotiation skills
* Interpersonal skills
* Communication skills
* Evaluation skills
* Problem solving
* Critical thinking
* Costing skills

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Cooperative Management
* Principles and practice of 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. Formulated/ identified Cooperative Society objectives in line with the strategic plan
	2. Formulated Cooperative Society performance indicators in line with organization objectives/ strategic plan
	3. Identified Measurable performance indicators in line with organization objectives/ strategic plan
	4. Identified Organization objectives as per organization mission and vision and strategic plan
	5. Negotiated departmental targets as per organization objectives
	6. Set agreed performance targets as per organization objectives
	7. Analyzed departmental performance in line with organization objectives
	8. Compared actual departmental performance with the set performance targets in line with performance contract/ Human resource policy
	9. Identified variances and prepared report in line with organization objectives/ set performance targets/ performance contracts
	10. Identified departments/ areas with very high/low performance as per the performance report/ organization objectives
	11. Prepared action plan in line with the organization objectives/ strategic plan
	12. Obtained approval from the cooperative society management board and implemented its action plans in line with Cooperative Society Act/ Strategic plan/ Management board approval
 |
| 1. Resource Implications
 | The following resources must be provided:* 1. Functional Cooperative Society
 |
| 1. Methods of Assessment
 | Competency may be assessed through:* 1. Written tests
	2. Third party reports
	3. Oral questioning
	4. Interview
	5. Observation
 |
| 1. Context of Assessment
 | Assessment could be conducted:1. On-the-job
2. Off-the–job
3. During industrial attachment
 |
| 1. Guidance information for assessment
 | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended |

# OVERSEE COOPERATIVE SOCIETY PUBLIC RELATIONS

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

**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.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**These describe the **key outcomes** which make up **workplace function**. | **PERFORMANCE CRITERIA**These are **assessable** statements which specify the required level of performance for each of the elements.***Bold and italicized terms*** ***are elaborated in the Range*** |
| 1. Oversee the development of PR strategies and campaigns
 | 1. Public Relations Policy is developed in line with organization policy
2. Appropriate PR strategies and campaigns are identified in line with the PR policy
3. PR Strategies and Campaigns are developed as per PR policy
 |
| 1. Create stakeholder linkages and partnerships
 | 1. Identification of stakeholders and partners is done in line with the PR policy
2. Selection of stakeholders to collaborate with is done as per PR policy
3. Memorandums of Understanding (MOUs) are drafted in line with PR Policy
4. Draft MOUs are negotiated with selected stakeholders in line with PR Policy
5. Finalized MOUs are signed with various selected stakeholders in line with PR Policy
 |
| 1. Disseminate cooperative society information
 | 1. Identification of information to be disseminated is done in line with PR Policy
2. Identification of recipient of information is done in line with PR Policy
3. ***Channels of disseminating the information*** are identified in line with PR Policy
4. Appropriate channels are used to disseminate information to recipients as per PR Policy
 |
| 1. Oversee cooperative society communications
 | 1. Communication channels are established is in line with PR Policy/Human Resource Policy
2. Communication authorization levels are established as per the PR Policy/Human Resource Policy
3. Monitoring is done with a view of determining effectiveness of communication as per PR Policy/Human Resource Policy
4. Reviewing of communication channels is done to ensure continuous communication effectiveness as per PR Policy/Human Resource Policy
5. Improvements to the communication channels are implemented as per PR Policy/Human Resource Policy
 |
| 1. Review cooperative societies PR strategies and campaigns
 | * 1. Expected and actual outcomes of strategies and campaigns are compared as per the PR Policy
	2. Variances are analyzed as per PR Policy
	3. A report is prepared as per PR Policy
	4. Report recommendations are implemented as per PR Policy
 |

**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.

|  |  |
| --- | --- |
| Variables | Range |
| 1. Channels of disseminating the information may include but not limited to:
 | * Emails
* Internal memos
* SMS
* Telephone
* Letters
* Notices
* Newspapers
 |

**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:

* Organizing skills
* Analytical skills
* Negotiation skills
* Interpersonal skills
* Communication skills
* Critical thinking

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Public relations
* Communication

**EVIDENCE GUIDE**

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

|  |  |
| --- | --- |
| 1. Critical Aspects of Competency
 | Assessment requires evidence that the candidate:* 1. Developed Public Relations Policy in line with organization policy
	2. Identified appropriate PR strategies and campaigns in line with the PR policy
	3. Developed PR Strategies and Campaigns as per PR policy
	4. Identified stakeholders and partners in line with the PR policy
	5. Selected stakeholders to collaborate with as per PR policy
	6. Drafted Memorandums of Understanding (MOUs) in line with PR Policy
	7. Negotiated draft MOUs with selected stakeholders in line with PR Policy
	8. Signed finalized MOUs with various selected stakeholders in line with PR Policy
	9. Identified information to be disseminated in line with PR Policy
	10. Identified recipient of information in line with PR Policy
	11. Identified channels of disseminating the information in line with PR Policy
	12. Used appropriate channels to disseminate information to recipients as per PR Policy
	13. Established communication channels in line with PR Policy/Human Resource Policy
	14. Established Communication authorization levels as per the PR Policy/Human Resource Policy
	15. Monitored with a view of determining effectiveness of communication as per PR Policy/Human Resource Policy
	16. Reviewed communication channels to ensure continuous communication effectiveness as per PR Policy/Human Resource Policy
	17. Implemented improvements to the communication channels as per PR Policy/Human Resource Policy
	18. Compared expected and actual outcomes of strategies and campaigns as per the PR Policy
	19. Analyzed variances as per PR Policy
	20. Prepared a report and implemented its recommendations as per PR Policy
 |
| 1. Resource Implications
 | The following resources must be provided:* 1. Functional Cooperative Society
 |
| 1. Methods of Assessment
 | Competency may be assessed through:* 1. Written tests
	2. Third party reports
	3. Oral questioning
	4. Interview
	5. Observation
 |
| 1. Context of Assessment
 | Assessment could be conducted:1. On-the-job
2. Off-the–job
3. During industrial attachment
 |
| 1. Guidance information for assessment
 | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended |

# PERFORM COOPERATIVE SOCIETY’S STRATEGIC PLANNING

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

**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.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**These describe the **key outcomes** which make up **workplace function**. | **PERFORMANCE CRITERIA**These are **assessable** statements which specify the required level of performance for each of the elements.***Bold and italicized terms*** ***are elaborated in the Range*** |
| 1. Develop cooperative society’s Strategic plan
 | 1. Organization vision and mission are clarified as per organization objectives
2. SWOT analysis is carried out in line with organization objectives
3. Priorities are identified and agreed upon as per the SWOT analysis/organization objectives
4. Development of strategic plan is done in line with organization objectives and SWOT analysis
 |
| 1. Implement cooperative society’s Strategic plan
 | 1. Tasks to be performed under the strategic plan are identified as per strategic plan
2. Identified tasks are assigned to specific departments/staff as per strategic plan/performance contracts
3. Strategic plan is implemented as per organization budget
 |
| 1. Monitor the progress of cooperative society’s strategic plan
 | 1. Monitoring tool is prepared in line with organization policy
2. Implement the monitoring tool to collect information about implementation of the strategic plan
 |
| 1. Monitor and Evaluate the progress of cooperative society’s strategic plan
 | 1. Monitoring and evaluation tool is developed in line with organization policy
2. Monitoring and evaluation plan is developed in line with organization policy
3. Implementation of M&E tool is done in line with the M&E plan
4. Evaluation is carried out in line with M&E tool
 |
| 1. Review the cooperative society’s strategic plan
 | * 1. Assessment of the Vision and Mission of the organization is done in line with organization objectives
	2. Expected and actual outcomes are compared as per the monitoring and evaluation tool
	3. Variances are identified as per the strategic plan
	4. A report is prepared as per the organization policy
	5. Report recommendations are implemented as per organization objectives/ policy
 |

**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.

|  |  |
| --- | --- |
| Variables | Range |
| 1. None
 | *
 |

**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:

* Organizing skills
* Analytical skills
* Negotiation skills
* Interpersonal skills
* Communication skills
* Evaluation skills
* Problem solving
* Critical thinking

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Strategic management
* Principles and practice of 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. Clarified organization vision and mission as per organization objectives
	2. Carried out SWOT analysis in line with organization objectives
	3. Identified and agreed upon priorities as per the SWOT analysis/organization objectives
	4. Developed strategic plan in line with organization objectives and SWOT analysis
	5. Identified tasks to be performed under the strategic plan as per strategic plan
	6. Assigned identified tasks to specific departments/staff as per strategic plan/performance contracts
	7. Implemented strategic plan as per organization budget
	8. Prepared monitoring tool in line with organization policy
	9. Implemented monitoring tool to collect information about implementation of the strategic plan
	10. Developed monitoring and evaluation tool in line with organization policy
	11. Developed monitoring and evaluation plan in line with organization policy
	12. Implemented M&E tool in line with the M&E plan
	13. Carried out evaluation in line with M&E tool
	14. Assessed vision and mission of the organization in line with organization objectives
	15. Compared expected and actual outcomes as per the monitoring and evaluation tool
	16. Identified variances and prepared a report as per the strategic plan/organization policy
	17. Implemented report recommendations as per organization objectives/ policy
 |
| 1. Resource Implications
 | The following resources must be provided:* 1. Functional Cooperative Society
 |
| 1. Methods of Assessment
 | Competency may be assessed through:* 1. Written tests
	2. Third party reports
	3. Oral questioning
	4. Interview
	5. Observation
 |
| 1. Context of Assessment
 | Assessment could be conducted:1. On-the-job
2. Off-the–job
3. During industrial attachment
 |
| 1. Guidance information for assessment
 | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended |

# PROVIDE SECRETARIAL SERVICES

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

**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.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**These describe the **key outcomes** which make up **workplace function**. | **PERFORMANCE CRITERIA**These are **assessable** statements which specify the required level of performance for each of the elements.***Bold and italicized terms*** ***are elaborated in the Range*** |
| 1. Update board members on cooperative society operations
 | 1. ***Key areas to be reported*** to the board are identified as per the organization operations policy/strategic plan
2. A schedule of activities to be reported is prepared in line with strategic plan
3. A report is prepared on the operations/achievements to be reported as per the strategic plan
4. A schedule of board meetings is prepared in line with the Cooperative Society Act/ Strategic plan
5. A report is presented in line with the meeting schedule/ strategic plan
6. Recommendations are noted for a final report in line with organization policy/ strategic plan
 |
| 1. Update staff on cooperative society operations
 | 1. Key areas to be reported to the staff are identified as per the organization operations policy/strategic plan/Board reports
2. Staff/personnel to invited to the meeting are identified in line organization operations policy/strategic plan/Board reports
3. A meeting is planned in line with organization operations policy/strategic plan
4. Cooperative society operations are discussed in line with identified areas/organization operations policy/strategic plan
5. Feedback is sort in line with identified areas/organization operations policy/strategic plan
 |
| 1. Advise the cooperative society Board of management
 | 1. ***Existing laws and regulations*** are identified in line with the organization operations/ industry operations
2. Current changes in various laws and regulations are identified in line with organization operations/ industry operations
3. Investment opportunities are identified in line with the strategic plan/ organization operations/ industry operations
4. Society operations/best practices are identified for better board decision making in line with strategic plan/organization operations/ industry operations
 |
| 1. Provide signatory services
 | 1. Approved contracts and documents are prepared in line with organization operations/policy
2. Approved electronic funds transfer/payment voucher/cheques are prepared in line with organization policy
3. A scheduled meeting is organized for signing various prepared contracts/documents electronic funds transfer/payment vouchers/cheques in line with organization policy/By-laws
 |
| 1. Maintain board records
 | * 1. A records management policy is prepared in line with organization policy/laws
	2. Records to be maintained are identified as per records management policy
	3. ***Methods of records maintenance*** are identified in line with the records management policy/laws
	4. Records are maintained in line with the records management policy
 |
| 1. Manage board members capacity building
 | * 1. Management board training needs are identified in line with organization policy
	2. Training schedule is prepared in line with organization budget/strategic plan
	3. Training schedule is implemented in line with budget/organization policy/strategic plan
 |

**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.

|  |  |
| --- | --- |
| Variables | Range |
| 1. Key areas to be reported may include but not limited to:
 | * Loans/ credit
* Investment and returns
* Risks
* Financial status/performance
* Current trends in industry
* Growth opportunities
 |
| 1. Existing laws and regulations may include but not limited to:
 | * Cooperative society’s Act 2004
* SASRA Act 2010
* Employment Act 2007
* Labor laws
* International labor organizations
* Finance Bills and Acts
* Banking Acts
* By-laws
 |
| 1. Methods of records maintenance may include but not limited to:
 | * Filing
* Database backups
* Fire proof cabinets
* Strong rooms
* Archiving
 |

**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:

* Organizing skills
* Analytical skills
* Interpersonal skills
* Communication skills
* Problem solving
* Critical thinking
* Computer literacy

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Cooperative law
* Cooperative management
* Commercial law

**EVIDENCE GUIDE**

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

|  |  |
| --- | --- |
| 1. Critical Aspects of Competency
 | Assessment requires evidence that the candidate:* 1. Identified key areas to be reported to the board as per the organization operations policy/strategic plan
	2. Prepared schedule of activities to be reported in line with strategic plan
	3. Prepared a report on the operations/achievements to be reported as per the strategic plan
	4. Prepared a schedule of board meetings in line with the Cooperative Society Act/ Strategic plan
	5. Presented a report in line with the meeting schedule/ strategic plan
	6. Noted recommendations for a final report in line with organization policy/ strategic plan
	7. Identified key areas to be reported to the staff as per the organization operations policy/strategic plan/Board reports
	8. Identified staff/personnel to invited to the meeting in line organization operations policy/strategic plan/Board reports
	9. Planned a meeting in line with organization operations policy/strategic plan
	10. Discussed Cooperative society operations in line with identified areas/organization operations policy/strategic plan
	11. Identified feedback in line with areas /organization operations policy/strategic plan
	12. Identified existing laws and regulations in line with the organization operations/ industry operations
	13. Identified current changes in various laws and regulations in line with organization operations/ industry operations
	14. Identified Investment opportunities in line with the strategic plan/ organization operations/ industry operations
	15. Identified Society operations/best practices for better board decision making in line with strategic plan/organization operations/ industry operations
	16. Prepared approved contracts and documents in line with organization operations/policy
	17. Prepared approved electronic funds transfer/payment voucher/cheques in line with organization policy
	18. Organized a scheduled meeting for signing various prepared contracts/documents electronic funds transfer/payment vouchers/cheques in line with organization policy/By-laws
	19. Prepared a records management policy in line with organization policy/laws
	20. Identified records to be maintained as per records management policy
	21. Identified methods of records maintenance in line with the records management policy/laws
	22. Maintained records in line with the records management policy
	23. Identified management board training needs in line with organization policy
	24. Prepared training schedule in line with organization budget/strategic plan
	25. Implemented training schedule in line with budget/organization policy/strategic plan
 |
| 1. Resource Implications
 | The following resources must be provided:* 1. Functional Cooperative Society
 |
| 1. Methods of Assessment
 | Competency may be assessed through:* 1. Written tests
	2. Third party reports
	3. Oral questioning
	4. Interview
	5. Observation
 |
| 1. Context of Assessment
 | Assessment could be conducted:1. On-the-job
2. Off-the–job
3. During industrial attachment
 |
| 1. Guidance information for assessment
 | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended |

# MANAGE COOPERATIVE SOCIETY POLICIES

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

**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.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**These describe the **key outcomes** which make up **workplace function**. | **PERFORMANCE CRITERIA**These are **assessable** statements which specify the required level of performance for each of the elements.***Bold and italicized terms*** ***are elaborated in the Range*** |
| 1. Formulate cooperative society policies
 | 1. ***Areas for policy development*** are identified in line with organization policy/ Cooperative society Act
2. Laws and regulations governing policy formulation are identified in line with organization operations
3. Policy formulation plan is developed in line with organization operations/budget/cooperative society Act/SASRA Act
4. Policies are formulated in line with policy formulation plan/ organization operations/budget/cooperative society Act/SASRA Act
 |
| 1. Implement cooperative society policies
 | 1. Areas to be guided by the policies are identified as per formulated policies
2. Policies implementation schedule is prepared in line with organization operations/cooperative society Act/SASRA Act/budget
3. Policies are implemented in line with the implementation schedule
 |
| 1. Monitor and Evaluate cooperative society policies
 | 1. Monitoring and evaluation tool is developed in line with organization policy
2. Monitoring and evaluation plan is developed in line with organization policy
3. Implementation of M&E tool is done in line with the M&E plan
4. Evaluation is carried out in line with M&E tool
 |
| 1. Review cooperative society policies
 | 1. Assessment of the organization policies is done in line with organization objectives
2. Expected and actual outcomes are compared as per the monitoring and evaluation tool
3. Policy variances are identified as per the strategic plan/ cooperative society Act/SASRA Act
4. A report is prepared as per the organization policy
5. Report recommendations are implemented as per organization objectives/ policy/ cooperative society Act/SASRA Act
 |

**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.

|  |  |
| --- | --- |
| Variables | Range |
| 1. Areas for policy development may include but not limited:
 | * Human resource
* Finance
* Credit
* Procurement
* Records management
* Risk management
* Safety and security
* Auditing
 |

**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:

* Organizing skills
* Analytical skills
* Interpersonal skills
* Communication skills
* Critical thinking
* Management skills
* Planning

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Cooperative management
* Strategic management
* Principles and practice of management
* Cooperative law

**EVIDENCE GUIDE**

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

|  |  |
| --- | --- |
| 1. Critical Aspects of Competency
 | Assessment requires evidence that the candidate:* 1. Identified areas for policy development in line with organization policy/ Cooperative society Act
	2. Identified laws and regulations governing policy formulation in line with organization operations
	3. Developed policy formulation plan in line with organization operations/budget/cooperative society Act/SASRA Act
	4. Formulated policies in line with policy formulation plan/ organization operations/budget/cooperative society Act/SASRA Act
	5. Identified areas to be guided by the policies as per formulated policies
	6. Prepared policies implementation schedule in line with organization operations/cooperative society Act/SASRA Act/budget
	7. Implemented policies in line with the implementation schedule
	8. Developed monitoring and evaluation tool and plan in line with organization policy
	9. Implemented M&E tool in line with the M&E plan
	10. Carried out evaluation in line with M&E tool
	11. Assessed organization policies in line with organization objectives
	12. Compared expected and actual outcomes as per the monitoring and evaluation tool
	13. Identified policy variances and prepared a report as per the strategic plan/ cooperative society Act/SASRA Act/organization policy
	14. Implemented report recommendations as per organization objectives/ policy/ cooperative society Act/SASRA Act
 |
| 1. Resource Implications
 | The following resources must be provided:* 1. Functional Cooperative Society
 |
| 1. Methods of Assessment
 | Competency may be assessed through:* 1. Written tests
	2. Third party reports
	3. Oral questioning
	4. Interview
	5. Observation
 |
| 1. Context of Assessment
 | Assessment could be conducted:1. On-the-job
2. Off-the–job
3. During industrial attachment
 |
| 1. Guidance information for assessment
 | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended |

# COMPLIANCE WITH ACTS AND REGULATIONS

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

**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.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**These describe the **key outcomes** which make up **workplace function**. | **PERFORMANCE CRITERIA**These are **assessable** statements which specify the required level of performance for each of the elements.***Bold and italicized terms*** ***are elaborated in the Range*** |
| 1. Analyze Acts and regulations
 | 1. Organization operations/objectives are identified in line with organization policy
2. Acts and regulations are identified in line with organization operations/objectives
3. Acts and regulations are analyzed in line with organization operations/objectives
 |
| 1. Implement provisions of Acts and regulations
 | 1. Areas to be guided by the Acts and regulations are identified as per existing Acts and Regulations
2. Provisions of the Acts and regulations to be implemented are identified in line with organization operations
3. An implementation schedule is prepared in line with organization operations/ budget
4. Provisions of the Acts and regulations are implemented in line with the implementation schedule
 |
| 1. Monitor and Evaluate the compliance with Acts and regulations
 | 1. Monitoring and evaluation tool is developed in line with organization policy
2. Monitoring and evaluation plan is developed in line with organization policy
3. Implementation of M&E tool is done in line with the M&E plan
4. Evaluation is carried out in line with M&E tool
 |
| 1. Implement corrective measures
 | 1. Areas of non-compliance are identified in line with Acts and regulations
2. A report is prepared in line with Acts and regulations
3. A compliance plan is prepared in line with Acts and regulations/sanctions
4. Corrective measures are implemented in line with the compliance plan
 |

**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.

|  |  |
| --- | --- |
| Variables | Range |
| 1. None
 | *
 |

**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:

* Organizing skills
* Analytical skills
* Interpersonal skills
* Communication skills
* Problem solving
* Critical thinking
* Planning

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Corporate Governance
* Company law
* Cooperative law

**EVIDENCE GUIDE**

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

|  |  |
| --- | --- |
| 1. Critical Aspects of Competency
 | Assessment requires evidence that the candidate:* 1. Identified organization operations/objectives in line with organization policy
	2. Identified Acts and regulations in line with organization operations/objectives
	3. Analyzed Acts and regulations in line with organization operations/objectives
	4. Identified areas to be guided by the Acts and regulations as per existing Acts and Regulations
	5. Identified provisions of the Acts and regulations to be implemented in line with organization operations
	6. Prepared an implementation schedule in line with organization operations/ budget
	7. Implemented provisions of the Acts and regulations in line with the implementation schedule
	8. Developed monitoring and evaluation tool and plan in line with organization policy
	9. Implemented M&E tool in line with the M&E plan
	10. Carried out evaluation in line with M&E tool
	11. Identified areas of non-compliance and prepared a report in line with Acts and regulations
	12. Prepared a compliance plan in line with Acts and regulations/sanctions
	13. Implemented corrective measures in line with the compliance plan
 |
| 1. Resource Implications
 | The following resources must be provided:* 1. Functional Cooperative Society
 |
| 1. Methods of Assessment
 | Competency may be assessed through:* 1. Written tests
	2. Third party reports
	3. Oral questioning
	4. Interview
	5. Observation
 |
| 1. Context of Assessment
 | Assessment could be conducted:1. On-the-job
2. Off-the–job
3. During industrial attachment
 |
| 1. Guidance information for assessment
 | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended |

# MANAGE CORPORATE SOCIAL RESPONSIBILITY

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

**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.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**These describe the **key outcomes** which make up **workplace function**. | **PERFORMANCE CRITERIA**These are **assessable** statements which specify the required level of performance for each of the elements.***Bold and italicized terms*** ***are elaborated in the Range*** |
| 1. Analyze CSR policy
 | 1. A CSR policy is developed in line with the organization objectives/strategic plan
2. CSR activities are identified in line with the CSR policy
3. CSR stakeholders are identified in line with the CSR policy
4. CSR policy is analyzed in line with the Organization policy
 |
| 1. Develop a CSR budget
 | 1. ***Sources of funding the CSR activities*** are identified as per the CSR policy
2. CSR activity budgets are prepared in line with organization resources/sponsorships
3. Consolidated CSR budget is prepared in line with the CSR policy
 |
| 1. Oversee the implementation of the CSR plan
 | 1. CSR activities schedule is prepared in line with the CSR Policy
2. A CSR plan is prepared in line with CSR activities schedule
3. CSR plan is implemented in line with CSR Policy/budget
 |
| 1. Monitor and Evaluate implementation of the CSR plan
 | 1. Monitoring and evaluation tool is developed in line with organization policy
2. Monitoring and evaluation plan is developed in line with organization policy
3. Implementation of M&E tool is done in line with the M&E plan
4. Evaluation is carried out in line with M&E tool
 |
| 1. Review implementation of the CSR plan
 | * 1. Assessment of the organization CSR activities is done in line with CSR Activities schedule
	2. Expected and actual outcomes are compared as per the monitoring and evaluation tool
	3. CSR activity variances are identified as per the CSR Activities schedule
	4. A report is prepared as per the organization policy
	5. Report recommendations are implemented as per organization objectives/ CSR policy/ Strategic plan
 |

**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.

|  |  |
| --- | --- |
| Variables | Range |
| 1. Sources of funding the CSR activities may include but not limited to:
 | * Internal funds
* Donations
* Sponsorship
* Grants
 |

**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:

* Organizing skills
* Analytical skills
* Negotiation skills
* Interpersonal skills
* Communication skills
* Evaluation skills
* Problem solving
* Critical thinking
* Customer care

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Public relations
* Principles and practice of management

**EVIDENCE GUIDE**

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

|  |  |
| --- | --- |
| 1. Critical Aspects of Competency
 | Assessment requires evidence that the candidate:* 1. Developed a CSR policy in line with the organization objectives/strategic plan
	2. Identified CSR activities and stakeholders in line with the CSR policy
	3. Analyzed CSR policy in line with the Organization policy
	4. Identified sources of funding the CSR activities and prepared CSR activity budgets as per the CSR policy
	5. Prepared consolidated CSR budget in line with the CSR policy
	6. Prepared CSR activities schedule and plan in line with the CSR Policy
	7. Implemented CSR plan in line with CSR Policy/budget
	8. Developed monitoring and evaluation tool and plan in line with organization policy
	9. Implemented M&E tool in line with the M&E plan
	10. Carried out evaluation in line with M&E tool
	11. Assessed organization CSR activities in line with CSR Activities schedule
	12. Compared expected and actual outcomes and identified activity variances as per the monitoring and evaluation tool/CSR Activities schedule
	13. Prepared a report and implemented its recommendations as per the organization policy/organization objectives/ CSR policy/ Strategic plan
 |
| 1. Resource Implications
 | The following resources must be provided:* 1. Functional Cooperative Society
 |
| 1. Methods of Assessment
 | Competency may be assessed through:* 1. Written tests
	2. Third party reports
	3. Oral questioning
	4. Interview
	5. Observation
 |
| 1. Context of Assessment
 | Assessment could be conducted:1. On-the-job
2. Off-the–job
3. During industrial attachment
 |
| 1. Guidance information for assessment
 | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended |