

**REPUBLIC OF KENYA**

**NATIONAL OCCUPATIONAL STANDARDS**

**FOR**

**AGRIPRENEUR**

**LEVEL 3**

**ISCED CODE: 0811 254 A**

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# FOREWORD

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

Reforms in the education sector are necessary for the achievement of Kenya Vision 2030 and meeting the provisions of the Constitution of Kenya 2010. The education sector had to be aligned to the Constitution of Kenya 2010 and this resulted to the formulation of the Policy Framework for Reforming Education and Training. A key feature of this policy is the radical change in the design and delivery of the TVET training. This policy document requires that training in TVET be competency based, curriculum development be industry led, certification be based on demonstration of competence and mode of delivery allows for multiple entry and exit in TVET programmes.

These reforms demand that Industry takes a leading role in curriculum development to ensure the curriculum addresses its competence needs. It is against this background that these Occupational Standards were developed for the purpose of developing a competency-based curriculum for an Agripreneuer. 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 growth and development of the Agriculture sector.

#

# PREFACE

Kenya’s 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 on Reforming Education and Training in Kenya, emphasized the need to reform curriculum development, assessment and certification. This called for a shift to CBET in order to address the mismatch between skills acquired through training and skills needed by industry as well as increase the global competitiveness of Kenyan labor force.

The \_\_\_\_\_\_\_\_\_\_\_\_\_ in conjunction with Horticulture Sector Skills Advisory Committee (SSAC) and the German International Cooperation (GIZ) have developed these Occupational Standards for the level 3 Agripreneuer. \_\_\_\_\_\_\_\_\_\_\_ in conjunction with German International Cooperation (GIZ) and Ministry of Agriculture, Livestock, Fisheries and Cooperatives have also reviewed these Occupational Standards. These standards will be the basis for development of competency-based curriculum for an Agripreneurship level 3.

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, GIZ, Horticulture SSAC, expert workers and all those who participated in the development of these Occupational Standards.

# ACKNOWLEDGMENT

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

I thank TVET Curriculum Development, Assessment and Certification Council (TVET CDACC) for providing guidance on the development of these Standards. My gratitude goes to Agripreneuership 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.

My gratitude also goes to the German Ministry of Economic Cooperation and Development (BMZ) through its implementing Technical Cooperation Agency, *Deutsche Gesellschaft für Internationale Zusammenarbeit* (GIZ) GmbH, which enabled the development and subsequent review of these Standards in collaboration with the National Ministry of Agriculture, Livestock, Fisheries and Cooperatives (MoALFC)

I also appreciate the office of the National Coordinator of GIZ’s Youth Employment in the Agri-food Sector in Western Kenya (YEA 1) project which was instrumental in the cooperation between the project team, MoALFC and National Ministry of Education (MoE).

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

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# ABBREVIATIONS AND ACRONYMS

|  |  |  |
| --- | --- | --- |
| AFA | : | Agriculture and Food Authority  |
| AIDS | : | Acquired Immuno-Deficiency Syndrome |
| BC | : | Basic Competency |
| CBET | : | Competency Based Education and Training |
| CD | : | Compact Disk |
| CEO | : | Chief Executive Officer |
| CPU | : | Central Processing Unit  |
| CR | : | Core Competency |
| CU | : | Curriculum |
| DVS | : | Directorate of Veterinary Services  |
| GAAP | : | Generally Accepted Accounting Principles  |
| GAP | : | Good Agricultural Practices |
| GHPs | : | Good Handling Practices  |
| GIZ  | : | *Gesellschaft für Internationale Zusammenarbeit* |
| GMP | : | Good Manufacturing Practices |
| HACCP | : | Hazard Analysis Critical Control Points |
| HIV | : | Human Immuno-deficiency Virus |
| ICT | : | Information Communication Technology |
| ISO | : | International Organization for Standardization |
| KDB | : | Kenya Dairy Board  |
| KEBS | : | Kenya Bureau of Standard  |
| KEPHIS | : | Kenya Plant Health Inspectorate Services  |
| KPIs | : | Key Performance Indicators |
| KVB | : | Kenya Veterinary Board  |
| MoALFC | : | Ministry of Agriculture, Livestock, Fisheries and Cooperatives |
| MS | : | Microsoft |
| NEMA | : | National Environment Management Authority  |
| OS | : | Occupational Standard |
| OSH | : | Occupational Safety and Health |
| PAYE | : | Pay As You Earn |
| PC | : | Personal Computer |
| PPE | : | Personal Protective Equipment |
| ROM | : | Read Only Memory |
| SME | : | Small and Medium-sized Enterprises |
| SMS | : | Short Message Service  |
| SOPs | : | Standard Operating Procedures |
| SSAC | : | Sector Skills Advisory Committee |
| SWOT | : | Strengths, Weaknesses, Opportunities and Weaknesses |
| TVET | : | Technical and Vocational Education and Training |
| TVET CDACC | : | TVET Curriculum Development, Assessment and Certification Council |
| VAT | : | Value Added Tax |

#

**KEY TO ISCED UNIT CODE**



# OVERVIEW

Agripreneurship level 3 qualification consist of competencies that one must have to operate agri-enterprise. It involves establishing and operating Agri-Enterprise, marketing Agri-Enterprise Products and Services, maintaining product and service quality and Keeping Agri-Enterprise Records.

Units of competency comprising Agripreneurship Level 3 qualification include the following core units:

|  |  |
| --- | --- |
| **UNIT CODE**  | **UNIT TITLE**  |
| 0811 251 01 A | Establish Agri-Enterprise  |
| 0811 251 02 A | Operate Agri-Enterprise  |
| 0811 251 03 A | Market Agri-Enterprise Products and Services |
| 0811 251 04 A | Maintain Product and Service Quality |
| 0811 251 05 A | Keep Agri-Enterprise Records  |

#

# ESTABLISH AGRI-ENTERPRISE

**UNIT CODE:** 0811 251 01 A

**UNIT DESCRIPTION**

This unit specifies the competencies required to establish an agri-enterprise. It involves selecting and registering an agrienterprise, carrying out SWOT analysis, developing agri-enterprise business plan, preparing agri-enterprise budgets and mobilizing required resources.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**These describe the **key outcomes** which make up workplace function (to be stated in active) | **PERFORMANCE CRITERIA**These are **assessable statements** which specify the required level of performance for each of the elements (to be stated in passive voice)***Bold and italicized terms are elaborated in the Range*** |
| 1. Select agri enterprise
 | * 1. Target market is identified based on the type of proposed business
	2. Data is collected as per the standard data ***gathering tools and procedures***
	3. Data is analyzed in accordance with ***data analysis methods***
	4. Specific problems and gaps in the market are identified on the basis of ***industry trends*** and analyzed data
	5. Business ideas are generated and refined using the business model canvas for startups as per identified problems and gaps
 |
| 1. Register agri enterprise
 | * 1. ***Form of business*** is selected depending on the capital available and agripreneur’s preference and ease of doing business
	2. Agribusiness registration requirements are identified based on the form of business and the requirements of the office of registrar of companies**.**
	3. Business location is selected in line with customer base and government laws.
	4. Business registration documents are assembled as per government procedures of business registration and type of business.
	5. Business name is registered in accordance with regulations of the office of the registrar of companies.
	6. Business permits and licenses are acquired depending on the type and size of business.
	7. Business bank account(s) are opened based on the requirements of the business
 |
| 1. Carry out SWOT analysis
 | * 1. Enterprise ***strengths*** are identified in accordance with the outcome of market scan, available resources and capabilities of the business**.**
	2. Enterprise ***weaknesses*** are identified based on the outcome of market scan, available resources and capabilities of the business.
	3. Enterprise ***opportunities*** are identified on the basis of assessment of the external environment and outcome of the market scan.
	4. Enterprise ***threats*** are identified in accordance with the external environmental assessment and outcome of the market scan.
	5. Action plans are prepared as per the SWOT matrix.
 |
| 1. Develop agri-enterprise business plan
 | * 1. Agri enterprise objectives and long-term goals are developed based on the SWOT analysis report
	2. Agri enterprise vision and mission statements are developed in accordance with the long-term goals of the business
	3. Business location and form of ownership is identified in line with existing government regulations and Agripreneuer preference
	4. ***Marketing plan*** is developed based on the nature of the agri-enterprise product and service
	5. ***Production and operational plans*** are developed as per the nature of the agri-enterprise product/ service and industry standards
	6. ***Management plan*** is developed based on the type of business
	7. ***Financial plan*** is developed on the basis of the type of business
	8. Agri enterprise business plan is prepared based on the type of business and objectives
 |
| 1. Prepare agri-enterprise budgets
 | * 1. Agri enterprise activities are identified based on the Business plans, GAP and GMP
	2. ***Types of budgets*** are identified on the basis of the size of agri-enterprise.
	3. Costs are allocated based on materials and inputs required and prevailing market prices.
	4. Budgets are prepared in accordance with business activities
	5. Operating expense budgets are prepared in accordance with the business plans.
	6. Work plan is drawn based on the time frame schedule and market demand
 |
| 1. Mobilize agri-enterprise resources
 | * 1. ***Types of resources*** required are identified in accordance with the budgets
	2. ***Methods of resource mobilization*** are assessed and selected based on ***established criteria***
	3. Agri enterprise resources are acquired and utilized in line with the financial 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.

|  |  |
| --- | --- |
| VARIABLE | RANGE |
| 1. Industry trends includes but not limited to;
 | * History of the industry
* Outcome of tools such as journey mapping
 |
| 1. Data gathering tools and procedures includes but not limited to;
 | * Oral interviews
* Questionnaire
* Reviewing published data
* Observations
* checklists
 |
| 1. Data analysis methods includes but not limited to;
 | * Frequency measures (mean, mode, median)
* Identifying similarities, sampling and weighting
 |
| 1. Form of business may include but not limited to;
 | * Sole proprietorships
* Partnerships
* Limited liability company
 |
| 1. Strengths includes but not limited to;
 | * Patents rights
* Strong brand names
* Good reputation among customers
* Cost advantages from proprietary know-how
* Exclusive access to high grade raw materials
* Favorable access to distribution networks
* Possession of high end technology
* Workers with unique competencies
* All other positive things internal to the enterprise/firm
 |
| 1. Weaknesses includes but not limited to;
 | * Limited capital
* High workers turnover.
* High bureaucracies that limit workers creativity and innovative abilities.
* Limited workers skills and expertise.
* Liquidity problems
* Low market reputation
* Poor corporate culture.
* Poor service levels.
* Limited production capacity
 |
| 1. Opportunities includes but not limited to;
 | * an unfulfilled customer need
* arrival of new technologies
* loosening of regulations e.g no of permits required
* removal of international trade barriers
 |
| 1. Threats includes but not limited to;
 | * Internal risks to business
* External risks to business
 |
| 1. Marketing plan may include but not limited to;
 | * Customers
* Competitors
* Products
* Distribution channels
* Sales promotion strategies
 |
| 1. Production and operational plans may include but not limited to;
 | * Facility layout
* Technology to be applied
* Production costs
* Sourcing of raw materials
 |
| 1. Management plan may include but not limited to;
 | * Positions to be filled
* Organization structure
* Duties and responsibilities to be performed
* Relevant list of advisors
 |
| 1. Type of budget include but not limited to;
 | * Cash flow budget
* Operational budget
* Whole farm budgets
* Partial budgets
 |
| 1. Types of resources may include but not limited to;
 | * Physical resources
* Financial resources
* Human resources
 |
| 1. Methods of resource mobilization may include but not limited to;
 | * Personal finance
* Loans
* Friends and relatives
* Venture capitalist
* Subsidies and grants
* Bootstrapping strategies
 |
| 1. Established criteria may include but not limited to
 | * Cost of capital
* Desired level of control of the business
* Repayment period
* Amount required
* Legal requirements
 |

**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
* Basic computer application skills
* Budgeting skills
* Business plan writing skills
* Communication skills
* Entrepreneurial skills
* Innovation skills
* Leadership skills
* Management skills
* Marketing skills
* Numeracy / Arithmetic skills
* Pitching skills
* Planning skills
* Presentation skills
* Problem solving skills
* Reading and writing skills

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Basic principles of agribusiness (entrepreneurship) management.
* Types / legal forms of business enterprises
* Sourcing business ideas
* Business capital
* Basic business plan components
	+ Cover page( Business name and contact information)
	+ Executive summary
	+ Business background (mission, vision, history, legal structure, ownership and location)
	+ Management plan(human resource plans)
	+ Production plans for products or operational plan for service entities
	+ Marketing plan
	+ Risk management plan
	+ Financial plans
* Importance of planning
* Business systems (procurement, human resource management, sales and marketing).
* Development of vision and mission statements for a business.
* Development of broad and specific business objectives.
* Work plan development.
* Microsoft computer packages (Ms. Word and Ms. Excel).
* Agribusiness sectors and their economics.
* Cash flow statement preparation
* Product knowledge
* Costing
* Branding
* SWOT analysis
* Legal and regulatory requirements when starting an agri-enterprise
* Procedure for starting an agri-enterprise
* Factors considered in selecting a location for the business
* Business financing and budgeting
* Basic arithmetic
* Government policies that benefit micro and small enterprises such as Access to Government Procurement Opportunities (AGPO)

**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. Generated and refined agribusiness idea
	2. Registered business and obtained relevant business permits and licenses.
	3. Prepared agri enterprise business plan
	4. Prepared start up and operating expense budgets
	5. Obtained business resources from suitable sources.
 |
| 1. Resource Implications
 | The following resources should be provided: * 1. Access to relevant workplace
	2. Appropriately simulated environment where assessment can take place
	3. Materials relevant to the proposed activity or tasks
 |
| 1. Methods of Assessment
 | Competency in this unit may be assessed through:* 1. Oral
	2. Written
	3. Observation
	4. Third party
	5. Projects
	6. Case study
 |
| 1. Context of Assessment
 | Competency may be assessed on the job, off the job or a combination of these. Off the job assessment must be undertaken in a closely simulated workplace environment.  |
| 1. Guidance information for assessment
 | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

# OPERATE AGRI-ENTERPRISE

**UNIT CODE:** 0811 251 02 A

**UNIT DESCRIPTION**

This unit specifies the competencies required to operate an agri-enterprise. It involves recruiting and supervising agri-enterprise workers, monitoring production and processing activities, managing agrienterprise finances, controlling agri enterprise risks, and, maintaining relationships with agri-enterprise stakeholders. .

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**These describe the **key outcomes** which make up workplace function (to be stated in active) | **PERFORMANCE CRITERIA**These are **assessable statements** which specify the required level of performance for each of the elements (to be stated in passive voice)***Bold and italicized terms are elaborated in the Range*** |
| 1. Recruit agri-enterprise workers
 | * 1. Roles and activities to be carried out at the firm are identified in accordance with the ***management plan***
	2. Work allocations are drafted based on the workers roles identified
	3. Worker’s qualifications and experience are determined and set in accordance with the activities to be carried out on the firm and provided roles.
	4. ***Worker engagement*** is identified based on periodic manpower requirements of the firm.
	5. Worker recruitment positions are advertised based on firm requirements
	6. Recruitment interviews are conducted based on established recruitment procedures.
	7. Worker job contracts/agreements are signed in accordance with existing labour laws and established firm requirements
	8. Worker placement and orientation is conducted in accordance with firm job requirements
 |
| 1. Supervise agri-enterprise workers
 | * 1. Worker’s supervision ***methods and tools are*** prepared in accordance with firm requirements
	2. Workers are sensitized on the reporting procedures and feedback processes in accordance with firm requirements.
	3. Performance targets are assigned to each worker based on the work allocation
	4. Worker performance is monitored and feedback given to the workers in line with the agreed upon performance appraisal procedures.
	5. Regular workers’ meetings are organized in line with the work requirements
	6. Workers are rewarded or sanctioned based on work performance appraisal reports
 |
| 1. Monitor production and processing activities
 | * 1. ***Key Performance Indicators* (KPIs)** for production and processing are identified and written down based on product/service requirement.
	2. ***Regulatory authority measures*** are identified and adhered to in firm operations as per the type of product or service in line with specific ***regulatory authority.***
	3. Task procedures and flow charts are documented and displayed in accordance with Good Agricultural Practices (GAP) and Good Manufacturing Practices (GMP) guidelines.
	4. Raw materials are sourced in line with firms procurement procedures that should define minimum quality standards for raw materials
	5. Quality of raw materials is checked in line with SOPs and government policy.
	6. Stock levels are maintained at optimal levels in line with firm inventory management policy.
	7. Products/ services are produced/offered based on the standard operating procedures (SOPs) and government regulation
	8. Waste is controlled based on the type of products and government regulations
 |
| 1. Manage agri-enterprise finances
 | * 1. Agri-enterprise expenditure and income is monitored and periodically documented in accordance with the business plans and Generally Accepted Accounting Principles (GAAP)
	2. ***Agribusiness liabilities*** areidentified and complied with based on size of the business and terms of the contract.
	3. Business gross margins are analyzed as per GAAP
	4. ***Business financial adjustment measures*** are carried out based on gross margins and in line with agri-enterprise goals and objectives
 |
| 1. Control agri enterprise risks
 | * 1. Potential risk areas in the enterprise are identified and mapped based on the prevailing internal and external business environment.
	2. Agri Enterprise risks are classified based on category of risk area as per established ***risk classification criteria***
	3. Agripreneuerial ***risk intervention measures*** are determined and adopted based on risk classification.
	4. Early warning risk information systems are identified and monitored in accordance with industry standards
	5. Risk management plan is developed based on frequency and likelihood of occurrence of the risk and resources available.
	6. Resources are sourced to implement risk management plans as per firms’ resource mobilization strategies.
	7. Risk intervention measures are assessed and reviewed based on the risk management reports.
 |
| 1. Maintain agri-enterprise stakeholder relationships
 | * 1. ***Business stakeholders*** areidentified and mapped out according to nature of the business.
	2. Stakeholder meetings are conducted in accordance with established firm stakeholder engagement procedures
	3. Stakeholder ***communication channels*** areidentified and used as per the partnership agreements
	4. Partnership agreements are reviewed and maintained based on agreed upon terms and monitoring and evaluation protocol
 |

**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. Management plan may include but not limited to;
 | * Positions to be filled
* Organization structure
* Duties and responsibilities to be performed
* Relevant list of advisors
 |
| 1. Workers engagement basis may include but not limited to;
 | * Full time
* Part time
* Contract
 |
| 1. Displayed may include but not limited to;
 | * Printing on the wall
* Shared folders online
* Banners / billboards
 |
| 1. Supervision methods and tools includes but not limited to;
 | * Workers daily log of activities Regular on farm walking
* One-on-one meetings
* Counter checking of the work
* Perusing of reports
* Use of technology
* Appraisal tools and reports
 |
| 1. Production & Processing KPIs includes but not limited to;
 | * Count / quantity of product created.
* Reject ratio
* Rate – speed at which goods are produced
* Target / output rate and quality.
* Task Time – amount of time taken to complete a task
* Overall Equipment Effectiveness (OEE)
* Downtime
* Processing time - Time spent transforming raw materials into finished goods.
* Inspection time - Time spent inspecting materials and finished goods.
* Move time - Time spent moving items into and out of the manufacturing area.
* Queue time -Time spent waiting before the other timed activities
 |
| 1. Regulatory authority measures includes but not limited to;
 | * Permits
* Licenses
* Certification requirements
* Food safety requirements
 |
| 1. Regulatory authorities includes but not limited to;
 | * Kenya Bureau of Standards (KEBS)
* Halaal regulators
* Kenya Veterinary Board (KVB)
* Kenya Plant Health Inspectorate Services (KEPHIS)
* Kenya Dairy Board (KDB)
* Public Health
* Agriculture and Food Authority (AFA)
* National Environment Management Authority (NEMA)
 |
| 1. DOWNTIMER model includes but not limited to;
 | * Defects
* Overproduction
* Waiting time
* Non utilized skills
* Transportation costs (idle capacity or inefficient use of vehicles)
* Inventory (excess)
* Motion (unnecessary)
* Extra processing like boiling milk to higher temperatures than necessary
* Resources( water, electricity and machines)
 |
| 1. Agribusiness liabilities includes but not limited to;
 | * Tax obligations
	+ Pay As You Earn (PAYE)
	+ Value Added Tax (VAT)
* Business debts
	+ Creditors/accounts payable
	+ Loans
	+ Mortgages
 |
| 1. Business financial adjustment measures includes but not limited to;
 | * Cutting costs
* Increasing revenue
* Meeting deadlines
* Monitoring spending
* Following up on receivable accounts
* Separating business from personal funds
* Timely purchases and sales
* Strict adherence to budget
* Managing inventories
* Maintaining cash reserves
 |
| 1. Risk classification criteria includes but not limited to categorizing risks on the basis of;
 | * Likelihood of occurrence
* Level of impact upon occurrence
* Frequency of occurrence
 |
| 1. Risk intervention measures includes but not limited to;
 | * Control measures ( substitution, elimination, isolation, use of PPEs)
* Avoidance measures (don't venture in the activity)
* Transfer measures( insurance, contract farming)
 |
| 1. Business stakeholders include but not limited to;
 | * Have a vested interest in the business
* Are affected by the product/services outcomes
* Directly involved in the business
* Who have influence over decisions
* Who need to stay informed about the process and decisions
 |
| 1. Communication channels include but not limited to;
 | * Emails
* letters
* phone calls
* SMS
* In-person meetings
 |

**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
* Communication skills
* Computer skills
* Conflict resolution skills
* Decision making skills
* Entrepreneurial skills
* Interpersonal skills
* Leadership skills
* Active Listening skills
* Management skills
* Negotiation skills
* Organizational skills
* Planning skills
* Problem solving skills
* Reading and comprehension skills
* Record keeping skills
* Time keeping skills
* Writing skills
* Creativity and Innovative skills

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Basics business management
* Basic entrepreneurship
* Basic accounting
* Licensing and taxation
* Key highlights of the Labour laws (employment Act 2007,Occupational Health and Safety Act 2007, Work injury benefit act 2007)
* Components of basic business plans and budgets
* Management styles
* Types of agribusiness records and reports
* Types of agribusiness risks
* Agribusiness industry regulations
* Leadership styles
* Communication methods and channels
* Basic functions of management
* Agri-enterprise risk mitigation strategies
* Bookkeeping
* Inventory management methods
* Working capital management (accounts payable, accounts receivable, inventory and cash)
* ICT in business management
* Business ethics
* Personnel management (recruitment, supervision and motivation and training)
* Stakeholder engagement strategies
* Management of distribution channels for agri-enterprise products and services
* Business life cycles

**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. Selected and deployed qualified workers required by the firm
	2. Assigned employee tasks, monitored performance and provided feedback on performance.
	3. Maintained optimum production and processing levels and controlled production wastes
	4. Identified and controlled risks facing the enterprise.
	5. Engaged relevant stakeholders and managed the partnerships for mutual benefit
 |
| 1. Resource Implications
 | The following resources should be provided: * 1. Access to relevant workplace
	2. Appropriately simulated environment where assessment can take place
	3. Materials relevant to the proposed activity or tasks
 |
| 1. Methods of Assessment
 | Competency in this unit may be assessed through:* 1. Oral
	2. Written
	3. Observation
	4. Third party
	5. Practical test
	6. Case study
 |
| 1. Context of Assessment
 | Competency may be assessed on the job, off the job or a combination of these. Off the job assessment must be undertaken in a closely simulated workplace environment.  |
| 1. Guidance information for assessment
 | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

# MARKET AGRI-ENTERPRISE PRODUCTS AND SERVICES

**UNIT CODE:** 0811 251 03 A

**UNIT DESCRIPTION**

This unit specifies the competencies required to market agrienterprise products and services. It involves conducting market scans, pricing products and services, selecting suitable marketing channels, promoting and selling agri-enterprise products and services, and monitoring performance of products and services.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**These describe the **key outcomes** which make up workplace function (to be stated in active) | **PERFORMANCE CRITERIA**These are **assessable statements** which specify the required level of performance for each of the elements (to be stated in passive voice)***Bold and italicized terms are elaborated in the Range*** |
| 1. Conduct market scan
 | * 1. Marketing objectives are determined based on the sales volume and type of potential customers
	2. Target markets are identified based on the described ***customer persona***
	3. ***Market scan tools*** are developed based on the nature and type of product/ service**.**
	4. Data is collected using ***standard sampling methods*** as per the developed market scan tools
	5. Data is analyzed in accordance with ***standard data analysis methods***
	6. Customer tastes and preferences are identified based on the outcome of the market scan and customer reviews.
	7. Products and services are developed based on customer tastes and preferences
 |
| 1. Price products and services
 | * 1. Product or service demand is determined as per outcome of market scan
	2. ***Costs*** are assessed based on production and marketing activities
	3. Prices of competitor’s products and services are assessed based on the outcome of the market scan
	4. ***Pricing method*** is selected and adopted based on agribusiness objectives, nature of market, value chain and organizational policy
	5. Data on pricing of competing products is collected and analyzed based on existing market information
 |
| 1. Select marketing channels
 | * 1. ***Marketing channels*** are identified based on the type of customers and distribution channels for products and services.
	2. ***Marketing strategies*** for the firm's products are selected based on existing competition and the customer’s tastes and preferences.
	3. Marketing channels are tested and approved in accordance with available resources, profitability and size of agri-enterprise
 |
| 1. Promote agri enterprise products and services
 | * 1. Marketing strategies are adopted in accordance with selected ***marketing systems*** and channels.
	2. Products and services are branded in line with the desires and tastes of the identified customer persona.
	3. Packaging and labelling of products and services is undertaken in line with the target market, existing regulations and organizational policies
	4. Agri-enterprise product or service is launched in accordance with adopted marketing strategies.
	5. Advertisement of products and services is carried out according to the marketing strategies, organizational policies and the available budget.
 |
| 1. Sell agri enterprise products and services
 | * 1. Prospective customers are identified and contacted in line with established organizational procedures.
	2. Prospective customers are evaluated and qualified based on their financial ability, location and willingness to buy the product/service
	3. Sales are closed in accordance with established organizational procedures
	4. The level of demand for the product or service is determined based on the analysis of the sales data.
	5. Delivery of products and services is carried out based on adopted delivery infrastructure, existing organizational policies and selected distribution channel
	6. ***Payment method*** is identified and applied in accordance with level of trust on the customer, organizational credit policy and adopted business risk aversion strategy.
 |
| 1. Monitor products and service performance
 | * 1. ***Customer feedback system*** is established based on the nature of product and service, marketing and distributions channels
	2. ***Customer feedback*** is obtained from the target market using adopted feedback system.
	3. Continuous improvement of the product/ services is carried out based on customer feedback
 |

**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. Customer persona includes but not limited to the following customer characteristics:
 | * Demographics - age, gender, area of residence
* Hobbies and interests
* Income levels
* Pain points - customer challenges concerning the product / service
* Culture
* Religion
 |
| 1. Market scan tools includes but not limited to;
 | * Interview questionnaires
* Phones - SMS and calls
* Email
* Suggestion boxes
* Sales records
* Rating scales / forms
 |
| 1. Standard sampling methods includes but not limited to;
 | * Random sampling
* Stratified random sampling
* Purposive sampling
* Snowballing
 |
| 1. Standard data analysis methods includes but not limited to;
 | * Frequency measures (mean, mode, median)
* Identifying similarities
* Weighting
 |
| 1. Costs includes but not limited to;
 | * Production costs
* Processing costs
* Distribution / transportation costs
* Marketing costs
* Taxation costs
 |
| 1. Pricing methods includes but not limited to;
 | * Demand pricing / customer-based pricing
* Competitive Pricing / strategic pricing
* Cost-Plus Pricing
* Penetration Pricing
* Price Skimming
* Economy Pricing
* Psychological Pricing
* Discount Pricing
* Geographic Pricing
* Price Bundling
* Premium pricing
 |
| 1. Marketing channels includes but is not limited to;
 | * Business to Customer (B2C)
* Business to Business (B2B)
* Dual distribution; and.
* Reverse channels.
 |
| 1. Marketing strategies includes but is not limited to;
 | * Focus on single niche market
* Loyalty programs
* Creating fear of scarcity.
* Give offers for a limited time
* Retargeting or follow-up of previous customers
* Online marketing
* Lead generation strategies
 |
| 1. A marketing system includes but is not limited to a system for;
 | * Prospecting for leads
* Qualifying prospects
* Demonstrate value and make offer to prospects
* Following -up with prospect
* Negotiating and closing deals
* Product fulfillment
* Collection of payment
* Service the client
 |
| 1. Nature of product includes but is not limited to;
 | * Perishability
* Fragility
* Bulkiness
 |
| 1. Infrastructure includes but is not limited to;
 | * Own means of transport
* Third party delivery transport providers
* Online systems
 |
| 1. Payment method includes but is not limited to;
 | * Cash on delivery
* Credit
* Online cashless payment
* Cash with order
 |
| 1. Customer feedback system includes but is not limited to a system for;
 | * SMS
* Social media pages
* Periodic phone calls
* Feedback forms
* Customer interviews
 |
| 1. Customer Feedback methods includes but not limited to
 | * Customer reviews
* Customer rating
* Complaints
* Level of repeat purchase
* Referrals
* Customer loyalty
 |

**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
* Bargaining skills
* Communication skills
* Decision making skills
* Digital literacy skills
* Innovation skills
* Interpersonal skills
* Listening skills
* Marketing skills
* Negotiation Skills
* Presentation skills
* Public relations skills
* Record keeping skills
* Report writing skills
* Self-management skills
* Persuasion skills

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Sales cycle
* Business proposal writing
* Online marketing
* Principles of entrepreneurship, sales and marketing
* Market scanning
* Factors influencing price variation.
* Methods of rapid access to market information
* Marketing channels i.e. print, audio or social media
* Trends in sales and marketing.
* Supply chain dynamics and management
* Distribution channels
* Pricing strategies
* Promotion plans
* Product branding
* Analysis of customer feedback
* Competition management
* Marketing mix - 4Ps of marketing (Product, price, promotion, place)
* Market segmentation
* Consumer buying behaviour
* Product life cycle
* Product and service branding, packaging and labeling
* Customer relationship management
* Methods of market scanning
* Customer prospecting
* Customer feedback management
* Sales logistics

**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. Collected and analyzed market data
	2. Selected and adopted a pricing method for agri-products
	3. Adopted suitable marketing strategies and sold off firm's products and services.
	4. Advertised agri-products and services based on selected marketing channels.
	5. Delivered products and services using adopted delivery infrastructure and selected distribution channel
	6. Identified and used a selected payment method after delivery of a product / service
	7. Obtained and acted upon customer feedback.
 |
| 1. Resource Implications
 | The following resources should be provided: * 1. Access to relevant workplace
	2. Appropriately simulated environment where assessment can take place
	3. Materials relevant to the proposed activity or tasks
 |
| 1. Methods of Assessment
 | Competency in this unit may be assessed through:* 1. Oral
	2. Written
	3. Observation
	4. Third party
	5. Practical test
	6. Case study
 |
| 1. Context of Assessment
 | Competency may be assessed on the job, off the job or a combination of these. Off the job assessment must be undertaken in a closely simulated workplace environment.  |
| 1. Guidance information for assessment
 | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

# MAINTAIN PRODUCT AND SERVICE QUALITY

**UNIT CODE:** 0811 251 04 A

**UNIT DESCRIPTION**

This unit specifies the competencies required to maintain quality of agri-enterprise products and services. It involves determining quality standards of product and services, maintaining standard operating procedures in producing quality products and services, conducting quality-checks, certifying agri - products and services with relevant authorities and responding to client feedback.

 .

 **ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**These describe the **key outcomes** which make up workplace function (to be stated in active) | **PERFORMANCE CRITERIA**These are **assessable statements** which specify the required level of performance for each of the elements (to be stated in passive voice)***Bold and italicized terms are elaborated in the Range*** |
| 1. Determine quality standards
 | * 1. ***Quality assurance standards*** to be maintained are determined based on Good Agricultural Practices (GAPs), Good Manufacturing Practices (GMPs) and customer requirements in line with the type of product and service.
	2. ***Food safety management institutions*** are identified based on existing legal frameworks for the determined quality assurance standards
	3. GAPs and GMPs are identified and implemented according to quality assurance standards in line with the type of product or service
	4. ***Standard operating procedures*** (SOPs) for carrying out agribusiness activities are developed and documented based on adopted quality assurance standards, GAPs and GMPs.
	5. ***Good handling practices*** (GHPs) are identified and documented according to quality assurance standards and SOPs
 |
| 1. Maintain quality standard operating procedures
 | * 1. Raw material quality is determined and maintained based on documented SOPs and GHPs
	2. Production and processing processes are controlled as per SOPs and GHPs
	3. Final product and service quality is maintained in accordance with SOPs and GHPs
	4. ***Quality control records*** are maintained based on quality assurance standards
 |
| 1. Conduct quality-checks
 | * 1. Tools for evaluating quality are identified and assembled based on customer requirements in line with type of product or service.
	2. Quality checks are carried out periodically as per documented SOPs and GHPs in line with customer requirements
	3. Quality check reports are generated and documented in accordance with quality assurance standards and organizational policy
	4. Production and processing processes are reviewed based on information collected from quality checks.
 |
| 1. Carry out agri-enterprise products and services certification
 | * 1. Forms of certifications are identified, selected, acquired and filled in accordance with the type of product and service
	2. Workers are sensitized on certification procedures in line with quality assurance standards
	3. Request for certification is sent to certifying institutions in line with laid down certification guidelines and timelines
	4. Adjustments on the production and processing activities are carried out based on the outcome of certification
 |
| 1. Respond to client feedback
 | * 1. ***Client feedback mechanism is*** developed and adopted based on clients’ profiles and adopted ***marketing strategies***.
	2. Clients’ views are obtained based on the adopted feedback mechanism
	3. Client feedback is analyzed in accordance with ***basic data analysis methods***
	4. ***Action*** is taken on client feedback based on outcome of feedback analysis in line with agri-enterprise goals and objectives
 |

**RANGE**

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

|  |  |
| --- | --- |
| **VARIABLE** | **RANGE** |
| 1. Quality assurance standards includes but not limited to
 | * KS1758
* Kenya Bureau of Standards (KEBS) guidelines
* Global GAP standards
* Kenya GAP
* CODEX standards
* ISO standards
 |
| 1. Food safety management institutions include but not limited to;
 | * KEBS
* Kenya Plant Health Inspectorate Service (KEPHIS)
* Public Health department
* Agriculture and Food Authority (AFA)
* Pest Control and Products Board (PCPB)
* Directorate of Veterinary services (DVS)
* Kenya Veterinary Board (KVB)
* Kenya Dairy Board (KDB)
 |
| 1. Standard operating procedures includes but not limited to;
 | * Pre-operational procedures
* Operational procedures
* Post operational procedures
 |
| 1. Good handling practices include but not limited to;
 | * Quality of water for cleaning produce
* Sanitation
* Personal hygiene
* Containers for transporting produce
* Storage practices
* Transportation practices
 |
| 1. 0Quality control records includes but not limited to;
 | * Food and equipment inventory
* Cleaning records
* Storage and stock control records
* Quality Control/Assurance results
 |
| 1. Client feedback mechanism includes but not limited to;
 | * Text message
* Calls
* Emails
 |
| 1. Marketing strategies includes but is not limited to;
 | * Focus on single niche market
* Loyalty programs
* Creating fear of scarcity.
* Hoarding
* Give offers for a limited time
* Retargeting or follow-up of previous customers
 |
| 1. Basic data analysis method includes but not limited to assessment of;
 | * Determination of;
	+ Mean
	+ Mode
	+ Frequency
* Simple weighting of data
 |
| 1. Action includes but not limited to;
 | * Maintain or improve quality of products and services
* Maintain or increase quantity of products and services
* Adjust prices of products and services
* Maintain or improve customer care services
 |

**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
* Communication skills
* Decision making skills
* Diagnostic skills
* Enumeration skills
* ICT application skills
* Management skills
* Numeracy skills"
* Problem-solving skills
* Report writing skills.
* Sampling skills

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Quality assurance management
* Standards governing the production of agri - products and services.
* SOPs for quality assurance of agriproducts and services
* Methods of assessing the quality of products and services
* Sampling methods
* Quality testing procedures
* Interpretation of quality testing procedures
* Types of questionnaires
* HACCP standards for agri enterprise products / services
* Setting and maintaining product and service quality standards
* Monitoring product and service quality
* Ethics and codes of conduct for product and service quality maintenance
* Legislation in food quality and safety
* Supplier quality management
* Types of quality control
* Kaizen model ( 5S) (sort, set in order, shine, standardize and sustain)

**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 and documented SOPs and GHPs
	2. Determined and maintained raw material quality
	3. Controlled production and processing process
	4. Maintained quality of final product and service
	5. Carried out periodic quality checks
	6. Identified forms of certification
	7. Obtained client views using adopted client feedback mechanism
	8. Took action on client feedback
 |
| 1. Resource Implications
 | The following resources should be provided: * 1. Access to relevant workplace
	2. Appropriately simulated environment where assessment can take place
	3. Materials relevant to the proposed activity or tasks
 |
| 1. Methods of Assessment
 | Competency in this unit may be assessed through:* 1. Oral
	2. Written
	3. Observation
	4. Third party
	5. Practical test
	6. Case study
 |
| 1. Context of Assessment
 | Competency may be assessed on the job, off the job or a combination of these. Off the job assessment must be undertaken in a closely simulated workplace environment.  |
| 1. Guidance information for assessment
 | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

# KEEP AGRI-ENTERPRISE RECORDS

**UNIT CODE:** 0811 251 05 A

**UNIT DESCRIPTION**

This unit specifies the competencies required to keep agri-enterprise records. It involves establishing relevant agri-enterprise record keeping systems, recording agrienterprise data, periodically preparing agri-enterprise reports, and maintaining agrienterprise records.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**These describe the **key outcomes** which make up workplace function (to be stated in active) | **PERFORMANCE CRITERIA**These are **assessable statements** which specify the required level of performance for each of the elements (to be stated in passive voice)***Bold and italicized terms are elaborated in the Range*** |
| 1. Establish record keeping system
 | * 1. Purpose of recording is determined based on the needs of the business and existing legal requirements.
	2. ***Types of business records*** are determined in accordance with the type of product or service.
	3. ***Record keeping procedure*** is selected on the basis of recording purpose, ease of use and available resources
	4. Recording materials, devices, equipment and software are acquired based on the selected recording procedure in line with organizational procurement procedures.
	5. Periodic record keeping schedule established based on volume of transactions and Generally Accepted Accounting Principles(GAAP)
 |
| 1. Record agri-enterprise data
 | * 1. Data capture steps and ***tools*** are identified and adopted according to basic book keeping practices and GAAP
	2. Recoding templates are filled based on the type of business record and selected record keeping procedure
	3. Data records are checked in accordance with basic bookkeeping principles
 |
| 1. Prepare agri-enterprise reports
 | * 1. Data records are analyzed as per data analysis methodsand the need in the business and GAAP
	2. ***Types of agri-enterprise reports*** are identified and determined based on the type and objectives of the agri enterprise
	3. Business reporting formats and standardsare selected in accordance with established organizational policy and prevailing accounting standards.
	4. Reports are prepared based on the type of record, outcome of data records analysis and record keeping system.
 |
| 1. Maintain agri-enterprise records
 | * 1. Record ***storage devices*** are identified andsourced in line with record keeping system in place, organizational procurement procedures and available resources.
	2. Digitization of records is carried out in accordance with organizational policies, available resources and record keeping system.
	3. Sensitive documents are identified and secured in accordance with organizational policies.
	4. ***Trigger points*** are established based on organizational goals and objectives.
	5. Reports are submitted and reviewed based on nature of trigger points and organizational reporting requirements
	6. Enterprise performance is reviewed and action taken based on reports generated.
 |

**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. Types of business records includes but not limited to;
 | * Production records
	+ Yield record
	+ Land use records
	+ Field records
* Breeding records
* Health records
	+ Disease prevention and control records
	+ Vaccination records
	+ Treatment records
* Labour records
	+ Labour requirements
	+ Payroll records
* Financial records
	+ Delivery notes
	+ Customer lists
	+ Invoices
	+ Receipts
	+ Purchase orders
	+ Sales records
	+ Cashbooks
	+ Cash flow statements
* Weather records
	+ Cropping calendar
	+ Early warning system records
* Vendors list
* Inventory records
	+ Fixed assets
	+ Input records (feeds, fertilizer, planting materials, drugs and other raw materials)
	+ Output records (finished products and by-products)
* Debtors register
* Creditors register
 |
| 1. Record keeping Procedures includes but not limited to
 | * Manual / analog (pen and paper)
* Computerized / digital (scanned digital pages, records in MS excel and other record keeping software)
 |
| 1. Tools used to capture business information includes but not limited to;
 | * Bank statement
* Cash sale receipt
* Packing slip
* Sales order
* Supplier invoice
* Delivery notes
* Ledgers
 |
| 1. Types of agri-enterprise reports includes but not limited to;
 | * Sales reports
* Weekly timesheet reports
* Production report
 |
| 1. Storage devices includes but not limited to;
 | * Hard copy Files
* Cabinets
* Digital devices
 |
| 1. Trigger points includes but not limited to;
 | * Business and staff performance appraisal
* Gross margins
* Pending liabilities
* Expense tracking
* Slow paying customers
* Payment priorities
 |

**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;

* Accounting skills
* Accounting skills
* Analytical skills
* Basic computer application skills
* Cataloguing skills
* Communication skills
* Data analysis skills
* Data entry skills
* Filing skills
* Financial management skills
* General writing skills
* Presentation skills
* Reading skills
* Report writing skills
* Proficiency in Microsoft Excel
* Produce work with a high level of accuracy
* Professionalism and organization skills

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Types of agri enterprise records
* Record keeping procedures and significance
* Record keeping systems and media
* Basic arithmetic
* Basic book keeping and accounting knowledge
* Basic Microsoft Office packages – Word & Excel.
* Knowledge of business accounting applications e.g Quickbooks and Zoho
* Generally Accepted Accounting Principles (GAAP)
* Financial and asset management
	+ Preparation of financial statement
	+ Interpreting income statements
* Business planning
* Recording business transactions
* Information management
	+ Legislations governing data privacy
	+ Business ethics, values and principles
* Report formats
* Risk management
* Resource mobilization
* Teamwork and conflict management
* SME taxation policy in Kenya

**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. Designed comprehensive record keeping templates
	2. Prepared various records required for business operations.
	3. Used basic ICT software to prepare reports to inform decision making in the business
	4. Stored records and reports in the right media
	5. Used reports generated to improve business performance
 |
| 1. Resource Implications
 | The following resources should be provided: * 1. Access to relevant workplace
	2. Appropriately simulated environment where assessment can take place
	3. Materials relevant to the proposed activity or tasks
 |
| 1. Methods of Assessment
 | Competency in this unit may be assessed through:* 1. Oral
	2. Written
	3. Observation
	4. Third party
	5. Practical test
	6. Case study
 |
| 1. Context of Assessment
 | Competency may be assessed on the job, off the job or a combination of these. Off the job assessment must be undertaken in a closely simulated workplace environment.  |
| 1. Guidance information for assessment
 | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |