National Occupational Skill Standard (NOSS)

Occupational Title   : **Enterprise Development Facilitator**

Level   : **3**

Sector   : **Business**

Sub - Sector   : **Enterprise Development**

NOSS ID/NSCO ID   :

ISCO NO   :

Council for Technical Education and Vocational Training

NATIONAL SKILL TESTING BOARD

Madhyapur Thimi-17, Sanothimi, Bhaktapur, Nepal

Developed: 13-08-2023 (28-04-2080)

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DACUM Panel

S.No.	Name	Designation	Organization
1.	Ms. Sabita Dhakhwa	Member	MEDEP, Lalitpur
2.	Mr. Uttam Mani Dhungana	Member	SESDEC, Kavre
3.	Mr. Nirmala Pandey	Member	Mitra Dhanusha, Janakpur
4.	Ms. Rachana Pandit	Member	COBDEPS. Nuwakot
5.	Mr. Arjun Prasad Bhattarai	Member	COBDEPS. Nuwakot
6.	Mr. Rajendra Bhandari	Member	COBDEPS. Nuwakot
7.	Ms. Tara Devkota	Member	DMEGA, Rasuwa
8.	Ms. Rama Timalsina	Member	DMEGA, Sindhupalchowk
9.	Mr. Ashok Bhujel	Member	NEDC, Lalitpur

DACUM Facilitator/Co-facilitator:

1. Mr. Deepak Prasad Poudel, NSTB, Sanothimi, Bhaktapur

2. Mr. Ramhari Devkota, NSTB, Sanothimi, Bhaktapur

3. Mr. Ishwar Chandra Ghimire, NSTB, Sanothimi, Bhaktapur

DACUM Workshop on September 08-09,2011

Verification Panel

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1.	Ms. Sabita Dhakhwa	Member	MEO, MEDEP, Lalitpur
2.	Mr. Gokul Pyakurel	Member	Institutional Development and MF Specialist, MEDEP, Lalitpur
3.	Mr. Amir Lama	Member	Senior Business Promotion Officer IEDI, Kathmandu
4.	Ms. Kopila Poudel	Member	RCED,NEDC, Nawalparasi
5.	Mr. Chhitendra Shrestha	Member	NEDC, Lalitpur
6.	Mr. Sanad Rajbhandari	Member	Director, Cebud, Lalitpur
7.	Mr. Rajendra Bhandari	Member	COBDEPS, Nuwakot
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Facilitator/Co-facilitator:

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Verification Workshop on September 15,2011

The Occupational Profile (OP) Developed by:

No	Name	Designation	Organization
1.	Dr. Lakshman Pun	Coordinator	Coordinator, Entrepreneurship Development Technical Sub Committee
2.	Mr. Chandra Bhakta Nakarmi	Director	National Skill Testing Board Sanothimi, Bhaktapur
3.	Dr. Bijaya Bajracharya	Member	MEDEP Lalitpur
4.	Mr. Amir Lama	Member	MEDEP Lalitpur
5.	Mr. Sanad Rajbhandari	Member	Director, Center for Business Development Lalitpur
6.	Ms. Sabita Dhakhwa	Member	NEDC Lalitpur
7.	Ms. Rachana Pandit	Member	MEDEP Lalitpur
8.	Mr. Bijaya Krishna Shrestha	Member	NEDC Lalitpur
9.	Mr. Deepak Prasad Poudel	Member	Dy- Director NSTB
10.	Mr. Ramhari Devkota	Member	Dy- Director NSTB

Recommended by Business Technical Sub Committee: October 24, 2011

The National Occupational Skill Standard Developed by:

No	Name	Designation	Organization
1.	Mr. Rajan K.C.	Coordinator	Business Technical Sub Committee National Skill Testing Board, Sanothimi, Bhaktapur
2.	Mr. Tek Bahadur Malla	Director	National Skill Testing Board Sanothimi, Bhaktapur
3.	Mr. Megharaj Acharya	Member	MR Acharya & Association Gaththaghar, Bhaktapur
4.	Mr. Gokul Pyakurel	Member	Multidimensional Entrepreneurship and Business Nepal Chahabil, Kathmandu
5.	Mr. Prem Raj Neupane	Member	Natural Resource and Agriculture Management Center Banasthali, Kathmandu
6.	Mr. Binod Adhikari	Member	Global Academic Research and Consultancy Tokha, Kathmandu
7.	Mr. Uttam Shrestha	Member	Freelancer, Entrepreneurship Development Expert Tripureshwor, Kathmandu
8.	Mr. Purna Bahadur Tamang	Member-Secretary	Business Technical Sub Committee National Skill Testing Board, Sanothimi, Bhaktapur
9.	Mr. Tulsi KC	Member	Sr. Skill Testing Officer National Skill Testing Board, Sanothimi, Bhaktapur
10.	Mr. Suresh Maharjan	Member	Sr. Skill Testing Officer National Skill Testing Board, Sanothimi, Bhaktapur

Recommended by Business Technical Sub Committee: 13 August 2023 (28 Shrawan 2080)

1	**Occupational Title: Enterprise Development Facilitator** **Level: 3**
2	**Job Description:** Enterprise Development Facilitator, L-3, performs entrepreneurship development initiatives, manage capacity building training for entrepreneurs, develop multiproduct business plan, facilitate institutional development for business sustainability and growth, perform business counselling and marketing for sustainability and growth, monitor and evaluate enterprise development activities.
	UNITS OF COMPETENCY: 1. Perform entrepreneurship development initiatives 2. Manage capacity building training for entrepreneurs 3. Develop multiproduct business plan 4. Facilitate institutional development for business sustainability and growth 5. Perform business counselling and marketing for sustainability and growth 6. Monitor and evaluate enterprise development activities 7. Perform communication 8. Develop professionalism *Note: Units 7 and 8 are not for testing purpose.*
4	**Qualifying Notes/Prerequisites:** • Physical Requirements: Sound health • Entry Requirements: As per NSTB rules **Additional Information:** • Assessment Types: Performance and Written test. • Assessment Duration: 16 to 18 Hours (Full competency) • Recommended Group Size: 6 to 8 Candidates

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5	**Unit No:1** **Unit Title: Perform entrepreneurship development initiatives**		**Unit code:**
	Elements of competency	**Performance standards**	
	1.1 Perform enterprise mapping	1.1.1 Potential areas for enterprise mapping identified in consultation with ***stakeholders***. 1.1.2 Questionnaire prepared with clear instruction and questions in logical order based on mapping objectives. 1.1.3 Primary and secondary information collected and analyzed based on mapping objectives. 1.1.4 Enterprises within a selected geographical area is identified, listed and categorized based on types of enterprise. 1.1.5 ***Enterprise map*** of selected geographical area prepared based on list.	
	1.2 Perform local resource analysis	1.2.1 Potential areas identified based on locally available resources for the enterprise development. 1.2.2 ***Tools*** required for local resource analysis prepared and used to capture information related to key areas from community members. 1.2.3 Resource map prepared based on gathered information. 1.2.4 ***Analysis of local resources*** carried out to determine potential enterprise and employment creation. 1.2.5 Information recorded in ***Management Information System (MIS).*** 1.2.6 Resource analysis report prepared as per industry norms.	
	1.3 Conduct market potential survey	1.3.1 Market potential questionnaire prepared covering ***market aspect*** required for enterprise development.	

		1.3.2	*Market segments* identified for enterprise development based on enterprise mapping and resource analysis.
		1.3.3	Market survey conducted based on questionnaire with *market players*.
		1.3.4	Collected information analyzed based on survey objectives.
		1.3.5	Market potentiality of selected products and enterprise determined based on market analysis.
	1.4 Identify potential entrepreneurs	1.4.1	*Entrepreneurs' selection criteria* developed for business or product with market potentiality.
		1.4.2	Information collected from concerned stakeholders based on defined criteria.
		1.4.3	Individual and group interactions conducted to identify the potential entrepreneurs.
		1.4.4	Potential entrepreneurs identified based on defined criteria.
		1.4.5	Entrepreneurs' selection report prepared as per industry norms.
		1.4.6	Entrepreneurs group formed from the potential entrepreneurs with requisite *committee members*.
		1.4.7	Meeting minutes prepared with required *meeting details.*
6	**Task Performance Requirements (Tools, Equipment and Materials):**		

- Ruler, pencil, pen, paper, sharpener, eraser, marker, computer with management information system, printer, highlighter, notebook, register, survey form, calculator, corns, beans, brown paper, chart paper, flip chart with stand, board marker, duster, pin, newsprint, meta card, masking tape, water tape, scissors, glue stick, stapler with pin, punching machine, record file, voice recorder, camera and personal protective equipment.

7	**Safety and Hygiene (Occupational Health and Safety):**
	- Use personal protective equipment. - Safe handling of materials, tools and equipment.

8	Required Knowledge		
	Technical Knowledge	**Applied Calculation**	**Graphical Information**

	• Enterprise
	   ○ Introduction
	   ○ Classification of industry based on capital and nature (Industrial enterprise act, 2076)
	   ○ Micro-enterprise development model
	• Roles, functions, and types of entrepreneurs
	• Concept of entrepreneurship
	• Issues, challenges and opportunities of entrepreneurship development in Nepal
	• Role of micro and small enterprise
	• Micro Enterprise Development for Poverty Alleviation (MEDPA) operational guidelines, 2077
	• Local government operation act, 2074 (Enterprise related)
	• Income-generating activities
	• Concept and application of saving and saving mobilization
	• Types and importance of orientation program
	• Importance of consultation meeting
	• Institutional mechanism of Local government for enterprise development
		• Calculate per capita income
		• Calculate household income and expenses
			• Read and interpret comparison chart
			• Read and interpret social mobilization tools

- Concept of social mobilization

- Social mobilization tools

  o Participatory Rural Appraisal (PRA),

  o Rapid Rural Appraisal (RRA)

  o Focal Group Discussion (FGD)

  o Key Informants Interview (KII)

- Introduction and types of survey

- Questionnaire design

- Data collection

  o Introduction and importance

  o Primary and secondary sources

  o Data collection methods and technique

  o Data collection tools

  o Data analysis, interpretation and presentation

- Enterprise map and enterprise mapping procedure

- Management Information System

- Resources

  o Introduction and importance

  o Types of resources (natural resources, renewable and non-renewable resources)

  o Resource analysis

- o Resource mapping

- o Utilization of local resources

- Livelihood analysis

- Market survey

  - o Introduction and importance

  - o Types of market survey

  - o Evaluation of market potentiality survey

  - o Market segmentation

  - o Market analysis

  - o Competitors analysis

  - o Marketing strategies

  - o Market players

  - o Market distribution channel

- Introduction of entrepreneurs

- Entrepreneur selection criteria and process

- Concept of group

- Methods of entrepreneur group formation

- Meeting preparation, conduction and follow up

- Record keeping and report writing

- Occupational health and safety (OHS)

- Private sectors engagement in Enterprise Development

9	Assessment of Competency					

Unit: 1

Unit Title: Perform entrepreneurship development initiatives

Candidate Details		Assessors Detail	

Candidate's Name:	Assessors' Name	ID/License No:
Registration Number:	1.	
Symbol No:	2.	
Test Centre: Test Date:	3.	

Element of competency	Performance Standards	Standard Met	Standard Not Met	Evidence Type	Comments
1.1 Perform enterprise mapping	1.1.1 Potential areas for enterprise mapping identified in consultation with **stakeholders**. 1.1.2 Questionnaire prepared with clear instruction and questions in logical order based on mapping objectives. 1.1.3 Primary and secondary information collected and analyzed based on mapping objectives. 1.1.4 Enterprises within a selected geographical area is identified, listed and categorized based on types of enterprise. 1.1.5 **Enterprise map** of selected geographical area prepared based on list.				

1.2	Perform local resource analysis	1.2.1	Potential areas identified based on locally available resources for the enterprise development.				
		1.2.2	**Tools** required for local resource analysis prepared and used to capture information related to key areas from community members.				
		1.2.3	Resource map prepared based on gathered information.				
		1.2.4	**Analysis of local resources** carried out to determine potential enterprise and employment creation.				
		1.2.5	Information recorded in **Management Information System (MIS).**				
		1.2.6	Resource analysis report prepared as per industry norms.				
1.3	Conduct market potential survey	1.3.1	Market potential questionnaire prepared covering **market aspect** required for enterprise development.				
		1.3.2	**Market segments** identified for enterprise development based on enterprise mapping and resource analysis.				
		1.3.3	Market survey conducted based on questionnaire with **market players**.				
		1.3.4	Collected information analyzed based on survey objectives.				
		1.3.5	Market potentiality of selected products and enterprise determined based on market analysis.				

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1.4 Identify potential entrepreneurs	1.4.1 *Entrepreneurs' selection criteria* developed for business or product with market potentiality. 1.4.2 Information collected from concerned stakeholders based on defined criteria. 1.4.3 Individual and group interactions conducted to identify the potential entrepreneurs. 1.4.4 Potential entrepreneurs identified based on defined criteria. 1.4.5 Entrepreneurs' selection report prepared as per industry norms. 1.4.6 Entrepreneurs group formed from the potential entrepreneurs with requisite *committee members*. 1.4.7 Meeting minutes prepared with required *meeting details.*				

WT- Written Test   **OQ**- Oral Question   **PT-** Practical Test   **DO** – Direct Observation   **SR**- Supervisor's report   **SN**–Simulation

RP- Role Play   **PG** –Photographs   **VD**- Video   **CT** – Certificates   **TS** – Testimonials (Reward)   **PP** – Product Produced

CS – Case Study

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Range Statement

Variable	Range
Stakeholders	*May include but not limited to:* • Local government • Community members • Entrepreneurs • Local key informants • Federation of Nepal Cottage and Small Industries (FNCSI) • Federation of Nepal Chamber and Commerce of Industry (FNCCI) • Micro Entrepreneurs Association (MEA) • Suppliers
Enterprise map	*May include but not limited to:* • Visual representation of enterprise • Number of enterprises • Types of enterprise
Tools	*May include but not limited to:* • Rapid Rural Appraisal (RRA) • Focus Group Discussion (FGD) • Key Informants Interview (KII) • Participatory Rural Appraisal (PRA) • Questionnaire
Analysis of local resources	*May include but not limited to:* • Utilization of local resources • Quantity and quality of specific resources

	• Sustainability of resources • Access to local resources • Matching of local resources with enterprise map
Management Information System (MIS)	*May include but not limited to:* • Word processing software • Spreadsheet software • Database software
Aspect of market	*May include but not limited to:* • Market size • Market segmentation • Competitors • Sales • Demographic • Geographic location
Market segments	*May include but not limited to:* • Geographic segmentation • Demographic segmentation • Psychographic segmentation • Behavioural segmentation
Market players	*May include but not limited to:* • Buyers • Producers • Wholesaler • Retailers • Suppliers • Consumers

Entrepreneurs' selection criteria	*May include but not limited to:*

	• Interested in business start-up
	   o Unemployment
	   o Socio-economic status
	   o Gender Equality and Social Inclusion (GESI)
	   o Geographical inclusion
	• Interested in business sustainability
	   o Employed
	   o Nature of business
	   o Socio-economic status,
	   o Gender Equality and Social Inclusion (GESI)
	• Interested in business growth
	   o Gender Equality and Social Inclusion (GESI)
	   o Additional employment generation
	   o Quick return
	   o Local resource based

Committee members	*May include but not limited to:* • Chairperson • Treasurer • Secretary • Members
Meeting details	*May include but not limited to:* • Meeting date and time • Meeting attendees • Signature • Meeting agenda • Decision made

5	Unit No: 2 Unit Title: Manage capacity building training for entrepreneurs		Unit code:
	Elements of competency		**Performance standards**
	2.1 Conduct training need assessment		2.1.1 Consultation meeting conducted with *stakeholders*. 2.1.2 Desired business goal determined by the entrepreneurs. 2.1.3 Competency gap identified by comparing entrepreneurs' competencies against desired business goal. 2.1.4 Training need identified and prioritised based on business goal. 2.1.5 Training program finalized as per training need.
	2.2 Develop training plan		2.2.1 Required knowledge and skills listed to fulfil the identified competency gap. 2.2.2 *Structure of training program* defined based on identified competency gap in line with business goal. 2.2.3 Training program customized based on identified competency gap. 2.2.4 Content for training customized as per the training program.
	2.3 Prepare training proposal		2.3.1 *Structure of training proposal* determined in line with the training program. 2.3.2 Content of training proposal developed based on structure of training proposal. 2.3.3 Training proposal submitted, presented and approval taken from *concerned authority*.
	2.4 Conduct training		2.4.1 Selected potential participants informed about the training date, time and venue. 2.4.2 Logistics arranged based on approved training proposal. 2.4.3 Training material prepared based on training program. 2.4.4 *Training* delivered based on the training schedule. 2.4.5 Pre and post-training assessment conducted as per training plan.

		2.4.6 Training information updated in *Management Information System (MIS)*.
		2.4.7 *Training completion report* prepared and submitted to the concerned authority
	2.5 Facilitate skill development training program	2.5.1 Organizer assisted to develop Terms of Reference (ToR) and select the resource person for *skill development training*.
		2.5.2 Selected participants informed about the training date, time, and venue.
		2.5.3 Logistics arranged based on approved training proposal.
		2.5.4 Training session monitored based on the training schedule.
		2.5.5 Pre and post-training assessment conducted as per training plan.
		2.5.6 Training information updated in Management Information System (MIS).
		2.5.7 Resource person facilitated to prepare training completion report and submitted to the concerned authority.
	2.6 Evaluate training program	2.6.1 Feedback collected from participants to evaluate the effectiveness of the training sessions.
		2.6.2 Outcome of training assessed using *evaluation checklist*.
		2.6.3 Training evaluation report prepared as per industry norms and submitted to concerned authority.
		2.6.4 Training program improved based on outcome evaluation report.
6	**Task Performance Requirements (Tools, Equipment and Materials):**	

- Ruler, pencil, pen, paper, sharpener, eraser, marker, computer with management information system, printer, projector, highlighter, notebook, register, calculator, brown paper, chart paper, flip chart with stand, board marker, scale, whiteboard, duster, pin board, pin,

	newsprint, meta card, masking tape, water tape, scissors, glue stick, stapler with pin, punching machine, record file, clear bag, binding tape, SIYB tool kit, skill training related raw materials, machinery tools, and equipment, pre and post- test questionnaire, feedback form and personal protective equipment.
7	**Safety and Hygiene (Occupational Health and Safety):** • Use personal protective equipment. • Safe handling of materials, tools and equipment.

8	Required Knowledge		
	Technical Knowledge	**Applied Calculation**	**Graphical Information**
	- Training - Analyze, Design, Develop, Implement, and Evaluate (ADDIE) model - Training need assessment (TNA) - Concept of pre and post test - Training design and development - Implementation of training - Training methodology - Training evaluation model - Training completion report - Start and Improve Your Business (SIYB) training - Training of Potential Entrepreneurs (TOPE) - Training of Starting Entrepreneurs (TOSE) - Training of Existing Entrepreneurs (TOEE) - Training of Growing Entrepreneurs (TOGE) - Gender sensitization training - Basic accounting training - Skill development training - Training proposal - Letter writing - Facilitating technique	Perform basic mathematic operations	

	• Report writing • Management information system • Coordination and resource mobilization • Waste management • Occupational health and safety (OHS)		

9	Assessment of Competency

Unit: 2
Unit Title: Manage capacity building training for entrepreneurs

Candidate Details		Assessors Detail	
Candidate's Name:		Assessors' Name	ID/License No:
Registration Number:		1.	
Symbol No:		2.	
Test Centre:	Test Date:	3.	

Element of competency	Performance Standards	Standard Met	Standard Not Met	Evidence Type	Comments
2.1 Conduct training need assessment	2.1.1 Consultation meeting conducted with **stakeholders**. 2.1.2 Desired business goal determined by the entrepreneurs. 2.1.3 Competency gap identified by comparing entrepreneurs' competencies against desired business goal. 2.1.4 Training need identified and prioritised based on business goal. 2.1.5 Training program finalized as per training need.				
2.2 Develop training plan	2.2.1 Required knowledge and skills listed to fulfil the identified competency gap. 2.2.2 **Structure of training program** defined based on identified competency gap in line with business goal.				

	2.2.3 Training program customized based on identified competency gap. 2.2.4 Content for training customized as per the training program.				
2.3 Prepare training proposal	2.3.1 **Structure of training proposal** determined in line with the training program. 2.3.2 Content of training proposal developed based on structure of training proposal. 2.3.3 Training proposal submitted, presented and approval taken from **concerned authority**.				
2.4 Conduct training	2.4.1 Selected potential participants informed about the training date, time and venue. 2.4.2 Logistics arranged based on approved training proposal. 2.4.3 Training material prepared based on training program. 2.4.4 **Training** delivered based on the training schedule. 2.4.5 Pre and post-training assessment conducted as per training plan. 2.4.6 Training information updated in **Management Information System (MIS)**. 2.4.7 **Training completion report** prepared and submitted to the concerned authority				

2.5	Facilitate skill development training program	2.5.1 Organizer assisted to develop Terms of Reference (ToR) and select the resource person for *skill development training*. 2.5.2 Selected participants informed about the training date, time, and venue. 2.5.3 Logistics arranged based on approved training proposal. 2.5.4 Training session monitored based on the training schedule. 2.5.5 Pre and post-training assessment conducted as per training plan. 2.5.6 Training information updated in Management Information System (MIS). 2.5.7 Resource person facilitated to prepare training completion report and submitted to the concerned authority.				
2.6	Evaluate training program	2.6.1 Feedback collected from participants to evaluate the effectiveness of the training sessions. 2.6.2 Outcome of training assessed using *evaluation checklist*. 2.6.3 Training evaluation report prepared as per industry norms and submitted to concerned authority. 2.6.4 Training program improved based on outcome evaluation report.				

WT- Written Test   **OQ**- Oral Question   **PT-** Practical Test   **DO** – Direct Observation   **SR**- Supervisor's report   **SN**–Simulation

RP- Role Play   **PG** –Photographs   **VD**- Video   **CT** – Certificates   **TS** – Testimonials (Reward)   **PP** – Product Produced

CS – Case Study

Range Statement

Variable	Range
Stakeholders	*May include but not limited to:* • Entrepreneurs • Employees • Customers • Suppliers • Local government
Structure of training program	*May include but not limited to:* • Learning objectives • Course outline • Target audience • Duration • Delivery method • Assessment • Evaluation
Structure of training proposal	*May include but not limited to:* • Introduction • Objective • Activities • Training schedule • Benefits of training • Logistics • Budget and cost breakdown • Qualification and experience of resource person

	• Number and list of participants
Concerned authority	*May include but not limited to:* • Training organizer • Local government

Training	*May include but not limited to:*
	• SIYB
	    ○ TOPE
	    ○ TOSE
	    ○ TOEE
	    ○ TOGE
	• Gender sensitization training

Management Information System (MIS)	*May include but not limited to:* • Word processing software • Spreadsheet software • Database software
Training completion report	*May include but not limited to:* • Training details • Training content • Participant details • Major activities • Training evaluation • Lessons learned
Skill development training	*May include but not limited to:* • Knowledge based training • Technical training

Evaluation checklist	*May include but not limited to:*
	- Post training evaluation checklist - Observation checklist - Performance indicator checklist

5	Unit No: 3 Unit Title: Develop multiproduct business plan		Unit code:

Elements of competency	Performance standards
3.1 Review existing business	3.1.1 List of existing business prepared to revise business plan. 3.1.2 **Relevant information** about business collected and reviewed for insight into business. 3.1.3 Internal and external factors affecting business identified based on strengths and weaknesses. 3.1.4 Financial performance of business analysed based on financial information. 3.1.5 Effectiveness of marketing strategies reviewed as per types, nature and investment of business. 3.1.6 Capacities and competencies of workforce assessed based on business goal. 3.1.7 Findings of review summarized and practical suggestion recommended for business plan development.
3.2 Facilitate for development of multiproduct business plan	3.2.1 Objectives of business plan explained and discussed its use. 3.2.2 **Components of business plan** discussed with entrepreneurs 3.2.3 Entrepreneurs guided to conduct market survey. 3.2.4 Entrepreneurs guided to prepare business plan. 3.2.5 Entrepreneurs progress reviewed and provided feedback on business plan. 3.2.6 Potential risks and challenges of business discussed with entrepreneurs and suggested for mitigation.
3.3 Develop multiproduct business plan	3.3.1 Information required for preparing business plan collected from entrepreneurs and market survey.

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		3.3.2 Components of business plan identified and developed format based on industry standards.
		3.3.3 Business plan prepared as per structure of business plan.
		3.3.4 Business plan presented and submitted to entrepreneurs.
	3.4 Monitor implementation of business plan	3.4.1 Monitoring plan prepared to assess the implementation of business plan.
		3.4.2 Selected enterprises followed up as per monitoring plan.
		3.4.3 Entrepreneurs guided in prioritizing tasks based on importance, urgency and budget.
		3.4.4 Resources and necessary assistance provide during implementation of business plan.
		3.4.5 Feedback provided to focus on business goal.
		3.4.6 Entrepreneurs assisted to build supportive network.
		3.4.7 Business plan reviewed periodically and adjusted based on market conditions and new opportunities.
		3.4.8 Monitoring report prepared as per industry norms and shared with concerned authority.
6	**Task Performance Requirements (Tools, Equipment and Materials):**	

- Ruler, pencil, pen, paper, sharpener, eraser, marker, computer with management information system, printer, highlighter, notebook, register, calculator, scissors, glue stick, stapler with pin, punching machine, record file, SIYB Manual, business plan manual/template, binding tape and personal protective equipment.

7	**Safety and Hygiene (Occupational Health and Safety):**
	• Use personal protective equipment. • Safe handling of materials, tools and equipment.

Required Knowledge		
Technical Knowledge	**Applied Calculation**	**Graphical Information**

• Business plan
    ○ Introduction
    ○ Types
    ○ Components
    ○ Process of preparing multiproduct business plan
• Data collection tools and techniques
• Process of collecting business information
• Management information system
• Field observation and exposure visit
• Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis
• Reviewing financial statements and marketing strategies
• Market plan
• Production plan
• Expenditure plan
• Financial plan
• Risk assessment and mitigation
• Market survey
• Competitive analysis
• Demand and supply
• Marketing mix
	• Calculate business profit and loss
	• Calculate Break-Even Point (BEP)
	• Calculate Return on Investment (RoI)
	• Calculate depreciation
	• Calculate payback period
	• Assess the business viability (BEP, RoI, Profitability)	

The number **8** appears at the top-left of the table.

• Costing and pricing • Financial analysis • Resource potentiality analysis • Monitoring of business plan • Depreciation • Interest calculation • Working capital • Fixed assets • Variable cost • Skilled, semi-skilled and unskilled • Report writing • Facilitating skills and technique • Concept of Micro-entrepreneurs Creation and Development (MECD) • Concept of start-ups, business sustainability and growth	

9	Assessment of Competency					

Unit: 3
Unit Title: Develop multiproduct business plan

Candidate Details		Assessors Detail	
Candidate's Name:		Assessors' Name	ID/License No:
Registration Number:		1.	
Symbol No:		2.	
Test Centre: Test Date:		3.	

Element of competency	Performance Standards	Standard Met	Standard Not Met	Evidence Type	Comments
3.1 Review existing business	3.1.1 List of existing business prepared to revise business plan. 3.1.2 *Relevant information* about business collected and reviewed for insight into business. 3.1.3 Internal and external factors affecting business identified based on strengths and weaknesses. 3.1.4 Financial performance of business analysed based on financial information. 3.1.5 Effectiveness of marketing strategies reviewed as per types, nature and investment of business. 3.1.6 Capacities and competencies of workforce assessed based on business goal.				

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		3.1.7	Findings of review summarized and practical suggestion recommended for business plan development.			
3.2	Facilitate for development of multiproduct business plan	3.2.1	Objectives of business plan explained and discussed its use.			
		3.2.2	***Components of business plan*** discussed with entrepreneurs.			
		3.2.3	Entrepreneurs guided to conduct market survey.			
		3.2.4	Entrepreneurs guided to prepare business plan.			
		3.2.5	Entrepreneurs progress reviewed and provided feedback on business plan.			
		3.2.6	Potential risks and challenges of business discussed with entrepreneurs and suggested for mitigation.			
3.3	Develop multiproduct business plan	3.3.1	Information required for preparing business plan collected from entrepreneurs and market survey.			
		3.3.2	Components of business plan identified and developed a format based on industry standards.			
		3.3.3	Business plan prepared as per structure of business plan.			
		3.3.4	Business plan presented and submitted to entrepreneurs.			
3.4	Monitor implementation of business plan	3.4.1	Monitoring plan prepared to assess the implementation of business plan.			
		3.4.2	Selected enterprises followed up as per monitoring plan.			

	3.4.3	Entrepreneurs guided in prioritizing tasks based on importance, urgency and budget.				
	3.4.4	Resources and necessary assistance provide during implementation of business plan.				
	3.4.5	Feedback provided to focus on business goal.				
	3.4.6	Entrepreneurs assisted to build supportive network.				
	3.4.7	Business plan reviewed periodically and adjusted based on market conditions and new opportunities.				
	3.4.8	Monitoring report prepared as per industry norms and shared with concerned authority.				

WT- Written Test   **OQ**- Oral Question   **PT-** Practical Test   **DO** – Direct Observation   **SR**- Supervisor's report   **SN**–Simulation

RP- Role Play   **PG** –Photographs   **VD**- Video   **CT** – Certificates   **TS** – Testimonials (Reward)   **PP** – Product Produced

CS – Case Study

Range Statement

Variable	Range
Relevant information	*May include but not limited to:* • Financial statements • Sales data • Marketing materials • Operational process • Organization structure • Customers' feedback • Business report • Existing business plan
Components of business plan	*May include but not limited to:* • Overview of business concept • Introduction of business and entrepreneur • Define and describe products or services • Market plan: Product/service information, price strategy, target market and customer, distribution channel, product promotion and sales target • Production plan: Production cycle, facilities, resources and technology • Expenditure plan: Raw material, labour cost, overhead cost, unit cost • Financial plan: Startup cost, operating cost, total capital, source of capital, income statement, financial performance/indicator, payback period • Risk assessment and mitigation

5	Unit No: 4 Unit Title: Facilitate institutional development for sustainability and growth		Unit code:

Elements of competency		Performance standards
4.1	Facilitate financial management system of enterprise	4.1.1 Entrepreneurs oriented on **bookkeeping** based on Start and Improve Your Business (SIYB) and standard accounting practices. 4.1.2 Entrepreneurs facilitated to maintain bookkeeping for financial management. 4.1.3 Entrepreneurs facilitated for determining investment required for enterprise. 4.1.4 Entrepreneurs linked with potential financial institutions for required investment. 4.1.5 Report prepared as per industry norms and shared with **concerned authority**.
4.2	Facilitate enterprise registration and legalization	4.2.1 Legal status of enterprise identified for further facilitation. 4.2.2 Entrepreneurs oriented on **business's ownership** for registration purpose. 4.2.3 Entrepreneurs supported to prepare **policy documents** for institutional development. 4.2.4 Entrepreneurs guided in business registration and obtaining license as per business type. 4.2.5 Entrepreneurs briefed on PAN/VAT registration and business insurance process.
4.3	Facilitate institutional network development	4.3.1 Stakeholder analysis conducted for **institutional networking**. 4.3.2 **Potential stakeholders** relevant to business sector identified to develop institutional networking. 4.3.3 Entrepreneurs encouraged to participate in business event, trade fair and business conference.

	4.3.4 Entrepreneurs supported in connecting and establishing business relationships with potential stakeholders.
6	**Task Performance Requirements (Tools, Equipment and Materials):** • Ruler, pencil, pen, paper, sharpener, eraser, marker, computer with management information system, printer, highlighter, notebook, register, survey form, calculator, brown paper, chart paper, flip chart with stand, board marker, duster, pin, meta card, masking tape, water tape, scissors, glue stick, stapler with pin, punching machine, record file, sample of memorandum & article of association, private and partnership registration forms and personal protective equipment.
7	**Safety and Hygiene (Occupational Health and Safety):** • Use personal protective equipment. • Safe handling of materials, tools and equipment.

	Required Knowledge		
8	**Technical Knowledge**	**Applied Calculation**	**Graphical Information**
	- Concept of finance, accounting and budgeting - Concept of business growth and sustainability - Indicators for business growth and sustainability - Concept of institutional development - Growth opportunity and market expansion - Partnership, collaborations and linkages - Enterprise registration and legalization - Enterprise policy and regulation - Institutional network - Personal Account Number (PAN) - Value Added Tax (VAT) - Private and Partnership Firm Registration Acts and By-laws, Company Act - Types and nature of business	Compare interest	

9	Assessment of Competency

Unit: 4
Unit Title: Facilitate institutional development for sustainability and growth

Candidate Details		Assessors Detail	
Candidate's Name:		Assessors' Name	ID/License No:
Registration Number:		1.	
Symbol No:		2.	
Test Centre:	Test Date:	3.	

Element of competency	Performance Standards	Standard Met	Standard Not Met	Evidence Type	Comments
4.1 Facilitate financial management system of enterprise	4.1.1 Entrepreneurs oriented on **bookkeeping** based on Start and Improve Your Business (SIYB) and standard accounting practices. 4.1.2 Entrepreneurs facilitated to maintain bookkeeping for financial management. 4.1.3 Entrepreneurs facilitated for determining investment required for enterprise. 4.1.4 Entrepreneurs linked with potential financial institutions for required investment. 4.1.5 Report prepared as per industry norms and shared with **concerned authority**.				

4.2	Facilitate enterprise registration and legalization	4.2.1 Legal status of enterprise identified for further facilitation. 4.2.2 Entrepreneurs oriented on **business's ownership** for registration purpose. 4.2.3 Entrepreneurs supported to prepare **policy documents** for institutional development. 4.2.4 Entrepreneurs guided in business registration and obtaining license as per business type. 4.2.5 Entrepreneurs briefed on PAN/VAT registration and business insurance process.				
4.3	Facilitate institutional network development	4.3.1 Stakeholder analysis conducted for **institutional networking**. 4.3.2 **Potential stakeholders** relevant to business sector identified to develop institutional networking. 4.3.3 Entrepreneurs encouraged to participate in business event, trade fair and business conference. 4.3.4 Entrepreneurs supported in connecting and establishing business relationships with potential stakeholders.				

WT- Written Test   **OQ**- Oral Question   **PT**- Practical Test   **DO** – Direct Observation   **SR**- Supervisor's report   **SN**–Simulation

RP- Role Play   **PG** –Photographs   **VD**- Video   **CT** – Certificates   **TS** – Testimonials (Reward)   **PP** – Product Produced

CS – Case Study

Range Statement

Variable	Range
Bookkeeping	*May include but not limited to:* • Petty cash • Cash account • Bank account • Debtors account • Creditors account • Purchase account • Sales account • Expenditure account • Cost calculation • Financial analysis: income statement, balance sheet, cash flow, return on investment, break-even point, profit and loss
Concerned authority	*May include but not limited to:* • Supervisor • Manager • Local authority/government • Funding agencies
Business's ownership	*May include but not limited to:* • Sole proprietorship • Partnership • Company • Cooperative

Policy documents	*May include but not limited to:* • Memorandum • Article of association • By-laws • Manual • Guidelines • Human resource policy • Finance and administration policy
Institutional networking	*May include but not limited to:* • Financial institutions • Product associations • Cooperatives • Business service providers • Entrepreneurs' associations • Private sectors – FNCSI, FNCCI
Potential stakeholders	*May include but not limited to:* • Industry association • Chamber of commerce • Private sectors-FNCSI, FNCCI • Government agencies • Financial institution • Product association • Research institution • Business service providers • Suppliers

5	Unit No: 5 Unit Title: Perform business counselling and marketing for sustainability and growth		Unit code:
	Elements of competency		**Performance standards**
	5.1 Perform business counselling	5.1.1	List of existing enterprises prepared for business consulting related to sustainability and growth.
		5.1.2	Enterprise reviewed for sustainability and growth.
		5.1.3	Potential enterprises and *support areas* identified for business counselling.
		5.1.4	Appropriate *business counselling support* determined based on identified issues, potentialities, and opportunities.
		5.1.5	Entrepreneurs facilitated for *sustainability and growth potential analysis* based on determined business counselling support.
	5.2 Perform counseling for linkage development	5.2.1	Stakeholders identified for *linkage development* based on support areas.
		5.2.2	Interaction meeting with the identified stakeholders facilitated for further collaboration.
		5.2.3	Entrepreneurs facilitated for linkage development.
	5.3 Perform marketing	5.3.1	Potential products listed for market survey.
		5.3.2	Market survey conducted to identify market trends.
		5.3.3	Customers preference identified in terms of *marketing mix.*
		5.3.4	*Marketing plan* prepared based on market survey results.
		5.3.5	Product or service marketed as per marketing plan.
		5.3.6	Entrepreneurs facilitated for *market linkages* and digital marketing activities.

		5.3.7 Guidance on *market promotional activities* provided to reach target market based on nature of business.
		5.3.8 Report prepared as per industry norms and submitted to concerned authority
6	**Task Performance Requirements (Tools, Equipment and Materials):** • Ruler, pencil, pen, paper, sharpener, eraser, marker, computer with management information system, printer, highlighter, projector, note-book, register, business plan sample, calculator, scissors, glue stick, stapler with pin, binding, punching machine, record file and personal protective equipment.	
7	**Safety and Hygiene (Occupational Health and Safety):** • Use personal protective equipment. • Safe handling of materials, tools and equipment.	

8	Required Knowledge		
	Technical Knowledge	**Applied Calculation**	**Graphical Information**
	- Business counselling - Introduction - Importance - Types (Individual, group and virtual counselling) - Steps of counselling - Counselling technique - Mentoring and coaching - Business plan comparison - Business review process - Business issues, potentialities, and opportunities - Business's best practices and solutions - Concept of finance, accounting and budgeting - Market research and analysis - Marketing mix (7P's of marketing) - Branding and positioning strategies - Marketing plan and campaigns - Market linkages and digital marketing - Consumer behavior	- Compare business plan before and after the implementation - Compare business size before and after the intervention	Read and interpret counselling manual

- Salesmanship - Growth opportunity and market expansion - Partnership, collaborations and linkages - Business sustainability and growth - Market trends - Business counselling support areas - E-commerce and e-business	

9	Assessment of Competency					
	Unit: 5 **Unit Title: Perform business counselling and marketing for sustainability and growth**					
	Candidate Details			**Assessors Detail**		
	Candidate's Name: Registration Number: Symbol No: Test Centre: Test Date:			Assessors' Name 1. 2. 3.		ID/License No:
Element of competency	**Performance Standards**		**Standard Met**	**Standard Not Met**	**Evidence Type**	**Comments**
5.1 Perform business counselling	5.1.1 List of existing enterprises prepared for business consulting related to sustainability and growth. 5.1.2 Enterprise reviewed for sustainability and growth. 5.1.3 Potential enterprises and *support areas* identified for business counselling. 5.1.4 Appropriate *business counselling support* determined based on identified issues, potentialities, and opportunities. 5.1.5 Entrepreneurs facilitated for *sustainability and growth potential analysis* based on determined business counselling support.					

		5.2.1	Stakeholders identified for *linkage development* based on support areas.				
5.2	Perform counselling for linkage development	5.2.2	Interaction meeting with the identified stakeholders facilitated for further collaboration.				
		5.2.3	Entrepreneurs facilitated for linkage development.				
5.3	Perform marketing	5.3.1	Potential products listed for market survey.				
		5.3.2	Market survey conducted to identify market trends.				
		5.3.3	Customers preference identified in terms of *marketing mix.*				
		5.3.4	*Marketing plan* prepared based on market survey results.				
		5.3.5	Product or service marketed as per marketing plan.				
		5.3.6	Entrepreneurs facilitated for *market linkages* and digital marketing activities.				
		5.3.7	Guidance on *market promotional activities* provided to reach target market based on nature of business.				
		5.3.8	Report prepared as per industry norms and submitted to concerned authority				

WT- Written Test   **OQ**- Oral Question   **PT**- Practical Test   **DO** – Direct Observation   **SR**- Supervisor's report   **SN**–Simulation

RP- Role Play   **PG** –Photographs   **VD**- Video   **CT** – Certificates   **TS** – Testimonials (Reward)   **PP** – Product Produced

CS – Case Study

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Range Statement

Variable	Range
Support areas	*May include but not limited to:* • Access to finance • Advance skill training • Refresher training • Exposure visit • Business plan revision • Access to appropriate technology • Exhibition and trade fair • Branding • Packaging • labelling
Business counselling support	*May include but not limited to:* • Mentoring • Coaching • Counselling
Sustainability and growth potential analysis	*May include but not limited to:* • Increase of sales revenue • Market expansion • Employment increment • Product diversification • Product concentration • Product development • Profit maximization • Business scale up

Linkage development	*May include but not limited to:* • Technology • Finance • Institutional network
Marketing mix	*May include but not limited to:* • Product • Price • Place • Promotion • People • Process • Physical evidence
Marketing plan	*May include but not limited to:* • Unique selling proposition (USP) • Product design • Product diversification • Packaging • Pricing • Quality test • Distribution channel • Marketing strategies
Market linkages	*May include but not limited to:* • Business to Business (B2B) • Business to Consumer (B2C)

Market promotional activities	*May include but not limited to:*
	• Branding
	• Packaging
	• Labelling
	• Trademark
	• Salesmanship
	• Advertisement
	• Social medias
	• Institutional network

5	**Unit No: 6** **Unit Title: Monitor and evaluate enterprise development activities**		**Unit code:**
	Elements of competency	**Performance standards**	

	Elements of competency	Performance standards
	6.1 Perform monitoring of the enterprise development activities	6.1.1 Measurable indicators (Key Performance Indicators-KPIs) developed based on enterprise development activities. 6.1.2 Monitoring plan prepared for **input, process, and output monitoring** of enterprise development in consultation with concerned stakeholders. 6.1.3 Selected enterprise monitored based on monitoring plan. 6.1.4 Feedback provided for further improvement based on monitoring result. 6.1.5 Enterprise followed-up to ensure feedback implementation.
	6.2 Facilitate evaluators for evaluation of enterprise development	6.2.1 **Authorities** facilitated to prepare evaluation schedule. 6.2.2 Coordination made with authorities for evaluation process. 6.2.3 Evaluation team and beneficiaries facilitated as per evaluation plan. 6.2.4 Evaluation team facilitated for report preparation.
	6.3 Prepare monitoring report	6.3.1 **Structure of monitoring report** determined in consultation with authorities. 6.3.2 Monitoring report prepared based on monitoring activities. 6.3.3 Final monitoring report shared with authorities and stakeholders.
6	**Task Performance Requirements (Tools, Equipment and Materials):** • Pen, paper, computer with management information system, printer, highlighter, notebook, register, calculator, board marker, water tape, glue stick, stapler with pin, punching machine, record file and personal protective equipment.	

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7	**Safety and Hygiene (Occupational Health and Safety):** • Use personal protective equipment. • Safe handling of materials, tools and equipment.

	Required Knowledge		
8	**Technical Knowledge**	**Applied Calculation**	**Graphical Information**

	• Monitoring and evaluation (M&E)
	    ○ Fundamentals of M&E
	    ○ M&E purpose and role in enterprise development
	    ○ Difference between monitoring and evaluation process
	    ○ M&E cycle
	    ○ Monitoring and evaluation tools and approaches
	        ▪ Performance indicators
	        ▪ Formal surveys
	        ▪ Rapid appraisal methods
	        ▪ Participatory methods
	        ▪ Public expenditure tracking
	    ○ Monitoring and evaluation plan (Criteria, method and schedule)
	    ○ Input, process and output monitoring
	• Result based monitoring
	• Data collection and analysis techniques
	• Stakeholder engagement and communication
	• Report writing
	• Reporting and presentation		

9	Assessment of Competency					

Unit: 6
Unit Title: Monitor and evaluate enterprise development activities

Candidate Details		Assessors Detail	
Candidate's Name:		Assessors' Name	ID/License No:
Registration Number:		1.	
Symbol No:		2.	
Test Centre: Test Date:		3.	

Element of competency		Performance Standards	Standard Met	Standard Not Met	Evidence Type	Comments
5.4	Perform monitoring of the enterprise development activities	6.1.1 Measurable indicators (Key Performance Indicators-KPIs) developed based enterprise development activities. 6.1.2 Monitoring plan prepared for ***input, process, and output monitoring*** of enterprise development in consultation with concerned stakeholders. 6.1.3 Selected enterprise monitored based on monitoring plan. 6.1.4 Feedback provided for further improvement based on monitoring result. 6.1.5 Enterprise followed-up to ensure feedback implementation.				
5.5	Facilitate evaluators for evaluation of	6.2.1 ***Authorities*** facilitated to prepare evaluation schedule.				

enterprise development	6.2.2 Coordination made with authorities for evaluation process. 6.2.3 Evaluation team and beneficiaries facilitated as per evaluation plan. 6.2.4 Evaluation team facilitated for report preparation.					
5.6 Prepare monitoring report	6.3.1 ***Structure of monitoring report*** determined in consultation with authorities. 6.3.2 Monitoring report prepared based on monitoring activities. 6.3.3 Final monitoring report shared with authorities and stakeholders.					

WT- Written Test   **OQ**- Oral Question   **PT**- Practical Test   **DO** – Direct Observation   **SR**- Supervisor's report   **SN**–Simulation

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CS – Case Study

Range Statement

Variable	Range
Input, process and output monitoring	*May include but not limited to:* • Input: Money, material and human resource • Process: Training delivery, counselling, visit, record keeping, implementation • Output: Enterprise established, growth, sustained
Authorities	*May include but not limited to:* • Local government • Provincial government • Federal government • Donor • Private sector • Civil society
Structure of monitoring report	*May include but not limited to:* • Introduction: evaluation purpose, scope and objectives • Methodology • Evaluation criteria • Data collection and analysis • Findings including strength and weakness • Conclusion and recommendations