



Republic of Rwanda
Ministry of Education



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TVET BOARD

RQF LEVEL 5



TOURISM

TORAT502

Providing assistance to Tourism Actors

TRAINEE MANUAL

April, 2025



Republic of Rwanda
Ministry of Education



PROVIDING ASSISTANCE TO TOURISM ACTORS



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LIST OF ABBREVIATIONS AND ACRONYMS

CBET:	Competence Based Education and Training
DMOs:	Destination Management Organizations
NGOs:	Non-Government Organisations
DMA:	Destination Management Area
RQF:	Rwanda Qualification Framework
GPS:	Global Positioning System
RFPs:	Request For Proposals
RTB:	Rwanda TVET Board
TVET:	Technical and Vocational Education and Training
OTAS:	Online Travel Agencies
PPP:	Public-Private Partnership
RCB:	Rwanda Convention Bureau
MICE:	Meetings, Incentives, Conferences, and Exhibitions
NMC:	Nyungwe Management Company
AMC:	Akagera Management Company
TI:	Travel Intermediaries
RHA:	Rwanda Hospitality Association
RTTA:	Rwanda Tours and Travel Association

INTRODUCTION

This trainee's manual encompasses all necessary skills, knowledge and attitudes required to **Providing Assistance to Tourism Actors**. Students undertaking this module shall be exposed to practical activities that will develop and nurture their competences. The writing process of this training manual embraced competency-based education and training (CBET) philosophy by providing practical opportunities reflecting real life situations.

The trainee's manual is subdivided into units, each unit has got various topics, you will start with a self-assessment exercise to help you rate yourself on the level of skills, knowledge, and attitudes about the unit. A discovery activity is followed to help you discover what you already know about the unit.

After these activities, you will learn more about the topics by doing different activities by reading the required knowledge, techniques, steps, procedures, and other requirements under the key facts section, you may also get assistance from the trainer. The activities in this training manual are prepared such that they give opportunities to students to work individually and in groups.

After going through all activities, you shall undertake progressive assessments known as formative and finally conclude with your self-reflection to identify your strengths, weaknesses, and areas for improvement. Do not forget to read the point to remember the section which provides the overall key points and take ways of the unit.

Module Units:

Unit 1: Prepare assistance for tourism actors

Unit 2: Assist Tourism Actors

Unit 3: Evaluate the Tourism Actor's Performance

UNIT 1: PREPARE ASSISTANCE FOR TOURISM ACTORS



Unit summary

This unit provides you with the knowledge, skills and attitudes required to Identify visitors' needs, set criteria for actors' selection, determine the terms and conditions for tourism actors, confirm tourism actors and determine communication channels to be used in tourism industry.

Self-Assessment: Unit 1

1. Referring to the unit illustration above, answer the following questions:
 - a. What do you see to the illustration?
 - b. What do you think will be topics to be covered under this unit based on the illustration?
2. Fill in and complete the self-assessment table below to assess your level of knowledge, skills, and attitudes under this unit.
 - a. There is no right or wrong way to answer this assessment. It is for your own reference and self-reflection on the knowledge, skills, and attitudes acquisition during the learning process.
 - b. Think about yourself; do you think you have the knowledge, skills, or attitudes to do the task? How well?
 - c. Read the statements across the top, put a check-in a curriculum that best represents your level of knowledge, skills, and attitudes.
3. At the end of this unit, you'll assess yourself again.

Experience	I do not have any experience doing this.	I know a little about this.	I have some experience doing this.	I have a lot of experience with this.	I am confident in my ability to do this.
Knowledge, skills, and attitudes					
Determine the techniques of market research when identifying visitor needs					
Identify the Criteria to consider when choosing tourism actors					
Describe the key elements to Consider when determining terms and conditions for tourism actors					

Experience	I do not have any experience doing this.	I know a little about this.	I have some experience doing this.	I have a lot of experience with this.	I am confident in my ability to do this.
Knowledge, skills, and attitudes					
Describe the terms and conditions for tourism actors					
Explain the Confirmation procedures to tourism actors					
Describe the types of communication channels due to tourism actors					
Explain the Importance of choosing communication channels					
Apply the techniques of market research and direct interaction when identifying visitor needs					
Find-out the Criteria to consider when choosing tourism actors					
Apply the key elements to Consider when determining terms and conditions for tourism actors					

Experience	I do not have any experience doing this.	I know a little about this.	I have some experience doing this.	I have a lot of experience with this.	I am confident in my ability to do this.
Knowledge, skills, and attitudes					
Apply the Process of designing the terms and conditions to tourism actors					
Identify Confirmation procedures to tourism actors					
Identify the channels of communication for tourism actors					
Identify the Importance of choosing communication channels					



Key Competencies:

Knowledge	Skills	Attitudes
1. Determine the techniques of market research when identifying visitor needs	1. Apply the techniques of market research and direct interaction when identifying visitor needs	1. Be attentive in conducting the techniques of market research when identifying visitor needs
2. Identify the Criteria to consider when choosing tourism actors	2. Find-out the Criteria to consider when choosing tourism actors	2. Transparency to arrange the Criteria to consider when choosing tourism actors

Knowledge	Skills	Attitudes
3. Describe the key elements to Consider when determining terms and conditions for tourism actors	3. Apply the key elements to Consider when determining terms and conditions for tourism actors	3. Be honest and transparent in designing the terms and conditions to tourism actors
4. Explain the Process of designing the terms and conditions to tourism actors	4. Apply the Process of designing the terms and conditions to tourism actors	4. Be attentive to the Confirmation procedures to tourism actors
5. Explain the Confirmation procedures to tourism actors	5. Identify Confirmation procedures to tourism actors	5. Be able to Investigate the channels of communication for tourism actors



Discovery activity



Task 1:

- Using your prior experience in tourism industry, answer the following questions:

What are the techniques to be used to identify the different visitors' needs in tourism.

- Identify the main tourism actors you may work within tourism industry to make visitors being satisfied.
- Identify the market research to tourism actors' tourism industry.
- What are the importance of understanding visitor motivations and expectations.
- Identify the criteria to be considered for choosing tourism actors you have to work with.

Topic 1.1: Identification of visitors' needs



Activity 1: Problem Solving

Scenario 1: Assume there is group of visitors which need to come to visit Rwanda, they want to spend five days experiencing Rwandan beauty, you are one of the people to help them in their visit.



Task 2:

1. Referring to the scenario above, answer the questions below:
 - a. What is the specific information do visitors seek in the Rwanda country?
 - b. What are the primary accessibility needs of visitors in their visit Rwanda?
 - c. What are the suppliers may participate in visitor experiences?
 - d. What marketing channels are most effective for reaching the target market?
 - e. What online searches analyses methods can be used to gather information about visitor preferences and behaviour?
 - f. Identify how we can make guided tours accessible to inclusive visitors in the city in Rwanda
 - g. Select different tourism suppliers would be most appealing to visitors' needs for satisfactions.
2. Refer to the Key facts 1.1a for clarifications:

Key Facts 1.1: Market Research

- **Market research is a way in which businesses and organizations gather information to understand what visitors want and need.**

✓ **Conduct surveys**

You create a list of questions about when at visitors like or dislike, or what they need.
Then you ask people to answer these questions

Methods used in surveying

- **Face to face survey:** the interviewer meets them at a planned time and location. The interviewer works directly with the respondents while filling out the survey and clarifies their questions.
- **Online survey:** These are one of the best types of survey methods you can use to collect and Analyse customer perceptions by using platforms systems and composed questions answered in system.
- **Group focus survey:** is a qualitative research technique that involves a group of people discussing a topic in order to collect the tourism data from them.
- **Paper survey:** There is using of questions written on paper and interviewed write their feelings on it.



Analyse online searches

This is the way that help businesses understand tourist needs and preferences,

Here are the different methods may be used to Analyse online searches.

- **Google Analytics:** *A tool that can track user behavior and monitor traffic sources. In the tourism industry, this tool can help improve booking rates by understanding how visitors interact with a website.*
- **SWOT analysis:** *A model that can help identify strengths, weaknesses, opportunities, and external threats.*
- **Social media platforms:** *Platforms like Instagram, Facebook, Twitter, YouTube, and TikTok can be used to showcase destinations through photos, videos, and stories.*
- **Data analytics:** *A tool that can help understand consumer behavior and market trends in the tourism and hospitality industry. This insight can help businesses develop new services, anticipate market shifts, and create targeted marketing strategies.*

Carry out competitor analysis

This means checking out what other similar businesses or websites are doing. You look at what your competitors are offering, how they market themselves and how they interact with their visitors.

Here are some methods for competitor analysis in tourism:

- **Identify competitors:** Research the industry and market to find companies with similar products, services, and target audience. You can also ask customers about alternatives to your brand or product.
- **Benchmark performance:** Compare your performance to your competitors. Consider factors like visitor numbers, prices, marketing strategies, and communication channels.
- **Analyse strengths and weaknesses:** Use a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis to understand the internal and external factors affecting your business and your competitors.
- **Analyse market positioning:** Use a Cartesian graph to place competitors in relation to selected variables and get a clear overview of the differences between them.
- **Analyse marketing strategies:** Dive into your competitors' marketing strategies, including their product, price, promotion, and place.

Direct interactions

- Direct interactions these done when businesses or tourism staff talk directly to visitors to learn about their needs and preferences.
- It is done by collecting guest feedback, using focus group, and casual conversation.

Guest feedback

After someone uses your service or buys a product, you ask them to share their opinions. This can be done through forms, comments, or rankings. The role of doing

this is to help you know what they liked, what they didn't like, and what could be improved to create visitors' future satisfactions.



Figure 1 : Receive feedback

Focus groups

You invite a group of people who are your target audience to a meeting. You ask them questions and lead a discussion to get their opinions and ideas.



Figure 2 : Group focus

Importance: It provides in-depth insights because you can see how people interact with each other and gather detailed feedback. You learn more about their opinions and why they feel that way.

Casual conversations

While interacting with visitors or customers, you simply talk to them and ask about their experiences, preferences, or what they think about your service or product. This can happen in person or online.



Figure 3 : Visitors and conversation

Importance: It's less formal and can make people feel more comfortable by sharing their honest thoughts. You can get quick understand of their needs in a relaxed setting.

Observation and Data Analysis

Observation and data analysis are methods used to learn about visitor needs by watching their behavior and studying information about their actions.

Track visitor behavior

This means watching and recording how visitors use your website or interact with your business.

You use tools or software to see what visitors click on, how long they stay on certain pages, or where they go next on your site. For example, if you run a website, you might track which pages people visit the most.

Importance: By seeing what visitors do and where they spend their time, you can figure out what interests them or what they might be looking for. If a lot of people are spending time on a specific product page, it means they're interested

in that product.

Analyse sales data

This involves looking at the information about what products or services are being sold and how well they're selling.

You review data on what items people are buying, how often, and at what times. For example, if you notice that a certain item is selling a lot more than others, you know that item is popular.

Importance: This information shows you what visitors or customers prefer to buy. If you see a trend, like lots of people buying a particular type of product, you can focus more on that product or offer similar items.

Analyse social media

This means looking at what people are saying about your business or products on social media platforms like Facebook, Twitter, or Instagram.

You monitor comments, likes, shares, and hashtags related to your business. For example, if people are frequently posting positive comments about a specific feature of your product, it shows what they value.

Importance: Social media is a place where people openly share their thoughts and opinions. By analyzing these comments and interactions, you can learn about what people like or dislike, and what they're talking about in relation to your business



Activity 2: Guided Practice



Task 4:

A popular national park is an experiencing area by increasing visitor numbers, leading to concerns about overcrowding, environmental impact, and visitor satisfaction. To address these issues, park managers want to implement strategies to improve the visitor experience. Working with strainer, participate in the following activities

1. Apply the direct interaction techniques to identify visitors' needs and understand the reach of visitors' experiences.
 - a. Apply the techniques can be used to study visitors' behavior within the park?
 - b. Identify marketing channels are most effective for reaching the target market?
 - c. How can we improve the overall visitor experience by addressing to the visitors touch points?



Activity 3: Application



Task 5:

1. Rubavu is a town with beautiful beach, historical sites, and local culinary traditions, it is experiencing a growing number of visitors. Local tourism businesses are looking to improve their offerings to attract more visitors and augment their overall experience.
 - a. Apply different ways of making market research to identify visitors' needs
 - b. Communicate the tourism actors that may help visitors in their needs for visiting area.
 - c. conduct the methods may be used to identify the visitors' needs and preferences.
 - d. Apply the techniques can be used to select tourism actors in order to satisfy visitors' needs.

Topic 1.2: Setting criteria for actors' selection



Activity 1: Problem Solving



Task 6:

1. In developing a sustainable tourism strategy for tourism attractions, keeping careful consideration must be given to the selection of key stakeholders. In fact, individuals and organizations play a crucial role in shaping the region's tourism future. To ensure a comprehensive and inclusive approach, it is essential to establish clear criteria for actor selection.
 - a. Identify the main tourism actors in tourism industry.
 - b. Describe the criteria that used to select tourism actors.
 - c. Setting well the criteria to consider when choosing tourism actors.
 - d. Identify the criteria must be considered when choosing tourism actors
 - e. Describe the stakeholders that acting as tourism actors for satisfying visitors' needs.
2. Refer to the key facts 1.2a: for clarifications

Key Facts 1.2 a: Main actors in the tourism industry

• Main actors in the tourism industry

- ✓ **Accommodation Providers:** Places where tourists can stay overnight, like hotels, motels, hostels, or vacation rentals.

They provide a place for travellers to sleep and rest while they're visiting a destination.

Example: One & Only Gorilla's Nest, Kigali Marriott Hotel

- ✓ **Tourist Attractions:** Places or activities that people visit for fun or interest, like amusement parks, museums, landmarks, or natural wonders.



Figure 5 : Garden



Figure 4 : Landmarks

They are the main spots that draw tourists to a place because of what they offer, like exciting rides or historical sites.

Example: Volcanoes National Park, Akagera National Park

- ✓ **Transport Operators:** Companies or services that help people get from one place to another, such as airlines, bus companies, train services, or car rental agencies.

Example: RwandAir

- ✓ **Food and Beverage Providers:** They offer meals and refreshments to tourists, contributing to the overall experience of their visit.

Example: Restaurants, cafes, bars, and other places where people can eat and drink.

- ✓ **NGOs (Non-Governmental Organizations):** Non-profit groups that work to promote or protect certain causes, like environmental conservation or cultural preservation.

Examples:

- ***Dian Fossey Gorilla Fund International*** – Focused on the conservation of mountain gorillas and their habitats in Volcanoes National Park.
- ***African Parks*** – Partners with the government to manage Akagera and Nyungwe National Parks for conservation and tourism.

- ✓ **Government and Regulatory Bodies:** Government agencies or organizations that create rules and regulations for the tourism industry.

They oversee tourism practices, ensure safety, and sometimes promote destinations through tourism campaigns.

Example:

- ***Rwanda Development Board (RDB):*** attract tourists and businesses. They manage national parks and activities like gorilla trekking and promote Rwanda as a great travel destination.
- ***Ministry of Tourism and Conservation:*** They create rules and plans to keep nature safe and make tourism benefit the country.

- ✓ **Trade and Industry Associations:** Groups or organizations that represent businesses in the tourism sector, such as hotel associations or travel agents 'guilds.

They support their members, set industry standards, and help promote the tourism industry as a whole.

Example:

- *Private Sector Federation (PSF Rwanda)*
- *Rwanda Hospitality Association (RHA)*
- *Rwanda Tours and Travel Association (RTTA)*

- ✓ **Destination Management Organizations (DMOs):** Organizations that focus on promoting and managing a specific travel destination.

They work to attract tourists to a location, coordinate events, and provide information about what to do and see in the area.

Example:

- **Visit Rwanda** – Operated by the Rwanda Development Board (RDB), promoting the country as a prime tourism destination.
- **Rwanda Convention Bureau (RCB)** – Focuses on positioning Rwanda as a hub for Meetings, Incentives, Conferences, and Exhibitions (MICE) tourism.
- **Nyungwe Management Company** – Oversees tourism operations and conservation efforts in Nyungwe National Park
- **Akagera Management Company (AMC)** – Manages tourism and conservation in Akagera National Park, in partnership with African Parks

✓ **Travel Intermediaries (TI):** Agents or platforms that help people plan and book their trips. They make it easier for tourists to arrange their travel, including booking flights, hotels, and tours.

Examples:

- **Tour Operators Rwanda** – Specializes in organizing travel itineraries, including safaris and cultural tours.
- **Rwanda Travel Agency** – Provides booking services for various travel packages and accommodation.
- **East African Travel Bureau** – Offers customized travel services and packages for visitors to Rwanda and the East African region.
- **African Horizons** – Focuses on tailor-made tours and travel arrangements for Rwanda and neighbouring countries.

- **Criteria to consider when choosing tourism actors**

- ✓ **Acting Ability:** This refers to how well a tourism actor performs their role or job.

If a tour guide or hotel staff is friendly and good at their job, you'll have a better experience. For example, a tour guide who knows a lot about the places they show and can communicate well makes the tour more enjoyable.

- ✓ **Physical Characteristics:** This includes the physical aspects or features of a place or service.

You want to choose tourism actors that match your preferences.

For example, if you're looking for a hotel with a great view or a restaurant with a cozy atmosphere, the physical characteristics of these places will affect your choice.

- ✓ **Experience:** This refers to how long and how well the tourism actor has been doing their job.

More experience usually means they know what they're doing and can handle unexpected situations better. For example, a travel agency with years of experience might provide more reliable and smoother travel arrangements.

- ✓ **Quality of Services:** This is about how good the service is that the tourism actor provides.



Activity 2: Guided Practice



Task 8:

With your trainer, visit the tourism area where you may find different tourism institutions.

- a. Select ones which are on the top service providers according to information you know about them
- b. Identify those which may provide accommodation, food and beverages



Activity 3: Application



Task 9:

In tourism industry, receiving visitors is the prior in their duties.

1. Identify the key stakeholders in your region that should be involved in developing a sustainable tourism strategy
2. Describe what should be considered to choose tourism actors

Topic 1.3: Determination of terms and conditions for tourism actors



Activity 1: Problem Solving



Task 10:

1. To get successful develop of a public-private partnership (PPP) for a heritage tourism site, the best is taking careful consideration that must be given to the selection of appropriate partners. These partners will play a crucial role in the site's conservation, management, visitor' satisfaction and commercialization in tourism.
 - a. What are the tourism actors to be involved to make visitor' being satisfied?
 - b. Determine the terms and conditions for tourism actors
 - c. Describe the Key elements to Consider when determining terms and conditions for tourism actors
2. Refer to the key facts 1.3 and ask more clarifications to your trainer

Key Facts 1.3 Key elements to Consider when determining terms and conditions for tourism actors

- **Pricing and Payment:** The details about how much things cost and how you should pay for them. It Includes:

- ✓ How much you need to pay for services (like hotel rooms, tours,etc.).
- ✓ When and how you should make the payment (e.g., upfront, atcheck-in).
- ✓ Acceptable payment methods (e.g., credit cards, cash).

Example: "The price for a hotel room is \$100 per night. Payment is due at check-in. We accept credit cards and cash."

- **Inclusions and Exclusions:** What is included in the service and what is not.

It includes:

- ✓ What is covered by the price (e.g., meals, guided tours).
- ✓ What is not covered and might cost extra (e.g., airport transfers, special activities).
- ✓ **Example:** “The tour price includes transportation and lunch. It does not include entrance fees to additional attractions.”

- **Cancellation Policy:** The rules about how you can cancel a booking and what happens if you do. It includes:

- ✓ How much notice you need to give to cancel.
- ✓ Any fees or penalties for canceling.
- ✓ How and when you can get a refund.

Example: “You can cancel up to 48 hours before your booking for a full refund. Cancellations made less than 48 hours in advance will incur a 50% fee.”

- **Changes and Modifications:** The rules about making changes to your booking after it’s been made. It includes:

- ✓ How you can request changes (e.g., date changes, different room types).
- ✓ Any fees for making changes.
- ✓ How changes might affect the original terms (e.g., price adjustments).

Example: “Changes to your booking can be made up to 24 hours before arrival. There is a \$10 fee for each change.”

- **Liability and Insurance:** Information about who is responsible for problems or accidents, and if insurance is needed. It includes:

- ✓ Who is responsible if something goes wrong (e.g., accidents, property damage).
- ✓ Any insurance options or requirements (e.g., travel insurance).

Example: “The hotel is not liable for lost or stolen personal belongings. We recommend purchasing travel insurance.”

- **Dispute Resolution: How disagreements between you and the service provider will be handled. It includes:**

- ✓ The process for resolving conflicts (e.g., mediation, arbitration)
- ✓ Contact information for customer service or complaint resolution.

Example: “Any disputes should be submitted to our customer service department first. If unresolved, the matter will be handled through arbitration.”

- **Process of designing the terms and conditions**

Designing terms and conditions for tourism actors (like travel agencies, tour guides, or hotels) involves creating a clear set of rules and guidelines that everyone must follow.

Here's a simple way to understand the process:

- ✓ **Identify Key Areas**

Determine what aspects of the service need rules. This might include:

 **Booking and Payment:** How customers should book and pay for services.

 **Cancellations and Refunds:** What happens if a customer wants to cancel or get a refund.

 **Safety and Responsibilities:** What safety measures are in place and who is responsible for what.

- ✓ **Communicate Clearly the Important Information**

Make sure the terms and conditions are easy to find and read. They should be shared with customers before they book or buy services so they know what to expect. Add details that cover all necessary aspects. This can include:

 **Contact Information:** How to reach the company if there are issues.

 **Insurance:** Information about travel insurance or coverage.

 **Code of Conduct:** Expected behaviour for customers and staff.

✓ **Consult Legal Experts**

Have a lawyer or legal expert review the terms and conditions to make sure they are fair and legally sound. This helps prevent legal problems later.

✓ **Update Regularly**

Review and update the terms and conditions as needed to reflect changes in services or laws. This ensures they remain relevant and accurate.

• **Negotiation and Agreement techniques**

A negotiation technique refers to a way of discussing offers between negotiating parties to achieve a defined outcome

✓ **Negotiation and Agreement techniques for tourism actors are the following:**

- *Complete (I Win, You Lose)*
- *Accommodate (I Lose, You Win)*
- *Compromise (I Lose/Win Some, You Lose/Win Some)*
- *Collaborate (I Win, You Win)*

 Complete (I Win, You Lose)

Known as competing, prioritizes achieving one's own goals and objectives, often at the expense of the other party's interests. Also is win-lose strategy is a negotiation tactic that aims to give one party the most benefit at the expense of the other. In the tourism industry, this can manifest in various ways, particularly when dealing with suppliers, competitors, or even customers in certain situations.

In this technique, one side tries to get everything they want without giving up anything. For example, a hotel might insist on charging the highest rate for a room, even if the travel agency has to pay more than they wanted.

Same of Negotiation and Agreement Techniques on Complete " (I Win, You Lose)" are the following:

- **Hard Bargaining:** This involves employing assertive tactics to push for the best possible deal, often disregarding the other party's concerns. This may include making lowball offers, setting unrealistic deadlines, or using threats or ultimatums.
- **Dominating Behavior:** This involves using power dynamics to influence the negotiation, such as emphasizing one's own authority, expertise, or resources. This can create an intimidating atmosphere and discourage the other party from asserting their own interests.
- **Competitive Pricing:** This involves aggressively undercutting competitors' prices to attract customers, even if it means sacrificing profitability or quality. This can create a "race to the bottom" in the market, ultimately harming the industry as a whole.
- **Exploiting Information Asymmetry:** This involves taking advantage of the other party's lack of information or knowledge to secure a favorable deal. This can involve withholding crucial information, misrepresenting facts, or using deceptive tactics.
- **One-sided Agreements:** These agreements heavily favor the "competing" party, often leaving the other party feeling disadvantaged or resentful. This can lead to strained relationships and future conflicts.
- **Short-term Gains, Long-term Losses:** While a "Complete" approach may yield immediate benefits, it can damage long-term relationships with suppliers, partners, or customers. This can negatively impact a tourism business's reputation and future prospects.
- **Ethical Concerns:** Employing "Complete" tactics can raise ethical concerns, particularly if they involve deception, manipulation, or exploitation. This can

damage a tourism business's reputation and alienate customers and stakeholders

Accommodate (I Lose, You Win)

Here, one side gives up their own needs to satisfy the other side. For example, a tour guide might offer a special discount to a travel agency, even if they earn less from the tour. This approach is used to build good relationships or to help out a valued partner, even if it is taking a loss.

In this case, the Accommodating (I Lose, You Win) acts as strategy that involves prioritizing the other party's needs and interests above your own.

- **Self-Sacrifice:** This involves giving in to the other person's demands, even if it means sacrificing your own needs or desires. This strategy is often used when maintaining the relationship, is more important than the issue at hand. It can also be used when you realize you are wrong or when the other person's position is more important.
- **Yielding:** This involves quickly giving in to the other person's demands without much resistance. This technique is often used when you don't care about the issue or when the other person has more power or authority. It can also be used to build goodwill or create a sense of obligation in the other person.
- **Obliging:** This involves fulfilling the other person's requests or needs without being asked. This technique is often used to show cooperation or support. It can also be used to avoid conflict or to maintain a positive relationship.
- **Prioritizing Guest Satisfaction:** Immediately addressing guest complaints or requests, even if it involves inconveniencing the business or staff. In highly competitive tourism markets, guest satisfaction is crucial for positive reviews and repeat business. Accommodating guest needs, even at some cost to the business, can be seen as an investment in long-term success.
- **Maintaining Positive Relationships with Tour Operators:** Meeting the demands of tour operators, such as flexible booking policies, preferential

rates, or commission structures, even if it reduces profit margins. Tour operators play a vital role in bringing tourists to destinations. Maintaining strong relationships with them is essential for continued business.

- **Supporting Local Communities:** Giving priority to local suppliers, hiring local staff, or contributing to community development projects, even if it means higher costs or logistical challenges. Building strong ties with local communities can enhance a destination's reputation, attract responsible travelers, and ensure long-term sustainability.
- **Concessionary Contracts with Suppliers:** Accepting less favorable terms from suppliers, such as higher prices or shorter payment deadlines, to maintain a positive business relationship. In the tourism industry, reliable suppliers are crucial. Accommodating their needs can ensure a consistent supply of goods and services, even if it means lower profit margins for your tourism business.
- **Flexible Cancellation Policies for Guests:** Offering generous cancellation policies to attract guests, even if it increases the risk of lost revenue. Flexible policies can be a major selling point for travelers, especially in uncertain times. Accommodating guest needs in this area can build trust and loyalty.
- **Prioritizing Environmental and Social Responsibility:** Implementing sustainable practices, such as reducing carbon emissions, minimizing waste, and supporting local conservation efforts, even if it increases operational costs. Increasingly, travelers are seeking eco-friendly and socially responsible tourism experiences. Accommodating these demands can attract environmentally conscious travelers and enhance a destination's reputation.

Compromise (I Lose/Win Some, You Lose/Win Some)

In compromise, both sides agree to give up something to reach a middle ground. For example, a hotel and a travel agency might agree on a lower room rate than the hotel's usual price, but not as low as the agency initially wanted. Both sides get part of what they want but have to make some concessions.

Collaborate (I Win, You Win)

Collaboration involves working together to find a solution where everyone benefits.

For example, a travel agency and a hotel might work together to create a special package deal that attracts more customers and benefits both parties. This way, both sides achieve their goals and strengthen their partnership.

These techniques help tourism actors negotiate deals and agreements by deciding how to handle each other's needs and interests.

• **Confirmation and Documentation of terms and conditions**

For tourism actors, like travel agencies and hotels,

- ✓ **Confirmation and documentation** of terms and conditions mean making sure both sides agree on all the details of their deal. For example, if a travel agency books a tour with a tour guide, they confirm the dates, prices, and any special requests to ensure everyone is on the same page

In Confirmation and Documentation of terms and conditions focus on the following:

- **Draft a Partnership Agreement:** Develop a draft partnership agreement that outlines the key terms and conditions of the PPP.
- **Seek Legal Advice:** Consult with legal experts to review the draft agreement and ensure that it complies with all relevant laws and regulations.
- **Negotiate and Finalize:** Negotiate the terms and conditions with all partners involved and finalize the agreement.
- **Sign the Agreement:** Once all parties have agreed to the terms and conditions, sign multiple copies of the agreement.
- **File the Agreement:** File a copy of the agreement with relevant government agencies or regulatory bodies, as required by law.



Activity 2: Guided Practice



Task 13:

1. Once the terms and conditions have been agreed upon, it is crucial to document them in a formal partnership agreement. This agreement should be clear, concise, and legally binding.
2. Prepare and determine the key considerations for determining terms and conditions of tourism actors
3. What are the process of designing terms and conditions for tourism actors
4. Determine what aspects included in the service need of rules to identify area to visit
5. What are the negotiation and agreement techniques for tourism actors
6. Determine what benefits gained negotiation and agreement either to visitors or tourism actors.
7. Discuss these key terms confirmation and documentation.
8. Describe the key considerations for confirmation and documentation.



Activity 3: Application



Task 14:

Rwanda is a beautiful country of thousand hills, different water bodies, natural and cultural heritage that attract visitors. Visit different features and carry out the following tasks:

1. Identify the tourism actors which may participate in tourism industry
2. Describe the process of Designing terms and conditions for tourism actors
3. Describe the aspects of the service need of rules to identify area to visit

Topic 1.4: Confirmation of tourism actors



Activity 1: Problem Solving



Task 15:

In better working of tourism actors should be identified and assessed by tourism industry, the next step is to confirm their participation in the project. To ensure accurate and reliable information about tourism actors, data collection and verification are crucial. This involves gathering data on various aspects

1. Discuss the terms Data Collection and Verification of information mean.
2. Describe the methods of Data Collection and Verification of information.

Refer to the key facts 1.4 bellow for clarification

Key Facts 1.4: Data Collection and Verification

• Data Collection and Verification

For tourism actors, **Data Collection and Verification** means gathering and checking information to make sure everything is correct. Here's how it works:

- ✓ **Gather Information:** Collect all necessary details, such as dates, prices, and services offered. For example, if a travel agency is booking a hotel, they gather information about room availability and costs.
- ✓ **Contact Actors Directly:** Reach out to the other parties involved (like hotels or tour guides) to confirm the details. This ensures that what you have collected is accurate. For instance, the travel agency calls the hotel to confirm the booking.
- ✓ **Cross-check Information:** Compare the gathered details with what was confirmed directly to ensure there are no mistakes. This step makes sure everything matches up and nothing is overlooked.

In short, **data collection and verification** involve gathering information, confirming it with the relevant parties, and checking it for accuracy.

- **Communication and Collaboration**

Communication and Collaboration are key to making sure everything is confirmed correctly. Here's a simple explanation:

- ✓ **Develop a Communication Plan**

This means setting up a clear way to talk with everyone involved. For example:

- ✚ **Decide Who to Contact:** Identify who needs to be informed, like hotels, tour guides, or travel agencies.

- ✚ **Choose How to Communicate:** Decide the best methods, like email, phone calls, or meetings.

- ✚ **Set Timelines:** Determine when each communication should happen to ensure everything is confirmed on time.

- ✓ **Streamlining the Process**

This means making the process of confirming details as smooth and efficient as possible. For example:

- ✚ **Create steps to follow:** Outline clear steps for confirming bookings and agreements, so nothing is missed.

- ✚ **Simplify tasks:** Use tools or systems to make tasks easier, like online forms or checklists.

- ✚ **Avoid confusion:** Ensure that everyone knows what their role is and what they need to do, which helps prevent mistakes and delays.

In short, communication and collaboration involve setting up a plan for how to talk and work together, and making the process of confirmation easy and straight forward.

- **Partnering with Industry Associations**

For tourism actors, **Partnering with Industry Associations** means working with professional groups that support and represent people in the tourism industry. Here's how it helps with confirmation:

- ✓ **Develop a Verification Checklist**

It is better to Develop a Verification checklist by:

- ✚ **Create a list of things to check:** Work with industry associations to make a list of important details to confirm. This helps ensure you don't miss any key steps.

- ✚ **Get best practices:** Use the checklist and practices recommended by these associations to make sure everything is accurate and follows industry standards.

- ✓ **Utilize online tools**

- ✚ **Use Technology:** Industry associations often recommend useful online tools or software for managing bookings and confirmations.

- ✚ **Stay Updated:** These tools can help you keep track of communications and ensure that all confirmations are handled efficiently.

- ✓ **Categorize Actors**

- ✚ **Organize Different Roles:** Industry associations can help you understand the different types of tourism actors, like hotels, tour guides, and travel agencies.

Make Communication Easier: By knowing who is who and what they do, you can better manage and communicate with each one.



Activity 2: Guided Practice



Task 17:

Partnering with industry associations can be a valuable strategy for confirming the participation of tourism actors and ensuring their commitment to the sustainable tourism strategy.

- a. Guided with your trainer and working with you classmate practice the following:
- b. Discuss the terms Data Collection and Verification of information
- c. Describe the methods of Data Collection and Verification of information.
- d. Act as the Partner with Industry Associations in tourism to develop and help visitors to reach their needs and expectations.
- e. Identify the better methods of Develop a Verification Checklist
- f. Determine the Partnering with Industry Associations ways in tourism industry



Activity 3: Application



Task 18:

Partnering with industry associations can be a valuable strategy for confirming the participation of tourism actors and ensuring their commitment to the sustainable tourism strategy. Industry associations can work together to enhance the visitors' satisfaction by considering their needs and expectations

- a. Apply the ways of Communication and Collaboration actors in tourism industry
- b. Determine the techniques used to collect data and verifying information
- c. Apply the methods for Partnered with Industry Associations in tourism industry

Topic 1.5: Determining communication channels



Activity 1: Problem Solving



Task 19:

The potential tourism actors have been well identified and assessed in tourism industry, the next step is to confirm their participation in the development and implementation of the sustainable tourism strategy. This involves a formal process of communication, agreement, and commitment between tourism actors in tourism industry.

1. Refer to the scenario above answer the following questions
 - a. Identify the types of communication channel with tourism actors
 - b. What are the factors to consider when choosing communication channels
 - c. Identify the importance of communication between different tourism actors
 - d. What are importance of choosing communication channels between different tourism actors
2. Refer to the key facts 1.5 bellow for clarifications

Key Facts 1.5: Different types of communication channels

The time you are choosing how to communicate with tourism actors like travel agents, hotels, or tour guides, you can use different types of communication channels. Here's a simple breakdown.



Figure 6: Communication channel

• Traditional Channels

These are older, more formal ways of communicating. Examples include:

- ✓ **Letters:** Sending written messages through the mail to confirm bookings or agreements.
- ✓ **Faxes:** Sending important documents through a fax machine.

These methods are slower compared to newer options but may still be used in formal situations.

• Modern Channels

These are faster and more convenient ways of communicating using the internet or technology. In Examples we include:

- ✓ **Emails:** Sending messages electronically to confirm bookings, agreements, or share important documents.
- ✓ **Messaging Apps:** Using apps like WhatsApp to send quick texts and updates to tourism actors.
- ✓ **Social media:** Reaching out through platforms like Facebook or Instagram to communicate or promote tourism services.

These channels are more efficient and commonly used today for both formal and informal communication.

- **Direct Communication Channels**

These involve talking or meeting in real time, which allows for immediate feedback. In Examples we include:

- ✓ **In-person meetings:** Face-to-face discussions where you can confirm details directly.
- ✓ **Video calls:** Using platforms like Zoom or Skype to communicate with tourism actors when meeting in person is not possible.
- ✓ **Phone calls:** Talking directly over the phone to clarify or confirm important information instantly Calling to discuss or confirm details directly.

- **Factors to consider when choosing communication channels**

When communicating with tourism actors, like travel agencies, hotels, or tour guides, you need to choose the right way to send your message. Here are the important factors to think about when choosing communication channels:

- ✓ **Tourism Actors' Preferences**

Think about how the tourism actors prefer to be contacted. Some might prefer email, while others might prefer a phone call or messaging apps.

- ✓ **Context of Information to Communicate**

Consider what the message is about. If it's formal, like booking details, an email might be best. If it's a casual update, a quick text or call might work.

- ✓ **Urgency and Time Sensitivity**

If the information is urgent, like a last-minute schedule change, use fast methods like phone calls or messaging. If it's not urgent, email is fine.

✓ **Your Target Audience**

Think about who you are communicating with. A business might prefer formal communication like email, while a tour guide might prefer something more casual like texting.

✓ **Type of Information**

The type of message matters. If it's detailed, like contracts or documents, email is better. For quick, simple updates, a text or call may be enough.

✓ **Budget**

Some communication methods can cost more, like international phone calls, while others, like emails or messaging apps, are cheaper or free.

✓ **Resources**

Consider the tools you have. If you don't have video calling software, stick to what you have, like phone calls or emails.

✓ **Channel Availability**

Make sure the tourism actor has access to the channel. If they don't have internet, an email won't work, so calling them might be a better option.

✓ **Communication Goal**

Think about what you want to achieve. If you need a fast response, a phone call is better. If you need to send detailed information, email might be the best choice.

✓ **Accessibility and Inclusivity**

Make sure the method is easy for everyone. If someone has difficulty hearing, using written communication like emails or texts might be better than a phone call.

- **Importance of choosing communication channels**

Choosing the right communication channels when dealing with tourism actors, like hotels, travel agents, or tour guides, is important for several reasons.

- ✓ **Reaching the Right Audience**

Different tourism actors may prefer different ways of communication. Choosing the right channel helps you make sure your message gets to the right person in the way they like to receive it. For example, some may prefer email, while others may like phone calls or messaging apps.

- ✓ **Maximizing Engagement**

Using the right communication channel helps keep the tourism actors interested and engaged. For example, if they check their emails often, sending an email will get their attention faster than a letter.

- ✓ **Optimizing Message Delivery**

Choosing the best channel ensures your message is delivered effectively and on time. If something is urgent, a phone call or messaging app might work better than waiting for an email response.

- ✓ **Cost-effectiveness**

Some communication methods cost more than others. Using channels like email or messaging apps can be cheaper and faster than phone calls or sending physical letters, especially for long-distance communication.

- ✓ **Tailored Content and Personalization**

Choosing the right channel allows you to personalize your message. For example, you can send a more formal, detailed message through email or a quick, friendly update through a messaging app, depending on who you're communicating with.

✓ **Building Brand Awareness**

By consistently using the right communication channels, you help tourism actors recognize and trust your brand. Whether through social media, email, or other methods, keeping in touch helps build a positive reputation.

✓ **Data Collection and Analysis**

Using online communication channels allows you to track data, like how often tourism actors open your emails or respond to your messages. This helps you understand what works best and how to improve your communication.



Activity 2: Guided Practice



Task 21:

Effective communication is essential for the success of any community-based tourism project. To ensure that information is shared efficiently and effectively, it is important to identify and utilize appropriate communication channels.

1. Guided by your trainer, do the following questions:

- a. Select the important communication channel to tourism actors
- b. Determine the factors to be considered when choosing communication channel to tourism actors
- c. Determine the suitable communication channels between tourism actors.
- d. Identify the Importance of choosing the appropriate g communication channels in tourism to the actors.
- e. Identify the Importance of choosing communication channels



Activity 3: Application



Task 23:

Read the scenario and perform the requested task

Tourism is considered as industry but without smoke, it means it is made by different tourism sectors. Tourists enjoy tourism activities according to how suppliers and stakeholders provide their services and products and depend on how they shared information. Here are various communication channels that can be used to reach different target audiences, tourism actors and achieve specific communication objectives. As one who knows some more about tourism, answer the following questions.

- a. Apply the one of communication channel to inform visitors needs to suppliers.
- b. Perform the assistance may be given to visitors from any one of tourism actors in tourism industry.



Formative Assessment

1. Identify the needs and preferences of potential visitors to the village
2. Identify the actors in tourism industry.
3. Describe the criteria consider when choosing tourism actors
4. Identify Key elements to Consider when determining terms and conditions for tourism actors
5. Discuss the different types of communication channels.



Points to Remember

- Different actors in tourism industry
- Tourism visitors' needs
- Criteria for actors to be selected
- Terms and conditions for tourism actors
- Confirmation and Documentation of terms and conditions
- Methods of Data Collection and Verification of tourism information to actors
- Ways of Communication and Collaboration
- Partnering with Industry Associations in tourism industry
- Different types of communication channels
- Communication channels to actors in tourism industry
- Factors to consider when choosing communication channels
- Importance of choosing communication channels

Self-Reflection

1. Re-take the self-assessment they did at the beginning of the unit.
2. Fill in the table above and share results with the trainer for further guidance.
3. Fill in and complete the self-assessment table below to reassess your level of knowledge, skills, and attitudes after undertaking this unit.
 - a. There is no right or wrong way to answer this assessment. It is for your own reference and self-reflection on the knowledge, skills, and attitudes acquisition during the learning process.
 - b. Think about yourself; do you think you have the knowledge, skills, or attitudes to do the task? How well?
 - c. Read the statements across the top, put a check-in a curriculum that best represents your level of knowledge, skills, and attitudes.

Experience	I do not have any experience doing this.	I know a little about this.	I have some experience doing this.	I have a lot of experience with this.	I am confident in my ability to do this.
Knowledge, skills, and attitudes					
Determine the techniques of market research when identifying visitor needs					
Identify the Criteria to consider when choosing tourism actors					
Describe the key elements to Consider when determining terms and conditions for tourism actors					
Describe the terms and conditions for tourism actors					

Experience	I do not have any experience doing this.	I know a little about this.	I have some experience doing this.	I have a lot of experience with this.	I am confident in my ability to do this.
Knowledge, skills, and attitudes					
Explain the Confirmation procedures to tourism actors					
Describe the types of communication channels due to tourism actors					
Explain the Importance of choosing communication channels					
Apply the techniques of market research and direct interaction when identifying visitor needs					
Find-out the Criteria to consider when choosing tourism actors					
Apply the key elements to Consider when determining terms and conditions for tourism actors					
Apply the Process of designing the terms and conditions to tourism actors					
Identify Confirmation procedures to tourism actors					

Experience	I do not have any experience doing this.	I know a little about this.	I have some experience doing this.	I have a lot of experience with this.	I am confident in my ability to do this.
Knowledge, skills, and attitudes					
Identify the channels of communication for tourism actors					
Identify the Importance of choosing communication channels					

4. Fill in the table below and share results with the trainer for further guidance.

Areas of strength	Areas for improvement	Actions to be taken to improve
1.	1.	1.
2.	2.	2.
3.	3.	3.

UNIT 2: ASSIST TOURISM ACTORS



Unit summary

This unit provides you with the knowledge, skills and attitudes required to Identify tourism actor's preferences, identify the Benefits for working with tourism actors Organize regular meetings, and Identify types of assistance to tourism actors.

Self-Assessment: Unit 2

1. Referring to the unit illustration above, answer the following questions:
2. What does the illustration show?
3. What activities are going to be applied in the illustration above?
4. What do you think the learning Unit will be about based on the illustration?
5. Fill in and complete the self-assessment table below to assess your level of knowledge, skills, and attitudes under this unit.
6. There is no right or wrong way to answer this assessment. It is for your own reference and self-reflection on the knowledge, skills, and attitudes acquisition during the learning process.
7. Think about yourself; do you think you have the knowledge, skills, or attitudes to do the task? How well?
8. Read the statements across the top, put a check in a curriculum that best represents your level of knowledge, skills, and attitudes.

At the end of this unit, you'll assess yourself again.

Experience	I do not have any experience doing this.	I know a little about this.	I have some experience doing this.	I have a lot of experience with this.	I am confident in my ability to do this.
Knowledge, skills, and attitudes					
Identify the Assistance of Tourism Actors					
Describe the data Sharing and Collaboration preferences within tourism industry.					
Identify the Assistance of Tourism Actors					
Describe the data Sharing and Collaboration					

Experience	I do not have any experience doing this.	I know a little about this.	I have some experience doing this.	I have a lot of experience with this.	I am confident in my ability to do this.
Knowledge, skills, and attitudes					
preferences within tourism industry.					
Identify the regular meetings Organization					
Identify the benefits for working with tourism Actors					
Categorize the assistance of tourism actors					
Determine data sharing and Collaboration preferences					
Determine the regular meetings Organization					
Determine the benefits for working with tourism Actors					



Key Competencies:

Knowledge	Skills	Attitudes
1. Identify the Assistance of Tourism Actors	1. Categorize the assistance of tourism actors	1. Be able to Investigate the assistance of tourism actors
2. Describe the data Sharing and Collaboration preferences within tourism industry.	2. Determine data sharing and Collaboration preferences	2. Be good to data sharing and collaboration preferences
3. Identify the regular meetings Organization	3. Determine the regular meetings Organization	3. Be honest and transparent in Inspect to the meetings Organization
4. Identify the benefits of organizing regular meetings and working with tourism Actors	4. Determine the benefits for working with tourism Actors	4. Provide excellent for working with tourism actors



Discovery activity



Task 24:

Referring to different tourism actors in tourism industry, answer the following questions.

1. Which social media platforms should be used frequently to market their product according to the preferences?

2. What things should be focused on to product and service development preferences
3. What are the regulatory Environment preferences
4. Identify the types of regular meetings.
5. What do you think as the importance of organizing regular meetings with tourism actors?
6. According to what to you know about tourism actors, List out the types of assistance to them.
7. Mention the Benefits for working with tourism Actors

Topic 2.1: Identification of Tourism actor's preferences



Activity 1: Problem Solving



Task 25:

A new sustainable fashion brand, "Made in Rwanda" is launching its first collection products. They want to attract a young, environmentally-mindful audience.

1. Referring to the scenario 1 above, answer the questions below:
 - a. What are the tourism actor may work with the fashion brand to reach the tourism actors preferences?
 - b. Where do you prefer to receive tourism updates?
 - c. Would you like to participate in cultural activities, such as traditional dance or cooking classes? Which way may you use to distribute your products and services?
 - d. How important is it to have opportunities to interact with fashion designer on local communities?
 - e. Refer to the **Key Facts 2.1** bellow for further information:

Key Facts 2.1: Marketing and Promotion preferences

- **Marketing and promotion preferences are the following:**

- ✓ **Cost-effective marketing channels:** These are ways to advertise that don't cost a lot of money but still reach many people such as social media (e.g., Instagram and Facebook) to reach tourists.

For example, a guesthouse near Volcanoes National Park may use Facebook to show pictures of gorilla trekking, which attracts visitors without spending much money.

- ✓ **Collaborative marketing initiatives:** This means teaming up with other businesses or organizations to promote each other.

For example, a safari company might partner with a coffee plantation to offer a combined tour. This collaboration helps both businesses to reach more customers and share promotional costs.

Training and support: This involves teaching businesses how to market themselves effectively. Workshops or online courses can help businesses learn about new marketing tools and strategies to promote their products better.

For example, the Rwanda Development Board (RDB) offers workshops to help small businesses learn how to use digital marketing tools, improving their ability to promote services like cultural tours or eco-lodges.

In short, marketing preferences focus on using affordable methods, collaborating with others, and offering training to improve promotion efforts.

Key Facts 2.1b: Product and Service Development preferences

- **There are several factors that can be considered When considering Product and Service Development preferences for tourism actors, among them we have:**

✓ **Understanding tourist trends:** Tourism actors, like hotel owners or tour guides, pay attention to what tourists want.

For example, many tourists coming to Rwanda are interested in **gorilla trekking** or **community-based tourism experiences**. By offering activities like visiting national parks or interacting with local artisans, businesses match the interests of their visitors.



Figure 7 : Mountain gorilla trekking



Figure 8 : Community-based tourism

- ✓ **Collaboration on offerings:** Tourism for instance, a **hotel** might partner with a tour operator to offer packages that include **accommodation and guided tours**, making it easier for tourists to explore. This cooperation helps them create more appealing services.
- ✓ **Investment support:** Developing new services or upgrading products often requires funding.

For example, a lodge near **Akagera National Park** might need investment to expand or improve its eco-friendly facilities. Investors can help by providing financial support for such projects.

Here are some examples of facilities commonly found in hotels:

General Facilities:

- **Parking:** On-site parking for guests with vehicles.
- **Reception:** 24-hour front desk service for check-in, check-out, and guest assistance.
- **Wi-Fi:** Internet access throughout the hotel.
- **Elevators:** For easy access to upper floors.
- **Concierge:** Staff to assist with bookings, recommendations, and other guest needs.
- **Security:** Measures to ensure guest safety.
- **Luggage storage:** Secure area for storing luggage before check-in or after check-out.

Room Facilities:

- **Comfortable beds:** With quality linens and pillows.
- **Private bathroom:** With shower or bathtub, toilet, and sink.
- **Toiletries:** Complimentary soap, shampoo, and other personal care items.
- **Towels:** Fresh towels provided daily.
- **Air conditioning/Heating:** To control room temperature.
- **Television:** With cable or satellite channels.
- **Telephone:** For internal and external calls.
- **Safe:** For storing valuables.
- **Work desk:** With chair for business travelers.
- **Iron and ironing board:** For guest use.
- **Hairdryer:** Provided in the bathroom.

- **Tea/coffee making facilities:** With kettle, cups, and supplies.
- **Mini-fridge:** To keep drinks and snacks cool.

Dining Facilities:

- **Restaurant:** On-site restaurant serving meals.
- **Bar:** For drinks and socializing.
- **Room service:** Delivery of food and drinks to guest rooms.
- **Breakfast:** Often included in the room rate.

Leisure Facilities:

- **Swimming pool:** Indoor or outdoor pool for relaxation and recreation.
- **Fitness center:** With gym equipment for exercise.
- **Spa:** Offering massages, treatments, and other wellness services.
- **Game room:** With various games and activities.

Business Facilities:

- **Meeting rooms:** For conferences and events.
- **Business center:** With computers, printers, and other business equipment.

Accessibility Facilities:

- **Accessible rooms:** Designed for guests with disabilities.
- **Ramps and elevators:** For easy access throughout the hotel.
- **Visual and auditory aids:** For guests with sensory impairments.

Other tourism related Facilities like:

- **Laundry service:** For washing and ironing clothes.
- **Dry cleaning:** For professional garment care.
- **Airport shuttle:** Transportation to and from the airport.
- **Gift shop:** Selling souvenirs and other items.

- **Regulatory Environment preferences**

The **Regulatory Environment** refers to the rules and laws that businesses and individuals must follow. In tourism, The Regulatory Environment shapes how businesses operate and what they need to do to keep travelers safe and satisfied.

These regulations can differ based on the preferences of various tourism actors, such as hotel owners, tour operators, and tourists themselves.

There are several Regulatory Environment preferences, among them we have:

- ✓ **Streamlined Regulations**

This means making the rules easy to follow so that businesses can operate smoothly without too much red-tape or delays.

Example: The Rwandan government has simplified the process of registering a tourism business, making it faster for someone to start a new hotel or tour company.

- **Streamlined regulations for tourism actors are the following**

- **Simplified Application Processes:** The steps to get permits or licenses are made easier and less confusing.

Example: a tour company can apply for a permit online with a straightforward form instead of dealing with a lot of paperwork.

- **Fast-Track Approvals:** Applications and requests are processed quickly to help businesses start or expand faster.

Example: A new hotel gets its operating license quickly thanks to a fast-tracked approval process.

- **Reduced Paperwork:** The amount of paperwork needed to meet regulations is cut-down.

Example: Instead of filling out multiple forms, a restaurant only needs to submit a single online form to comply with health and safety regulations

- **Clear and Concise Guidelines:** Rules are written in a simple and understandable way.

Example: Rwanda's tourism guidelines are easy to read, so hotels and tour operators know exactly what is required of them.

- **Online Submission Systems:** Businesses can submit required documents and applications online.

Example: tourism businesses use an online system to renew their licenses and submit reports.

- **Standardized Requirements:** Regulations are consistent across different types of tourism businesses.

Example: The same basic health and safety standards apply to all hotels in Rwanda, making it easy to understand and follow the rules.

- **Flexible Compliance Options:** Businesses can choose different ways to meet regulations, depending on their situation.

Example: A tour operator can meet safety requirements through various methods, such as training staff or installing safety equipment.

- 🔧 **Regular Updates to Regulations:** Rules are updated regularly to stay current with industry needs and changes.

Example: Rwanda updates tourism safety regulations based on new health guidelines or industry trends.

- 🔧 **Feedback Integration:** Businesses are asked for their opinions on regulations, and their feedback helps improve the rules. Example: tourism board consults with hotel owners to get their input on simplifying the licensing process.

- 🔧 **Support for Regulatory Compliance:** Resources and help are provided to assist businesses in following the regulations.

Example: The RDB offers support and guidance to new tourism businesses to help them understand and comply with local laws.

✓ **Practical Safety Regulations:** These are rules designed to keep tourists safe, but they are also practical for businesses to follow without being overly complicated.

Example: Hotels and lodges in Rwanda must follow simple safety standards, like having clear evacuation plans and regular fire drills, to ensure guests are protected while keeping the requirements manageable.

🚦 **Same practical safety reductions for tourism actors are the following:**

Practical Safety	Practical Safety Regulations/measures
Clear Emergency Procedures	Businesses need to have a plan for emergencies, like natural disasters or accidents. Example: Hotels have clear instructions for guests on what to do if there's a fire or earthquake.
Regular Safety Inspections	Tourism businesses should be checked regularly to make sure they meet safety standards. Example: Rwanda's tourism authority inspects lodges and tour operators to ensure they have proper safety measures in place.
Accessible Safety Training	Staff should receive training on how to handle emergencies and keep tourists safe. Example: Tour guides receive training on how to deal with wildlife encounters or medical emergencies.
First Aid Kits and Equipment:	Businesses must have first aid kits and other safety equipment available. Example: Tour operators carry first aid kits during hikes or safaris.
Fire Safety Measures:	Businesses need to have fire safety plans, including equipment and procedures.

	Example: Hotels are required to have fire extinguishers and clearly marked emergency exits.
Health and Hygiene Protocols:	These means: Businesses should follow health and hygiene practices to prevent illness. Example: Restaurants and lodges follow strict sanitation practices to ensure food safety and cleanliness.
Safe Transportation Standards	Vehicles used for transporting tourists should be safe and well-maintained. Example: Safari vehicles are regularly checked to ensure they are in good condition for transporting visitors
Properly Maintained Facilities	Facilities should be kept in good repair to avoid accidents. Example: Guesthouses regularly maintain their buildings to ensure safety and comfort.
Emergency Contact Information	Businesses should provide clear contact information for emergencies. Example: Tour companies give tourists emergency contact numbers and local medical facility information

✓ **Fair Taxation Policies:**

Fair Taxation Policies for tourism actors make sure that taxes are reasonable, clear, and help support businesses.

These policies aim to make sure that tourism businesses pay a reasonable amount of taxes without being unfairly burdened, encouraging them to invest and grow.

Example: Rwanda offers tax breaks for eco-friendly hotels that practice sustainable tourism. This helps attract businesses that are good for the environment while keeping the tax system fair.

There are several fair taxation policies for tourism actors. Among them we have:

 **Clear Tax Rates:** Taxes should be easy to understand so businesses know exactly what they should be obliged.

Example: If a tour company knows that it needs to pay 10% tax on its earnings, it can easily calculate how much to pay.

 **Simple Tax Filing:** The process for paying taxes should be straightforward and not too complicated.

Example: An online system where hotels can quickly fill out and submit their tax forms without confusion.

 **Stable Tax Rules:** Tax laws should stay the same for a while, so businesses can plan ahead.

Example: If the rules for tourist attraction taxes don't change often, businesses can make long-term plans without worrying about sudden tax changes.

 **Fair Tax Rates:** Tax rates should be reasonable and not too high, so businesses aren't overburdened.

Example: A small bed-and-breakfast shouldn't have to pay the same high tax rate as a large hotel chain.

 **Fast Tax Refunds:** If a business pays too much tax, it should get the extra money back quickly.

Example: A travel agency that accidentally overpays its taxes gets a refund promptly.

 **Help with Tax Compliance:** Businesses should have access to support or resources to help them understand and follow tax rules.

Example: Workshops or help centers where tourism businesses can get advice on how to handle taxes.

 **Fair Tax Burden:** Taxes should be applied fairly across different types and sizes of businesses.

Example: Ensuring that small local tour guides are not taxed the same way as large international tour operators.

 **Regular Review of Tax Policies:** Tax rules should be regularly checked and updated to make sure they are still fair and useful.

Example: Periodic updates to tax laws based on feedback from tourism businesses to keep them fair and relevant.



Task 28:

1. Referring to the scenario below answer the following

Nyungwe Retreat is a new eco-tourism resort opening in Nyungwe National Park, Rwanda. The resort aims to attract nature-loving tourists interested in sustainable travel and cultural experiences.

- a. What types of data are you comfortable sharing to either visitors or tourism actors to [provide smooth services.
- b. What tools and technologies can facilitate data sharing and analysis?
- c. How can data be used to improve decision-making in the tourism industry?
- d. What specific metrics and Key Performance Indicators (KPIs) should be tracked to measure performance?
- e. How can data analytics help to identify emerging trends and opportunities?

2. Refer to the **Key Facts 2.1** below for further information:

Key Facts 2.1: Data Sharing and Collaboration preferences

Data Sharing and Collaboration refers to how different businesses, like hotels, tour operators, and government agencies, work together and share information to improve tourism.

There are several Data Sharing and Collaboration preferences, among these preferences we have:

- ✓ **Data Access and Sharing:** This means making important information available to all tourism businesses so they can plan better and improve their services.

Example: Hotels, tour operators, and the Rwanda Development Board (RDB) share data about tourist numbers and preferences. This helps businesses know what visitors like, allowing them to create better experiences, like offering more gorilla trekking tours.

- ✓ **Industry Standards and Best Practices:** These are guidelines that businesses follow to ensure high-quality services, such as how to treat tourists or maintain facilities.

Example: Many hotels follow global hospitality standards to ensure guests have a comfortable and safe stay. For instance, they maintain cleanliness, good customer service, and proper staff training.

- ✓ **Networking Opportunities:** This refers to creating spaces where tourism businesses can meet, exchange ideas, and collaborate on projects.

Example: Tourism conferences and forums, like the annual Kwita Izina (Gorilla Naming Ceremony), bring together various tourism actors. This allows hotel owners, tour guides, and government officials to share ideas and work together on new tourism initiatives.

In summary, by sharing data, following industry best practices, and collaborating at events, tourism industry grows stronger, offering better services to tourists.



Activity 2: Guided Practice



Task 27:

1. Referring to the scenario below answer the following

Nyungwe Departure is a new eco-tourism resort opening in Nyungwe National Park, Rwanda. The resort aims to attract nature-loving tourists interested in sustainable travel and cultural experiences.

- a. What type of content inspires you to book a trip?
- b. How do you typically book your trips?
- c. What factors influence your decision to choose a specific destination or accommodation?
- d. What specific sustainable practices would impress you?
- e. Identify the channels may be normally used to book the trips on that destination
- f. Describe the rules and regulations should be followed to the area for adoring actors preferences and environment sustainability



Activity 3: Application



Task 29:

1. Referring to the scenario above answer the following

Apply the data-driven strategies Basing on the insights gained from the discovery activity to Nyungwe Retreat.

- Identify the Key Considerations when identifying the Tourism actors with Data Sharing and Collaboration preferences

Topic 2.2: Organizing regular meetings



Activity 1: Problem Solving



Task 30:

1. Referring to the scenario below answer the following

Akagera Shelter is a new eco-tourism resort opening in Akagera National Park, Rwanda. To ensure smooth operations and continuous improvement, the resort management team needs to establish a regular meeting structure.

- a. What are the types of regular meetings in tourism industry?
- b. Describe the types of regular meetings in tourism industry
- c. Identify any importance of the types of regular meetings in tourism industry

2. Refer to **the Key Facts 2.2** for further information:

Key Facts 2.2: Types of regular meetings

Regular meetings are organized to help people or businesses stay on track, share information, and make decisions.

Here are the types of regular meetings and what they are used for:

- ✓ **Introduction Meetings:** These meetings are held to introduce new team members or partners.



Figure 9 : Introduction meeting.

Example: When a new employee joins a hotel, they might have an introduction meeting to meet the rest of the staff and learn about the workplace.

- ✓ **Private Meetings:** These are small, closed meetings between a few people to discuss confidential matters.

Example: The manager of an X tour company might have a private meeting with investors to discuss business finances.

- ✓ **Progress Updating Meetings:** These meetings are used to check the status of a project or task.

Example: A hotel in Kigali may hold a progress meeting every month to check how well they are implementing new guest services.

- ✓ **Planning Meetings:** In these meetings, teams come together to plan future activities or projects.

Example: Before the annual Kwita Izina (Gorilla Naming Ceremony), a planning meeting might be held to organize the event's schedule, invitees, and logistics.

- ✓ **Information Sharing Meetings:** These meetings focus on giving updates or sharing important information with the team.

Example: The Rwanda Development Board (RDB) could hold an information sharing meeting to update tourism businesses on new policies or tourism statistics.

- ✓ **Decision Meetings:** In these meetings, important decisions are made about a project, issue, or company direction.

Example: A national park management team might have a decision meeting to choose whether or not to allow new hiking trails.

- ✓ **Training Sessions:** These are meetings where participants are taught new skills or information.



Figure 10 : Training Session

- ✓ **Problem-Solving Meetings:** These meetings are held to identify and resolve issues that have come up.



Figure 11 : Problem solving meeting

Example: If a lodge near Volcanoes National Park faces customer complaints, they might hold a problem-solving meeting to figure out the best way to fix the issues.

- **Importance of organizing regular meetings with tourism actors**

There are several reasons why organizing regular meetings with tourism actors is important, among them we have:

- ✓ **Improves Communication:** this helps everyone share updates and stay informed.

- 🧩 **The ways to improve communication in tourism:**

- **Practice active listening:** Give the speaker your full attention, and avoid preparing your response while they're talking. Ask questions to clarify points and show that you care about understanding their perspective.
 - **Be clear and concise:** Use direct language, and avoid jargon or slang.

- **Be mindful of nonverbal communication:** Make eye contact, maintain good posture, and use body language that reinforces your message to visitors.
- **Be empathetic:** Try to understand the other person's feelings, thoughts, and beliefs.
- **Prepare ahead of time:** Think before you speak, and consider practicing with a trusted person.
- **Be ready for different answers:** Put yourself in the position of the listener, and be prepared for different reactions
- ✓ **Solves Problems:** Brings people together to fix issues quickly. Good communication skills can help solve problems in tourism by building rapport, resolving conflicts, and creating a positive experience.
- ✓ **Encourages Collaboration:** Collaboration is key to successful tourism, helps different businesses work together on projects

Role of collaboration in communication

- **Creating a shared vision:** Collaboration can help establish a shared vision for a destination and encourage creative approaches.
- **Aligning stakeholders:** A clear strategy can help align stakeholders and guide businesses to follow similar promotional messages.
- **Public-private partnerships:** These partnerships can help boost economic growth, improve tourism infrastructure, and enhance visitor experiences.
- **Destination networks:** Membership in a destination network can promote a sense of ownership and shared responsibility.



Activity 2: Guided Practice



Task 31:

1. Referring to the scenario below answer the following

Akagera Shelter is a new eco-tourism resort opening in Akagera National Park, Rwanda. To foster collaboration, knowledge sharing, and industry development, the resort management team is committed to organizing regular meetings with other tourism actors.

- a. What are the types of organized regular meetings?
- b. Explain the types of organized regular meetings



Activity 3: Application



Task 32:

Referring to the scenario above answer the following questions

- a. What are the Importance of organizing regular meetings with tourism actors
- b. What are the ways to improve communication in tourism?

Topic 2.3: Identifying types of assistance to tourism actors



Activity 1: Problem Solving



Task 32:

1. Referring to the scenario below answer the following questions:

Volcanoes resort is a new eco-tourism resort opening in volcanoes National Park, Rwanda. To support the growth and development of local tourism businesses, the resort management team is exploring various types of assistance they can provide.

- a. Identify the types of assistance for tourism actors to visitors
- b. What are the benefits for working with tourism Actors?
- c. Determine the ways that tourism actors can receive regulatory assistance
- d. Identify common goals and objectives of assistance to visitors.

2. Refer to the **Key Facts 2.3** for further information:

Key Facts 2.3: Types of Assistance

- **Marketing and Promotion Assistance:** This helps tourism businesses, like hotels or tour companies, get more visitors.

For example, a safari company in Rwanda might receive help to advertise its tours of the Volcanoes National Park online or on social media, attracting more tourists to see the gorillas.

- ✓ **Product and Service Development:** This assistance helps to improve the tourism experience.

🧩 **Consider stakeholders:** The needs and interests of all stakeholders in the tourism system should be considered, including local communities, entrepreneurs, investors, governments, and tourists.

🧩 **Understand the market:** Determine who is visiting the destination and why, and consider market segments.

 **Create a unique product:** Focus on products and experiences that have unique qualities to differentiate them from competitors.

 **Consider the environment:** Environmental factors can impact the sustainability of tourism products. For example, extreme weather conditions may make some activities less desirable for tourists.

- ✓ **Training and Capacity Building:** this is a vital strategy for the success of the tourism sector, and it involves providing training and resources to improve the skills and knowledge of tourism professionals. It provides skills to people working in tourism.

For example, a tour guide in Rwanda might receive training on how to better explain the country's history or wildlife, improving the overall tourist experience.

- ✓ **Regulatory Assistance**

Here are some ways that tourism actors can receive regulatory assistance:

 **Tourism Law Observatory:** This observatory offers tools to help tourism sector actors, including regulators, address challenges related to growing tourist demand and legal framework disparities.

 **Providing Assistance to Tourism Actors course:** This course teaches participants the skills, knowledge, and attitudes needed to provide support and assistance to tourists, tourism service providers, and guests.

 **Regulatory Guide for the Tourism Services Sector:** This guide provides information on tourism regulations, including licensing, permitting, classification, inspection, and penalties

- ✓ **Data Sharing and Collaboration:** Tourism businesses can share information with each other to improve their services.

Data sharing and collaboration in tourism can help increase transparency, improve consumer choice, and build trust between stakeholders:

 **Transparency:** Data sharing can help improve transparency in the tourism industry, which can benefit consumers and public interest objectives.

 **Consumer choice:** Data sharing can increase the options available to consumers.

✚ **Trust:** Trust is important for successful collaboration and can be built through intensive communication. Trust can also lead to a reciprocal relationship and benefits for all parties.

✚ **Data sharing agreements:** These agreements should clearly define what data is being shared, how it will be shared, and under what conditions it can be accessed and used.

✚ **Collaboration:** Collaboration can be intentional and strategic to ensure that it fulfils a purpose and mobilizes the right people.

✚ **Data spaces:** Data spaces can allow stakeholders to share datasets with broader audiences.

✚ **Code of Conduct on Data Sharing in Tourism:** This code of conduct aims to build trust between stakeholders and provide guidance on how to capitalize on mutually beneficial data sharing partnerships.

✓ **Benefits for working with tourism Actors**

There are several benefits for working with tourism actors as mentioned below:

✚ **Improved business performance:** Partnering with others helps your business run more smoothly and be more successful.

✚ **Enhanced marketing and promotion:** Working together makes your business more visible and attracts more customers through better advertising.

✚ **Product and service development:** Collaboration helps you create and improve your products or services, making them more attractive to customers.

✚ **Compliance with regulations:** By teaming up with experts, you ensure that you follow all the necessary laws and avoid legal problems.

✚ **Enhanced innovation:** Collaborating with others brings new ideas and creative solutions.

✚ **Risk Sharing:** Working together helps spread out the risks and challenges, making them easier to handle



Activity 2: Guided Practice



Task 33:

1. Referring to the scenario below answer the following questions:

Nyungwe Flight is a new eco-tourism resort opening in Nyungwe National Park, Rwanda. To support the growth and development of local tourism businesses, the resort management team and you is exploring various types of assistance they can provide to visitors

- Describe the types of assistance for tourism actors.



Activity 3: Application



Task 34:

Nyungwe Retreat is a new eco-tourism resort opening in Nyungwe National Park, Rwanda. To foster collaboration, knowledge sharing, and industry development, the resort management team is committed to organizing regular meetings with other tourism actors.

- Identify key tourism stakeholders that participate in organizing regular meetings
- Describe the types of regular meetings
- Provide the Importance of organizing regular meetings with tourism actors
- Choose a suitable element for organizing regular meetings with other tourism actors.
- Provide necessary amenities and facilities considered in organizing regular meetings with other tourism actors.
- Organize training sessions and workshops to share best practices and expertise.
- Establish open and honest communication channels
- Make adjustments as needed to ensure continued success.



Formative Assessment

1. How do travel agencies, tour operators, and tourist information centers assist tourists in planning and navigating their trips?
2. What are the types of Assistance within tourism actors?
3. What role do guidebooks, travel blogs, and online reviews play in providing assistance to travelers?
4. Identify the benefits for working with tourism Actors
5. How do tax policies influence investment decisions in the tourism sector?
6. How do new forms of tourism (e.g., sharing economy, online travel platforms) challenge traditional taxation models?
7. Why do individuals or organizations choose to share data or collaborate?
8. Discuss Importance of establishing continuous control
9. Why are the preferred mechanisms used for establishing trust and transparency?



Points to Remember

- The marketing and promotion preferences in tourism industry
- Product and Service Development preferences
- Fair taxation policies
- The data Sharing and Collaboration preferences
- Industry standards and best practices
- Networking opportunities in tourism industry
- Types of regular meetings in tourism actors
- Importance of organizing regular meetings with tourism actors
- The types of Assistance in tourism industry
- The benefits for working with tourism Actors



1. Re-take the self-assessment they did at the beginning of the unit.
2. Fill in the table above and share results with the trainer for further guidance.
3. Fill in and complete the self-assessment table below to reassess your level of knowledge, skills, and attitudes after undertaking this unit.
 - a. There is no right or wrong way to answer this assessment. It is for your own reference and self-reflection on the knowledge, skills, and attitudes acquisition during the learning process.
 - b. Think about yourself; do you think you have the knowledge, skills, or attitudes to do the task? How well?
 - c. Read the statements across the top, put a check-in a curriculum that best represents your level of knowledge, skills, and attitudes.

Experience	I do not have any experience doing this.	I know a little about this.	I have some experience doing this.	I have a lot of experience with this.	I am confident in my ability to do this.
Knowledge, skills, and attitudes					
Identify the Assistance of Tourism Actors					
Describe the data Sharing and Collaboration preferences within tourism industry.					
Identify the Assistance of Tourism Actors					
Describe the data Sharing and Collaboration preferences within tourism industry.					

Experience	I do not have any experience doing this.	I know a little about this.	I have some experience doing this.	I have a lot of experience with this.	I am confident in my ability to do this.
Knowledge, skills, and attitudes					
Identify the regular meetings Organization					
Identify the benefits for working with tourism Actors					
Categorize the assistance of tourism actors					
Determine data sharing and Collaboration preferences					
Determine the regular meetings Organization					
Determine the benefits for working with tourism Actors					

4. Fill in the table below and share results with the trainer for further guidance.

Areas of strength	Areas for improvement	Actions to be taken to improve
1.	1.	1.
2.	2.	2.
3.	3.	3.

UNIT 3: EVALUATE THE TOURISM ACTOR'S PERFORMANCE



Unit summary

This unit provides you with the knowledge, skills and attitudes required for Assessing the accomplishment of terms and conditions, establishing feedback mechanisms, establishing continuous control, Reviewing terms and conditions for tourism actors.

Self-Assessment: Unit 1

1. Referring to the unit illustration above, answer the following questions:
 - a. What do you see in the illustration?
 - b. What does the illustration remind you in tourism?
 - c. What do you think will be topics to be covered under this unit based on the illustration?
2. Fill in and complete the self-assessment table below to assess your level of knowledge, skills, and attitudes under this unit.
 - a. There is no right or wrong way to answer this assessment. It is for your own reference and self-reflection on the knowledge, skills, and attitudes acquisition during the learning process.
 - b. Think about yourself; do you think you have the knowledge, skills, or attitudes to do the task? How well?
 - c. Read the statements across the top, put a check in a curriculum that best represents your level of knowledge, skills, and attitudes.
3. At the end of this unit, you'll assess yourself again.

Experience	I do not have any experience doing this.	I know a little about this.	I have some experience doing this.	I have a lot of experience with this.	I am confident in my ability to do this.
Knowledge, skills, and attitudes					
Identify the tips to effectively assess the accomplishment of terms and conditions.					
Describe the effective feedback mechanism					
Describe the types and steps of designing effective					

Experience	I do not have any experience doing this.	I know a little about this.	I have some experience doing this.	I have a lot of experience with this.	I am confident in my ability to do this.
Knowledge, skills, and attitudes					
feedback mechanisms					
Identify the methods of continuous control due to tourism actors					
Describe the steps of reviewing terms and conditions					
Apply the tips to effectively assess the accomplishment of terms and conditions.					
Select the effective feedback mechanism					
Apply the steps of designing effectively with the types of feedback mechanisms					
Choose and use one method of continuous control due to tourism actors					

Experience	I do not have any experience doing this.	I know a little about this.	I have some experience doing this.	I have a lot of experience with this.	I am confident in my ability to do this.
Knowledge, skills, and attitudes					
Apply the steps of reviewing terms and conditions					



Key Competencies:

Knowledge	Skills	Attitudes
1. Identify the tips to effectively assess the accomplishment of terms and conditions.	1. Apply the tips to effectively assess the accomplishment of terms and conditions.	1. Be able to take responsibility in effectively assessing the tips the accomplishment of terms and conditions.
2. Describe the effective feedback mechanism	2. Select the effective feedback mechanism	
3. Describe the types and steps of designing effective feedback mechanisms	3. Apply the steps of designing effectively with the types of feedback mechanisms	
4. Identify the methods of continuous control due to tourism actors	4. Choose and use one method of continuous control due to tourism actors	2. Pay attention in the establishing continuous control due to tourism actors

Knowledge	Skills	Attitudes
5. Describe the steps of reviewing terms and conditions	5. Apply the steps of reviewing terms and conditions	3. Be committed to the steps of reviewing terms and conditions



Discovery activity



Task 35:

According to what you know about tourism and tourism actors with their assistances to make visitors satisfied, answer the following questions:

1. Identify any tips to effectively assess the accomplishment of terms and conditions.
2. Determine the Ways be used to assess the accomplishment of terms and conditions of tourism actors.
3. What are the types of feedback mechanisms in tourism actors?
4. What are the steps of designing effective feedback mechanisms tourism industry?
5. Identify the methods of continuous control the susses of tourism actors.
6. Identify the importance of establishing continuous control in tourism actors.
7. What are the steps of reviewing terms and conditions of tourism actors.

Topic 3.1: Assessing the accomplishment of terms and conditions



Activity 1: Problem Solving



Task 36:

A popular tourist destination experiences a decline in visitor numbers and satisfaction ratings. Local authorities suspect the performance of tourism actors, including hotels, restaurants, and tour operators, may be contributing to this issue.

1. Referring to the scenario above, answer the questions below:

- a. Identify the guidelines of to effectively assess the accomplishment of terms and conditions to the tourism actors.
- b. Describe the methods of measuring customer satisfaction.

2. Refer to the **Key facts 3.1** for clarifications

Key Facts 3.1: Tips to effectively assess the accomplishment of terms and conditions

Evaluation of the tourism actor's performance refers to the process of assessing how well different Tourism actors (Hotels, tour guides, travel agencies, and transportation companies) involved in tourism are doing their jobs. These tips help ensure that tourism actors, such as hotels, tour operators, and transport providers, deliver what they promise to tourists.

- **Set Clear Goals:** Have specific goals, like ensuring tourists arrive on time for an event or the quality of services provided.

This evaluation looks at factors like:

- ✓ **Customer satisfaction:** Are tourists happy with the services?
- ✓ **Quality of services:** Are the services (like accommodation or transport) With good quality.
- ✓ **Financial Performance:** Are they making enough profits?
- ✓ **Sustainability:** Are they respecting the environment and local culture?
- **Measure customer satisfaction:** Assess how happy tourists were with their experience, like after a cultural tour in Rwanda, asking if their expectations were met.
 - ✓ **Methods of measuring customers' satisfaction**
 - 📱 **Social media:** social media gives the access to customers' opinions about your brand. Reading reviews, posts, and direct messages can help you assess customer satisfaction

📊 **Focus groups and advisory boards:** While surveys are helpful for gauging customer satisfaction, they often lack context as to why customers gave you a specific score.

📊 **Customer surveys:** Customer satisfaction surveys are a perfect place to start because they're fast and easy to complete. Usually, they're sent to customers at the end of an interaction with a business.

📊 **Customer Loyalty:** Customer loyalty evaluates the likelihood that customers will buy your products again.

- **Maintain a record:** Keep detailed records of performance for future reference, so you can track if improvements are made over time.

Example: a hotel manager can keep records of guest feedback about their services. Over time, they can compare how guest satisfaction improves or declines and take steps to make their services better.

- **Ways to assess the accomplishment of terms and conditions**

- ✓ **Automated monitoring:** Use computer systems to keep track of performance automatically.

For example, a hotel's booking system can check if they are sticking to the advertised room rates and not charging extra hidden fees.

- ✓ **User reports:** Gather reports from tourists about their experiences.

For example, if many tourists report that a tour guide didn't follow the planned itinerary, it shows that the tour guide might not be meeting their promised terms.

- ✓ **Meeting legal requirements:** Ensure the tourism actor follows laws and regulations.

For example, check if a tour company has the required licenses and insurance to operate legally.

- ✓ **Managing user behavior:** Monitor how well the tourism actor manages their services.

For example, if a hotel is consistently slow and the staff is rude, it indicates they are not meeting their service commitments.

- ✓ **Regular reviews:** Periodically review the tourism actor's performance. For instance, conduct a review every few months to check if a hotel continues to provide clean rooms and good customer service as promised.

- ✓ **Data analytics:** Analyze data to spot trends.

For example, if data shows that many guests are complaining about the cleanliness of a hotel, it suggests the hotel is not meeting its cleanliness standards.

- ✓ **User feedback:** Collect feedback from tourists through surveys or online reviews.

For example, if tourists frequently mention that a tour guide is not knowledgeable, it indicates the guide is not fulfilling their role as advertised.

- ✓ **Following up:** After finding issues, follow up to ensure they are fixed. For instance, if a travel agency was found to have incorrect information on their website, check later to see if they have updated it and fixed the error.

• **Types of feedback mechanisms**

Feedback mechanisms are tools or methods used to gather and analyze opinions from people to assess and improve the performance of tourism actors, like travel agencies or hotels.

✓ **Types of feedback mechanisms**

 **Positive Feedback:** This type of feedback highlights what was done well.

For example, if tourists have a great experience on a Rwanda wildlife tour with a knowledgeable guide, they might leave positive comments praising the guide's expertise and friendliness.

 **Negative Feedback:** These are points out of areas where things didn't go well.

For example, if a hotel had issues like poor cleanliness or slow service, guests might leave negative reviews criticizing these aspects and suggesting improvements.

 **Neutral Feedback:** This provides factual or neutral observations without strong opinions.

For example, a tourist might note that a tour met their basic expectations without expressing either strong satisfaction or dissatisfaction.

✓ **Effective feedback mechanism**

 **Surveys:** Ask tourists to fill out surveys about their experience.

For example, after staying at a hotel, you might ask guests to rate their room cleanliness and the friendliness of the staff. This helps to see if tourists are satisfied with their stay or if there are areas needing improvement.

 **Online reviews:** Check review sites like TripAdvisor or Google Reviews where tourists leave comments about their experiences. If many people mention a great experience with a tour company, it's a positive sign. If there are complaints about poor service, it's something to work on.

 **Performance Reviews:** Regularly review the performance of staff based on feedback.

For example, if a tour guide receives high ratings from many tourists, they're doing well. If a tour guide gets repeated complaints, they might need more training

 **Comment cards:** Provide cards for tourists to leave comments about their experience.

For example, a restaurant might place comment cards on tables so guests can write about what they liked or didn't like.

✓ **Steps of designing effective feedback mechanisms**

Designing Effective Feedback Mechanisms involves creating ways to gather useful information from tourists about their experiences.

This helps to see how well tourism services are being delivered and find areas that need improvement, designing effective feedback mechanisms to evaluate a tourism actor's performance involves several clear steps. These steps are the following:

 **Define Objectives:** Decide what you want to find out from the feedback.

Example: Determine if tourists are satisfied with the cleanliness of a hotel.

 **Choose Feedback Methods:** Select the best ways to collect feedback.

Example: Decide between surveys, online reviews, and suggestion boxes.

 **Design Feedback Tools:** Create the actual tools or forms for collecting feedback.

Example: Design a survey with questions about the quality of the tour guide.

 **Implement Feedback Collection:** Set up the tools and start collecting feedback.

Example: Place suggestion boxes in the hotel lobby and send out post-visit emails to guests.

 **Collect Data:** Gather the responses from the feedback tools.

Example: Collect completed surveys from tourists who recently visited a museum.

 **Analyze Feedback:** Review and interpret the feedback to find trends and issues.

Example: Look at survey results to see if guests often mention that the hotel room service needs improvement.

 **Take Action:** Make changes based on the feedback to improve performance.

Example: If feedback shows that guests are unhappy with room service, improve the service and train staff.

 **Communicate Changes:** Let tourists know that their feedback has led to improvements.

Example: Post on social media or send an email to guests explaining the changes made based on their suggestions.

 **Monitor Results:** Check if the changes have improved performance.

Example: After improving room service, gather new feedback to see if guest satisfaction has increased

 **Review and Refine:** Regularly review the feedback process and make modifications as needed.

Example: Periodically update the survey questions to ensure they continue to gather useful information.



Activity 2: Guided Practice



Task 38:

Read the following scenario and use it to do the follow task.

You are working for a classic Private Sector (PS) Rwanda. The PS plan to assess institutions in order to know how they delivered quality services. Together with the inspection team:

1. Assess the accomplishment of terms and conditions in tourism actors.
2. Set the goals to assess the accomplishment of terms and conditions of that institution.
3. Apply the methods can be used to maintain the record within tourism actors
4. Apply some methods to measure customer satisfactions
5. Identify the types of feedback in tourism
6. What are effective feedback mechanism used in by tourism actors?
7. What are Steps of designing effective feedback mechanisms
8. Assisted by your trainer, use online review to get visitors 'feedback.



Activity 3: Application



Task 39:

Read the scenario or scene below and perform related tasks

A popular tourist destination is experiencing a decline in visitor satisfaction. Local tourism businesses are concerned about the negative impact on their revenue and the overall reputation of the destination. To address this, they need to evaluate the performance of various tourism actors and identify areas for improvement

1. Apply the tips to effectively assess the accomplishment of terms and conditions
2. Apply the methods of Measure Customer Satisfaction feedback mechanisms
3. Apply some mechanisms of getting visitors' feedback.

Topic 3.2: Establishing continuous control



Activity 1: Problem Solving



Task 44:

Read the following scenario and answer the following questions.

A popular eco-tourism lodge offers a "sustainable stay" package that emphasizes environmental responsibility. The package includes specific terms and conditions related to waste reduction, energy conservation, and local community support. The lodge management wants to assess the effectiveness of these terms and conditions in achieving its sustainability goals

1. What are the methods of continuous control?
2. What are the techniques of continuous control?
3. Identify the Importance of establishing continuous control for tourism actors you know

Key Facts 3.3: Methods of continuous control

- **Continuous control means** regularly checking how well a tourism business or service is doing over time. Example, a hotel manager might review guest feedback weekly to ensure service quality stays high and address any issues immediately. This helps to improve performance and maintain high standards continuously.
- ✓ **The following are the methods of continuous control:**
 - 🔧 **Automated Monitoring Tools:** Use software to track performance automatically. **For example**, a hotel can use booking systems that monitor guest feedback in real-time to detect any negative reviews and fix issues quickly.
 - 📊 **Data Analytics:** Analyzing data regularly to spot trends and patterns. **For example**, a tour company might look at booking numbers each month to see if there's a drop and figure out why it happened.

- ✚ **Continuous Improvement Processes:** Constantly making small changes to improve. For example, A safari guide might ask guests for feedback after every tour and adjust the tour based on what guests suggest.
- ✚ **Embedded Controls:** Built-in checks to prevent mistakes. For example, a hotel may use a checklist for housekeeping staff to ensure rooms meet cleanliness standards before guests arrive.
- ✚ **Regular Reviews and Audits:** Periodically reviewing how things are going. For example, A restaurant might have a monthly audit to check the quality of food and customer service to ensure it stays high.
- ✚ **Employee Training and Awareness:** Constantly training staff to improve their performance. For example, tour guides might receive yearly training on customer service to ensure they meet guests' expectations.

✓ **Continuous control techniques**

Continuous control techniques are methods used to regularly check and improve how tourism businesses are performing. These techniques help businesses ensure they are meeting standards and making customers happy.

✚ **The continuous control techniques are the following:**

- **Surveys and Feedback Forms:** These are used to collect tourists' opinions about their experiences. For example, after a safari in Akagera National Park, tourists might fill out a form rating the guide's knowledge and the comfort of the vehicles. This feedback shows what went well and what can be improved.
- **Social Media Listening:** This involves keeping track of what tourists say about your business on platforms like Instagram or Facebook. **For example**, a local tour company might see people posting about their experiences and use the feedback to improve their tours.

✚ **Importance of establishing continuous control**

Below are the Importance of establishing continuous control:

- **Proactive Risk Management:** Continuous control helps identify problems early before they become big issues. For example, if a hotel in Kigali regularly checks

its guest reviews and notices complaints about room cleanliness, they can act quickly to fix it, preventing more negative feedback.

- **Improved Efficiency and Effectiveness:** It helps tourism actors streamline their processes and improve service delivery. For example, a tour company might monitor how long it takes for bookings to be processed and then adjust their system to make it faster.
- **Enhanced Compliance:** Continuous control ensures that businesses follow all regulations and legal requirements. For instance, a national park can regularly audit their safety standards to make sure they meet government regulations and provide a safe experience for visitors.
- **Stronger Internal Controls:** By having regular checks in place, tourism actors can better manage their operations. For example, a travel agency might implement a system where all bookings are double-checked to avoid mistakes and overbookings.
- **Improved Decision-Making:** Regular monitoring provides up-to-date data, helping businesses make informed decisions. For example, if a hotel sees a drop in bookings during a certain period, they can decide to offer discounts or promotions to attract more guests.
- **Increased Stakeholder Confidence:** Continuous control shows stakeholders (investors, partners, and tourists) that the business is reliable and well-managed. For instance, a well-run hotel that regularly checks its services will gain trust from investors looking to expand their business.



Activity 2: Guided Practice



Task 47:

Read the following scenario and answer the following questions.

Within the classroom, teacher wants the tainees to form the groups and act as different tourism actors. Being observed by your teacher, perform how you may receive visitors and make them satisfied.

1. Determine the importance of establishing continuous control to tourism actors
2. Design a form used collect feedback
3. Identify the methods of continuous control to tourism actors you may apply.
4. Choose and use one method of continuous control due to tourism actors
5. Choose one which is not the importance of establishing continuous control to tourism actors
 - a. Improved Decision-Making
 - b. Feedback and Surveys
 - c. Increased Stakeholder Confidence
 - d. Stronger Internal Controls



Activity 3: Application



Task 48:

Read the following scenario and answer the following questions.

In the school, Teacher of tourism wants the tainees to form the groups and act as different tourism actors. At the end you have to note that there is evaluation of your performance.

1. Apply surveys as one of the techniques to tourism actors of the Continuous control
2. List the Importance of establishing continuous control to tourism actors

Topic 3.3: Reviewing terms and conditions for tourism actors



Activity 1: Problem Solving



Task 49:

Referring to the scenario above, answer the questions below:

A popular tourist destination is experiencing a surge in complaints from visitors regarding issues like misleading advertising, unfair cancellation policies, and hidden fees. To address these concerns and maintain a positive image, the local tourism authority needs to establish a system for continuously reviewing and updating the terms and conditions of tourism actors.

1. What are the steps of a continuous control system for reviewing and updating tourism actor terms and conditions?
2. What specific criteria should be used to assess the fairness, transparency, and clarity of tourism actor terms and conditions?
3. How can the tourism authority effectively communicate changes in terms and conditions to both tourism actors and visitors?

Refer to the Key facts below for clarifications

Key Facts 3.4: Steps of reviewing terms and conditions

Reviewing terms and conditions is important for ensuring that tourism services are fair, clear, and effective.

- **Steps of Reviewing Terms and Conditions are the following:**

- ✓ **Schedule Regular Reviews:** Plan to review the terms and conditions periodically, like every six months or annually.

Example: A hotel might check its cancellation policy every six months to ensure it's still fair and up-to-date.

✓ **Identify Key Stakeholders:** Involve the right people in the review process, like managers, legal advisors, and customer service teams.

Example: A safari company in Akagera National Park might consult their tour guides and legal team when updating terms related to wildlife tours.

✓ **Gather Feedback:** Collect opinions from customers, staff, and other stakeholders to identify areas needing improvement.

Example: A travel agency might ask tourists for feedback on their booking terms and conditions to see if they are clear and easy to understand.

✓ **Check for Legal Compliance:** Ensure the terms comply with local laws and regulations.

Example: A Hotel in Kigali might review their payment terms to make sure they follow Rwandan consumer protection laws.

✓ **Update for Clarity and Accuracy:** Rewrite confusing parts of the terms to make them clearer and fix any outdated information.

Example: A hotel might update its pet policy to be more specific about which animals are allowed and what fees apply.

✓ **Assess Relevance:** Make sure the terms still apply to the current services and customer needs.

Example: A tour operator might update their terms to include new eco- tourism activities that weren't offered before.

✓ **Review Pricing and Payment Terms:** Look at the prices and payment options to ensure they are fair and competitive.

Example: A lodge in Volcanoes National Park could revise its payment terms to allow for easier online payments or new discounts for local tourists.

- ✓ **Examine Cancellation and Refund Policies:** Ensure that the cancellation and refund rules are reasonable and fair to both the business and the customer.

Example: A hotel might adjust its refund policy during peak tourist seasons to accommodate last-minute cancellations due to unforeseen circumstances like flight delays.

- ✓ **Address Customer Feedback:** Incorporate suggestions or complaints from previous customers into the updated terms.

Example: If several tourists complain that the cancellation policy is too strict, a hotel might offer more flexible cancellation options.

- ✓ **Document Changes:** Record all changes made to the terms and conditions for transparency and future reference.

Example: A travel agency will document all updates to their booking terms and keep a copy of both the old and new versions for their records.

- ✓ **Communicate Changes to Customers:** Let customers know about any important changes to the terms, either through email or a notice on the website.

Example: A safari company sends an email to all upcoming guests about changes to their payment policies before they book a tour.

- ✓ **Monitor Implementation:** Ensure the updated terms are being followed by staff and that customers understand them.

Example: A hotel manager may check that front desk staff are explaining the new check-in policies clearly to guests when they arrive.



Activity 2: Guided Practice



Task 50:

Referring to the scenario above, answer the questions below:

1. Identify reviewing terms and conditions
2. Apply the steps of reviewing terms and conditions



Activity 3: Application



Task 51:

Referring to the scenario below, answer the questions below:

A renowned luxury hotel chain is facing declining guest satisfaction scores and increased negative online reviews. To maintain its competitive edge and reputation, the chain needs to implement a robust system for evaluating the performance of its various departments and individual employees.

1. Choose Key Stakeholders in tourism
2. Announce the Cancellation and Refund Policies that tourism actors should follow.
3. Design the communication channel to Communicate Changes to Customers within tourism actors
4. Apply the Steps of reviewing terms and conditions in tourism industry.



Formative Assessment

1. What are the tips for assessing the accomplishment of terms and conditions effectively?
2. Identify the methods of Measuring Customer Satisfaction in tourism actors
3. Determine the ways to assess the accomplishment of terms and conditions
4. Describe the types of feedback of customers in tourism industry.
5. Discuss Effective feedback mechanisms in tourism
6. What are the steps Should be followed to design effective feedback mechanisms
7. Discuss the importance of establishing continuous control in tourism industry.
8. Describe Steps of reviewing terms and conditions



Points to Remember

- Tips to effectively assess the accomplishment of terms and conditions.
- Ways to assess the accomplishment of terms and conditions
- Types of feedback mechanisms
- Effective feedback mechanism
- Steps of designing effective feedback mechanisms
- Methods of continuous control
- Continuous control techniques
- Importance of establishing continuous control
- Steps of reviewing terms and conditions



1. Re-take the self-assessment they did at the beginning of the unit.
2. Fill in the table above and share results with the trainer for further guidance.
3. Fill in and complete the self-assessment table below to reassess your level of knowledge, skills, and attitudes after undertaking this unit.
 - a. There is no right or wrong way to answer this assessment. It is for your own reference and self-reflection on the knowledge, skills, and attitudes acquisition during the learning process.
 - b. Think about yourself; do you think you have the knowledge, skills, or attitudes to do the task? How well?
 - c. Read the statements across the top, put a check-in a curriculum that best represents your level of knowledge, skills, and attitudes.

Experience	I do not have any experience doing this.	I know a little about this.	I have some experience doing this.	I have a lot of experience with this.	I am confident in my ability to do this.
Knowledge, skills, and attitudes					
Identify the tips to effectively assess the accomplishment of terms and conditions.					
Describe the effective feedback mechanism					
Describe the types and steps of designing effective feedback mechanisms					
Identify the methods of continuous control due to tourism actors					
Describe the steps of reviewing terms and conditions					

Experience	I do not have any experience doing this.	I know a little about this.	I have some experience doing this.	I have a lot of experience with this.	I am confident in my ability to do this.
Knowledge, skills, and attitudes					
Apply the tips to effectively assess the accomplishment of terms and conditions.					
Select the effective feedback mechanism					
Apply the steps of designing effectively with the types of feedback mechanisms					
Choose and use one method of continuous control due to tourism actors					
Apply the steps of reviewing terms and conditions					

4. Fill in the table below and share results with the trainer for further guidance.

Areas of strength	Areas for improvement	Actions to be taken to improve
1.	1.	1.
2.	2.	2.
3.	3.	3.

Integrated /summative assessment

Bombo Tours is a tour operator company located in Rwanda, Nyabihu district, Rambura sector. Last time, it received Banani, a group of 4 tourists from London who want to discover Rwanda, and they wish to spend 4 days visiting different places in the country. The company has a shortage of competent workers to help them with all necessary services that are needed to discover the country and has not yet established any partnership with actors. So, you are hired as a person in charge of providing assistance to tourism actors. You are requested to perform the following tasks;

1. Find the main actors of tourism industry that may be needed for this tour.
2. Determine terms and conditions for partnering with the best tourism actors.
3. Identify the tourism actors' preferences

Resources

Tools	• Website Maps • Internet				
Equipment	• Computer • Phone • Vehicle for transportation • Projector • Calculator				
Materials/ Consumables	• Notebook • Pen • Maps • Fuel (for vehicle)				
Assessable outcomes	Assessment criteria (Based on performance criteria)	Indicator	Observation		Marks allocation
			Yes	No	
1. Prepare assistance for tourism actors	Visitor needs are appropriately identified	Surveys are well conducted			2
		Online searches are well analyzed			2

	as per visitors' preferences	Competitor analysis is properly conducted			2
		Direct interactions are effectively done			2
		Observation and Data Analysis are well conducted			2
	Actors' selection criteria are properly set according to company preferences.	Accommodation providers are well selected			2
		Tourist attractions are well identified			2
		Transport operators are well selected			2
		Food and beverage providers are well selected			2
		NGOs are well selected			2
		Government and regulatory bodies are well selected			2
		Trade and industry associations are well selected			2
		Destination management organizations (DMOs) are well selected			2
		Pricing and Payment are well determined			2
		Inclusions and Exclusions are well stated			2
		Cancellation Policies are well stated			2

		Changes and Modifications are well made			2
		Liability and Insurance are well explained			2
		Dispute Resolution is well determined			2
		Information is well gathered			2
	Terms and conditions are correctly determined referring to legal terms Actors are properly confirmed as per company's policies	Pricing and Payment are well determined			2
		Inclusions and Exclusions are well stated			2
		Cancellation Policies are well stated			1
		Changes and Modifications are well made			1
		Liability and Insurance are well explained			1
		Dispute Resolution is well determined			1
		Information is well gathered			1
		Actors are well contacted			1

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