



REPUBLIC OF KENYA

NATIONAL OCCUPATIONAL STANDARDS

FOR

TOUR AND TRAVEL CONSULTANT

LEVEL 5



**TVET CDACC
P.O. BOX 15745-00100
NAIROBI**

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FOREWORD

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

Reforms in the education sector are necessary for the achievement of Kenya Vision 2030 and meeting the provisions of the Constitution of Kenya 2010. The education sector had to be aligned to the Constitution and this resulted to the formulation of the Policy Framework for Reforming Education and Training (Sessional Paper No. 4 of 2016). A key feature of this policy is the radical change in the design and delivery of TVET training. This policy document requires that training in TVET be competency based, curriculum development be industry led, certification be based on demonstration of competence and mode of delivery allows for multiple entry and exit in TVET programmes.

These reforms demand that Industry takes a leading role in curriculum development to ensure the curriculum addresses its competence needs. It is against this background that this occupational standards have been developed.

It is my conviction that these occupational standards will play a great role towards development of competent human resource for the Tourism and Travel Sector's growth and development.

**PRINCIPAL SECRETARY, VOCATIONAL AND TECHNICAL TRAINING
MINISTRY OF EDUCATION**

PREFACE

Kenya Vision 2030 aims to transform the country into a newly industrializing, “middle-income country providing a high-quality life to all its citizens by the year 2030”. Kenya intends to create a globally competitive and adaptive human resource base to meet the requirements of a rapidly industrializing economy through life-long education and training. TVET has a responsibility of facilitating the process of inculcating knowledge, skills and attitudes necessary for catapulting the nation to a globally competitive country, hence the paradigm shift to embrace Competency Based Education and Training (CBET).

The Technical and Vocational Education and Training Act No. 29 of 2013 and Sessional Paper No. 4 of 2016 on Reforming Education and Training in Kenya, emphasized the need to reform curriculum development, assessment and certification. This called for a shift to CBET to address the mismatch between skills acquired through training and skills needed by industry as well as increase the global competitiveness of Kenyan labour force.

TVET Curriculum Development, Assessment and Certification Council (TVET CDACC) in conjunction with Tourism Sector Skills Advisory Committee (SSAC) and Ministry of Tourism have developed this curriculum.

The occupational standards are designed and organized with clear performance criteria for each element of a unit of competency. These standards also outline the required knowledge and skills as well as evidence guide

I am grateful to the Council Members, Council Secretariat, Tourism SSAC, expert workers and all those who participated in the development of these occupational standards.

**Prof. CHARLES M. M. ONDIEKI, PhD, FIET (K), Con. EngTech.
CHAIRMAN, TVET CDACC**

ACKNOWLEDGMENT

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

I recognize with appreciation the role of the Tourism Sector Skills Advisory Committee (SSAC) in ensuring that competencies required by the industry are addressed in the occupational standards. I also thank all stakeholders in the Tourism and Travel sector for their valuable input and all those who participated in the process of developing these occupational standards.

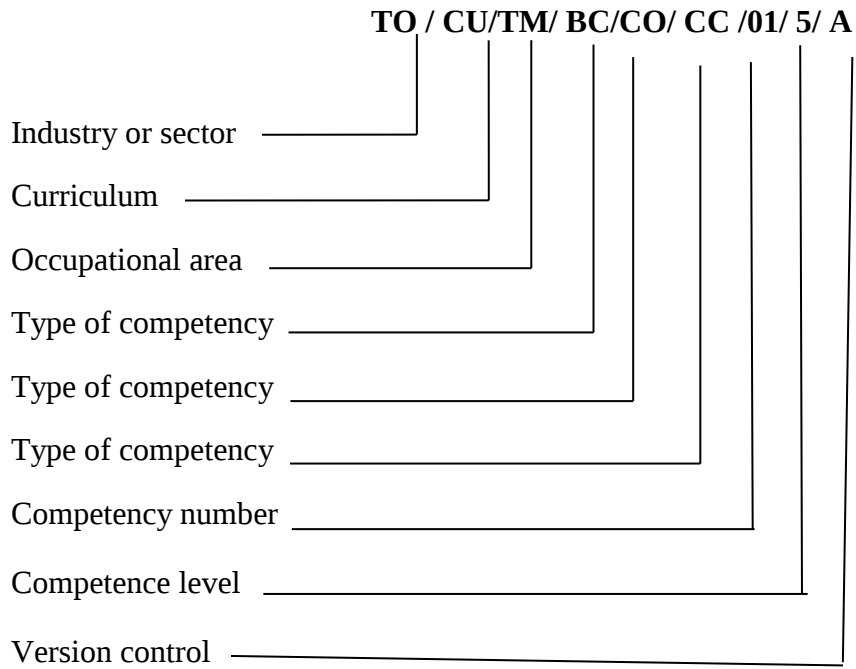
I am convinced that these occupational standards will go a long way in ensuring that workers in Tourism and Travel Sector acquire competencies that will enable them to perform their work more efficiently.

Dr. LAWRENCE GUANTAI M'ITONGA, PhD
COUNCIL SECRETARY/CEO
TVET CDACC

ACRONYMS

CDACC	: Curriculum Development Assessment and Certification Council
CU	: Curriculum
BC	: Basic Competency
CC	: Core Competency
CO	: Common Units
KCSE	: Kenya Certificate of Secondary Education
KNQA	: Kenya National Qualifications Authority
OSHA	: Occupation Safety and Health Act
PPE	: Personal Protective Equipment
SSAC	: Sector Skills Advisory Committee
TVET	: Technical and Vocational Education and Training
TVET	: Technical and Vocational Education and Training
SOPs	: Standard operating procedures
IATA	: International Air Transport Association
ICAO	: International Civil Aviation Organization
KCAA	: Kenya Civil Aviation Authority
KAA	: Kenya Airports Authority
KATA	: Kenya Association of Travel Agents
CITES	: Convention on International Trade in Endangered <i>Species</i>
EMCA	: Environmental Management and Conservation Act

KEY TO UNIT CODE



COURSE OVERVIEW

Description of the Course

The **Tourism and Travel Management Level Five Qualification** consists of competencies that a person must achieve to develop tour packages, develop travel packages, manage tour delivery, manage travel service delivery, market tour and travel products, manage customer service, manage tour and travel product quality, manage tour office operations, manage travel office operations, promote sustainable tourism within the institution's/organizations acceptable standard operating procedures (SOPs) and to work as a tour and travel officer, servicing domestic and international clientele in job positions such as travel consultant, tour operator.

Units of Learning

This course consists of basic, core competencies as indicated below:

Basic competencies

1. Demonstrate communication skills
2. Demonstrate occupational safety and health practices
3. Demonstrate numeracy skills
4. Demonstrate digital literacy
5. Demonstrate entrepreneurial skills
6. Demonstrate employability skills
7. Demonstrate environmental literacy

Core competencies

1. Develop tour packages
2. Develop travel packages
3. Supervise tour delivery
4. Supervise travel service delivery
5. Market tour and travel products
6. Supervise Customer Service
7. Supervise Tour Office Operations
8. Supervise Travel Office Operations
9. Provide Tour guiding services
10. Promote sustainable tourism

BASIC UNITS OF COMPETENCY

DEMONSTRATE COMMUNICATION SKILLS

UNIT CODE: TO/OS/TM/BC/01/5

UNIT DESCRIPTION

This unit covers the competencies required to use specialized communication skills to meet specific needs of internal and external clients, conduct interviews, facilitate discussion with groups and contribute to the development of communication strategies.

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT	PERFORMANCE CRITERIA
These describe the key outcomes which make up workplace function	These are assessable statements which specify the required level of performance for each of the elements. <i>Bold and italicized terms are elaborated in the Range</i>
1. Meet communication needs of clients and colleagues	1.1 Specific communication needs of clients and colleagues are identified and met 1.2 Different approaches are used to meet communication needs of clients and colleagues 1.3 Conflict is addressed promptly and in a timely way and in a manner which does not compromise the standing of the organization
2. Contribute to the development of communication strategies	2.1 Strategies for internal and external dissemination of information are developed, promoted, implemented and reviewed as required 2.2 Channels of communication are established and reviewed regularly 2.3 Coaching ineffective communication is provided 2.4 Work related network and relationship are maintained as necessary 2.5 Negotiation and conflict resolution strategies are used where required 2.6 Communication with clients and colleagues is appropriate to individual needs and organizational objectives
3. Conduct interviews	3.1 A range of appropriate communication strategies are employed in <i>interview situations</i> 3.2 Records of interviews are made and maintained in accordance with organizational procedures 3.3 Effective questioning, listening and nonverbal communication techniques are used to ensure that required message is communicated
4. Facilitate group discussions	5.1 Mechanisms which enhance effective group interaction is defined and implemented 5.2 Strategies which encourage all group members to participate are used routinely 5.3 Objectives and agenda for meetings and discussions are routinely set

	and followed 5.4 Relevant information is provided to group to facilitate outcomes 5.5 Evaluation of group communication strategies is undertaken to promote participation of all parties 5.6 Specific communication needs of individuals are identified and addressed
5. Represent the organization	5.1 When participating in internal or external forums, presentation is relevant, appropriately researched and presented in a manner to promote the organization 5.2 Presentation is clear and sequential and delivered within a predetermined time 5.3 Utilize appropriate media to enhance presentation 5.4 Differences in views are respected 5.5 Written communication is consistent with organizational standards 5.6 Inquiries are responded in a manner consistent with organizational standard

RANGE

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

Variable	Range
<i>Communication strategies</i> include but not limited to:	• Language switch • Comprehension check • Repetition • Asking confirmation • Paraphrase • Clarification request • Translation • Restructuring • Approximation • Generalization
<i>Effective group interaction</i> includes but not limited to:	• Identifying and evaluating what is occurring within an interaction in a non-judgmental way • Using active listening • Making decision about appropriate words, behavior • Putting together response which is culturally appropriate • Expressing an individual perspective

	• Expressing own philosophy, ideology and background and exploring impact with relevance to communication • Openness and flexibility in communication
Situations include but not limited to:	• Establishing rapport • Eliciting facts and information • Facilitating resolution of issues • Developing action plans • Diffusing potentially difficult situations

REQUIRED SKILLS AND KNOWLEDGE

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

Required Skills

The individual needs to demonstrate the following skills:

- Effective communication process
- Active listening
- Giving/receiving feedback
- Interpretation of information
- Role boundaries setting
- Negotiation
- Establishing empathy
- Openness and flexibility in communication
- Communication skills required to fulfill job roles as specified by the organization

Required Knowledge

The individual needs to demonstrate knowledge of:

- Communication process
- Dynamics of groups and different styles of group leadership
- Communication skills relevant to client groups
- Flexibility in communication
- Communication skills relevant to client groups

DEMONSTRATE NUMERACY SKILLS

UNIT CODE: TO/OS/TM/BC/02/5

UNIT DESCRIPTION

This unit covers the competencies required to perform numerical functions. The person who is competent in this unit shall be able to: Calculate with whole numbers and familiar fractions, decimals and percentages for work; Estimate, measure, and calculate with routine metric measurements for work; Use routine maps and plans for work; Interpret, draw and construct 2D and 3D shapes for work; Interpret routine tables, graphs and charts for work; Collect data and construct routine tables and graphs for work; and Use basic functions of calculator

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT These describe the key outcomes which make up workplace function.	PERFORMANCE CRITERIA These are assessable statements which specify the required level of performance for each of the elements. <i>Bold and italicized terms are elaborated in the Range.</i>
1. Calculate with whole numbers and familiar fractions, decimals and percentages for work	1.1 Mathematical information that may be partly embedded in routine workplace tasks and texts is selected and interpreted 1.2 Whole numbers and routine or familiar fractions, decimals and percentages including familiar rates are interpreted and comprehended 1.3 Calculations which may involve a number of steps are perform 1.4 Calculations done with whole numbers and routine or familiar fractions, decimals and percentages 1.5 Conversion between equivalent forms of fractions, decimals and percentages is done 1.6 Order of operations is applied to solve multi-step calculations 1.7 Problem solving strategies are appropriately applied 1.8 Estimations are made to check reasonableness of problem solving process, outcome and its appropriateness to the context and task 1.9 Formal and informal mathematical language and symbolism are used to communicate the result of the task
2. Estimate, measure, and calculate with routine metric measurements for work	2.1 Measurement information in workplace tasks and texts are selected and interpreted in accordance with workplace requirements 2.2 Appropriate routine measuring equipment are identified and selected in accordance with workplace requirements

	2.3 Measurements are estimated and made using correct units 2.4 Estimations and calculations done using routine measurements 2.5 Conversions performed between routinely used metric units 2.6 Problem solving processes are used to undertake the tasks 2.7 Estimations are made to check reasonableness of problem solving process, outcome and its appropriateness to the context and task 2.8 Information is recorded using mathematical language and symbols appropriate to discuss the task
3. Use routine maps and plans for work	3.1 Features are identified in routine maps and plans 3.2 Symbols and keys in routine maps and plans are clearly explained 3.3 Orientation of map to North is identified and interpreted 3.4 Understanding of direction and location is clearly demonstrated 3.5 Simple scale is applied to estimate length of objects, or distance to location or object 3.6 Directions are given and received using both formal and informal language
4. Interpret, draw and construct 2D and 3D shapes for work	4.1 Two dimensional shapes and routine three dimensional shapes identified in everyday objects and in different orientations 4.2 The use and application of shapes elaborately explained 4.3 Formal and informal mathematical language and symbols used to describe and compare the features of two dimensional shapes and routine three dimensional shapes 4.4 Common angles identified 4.5 Common angles in everyday objects are appropriately estimated 4.6 Formal and informal mathematical language are used to describe and compare common angles 4.7 Common geometric instruments used to draw two dimensional shapes 4.8 Routine three dimensional objects constructed from given nets
5. Interpret routine tables, graphs and charts for work	5.1 Routine tables, graphs and charts identified in predominately familiar texts and contexts 5.2 common types of graphs and their different uses identified 5.3 features of tables, graphs and charts identified 5.4 Information in routine tables, graphs and charts located and interpreted 5.5 Calculations are perform to interpret information 5.6 How statistics can inform and persuade interpretations is explained

	5.7 misleading statistical information is identified 5.8 Information relevant to the workplace is discussed
6. Collect data and construct routine tables and graphs for work	6.1 Features of common tables and graphs identified 6.2 uses of different tables and graphs identified 6.3 Data and variables to be collected are determined 6.4 The audience is determined 6.5 Method of data collection is select 6.6 Data is collected 6.7 Information is collated in a table 6.8 Suitable scale and axes determined 6.9 Graph to present information is drafted and drawn 6.10 Data checked to ensure that it meets the expected results and context 6.11 Information is reported or discussed using formal and informal mathematical language
7. Use basic functions of calculator	7.1 Keys are identified and used for basic functions on a calculator 7.2 Calculation done using whole numbers, money and routine decimals and percentages 7.3 Calculation done with routine fractions and percentages 7.4 Order of operations is applied to solve multi-step calculations 7.5 Results are interpreted, displayed and recorded 7.6 Estimations are made to check reasonableness of problem solving process, outcome and its appropriateness to the context and task 7.7 Formal and informal mathematical language and appropriate symbolism and conventions used to communicate the result of the task

RANGE

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

Variable	Range
1. Simple fractions, decimals and percentages	May include but not limited to: 1.1 Fraction 1.2 Decimals 1.3 Percentages

2. Common 2D shapes and common 3D shapes	May include but not limited to: 2.1 Round 2.2 Square 2.3 Rectangular 2.4 Triangle 2.5 Sphere 2.6 Cylinder 2.7 Cube 2.8 Polygons 2.9 Cuboids
3. Symbols and keys in routine maps and plans	May include but not limited to: 3.1 Charts 3.2 Maps 3.3 Graphs
4. Use basic functions of calculator	May include but not limited to: 4.1 Addition 4.2 Multiplication 4.3 Calculate ratios 4.4 Conversion of ratios into percentages
5. Routine tables, graphs and charts for work	May include but not limited to: 5.1 Bar Graphs 5.2 Flow Charts 5.3 Pie Charts 5.4 Pictograph 5.5 Line Graphs 5.6 Time Series Graphs 5.7 Stem and Leaf Plot 5.8 Histogram 5.9 Dot Plot 5.10 Scatter plot

REQUIRED SKILLS AND KNOWLEDGE

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

Required Skills

The individual needs to demonstrate the following skills:

- Applying Fundamental operations (addition, subtraction, division, multiplication)
- Using calculator
- Using different measuring tools

Required knowledge

The individual needs to demonstrate knowledge of:

- Types of common shapes
- Differentiation between two dimensional shapes / objects
- Formulae for calculating area and volume
- Types and purpose of measuring instruments
- Units of measurement and abbreviations
- Fundamental operations (addition, subtraction, division, multiplication)
- Rounding techniques
- Types of fractions
- Different types of tables and graphs
- Meaning of graphs, such as increasing, decreasing, and constant value
- Preparation of basic data, tables & graphs

EVIDENCE GUIDE

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

1. Critical aspects of Competency	Assessment requires evidence that the candidate: 1.1 Calculated correctly with whole numbers and routine or familiar fractions, decimals and percentages 1.2 Estimated, measured and calculated with routine metric measurements 1.3 Applied simple scale to estimate length of objects or distance to location or object 1.4 Used formal and informal mathematical language to describe and compare common angles 1.5 Used common geometric instruments to draw two dimensional shapes 1.6 Collected data and constructed routine tables and graphs 1.7 Used basic functions of calculator correctly
2. Resource Implications	2.1 Calculator 2.2 Basic measuring instruments

3. Methods of Assessment	Competency may be assessed through: 3.1 Written Test 3.2 Interview/Oral Questioning 3.3 Demonstration
4. Context of Assessment	Competency may be assessed in an off the job setting
5. Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

DEMONSTRATE DIGITAL LITERACY

UNIT CODE: TO/OS/TM/BC/03/5

UNIT DESCRIPTION

This unit covers the competencies required to effectively use digital devices such as smartphones, tablets, laptops and desktop PCs. It entails identifying and using digital devices such as smartphones, tablets, laptops and desktop computers for purposes of communication, work performance and management at the work place.

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT	PERFORMANCE CRITERIA
These describe the key outcomes which make up workplace function	These are assessable statements which specify the required level of performance for each of the elements. <i>Bold and italicized terms are elaborated in the Range</i>
1. Identify appropriate computer software and hardware	1.1 Concepts of ICT are determined in accordance with computer equipment 1.2 Classifications of computers are determined in accordance with manufacturers specification 1.3 <i>Appropriate computer software</i> is identified according to manufacturer's specification 1.4 <i>Appropriate computer hardware</i> is identified according to manufacturer's specification 1.5 Functions and commands of operating system are determined in accordance with manufacturer's specification
2. Apply security measures to data, hardware, software in automated environment	2.1 <i>Data security and privacy are classified</i> in accordance with the prevailing technology 2.2 <i>Security threats</i> are identified, <i>and control measures</i> are applied in accordance with laws governing protection of ICT 2.3 Computer threats and crimes are detected. 2.4 Protection against computer crimes is undertaken in accordance with laws governing protection of ICT
3. Apply computer software in solving tasks	3.1 <i>Word processing concepts</i> are applied in resolving workplace tasks, report writing and documentation 3.2 <i>Word processing utilities</i> are applied in accordance with workplace procedures 3.3 Worksheet layout is prepared in accordance with work procedures

	3.4 Worksheet is build and data manipulated in the worksheet in accordance with workplace procedures 3.5 Continuous data manipulated on worksheet is undertaken in accordance with work requirements 3.6 Database design and manipulation is undertaken in accordance with office procedures 3.7 Data sorting, indexing, storage, retrieval and security is provided in accordance with workplace procedures
4. Apply internet and email in communication at workplace	4.1 Electronic mail addresses are opened and applied in workplace communication in accordance with office policy 4.2 Office internet functions are defined and executed in accordance with office procedures 4.3 Network configuration is determined in accordance with office operations procedures 4.4 Official World Wide Web is installed and managed according to workplace procedures
5. Apply desktop publishing in official assignments	5.1 Desktop publishing functions and tools are identified in accordance with manufactures specifications 5.2 Desktop publishing tools are developed in accordance with work requirements 5.3 Desktop publishing tools are applied in accordance with workplace requirements 5.4 Typeset work is enhanced in accordance with workplace standards
6. Prepare presentation packages	6.1 Types of presentation packages are identified in accordance with office requirements 6.2 Slides are created and formulated in accordance with workplace procedures 6.3 Slides are edited and run in accordance with work procedures 6.4 Slides and handouts are printed according to work requirements

RANGE

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

Variable	Range
Appropriate computer software may include but not limited to:	A collection of instructions or computer tools that enable the user to interact with a <i>computer</i> , its hardware, or perform tasks.

<i>Appropriate computer hardware</i> may include but not limited to:	Collection of physical parts of a computer system such as; • Computer case, monitor, keyboard, and mouse • All the parts inside the computer case, such as the hard disk drive, motherboard and video card
<i>Data security and privacy</i> may include but not limited to:	• Confidentiality of data • Cloud computing • Integrity -but-curious data surfing
<i>Security and control measures</i> may include but not limited to:	• Counter measures against cyber terrorism • Risk reduction • Cyber threat issues • Risk management • Pass wording
<i>Security threats</i> may include but not limited to:	• Cyber terrorism • Hacking
<i>Word processing concepts</i> may include but not limited to:	Using a special program to create, edit and print documents
<i>Network configuration</i> may include but not limited to:	Organizing and maintaining information on the components of a computer network

REQUIRED SKILLS AND KNOWLEDGE

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

Required Skills

The individual needs to demonstrate the following skills:

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

Required Knowledge

The individual needs to demonstrate knowledge of:

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

EVIDENCE GUIDE

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

1. Critical Aspects of Competency	Assessment requires evidence that the candidate: 1.1 Identified and controlled security threats 1.2 Detected and protected computer crimes 1.3 Applied word processing in office tasks 1.4 Designed, prepared work sheet and applied data to the cells in accordance to workplace procedures 1.5 Opened electronic mail for office communication as per workplace procedure 1.6 Installed internet and World Wide Web for office tasks in accordance with office procedures 1.7 Integrated emerging issues in computer ICT applications 1.8 Applied laws governing protection of ICT
2. Resource Implications	2.1 Tablets 2.2 Laptops 2.3 Desktop computers 2.4 Calculators 2.5 Internet 2.6 Smart phones 2.7 Operation Manuals
3. Methods of Assessment	Competency may be assessed through: 3.1 Written Test 3.2 Demonstration 3.3 Practical assignment 3.4 Interview/Oral Questioning 3.5 Demonstration
4. Context of Assessment	Competency may be assessed in an off and on the job setting
5. Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

DEMONSTRATE ENTREPRENEURIAL SKILLS

UNIT CODE : TO/OS/TM/BC/04/5

UNIT DESCRIPTION

This unit covers the outcomes required to build and develop the enterprise to be more competitive within a changing business environment, specifically responding to consumer demands while maintaining product quality and accessibility, building a customer base and employee motivation.

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT	PERFORMANCE CRITERIA
1. Develop business Innovative strategies	1.1 Business innovation strategies are determined in accordance with the organization strategies 1.2 Business innovative strategies are implemented for the purpose of business growth 1.3 Track record and normative capability profile of enterprise and similar businesses are reviewed and considered in setting strategic directions. 1.4 Strengths, weaknesses, opportunities and threats are considered when developing new ideas, approaches, goals and directions 1.5 Decisions about enterprise strategies/directions are made after careful consideration of all relevant information 1.6 Business/corporate plan is developed that sets out tactics, resource implications, timeframes, production and sales target
2. Develop new products/markets	2.1 Alternative product/service offerings are canvassed and studied for feasibility 2.2 Potential and new sources/sellers of supplies and raw materials are identified and canvassed. 2.3 Target markets and buyers are identified and surveyed as to their preferences and brand loyalties.
3. Expand customers and	3.1 Enterprise is built up and sustained through

product lines	responsiveness to market demands and the regulatory environment. 3.2 Competitive advantage of existing products and services is maintained/enhanced through responsive advocacies and strategies. 3.3 Constant listening to stakeholder/client feedback is ensured to maintain loyal client base.
4. Motivate staff/workers	4.1 Regular dialogue is established and maintained in all levels and relevant sections of the enterprise 4.2 Flow of communications in both directions is encouraged 4.3 Helpful mechanisms and benefits are implemented 4.4 Issues/problems are proactively resolved through win-win solutions wherever practicable
5. Expand employed capital base	5.1 Capital employed in business is continuously reviewed as per the strategic plan 5.2 Business share holdings are reviewed in accordance with the type of business 5.3 Capital employed is expanded according to organization procedures 5.3 Types of shares are determined according to strategic plan 5.4 Shares diversification process is undertaken as per office procedures 5.5 Role of shareholders is determined and implemented in accordance organization procedures
6. Undertake county/regional business expansion	6.1 Regions for expansion are continuously reviewed in accordance with strategic plan and company's expansion plan 6.2 County business regulations are reviewed and adhered to in accordance with set procedures 6.3 Regional laws and regulations are adhered to in accordance with set procedures 6.4 County/regional business expansion is undertaken in accordance with organization's growth/ expansion plan

RANGE

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

Variable	Range
1. Strategic directions include but not limited to:	1.1 Business continuity and succession 1.2 Resource access security 1.3 Core competencies development 1.4 New developments e.g. technological change, new products
2. Business/Corporate plan include but not limited to:	2.1 Action steps and responsibilities of departments and individual workers 2.2 Resource requirements and budget 2.3 Tactics and strategies to achieve objectives
3. Helpful mechanisms include but not limited to:	3.1 Wage and non-wage benefits 3.2 Employee awards and recognition systems 3.3 Employee rights and welfare policies 3.4 Full-disclosure/transparency policies

REQUIRED SKILLS AND KNOWLEDGE

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

Required Skills

The individual needs to demonstrate the following skills:

- Assessing a range of alternative products and strategies
- Critically analyzing information, summarizing and making sense of previous and current market trends
- Identifying changing consumer preferences and demographics
- Thinking “outside the box”
- Ensuring quality consistency
- Reducing lead time to product/service delivery
- Managing operations/ production
- Using formal problem-solving procedures, e. g., root-cause analysis, six sigmas
- Communication skills
- Applying motivational principles, e. g., positive stroking, behavior modification
- Assessing range of alternatives rather than choosing the easiest option
- Achieving ownership and credibility for the enterprise vision

- Critically analyzing information, summarizing and making sense of previous and current market trends
- Developing solutions and practical strategies which are “outside the box”

Required Knowledge

The individual needs to demonstrate knowledge of:

- Features and benefits of common operational practices, e. g., continuous improvement (kaizen), waste elimination,
- Conflict resolution
- Health, safety and environment (HSE) principles and requirements
- Public-relations strategies
- Basic cost-benefit analysis
- Basic financial management
- Business strategic planning
- Impact of change on individuals, groups and industries
- Employee assistance
- Government and regulatory processes
- Local and international market trends
- Product promotion strategies
- Mechanisms in the enterprise
- Market and feasibility studies
- Local and global supply chains Business models and strategies
- Government and regulatory processes
- Local and international business environment
- Concepts of change management
- Relevant developments in other industries
- Capital employed
- Regional/ County business expansion
- Innovation in business

EVIDENCE GUIDE

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

1. Critical Aspects of Competency	Assessment requires evidence that the candidate: 1.1 Demonstrated ability to maintain a profitable and stable enterprise as shown by stakeholder feedback, employee testimonies and company financial statements 1.2 Demonstrated ability to conceptualize and plan a
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	micro/small enterprise 1.3 Demonstrated ability to manage/operate a micro/small-scale business 1.4 Demonstrated basic marketing skills
2. Resource Implications	The following resources should be provided: 2.1 Interview guide for entrepreneurs 2.2 Enterprise workers and third parties 2.3 Materials and location relevant to the proposed activity and tasks
3. Methods of Assessment	3.1 Case problems 3.2 Interview 3.3 Portfolio 3.4 Third part reports
4. Context of Assessment	4.1 Competency may be assessed in workplace or in a simulated workplace setting 4.2 Assessment shall be observed while tasks are being undertaken whether individually or in-group
5. Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

DEMONSTRATE EMPLOYABILITY SKILLS

UNIT CODE: TO/OS/TM/BC/05/5

UNIT DESCRIPTION

This unit covers competencies required to demonstrate employability skills. It involves competencies for exuding self-awareness and dealing with everyday life challenges; demonstrating critical safe work habits and leading a workplace team; planning and organizing work activities; applying learning, creativity and innovativeness in workplace functions; pursuing professional growth and managing time effectively in the workplace.

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT	PERFORMANCE CRITERIA
These describe the key outcomes which make up workplace function.	These are assessable statements which specify the required level of performance for each of the elements. <i>Bold and italicized terms are elaborated in the Range</i>
1. Develop self-awareness and understanding of every day demands and challenges in the workplace	1.1 Personal vision, mission and goals are formulated based on potential and in relation to organization objectives 1.2 Emotions are managed as per workplace requirement 1.3 Thoughts, feelings and beliefs are expressed in direct, honest and appropriate ways. 1.4 Feelings are shared with others according to personal issues for healthy relations. 1.5 Individual performance is evaluated and monitored according to the agreed targets. 1.6 Assertiveness is developed and maintained based on the requirements of the job. 1.7 Own ideas and visions that generates excitement, enthusiasm and commitment are articulated. 1.8 Accountability and responsibility for own actions are demonstrated. 1.9 Self-esteem and a positive self-image are developed and maintained.

2. Demonstrate critical safe work habits for employees in the workplace	2.1 Stress is managed at the workplace in accordance with workplace procedures. 2.2 Punctuality and time consciousness is demonstrated in line workplace policy. 2.3 Personal objectives are integrated with organization goals in accordance with organization's strategic Plan. 2.4 Resources are effectively utilized in accordance with workplace policy. 2.5 Work priorities are set and met in according to workplace procedures. 2.6 Leisure time is recognized and used productively in line with organization policy. 2.7 Abstinence from drug and substance abuse is demonstrated as per workplace policy. 2.8 Awareness of HIV and AIDS is demonstrated in line with workplace requirements. 2.9 Safety consciousness is demonstrated in the workplace based on organization safety policy. 2.10 Emerging issues are dealt with in accordance with organization policy.
3. Lead a workplace team	3.1 Role and objectives of the team are determined in accordance workplace policy. 3.2 Team parameters and relationships are identified according to set rules and regulations. 3.3 Individual responsibilities are identified in accordance with work procedures. 3.4 Effective and appropriate forms of communication in a team are established according to office policy. 3.5 Business communication is carried out as per workplace place policy and requirements of the job. 3.6 Team activities are complemented in accordance with office procedures. 3.7 Team building activities are planned for in line with organization policy. 3.8 Conflicts are resolved between team members in line with organization rules and regulations. 3.9 Gender mainstreaming is undertaken in accordance with set regulations. 3.10 Human rights are adhered to in accordance with existing protocol.

	3.11 Healthy relationships are developed and maintained for harmonious co-existence in line with workplace
4 Plan and organize work	4.1 Work schedules are developed for accomplishing given tasks within the set time lines and based on workplace policy. 4.2 Time is managed achieve workplace set goals and objectives. 4.3 Clear project goals and deliverables are established according to company set policies and regulations. 4.4 Resources are mobilized, allocated and utilized to meet project goals and deliverables. 4.5 Work activities are monitored and evaluated in line with organization procedures. 4.6 Situations that require decision making are identified within the work place and decision made in accordance with workplace policy. 4.7 Steps required in making effective decisions are applied within the workplace. 4.8 Problems arising in the course of working are identified and solved or reported according the workplace policies and procedures. 4.9 Values required in problem solving process are demonstrated at the work place. 4.10 Situations within the workplace that require negotiation identified and negotiations done to create win-win situations. 4.11 Negotiation techniques are developed and applied at workplace to meet clientele's satisfaction and organizations' objectives.
5. Maintain professional growth and development in the workplace	5.1 Personal training needs are assessed and identified in line with the requirements of the job. 5.2 Training and career opportunities are identified and availed based on job requirements. 5.3 Resources for training are mobilized and allocated based organizations skills needs. 5.4 Licensees and certifications relevant to job and career are obtained and renewed. 5.5 Personal growth is pursued towards improving the qualifications set for the profession. 5.6 Work priorities and commitments are managed based on

	requirement of the job and workplace policy. 5.7 Recognitions are sought as proof of career advancement in line with professional requirements.
6. Demonstrate learning, creativity and innovativeness in the workplace	6.1 Time and effort is invested in learning new skills-based job requirements. 6.2 Willingness to learn in different context is demonstrated based on available learning opportunities arising in the workplace. 6.3 Learning opportunities are sought and allocated based on job requirement and in line with organization policy. 6.4 Application of learning is demonstrated in both technical and non-technical aspects based on requirements of the job. 6.5 Application of a range of basic IT skills is demonstrated based on requirements of the job. 6.6 Awareness of Occupational Health and Safety procedures are demonstrated in use of technology in the workplace. 6.7 Initiative is taken to create more effective and efficient processes and procedures in line with workplace policy. 6.7 New systems are developed and maintained in accordance with the requirements of the job. 6.8 Opportunities that are not obvious are identified and exploited in line with organization objectives. 6.9 Opportunities for performance improvement are identified proactively in area of work. 6.10 Awareness of personal role in workplace innovation is demonstrated.

RANGE

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

Variable	Range
Drug and substance abuse includes but not limited to:	Commonly abused • Alcohol • Tobacco

	• Miraa • Over-the-counter drugs • Cocaine • Bhang • Glue
Feedback includes but not limited to:	• Verbal • Written • Informal • Formal
Clients includes but not limited to:	• New clients • Existing clients • Internal clients • External clients
Relationships includes but not limited to:	• Man/Woman • Trainer/trainee • Employee/employer • Client/service provider • Husband/wife • Boy/girl • Parent/child • Sibling relationships
Communication methods include but not limited to:	• Written • Talk/presentation • Video • Audio • Graphical • Modeling
Team includes but not limited to:	• Small work group • Staff in a section/department • Inter-agency group
Personal growth includes but not limited to:	• Growth in the job • Career mobility • Gains and exposure the job gives • Net workings • Benefits that accrue to the individual as a result of noteworthy performance
Personal objectives includes but not limited	• Long term • Short term

to:	• Broad • Specific
<i>Trainings and career opportunities</i> includes but not limited to	• Participation in training programs ✓ Technical ✓ Supervisory ✓ Managerial ✓ Continuing Education • Serving as Resource Persons in conferences and workshops
<i>Resource</i> include but not limited to:	• Human • Financial • Technology ✓ Hardware ✓ Software
<i>Innovation</i> include but not limited to:	• New ideas • Original ideas • Different ideas • Methods/procedures • Processes • New tools
<i>Emerging issues</i> include but not limited to:	• Terrorism • Social media • National cohesion • Open offices

REQUIRED SKILLS AND KNOWLEDGE

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

Required Skills

The individual needs to demonstrate the following skills:

- Personal hygiene practices
- Intra and Interpersonal skills
- Communication skills
- Knowledge management
- Interpersonal skills
- Critical thinking skills
- Observation skills

- Organizing skills
- Negotiation skills
- Monitoring skills
- Evaluation skills
- Record keeping skills
- Problem solving skills
- Decision Making skills
- Resource utilization skills
- Resource mobilization skills

Required Knowledge

The individual needs to demonstrate knowledge of:

- Work values and ethics
- Company policies
- Company operations, procedures and standards
- Occupational Health and safety procedures
- Fundamental rights at work
- Personal hygiene practices
- Workplace communication
- Concept of time
- Time management
- Decision making
- Types of resources
- Work planning
- Resources and allocating resources
- Organizing work
- Monitoring and evaluation
- Record keeping
- Workplace problems and how to deal with them
- Negotiation
- Assertiveness
- Team work
- Gender mainstreaming
- HIV and AIDS
- Drug and substance abuse
- Leadership
- Safe work habits
- Professional growth and development
- Technology in the workplace

- Learning
- Creativity
- Innovation
- Emerging issues
 - Social media
 - Terrorism
 - National cohesion

EVIDENCE GUIDE

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

1. Critical aspects of Competency	Assessment requires evidence that the candidate: 1.1 Attained job targets within key result areas. 1.2 Maintained intra- and inter-personal relationship in the course of managing oneself. 1.3 Completed trainings and career progression opportunities in time. 1.4 Was punctual and time conscious. 1.5 Acquired and maintained licenses and/or certifications required for the job. 1.6 Planned and organized resources to achieve organization goals and objectives. 1.7 Monitored and evaluated work activities. 1.8 Identified, analyzed and solved problem arising in the course of working. 1.9 Was conscious of health and safety while carrying out work functions. 1.10 Maintained a mentorship and coaching program for employees. 1.11 Innovatively made work processes and procedures more efficient. 1.12 Mainstreamed gender issues in the workplace. 1.13 Build a strong team of workers in the workplace. 1.14 Sought and allocated learning opportunities and resources in the workplace. 1.15 Demonstrated awareness of HIV and AIDS. 1.16 Abstained from drug and substance abuse. 1.17 Demonstrated ability to cope with emerging issues.
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2. Resource Implications	The following resources should be provided: 2.1 Workplace or assessment location 2.2 Case studies/scenarios
3. Methods of Assessment	Competency in this unit may be assessed through: 3.1 Oral Interview 3.2 Observation 3.3 Third Party Reports 3.4 Written tests
4. Context of Assessment	4.1 Competency may be assessed in workplace or in a simulated workplace setting 4.2 Assessment shall be observed while tasks are being undertaken whether individually or in-group
5. Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

DEMONSTRATE ENVIRONMENTAL LITERACY

UNIT CODE: TO/OS/TM/BC/06/5

UNIT DESCRIPTION

This unit specifies the competencies required to follow procedures for environmental hazard control, follow procedures for environmental pollution control, comply with workplace sustainable resource use, evaluate current practices in relation to resource usage, develop and adhere to environmental protection principles/strategies/guidelines.

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT These describe the key outcomes which make up workplace function.	PERFORMANCE CRITERIA These are assessable statements which specify the required level of performance for each of the elements. <i>Bold and italicized terms are elaborated in the Range</i>
1. Control environmental hazard	1.1 <i>Storage methods</i> for environmentally <i>hazardous</i> materials are strictly followed according to environmental regulations and OSHS. 1.2 <i>Disposal methods</i> of hazardous wastes are followed always according to environmental regulations and OSHS. 1.3 <i>PPE</i> is used according to OSHS.
2. Control environmental Pollution control	2.1 Environmental pollution <i>control measures</i> are compiled following standard protocol. 2.2 Procedures for solid waste management are observed according to Environmental Management and Coordination Act 1999 2.3 Methods for minimizing <i>noise pollution</i> complied following environmental regulations.
3. Demonstrate sustainable resource use	3.1 Methods for minimizing wastage are complied with. 3.2 Waste management procedures are employed following principles of 3Rs (Reduce, Reuse, Recycle) 3.3 Methods for economizing or reducing resource consumption are practiced.
4. Evaluate current practices in relation to resource usage	4.1 Information on resource efficiency <i>systems and procedures</i> are collected and provided to the work group where appropriate. 4.2 Current resource usage is measured and recorded by members of the work group. 4.3 Current purchasing strategies are analyzed and recorded

	according to industry procedures. 4.4 Current work processes to access information and data is analyzed following enterprise protocol.
5. Identify Environmental legislations/conventions for environmental concerns	5.1 Environmental legislations/conventions and local ordinances are identified according to the different environmental aspects/impact 5.2 Industrial standard/environmental practices are described according to the different environmental concerns
6. Implement specific environmental programs	6.1 Programs/Activities are identified according to organizations policies and guidelines. 6.2 Individual roles/responsibilities are determined and performed based on the activities identified. 6.3 Problems/constraints encountered are resolved in accordance with organizations' policies and guidelines 6.4 Stakeholders are consulted based on company guidelines
7. Monitor activities on Environmental protection/Programs	7.1 Activities are periodically monitored and evaluated according to the objectives of the environmental Program 7.2 Feedback from stakeholders are gathered and considered in proposing enhancements to the program based on consultations 7.3 Data gathered are analyzed based on evaluation requirements 7.4 Recommendations are submitted based on the findings 7.5 Management support systems are set/established to sustain and enhance the program 7.6 Environmental incidents are monitored and reported to concerned/proper authorities

RANGE

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

Variable	Range
1. PPE may include but are not limited to:	1.1 Mask 1.2 Gloves 1.3 Goggles 1.4 Safety hat 1.5 Overall 1.6 Hearing protector 1.7 Safety boots
2. Environmental pollution control measures may include but are not limited to:	2.1 Methods for minimizing or stopping spread and ingestion of airborne particles 2.2 Methods for minimizing or stopping spread and ingestion of gases and fumes 2.3 Methods for minimizing or stopping spread and ingestion of liquid wastes
3. Waste management procedures may include but are not limited to:	3.1 Sorting 3.2 Storing of items 3.2 Recycling of items 3.3 Disposal of items
4. Resources may include but are not limited to:	4.1 Electric 4.2 Water 4.3 Fuel 4.3 Telecommunications 4.4 Supplies 4.5 Materials
5. Workplace environmental hazards may include but are not limited to:	5.1 Biological hazards 5.2 Chemical and dust hazards 5.3 Physical hazards
6. Organizational systems and procedures may include but are not limited to:	6.1 Supply chain, procurement and purchasing 6.2 Quality assurance 6.3 Making recommendations and seeking approvals

EVIDENCE GUIDE

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

1. Critical Aspects of Competency	Assessment requires evidence that the candidate: 1.1 Controlled environmental hazard 1.2 Controlled environmental pollution 1.3 Demonstrated sustainable resource use 1.4 Evaluated current practices in relation to resource usage 1.5 Demonstrated knowledge of environmental legislations and local ordinances according to the different environmental issues /concerns. 1.6 Described industrial standard environmental practices according to the different environmental issues/concerns. 2.4 Resolved problems/ constraints encountered based on management standard procedures 2.5 Implemented and monitored environmental practices on a periodic basis as per company guidelines 2.6 Recommended solutions for the improvement of the Program 2.7 Monitored and reported to proper authorities any environmental incidents
2. Resource Implications	The following resources should be provided: 2.1 Workplace with storage facilities 2.2 Tools, materials and equipment relevant to the tasks (ex. Cleaning tools, cleaning materials, trash bags, etc.) 2.3 PPE 2.4 Manuals and references 2.5 Legislation, policies, procedures, protocols and local ordinances relating to environmental protection 2.6 Case studies/scenarios relating to environmental Protection
3 Methods of Assessment	Competency in this unit may be assessed through: 3.1 Demonstration 3.2 Oral questioning 3.3 Written examination 3.4 Interview/Third Party Reports 3.5 Portfolio (citations/awards from GOs and NGOs, certificate of training – local and abroad) 3.6 Simulations and role-plays
4 Context of Assessment	Competency may be assessed on the job, off the job or a combination of these. Off the job assessment must be undertaken in a closely simulated workplace environment.

5 Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.
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REQUIRED SKILLS AND KNOWLEDGE

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

Required Skills

The individual needs to demonstrate the following skills:

- Following storage methods of environmentally hazardous materials
- Following disposal methods of hazardous wastes
- Using PPE
- Practicing OSHS
- Complying environmental pollution control
- Observing solid waste management
- Complying methods of minimizing noise Pollution
- Complying methods of minimizing wastage
- Employing waste management procedures
- Economizing resource consumption
- Listing of resources used
- Measuring current usage of resources
- Identifying and reporting workplace environmental hazards
- Conveying all environmental issues
- Following environmental regulations
- Identifying environmental regulations
- Assessing procedures for assessing compliance
- Collecting information on environmental and resource efficiency systems and procedures, and Providing information to the work group
- Measuring and recording current resource usage
- Analysing and recording current purchasing strategies.
- Analysing current work processes to access information and data and Assisting identifying areas for improvement
- Analysing resource flow
- Determining efficiency of use/conversion of resources
- Determining causes of low efficiency of use
- Developing plans for increasing the efficiency of resource use
- Checking resource use plans
- Complying to regulations/licensing requirements
- Determining benefit/cost of plans

- Ranking proposals based on benefit/cost compared to limited resources
- Checking proposals meet regulatory requirements
- Monitoring implementation
- Adjusting plan and implementation
- checking new resource usage

Required Knowledge

The individual needs to demonstrate knowledge of:

- Storage methods of environmentally hazardous materials
- Disposal methods of hazardous wastes
- Usage of PPE Environmental regulations
- OSHS
- Types of pollution
- Environmental pollution control measures
- Different solid wastes
- Solid waste management
- Different noise pollution
- Methods of minimizing noise pollution
- Solid Waste Act
- Methods of minimizing wastage
- Waste management procedures
- Economizing of resource consumption
- 3Rs principle
- Types of resources
- Techniques in measuring current usage of resources
- Calculating current usage of resources
- Types of workplace environmental hazards
- Environmental regulations
- Environmental regulations applying to the enterprise.
- Procedures for assessing compliance with environmental regulations.
- Collection of information on environmental and resource efficiency systems and procedures,
- Measurement and recording of current resource usage
- Analysis and recording of current purchasing strategies.
- Analysis current work processes to access information and data Analysis of data and information
- Identification of areas for improvement
- Resource consuming processes
- Determination of quantity and nature of resource consumed

- Analysis of resource flow of different parts of the resource flow process
- Use/conversion of resources
- Causes of low efficiency of use
- Increasing the efficiency of resource use
- Inspection of resource use plans
- Regulations/licensing requirements
- Determine benefit/cost for alternative resource sources
- Benefit/costs for different alternatives
- Components of proposals
- Criteria on ranking proposals
- Regulatory requirements
- Proposals for improving resource efficiency
- Implementation of resource efficiency plans
- Procedures in monitor implementation
- Adjustments of implementation plan
- Inspection of new resource usage

DEMONSTRATE OCCUPATIONAL SAFETY AND HEALTH PRACTICES

UNIT CODE: TO/OS/TM/BC/07/5

UNIT DESCRIPTION

This unit specifies the competencies required to lead the implementation of workplace's safety and health program, procedures and policies/guidelines.

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT	PERFORMANCE CRITERIA
These describe the key outcomes which make up workplace function.	These are assessable statements which specify the required level of performance for each of the elements. <i>Bold and italicized terms are elaborated in the Range</i>
1. Identify workplace hazards and risk	1.1 <i>Hazards</i> in the workplace and/or its <i>indicators</i> of its presence, are identified 1.2 <i>Evaluation and/or work environment</i> measurements of OSH hazards/risk existing in the workplace is conducted by Authorized personnel or agency 1.3 <i>OSH issues and/or concerns</i> raised by workers are Gathered
2. Identify and implement appropriate control measures	2.1 Prevention <i>and control measures</i> , including use of <i>safety gears / PPE (personal protective equipment)</i> for specific hazards identified and implemented 2.2 Appropriate <i>risk controls</i> based on result of OSH hazard evaluation is recommended. 2.3 <i>Contingency measures</i> , including <i>emergency procedures</i> during workplace <i>incidents and emergencies</i> are recognized and established in accordance with organization procedures.
3. Implement OSH programs, procedures and policies/ guidelines	3.1 Information to work team about company OSH program, procedures and policies/guidelines are provided 3.2 Implementation of OSH procedures and policies/ guidelines are participated 3.3 Team members are trained and advised on OSH standards and procedures

	3.4 Procedures for maintaining <i>OSH-related records</i> are implemented
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RANGE

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

Variable	Range
1. <i>Hazards may include</i> but are not limited to:	1.1. Physical hazards – impact, illumination, pressure, noise, vibration, extreme temperature, radiation 1.2 Biological hazards- bacteria, viruses, plants, parasites, mites, molds, fungi, insects 1.3 Chemical hazards – dusts, fibers, mists, fumes, smoke, gasses, vapors 1.4 Ergonomics Psychological factors – over exertion/ excessive force, awkward/static positions, fatigue, direct pressure, varying metabolic cycles Physiological factors – monotony, personal relationship, work out cycle 1.6 Safety hazards (unsafe workplace condition) – confined space, excavations, falling objects, gas leaks, electrical, poor storage of materials and waste, spillage, waste and debris 1.7 Unsafe workers’ act (Smoking in off-limited areas, Substance and alcohol abuse at work)
2. <i>Indicators may include</i> but are not limited to:	2.1 Increased of incidents of accidents, injuries 2.2 Increased occurrence of sickness or health complaints/ symptoms 2.3 Common complaints of workers related to OSH 2.4 High absenteeism for work-related reasons
3. <i>Evaluation and/or work environment measurements</i> may include but are not limited to:	3.1 Health Audit 3.2 Safety Audit 3.3 Work Safety and Health Evaluation 3.4 Work Environment Measurements of Physical and Chemical Hazards

4. OSH issues and/or concerns may include but are not limited to:	4.1 Workers' experience/observance on presence of work hazards 4.2 Unsafe/unhealthy administrative arrangements (prolonged work hours, no break time, constant overtime, scheduling of tasks) 4.3 Reasons for compliance/non-compliance to use of PPEs or other OSH procedures/policies/guidelines
5. Prevention and control measures may include but are not limited to:	5.1 Eliminate the hazard (i.e., get rid of the dangerous machine) 5.2 Isolate the hazard (i.e. keep the machine in a closed room and operate it remotely; barricade an unsafe area off) 5.3 Substitute the hazard with a safer alternative (i.e., replace the machine with a safer one) 5.4 Use administrative controls to reduce the risk (i.e. give trainings on how to use equipment safely; OSH-related topics, issue warning signages, rotation/shifting work schedule) 5.5 Use engineering controls to reduce the risk (i.e. use safety guards to machine) 5.6 Use personal protective equipment 5.7 Safety, Health and Work Environment Evaluation 5.8 Periodic and/or special medical examinations of workers
6. Safety gears /PPE (Personal Protective Equipment's) may include but are not limited to:	6.1 Arm/Hand guard, gloves 6.2 Eye protection (goggles, shield) 6.3 Hearing protection (ear muffs, ear plugs) 6.4 Hair Net/cap/bonnet 6.5 Hard hat 6.6 Face protection (mask, shield) 6.7 Apron/Gown/coverall/jump suit 6.8 Anti-static suits 6.9 High-visibility reflective vest

7. <i>Appropriate risk controls</i>	Appropriate risk controls in order of impact are as follows: 7.1 Eliminate the hazard altogether (i.e., get rid of the dangerous machine) 7.2 Isolate the hazard from anyone who could be harmed (i.e., keep the machine in a closed room and operate it remotely; barricade an unsafe area off) 7.3 Substitute the hazard with a safer alternative (i.e., replace the machine with a safer one) 7.4 Use administrative controls to reduce the risk (i.e., train workers how to use equipment safely; train workers about the risks of harassment; issue signage) 7.5 Use engineering controls to reduce the risk (i.e., attach guards to the machine to protect users) 7.6 Use personal protective equipment (i.e., wear gloves and goggles when using the machine)
8. <i>Contingency measures</i> may include but are not limited to:	8.1 Evacuation 8.2 Isolation 8.3 Decontamination 8.4 (Calling designed) emergency personnel
9. <i>Emergency procedures</i> may include but are not limited to:	9.1 Fire drill 9.2 Earthquake drill 9.3 Basic life support/CPR 9.4 First aid 9.5 Spillage control 9.6 Decontamination of chemical and toxic 9.7 Disaster preparedness/management 9.8 Use of fire-extinguisher
10. <i>Incidents and emergencies</i> may include but are not limited to:	10.1 Chemical spills 10.2 Equipment/vehicle accidents 10.3 Explosion 10.4 Fire 10.5 Gas leak 10.6 Injury to personnel 10.7 Structural collapse 10.8 Toxic and/or flammable vapors emission.
11. <i>OSH-related Records</i> may include but are not limited to:	11.1 Medical/Health records 11.2 Incident/accident reports 11.3 Sickness notifications/sick leave application 11.4 OSH-related trainings obtained

REQUIRED SKILLS AND KNOWLEDGE

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

Required Skills

The individual needs to demonstrate the following skills:

- Skills on preliminary identification of workplace hazards/risks
- Knowledge management
- Critical thinking skills
- Observation skills
- Coordinating skills
- Communication skills
- Interpersonal skills
- Troubleshooting skills
- Presentation skills
- Training skills

Required Knowledge

The individual needs to demonstrate knowledge of:

- General OSH Principles
- Occupational hazards/risks recognition
- OSH organizations providing services on OSH evaluation and/or work environment measurements (WEM)
- National OSH regulations; company OSH policies and protocols
- Systematic gathering of OSH issues and concerns
- General OSH principles
- National OSH regulations
- Company OSH and recording protocols, procedures and policies/guidelines
- Training and/or counseling methodologies and strategies

EVIDENCE GUIDE

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

1. Critical Aspects of Competency	Assessment requires evidence that the candidate: 1.1 Identifies hazards/risks in the workplace and/or its indicators 1.2 Requests for evaluation and/or work environment measurements of OSH hazards/risk in the workplace 1.3 Gathers OSH issues and/or concerns raised by workers 1.4 Identifies and implements prevention and control measures, including use of PPE (personal protective equipment) for
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	specific hazards 1.5 Recommends appropriate risk controls based on result of OSH hazard evaluation and OSH issues gathered 1.6 Establish contingency measures, including emergency procedures in accordance with organization procedures 1.7 Provides information to work team about company OSH program, procedures and policies/guidelines 1.8 Participates in the implementation of OSH procedures and policies/guidelines 1.9 Trains and advises team members on OSH standards and procedures 1.10 Implements procedures for maintaining OSH-related records
2. Resource Implications	The following resources should be provided: 2.1 Workplace or assessment location 2.2 OSH personal records 2.3 PPE 2.4 Health records
3. Methods of Assessment	Competency may be assessed through: 3.1 Portfolio Assessment 3.2 Interview 3.3 Case Study/Situation 3.4 Observation/Demonstration and oral questioning
4. Context of Assessment	Competency may be assessed on the job, off the job or a combination of these. Off the job assessment must be undertaken in a closely simulated workplace environment.
5. Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

CORE UNITS OF COMPETENCY

DEVELOP TOUR PACKAGES

UNIT CODE: TO/OS/TM/CR/01/5

Unit description: This unit describes the competencies required to develop tour packages. It involves identifying customer tour requirements and matching them with established suppliers' contracts, developing tour itineraries, documenting tour packages and itineraries and supervising tour package Feedback.

It applies in the Tourism Industry.

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT These describe the key outcomes which make the workplace function	PERFORMANCE CRITERIA These are assessable statements which specify the required level of performance for each of the elements. <i>(Bold and italicised terms are elaborated in the Range)</i>
1. Identify customers' tour requirements	1.1 Customer contact is established in accordance with SOPs. 1.2 Customer tour requirements are acknowledged and confirmed as per SOPs. 1.3 Customer information identified and requirements are recorded as per SOPs.
2. Match customer tour requirements with established suppliers' contracts.	2.1 Appropriate tour components are identified based on customer's requirements and workplace products. 2.2 The supplier contracts are negotiated as per SOPs. 2.3 The customer tour requirements are harmonised with available supplier products and services as per SOPs.
3. Develop tour itinerary	3.1 Tour itineraries are developed based on customer preferences and SOPs. 3.2 Tour packages are priced based on itineraries developed. 3.3 Terms and conditions of the tour are analysed and communicated as per supplier and SOPs. 3.4 Tour requirements are communicated to customers as per SOPs. 3.5 Tour offer is offered to customer for consideration as per SOPs.
4. Document tour packages and itineraries	4.1 Tour package report is prepared as per SOPs. 4.2 Developed tour packages and itineraries are documented and disseminated to implementers as per SOPs. 4.3 Documented tour packages and itineraries are filed

ELEMENT These describe the key outcomes which make the workplace function	PERFORMANCE CRITERIA These are assessable statements which specify the required level of performance for each of the elements. <i>(Bold and italicised terms are elaborated in the Range)</i>
	as per the SOPs.
5. Supervise tour package Feedback	5.1 Internal <i>feedback mechanisms</i> are implemented as per the SOPs 5.2 <i>Performance indicators</i> are recognised as per the SOPs 5.3 Feedback is analysed as per the SOPs 5.4 Feedback is communicated to implementers as per the SOPs

RANGE

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

Variables	Range <i>May include but is not limited to:</i>
1. Contact methods	• face-to-face • telephone • electronic (WhatsApp business) • questionnaires • interviews
2. Customer tour requirements	• Preferences • Budget
3. Customer information	• Nationality • Demographics • Number • Type
4. Tour components	• Accommodation • Transport • Attractions • Entertainment
5. Supplier products	• Accommodation • Transport • Attractions • Entertainment

Variables	Range <i>May include but is not limited to:</i>
6. Tour itineraries	• Customized • Standardized • Individual • Group
7. Tour packages	• Exclusive tours • Special interest tours • Regular departure tours
8. Terms and conditions	• Payment • Reservations • Insurance • Suppliers
9. Feedback	• Tour Cost • Reservation Status • Itinerary
10. Tour proposal	• Itinerary • Cost • Terms and conditions
11. Feedback mechanisms	• Questionnaire • Website review area • Face to face • Review apps
12. Performance indicators	• Meet n greet • Airport transfer • Vehicle cleanliness • Front office reception • Room quality • Flight experience • Food quality • Housekeeping and laundry quality • Food and beverage service

REQUIRED SKILLS AND KNOWLEDGE

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

Required Skills

- Communication
- Numeracy
- Interpersonal
- Selling
- Marketing
- Research
- Problem solving
- Critical thinking
- Organizational
- Technological
- Negotiation

Knowledge

- Commentary techniques
- Tour emergencies
- Customer knowledge
- Customer care tools
- Tour and travel customer safety and security issues
- Basic tourism concepts
- Natural history of Flora and fauna
- Tourism and travel geography
- History of people of east Africa.
- Tourism product knowledge
- Reservations
- Tour Costing
- Market segmentation
- Customer analysis
- Law of contract
- Passenger Transport
- Local destinations
- Research methods
- Marketing
- Travel knowledge
- Proposal writing
- Principles of management
- Public relations
- Tour costing concept
- Reservations

- Tour Costing

EVIDENCE GUIDE

1. Critical Aspects of Competency	<i>Assessment requires evidence that the candidate:</i> 1.1 Established customer contacts correctly. 1.2 Identified and confirmed customer tour requirements suitably. 1.3 Recorded customer information and identified tour requirements properly. 1.4 Correctly identified tour components matching customer requirements 1.5 Matched customer tour requirements are with available supplier products and services correctly. 1.6 Designed tour itineraries suitably. 1.7 Priced the designed tour packages correctly. 1.8 Properly established terms and conditions of the tour 1.9 Timely provided feedback to customer for consideration 1.10 Reserved customer's tour correctly 1.11 Successfully communicated Tour requirements to customers 1.12 Prepared tour package development report appropriately. 1.13 Documented and disseminated developed tour packages and itineraries to implementers. 1.14 Designed internal feedback mechanisms as per the SOPs 1.15 Correctly identified performance indicators as per the SOPs 1.16 Analysed feedback 1.17 Communicated feedback to implementers
2. Resource Implications	The following resources should be provided for assessment: 2.1 Field tours and excursions 2.2 A functional tour office 2.3 Simulated tour office
3. Methods of Assessment	Competence in this unit MAY be assessed through: 3.1 Observation 3.2 Written tests 3.3 Projects 3.4 Oral tests

	3.5 Portfolio 3.6 Case study 3.7 Third party report /Witness testimony
4. Context of Assessment	Competence may be assessed: • On-the-job; • Off-the-job • During workplace attachment/experience
5. Guidance information for assessment	Holistic assessment with other units relevant to the industry, workplace and job role is recommended.

DEVELOP TRAVEL PACKAGES

UNIT CODE: TO/OS/TM/CR/02/5

Unit description: This unit describes the competencies required to develop travel packages. It involves, identifying customer travel requirements, matching customer requirements with established suppliers' contracts, developing travel itinerary, documenting travel packages and itineraries and supervise travel package feedback. It applies in the travel industry.

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT These describe the key outcomes which make the workplace function	PERFORMANCE CRITERIA These are assessable statements which specify the required level of performance for each of the elements. <i>(Bold and italicised terms are elaborated in the Range)</i>
1. Identify customer travel requirements	1.1 Customer contact is established in accordance with SOPs. 1.2 Customer travel requirements are acknowledged and confirmed as per SOPs. 1.3 Customer information and identified requirements are recorded as per SOPs.
2. Match customer travel requirements with established suppliers' contracts	2.1 Appropriate Travel components are identified based on customer's requirements and available travel products. 2.2 The supplier contracts are negotiated as SOPs. 2.3 The customer travel requirements are matched with available supplier products and services as per SOPs.
3. Develop travel itineraries	3.1 Travel itineraries are developed based on customer preferences and SOPs. 3.2 Travel packages are priced based on itinerary designed. 3.3 Terms and conditions of the travel are analysed and communicated as per supplier and SOPs. 3.4 Travel requirements are communicated to customers as per SOPs. 3.5 Travel offer is provided to customer for consideration as per SOPs. 3.6 Travel services are reserved as per SOPs.
4. Document travel packages and itineraries	4.1 Travel package report is prepared as per SOPs. 4.2 Developed travel packages and itineraries are

ELEMENT These describe the key outcomes which make the workplace function	PERFORMANCE CRITERIA These are assessable statements which specify the required level of performance for each of the elements. <i>(Bold and italicised terms are elaborated in the Range)</i>
	documented and disseminated to implementers as per SOPs. 4.3 Documented travel packages and itineraries are filed as per the SOPs.
5. Supervise travel package Feedback	5.1 Internal <i>feedback mechanisms</i> are implemented as per the SOPs 5.2 <i>Performance indicators</i> are recognised as per the SOPs 5.3 Feedback is analysed as per the SOPs 5.4 Feedback is communicated to implementers as per the SOPs

RANGE

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

Variables	Range <i>May include but is not limited to:</i>
1. Contact methods	• Face-to-face • Telephone • Electronic (WhatsApp business , mobile applications) • Questionnaires • Websites
2. Customer travel requirements	• Preferences • Budget • Type of travel package • Means of travel • Budget, preferences • Travel objectives
3. Customer information	• Nationality • Demographics • Number • Type

Variables	Range <i>May include but is not limited to:</i>
4. Supplier travel components	• Car hire, • Air travel class of service, • Tours, • Accommodation, • Cruise travel • Entertainment • Rail transport
5. Supplier products	• Accommodation • Transport • Attractions • Entertainment
5. Travel itineraries	• Customized • Standardized • Individual • Group • One way • Return • Round-the-world trip • Open jaw • Fly • Cruise
6. Travel packages	• Exclusive • Group, • Inclusive • Special interest • Incentive
7. Terms and conditions	• Payment • Reservations • Insurance • Suppliers • Change of reservation policy • Cancellation
8. Feedback	• Travel Cost • Reservation Status • Itinerary

Variables	Range <i>May include but is not limited to:</i>
9. Travel proposal	• Itinerary • Cost • Terms and conditions
10. Feedback mechanisms	• Questionnaire • Website review area • Face to face • Review apps
11. Performance indicators	• Meet n greet • Airport transfer • Vehicle cleanliness • Front office reception • Room quality • Flight experience • Food quality • Housekeeping and laundry quality • Food and beverage service

REQUIRED SKILLS AND KNOWLEDGE

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

Required Skills

- Communication
- Numeracy
- Interpersonal
- Selling
- Marketing
- Research
- Problem solving
- Critical thinking
- Organisation
- Technological
- Negotiation

Required knowledge:

- Travel agency operations
- Basic travel concepts

- Travel geography
- Customer knowledge
- Tourism and travel geography
- Travel product knowledge
- Reservations systems
- Air fare and ticketing
- Information Communication Technologies
- Travel marketing
- Legal issues in travel
- Research methods
- Principles of management
- Public relations

EVIDENCE GUIDE

1. Critical Aspects of Competency	<i>Assessment requires evidence that the candidate:</i> 1.1 Established customer contacts correctly. 1.2 Identified and confirmed customer travel requirements appropriately. 1.3 Recorded customer information and identified travel requirements suitably. 1.4 Appropriately identified travel components matching customer requirements 1.5 Matched customer travel requirements with available supplier products and services properly. 1.6 Designed travel itineraries appropriately. 1.7 Priced the designed travel packages correctly. 1.8 Appropriately established terms and conditions of the travel package. 1.9 Promptly provided feedback to customer for consideration 1.10 Reserved all requested services appropriately. 1.11 Effectively communicated Travel requirements to customers 1.12 Prepared travel package development report appropriately. 1.13 Documented and disseminated developed travel packages and itineraries to relevant intermediaries. 1.14 Identified performance indicators as per the SOPs 1.15 Analysed feedback correctly. 1.16 Disseminated feedback to intermediaries promptly.
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2. Resource Implications	The following resources should be provided for assessment: 2.1 Operational travel office 2.2 Learning resource centre 2.3 Computer laboratory 2.4 Field excursions and tours
1. Methods of Assessment	Competence in this unit MAY be assessed through: 3.1 Observation 3.2 Written tests 3.3 Projects 3.4 Oral tests 3.5 Portfolio 3.6 Case study 3.7 Third party report /Witness testimony
2. Context of Assessment	Competence may be assessed: • On the job • Off the job • During workplace attachment/experience
3. Guidance information for assessment	Holistic assessment with other units relevant to the industry, workplace and job role is recommended.

PARTICIPATE IN TOUR DELIVERY

UNIT CODE: TO/OS/TM/CR/03/5

Unit description: This unit describes the competencies required to supervise tour delivery. It involves selling tour packages, supervising customers' reservations, organize tour files, implementing tour itinerary and conducting post tour activities. It applies in the Tourism industry.

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT These describe the key outcomes which make the workplace function	PERFORMANCE CRITERIA These are assessable statements which specify the required level of performance for each of the elements. <i>(Bold and italicised terms are elaborated in the Range)</i>
1.Sell tour package	1.1 Clients' enquiries are responded to as per SOP 1.2 Contract is entered as per SOP 1.3 Tour file is opened as per SOP
1. Supervise customers' reservations	2.1 Suppliers are contacted for availability of services based on the contract as per SOPs. 2.2 Reservation documents are prepared and submitted to suppliers as per SOPs. 2.3 Confirmed bookings and reservations are received, recorded and communicated to customers as per SOPs.
3. Organize tour file	3.1 Customers' payments for services are received and processed in line with the organisation's policy. 3.2 Suppliers are paid as per SOPs. 3.3 Tour accounting documentation is maintained as per SOPs. 3.4 All requested services are reserved as per SOPs. 3.5 All reservations are confirmed with the suppliers and clients as per SOPs.
4. Implement tour itinerary	4.1 Tour itinerary information is assembled as per SOPs. 4.2 Tour operation staff are briefed as per SOP. 4.3 Customer's arrival and departure procedures are conducted as per the clients itinerary 4.4 Tour is commissioned as per SOP. 4.5 The tour is implemented as per SOPs 4.6 Contingency measures are put in place to deal with unexpected occurrences as per SOPs.

ELEMENT These describe the key outcomes which make the workplace function	PERFORMANCE CRITERIA These are assessable statements which specify the required level of performance for each of the elements. <i>(Bold and italicised terms are elaborated in the Range)</i>
5 Perform post tour activities	2.1 Clients are debriefed as per the SOP. 2.2 Feedback from client and tour operation staff is received and documented as per SOP 2.3 Tour reports are prepared as per SOPs. 2.4 Tour report recommendations are implemented as per SOPs.

RANGE

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

Variable	Range <i>May include but is not limited to:</i>
1. Suppliers	• Accommodation facilities • Entertainment • Financial institutions • Airlines • Ground handlers • Attraction providers • Restaurants • Transport companies
2. Reservation documents	• Vouchers • Email • Letters • Receipts • Tickets • Miscellaneous Charge Orders (MCOs)
3. Tour accounting documentation	• Invoices, • Vouchers, • Receipts, • LPO, • LSO

Variable	Range <i>May include but is not limited to:</i>
	• Imprests
4. Tour package information	• Itinerary, • Confirmation vouchers, • Tickets, • Welcome envelop , • Brochures, • Maps, • Letters • Accommodation sheets
5. Tour operation staff	• Driver guides, • Reservationists • Front office operators • Tour guides, • Airport representatives • Balloon safari pilots • Travel agents • Tour escorts/ tour leaders • Entrepreneurs • Tour consultants
6. Contingency measures	• First aid kits • Satellite communication system, • Emergency contact list • Customer briefing on dos and don'ts • Insurance

REQUIRED SKILLS AND KNOWLEDGE

Required Skills:

- Communication
- Interpersonal relationship
- Risk assessment
- Analytical
- Decision making
- Problem solving
- ICT skills

- Negotiation
- Report writing
- Organizational
- Leadership
- Teamwork
- Persuasion
- Numeracy

Required knowledge:

- Planning
- Control
- Tour destination knowledge
- Principles management
- Fundamentals of tour operations
- Legal aspects of tours
- Tourism products diversification and innovation
- Customer care knowledge
- Service quality standards
- Sustainable tourism
- Feedback mechanisms
- Tourism source markets

EVIDENCE GUIDE

1. Critical Aspects of Competency	<i>Assessment requires evidence that the candidate:</i> 1. 1 Responded to clients' enquiries appropriately 1. 2 Facilitated contract signing. 1. 3 Correctly opened a tour file 1. 4 Appropriately contacted suppliers for availability of services. 1. 5 Prepared and submitted Reservation documents appropriately 1. 6 Received, recorded and communicated Confirmed bookings to customers promptly. 1. 7Received and processed Customers' payments for services appropriately 1. 8 Appropriately paid Suppliers. 1. 9 Correctly maintained Tour accounting documentation. 1. 10 Correctly reserved all requested services 1. 11 Correctly confirmed all reservations are with the suppliers
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	and clients. 1. 12 Appropriately assembled tour package information 1. 13 Correctly briefed tour operation staff 1. 14 Demonstrated understanding of customers arrival procedures 1. 15 promptly commissioned and implemented the tour 1. 16 Implemented contingency measures to handle unexpected occurrences 1. 17 Appropriately received and documented feedback from client and tour operation staff 1. 18 Prepared tour reports. 1. 19 Appropriately implemented tour report recommendations
2. Resource Implications	2.1 A functional tour operations office 2.2 Simulated tour operations training office 2.3 Field tours and excursions
3. Methods of Assessment	Competency may be assessed through: 3.1 Verbal questioning 3.2 Project 3.3 Observation 3.4 Third party report 3.5 Interview 3.6 Written test
4. Context of Assessment	Competency may be assessed individually • on-the-job • off-the-job • workplace experience
5. Guidance information for assessment	This unit may be assessed on an integrated basis with others within this occupational sector

PARTICIPATE IN TRAVEL SERVICE DELIVERY

UNIT CODE: TO/OS/TM/CR/04/5

Unit description: This unit describes the competencies required to supervise a travel service delivery. It involves, selling travel package, supervising customers' reservations, organizing travel file, supervise customers travel experience and conducting post travel activities. It applies in the Travel Industry.

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT These describe the key outcomes which make the workplace function	PERFORMANCE CRITERIA These are assessable statements which specify the required level of performance for each of the elements. <i>(Bold and italicised terms are elaborated in the Range)</i>
1. Sell travel package	1.1 Customers travel acceptance feedback is received and recorded as per SOPs. 1.2 Travel requirements are communicated to customers as per SOPs. 1.3 Contract is entered as per SOP 1.4 Traveller file is opened as per SOP
2. Supervise customers' reservations	2.1 Suppliers are contacted for availability of services based on the contract as per SOPs. 2.2 Reservation documents are prepared and submitted to suppliers as per SOPs. 2.3 Confirmed bookings are received, recorded and communicated to customers as per SOPs.
3. Organize travel file	3.1 Clients information is collected and recorded as per the SOPs 3.2 All requested travel services are reserved as per SOPs. 3.3 Customers' payments for services are processed in line with the organisation's policies and procedures. 3.4 Suppliers are paid as per SOPs. 3.5 Travel accounting documentation is maintained as per SOPs. 3.6 Travel file information is assembled as per SOPs.
4. Supervise customers travel experience	4.1 Travel documents are issued to customers as per SOPs.

ELEMENT These describe the key outcomes which make the workplace function	PERFORMANCE CRITERIA These are assessable statements which specify the required level of performance for each of the elements. <i>(Bold and italicised terms are elaborated in the Range)</i>
	4.2 Customers briefing is conducted as per SOP and workplace procedures. 4.3 Customers travel experience is monitored as per SOPs. 4.4 Contingency situations are identified as per SOPs. 4.5 Contingency measures are put in place to handle unexpected occurrences as per SOPs.
5. Perform post travel activities	5.1 Clients are debriefed as per the SOPs 5.2 Feedback on customer's travel experience is collected as per SOPs. 5.3 Travel reports are prepared as per SOPs. 5.4 Travel report recommendations are implemented as per SOPs. 5.5 Ancillary services are provided as per the SOPs

RANGE

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

Variable	Range <i>May include but is not limited to:</i>
1. Suppliers	• Tour operators, • GDS providers • Accommodation providers • Airlines, • Ground handlers, • Attraction providers, • Restaurants • Insurance providers • Visa management companies • Cruises • Railway • Car rentals and hire

Variable	Range <i>May include but is not limited to:</i>
2. Reservation documents	• Receipts • Emails • Vouchers • Tickets • Miscellaneous Charges Order
3. Travel accounting documentation	• Billing Settlement Plan, • Reports • Vouchers • Invoices • LPOs • Receipts • LSO • Contracts • Tickets • Imprests
4. Ancillary services	• Insurance • Banking • Foreign currency exchange • Courier services • Internet providers • Tourism information service • Entertainment • Medical services
5. Travel file information	• Age • Gender • Nationality • Literacy • Date and time • Marital status • Category of traveller
6. Travel documents	• Passport • Visa • Tickets • Vouchers • Coupons • Travellers cheque

Variable	Range <i>May include but is not limited to:</i>
	• Health certificate • Travel insurance
7. Contingency situations	• Curtailment • Flight cancellation • Lost baggage • Flight delays • Over booking • Accidents • Ailments • Terrorism • Natural calamities
8. Contingency measures	• Re-routing • Customer updating • Customer briefing • Competent staff • First aid kits, • Satellite communication system, • Emergency contact list • Customer briefing on dos and don'ts • Evacuation • Insurance • Travel guidelines manual

REQUIRED KNOWLEDGE AND SKILLS

Required Skills:

- Communication
- Interpersonal relationship
- Risk assessment
- Analytical
- Decision making
- Problem solving
- ICT skills
- Negotiation
- Report writing
- Organizational
- Leadership

- Teamwork
- Persuasion
- Numeracy

Required knowledge:

- Travel destination knowledge
- Principles of management
- Legal aspects of travel
- Travel products diversification and innovation
- Range of travel suppliers
- Customer care knowledge
- Service quality standards
- Sustainable travel
- Feedback mechanisms
- Travel source markets

EVIDENCE GUIDE

1. Critical Aspects of Competency	<i>Assessment requires evidence that the candidate:</i> 1.1 Correctly advised clients on required travel documents 1.2 Responded to clients' enquiries appropriately 1.3 Facilitated contract signing. 1.4 Correctly opened a travel file 1.5 Appropriately contacted suppliers for availability of services. 1.6 Prepared and submitted reservation documents promptly 1.7 Received, recorded and communicated confirmed bookings to customers promptly. 1.8 Received and processed customers' payments for services accurately 1.9 Correctly paid Suppliers. 1.10 Properly maintained travel accounting documentation. 1.11 Suitably reserved all requested services 1.12 Correctly confirmed all reservations are with the suppliers and clients. 1.13 Appropriately assembled travel file information 1.14 Correctly briefed travel operations staff 1.15 Demonstrated understanding of customers arrival procedures 1.16 Implemented contingency measures to handle unexpected occurrences 1.17 Correctly received and documented feedback from client
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	and staff 1.18 Prepared travel reports accurately. 1.19 Appropriately implemented travel report recommendations
2. Resource Implications	2.1 A travel office 2.2 Simulated travel office 2.3 Field trips and excursions
3. Methods of Assessment	<i>Competency may be assessed through:</i> 3.1 Verbal questioning 3.2 Project 3.3 Observation 3.4 Third party report 3.5 Interview 3.7 Written test
4. Context of Assessment	Competency may be assessed individually 4.1 on-the-job 4.2 off-the-job 4.3 workplace experience
5. Guidance information for assessment	This unit may be assessed on an integrated basis with others within this occupational sector

MARKET TOUR AND TRAVEL PRODUCTS

UNIT CODE: TO/OS/TM/CR/05/5

Unit description: This unit describes the competencies required to market tour and travel products. It involves conducting tour and travel feasibility studies, developing tour and travel marketing strategies and marketing plans, promoting tour and travel products and performing post tour and travel marketing activities. Supervising tour and travel marketing feedback and implementing recommendations of the tour and travel marketing report. It applies in the Tourism and travel Industry.

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT These describe the key outcomes which make the workplace function	PERFORMANCE CRITERIA These are assessable statements which specify the required level of performance for each of the elements. <i>(Bold and italicised terms are elaborated in the Range)</i>
1. Conduct tour and travel feasibility study	1.1 Target markets are identified and selected as per their growth potential and the organisation`s strategic plan. 1.2 Customer profiles are created and maintained as per available data on customer preferences. 1.3 Market is segmented based on customer profiles and organization objectives. 1.4 Tour and Travel products are developed to match the market segments as per SOP and based on organisation`s objectives.
2. Develop tour and travel marketing strategies	2.1 Marketing objectives, consistent with the organisation`s business plan, are identified and prioritised 2.2 Marketing strategies are identified and developed in-line with the organisation`s business plan and financial potential 2.3 Marketing strategy is adopted and documented based on organization objectives.
3. Develop tour and travel marketing plans	3.1 Marketing schedules are developed for the identified market segments in-line with the marketing strategy. 3.2 Resources for implementation of marketing plans are identified from historical data and business projections. 3.3 Marketing schedules are implemented in line with the marketing strategy. 3.4 Implementation and performance of the marketing plan is monitored and evaluated against milestones and budgets. 3.5 Significant variances in performance against the developed marketing plan are addressed in line with

ELEMENT These describe the key outcomes which make the workplace function	PERFORMANCE CRITERIA These are assessable statements which specify the required level of performance for each of the elements. <i>(Bold and italicised terms are elaborated in the Range)</i>
	organisational policies.
4. Perform tour and travel products promotion	4.1 Features of tour and travel products to be promoted are identified based on their unique selling points. 4.2 Resources for promotional activities are identified from the budget and their availability secured. 4.3 Methods of promotion are identified based on resources available. 4.4 Promotional materials are developed based on products identified unique selling points. 4.5 Logistics for promotional activities are identified as per the type of promotional activity. 4.6 Promotional activities are organised and implemented based on budget and target market preferences. 4.7 Promotional activities are evaluated and revised based on their performance. 4.8 Promotional activities are conducted in due regard to sustainable tourism. 4.9 Tour and travel products are sold based on customers' needs and preferences as per SOPs.
5. Perform post tour and travel marketing activities	5.1 Marketing reports are prepared as SOPs. 5.2 Recommendations in marketing reports are acted upon based marketing strategy and SOPs.
6. Supervise tour and travel marketing Feedback	6.1 Internal feedback mechanisms are developed as per the SOPs 6.2 Performance indicators are identified as per the SOPs 6.3 Feedback is assessed as per the SOPs 6.4 Feedback is disseminated to intermediaries as per the SOPs

RANGE

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

Variable	Range <i>May include but not limited to:</i>
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1. Customer profiles	• Demographic: ○ Name, ○ Address, ○ Occupation, ○ Age ○ Nationality • Psychographic: ○ Introverts/psychocentric ○ Extroverts/allocentric
2. Tour and travel products	• Special interest tours, • Group tours, • Individual tours, • Group inclusive tour, • Ground transport, • Car hire, conferences, • Business travel, • Tour packages • Airline seats (economy, business, first class), • Hotel rooms (standard, deluxe, suites, economy)
3. Promotional Activities	• Public relations • Advertisements • Familiarization trips • Direct point of sale • Tourism expos • Trade fairs • Web based methods, • Branding, • Personal selling, • Direct marketing, • Special offers, • Electronic media, • Word of mouth, • Trade shows and exhibitions
4. Promotional materials	• Brochures, • Posters, • Post cards, • Labels,

	• Leaflets, • Multi-media • Web-based • Collaterals • Banners • Flyers • Audio visual • Travel guides
5. Resources for implementation of marketing plans	• Financial resources • Logistical resources • Human resources
6. Features of tour and travel products	• Intangible • Perishable • Seasonal • Heterogeneous • Non transferable • Inseparable

REQUIRED SKILLS AND KNOWLEDGE

Required Skills:

- Communication
- Marketing
- Selling
- Interpersonal relationship
- Risk assessment
- Analytical
- Decision making
- Problem solving
- ICT skills
- Negotiation
- Report writing
- Organizational
- Leadership
- Teamwork
- Persuasion
- Planning
- Control
- Numeracy

Required knowledge:

- Tourism destination knowledge
- Principles of marketing
- Marketing mix elements
- Market segmentation
- Marketing environments
- Market research and planning
- Legal aspects of tourism
- Components of tourism products
- Range of tourism suppliers
- Customer care knowledge
- Service quality standards
- Sustainable tourism
- Feedback mechanisms
- Promotion of the tour products
- Tourism source markets

EVIDENCE GUIDE

1. Critical Aspects of Competency	<i>Assessment requires evidence that the candidate:</i> 1. 1 Identified and selected target markets appropriately 1. 2 Created and maintained customer profiles correctly. 1. 3 Segmented market appropriately. 1. 4 Developed tour products effectively. 1. 5 Identified and prioritised marketing objectives appropriately. 1. 6 Identified and developed marketing strategies correctly 1. 7 Facilitated the adoption and documentation of the marketing strategy 1. 8 Appropriately developed marketing schedules. 1. 9 Effectively identified resources for implementation of marketing plans 1. 10 Facilitated implementation of marketing schedules 1. 11 Appropriately monitored and evaluated the implementation and performance of the marketing plan 1. 12 Appropriately addressed significant variances in marketing plan performance 1. 13 Identified features of tour products to be promoted correctly 1. 14 Identified and secured availability of resources for promotional activities from the budget 1. 15 Appropriately identified methods of promotion based on resources available. 1. 16 Effectively developed promotional materials 1. 17 Appropriately identified logistics for promotional activities 1. 18 Appropriately organised and implemented promotional activities 1. 19 Effectively evaluated and reviewed promotional activities 1. 20 Demonstrated understanding of sustainable tourism marketing. 1. 21 Sold tour products successfully. 1. 22 Prepared marketing reports. 1. 23 Implemented marketing report recommendations
2. Resource implications	2.1 A functional tour and travel operations office 2.2 Simulated tour and travel marketing office 2.3 An institution with fully equipped simulated training tour operations office

3. Methods of Assessment	<i>Competency may be assessed through:</i> 3.1 Verbal questioning 3.2 Project 3.3 Observation 3.4 Third party report 3.5 Interview 3.6 Written test
4. Context of Assessment	Competency may be assessed individually • on-the-job • off-the-job • workplace experience
5. Guidance information for assessment	This unit may be assessed on an integrated basis with others within this occupational sector

PROVIDE TOUR AND TRAVEL CUSTOMER SERVICE

UNIT CODE: TO/OS/TM/CR/06/5

Unit description: This unit describes the competencies required to supervise customer service. It involves, developing and implementing internal customer communication system, developing and implementing external customer communication system, handling tour and travel service contingencies and handling tour and travel customer safety and security issues and preparing customer service reports. It applies in the tourism industry.

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT These describe the key outcomes which make the workplace function	PERFORMANCE CRITERIA These are assessable statements which specify the required level of performance for each of the elements. <i>(Bold and italicised terms are elaborated in the Range)</i>
1. Develop and implement internal customer communication system	1.1 Organizations' internal customer communication standards are recognised based on organizations' objectives. 1.2 <i>Channels of communication with internal customers</i> are recognised in line with organizations' communication policy. 1.3 Internal customer communication standards procedures are acknowledged based on organizations' communication policy. 1.4 Internal customer communication standards procedures are implemented as per the organizations' communication policy.
2. Develop and implement external customer communication system	2.1 Organizations' external customer communication standards are acknowledged based on organizations' objectives. 2.2 <i>Channels of communication with external customers</i> are recognised in line with organizations' communication policy. 2.3 External customer communication standards procedures are recognized based on organizations' communication policy. 2.4 External customer communication standards procedures are implemented as per the organizations' communication policy.
3. Handle tour and travel	3.1 <i>Resources for handling tour and travel contingencies</i>

contingencies	are identified and their availability secured. 3.2 Possible contingency situations are acknowledged based on past experiences. 3.3 Possible mitigation measures are developed based on experience and best practices as per SOPs. 3.4 Contingencies are handled as per SOPs.
4. Handle tour and travel customer safety and security issues	4.1 Resources for handling tour safety and security are acknowledged and their availability secured. 4.2 Possible safety and security issues are identified based on past experiences. 4.3 Possible mitigation measures are developed based on experience and best practices as per SOPs 4.4 Safety and security issues are handled as per SOPs
5. Prepare customer service reports	5.1 Customer service reports are prepared, assessed and disseminated as per organizations' policy. 5.2 Recommendations of the customer service reports are implemented as per SOPs.

RANGE

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

Variable	Range <i>May include but is not limited to:</i>
1. Possible mitigation measures	• First aid kits, • Satellite communication system, • Emergency contact list • Customer briefing on dos and don'ts • Field staff briefing on dos and don'ts • Security personnel, • Health personnel • Evacuation services • Signage • Experienced personnel • Insurance, • Safety ware and equipment
2. Channels of communication with internal customers	• Meetings • Memos • Emails

	• Letters • Notices • Web-based
3. Resources for handling tour and travel contingencies	• Human resources • Financial resources • Logistical resources • Technological resources • Physical resources
4. Possible contingency situations	• Accidents and incidents • Sickness • Bad weather • Unhonoured contracts • Cancellations • Mechanical breakdowns • Customer based contingencies • Earthquakes • Tsunamis • Floods • Storms • Drought
5. Possible safety and security issues	• Terrorism • Theft • Banditry • Landslides • Flash floods • Accidents • Food poisoning • Wild animal attacks • Loss of direction • Lack of signage

REQUIRED KNOWLEDGE AND SKILLS

Required Skills:

- Analytical
- Decision making
- Problem solving

- ICT skills
- Communication
- Interpersonal relationship
- Risk assessment
- Negotiation
- Report writing
- Organizational
- Leadership
- Teamwork
- Persuasion
- Planning
- Control
- Numeracy
- First aid
- Attention to details

Required knowledge:

- Customer care knowledge
- Service quality standards
- Customer service
- Public relations
- Principles of management
- Human resource management
- Legal aspects of tourism
- Handling emergencies
- Range of tourism suppliers
- Sustainable tourism and travel
- Feedback mechanisms
- Tourism source markets
- Tourism destination knowledge
- Components of tourism products
- Safety and security knowledge

EVIDENCE GUIDE

1. Critical Aspects of Competency	<i>Assessment requires evidence that the candidate:</i> 1. 1 Appropriately established organizations’ internal customer communication standards 1. 2 Appropriately established channels of communication with internal customers 1. 3 Established internal customer communication standard
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	procedures appropriately. 1. 4 Facilitated the implementation of internal customer communication standard procedures 1. 5 Established organizations' external customer communication standards appropriately 1. 6 Established channels of communication with external customers appropriately 1. 7 Established external customer communication standard procedures. 1. 8 Facilitated the implementation of external customer communication standard procedures 1. 9 Appropriately identified and secured availability of resources for handling contingencies. 1. 10 Correctly identified possible contingency situations 1. 11 Effectively developed possible mitigation measures 1. 12 Appropriately addressed contingencies 1. 13 Appropriately identified and secured availability of resources for handling safety and security. 1. 14 Identified possible safety and security issues correctly 1. 15 Appropriately developed possible mitigation measures 1. 16 Efficiently addressed safety and security issues 1. 17 Appropriately prepared, evaluated and disseminated customer service reports. 1. 18 Appropriately implemented recommendations of the customer service reports.
2. Resource implications	2.1 A functional tour and travel office 2.2 Simulated A functional tour and travel office
3. Methods of assessment	Competence in this unit MAY be assessed through: 3.1 Observation 3.2 Written tests 3.3 Projects 3.4 Oral questioning 3.5 Portfolio 3.6 Third party report
4. Context of Assessment	Competence may be assessed: • On-the-job; • Off-the-job • During workplace attachment/experience
5. Guidance	Holistic assessment with other units relevant to the

information for assessment	industry, workplace and job role is recommended.
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PARTICIPATE IN TOUR OFFICE OPERATIONS

UNIT CODE: TO/OS/TM/CR/07/5

Unit description: This unit describes the competencies required to supervise tour office operations. It involves planning tour office operations, coordinating and controlling organizations' operational activities and tour office communication, supervise tour office personnel and preparing tour office operations reports and implementing their recommendations. It applies in the Tourism Industry.

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT These describe the key outcomes which make the workplace function	PERFORMANCE CRITERIA These are assessable statements which specify the required level of performance for each of the elements. <i>(Bold and italicised terms are elaborated in the Range)</i>
1. Plan tour office operations	1.1 Organizations' strategic plan is analyzed based on its strategic objectives. 1.2 Tasks are developed as per goals and objectives of the organization. 1.3 Organizations' standard operating procedures are developed based on tasks to be performed. 1.4 Required organization resources are determined based on tasks to be performed. 1.5 Implementation schedules are developed based on tasks, objectives and resources availability. 1.6 Methods of monitoring progress are determined based on implementation schedules. 1.7 Organization plan is shared with implementers as per SOPs.
2 Coordinate organizations' operations	2.1 Organization structure is developed based on the requirements of the organization. 2.2 Resources are allocated based on organizations' operational plan. 2.3 Organizations' performance reports are prepared and disseminated to relevant stakeholders as per the SOPs
3 Control organizations operations	3.1 Follow-up is done to track progress of operations as per organizations' plan. 3.2 Actual performance is measured and analysed against expected performance. 3.3 SWOT analysis is performed based on organizations

	strategic plan. 3.4 Course correction activities are conducted as per progress report. 3.5 Resources utilization is examined based on SOPs.
4. Supervise tour office personnel	4.1 Human resource policy is developed based on overall objective of the organization and best practices. 4.2 Staff is recruited based on organizational structure and human resources policy. 4.3 Staff is inducted and deployed based on human resource policy. 4.4 Staff is supervised based on human resource policy. 4.5 Staff performance assessment and appraisal is carried out based on human resource policy. 4.6 Staff performance feedback is given based on performance assessment results. 4.7 Staff capacity is built based on training needs assessment report. 4.8 Staff is compensated, motivated and welfare programmes developed and maintained based on human resource policy. 4.9 Staff disciplinary and separation issues are handled as per human resource policy.
5. Coordinate tour office communication	5.1 Communication policy is developed based on organization vision and best practices. 5.2 Organizations' internal and external communications are handled as per communication policy. 5.3 Legal and statutory requirements are adhered to as per legal requirements. 5.4 Stakeholder networks, linkages and partnerships are established and maintained as per SOPs.
6. Prepare tour office operations reports	6.1 Tour office operation reports are prepared as per the SOPs. 6.2 Tour office operation reports assessed as per the SOPs. 6.3 Tour office operation reports disseminated as per the SOPs.
7. Implement report recommendations	7.1 Implementation schedules are prepared as per the workplace policy

	7.2 Recommendations of the tour office operation reports are implemented as per SOPs.
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RANGE

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

Variable	Range <i>May include but is not limited to:</i>
1. Tasks	• Reservations • Bookings • Customer care • Cashiering • Costing • Accounting • Selling and marketing
2. Organization resources	• Human resources • Financial resources • Logistical resources • Physical resources • Technological resources
3. Monitoring progress	• Checklist based on SOPs • Reports • Appraisals • Assessment based on set targets
4. Implementers	• Trustees • Directors • Employees • Suppliers • Trade partners • Clients • Government regulatory agencies
5. Course corrections	• Restructuring • Enter new contracts • Relocation

	• Resourcing
6. Capacity is built	• Training • Mentorship • Coaching • Attachment • Field trips • Continuous professional development
7. Separation issues	• Retirement • Dismissal • Retrenchment • Transfers • Death
8. Internal and external communications	• Memos • Letter • Newsletters • Documentaries • Staff meetings • Stakeholder engagement • Investor briefings • Local area network (LAN)
9. Legal and statutory requirements	• Tourism Act 2011 • TRA Act 2014 • NEMA regulations • Public health Cap 242 • OSH Act 2007 • EMCA 1999 • Wildlife conservation and management Act 2013 (No. 47 of 2013) • Employment Act 2007 • The Children and Social Work Act 2017 • IATA regulations • KATA regulations • KATO regulations
10. Stakeholder networks, linkages and	• Competitors • Trade associations

partnerships	• Ministry of tourism • Government agencies • Communities • County governments • Suppliers • Trainers • International tourism agencies (UNWTO, WTTC, UFTAA, ICAO)
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REQUIRED SKILLS AND KNOWLEDGE

Required Skills:

- Communication
- Interpersonal relationship
- Risk assessment
- Analytical
- Decision making
- Problem solving
- ICT skills
- Negotiation
- Report writing
- Organizational
- Leadership
- Teamwork
- Persuasion
- Planning
- Control
- Numeracy

Required knowledge:

- Tourism destination knowledge
- Principles of management
- Human resource management
- Legal aspects of tourism
- Components of tourism products
- Range of tourism suppliers
- Customer service
- Customer care knowledge

- Service quality standards
- Sustainable tourism
- Feedback mechanisms
- Tourism source markets

EVIDENCE GUIDE

1. Critical Aspects of Competency	<i>Assessment requires evidence that the candidate:</i> 1. 1 Analysed organizations' strategic plan correctly 1. 2 Appropriately supervised tasks 1. 3 Appropriately developed organizations' standard operating procedures for tasks to be performed. 1. 4 Appropriately established required organization resources 1. 5 Effectively developed implementation schedules 1. 6 Appropriately established methods of monitoring progress. 1. 7 Promptly shared organization plan with implementers 1. 8 Appropriately developed organizational structure 1. 9 Correctly allocated resources for organizations' operations. 1. 10 Prepared and disseminated organizations' performance reports to relevant stakeholders 1. 11 Monitored and analysed progress of operations effectively. 1. 12 Appropriately conducted course correction activities 1. 13 Efficiently monitored resources utilization 1. 14 Analysed human resource policy appropriately. 1. 15 Appropriately recruited, inducted and deployed Staff 1. 16 Carried out staff performance assessment and appraisal appropriately. 1. 17 Effectively conducted staff capacity building 1. 18 Compensated and motivated Staff correctly. 1. 19 Developed and maintained welfare programmes efficiently. 1. 20 Appropriately handled staff disciplinary and separation issues 1. 21 Appropriately analysed communication policy 1. 22 Efficiently handled organizations' internal and external communications. 1. 23 Adhered to legal and statutory requirements 1. 24 Established and maintained stakeholder networks,
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	linkages and partnerships appropriately. 1. 25 Prepared, evaluated and disseminated tour office operation reports appropriately. 1. 26 Appropriately implemented recommendations of the tour office operation reports
2. Resource Implications	2.1 A tour office 2.2 Fully equipped simulated training office
3. Methods of Assessment	Competence in this unit MAY be assessed through: 3.1 Observation 3.2 Written tests 3.3 Projects 3.4 Oral tests 3.5 Portfolio 3.6 Case study 3.7 Third party report /Witness testimony
4. Context of assessment	Competence may be assessed: • On-the-job; • Off-the-job • During workplace attachment/experience
5. Guidance information for assessment	Holistic assessment with other units relevant to the industry, workplace and job role is recommended.

PARTICIPATE IN TRAVEL OFFICE OPERATIONS

UNIT CODE: TO/OS/TM/CR/08/5

Unit description: This unit describes the competencies required to supervise travel office operations. It involves, Planning travel office operations, coordinating organizations' operations, controlling organizations operations, supervising travel office personnel, coordinating travel office communication and documenting travel office operations activities. It applies in the travel industry.

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT These describe the key outcomes which make the workplace function	PERFORMANCE CRITERIA These are assessable statements which specify the required level of performance for each of the elements. <i>(Bold and italicised terms are elaborated in the Range)</i>
1. Plan travel office operations	1.1 Organizations' strategic plan is analysed based on its strategic objectives. 1.2 Tasks are developed as per goals and objectives of the organization. 1.3 Organizations' standard operating procedures are developed based on tasks to be performed. 1.4 Required organization resources are determined based on tasks to be performed. 1.5 Implementation schedules are developed based on tasks, objectives and resources availability. 1.6 Methods of monitoring progress are determined based on implementation schedules. 1.7 Organization plan is shared with implementers as per SOPs.
2. Coordinate organizations' operations	2.1 Organization structure is developed based on the requirements of the organization. 2.2 Resources are allocated based on organizations' operational plan. 2.3 Organizations' performance reports are prepared and

	disseminated to relevant stakeholders.
3. Control organizations operations	3.1 Follow-up is done to track progress of operations as per organizations' plan. 3.2 Actual performance is measured and analysed against expected performance. 3.3 SWOT analysis is performed based on organizations strategic plan. 3.4 Course correction activities are conducted as per progress report. 3.5 Resources utilization is examined based on SOPs.
4. Supervise travel office personnel	4.1 Human resource policy is developed based on overall objective of the organization and industry best practices. 4.2 Staff is recruited based on organizational structure and human resources policy. 4.3 Staff is inducted and deployed based on human resource policy. 4.4 Staff is supervised based on human resource policy. 4.5 Staff performance assessment and appraisal is carried out based on human resource policy. 4.6 Staff performance feedback is given based on performance assessment results. 4.7 Staff capacity is built based on training needs assessment report. 4.8 Staff is compensated, motivated and welfare programmes developed and maintained based on human resource policy. 4.9 Staff disciplinary and separation issues are handled as per human resource policy.
5. Coordinated travel office communication	5.1 Communication policy is established based on organization vision and best practices. 5.2 Organizations' internal and external communications are handled as per communication policy. 5.3 Legal and statutory requirements are adhered to as per expectations. 5.4 Stakeholder networks, linkages and partnerships are established and maintained as per SOPs.
6. Document travel office operation activities	6.1 Travel office operation reports are prepared, evaluated and disseminated as per organizations'

	policy. 6.2 Recommendations of the travel office operation reports are implemented as per SOPs.
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RANGE

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

Variable	Range <i>May include but is not limited to:</i>
1. Tasks	• Reservations • Bookings • Customer care • Cashiering • Costing • Accounting • Selling and marketing
2. Organization resources	• Human resources • Financial resources • Logistical resources • Physical resources • Technological resources
3. Monitoring progress	• Checklist based on SOPs • Reports • Appraisals • Evaluation based on set targets
4. Implementers	• Trustees • Directors • Employees • Suppliers • Clients • Government agencies • Trade partners
5. Course corrections	• Restructuring

	• Enter new contracts • Relocation • Resourcing
6. Capacity building	• Training • Mentorship • Coaching • Attachment • Field trips
7. Separation issues	• Retirement • Dismissal • Retrenchment • Transfers • Death
8. Internal and external communications	• Memos • Letter • Newsletters • Documentaries • Local area network (LAN)
9. Legal and statutory requirements	• Tourism Act 2011 • TRA Act 2014 • NEMA, Public health Cap 242 • OSH Act 2007 • EMCA 1999 • Wildlife conservation and management Act 2013 (No. 47 of 2013) • Employment Act 2007 • The Children and Social Work Act 2017 • IATA regulations • KATA regulations • KATO regulations • International tourism organizations (UNWTTC , UNWTO, UFTAA, IATA, ICAO regulations) • IATA manuals
10. Stakeholder networks, linkages and	• Competitors • Trade associations

partnerships	• Ministry of tourism • Government agencies • Communities • County governments • Suppliers • Trainers
11. Travel office operation reports	• Billing and settlement plan (BSP) • Sales report • Client feedback •

REQUIRED SKILLS AND KNOWLEDGE

Required Skills:

- Analytical
- Decision making
- Problem solving
- ICT skills
- Negotiation
- Report writing
- Communication
- Interpersonal relationship
- Risk assessment
- Organizational
- Leadership
- Teamwork
- Persuasion
- Planning
- Control
- Numeracy

Required knowledge:

- Travel agency operations
- IATA Travel agent requirements
- Tourism destination knowledge
- Principles of management
- Human resource management

- Legal aspects of tourism
- Components of tourism products
- Range of tourism suppliers
- Customer service
- Customer care knowledge
- Service quality standards
- Sustainable tourism
- Feedback mechanisms
- Tourism source markets

EVIDENCE GUIDE

1. Critical aspects of competency	<i>Assessment requires evidence that the candidate:</i> 1.1 Demonstrated understanding of IATA travel agents requirements 1.2 Developed an organizations' strategic plan effectively 1.3 Appropriately analysed tasks 1.4 Appropriately developed organizations' standard operating procedures for tasks to be performed. 1.5 Appropriately established required organization resources 1.6 Efficiently developed implementation schedules 1.7 Appropriately established methods of monitoring progress. 1.8 Promptly shared organization plan with implementers 1.9 Appropriately developed organization structure 1.10 Correctly allocated resources for organizations' operations. 1.11 Prepared and disseminated organizations' performance reports to relevant stakeholders 1.12 Monitored and analysed progress of operations effectively. 1.13 Appropriately conducted course correction activities 1.14 Effectively monitored resources utilization 1.15 Developed human resource policy appropriately. 1.16 Appropriately recruited, inducted and deployed staff 1.17 Carried out staff performance assessment and appraisal appropriately. 1.18 Effectively conducted staff capacity building 1.19 Compensated and motivated staff appropriately. 1.20 Developed and maintained welfare programmes effectively. 1.21 Appropriately handled staff disciplinary and separation issues 1.22 Appropriately developed communication policy 1.23 Effectively handled organizations' internal and external communications. 1.24 Adhered to legal and statutory requirements 1.25 Established and maintained stakeholder networks, linkages and partnerships appropriately. 1.26 Prepared, evaluated and disseminated tour office operation reports appropriately. 1.27 Appropriately implemented recommendations of the
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	travel office operation reports
2. Resource implications	2.1 Travel office 2.2 Fully equipped simulated training office
3. Methods of assessment	<i>Competency may be assessed through:</i> 3.1 Verbal questioning 3.2 Project 3.3 Observation 3.4 Third party report 3.5 Interview 3.6 Written test
4. Context of assessment	Competency may be assessed individually 4.1 on-the-job 4.2 off-the-job 4.3 workplace experience
5. Guidance information for assessment	This unit may be assessed on an integrated basis with others within this occupational sector

PROVIDE TOUR GUIDING SERVICES

UNIT CODE: TO/OS/TM/CR/09/5

UNIT DESCRIPTION

This unit specifies the competencies required to provide tour guiding services. It involves preparing for tour guiding activities, welcoming arriving tourists, providing arrival and departure assistance, implementing a tour itinerary, reserving customers' services and performing post tour activities. It applies in the tourism industry.

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT These describe the key outcomes which make up workplace function (to be stated in active)	PERFORMANCE CRITERIA These are assessable statements which specify the required level of performance for each of the elements (to be stated in passive voice) <i>Bold and italicized terms are elaborated in the Range</i>
1. Prepare for tour guiding activities	1.1 Tourist arrival information is checked and noted as per the reservations and booking 1.2 Tourists' lists prepared accurately and legibly to record arrivals, no-shows and other comments as per the standard operating procedures. 1.3 Transport is confirmed for the correct time and place based on transport providers and organizations agreement 1.4 Tour guiding tools, equipment, materials and supplies are prepared as per the SOPs 1.5 Identification techniques for tourists to locate the guide employed at the <i>transport terminal</i> are determined.
2. Welcome arriving tourists	2.1 Available terminal facilities are used correctly and fully to assist in meeting tourists. 2.2 Tourists are met and greeted based on the standard operating procedures. 2.3 Tourists are <i>briefed</i> as per the SOPs
3. Provide check-in and check-out assistance	3.1 Arrival transfers are conducted as per the itinerary 3.2 Arrival information is delivered to visitors as per the SOPs 3.3 Groups and individuals are checked-in at <i>accommodation</i> as per the SOPs 3.4 Groups and individuals departure transfers are conducted as per the itinerary
4. Implement tour itinerary	4.1 Tour commentary is delivered as per workplace policy 4.2 Tour is interpreted as per the principles of tour interpretation 4.3 Individual and group movements are coordinated as per the SOPs

	4.4 Individual and group morale and goodwill encouraged as per the workplace policy 4.5 Conflicts, complaints and difficulties are handled as per workplace policy and SOPs 4.6 Tour contingencies are identified as per SOPs 4.7 Mitigation measures are implemented as per the SOP and workplace need
5. Reserve customers' services	5.1 Services to be reserved are identified and confirmed as per the tourist needs 5.2 Services providers are identified as per the workplace policy 5.3 Services providers are contacted as per the workplace policy and SOPs 5.4 Services feedback is provided to guests as per the workplace policy and SOPs
6. Perform post tour activities	6.1 Tourists are debriefed as per the SOPs 6.2 Tour report is prepared as per the SOPs 6.3 Tour report is disseminated to implementers as per the workplace policy and SOPs 6.4 Financial documentation are assembled, filed and forwarded as per the workplace policy

RANGE

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

VARIABLE	RANGE
1. Transport terminals	May include but not limited to: 1.1 Airports 1.2 Bus terminals 1.3 Ferry terminals 1.4 Train terminals 1.5 Border points

2. Briefed	May include but are not limited to: 2.1 General welcome and introduction 2.2 Details of transfer procedures 2.3 Details of check-in procedures 2.4 Details of forthcoming tour arrangements 2.5 Local time 2.6 Money exchange rates and facilities 2.7 Tipping 2.8 Accommodation facilities 2.9 Geography of hotel and immediate vicinity 2.10 overview destination information
3. Accommodation	May include but not limited to: 3.1 Hotels 3.2 Guesthouses 3.3 Resorts 3.4 Lodges ‘ 3.5 Tented camps 3.6 Hostels 3.7 Apartments 3.8 Villas 3.9 Cottages 3.10 Condominiums 3.11 Motels 3.12 Inns 3.13 Charlets

REQUIRED SKILLS AND KNOWLEDGE

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

Required Skills

The individual needs to demonstrate the following skills:

- Interpretation skills
- Foreign language skills

- Interpersonal
- Persuasion
- Driving skills
- Communication
- Negotiation skills
- Attention to detail
- Organizational
- Leadership
- Time management
- Conflict management and resolutions,
- Decision making
- Emotional intelligence
- Coordination skills
- Planning
- Controlling

Required Knowledge

The individual needs to demonstrate knowledge of:

- Tour interpretation
- Tour commentary
- Reservations
- First aid
- Itinerary knowledge
- Tourist circuits
- Survival techniques
- Public relations
- Main arrival and departure points
- Facilities within the local area
- Local transport terminal facilities and procedures for arrivals and departures
- Guide identification techniques within transport terminals
- Baggage procedures within various local transport terminals and accommodation venues
- Formats of and terminology used in standard customer travel documentation (rail, air, bus tickets, accommodation vouchers, transfer vouchers)
- Knowledge of 24-hour clock, airline and city codes
- Microphone usage (for coach transfers).
- Computer knowledge
- Emerging issues
- Foreign language.
- Airport procedures

EVIDENCE GUIDE

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

1 Critical Aspects of Competency	1.1 Assessment requires evidence that the candidate: 1.2 Appropriately conducted a complete arrival or departure transfer. 1.3 Demonstrated knowledge of transport terminals, baggage procedures and travel documentation 1.4 Appropriately checked-in and checked-out groups and individuals at accommodation 1.5 Delivered arrival information to visitors effectively 1.6 Checked and noted tourist arrival information as per the reservations and booking 1.7 Accurately prepared tourists' lists and accommodation sheets to record arrivals, no-shows and other comments 1.8 Confirmed transport for the correct time and place based on transport providers and organizations agreement 1.9 Prepared tour guiding tools, equipment, materials and supplies are as per the SOPs 1.10 Employed identification techniques for tourists to locate the guide at the transport terminal. 1.11 Met and greeted tourists are based on the SOPs 1.12 Delivered tour commentary as per workplace policy 1.13 Interpreted the tour as per the principles of tour interpretation 1.14 Coordinated individual and group movements as per the SOPs 1.15 Encouraged individual and group morale and goodwill as per the workplace policy 1.16 Handled conflicts, complaints and difficulties as per workplace policy and SOPs 1.17 Identified tour contingencies as per SOPs 1.18 Implemented mitigation measures as per the SOP and workplace need 1.19 Identified and confirmed services to be reserved as per the tourist needs 1.20 Identified and contacted services providers as per the workplace policy 1.21 Provided services feedback to guests as per the workplace policy and SOPs 1.22 Debriefed tourists as per the SOPs 1.23 Prepared and disseminated tour report to implementers as per the workplace policy and SOPs 1.24 Assembled, filed and forwarded financial documentation as per the workplace policy
2 Resource implications	The following resources should be provided: 2.1 A functional tour office

	2.2 Simulated tour office 2.3 Field trips and excursions
3 Methods of assessment	Competency in this unit may be assessed through: 3.1 Observation 3.2Project 3.3Written test 3.4Demonstration 3.5Practical assignment 3.6Interview 3.7Oral questioning 3.8Third party workplace reports
4 Context of assessment	Competency may be assessed on the job, off the job or a combination of these. Off the job assessment must be undertaken in a closely simulated workplace environment. Fully operational transport terminals and accommodation venues (In major cities this would include international and domestic airports, rail terminal, shipping terminals and coach terminals.
5 Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

PROMOTE SUSTAINABLE TOURISM

UNIT CODE: TO/OS/TM/CR/10/5

Unit description: This unit describes the competencies required to promote sustainable tourism. It involves, implementing sustainable tourism management system, implementing CSR strategy, adopt industry codes of conduct, incorporating sustainability approaches in organizations practises and preparing sustainability reports. It applies in the tourism and travel industry

Elements and Performance Criteria Element These describe the key outcomes which make the workplace function	PERFORMANCE CRITERIA These are assessable statements which specify the required level of performance for each of the elements. <i>(Bold and italicised terms are elaborated in the Range)</i>
1. Implement sustainable tourism management strategy	1. 1 <i>Components of a sustainable tourism management strategy</i> are identified based on industry best practice. 1. 2 Components of a sustainable tourism management strategy are analysed, evaluated and selected based on <i>National and international legislations.</i> 1. 3 Sustainable tourism management strategy is designed and established based on selected components and industry best practice.

2. Implement CSR strategy	2.1 Stakeholders are identified as per the CSR objectives 2.2 The effect of organizations activities on stakeholders is established based the CSR survey 2.3 CSR strategy is developed based the identified effects 2.4 Stakeholders are informed and capacity built as per SOPs, organizations objectives and communication policy. 2.5 CSR implementation plans are developed as per sustainable tourism management principles. 2.6 <i>Social and economic benefits</i> to local communities are maximized as per sustainable tourism management principles. 2.7 <i>Cultural and religious heritage is enhanced</i> as per sustainable tourism management principles. 2.8 <i>Negative impacts to the environment</i> are minimized and benefits maximized as per sustainable tourism management principles. 2.9 Opportunity to enhance customer's satisfaction are created and exploited based on sustainable tourism management principles.
3. Adopt industry codes of conduct	3.1 Industry codes of conduct are identified as per the workplace needs 3.2 Industry codes of conduct are classified as per the objectives of the organization 3.3 Elements of the industry codes of conduct are established as per the industry best practices 3.4 Industry codes of conduct are analysed as per the workplace policy 3.5 Industry codes of conduct design approaches are established as per the SOP 3.6 Guidelines for industry codes of conduct are developed as per the workplace policy

4. Incorporate sustainability approaches in organisations practices	4.1 Tools for monitoring the implementation of sustainable tourism management system are developed based on the components. 4.2 Sustainability tourism implementation plans are monitored and reviewed based on experience. 4.3 Social and economic benefits to local communities are monitored based on sustainable tourism management principles. 4.4 Impacts on cultural and religious heritage is monitored based sustainable tourism management principles. 4.5 Impacts on the environment are monitored based on sustainable tourism management principles. 4.6 Customer satisfaction is monitored and corrective actions taken as per SOPs and based on organizations' objectives.
5. Prepare sustainability reports on tourism	5.1 Reports on sustainable tourism management are prepared, evaluated and disseminated as per SOPs. 5.2 Action is taken based on the recommendations of the reports as per SOPs

RANGE

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

Variable	Range <i>May include but is not limited to:</i>
1. Components of a sustainable tourism management system	• Economic impacts • Socio-cultural impacts • Environmental impacts
2. National and international legislations.	• Tourism Act 2011 • TRA Act 2014 • Public health Cap 242s • OSH Act 2007 • EMCA 1999 • Wildlife conservation and management Act 2013 (No. 47 of 2013) • Employment Act 2007 • The Children and Social Work Act 2017

Variable	Range <i>May include but is not limited to:</i>
	• IATA, KATA, KATO • <i>CITES</i> • Kyoto protocol • Paris summit accord • UN Sustainable Development Goals
3. Economic impacts	• Positive impacts • Negative impacts • Sustainability approach
4. Socio-cultural impacts	• Positive impacts • Negative impacts • Sustainability approach
5. Environmental impacts	• Positive impacts • Negative impacts • Sustainability approach
6. Tools for monitoring	• Checklist • Questionnaires • Reports • Interview guides • Quality of life and experiences • Surveys

REQUIRED SKILLS AND KNOWLEDGE

Required Skills:

- Persuasion
- Numeracy
- Communication
- Interpersonal relationship
- Risk assessment
- Negotiation
- Analytical
- Decision making
- Problem solving
- ICT skills
- Report writing
- Organizational

- Leadership
- Teamwork
- Attention to details

Required knowledge:

- Environmental management
- Environmental conservation
- Tourism economics
- Sociology of tourism
- Ecotourism
- Tourism destination knowledge
- Principles of management
- Human resource management
- Legal aspects of tourism
- Culture and religious inclinations of communities
- Project management principles
- Marketing principles
- Components of tourism products
- Range of tourism suppliers
- Customer service
- Customer care knowledge
- Service standards
- Feedback mechanisms
- Tourism source markets

EVIDENCE GUIDE

1. Critical aspects of competency	<i>Assessment requires evidence that the candidate:</i> 1. 1 Correctly identified components of a sustainable tourism management system. 1. 2 Appropriately analysed, evaluated and selected components of a sustainable tourism management system 1. 3 Appropriately designed and established sustainable tourism management system 1. 4 Promptly informed and capacity built stakeholders on sustainable tourism management. 1. 5 Efficiently developed sustainability implementation plans for the system. 1. 6 Maximized economic benefits to local communities 1. 7 Enhanced socio-cultural benefits to the local community 1. 8 Minimized negative impacts to the positive environmental impacts are maximized benefits. 1. 9 Created and exploited opportunities to enhance tourist's satisfaction 1. 10 Correctly developed tools for monitoring the implementation of sustainable tourism management system 1. 11 Effectively monitored and reviewed sustainable tourism implementation plans 1. 12 Effectively monitored economic impacts to local communities 1. 13 Effectively monitored impacts on socio-cultural aspects 1. 14 Effectively monitored impacts on the environment 1. 15 Effectively monitored tourist satisfaction and took corrective actions 1. 16 Prepared, evaluated and disseminated reports on sustainable tourism management 1. 17 Correctly implemented sustainable tourism management reports recommendations.
2. Resource implications	The following resources should be provided: 2.1 A functional tour office 2.2 Simulated training office
3. Methods of assessment	Competence in this unit MAY be assessed through: 3.1 Observation 3.2 Written tests

		3.3 Projects 3.4 Oral questioning 3.5 Portfolio 3.6 Third party report
4. Context of assessment		Competence may be assessed: • On-the-job; • Off-the-job • During workplace attachment/experience
5. Guidance information for assessment		Holistic assessment with other units relevant to the industry, workplace and job role is recommended.