

# TOURISM FOR A BETTER WORLD



**Driving Sustainable Development Through Tourism**

**Your Essential Handbook for Community-Based Tourism**

# ***Skills for a Sustainable Future: Building Tourism Development Expertise***

## **About the Author: Sabiiti Fenekansi**

**Sabiiti Fenekansi** is a passionate **Ugandan Tourism Management trainer** and a seasoned tourist. His extensive travels across Uganda's breathtaking natural and cultural sites ignited a profound love for tourism. Through countless interactions with tourism entrepreneurs, managers, operators, and tour guides, he has gained invaluable insights into the industry's inner workings.

Driven by this dedication, Sabiiti completed **18 specialized tourism and hospitality courses** from the ATINGI Tourism Management program, a prestigious initiative commissioned by UNESCO and GIZ. These courses focused on sustainable development through tourism, culminating in him earning **18 certificates and badges**, showcasing his comprehensive expertise in the field.

Beyond tourism, Sabiiti brings over **15 years of rich experience** in research management and training, spanning diverse development sectors including education, health, culture, and community development. He is also a respected and **published author** of several books and papers.

Sabiiti Fenekansi is the visionary **Founder of Kitara Foundation for Regional Tourism** ([www.kitararcc.com](http://www.kitararcc.com)), a dedicated Tourism NGO officially incorporated under the laws of Uganda.

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# Welcome to Kitara Foundation; Empowering Sustainable Tourism in Uganda

At Kitara Foundation for Regional Tourism, we believe tourism can be a powerful force for good, especially for **underserved communities** brimming with untapped potential. Our mission is clear: to cultivate a **sustainable tourism sector across Uganda** that actively creates jobs, boosts foreign income, improves livelihoods, and diligently safeguards our invaluable natural and cultural heritage.

## Our Vision for Sustainable Tourism

We champion a multifaceted approach to tourism that embraces the best practices for people and planet:

- **Sustainable Tourism:** We align with the UNWTO's definition, balancing economic, social, and environmental impacts to meet the needs of visitors, the industry, the environment, and our host communities.
- **Responsible Tourism:** This means creating better places for both residents and visitors by actively taking ownership of tourism's impacts.
- **Ecotourism:** We advocate for responsible travel to natural areas that conserves the environment, directly benefits local people, and includes vital educational elements.
- **Green Tourism:** Focused on environmentally friendly tourism activities, minimizing our footprint.
- **Community-Based Tourism:** We empower local-led tourism experiences that directly benefit communities, often through innovative social enterprises.
- **Regenerative Tourism:** Our most holistic ambition, aiming to rejuvenate and nourish the planet, economies, and communities, moving beyond just "doing less harm" to actively regenerating.

## Uganda's Unfolding Tourism Potential

Uganda, with its strategic location and favorable climate, is uniquely positioned to become a major global tourism destination. We're blessed with a rich history and vibrant cultures, though much of this heritage is at risk. That's why we strongly encourage our youth to invest in preserving this cultural wealth through initiatives like museums and monuments.

Despite recent growth, Uganda's tourism sector hasn't fully bloomed. Key areas for development include enhancing our products, adding value to experiences, improving marketing, strengthening infrastructure, boosting training, and fostering regional cooperation. Many of our most stunning tourism destinations are nestled in rural communities, where basic needs are a daily struggle and primary livelihoods revolve around agriculture and manual labor.

## Tourism offers a transformative opportunity to:

- **Provide vital jobs and economic empowerment**, especially for women and youth.
- **Enable rural communities** to proudly protect and promote their natural surroundings, unique cultures, and rich heritage.

- **Offer truly unique and authentic experiences** for both domestic and international visitors.

### Addressing Gaps & Catalyzing Change

At Kitara Foundation, we've identified critical gaps in Uganda's tourism and hospitality sector, which directly shaped the development of our resources:

- **Low Community Involvement:** We need to spark greater awareness and participation in tourism development and biodiversity conservation at the grassroots level.
- **Undeveloped Resources:** Uganda boasts countless untapped tourism sites that need to be mapped and profiled.
- **Limited Linkages:** There's a clear lack of coordination among tourism stakeholders across all levels.
- **Insufficient Local Planning:** We need stronger advocacy platforms for the private tourism and hospitality sector to guide local development.
- **Capacity Gaps:** There are limited skills in product development, value addition, and resource mobilization within communities.
- **Poor Marketing:** Many incredible rural tourism sites simply aren't getting the publicity they deserve.
- **Inadequate Infrastructure:** Accessing many tourism centers remains a challenge due to poor roads and trails.
- **Under-development of Products:** We need greater diversification and specialization in our tourism offerings.
- **Social Health Issues:** We must address underlying poverty and disease within our tourism communities.

Our hope is that these resources, combined with targeted training and dedicated outreach, will profoundly transform Uganda's tourism industry. We aim to empower every local citizen to recognize the immense value of their community assets – their unique culture, rich heritage, delicious cuisine, and vibrant lifestyle – and convert them into sustainable, income-generating projects. By training every community member as a potential tourism business partner, with a focus on small business management, environmental awareness, and quality customer care, we envision a truly "**people-centered**" tourism model that fosters genuine ownership and lasting sustainability.

**Sabiiti Fenekansi Mbiire**

*(The Planned Tourist in Uganda)*

## Introduction:

This resource book from Kitara Foundation for Regional Tourism is intended to champion **sustainable tourism**, defined by UNEP and UNWTO as tourism balancing current and future economic, social, and environmental impacts for the benefit of visitors, industry, environment, and host communities.

The book is designed for all tourism stakeholders and aims to upskill professionals in Uganda to meet global standards.

Continuous training is vital for the tourism sector because it:

- **Enhances Knowledge:** Keeps professionals updated on wildlife, conservation, and local cultures.
- **Improves Customer Experience:** Enables engaging and informative interactions.
- **Fosters Cultural Sensitivity:** Promotes respectful interactions with diverse cultures.
- **Ensures Safety:** Provides crucial updates on safety protocols and first aid.
- **Promotes Professionalism:** Develops skills in communication, customer service, and ethical practices.
- **Boosts Adaptability:** Helps the industry respond to evolving trends.
- **Encourages Environmental Conservation:** Educates on sustainable practices and responsible travel.
- **Supports Career Advancement:** Creates opportunities for professional growth and leadership.
- **Facilitates Networking:** Builds connections within the industry.
- **Increases Global Competitiveness:** Attracts and retains tourists, strengthening the national industry.

Our ultimate goal is to develop a skilled and competitive tourism workforce in Uganda, establishing a sustainable tourism sector throughout the country.

# Acknowledgements

We extend our sincere gratitude to the individuals and organizations whose contributions were instrumental in bringing this publication to life.

Our deepest thanks go to the **ATINGI upskilling and Learning platform** for providing the foundational training and information that made this book possible. We also acknowledge **UNESCO** and **GIZ Sector Project Cooperation with the Private Sector - Component Sustainable Development through Tourism** for developing the comprehensive tourism and hospitality courses on the ATINGI platform.

We are grateful to all the Ugandan tourism organizations, Tour and Travel Groups, and Hotels we interacted with, from our travels and shared experiences with their members that significantly enriched the content of this book.

We also thank the **Ministry of Tourism, Wildlife and Antiquities**, the **Uganda Tourism Board**, and various **Uganda Tourism Associations** for their invaluable resources and policy guidance.

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# Kickstart Your Career in Tourism: Your Pathway to the Industry

Looking to enter the tourism industry? This self-paced course offers a clear roadmap. You'll gain an understanding of the tourism sector, discover various job roles, and learn what skills are vital for success. The module also provides guidance on developing these competencies, showcasing real-life journeys of young professionals, and offering practical exercises to apply your knowledge.

## What you'll learn:

- An overview of the tourism sector
- Key skills and their applications
- How to start your tourism career
- Insights from industry professionals

**Keywords:** tourism, career opportunities, skills, competencies

## Career Perspectives in Tourism

### Lesson 1: Diverse Opportunities in Tourism

The tourism sector is a vast and exciting field offering a wide array of career paths. Opportunities generally fall into these categories:

- **Management & Supervisory Roles:** Typically require a university background.
- **Operational Roles:** Often filled by graduates from technical and vocational (TVET) institutions.
- **Customer-Facing Roles:** Open to those with a secondary education and excellent interpersonal skills.
- **Tourism Business Implementation:** No specific qualification is needed; anyone can start and succeed in a tourism business based on their knowledge, skills, performance, and experience.

Starting out can be challenging, but the effort is well worth it! Below, Joanna Umwiza, a Tour Guide Driver, shares her inspiring journey in a traditionally male-dominated environment.

### *Finding Passion in Tourism*

*Joanna Umwiza, though a Food Science and Technology major, discovered her true calling in tourism. She secured a job as a Community Liaison Officer at Akagera National Park. Despite initial fears common for a woman entering a male-dominated field, she was warmly welcomed and encouraged by her male colleagues.*

*She recalled a pivotal moment in her job interview when asked if she could drive a motorbike – a stark contrast to her previous secretarial role in Kigali. Confident in her ability to adapt, she promised to learn. Within a year, she was skillfully navigating the forest on a motorbike, returning from fieldwork, proving her capability and conquering her fears.*

## Your Tourism Journey in Uganda: TVET vs. University Education

Thinking about a career in Uganda's vibrant tourism sector? That's fantastic! You have two main educational pathways to consider, each leading to different, yet equally valuable, opportunities. Let's explore which one might be the best fit for you.

### TVET: Hands-On Skills for Immediate Impact

**Technical Vocational Education and Training (TVET)** is perfect if you're looking for practical, hands-on skills to launch directly into operational or vocational roles within tourism. Across Africa, and especially here in Uganda, TVET is increasingly vital for equipping individuals with the specific skills needed to fill industry gaps and combat unemployment.

If a vocational path excites you, here's how to get started:

- **Research Local TVET Programs:** Dive into what's available! Look up institutions like **Uganda Wildlife Research & Training Institute (UWRTI)** in Katwe-Kabatoro, **Uganda Hotel and Tourism Training Institute (UHTTI)** in Jinja, or various **polytechnics and community colleges** offering tourism and hospitality courses. Pay attention to starting dates, duration, entry requirements, and tuition fees.
- **Attend Career Fairs:** These events are a goldmine! Many TVET institutions showcase their tourism and hospitality courses at career fairs held in Kampala and other major towns. It's a great way to talk to instructors and current students.
- **Connect with Tourism Businesses:** Reach out to local hotels, tour operators, safari lodges, and restaurants. Ask them directly about the specific training and skills they look for in their employees. This can help you tailor your education to industry demands.

### University Education: Deep Dive into Theory and Leadership

Consider a **university education** if your aspirations involve roles that demand a deeper understanding of tourism theory, strategic thinking, personal development, and advanced professional skills.

Key aspects of a university path:

- **Path to Leadership:** A university degree, such as a Bachelor of Tourism, Bachelor of Hotel Management, or related fields from institutions like **Makerere University**, **Kyambogo University**, or **Makerere University Business School (MUBS)**, might be essential for higher management, policy-making, or academic positions within the tourism sector.

- **Theoretical Foundation:** University education is typically more theoretical, providing a broad understanding of tourism concepts, research methods, and industry dynamics, rather than focusing solely on specific job tasks.
- **Entry Requirements:** Generally, you'll need a Uganda Advanced Certificate of Education (UACE) or its equivalent to gain admission. Specific cut-off points vary by program and institution.
- **Fees and Funding:** While tuition fees are common, don't be deterred! Explore options like **government scholarships, private scholarships from organizations, or student loans** if available.
- **Program Length:** Bachelor's degree courses usually take two to four years to complete, with postgraduate (master's and doctorate) options available for those who wish to specialize further or pursue research.

No matter which path you choose, Uganda's tourism sector offers exciting opportunities for dedicated and skilled professionals. Which direction feels more aligned with your career dreams?

Do you want to know more about the education process? Read the story below:

***Ange Bernice: Passion for Delivering Excellence***

*At 22, Ange Bernice pursued a degree in **Hospitality and Tourism Management** from **Akilah Institute for Women**. She explained her decision was driven by a desire to deepen her understanding and acquire the skills necessary to excel and deliver high-quality work within the industry. Post-graduation, she aims to join any tourism-related organization—be it a hotel, a tour company, or a government body—to demonstrate her capabilities and be a valuable asset.*

What do you learn from Ange?

***More insights:***

*Students in tourism have broad **internship opportunities** across the entire sector, including tour operations, travel agencies, and hospitality. It's much wider than just travel agencies. Gaining **hands-on experience** is crucial for new entrants, and internships are the best way to achieve this. We encourage students to intern in various roles, such as food and beverage (restaurants, kitchens) or, for those pursuing hospitality management, in reception, reservations, and event management. Direct customer interaction is a core part of this industry, so practical experience through these hours provides vital exposure and opens up future job opportunities.*

*The skills acquired in tourism, especially hospitality, are highly versatile and go beyond the immediate sector. You can pursue careers as a hotel manager, front office manager, event manager, or roles in tour operations, airlines, and transport. Interestingly, some of our trainees even find success in fields like banking and finance, thanks to their strong customer service, customer care, and understanding of client needs. The professionalism developed in our industry is highly valued everywhere.*

## Pursuing a University Degree in Tourism

If you're considering a university education for a career in tourism, here's what to do:

- **Research Programs:** Explore universities and their tourism-related subjects in your region, both online and in person. Gather information on start dates, duration, requirements, and costs.
- **Explore Scholarships:** Attend career fairs and actively look for scholarship opportunities offered through international programs or foundations.
- **Connect with Alumni:** Reach out to university graduates to learn about their career paths after studying tourism.

**Recognition of Prior Learning (RPL)** is a process where your knowledge gained from past experience and jobs is formally assessed and certified, leading to an official qualification.

Key points about RPL:

- **Mandatory for Some Roles:** For certain tourism jobs (e.g., guides, marketing, accountancy), official accreditation of professional qualifications or expertise might be required to enter the field.
- **Higher Earning Potential:** Formal recognition of your knowledge can lead to better pay.
- **How it Works:** RPL can be achieved through informal apprenticeships (involving observation or work tests) or through national skills recognition systems, such as those overseen by a chamber of commerce.
- **Support Available:** You can often receive support for the RPL process, including information, advice, and assistance in identifying what knowledge to focus on for recognition and how to prepare necessary documents.

Sometimes however recognition of prior learning is not required. Learn more from Greg Bakunzi, a self-taught tour operator:

### *Greg Bakunzi*

*Starting as a local guide, I began leading tours to villages and national parks. These experiences allowed me to build valuable connections and spread the word about my services. I didn't rely on formal qualifications; my **commitment** and **deep knowledge** of the local stories and natural attractions were my greatest assets. My ability to convey this information clearly attracted visitors, who then asked questions, drawing more people in. This marked a significant turning point in my career.*

*My efforts led to a **well-paying job** and empowered me to develop new ideas. I also started **employing others** in my organization. Furthermore, I had the opportunity to **travel and connect with fellow professionals** from around the world who shared similar pursuits.*

**If you want your skills and prior learning to be recognized:**

1. Look for advice regarding the recognition of your skills.
2. Check out if the recognition is done through an informal apprenticeship or an official system.

3. Look for institutions responsible for the recognition.
4. Check out what documents are required, prepare the documents, and compile the files neatly.

### Entrepreneurship in tourism

Becoming an entrepreneur in tourism means you'll be a **pivotal part of a small organization**, rather than a minor cog in a large one, offering immense opportunities for professional growth.

Here's what you need to know:

- **Freedom and Impact:** Entrepreneurship can grant you significant freedom, allowing you to develop your staff professionally and drive positive change within the industry and your country.
- **Clear Vision:** A **well-researched business plan** is essential. It ensures your goals are clear and your vision is easily understood by everyone.
- **Legal Compliance:** You must thoroughly **understand and comply with the legal framework** governing your operations. This includes:
  1. Registering your business and setting up a bank account.
  2. Obtaining necessary tourism registrations and relevant licenses.
  3. Ensuring continuous adherence to the law and awareness of administrative regulations in your country.
- **Networking:** Stay connected with other professionals in the sector. **Learn, exchange knowledge, and collaborate** to foster mutual growth.

See how experience in starting a business may look like:

### *Case Scenario*

Starting as a tour guide in 2000, I eventually embarked on building a hotel in 2013, which began operating in 2016. My extensive experience as a guide made me realize a significant gap near Volcanoes National Park, prompting me to start with restaurants that ultimately evolved into one of the most successful hotels in the area.

The biggest hurdles were acquiring the land and securing the capital for construction. My journey proves you don't need to start big; I began small, saving enough from guiding to buy land. The most crucial ingredient for success, especially in hospitality, isn't just seeking money, but **loving what you do first**. Whether you're a waitress, receptionist, or tour guide, **passion for the job** will naturally lead to other opportunities and rewards.

If you want to become an entrepreneur:

1. Check with Ministry of Trade to learn about business opportunities and legal framework.

2. Research institutions which are responsible for/deal with business set up.
3. Look for entrepreneurial networks in your region as well as support from educational / support services (e.g. alumni networks of universities).
4. Consider funding options for your business.

## Lesson 2: Explore your Tourism Carrier Path

Ready to start a career in tourism? With various entry points available, answering the following questions can help you determine the best fit for you:

1. You're an active person who enjoys meeting new people and wants to work as a **tour guide or ranger**. What level of education would you typically need?
2. You're service-oriented and love working with people but prefer an office setting to manage bookings, logistics, and customer support. Is a **university degree** necessary for this?
3. Your friend has been a room attendant for two years, excelling despite no formal education in the field, and now wants to become a **room service supervisor**. What advice would you offer her?
4. For which tourism role would you **not** necessarily need a degree in Tourism Management?
5. A friend, fluent in English and French, previously worked as an airport airline operations manager but now seeks day-shift alternatives within the tourism industry due to childcare. What are some **possible job alternatives** for her?
6. From the list below, choose **three essential soft skills** for almost any job in tourism:
  - Stress management
  - Creativity
  - Flexibility
  - Organizational skills
  - Presentation skills
  - Empathy

## Lesson 1: Summary

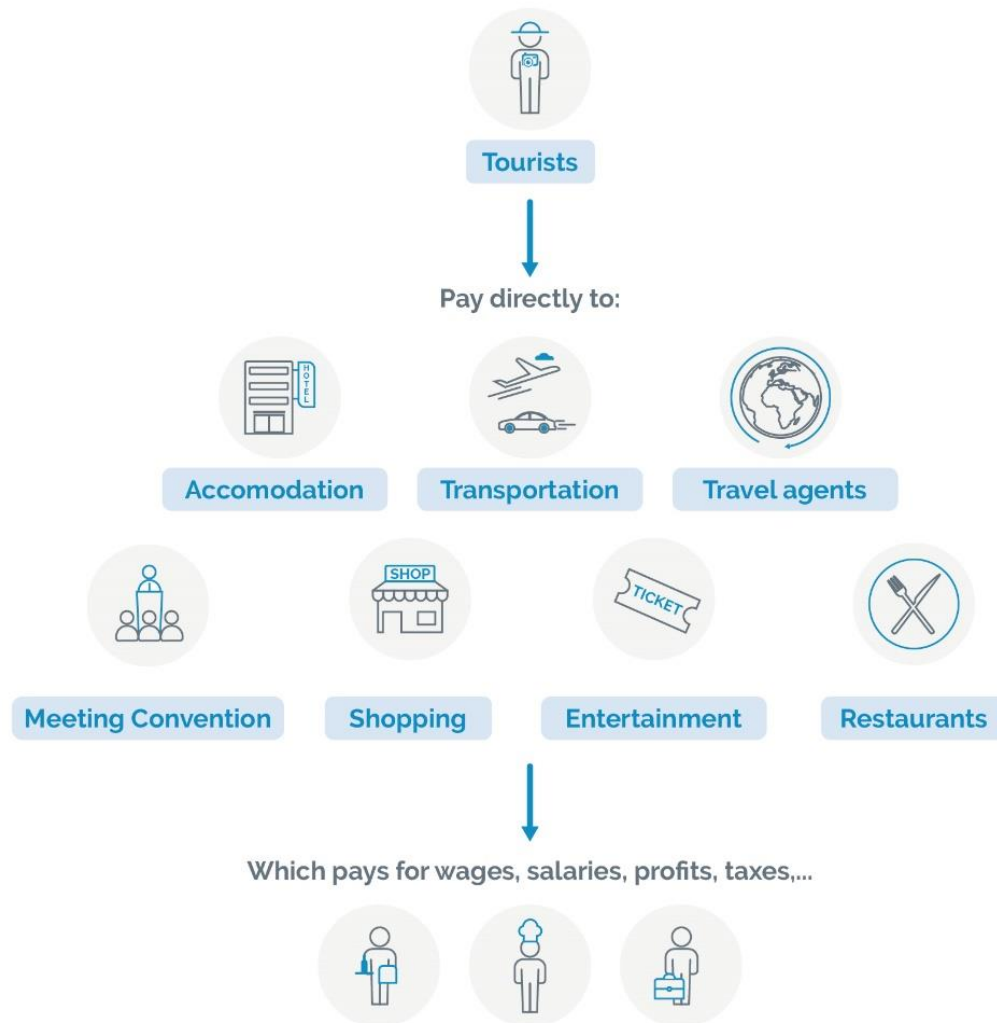
Tourism offers diverse employment opportunities, whether you prefer dynamic, people-focused roles or office-based tasks. While the industry has unique aspects like shifts, seasonality, and volatility—demanding flexibility and strong emotional intelligence—passion makes the effort incredibly rewarding.

Beyond tourism, the transferable skills you gain mean you can find opportunities in other sectors too, especially when the industry faces challenges. As Darlene Umwiza, a Rwandan

business owner, wisely states, "Passion pushes you to do something. So, the first thing is to know your passion and what you can do. When you work with passion, you will see long-term and tangible benefits."

## Tourism as an industry; Tourism worldwide

Tourism involves people traveling temporarily from their usual environment to other places. As an industry, it provides services for business, pleasure, and leisure activities away from home. It serves as a vital economic driver, creating numerous jobs, developing national infrastructure, generating revenue, and fostering cultural exchange.



Tourism is a vast industry offering diverse employment opportunities, no matter your preference!

**If you love being active and meeting new people, consider roles like a tour guide or tour driver.** Nature enthusiasts can find fulfilling jobs in **national parks**. For those with excellent interpersonal communication and sales skills, working in a **souvenir and art shop** might be

a great fit. If sharing the excitement of travel appeals to you, roles such as an **airport check-in agent** or **flight attendant** could be ideal.

Prefer working from an office? No problem! **Travel agencies and transport companies** offer numerous administrative and support positions. Opportunities are truly everywhere you look.

Even during challenges like the COVID-19 pandemic, which impacted international travel, the tourism industry adapted by focusing on **domestic customers**, creating new opportunities for flexible professionals who continuously develop their skills.

### **Tourism in Africa**

Africa boasts an incredible variety of landscapes, from towering mountains to vast plains and deserts, alongside world-class beaches, diverse marine life, unique flora, abundant wildlife, and rich cultural heritage. This makes it a compelling travel destination for everyone.

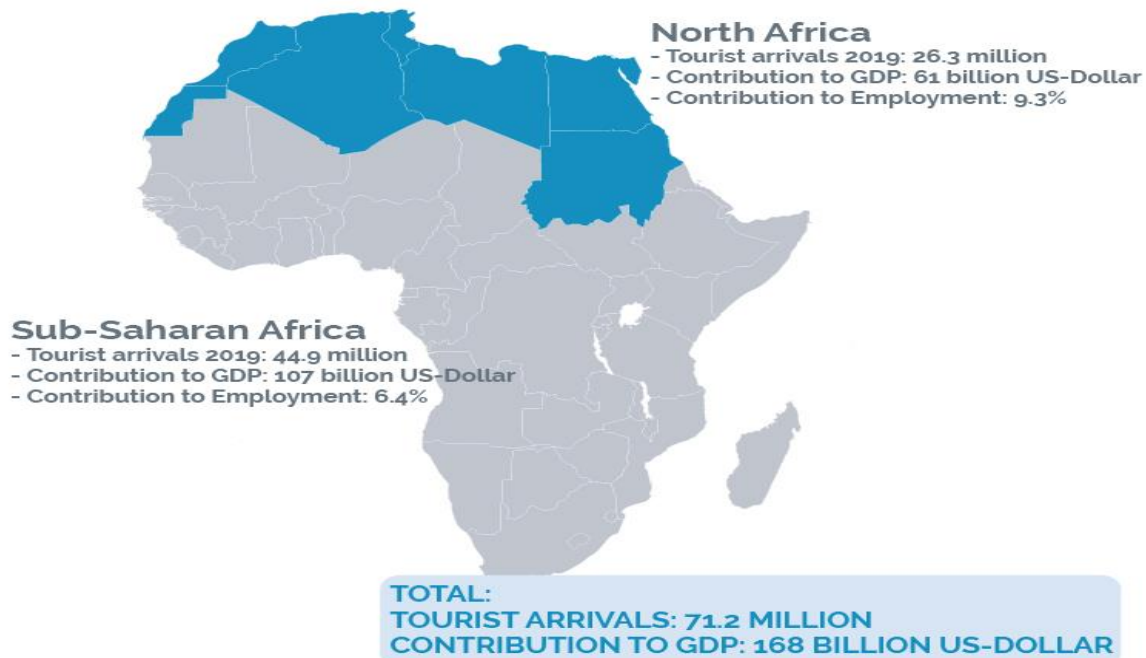
However, not all African countries benefit equally from tourism. While South Africa, Egypt, Morocco, and Tunisia are top destinations, countries like Côte d'Ivoire, Namibia, Nigeria, Mauritius, Rwanda, Uganda, and Zimbabwe enjoy steady tourism income and are actively growing their markets. Within Africa, people primarily travel for education, medical reasons, religious purposes, or to visit friends and family.

### **Understanding Tourists and Travelers**

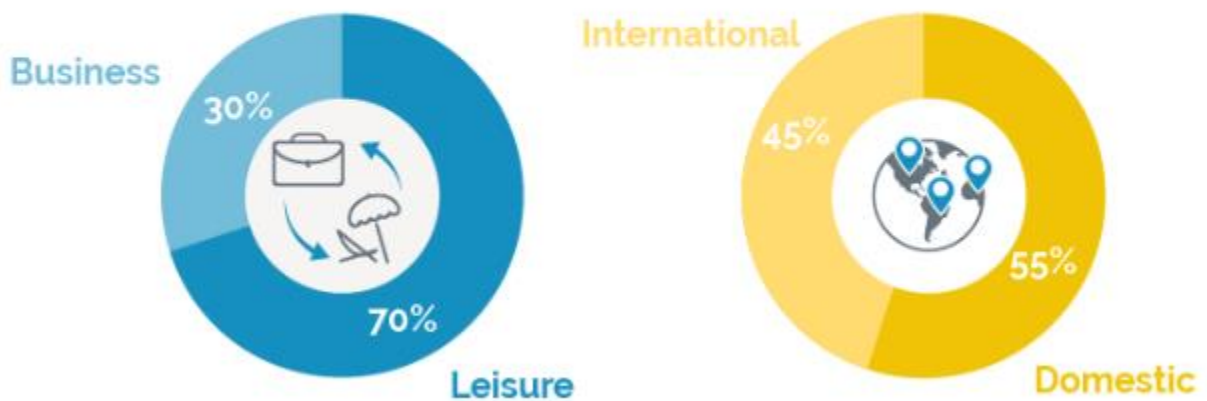
A **traveler** is anyone moving between different geographic locations for any purpose or duration. A **tourist** is a specific type of traveler: someone taking a trip for less than a year to a main destination outside their usual environment, for purposes other than employment, and whose trip includes an overnight stay in a different country. This also includes **business travelers** whose main purpose is professional.

We can categorize travelers by their trip's purpose (e.g., cultural, adventure, medical), or by other criteria like activity type (passive vs. active), preferred location (coastal, rural, mountains), or age group (youth, families, elderly).

## Contribution of Travel & Tourism to African GDP and Employment:



### TYPES OF TOURISM



### Unexpected Tourism

Did you know you're also a tourist when you visit relatives in another city or grandparents in a village? This is a common form of "unexpected" tourism.

There are many diverse types of tourism that might not immediately come to mind, including:

- Religious tourism and pilgrimages
- Visiting family (often domestic travel)
- Medical tourism
- Food and culinary tourism
- Agro-tourism
- Honeymoon tourism
- Fashion tourism
- Political tourism
- Science tourism
- Wellness tourism

## Lesson 2: Types of tourism

Over 100 Types of Tourism: Key Categories

With over a hundred types of tourism, here are some of the most relevant:

1. **Recreation and Leisure:** The broadest category, encompassing many niche interests like cultural tours, adventure travel, medical tourism, nature-based trips, local exploration, safaris, backpacking, birding, biking, sports events, and more.
2. **Outdoor Tourism**
3. **Nature-based Tourism:** Activities such as birdwatching, photography, stargazing, camping, hiking, hunting, fishing, and visiting parks. Have you tried any of these?
4. Adventure Tourism
5. Sun and Beach
6. Cultural Tourism
7. Business Tourism
8. MICE (Meetings, Incentives, Conferences, and Events)
9. Wellness Tourism
10. Health Tourism

## Lesson 3: Working in tourism – what is the experience like?

The tourism industry is a dynamic sector with countless moving parts, from transportation to marketing and entertainment, meaning you're likely to find your perfect niche.

Beyond that, working in tourism offers many motivating factors:

- **Excitement:** It's rarely a typical 9-to-5 job. Every day brings new people and unique experiences.
- **Growth Potential:** Even if you start at the bottom or lack specific hard skills, there's ample opportunity for promotions, raises, and personal development.
- **People Interaction:** If you enjoy connecting with others, this field is ideal. You'll work closely with diverse individuals, including people from various cultures.

- **Language Learning:** It's a fantastic environment to learn and practice new languages.
- **Flexible Work:** You can often find part-time opportunities, allowing you to pursue further education or diversify your career, especially during off-peak seasons.
- **Travel Opportunities:** Many roles, like travel agents, flight attendants, and salespersons, offer chances to travel and experience new destinations.
- **"Extra Sell" Potential:** As a guide or assistant, you can introduce clients to products or experiences they didn't even know they wanted.
- **Extra Rewards:** When you pour your passion into your work, customers often have more enjoyable experiences and may reward you accordingly.
- **Entrepreneurship:** Starting your own business is common in tourism, offering a direct path to entrepreneurship.

## Understanding the Challenges in Tourism

Working in tourism comes with its own set of demands. Be prepared for:

1. **Relocation**
2. **Working under pressure**
3. **Emotional labor**
4. **Dealing with complaints**
5. **Competition**
6. **Time away from home**
7. **Varying payment structures**
8. **Irregular working hours**
9. **Volatility** (due to external factors)

A Tour Guide Driver from Rwanda highlights these challenges:

"Sometimes, tourists ask questions you don't know the answer to, which means you have to **research deeply**. This isn't a job where you can be idle; you constantly need to dive into books about animals and life in general to find answers. This job requires you to **let go of laziness**; it's not for those who like to sleep—you have to be an **early riser**. It's also a job that's **constantly changing** with no fixed schedule. So, it's for people who are **hard workers** and aren't afraid of putting in the effort."

## Why Good Service is Essential in Tourism

Delivering **excellent service** is paramount in tourism because it directly leads to **satisfied customers**. Happy clients are your best advocates; they'll recommend your services to friends and post positive reviews online. Conversely, a negative experience can quickly spread, often online, damaging your reputation.

Service is a **major factor** in how customers choose where and on what to spend their money. To meet their expectations, you need to understand their preferences, customs, and habits. Demonstrating **respect and friendliness** is key, even if it sometimes requires **managing your own emotions** (what's known as "emotional labor").

## Customer Journeys and Workplaces

### Lesson 1: Customer journey to introduce different workplaces

#### The Customer Journey

From a guest's perspective, the complete service experience is a process called the "**customer journey**." This journey involves various phases and steps where guests interact with different services.

### Lesson 2: Diverse Workplaces in Tourism

The vast tourism industry offers attractive job opportunities for individuals with diverse skill sets and preferences regarding work environments, hours, and customer interaction. Here's a look at common workplaces:

- **Destination Management Companies:** Click to explore the jobs and skills required.
- **Airports:** Click to learn about jobs and necessary skills.
- **On Tour:** Click to discover roles and skills needed when accompanying tourists.
- **National Parks:** Click to find out about jobs and skills in a national park setting.
- **MICE (Meetings, Incentives, Conventions, Exhibitions):** Explore the jobs and skills needed in this specialized sector.

#### Competencies and Skills: The Power of Soft Skills

Now that you're familiar with various tourism types, workplaces, and jobs, let's delve into the essential skills and competencies for success. We'll start with soft skills.

Soft skills are personality traits that enable effective interaction with others. They're not about what you know, but how you conduct yourself in different situations. In tourism, soft skills are crucial for delivering excellent customer service. Quality service often hinges on good time management, empathy, and effective communication, among other attributes.

#### Key Soft Skills for Tourism:

##### Social Skills:

- Networking
- Teamwork
- Communication
- Empathy

- Positive attitude
- Cross-cultural understanding
- Flexibility
- Working under pressure
- Customer service

### Organizational Skills:

- Multitasking
- Problem-solving
- Stress management
- Social marketing
- Decision-making
- Planning and coordination
- Delegation
- Prioritizing

### A Tour Guide shares insights on the social skills essential for her job:

"To be a tour guide, you first need passion—that's what makes everything easier. There are challenges, though, like networking. Personally, I struggled with it and didn't have access to materials like field guidebooks. But don't let challenges stop you. Start by networking with those close to you; they can help connect you to more experienced people.

While networking is important, you also need to do your research to be competitive. Go into the field yourself sometimes; some trips are inexpensive or even free. Explore, learn, and train yourself. Take friends on free trips and explain things to them—it's like building your capacity."

## Lesson 3: Knowledge is key (hard skills)

### Understanding Hard Skills in Tourism

Now, let's explore **hard skills**—the specific, teachable abilities that allow you to perform job duties, often involving tools, equipment, or software. Given the diverse professions within tourism, the required hard skills vary accordingly. Both engineering and artistic skills can find application!

Here are some examples of hard skills crucial for specific tourism jobs:

- **Technology Proficiency:** Expertise with reservation or booking systems (e.g., Amadeus, Sabre, Expedia), general computer proficiency, internet research, MS Office applications, and data management systems.
- **Digital Marketing:** Knowledge of online marketing strategies and media skills.
- **Practical Skills:** Language proficiency and first aid skills.

- **Specialized Knowledge:** Understanding of nature conservation, relevant laws and regulations, and excellent regional knowledge.

These hard skills can be acquired through higher education, vocational training, short-term courses, and on-the-job experience.

As Elie Niyitega, Assistant Lecturer at IPRC-Kitabi, notes, "Tourism industry is evolving and expanding steadily. There are so many opportunities in this sector!"

### Digitalization's Impact on Tourism Jobs

Digital technologies are fundamentally transforming the tourism industry. The rise of online platforms like Booking.com and Airbnb.com simplifies direct service sales to customers. These shifts present both challenges and opportunities:

- Jobs primarily connecting customers with service providers may become less demanding, but individuals can upskill to new roles (e.g., online platform administrator).
- There's a growing number of opportunities for **independent contractors** who complete specific tasks, often remotely.

**Digitalization is a key driver for professional development in tourism, making digital skills essential.** These often combine with **Science, Technology, Engineering, and Maths (STEM)**.

Examples of critical digital skills include:

- **Digital Media Skills:** Web/animation design/development, information technology, big-data analysis, and geolocation technology on portable devices.
- **Computer Skills:** Advanced accounting software (for accounts clerks), airport/airline software systems (for passenger check-in staff), reservation software systems (for travel agents/receptionists), and broad system/software knowledge (for systems administrators).
- **Social Media Skills:** Crucial for roles like marketing executives and e-marketing/social media specialists.

## Lesson 4: Use your skills in other industries

### Applying Your Tourism Skills in Other Industries

Many of the essential **soft and hard skills** you gain in the tourism industry are highly **transferable** to other sectors. Transferable skills are abilities developed in one job that can be effectively applied in another.

#### Transferable Soft Skills:

Tourism professionals often possess strong:

- **Work ethic**

- **Intercultural communication** and ability to relate to diverse people
- **Attention to detail**
- **Verbal communication**
- **Planning and flexibility**
- **Organization and time management**
- **Teamwork**
- **Customer service**
- **Conflict resolution**
- **Problem-solving**

#### **Transferable Hard Skills:**

Many technical skills from tourism are also widely applicable, such as:

- **Rhetoric** and a broad vocabulary
- **Proficiency in foreign languages**
- **Knowledge of finance and accountancy**
- **Software proficiency** (e.g., MS Office applications, accounting, and scheduling software)
- **Marketing and social media** expertise
- **Sales and customer service** techniques

Don't limit yourself to just tourism! Think outside the "tourism box." Continuously learn and develop skills that can open up new opportunities for you, whether within the tourism sector or in related industries.

# Driving Sustainable Development Through Tourism

# Introduction to Sustainable Development Through Tourism:

This course is your gateway to understanding the exciting world of **sustainable tourism**. You'll discover how tourism can become a powerful force for good, actively contributing to global sustainable development and helping to achieve the **Sustainable Development Goals (SDGs)**. Get ready to explore and enjoy the journey!

## Who Should Take This Course?

This course is perfect for **development practitioners** and anyone passionate about learning how tourism can shape a more sustainable future.

## What You'll Learn:

- **Global Trends in Tourism:** Get up-to-speed on the latest worldwide movements in the tourism sector.
- **Tourism's Impact: The Good & The Bad:** Understand both the positive and negative effects tourism can have on destinations and communities.
- **Tourism as a Tool for Sustainable Development:** Explore practical ways tourism can drive positive change.
- **Achieving the SDGs Through Sustainable Tourism:** Learn how to leverage tourism to meet crucial global development targets.
- **Tourism's Role in German Development Cooperation:** Discover specific examples of how tourism is integrated into international development efforts.

# MODULE 1: UNESCO Sustainable Tourism:

## Lesson 1: Introduction to UNESCO Sustainable Development:

**UNESCO** stands for the **United Nations Educational, Scientific and Cultural Organization**. It is a specialized agency of the United Nations (UN) that aims to build peace through international cooperation in education, the sciences, culture, and communication.

Key aspects of UNESCO's work relevant to tourism include:

- **World Heritage Sites:** UNESCO designates sites of "outstanding universal value" for their cultural or natural significance, ensuring their protection and preservation. Many of these sites are major tourist attractions, and their designation often promotes responsible tourism.
- **Biosphere Reserves:** These are areas recognized for their biological and cultural diversity, where sustainable development is promoted through scientific research, education, and community involvement.
- **Global Geoparks:** These are unified geographical areas where sites and landscapes of international geological significance are managed with a holistic concept of protection, education, and sustainable development.
- **Intangible Cultural Heritage:** UNESCO also works to safeguard traditional practices, expressions, knowledge, and skills that communities recognize as part of their cultural heritage.
- **Promoting Education and Science:** UNESCO fosters understanding and cooperation in scientific research and education, which can contribute to ecological awareness and sustainable practices in tourism.

In essence, UNESCO's mandate aligns with the principles of sustainable tourism by promoting the conservation of heritage, fostering intercultural understanding, and encouraging responsible interaction with both natural and cultural assets.

### Sustainable Tourism Tour Guiding

**Sustainable Tourism Tour Guiding** refers to the practice of leading tours in a manner that takes full account of the current and future economic, social, and environmental impacts of tourism, while addressing the needs of visitors, the tourism industry, the environment, and host communities.

For a tour guide, this means:

- **Minimizing Negative Impacts:** Actively working to reduce environmental damage (e.g., preventing littering, staying on trails, conserving resources), minimizing social

disruptions to local communities, and avoiding economic leakage (ensuring benefits stay local).

- **Maximizing Positive Impacts:** Promoting local economies by encouraging the purchase of local goods and services, supporting community-based tourism initiatives, fostering cultural exchange and respect, and contributing to conservation efforts (e.g., anti-poaching, habitat restoration).
- **Educating and Interpreting:** Informing guests about the importance of sustainable practices, the local environment, culture, and conservation challenges. Guides serve as educators and role models, inspiring visitors to become advocates for responsible travel.
- **Ensuring Safety and Well-being:** Prioritizing the safety of guests while also ensuring the well-being of wildlife and respecting the local population.
- **Responsible Management:** Adhering to and enforcing rules and regulations of protected areas and cultural sites, managing group sizes to prevent overcrowding, and being prepared for contingencies in a way that minimizes impact.
- **Fostering Connection:** Helping guests develop a deeper appreciation and connection to the natural and cultural places they visit, encouraging responsible behavior and a desire to contribute to their preservation.

In essence, sustainable tourism tour guiding is about being a proactive ambassador for the destination, ensuring that tourism leaves a positive legacy for both present and future generations.

### **Empowering Ugandan Artisans: Weaving Heritage into Sustainable Tourism**

This course is designed for **artisan entrepreneurs** in Uganda, providing them with the knowledge and skills to effectively share the stories of their **World Heritage, Living Heritage,** and **sustainable tourism** when selling their crafts to visitors. You can complete this course in approximately **45 minutes** and earn an open badge upon achieving a score of 80% or more on the final quiz.

#### **Who is this course for?**

This course is specifically tailored for **Ugandan artisan entrepreneurs** who are eager to sustainably expand their local craft businesses. Participants will gain a deeper understanding of what constitutes cultural heritage and why it's crucial to integrate and transmit both **tangible and intangible cultural heritage** when engaging with visitors and customers.

This program is designed as a **Blended Learning** experience, which can be further enhanced by complementary webinars and practical, in-situ training sessions held within Uganda.

#### **What will you learn?**

This course introduces fundamental concepts of **sustainable tourism**, **World Heritage**, and **Intangible Cultural Heritage**. Artisans will learn practical ways to integrate these elements into their business practices and customer interactions. Additionally, you'll receive valuable tips on implementing effective online and offline marketing measures and strategies for your crafts.

**Keywords:** Artisans, artisan entrepreneurs, sustainable tourism, World Heritage, Living Heritage.

### **Why Sustainable Tourism Matters for Ugandan Artisans**

As an artisan entrepreneur operating in a World Heritage destination like the **Kasubi Royal Tombs** or a culturally rich region of Uganda, tourism is likely a vital component of your business. The recent global challenges, such as the COVID-19 pandemic and the restrictions on international tourism, vividly demonstrated how such disruptions can lead to a significant drop in your sales.

During the pandemic, there was widespread discussion about how tourism should "build back better" from the crisis. A broad consensus emerged: tourism needs to become more sustainable, and destinations must be better prepared to handle similar shocks in the future.

In this lesson, we will explore what sustainable tourism truly means and why it holds profound importance for Ugandan artisans.

### **What Does Sustainable Tourism Mean?**

The term 'sustainable tourism' has been in use for over four decades, yet it's still sometimes misunderstood. Many mistakenly believe it solely refers to environmental protection. However, it encompasses a much broader spectrum of issues and topics within the tourism sector.

The most widely accepted definition of sustainable tourism, from the **World Tourism Organization (UNWTO)**, states: "Tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment, and host communities."

### **Why is Sustainable Tourism Important for Ugandan Artisans?**

As an artisan entrepreneur in a World Heritage destination or a popular tourist area in Uganda, you may have witnessed both the positive and negative impacts visitors can have on your community. Tourism is incredibly important for many World Heritage sites globally, and certainly for Uganda's heritage. It generates jobs and brings in income that can directly contribute to the protection and maintenance of heritage sites, including supporting artisans whose crafts embody that heritage. However, when not managed carefully, tourism can also create significant problems.

### **Understanding Key Definitions Related to 'Sustainable Tourism'**

Many terms are often used alongside, or sometimes interchangeably with, 'sustainable tourism.' This can be confusing. By understanding and using the correct definitions, artisan entrepreneurs can help enhance visitors' knowledge and spread understanding about the concepts related to sustainable tourism during their interactions.

Let's clarify some of the most common terms in the realm of sustainable tourism:

- **Responsible Tourism:** This approach aims to create better places for people to live in and for visitors to experience. It emphasizes the need for all stakeholders (including tourists and businesses) to take responsibility for the impacts of tourism activities.
- **Ecotourism:** Defined as responsible travel to natural areas that conserves the environment, sustains the well-being of local people, and incorporates interpretation and education. In Uganda, this often applies to experiences in national parks and conservancies.
- **Green Tourism:** Generally refers to tourism activities and businesses that operate in an environmentally-friendly manner, minimizing their ecological footprint.
- **Community-Based Tourism (CBT):** In Uganda, this involves tourism experiences hosted, managed, and/or owned by local communities, generating direct economic benefits for them. It often includes social enterprises or non-profit models designed to deliver benefits at the local level, such as handicraft initiatives directly managed by women's groups.
- **Regenerative Tourism:** A newer, evolving approach that positions tourism as an integral part of a 'living, networked system.' Its goal is not merely to 'do less harm' but to actively rejuvenate and nourish, building "economies and communities that thrive, and that allow the planet to thrive too." For Ugandan artisans, this means contributing to a thriving cultural ecosystem.

### **How Sustainable Tourism Relates to the Sustainable Development Goals (SDGs)**

The **2030 Agenda for Sustainable Development** was designed as a global action plan to ensure a sustainable future for all humanity. This vision guides the United Nations' efforts to transform the world by strengthening peace, eradicating poverty, and ensuring a long-term transition towards sustainable development.

The **17 Sustainable Development Goals (SDGs)**, visually represented by a wheel, outline these ambitious targets. Tourism, including the work of artisans, can contribute to every single one of these goals. For example, by providing decent work (SDG 8), reducing inequalities (SDG 10), promoting responsible consumption and production (SDG 12), and protecting biodiversity (SDG 15) through the stories and materials embedded in their crafts.



## Sustainable Development Goals & Tourism in Uganda

Tourism has the immense potential to contribute to all of the United Nations' **Sustainable Development Goals (SDGs)**, both directly and indirectly. In Uganda, tourism plays a particularly crucial role in advancing **Goals 8, 11, 12, and 13**. These goals focus on **inclusive and sustainable economic growth**, the **preservation of cultural and natural heritage**, **sustainable consumption and production**, and **climate action**.

When considering tourism in Uganda, it's important to reflect on both its positive and negative impacts. For example, increased tourism can bring vital foreign exchange and employment but may also lead to environmental strain or cultural commodification if not managed well.

## Whose Job is it to Ensure Tourism is Sustainable?

**Everyone** has a role to play in supporting sustainable tourism! This includes the Ugandan government, local businesses, tour operators, guides like yourself, tourists, and crucially, **artisans**.

## How Sustainable Tourism Works in Practice

Sustainable tourism practices involve **planning, developing, and managing tourism** to:

- **Manage and reduce negative impacts** while maximizing the benefits tourism creates for local communities and the environment in Uganda.
- **Protect Uganda's nature and biodiversity**, from our national parks to our unique wetlands.
- **Respect, celebrate, and preserve Uganda's rich traditions and heritage**, both tangible and intangible.
- **Support local economies and create jobs**, ensuring that tourism benefits directly reach Ugandan communities.
- **Improve the well-being and quality of life of communities**, actively involving them in tourism management decisions.

*(Source: Handbook on Encouraging Sustainable Tourism Practices / European Travel Commission, 2021)*

### **How Ugandan Artisans Can Support Sustainable Tourism**

As an artisan in Uganda, you are a vital part of the tourism ecosystem. Your beautiful crafts often adorn local hotels and restaurants, and visitors eagerly purchase your products as cherished souvenirs to remember their trip and share with loved ones back home. You have numerous ways to support sustainable tourism while simultaneously enhancing your products and creating positive customer experiences.

Here are some examples for Ugandan artisans:

- **Source Locally:** Whenever possible, obtain your raw materials locally and collaborate with local suppliers. This reduces the need for international shipping and supports other Ugandan businesses.
- **Embrace Sustainable Materials:** Actively seek out more sustainable or recycled materials and resources to create your products. For instance, using reclaimed wood, upcycled fabrics, or natural dyes.
- **Consider Product Lifecycle:** Think about how to make your products last longer. Can they be repaired? Can they be repurposed? This reduces waste.
- **Minimize Packaging:** Skip unnecessary product packaging where feasible. If packaging is essential, prioritize recycled, recyclable, or reusable materials.
- **Conserve Resources:** Implement practices to reduce water usage in your production process.
- **Offer Cultural Experiences:** Create opportunities for visitors to learn about your craft-making process through workshops or demonstrations. This provides an authentic, engaging experience and educates guests about Ugandan living heritage.

- **Support Local Initiatives:** Contribute to local charities or environmental conservation organizations in Uganda.
- **Join Sustainable Networks:** Become part of a sustainable tourism association or a cultural association/NGO that promotes responsible practices among artisans.
- **Cater to Locals Too:** Design and sell products that appeal not only to international tourists but also to the local Ugandan community, fostering a more resilient and integrated market.

*(Globally, we consume vast amounts of resources: over 80 billion new garments annually, 3.9 billion tons of food (a third wasted), nearly a million plastic bottles sold every minute, and five trillion pieces of plastic in our oceans. Source: Consumers International)*

### **Your Role in the Local Ugandan Community**

As an artisan, your heritage products and services are intrinsically linked to your heritage and community. When considering your role, it's vital to assess:

- **Community Involvement:** How do you involve members of your local community in your business? Are they employed, suppliers, or collaborators?
- **Shared Benefits:** Does the community directly benefit from how their heritage is being promoted through your crafts and business?
- **Collaboration:** How can you work with other artisan entrepreneurs in Uganda to collectively enhance your businesses and promote sustainable practices?

Now that we've explored sustainable tourism and your significant role as an artisan, let's delve into current travel trends that will directly impact your business.

### **Opportunities for Artisans: Understanding Travel Trends**

In this lesson, we will explore various trends in sustainable tourism and analyze how these might impact your artisan business in Uganda.

#### **Consumer Trends in Sustainable Tourism**

Research on consumer opinions and travel habits globally indicates that people are increasingly mindful of their trips' impact on the environment and the communities they visit. A recent European study found that a significant 82% of EU citizens are prepared to change at least some of their travel habits to be more sustainable (Source: Eurobarometer No. 499, November 2021).

By acknowledging these growing interests and concerns, we can design tours and activities in Uganda that help travelers play their part and enjoy more meaningful experiences. Here are three important trends that directly impact your work as an artisan:

## Trend #1: Increased Awareness of Climate Change Impact

Global warming and climate-related natural disasters have heightened consumer awareness of humanity's environmental footprint. A growing number of consumers worldwide plan to adjust their travel behavior to reduce their environmental impact.

- **"Flight Shame" and Alternative Transport:** While not as direct for internal travel within Uganda, globally, there's a growing understanding that aviation emissions contribute significantly to climate change. This has led some consumers to seek alternative long-distance travel methods (e.g., train travel in Europe). For Ugandan artisans, this might mean an increased focus on regional tourism or visitors who prioritize lower-carbon travel within Africa.
  - *A 2021 European Investment Bank study showed 37% of Chinese, 22% of Europeans, and 22% of Americans would avoid flying due to climate concerns.*
- **Enjoying Nature:** The world's population is increasingly urbanized and digitally connected, making fresh air and the great outdoors an ideal escape. Many travelers actively seek to include outdoor activities in their trips.
  - **Ugandan Relevance:** This presents a massive opportunity for artisans near national parks, forests, and other natural attractions. Visitors seeking genuine outdoor experiences will appreciate locally made crafts that reflect the nature they encounter. Guides play a crucial role in providing essential knowledge for safe and respectful outdoor travel.
  - *A UK study in March 2022 found nearly half of adults spent more time outdoors post-pandemic, and nearly four in ten felt nature was more important for their wellbeing.*
- **Corporate Social Responsibility (CSR):** Consumers, especially younger ones, are closely scrutinizing how businesses treat their stakeholders. They are quick to call out unfair or unethical practices on social media. Travelers want reassurance that their money supports companies aligning with their values and contributing positively to sustainability.
  - **Ugandan Relevance:** Artisans must clearly communicate their sustainable practices (e.g., ethical sourcing, fair wages, community benefits) online and through their products to attract conscious consumers. Clear certifications explaining environmental or ethical benefits are highly influential.
  - *Kantar WorldPanel (2022) found 61% of consumers are influenced to buy by clear certification on environmental/ethical benefits.*

## Trend #2: Increased Interest in Supporting Local Livelihoods through Small Businesses

The pandemic underscored the vital role of small businesses at the heart of local communities, highlighting their importance in providing employment and sustaining livelihoods. As craft makers in Uganda, you offer a unique window into the local living heritage of our destinations.

- **Ugandan Relevance:** This trend is a direct boon for Ugandan artisans. Travelers actively seek out authentic, locally made products that directly support the people who create them.
  - *A 2021 TripAdvisor study found 73% of global travelers prioritize supporting local businesses on their next trip.*

### **Trend #3: Closer Attention to Food Origins and Healthy Lifestyles**

Consumers are increasingly interested in where their food comes from, ensuring it's produced fairly and sustainably. There's also a growing interest in dietary experimentation, particularly seeking plant-based alternatives due to their lower environmental impact compared to meat.

- **Ugandan Relevance:** While primarily focused on food, this trend links to artisans through responsible sourcing of food-related crafts (e.g., gourds, traditional cooking utensils). It also highlights a general shift towards conscious consumption, which extends to purchasing decisions for crafts.
  - *Responsible Travel, a sustainable tour operator, saw demand for vegan trips quadruple in a decade, now offering over 1,000 such trips globally.*

### **Sustainable and Responsible Tourism Practices in Action**

Now that we've explored sustainable tourism and key trends, let's look at how it actually works in practice. Sustainable tourism practices involve **planning, developing, and managing tourism** in a way that ensures:

- **Managing and minimizing negative impacts** while maximizing the positive benefits tourism can create for places like Uganda.
- **Conserving natural resources and protecting biodiversity** across our country.
- **Respecting, celebrating, and preserving Uganda's diverse traditions and heritage.**
- **Strengthening local economies and livelihoods** within Ugandan communities.
- **Enhancing the well-being and quality of life of communities**, and ensuring their involvement in tourism decision-making.

*(Source: Handbook on Encouraging Sustainable Tourism Practices, European Travel Commission)*

Given their role as experts, local ambassadors, and educators, Ugandan artisans have a clear role in encouraging visitors to adopt sustainable tourism practices before, during, and after their trip.

## Setting the Stage for Sustainability

Even before a tour begins, you can contribute to sustainability:

### 1. Education and Training:

- Take the time to complete local courses and qualifications in conservation, environmental management, or other specializations relevant to your artisan craft and destination in Uganda.
- If your company isn't eco-certified or doesn't actively practice corporate social responsibility, engage with management. Discuss the importance and benefits of sustainability for the business. Research available ecolabels and certifications relevant to the Ugandan tourism industry and your craft.
- Consider **Carbon Literacy training** to ensure you and your colleagues are familiar with the correct terminology and practices around climate action and sustainability.

## Lesson 2: Championing Sustainable Travel in Uganda: The UNESCO Pledge and Beyond

The **UNESCO Sustainable Travel Pledge** aims to foster sustainable travel, bolster community resilience, and preserve heritage worldwide. By signing this pledge, destinations and businesses publicly commit to actions that reduce their environmental impact, raise traveler awareness, and help visitors make more sustainable choices. As a guide in Uganda, understanding and applying these principles is key to responsible tourism.

### 1. Marketing and Communications for Sustainable Tourism

Here's how to weave sustainability into your marketing and communications efforts in Uganda:

- **Feature Educational Content:** Create your own content, and share content from others, that educates visitors about Uganda's local culture, environment, and social issues related to tourism. This helps guests arrive informed and aware.
- **Be Transparent About Policies:** Proudly showcase your sustainability policies and demonstrate how you implement them. If you hold an eco-certification, clearly explain it on your website and what it covers. Use plain language, avoiding vague terms like "green," and clearly show your actions and performance metrics.
- **Help Guests Prepare:** Before arrival, inform guests about any specialized equipment they might need. Encourage them to bring **reusable water bottles** to reduce single-use plastics, a common issue in many tourist areas.

- **Incentivize Off-Peak Travel:** Offer incentives like discounts or vouchers for local shops to encourage visitors to plan their trips outside of Uganda's peak seasons or busy hours. This helps distribute tourism impact more evenly.

## 2. Itinerary Building for Sustainability

Design your tour itineraries in Uganda with sustainability in mind:

- **Avoid Overcrowding:** Adapt itineraries to bypass overly busy locations, especially where too many visitors at once could cause environmental damage or overwhelm local communities.
- **Sustainable, Yet Comfortable Experiences:** Design itineraries that demonstrate "sustainable" doesn't mean sacrificing comfort or luxury. Emphasize that these experiences can be fun, deeply immersive, and still comfortable. Use compelling storytelling to highlight why these responsible activities are "must-do" experiences in Uganda.
- **Utilize Public Transport:** Where feasible and safe for small groups, consider using Uganda's public transport services instead of private cars or large tour buses. Provide clear advice to guests, making it easy for them to choose public transport over taxis or private vehicles.
- **Give Back to Local Communities:** Include visits to local projects or social enterprises that allow visitors to contribute more than just money, directly supporting the local community and environment. This could be a community craft workshop, a local school, or a conservation initiative.

## 3. During Tours: Encouraging Sustainable Practices

On tour, you can actively encourage guests to travel sustainably:

- **Spark Discussions:** Integrate discussions about broader sustainability issues into your tour commentary. Raise awareness about local challenges in Uganda and how guests can contribute positively.
- **Collaborate with Peers:** Work with other local guides and professional associations to manage access to popular locations effectively. If a code of good conduct doesn't exist, help establish one for guides in your area.
- **Report Misconduct:** Don't hesitate to report nuisance behavior by guests. Also, report any guides accompanying guests who violate local regulations or engage in irresponsible practices.
- **Promote Shared Messaging:** Encourage visitors to share content on social media that highlights local conservation charities or community initiatives in Uganda that others can support from afar.

- **Facilitate Public Transport Arrival:** Make it easy for guests to arrive by public transport by starting tours at convenient train or bus stations that offer luggage storage and other necessary facilities.
- **Prevent Litter and Pollution:** Always carry rubbish bags and any special equipment that can help prevent pollution or damage to Uganda's delicate ecosystems. Lead by example in keeping areas clean.

#### 4. Post-Tour: Continuing the Sustainable Journey

Even after the tour concludes, you can help ensure your guests' sustainable travel experience continues:

- **Encourage Extended Stays:** Provide guests with additional ideas for cultural and natural experiences they can participate in, encouraging them to stay longer in Uganda.
- **Share Cultural Insights:** Offer information, websites, or ideas on how guests can continue to learn more about Uganda's rich local culture and heritage after their trip.
- **Inform on Local Regulations:** Briefly remind guests about local regulations and practices to avoid for the remainder of their trip, helping them stay responsible travelers.
- **Maintain Engagement:** Keep guests interested and engaged with Uganda even after they've returned home by encouraging them to follow and support local charities and conservation organizations on social media.
- **Address Concerns:** Meet with other local guides and tourism professionals to discuss problem issues and risks related to the local environment, ensuring these concerns are properly communicated to local authorities for action.

We hope this lesson has provided valuable insights into how you can support the development of sustainable tourism in Uganda's incredible destinations. Now, let's delve deeper into how we can effectively protect our cultural and natural heritage while guiding.

### Lesson 3: Current Trends in Sustainable Tourism: Opportunities for Ugandan Artisans

Research consistently shows a growing global awareness among travelers regarding the impact of their trips on local environments and communities. A European study, for instance, revealed that 82% of EU citizens are prepared to modify their travel habits to be more sustainable (Eurobarometer No. 499, November 2021).

As an artisan in Uganda, have you observed shifts in your customers' interests? Perhaps they're more curious about the heritage behind your crafts, the creation process, or even interested in trying their hand at making them. Let's explore some key tourism trends that are likely impacting your business or will create new opportunities in the near future.

### **Trend #1: Growing Support for Local Businesses**

The COVID-19 pandemic underscored the vital role small businesses play at the heart of communities. As an artisan in Uganda, your unique crafts and products are essential conduits for tourists to understand and connect with your local culture and heritage.

- **Global travelers prioritize local support:** According to TripAdvisor research (Barometer 2021), a significant 73% of global travelers value supporting local businesses during their trips.
- **Action for Artisans:** Ensure it's explicitly clear at your business location and on your website that you are a local, small, and authentic Ugandan business. This resonates strongly with conscious travelers.

### **Trend #2: Demand for Deeper "Experiences"**

Today's tourists often seek more than just sightseeing. They crave immersive cultural experiences and a sense of learning, desiring genuine connection with the places they visit through interactions with people and authentic experiences (Source: Tapping into Tourism/Fáilte Ireland).

- **Action for Artisans:** Do you offer special experiences that teach visitors about your crafts or products? Consider organizing workshops, interactive demonstrations, or engaging events. These not only promote your products but also educate visitors about Uganda's rich cultural heritage and the artistry behind your craft.

### **Trend #3: Focus on Food Provenance and Healthy Lifestyles**

Consumers are increasingly interested in the origin and sustainable production of their food. There's also a growing trend towards reducing meat consumption due to its environmental impact.

- **Action for Artisans (if applicable to food-related crafts):** If your artisanal products include food items (e.g., local spices, coffee, traditional snacks), share information with your customers about how and where these are produced, emphasizing fair and sustainable practices. This aligns with a broader consumer demand for transparency and healthy choices.

### **Trend #4: Heightened Environmental and Climate Change Concerns**

Global warming and climate-related disasters have significantly increased consumer awareness of humanity's environmental impact. A growing number of people worldwide are planning to adjust their travel habits to minimize their negative environmental footprint.

- **Action for Artisans:** If climate change has directly impacted your business (e.g., changes in raw material availability due to shifting weather patterns), consider sharing this information with your customers. Increased awareness about these issues makes

visitors more likely to engage in sustainable travel practices and appreciate efforts to adapt.

### **Understanding Your Customers: The "Story Behind the Product"**

Customers are increasingly interested in the narrative behind the products they purchase while traveling. The quality, uniqueness, and story behind your crafts are powerful selling points.

- **Action for Artisans:** Reflect on what unique aspects apply to your business and products (e.g., fair trade, traditional techniques, local materials, community benefit). How do you effectively communicate this compelling information to your customers?

It's also crucial to understand your target customers. Not everyone will be interested in your specific heritage products or willing to pay a fair price. Focus your time and resources on attracting those who genuinely appreciate your craft and its cultural significance. The COVID-19 pandemic also highlighted the risk of relying solely on international tourists; remember to cultivate your local Ugandan customer base as well.

### **Promoting Living Heritage Sustainably**

Now that we've covered the opportunities created by sustainable tourism, let's delve into effectively promoting and selling your heritage products in a way that respects and sustains your culture.

### **Growing Demand for Handicrafts**

The global market for handicrafts is booming, valued at \$647.57 billion in 2020 and projected to reach \$1,204.7 billion by 2026 (Source: Expert Market Research). E-commerce has significantly eased the global buying and selling of craft products.

When promoting and selling your heritage products in Uganda, there are many important considerations:

### **Selling Cultural Heritage Products Appropriately**

The unique stories, skills, practices, and places connected to your product are your most powerful unique selling proposition and a significant business advantage. The HIPAMS.org framework outlines how heritage can be commercialized sensitively:

- **Preserving Knowledge:** Ensure that heritage meaning, knowledge, and skills are maintained and transmitted to new generations of artisans.
- **Community Consent & Benefit:** Artists and their communities must agree with, and benefit from, how their heritage is represented, how products are designed, marketed, and distributed.
- **Fair Pricing:** Heritage products and services must be sold at a price that reflects their true value, craftsmanship, and cultural significance.

- **Meaningful Communication:** Artisans must be able to effectively communicate the meaning and value of the heritage to customers.

"Living heritage," or "intangible cultural heritage," encompasses the practices, expressions, knowledge, and skills that communities recognize as part of their cultural heritage. In essence, your daily work of creating a craft, performing a traditional dance, or developing a piece of art is a fundamental aspect of living heritage in Uganda.

### How Tourism Can Pose Risks to Living Heritage

While beneficial, tourism can negatively impact living heritage if not properly managed. Potential negative impacts include:

- **Cultural Erosion:** Damage to local traditions or alteration of a community's identity.
- **Commodification:** Living heritage practices being drastically changed or disappearing after becoming purely touristic performances, losing their original meaning.
- **Loss of Interest:** Communities may lose interest in traditional living heritage practices if other tourism activities offer more immediate financial gain.
- **Over-reliance & Vulnerability:** Communities can become overly dependent on tourism, making them vulnerable when tourism ceases (as seen during COVID-19).
- **Seasonal Disruptions:** Tourism's seasonal nature can disrupt the natural cycle of local cultural practices.

**Crucially, living heritage is at risk when tourism is managed without the genuine involvement of local communities.**

### UNESCO's Role in Protecting Living Heritage

As an artisan entrepreneur, your profession is recognized by UNESCO as a "core domain" of intangible cultural heritage, as defined by the **UNESCO Convention for the Safeguarding of the Intangible Cultural Heritage**. Traditional craftsmanship is one of the five domains of intangible cultural heritage protected by UNESCO.

- **Global Recognition:** More than 300 traditional craftsmanship elements are protected by UNESCO on the Lists of Intangible Cultural Heritage and the Register of Good Safeguarding Practices. (*Source: Dive into intangible cultural heritage platform*)

### Sharing Your Living Heritage with Visitors

Here are effective ways to share your living heritage by creating engaging cultural experiences:

- **"Showing by Making":** Demonstrate the creation process of your product. Even better, invite visitors to try making a part of the product themselves or organize group/individual workshops. This visual demonstration transcends language barriers

and creates a powerful connection. It helps visitors understand the effort, time, and resources involved, increasing their appreciation and willingness to pay a fair price.

- **Storytelling:** Narrate the story of your craft. Explain its origins, its cultural significance, how the skills have been passed down through generations, and how your craft-making has evolved over time. This personalizes the experience.

### **Sharing Your World Heritage Story**

If your artisan business is located near a World Heritage site in Uganda (like the **Kasubi Royal Tombs**), leverage this powerful brand. World Heritage sites attract visitors seeking unique products and experiences. Guests will be interested in learning why your local World Heritage site is important and its connection to your craft-making skills and practices.

We've explored the power of storytelling to immerse visitors in your heritage. You now have ideas on how to tell your meaningful story and create new cultural experiences for visitors. The next section will delve into practical steps for promoting these experiences online and offline.

### **Sales and Marketing Basics for Artisans**

In this lesson, we'll examine how artisan entrepreneurs can effectively use various marketing channels for their business. You don't need a large team to implement strategic changes; many aspects can be managed independently.

### **Utilizing Online and Offline Sales Channels**

Most businesses today use the internet to sell products and communicate with potential customers. Developing an online presence is crucial for promoting arts and crafts, especially when targeting international customers. However, the most effective marketing strategies often combine both offline and online channels.

Whether online, offline, or both, the basic principles remain consistent:

- **Clear Target Market:** Have a precise understanding of the type of customers you are aiming to attract.
- **Defined Strategy:** Develop a clear plan for how you will reach your target market.
- **Established Budget:** Allocate a specific budget for your marketing efforts.
- **Regular Measurement:** Consistently track your success to understand what's working and what needs improvement.

### **Offline Promotion Strategies**

Traditional yet effective ways to promote your artisan business offline include:

- **Printed Business Cards:** Always have well-designed business cards ready to hand out. Choose a design that reflects your craft and maintain consistent branding. If possible, include a QR code linking directly to your website.
- **Collaborate with Local Businesses & Associations:** Consider "collective marketing" with other artisans in your community. Working together can enhance profitability through shared websites, joint hashtags, or negotiating bulk deals on supplies (Source: [hipams.org](http://hipams.org)).
- **Craft Fairs, Markets & Events:** Participate in local craft fairs and markets. These are excellent opportunities to promote your products, meet new customers, and encourage them to visit your website and follow your social media accounts.
- **Media Presence:** Seek opportunities for interviews with local media and share these on your social media accounts to expand your reach.

### Online Promotion Strategies (Even Without Online Sales)

Even if you don't plan to sell your products online, an online presence is vital in today's digital world:

1. **Create Visual Material Online:** The simplest way to promote your products online is by sharing high-quality photos and videos on a website or social media.
  - **Product Photos:** Take clear, high-quality, non-blurry photos. Simple setups with plain white backgrounds and natural light are often best. A good smartphone camera is usually sufficient.
  - **Process Videos:** A short video showing you making your craft creates a sense of connection and authenticity with future customers.
  - **Strategic Social Media:** If time and resources are limited, choose one social media platform (e.g., Facebook, Instagram, TikTok) popular with your target customers and excel at it.
  - **Website/Webpage:** Consider creating a simple website or a dedicated webpage. If creating your own website is daunting, check with local authorities or associations for support, or consider a dedicated page on a city tourism website. Often, the easiest and cheapest option is a professional Facebook page or Instagram account.
2. **Engaging Content:** Promote your products on social media. Collaborate with local influencers, authorities, or other artisans to spread the word. Encourage comments and recommendations from customers, and use their feedback to improve. Use relevant hashtags and ensure your accounts link back to your main online presence.

3. **Manage Online Accounts:** Be prepared to respond to comments (all if time allows, or focus on key ones). Critically, handle negative feedback professionally. Always respond politely and positively, even if you feel the comment is unfair. Never complain about a customer publicly.

### **Selling Online: E-commerce Considerations**

If you decide to venture into online sales (e-commerce), your website becomes a crucial promotional and sales platform. First impressions are key to retaining visitors. If selling online, ensure your online and offline inventory are synchronized to avoid issues.

Here's a helpful checklist for taking your artisan business online:

- **Clear Homepage:** Your homepage needs to be clear and concise. Visitors decide within seconds whether to stay. Clearly state who you are and what you're selling.
- **Accurate Product Descriptions:** Write clear, concise, and informative product descriptions (aim for around 150 words). Use relevant keywords for search engines, and ensure each description is unique.
- **Simple & Secure Sales Process:** Make the online purchasing process as easy as possible, requiring minimal clicks. Ensure all necessary security assurances are in place to protect both you and your customers.
- **"About" Section:** Include an "About" section to build credibility and authenticity. Share your story, events you've participated in, awards, or press coverage to attract new online buyers.
- **Postage Clarity:** Be transparent about postage costs. Many customers abandon purchases when shipping is unclear or extra. Consider a minimum order price for free shipping to encourage larger purchases. Promote this clearly.
- **Be Reachable:** Provide clear contact options (email or phone) for customer inquiries. A "Questions & Answers" (Q&A) page can address common queries (e.g., delivery times, return policy).
- **Smartphone Compatibility:** Ensure your website is fully compatible with mobile devices (smartphones, tablets) as well as computers, given the increasing use of mobile for online shopping.
- **Track Success with Analytics:** Utilize analytics tools to understand what's working (or not) on your website. Monitor popular pages, abandoned carts, visitor duration, etc., on a monthly basis to guide improvements.
- **Promote Events/Workshops in Advance:** Provide clear, timely information about upcoming events (location, date, price) to allow people to plan and book their visits.

- **Consider Online Craft Platforms:** Explore established online craft marketplaces like Etsy. Research whether your target customers use these platforms and if it's a worthwhile channel for your products. Be aware of transaction fees charged by third-party websites and always read their terms and conditions carefully.

### **Case Scenario: Shop Nanjala's Success and What it Means for Ugandan Artisans**

Let's look at a compelling example from our neighbor, Kenya, to see how an artisan business thrived even during challenging times.

**Shop Nanjala** is a home décor and customized gift shop in Kenya known for its environmentally conscious products. Its core mission is to support local artisans and craftspeople by providing them with exposure and opportunities. Crucially, all of Shop Nanjala's work is locally sourced and entirely made in Kenya.

Despite the severe economic downturn caused by the COVID-19 pandemic, Shop Nanjala experienced an astonishing **514% growth in revenue**. This remarkable success was primarily due to its robust **online marketing strategies**, with Instagram playing a particularly significant role. *(Source: International Trade Centre)*

This case study demonstrates the immense potential for Ugandan artisans to leverage digital platforms and strategic partnerships, even in difficult economic climates.

### **Working with the Local Travel Trade**

Connecting with the local travel trade can be a highly effective way to tap into new markets and ensure your artisan business is featured on guided tours across Uganda.

- **Contact the Uganda Tourism Board (UTB):** Reach out to the UTB for guidance and advice on how to integrate your business into existing tourism itineraries or how to connect with tour operators. They often have programs or lists of local businesses they recommend.
- **Collaborate with Tour Operators:** If you offer unique cultural experiences, workshops, or events (like a traditional barkcloth making session or a craft-making workshop), consider selling tickets through local tour operators or even international online travel agents (OTAs) such as Expedia, Viator, or Airbnb Experiences. While this can significantly expand your reach to more customers, always be mindful of the **commissions charged** and thoroughly review their terms and conditions to ensure a fair partnership.

By learning from examples like Shop Nanjala and actively engaging with the tourism ecosystem, Ugandan artisans can unlock significant growth opportunities and showcase their rich heritage to a wider audience.

# MODULE 2: Community Involvement in Tourism

This course is designed for **tourism professionals in management positions** and anyone interested in how to effectively **integrate local communities into tourism businesses**.

What you'll learn:

- How to facilitate **local community involvement** in tourism.
- Identifying key **stakeholders** in community tourism initiatives.
- Strategies for incorporating local communities into your **daily business operations**.
- Articulating the **win-win benefits** of investing in local community linkages for both residents and businesses.

Keywords: Sustainability, tourism, management, local communities, participation

## Why Do you Need Community Involvement in Tourism

### Lesson 1: What is the meaning of Community Involvement in Tourism (CIT)?

*Lesson from Africa*

*Lindile Mthiyo: There's a saying we use here in our culture as Ubuntu.*

*The ancient concept of **Ubuntu**—"humanity to others"—guides our community, emphasizing mutual support and a shared way of life. We are committed to protecting our land, which is why our lodge is entirely **community-owned and operated**.*

*As a member of a clan that has lived here for over a century, I feel fortunate to be among the first generations not forced to seek work in distant mines. I started at the lodge as a tour guide, managing activities. After completing a one-year hospitality reception course, I became a reception manager in 2008, eventually progressing to general manager.*

*Operating in this remote area presents numerous challenges. Our nearest towns are three hours away, and we lack quality education and government high schools, making job creation difficult. Getting tourists here is also tough due to poor roads. However, the establishment of this lodge has **significantly addressed unemployment and poverty**, providing a vital platform for tourists to learn about and share our traditions.*

*My experience shows that you don't need to start big. I began as a guide, saving enough to buy land. The most crucial factor, especially in hospitality, isn't just about earning money, but **loving what you do first**. Whether you're a waitress, receptionist, or tour guide, passion for your work will lead to success.*

***Anisa Zintoyinto:** At Bulungula Lodge, I work as both a receptionist and manager. I was born and raised right here, and most of our staff are from this community, ensuring that we all benefit*

*directly—it's how we earn our livelihoods. The relationship between the lodge and the community is strong, largely because the locals are incredibly friendly towards tourists.*

*When tourists spend money at the lodge, those funds directly benefit the community, as the lodge is community-owned. For me, **community involvement in tourism** means the seamless collaboration between the community, the land, and the businesses.*

***Kholekile Nhlanganiso:** I had nothing when I came here. I have managed to improve my skills to the point that now I have my own home. So, Bulungula has helped me. My whole life is here. It makes me proud to be here.*

***Mercy Ngandeka:** My childhood was typical for a village child: collecting firewood and water, playing outdoors, planting, and caring for animals. In 2019, after volunteering at the lodge for three months, I felt a strong pull to return to village life, realizing I was more needed here than in the city. The deep sense of community was exactly what I needed to reconnect with my roots.*

*Bulungula is a special place because its people haven't altered their way of life to cater to tourists, which often brings pollution in other tourism-focused villages. Here, daily life unfolds authentically, seamlessly integrated with the natural system. Villagers don't try to fit a tourist's idea of "authentic"; instead, there's a genuine, sustainable exchange where tourists bring something new to the village, and we share our knowledge and traditions in return.*

***Community tourism is the future** because people worldwide seek **authenticity**. They desire sustainable living experiences and a connection to indigenous cultures, not a manufactured, "plastic magic" life. My advice to fellow Africans is to **preserve our authenticity**. This is our true economy; it's what we offer and what we excel at—simply by being ourselves, by being African.*

***Be inspired:** The Bulungula Lodge is 100% owned and managed by the vibrant, traditional Xhosa community of Nqileni village. It not only sustains local culture and the planet but also deeply integrates the Xhosa community into its daily life.*

But first, let us explain the meaning of 'Community Involvement in Tourism'.

### **The Broad Scope of Community Involvement in Tourism (CIT)**

You might be surprised to learn that **Community Involvement in Tourism (CIT)** extends far beyond cultural visits or ethnic villages. It encompasses mainstream tourism activities and service provision throughout the entire supply chain, even in mass tourism destinations.

So, what does this mean? Which services and activities offer opportunities to integrate local communities into the tourism sector?

- **Accommodation:** From village lodges to 5-star hotels.
- **Local Sourcing:** Purchasing local food and beverages for restaurants and hotels.
- **Employment:** Hospitality jobs for community members.

- **Excursions:** Guided tours of villages, wildlife encounters, horse riding, and even fishing with local fishermen.
- **Village Guiding:** Local residents leading tours.
- **Cultural Experiences:** Performances like dancing, singing, and storytelling.
- **Crafts & Culinary:** Craft-making, cooking classes, and sales of souvenirs.
- **Local Products:** Handicrafts and furniture used for decoration in hotels and restaurants.
- **Agrotourism:** Visiting local farms and buying products directly from farmers.
- **Local Transportation:** Utilizing community-owned cars, ox-carts, horses, and boats.

### Defining 'Community' in Tourism

The term "community" is frequently used but rarely defined, often leading to assumptions about its meaning. However, communities can be understood in many ways.

Most commonly, "community" is defined geographically, referring to groups in a village, valley, mountain range, or a specific town, city, or suburb (often termed "local communities"). Yet, **family groups** can also form powerful "communities," especially in cultures with strong family ties. This concept is particularly fascinating for tourists, especially those from Western cultures where extended family bonds may be less prominent, as they seek to observe, experience, and understand it.

In essence, a **community** is a collection of people who share an **environment** or an **interaction**, which can manifest through shared beliefs, resources, or needs. Crucially, all individuals within a given community **have something in common**, such as language or religious belief.

## Lesson 2: Excursion: The link between CIT and CBT

As you have learnt in Lesson 1, there are plenty of opportunities to involve communities in the tourism sector.

We have given you 11 examples. Can you remember at least seven of them? Please write them down.

### Community Involvement in Tourism (CIT) vs. Community-Based Tourism (CBT)

While often confused, **Community Involvement in Tourism (CIT)** and **Community-Based Tourism (CBT)** are distinct but related concepts.

**CBT** is a specific type of CIT, primarily focusing on tourism activities that are **owned, operated, managed, and coordinated directly by a local community** within its village. Services like lodging, meals, guiding, cultural performances, and handicraft sales are provided at the village level, with benefits directly supporting community well-being, sustainable livelihoods, and the protection of traditions and heritage (as defined by ASEAN).

#### Key characteristics of CBT:

- **Community-owned and operated.**

- **Managed, controlled, and coordinated by the community.**
- **Benefits remain within the community.**
- **Supports sustainable livelihoods.**
- **Protects socio-cultural traditions.**
- **Activities:** Includes community lodges, homestays, meals, guiding, cultural performances, handicraft sales, and agro-tourism.

At its core, CBT is about **empowering local people** to control their lives and manage their own tourism initiatives. This means communities can offer services, establish their own coordination teams, and actively participate in regional tourism planning with other stakeholders.

### **The Broader Scope of CIT**

**CIT** has a similar objective but is a "lighter" approach. It focuses on **integrating neighboring communities into broader tourism and hospitality services** that may operate outside the immediate village. This can involve:

- **Procurement:** Communities supplying agricultural products, handicrafts, and decorations to hotels and restaurants.
- **Transport services.**
- **Creating employment opportunities** within the hospitality sector for community members.

Essentially, **CIT offers business and employment opportunities for local communities within the wider tourism sector**, while **CBT means tourism services are provided *in the village* and fully managed and coordinated *by the villagers*.**

For businesses, embracing CIT means adopting an **inclusive business model** where neighboring communities become integral to daily operations and supply chains.

## **Lesson 3: What is the meaning of inclusive business?**

An inclusive business is a sustainable business that benefits low-income communities.

The common principle of inclusive business is to go beyond making donations or charity only, and invest in doing business differently for mutual benefit.

It means that your business needs to keep its for-profit nature but contributes at the same time to poverty reduction through the inclusion of low income communities in the value chain. In simple words, inclusive business is all about including disadvantaged people in the business process, ideally as producers or consumers.

### **Example**

An inclusive business company, investing into innovative filtration systems that clean dirty water, builds a water kiosk in a community and offers a joint venture business to one family to sell the water to the community.

It creates a **win-win** situation for all involved: **clean water** for the village, a **new income source** for at least one family and **revenues** for the inclusive business company. You can reinvest your profit into new innovative products and/or share this margin among your shareholders.

## **Benefits**

### **Local recognition and social license to operate**

Local residents will be the first to see how a business contributes to the economy. This, in turn, reduces local risk and crime, opens new opportunities for local product development, and translates into constructive relations with local municipalities.

### **Enhanced staff morale**

When local staff see the company delivering for their community, it increases staff morale, resulting in improved customer service and guest satisfaction.

### **Greater customer satisfaction**

Customers can see that you care.

### **Stronger branding**

A competitive advantage is gained from a more distinctive product. Companies that invest locally stand out from others.

### **Top reasons to invest in CIT**

When we show up to the present moment with all of our senses, we invite the world to fill us with joy. The pains of the past are behind us. The future has yet to unfold. But the now is full of beauty simply waiting for our attention.

## **Lesson 4: Doing business differently — top reasons to invest in CIT**

Doing business differently in tourism, or **Community Involvement in Tourism (CIT)**, means achieving your commercial goals while creating a greater positive impact on local communities. This approach can be integrated across your entire tourism supply chain.

### **Top Reasons to Invest in Community Involvement in Tourism**

Investing in CIT offers significant benefits, fostering a win-win situation for your business, the local economy, and the environment. Here's why you should consider it:

- **Boost Local Economies through Procurement:** Many tourism businesses overlook the power of local sourcing. By shifting your procurement of goods and services to small, local businesses, you can significantly stimulate the local economy. This is particularly impactful for "survivalist" businesses, enabling them to secure new contracts, upgrade production, and expand, leading to job creation and further local growth.

- **Increase Community Cash Flow with Fair Wages:** Wages paid to local staff are often the largest direct financial contribution a tourism business makes to its community. By ensuring all employees receive a fair living wage, ideally above the minimum, you can substantially increase cash flow into the community.
- **Enhance Local Employment and Skills:** Beyond wages, you can extend employment benefits by reviewing recruitment practices to favor local applicants and investing in training semi-skilled local staff. This builds local capacity and creates sustainable job opportunities.
- **Create Business Opportunities at Community Sites:** Excursions organized by your business offer prime opportunities to engage local SMEs. Utilize their transportation, integrate visits to local cultural sites, and buy local products from farms (agrotourism). You can even offer unique experiences like allowing tourists to participate in local farming activities, which they'll enjoy and pay for.

### Real-World Examples of CIT Success

Here's how other tourism businesses have successfully implemented CIT:

- **Sustainable Water Sourcing:** Instead of buying expensive, environmentally unfriendly bottled water, hotels can purchase water directly from local entrepreneurs. This creates a win-win for both the environment and local businesses.
- **Strengthening Agricultural Linkages:** A hotel committed to sourcing all its fruit and vegetables locally and contracting with over 80 local suppliers experienced improved staff morale and a high quality of service.
- **Improving Food Safety and Supporting Organic Farming:** One hotel encouraged local farmers to invest in organic rice production by guaranteeing purchases of the more expensive organic seeds and the resulting crop. This led to fewer pesticides in the region and provided healthy food for staff and clients.
- **Boosting Occupancy and Customer Satisfaction through Local Arts:** A hotel that encourages guests to visit local artists and showcases local culture saw a 25% increase in occupancy over three years. Owners and managers consistently cite customer satisfaction as a top benefit of strong local connections.
- **Creating Local Employment Opportunities:** During the construction of a new hotel, young and disadvantaged individuals from the neighborhood received training in various hospitality areas. An average of 80% were subsequently employed, creating qualified job opportunities and a highly committed workforce for the company.

### Important Considerations for Successful CIT

While the benefits are clear, it's crucial to understand that not all communities will benefit in the same way. **Collaborative partnerships** and **active stakeholder involvement** are critical for the success and sustainability of any CIT initiative. These partnerships often evolve over time, requiring flexibility and adaptation. There's no one-size-fits-all solution; "Community Involvement in Tourism" will need to be adjusted to each specific case and evolve as circumstances change.

# Different Opportunities for Business Linkages in CIT

## Lesson 1: Engagement of tourism business run by outsiders

### Integrating Local Communities: Opportunities for Tourism Businesses

Even if your tourism business is owned and operated by an outsider, there are many excellent opportunities to involve local communities in your operations. This approach benefits both your business and the local economy.

#### For Hotels

Hotels, regardless of their standard, have numerous avenues to engage with local communities:

- **Local Employment:** Hire staff from the local community.
- **Procurement:** Purchase goods and services locally. This includes building materials, decorative items, and handicrafts for sale in your gift shop.
- **Local Food Sourcing:** Prioritize buying food products directly from local farmers and suppliers.
- **Community-Led Excursions:** Partner with local communities to offer authentic excursions and activities organized and led by them.

#### For Tour Operators

While we've focused on hotels, tour operators also have significant opportunities to integrate local communities:

- **Support Local Accommodation:** Book overnight stays at hotels and lodges that actively support their local communities.
- **Local Dining Experiences:** Arrange meals at restaurants that feature local, and preferably organic, cuisine.
- **Community-Based Tourism (CBT):** Promote and include overnight stays within local communities, supporting CBT projects.
- **Local Guide Training:** Invest in training opportunities for local guides, enhancing their skills and providing employment.
- **Local Transportation:** Utilize local transport entrepreneurs for services like boat rides, taxis, bike rentals, or horse riding.
- **Handicraft Initiatives:** Support local artisan groups and handicraft initiatives by including visits or purchasing their products.

#### For Local Souvenir Shops

Souvenir shops can play a vital role in supporting local artisans and offering authentic products:

- **Promote Local Handicrafts:** Shift away from cheaply manufactured souvenirs and instead focus on promoting high-quality, locally made handicrafts.
- **Artisan Training:** Consider offering training courses for local handicraft producers. This can help them improve their skills, leading to higher quality goods that fetch better prices. This creates a win-win situation where both the shop and the artisans benefit from increased sales and improved product quality.

## Lesson 2: Supporting community enterprises

### Empowering Local Communities Through Tourism Enterprises

We should actively encourage **community members to establish their own small and medium-sized enterprises (SMEs)** within the tourism sector. They can also participate as investors or even joint-venture partners with public and private sector entities.

There are significant opportunities for these **community-led businesses** to thrive. They can offer a range of services and experiences, including:

- **Accommodation:** Running lodges or campsites.
- **Excursions and Guiding:** Organizing and leading village tours and excursions.
- **Cultural Performances:** Showcasing local traditions through dancing, singing, and storytelling.
- **Cultural Demonstrations:** Providing authentic experiences like weaving, traditional agricultural practices, music, craft-making, and cooking, all managed by villagers.

Ideally, the **entire community should be stakeholders** in these enterprises, with management handled by a select group of individuals.

### Key Success Factors for Community Tourism Enterprises

For community tourism enterprises to succeed, they must be built on a strong foundation:

- **Robust Business Planning:** This is crucial for long-term viability.
- **Thorough Market Research and Analysis:** Understanding the market is essential to tailor offerings that meet demand.

We strongly recommend that community enterprises invest in **qualified consultants** to develop these plans and conduct market research. Skipping these vital steps can easily lead to business failure, which not only damages community confidence in tourism but can also harm the reputation of the local tourism industry and the destination itself.

### Integration and Sustainability

Community enterprises should aim to operate not just in niche tourism markets but also **cooperate with the mainstream tourism industry**. And, like any other business, they are **required to pay taxes**.

Since communities may be hesitant to invest in initial planning and marketing, considering **joint ventures between the local community and an external business partner** is a highly recommended approach. This can provide the necessary expertise and capital, as explored further in the next section.

## Lesson 3: Joint Ventures: A Winning Partnership for Tourism

Joint ventures (JVs) offer an exciting way for **tourism companies** and **local communities** to partner up, typically by sharing ownership (equity) in a business. The core idea behind any good partnership is that **both sides share in the risks and the benefits**.

In these partnerships, the **community brings its unique assets** – things like land, cultural knowledge, or local workforce – while the **private sector contributes capital and expertise**. This creates a powerful synergy that can lead to mutual success.

### Crafting the Deal: Agreement Options and Legal Advice

Once a joint venture concept is in place, it's crucial to carefully consider the type of agreement that will govern the partnership. Many challenges in these relationships stem from poorly drafted or inappropriate agreements.

At this stage, **it's highly recommended to seek advice from a competent lawyer** with experience in joint venture business transactions, especially those involving local communities. While the private sector or community members can draft the main content of the agreement, **a lawyer must review the final document** to ensure it's legally binding and protects everyone's interests in case of future disagreements.

### Key Considerations Before Signing

Before the agreement is signed, take the time to discuss the following points with the community to ensure everything has been properly addressed:

- **Community Contribution and Benefit-Sharing:** Does the agreement clearly define what the local community is contributing (its equity) and how that will affect the distribution of benefits?
- **Lease Agreements (for lodges):** If it's a lodge, is there a lease agreement? In some cases, the community might receive a lease fee as the landlord *and* have an equity share in the lodge's operation.
- **Fair Equity Distribution:** Are the equity shares fair and impartially distributed among all involved community members?
- **Investment Protection:** Do the clauses in the agreement sufficiently protect the investments of both the private sector and the community members?
- **Community Expectations:** Are the community's expectations, such as training and capacity building, clearly outlined in the agreement?
- **Roles and Responsibilities:** Are the roles and responsibilities of all shareholders clearly defined?

**It is absolutely critical to sign a joint-venture contract *before* the JV business begins operations.** This step protects both parties and sets the foundation for a successful partnership.

Are you considering a joint venture for a tourism project in Uganda, and curious about what specific community assets might be leveraged?

## Getting Involved in Tourism - Benefits and Challenges

### Lesson 1: The Socio-Economic Benefits of Community Involvement in Tourism (CIT)

Communities are essential for the growth of responsible tourism worldwide and should be the primary beneficiaries, especially those in rural, low-income areas. It's crucial to integrate communities closely into tourism development and investment, empowering them to understand the potential positive and negative impacts on their local economy, environment, and culture.

The tourism sector needs to ensure that the economic development it generates is sustainable by investing directly in local people. Tourism can create numerous income opportunities for low-income community members.

#### Key Economic Impacts

- **Access to Finance:** When designing investment incentives and offering soft loans for tourism SMEs (e.g., from banks or donors), the specific needs of small-scale community enterprises and those in the informal sector must be considered. A long-term goal should be to help community members transition out of the informal sector, enabling them to access loans from formal banking institutions. Governments worldwide are encouraged to create favorable conditions for working with communities, giving them market power and offering the private sector greater investment security and incentives for partnerships.
- **Decent Work Opportunities:** Tourism is one of the most labor-intensive sectors, providing significant employment opportunities. All CIT activities should align with the concept of "Decent Work," which means employment offered in conditions of freedom, equity, human security, and dignity. Beyond just income, decent work can lead to broader social and economic advancement, strengthening individuals, their families, and their communities.
- **Addressing Economic Instability:** Communities can be vulnerable to fluctuations in tourism demand due to economic instability, natural disasters, pandemics, or political crises. If tourist arrivals drop, communities can lose their income. Therefore, tourism should ideally be an **additional income stream** for community members, rather than their sole income source, to enhance their resilience during crises.

#### Social Impacts of CIT

Tourism's impact on community social structures is diverse and requires careful consideration:

- **Capacity Building and Diversity:** Providing hospitality training to youth from diverse ethnic and religious backgrounds, particularly from low-income families, can be highly beneficial. Bringing trainees from different groups into one classroom fosters an appreciation for diversity.
- **Informed Community Participation:** Before any tourism involvement, local communities must receive sufficient information about the industry. This enables them to make informed

decisions about how tourism might impact their future. Communities should willingly participate, be aware of potential impacts, and learn mechanisms to manage these impacts from the outset.

- **Gender Responsibilities:** Gender roles, often strictly defined in various ethnic cultures regarding knowledge, ceremonies, or access, must be considered at all stages of tourism development. Tourism should not perpetuate gender-specific discrimination; instead, it should apply an equally respectful approach to all individuals in a society.
- **Respect for Land and Ownership:** Ethnic communities have deep cultural and environmental connections to their land. While this relationship is a valuable tourism asset, some culturally significant or privately owned areas with tourism potential might not be accessible or utilized in a way that maximizes tourism interest. This respect for land rights and cultural significance is paramount.
- **Gender Equality, Water, and Tourism:** In many destinations, increased tourism has led to a significant rise in water consumption by hotels (e.g., for swimming pools, frequent showers), reducing water availability for local households. This can disproportionately affect women, who often bear the responsibility for water collection, limiting their ability to pursue other income-generating activities and increasing their financial dependence. This highlights the need for sustainable water management in tourism development.

## Lesson 2: Respecting Local Culture in Tourism

Tourism has a dual impact on local culture, offering both opportunities and challenges. While it can facilitate enriching encounters between visitors and diverse ways of life, there's always the risk of **commodification** – turning cultural practices into mere tradable goods. To foster positive interactions, tourists and the private sector must **respect the cultural heritage, traditions, and beliefs** of the communities they visit.

### Navigating Cultural Exchange: Dos and Don'ts

To minimize negative impacts, especially when organizing cultural exchange opportunities like village visits or homestays, it's highly recommended to develop clear "**Dos and Don'ts**" for tourists. These guidelines help visitors understand and respect local customs.

For example, in many communities, visitors should:

- **Avoid public displays of affection** like kissing or touching.
- **Never give cash directly to children.**

### Preserving Traditional Crafts and Expressions

Many **traditional crafts** – including local clothing, songs, stories, and foods – are at risk of disappearing. Tourism can play a vital role in their preservation and revival. By introducing these traditions to international visitors in a new context, they can become valuable economic assets. Supporting local initiatives like **weaving workshops** or **traditional cultural performances** in villages can create jobs and breathe new life into these customs.

Ultimately, it's crucial to **support local handicrafts** and facilitate genuine **cultural exchange** by making tourists aware of **cultural taboos** and sensitivities. This conscious approach helps ensure that tourism enriches, rather than erodes, the unique cultural fabric of a destination.

## Lesson 3: Tourism and the Environment: A Double-Edged Sword

The natural and built environment is fundamental to tourism. However, unchecked tourism development often leads to negative environmental consequences, such as the construction of golf courses and marinas, and poor waste and water management. These adverse impacts can gradually degrade the very environmental resources that tourism relies on.

Conversely, tourism also has the potential to positively impact the environment by supporting conservation efforts and contributing to environmental protection for the benefit of local communities. The question then becomes: how can tourism effectively raise environmental awareness?

### Integrating Environmental Awareness into Community-Involvement Tourism (CIT)

Community-Involvement Tourism (CIT) initiatives should always incorporate **environmental awareness programs**, focusing on critical issues like waste and water management. It's essential that **communities receive proper environmental training from experts** (like NGOs or Civil Society Organizations) before launching any CIT project.

In contexts like Uganda, tourism can be a powerful tool to **finance the protection of natural areas** and underscore their economic value. By consciously integrating environmental stewardship into tourism practices, we can harness its potential for positive environmental change.

## How to Manage Tourism Business Partnerships with Locals

### Lesson 1: Core Principles for Companies Investing in Tourism with Communities

As we've explored, we strongly encourage the private tourism sector to partner closely with local communities. However, many of these partnerships unfortunately fail. Understanding why is the first step toward building successful collaborations.

#### Why Partnerships Fail

Common reasons for breakdowns in partnerships between private tourism businesses and communities include:

- **Unclear or Unwritten Agreements:** Agreements are made verbally or are poorly documented, leading to confusion and disputes later on.
- **Lack of Industry Understanding:** Communities may not fully grasp the competitive nature of the tourism industry and the demands involved in operating within it.
- **Lack of Review and Adjustment:** Partnerships may start well but falter over time due to a lack of regular review and necessary adjustments.
- **Differing Expectations:**
  - Partners have different ideas about what the collaboration entails.
  - Expectations about what each partner can deliver are unrealistically high.

- A company might enter a partnership simply because it sounds good, rather than because it genuinely fulfills the needs of both the community and the business.

### Recommendations for Success

To foster robust and sustainable partnerships, consider these recommendations:

- **Invest Time and Commitment:** Be prepared to dedicate significant time and unwavering commitment to building local connections. These partnerships aren't casual endeavors; they require deliberate effort, especially in the initial stages, to avoid common pitfalls.
- **Prioritize Local Connections:** Make local engagement a core part of your business strategy. It should be on your agenda and treated as a priority, not an afterthought.
- **Innovate While Protecting Core Business:** When introducing new community-involved tourism products, treat them as optional add-ons until their quality is consistently assured. Set clear terms for suppliers, excursion providers, and equity partners to maintain standards.
- **Identify a Company Champion:** Designate a dedicated individual within your company to lead this process. This "champion" will be responsible for liaising with local partners, integrating efforts with your own staff, and driving the initiative forward. They need adequate time, resources, and management authority to work across different departments.

### Understanding the Community's Business Concept

In many traditional and remote communities, there's often a **limited understanding of tourism and broader business concepts**. Few people in these areas will have direct experience with commercial tourism, meaning communities may **lack the capacity to make informed decisions** about tourism's role in their future.

Therefore, it's crucial to **give communities sufficient time and space** to fully grasp the business aspects of tourism before committing to involvement. This is directly linked to decision-making processes, which are generally lengthy within local communities. Decisions often require extensive consultation within the community and with other traditional owners.

As you've learned, it's wise to **allow communities the space to make mistakes and learn from their experiences**. This iterative process fosters genuine understanding and empowers communities to become true partners.

## Lesson 2: The Critical Role of Skills and Education in Tourism

Just like any other industry, tourism relies on a skilled and educated workforce. When you integrate staff from local communities into your inclusive tourism business, you're likely to encounter initial challenges related to their skills and education.

### Common Challenges

Here are some typical hurdles you might face:

- **Limited Prior Experience:** Potential employees may have little to no previous experience or formal education in the tourism sector.

- **Lack of Customer Experience:** Living in poverty often means individuals haven't had the opportunity to experience tourism as customers, which can affect their understanding of guest expectations.
- **Language Barriers:** A lack of language skills, particularly English, is a common challenge.
- **Outdated Training:** Even those with some education may find their training doesn't align with real-world tourism operations. Teaching methods can be outdated, often relying on memorization with little practical application.

### Solutions for Capacity Building

Fortunately, these challenges can be overcome with strategic solutions focused on capacity building:

- **Enhance Vocational Training:** Improve both the amount and quality of vocational training by offering extensive practical opportunities to trainees. Hands-on experience is key to bridging the gap between theory and reality.
- **Engage in Dialogue with Local Government:** Work collaboratively with local government bodies to help their training institutes better align their tourism curricula with the actual demands of the industry.
- **Offer Performance-Based Compensation and Career Development:** Provide clear promises of performance-based compensation and genuine opportunities for career advancement. This motivates staff and demonstrates a commitment to their long-term growth within your business.

## Lesson 3: Securing Quality, Quantity, and Continuity in Local Sourcing

While buying local produce from nearby farmers sounds straightforward, businesses in Uganda's hospitality sector know it comes with its own set of challenges. These can include:

- **Quality and Quantity Issues:** Local products, whether they're fresh produce, crafts, or activities, might not consistently meet the international standards your clients expect.
- **Supplier Reliability:** Local suppliers might cease operations or shift to different products if demand fluctuates, disrupting your supply chain.
- **Increased Administrative Costs:** Managing multiple local suppliers can lead to higher bookkeeping and turnover costs, potentially making local procurement less attractive financially and logistically.
- **Disrupted Production Continuity:** Seasonal changes or logistical hurdles can interrupt the steady supply of products.

## Lesson 4: Five Easy Steps to Successful Community Tourism Partnerships

Engaging in **Community Involvement in Tourism (CIT)** as an inclusive business in Uganda is both challenging and incredibly rewarding. Remember, it's not just about doing good; it's also smart for your business. You'll gain:

- **Local recognition and social license to operate.**
- **Enhanced staff morale.**
- **Greater customer satisfaction.**
- **Stronger brand identity.**

Ready to build successful joint ventures with local communities? Here are five straightforward steps to guide you:

1. **Get to know your partners early.** Build relationships and trust with the local people you intend to work with as soon as possible.
2. **Seek expert guidance.** Collaborate with NGOs or other organizations that already understand community dynamics in Uganda. Their insights can be invaluable.
3. **Build lasting, mutually beneficial partnerships.** Establish long-term relationships and keep communication channels open with the community. This helps you identify and address issues quickly.
4. **Raise awareness about financial support.** Help communities connect with organizations that offer microcredit and startup support for local businesses.
5. **Support promising startups.** Provide business opportunities to local ventures that show potential, helping them grow and succeed.

The core question has been: "How do you manage local partnerships with local communities?" We hope you now see that creating these CIT partnerships is truly worthwhile. While there are barriers, effective solutions exist.

Our final topic will summarize the roles of various stakeholders in supporting inclusive business and community involvement in tourism.

## Get Everyone on Board!

### Lesson 1: The Private Tourism Sector and the Community

The **private tourism sector** is the driving force behind promoting and developing **responsible tourism**, including **community involvement**. However, this can only happen if businesses are genuinely interested in adopting an **inclusive business model**.

As Fatima from Fatima's Photo Safari Adventures beautifully puts it, "Together our journey can change lives as tourism can create positive impacts for the **destination**, its **people**, for my **business** and for the **clients**."

**Communities** play a vital role in developing responsible tourism globally. They should, in fact, be the primary beneficiaries of tourism, especially disadvantaged communities in rural areas of Uganda. Furthermore, communities need to be deeply integrated into tourism

development and investment activities by both public and private sectors. Communities should actively engage and become aware of both the positive and negative impacts tourism can have on their local economy, environment, and culture.

### **Missed Opportunities Without Community Involvement**

When local communities are not involved in tourism activities, several crucial opportunities are missed:

- **Local employment:** Jobs that could empower community members remain untapped.
- **Entrepreneurship skills:** Valuable chances for locals to develop and apply business skills are lost.
- **Capacity building:** Opportunities for training and enhancing local capabilities are overlooked.
- **Income for vital development:** Funds that could support education, local development projects, and conservation efforts are not generated.
- **Local influence in planning:** Communities miss out on being involved in local tourism planning and having their voices heard in consultations.

### **Barriers to Community Involvement**

It's important to be aware of common barriers that often hinder community involvement in tourism, and to actively help communities overcome them:

- **Centralization of Public Administration:** Community representatives often struggle to connect with relevant decision-makers because they cannot afford to travel to main or capital cities. This centralization makes it difficult for local voices to be heard.
- **Lack of Coordination:** There's frequently a disconnect between government bodies and local communities, leading to top-down decisions in tourism planning that don't incorporate local input.
- **Insufficient Information:** Communities often lack adequate information from either the public or private sector regarding tourism plans and opportunities.
- **Elite Domination:** Within some communities, a select few individuals or groups may dominate, ensuring that tourism benefits only a limited segment of the population.
- **Inadequate Legal System:** A legal framework that actively encourages and facilitates genuine community participation in tourism might be absent.

By addressing these barriers, we can foster more equitable and sustainable tourism development in Uganda.

## **Lesson 2: The Role of Government, NGOs, and CSOs in Community Involvement in Tourism (CIT)**

For Community Involvement in Tourism (CIT) to truly thrive in Uganda, it requires the active participation and support of various key players.

### The Role of National Government

The **national public sector** is responsible for ensuring that effective and participatory CIT implementation mechanisms are in place. This includes:

- **Creating investment opportunities** for small and medium-sized enterprises (SMEs) in tourism.
- **Providing training opportunities**, especially for local consultants, public administration staff, the private sector, SMEs, and communities themselves.
- **Implementing and monitoring licenses** and standardized systems for CIT initiatives.
- **Marketing community-related tourism activities** to attract visitors.

Overall, the national government's key responsibility is to **regulate and facilitate the CIT process**. By creating these favorable conditions, it becomes much easier for local communities to access tourism business opportunities.

### The Role of NGOs and CSOs

**Non-Governmental Organizations (NGOs)** and **Civil Society Organizations (CSOs)** are crucial in assisting with the preparation and implementation of community tourism projects. They can offer:

- **Financial and/or technical support** for initiatives ranging from tourism and environmental awareness programs to community-benefit/based tourism projects.
- They often serve as **mediators** between the public sector, private businesses, and communities, helping to foster greater community involvement in the tourism industry.

It's highly recommended to approach NGOs or CSOs when:

1. You need **financial or technical support** for your CIT initiatives.
2. You require a **facilitator** to promote CIT among different stakeholders.

### The Role of Local Administration

Local administration, including district and regional authorities in Uganda, plays a pivotal role in CIT at the local level. They often take a leading role in **environmental planning, land-use planning, and rural development initiatives**. Their tasks also include facilitating local community participation in tourism planning and licensing businesses in accordance with the national framework.

Here are the main tasks for local government in supporting CIT:

- **Creating investment opportunities for SMEs.**
- **Offering training opportunities.**
- **Marketing CIT activities.**
- **Ensuring easy access to licenses and loans for tourism SMEs.**

- **Facilitating participatory involvement in tourism planning.**

For both community members and business owners, it's vital to **actively engage with the government**. Invite them to training workshops as observers or ask them to participate in significant events like a lodge opening. Government staff are more likely to understand and support CIT when they gain a deeper understanding of its benefits by directly interacting with key actors on the ground.

Having successfully explored these aspects, you are now well-prepared to involve communities in your own tourism projects.

# MODULE 3: Child Protection in Tourism

This self-paced course is designed for **tourism professionals in management positions** and anyone interested in ensuring the safety and well-being of children within the tourism sector.

## What You'll Learn

By completing this course, you will be able to:

- **Understand Child Rights:** Explain what child rights are and how business operations can impact them, both positively and negatively.
- **Identify Risks:** Recognize potential negative impacts that tourism can have on children's rights.
- **Promote Child-Friendly Tourism:** Learn how to contribute to creating a tourism environment that prioritizes and protects children.
- **Combat Exploitation:** Discover actionable steps you can take to fight against the sexual exploitation of children in tourism.

## Introduction to Child Rights

### Lesson 1: Why Child Rights Matter for Businesses

Every child, regardless of where they grow up, has fundamental rights. In Uganda, as in most countries, a **child is defined as any person under 18 years of age**. These rights are outlined in the **UN Convention on the Rights of the Child**, a landmark international treaty ratified by almost every nation since its inception on November 20, 1989.

This "worldwide Basic Law for Children" has significantly improved outcomes for children. We've seen remarkable progress, such as a substantial drop in child mortality rates, more children attending school than ever before, and a growing global awareness of children's rights. The Convention prioritizes strengthening these rights, emphasizing that children's needs must be taken seriously and that they, like adults, deserve a voice in society.

In essence, every child has the right to:

- **Life**
- **Health care**
- **Education**
- **Protection from violence and exploitation**

## Why Companies Should Champion Child Rights

Children are among **the most vulnerable members of society**, and businesses can impact them in numerous ways. While **child labor** is the most obvious example, a company's influence extends far beyond that. It includes the effects of its products and services, marketing activities, and investments in the communities where it operates.

Children are also crucial **stakeholders for businesses**. They are:

- **Consumers** of products and services.
- **Dependents** of your employees.
- **Young workers** themselves in some cases.
- **Members of the communities** where businesses operate, bringing them into direct contact with the private sector.

## Benefits for Businesses That Respect Child Rights

If the moral obligation to protect children isn't compelling enough, there are clear business advantages to respecting child rights:

- **Improved Risk Management:** By reducing risks for children within your value chain, you enhance your company's overall risk management.
- **Attract Motivated Employees:** Family-friendly policies help you attract and retain a well-motivated workforce.
- **Reputation Protection:** Prioritizing child rights safeguards your company's reputation and builds public trust.
- **Stronger Social License to Operate:** Operating ethically and responsibly secures your social license to do business in the community.
- **Future Market Creation:** By investing in children's well-being, you help create a healthy market and loyal customer base for the future.

Ultimately, upholding children's rights is a **moral obligation** and should be a foundational principle for every company that values ethics and responsible conduct.

## Lesson 2: Spotlight on child labor

In Uganda, understanding child labor is crucial. It's defined by the International Labour Organization (ILO) Conventions 138 and 182, which categorize it as a specific type of work performed by children.

Here's a breakdown of what constitutes child labor:

- **Ages 5-11 years:** Any work performed by children in this age group is considered child labor.
- **Ages 12-14 years:** Children in this age bracket are engaged in child labor if their work is not considered "light work" or if they work more than 14 hours per week.
- **Ages 15-17 years:** Work performed by adolescents in this group is classified as child labor if it's deemed **hazardous**.

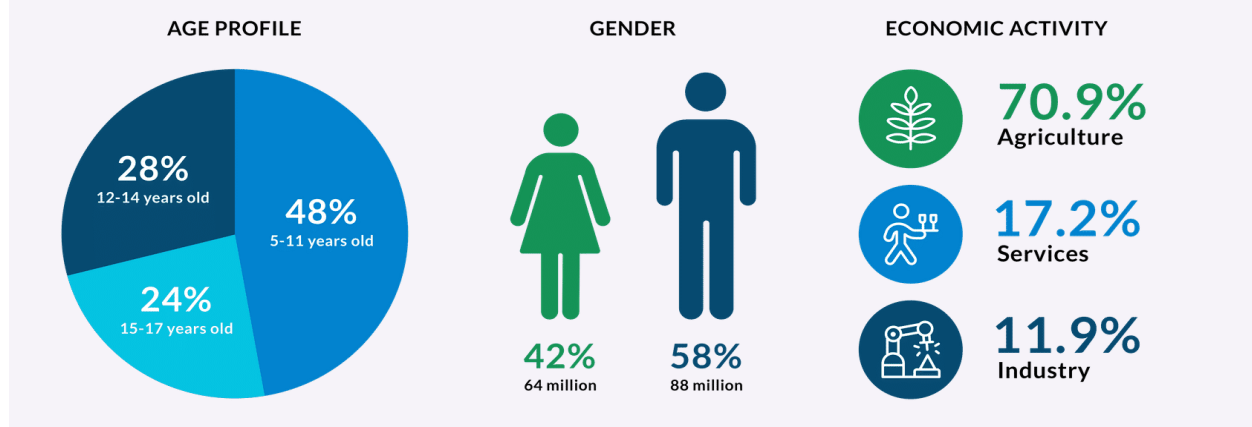
ILO, 2017 Global Estimates of Modern Slavery and Child Labour, p. 2.



In Uganda, as across Africa, child labor remains a significant issue. **Nearly one in five children on the continent—almost 20%—are engaged in some form of child labor.** This translates to an estimated **72.1 million African children, including those in the tourism sector,** involved in child labor, with an additional 31.5 million performing hazardous work.

You might think these figures don't directly affect your business, but they often do **indirectly**. Consider your **suppliers**: restaurants, hotels, transport services, souvenir shops, and other tourism-related businesses all form a complex hospitality industry. Children are frequently employed in these sectors as baggage carriers, helpers in recreational activities, attendants at tourist sites and parking areas, or as vendors selling souvenirs, among other roles.

## OF THE 152 MILLION CHILDREN IN CHILD LABOUR



### Why do children work?

There are many reasons why they work in the tourism industry:

- They need to earn money for their families
- It is easy to earn money quickly
- They are pressured by their parents
- Their friends and colleagues already work there
- They want to mingle with foreign tourists

It is a complex problem with no easy solution. It needs to be addressed at international and national level, and also in every business, including yours.

## Risks for Children in Tourism

### Lesson 1: Preventing child Labour in tourism

Child protection is everyone's responsibility in Uganda. This commitment goes beyond simply not hiring children. It extends to ensuring that the parents of potential child laborers have **fair working conditions and reasonable hours**. When parents earn a decent living and have enough time, they are better able to support their children's education and ensure they don't have to work.

**See for yourself.**

#### *Case Scenario*

*We are all born into this world as equals, but our parents live in a world within equality. While some of us are fetching balls, others are fetching water. While some of us get to go to school, others stay home or have to work for money to support our family and look after our brothers and sisters.*

*Equal pay and family friendly working hours, support parents and children.*

*Some parents pressure us to go to work, while others open up ideas for our futures.*

*Some of us have to work on the streets while others can try out jobs in good conditions. You can fall into the wrong environment sometimes. Your work helps your family today, while others are learning for their future careers.*

*Jobs are hard to get without education. Employers will choose the most qualified so you can miss out while others succeed.*

*You can see young kids selling on the street just like you. Is it possible to break the cycle? It takes courage to confront your fears and face your doubts. But it can make us more equal.*

Now that we are mothers ourselves, we will send them to school, not out to work, and the future will be brighter for everyone.

**Like the little girl in the film who sold bracelets to tourists, 13-19 million children are working.** They are working in an occupation tied to tourism — from selling goods on beaches to carrying the luggage of holidaymakers at transportation hubs or working as waiters in local restaurants.

Despite the domination of **multinational companies** in the tourism sector, the tourism labour market is characterized by jobs in **small businesses**, often family-run. The majority of the tourism workforce works for a **medium-size or small tourism business**. The World Travel and Tourism Council (WTTC) estimates this figure is as high as 80%. A lot of these jobs are in the informal sector and employment conditions vary greatly.

Is hiring a child living nearby to deliver food in the neighborhood considered child labour?

- Yes
- No
- Not sure

It is important to differentiate between **legitimate child work** and **unacceptable child labour**.

### **Legitimate Child Work:**

Legitimate child work could be, for example, supporting a family business **in a way that** does not affect the health and personal development or interfere with schooling.

### **Unacceptable Child Labour:**

Unacceptable child labour deprives children **of their childhood, their potential and their dignity**, affects their schooling **and** harms their physical and mental development.

The worst form of child labour is usually linked to the tourism supply chain — e.g. in the agriculture or construction sector. Examples include:

- Children working in **agriculture** that supplies hotels and restaurants with food
- Child labour in **construction** of hotels
- Children **producing** souvenirs for tourists

The further away from the actual tourist areas and their companies, in terms of place in the value chain as well as geographically speaking, more children are involved and conditions become more hazardous and unacceptable.

**To think about...**

**So, think of the following scenario:**

Sara is travelling independently and she finds a nice local restaurant. She sits down and checks the menu. It seems to be a family run business — the grandmother is in the kitchen and the wife is serving food and drinks. When she is ready to order, a young girl appears — she is around 12 years old — and asks Sara what she would like for lunch.

## Lesson 2: Children in the tourism value chain

Imagine Sara is on her trip in Uganda and encounters children selling postcards. Should she buy them?

- "Yes, to support them."
- "Yes, because she would support their families."
- "No, because it is not the right thing to do."

The answer is **"No, because it is not the right thing to do."** While intentions may be good, buying from children often perpetuates child labor. Children are involved in the tourism value chain in various ways, often hidden from plain sight, and this carries significant risks.

Here's how children can be involved in different parts of the tourism industry:

1. **Accommodation:** Children often work behind the scenes in hotels, particularly in smaller, family-run businesses. They might be found in laundries, gardening, or assisting porters with luggage.
2. **Restaurants:** Child labor is prevalent in food services across many tourist destinations. Children and young people frequently work in family-owned establishments or informally in restaurants, cafes, tea shops, and beach shacks as waiters, kitchen helpers, dishwashers, or cleaners.
3. **Nightlife:** Children working in bars and nightclubs are particularly vulnerable. They are often victims of human trafficking and exposed to abuse and harassment from both customers and staff.
4. **Tours and Excursions:** Children face risks here in two main ways: they can be exploited as a "tourist attraction" (e.g., when tourists visit schools or orphanages), or they may work directly in excursions as guides or helpers.

5. **Transportation:** Many children and young people work informally as helpers for transportation companies or family-owned transport businesses.
6. **Shopping and Souvenirs:** In numerous countries, children are forced into souvenir production in factories, craft workshops, or even dangerous activities like diving for shells and pearls or mining precious stones. Children are also commonly employed as street vendors selling souvenirs.

These situations create many direct and indirect risks for children. Parents might be unable to properly care for their children due to demanding work schedules, children can be misused as tourist attractions in orphanages, or, most alarmingly, they can become victims of sexual exploitation.

### **What We Can Do to Stop Child Exploitation**

Preventing child exploitation in tourism requires collective action from everyone involved:

#### **In Accommodation and Restaurants:**

- **Choose hotels with sustainability certifications** when looking for partners, as these often have stricter ethical guidelines.
- **Check if the hotel has a clear child protection or human rights policy** in place.
- **Train management and employees** on child rights and related issues to ensure they understand their responsibilities.

#### **During Excursions:**

- **Avoid visiting orphanages or any other excursions that "showcase" children** to your guests. Children are not tourist attractions.
- **Advise customers and travelers not to give gifts or money to begging children.** This can inadvertently encourage child begging and exploitation.
- **Remind your guests to be sensitive when taking pictures with children.** Always ensure they ask for permission first.

#### **Shopping and Souvenirs:**

- **Advise your guests not to buy souvenirs directly from children.**
- **Encourage guests to ask about the origin and production methods of souvenirs.**
- **Guests should check for product labels** when possible to identify ethically sourced items.

#### **Nightlife:**

- **Never, ever exploit children – it is a crime.**
- **Advise your guests not to buy souvenirs from children in bars** (e.g., from rose sellers).

- **Your guests should not engage in activities like playing billiards with children** or any other activity in bars and restaurants that might expose children to harmful environments.

### Children are Not Tourist Attractions

Some tour operators offer visits to schools, orphanages, or slums to provide customers with "special insights" into local daily life. However, **children are not tourist attractions**.

**School visits, in particular, can have negative impacts on children.** They may disrupt children's educational development and interfere with their school routines. Furthermore, such visits can violate a child's right to privacy, and increased contact with strangers makes them more vulnerable to harassment and abuse.

Therefore, tourism businesses should **refrain from offering such trips** and instead **inform their customers on appropriate ways to interact with children** in the destinations they visit.

## Lesson 3: Working parents in tourism — effects on child care

### The Impact of Working Parents in Tourism on Child Care

The unique demands of the tourism industry, particularly **long and irregular working hours**, can have a significant negative impact on child care. Parents on rotating schedules, those working irregular hours, or those with extensive night shifts often face immense challenges. This is especially true for parents who work abroad, in other regions of the country, or on cruise ships, making consistent childcare difficult.

Women, who make up the majority of the tourism workforce, are often in the lowest-paid, lowest-status jobs, frequently without adequate maternity protection. When parents work long and unpredictable hours and cannot afford proper childcare, their children may be left to look after themselves or their younger siblings. This leaves children **vulnerable to injury, neglect, and abuse**.

### What Businesses Can Do

Businesses have a crucial role to play in mitigating these negative impacts and **creating safer environments for their employees' children**. Here are actionable steps:

- **Support Childcare:** Help subsidize the cost of daycare or even provide a company crèche (nursery) for staff. Investing in local youth and sports clubs can also offer safe, structured activities for children.
- **Offer Flexible Working Arrangements:** Adopt a more flexible approach to working hours, especially for young mothers. Companies can provide **flexible part-time and regular working hours** to allow families to plan ahead and better manage childcare responsibilities.
- **Facilitate Breastfeeding Support:** Support a "best start in life" for infants by offering a **designated place for employees to breastfeed and/or express milk**. Hotels, in

particular, are perfectly suited to provide comfortable, private rooms for this purpose.

### Actionable Steps for Your Business

Consider implementing these policies to support your employees and their families:

- Offer **part-time work options**.
- **Reduce night shifts for mothers**.
- Provide options for **regular, predictable working hours**.
- Arrange for or subsidize **childcare services near the workplace**.
- Allow **breastfeeding and/or milk expressing** in the workplace.
- Offer or subsidize **childcare costs**.
- Implement **flexible work hours**.

## Lesson 4: Rethinking Volunteerism in Tourism

Globally, many volunteers seek projects involving children, and interest in short-term "voluntourism" trips has grown. However, these initiatives often carry **significant risks for children**.

Projects where volunteers directly work with children in schools, play schools, or youth clubs are particularly popular. While this work can be varied and may not always require extensive teaching qualifications, and children might enjoy new games or foreign language practice, any project involving children demands **special caution in its planning and execution**.

A fundamental principle to remember is: **the longer volunteers stay and the better their skills match the organization's needs, the more impactful the projects become**. Short-term, unqualified volunteer placements can sometimes do more harm than good.

### Key Considerations for Offering Volunteer Opportunities

If your tourism business is considering offering volunteer opportunities, here's what you should prioritize:

- **Supervise Volunteer Teaching:** Ensure volunteers **do not teach courses on their own**. Any teaching should be supervised and tailored to the children's appropriate learning level.
- **Implement Child Protection Policies:** Establish a robust **child protection policy** within your business and develop a comprehensive child protection management system.
- **Develop Strict Selection Criteria:** Create clear **selection criteria for volunteers**, including thorough background checks. Require documentation such as letters of motivation, CVs, and police clearance certificates.
- **Create a Code of Conduct:** Develop a detailed **code of conduct for volunteers**. This document should outline rules for interacting with children, procedures for reporting concerns about child well-being, and guidelines for handling photos of and with children.

- **Encourage Local Partners to Adopt Similar Tools:** Work with your local project partners to encourage them to develop and implement similar child protection tools and policies.

Volunteers also have a responsibility to contribute positively by realistically assessing their own skills, strengths, and expectations before engaging. Whether it's a long-term placement, a short voluntourism trip, or any responsible journey, remember that **the well-being and interests of the people in developing countries, especially children, must always be the top priority.** Adhering to this guideline will ensure unique experiences that have lasting positive impacts long after the trip concludes.

Do you have specific types of volunteer projects in mind, and would you like to discuss the risks and benefits associated with them?

## Sexual Exploitation of Children in Travel and Tourism

### Lesson 1: The Reality of Sexual Exploitation in Tourism

Children are at risk of sexual exploitation in all areas of tourism, including hotels, tourist attractions, restaurants, bars, massage parlors, and on the streets of Uganda. Offenders exploit poverty, social exclusion, and the inherent vulnerability of children.

**Sexual Exploitation of Children in Travel and Tourism (SECTT)** is a broad issue. It includes **prostitution** and **pornography** involving children, often leading to the creation of online child abuse material. It also encompasses the sale and trafficking of children in all forms, as well as travel products that inadvertently put children at risk, such as certain forms of voluntourism, orphanage tourism, and large-scale sporting events.

#### Where It Happens and Who Is Affected

SECTT is not limited to developing countries or those with fewer resources; it occurs everywhere, including in the world's wealthiest nations, as research in North America and Europe has shown.

There is no "typical" child victim; **all children are vulnerable.** However, some children face higher risks, including those from dysfunctional families, children living in poverty, orphans, members of minority groups, and children living and working on the streets. Child survivors of exploitation often endure profound trauma from extreme physical and sexual abuse, which severely impacts their physical, mental, and emotional health. Physical risks include poor health, unwanted pregnancies for girls, and a higher likelihood of HIV infection for both male and female victims.

#### Understanding the Offenders

There's a common misconception that all tourists who sexually exploit children are pedophiles. In reality, while some international travelers specifically visit countries like Uganda for this purpose, **the majority of offenders are domestic travelers.** Many are "situational offenders," opportunistic individuals who exploit children as a means of

experimentation. They often feel protected by the anonymity and perceived impunity that being a tourist provides.

Potential offenders can include:

- Business travelers
- Humanitarian aid workers
- Expatriates working in the country
- Members of peace missions
- Retirees
- Volunteers

### What You Can Do to Combat SECTT

Everyone in the tourism sector has a role to play in preventing SECTT. Here's how you can make a difference:

- **Join Local Campaigns:** Partner with NGOs in Uganda like ChildSafe, ECPAT, and Friends-International, to raise awareness and support their efforts.
- **Inform Your Customers:** Educate all your customers about the problem and urge them not to look away if they suspect something.
- **Report Suspected Cases:** If you suspect a case of sexual exploitation involving children, do not turn a blind eye—report it to the authorities immediately.
- **Awareness Within Your Business:** Inform your business partners and raise awareness among your employees. This ensures that everyone within your organization is equipped to identify, prevent, and report SECTT.

## Lesson 2: The Tourism Industry's Role in Protecting Children

Fighting the sexual exploitation of children is fundamental to running an ethical and responsible tourism company. Children, as the representatives of future generations in Uganda, are invaluable members of our society. It's everyone's responsibility to protect them and keep them safe. Child protection is a vital pillar of both **corporate social responsibility (CSR)** and **responsible tourism**.

### How YOU Can Protect Children: The Code's Six Essential Steps

The Code is a practical tool designed to help the tourism industry integrate child protection into their responsible tourism or CSR policies. By implementing its six criteria, members make a strong commitment to preventing the sexual exploitation of children.

When companies join The Code, they commit to these **six essential steps** to keep children safe:

1. **Establish Policy and Procedures:** Create a clear policy that states **zero tolerance for sexual exploitation of children** and actively communicate this to all your suppliers.
2. **Train Employees:** Ensure your employees know how to react to and **report suspicious cases**. Raise their awareness regarding the sexual exploitation of children in travel and tourism (SECTT).
3. **Include a Clause in Contracts:** Integrate a zero-tolerance clause into all supplier contracts. This allows you to **immediately terminate agreements** if a case of exploitation occurs within your supply chain.

4. **Provide Information to Travelers:** Make sure travelers are **aware of the issue and know how to report suspicious cases**. Inform them that SECTT is a crime and that they should never turn a blind eye to suspicious behavior.
5. **Support, Collaborate, and Engage Stakeholders:** Work with your peers, industry associations, the government, police, and civil society organizations to increase your collective impact. This is an issue that concerns the entire tourism industry.
6. **Report Annually:** It's crucial to **report suspicious cases to the police, embassies, or via dedicated portals**.

By taking these steps, you can actively contribute to a safer environment for children in Uganda's tourism sector.

## Child Safe Tourism

### Lesson 1: Commit to Child-Safe Tourism

How can you ensure children are protected in Uganda's travel and tourism sector, allowing them to go to school, play, and just be kids, instead of being exploited? It starts with a clear commitment.

#### Develop a Child Welfare Code of Conduct

As a crucial first step, consider creating a **child welfare code of conduct**. This document should outline your core principles for ensuring child-safe tourism. Make sure to actively share and communicate this code with all relevant stakeholders, especially your **employees, suppliers, and partners**. You can also promote it directly to your clients.

Your policy should clearly define appropriate traveler behavior towards children. Use your existing communication channels, like flyers, short brochures, social media, or your website, to spread this important message.

#### Identify and Manage Risks to Children

To effectively protect children, your business needs robust procedures and strong engagement with partners and guests:

##### Procedures:

- **Prioritize Child Welfare in Homestays:** Implement specific measures to safeguard children in homestay products, ensuring their safety and well-being.
- **Assess New Products for Child Risks:** Establish a clear procedure to identify potential risks to children within communities when designing any new tourism products or services.
- **Integrate Child Welfare into Staff Training:** Ensure that child welfare components are a standard part of your staff training systems.
- **Establish Reporting Procedures:** Create clear procedures for responding to suspicious cases and handling disclosures of abuse effectively and sensitively.

##### Business Partners:

- **Ethical Communication and Marketing:** Verify that all your communication and marketing efforts respect the rights and dignity of children.

- **Advocate for Child Welfare with Partners:** Convince your business partners and suppliers to implement their own child welfare guidelines. Require all suppliers to sign a child-safe code of conduct.

#### Guests:

- **Avoid Harmful Visits:** Strongly discourage and avoid offering visits to orphanages, schools, and other child centers where interactions might put children at risk.
- **Educate Travelers on Interactions:** Inform travelers about appropriate ways to interact with children in communities, and how to respond if they encounter children begging or selling goods/services.

## Lesson 2: Preventing Child Labor in Tourism

As we've seen, children face numerous risks, and child labor can appear throughout the entire tourism value chain in Uganda. So, how can businesses like yours actively prevent it?

You can join the global movement for child welfare in the travel industry by adopting these **seven key guidelines**:

1. **Establish a Child Welfare Code of Conduct:** Ensure all company representatives agree to and understand a clear code outlining child protection principles.
2. **Promote the Code to Clients:** Actively present and promote your Child Welfare Code of Conduct to all your customers.
3. **Integrate Child Welfare into Hiring:** Make child welfare considerations a standard part of your hiring processes.
4. **Uphold Zero Tolerance for Child Labor:** Never accept child labor. Instead, provide **decent working conditions for all personnel** so they can adequately care for their own children.
5. **Support Parental Roles:** Create working conditions that allow both women and men to effectively fulfill their roles as parents and/or caregivers.
6. **Offer Youth Opportunities:** Provide internships and training programs specifically for local youth, potentially leading to valuable career opportunities within the industry.
7. **Train Staff on Child Welfare:** Integrate comprehensive child welfare components into all staff training programs.

### What Tour Operators and Businesses Must Do

As a tour operator or tourism business in Uganda, your firm commitment to **not accepting child labor** is paramount. You must **provide decent working conditions** for all your staff, empowering them to care for their families. Specifically, you should:

- **Ensure no children below the legal minimum age** (as defined by Ugandan national law and international conventions) are engaged to work.
- **Protect young workers** who are above the minimum working age, ensuring their work is safe and appropriate.
- **Create working conditions that enable all staff** to balance their professional responsibilities with their roles as parents and/or caregivers.

- **Offer internships and training programs to local youth**, providing clear pathways to potential career options in tourism.

By implementing these measures, your business can play a vital role in protecting children and fostering responsible tourism in Uganda.

## Lesson 3: Educate Travelers and Promote Responsible Behavior

### Empowering Travelers: Be a Champion for Child Safety

Travel is a powerful force for good, but it also carries a responsibility. As travelers, we play a crucial role in protecting children in the destinations we visit. This means equipping ourselves with the right knowledge about what's appropriate and inappropriate, especially when encountering children begging or selling goods and services.

**Our shared goal: Ensure every interaction is positive and protective.**

### Practical Guidance for Mindful Travelers

It's vital to educate travelers on how to interact respectfully and safely with children. This includes advising against:

- **Taking photographs** *with* or *of* children.
- Spending **time alone** with a child.
- Engaging in **physical contact**.

To make this information easy to understand and remember, here are practical tips for travelers:

### Front of Card: Why Your Good Intentions Can Harm

**Question:** Why is it harmful to give money, candy, or gifts to children you don't know?

**Answer:** When you give money, food, or gifts to begging children, or buy anything from them, you inadvertently **encourage them to continue begging or working on the streets**, potentially putting them at greater risk and hindering their access to education and stable support.

### Back of Card: Making a Real Difference

**Question:** Where can you do research if you're interested in voluntourism or other community-based forms of tourism?

**Answer:** Connect with **local NGOs and trusted organizations**. Prioritize opportunities where you can **share your professional skills with local staff**, building sustainable capacity rather than working directly with children in unsupervised settings.

**Question:** What are the legal consequences of having a sexual relationship with a minor—whether online or in person?

**Answer:** The legal consequences can be **extreme**, with some countries like Cambodia, Thailand, or Vietnam imposing **life sentences** for such crimes. Offenders are also **prosecuted in their home countries**, regardless of where the offense occurred.

**Question:** Where can you report suspicions or direct disclosures of child abuse and exploitation?

**Answer:** You have several critical avenues for reporting, including contacting the **police**, your **embassy**, or making an anonymous report.

Informing travelers about these dos and don'ts is a cornerstone of developing child-safe tourism. Tourists often have the best intentions, but without proper guidance, their actions can inadvertently have negative impacts on children. **Knowing what you can and cannot do is extremely important for protecting vulnerable children.**

## Lesson 4: Ensure Your Tourism Products Are Child-Safe

We know there are many potential risks to children within the tourism sector in Uganda. Every stakeholder can take steps to protect these vulnerable members of our society.

**Businesses play a key role in protecting children.** By being a **supportive business** and showing a strong **commitment to child protection**, you can help build a positive, robust community environment that provides essential elements for children's well-being. How your business operates and designs its products can significantly impact children's welfare. It's crucial to have measures in place to protect children throughout the entire customer journey. For example, you should:

- **Develop a child risk-assessment process** whenever you create new products.
- **Establish a clear procedure** to identify potential risks to children in communities when designing any new products or services.
- **Inform travelers** about the correct ways to interact with children.
- **Create mechanisms for communities and children** to voice grievances or complaints against a tourist or a tourism activity.
- **Promote good practices and train your staff** thoroughly on child protection.

Now that you've completed this unit, you're capable of protecting the most vulnerable in society—children—and skilled in developing child-safe tourism products for Uganda.

## MODULE 4: Women's Rights & Gender Equality in Tourism

This course will help you explore key issues related to **women's rights and gender equality in tourism**. While women are highly represented in the tourism workforce globally, often exceeding employment rates in other sectors, many are employed in low-paid service roles. This situation is detrimental to the women themselves and doesn't benefit the companies they work for.

Through this course, you'll delve into the real stories of four women who achieved a better quality of life through improved working conditions, which, in turn, contributed to the success of their companies.

### Who is this course for?

This course is designed for **tourism professionals in management positions** and anyone interested in understanding and promoting women's rights and gender equality within the tourism sector.

### What will you learn?

Upon completion of this course, you will be able to:

- **Explain the key issues** related to women's rights and gender equality in tourism.
- **Identify potential negative impacts** of tourism on women's rights and understand what actions you can take to address them.

**Keywords:** Sustainability, tourism, management, gender equality, women's rights

## Key Issues of Gender Equality in Tourism

### Lesson 1: Discrimination against women

#### *Key Lessons*

*Sophia wants to be a successful career woman and a good mother. Could her husband help around the house? "She gets paid less than Paul" for doing the same job. How is that fair?*

*Mia loves showing tourists her country but not when they're rude or behave badly. She has to earn money to support her family, whatever happens at work. But one day she'd had enough. She spoke up.*

*Asha's the new tourism manager. She wants a fair workplace for everyone where human rights are respected. No company can really succeed "if it allows half the workforce" to be treated badly. "It's a small start to include some women in management positions," but we're half the population! Women make good decisions about workers' rights, equal pay, childcare and the workplace culture. When you pay women the same as men for the same job, it changes the workplace for the better. When you value women and the unpaid work they do at home, it improves family life.*

When you insist on equal human rights for women, it lifts up everyone in the community. "When you support one woman, you start a chain reaction." The ripple effect on women, children, families, communities and the wider economy is immense and we all benefit.

The manager in the film did something about the poor working conditions and unfair pay, creating a win-win situation. Unfortunately, this is not yet the case in many areas of the tourism industry.

## **Women are exposed to many risks in tourism**

They earn less than their male colleagues, have to work long and irregular working hours and are exposed to gender-based violence, such as sexual harassment.

The tourism industry is one where gender-based discrimination takes place even though the number of women working in the industry is about twice the number of men in some countries.

Women are exposed to discrimination in which of the following?

- Wages
- Correctly checked
- Terms of their jobs
- Correctly checked
- Working conditions
- Incorrectly unchecked
- Promotion and internal social relations

Assigning women specific rights and responsibilities based on their gender, rather than their qualifications, background, education and experience, constitutes serious discrimination.

## **Lesson 2: Closing the Salary Gap and Boosting Career Opportunities for Women in Tourism**

In Uganda's tourism sector, women make up the majority of the workforce. However, they consistently hold the lowest-paid, lowest-status jobs.

### **Underrepresentation in Management**

Despite forming over 50% of the hospitality workforce, women remain significantly **underrepresented in management positions**. For instance, a study by Equality in Tourism revealed that women constitute only 27% of board members in major hotel chains. This disparity highlights a clear barrier to women's advancement in the industry.

### **What Can YOU Do to Increase Women's Access to Leadership Roles?**

Action is needed to dismantle the barriers that prevent women from accessing tourism opportunities and leadership roles. Here's how you can make a difference:

- **Develop:**
  - Create a comprehensive **gender equality policy** for your organization.
  - Implement a **gender-equal recruitment and promotion strategy** to ensure fair opportunities.
  - Make a firm commitment to **end the gender pay gap** within your company.
- **Ensure:**
  - Provide opportunities for **continuous professional development** for all women on your staff.
  - Actively work to **ensure women's voices are heard** at the community level, giving them a platform to contribute.
- **Promote:**
  - **Promote women's involvement** in decision-making processes at all levels of your tourism operations.
  - Provide necessary **support mechanisms** to enhance the active participation of women in these decision-making processes.
- **Enable:**
  - Implement policies that **enable all staff to balance work and home life**, recognizing the unique challenges women often face.

Salary gaps and limited career opportunities are just one crucial aspect where gender equality falls short in tourism. Our next lesson will delve deeper into the overall employment conditions for women in the industry.

## Lesson 3: Improving Employment Conditions for Women in Uganda's Tourism Sector

In Uganda's tourism sector, particularly within hotels, women are disproportionately found in lower-skilled, poorly paid roles. They are also more frequently employed in part-time and temporary positions compared to men. Departments like housekeeping and waiting services often have a particularly high female workforce.

Unfortunately, the employment rights of women working in the tourism sector are frequently violated.

### What Tourism Companies Must Do

Tourism companies in Uganda have a responsibility to **uphold and defend the rights of their women workers**.

### **Make Women Aware of Their Legal Rights:**

- **Educate women** on their legal rights. Women employed in the informal sector, such as vendors or craft sellers, may not be aware of their entitlements.
- **Build women's capacity to assert these rights**, for example, by supporting and encouraging their participation in cooperatives and collectives.

### **Respect Women's Rights:**

- **Respect women's maternity rights**, which includes providing adequate maternity leave.
- **Ensure safe working conditions for women**, addressing concerns like safe travel for staff at night.
- **Provide protection against workplace harassment**, which involves formulating clear sexual harassment policies and appointing a dedicated harassment prevention committee.

### **Safeguard Women's Interests:**

- **Adopt measures to specifically safeguard the interests, needs, and rights of women**, especially those in the informal sector.
- **Oppose all forms of sexual discrimination**, including unequal pay, dismissal due to pregnancy, and unequal access to decision-making positions, promotions, and training opportunities.

To enhance women's access to the numerous opportunities that tourism provides, concrete action is needed. For example:

- Offer **specialized vocational training** in specific skills to increase opportunities for female workers to advance within the industry.
- Provide **leadership training programs specifically designed for women** to help them climb the career ladder.
- Disseminate **information on women's specific rights**, available grievance mechanisms, and relevant women's organizations and networks that advocate for equal pay and rights.

By taking these steps, tourism businesses in Uganda can contribute to a more equitable and empowering work environment for women.

## **Lesson 4: Addressing Sexual Harassment of Female Workers in Tourism**

**Gender-based violence**, including **sexual harassment**, is a very real and constant threat faced by women working in Uganda's tourism industry. Women in hospitality — whether in hotels, restaurants, bars, casinos, or other tourism roles — often risk violence and harassment. This is partly due to the stark social and economic differences between female workers and others.

**Who are the main offenders of sexual offenses?** Unfortunately, the answer is **all of the above**:

- **Customers**
- **Colleagues/Co-workers**
- **Managers/Supervisors**

Like other workers in often non-standard employment situations where risks of violence and harassment are present, many women don't complain for fear of losing their jobs.

### **Sexual Harassment and Exploitation**

Female workers are particularly exposed to sexual harassment and exploitation in **bars and nightclubs**, not only by customers but also by managers or other staff. These venues are sometimes hubs for prostitution. In many tourism destinations, women in prostitution are victims of human trafficking or have been forced into it by poverty. Women also face sexual harassment from hotel staff or customers in areas like hotel spas and massage parlors. Too often, customers who commit these offenses are not held accountable.

### **Do Something!**

As a leader in the tourism industry, you **can and should take action against sexual harassment**. Your female employees must feel safe enough to confide in you.

#### **What YOU Can Do:**

- **Enforce a zero-tolerance policy** towards any form of exploitation of women in tourism, including labor abuse, sexual abuse, pornography, or trafficking.
- Take steps to ensure tourism doesn't **displace women or alienate them** from their communities or traditional roles. This involves raising awareness among all tourism stakeholders, providing information, empowering women in rural areas, and strictly applying your zero-tolerance policy.
- Ensure a **gender-friendly environment**, which includes guaranteeing the **safety and security of women tourists** as well.

By taking these actions, you contribute to a safer, more respectful, and equitable tourism environment for all women in Uganda.

## **Lesson 5: Supporting Working Mothers in Uganda's Tourism Sector**

Many women in Uganda's tourism sector face challenging decisions when it comes to childcare.

**State-provided childcare is rare**, and the industry's often **erratic and long work schedules** make finding affordable childcare difficult. Consequently, most female workers rely on relatives for childcare, even if they live far away.

The significant amount of time women spend on **unpaid care work** prevents them from fully accessing the professional and economic opportunities available to men. This directly **reduces their earning power**, limits their influence in family decision-making, and often leads to **economic dependence**.

### **Benefits for Businesses That Address Childcare**

By actively addressing childcare challenges and supporting female workers, tourism businesses in Uganda can reap significant benefits:

- **Improved Talent Acquisition and Retention:** Skilled female workers increasingly seek roles that align with their childcare needs. Offering childcare solutions boosts staff retention and helps you attract top talent.
- **Increased Productivity:** When employees have support with childcare, they experience less distraction, reduced fatigue, and lower absenteeism, leading to higher productivity.
- **Enhanced Supply Chain Resilience and Diversity:** Supporting women in your workforce, including through initiatives like producing labor-saving devices to ease care work, can lead to revenue and overall business growth.

### **What Tourism Businesses Can Do**

Here are concrete steps tourism businesses can take to support working mothers:

#### **Maternity Leave:**

- **Grant or extend paid maternity leave**, even if it goes beyond what's legally mandated in Uganda.
- **Fully respect all women's maternity rights**, ensuring they receive the support they need during and after pregnancy.

#### **Working Arrangements:**

- Provide **alternative working arrangements** after maternity leave, such as shorter working days.
- Allow **working from home** when feasible, or enable staff to work closer to their hometowns if they have parental care responsibilities.
- Offer **childcare facilities** and implement flexible employment policies to support women with children or other care responsibilities.

#### **Employee Education:**

- **Train workers on gender norms and issues**, promoting an equitable division of household work among all family members.

By implementing these measures, tourism businesses in Uganda can create a more supportive and equitable environment for working mothers, benefiting both their employees and their bottom line.

## What you can do for Gender Equality in Tourism

### Lesson 1: Women in Tourism: A Global Disparity

Consider this: globally, the ratio of men to women is roughly equal. Yet, when it comes to work, how much of the world's work do you think is produced by women? The answer is **66%**. Despite this, women produce 50% of the food, yet earn only 10% of the income and own a mere 1% of property.

In the tourism sector specifically, **the majority of the workforce is female**. More than 54% of all formal tourism activities worldwide are carried out by women. In the informal tourism sector, this figure is estimated to be even higher. In developing countries like Uganda, the number of female employees in the travel industry reaches an astonishing 75%.

This highlights immense potential to create meaningful employment for women in the tourism industry. As a manager in Uganda, you have a powerful opportunity to significantly improve women's working conditions and ensure equitable opportunities.

#### Addressing Discrimination: Your Role as a Manager

As a responsible employer, you can actively combat discrimination against women in the workplace and ensure their rights are protected. Here's how:

- **Support Career Growth:** Actively support women's enrollment in executive and fast-track development programs to maximize their career progression.
- **Implement Non-Discrimination Policies:** Develop a comprehensive code of conduct for your business that explicitly includes non-discrimination policies.
- **Foster a Gender-Inclusive Culture:** Cultivate a workplace culture that is truly gender-inclusive, actively working to include women in management and senior leadership roles.
- **Empower Female Producers:** Align your Corporate Social Responsibility (CSR) policies and practices to enable small, female producers to become key stakeholders in your supply chain, fostering economic independence.

By taking these steps, you can contribute to a more equitable and empowering tourism sector for women in Uganda.

### Lesson 2: The Situation of Women in Uganda's Tourism Industry

While women make up the **majority of the tourism workforce** in Uganda, offering promising job opportunities due to flexible conditions and easy access, the reality on the

payslip is often stark. Many women, particularly those with fewer qualifications, are drawn to the sector by the promise of quick employment, but their **salaries are typically very low**. Furthermore, most management positions in the tourism sector are held by men, and women are frequently **bypassed for promotion opportunities**.

### Unpaid and Informal Work

A significant percentage of women in tourism, especially within family-run businesses, perform **unpaid work**. This informal labor is common in the sector, blurring the lines between women's paid and unpaid contributions. Many women actively contribute to income-generating activities but **don't receive fair remuneration** for their efforts.

In developing economies like Uganda, **informal work accounts for 70 percent of women's employment**. These informal jobs are unfortunately the most vulnerable and are often the first to disappear during times of economic uncertainty.

Beyond financial struggles, women in tourism often **struggle to be included in decision-making processes**. This is due to the burden of domestic responsibilities, compounded by societal and cultural constraints. Tragically, in some tourism destinations, women are also **subject to exploitative practices**, including sexual abuse, human trafficking, and even modern slavery.

### Why Including Women as Leaders Benefits Businesses

Despite these challenges, a growing number of tourism enterprises in Uganda are recognizing the significant **benefits of including women in decision-making and promoting them as leaders**. When women serve as leaders and employees, **businesses benefit and overall performance improves**.

Here's why:

- **Increased Competitiveness:** Studies consistently show that organizations embracing diversity and inclusion, particularly gender diversity, are poised to be more competitive in the future.
- **Diverse Perspectives:** Women bring different perspectives and experiences to the table. This **diversity of thought** leads to better decision-making and fosters more creative and innovative solutions.
- **Boosted Creativity and Innovation:** Inclusive business cultures are directly linked to an **increase in creativity, innovation, and openness**. This, in turn, leads to a better understanding and assessment of consumer demands, strengthening the business's market position.

By actively empowering women and integrating them into leadership roles, tourism businesses in Uganda can not only foster a more equitable environment but also unlock greater success and resilience.

## Lesson 3: Boosting Female Entrepreneurship in Uganda's Tourism Sector

In many societies, including parts of Uganda, **women and girls often start at a disadvantage**. This stems from limited **access to education**, deeply ingrained **cultural expectations** about women's roles in the home, and inherent **gender bias** in the workplace.

While tourism offers considerable entrepreneurial opportunities for women that don't always require heavy start-up financing, significant challenges remain. Women often face **limited access to collateral, financing, and markets** needed to start or grow a tourism business. Furthermore, a lack of **access to technology, information, business skills, education, and training** also holds back women's tourism entrepreneurship.

### **Tourism's Potential for Financial Empowerment**

Despite these hurdles, tourism has the powerful potential to **financially empower women**. This empowerment grants them greater purchasing power, opens doors to diversify their businesses, and encourages broader social involvement, ultimately leading to increased self-confidence. This allows women to gain more control in other aspects of their lives, such as improving their social standing, enhancing power dynamics within their communities, and strengthening their overall capacity.

### **Fostering Women's Entrepreneurship: What Needs to Be Done?**

To truly foster women's entrepreneurship in Uganda's tourism sector, specific initiatives are needed. Here are five key areas where you can make a difference in your local area:

- **Strengthen Women's Capacities:** Invest in initiatives that build women's skills in **technology, business management, and specialized training** relevant to tourism.
- **Encourage Collaboration:** Promote **collaboration and cooperation among women entrepreneurs**. Networks and collectives can provide invaluable support and shared resources.
- **Improve Information Access:** Implement **positive outreach and awareness-building programs** to ensure women have consistent access to vital information about tourism opportunities and business resources.
- **Sensitize Stakeholders to Gender Issues:** Work to **sensitize all tourism stakeholders** (government, private sector, community leaders) to gender-specific challenges and the importance of gender equality within the industry.
- **Support Financial and Market Access:** Champion **credit cooperatives or other schemes that provide women with access to credit, technology, and essential market linkages**.

Remember, you don't have to tackle everything at once. Start with the initiative that best suits your environment and context. Some actions might be easy to begin, while others may take longer to fully materialize. However, one thing is clear: **doing nothing is not an option**.

Now that you've completed this unit, you're equipped to immediately begin implementing or improving women's rights within your own business in Uganda.

# MODULE 4; Resilience in Tourism:

## Building Resilience and Sustainable Development in Tourism

This course is designed for tourism professionals in management positions and anyone interested in the critical intersection of resilience and sustainability in tourism. You'll delve into the challenges and benefits of building resilience within the industry, specifically focusing on its relationship with sustainable development.

### Who is this course for?

This course is for tourism professionals in management positions in Uganda, and anyone interested in this vital topic.

### What will you learn?

By the end of this course, you'll be able to:

- **Understand Tourism's Role in Sustainable Development:** Get an overview of how tourism contributes to the Sustainable Development Goals (SDGs).
- **Identify Types of Resilience:** Learn about different forms of resilience relevant to tourism.
- **Explore Contextual Resilience:** Understand how a destination's or business's specific context impacts its ability to be resilient.
- **Grasp Resilience and Sustainability Concepts:** Gain a comprehensive overview of the concepts of resilience and sustainability in the tourism sector.

**Keywords:** Sustainability, tourism, management, resilience

## Introduction to Resilience and Sustainable Development

### Lesson 1: Introduction to Resilience and Sustainable Development in Tourism

*Hello! Welcome to the first unit of our online course, "Resilience in Tourism," focusing on Resilience and Sustainable Development. I'm Julia, and I've been working on tourism resilience for quite some time. It's a vital topic, especially for those of you in management roles. Over the next four units, I'll clarify key questions about resilience and offer practical approaches. We'll use explanatory videos, an insightful documentary, expert interviews, and episodes from my "Resilience in Tourism" podcast to guide our learning.*

*Tourism is the world's third-largest industry, accounting for one in ten global jobs. Its robust economic growth, job creation potential, and foreign exchange earnings make it highly attractive to governments, including here in Uganda. Tourism also boasts low barriers to entry—meaning relatively low startup costs and few obstacles for those looking to launch a hospitality or tourism business.*

*It's no surprise, then, that tourism was embraced as a vehicle for development back in 1980. This also explains why tourism businesses are found worldwide, even in developing countries and particularly in places like small islands where other industries might have limited opportunities. Regardless of their location or size, all tourism companies share a crucial need: to **develop resilience sustainably** so they can effectively cope with crises.*

*In this first unit, we'll lay the **Foundations for Resilience in Tourism**. We'll explore key influencing factors like the **COVID-19 pandemic** and **climate change**, and delve into how resilience directly relates to **sustainability**.*

*Are there specific aspects of tourism resilience, perhaps related to recent global events, that you're particularly interested in exploring?*

# Sustainable Development

## Lesson 1: Tourism's role in sustainable development

**Sustainable tourism** is defined by the World Tourism Organization (UNWTO) as tourism that fully considers its current and future economic, social, and environmental impacts, while addressing the needs of visitors, the industry, the environment, and host communities. In Uganda, this means developing tourism that benefits our local communities and preserves our natural heritage for generations to come.

Tourism has long been recognized as a crucial tool for achieving sustainable development, and more recently, the **2030 Agenda for Sustainable Development** and its **Sustainable Development Goals (SDGs)** have emphasized its importance.

### The 2030 Agenda for Sustainable Development

In 2015, world leaders at the United Nations adopted the universal 2030 Agenda. All countries committed to pursuing **17 Sustainable Development Goals (SDGs)** and 169 corresponding targets. This global framework aims to end extreme poverty, fight inequality and injustice, and reduce the risk of climate change by 2030, striving for a better future for all.

Tourism can and must play a significant role in delivering sustainable solutions for **people, the planet, prosperity, and peace**. The UNWTO asserts that tourism has the potential to contribute both directly and indirectly to all 17 SDGs. Notably, it is explicitly included as targets within **Goals 8, 12, and 14**:

- **Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.** Tourism is a major driver of global economic growth, currently accounting for 1 in 10 jobs worldwide. In Uganda, by providing access to decent work opportunities in

the tourism sector – particularly for youth and women – it can offer livelihoods to vulnerable community members.

- **Goal 12: Ensure sustainable consumption and production patterns.** A tourism sector that adopts sustainable consumption and production practices can significantly accelerate the global shift towards sustainability. To achieve this, it's essential to "develop and implement tools to monitor sustainable development impacts for sustainable tourism which creates jobs, promotes local culture and products" (Target 12.b). Many initiatives already support these practices, and businesses demonstrating resource-efficient approaches achieve enhanced economic, social, and environmental outcomes. Customer expectations and consumer choices also play a crucial role in encouraging businesses to adopt more sustainable practices.
- **Goal 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development.** While Uganda is landlocked, this goal is vital for coastal tourism destinations globally. Tourism's largest segments, especially for Small Island Developing States (SIDS) and other coastal regions, depend on healthy marine ecosystems. Tourism development must be integrated into Integrated Coastal Zone Management policies and plans to help conserve fragile marine ecosystems.

### Tourism and Resilience

Beyond these direct links, tourism also connects to other SDGs that emphasize **resilience** – the ability to react to unexpected or unpredictable shocks and changes:

- **Goal 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.**
- **Goal 11: Make cities and human settlements inclusive, safe, resilient and sustainable.**
- **Goal 13: Take urgent action to combat climate change and its impacts.**

As Julia notes, "It should be noted that people have questioned tourism's ability to contribute to truly sustainable development. To ensure tourism delivers benefits, it needs to be carefully planned and managed to avoid creating dependencies or increasing vulnerabilities. In a world with high uncertainty, this needs to include resilience considerations." This is particularly pertinent for Uganda's tourism sector, which faces various environmental and economic uncertainties.

### Further Resources

If you're interested in how you, as a tourism organization, business, or traveler in Uganda, can contribute to the SDGs, or want to learn what others are doing, visit this website for further resources [www.kitararcc.com](http://www.kitararcc.com)

## Lesson 2: Drivers of change impacting tourism

Change is not an exception but the norm.

Scientists and business managers agree that we live in a time of high uncertainty where change is not an exception but the norm. Changes can bring with them a wealth of opportunities but also pose risk to tourism and tourism's ability to deliver positive outcomes identified through the Sustainable Development Goals.

### **Interview with Dr. Johanna Loehr**

Dr. Johanna Loehr is an expert on sustainable tourism, climate change and system change and is speaking today on the topic of "Drivers of change impacting tourism".

### ***Lesson Scenario***

***Question:*** *What are examples of changes impacting the tourism sector, and what impacts can we expect?*

***Answer:*** *There are slow changes to the markets in form of shifting consumer preferences, trends and expectations. With COVID-19, we're expected to see some impacts, for example, how and where tourists can travel, a change in consumer expectations around the standard of health and safety and hygiene. And also, the type of experiences sought will likely change with nature and outdoor experiences becoming more popular.*

*There's also a change to the demographic of tourists, such as where customers are coming from as travel becomes more affordable and the middle classes of developed countries continue to grow. There's also change in technology, which is opening up new ways to track potential customers, but also how experiences are designed and offered.*

***Question:*** *What role does climate change play in this, and are there other types of changes?*

***Answer:*** *Global warming is also a slow change whereby the effects of it can result in fast change and shocks, such as an increase in the severity of floods, cyclones or heat waves. Here we have the advantage because through science we actually have a fairly good understanding what some of those changes might look like in the near-term future, which means there's really no excuse not to prepare for them.*

*Other examples of fast shocks or change impacting tourism include natural hazards such as tsunamis, earthquakes, and man-made hazards such as terror attacks.*

***Question:*** *Why is it so important that tourism businesses are aware of the change?*

***Answer:*** *Change varies from destination to destination and may result in physical, financial or reputational damage. How badly change affects your business and whether it also poses an opportunity really depends on how we adapt and manage such change, but also on the context and the nature of the destination and business.*

*Context here by refers to any biophysical, geographical, political, cultural and social factors that distinguish a particular tourism destination. So that means to remain viable in the future, businesses, including tourism organizations, really need to be aware of the implications of such change on the business. So to summarize, these changes can be slow*

*or fast shocks, whereby slow changes may take years or decades to have an obvious and widespread impact, whereas shocks and events have a sudden and immediate impact*

### **What are the drivers of change in the tourism business?**

Write down important considerations you have taken away from the interview and your own thoughts on them.

## **Lesson 2: What is resilience?**

**Resilience** refers to the ability to react to unexpected or unpredictable shocks and changes. It's about a system's capacity to "absorb disturbance" while still maintaining its core function and structure. Essentially, resilience is crucial for effectively managing and responding to change and shocks.

For tourism destinations in Uganda, resilience is absolutely necessary for their effective functioning and continued development.

### **Different Types of Resilience**

While some definitions of resilience emphasize returning to a stable state, other perspectives acknowledge that true stability is hard to maintain in our constantly changing world. These views highlight the need for **flexibility and adaptability**, enabling systems to take on new forms without collapsing. In this context, resilience is about how much change a system can absorb while still performing its essential functions.

- **Engineered Resilience:** This type focuses on stability and the speed at which a system can return to its previous stable state after a disturbance. It's easily applied to improving the resilience of physical infrastructure, such as buildings designed to withstand specific impacts.
- **Psychological Resilience:** This refers to an individual's ability to cope mentally or emotionally with a crisis and return to a pre-crisis state quickly. Psychologically resilient people develop the mental and behavioral skills that allow them to remain calm during chaos and recover from incidents without lasting negative consequences.

As Julia notes, "It has been argued that different types of change require different forms of resilience, whereby disaster responses tend to focus on engineered resilience, and responses to slow changes focus on ecological resilience."

### **Resilience in the Tourism Sector**

In the tourism sector, resilience applies to both **infrastructure** (like hotels, roads, and beaches) and the **people** living and working in a particular destination. To truly build resilience in Uganda's tourism industry, both aspects must be considered. This means adapting buildings to future risks, such as increased rainfall due to climate change, and ensuring people are trained on how to react effectively during a crisis.

## **Lesson 3: How Pandemics and Climate Change Affect Tourism**

The COVID-19 pandemic and climate change have profoundly impacted the tourism industry, and their influence will continue to shape its future. Rekha Yanti, Resort Manager at Mandapa Ritz-Carlton Reserve in Bali, along with her colleagues Dama (Assistant Director of HR) and Yossi Marsitha (Guest Experience Executive), share their experiences and the solutions they've found.

### **Description**

**Rekha:** *Mandapa is a Ritz Carlton reserve property which is located in Ubud, Bali. Bali is well known for being one of the best tourist destinations in the world. Bali is so blessed with beautiful nature, mountains, jungles. My name is Rekha. I'm the resort manager of Mandapa Ritz-Carlton Reserve. My responsibilities are making sure that daily operation runs smoothly and also answering our guest's satisfaction level together with the team.*

**Dama:** *My name is Dama. I'm the Assistant Director of Human Resources at Mandapa Ritz Carlton Reserve. Meaning that I take care of all our employees and to make sure that they are happy - because happy employees mean happy customers.*

**Yossi:** *My name is Yossi Marsitha. I'm a guest experience executive in Mandapa Ritz Carlton Reserve.*

**Dama:** *We call our employees „ladies and gentlemen“, who are the important resources in our service commitment to our guests.*

**Rekha:** *At the moment we were told about the virus spreading strongly in many areas. We inform our ladies and gentlemen to stay healthy and to stay safe.*

**Yossi:** *There were starting to come a lot of questions from the guests. “How about here?”, “How about you?”, “Do you have any information” or something like that? So, what we tried to do that time is maintain our calm and giving accurate and valid information to our guests.*

**Dama:** *Some countries have closed their border and have their people come back to their home. That's why there are lots of checkouts.*

**Yossi:** *Lots of cancellation for the upcoming bookings. But it was not like everyone tried to leave Bali in a rush. Everything - I can say - runs smoothly.*

**Rekha:** *We actually had lots of discussions on how to handle the situation in a way of making our ladies and gentlemen feeling save.*

**Dama:** *The management has established a business contingency plan in order to retain the business. For example like reducing the working hours and temporary layoff of our ladies and gentlemen, energy efficiency.*

**Rekha:** *It is required to use face masks and also constantly wash your hands and use hand sanitizers.*

**Yossi:** This pandemic gave us an upgraded level of the health protocols which - even though this pandemic ends - I think we still can keep doing those protocols because it's not only for COVID-19.

**Dama:** So the executive decision that we took during this pandemic was to close the hotel since April 2020. It was a very hard decision.

**Yossi:** For example, now we had pandemic hit us, everyone cannot travel. It's really a disaster for the tourism industry. There is nothing we can do if people cannot travel, right?

**Dama:** For me, the hardest part of this pandemic is to lay off some of our ladies and gentlemen. Mainly for contract employees and also some of the expatriates. It's very emotional for me because we have built a very strong connection with all of them because they are part of the Mandapa family.

One thing that we have learned from this pandemic is the digitalization.

**Rekha:** We invited our ladies and gentlemen - all of them - to do virtual meetings with the guidance team.

**Yossi:** Technology such as WhatsApp groups and Teams meetings were really helpful.

**Dama:** We are no longer face to face during meetings, during trainings.

**Yossi:** But we with this application or technology we can give or deliver the information faster. Accurate, not from a third person but directly from the leader.

**Rekha:** With the cross exposure, it is actually an opportunity for all ladies and gentlemen to learn something new.

**Dama:** We assigned some of our ladies and gentlemen to do lateral service. Meaning that they help other departments like housekeeping, landscaping and also the loss prevention department.

**Yossi:** Some of us have been helping other department who needed help - such as the loss prevention or landscaping team. Because, even though the hotel is closed, we still need to maintain the property.

**Dama:** Our guidance team executive committee conducts monthly meetings and they finally decided to reopen our hotel in December 2020.

**Yossi:** Closer to our reopen we also had training that we need to complete which comes from the Commitment to Clean programme. This training takes a lot of time because it's super new. It was never done before.

**Dama:** Even before the pandemic, we always tried to keep balance with our nature, with our environment. That's why we have a lot of initiatives to go green.

***Rekha:** We reduce the amount of energy usage - especially for the lights when no one's in the office or the AC - as much as we can to just take advantage of being in Ubud and in the nature with the cold weather, so we don't need to use the AC that much in the office. We also reduce the amount of working hours and some people work from home, meaning that there are not so many people working at the same time while we are actually focusing on social distancing.*

***Dama:** A thing that I have learned as a human resources specialist during this pandemic is how important mental health is. Mental health, for me, is the key. We need to inform our ladies and gentleman to take care of their mental health - to always try to be happy. Even though we know that there is a crisis, though we know that we have financial issues, we need to keep strong and think positive.*

***Rekha:** Since the pandemic, I noticed that there is so much less traffic. And no traffic means no pollution. Also the consumption of plastic reduced and probably this is the first time I have seen or noticed that Kuta beach and Seminyak Beach are so beautiful and garbage free. I hope that in the coming years we continue, or people in Bali continue, to maintain and look after our own home, our own island. To be able to have more tourists and come back to normal tourism or hospitality – maybe stronger than ever?*

### **The COVID-19 Pandemic: A Case Study from Mandapa Ritz-Carlton Reserve**

Bali, known for its stunning nature, faced unprecedented challenges during the COVID-19 pandemic. Mandapa Ritz-Carlton Reserve, which considers its employees "ladies and gentlemen" and vital resources, had to adapt rapidly.

**Initial Response and Challenges:** When the virus began to spread, the team focused on ensuring their "ladies and gentlemen" stayed healthy and safe. Guests quickly started inquiring about the situation, prompting the resort to maintain calm and provide accurate information. As countries closed borders, a wave of checkouts and cancellations hit. The management swiftly implemented a business contingency plan, including reducing working hours and temporary layoffs, which Dama described as a very hard decision, especially for contract employees and expatriates with whom strong connections had been built. The resort eventually closed its doors in April 2020.

**Lessons Learned and Innovations:** The pandemic forced the resort to implement upgraded health protocols, like mandatory masks, handwashing, and sanitizers, which Yossi believes should continue even after the pandemic ends. A major learning curve was the embrace of **digitalization**. Virtual meetings and training sessions via WhatsApp and Teams became the norm, allowing for faster and more accurate information delivery directly from leadership.

The resort also implemented **cross-exposure programs**, where "ladies and gentlemen" were assigned to help other departments like housekeeping, landscaping, and loss prevention. This lateral service provided staff with new skills and ensured the property remained maintained even during closure.

Mandapa Ritz-Carlton Reserve eventually reopened in December 2020, following extensive new training from the "Commitment to Clean" program.

**Beyond Operations: Mental Health and Environmental Shifts:** Dama emphasized the crucial importance of **mental health** during the crisis, encouraging staff to stay positive despite financial uncertainties. Rekha observed a significant reduction in traffic and pollution during the lockdown, leading to cleaner beaches. This highlighted the potential for more sustainable practices post-pandemic, hoping Bali continues to maintain its natural beauty even as tourism returns, perhaps "stronger than ever."

### **Broader Impacts and Required Innovations**

The COVID-19 pandemic forced most tourism businesses to close as border restrictions and social distancing made traditional business models unviable. This spurred innovation, with hotels adapting by providing space for quarantine, accommodation for health workers, or long-term stays for essential personnel.

**Climate change** also demands innovation. To mitigate its impact, the tourism industry needs to reduce greenhouse gas emissions (climate mitigation). Simultaneously, workable solutions are needed to adapt to climate change effects, such as planting mangroves to protect beaches from erosion.

These challenges mean that **resilience activities** in tourism must be comprehensive. They involve ensuring physical structures are resilient to potential impacts and having mechanisms and plans in place for rapid disaster response and recovery. Crucially, resilience also involves making fundamental changes to the products, services, and activities offered to remain viable and sustainable in an unpredictable world.

## **Lesson 4: Resilience and scale**

### **How resilient is tourism?**

Tourism is known to manage change well and in the past has recovered from shocks quickly, at least at a global scale. Recent events linked to the COVID-19 pandemic, which have led to border closures and global travel restrictions, disrupted the tourism sector significantly.

2020 forecast - international tourist arrivals



Julia points out that tourism's resilience to an event can vary significantly depending on the scale of analysis. "The figure shows global tourism (international arrivals), and at this scale, SARS (2003) had a relatively small impact. The impact of the global economic crisis in 2009 is already more visible. On the other hand, the COVID-19 pandemic is expected to cause a 20 to 30 percent drop in tourist arrivals. That is 290 to 440 million fewer international arrivals than in the previous year." This highlights how different crises affect the industry at a global level.

### Factors Contributing to Tourism Resilience

Research on resilience in tourism is growing, and while each situation has unique factors, studies have identified several common elements that positively contribute to a tourism business's resilience.

#### Basic Prerequisites:

- **Enterprise age and experience:** Established businesses can rely on existing customer bases, networks, and brand recognition.
- **Social capital:** Strong support networks within the community.
- **Access to technology:** Essential for communication, operations, and adaptation.
- **Aspiration and values:** The drive and guiding principles of the business and its people.

#### Financial Condition:

- **Financial stability:** Includes access to funding, savings, or other assets.
- **Access to risk transfer mechanisms:** Such as insurance.
- **Diversification and flexibility:** Having multiple income streams or adaptable operations.

#### Human Capacity:

- **Human capital:** Commitment and willingness to work hard.
- **Knowledge and awareness:** Understanding risks and opportunities.

- **Decision-making and planning:** The ability to make informed decisions and access relevant information.

### Context and Resilience

While the concept of resilience has a common definition, the **specific context of a destination or business significantly impacts its resilience**. For example, cultures with strong community values and extensive family ties, common in many parts of Uganda, can rely on these support networks for assistance during crises, greatly enhancing their resilience.

Consider Samoa, where tourism operators are deeply influenced by the Samoan belief system, emphasizing family values, social networks, and reciprocity. These cultural elements serve as strong support during disruptions. In times of crisis and recovery, like after a cyclone, Samoans benefit from these values and networks, receiving support from overseas family members through remittances and making collective decisions (such as relocating a business to a less vulnerable area).

These unique social structures directly contribute to the resilience of individuals, communities, and tourism businesses. As Julia emphasizes, "When planning for resilience and risk reduction, understanding the local context is therefore important."

### Your Business's Resilience Plan

Now that you understand the immense role context plays in planning for resilience, it's time to think about concrete responses for your own business in Uganda.

To get started, consider these questions:

1. What **changes** are you currently observing in your operating environment, and how are they impacting your business?
2. Name **three specific things** you have done or could be doing to help your business respond effectively to those changes.

## Resilience vs. Sustainability

### Lesson 1: Understanding Resilience and Sustainability in Tourism

While both **resilience** and **sustainability** are crucial for guiding development approaches in tourism, they are distinct concepts.

**Resilience** focuses on how we manage and react to change, including adapting to new circumstances or transforming into something different. When responding to change, it's helpful to assess the current state of a business or destination. This involves identifying what elements are desirable to maintain and which are undesirable and could be improved.

**Sustainability**, on the other hand, is about conserving what is valued by us and our communities, particularly preserving resources for future generations. The Sustainable

Development Goals (SDGs) provide a global framework outlining what we as a society value and aim to sustain. Sustainability operates on the premise that resources are finite and should be used conservatively and wisely, always considering long-term consequences. In its simplest terms, sustainability is about the world we leave for our children and grandchildren here in Uganda and beyond.

As Julia aptly puts it, "Faced with a plenitude of challenges and predictable and unpredictable drives of change, both sustainability and resilience are important concepts that guide how we should develop tourism."

### Reflecting on Sustainability and Resilience

When communities and businesses in Uganda are developing strategies to address change, two key questions are useful for reflection:

- **Sustainability:** How can we balance environmental protection, social equity, and economic viability to ensure the well-being of current and future generations?
- **Resilience:** What aspects of our current operations or destination do we need or want to adapt and change into something new, and perhaps even better?

## Lesson 2: Sustainability indicators and resilience indicators

There are several tourism indicators of community sustainability and resilience. In the following table you will find an exemplary list:

Category	Sustainability indicators	Resilience Indicators
Local government budgeting	Conserving community resources	Building community capacity for change
Environmental knowledge	Maintaining traditional resource uses	Creating new environmental knowledge
Community well-being	Preserving cultural traditions	Improving living conditions and employment
Social support systems	Providing social welfare and equity	Supporting social collaboration

### Increase resilience

In summary, to increase resilience, tourism businesses should ask themselves 'of what' they want to be resilient for, and 'to what'. To answer this question:

- Drivers of change and risk need to be identified.
- The context needs to be understood.
- And what is of value to be protected and sustained should be agreed upon.

# MODULE 5; Resilience in Tourism 2: Risk in Tourism

This course is designed for tourism professionals in management positions in Uganda and anyone interested in building a more resilient tourism sector. You'll explore the challenges and benefits of resilience, with a specific focus on understanding various hazards and their relevance to tourism.

## Who is this course for?

This course is for tourism professionals in management positions and anyone interested in the topic.

## What will you learn?

By the end of this course, you will be able to:

- **Identify Different Hazards:** Gain an overview of various types of hazards and how they impact tourism.
- **Understand Vulnerability and Exposure:** Learn about the concepts of vulnerability and exposure in the context of tourism.
- **Analyze Tourism's Contribution to Risk:** Discover how tourism activities themselves can contribute to hazards and exposure.
- **Grasp the Concept of Disasters:** Understand what constitutes a disaster in the tourism industry and its implications.

**Keywords:** Sustainability, tourism, resilience, hazards, vulnerability, disasters

## Introduction to Risk in Tourism

In this section, you will get an introduction to risk in tourism and learn how tourism activities can contribute to hazard and exposure.

### Lesson 1: Introduction to Risks in Tourism

*Welcome to the second unit in our "Resilience in Tourism" course! In this session, we'll dive into topics related to risks in tourism.*

*For tourism to deliver positive, long-term outcomes for all stakeholders in Uganda, risk must be effectively managed. Risk is influenced by the occurrence of a hazard and the vulnerability and exposure of people, infrastructure, or anything else of value. This is a crucial point: by addressing vulnerability and exposure, we can reduce risk even if the hazard itself remains.*

*We can also describe risk as the probability of events or trends occurring multiplied by the consequences if those events happen. This means we need to distinguish between the likelihood of an event and its actual or potential impact.*

*The World Economic Forum categorizes different types of risk into economic, environmental, geopolitical, social, and technological, emphasizing their interconnected nature. These considerations will be the focus of this learning unit. We'll start by looking at the factors that influence risks, explore the various types of hazards, understand the vulnerability of local people, animal species, and resources to these negative effects, and finally, examine their exposure to these hazards.*

*Are there any specific types of risks in tourism that you're particularly concerned about for businesses in Uganda?*

So, let's get started

## Hazards and their Relevance to Tourism

### Lesson 1: Understanding Natural Hazards in Tourism

**Hazards** are defined as a process, phenomenon, or human activity that can lead to loss of life, injury, health impacts, property damage, social and economic disruption, or environmental degradation. They generally fall into three categories: **natural hazards** (like heavy rain, earthquakes, landslides), **human-induced hazards** (such as industrial accidents), and **socionatural hazards** (like environmental degradation and climate change). Essentially, a hazard is any event or process, natural or human-made, that can cause harm if precautions aren't taken.

As Julia notes, "Many touristic activities focus on the outdoors and depend on weather, such as skiing, hiking, sailing, surfing, sunbathing, as well as many guided tours and even sightseeing. Climate change science shows that global warming contributes to an increase in natural hazards such as increased rainfall or more frequent heat waves."

#### Types of Natural Hazards

**Natural hazards** are naturally occurring physical phenomena, which can be either rapid or slow onset events. They're further categorized into:

- **Meteorological hazards:** These include events driven by weather and climate, such as **extreme temperatures and droughts**, often caused by high-pressure weather systems. Tourism is highly weather-sensitive. Good weather can be a major draw for activities like sunbathing on Uganda's beaches or exploring its national parks. Many travelers from colder regions seek warm climates, and tropical destinations heavily market themselves around sun, sea, and sand. Therefore, adverse weather can significantly impact the visitor experience and the viability of tourism products.
- **Geological hazards:** These relate to Earth's processes, like earthquakes and landslides.

- **Biological hazards:** These involve biological agents, such as disease outbreaks, which we've seen significantly impact global travel.

Understanding these natural hazards is crucial for Uganda's tourism sector to build resilience and plan effectively for potential disruptions.

### **Interview with Dr. Johanna Loehr**

Dr. Johanna Loehr is an expert on sustainable tourism, climate change and resilience and is speaking today on the topic of "Climate change".

#### ***Interview***

***Questions:*** *How is climate change different to natural hazards?*

***Answer:*** *Our climate is naturally changing, but scientists agree that the increase we are currently experiencing is not natural, but caused by human activity, such as burning of fossil fuels. An increase in more than 1.5 degrees over pre industrial levels is considered dangerous because it will significantly impact our life as we know it today. This means that the goal is to keep global warming to 1.5 degrees. Anything higher will increase the risk associated with long term and irreversible changes. The climate is already warmed 1 degree today and we're expected to reach 1.5 degree increase as early as 2030 if we continue with business as usual.*

***Question:*** *What hazards does climate change pose for tourism?*

***Answer:*** *Climate change increases the risk of natural, climatological and meteorological hazards, such as warming temperatures and extreme heat. Further extreme events including cyclones, bushfires, floods and droughts are also a result. It also causes sea levels to rise and leading to erosion, inundation and loss of land. Then it causes oceans to warm and acidify, with implications for marine life such as coral reefs. It causes haze and changes in rainfall which impact terrestrial ecosystems and then finally, it also changes or creates changes to weather conditions which may expand vector borne and water borne diseases, increasing risk to human health.*

***Question:*** *What are the impacts of climate change on tourism destinations?*

***Answer:*** *Climate change impacts destinations, including tourism businesses in many different ways. Extreme events can cause damage to physical and natural assets and to destinations reputation if they are no longer considered safe. Increases in temperatures pose a health risk to visitors and staff alike and lead to an increase in costs for tourism businesses, for example, as the demand for cooling or freshwater increases.*

*As climate change impacts increase, insurance premiums might also increase. For example, coastal properties may face an increase in costs up to the point where these are either too high to pay for the business or where insurance companies are no longer willing to ensure those properties.*

Finally, tourism may also be impacted by the response to climate change. Government policies that make emitting carbon emissions more expensive may increase the price of flying, for example, and consumers may change their travel behaviour to reduce their own carbon footprint.

### Understanding Natural Hazards in Tourism

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Understanding these natural hazards is crucial for Uganda's tourism sector to build resilience and plan effectively for potential disruptions.

## Lesson 2: Man-made Hazards

### Understanding Human-Made Hazards in Tourism

Human-made, or **anthropogenic hazards**, are those caused by human intent, error, or system failures. These can range from minor incidents to large-scale disasters, and they pose significant risks to Uganda's tourism sector.

### Accidents

Accidents can occur in any business, regardless of size, and can be minor or major.

- **Workplace Accidents:** These include fires, chemical spills, gas leaks, transportation accidents, structural failures, or mechanical breakdowns. While often localized, they pose risks to workers and guests, and can have a significant impact on individuals, the business's reputation, and the environment. Depending on the cause, some may also be classified as technological hazards.
- **Hazardous Materials Accidents:** Large-scale incidents involving hazardous materials, like major oil spills, can have severe implications for local residents, the natural environment (crucial for Uganda's tourism), and the tourism industry as a whole.

### **Intentional Acts**

Intentional human acts can endanger individuals or disrupt business operations, causing harm, destruction, and disruption with varying levels of severity:

- **Strikes and Demonstrations:** While not always directly impacting your business, strikes can disrupt transportation, affecting visitor arrivals and causing problems for tourism operators.
- **Other Intentional Acts:** This category includes riots, bomb threats, kidnapping, hostage incidents, workplace violence, terrorism, robbery, and cyberattacks. Terrorism, in particular, can have widespread and devastating impacts on tourism.

### **Information Technology Hazards**

Hazards related to information technology are technological in nature. **Loss of connectivity, system failures, or data loss** can severely disrupt tourism businesses, leading to costly damages and operational halts.

### **Utility Outages**

**Infrastructure failure or damage** can interrupt essential utility services like water, fuel, electricity, or gas. Such outages directly impact tourism business operations, making it difficult to provide services to guests. As Julia points out, "These disruptions are particularly problematic for remote businesses which may have limited access to alternative supply, or when supply is disrupted for a long time. Climatological hazards may also lead to reduced access to water, and other change drivers may add additional pressure on existing resources, including population growth and tourism itself."

### **Supply Chain Interruptions**

Many hazardous events lead to **interruptions in transportation**, either through physical damage to infrastructure or political responses that restrict travel. This directly impacts tourism businesses because new guests cannot arrive, and existing guests may become stranded.

Such disruptions often have **significant financial implications**, especially for small tourism businesses like guesthouses or bungalow operations in Uganda. These businesses often operate on tight budgets and incur expenses (like purchasing fresh food or rostering staff) before guests even arrive. A lack of revenue due to disrupted travel can quickly lead to severe financial strain. Remote businesses, with their limited access to alternative supplies, are particularly vulnerable to these interruptions.

Are there specific human-made hazards that you feel are most prevalent or concerning for your tourism business in Uganda?

## Lesson 3: Workplace-specific Hazards

### Understanding Workplace-Specific Hazards in Tourism

Beyond the broader hazards we've discussed, tourism and hospitality businesses in Uganda also face six common categories of **workplace-specific hazards**. It's crucial for managers to recognize and address these to ensure a safe environment for both staff and guests.

Here's a brief explanation of each:

- **Biological:** These include living organisms and their byproducts that can cause adverse health impacts. Examples relevant to tourism include **viruses, bacteria, insects, mold, blood and other bodily fluids, harmful plants, sewage, dust, and vermin**. Think about the risks of foodborne illnesses, mosquito-borne diseases, or contamination in hotel rooms.
- **Chemical:** These are environmentally harmful substances that can also cause harm to humans. Chemical hazards can lead to both health (e.g., skin or respiratory irritation, blindness) and physical impacts (e.g., corrosion, explosions). This includes cleaning agents, pool chemicals, or even certain pesticides used on hotel grounds.
- **Physical:** These are environmental factors that can harm an employee or guest without direct contact. This category covers **heights (e.g., working on ladders or rooftops), excessive noise, radiation (less common in typical tourism but present in some settings), and pressure**. It also includes obvious dangers like **electricity or fire**.
- **Safety:** These hazards relate to anything that creates an **unsafe working environment or conditions**. This could be as simple as **tripping hazards** like exposed wires or damaged carpets, spills, or more serious issues like **unguarded machinery and faulty electrical cords** that pose risks of fires or electric shocks.
- **Ergonomic:** These hazards can lead to **musculoskeletal injuries** (affecting muscles, tendons, bones, joints, ligaments, nerves, etc.). Ergonomic hazards often result from physical factors like a poor workstation setup, poor posture, and **manual handling** (lifting, pulling, pushing, carrying, or moving heavy loads with the body). These can have long-term health impacts on employees.
- **Psychosocial:** These hazards can have an **adverse effect on an employee's mental health or well-being**. They include serious issues like **sexual harassment, victimization, workplace aggression and abuse, and excessive stress**. Creating a supportive and respectful work environment is crucial to mitigate these risks.

### Reflecting on Your Business's Hazards

Now, consider your own tourism business in Uganda:

1. List all the hazards (from both this section and previous discussions) that are relevant to your specific operations.
2. Have you had to deal with any of these hazards previously? Which ones were they?
3. Among all the identified hazards, which do you believe are the **most relevant** to your business, and why?

# Vulnerability and Exposure

## Lesson 1: Vulnerability

### Understanding Vulnerability in Tourism

**Vulnerability** is a critical concept in tourism, relevant at every scale. The global tourism industry can be vulnerable to hazards, as can a country's tourism sector (like Uganda's), individual destinations, specific tourism businesses, and even the people working within the industry.

As Julia highlights, "This is important because it means a hazard can impact different levels of the tourism system differently, and affect similar businesses or individuals differently."

### Defining Vulnerability

**Vulnerability** refers to the characteristics that make people, communities, cities, or countries more likely than others to experience the harmful effects of a hazard.

The dimensions of vulnerability are complex and widely discussed. It's generally understood to be influenced by two main factors:

- **Sensitivity to potential impacts:** How susceptible something is to being affected by a hazard.
- **A lack of 'adaptive capacity':** The inability to cope with and adapt to changes.

Some definitions also consider **exposure** as a dimension of vulnerability. Many different factors contribute to vulnerability, including social, economic, political, and environmental aspects. These factors can vary significantly depending on the type of hazard. Therefore, vulnerability is always **place-based and context-specific**.

### Coping capacity

#### *Transcript*

*Coping capacity refers to the ability of people, organizations and systems to maintain adverse conditions, risks or disasters using the skills and resources available to them. The capacity to cope requires awareness, resources and good management, both in periods of normality as well as when disasters hit.*

*Coping capacities are important when it comes to reducing risks. The tourism sector as a whole has a reputation for coping and recovering well from disruptions. However, when*

*it comes to resilience, all components within a destination need to increase their coping capacities to deal with risk and change.*

*First of all, tourism enterprises need to be aware of potential events that might affect the health of their business. These can range from a change in political leadership or heavy rainfalls due to global warming. In such cases, businesses may need to adapt their services so that they can continue to operate.*

*If, for example, a tour guide company finds itself unable to provide outdoor activities for a time, it might instead offer indoor cooking classes.*

*Or if security concerns are an issue at a particular site of interest. A company might offer visits to less controversial sites for a while.*

*A seaside hotel might decide to invest in breakwater barriers or mangroves along its nearest beach as a way of coping despite rising sea levels and coastal erosion.*

### **Building Resilience Across a Tourism Destination**

For a tourism destination in Uganda to truly be resilient, it's crucial that **all individual tourism businesses within it enhance their ability to cope with challenges**. In a resilient destination, tourism businesses work together proactively, making choices informed by potential risks. Only when every part of the system boosts its coping capacity will the entire destination be ready to face external challenges and potentially disastrous events.

A tourism business's vulnerability to hazards isn't just about its internal ability to adapt; it's also heavily influenced by external factors. These can include:

- **Reliance on tourism assets and resources:** This covers everything from the climate and natural attractions to the availability and access to essential resources like freshwater.
- **Characteristics of its market:** Where do visitors come from? Are they mostly domestic or international? Different markets react differently to disruptions.
- **Hazards affecting the destination:** This includes localized extreme weather events, broader political changes, or long-term impacts of climate change.
- **Adaptive capacity of the destination or host country:** This encompasses socio-economic conditions that support businesses' ability to adapt, as well as the governance, policies, and regulations related to disaster risk reduction.

Understanding how these external factors contribute to a business's vulnerability will significantly help in managing them. Internal factors that influence a business's adaptive capacity include its **competitiveness, access to financial resources and other assets, access to information, knowledge, and flexibility**, among others.

A common issue, particularly for tourism businesses in many small island developing states (and relevant for many developing regions like Uganda), has been a **lack of awareness and knowledge about disaster risk reduction**. This is sometimes compounded by fatalistic views, leading to limited business engagement with risk management. Historically, planning processes often failed to incorporate disaster risk reduction, resulting in **inadequate policy**

**frameworks** (such as insufficient building standards or zoning for development) and poor **implementation** (like a lack of proper Environmental Impact Assessments).

Considering these external and internal factors, what do you see as the biggest vulnerability for your tourism business in Uganda, and what external factor poses the most significant threat?

## Lesson 2: Understanding Exposure in Tourism

**Exposure** refers to valuable assets—like people, species, resources, infrastructure, livelihoods, or ecosystem services—that are located in settings where they could be negatively affected by hazards. As Julia notes, "Not everyone values the same things, which means there is a subjective aspect to what we want to safeguard from hazards."

In risk management, the focus is often on the exposure of people or infrastructure with high capital value. However, ecosystems or cultural sites, which hold immense value to a community or business (as they do in Uganda), also make their exposure to hazards a crucial determinant of risk.

### Exposure of Tourism Infrastructure

The exposure of tourism infrastructure is often shaped by tourist preferences. For instance, tourists often prefer to stay close to the beach for a "paradise" experience, even though these locations are more exposed to hazards like storms, flooding, erosion, and tsunamis. Ownership models, where local people operate a franchise of a global brand but are responsible for risk management, can also increase local exposure to these risks.

### Case Study: Adaptive Capacity in the South Pacific

Islands in the South Pacific are highly vulnerable and exposed to many hazards, including those related to climate change, due to their size, location, and unique characteristics. This extends directly to their tourism industry. In fact, Pacific small island developing states are classified as "climate change vulnerability hotspots in the tourism sector" because of their strong economic reliance on tourism and high susceptibility to climate change impacts.

#### Vulnerability

Tourism in the South Pacific often consists of **many small, family-owned and run businesses**. These businesses typically have low levels of formal education, limited access to assets and economic alternatives, and are reliant on sensitive ecosystems that are also vulnerable to multiple pressures. Their remoteness and reliance on overseas markets further increase their vulnerability.

#### Hazards

Additionally, the majority of tourism businesses and infrastructure in these regions are located along coastal stretches, exposing them to a **range of hazards**. For example, Vanuatu had to contend not only with the COVID-19 pandemic but also a Category 4 tropical cyclone Harold in April 2020.

### Resilience and Capacity to Adapt to Change

Nevertheless, Pacific communities have a remarkable history of successfully maintaining their cultures and well-being in variable and uncertain environments for many generations. This highlights their inherent **resilience and capacity to adapt to change**.

Their **social capital**, including strong social and kinship networks, collective decision-making, and leadership, provides significant support. Their access to resources like land and natural resources, along with worldviews, values, and belief systems (emphasizing family importance, reciprocity, and relationships leading to remittances from overseas family members), combined with their independence, self-sufficiency, and experience with previous extreme events, all contribute to a high adaptive capacity to respond to extreme events. This cultural and social resilience offers valuable lessons for other vulnerable regions like Uganda.

### Lesson 3: How Tourism Activities Contribute to Hazards and Exposure

As Julia points out, "Looking at the bigger picture, tourism is not only vulnerable to a number of hazards, it may also contribute to the vulnerability and exposure of destinations or communities to disaster risk." This is a crucial consideration for Uganda's tourism sector.

#### Tourism's Impact on Climate Change

On a global scale, tourism contributes **8% to global greenhouse gas emissions**, primarily through carbon-intensive modes of transport like aviation. This directly contributes to **climate change**, which in turn increases the frequency and intensity of natural hazards affecting tourism destinations worldwide, including those in Uganda.

The **carbon footprint of a tourist** at a destination level depends on many factors: the activities visitors participate in, their origin, how they traveled to the destination, and the type of accommodation they choose.

#### Pressure on Sensitive Ecosystems

Tourism development often occurs in environmentally **sensitive locations**, such as coastal zones, protected areas, or alpine regions. This leads to an increase in people visiting and interacting with these delicate environments.

Furthermore, tourism is commonly **resource-intensive**:

- Many tourists use significantly **more water per guest night than the local population**. This can strain water resources, particularly in areas already facing scarcity.
- Tourists often **create more waste**, adding pressure on local waste management systems and ecosystems.

These pressures, combined with a lack of robust regulations and gaps in environmental management systems, have been shown to **increase the vulnerability of destinations** by weakening their natural ecosystems. This is especially concerning when tourism development adds stress to ecosystems that naturally provide a buffer against hazards, such as coral reefs, mangroves, dune vegetation, and forests. For example, deforestation for tourism infrastructure in Uganda could remove natural flood defenses.

Understanding these contributions is vital for Uganda's tourism industry to develop sustainably and responsibly, minimizing its own impact on the very environments it relies upon.

# Disaster

## Lesson 1: What Constitutes a Disaster?

A **disaster** goes beyond what we typically consider an emergency. It's characterized by a significant degree of societal disruption that overwhelms the capacity of local resources to cope. As Laura explains, "Disasters thus disrupt the functioning of society. There are many hazards that can cause a disaster as in the previous lessons. Important is that regardless of the hazard, its effects can often be minimized through human action before a disastrous event occurs."

Crucially, a disaster only occurs when a **hazard meets high vulnerability and exposure**. While hazards, especially natural ones, will inevitably occur, preparing for them by actively reducing exposure and vulnerability significantly lowers their risk and, consequently, the likelihood of a disaster.

### Disasters Don't Have to Happen: A Tale of Two Businesses

Consider this story of two friends, both tourism business owners in the same part of Uganda, who experienced a severe rain event very differently:

#### Business Owner 1: Unprepared, Significant Damage

"That was really the worst night of my life. It rained as hard as I have ever experienced. My hotel was virtually flooded; some rooms were no longer habitable, and I had to rebook guests. My dinner service was interrupted when the power suddenly went out. A real disaster! I'm worried about negative online reviews. I truly didn't expect such effects and wasn't prepared."

- **Impact:** Business heavily affected.
- **Preparation:** Did not anticipate such an impact from rain and was unprepared.
- **Consequences:** Multiple rooms flooded, leading to guest relocation; power outage disrupted dinner service, leaving guests upset.
- **Concerns:** Worried about damage to the hotel's image and negative social media reviews.

#### Business Owner 2: Well-Prepared, Limited Impact

"My weather alert informed me in advance that a storm was coming. I was able to instruct my employees to take appropriate measures in time. During the last renovation, I had already taken precautions, improving my drainage system, for example. In case of a power outage, we always have a generator on standby. My manager informed guests about the impending storm and explained the safety measures. All in all, we were well prepared for the event."

- **Awareness:** Received weather alerts and expected the extreme event, allowing staff to take precautionary actions.
- **Planning:** Was aware of this type of event and had prepared for it, including checking all window seals at the start of the season.
- **Contingency:** Had a backup generator to ensure continuous power supply.
- **Communication:** Trained manager to communicate with guests, reassuring them of safety and providing entertainment during the bad weather.

This story vividly demonstrates how **preparation can drastically reduce the impact of a hazard**, leading to a very different outcome.

You have successfully completed the second learning unit of the course "Resilience in Tourism." What specific aspect of disaster preparedness would you like to explore next for your business in Uganda?

# MODULE 6; Resilience in Tourism 3: Addressing Risks in Tourism

This self-paced course is designed for tourism professionals in management positions in Uganda, and anyone interested in building a more resilient tourism sector. You'll explore the challenges and benefits of resilience, with a focus on practical tools for risk management.

## Who is this course for?

This course is ideal for tourism professionals in management roles, as well as anyone eager to understand and manage risks within the tourism industry.

## What will you learn?

By the end of this course, you will be able to:

- **Identify and Prioritize Hazards:** Learn to recognize various types of hazards relevant to tourism and determine their importance.
- **Evaluate and Manage Risks:** Understand how to use a **risk matrix** to assess and control potential risks effectively.
- **Reduce Hazard Impact:** Discover strategies for adapting to changes and lessening the effects of hazards on your operations.

**Keywords:** Sustainability, tourism, resilience, hazards, risk matrix, change

## Introduction to Addressing Risks in Tourism

### Lesson 1: Introduction to Addressing Risks in Tourism

#### *Description*

*Welcome to the third learning unit in the course, Resilience in Tourism. This learning unit is about how to correctly assess and address risks.*

*A disaster occurs when hazard meets a high level of vulnerability and exposure. A hazard alone does not lead to a disaster because we can manage and mitigate or reduce risk. Natural hazards especially occur and if these cannot be influenced directly, preparing for them by reducing exposure and vulnerability reduces risk and therefore the likelihood of a disaster. These aspects are explained and highlighted in more detail in the second learning unit of this course series.*

*Conducting a risk assessment can help identify and classify risk. A risk assessment is a process that helps identify and prioritise risks and is important for businesses as well as holiday destinations generally.*

*The process of a risk assessment is divided into several steps, which we'll look at together in this learning unit, starting with the identification and prioritisation of hazards through the evaluation of risks to the addressing of these risks.*

*In order to build resilience and reduce the impact of risks, it's important to adapt to change. This will also be the topic of this learning unit.*

I'm looking forward to delving deeper into this topic with you.  
So, off we go.

## Risk Assessment

### Lesson 1: Identify and prioritize hazards

#### Identifying and Prioritizing Hazards for Your Tourism Business

The first crucial step in managing risk for your tourism business in Uganda is to **identify all relevant hazards**. You'll need to consider both internal and external threats.

#### Types of Hazards

Here's a breakdown of common hazard categories:

- **Natural Hazards:**
  - **Meteorological:** Think about **flooding**, strong storms, extreme temperatures (like heatwaves or unseasonal cold snaps), and **droughts** that can impact water supply or natural attractions.
  - **Geological:** These include earthquakes, tsunamis (though less direct for landlocked Uganda), landslides, and volcanic activity (though not directly in Uganda, regional events could have an impact).
  - **Biological:** This covers threats like **viruses** (as seen with COVID-19), bacteria, and animals (including insects) that can spread disease or cause harm.
- **Human-Made Hazards:**
  - **Accidents:** This category includes **workplace accidents** (e.g., fires, chemical spills) and accidents involving hazardous materials.
  - **Intentional Acts:** Consider potential threats like strikes, riots, kidnapping, **terrorism**, cyberattacks, and robbery.
  - **Information Technology:** Hazards here involve loss of connectivity, failure of crucial technological systems, or data loss, which can severely disrupt operations.
  - **Utility Outage:** This refers to infrastructure failures or damage that cut off access to essential resources like water, fuel, electricity, or gas.
- **Workplace-Specific Hazards:**

- **Chemical:** Harmful substances that can affect both people and the environment (e.g., cleaning agents, pool chemicals).
- **Physical:** Environmental factors in the workplace that can cause harm, such as risks from heights, noise, electricity, or fire.
- **Ergonomic:** Hazards related to poor workstation setup, bad posture, or manual handling that can lead to musculoskeletal injuries for employees.
- **Psychosocial:** These affect an employee's mental health and well-being, including sexual harassment, victimization, workplace aggression, abuse, and excessive stress.

For more in-depth information on these, you can refer to learning unit two of this course series.

### Identifying Relevant Hazards for Your Business

Now, think about your specific business in Uganda: **Which of these hazards are potentially affecting you or your operations?**

When identifying these, it's vital to look at every component and activity your business carries out. Don't forget to consider the **indirect impacts of hazards**. For example, road closures in a distant area or events at a major transport hub (like an airport in a neighboring country) could limit guests from reaching your property. Even the loss of a key supplier can severely disrupt your business.

### Prioritizing Hazards

Once you have your list of hazards, the next step is to **prioritize them**. This involves rating the **likelihood** of each hazard occurring and the **severity** of its potential impact. This process determines the **level of risk** or **risk rating**.

As Julia explains, "Rating risk helps identify which hazards are most likely to occur, and the hazards that cause the largest consequence shall they occur. This understanding identifies which risks to prioritise and provides the basis to make informed decisions on risk mitigation interventions."

To effectively rate each risk, you'll refer to a **risk matrix**, a tool that helps you determine the risk level based on its probability and severity. We'll delve deeper into using a risk matrix in the next lesson.

## Lesson 2: Risk matrix

The risk matrix shown below results in four levels of risks: minor, moderate, major and extreme. If you prefer more detailed levels of risk, you can add additional levels, like a 'trivial' risk level.

## Likelihood (probability)

To identify the likelihood of hazards, you may be able to speak from experience when it comes to hazardous events that are likely. You can also ask your staff to rate the risk relevant to their departments and combine the scores. For external hazards you may be able to obtain information from government websites, industry associations or other relevant sources. Extreme weather events for examples are usually less likely to occur than smaller workplace accidents. However, meteorological hazards are often seasonal and may occur regularly.

		Impact			
		Minor	Moderate	Major	Extreme
Probability	Rare	Low	Low	Medium	Medium
	Unlikely	Low	Medium	Medium	Medium
	Moderate	Medium	Medium	Medium	High
	Likely	Medium	Medium	High	High
	Very likely	Medium	High	High	High

For businesses in Uganda's tourism sector, understanding the **likelihood** and **severity** of potential hazards is crucial for effective risk management.

### Likelihood of a Hazard Occurring

Here's how we can categorize the frequency of potential hazards:

- **Very Likely:** This means you can expect the hazard to occur **more than twice a year**. For instance, power outages due to an unreliable local supply might fall into this category in certain areas of Uganda.
- **Likely:** The hazard may happen **once a year**. An example could be a seasonal outbreak of blue-green algae in an adjacent lake impacting water activities.
- **Moderate:** You might experience this hazard **once every few years**. A flood event impacting a specific region could fit here.
- **Unlikely:** An incident might occur **every three to five years**. This could be a bushfire during a severe drought period in a national park area.
- **Rare:** This refers to an event happening **once every few decades**. A global economic crash, leading to record low visitor numbers due to a widespread downturn, would be an example.

It's important to note that **change drivers like climate change can impact the frequency of these events**. For example, in many parts of Africa, including Uganda, climate change is

projected to cause a significant increase in hot days, with temperatures rising faster than in other regions. This will lead to more frequent heat waves and contribute to droughts, altering the likelihood of related hazards.

### Severity (Impact) of a Hazard

For each identified hazard, you need to assess the potential harm it could cause. Consider the following:

- **Business Disruption:** Would the hazard interrupt specific business processes or functions? Which ones?
- **Harm to People:** Would guests or staff be harmed, and how (e.g., injuries, illness, psychological distress)?
- **Environmental Consequences:** Are there potential environmental damages (e.g., pollution, habitat destruction)?
- **Other Affected Areas:** Consider impacts on infrastructure, facilities, utilities, and the overall economic sustainability of your business.

Here's a scale for rating the severity of impact:

- **Extreme:** The hazard **threatens the very survival of your business**, resulting in an extreme loss of revenue.
- **Major:** The hazard **threatens the effective functionality of your business** and would likely require significant external intervention. The loss of revenue would be very high.
- **Moderate:** Your business is **not directly threatened**, but it could be subject to significant review or require fundamental changes in operating procedures. There would be a medium loss of revenue.
- **Minor:** The consequences can be **dealt with internally through routine operations**, and the loss of revenue would be low.

As Julia explains, "To identify how severe the consequences of the hazardous event could be, vulnerability and exposure (refer to Module 2) need to be considered. For example, a secluded hotel is more likely to have a severe loss of revenue in case of floods as customers are not able to access the hotel anymore."

On a larger scale, businesses located close to coastlines (though less direct for landlocked Uganda, consider lakefront properties or rivers), especially those with limited natural buffers (like healthy vegetation along a riverbank) or structural protection, will be more exposed to hazards like flooding from heavy storms.

Other contextual factors will also influence the severity of impacts. These include the size and objectives of your business, as well as any existing **risk mitigation measures** you've already implemented to address vulnerabilities and exposure. These factors should all be taken into account when rating the severity of hazards for your specific tourism operation in Uganda.

Take a moment to review the hazards you've identified for your business. Have you missed any, and how would you rate their likelihood and severity based on these scales?

## Lesson 3: Evaluate risks

After identifying and rating the likelihood and severity of hazards, the next step is to **evaluate these risks** to prioritize which ones to address first. Risks classified as **major or extreme** should always be prioritized.

Alternatively, you can assign a numerical score to each level of impact and likelihood, starting with 1 for the lowest level. To calculate the overall **risk level**, multiply the scores for impact and likelihood. The hazard with the highest total score should be prioritized. For example, if the likelihood of a tsunami is very low (score 1), but its potential impact is high (score 3), the resulting **risk score is 3** ( $1 \times 3 = 3$ ).

It's important to remember that this risk score is a **support tool**, not a definitive decision-making instrument. Its purpose is to help identify potentially high-risk events that might otherwise be overlooked. Final decisions on which risks to prioritize must align with the **expectations, values, and risk perceptions of all stakeholders**.

### Trade-offs in Risk Reduction

Values can vary significantly between different stakeholder groups, making **broad consultation crucial**. When you implement measures to reduce risks, **trade-offs** will often occur. For instance, resources allocated to risk reduction cannot be used for other business investments.

To reduce the exposure of infrastructure and people to hazards, a business might decide to invest in new assets located further back from a vulnerable shoreline. Similarly, protecting natural buffers like trees, mangroves, dune vegetation, or coral reefs may require balancing the needs of different users. These trade-offs need to be carefully considered and addressed through discussion and collaboration.

What are some of the key trade-offs you foresee your tourism business facing in Uganda when implementing risk reduction measures?

## Lesson 4: Managing Risks in Tourism

Once risks are identified, rated, and evaluated, they must be actively managed. After you've identified a suitable option and formulated specific actions, it's essential to clearly assign responsibilities along with a timeline for completion. There are several standard risk treatment options, and it's important to evaluate each to select the most appropriate one for your business in Uganda.

### 1. Avoiding Risk

Risk can be avoided by **implementing changes in processes, practices, or products**. For example, to avoid the risk of flooding, a business could relocate to a less vulnerable area, or a tour route could be changed to bypass flood-prone zones. To prevent environmental contamination from chemicals, a business could switch to using environmentally friendly and biodegradable substances instead.

## 2. Reducing Risk

Risk can be reduced by lessening the impact of a hazard rated with a major or extreme potential, bringing it down to an acceptable level. Alternatively, you can focus on reducing the likelihood of a hazard classified as "very likely." While we often can't reduce the likelihood of natural hazards occurring, we can implement measures to limit their impact on our businesses and daily lives.

Here are some options for reducing the impact or likelihood of hazards:

- **Policies, Plans, and Standard Operating Procedures (SOPs):** Implementing policies like a Work Health and Safety policy, creating emergency and communication plans, and establishing SOPs (e.g., for data backup, proper storage of harmful substances) are effective measures that don't always require substantial financial resources. However, it's crucial to ensure these policies and plans are functional, regularly tested, and updated.
- **Training and Education:** Investing in training and education is another way to reduce the consequences of a hazard. Ensuring staff understand expectations and have the skills to perform their tasks and procedures, especially those linked to potential risks, is critical. As Julia notes, "Identifying roles and responsibilities, and mapping existing skills against the requirements is one way of identifying gaps and training needs. Communication with staff and providing avenues for them to provide feedback is also important."
- **Reducing Resource Use:** Reducing resource consumption and increasing efficiency is an excellent way to reduce the risk of reliance on and overuse of limited resources (such as freshwater or oil). Cutting down on energy from fossil fuels also reduces greenhouse gas emissions, directly contributing to the reduction of climate change risks. This is known as **climate change mitigation**.

**Tourism's Contribution to Emissions:** Tourism accounts for about 8% of global greenhouse gas emissions, largely from carbon-intensive travel like flying. Most destinations and tourism businesses, especially remote ones in Uganda, rely on tourists traveling long distances. Hotels are also significant energy consumers, using power for air conditioning, heating, lighting, cooking, laundry, and more. Tourist activities, day trips, and tours further generate emissions. With the sector's rapid growth, total emissions are increasing, raising concerns about meeting international climate targets. Reducing emissions is a shared responsibility across businesses, local authorities, and governments.

**What Businesses Can Do:** Businesses can reduce emissions by:

- **Reducing energy use** through improved efficiency or changing habits.
- **Sourcing energy from renewables** like solar, wind, or hydropower.
- **Buying goods and services locally** to cut transport-related emissions and encourage suppliers to build green supply chains. Becoming more efficient may require investment in new equipment, but the returns are often high (e.g., a new dishwasher paying for itself through energy and water savings). The global climate crisis mandates significant greenhouse gas emission reductions in the coming decades, with countries aiming for climate neutrality by 2050.

**Definition of Climate Change Mitigation:** Climate change mitigation is achieved by limiting or preventing greenhouse gas emissions and by enhancing activities that remove these gases from the atmosphere.

**Everyone's Responsibility:** Besides tourism businesses, destination authorities and governments also play a vital role in reducing emissions:

- **Destination Authorities** can encourage decarbonization by providing incentives to low-carbon footprint businesses (e.g., promoting them on websites), offering information and education on emission reduction, and targeting domestic tourists to reduce transport emissions.
- **Governments** at a national level guide actions through policies and regulations. They can set ambitious national emission reduction targets, invest in renewable energy infrastructure, and implement carbon taxes to incentivize emission reductions by making polluters pay for their contribution to climate change risks.

## Reducing the Impact

### Lesson 1: Reducing the impact of hazards by adapting to changes

*“Another common response to reduce the impact of slow-onset hazards such as sea level rise and increased temperatures is to adapt to the changes they cause”. Julia*

#### Adapting to Climate Change in Tourism

**Climate change adaptation** is a crucial field focused on reducing vulnerability and boosting the resilience of communities, individuals, and businesses in Uganda and worldwide. Adaptation means anticipating changes like shifts in weather patterns, seasons, sea level rise, and even the increased intensity of extreme events. Many regions are already experiencing these changes, and even if global emissions were drastically cut tomorrow, the impacts of climate change would continue to escalate due to inertia in the Earth's systems. This makes adaptation essential.

**Climate change adaptation is the process of adjusting to current or expected climate change and its effects.**

Examples of climate change adaptation range from small, **incremental changes** to large-scale **capacity building** efforts. For tourism destinations and government decision-makers in Uganda, adaptation might involve developing new building codes and planning regulations.

#### Incremental Changes for Tourism Businesses

These are practical adjustments that can be made to existing operations:

- **Adjusting tour timings** to avoid the hottest parts of the day.
- **Installing air conditioning** or providing **additional shading** for comfort.
- Offering **indoor activities** for days with adverse weather.
- Subscribing to **reliable weather information services** for proactive planning.

- **Changing the design of buildings** to better withstand climate impacts.
- Constructing **sea walls** or other protective barriers where appropriate.

### Capacity Building

**Capacity building**, including comprehensive training and education for staff and communities, is also a vital part of adaptation actions. This ensures people have the knowledge and skills to respond effectively to new climate realities.

### Development of Building and Planning Regulations

Governments and planning authorities can implement broader adaptive measures through regulations:

- Establishing **setback zones from coastlines** for new developments.
- Implementing **development restrictions for flood-prone areas**.
- Setting **caps on groundwater extraction** for businesses to manage water resources sustainably.
- **Upgrading or relocating roads** to maintain accessibility.
- Investing in **beach nourishment** or the construction of **dams or sea walls** for protection.

### The Role of Coastal Vegetation

Where there's enough space, **planting and protecting coastal vegetation** is an effective way to shield beaches and coasts from erosion, providing a natural buffer.

For instance, while **mangroves** offer numerous benefits, including robust coastal protection, they are sometimes perceived negatively by tourism operators because they can restrict water access and occupy areas that could otherwise be sandy beaches. Consequently, many resorts have removed mangroves to enhance their shorelines' attractiveness. However, simply removing mangroves often leaves coastlines muddy and severely exposed to damaging waves and tides, undermining long-term sustainability and resilience.

Considering these adaptive strategies, which ones do you think are most critical for your tourism business or the wider tourism sector in Uganda, given our local climate challenges?

## Lesson 2: Transferring, sharing and accepting risks

### Strategies for Managing Risk in Tourism

Once you've identified, rated, and evaluated the risks to your tourism business in Uganda, the next step is to strategically manage them. After choosing an option and formulating actions, clearly assign responsibilities and set a timeline. There are several standard approaches to treating risk, and it's vital to evaluate each to select the most appropriate one for your situation.

#### 1. Transferring Risk

A common way to transfer risk is through **insurance**, where the buyer transfers the financial burden of certain risks to an insurance company. Once risks are identified and rated, it's highly

recommended to discuss key risks with an insurance broker to determine if your business is adequately covered. Different levels of insurance provide security by recouping losses, which helps your business recover faster from a crisis.

As Julia advises, "Having risk reduction and adaptation measures in place may reduce the insurance premium for certain hazards. When purchasing third-party insurance, it is important to always read the fine print to find out exactly which events and situations are covered by the insurance."

## 2. Sharing Risk

Another option to reduce the impact of hazards is to **share risk between businesses**. Unlike transferring, sharing means the risk is divided among multiple parties. Creating **business partnerships** is a common example of risk sharing. In the context of disaster risk, a hotel might have an agreement with a "sister hotel" that allows guests to transfer there during a crisis when normal operations are disrupted.

## 3. Accepting Risk

**Retaining risk** means absorbing potential risks yourself. Companies accept risks when they believe the cost of doing so is less than the cost of fully or partially insuring against it. Increasingly, tourism infrastructure in highly exposed locations is becoming **uninsurable**. This means either insurance companies are unwilling to provide coverage for certain hazards, or the premiums are so high that it's cheaper for the business to retain the risk itself. This situation requires substantial financial resources from the business in case a crisis occurs.

### How to Select the Right Risk Treatment?

When deciding which risk treatment interventions to implement, ask yourself the following critical questions to ensure you select the best option for your business:

1. **Will the intervention create any new risks?**
2. **Will this intervention truly reduce risk, or will it simply transfer it to other elements of the business, the community, or the natural environment?**
3. **Are there any trade-offs this intervention creates, and how can they be minimized?**
4. **Is the implementation feasible, especially considering the cost of the intervention?**
5. **Is there an opportunity to obtain government support or subsidies for any of the options?**
6. **Does the intervention align with the overall objectives of your business?**

By carefully considering these options and questions, you can develop a robust risk management strategy tailored to your tourism business in Uganda.

## Lesson 3: Monitoring and evaluation and residual risk

## Understanding and Managing Residual Risk

After you've prioritized, evaluated, and managed potential risks for your tourism business in Uganda, you'll likely find that some risks can't be completely eliminated. This is known as **residual risk**. Organizations should acknowledge these remaining risks and strive to minimize them as much as possible through ongoing adaptation, preparedness, and risk transfer measures.

## Continuous Monitoring and Evaluation

Risk management isn't a one-time task; it needs to be an integrated and continuous business process. This means:

- **Risks are regularly monitored.**
- The **risk assessment is reviewed and updated** on an ongoing basis.
- Actions taken to reduce risk are **evaluated** for their effectiveness.

This continuous cycle is vital because **risks are constantly changing**, and the context of your organization and destination can shift as well. For example, changing consumer attitudes towards flying might have significant implications for remote destinations in Uganda that depend heavily on long-distance international markets.

As Julia explains, "Risks that have previously been rated as low and not been addressed may increase due to changing circumstances. Risks that are high but very unlikely, such as extreme events, cannot be ignored, and it is important that emergency plans are in place for these events (such as fire, tsunami, cyclone, earthquake). Changes in business practices may also lead to new or changed risks."

Ultimately, **monitoring and evaluation are critical for achieving continuous improvement** in your risk management process, ensuring your tourism business remains resilient in the face of evolving challenges.

You've successfully completed the third learning unit of the "Resilience in Tourism" course. What aspect of ongoing risk management, such as setting up monitoring systems or reviewing plans, would you like to discuss next for your business?

# MODULE 7; Resilience in Tourism 4: Business Response to Crisis and Disaster

## Navigating Crisis & Disaster in Tourism

This self-paced course is designed for **tourism professionals in management roles**, and anyone interested in building stronger, more resilient businesses.

You'll explore the critical aspects of resilience in the face of crisis and disaster, understanding both the challenges and benefits. The course focuses on a three-phase approach:

- **Preparation:** Learn how to proactively prepare your business for potential crises and disasters.
- **Response:** Develop effective strategies for responding when a crisis or disaster strikes.
- **Recovery:** Understand the steps necessary to recover and rebuild your business after an event.

**Keywords:** Sustainability, tourism, resilience, business response, crisis management, disaster management

## Introduction to Business Response to Crisis and Disaster

### Lesson 1: Introduction

#### Responding to Crisis in Tourism

Welcome to Unit 4 of "Resilience in Tourism"! In this section, we'll dive into the crucial steps businesses must take when disaster strikes. How you respond can literally make or break your business.

Consider these sobering statistics from the US Federal Emergency Management Agency: **40% of businesses never reopen after a disaster, and another 25% fail within the following year.** This highlights the urgent need for proactive crisis management in the tourism sector. While effective crisis management often involves actions outside of a business's day-to-day operations, it's vital to prepare thoroughly for any eventuality. Building resilience requires implementing a range of measures, and it all starts with preparation. Crisis management isn't just about what happens during or after an event; it's a comprehensive process with three key phases: **preparation, response, and recovery.**

#### *Description*

*Hello and welcome to the 4th learning unit of the course Resilience in Tourism.*

*In this section, we'll be focusing on the measures that businesses should take in response to crises. How businesses respond to a crisis or disaster can determine whether the business survives the event or not.*

*According to the US Federal Emergency Management Agency, 40% of businesses do not reopen after a disaster and another 25% failed to stay in business the following year.*

*There is a need for proactive crisis management within the tourism sector, but the organizational responses required for this to be effective often lie outside businesses regular management activities. This makes it all the more important to prepare comprehensively for such situations and to be ready for all eventualities.*

*There's a whole range of measures that businesses can implement to build resilience.*

*When considering crisis response, it was found that the preparatory stage of crisis management forms the beginning of any strategic response. In fact, crisis management involves activities before, during and after a crisis which, following prevention or mitigation, can be grouped into three additional phases, preparation, response and recovery.*

So, let's find out more about this important topic

## Preparation of Business Response

### Lesson 1: Resource Management and Crisis Communication in Emergency Planning

Effective crisis response hinges on **detailed emergency response plans** that prepare your organization for coordinated action. These plans, which may vary depending on the type of event, must clearly define goals like:

- **Protecting people** (staff, guests, contractors, stakeholders) from hazards.
- **Minimizing business disruptions.**
- **Preventing environmental pollution.**
- **Minimizing damage to assets and facilities.**
- **Safeguarding your organization's image and brand.**

It's crucial to assign **clear roles and responsibilities** ("who does what") within these plans and to update them regularly. Regular training and drills are also highly recommended. As Julia notes, "While emergency response plans set out details how the organization responds to a crisis, it is important that a degree of flexibility is maintained to allow for swift decision making at the operational level."

#### Resource Management

Effective resource management requires **detailed information on both internal and external resources**. This includes:

- **People:** Staff, volunteers, and external support.
- **Facilities:** Alternative locations, shelters.
- **Equipment:** Safety gear, communication devices.
- **Communications and Information Technology:** Backup systems, emergency communication channels.
- **Materials and Supply:** Essential goods, medical supplies.
- **Financial Resources:** Emergency funds, insurance details.
- **Expertise:** Specialized knowledge or skills.

Identifying these needs often involves a **needs assessment** that can be mapped against your existing resources. Resource management also includes a **logistics component**, focusing not only on what's needed but also on **how those resources can be accessed during a crisis**.

### Emergency Response Steps

Developing emergency response plans begins with a **risk assessment** (as discussed in Module 3) to pinpoint potential emergency situations. Once identified, the response generally follows these steps:

- **Step 1: Protect Lives and People.** The absolute priority is to **protect everyone on the property** – staff, guests, suppliers, contractors, and others. The second priority is to stabilize the incident.
- **Step 2: Shelter or Evacuate.** Emergency procedures include actions like **evacuations** (e.g., for fire), **sheltering-in-place** (e.g., for storms or chemical incidents), or **lockdowns** (e.g., for violence). The plan must identify the most appropriate action for each specific hazard. Local emergency services can often provide valuable localized information, maps, kits, or guides to assist this process.
- **Step 3: Have Relevant Information Ready. Site and facility plans are essential.** External emergency services have limited knowledge of your premises, so your plan should include details of stored equipment, locations of building management controls, utility or protection systems, and instructions on operating emergency equipment.
- **Step 4: Inform Local Emergency Services. Coordinate with your local emergency services** to confirm what information they recommend including in your plan and provide them with a copy. Other relevant management or security services should also receive a copy.

### Crisis Communication

**Crisis communication involves developing and implementing plans and strategies, including communication protocols.** It's vital to have a clear plan outlining **who communicates what and when**, including how people will be warned of a hazard and who alerts first responders (emergency services, internal fire wardens, or responsible persons). A robust communication plan enables your business to convey **prompt and accurate information** to each stakeholder group.

During a crisis, there's often no time to carefully craft messages. Therefore, your plan should include **pre-scripted messages** that can be easily adjusted to fit the specific incident. The plan should also detail **what communication channels will be used for distribution** and **who is responsible for each message**.

Do you have specific types of crises in mind that you'd like to develop plans for?

## Lesson 2: Emergency response

### Essential Elements of Emergency Response

Effective emergency response goes beyond just having a plan; it involves key considerations for your technology, your people, and your overall management structure.

#### Information Technology Preparedness

Most tourism businesses rely heavily on **information technology**, from online booking and payment systems to computers and wireless devices. Your emergency plan needs to address what happens when these systems fail. This includes:

- **Communication protocols** for when systems are down.
- Having **backups in place** for critical data and systems.
- **Troubleshooting plans** to quickly resolve issues.

If you store a lot of data, **data safety** is paramount. You need a plan for responding to **data loss, errors, or theft**, as the impact can be significant. Like any other disaster response plan, your IT plan should be **tested regularly**.

#### Employee Assistance

A crisis doesn't just hit the business; it can deeply affect your **employees and their families** through job loss, injury, or broader community impacts. These events can take a heavy psychological toll, potentially compromising an employee's ability to work effectively or make sound decisions, which in turn can have wider consequences for your business.

Your emergency response plan should detail how your business will **support affected employees**. This includes clear communication and may involve **employee assistance programs** that offer access to counseling services to help staff cope with the emotional aftermath of a disaster. As Julia notes, if your business doesn't offer these services directly, "these services may be provided through the community. As a minimum, the business could point out these services. Advances on future wages or providing assistance for employees to access benefits available to them also provides effective ways of support."

#### Incident Management

An **incident management system** establishes the responsibilities and processes for coordinating activities during a crisis. It's crucial for managing all the resources needed for a response, including **people, processes, procedures, equipment, and facilities**.

This system defines key roles such as an **incident commander**, a **spokesperson**, and **points of contact** with external emergency agencies. It also designates a **physical or virtual emergency operations center** where staff can meet to manage the crisis response.

### **Clearly Defined Responsibilities**

Every emergency response plan must **clearly identify who is responsible for what** during a crisis. These responsibilities should be **matched against existing staff skills and qualifications** to pinpoint any gaps and determine training needs.

### **Regular Training**

Finally, emergency response plans must include **regular training and testing**. This ensures that all staff members are prepared and able to fulfill their responsibilities effectively when a crisis hits.

## **Lesson 3: The Power of Preparedness: Building Resilience Before Crisis Hits**

**Preparedness is the bedrock of effective crisis response and recovery.** By proactively preparing, businesses can significantly reduce the impact of hazards. As Julia wisely states, "Where there is no or limited preparedness, businesses are passive and react once the crisis has occurred, thus limiting the opportunity to protect people and organizations. In climate change, this reactionary approach to impacts is understood as 'coping' which is common in tourism."

### **Essential Information for Preparedness**

To be truly prepared, ensure you have readily accessible and up-to-date information, including:

- **Comprehensive Response Plans:** Including detailed evacuation procedures.
- **Building Plans:** Layouts and schematics of your premises.
- **Inventory Records:** Up-to-date stock lists.
- **Financial & Banking Information:** Critical for maintaining operations and managing funds.
- **Product & Service Lists:** Including any proprietary information or trade secrets.
- **Document & IT Backups:** Along with clear restoration procedures.
- **First Aid Register:** Records of trained personnel and supplies.
- **Business Contingency/Recovery Plan:** Your roadmap for getting back on track.

### **Critical Contact Information**

Maintain easily accessible lists of vital contacts:

- **Employees:** With their emergency contacts.
- **Guests:** Current and anticipated, with their contact details.
- **Suppliers:** For essential goods and services.
- **Emergency Services:** Local authorities, and your insurance company.

## **Building Human Capacity: Insights from Dr. Johanna Loehr**

Dr. Johanna Loehr, an expert in sustainable tourism, climate change, and resilience, shares valuable insights on developing human capacity for crisis response.

### **Question: How can human capacity be built?**

**Answer:** We can learn from past crises, but direct experience isn't always necessary. **Scenario planning and practice drills** are incredibly effective. They enhance understanding and build staff confidence, enabling them to make sound decisions in emergency situations.

### **Question: What needs to be considered after a crisis or crisis exercise?**

**Answer:** **Debriefing sessions are crucial after any crisis or drill.** Learning doesn't happen automatically. These sessions allow teams to share experiences, address concerns, and critically evaluate the effectiveness of existing systems, processes, or plans. For this to work, your organizational culture must encourage open communication and be receptive to necessary changes in management practices and policies.

### **Question: What other possibilities are there for building human capacity?**

**Answer:** Beyond drills and scenarios, **targeted training and development programs** are vital. These programs should aim to improve awareness and response effectiveness for individuals, teams, and the entire organization. Such initiatives also foster **crisis leadership** and ensure emergency plans are implemented effectively when it matters most. It's recommended that emergency plan training be part of employee induction and conducted regularly.

## **Access to Information and Early Warning Systems**

**Early warning systems are critical,** providing precious time for last-minute preparations and response to predictable events like cyclones or tsunamis. Various types of early warning systems exist, offering a crucial head start when a crisis looms.



Tourism bodies and agencies can play a leadership role by providing businesses with localized information and support. This may involve training or crisis management tool kits and guides, but also provide access to weather data and other early warning systems, local emergency contacts and evacuation routes.

## Development of Response

### Lesson 1: Crisis Communication

#### Mastering Crisis Communication for Effective Response

**Crisis communication is absolutely vital for an effective response.** It encompasses both **internal and external communication**, reaching everyone from your staff and guests to emergency services and the media.

#### Why Effective Communication Matters

Clear and timely communication supports the seamless coordination of your response among staff, teams, and external stakeholders. When a crisis hits, everyone needs to be informed: your staff, your current guests, and even those expecting to arrive, especially regarding how the situation personally affects them.

You may also need to communicate with regulators, government officials, or other relevant agencies. If an incident occurs at your hotel, nearby businesses and residents might need to be contacted if they are at risk.

Here's a breakdown of potential audiences you'll need to communicate with:

- **External Audiences:**
  - Survivors or those harmed by the incident, and their families.
  - Emergency response services.
  - Investors.
  - The media.
  - The wider community and neighbors.
  - Authorities, including regulators, government officials, or agencies.
  - Suppliers and contractors.
- **Internal Audiences:**
  - The management team and directors.
  - Employees and their families.
- **Guests:**
  - Current guests.
  - Expected guests.

As Julia emphasizes, "Contact details for each of the relevant audiences need to be readily available, for example, by adding them to the crisis communication plan – make sure the list and details are regularly updated."

### **Developing Your Communication Strategy**

Your management team typically develops the communication strategy as part of your overall crisis communication and emergency management plans. This strategy should clearly define **who is responsible for communicating what information in which situation**. Especially when dealing with sensitive information related to injuries or fatalities, communication must be tightly coordinated with management, any designated company spokesperson, and public agencies.

### **Key Aspects of Your Plan**

- **Accessibility:** Have a plan for how to reach management during a crisis, even outside of regular business hours (weekends, nights).
- **Training:** Train staff on how to effectively communicate with guests during a crisis.
- **Regulations:** Understand and adhere to regulations (like occupational health and safety or environmental guidelines) that dictate when and how to inform specific agencies about incidents on your premises. This avoids costly fines and negative publicity.

Julia advises, "When preparing messages to each stakeholder group, think about what this group needs to know, for example, how they will be affected, what is expected of them."

### **Incidents Requiring Crisis Communication**

Your risk assessment should inform the types of incidents that demand crisis communication. These often include:

- Incidents resulting in personal injury.
- Incidents causing damage to company facilities.
- Incidents disrupting service provision (whether internal or external to your organization).
- Incidents causing environmental harm.

Ultimately, crisis communication is an **integral part of your overall crisis response strategy**, supporting and enhancing every effort to manage the situation effectively.

What specific challenges do you face in ensuring your communication plan is always up-to-date?

## Lesson 2: Managing Media

### Master the Narrative: Winning with Media During a Crisis!

A crisis or disaster can severely damage the **image and reputation** of any destination or organization. That's why **effective communication and smart marketing** aren't just important during a crisis—they're crucial for recovery. They help minimize damage, rebuild trust, and restore a sense of safety.

Join us as we learn from the experts on how to confidently manage media attention when the unexpected happens!

### Podcast: Managing Media - A Conversation with Elaine Zuma

***Julia:** Welcome to our first podcast episode! Today, we're diving deep into the critical topic of **managing media during a crisis**. I'm thrilled to introduce our guest, Elaine Zuma, a seasoned manager in the hotel sector. Elaine, thank you for being here!*

***Elaine:** Hello, Julia. It's my pleasure to join you.*

***Julia:** We've been discussing how businesses respond to crises. What's the media's role in all of this?*

***Elaine:** The media is absolutely **critical**. They often shine a bright spotlight on crises and disasters, which can negatively impact a destination's image and perceived safety. It's incredibly important to **control how a crisis is framed in the media** and to maintain a **positive relationship with journalists** throughout the entire recovery phase.*

***Julia:** When a crisis hits a tourist destination, local businesses often find themselves swamped with media inquiries. What's the best way to handle this influx?*

***Elaine:** You're spot on, Julia. Inquiries can pour in not just from local outlets, but also regional and even national media. It can be incredibly stressful dealing with high demands for information and preparing official statements. Knowing **which requests to prioritize** and having **templates for talking points and press releases** can empower businesses. This helps you feel prepared, confident, and ensures you can communicate effectively even when things are moving at lightning speed.*

*Julia: That's excellent advice! What else should businesses pay close attention to when communicating with the media?*

*Elaine: I strongly recommend that your company speaks with **one, well-informed voice**, ideally through a trained spokesperson. This should be a core part of your company policy and integrated into all induction training. Speaking with a unified voice ensures that messages delivered to the media and other stakeholders are **consistent**. That consistency is key to being seen as **credible and competent**.*

*Julia: More fantastic advice! Elaine, we've reached the end of this episode. A huge thank you for joining us today and for sharing such invaluable insights.*

*Elaine: Thank you too, Julia, and thanks again for having me.*

*Julia: And to all our listeners, thank you for tuning in. I hope you found this helpful and can apply these learnings to your own business. I look forward to welcoming you back for our next episode. Until then, take care!*

## **Beyond the Interview: Strategies for Media Management**

### **Establishing a Common Language**

When a crisis affects multiple businesses, **establishing a common language** to describe the situation becomes even more crucial. This helps prevent conflicting stories and facts from emerging as different businesses interact with the media.

### **Coordinated Response**

Many destinations have a **tourism crisis management group** dedicated to coordinating media responses on behalf of the entire tourism industry. If you find yourself needing to speak with the media, reach out to them for guidance.

When communicating, your messages should consistently focus on:

- **Information:** Providing consistent and coordinated information.
- **Safety:** Prioritizing people's safety above all else.
- **Reducing Sensationalism:** Minimizing misinformation and preventing sensationalized reporting.

### **Navigating Media Interactions**

To further assist in navigating media interactions, remember these key guidelines:

- **Don't speculate:** Stick to confirmed facts.
- **Be calm and reassuring:** Project confidence and empathy.
- **Acknowledge your responsibility:** Express your commitment to guests and the community, emphasizing visitor welfare where relevant.

What steps will you take this week to prepare your business for potential media inquiries during a crisis?

## **Lesson 3: Booking and Cancellation Policy**

## Smooth Sailing Through Stormy Weather: Mastering Bookings and Cancellations

Even the most resilient businesses face unexpected challenges. When a crisis hits, how you handle bookings and cancellations can significantly impact your reputation and future success. Let's explore how a clear, customer-centric approach can turn potential losses into long-term loyalty.

### The Power of a Clear Cancellation Policy

A **clear and concise cancellation policy** is more than just a formality; it's your shield against negative consequences during a crisis. Make sure it's **easily accessible and well-communicated** to all your customers.

As Julia reminds us, it's crucial to **understand your legal obligations**. Do you know when you're legally required to refund a deposit, for example, if access to your business is restricted due to an unforeseen event? Knowing your rights and responsibilities is key.

Customers might want to cancel for various reasons, especially when travel warnings are issued due to disasters or other crises that make a destination seem unsafe. It's vital to clearly communicate their options:

- **Include your cancellation policy** with every booking confirmation.
- **Mention the policy** explicitly when taking bookings over the phone.

Think about the COVID-19 pandemic. Many tourism businesses earned goodwill by making it easy for customers to cancel or change their bookings. While it might feel like losing business in the short term, allowing flexibility often means those customers will return in the future. **Parting on good terms is a cornerstone of excellent customer service.**

### Proactive Booking Management

After the immediate crisis response, your focus should shift to **managing your existing bookings**.

Julia advises, "You should notify customers who are due to arrive at your property within 24 hours of the crisis occurring to let them know whether they can visit." This proactive communication can significantly **reduce the number of cancellations** and help maintain cash flow.

When guests can't or don't want to visit, it's always better for your business if they **re-schedule their trip** instead of canceling outright.

### Know Your Policy, Offer Alternatives

Cancellations are inevitable. You need to **know your cancellation policy inside and out**—when it applies, and when it's better to negotiate alternative arrangements with guests.

To prevent cancellations, consider offering:

- **Credit notes:** A voucher for future use.
- **Transfers to a later date:** Allowing guests to reschedule their trip.
- **Transfers to another business:** If you have multiple properties or partners in your region.

Remember, visitors might cancel because they *think* your area is impacted by a crisis, even if it's not. **Proactive communication** about the actual situation can often reduce this risk.

What's one small change you can make to your cancellation policy or communication strategy to better prepare for future crises?

## Recovery from Crisis and Disaster

### Lesson 1: Rising Stronger: Your Business Continuity and Recovery Plan

Imagine this: the crisis has passed, and your business, along with your community, is ready to reopen its doors. This isn't just an end; it's the **start of the recovery phase**. This phase, which can vary in length depending on the crisis's impact, has one critical goal: **keeping your business alive and thriving**. It's your moment to look ahead, to innovate, and to put strategies in place that will not only revitalize your operations but make you more resilient than ever before.



#### Your Blueprint for Survival: The Business Continuity/Recovery Plan

A **business continuity plan** is your roadmap for keeping essential services running even after a disruptive event. It kicks off with a deep dive into what your business absolutely needs to operate, analyzes the crisis's potential impact, pinpoints your most critical assets, and outlines the resources and steps required for a strong recovery.

#### Defining Your "Must-Haves": Essential vs. Non-Essential Services

- **Essential Services:** These are the core functions your business cannot operate without. For a hotel, this might mean having **running water** or **access to electricity** for lights and air conditioning. Without these, providing accommodation becomes impossible, putting the business in a critical situation.
- **Non-Essential Services:** These are services that, while valuable, aren't critical to your fundamental operations. A hotel might offer snorkeling tours; if they can't, it's a loss, but it doesn't stop the hotel from providing rooms.

Understanding the impact of a crisis on your critical business services, activities, and assets is key to identifying the resources you'll need for a successful recovery.

## Plan Your Financial Lifeline

Have a clear plan for **accessing funds**, like **insurance payments**. Crucially, also have a **backup plan** in case those payouts take much longer than anticipated. Cash flow is king during recovery!

## Action Your Recovery: Implementing the Plan

Your recovery plan should detail the steps to get back on track. This might include:

- **IT recovery procedures:** Getting your digital systems back online.
- **Relocation strategies:** If your primary location is unusable.
- **Reassessing products and markets:** Are your offerings still relevant? Are new opportunities emerging?
- **Repair work:** Getting your facilities back in shape.
- **Reassessing suppliers:** Do you need new partners?
- **Staff training:** Upskilling or cross-training your team for new roles.
- **New marketing strategies:** To rebuild your brand and attract customers.
- **Monitoring and evaluation:** Continuously assessing your progress and adapting.

## What Are Your Critical Assets?

Think about the **critical equipment, facilities, and people** you absolutely need to operate. What happens if they're unavailable after a crisis?

Here are some proactive options to consider:

- **Hiring equipment:** Temporarily rent what you need.
- **Cross-training or upskilling existing staff:** Empower your team to fill multiple roles.
- **Selecting alternative suppliers or contractors:** Diversify your network.
- **Outsourcing certain activities:** Delegate non-core functions.
- **Operating from a different location:** This could be another premise or even working from home.
- **Activating alternative essential services:** Have backup options for telecommunications, electricity, gas, and water.

## Planning for the Road Ahead

During the recovery phase, it's vital to envision what the **next weeks, months, and even the coming year** might look like so you can plan accordingly.

Ask yourself:

- Do I know what my **bookings and turnaround** are likely to be?
- How will this impact my **staffing needs**?
- Are my existing **products and services still relevant or feasible**?
- What **promotional activities** should I undertake to regain momentum?

## Now, let's make it real for your business:

Take a moment to identify the **three most critical assets** your business relies on. Then, for each, brainstorm a **backup plan or alternative option** should they be affected by a disaster. Share your thoughts in a group, or write them down. This exercise is your first step towards a truly resilient future!

## Lesson 2: Revise markets and manage staff

### Revitalize & Rebound: Smart Strategies for Markets and Staff

The recovery phase after a crisis is your chance to not just rebuild, but to emerge stronger. It's a critical period where you'll **reassess your offerings, refine your market focus, and strategically manage your team** to boost sales and stabilize your cash flow.

### Reaching Your Audience: Revising Offers and Markets

Understanding your customers and how they react to a crisis is paramount. Market recovery can vary greatly depending on the type of disruption. For instance, if travel restrictions are in place or international visitors feel unsafe (perhaps due to media reports), it's time to **pivot towards your domestic or local market**. How can your products and services provide unique value to this segment? Focusing on customers less susceptible to the specific impacts your business or region has faced can significantly help you increase business.

### Keeping the Lights On: Mastering Cash Flow

After a crisis, **closely monitor your cash flow**, as operating costs, especially staffing, might have shifted. You might be eligible for **financial support** from government or non-government agencies during periods of low turnover.

As Julia advises, "To find out what may apply to your business, contact your accountant, your local or regional tourism organisations, the local council, emergency services or speak to your bank directly which may be able to provide postponement of loan repayments."

To improve efficiency and cash flow, it's smart to **reduce unnecessary waste and operating costs** that don't provide a return. You can cut costs without impacting your long-term competitiveness by addressing:

- **Inappropriate or Excess Processing:** Streamline administrative tasks, improve communication, and ensure you truly understand customer needs.
- **Unnecessary Inventory:** Avoid waste and reduce storage costs by optimizing your stock.
- **Unnecessary Motion or Systems:** Identify and eliminate inefficient processes and poor planning that lead to non-value-added time and increased costs.
- **Defects:** Address flaws in systems, equipment, or products to save resources and boost customer satisfaction.
- **Non-Utilized Talent:** Maximize your team's potential. Eliminating this type of waste positively impacts all other areas, boosting operational effectiveness and staff morale.

Ask yourself: Is there a more efficient way to use resources? Do your staff clearly understand their roles and responsibilities to minimize resource consumption?

### **Your Greatest Asset: Managing Staff Strategically**

A common knee-jerk reaction to cutting costs is reducing staff, as wages are a significant operating expense. However, redundancies have long-term consequences. Employees take their valuable knowledge and the investment you made in sourcing, hiring, and training them with them. Plus, a smaller workforce can lead to increased workload and strain on remaining staff, potentially reducing productivity.

Consider an alternative: **reduce staff hours without losing human capacity**. Focus on building a **collective sense of purpose and support** within your team. Instead of letting go, **invest in increasing the quality of your employees** through training and by fostering motivation. You can achieve this by:

- **Entrusting them** with more responsibility.
- Showing **transparency of business results and targets**.
- **Supporting employees (and by extension, their communities)** during difficult times.

Congratulations! You've successfully completed the fourth learning unit of the "Resilience in Tourism" course. What's one key takeaway you'll implement in your business this week to optimize your markets or manage your team more effectively during recovery?

# MODULE 8; Resilience in Tourism 5: Building Long Term Resilience

## Build Lasting Resilience: Knowledge, Innovation & Diversification

This course is designed for **tourism professionals in management positions** and anyone eager to build a stronger, more adaptable future for the industry.

You'll explore how **knowledge, information, and continuous learning** are crucial for long-term resilience. We'll dive into the vital role of **innovation** within tourism and hospitality, and how **diversifying your products, services, and markets** can create robust, enduring businesses.

### What you'll gain from this course:

- An understanding of **stakeholder roles** in resilience, including a responsibility matrix.
- Insights into the importance of **innovation and diversification** for resilience.
- Practical ways to **contribute to building resilience** in your organization and the broader tourism sector.

Ready to transform challenges into opportunities?

**Keywords:** Sustainability, tourism, resilience, diversification, building resilience, innovation

## Long Term Resilience

### Lesson 1: Building a Future-Proof Tourism Sector: Your Path to Long-Term Resilience

Welcome to the fifth and final unit in our "Resilience in Tourism" course series!

As we've explored throughout this journey, tourism businesses and the livelihoods they support are inherently vulnerable to a variety of hazards. This vulnerability is especially pronounced in regions where tourism forms a significant portion of the GDP and where operations are located in sensitive, exposed environments like low-lying islands, coastal areas, or mountains. In these areas, the sector is often classified as highly susceptible to diverse risks.

Given this reality, **adaptability**—the capacity to effectively respond to and evolve with change—is not just important, but absolutely critical for these regions, and indeed, for the broader tourism industry.

### Why Long-Term Resilience Matters

Resilience can manifest in many ways, but for a truly sustainable impact, it demands a **long-term perspective**. This unit will delve into what this means in practice and how you can achieve it.

Building resilience is an **ongoing process** because social, economic, and environmental conditions are in constant flux. Beyond simply identifying and assessing risks (through a risk assessment, as we discussed) and planning for crises to reduce vulnerability, businesses must proactively:

- **Initiate:** Take the lead in preparing for future challenges.
- **Restore:** Rebuild and recover effectively after disruptions.
- **Redesign:** Innovate and transform organizational structures and relationships to thrive in a changing world.

In essence, the ultimate goal of building resilience is to **safeguard what is valuable** within your business while simultaneously being **prepared for change** to capitalize on emerging opportunities.

So, let's jump straight into the topic.

## Role of Stakeholders

### Lesson 1: Knowledge, information, learning

#### Powering Up Your Resilience: The Keys of Knowledge, Information, and Learning

To truly build long-term resilience, especially in a dynamic industry like tourism, you need to master three crucial elements: **knowledge, information, and continuous learning**.

#### Tapping into Diverse Knowledge Streams

Understanding risks, the forces driving change, and effective response options is paramount. This involves drawing from different types of knowledge:

- **Scientific Knowledge:** This comes from research and provides critical insights into areas like climate change predictions, new technologies, and various mitigation and adaptation strategies. However, as Julia points out, "Scientific knowledge is often not easily accessible, which is a problem." To bridge this gap, tourism bodies and associations can form **partnerships with universities and research institutions**. This not only provides access to cutting-edge information but also helps ensure the knowledge generated is practical and relevant to the industry's needs.
- **Practical Knowledge:** This is invaluable knowledge gained through real-world experience, often within the industry itself. Businesses highly value this type of insight because it's been **tested and proven by organizations** in similar situations or locations. This includes both the experiences of other businesses and your own valuable lessons learned from past crises or disasters. Tourism associations can play a vital role here by

sharing practical knowledge through **case studies** or by facilitating **workshops and events** where operators can discuss challenges and share their learnings.

### Learning from Your Own Experience

To ensure your business genuinely benefits from its own experiences in managing risks and building resilience, make sure to:

- **Conduct debriefing sessions** after any event, no matter how small.
- **Involve all staff members** in these discussions.
- Provide opportunities for **anonymous feedback** to encourage open and honest insights.
- Crucially, **monitor and evaluate** any new practices you put in place to ensure they are effective.

By actively seeking out, sharing, and learning from both scientific research and practical industry experiences, your business can significantly enhance its long-term resilience.

What specific challenges does your business face in accessing or applying new knowledge?

## Lesson 2: The role of stakeholders in building resilience

### Stronger Together: The Indispensable Role of Stakeholders in Building Resilience

In times of crisis and recovery, forging **strong, lasting relationships and networks** isn't just helpful—it's critical. This applies to everyone, from your own team to external partners. Building robust networks is especially vital for smaller businesses, where internal resources, knowledge, and expertise might be limited.

### Your Team: Employees as Your Greatest Asset

There are compelling reasons why businesses should strive to retain their employees during a downturn. Evidence shows that many businesses go to great lengths to support key staff through tough times. Fostering **trusting relationships** can lead to mutual understanding, where employees might willingly reduce hours or take on different tasks to keep their jobs. However, approaches to staff management during recovery often differ, with significant implications for long-term resilience. Consider these two contrasting viewpoints:

#### Manager 1: The Rational Manager

- "My top priority is ensuring the business survives and stays profitable."
- "If the business survives, future jobs will exist."
- "Cutting staff is the most efficient way to reduce fixed costs."
- "I'm accountable to shareholders, and my boss at HQ expects me to lay off staff to secure my own position."

#### Manager 2: The Empathetic Manager

- "In this service industry, good employees are everything."

- "I've invested heavily in training my staff; if they leave, that investment walks out the door with them."
- "In our small business, employees are like family."
- "My staff trusts and relies on me. As their boss, I feel responsible for doing everything I can to protect their jobs and livelihoods."
- "As a responsible business, we must support our staff through difficult times."

### Clarifying Roles: The Responsibility Matrix

A **responsibility matrix** is a powerful tool for building organizational resilience. It helps you:

- **Map and assess existing skill sets** within your team.
- **Assign and manage responsibilities** effectively.
- **Identify skill gaps** and future training needs.

To develop one, first pinpoint **all tasks** required for projects or daily operations. Then, define the **skills needed** to successfully complete these tasks, and finally, identify the **skills each team member possesses**. Responsibilities are then assigned to existing roles, carefully considering your team members' skills and experiences.

As Julia notes, "When responsibilities for deliverables or tasks are identified, it is important that these are clearly communicated so that staff understand what is expected of them."

### Beyond Your Walls: Engaging External Stakeholders

#### Guests and Customers

Your **customers are essential** to your business's survival and growth, making them a critical stakeholder in building resilience. Guests who feel a genuine connection with your business are more likely to return. Being **proactive and positive in your communication** with guests is a crucial step in building these relationships. A **loyal and diverse customer base** can be a lifeline during recovery.

#### Suppliers and Partners

Cultivating strong relationships with your **suppliers and partners** also significantly boosts resilience. Trusted business relationships can serve as invaluable **sources of information and advice** during a crisis, enhancing your adaptive capacity. Trust often means suppliers and partners will be more **accommodating and supportive** during difficult times, providing much-needed stability.

#### Tourism Associations and Industry Bodies

Being a member of **tourism associations and industry bodies** can significantly increase your resilience. These organizations offer invaluable support during crises and recovery by:

- **Representing the industry with a united voice**, often lobbying governments for assistance.
- **Providing training** to support industry recovery efforts.
- **Offering updates on policies** and their specific relevance to the industry.
- **Helping identify relevant regulations or risks**.
- **Facilitating access to crucial information and knowledge exchange**, as we discussed earlier.

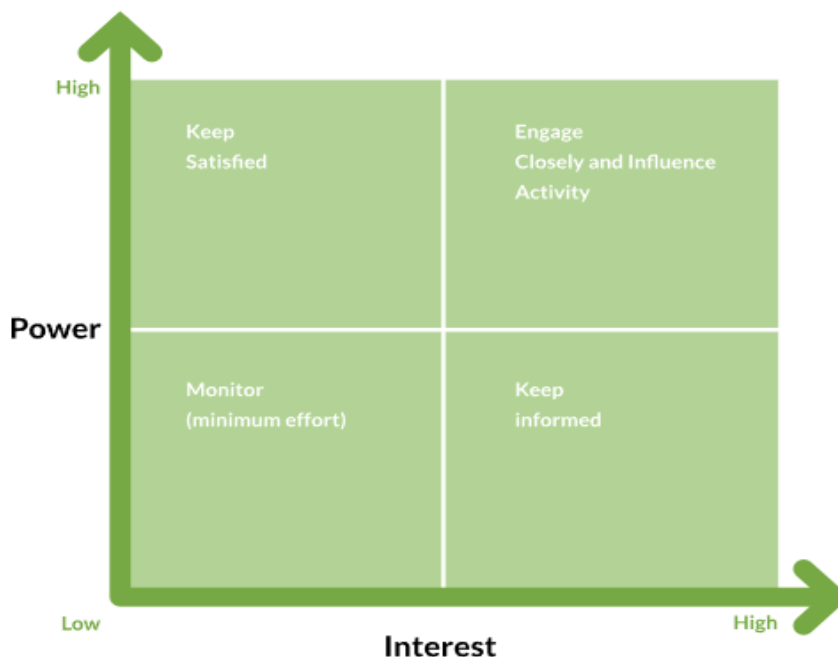
What steps can you take this week to strengthen your relationships with one key internal or external stakeholder?

## Lesson 3: Stakeholder mapping

Stakeholder analysis involves a systematic identification, evaluation and prioritization of anyone who can influence or has an interest in your business (or destination). A common way to analyze stakeholders is through stakeholder mapping. There are different approaches and types of maps.

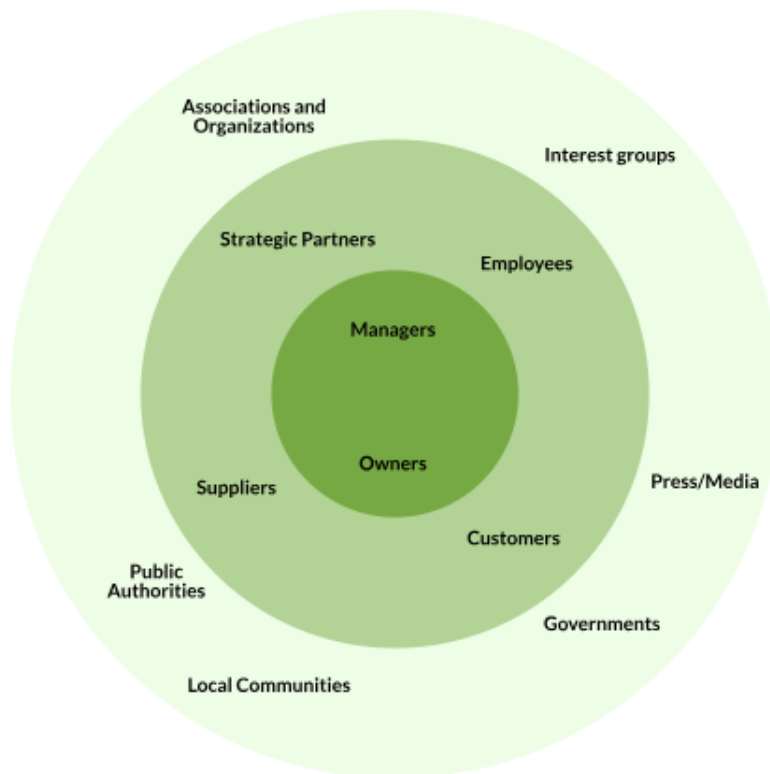
### Stakeholder map - type 1

A common approach is to plot all stakeholders against two variables: their interest in the business (low to high) and their influence on (or power to influence) the success of the business (low to high). This creates four quadrants. For resilience building in particular, the second variable may rate the stakeholder's influence on responding to change or disasters, or their influence on building resilience.



### Stakeholder map - type 2

Another way to map stakeholders is in a circle whereby the most important stakeholders are placed in its core, the direct stakeholder in the middle ring and the indirect or less important stakeholders in the outer ring.



# Building Resilience

## Lesson 1: Innovation: Your Catalyst for Resilience

Every crisis, no matter how challenging, holds a hidden opportunity. As Julia wisely states, "From crisis events we not only learn what interventions and practices worked well to respond to risk and minimize impacts. Crisis events can also teach us what systems and processes were not effective, what did not work well (not just during the crisis but in general) and thus, has to change."

History shows us that businesses that embrace change and use downturns as a chance to innovate often see improved profits and sales. **Recognizing change as an opportunity** gives you a significant advantage, making your business more open to rethinking its very foundation.

### Innovation Beyond New Products

In the tourism and hospitality sector, which is primarily service-driven, **innovation doesn't always mean new products or groundbreaking technology**. Instead, it can involve:

- **New ways to deliver service:** Think about enhancing guest interactions or creating unique experiences.
- **Changing processes:** This could mean more efficient resource use, waste reduction, or optimizing workflows.
- **Altering organizational structures:** Adapting your team's setup for greater agility.
- **Evolving marketing strategies:** Like adopting a value-based approach that resonates more deeply with your customers.

By evaluating and rethinking these core business elements, you make your organization more **agile** in responding to change, and ultimately, more **resilient**.

### **The Connection Between Innovation and Knowledge**

Innovation thrives on **knowledge**. This includes understanding unmet customer needs, identifying inefficient internal processes, and discovering what truly motivates your staff. It's rare for one person to have all these insights, which underscores the crucial role of **communication**. Whether it's external dialogue with customers or internal discussions that empower staff to share ideas for improvement, fostering a culture of open communication fuels innovation.

What's one area in your business, big or small, where you see an immediate opportunity for innovation based on a recent challenge?

## **Lesson 2: Diversification**

To build resilience, businesses are recommended to diversify their products, services and/or markets. Diversification means “not putting all eggs in one basket”, i.e. having different income streams in case one of them is affected by a crisis.

### **Podcast Episode 2: "Diversification"**

Guest speaker: Elaine Zuma

#### ***Podcast***

**Julia:** *Hello and welcome. This is now the second episode of my podcast. And I'm really pleased to have you all join me here again. Today we'll be talking about diversification. And with me today is Elaine Zuma. Welcome, Elaine.*

**Elaine:** *Thank you very much. Julia, I'm delighted to be back here with you.*

**Julia:** *Now, diversification plays a key role when it comes to building resilience. It can also function as a coping or response strategy. During a crisis, for example, should a particular sector see a fall in demand, diversification can ensure customer numbers overall remain steady.*

**Elaine:** *Yes, absolutely. Businesses and destinations with a diverse range of products, experience and customers may be less vulnerable to a crisis hitting, say, one particular market. On the other hand, businesses which rely on a small market segment, just one season and favorable conditions are clearly vulnerable in such a situation.*

**Julia:** *Let's talk about the latter. So those businesses that are more affected by a crisis for the reasons you mentioned. Can you give us some examples?*

**Elaine:** *Yes, of course. Certain products or activities such as a snorkeling tour may be at risk from changes in the weather, say if for example, it gets too windy. And of course, in regions*

*where activities are very seasonal, such as ski resorts, businesses may even close completely during the off season. So how could diversification help in such situations? Well, for example, businesses could offer Wellness and spa treatments or other enticing indoor activities for those times when the main activities are not possible or off limits. Such diversification would increase the company's resilience.*

*Julia: And that, of course, would provide businesses with a response strategy for difficult weather conditions during the winter season. And it may even attract a broader market to the area, like families or couples who don't ski.*

*Elaine: Exactly. Then it becomes not just about different weather conditions, but also about developing strategies for expanding the target group. On top of this, the business could develop activities for other seasons like mountain biking and hiking in the summer and so market itself and the destination as a whole as a place to visit all year round. Which of course would help it to be less reliant on limited seasons and a narrow customer group.*

*Julia: Yes, brilliant. Well this has been a really interesting look at diversification and how to put it into practice. Thanks very much again, Elaine, for coming here and giving us some really useful Information.*

*Elaine: It was a pleasure. Thank you very much for having me.*

*Julia: And I'd also like to take this opportunity to say goodbye to you, dear listeners. I hope we'll hear from each other again soon. And in the meantime, take care of yourselves until next time.*

Of course, the larger the crisis, the more likely it will be that several market segments, service offerings or experiences will be affected. For example, after a large crisis where international travel is limited, many tourism businesses and destinations are rethinking what markets they can reach, and what they have to offer them.

“In those cases, reverting to attracting domestic or regional visitor, and even more, identify how they can provide products and services of value to the local population, is a good approach”. Julia

Thinking outside the box is important. Think: who is able to access our services? What do these people enjoy?

### **Thriving Beyond COVID-19**

The COVID-19 pandemic hit tourism hard. Lockdowns around the world didn't just stop international travel; they often halted interstate movement too. This forced many tourism businesses to **rethink their entire business model** and truly **think outside the box** when it came to diversifying their offerings.

A common thread emerged: businesses began to identify what they could offer to their **local community**, a readily available market. This often meant spotting **new needs and market gaps** that the pandemic had created.

## Finding Creative Solutions

Hotels worldwide, for example, stepped up in incredible ways:

- Many offered **accommodation for healthcare workers** or provided **quarantine spaces for returning residents**.
- Others started **renting out rooms as temporary offices** for those whose workplaces were closed but couldn't effectively work from home.
- We even saw numerous examples of hotels **partnering with local government agencies** to provide rooms for homeless individuals who couldn't maintain social distancing on the streets or in shelters.

## Your Diversification Challenge

Now, let's look at your business.

1. **Map it out:** Write down your **current market, products or services, and experiences**.
2. **Assess your vulnerability:** Think about the hazards you've identified in previous lessons. Do you have **enough alternatives** if one of your business areas is impacted?
3. **Spot the opportunity:** Where do you see a clear chance to **diversify**? This could mean targeting a new market, or developing a new product, service, or experience.

Embrace this challenge. Diversification isn't just a response to crisis; it's a powerful strategy for long-term growth and resilience.

# Contributing to Resilience

## Lesson 1: Cultivating a Culture of Resilience: Leadership & Vision

To truly build lasting resilience, we must look inward at **leadership and organizational culture**. These are the fundamental drivers that enable you to implement all the strategies we've discussed. Research shows that organizations prone to crises often exhibit a tendency towards **denial**, a significant barrier to effective crisis management. To overcome this inertia, leaders must not only acknowledge that crises *can* happen to them but understand that they are *likely* to happen.

### A Holistic Approach to Resilience

**Holistic approaches**, like systems thinking, help us better understand and address complex challenges such as sustainability, climate change, or multiple risks. They encourage us to consider the **bigger picture**.

While a business owner's priority is undoubtedly the survival of their own enterprise, a tourism business becomes truly resilient when its **entire destination is resilient**. This is especially true for hazards that operate on a scale larger than just your business premises. A destination encompasses much more than just your operation; it includes other businesses, vital supply chains, the community (residents working in tourism and beyond), public infrastructure, and the natural environment.

As Julia highlights, "Research found that communities and their organisations are strongly connected, and that community response and recovery to a crisis is linked to those organisations. For example, if community members are resilient and able to respond to shocks and changes, staff will be able to come to work and be productive."

### **Resilient Ecosystems: Nature as an Ally**

**Resilient ecosystems** are better equipped to cope with stressors, allowing them to continue providing essential services. These might include natural buffers against hazards like floods or storm surges, or simply maintaining the natural attractions that draw tourists.

### **Resilient Infrastructure: The Backbone of Recovery**

**Resilient infrastructure** ensures that vital access, supply lines, and communication networks are maintained. Understanding that your business operates within an interconnected system or network – just as an individual is part of a team – and that these connections are essential for successfully navigating a crisis, is crucial.

Individuals, businesses, and destinations that can adopt a holistic view and understand their place within this wider system gain **increased situational awareness**, empowering them to make better decisions and build stronger resilience.

What steps can your leadership team take this week to foster a more proactive, less reactive, culture towards potential disruptions?

## **Lesson 2: Building a Resilient Tomorrow: Your Role in the Wider Destination**

Research consistently highlights the powerful connection between a business's resilience and that of its surrounding community in tourism. The good news? The tourism sector can actively help communities become more resilient by:

- **Empowering people to embrace change and uncertainty** through meaningful work in tourism.
- **Nurturing diversity** in all its forms.
- **Combining different kinds of knowledge**—both scientific and practical—to create richer solutions.
- **Creating opportunities for self-organization** within communities.

### **Shifting Mindsets: A Shared Value Approach**

A truly holistic approach to resilience often involves adopting a **shared value-based position**. This concept is hailed as a "key to unlocking the next wave of business innovation and growth." However, many parts of the tourism industry are still driven by a neo-liberal

ideology, prioritizing shareholder profits, aggressive growth, and maximizing price. This mindset influences everything from industry research to how businesses respond to risks.

As Julia wisely observes, "Understanding that tourism businesses heavily rely on other elements that are part of a destination system (such as a healthy environment, healthy and capable staff, a welcoming community and reliable supply chains) shows that a shift in mindset is particularly important for the tourism sector."

This alternative, holistic approach sees a business take a **stakeholder-centric stance**, considering benefits for *all* stakeholders. Such businesses actively drive positive social change, commit to long-term, sustainable growth, contribute to community building, and support individual development. In doing so, they build **human and social capital** that directly contributes to long-term resilience through stronger networks, increased trust, and deeper collective knowledge gained over time.

### Creating Value That Benefits Everyone

Taking a destination-wide approach might inspire a business to adopt a **stewardship role**. This means becoming a custodian or steward of the destination's natural and cultural assets, thereby contributing to its natural and cultural capital. This, in turn, creates value that benefits the entire destination.

### Lessons from Crisis: The COVID-19 Impact

In times of crisis, people tend to reflect on what truly matters. Research into consumer behavior during the COVID-19 pandemic shows a significant shift: people spent less on discretionary items like clothing, dining out, and travel. Instead, **self-care and sustainability considerations increased**, and consumers now expect businesses to prioritize their stakeholders' well-being.

"Making customer health and supplier needs part of the business success has been recommended in response to previous recessions, as this creates a focus on collaboration and creation of shared value," adds Julia.

**Now, let's put this into action for your business:**

1. **Choose one key stakeholder group** important to your business (e.g., local community members, specific suppliers, environmental organizations, local government).
2. **Identify specific ways** your business or destination could **work much more closely with this group** to create mutual benefits.
3. **Reflect and discuss:** How would this deeper collaboration help your business and the wider destination increase its resilience?

You have successfully completed the fifth and final learning unit of the course "Resilience in Tourism". What's one big idea from this entire course that you're most excited to apply in your work?

END