

ENTREPRENEURS & SITE GUIDES

MODULE 9: DECENT WORK & SUSTAINABILITY

INTRODUCTION

Tourism & Hospitality activities do not necessarily always have a good impact on the people working in the sector, the local communities nearby, the natural environment or the world at large. In fact, if executed in a wrong way, the industry can be very harmful to all of these. But if done correctly, they may all benefit simultaneously from tourism. That is why every tourism company should take proper working conditions as well as social and environmental sustainability seriously. This module will be an introduction into those topics.

OVERVIEW



Learning Goals



Knowledge

- The participants learn more about Decent Work & Sustainability and why they are important.
- The participants learn about responsible and sustainable practices that they can implement in their company.



Attitude

- The participants become more aware of their impact on their social and natural environment.



Skills

- The participants learn to analyze their own impact on their social and natural environment and how to improve it.

SESSION 9A: Decent Work and HR

SESSION 9B: The Impact of Tourism

SESSION 9C: Environmental Sustainability

BEFORE YOU START, YOU NEED...

- Flipcharts
- Large paper
- The printed job profile
- The printed case studies
- Marker and pens
- Sticky notes
- Projector



SESSION 9A: Decent Work and HR

AGENDA



Exercise:
Company Culture
& Recruitment

(20 min)



Strategizing:
Company
Recruitment

(20 min)



Exercise:
Job
Profiles

(30 min)



Short Lecture:
What is Decent
Work?

(10 min)



Brainstorm
Making Decent
Work for You
and Your Staff

(40 min)

INSTRUCTIONS

Exercise: Company Culture & Recruitment (20 min)



FACILITATOR'S NOTE:

In this exercise, the participants will explore the company culture they have or hope to establish in their company. After that, they will think of a recruitment strategy that helps them to find staff that fit in well with their company culture.

- Before you give the instructions for the exercise, introduce the topic of company culture. Ask the participants what they think company culture means. Elaborate on it:
 - a) The company culture is the set of attitudes and behaviors of a company and its employees. The company culture can be deliberately expressed but it can also be something that is never really articulated.
 - b) If staff members don't fit the company culture, it might be difficult for them to function properly and to collaborate with their colleagues. That is why it is important to find people that fit well to the desired company culture.
- Provide all the participants with the company culture assessment below.





ASK:

- Ask them to fill in the assessment, by ticking one of the boxes on each horizontal axis. They have to make a decision between the two extremes, and indicate how they want their own company culture to be. If they for example really prefer a vertical hierarchy over a horizontal one, they tick off the box just next to “vertical hierarchy”. If they lean towards it, but do not have a strong preference, they can tick off the one next to it. If they lean towards both extremes equally, they tick off the box in the middle.
- Once they have filled in their assessment, let them discuss in pairs why they filled it in like they did. Let them compare their answers.



FACILITATOR’S TIP:

Emphasize that there is no wrong and right in these answers: companies do not necessarily need to have the same company culture and they might all be able to achieve their goals. Many of the participants will probably tick boxes that are either mostly on the left or mostly on the right. But this is not necessarily true: some companies might be a mix!

1.	The manager is part of the team and should receive feedback as well							The manager is the boss and is the only one to make decisions
2.	Horizontal hierarchy							Vertical hierarchy
3.	Colleagues should be friends							Colleagues should primarily focus on working well together
4.	Versatile job role divisions							Strict role divisions
5.	Room for improvising							Use standardized procedures wherever possible
6.	Flexible working hours and conditions							9 to 5 mentality
7.	Informal clothing rules							Formal clothing rules
8.	Continuously looking for new business opportunities							Sticking to one or two activities and perfecting it.
9.	Focus on skills growth among staff							Focus on getting the right results
10.	Focus on staff happiness, social & environmental sustainability, etc.							Focus solely on financial profit



Strategizing: Staff Recruitment (20 min)



SAY:

- Explain that company culture should influence or even determine the way how the recruitment of staff is organized. For example, if the company has a very formal company culture, it would make sense to bring this across throughout the recruitment process. The same goes for when a company culture is very informal. Because: if potential employees shy away from that type of culture during the job application process, they will not fit in the right company culture.

ASK:

- Ask the groups to split up into groups of 3 or 4 people, preferably in groups that roughly have similar company cultures.

ASK:

- Ask the groups to brainstorm on the following questions:
 - a) What would be the right channels to recruit people that would fit the company culture? (Think of: referrals, social media postings, recruitment agencies, etc.)
 - b) How can they make sure to bring their company culture across prior to a job interview?
 - c) How can they make sure to bring their company culture across during a job interview?
 - d) What are the type of staff members they would be looking for in terms of personality and characteristics?
 - e) What type of staff would not fit well to their company culture?
- After about 15 minutes, ask some people to reflect on these questions.



Exercise: Job Profiles (30 min)



SAY:

- *Regardless of the company culture and recruitment strategy, every staff member should have a clearly defined job profile that explains their roles and responsibilities, their rights and their working conditions. This will make it far easier for staff members to understand what they are expected to do and it will make it easier for the managers to evaluate to what extent their staff members are actually doing their job well. In addition, the job profile also is a way to articulate the company culture.*

A good job profile includes the following elements:

- Job's key responsibilities
- Experience needed to do the job
- Skills necessary to perform the job
- Education and credentials required for the position
- The physical demands of the job and the work environment in which the position will function
- Company culture
- Reporting assignment, level, department or function
- Pay range information

INSTRUCTIONS

Let the participants come up with a job profile for a new position at their company. This could be one for an existing vacancy or job, it could also be hypothetical. Let them come up with a job profile in about 20 minutes and let pairs exchange their profiles to give. If staff members don't fit the company culture, it might be difficult for them to function properly and to collaborate with their colleagues. That is why it is important to find people that fit well to the desired company culture.





Short Lecture: What is Decent Work? (10 min)



SAY:

- Give the following introduction into decent work. Feel free to add relevant examples from your own experience.

Tourism and Hospitality employs millions of people all over Africa: both young and old people, both men and women, both highly educated and people without a lot of education, both urban and rural. But working in tourism is not always a good thing. What good is a job if the worker is both mentally and physically exploited and does by no means earn enough to make a proper living out of it and has few options to improve his or her position?

This training is meant to create business growth, so that all of your businesses can offer decent jobs to your staff. Decent work is a concept that is being used more and more often. It refers to work that is fair, rewarding and that respects the mental and physical state of the employee.

If your company offers decent jobs to your employees, they will be happier to work for you and the staff retention rate will be far higher. Besides, your clients will also notice it when one of your employees hates working for you.

So let us dive into different aspects of decent work and see how we can improve the working conditions of our employees.

- Give everyone a large piece of paper and let them write down the following table.
- Let them reflect on the list of decent work categories, and invite them to add any, if they come up with more.
- Let them fill in the current situation in their own company when it comes to those aspects. Let them list all the relevant things they do for their staff when it comes to all of these categories.
- After that, let them write down what they would like the situation to be in an ideal scenario. In other words: if they are not limited by time and financial constraints, what would they like to have arranged for their staff members?
- Finally, let the participants think of what they think would be a feasible improvement from the current situation that can be arranged in the coming year. This is probably a mix between the current and the ideal scenario: the challenge is to come up with something that is doable for the company and that better the working conditions for their staff.
- After the exercise, let the participants pick around 3 practical improvements in the working conditions of their staff that they are willing to commit to. They need to introduce these improvements within the next year. Motivate the participants to pick something that is relevant, feasible and ambitious!
- Let them write these 3 commitments on a piece of paper and put it on the wall for everybody to see. Let them also add their signature to increase the sense of importance.



Decent Work Category	Current Situation	Ideal Situation	Situation in 1 years' time
Contracts			
Working hours/ overtime/ shift allocations			
Staff meals			
Access to healthcare			
Sick leave, maternity/paternity leave			
Safety on the work floor			
Allocation of financial resources e.g., Saccos			
Possibilities for training and career growth			
Supervision, feedback and communication			
Staff representation in decision-making			
???			



SESSION 9B: The Impact of Tourism

AGENDA



Discussion:
Case Studies

(70 min)



Introduction:
Responsible Tourism, Eco-Tourism
and Community-Based Tourism

(20 min)



Discussion: Case Studies (70 min)



FACILITATOR'S NOTE:

In this exercise, the participants will explore the company culture they have or hope to establish in their company. After that, they will think of a recruitment strategy that helps them to find staff that fit in well with their company culture.



SAY:

- In this exercise, the participants are going to discuss case studies about the potential negative impacts of tourism.
- Split the group into three groups and provide each group with a case study. Ask them to read it and internally discuss the case studies by answering the questions formulated below.
- Give them 20 minutes to prepare.
- After the 20 minutes are over, ask one of the group members to read out the case study to the entire group. Ask them to read the questions and to explain the answers they have given to them.

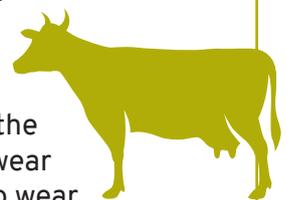


ASK:

- Ask the rest of the group to respond to these questions as well and as a trainer, lead the discussion.
- After the first group, let the second and third group also present their case studies.

Case Study 1: Traditions in the Tesketini Valley

Tesketini Valley is a region in the remote northwest of the dry country of Leboya. The people of this region are called the Tesketo and are herdsman. They are believed to have lived in the region for thousands of years and have kept a traditional lifestyle where they follow their herds of camels from one water source to the other. They wear beautiful clothing made of camel skins: in fact, the Tesketo camels are known for the dotted patterns on their skins. The Tesketo wear different skins based on their position in society: an elderly man is supposed to wear a golden skin with small dots, whereas a lady who has not yet married is supposed to wear skins with large red dots.



The Tesketo host a celebration each year called the Teskem, whereby all the Tesketo clans gather to engage in a singing competition in which the males of the tribe sing beautiful songs about Tesketo myths and events that happened in the past. Every clan is supposed to bring their most beautiful camels and the clan that sings best is allowed to pick the camel they consider is most beautiful and then ritually slaughter it. The meat will be shared with everybody. The slaughter is the beginning of 3 consecutive days of feasting. In Tesketo culture, it is a great pride to win the singing competition, but it is also a great pride to have your camel chosen by the winners.

The Tesketo are a proud tribe, but looked down upon by other people in Leboya who consider them backwards. For thirty years, tourists have come to watch the Teskem celebration. Recently, the number of tourists have risen to such a number that there are 2 times as many tourists as actual Tesketo present. The tourists are allowed to participate in the singing and also share the meals with the locals. However, the arrival of tourists has led to a conflict among the Tesketo themselves. Some of the Tesketo elderly have grown tired of the tourists as they believe they are not benefiting financially from the tourists, while they are looked upon as museum artifacts. Others claim that the tourists help them to preserve their traditions and have set up small businesses to sell little leather camels to tourists. Recently, there was a scandal in which a large tour operator claimed to help the Tesketo financially, whereas it ended up in the pockets of the owner.

- Do you think tourism is beneficial to the Tesketo? Why?
- What can be done to make sure that tourism is appreciated by all the Tesketo?
- Do you know of any real life situations that resemble this case? What happened there?

Case Study 2: Ruining the Ruins of Patelstown

Patelstown is a small city in Tamaresh. While Patelstown has just about 80,000 people living there, it attracts about 300,000 tourists per year. This enormous number of tourists has to do with the fact that Patelstown has a rich history as it was once the capital of the Patelian Empire. The ruins of old Patelstown still remain. Some of the ruins are considered holy by the locals. The ruins, which are overgrown with flowers, in combination with the mountains that surround the city, form a beautiful décor for photographs. That is why the tourists take thousands of photos each day, which they spread on social media. A few sites are particularly popular and are flooded by tourists. Although the tourists are not allowed to do so, they climb the ruins, which results in the ruins breaking down. In the past twenty years, some of the ruins have collapsed almost completely. Tourists throw their garbage everywhere and trample the flowers as they move off the paths. With the arrival of tourists, alcoholism and prostitution has increased dramatically. The tourists also have a very different way of dressing than the locals, who dress very conservatively.



Many locals claim that they cannot live a proper life in Patelstown anymore. That is why it is not uncommon to see things like “tourists go home” written on walls. Recently, a group called the Patelstown Eradication Front (PEF) has decided to take violent action against the tourists as they have beaten up several drunken tourists who were on their way home. One of the victims has died from his injuries. They announced to stop only when the local government takes extreme measures against the floods of tourists. Ironically, there are a few other places in the area which are also beautiful but hardly attract any tourists.

- If you were a local, living in Patelstown, what would you think of the tourists?
- What can be done to make sure to improve the situation in Patelstown?
- Do you know of any real life situations that resemble this case? What happened there?



Case study 3: The dipi-dipi of Bambangayo

Bambayoyo National Park is famous as it is the last place on earth where the rare dipi-dipi bird lives in relatively large numbers. During mating season the dipi-dipi come together to find a partner and breed. The dipi-dipi play an important role in the ecosystem of the whole region as they eat grasshoppers and rodents. Without the dipi-dipi, the farmers in the region would have to deal with plagues of grasshoppers and rodents, similar to what has happened in neighboring countries where the dipi-dipi are almost extinct. In the park, the dipi-dipi are successfully protected. However, after breeding, the dipi-dipi move out of the park and sometimes travel north for hundreds of kilometers. With the adults, in March, the young dipi-dipi move north from the park to follow the grasshoppers. As they cannot fly yet, the young dipi-dipi wobble their way north, which is funny to see as they are very fluffy and clumsy. However, on their way north they pass through Bambangoyo Town, where very many tourists stay. The town has more than 80 hotels, has a golf course and many nightclubs.



Bambayoyo Town attracts tourists because of the dipi-dipi, as many tourists come to spot them. However, the tourists form an obstacle for the young dipi-dipi who often get trapped in the town. The problem is that many tourists like to play with the young dipi-dipi and feed them. Some even keep them as pets, only to find out that the young dipi-dipi die off easily. Some of the young birds mistake pieces of plastic for grasshoppers, which causes many of them to die. The fences in the Bambangoyo Town also destroy the migration patterns of the young dipi-dipi as they cannot pass through them. As a result, only 30% reach adulthood. Scientists have called for the complete relocation of Bambangoyo Town as they believe the dipi-dipi will become extinct within twenty years. However, the people living in Bambangoyo Town refuse to move as they have invested a lot in building the hotels and the golf course.

- What can be done to make tourism flourish while protecting the dipi-dipi?
- What would be an effective way to make sure the tourists don't pet the young dipi-dipi?
- Do you know of any real life situations that resemble this case? What happened there?



Introduction: Responsible Tourism, Eco-Tourism and Community-Based Tourism (20 min)



- Refer to the case studies to introduce the topic of Responsible Tourism: a form of tourism in which both the tourism companies and the tourists aim to maximize their positive impacts on the natural and social environment and to minimize their negative impacts.



SAY:

- *Next to Responsible Tourism, the concepts of Community-Based Tourism and Eco-Tourism are becoming more and more famous. These are forms of responsible tourism that often go hand in hand. As the term suggests, Community-Based Tourism is organized by the local communities in a tourism destination that aims to protect the interests of the community. Community-Based Tourism is a perfect way to make sure that the local communities benefit from the presence of tourists in their vicinity.*



SAY:

- *Tourism can have a lot of benefits for the local communities, in terms of offering decent jobs, creating business opportunities for local shops and other companies. Other possibilities include investing some of the profits into healthcare, education, or other services that benefit the community.*



SAY:

- *Eco-Tourism aims to protect or revitalize the natural environment in a given destination. Nowadays, the loss of the natural environment is widespread around the whole world. Eco-Tourism is a way to make the protection of the natural environment profitable from a business perspective.*
- *Explain that these forms of tourism are getting more and more popular and that they have a lot of business potential. Ask the participants whether they can come up with examples of Responsible Tourism, Eco-Tourism and Community-Based Tourism.*



SESSION 9C: Environmental Sustainability

AGENDA



Introduction:
Save the Environment,
Starting at Our Jobs
(30 min)



Quiz!
(45 min)



Exercise: Let's Save the Environment, Starting at Our Jobs (20 min)



- Introduce why saving the environment is important:

We all know that the climate is changing rapidly: more extreme forms of weather are commonplace all over the world, which leads to many disasters such as rising sea-levels, droughts or floods, or famines caused by bad harvests. This is largely caused by human activities. The tourism industry plays a significant role in this, partly because of the promotion of flying and other harmful transport means, but also because of harmful habits among tourism companies that pollute the natural environment.

- Ask the participants to help brainstorm on things they can do in their own company to help protect the natural environment. Ask them to elaborate on their answers.
- Help the group by adding the following items if they have not been mentioned
 - Waste reduction;
 - Conservation techniques e.g. water;
 - Recycling;
 - Energy efficiency;
 - Awareness amongst staff members;
 - Community awareness sessions. E.g., cleaning up the town, village, or park together with community members;
 - Business case for sustainability i.e., profit margins, savings etc. especially by using case studies;
 - Use of biodegradables/organic products;
 - Community involvement & social sustainability;
 - Buying locally;
 - Promotion of eco-friendly forms of transport, including bicycles or public transport;

INSTRUCTIONS

Quiz: (30 min)



Depending on how much you time you have, you can do this exercise in 2 different ways:

Option A:

The least time consuming would be to do this as an ordinary quiz in which individuals (or pairs) have to write down either “true” or “false” on a piece of paper, everytime when you read out a statement. After the quiz you go through the correct answers and mention the explanation. Think of a price for the winner.



Option B:

Pick one side of the room where the participants need to move to in case they believe the answer is true, and let them move to the other side of the room if they believe the answer is false. After every statement, let people from both sides explain why they picked their position. After that, mention the correct answer.

Please note: ask the participants to really listen to or read the statement well. Often, discussions stem from some people not paying close attention to how the statement is formulated. Especially words like “always”, “never”, or “often” are the types of words to look for.

Statement 1	Tourism is always bad for the environment.
Answer	False
Explanation	Tourism can help to protect the environment by making protection of the natural environment financially profitable. This is particularly the case around nature parks which can often be protected through the profit made in tourism.

Statement 2	The world would be a better place if hotels, restaurants and other tourism companies mainly use ingredients that are locally produced and processed.
Answer	True
Explanation	Food that is locally produced doesn't have to travel too much before it reaches the consumer. As a result, a lot of energy is saved, such as fuel for trucks or electricity to keep the food cool. In addition, it allows the local communities to benefit from tourism as well.

Statement 3	Solar powered electricity is very expensive compared to other forms of electricity.
Answer	False
Explanation	While solar panels used to be very expensive, the costs are decreasing quickly. Especially in remote, sunny regions, solar panels can be a good investment in the long term, as it is cheaper than using generators.

Statement 4	Eating meat is a sign of wealth, so every tourist wants to eat meat.
Answer	False
Explanation	Many tourists refuse to eat meat, such as beef, pork, chicken or fish. This may be because of religious reasons, but they may also do it because they want to protect the environment. Meat production costs a lot of land and water, as the animals have to eat a lot before they are slaughtered. In many countries, forests are cut to produce soy, which is then used to produce animal feed.



Statement 5	To produce a kilo of beef requires 20 times as much land and 10 times as much water compared to producing a kilo of beans.
Answer	True
Explanation	Producing beef is a very ineffective way to produce proteins. Beef may be tasty but it requires a lot of land and water. In order to save the environment it would therefore be a good thing if tourists would not eat meat every single day, but replace it once in a while with beans. Hotels and restaurants can help by putting tempting vegetarian options on the menu.

Statement 6	What a tourism company does with their garbage doesn't matter to the tourist because it is not his/ her concern.
Answer	False
Explanation	Many tourists are aware of the harmful practices that are common in the tourism industry. That is why many tourists choose hotels and restaurants that are taking measures to be sustainable. Many of them don't like to see garbage being burned and plastic bags being provided on every occasion, even if that is common in the country.

Statement 7	In every luxurious hotel towels are replaced every single day.
Answer	False
Explanation	In many eco-friendly hotels and lodges guests can decide whether they want their towels and bedsheets being cleaned. When they leave them on the floor, they can be replaced, but if they hang them they are left by the housekeepers: it is up to them. In that way, hotels can reduce the amount of soap and water being used. As the guests can decide themselves what they prefer, it is a very effective way to make a hotel more sustainable.

Statement 8	It is possible to heat water by composting organic waste.
Answer	True
Explanation	As composting organic waste results in warmth, it is a very innovative way to heat water. As the waste does not get in contact with the water directly, it is very clean as well. The compost can later be used as fertilizer.

Statement 9	It takes 450 years before a plastic bottle decomposes.
Answer	True
Explanation	Although it might be hard to believe, this is actually true. So unless anyone will pick it up, a plastic bottle will stay there for 450 years when you throw it away in nature. As in most African countries there are little ways to recycle plastics so it is best just to limit your use of plastic bottles. Buy a big bottle rather than several smaller ones and refill them from tanks. Burning plastic is not an option as it is very harmful to the environment and to your health as the gasses that are released can cause cancer.



Statement 10	Air conditioning is the only effective way to cool down hotels, that is why every luxurious hotel has them.
Answer	False
Explanation	Air conditioners use a lot of electricity, which can be costly. Most of the time there are ways to prevent the need for air conditioning, especially by building in such a way that cool air comes in. Another option is a fan. Even though it also costs electricity, it is not as much as air conditioners.

Statement 11	Garbage is just garbage: there is no use for it, so it is best just to burn it.
Answer	False
Explanation	Garbage can be used for various things! Plastics, metals and paper can be recycled, whereas organic waste can be turned into fertilizer or energy, using a biogas installation. Burning all of it is just... a waste. The smoke it creates is very unhealthy and bad for the environment.

Statement 12	Insects are bad and that is why you should use a lot of insecticide when cleaning rooms or offices.
Answer	False
Explanation	While mosquitoes or tsetse flies are annoying and may cause diseases, other insects are extremely important for both humans and the environment. Bees for example play an important role in the environment and are used to produce honey and pollinate other plants. Insecticide kills all insects and should therefore be used as little as possible. Some detergents are more eco-friendly, but it is better just to use a mosquito net.

Statement 13	Forests have no other function than hosting wildlife. So clearing forests is a sign of modernity.
Answer	False
Explanation	Forests are the lungs of the world as they play an important role in the production of oxygen that all of us breathe. However, forests are cut down at an alarming rate, particularly in the tropics. They are cut down to make way for agriculture, timber collection or to provide a place for people to live. Tourism can play a role in protecting those forests.

Statement 14	Burning on charcoal or wood is the traditional African way of cooking food and is not harmful.
Answer	False
Explanation	Although most people are used to cooking on charcoal or wood, the smoke is very bad for the environment. Alternatives exist which are more sustainable. If you do want to cook on charcoal, use an efficient cooking stove as these produce less smoke and use less charcoal. They are a good investment in the long run.



Statement 15	Buying food on the local market is not effective as tourists want food that comes from supermarkets.
Answer	False
Explanation	Buying food from the local market is less expensive, helps to benefit the local communities and is better for the environment. That is why it is good to buy most ingredients locally. Of course, some ingredients will always have to be imported from far away, but then they are preferably canned or vacuum sealed so that they can be stored for a long time.

