This module is developed by...

Ukarimu is an initiative that develops open-source training material for the tourism & hospitality industry.

www.ukarimuacademy.org

Adventure Tourism Uganda is a consortium of tourism companies that aims to further professionalise Uganda's adventure tourism sector.

Adventure Tourism Uganda receives support of the Netherlands Enterprise Agency.

www.adventuretourismug.com

www.AdventureTourismUG.com

What is the purpose of this training module?

This training module serves as guidance to train people in Uganda in offering adventure tourism activities.

It exists of two parts:
- An introduction into safety in adventure tourism
- A suggested training outline for training others on the topic

This module can be used as a stand alone training, or as part of a larger training programme that entails other Adventure Tourism training modules.

Module overview

1. Introduction to Adventure Tourism in Uganda
2. Professionalism & Preparations
3. **Safety**
4. Guiding in Adventure Tourism
5. Hiking
6. Cycling Tourism
7. Running Tourism
8. Route Development
9. Cultural Tourism
10. Sustainable Tourism
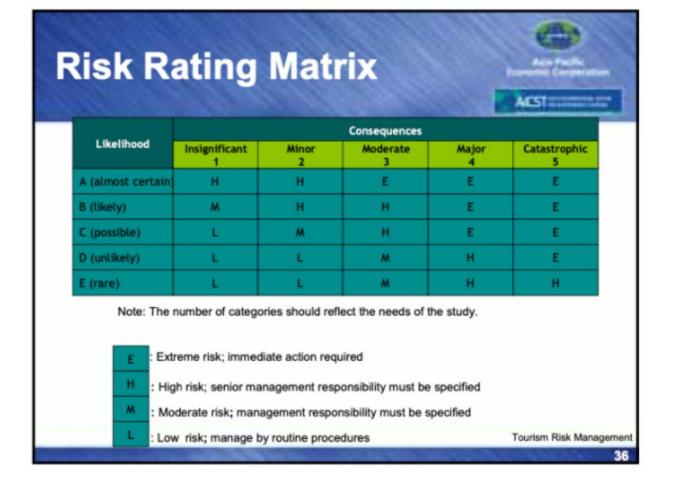
Module 3
Safety

Content

Safety in Adventure Tourism

Ensuring the safety of customers is important in any tourism company. In adventure tourism it requires even more attention, because:

- In most forms of adventure tourism, there is an above average amount of risks involved.
- Many forms of adventure tourism require a certain amount of skills from both tourists and instructors/guides.
- Many adventure tourism activities take place in relatively remote areas.

As such, it is important to know what the risks are, and how to deal with them. A risk assessment can help to do so.

Risk Rating Matrix

Likelihood	Consequences				
	Insignificant 1	Minor 2	Moderate 3	Major 4	Catastrophic 5
A (almost certain)	H	H	E	E	E
B (likely)	M	H	H	E	E
C (possible)	L	M	H	E	E
D (unlikely)	L	L	M	H	E
E (rare)	L	L	M	H	H

Note: The number of categories should reflect the needs of the study.

E	: Extreme risk; immediate action required
H	: High risk; senior management responsibility must be specified
M	: Moderate risk; management responsibility must be specified
L	: Low risk; manage by routine procedures

Tourism Risk Management

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Source: Asia Pacific Economic Cooperation, International Centre for Sustainable Tourism

Risk Management

There are a number of accepted strategies that you can adopt to manage risk:

- **Avoid the risk**: which involves not proceeding with an activity likely to be risky. For instance, if a tour operates in an area prone to flooding or landslides at a particular time of year, the tour could be automatically discontinued at this time, or could be re-routed.
- **Reduce the risk**: if a risk cannot be eliminated completely, steps should be taken to reduce the risk by implementing initiatives such as suitable safety standards, providing suitable equipment, ensuring buildings are constructed to withstand earthquakes, and implementing adequate health and safety procedures.
- **Transfer the risk**: usually to a third party such as an insurance company. At the very minimum, your business should have public liability and professional liability cover. European tour operators generally require their suppliers to have adequate liability insurance in place before they will do business with you.
- **Retain the risk**: this typically refers to accepting that minor risks do happen infrequently in the course of business and being able to manage them in the most appropriate way.

Source: CBI "How to Manage Risks in Tourism?"
https://www.cbi.eu/market-information/tourism/how-manage-risks-tourism"

Emegencies

In adventure tourism in Uganda, various kinds of emergencies can happen. Think of

- **Traffic accidents**
- **Activity related accidents**
- **Weather-related emergencies** (Wildfire, flooding, lightning, etc.)
- **Wildlife related injuries** (snake or insect bites, attacks by large mammals or crocodiles, etc.)
- **Human-caused violence** (violence, robberies, abductions, etc.)
- **Other medical problems** (food poisoning, altitude sickness, diseases, etc.)

It is important to have procedures in place to minimize the risk of them happening and on dealing with these emergencies once they have happened. It is important to practice the response towards these emergencies often.

First aid in adventure tourism

In adventure tourism, having gone through **specialized first aid training** is important because:

- Your activity may come with specific accidents that may not receive enough attention in regular first aid trainings.
- Adventure tourism activities often take place in remote areas. As such, access to medical care in hospitals may be limited.
- "Out in the wilderness" you may not have all medical equipment you would have in other places.

Prevention is better than cure. That is why **maintenance** is so important in adventure tourism.

Materials & Maintenance

Best Practices

- Make sure to purchase the right equipment, for example: a cycling helmet is different from a rafting helmet.
- Set up maintenance SOPs that articulate and track clearly which equipment is checked by whom at which frequency.
- Make sure your staff knows how to use and repair equipments safely.
- Make sure to have spare parts for essential equipment, especially since adventure tourism equipment can be rare to find in Uganda.
- Make sure to store equipment correctly, as mould can damage materials.
- Make sure to include the purchase and repair of equipments as a cost item in your financial bookkeeping.

In a waiver, customers confirm or acknowledge that...

- Their health situation is compatible with the activity.
- They will follow safety guidelines and seek help if anything is unclear.
- There are certain risks involved.
- They cannot hold the company liable for any loss, damage, injury or expense.

However, a waiver is **not** a get-out-of-lawsuits-freecard as, for example, gross negligence can make a waiver undone. It is all based on reasonability and the company has to minimize risks.

Waiver Best Practices

- Confirm the clients are who they say they are.
- Give clients sufficient time to read and sign the liability waivers, and do not pressure them to sign.
- Ensure the client actually consents to the liability waiver.
- Do not represent anything different than the liability waiver.
- Store the liability waiver in a safe place.

Source: MLT Aikins

Waiver: Babangi Beach Adventures

Waiver & Consent Form
BY SIGNING THIS FORM, YOU GIVE YOUR CONSENT AND AGREEMENT TO WAIVE OUR LIABILITY TO YOU
This Waiver and Consent is to be read in conjunction with Babangi Beach Adventures LTD's Terms and Conditions.
Name_____ DOB _____ Sex M or F
Address _____
City_____ State_____ Zip _____ Country _____
Email _____ Phone #_____
Emergency Contact Name:_____ Ph#_____
I ACKNOWLEDGE AND AGREE for myself and as parent/guardian of my children, heirs, representatives, executors, administrators, attorneys, and assigns, that the participation in any activity organized by Babangi Beach Adventures LTD requires that I first READ AND SIGN this waiver, release of liability, indemnification agreement, and covenant not to sue. I AGREE to participate in the activity(ies) in a responsible manner fully realizing the inherent risks associated with the below activity(ies). ACKNOWLEDGE AND AGREE that zipline rides (collectively, the "Activities") are inherently dangerous and fully realize the dangers of participating in such Activities and I FULLY ASSUME all risks associated with such participation including, by way of example, and not limited to, the following: the dangers of collisions, abrupt breaking, the dangers arising from surface hazards, equipment failure, inadequate equipment, the released parties' own negligence, weather conditions, encounters with animals of any kind, and the possibility of serious physical and/or mental trauma or injury associated with the Activities.
For myself, my heirs, representatives executors, administrators, administrators, attorneys, assignees, and successors-in-interest (collectively "Successors") I HEREBY WAIVE, RELEASE, DISCHARGE, HOLD HARMLESS, PROMISE NOT TO SUE AND AGREE TO INDEMNIFY BABANGI BEACH ADVENTURES LTD and their members, directors, officers, managers, agents, employees, attorneys, and independent contractors (collectively, the "Releasees") from any cause of action, claims, damages, (including medical expenses and other costs or fees including attorneys fees) or demands of any nature whatsoever, including, but not limited to, a claim of negligence, which I, my heirs, children, representatives, executors, administrators, attorneys, and assigns may now have, or have in the future against the Releasees, on account of personal injury, property damage, death, or accident of any kind, arising out of or any way related to my (or our) use or participation in the Activity(ies), or travel to and/or from the Activity, whether that participation is supervised or unsupervised, however the injury or damage is caused, including, but not limited to, the negligence of the Releasees.

I AGREE it is my sole responsibility to be familiar with the trails, rules and any special regulations. I understand and agree that situations may arise during the Activity which may be beyond the immediate control of the organizers, and I must continually act so as to neither endanger myself nor others. I accept responsibility of the condition and adequacy of my equipment. I will wear a helmet when required that can protect against serious head injury, and assume all responsibility and liability for the selection of such a helmet. I have no physical or medical condition which to my knowledge, would endanger myself or others if I participate in this Activity, or would interfere with my ability to participate in this Activity. I also acknowledge and agree that I am required to wear appropriate and protective clothing while performing the Activity. I agree not to distribute or post pictures or videos of others without prior consent. I understand that Babangi Beach Adventures is not responsible for any lost or stolen items. I AGREE, for myself and my Successors, that the above representations are CONTRACTUALLY BINDING, and are not mere recitals, and that should I or my Successors assert my claim in contravention of this agreement, the asserting party shall be liable for the expenses (including legal fees) incurred by the Releasees in defending against such claims. This agreement may not be modified orally, and a waiver of any provision shall not be construed as a modification of any other provision herein or as consent to any other provision herein as consent to any subsequent waiver of modification.

I voluntarily choose to zipline and,
I am at least 5 years of age and weigh less than 120 KG Y / N
I understand and accept the rules, regulations, requirements, and dangers of this activity Y / N
I am in good physical condition and have no medical or physical limitations such as allergies, fear of heights, pregnancy, heart conditions, recent surgeries, etc. and am not under the influence of any controlled substances such as alcohol, marijuana, prescription medication, etc. that would endanger me or others Y / N
I agree to follow all instructions provided by Babangi Beach Adventures representatives Y / N

Participant's Printed Name

_____
Date Participant's Signature
(if over the age of eighteen)

Further Reading

Risk Management 4 Tourism has a website full of courses and materials on risk management and safety in tourism.

https://www.riskmanagement4tourism.org/

CBI has various resources for adventure tourism companies, including a guideline on managing risks.

https://www.cbi.eu/market-information/tourism/how-manage-risks-tourism

Module 3
Safety

Training Outline

Important Notice

This suggested training outline serves as an introduction to the topic of safety. Going through this training is NOT enough to earn the required skills and knowledge to independently execute adventure tourism activities safely.

Adventure Tourism Uganda advices all tourism professionals to strictly follow ISO safety standards. It also advices any tourism professional to finish an accredited first aid training.

Preparations

Training participants
This training is accessible to anyone with an interest in adventure tourism. Commitment to the training should be among the recruitment criteria. As this training is written in English, basic literacy and understanding of English are important (although it can also be translated into other languages).

Trainers
The trainers are preferably experts in tourism with some experience with active learning methodologies. Ideally, the trainer is supported by a sidekick who helps in coordinating the training.

Training venue
This training can be hosted at a range of training venues. It is helpful however, to do so near a place where actual adventure tourism activities can take place, as this will allow for these activities to be part of the training. To support active learning, choose a spacious venue where people can move around and work in small groups. Ideally your venue also has some outdoor space to host energizers and/or exercises.

Training materials
- Flipcharts, sticky notes, writing equipment
- Projector (especially when showing videos)
- If possible: safety equipment, first aid boxes, etc.

1-Day Training Outline

**ADVENTURE
TOURISM
UGANDA**

Time	Activity
8:30-9:00	*Arrival of participants & preparation of venue*
9:00-9:45	Introduction game, expectation setting, etc.
9:45-10:45	Game: Preventing & solving problems
10:45-11:00	*Tea break*
11:00-12:45	Exercise: Risk assessment of your activity
12:45-13:45	Exercise: Establishing maintenance SOPs
13:45-14:30	*Lunch*
14:30-15:30	Exercise: Setting up a waiver
15:30-16:45	Emergencies
16:45-17:00	*Closure*

Introduction Game (30 min.)

ADVENTURE TOURISM UGANDA

Steps
1) Let the participants team up in pairs.
2) Give them 2x4 minutes to interview each other.
3) Let them find out each other's names and experience with going on an adventure. Invite all participants to share the answer to this question: "**Where do you feel safest?**"
4) Afterwards let participants introduce each other to the rest of the group by summarizing what their partner has shared.

Learning goals
Participants will be more familiar with each other.

Additional materials
It is best to do this activity in a big open space. Take the group outside if possible.

09:00-09:30

Expectation setting (15 min.)

Steps
1) Place the participants in an open circle, in front of a flipchart. Provide everyone with 3 sticky notes.
2) Let them reflect for 3 minutes on what they aim to learn during the training and what they can teach others.
3) Let them write down their learning goals on the sticky notes and invite them to place the sticky notes on the flipchart. (1 note = 1 learning goal)
4) Go through their answers and explain whether each expectation is realistic and reflect on what they can offer each other.
5) Emphasise that they should also take their own responsibility in ensuring that they actually learn what they have mentioned. Also emphasize that peer-to-peer learning can be very effective.

Learning goals
Participants are clear on what they aim to learn and take ownership of their learning goals.

Participants realise what they can offer to others and are willing to help each other.

Additional materials
- Sticky notes

Tip: when sharing the learning goals, start with one goal of a participant, read it out loud and ask other participants if they have the same or a similar goal. Harvest and cluster similar answers so you create an overview of different learning themes emerging from the group.

09:30-9:45

Game: Preventing, solving and learning from problems (60 min.)

ADVENTURE TOURISM UGANDA

Steps

1) Give each participant a sticky note. Let them write down a problem or challenge they have ever witnessed in their company that could have spoiled the customer's experience. Such as "due to weather conditions we don't know whether customers will reach timely" or "rodents keep making holes in our tents".

2) Divide the participants in 3 teams. The teams are going to compete with each other by coming up with a way how this problem can be solved and how it could be prevented.

3) Someone from team A picks a random card and reads it out loud. Team B and Team C get 3 minutes to discuss with their team what the best way is to solve the problem and what is the best way to prevent it.

4) After 3 minutes they present their answers to team A. This team gets to pick who wins the round.

5) Rotate roles after each round. The team with the most wins gets to win the game.

6) As a facilitator it is your role to capture general lessons and best practices on a flipchart and to ensure the answers are detailed and valid enough, by asking probing questions.

Learning goals

The participants learn to prevent and/or solve actual work-related problems.

Additional materials

- None

09:45-10:45

Exercise: Risk assessment of your activity (105 min.)

Steps

1) Prior to the activity, create 10x2 templates. One template in landscape mode is divided in 3 columns, stating "risk", "mitigation" and "solution". The other one follows the template of the next page.
2) Divide the groups into teams of about 3 people, based on the (type of) company they work for.
3) Give each group both templates.
4) On the first template let them list possible risks affiliated to their tourism activity.
5) Let them then move to the second one by placing the risk in a cell on the table, based on its likelihood and consequences.
6) Finally, let participants come up with mitigation measures (how to prevent them) and solutions (if the problem did happen).

7) After roughly an hour, ask the groups to exchange their flipcharts and to give feedback.
8) Let them give each other written feedback that at least answers the following questions:
   a) Is the list of risks complete?
   b) Is the assessment of the likelihood and consequences done realistically?
   c) Are the mitigating measures and solutions appropriate?

Learning goals

The participants learn to carry out a risk assessment and come up with appropriate measures.

Additional materials

- Flipcharts that follow the indicated format.

11:00-12:45

ACTIVITY EXECUTION PLAN TEMPLATE

	Consequences				
Likelihood	Insignificant	Minor	Moderate	Major	Catastrophic
Almost certain	H	H	E	E	E
Likely	M	H	H	E	E
Possible	L	M	H	E	E
Unlikely	L	L	M	H	E
Rare	L	L	M	H	H

E	Extreme risk: immediate action required
H	High risk: senior management responsibility must be specified
M	Moderate risk: management responsibility must be specified
L	Low risk: manage by routine procedures

Exercise: Establishing maintenance SOPs (60 min.)

Steps

1) The same groups as in the previous exercise will now brainstorm on maintenance standard operating procedures (SOPs).
2) Let them describe in detail what needs to be done. Let them also reflect on how often maintenance need to be done: What needs to be done on a seasonal basis? What needs to be done prior to every activity? Let them think who is responsible and what happens in case something needs to be repaired or replaced.
3) Let them also brainstorm on how they can ensure that all colleagues follow the SOPs.
4) After half an hour, let some groups elaborate on their SOPs and extract general best practices from the conversation.

Learning goals

Participants will understand how maintenance SOPs are established and put into practice.

Additional materials

- None

SOPs: A standard operating procedure is a set of written instructions that describes the step-by-step process that must be taken to properly perform a routine activity. SOPs should be followed the exact same way every time to guarantee that the organization remains consistent and in compliance with industry regulations and business standards.

12:45-13:45

Exercise: Setting up a waiver (60 min.)

Steps

1) Use the waiver for the zipline activity of Babangi Beach Adventures (the fictional company from the preparation exercise).
2) Lead a group discussion on the uses of a waiver. You can use the info at the start of this document for more information.
3) Divide the group into team of four. Let each group develop a waiver for the zipline activity of Babangi Beach Adventures (the fictional company from the preparation exercise).
4) Let them ensure it is contextualized to the activity of the company.
5) After 30 minutes, let each team read out their waiver and you as facilitator gets to be the jury.
6) Give constructive feedback to each team and select a winner.

Learning goals

The participants learn about the purpose of a waiver and how it can be established professionally.

Additional materials

- The waiver for Babangi Beach Adventures, which can be found at the content part of this module.

14:30-15:30

Emergencies (105 min.)

Steps

1) Organize a brainstorm with the participants on emergency situations in adventure tourism. Select 8 diverse emergency situations, such as a tourists who broke his leg on top of a mountain or the disappearance of important equipment due to a flooding overnight.

2) Divide the participants into 8 groups and ask all of them to pick one of the emergencies.

3) Ask them to write two stories: one in which a tourism company deals with the emergency perfectly, and one in which it dealt with the situation terribly. Allow them to use internet to search for tips.

4) Let them read out the stories to each other. During each (positive) story, ask one participant who was not in the group, to make notes on best practices/tips based on the story.

5) Ask this person to read them out loud afterwards. Discuss with the group whether the list of best practices/tips is helpful and whether something is missing.

Learning goals

The participants learn about how they should act in case of emergencies.

Additional materials

- Useful websites that the participants can use, such as https://www.riskmanagement4tourism.org/

15:30-16:45

Closure (15 min.)

Steps
1) Hand out two papers in different colours to everyone.
2) Invite the participants to write on one colour what they learned during the day.
3) Let them write on the other what could be improved about the training.
4) Stand in a circle and invite everyone to crumble their papers and throw it in the middle.
5) Invite everyone to pick two new papers from the ground and to read them out loud.

Learning goals
The participants learn to reflect on the training and their own learning process.

Additional materials
- None

16:45-17:00