



Sustainability Training for **Tour Operators in Uganda**

Facilitator's guide



CBI
Ministry of Foreign Affairs



UKARIMU



EyeOpenerWorks

Session: Housekeeping (rules)

Steps:

- Split participants into 4 - 5 groups and discuss the house rules to guide the training. Each group should come up with at least five most important rules. Participants can include topics ranging from timekeeping to respecting each other's opinions, from telephone use to active participation.
- Afterward, discuss the rules, and feel free to make suggestions if you feel some topics are not covered.
- Then ask all the participants to put their signatures on the piece of paper, to show their commitment. Also, make sure to add your signature and hang the list on the wall. (Please note that this is optional as long as all participants are agreed the rules.)
- **Remember to:**
 - Provide Wi-Fi login
 - State times for coffee breaks and lunch
 - Encourage participants to ask questions and participate



Course Modules

- **Module 1** Sustainability Basics Refresher
- **Module 2** Meeting Sustainability Champions
- **Module 3** Operating Environment Mapping and Sustainability Baseline Review
- **Module 4** Sustainable Tourism Policy
- **Module 5** - Action Planning
- **Module 6** Sustainable Tourism Certification

Before you start, you need:

- Flipcharts, sticky notes, and writing equipment
- Projector and slides
- Various documents that go alongside this module
- Certificates of participation (which the trainer will create)
- Review videos: to prevent internet issues, make sure you have the review videos ready; it's better to have them downloaded.
- A prize for the winners, such as a bag of sweets



Purpose of this training

- Revisit the basic principles of sustainable tourism and review the current challenges facing Uganda and your business
- Understand the business case for sustainable tourism and your role & responsibilities in the tourism supply chain
- Review your impact areas and formalize your sustainable tourism operations
- Understand the need and process of certification
- Make sustainability commitments



What participants will learn

- **Knowledge**
 - ☑ Revisit the basic concepts and principles of sustainability
 - ☑ Understanding why practicing sustainability is important for your business and tourism in general
- **Skills**
 - ☑ Analyse your impact areas and identify steps for improvement

Session: Introduction Game (20 min.)

LET'S GET TO KNOW EACH OTHER...

- Pass around a ball for participants to introduce themselves. When the ball gets thrown to a participant, they should say their name and the company they work for.
- Then tell the group about the most unforgettable travel experience they've had!
- State their expectations for this training. What are they hoping to learn?

NB:

If participants are few, use 10 minutes for the exercise.

Module 1

Sustainability Basics Refresher

- Introduce the concept of sustainability by asking:
 - **How do you define Sustainability?**
- Record a few sensible answers on a flip chart after accepting them.
- After that, present the sustainability pillars to the participants.
- Participants should brainstorm the positive and negative impacts of tourism in Uganda in pairs. Red sticky notes should be used for the negative impacts and green sticky notes for the positive ones. They should finish this task in 5 minutes.
- Next, show the slides comparing the positive and negative impacts. Following that, participants will have a group discussion. Participants will talk about how businesses may avoid the negative impacts and promote the positive ones in groups of 5 – 6. Allow them to finish the group task in 20 minutes.
- After, play a video explaining the importance of sustainability for the following exercise. 3 main takeaways from the video should be written down by each participant.
- Then show the slides that explain the importance of sustainability. Next, present the steps that companies can take to become sustainable by posing the following questions:
 - What is Sustainable Tourism? Why is it my responsibility?
 - Why does it matter for my business?

Reference CBI Sustainability training - Tour operators, pages: 11 to 29

Module 2

Meeting Sustainability Champions

- The first step is to introduce the topic of “Who are your Sustainability Champions?”
- Discuss the significance of sustainability champions in a group setting. Assign participants to groups of five to six people. Request that they consider the following:
 - Why are they important?
 - What do we mean by a sustainability champion? And why are they important?

- Can you name any?
- Explain why they are your sustainability champion(s).
- After presenting the slides, provide a definition of sustainability champions, their characteristics, and their strategies for success. Encourage people to add any that they may be aware of that aren't on the list.



Energizer: The Broken Telephone Game (3 minutes)

Ask people to play the "broken telephone game¹." The next person will hear you whisper a word or sentence you choose as the facilitator. Pick phrases associated to sustainability tourism.

The person who heard must then whisper it to the next person, and so on until the final person is ready to share what they heard.



Procedure for the game:

- Ask participants to line up or circle. To avoid hearing the words being murmured, they should be sufficiently apart.
- The first step is for one person to whisper the word to the next person. Once the participant has heard the word, they whisper it to the next person, and so on, continuing around the circle.
- The last person in the queue or circle relays what they have heard to the others. The game should end with everyone agreeing on what was said.

Reference CBI Sustainability training - Tour operators, pages: 30 to 40

Module 3

Operating Environment Mapping and Sustainability Baseline Review

¹ [The Scout Association, Gilwell Park, Chingford, London, E4 7QW](#)

- Participants in this session will make a map of Uganda’s main tourism spots—highlighting the positive and negative impacts. Then they will describe the procedures for the Sustainability Baseline for operating in these Environments. Next, they will discuss methods to reduce negative impacts and increase positive impacts. For example, Gorilla trekking tourism will be covered as a case study. Participants should form groups of five to six people to finish this task.
- Next, participants will concentrate on tasks related to a retail establishment’s office, including trash management, paper management, energy conservation, and providing suitable working conditions for employees. Safari Eco-Friendly will be a case study. They will examine how an eco-friendly lodge operates.



Wrapping up (30 min.)

- To conclude the lesson, give three different coloured sticky notes to each participant. Allow them to write what they enjoyed about the sessions on a single, coloured sticky note.
- Then, give them another sticky note on which they can write one new item they’ve learnt. They should also include a suggestion for how the training could be made better.
- After instructing them to arrange the sticky notes on a flipchart by colour, invite everyone to come over and read the notes.
- Finally, pick three to five sticky notes that highlight the participants’ writing and elaborate on it.



Recapping (10 min.)

Let’s recap what we studied from the previous day:

- What is Sustainable Tourism & why is it important?
- Get to know Sustainable Tourism Champions from Uganda!
- Conduct a baseline review!

Reference CBI Sustainability training - Tour operators, pages: 41 to 76

Module 4

Sustainable Tourism Policy

- In this session, participants will learn about the Sustainable Tourism Policy and its definition. Engage participants in a group activity after introducing the session and sharing a few slides



Group Activity (15 minutes)

- Form 5 groups & formulate 5 policies for your assigned key business action area:
 - Group 1: Internal management (Office and staff)
 - Group 2: Product development and management (Tours)
 - Group 3: Supply chain management (Tourism products you include in tours)
 - Group 4: Customer relations (Guests)
 - Group 5: Cooperation with destinations (Community)



Energizer: “Me” and “If” game

Use this energizer with the entire group of participants. The facilitator will be at the centre of the circle that you all form. Anyone can begin counting from 1 to 2 to 3 to 4 to 5 to 6 to 7 to 8 and so forth.

However, the participant should say “**me**” whenever there is a 3, such as 3, 13, 23, etc., and “**if**” whenever there is a 7, such as 7, 17, 27, etc. For the exercise to be entertaining, participants should count quickly.

Participants are eliminated from the game if they pause, repeat a number, mention 3 or 7 instead of “**me**” or “**if**” or skip count. They should thus leave the circle and help the facilitator find and eliminate any other participants who disregarded the instructions.

Although this activity is ideally completed outside, participants can still complete it in the training room if the venue space does not permit it.

Start by showing the rest of the participants how to play the game in a smaller group before involving everyone.

Reference CBI Sustainability training - Tour operators, pages: 77 to 92

Module 5

Action Planning

- Introduce this session by asking participants:
 - What actions should you take to become sustainable?
 - Why is developing an action plan important?
 - Who'll be involved/committed?
 - What tools & systems will you set up
- Share slides and then show a video: Here is how G Adventures is committed to giving travellers an incredible experience while leaving a positive impact in the places they visit. www.gadventures.com
- Next, conduct an interactive group activity for 10 minutes.
- Ask participants to come up with ideas and solutions that can be implemented in the short and long term, in order to become more sustainable across their company (in their office, on the job, and/or with their service provider partners).

Reference CBI Sustainability training - Tour operators, pages: 93 to 115

Module 6

Sustainable Tourism Certification

- In this session, participants will be introduced to Sustainable Tourism Certification and various schemes available. Introduce the topic by asking the following questions:
 - What is the Global Sustainable Tourism Council (GSTC)?
 - What makes a good certification program?
 - Which certification schemes are available for tour operators, which ones for hotels and guesthouses?
- Accept a few reasonable responses and then ask:
 - Which certification schemes could I work with as a Ugandan business?
 - What can certification do for my tourism business?
- Accept a few reasonable responses and then take participants through a Step-by-step explanation of the process of becoming certified.
- After, participants will complete a group activity on certification options. Have them groups of 5 – 6 individuals for the activity and then share responses.

Reference CBI Sustainability training - Tour operators, pages: 116 to 131

Closure & graduation (30 min.)

Participants will discuss their learnings and whether their expectations were fulfilled during this session. They should also consider how they will apply what they have learnt and what they will do following the course.

Use the following guiding ideas to help the participants consider what they will do with their learning:

- Will they teach others?
- Will they come up with new ideas for sustainable tourism?
- Will they change or improve their company's approach to sustainable tourism.

Additionally, the participants should develop a strategy with specific objectives for how they will keep refining the abilities they have gained in this session.

After, all participants will provide concluding remarks in which they discuss their learnings and plans.

Lastly, give out certificates to attendees to wrap up the sessions and adjourn the session.

Say: Now that we have concluded our training it's time for everyone to have fun and enjoy themselves.

Thank you so much for coming!



Contributors:

Development of this curriculum is initiated by CBI, the Centre for the Promotion of Imports from Developing Countries (CBI), part of the Netherlands Enterprise Agency (RVO).

- www.ecosia.org
- A search engine that does more than plant trees
- <https://youtu.be/yRDA1ynrHTU?si=JRvCXo0D7coBo40t>

<p>Katharina Bertram</p> <ul style="list-style-type: none"> • Active Stakeholder in the tourism industry of Uganda for over 10 years • Experience as Tour Operator & Hotel Owner • Sustainability Consultant • Sustainability expert & trainer for EyeOpener Works 	<p>Charlotte Beauvoisin</p> <ul style="list-style-type: none"> • Co-developer of Digital Marketing curriculum with CBI & EyeOpenerWorks / Ukarimu Academy. • Creator of Diary of a Muzungu and the East Africa Travel Podcast. • “Podcaster and blogger in residence” at Sunbird Hill, Kibale Forest, home to the NGO In the Shadow of Chimpanzees (conservation education, ‘citizen science’ & immersive nature experiences). 	<p>Marilyn Jabo</p> <ul style="list-style-type: none"> • Fair Trade Tourism Auditor • Sustainability Consultant with support to SMEs • Experience in SME Mapping and Investment in Hospitality and Tourism Industry • Your friendly neighbour
<p>Joshua Ampumuza</p> <ul style="list-style-type: none"> • Sustainability Coach with CBI • Fairtrade Tourism Auditor • Travelife Coach • Project officer on Covid-19 Economic Recovery Resilience Response Program with UTA • Assistant Project Officer on Hotel Apprenticeship Program with UHOA • Co-Ordinator Tourism Research Development Centre TRDC 	<p>Fanny Martinez</p> <ul style="list-style-type: none"> • CBI sustainability tourism facilitator • Independent digital marketing and business administration trainer • CEO of Back to the Source Tours with a focus on niche marketing campaigns • Hotel mystery guest and consultant • Tourism leader with the Ugandan American Diaspora Community 	<p>Freda Yoachael</p> <ul style="list-style-type: none"> • Sustainability and financial management consultant with CBI • Supports SMEs in their growth journey in various areas with focus on business development services • Director at Frontier Advisory Partners Limited

