

Handbook for RTTZ

Welcome to Responsible Tourism Tanzania!

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INTRODUCTION TO CERTIFICATION

Congratulations on making a start – you have opened this handbook so you are ready to look at how certification can change your business.

By certifying your business with Responsible Tourism Tanzania, you will be able to prove your commitment to environmentally, culturally, and socio-economically responsible tourism to clientele on an international level. With this certification, your products and services will meet the highest of industry standards, thereby bringing peace of mind to businesses, employees, and customers alike.

In terms of basic principles of the market, it all boils down to supply and demand. Once more responsible tourist services become a viable option for consumers, word will spread, and the demand for this kind of conscientious tourism will grow exponentially.

Customers want to make informed choices. With RTTZ SEED accreditation, you can guarantee them a business plan that is one they can trust and feel good about supporting.

Accreditation with RTTZ also means that your organisation adheres to the standards of the Global Sustainable Tourism Council, See their websites for more information on the advantages to you and the messages that this association sends to your guests, community and competitors.

Becoming RTTZ certified will benefit your business by:

- Improving the environment performance of your products and services
- Handling energy and natural resources more sustainably and efficiently, thus leading to reduction in costs
- Investing in your future
- Reducing environmental risks within your business and environment
- Giving you a market edge
- Strengthening the confidence of your company
- Creating a good reputation within the public, authoritative, and financial sphere
- Becoming a role-model, inspiring others to make responsible changes within their businesses

You can view the step-by-step guide in the next chapter to see just how the certification process works.

Below is a simple step-by-step guide to the process to become RTTZ certified.

If you need help at any stage, you can contact us by [SKYPE](#) or [EMAIL](#).



STEP 01

APPLICATION STEP: fill out the applicants details form from the website including your accommodation facility name and contacts. Download and read the RTTZ terms and conditions and ensure that you agree to accept them (NB: you will be required to sign this and send it to us in step 2 when you upload all the documents.)



STEP 02

DOCUMENT REVIEW: use the document checklist on the website to find out what you will need to have to submit in writing to RTTZ for a document review.

Start to collate all the documentation that you already have and identify the documents that are missing. You will find plenty of help on the RTTZ website to assist you with policy writing, data collection and recording of training etc. Please feel free to contact RTTZ for guidance.

Once you have all your documentation in place, send it in soft copy to RTTZ. RTTZ will complete the document review within three weeks and send back feedback to you if there is anything still missing or if there are changes that need to be made.

Once RTTZ have fully accepted all your documents, you can move onto the next step.



STEP 03

BOOK AN ONSITE, 3RD PARTY AUDIT: in addition to the document review RTTZ will need to verify that you have complied with the criteria for the seed level that cannot be checked in a document review. Depending on the size of the property this should take from a few hours to a full day to complete.

You can go to the RTTZ website and book your audit using the form provided. To ensure cost effectiveness RTTZ will try and schedule audits so that several can take place in the same area around the same time. These will happen approximately every 6 months. If you would like to book an individual audit, which will be slightly more expensive, please indicate this on the checklist together with you specified dates, and RTTZ will consider your request.

You will be expected to provide transport and accommodation, if required, for the auditor.

Once RTTZ reply to confirm the dates of the audit, you will need to pay the audit fee in accordance with the invoice and instructions provided by RTTZ.



PREPARE AND COORDINATE YOUR AUDIT: once you have booked your audit make sure that you are ready for the auditor. Carry out your own audit onsite to see if you think that you can comply with the criteria. Make any changes if necessary before the audit.

Plan the audit with the RTTZ coordinator and the auditor making sure that the transport and accommodation are organized.

Inform employees on site the date of the audit, and explain to them the process.

The auditor will carry out the audit, and then submit their report to the RTTZ coordinator who will then send you an audit report, giving recommendations and identifying any changes that need to be made.



IMPLEMENT RECOMMENDATIONS: once you have received the audit report from RTTZ you will need to consider the recommendations that they have made, and carry out the necessary changes. Once the changes have been made, the evidence will need to be relayed to RTTZ e.g. a photo, a signed document, etc.



REVIEW BY CERTIFICATION COMMITTEE: once the document review and the audit processes are completed, the application together with all the reports are submitted to the certification committee for review by the RTTZ coordinator.

The committee will meet every three months to consider all the completed applications at each level. If the committee decides that there are still changes that need to be made in order for the organization to be fully compliant then the process will return back to Step 5.

If the committee decides that the organization has complied with all the RTTZ criteria, certification will be awarded.

STEP BY STEP REQUIREMENTS TO ACHIEVE RTTZ SEED LEVEL

Use the simple tool below to enable you to go step by step through the requirements for the Seed level of RTTZ.

Each section is represented on a new 'arrow' and explains what you have to do in order to be compliant with all the seed requirements in the checklist.

If you have completed all the steps on all the arrows you are ready for certification.

A.1.1. Implementation of a sustainability management

Write a sustainability management plan/policy

See samples here:
www.rttz.org

Have the sustainability policy agreed by and signed by senior management.

Translate your policy into Kiswahili

Post the policy on employees notice boards, explain the policy to employees in training sessions.

Choose one person in your organisation to be in charge of managing sustainability in line with the policy you have written., write this into their job description and make sure that all employees are aware of their position

A.2.1. Legal Compliance

Laws and regulations relevant to tourism in Tanzania include:

Laws and regulations relevant to tourism in Zanzibar include:

Sign this declaration once you are are sure that you are in line with all all laws relevant to your organisation.
www.rttz.org

Sign up to RTTZ and another appropriate tourism organisation.
www.hat.org

A.3.1. Risk Assessment



Identify the major risks that your organisation faces.

List the risks in a document.

A health and safety policy is written
specifically for your organisation
see samples www.rttz.org

A.4.1. Employment

Write a human resources policy for your organisation. See samples www.rttz.org

Choose one person to be responsible for all human resource issues, include this in their job description and make sure all employees know who they are.

Write contracts for your employees, ensure they are written in Kiswahili to ensure that they can be understood, have them signed and open a file for each employee which will contain all their documents.

Ensure that your working schedules, overtime, leave and other conditions of employment comply with national and International labour laws.

Ensure that you are paying wages in line with what is required by law by putting a proper payroll in place including all statutory payments in line with National legislation. Ensure a designated person in charge of the payroll.

A.4.2. Training

Translate all contracts and major policies into Kiswahili and communicate them to all employees.

Think about what kind of training you need to carry out for your organisation e.g. first aid training, hygiene in the kitchen, company policies, environmental issues.

Make a list of all the training required. See training needs assessment sample www.rttz.org.

Make a calendar and plan when you can carry out your trainings throughout the year. See sample www.rttz.org

A.5.1. Accurate marketing and complete promotional material.

Ensure that your marketing material is realistic, and there is no misleading information or green washing.

A.5.2. Guest feedback

Put a guest feedback system in place by talking to guests, asking them to fill in feedback forms, send back information on their stay by email, add comments onto Trip Advisor etc.

A.5.3. Nurturing understanding about sustainable management.

Information is available for guests on the surrounding environment and culture for example: guest literature, books, leaflets, notice boards, films, conversation and knowledgeable guides

A room directory/guest literature is provided which clearly explains how guests should behave in terms of surrounding environment and culture see sample www.rttz.org.

A.6.1. Procurement

Write a simple but effective procurement policy for your organisation see samples
www.rttz.org

Identify local suppliers of the goods and services that you need instead of imported ones e.g. buy honey as close to your property as possible rather than importing it from Australia.

A.7.1. Sustainable construction: Legal requirements

Only applicable if your organisation is carrying out or planning any construction or renovation.

Make sure that you talk to your local community/authorities and make them aware about what you are planning to build. Written minutes of any meetings should be available.

Ensure that for any new building work, all the legal requirements, including village by-laws, if appropriate, have been identified.

Any construction that you carry out must not make any major changes to the area and its natural surroundings e.g. changing the course of a river, digging out half a hill for murram etc.

A.7.2 Environmental planning and impact assessment.

Only applicable if your organisation is carrying out or planning any construction or renovation.

Make sure that you have found out whether or not you have to carry out an Environmental Impact Assessment in line with the NEMC requirements for any construction you are about to carry out. See relevant laws www.nemc.org

Ensure that you carry out an EIA if required. The EIA is made available.

A.7.3. Construction location, methods and materials.

Only applicable if your organisation is carrying out or planning any construction or renovation.

A plan must be written on how the construction will take place from the start to the finish with minimal effect on the environment. It must include a section on how the site will be cleaned up and left to recover at the end of building. See samples www.rttz.org.

All buildings should be well thought out and designed to fit in with the natural environment i.e. nestled into the side of a hill rather than sticking out above the top of a hill.

Access for people with special needs is designed and constructed for all new builds .

B.1.1. Local employment

Identify who your local community is, in writing.

Ensure that you have included your local community as part of the hiring and promotion policies in your HR document. See sample www.rttz.org.

B.1.2. Equal opportunity

Ensure that there is a policy on equal opportunity for women and minorities in your HR document.

Calculate the sex ration of your employees:
 $\text{no. females/no. males.}$

Ensure it is written into your HR document that no-one under the age of 18 is employed, and that this is strictly followed.



B.1.3. Supporting local Business

All local entrepreneurs i.e. shop keepers, business men, artists etc. are identified in writing by the organisation

Anything that is bought locally has to be paid for up-front unless otherwise agreed by the supplier
- i.e. no credit facilities extended when dealing with local suppliers of goods or services.

B.1.4. Contributing towards Local Development

This is the philanthropy part. You need to be doing at least one project with your local community. Collect contributions from guests towards building a school. Add a page to your website so people can bring books.

Sink a bore hold in the village and pay for a pump.

Keep the roads well maintained.

Arrange for children with disabilities to be sent to a hospital for corrective treatment.

Make sure whatever you do is in partnership with the local community leaders - get their ideas on what they would like in order to help the development of their village or town.

B.1.5. Minimize harmful (economic and social) effects of tourism.

Ensure that a policy on exploitation and harassment of any kind is included in your HR document. See samples www.rttz.org

Communicate the policy in guest literature, on notice boards, and through training for employees.

Provide proof that you are actively supporting an initiative that protects women and/or provides education for children e.g. providing clothes to a safe house, books to schools, meals etc.

Take a look at how your operation affects the basic services (food, water, energy, healthcare, sanitation) of the local community you have identified e.g. your waste water does not pollute drinking water, water availability is not exhausted by the organisation.
Document all identified effects.

Take a look at how your tourism activities affect the local community you have identified e.g. access to fishing is not cut off, traditional rights of way/grazing are not restricted.
Document all identified effects.

C.1.1 Conservation of resources: water

Identify your water sources.

Write an environmental management system that includes water management.

Choose one person to be responsible for water management, include this in their job description and make sure all employees know who they are.

Document the number of litres you use on a monthly basis from identified water sources i.e. from water bills, number of litres in a bowser etc.

Ensure that all employees and guests know to report leaks and that these are repaired immediately. A reporting system is in place.

Ensure that at least 50% of your water taps and installations are water saving e.g. with flow restrictors, aerators, push taps etc.

Ensure at least 50% of your taps are either hot and cold mixer taps, or temperature controlled.

Ensure that at least 50% of your toilets are low flush, dual flush, or water saving toilets, and that instruction for their effective use are available.

Your guest towel and linen reuse program is written and communicated to guests and employees i.e. signs in bathrooms, guest literature.

Clear instructions are developed and available for the sustainable maintenance of pools. See example www.rttz.org

Clear instructions are developed, available and implemented for the sustainable irrigation of gardens e.g. watering in the early morning and late evenings, below soil levels, installation of timing devices etc.

C.1.2. Conservation of resources: energy

Identify your energy sources. Include energy management in your overall environmental management system. See samples www.rttz.org

Choose one person to be responsible for energy management, include this in their job description and make sure all employees know who they are.

Overall energy consumption is recorded on a monthly basis e.g. electricity, solar, gas, charcoal etc. See sample of table in www.rttz.org

Ensure that all employees and guests know to report faults and that these are repaired immediately. A reporting system is in place.

A professional electrician is called in or, on site to carry out regular electrical maintenance, and reports of his work can be provided.

Only sustainable charcoal is used by the organisation.

C.2.1. Pollution: GHG emissions.

Identify what your emissions are from fossil fuels e.g. petrol, diesel etc. and start to measure them. Document all data collected.

C.2.2. Pollution: harmful substances.

Identify all harmful substances used in your organisation. Include the management of harmful substances in your overall environmental management system. See www.rttz.com

Ensure that none of the substances identified are on any of the International 'bad' chemical lists. See www.rttz.com

Ensure that all persons handling harmful substances are trained in the correct protective equipment to use and how to use the substances safely. Document all trainings.

Ensure that all persons handling harmful substances are provided with the correct personal protective equipment.

C.2.3. Other environmental pollutants.

Identify all other environmental pollutants e.g. noise, light, erosion etc. used in your organisation. Include the management of environmental pollutants in your overall environmental management system. See www.rttz.com

Choose one person to be responsible for energy management, include this in their job description and make sure all employees know who they are.

Designate smoking areas in your organisation, away from public places and signpost them.

C.2.4. Solid waste

Include the management of solid waste in your overall environmental management system.

Choose one person to be responsible for solid waste management, include this in their job description and make sure all employees know who they are.

Seperate your solid waste into different categories and store them in an appropriate way until they can be collected or disposed of properly. See www.rttz.org for more ideas.

C.2.5. Waste water

Identify all your sources of waste water.

Ensure that you dispose of all your effluent in a responsible manner i.e. not into or close to rivers or streams, or in any way polluting the environment.

Make sure that your septic tanks are built properly and are not within 50m of any kind of surface water i.e. river, stream, pond, swamp etc.

C.3.1. Sustainable harvesting and consumption of biodiversity

Only build with sustainable or certified materials i.e. find out where your hard woods/coral rocks are coming from.

Provide information for your guests through literature and communication on environmental protection and ensure that they are aware about the purchasing illegal wildlife products, and those that are threatened e.g sea shells, hard woods, leopard skins etc.

C.3.2. Interacting with wildlife ensuring minimal disturbance

Ensure that your guests and employees are interacting with wildlife in the least disturbing way, making them aware about how to behave appropriately through literature and communication.

Ensure that any living specimens of wildlife are not kept by the organisation unless authorised and housed and cared for humanely.

C.3.3. Supporting conservation projects.

The organisation's corporate social responsibility (CSR) policy includes supporting and contributing towards biodiversity or ecosystem research and conservation initiatives.

C.3.4. Landscaping

Make sure that when you are landscaping you plant native species and avoid easily propagated and invasive exotics, particularly in natural environments.

C.3.5. Environmental education

Ensure that you have included the subject of Environmental awareness into your training calendar. Start to develop some environmental awareness information and training modules

D.1.1. Protection and preservation of important historical sites and cultural elements

Write a policy on the protection and preservation of local historical sites and cultural activities ensuring that the rights, values, and customs of local cultures and religions are supported and respected. See www.rttz.org for an example.

Write a policy on the preservation of important historical sites and cultural elements in your local area.

Ensure that information guiding guests not to purchase or remove historical or archeological artefacts from their site of origin is available in literature in all guest rooms.

D.2.1. Respect for culture

Develop and document a code of conduct together with the local community on the importance of appropriate behaviour of guests for experiencing local cultures and religions, making sure it fits your local area and its culture. See examples at www.rttz.org.

Ensure that all employees are familiar with the code of conduct and can guide and assist guests appropriately.

Make the code of conduct available for all your guests, in their rooms and public areas.

POLICY WRITING

WHAT IS A POLICY?

Policies are the rules and methods used by an organization to carry out its business. They guide how decisions are made and the work is done.

Policies and procedures exist even where they are not written down, guiding decisions and employees. The problem with unwritten policies and procedures is that they are not subject to accountability checks and reviews and consequently, without clearly written rules, an organization can become inconsistent and inefficient.

WHAT PURPOSE DO THEY SERVE?

Well written policies and procedures which integrate the guidelines and principles of an organization can help to increase good governance, accountability and transparency as well as to ensure quality.

HOW DO YOU WRITE THEM?

When writing policies:

- keep the language simple and understandable, so that it can be easily understood by everyone,
- Keep it general; remember that it cannot possibly cover everything, but it should be clear enough to be applied to unanticipated circumstances,
- Keep it helpful; it should explain why it exists, to whom it applies, when and under what circumstances it applies, and its major conditions or restrictions
- Keep them updated by reviews and appropriate changes using a tool such as a table in a foot note:

Document name	Issue date	Revision No.	Revision Date	Prepared by	Approved by	Approval date
Health and Safety Policy	New	New	16.01.2013	Operations Manager	Managing Director	16.01.2013
Revision description (what is amended, chapter/page, clause)						
Health and Safety Policy, pg 2, paragraph 3.						

Policies and procedures are usually incorporated into a manual which is then made available to all employees.

EXAMPLE POLICIES AND PROCEDURES

Below are a number of different example policies and procedures that you may want to look at or use to develop your own. They have been chosen in line with the policies that are required for certification with RTTZ and aimed at enabling a responsible and yet successful organization.

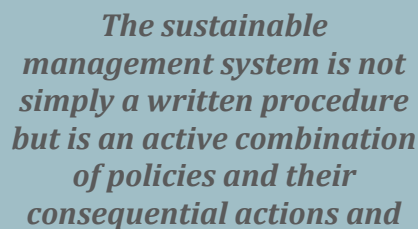
SUSTAINABILITY MANAGEMENT SYSTEM

A system is made up of a number of parts, a bit like the organs making up our bodies, and they act together to make a properly functioning whole, and whatever occurs in each separate part affects the entire system.

The sustainability management system is the 'body' of your organization and made up of different parts or components under the main economic, environmental and social headings.

The RTTZ criteria focus mainly on the environmental and social sides to sustainability and so the main components of the sustainability management system can be divided into the following to keep things simple:

- Planning: an overall sustainability policy/all environmental and social policies
- Training
- Continual improvements



The sustainable management system is not simply a written procedure but is an active combination of policies and their consequential actions and

GET STARTED

PLANNING

The first step you have to take is to define your commitment to operating your camp/hotel in a sustainable way, and this is easiest done by creating a vision and mission.

The **vision** outlines what the company wants to be, and is usually long term.

Answer these questions to help you write a vision statement:

What will your hotel/lodge look like in a few years time?

What market do you want to do focus on?

What will your guests think about the company in the years to come?

The **mission** defines the basic purpose of an organization, and what is clearly important to it.

Answer these questions to help you write a mission statement:

Who are we?

What are we selling?

Once you have your vision and mission statements you can develop your company policies; starting with your sustainability management policy.

This is the first stage towards becoming more responsible, and is ideally a written statement of your intention to improve your environmental, social and economic sustainability, which should be signed by the highest level of management to ensure commitment.

Ideally a sustainability management policy will include a statement of your company's commitment (usually your vision and mission statements), outline goals and how you will achieve them and will specify responsibility.

The sustainability management plan should incorporate all other company policy: social, environmental and economic where they exist e.g. the purchasing policy, health and safety policy etc.

The policy should be shared with your staff, customers and any other stakeholders through training sessions, posters and other appropriate methods.

EXAMPLES OF SUSTAINABILITY POLICIES

Example 1.

(Name of Company) SUSTAINABILITY POLICY

Environmental, social and economic sustainability is of the utmost importance to (name of company), and their business of community based tourism, in the (area of work), and so this policy is their commitment to strive to improve their impact on the environment, their employees, guests and stakeholders.

(Name of Company) works in the (briefly describe the type of work you are involved in and the area in which you work)

(Name of Company) aims to carry out all its environmental, social and economic actions in line with the International Global Sustainable Tourism Standards and those of Responsible Tourism Tanzania, and to comply with all National relevant legislation and regulations, and all company policy

The (Position e.g. General Manager) has been appointed as the Sustainability Coordinator, who has responsibility for ensuring ongoing environmental performance, identification of environmental risks, recording and monitoring of impacts and implementing environmental, social and economic sustainability measures.

Special consideration will be given to employing and empowering the local staff and wherever efficient and environmentally sustainable, products and services will be sourced locally.

Our staff will be properly trained and encouraged to participate fully in our commitment towards sustainability, and to communicate it to our guests, agents and suppliers.

We invite you to pass on our statement of commitment to anyone who you feel might be affected by us (either positively or negatively), and we encourage feedback and suggestions as to how to achieve best practice environmental and social security.

The policy will be reviewed annually.

Signed (Name of Chairman/CEO)

Date

Example 2.

(Name of Company) are committed to trying to reduce the impact that their everyday business has environmentally, socially and economically and in trying to better ourselves in terms of sustainability both as a company and as the individuals who work within the company. We will endeavor to:

Promote equality of opportunity. Selection and reward are based on merit without regard to race, color, religion, sex, citizenship status, national origin or disability. We will comply with all applicable laws relating to employment practices.

Recognise responsibility for the protection of human health, the environment and natural resources.

Operate its facilities and conduct its operations in compliance with all applicable environmental laws, regulations and permits.

Measure our consumption of resources to enable us to manage them.

Reuse and recycle as much waste material as possible

Avoid the use of paper wherever possible e.g. using email where possible, printing on both sides of the paper, and reusing paper and envelopes, purchase recycled paper.

Reduce our energy consumption e.g. use only low energy light bulbs, switch off lights when not using rooms and switch off computers when not in use.

Reduce our water consumption through the use of dual flush toilets, restricted flow taps, and through properly managed irrigation systems for the gardens.

Reduce our green house gas emissions through raising the awareness of our staff and guests and practicing good management techniques.

Purchase products with a lower environmental impact e.g. less packaging, environmentally safe soaps and detergents.

Use low impact transport for travel to and from work and travel for business e.g. bicycles, public transport, car pooling.

Only use sustainable materials in any new buildings, as well as making sure that there are no negative effects to the environment.

Create cultural and historical respect in all our employees and guests.

(Name of person responsible for sustainability) will be responsible for ensuring that this policy and all other company policy is up kept through the continual monitoring and development of sustainable mechanisms within the organization.

This policy is a public document, and will be reviewed annually.

Signed (*name of Chairman/CEO*)

Date

TRAINING

To ensure positive change there must be an effective training system in place, using in-house trainers or outside experts.

Training Needs Assessment

Without doubt, at some time, your organization will carry out training for employees. To make sure that you cover the gaps or areas of need, it is useful to carry out a simple training needs assessment. This will ensure that you gather the information needed to determine what training needs to take place to help individuals and the organization accomplish their goals and objectives. This assessment should cover employee and organizational knowledge, skills, and abilities.

Once the training needs are identified, then you need to develop some objectives that will be accomplished by the training. You will be able to use these objectives to enable you to measure your success.

Two examples will be given here: one a very simple needs assessment carried out together with a group of employees, and the second a questionnaire that would be handed out, collected and analysed.

Example 1

This needs assessment will take a couple of hours together with a facilitator and/or manager and a group of employees. All employees will be asked to write down their top ten priorities for training. These must be specific and not vague and broad i.e. communication: how to use email, supervisory skills, customer service skills, pastry making skills etc. Each employee will be asked to read out his/hers and the facilitator will make a list, excluding any duplicates. Employees will then be asked to rate the list marking them with numbers i.e. if there was a list of 10 then number 10 would be ranked most important and number 1 least important. The facilitator will then add up the results and use the highest priority results as an indicator of the training needs of the organization/section. The individual employee lists should also be analysed and any specific needs requested but not prioritized should be noted.

Training programmes are written according to the needs assessment and should include objectives, goals, plans, actions and properly documented records.

Some examples of training required by RTTZ are:

- Health and safety regulations
- Conditions of employment
- Sustainability awareness
- Energy management etc.

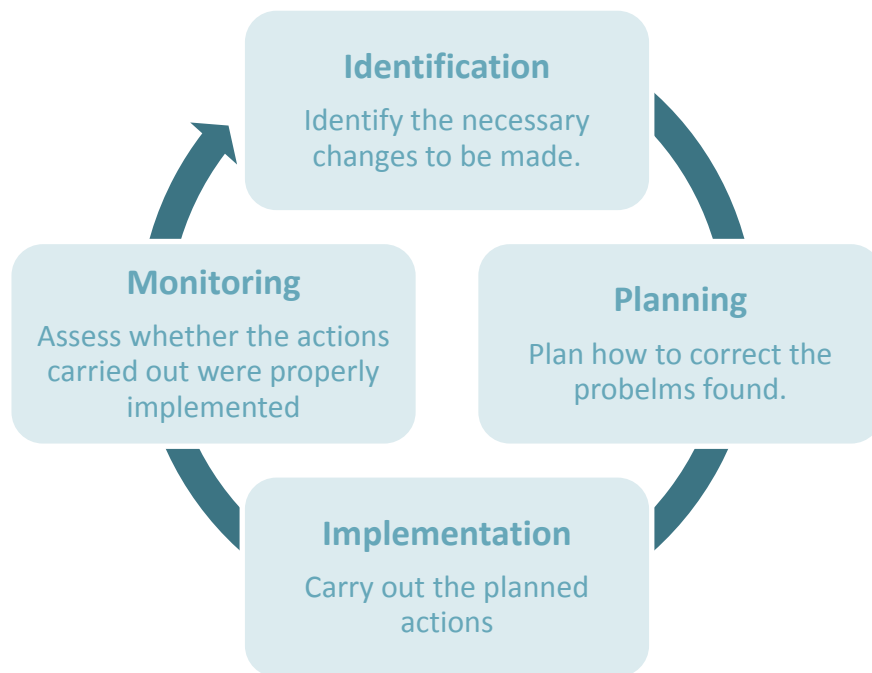
TRAINING CALENDAR EXAMPLE

Training details	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Health and Safety												
Computer skills, lower management												
Chefs training												
Company policies												
Guide training course				22 nd – 15th								
First Aiders course												
Fire wardens course												
Gender awareness									6-7th			
Supervisory skills												

Always make sure you record your training sessions with the date, list of participants, and the training content.

CONTINUAL IMPROVEMENT

For your sustainability management to be successful it is important to follow the classic management system cycle shown below, ensuring that continuous improvement is an integral part of the system:



To ensure that the continual improvement actually happens write a simple plan, that can be easily documented and followed up, and will monitor, evaluate and measure the improvements that are done.

EXAMPLE OF A CONTINUAL IMPROVEMENT PLAN

Area	Activity task	Timeframe	Person responsible	Check date	Observations	Corrective action	Comments
Environment	Put in simple grey water system	March 2013	Adam	April 5 th 2013	75% completed	To be finished in one week	Stores to issue buckets and wire mesh.

Social	Induction trainings revised	Final week March	Rachel	April 5 th 2013	completed	None	None
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RISK ASSESSMENT

A risk assessment is simply a careful examination of what, in your work, could cause harm to people, so that you can weigh up whether you have taken enough precautions or should do more to prevent harm. Your employees, guests and others have a right to be protected from harm caused by a failure to take reasonable control measures.

Don't overcomplicate it!

In many organisations, the risks are well known and the necessary control measures are easy to apply. You probably already know whether, for example, you have employees who move heavy loads and so could harm their backs, or where people are most likely to slip or trip, or the possible dangers from wild animals. If so, check that you have taken reasonable precautions to avoid harm or injury.

If you run a small organisation and you are confident you understand what's involved, you can do the assessment yourself. You don't have to be a health and safety expert.

EXAMPLE OF A SIMPLE RISK ASSESSMENT

General areas

What are the hazards?	Who might be harmed and how?	What are you already doing?	Do you need to do anything else to manage this risk?	Action by whom?	Action by when?	Done
<i>Slips and trips</i>	<i>Staff and guests may be injured if they trip over objects or slip on spillages</i>	<i>All public areas are cleaned twice a day. Boxes and leads and other such items are stored out of the way.</i>	<i>Better training on housekeeping is needed in staff kitchen, e.g. on spills</i>	<i>All staff, housekeeper to train and monitor</i>	<i>01/06/2013</i>	<i>05/05/2013</i>

What are the hazards?	Who might be harmed and how?	What are you already doing?	Do you need to do anything else to manage this risk?	Action by whom?	Action by when?	Done
<i>Swimming pool not fenced</i>	<i>Children might fall in and drown</i>	<i>A sign is placed by the pool saying that swimming is at one's own risk</i>	<i>Need to fence the pool area.</i>	<i>Grounds manager, maintenance team</i>	<i>15/07/2013</i>	<i>Not completed</i>
<i>No emergency procedures in place</i>	<i>Guests might have an accident, a fire might break out, or the camp might be robbed.</i>	<i>Telephone numbers of managers are posted on the notice board.</i>	<i>Properly documented emergency procedures need to be in place, and all staff trained accordingly.</i>	<i>Hotel manager, H&S officer, all staff.</i>	<i>15/7/2013</i>	<i>02/07/2013</i>

It is important you discuss your assessment and proposed actions with staff or their representatives.

Risk assessments should be reviewed on a regular basis taking into account new equipment, staff, or new work activities.

HEALTH AND SAFETY POLICY

A health and safety policy is a simple statement of your commitment, backed up with risk assessments and regular training, monitoring and updating to ensure that what is in the policy, and in the health and safety procedures is followed.

Below are examples of some basic health and safety statements, and also some example of different procedures that might be included.

EXAMPLE 1.

(Name of organisation) is committed to providing and maintaining a safe and healthy workplace for all staff, and to providing the information, training and supervision needed to achieve this.

(Name of organization) will take responsibility for health and safety procedures, however, employees need to be aware of their responsibilities and comply with the company's health and safety policy.

Each employee is encouraged to play a vital and responsible role in maintaining a safe and healthy workplace through:

- Being involved in the workplace health and safety system.
- Sticking to correct procedures and equipment.
- Wearing protective clothing and equipment as and when required.
- Reporting any pain or discomfort as soon as possible.
- Ensuring all accidents and incidents are reported.
- Helping new employees, trainees and guests to the area understand the right safety procedures and why they exist.
- Telling your manager immediately of any health and safety concerns.
- Keeping the work place tidy to minimise the risk of any trips and falls.

Your participation is much appreciated.

EXAMPLE 2.

(Name of organisation) Health and Safety Policy Statement

We consider the health and safety of each of our employees to be of primary importance. Our objective is to conduct our business in the safest possible manner consistent with the Tanzanian Occupational Health & Safety Act, applicable regulations and good workplace practices.

Management recognizes the right of workers to work in a safe and healthy work environment. All employees, subcontractors, supervisors, and guests will be held accountable for their health and safety performance. Remember, think first, use common sense, and don't take chances.

Your attitude and cooperation in the promotion of accident prevention will assist in achieving our goal to make *(name of organisation)* a better place to work.

EXAMPLE 3.

A more structured approach can also be used, making it very clear who is responsible for each section. This can be a policy in its own right or added in addition to one of the other health and safety policy statements.

This is the statement of general policy and arrangements for:	<i>Name of Organisation</i>	
Overall and final responsibility for health and safety is that of:	<i>Name of Employer</i>	
Day-to-day responsibility for ensuring this policy is put into practice is delegated to:	<i>Name of responsible person</i>	
Statement of general policy	Responsibility of (Name / Title)	Action / Arrangements (Customise to meet your own situation)
To prevent accidents and cases of work-related ill health and provide adequate control of health and safety risks arising from work activities		
To provide adequate training to ensure employees are competent to do their work		
To engage and consult with employees on day-to-day health and safety conditions and provide advice and supervision on occupational health		
To implement emergency procedures - evacuation in case of fire or other		

significant incident.		
Health and safety policy is displayed:	<i>(write where)</i>	
First-aid box and accident book are located:	<i>(write where)</i>	
Accidents and ill health at work reported to:	<i>(write where)</i>	
Signed: (Employer)		Date:
Subject to review, monitoring and revision by:		Every 6 months or sooner if work activity changes.

In addition to the health and safety policy statement you might also need to put some procedures in place e.g. for first aid, fire evacuation, wearing of personal protective equipment (PPE), hygiene.

See some examples below:

EXAMPLE: FIRST AID POLICY

It is the responsibility of the lodge manager to ensure that:

- there is a trained First Aider available at all times,
- Regular training takes place for the first aiders by a recognised institution, at least once a year,
- Telephone numbers for the first aiders are on the notice board by the
- The first aid boxes are well stocked and available at all times. Each First Aider is responsible for their box and must check it and restock on a weekly basis First aid boxes will be stationed at,
- All incidents requiring the treatment of first aid are recorded. All workplace accidents are recorded in the accident logbook and reported to the relevant authorities,
- transport is available should secondary care be required,

Signed:

Date:

EXAMPLES: FIRE EVACUATION PROCEDURES

If a fire is discovered:

- Immediately operate the nearest alarm call-point and shout "Fire, Fire"
- Attack the fire if possible, with appliances available, without taking personal risks.

Everyone in the building should leave the building by the nearest exit and report to the assembly point at the front of the building.

All exit doors can be used as escape routes.

Fire extinguishers are located: *List locations*

On hearing the alarm:

- All staff will usher visitors out of the building and assemble at the muster point.

Fire wardens will ensure:

- Their areas are cleared of people
- Registers are collected on the way out
- The Fire Brigade is called.
- A roll call is made to ensure everyone is out.

On hearing the alarmwill Dial 999 and ask for the Fire Brigade or other emergency service as appropriate.

Fire Wardens will call the Fire Brigade in the absence of (This may be best achieved using a mobile phone)

.....or other member of the Fire Wardens will liaise with the Fire Brigade on their arrival.

he following training will be given to staff at the hotel:

All staff: Fire Drills three times a year

All staff: Fire briefing once a year (may be in conjunction with fire drill.

Fire Warden training: for designated fire wardens

Record of training to be kept with.....

Training to be reviewed on a yearly basis and planned into budget.

EXAMPLES: WEARING OF PPE

It is important to protect employees from any harmful substances that they might be expected to use in their work station. Personal protective equipment should be provided by the organisation, and they should be trained in its use and to use it.

This training would usually take place as part of induction training to a new job, and the employee would ideally sign a paper to say that they had been trained and understood what the company policy said and was expected of them.

EXAMPLE

(Name of Organisation) policy on the importance of PPE

All employees who are issued with personal protective equipment for the work that they carry out **MUST** wear it.

All PPE should be looked after in a responsible manner.

Any PPE that needs to be repaired or replaced should be taken immediately to the store for a reissue.

e.g.

Laundry department **MUST** wear gloves when handling detergents.

Pool caretakers **MUST** wear gloves when handling chemicals.

Waste handlers **MUST** wear gloves and a mask when loading it into the truck.

Welders **MUST** wear welding goggles when welding and similarly glasses must be worn when using the grinder.

EXAMPLES OF GOOD HYGIENE PRACTISES FOR SAFE FOOD HANDLING

Below are some examples of what you could include for your kitchen's hygiene and safe food handling practices:

GENERAL

- Check that all food service equipment is clean, including all crockery, cutlery and trays.
- Ensure that waste food is disposed of as soon as possible
- Ensure that refrigerators under your care do not contain out of date stock and are kept clean and are operating at the correct temperature
- Carry out cleaning tasks to the highest standards

HEALTH AND SAFETY

- If anyone is allowed to work with a minor abrasion, it should be covered with a waterproof dressing
- First Aid boxes should be suitably stocked with sufficient dressings and be readily available for all staff
- Take care when pouring hot liquids
- Clear up any spillage's immediately and place warning signs
- Use oven gloves to remove hot food from the oven
- Report any accidents and near misses in the accident book

STORAGE BY REFRIGERATION

- Multiplication of common food poisoning bacteria is arrested at temperatures below 5°C. However, moulds and some spoilage bacteria may still be able to grow even if at a reduced rate. Refrigeration will not keep food indefinitely nor will it kill bacteria -

Check refrigerators daily to ensure no food is unfit for consumption or in the case of packaged goods, past its shelf life.

- Refrigerators must be sited away from any heat source including sunlight in a well ventilated area. This ensures efficient running. They must be sited so that all surfaces and surrounding area can be adequately cleaned

- The refrigerator should be defrosted and cleaned on a weekly basis. Over stocking must be avoided, in order to ensure a good circulation of air. Items must never be placed in front of the cooling units
- Food from open cans must always be decanted before storage into sealed containers and dated
- The food must be kept in sealed containers throughout the holding period
- Food stocks must be rotated, following the basis rule of 'First in, First out'
- Food such as uncooked meat, fish and vegetables must always be stored away from food that is to be served without any further treatment e.g. cooked meats, gateaux etc
- If the same refrigerator has to be used the uncooked items must be placed on the lower shelves and never above high risk food

STORAGE BY FREEZER

- On delivery frozen food should be transferred to the freezer immediately
- Frozen food should always be wrapped to prevent freezer burn
- Once thawed frozen food must never be refrozen

FOOD STORES

- Food stores must not be over stocked as this hinders cleaning, makes stock rotation more difficult and can encourage pests
- All food must be stored off the ground on racks or shelving made of an impervious material
- Food storage areas must be dry, cool, clean, well lit, well ventilated and proofed as far, as is practicable against rodents and other pests

FOOD PREPARATION

- Raw foods must always be kept separate from food to be served without any further treatment.
- Separate utensils must be used for raw and cooked food, or if this is not possible, they must be thoroughly sanitised between each use.
- Colour coding of preparation boards should be encouraged as a standard. A suggestion would be:

- Red Raw meat
- Blue Fish
- Green Vegetables and salad items
- Yellow Cooked meat
- White Bread/toast
- In small units with limited workspace, it may be necessary to use worktops for more than one purpose. In these cases, the working surfaces will need to be changed i.e. by using a preparation board, and be thoroughly sanitised and dried between each use.
- Ensure hands are clean at all times.
- Clean utensils to be used at all times.
- Food must be kept covered until it is needed and in the correct storage conditions.

GENERAL CLEANING

- Cleaning equipment, materials and detergents when not in use must be stored in a separate room or cupboard and must not be left in and around the kitchen
- Cleaning detergents can be poisonous and must never be stored beside items of food.
- Water for cleaning and/or mop buckets must NEVER be emptied down washup or food preparation sinks. Use drainage gullies.
- All structural surfaces less than 2 meters above the floor should be cleaned at weekly intervals.
- If high pressure cleaning equipment is used, all food preparation surfaces must be either removed or covered and cleaned afterwards.
- Special attention must be paid to cleaning corners and junctions between walls and floors and behind and under fixed equipment.
- Mops must be washed and wrung out after each use and not left standing in water.

HUMAN RESOURCE POLICY

EXAMPLE.

(Name of organisation) commits to implementing best practices in human resource recruitment, training and management. It ensures that the rights of its employees are respected and national employment laws are adhered to. In addition (Name of organisation) endeavors to make sure that its employees maintain high levels of interest and motivation in the workplace. (Name of organisation) provides opportunities for its employees to further their skills and offers a clear path for staff to progress in their career within the company.

(Name of organisation) will demonstrate this commitment by –

[..In all of the following ways, or by selecting those measures that are applicable, and adding any others appropriate to its location and circumstances]

1. Making employment decisions on the basis of merit.

(Name of organisation) recruits its staff based on their qualification and experience without consideration of their gender, race, ethnicity, age*, religion, pregnancy, marital status, HIV status, sexual orientation or hairstyle as long as they demonstrate that they are capable of doing the job. This commitment extends to other employment decisions such as promotion, training, compensation, discipline and discharge; and to terms, benefits, privileges and conditions of employment.

Notwithstanding, (Name of organisation) actively seeks to recruit qualified staff from the local community in order to pass on income and skills development benefits to them.

*In accordance with Tanzanian and Zanzibar law, children below the age of 14 years old are not employed by this organisation. Children of 14 - 18 may be employed as part of their training as long as the work is not hazardous to their health, and does not prejudice their attendance at school.

2. Supplying a legal contract to all employees.

(Name of organisation) supplies its employees with a legal contract upon employment. The following particulars (required by law) are provided in writing when the employee commences employment:

- *Name, age, permanent address and sex of the employee;*
- *Place of recruitment;*
- *Job description;*
- *Date of commencement*

- *Form and duration of the contract;*
- *Place of work;*
- *Hours of work;*
- *Remuneration, the method of its calculation, and details of any benefits or payments in kind, and*
- *Any other prescribed matter*

3. Paying fair wages.

(Name of organisation) commits to paying fair wages to its employees. A fair wage for each job is determined based on the nature of the work, and on the skill and experience level required for the job. (Name of organisation) endeavors to offer competitive wages compared to other organisations within the industry in order to attract and retain quality staff. (Name of organisation)'s management is aware of the latest government recommended wage rates, and the organisation's wages are set at least at these recommended rates.

4. Having clear disciplinary and employment termination procedures.

(Name of organisation) clearly communicates to its staff measures that are taken when there is a breach in the terms of employment. Employee input on what these measures should be is invited, and both parties agree on them in writing upon commencement of employment. Sufficient notice of termination of employment is given in writing (28 days for staff employed for longer than one month), or appropriate remuneration paid to cover the notice period if termination of employment is immediate. Severance pay rates are adhered to in accordance with Tanzanian and Zanzibar law.

5. Respecting work and rest times.

(Name of organisation) ensures that employees have sufficient breaks and rest in between working hours and during the working week.

- *A break of at least 60 minutes is given to staff who work continuously for more than 5 hours.*
- *Working hours of 45 hours per week (+ overtime of no more than 50 overtime hours in a four week cycle), with a 12 hour working day limit, and a maximum of 6 working days per week are respected.*
- *Overtime is compensated at the legal rate of one and a half times the basic wage.*

(Name of organisation) allocates an appropriate number of vacation days to employees – at the minimum by following recommended national guidelines of at least 28 consecutive days in each leave cycle (or less if the employee was granted paid occasional leave during the year). Likewise, an appropriate number of days is allocated

for maternity (at least 84 paid leave days), illness (at least 63 days paid leave), paternity leave (at least 3 paid leave days), and bereavement.

6. Ensuring that training needs of staff are met.

(Name of organisation) ensures that its management is aware of the training needs of staff by conducting training needs assessment upon recruitment of staff and throughout their employment. Training opportunities are offered as and when needed in order to enhance staff skills and attitude. Team building activities and retreats are pursued in order to enhance the ability of staff members to work harmoniously so as to achieve the organisation's vision, as well individual employees' career ambitions.

7. Ensuring the comfort and safety of employees at the workplace

(Name of organisation) ensures that employees have a safe and pleasant working environment. Protective gear is used in jobs that require it. Staff and management are aware of occupational risks and hazards, and of procedures for dealing with accidents.

8. Respecting and inviting employees' ideas and input.

(Name of organisation) invites the input of its employees regarding management and the day to day running of the organisation, as well as on the overall company vision. We endeavour to bring out creative ideas of staff that will help to drive our organisation to new, exciting and sustainable directions. (Name of organisation) provides avenues through which staff can share their ideas and thoughts – through interactive staff meetings and discussions, and by encouraging direct verbal / written communication with management.

9. Respecting employees' rights to Freedom of Association.

As per Tanzanian law, employees are free to join any association, including workers' associations / trade unions, as long as these are legally registered.

Useful Resources:

- Tanzania Employment and Labour Relations Act, 2004; Zanzibar Employment Act and Labour Relations Act 2005.
- Occupational Health and Safety Authority (OSHA): <http://www.osha.go.tz/>
- <http://www.dynamicbusiness.com.au/hr-and-staff/top-tips-on-how-to-keep-your-staff-motivated-12062013.html> <http://www.susanfee.com/coaching/tips/creativewaystomotivateyouremployees.htm>

INDUCTION TRAINING EXAMPLE

(adapted from an example by Workcover Corporation)

Introduction (explain)

- ☐ General nature of the organization
- ☐ Roles of key people in the organisation

Employment conditions (explain)

- ☐ Job description and responsibilities
- ☐ Work times and breaks
- ☐ Leave entitlements
- ☐ Notification of sick leave and absences

Work Environment (show)

- ☐ Work area and equipment used for the job
- ☐ Canteen/eating place
- ☐ Wash and toilet facilities
- ☐ Changing rooms and locker
- ☐ Location of first aid facilities and clinic
- ☐ Location of emergency exits and fire extinguishers

Meet Key people (introduce)

- ☐ Health and Safety representative
- ☐ Union representative
- ☐ First Aider and Fire Warden
- ☐ Payroll officer and HR staff
- ☐ Co-workers

Payroll (explain)

- ☐ Rates of pay and allowances
- ☐ Pay arrangements
- ☐ Taxation (including completion of required forms)
- ☐ Social security deductions (including completion of required forms)
- ☐ Union membership if applicable

Health and Safety (explain)

- ☐ Occupational Health and Safety (OHS) policy and procedures
- ☐ Information on hazards present in the workplace and controls e.g. wildlife, chemicals
- ☐ Use of personal protective equipment (PPE)
- ☐ Roles and responsibilities for health and safety e.g. first aiders
- ☐ Incident reporting procedures
- ☐ Workmen's compensation claims process
- ☐ Emergency procedures

Other issues

- ☐ Security procedures; buildings, personal and belongings
- ☐ Quality management policy and procedures
- ☐ Environmental management policy and procedures, with emphasis on water/energy reduction strategies etc.
- ☐ Equal employment opportunity
- ☐ Sexual harassment and reporting procedures

Training

- ☐ On the job training in safe work procedures
- ☐ First aid, fire safety and emergency procedures training

Conducted by:

Managers Name:

Signature:

Employee Name

Signature:

Date:

GUEST FEEDBACK

EXAMPLE.

Dear Guest,

We truly valued your stay with us and we hope that it was completely comfortable and a pleasure.

Our aim is to ensure that our accommodation offers a high standard of service and facilities.

We would really appreciate if you would take 5 minutes to complete this short survey to rate our services and to help us improve.

Thank you in advance for your feedback and we look forward to seeing you again soon!

Evaluation Scale: (5) Superior (4) Excellent (3) Good (2) Fair (1) Poor

Check In

Service	5	4	3	2	1
Speed	5	4	3	2	1

ROOM

Value	5	4	3	2	1
Comfort	5	4	3	2	1
Cleanness	5	4	3	2	1
Room Service	5	4	3	2	1

Food and Restaurants

Variety	5	4	3	2	1
Quality of food and drinks	5	4	3	2	1

OTHER FACILITIES

Variety	5	4	3	2	1
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HOTEL STAFF

Staff were friendly	5	4	3	2	1
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Service was prompt

5 4 3 2 1

CHECK OUT

Convenience

5 4 3 2 1

Overall Experience

5 4 3 2 1

On a scale of 1 to 5 how likely would you be to recommend our facility?

5 4 3 2 1

From your experience what would make our services better/faster/more comfortable for you?

Thank you.

RESPONSIBLE PURCHASING POLICY

Purchasing refers to anything that you buy from food to cleaning products to furniture. Everything that you buy is made up from either material from the earth's crust or from synthetic material that we have created, both of which can build up in natural systems faster than nature can cope with them.

When you buy, as well as considering what goods are made up of, you should also consider where they come from and think about the wages and working conditions of workers.

Some helpful hints to ask yourself before you buy are:

- Do we really need it? Buy only what you need.
- How or where was it produced? Support your local businesses when possible.
- Is it durable? How long will it be useful to you? Cost vs. durability.
- What are we supporting by purchasing this? Consider your values, your commitment to sustainability. Do some research.
- What do we do with it when it's no longer needed? Can you get replacements parts to fix it? How can it be safely reused, recycled, or disposed of?

EXAMPLE 1.

(Name of organization) recognises the need to carry out purchasing activities in an environmentally responsible manner. We will therefore strive to:

- use locally produced goods and suppliers whenever available and quality and quantity are available;
- encourage and persuade suppliers to investigate and introduce environmentally friendly processes and products, and give preference to those who do;
- educate our suppliers concerning the organisation's policy on sustainability;
- ensure that suppliers' environmental credentials are considered before a purchasing contract is issued;
- specify, wherever possible and reasonably practicable, the use of environmentally friendly materials and products;

- Decrease the use of toxins detrimental to human health and to the environment.
- specify the use of bulk purchasing, rather than individually packed items
- specify the use of as little packaging material as possible, and the use of reused cardboard boxes instead of plastic bags when packing an order;
- provide our own containers (reused cardboard boxes), for the packing of supplies;
- ensure that consideration is given for suppliers to submit prices for environmentally friendly alternatives; and
- Ensure that appropriate consideration is given to the costs and benefits of environmentally friendly alternatives, especially in terms of life cycle comparisons.

EXAMPLE 2.

RESPONSIBLE PURCHASING POLICY

(Name of organisation) will ensure that when products are bought and services used, we will consider the environmental aspects, potential impacts and costs, associated with their life cycle. Our practice of procuring products and services will make an effort to make sure that they are less harmful to the environment and that they are made with less harmful materials when produced, used or consumed. This will include, where possible; buying locally, buying recycled and recyclable, using less chemicals and reducing our carbon footprint associated with products and services.

We will communicate this to all our product suppliers and service providers, as well as to our employees and ask them to join us in our commitment to responsible purchasing.

In particular the following will be considered:

CLEANING PRODUCTS:

- Use cleaning products that are effective at lower temperatures
- Avoid phosphorus and limit biocides in the product (too much phosphorous can cause algal blooms in water, which can kill other life forms; biocides are chemical substances or microorganisms that are used with the intension of killing living organisms, used in disinfectants)

- Follow the recommended dosages, and try to decrease the use of products through efficient cleaning techniques.
- Decrease the quantity of packaging used
- Source packaging made from recycled materials and that can be recycled
- Use products made locally where they meet the standards

LIGHTING:

- Purchase bulbs that have low energy usage and/or least environment damage when disposing of;
- Use lighting controls to further reduce energy consumption e.g. room cards to activate and deactivate electricity;
- At installation stage, ensure system works as intended, in an energy efficient way;
- Dispose of/recycle all used bulbs appropriately.

FOOD AND CATERING:

- Buy organic where possible;
- Buy sustainably produced or caught fish and shellfish;
- Buy livestock products from farms with good welfare records;
- Use seasonal vegetables and fruits;
- Buy in bulk ;
- Buy reusable cutlery, crockery, glassware, napkins and tablecloths;
- Minimize of the use of hazardous chemicals and the use of environmentally friendly cleaning and dishwashing products;
- Buy water and energy efficient kitchen appliances;
- Buy locally.

OFFICE AND FURNITURE

- Buy energy efficient models e.g. computer screens;
- Purchase products with a restricted amount of hazardous materials ;
- Purchase products with a restricted noise level;

- Make sure the packaging used can be recycled ;
- Buy paper that is made from recycled paper or sustainable forests;
- Only buy timber from legal and sustainably managed forests;
- Use materials where possible made partly or totally from recycled materials and/or renewable materials ;
- Buy repairable and recyclable furniture.

CONSTRUCTION ENVIRONMENTAL MANAGEMENT PLAN

Before undertaking any major construction, you should ensure that there is a plan in place explaining the environmental control steps necessary to reduce environmental impacts through the entire construction point of the project.

Some of the questions that need to be asked are:

- What kind of pollution will be created? Noise? Dust?
- Just how much water will the operation use and how will waste water be disposed? Will anything be cleared or spilled into drainpipes or watercourses (dams, rivers, streams, ponds)?
- Will some of the construction activities have an effect on the community, soil, wildlife or plants?
- Just how much material will be thrown away and where?

Having thought out what effects and impacts the project might have on the environment, the contractor ought to then determine how these issues will be managed e.g. how will we manage soil and erosion if it rains?

The plan should be written and communicated so that all those involved in the project are aware and involved in its implementation. The contractor/subcontractors should have signed the document to ensure that he commits to what has been agreed.

EXAMPLE

CONSTRUCTION SITE ENVIRONMENTAL MANAGEMENT PLAN FOR 6 NEW COTTAGES AT (NAME OF ORGANISATION).

(Name of Organisation) is extending their Manyara property and this plan has been developed to ensure that the project is carried out with consideration of the environment in all its activities from the onset to the finish. It is intended to cover the management of the contractors' activities and those of any sub-contractors working under the main contractor's control. The plan defines the minimum requirements that have to be met.

The Environmental Management Plan requirements

NOISE AND VIBRATION

All noise generated during the site preparation, groundwork and construction phases and associated operations shall not go above 70dB, for more than a period of one hour or outside of the hours of 0830 and 1600.

No explosives are to be used on the site.

AIR QUALITY

- Contractors are expected to take suitable measures to control and minimise the presence of air borne dust during construction.
- Completed earthworks should be planted with vegetation as soon as practical.
- There is to be no burning of materials on site.

ARCHAEOLOGY AND CULTURAL HERITAGE

Contractors must maintain a watch for any archaeological finds during excavation work, and inform the Manager immediately if any are suspected or found.

VISUAL IMPACT

Contractors' compounds should be located within the development area and kept respectable at all times. The contractor must recognize that there are other overlooking nearby residential properties.

PROTECTION OF THE ECOLOGY

Existing trees and vegetation are to be protected and retained wherever possible. They will be clearly identified and protected from construction activity. If any trees need to be removed the contractor must ensure that there are no nesting birds or bats present.

The part of the tree most susceptible to damage is the root system. In order to avoid damage the root protection area should be determined and this should be taken as the minim area which should be left undisturbed.

PROTECTION OF WATER SOURCES

Potential risks to water course contamination must be avoided.

DELIVERIES

When fuels or hazardous materials are being delivered, they must be supervised by a responsible person to ensure that containers are not overfilled and spillage does not occur. Any spillage must be reported and cleaned up according to correct procedures. A spill kit should be made available in this area e.g. sand/sawdust, bucket, spade.

STORAGE

Oils, chemicals, cement, lime, cleaning materials and paint have the potential to cause serious pollution. All fuel, oil and chemicals must be stored on a solid base, with a bund and secured. The contents of any tanks must be clearly marked.

SILT

Water containing silt e.g. from excavations, stock piles, plant and wheel washing, must never be pumped directly into a water course, or drains. A suitable option will be made available e.g. a grassed area.

REFUELLING

All refueling must take place in a designated area, preferably on an impermeable surface away from any drains or watercourses. A spill kit should be available in this area.

CONCRETE

Concrete is very alkaline and corrosive and can have a serious impact on watercourses. Special care must be taken to ensure that when washing out the concrete mixing area, the washings do not flow into any drain or seep underground.

WASTE

A site waste management plan must be provided by the contractor including:

- Who is to be responsible for following the waste management plan
- What kind of waste will be produced
- How the waste will be disposed
- Where the waste will be disposed in line with environmental regulations
- Identification of any hazardous waste and how it will be disposed of.
- Training for all employees on the correct waste disposal methods
- Measures to ensure the efficient use of materials and reduction of waste produced.

Waste must be minimized wherever possible

Rubbish, debris surplus materials etc must be removed regularly and the site must be kept clean and tidy.

Records of waste disposal must be available e.g. receipts for the local dump.

A final clean up will be made ensuring that all site waste is removed, and the area is returned to a pristine site.

ROAD MANAGEMENT

All roads into the construction site must be planned in advance to ensure minimal disturbance and erosion. Roads must be adhered to in order to avoid the excessive creation of multiple tracks.

SEXUAL EXPLOITATION OF CHILDREN

Child sex tourism is the commercial sexual exploitation of children by people who travel from one place to another to engage in sexual acts with minors. Often, child sex tourists travel from a richer country to one that is less developed, or they may be travelers within their own countries or region. Some child sex tourists (preferential abusers and paedophiles) target children specifically, but most do not usually have a sexual preference for children; they are situational abusers who unscrupulously take advantage of a situation in which children are made available to them. Child sex tourists take advantage of their anonymity as well as the socio-economic disparities in the locations they visit. They may try to rationalise their actions by claiming sex with a child is culturally acceptable or that money or goods exchanged benefit the child and community, or by setting their own thresholds for defining who is a child (a child is anyone under the age of 18).

(From ECPAT International website)

Have a look at www.ecpat.net

Join up at www.thecode.org

It is often simple to add a paragraph on the sexual exploitation of children to your guest literature.

EXAMPLE OF A POLICY

(Name of organisation) does not condone any form of sexual exploitation of children and believes that it is a major violation of children's rights. It will not associate in any way of any person, business or other found to be involved or associated with this kind of exploitation.

ENVIRONMENTAL MANAGEMENT

Environmental management is a tool for profitability.

An environmental management system (EMS) is designed to guide an organization in its environmental performance, putting in the necessary structures to ensure that they comply with environmental legislation and to enable them to identify major environmental impacts and to minimize them and manage them. It should be a part and parcel of your sustainability management system.

The environmental management system will ultimately help an organization to reduce costs by reducing energy and resource use, minimising waste, improving efficiency and meeting targets for improved performance.

TO DEVELOP AN EFFECTIVE EMS, THE ORGANIZATION WILL HAVE TO:

- Write their environmental policy (which could be included in their sustainability policy)
- Identify how their activities interact with the environment
- Decide what they want to do
- Work out how they can do it
- Put it into action
- Correct deviations from their initial plan
- Review the direction for the future so that improvements can keep being made.

TO GET IT TOGETHER:

- Get your team in place, including employees from all departments and levels.
- Carry out an initial assessment (or baseline) of your current practices and what improvements could be made e.g. energy and water use, waste management, purchasing, how you affect your local community etc.
- Once all the baseline information has been gathered, management can start to develop specific targets and goals which will work towards improving current environmental performance.
- Write the environmental management programme i.e. how you intend to meet the objectives and targets that you have set. This needs to include a list of procedures to put controls in place, and written tasks for planned improvements and/or further investigation. It also needs to identify the person(s) responsible and a time scale.

- The allocation of responsibilities is a vital part of your EMS, and you will have to make sure that job descriptions are defined, communicated and understood and that training and awareness raising is carried out related to job responsibilities.
- Other elements of a successful EMS are monitoring and measurements and internal auditing. Good record keeping and a practical process are essential. Types of monitoring/measuring techniques that might be used include:
 - Metering (energy and water usage, water discharge, noise levels)
 - Quantitative estimates (drums of waste)
 - Records (complaints, purchases of raw materials)
 - Sampling (waste water discharges)
 - Checks (correct waste separation and storage)

Internal audits can also be carried out and communicated to ensure you are meeting the established goals, objectives and targets.

- Finally a management review will take place to assess progress, compliance and if the EMS is effective. Recommendations for improvements can be then made and incorporated into the organisation's environmental policy, and made available for guests and general awareness.

SAMPLE FORM FOR ENVIRONMENTAL MANAGEMENT PROGRAMME

Department: Guest rooms

Significant Aspect: Excessive use of energy

Legal and regulatory requirement: RTTZ compliance

Objective: Reduce energy use

Target: 25% reduction in energy use by 2013

Category: Control ☒ Improve ☒ Investigate ☐

Action Plan: Change spot lights into energy efficient lighting

Task	Responsible	Resources needed	Start date	Completion date	Comments/ deliverables
Identify list of suppliers of energy efficient lights	Mr. Lema, purchasing officer		1 st Feb 2013	14 th Feb 2013	
Evaluate cost effectiveness of energy efficient lights	Mr. Cosmos, Environmental Officer	Supplier quotes and product specifications	15 th Feb 2013	17 th Feb 2013	
Provide recommendations to management	Mr. Cosmos, Environmental Officer, Mr. Mollel, Lodge Manager	Management review and approval	17 th Feb 2013	20 th Feb 2013	
Implement the change	Mr. Cosmos, Environmental Officer, Mr. Emanuel, Housekeeping	Accounts department.	20 th Feb 2013	28 th Feb 2013	

IDEAS



IDEAS FOR ENERGY MANAGEMENT

Renewable and responsible energy

- Install solar systems for electricity and for water heating systems where and when you can.
- Use only environmentally friendly charcoal

MEASURING AND MONITORING

- Measure, monitor and record your energy to identify energy saving opportunities

- Install sub meters in key areas such as: kitchen, laundry, rooms, public areas, hot water systems.
- Analyse your data, and identify any potential areas where you can save electricity.
- Ensure that you have an efficient maintenance system in place with a qualified electrician inspecting for leaks on a regular basis.

ENERGY EFFICIENT LIGHTING

- Replace all incandescent bulbs with energy efficient compact fluorescents (CFL's) or with LED.
- LED bulbs are preferable as they do not contain mercury which is poisonous to the environment and therefore they are hazardous to dispose of.

See these links for comparison charts between CFL and LED lights and more information:

[Http://eartheasy.com/live_energyeff_lighting.htm](http://eartheasy.com/live_energyeff_lighting.htm)

<http://www.designrecycleinc.com/led%20comp%20chart.html>

<http://led-light-bulbs-review.toptenreviews.com/>

WATER HEATING

Best practice for heating your water would be to use solar water heating, which although may be an expensive investment can be paid back in 5 -10 years, and will greatly reduce your dependence on electricity.

If using an electric hot water boiler it is important to:

- Set your thermostat to 55 - 60°C, which will greatly reduce the energy requirement of your system, at the same time providing adequate heat for your guests and preventing microbial growth in the water.
- Insulate your hot water boiler with a boiler blanket to considerably cut down your standing heat loss.
- Heavily insulate the first 3 meters of your hot and cold pipes directly connected to the tank.
- Insulate all your hot water pipes where possible which can lead to between 2 – 5% of your heating bill.

OTHER ENERGY SAVING INITIATIVES

- Make sure that direct sunlight is not penetrating into windows in air conditioned areas.
- Ensure that you properly maintain your air conditioning units
- Maintain a reasonable temperature in air conditioned areas = 24°C
- Ensure that you properly maintain your refrigeration units, checking for leaks and defrosting on a regular basis.
- Optimize laundry operations by:
 - Putting in an effective towel reuse programme in place
 - Putting into place an effective linen change policy
 - Using laminated mats instead of table cloths
- Turn appliances OFF; do not leave them on standby.
- Install a key card system or centralized switch to turn out all lights and appliances when guests leave the rooms.

IDEAS FOR WATER MANAGEMENT

GARDENS

- Timing your irrigation either by automatic or manual irrigation to water the garden before 10am and after 5pm, can save up to 70% of water used for irrigation as losses through evaporation and heat are avoided.
- Avoid watering during strong winds
- Water directly onto the roots, where it is needed most.
- Install a drip irrigation system to water to the plants most efficiently
- Plant indigenous plants that fit the climate and don't need excess watering.
- Plant in groups so that the same areas require the same amount of irrigation.
- Don't overwater
- Use a grey water system for garden irrigation
- Use mulches around plant bases to keep water from evaporating
- Don't cut your lawn too short (leave it 2cm high), and leave cutting on the grass to prevent water loss.

ROOMS

- Encourage guests to save water through guest literature, towel and linen changing policies and making sure that these are followed up.

The following are examples of memos that can be used for guest rooms to save on water and detergents.

Sheets will not be laundered every day.

If you require your sheets to be changed, please place this card upon your pillow.

Thank you for helping us to conserve water.

Please help us to conserve water by hanging your towel up if you do not need it to replaced.

All towels will be hung up to dry outside.

Those found on the floor will be automatically replaced.

Thank you for your consideration.

- Fit aerators to all taps to restrict the flow of water without reducing the water pressure, and to reduce the amount of water used. Normal water flow is between 10 to 20 litres/minute and so for efficiency use a 5 litre/minute aerator for hand basins and a maximum 10 litre/minute for kitchen and laundry basins.

(Aerators are small devices that can be screwed inside a tap with a screw fitting. If the tap does not have a screw fitting then a flow restrictor can be fitted)



Aerators



Flow restrictor

- Install Low-Flow shower heads which are inexpensive and simple to install, and can reduce water consumption by 50%, or a shower flow controller which can be screwed into a shower head. Ideally a 9 litre/minute flow should be possible for a shower head.
- Replace old toilets with a 6 liter flush toilet which is cost effective especially in a high use area. Toilets should all have a dual flush system. The dual system works by allowing the user to choose between a light flush, usually 3 litres, and a longer 6 litre flush. This can save between 30% and 50% of water used.

Alternatively for larger cisterns, use a plastic bottle or two, filled with water and place them in the cistern to displace the same volume of water and therefore reduce the amount of water used in each flush.

- Operate your water system at a reasonably low pressure. Most hotels use 4-5 bars, whereas they can operate at 2 bars. This will save water and reduce the possibility of leaks.
- Ensure that hot and cold mixer taps are used to ensure that the right temperature is reached quickly and water is not wasted.
- Measure and monitor your water to enable you to pinpoint areas you can save it.
- Put in an efficient maintenance system. Leaking taps and toilets can waste thousands of liters of water. Staff awareness and training will be the most effective way to identify leaks and get them fixed. Washers need to be replaced at intervals on taps and toilets, flapper valves checked and flush mechanisms.

SWIMMING POOLS

Ensure that pool maintenance is carried out, monitored and recorded on a regular basis.

SWIMMING POOL MAINTENANCE

The major effect that swimming pools can have on the environment is through water consumption, and improper use of chemicals.

Swimming pools can account of up to 20% of your organizations water consumption, most of it being wasted through bad maintenance e.g. not backwashing correctly, or leaks and cracks.

To ensure that you carry out proper maintenance controls on your swimming pool, saving water and energy, seek advice from an expert, follow instructions and safety precautions, including safe storage of any chemicals used, write a clear maintenance schedule, and ensure that it is followed correctly.

HYGIENE

In addition to chemical pool cleaners there are now many approved natural cleaning systems. Find out how you can change to a more environmentally cleaning system.

To combat large contaminants in the pool, a well-maintained, properly operating pool **FILTRATION** and re-circulation system needs to be in place. Taking these out reduces the impact on the disinfection system and improves sanitation. To kill pathogens and help prevent recreational water illnesses, pool operators must maintain proper levels of a pool sanitizer and again this is best managed through routine monitoring and maintenance depending on which pool cleaning system you have chosen to use.

A schedule should be followed according to the instructions given to maintain ideally a **PH** between 7.2 and 7.8, a total alkalinity of 80-120 ppm and calcium hardness between 200 – 400 ppm.

LEAKS

Monitor the water added to pools to make-up for losses from leaks, splash-out, overflow and evaporation. This helps to detect leaks or faulty float valves that might be causing constant refilling of the pool. It also identifies unnecessary manual pool refilling by staff.

Some leaks are not visible and hard to detect. Most pools have complex underground plumbing networks that make it hard to identify, locate and repair hidden leaks. Leaks can occur in the pool structure or the pool circulation plumbing and equipment. A cracked pool shell or split pool water supply line can lose millions of litres of water a year.

POOL STRUCTURE

Common indicators of leaks in the pool and balance tank structure include:

- cracks in the pool or balance tank shell or visible structural damage
- rust staining on pool shell walls, around light fittings or inside gutters
- Loose pool tiles, dislodged and missing grout.
- Structural damage can occur when the pool is emptied and re-filled, when changes in temperature cause the pool shell and joints to expand and contract, and when there is ground movement. These can put pressure on the pool shell and joints, causing them to crack. Inspect and maintain expansion joints regularly.

MANAGING LEAKS

There are a number of signs that may indicate a leak:

- increased water use
- increased or erratic chemical use
- constant supply line flows when pools are not in use
- Air in the pool circulation system.

Use a systematic, coordinated approach to identify and locate leaks and base flows.

CHECKLIST FOR MANAGING LEAKS

- Compare water bills from the same period in the previous year as well as the bill for the previous month or quarter.
- Install sub meters to the water supply serving swimming pool balance tanks and amenities.
 - Read your water meters daily or at least on the same day every week.
 - Read your water meters after cleaning at night and in the morning before opening. Any unexplained difference may indicate a leak.
- Conduct a routine inspection to check for visible leaks. Check all amenities and outdoor areas and look for leaking taps, showers, toilet and urinals.
- Conduct detailed maintenance inspections to identify undetected leaks. Align these with your backwash or clean up routine. Make sure you:
 - check the pool structure weekly
 - Pool shell (e.g. expansion joints)
 - Pool shell fittings (e.g. lights)
 - Balance tank and float valves
 - Gutters
 - check pool circulation plumbing and equipment weekly
 - Suction and pressure (return) lines
 - Water treatment equipment
 - Drain and backwash valves
 - Pumps and pump glands
- Regularly replace sensor batteries, tap washers and other consumables before they fail. Use manufacturers' guidelines or past experience to schedule work either quarterly or annually. This will help stop leaks and better organise budgets and work schedules.

BACKWASHING

Filter backwashing accounts for up to 40% of total water use in swimming pools. Unnecessary filter backwashing wastes water, energy and chemicals because of the need to treat the incoming make-up water. Water filtration is an essential part of pool maintenance and continually circulates the water through the filters to capture contaminants. These include organic matter, such as hair and skin, small particles, such as sediment, dirt and leaves, oily residues from sunscreens and lotions, and harmful bacteria.

Backwashing unclogs the filters by pushing dirt and contaminants out. This involves reversing the flow of water through the filters. Filters need to be backwashed regularly to:

- keep them working efficiently
- maintain water quality and appearance
- Maintain bather health and safety.

The backwash water flows into a holding tank and is discharged in a controlled manner. The duration, frequency and volume of water used in each backwashing cycle depend on the filter type, filter media and operation of the filters during backwash.

For convenience and simplicity, filters are often backwashed to a schedule and for a set duration. Best practice filter operation is to backwash only when necessary.

Ideally:

- Backwash a filters only when it has reached the recommended pressure build-up (typically 0,8 bar or 10 psi)
- Stop backwashing when the discarded flow becomes reasonably clean
- Follow the backwash with a short rinse cycle (30 seconds)

MAKE UP WATER

Water must be added to the pool for a variety of reasons. These include water losses due to backwash, evaporation, splash, bather carryout and leaks. Discharged water is automatically replaced with fresh water through the balance tank, by a float or solenoid operated valve or manually through the use of hoses and manual valves.

Best practice for adding pool make-up water includes:

- using quality, correctly installed float valves and inspect and maintain them weekly
- do not use manually operated valves
- do not use hoses
- fit a sub meter to the pool make-up and set up a monitoring system.

GREEN HOUSE GASES AND YOUR CARBON FOOTPRINT

A carbon footprint is a measure of the impact your activities have on the environment and in particular on climate change. It relates to the amount of greenhouse gases produced in day-to-day activities through burning fossil fuels for electricity, heating and transportation. The carbon footprint is a measurement of all greenhouse gases that are produced as a unit of tonnes (or kgs) of carbon dioxide equivalent.

To get the key information to calculate a basic carbon footprint, collect data from all electricity meter and record the distances travelled by the establishment's vehicles. The easiest way to convert the fuel, electricity and transport consumption figures to CO₂ is by using one of the web-based carbon calculators available online.

When calculating a basic carbon footprint it is common to exclude sources of indirect emissions which the establishment does not control e.g. emissions from waste, from the supply chain of products, etc.

(See www.carbontanzania.org www.carbonfootprint.com www.carbontrust.co.uk)

Find out how you can offset your carbon i.e. purchasing carbon offsets to compensate for the greenhouse gas emissions that you have caused. This is normally done through financial support of a project that is working towards reducing the emission of greenhouse gases e.g. renewable energy projects such as wind farms, hydroelectric dams, or simply protecting woodland and forest from being cut down.

SAMPLE OF CARBON CALCULATOR USED BY CARBON TANZANIA



fossil fuel type	Unit burnt (LT).	carbon output (Kg)	carbon tonnes	cost (USD)
Avgas	0	0	0	0
Diesel	0	0	0	0
Petrol	0	0	0	0
Kerosene	0	0	0	0
LPG	0	0	0	0
Total fossil fuel			total	0

International flights	number of pax	carbon output (Kg)	carbon tonnes	cost (USD)
Europe	0	0	0	0
East USA	0	0	0	0
West USA	0	0	0	0
			total	0

Company Operations	Kw	carbon output (Kg)	carbon tonnes	cost (USD)
Electricity (Tanesco)	0	0	0	0
Audit figure				0
			total	
Invoice			Total	\$0

NB. All figures are based on emission factors provided by the Green House Gas (GHG) Protocol and a carbon offset price of 10usd/tCO₂e. Flight emission factors vary between plane type, route and fuel types, we use the figure 0.18kg/CO₂e/Km travelled.

For more information please visit www.carbontanzania.com or email info@carbontanzania.com

HARMFUL SUBSTANCES

EXAMPLE

(Name of organization) will endeavor to address the issue of harmful substances, and to reduce and eradicate their use as far as possible, by:

Working with our suppliers to ensure the use of environmental products which are less harmful to both the user and the environment e.g. environmentally safe soaps and detergents for the laundering bed linen and towels and other substances in areas such as gardens, swimming pools, refrigeration, pest control etc

Where hazardous materials/chemicals are the only option ensuring that employees are fully trained on their storage, use and disposal, and provided with the appropriate clothing and tools.

For more information on internationally recognized harmful substances see links below:

- POP: The Stockholm Convention on Persistent Organic Pollutants <http://chm.pops.int/convention/thepops/tabid/673/default.aspx>
- PIC: The Rotterdam Convention on the Prior Information Consent Procedure for Certain Hazardous Chemicals and Pesticides in International Trade <Http://www.pic.int/theconvention/chemicals/annexiiichemicals/tabid/1132/language/en-us/default.aspx>
- Pesticide Action Network www.pan-international.org

REFRIGERATION COOLANT POLICY

The damage to the ozone layer caused by Chlorofluorocarbons (CFCs) and hydrochlorofluorocarbons (HCFCs) has been recognised for many years. Whilst they are not generally very poisonous to humans, these gases rise to the stratosphere and break down the ozone layer, letting too much ultraviolet radiation reach the earth. They come from aerosol sprays, foam insulation, electronics manufacturing and refrigeration coolants. The problems associated with emissions have been addressed by international intergovernmental agreements and most countries have for a number of years been phasing out their use completely. The environmental issue is still very relevant for climate change.

Most of the CFCs and HCFCs have been phased out and replaced with alternatives, e.g. in the case of aerosols, with butane and propane, or in refrigeration, with HFCs – Hydroflourocarbons. There may however be some Refrigerant 12 (usually going under the trade name Fluon or Arcton), or HCFC 22 still in circulation in older units. Their replacements, HFC's will bear the nomenclature 134a for domestic or commercial size refrigeration units, or other grades for air conditioning. These replacements, whilst ozone-benign, are powerful greenhouse gasses with greenhouse warming potentials many times greater than CO₂, Methane or other greenhouse warming gasses, so they too should be treated with care.

The general rule of thumb is that wherever possible emissions to atmosphere must be avoided in the case of any coolant gasses that are used in refrigeration or air conditioning.

EXAMPLE

(Name of Organisation) commits to using only coolants that are acceptable to the standards of Responsible Tourism Tanzania (RTTZ) i.e. Hydroflourocarbons – or HFCs.

Refrigerators older than 10 years should be phased out especially if they are still running on CFCs or HCFCs.

All refrigeration will be labeled with the refrigerant that is being used, and all use of ozone-friendly HFCs will continue to be monitored due to their potential effect on global warming.

If equipment is faulty or in need of repair, the repairs will be carried out with immediate effect. A log book will be in place to record any repairs carried out on all refrigeration units.

Gas emissions through leakage is minimized by regular maintenance and careful handling of gas cylinders, and when refrigeration units have exceeded their natural life, engineers will be asked to remove remaining gas wherever possible, in order to re-use.

Signed

CEO

Date

WASTE MANAGEMENT

For more information and ideas on waste management please refer to the Waste Management Toolkit and the Tanzania Waste Directory on the Honeyguide Foundation website

[Http://www.honeyguide.org/wp-content/uploads/2010/07/waste-management-toolkit-comp.pdf](http://www.honeyguide.org/wp-content/uploads/2010/07/waste-management-toolkit-comp.pdf)

http://www.honeyguide.org/seminar_downloads/tanzania%20waste%20directory-%20your%20trash%20friend.pdf

CORPORATE SOCIAL RESPONSIBILITY

Corporate Social Responsibility (CSR) is an emerging business trend. It's all part of being responsible and functions as a built-in, self-regulating mechanism with a business monitoring and ensuring that it is legally compliant and setting and following internationally acceptable ethical standards. Businesses from small enterprises to large industry are developing CSR visions, policies and strategies to guide their operations and investments. Many businesses take it further and engage in actions that result in some social good and in encouraging a positive impact through its activities on the environment, customers, employees, communities, and other stakeholders. More and more businesses are discovering the benefits of strategically managing their social and environmental performance to generate positive CSR outcomes.

Join the trend and become better through foresight and practicing good CSR!

WHO SHOULD BE INVOLVED?

Ideally everyone connected to the organization should be involved. There is a need for top down commitment to lead both the short and long term changes that need to be made, as well as to drive the main values of the organization and communicate them to those that matter. However, to ensure the best CSR policy different groups of people including your guests, employees, suppliers and communities should provide some input, as they may well be able to tell you what needs to be improved.

GET STARTED

First of all you should do some initial research:

- Have a good, long look at your business, what it is involved in and how it can be improved. Consider your location, purchasing, supply logistics, local communities and work-life balance.
- Use your core values to build up your CSR policy. If you have them then use them and if not then develop them (see the sustainability management plan).
- Look at different examples of good practice; something that someone else is doing well or better, something that has worked elsewhere.
- Be realistic and set goals that you can achieve with your availability of cost, time and support.

WRITING YOUR POLICY

Having done your research it should now be easy to pull things together and write it down.

AIMS AND OBJECTIVES

Write down some clear, broad objectives, possibly covering some or all of the following:

- Environmental aims: reducing waste, water and energy.
- Social and community: contribute to and become involved with your local community and charities and encourage others to do the same.
- Ethical issues: ensure your workplace practices are ethical as well as your purchasing.
- Sustainable development: ensure a better quality of life for everyone.
- Business relationships: make sure you follow a clear code of conduct, pay your bills on time.

IMPLEMENTATION

Now specify what you need to do to achieve your objectives i.e. how you will reduce your waste. This can also be linked to your sustainability and environmental management plans.

Ask your employees how they might be supported in CSR; give time off for volunteers working in the community, match funds raised by staff for charity.

Find out how your organization is able to become involved in local organizations and to help.

RISK MANAGEMENT

Make sure you identify your risks and set up clear controls to manage them. Look out for any potential new issues e.g. environmental concerns and this will enable you to minimize the impact on your corporate reputation.

INTEGRATE!

As mentioned already, you will see that there are links between your CSR policy and other existing policies such as Health and Safety, Sustainability, Human Resources etc. Ensure that they are consistent across the board, and that there are no conflicting aims.

SHOW THAT YOUR CSR POLICY WORKS.

Finally, make sure that you measure the impact that you are having e.g. customer satisfaction, employee measures such as improved skills and job satisfaction, reduced absenteeism and specific targets such as reduced energy use.

Communicate your CSR policy and its success and motivate everyone!

EXAMPLE 1.

{Name of organization} is dedicated to creating business growth while ensuring that CSR is a part of its responsibility and that our impact on the environment is minimized and that those with whom we associate with are encouraged to do the same. We aim to play an active part in and support the community in which we operate and champion worthy causes wherever possible, directly or indirectly. We will ensure that ethical practices are carried out across our organization and that we continue in our commitment to our most valuable resource, our employees.

All staff are aware of the Policy and are supportive of it. Participation and proactive efforts and ideas are welcomed and acknowledged.

Overall responsibility for developing corporate policies on social, ethical and environmental matters and reviewing them lies with the Board of Directors. It is then the responsibility of individual lodge managers to communicate and apply that policy within their particular area taking account of legislation to ensure compliance with the policy and to maintain, review and refine procedures accordingly.

The three key areas of corporate social responsibility at *{Name of organization}* are:

- Environment
- Community
- Employment and ethics

Environment

ECRM is committed to the environment and reducing our impact on it. This can be seen in greater depth in our Environmental Management Policy.

Community

With most of our hotels situated in areas where local communities exist, we consider the essence of the community as an essential part of our being. Without their presence, we would not exist, and so we strive to ensure that the only impact that we have in the area is a positive one which benefits the local community in a transparent and sustainable way.

Our policies and codes of conduct for guests and employees reflect this, as do the various community initiatives that we support and encourage.

Employment and ethics

{Name of organization} commits to:

Abiding by legislation relating to employment rights and equal opportunities, especially non-discrimination on the basis of ethnic origin, religion, gender, age, marital status or disability.

Ensuring that physical, verbal and psychological abuse or sexual or other forms of harassment towards employees are not tolerated.

Paying wages and benefits which meet or exceed national minimum requirements and adhere to working time regulations where applicable.

Not to neither use forced labour nor employ workers under the school-leaving age.

To provide a safe and secure workplace and promote good health and safety and environmental practices.

To give employees the freedom to associate or bargain collectively without fear of discrimination.

To allow employees to report any concerns they may have over unethical business practices or conduct, dangers to health and safety, or breach of company policies. Any such disclosures will be appropriately investigated.

All employees are expected to behave ethically and with integrity and honesty.

Not to give or receive any bribes, extra contractual gratuities, inducements, facilitation fees or similar payments.

Not to donate to any political party or similar organisation.

All achievements in CSR will be reported on an annual basis, and the report will be communicated to all stakeholders on the website.

EXAMPLE 2.

The Board of Directors of *{Name of organization}* recognises the importance of corporate social responsibility and through consultation with guests, employees and other stakeholders has developed a corporate social responsibility policy. We are committed to communicate our commitment to corporate social responsibility to the attention those working within our organization as well as to a wider audience.

This policy will be reviewed and measured annually to ensure that our commitment to environmental responsibility, the community, and our ethical policy are addressing current issues and are as forward thinking as possible.

The CSR policy addresses four key areas:

Environmental Impact; ensuring there is a sustainability culture through the business and our employees. We will focus on:

- Complying with all relevant environmental legislation, regulations and approved codes of practice
- Protecting the environment by minimising our pollution of land, air, and water
- Keeping waste to a minimum through the efficient use of materials and resources
- Managing and disposing of all waste in a responsible manner
- Providing environmental awareness training for our employees to ensure that the policy can be followed
- Ensuring that environmental factors are considered during planning and implementation
- Monitoring and continuously improving our environmental performance
- Regularly communicating the results of our environmental performance to our employees and other significant stakeholders

More detail on how we will achieve the above can be seen in the environmental management plan.

Procurement Management; working with our suppliers to source environmentally friendly products which where possible are locally sourced and with minimal delivery packaging.

We will endeavor to:

- Share our environmental expectations with our suppliers and contractors and encourage them to adopt sound environmental and sustainable practices, such as reducing the amount of packaging and consolidating deliveries.

- work with our suppliers to increase usage of environmentally friendly products and supplies
- Commit to responsibly sourced food products and ingredients following seasonal trends and sourcing locally whenever possible to reduce food miles and support the local community.

Community Investment and Social Impact; making sure that we work within our community, providing both support and positive impact. We will:

- Communicate regularly with community leaders
- Ensure that there is no negative impact from our business activities on the local community
- Source appropriate and worthy local initiatives and schemes to support and encourage.
- Provide employment within the local community whenever possible
- Communicate and uphold our guest and employee codes of conduct with regards to local community, culture and historical artifacts.

Employment Practices; ensuring that our organization is one of the best employers in its industry, through fairness and equality. We will:

- Provide a workplace in which diversity is valued and there are equal opportunities
- Provide a mechanism by which employees can raise their views and be engaged in change and issues that affect the company.
- Provide a safe and secure workplace which is conducive to the health and welfare of employees.
- Support employees with training and opportunities for promotion to help them reach their potential and maximise their contribution to wider company strategy.
- Recognise and reward individuals on the basis of their own performance and that of the company.

HISTORICAL – CULTURAL HERITAGE POLICY

EXAMPLE

(Name of organisation) commits to protecting and preserving any local historical sites within the vicinity of the camp / lodge / hotel, and respects all cultural activities. It will ensure that the rights, values, cultures and religions are acknowledged, understood and supported.

(Name of organisation) will demonstrate this commitment by –
[..in all of the following ways, or by selecting those measures that are applicable, and adding any others appropriate to its location and circumstances]

PROTECTION AND PRESERVATION OF IMPORTANT HISTORICAL SITES AND CULTURAL ELEMENTS

Historical Sites: *(Name of Organisation)* discusses with the local community leaders any local historical sites that are culturally relevant within the boundaries of the establishment, or within the near vicinity. These are

(This should be initially done before the camp / lodge / hotel is set up or built.) Examples could be –

- *A burial ground with old grave stone markers*
- *Ruins of palaces, mosques or dwellings*
- *An old tree with spiritual significance*
- *A rock outcrop sacred to the local tribe*
- *The remains of a disused manyatta*
- *A grotto or cave relevant to witchcraft*
- *Plants used for local medicine*
- *An area where stone/bronze age artifacts have been found*
- *Cave paintings / rock art*
- *An ancient pathway, still used*

In all cases it should be ensured that the wishes of the community and the government archive offices are followed. This could mean that building around the areas should be avoided, or the site could with permission be incorporated into the establishment in order for visitors to learn about it, that guests could be encouraged to visit the site and to have the relevance explained by a local community member, or that the establishment undertakes to restore the site authentically and make use of it for tourism purposes (e.g. Mtoni Palace Ruins at Mtoni Marine Hotel, Zanzibar).

Cultural Activities: *(Name of Organisation)* discusses with community leaders and members what cultural and religious activities are practiced in the area, in order to support and respect them. *Examples could be –*

- Witchcraft ceremonies which are obliged to take place
- Animal ritual sacrifice
- The call to prayer from nearby mosques
- Ramadam
- Eid celebrations
- Sunday church meetings
- Christmas and Easter celebrations
- A specific style of architecture
- A legend involving a local feature or character
- A specific local industry, e.g. boat building, beaded jewelry, woven mats
- Initiation or coming-of-age ceremonies
- Dances, ngomas to mark certain events in the calendar year

In all cases there should be agreement with the community and religious leaders as to what is an acceptable way to respect these traditions. This could be to allow witchcraft ceremonies (as at Fundu Lagoon, Pemba), to give Christian staff time off on Sunday mornings, or to ensure there is a mosque on site for Muslim staff or guests to pray at required times, or to invite the village musical group to make a weekly performance at the establishment, with guest interpretative material, to encourage more understanding and preservation of cultural practices.

The establishment can honour the culture by asking local artists to design elements of their buildings to retain a feeling of the local culture. Wood carvers can be hired to produce fixtures and fittings with local materials, in a local style. Local jewelry, weapons, agricultural artifacts or paintings can be used for the décor.

RESPECT FOR CULTURE

(Name of Organisation) has a code of conduct relating to the respect of local culture which is explained to all employees and guests alike, and displayed in relevant areas such as the website, guest room or lobby information, and staff area notice boards.

Code of Conduct: To share the wishes of the local community with all who work in or visit the area, in order that practice is always consistent with this agreement, listing elements of acceptable and not acceptable behaviour.

Examples could be -

- Do not remove artifacts such as flints, bones, or pottery from shipwrecks
- No eating, drinking, smoking or holding hands in public during Ramadan
- No topless or nude sunbathing
- No giving sweets or pens to children by the road or on the beach
- Cover to knees and elbows when leaving the hotel (men and women)
- Greet local people politely and ask how they and their families are

- Learn a few words of the local language and never shout or lose your temper*
- Take time to visit the local village and support community projects*
- Buy souvenirs from the local manufacturer, or the organisation's gift shop which should stock such items.*