



**D1.9 PRACTICAL GUIDE FOR THE
IMPLEMENTATION OF ENVIRONMENTAL
MANAGEMENT SYSTEM (ISO14001) IN THE
UGANDAN TOURIST ACCOMMODATION
SECTOR**

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EXECUTIVE SUMMARY

In the framework of the GREENTU Project, funded by the European Commission under the Switch Africa Green Programme, this Practical guide for the implementation of Environmental Management System (ISO 14001) in the MSMEs of the Ugandan Tourist Accommodation Sectors has been developed.

This guide aims to facilitate and promote the implementation and certification of EMS according to ISO 14001:2015 standard, throughout the Tourist Accommodation Sector in Uganda. The guide is aimed at the Tourist Accommodation Sector in Uganda and its MSMEs in particular, and it pursues to be an useful tool to foster the sustainability of the sector.

In this sense, it is worth to mention that the guide is divided into two main sections.

The first part of the guide sums up the requirements defined in each clause of the standard: context of the organization, leadership, planning, support, operation, performance evaluation and improvement.

Afterwards, a list of brief key points for a successful implementation is provided. Within next section, GreenTU team acknowledges the work accomplished by the 30 tourist accommodations involved.

The last part of the guide, Annex I, includes the list of the documented information required for the implementation of the Environmental Management System, and the link to download the templates of the procedures and records.

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1 GREENTU PROJECT

The GREENTU Project (Greening the Tourism Sector in Uganda), funded by the European Commission under the Switch Africa Green Programme, is being implemented by Fundación GAIKER (GAIKER, Spain, Project Coordinator), Uganda Tourism Association (UTA, Uganda, Partner) and Uganda Community Tourism Association (UCOTA, Uganda, Partner).

The action has an overall duration of 36 months and aims at boosting the transformation of Uganda towards an inclusive green economy by enhancing the sustainability and competitiveness of a key sector for the country, as it is the Tourism Sector. To attain this, the action aims at equipping MSMEs of the Tourist Accommodation Sector in Uganda to implement Best SCP practices and Environmental Management Systems (ISO 14001). At the same time, the action will foster sustainable consumption by consumer awareness raising campaigns and supporting MSMEs of the Tourism Sector on ecolabelling scheme implementation.

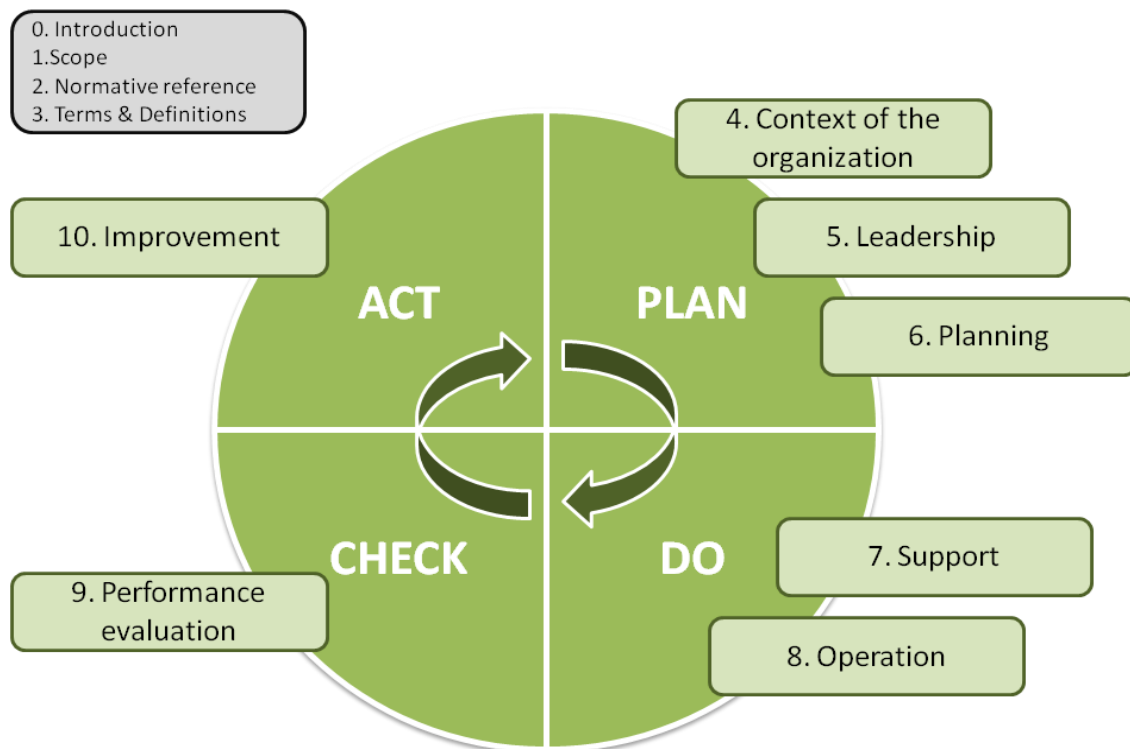
This deliverable “D 1.9 Practical guide for the implementation of the Environmental Management System (ISO 14001) in the Ugandan Tourist Accommodation Sector” is a public document developed in the context of “Output 1 – Improved sustainability and resource efficiency of the Tourist Accommodation Sector in Uganda and compliance with internationally recognized EMS ISO14001”.

2 ISO 14001

ISO 14001 is the international Environmental Management Standard. It specifies the requirements to identify and control any aspects of your Organization which have an effect on the environment. These activities can include, but are not limited to, the use of natural resources, energy consumption and the management of waste.

ISO 14001 is suitable for organizations of all types and sizes, be they private, not-for-profit or governmental. It requires that an organization considers all environmental issues relevant to its operations, such as air pollution, water and sewage issues, waste management, soil contamination, climate change mitigation and adaptation, and resource use and efficiency.

The standard has recently been revised, with key improvements such as the increased prominence of environmental management within the organization's strategic planning processes, greater input from leadership and a stronger commitment to proactive initiatives that boost environmental performance. Like all ISO management system standards, ISO 14001 includes the need for continual improvement of an organization's systems and approach to environmental concerns.



The ISO 14001:2015 requirements are broadly separated into 10 sections (called ISO 14001 clauses), with clauses one through three describing the standard and clauses four through 10 containing the requirements for an EMS:

- Context of the organization (clause 4)
- Leadership (clause 5)
- Planning (clause 6)
- Support (clause 7)
- Operation (clause 8)
- Performance evaluation (Clause 9)
- Improvement (clause 10)

Clauses 1 through 3 include no requirements, but instead deal with the scope of the standard, normative references to understand the standard better, and terms and definitions used in the standard.

3 WHAT BENEFITS WILL ISO 14001 BRING TO MY ORGANIZATION?

Since the effects of global warming and other environmental impacts are becoming more severe, governments all over the world are introducing new legislation to try and reduce the impact further. Because of this, mistakes when it comes to environmental issues can be incredibly costly – both in terms of finances and your brand’s reputation. Moreover, in the last decade there has been a rapid increase of tourists demanding for sustainable tourism services and products. Studies and statistics from international organizations (Global Sustainable Tourism Council (GSTC), United Nations, etc.) show that this trend will not only remain but grow in the short and medium term.

ISO 14001 is the business improvement tool that helps organizations implement a flexible and robust environmental management system, making them more resilient and sustainable. It brings environmental management into the heart of an organization, complementing business strategy and helping improve environmental performance over time. Incorporating the latest environmental thinking including lifecycle perspective it helps provide greater protection for the environment. It’s a framework which helps you focus on the increasing expectations of customers and other stakeholders, as well as regulatory requirements.

Some of the main benefits related to the implementation of an Environmental Management System according to ISO 14001:2015 are summarised below:

- Continual improvement is achieved because ISO requires continual improvement in environmental performance through the implementation of pollution prevention initiatives, such as waste reduction, minimize consumption of water and energy.
- EMS improves cost control by encouraging conservation of material inputs, reducing energy use, reducing water consumption, etc.
- Assuring regulatory compliance. Moreover, it increases the awareness among all staff on the requirement of compliance and the applicable legislation and regulation.
- Due to the environmental risk assessment that is done as part of the environmental management process, risk of the occurrences of events that could have adverse environmental consequences is reduced.

- Improved public image and community relations. Moreover, people are more aware of environmental behaviour, and they take into account this when they choose a hotel.

4 CONTEXT OF THE ORGANISATION

In an age where protecting the environment is becoming more important, those who damage it find their reputations damaged too. Proving that your business is committed to protecting the environment not only helps to cover you against this negative scrutiny but can increase positive brand recognition.

This is a new clause that establishes the context of the EMS and how the business strategy supports this. 'Context of the organization' is the clause that underpins the rest of the standard. It gives an organization the opportunity to identify and understand the factors and parties that can affect, either positively or negatively, the EMS.

Firstly, the organization will need to determine external and internal issues that are relevant to its purpose i.e. what are the relevant issues, both inside and out, that have an impact on or affect its ability to achieve the intended outcome(s) of the

EMS. Importantly, issues should include not only environmental conditions that the organization affects but also those that it is affected by.

An organization will also need to identify the 'interested parties' relevant to their EMS and their needs. These could include customers, communities, suppliers and non-government organizations and may change over time.

Finally, the last requirement is to establish, implement, maintain and continually improve the EMS in accordance with the requirements of the standard.

4.1 UNDERSTANDING THE ORGANIZATION AND ITS CONTEXT

This clause requires the organization to consider a wide range of potential factors which can impact on the management system, in terms of its structure, scope, implementation and operation.

The areas for consideration are wide-ranging, including:

- a) environmental conditions related to climate, air quality, water quality, land use, existing contamination, natural resource availability and biodiversity, that can either affect the organization's purpose, or be affected by its environmental aspects;

- b) the external cultural, social, political, legal, regulatory, financial, technological, economic, natural and competitive circumstances, whether international, national, regional or local;
- c) the internal characteristics or conditions of the organization, such as its activities, products and services, strategic direction, culture and capabilities (i.e. people, knowledge, processes, systems).

4.2 UNDERSTANDING THE NEEDS AND EXPECTATION OF INTERESTED PARTIES

The organization shall determine the needs and expectations of “interested parties”, both internal and external:

- Employees
- Contractors
- Clients/Customers
- Suppliers
- Regulators
- Shareholders
- Neighbours
- NGOs

The consideration of context and interested parties needs to be relevant to the scope and the standard, and the assessment needs to be appropriate and proportionate.

The output from understanding the context and the needs and expectations of interested parties is a key input to the assessment and determination of risks and opportunities required in clause 6. Planning. There are various methods and approaches which can be used to capture these inputs. Approaches could include:

- Summary information from the range of existing approaches used as listed above (e.g. a brief report),

- Information summarised as part of inputs to risk and opportunity registers (e.g. for ISO 14001 this could be an additional process in the identification of environmental aspects and impacts),
- Recorded in a simple spreadsheet,
- Logged and maintained in a database,
- Captured and recorded through key meetings.

These clauses are asking organizations to think clearly and logically about what can internally and externally affect their management systems, and to be in a position to show that this information is being monitored and reviewed. It also requires organizations to elevate the discussions to the highest levels, since capturing the above range of information is hard to achieve without a high level approach.

4.3 DETERMINING THE SCOPE OF THE EMS

For ISO 14001:2015 the scoping requirements have become clearer, stronger and require the organization to consider the inputs from understanding the context and the needs and expectations of interested parties, along with the products and services being delivered.

This should encourage a clearer and more logical approach to scoping, driven by external and internal requirements - it should not be used to exclude activities, processes or locations which have significant environmental aspects and impacts and should not be used to avoid areas with clear compliance obligations.

4.4 ENVIRONMENTAL MANAGEMENT SYSTEM (EMS)

This clause basically states that the organization needs to establish, implement, maintain and continually improve a management system in order to achieve its intended outcomes, including enhancement of environmental performance. This should also be familiar to organizations which implement management systems in order to deliver compliance and improvement.

SOME TIPS:

Start by defining a set of environmental policies that are appropriate to the nature, scale and impact of your organization's activities, products and services. A specific list of goals allows you to determine how you will handle them as well as setting the expectations of any interested parties. Think about how you will measure the success – or failure – of these objectives.

To help with this, identify anyone who would be interested in your organization's environmental impact: government bodies, customers, partners etc. Knowing who is impacted and how will identify potential areas to focus on.

You will need to document and communicate this information throughout your organization.

5 LEADERSHIP

When the leadership of an organization sets an example by actively participating in and encouraging those under them to care about the Environmental Management System, they are creating an atmosphere that should motivate everyone to work towards achieving the organization's environmental objectives.

This clause is all about the role of “top management” which is the person or group of people who directs and controls the organization at the highest level. The purpose is to demonstrate leadership and commitment by integrating environmental management into business processes.

Top management must demonstrate a greater involvement in the management system and need to establish the environmental policy, which can include commitments specific to an organization's context beyond those directly required, such as the ‘protection of the environment’.

There is greater focus on top management to commit to continual improvement of the EMS. Communication is key and top management have a responsibility to ensure the EMS is made available, communicated, maintained and understood by all parties.

Finally, top management need to assign relevant responsibilities and authorities, highlighting two particular roles concerning EMS conformance to ISO 14001 and reporting on EMS performance.

5.1 LEADERSHIP AND COMMITMENT

This clause encompasses a range of key activities which top management need in order to “demonstrate leadership and commitment with respect to the management system”.

Therein lies one of the innovations delivered by the common High Level Structure (HLS) – top management must show leadership of the management system rather than just demonstrate commitment to it. The standard is driving the oversight of the management system to the highest level of management and making it a key component of the organization and its core business processes and activities.

It doesn't mean that the leadership has to be able to regurgitate the policy or recite the objectives and targets – what it means is that an internal or external interested party should feel entitled to have a discussion with leadership about core and critical aspects of the business, because these are at the heart of the management system.

5.2 ENVIRONMENTAL POLICY

The Environmental Policy is an important document because it acts as the driver for the organization. Top management should ensure that the policy is appropriate, compatible with the strategic direction and not a bland statement that could apply to any business. It should provide clear direction to allow meaningful objectives to be set that align with it.

The new standard focuses on commitment to “protection of the environment” rather than solely addressing “prevention of pollution” in the 2004-edition. This indicates a broader environmental view and more in line with current environmental challenges.

The policy needs to be communicated to all employees and they need to understand the part they have in its deployment. The policy must be documented and available externally.

5.3 ORGANIZATION ROLES, RESPONSIBILITIES AND AUTHORITIES

For a system to function effectively, those involved need to be fully aware of what their role is. Top management must ensure that key responsibilities and authorities are clearly defined and that everybody involved understands their roles.

Defining roles is a function of planning, ensuring awareness can then be achieved through communication and training. It is common for organizations to use job descriptions or procedures to define responsibilities and authorities.

In ISO 14001:2015 top management are more directly identified as being responsible for ensuring that these aspects are properly assigned, communicated and understood.

SOME TIPS:

As a business leader, you should take accountability for your organization's environmental goals – build them into your organization's business objectives, and then document and communicate them. If everyone knows what your environmental objectives are and how they

are to be fulfilled, then they can act with one purpose – especially if your organization’s leadership is setting a positive example in this regard. It is important to empower your people by giving them the resources, training and authority to act with accountability.

6 PLANNING

By planning your processes in advance your business will be able to react quickly to any environmental risks and opportunities that may arise. It also shows that you are forward-thinking and proactive business, not a reactive one.

This clause focuses on how an organization plans actions to address both risks and opportunities which have been identified in Clause 4. It focuses the organization on the development and use of a planning process, rather than a procedure to address both a range of factors and the risk associated with such factors.

Consideration of risks needs to be proportionate to the potential impact they may have, and opportunities could include substitute raw materials for example. For the first time, there is an explicit reference to abnormal and emergency situations. Even more importantly, the reference to a

consideration of a life cycle perspective and the clause notes highlights that significant aspects can give rise to risks that are both beneficial and adverse. Another key area of this clause is the need to establish measurable environmental objectives.

Finally this clause covers what is referred to as “planning of changes”. This has to be done in a systematic manner. Organizations should consider identifying who is involved, when changes are to take place and the potential consequences of change.

6.1 ACTIONS TO ADDRESS RISKS AND OPPORTUNITIES

In basic terms, this clause requires the organization to:

- Consider in planning the EMS the context of the organization and the scope of the system;
- Determine risk and opportunities relating to environmental aspects, compliance obligations and other issues and requirements identified;
- Also consider potential emergency situations which could arise and constitute risk

- Determine the range of environmental aspects and impacts and determine those impacts which are of significance to the organization within the defined scope;
- Consider all compliance obligations applicable to the organization and how these may present threats or opportunities;
- Consider appropriate actions to address the significant aspects/impacts, compliance obligations and risks and opportunities identified.

The ISO 14001 standard also introduces the concept of “considering a life cycle perspective” for its products, services and activities.

6.2 ENVIRONMENTAL OBJECTIVES AND PLANNING TO ACHIEVE THEM

This clause requires the organization to establish environmental objectives and plans, ensuring that these are clear, measurable, monitored, communicated, updated and resourced.

As part of the planning process, top management needs to set environmental objectives driven by the outputs from the analysis of risks arising from threats and opportunities, with the aim of delivering compliance, performance improvement and effective risk management. Objectives should be consistent with the Environmental Policy and be capable of being measured.

Documented information needs to be kept in relation to objectives and there will need to be evidence regarding monitoring of achievement.

SOME TIPS:

You’ve already defined your goals, now you should plan how you will achieve them. For each goal, determine: what will be done; what resources will be required; who is responsible; how long it will take and how the results should be evaluated.

Determine any risks and opportunities related to your business’ environmental aspects and note any obligations in this regard such as government regulations.

You should also consider potential changes to your business that may affect your environmental goals such as new products or services and abnormal conditions/emergency situations.

7 SUPPORT

Without support, it is unlikely that your environmental goals will be achieved. A fully supported environmental management system shows that your organization is committed to reducing environmental impact, not just paying lip-service.

This clause is all about the execution of the plans and processes that enable an organization to meet their EMS. Simply expressed, this is a very powerful requirement covering all EMS resource needs. Organizations will need to determine the necessary competence of people doing work that, under its control, affects its environmental performance, its ability to fulfil its compliance obligations and ensure they receive the appropriate training.

7.1 RESOURCES

The main intention behind this general requirement is that the organization must determine and provide the resources needed for the establishment, implementation, maintenance and continual improvement of the environmental management- covering all aspects of people and infrastructure.

7.2 COMPETENCE

In order to determine competence, competence criteria need to be established for each function and role relevant to the environmental management system. This can then be used to assess existing competence and determine future needs. Where criteria are not met, some action is required to fill the gap.

Training or reassignment may even be necessary. Retained documented information is required to be able to demonstrate competence. Recruitment and induction programmes,

training plans, skills tests and staff appraisals often provide evidence of competence and their assessment. Competency requirements are often included in recruitment notices and job descriptions. The standard is clear that documented information is required as evidence of competence.

7.3 AWARENESS

Personnel need to be made aware of the environmental policy, significant aspects and impacts of relevance to their activities, how they contribute to the environmental objectives, environmental performance and compliance obligations, and the implications of failures in compliance.

7.4 COMMUNICATION

Effective communication is essential for a management system. Top management needs to ensure that mechanisms are in place to facilitate this. It should be recognised that communication is two-way and will not only need to cover what is required, but also what was achieved.

With ISO 14001:2015 the importance of internal communications and external communications are emphasized. It also makes very clear the importance of ensuring in relation to environmental reporting and associated communications that the organization shall “ensure that environmental information communicated is consistent with information generated within the environmental management system, and is reliable”. It also emphasizes the need to plan and implement a process for communications along the ‘who, what, when how’ principles.

7.5 DOCUMENTED INFORMATION

Most of the ISO 14001:2015 text will be familiar, being similar to the requirements of ISO 14001:2004, but there is some logical broadening to encompass electronic and web- based media. It is worth emphasising here that the standard no longer specifies the need for documented procedures – it is up to the organization to decide what is needed. However, it does specify on a number of occasions the need to maintain or retain documented information, in order to give structure, clarity and evidence of the system being maintained and effective.

SOME TIPS:

Supporting an environmental management system covers many areas from providing the resources needed to achieve an environmental goal, to training staff in how to handle environmental issues.

A large part of supporting the system is to document and communicate it – both internally and externally. Documents should be reviewed and updated regularly, and any changes communicated appropriately.

8 OPERATION

Environmental issues should be thought of as part of business operations – not just an afterthought once the issue has already occurred. You are showing that you are a proactive business.

This clause deals with the execution of the plans and processes that enable the organization to meet their environmental objectives.

There are specific requirements that relate to the control or influence exercised over outsourced processes and the requirement to consider certain operational aspects 'consistent with a life cycle perspective'. This means giving serious consideration to how actual or potential environmental impacts happening upstream and

downstream of an organization's site-based operations are influenced or (where possible) controlled.

Finally, the clause also covers the procurement of products and services, as well as controls to ensure that environmental requirements relating to design, delivery, use and end-of-life treatment of an organization's products and services are considered at an appropriate stage.

8.1 OPERATIONAL PLANNING AND CONTROL

The overall purpose of operational planning and control is to ensure that processes are in place to meet the environmental management system requirements and to implement actions planned.

There are some clearer and stronger requirements relating to outsourced processes and control of changes. In addition, requirements around the life cycle perspective approach are defined in more detail, covering the key elements of:

- Environmental requirements for procurement of products and services
- Establishing controls to ensure environmental requirements are addressed in the design and development phase

- Communicating environmental requirements to providers (including suppliers, contractors and others)
- Providing key environmental information on products and services in the context of the life cycle (e.g. end-of life information).

The organization needs to determine and evaluate the level of control and influence over the different life cycle elements, based on the context of the organization and the consideration of significant environmental aspects, compliance obligations and risks associated with threats and opportunities.

Overall ISO 14001:2015 requires a structured approach to all aspects of the products and services with a strong reference point to life cycle perspective.

There is a clear requirement for ensuring that there is documented information to provide assurance that the processes are in place and implemented effectively. That requirement could cover process maps, procedures, specifications, forms, records, data and other information across any media.

8.2 EMERGENCY PREPAREDNESS AND RESPONSE

This clause is clear in requiring the organisation to establish, implement and maintain processes needed to handle potential emergency situations.

The more detailed requirements cover the need to ensure:

- That the organization plans actions to mitigate or prevent environmental consequences;
- The organization responds to actual emergency situations;;
- Takes action to prevent or mitigate the consequences of emergency situation;
- Periodic testing of any procedures, plans and response mechanisms;
- Periodic reviews and updates of procedures and plans based on experience;
- Provision of relevant information and training to relevant interested parties.

SOME TIPS:

Consider how your environmental goals can be met at every stage of your business life cycle, this could be the end-of-life treatment or disposal of your products/services. You should use your findings to design a series of controls that will help you to address them.

In addition, you will need to establish, implement and maintain a plan to address emergency situations.

Details should be documented and communicated to relevant parties. For example, your customers may wish to know how to responsibly dispose of your products.

9 PERFORMANCE EVALUATION

By evaluating your performance, you are ensuring that your goals and legal obligations continue to be met. This step also allows you to identify and rectify issues early on, before they become a problem.

This is all about measuring and evaluating your EMS to ensure that it is effective and it helps you to continually improve. You will need to consider what should be measured, the methods employed and when data should be analysed and reported on. As a general recommendation, organizations should determine what information they need to evaluate environmental performance and effectiveness.

Internal audits will need to be carried out, and there are certain “audit criteria” that are defined to ensure that the results of these audits are reported to relevant management. Finally, management reviews will need to be carried out and “documented information” must be kept as evidence.

9.1 MONITORING, MEASUREMENT, ANALYSIS AND EVALUATION

This sub-clause encompasses two key areas:

- Monitoring, measurement, analysis and evaluation of environmental performance and the effectiveness of the system;
- Evaluation of compliance with all legal and other obligations.

The range of monitoring and measurement required needs to be determined for those processes and activities which relate to significant environmental aspects/impacts, environmental objectives, key areas of operational control and processes, and also for evaluating the meeting of compliance obligations.

For the monitoring and measurement determined as required, the organization also needs to determine key criteria and requirements, including:

- Methods for monitoring, measurement, analysis and evaluation;

- Key performance indicators and performance evaluation metrics;
- When, where, how and by whom the monitoring, measurement, evaluation and analysis is carried out;
- Specification, management and maintenance of key monitoring equipment and data handling processes.

The output from these activities provide key inputs for a range of other elements of the environmental management system, including management review, and in determining the internal and external communications required on the environmental management system and its performance.

The other key aspect of this sub-clause is the organization will need to demonstrate how it evaluates compliance with other requirements. Most organizations fulfil this clause via their internal audit processes, but other compliance audits, checks and reviews can be used. The organization should define its processes for evaluating compliance with legal and other requirements and must maintain documented information relating to these activities. The process must cover:

- Frequency of evaluation
- Evaluation approach
- Maintain knowledge on compliance status

9.2 INTERNAL AUDIT

Internal audits have always been a key element of ISO 14001 in helping to assess the effectiveness of the environmental management system.

An audit programme needs to be established to ensure that all processes are audited at the required frequency, the focus being on those most critical to the business. To ensure that internal audits are consistent and thorough, a clear objective and scope should be defined for each audit.

This will also assist with auditor selection to ensure objectivity and impartiality. To get the best results, auditors should have a working knowledge of what is to be audited, but management

must act on audit results. This is often limited to corrective action relating to any nonconformities that are found, but there also needs to be consideration of underlying causes and more extensive actions to mitigate or eliminate risk. Follow up activities should be performed to ensure that the action taken as a result of an audit is effective.

9.3 MANAGEMENT REVIEW

The main aim of management review is to ensure the continuing suitability, adequacy and effectiveness of the quality management system. Only through conducting the review at sufficient intervals (remember, management review does not have to be just one meeting, held once per year), providing adequate information and ensuring the right people are involved can this aim be achieved.

The standard details the minimum inputs to the review process. Top management should also use the review as an opportunity to identify improvements that can be made and/or any changes required, including the resources needed.

The input to management review should include information on:

- Status of previous actions from management reviews;
- Changes in internal/external inputs, significant aspects/ impacts and compliance obligations;
- Achievement and progress on environmental objectives;
- Information on environmental performance;
- Communications from external interested parties;
- Opportunities for continual improvement;
- Adequacy of resources for the environmental management system.

The output from the management review should include any decisions and actions related to:

- Conclusions on the suitability, adequacy and effectiveness of the system;
- Continual improvement opportunities,

- Changes to the environmental management system, including resources;
- Actions relating to objectives not achieved;
- Implications for the strategic direction of the organization.

Documented information pertaining to the management review is required to be retained.

SOME TIPS:

Firstly, determine what needs to be measured. You should set out a series of guidelines to allow consistent measurement – especially where measurements can be subjective.

Data shouldn't just be collected but be analysed, not only to see if a goal has been reached, but if improvements can be made.

You should perform regular audits and management reviews to ensure that your targets and measurements are still fit for purpose.

Everything within this section needs to be documented.

10 IMPROVEMENT

A business that never improves will eventually stagnate, even in the unlikely event that performance remains constant. From small, incremental alterations to large breakthrough changes, all improvements can increase the success of your environmental policies.

This clause requires organizations to determine and identify opportunities for continual improvement of the EMS. The requirement for continual improvement has been extended to ensure that the suitability and adequacy of the EMS—as well as its effectiveness—are considered in the light of enhanced environmental performance. There are some actions that are required that cover handling of corrective actions. Firstly organizations

need to react to the nonconformities and take action. Secondly they need to identify whether similar nonconformities exist or could potentially occur. This clause requires organizations to determine and identify opportunities for continual improvement of the EMS. There is a requirement to actively look out for opportunities to improve processes, products or services; particularly with future customer requirements in mind.

10.1 GENERAL

This states that the organization shall determine opportunities for improvement and implement necessary actions to achieve intended outcomes.

10.2 NON CONFORMITY AND CORRECTIVE ACTION

The main aim of the corrective action process is to eliminate the causes of actual problems so as to avoid recurrence of those problems. It is a reactive process, in that it is triggered after an undesired event (e.g. a pollution event). In essence, the process uses the principles of root cause analysis. A basic approach to problem solving is “cause” and “effect”, and it is the cause that needs to be eliminated. Action taken should be appropriate and proportionate to the impact of the nonconformity. As part of the corrective action process, the effectiveness of action taken must be checked to ensure it is effective.

10.3 CONTINUAL IMPROVEMENT

This sub-clause of ISO 14001:2015 effectively summarises the key aim of an environmental management system: to continually improve the suitability, adequacy and effectiveness of the environmental management system to enhance environmental performance.

Focus should be relevant to risks and benefits. Improvement can be incremental (small changes) or breakthrough (new technology). In reality both methods will be used at some point in time.

SOME TIPS:

When looking at any type of improvement, consider the root cause as well as addressing the consequences. This will allow you to introduce preventive actions and even allow you to spot and prevent further issues that may occur in the future. Regularly tracking and reviewing processes and making improvements will ensure they are always fit for purpose.

11 KEY POINTS

- ❖ Top management commitment is key to making this a success. Ensure that your top management team really understands the importance of leadership in the new standard.
- ❖ Engage the whole business with good internal communication, and motivate staff involvement with training and incentives.
- ❖ Map out and share roles, responsibilities and timescales.
- ❖ Think about how different departments work together to avoid silos (a process, department, etc. that operates in isolation from others). Make sure the organization works as a team for the benefit of customers and the organization. All of our employees should understand the key metrics and the success factors.
- ❖ Review systems, policies, procedures and processes you have in place – you may already do much of what's in the standard and make it work for your business.
- ❖ Speak to your customers and suppliers. They may be able to suggest improvements and give feedback on your service.
- ❖ Train your staff to carry out internal audits. This can help with their understanding, but it could also provide valuable feedback on potential problems or opportunities for improvement.
- ❖ Regularly review your ISO 14001 system to make sure you are continually improving it.

12 GREENTU PROJECT CASE STUDIES


The table below shows the 30 accommodations that have been trained and technically supported during the implementation of the procedures of the Environmental Management System, according to the ISO 14001 standard.

It is worth to highlight the dedication and efforts they have made to change and adapt their processes to the ISO 14001 standard. All these accommodations have implemented ISO 14001 procedures and records with the technical support of GreenTU Project:

ACCOMMODATION NAME	LOCATION	LOGO
Eureka Place Hotel	Kampala	
Arch Apartments LTD	Kampala	
Makerere University Guest House	Kampala	
Nob View Hotel	Kampala	
Bannana Village	Entebbe	
Nile Hotel Jinja LTD	Jinja	
Protea Hotel by Marriott Entebbe	Entebbe	
Central Inn LTD	Entebbe	

ACCOMMODATION NAME	LOCATION	LOGO
Fairway Hotel LTD	Kampala	
Forest Cottages	Kampala	
Tourist Bay Hotel	Jinja	
Pavillion Hotel	Kampala	
Arcadia Suites Kampala	Kampala	
Hotel Top Five	Kampala	
Jevine Hotel	Kampala	
Jobiah Hotel	Mukono	
Makutano Hotel	Kampala	
Serenada Eco Resort	Mukono	
Sheraton Hotel	Kampala	

ACCOMMODATION NAME	LOCATION	LOGO
Namirembe guest house	Kampala	 NAMIREMBE GUEST HOUSE
Crystal Suites	Kampala	 CRYSTAL SUITES
Serena Hotel	Kampala	 KAMPALA SERENA HOTEL
Garuga Resort Beach Hotel	Entebbe	 GARUGA RESORT
Uganda Wildlife Conservation Education Center	Entebbe	 UWEC
Makerere Serene Hotel	Kampala	 MAKERERE SERENE HOTEL "We make a difference"
Hotel Paradise on the Nile	Jinja	 HOTEL PARADISE ON THE NILE
Namugongo hotel	Kampala	 NAMUGONGO HOTEL
Ngamba executive cottages	Entebbe	 Chimpanzee Sanctuary and Wildlife Conservation Trust
Mestil Hotel	Kampala	 méstil HOTEL & RESIDENCES

ACCOMMODATION NAME	LOCATION	LOGO
Skyz Hotel	Kampala	

13 REFERENCES

- Beginner's Guide to ISO 14001: 2015 - Environmental Management System Requirements Explained, QMS International
- Introduction to ISO 14001:2015, International Organization for Standardization (2015)
- ISO 14001:2015 Environmental Management Systems – Requirements: Guidance Document, DNV GL (2015)
- ISO 14001:2015 Your implementation guide, British Standards Institution (2016)
- Making the transition to ISO 14001:2015, Stichting Coördinatie Certificatie Milieu (2016)

14 ANNEX I: DOCUMENTED INFORMATION TEMPLATES

Click on the download link if you want to get the templates of the documented information listed in the table below:

http://www.greenttu.eu/wp-content/uploads/2020/02/Templates_GreenTU_ISO14001.pdf

SECTION	CHAPTER	PROCEDURE TITLE	ASSOCIATED DOCUMENTS
1 CONTEXT OF THE ORGANIZATION	P1.1	Context of the organization. Needs and expectations of interested parties	D1.1-1 SWOT analysis of the context of the organization D1.1-1 Record of needs and expectations of interested parties
	P1.2	EMS's description and definitions	-
2 LEADERSHIP	P2.1	Leadership and commitment	D2.1-1 Environmental policy
	P2.2	Organizational roles, responsibilities and authorities	D2.2-1 Personnel profiles
3 PLANNING	P3.1	Risks and opportunities	D3.1-1 Risks and opportunities record
	P3.2	Identification of environmental aspects and impacts. Significant environmental aspects and impacts.	D3.2-1 Identification and evaluation of environmental aspects
	P3.3	Compliance obligations	D3.3-1 Compliance obligations record
	P3.4	Environmental objectives and planning actions	D3.4-1 Environmental objectives and planning action record
4 SUPPORT	P4.1	Identification of resources	D4.1-1 Maintenance programme and planning D4.1-2 Maintenance monitoring record
	P4.2	Competence, training and awareness	D4.2-1 Training and awareness planning and evaluation D4.2-2 Training attendance sheet D4.2-3 Personnel form
	P4.3	Communication	D4.3-1 Communication record
	P4.4	Documented information	D4.4-1 Master list of forms D4.4-2 Distribution list D4.4-3 Master list of external documents

SECTION	CHAPTER	PROCEDURE TITLE	ASSOCIATED DOCUMENTS
5 OPERATION	P5.1	Control of suppliers and contractors	D5.1-1 Supplier evaluation form D5.1-2 Service provider/supplier performance assessment form
	P5.2	Operational control	D5.2-1 Operational control instructions
	P5.3	Emergency preparedness and response	D5.3-1 Emergency report & accident report D5.3-2 Emergency/drill report
6 PERFORMANCE EVALUATION	P6.1	Environmental performance	D6.1-1 Environmental performance
	P6.2	Internal audit	D6.2-1 Audit planning D6.2-2 Internal audit checklist D6.2-3 Internal audit report
	P6.3	Management review	D6.3-1 Top Management annual review
7 IMPROVEMENT	P7.1	Non-conformity and corrective action	D7.1-1 Non-conformities record D7.1-2 Non conformity and corrective actions report